

3be Tuckman's Model

5 Stages of Team Development

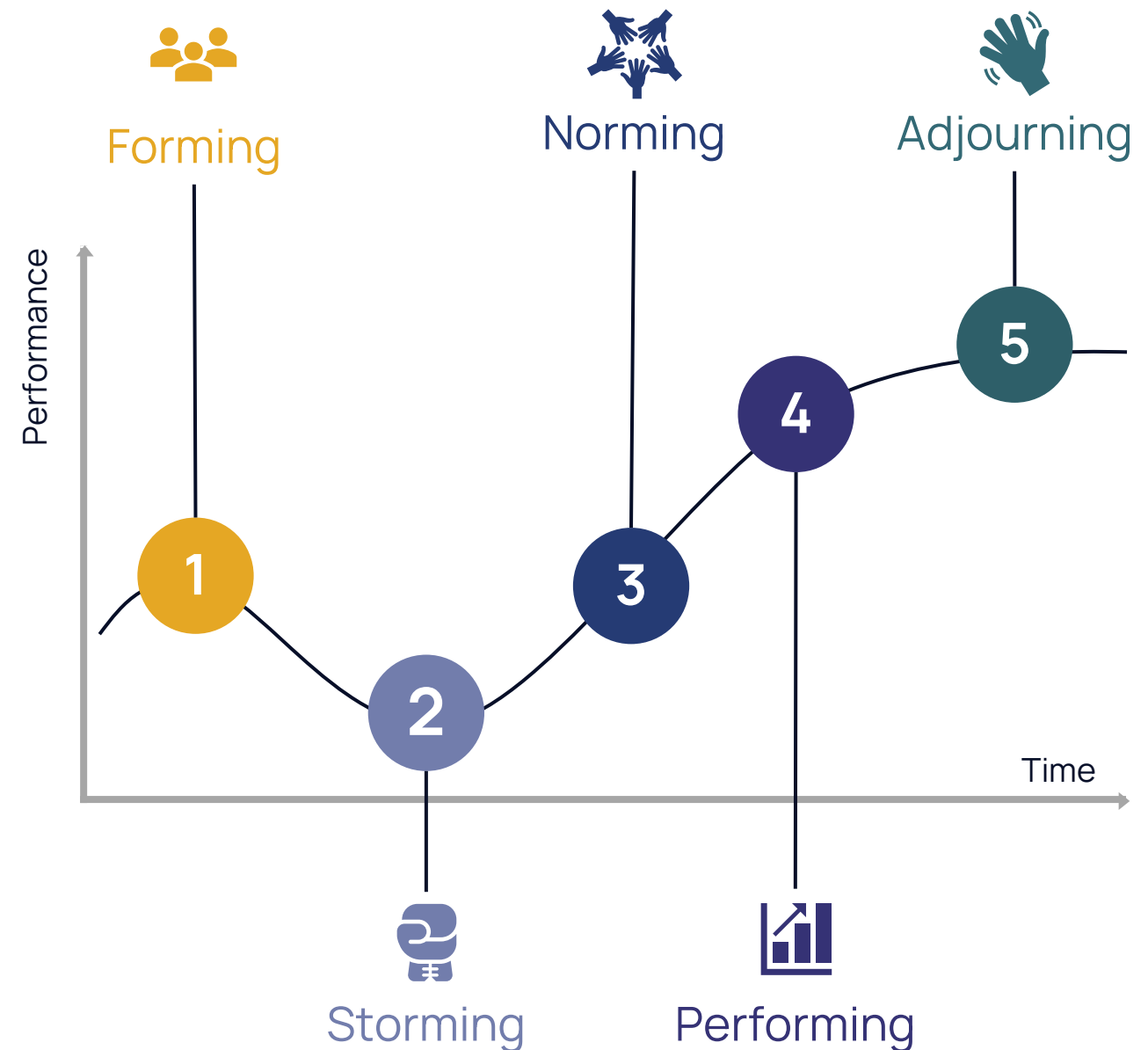
Newly formed teams rely on **structures, processes, and leadership support** to create the conditions to become a strong, trusting and capable team. High performing teams achieve significantly greater results, experience high levels of fun and satisfaction, and are motivated to replicate this success in the future.

Whether teams know it or not, all teams go through five-stages of team development. This was first developed and coined by American Psychological Researcher Bruce Tuckman in the 1960s: **Forming** (coming together to understand the purpose, roles, responsibilities, deliverables), **Storming** (agitating for clarity), **Norming** (gaining clarity in practice through greater understanding, building trust), **Performing** ("in flow" towards the team's goals), and **Adjourning** (celebrating success, task termination). It's also important to note that teams move back and forth in this model as the task, team membership, or dynamics change.

At Berlineaton, we came across this model very early on in our work and built our methodology and approaches to leverage Tuckman's findings. We work with teams in a deliberate way to move them into a performing stage quickly and efficiently – with outstanding results.

On the next slide, we describe each stage, explain what you might observe and illustrate what a team needs to progress to the next stage.

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Tuckman's Model

5 Stages of Team Development



	Forming	Storming	Norming	Performing	Adjourning
What you Might Observe	<ul style="list-style-type: none"> • Questions about purpose, roles, responsibilities, team membership, objectives, deliverables, etc. • Questions to gain clarity and understanding • Hesitation and waiting - for more direction • People filling in the blank space with their own assumptions 	<ul style="list-style-type: none"> • Behaviours seeking clarification of purpose, agitating • Overt and covert disagreement • Jostling for control • Starts and stops • Competitive behaviours • Disruptive behaviours • "Checking Out" 	<ul style="list-style-type: none"> • Clear understanding of purpose • A more cohesive team and a greater sense of belonging • Clear sense of norms and guiding principles • Open-mindedness and appreciation for diverse opinions 	<ul style="list-style-type: none"> • High levels of performance, morale, enjoyment and team-cohesion • Shared leadership • Autonomy • Interdependence • Dynamic roles and authority • Deep ability to collaborate and problem solve • Emphasis on achievement, experimentation, learning and fun 	<ul style="list-style-type: none"> • Task-completion and endings • Possible apprehension and sadness about departure
What Teams Need	<ul style="list-style-type: none"> • A shared understanding of purpose, goals, and clear roles, responsibilities, accountabilities, deliverables and timelines • Clarity about who is doing what by when • Team members who have been recruited because of their skills and abilities • A safe environment for discussion and clarification 	<ul style="list-style-type: none"> • Leadership! • A leader who listens and responds quicky • Clarity about the ambiguity that is causing the storming • A strong commitment to resolution • Problem-solving 	<ul style="list-style-type: none"> • Practices and procedures to share information, remove ambiguity, and gain clarification • Team norms and guiding principles • Leadership to keep the group on track, remove roadblocks, obstacles and clear the path forward 	<ul style="list-style-type: none"> • Acknowledgement of members' contributions to generate trust and empowerment • Coaching and mentoring • Opportunities for shared learning and personal development • Leaders who make space for others 	<ul style="list-style-type: none"> • A celebration of success and formal adjourning activities • Recognition of individual and team achievements • Opportunities to say personal goodbyes