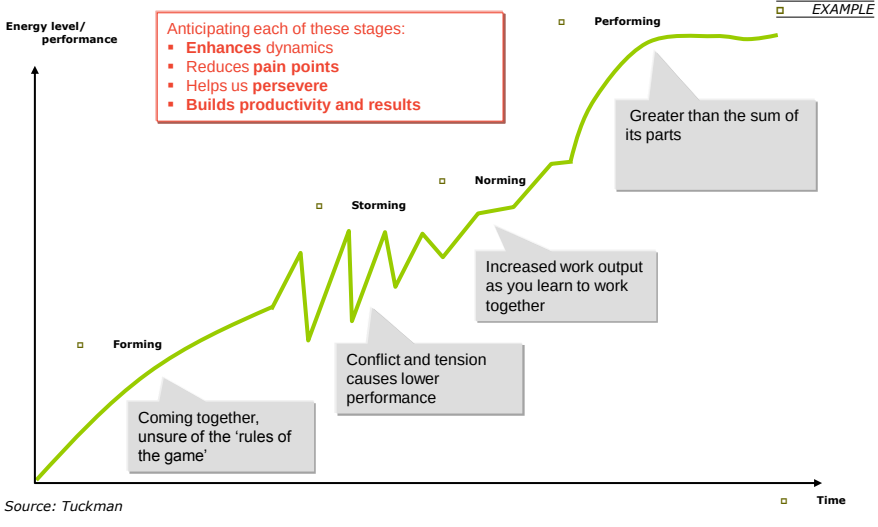
Four Stages of Team or Group Development

FORMING	**STORMING**
NORMING	**PERFORMING**

Four stages of development



Source: Tuckman

Typical Indicators of the Four Stages

FORMING	STORMING
• Polite, Impersonal • Hesitant Participation • Test Behavioral Expectations • Discusses Peripheral Problems • Attempts to Identify Tasks and Parameters • Decides on Information Needed • Watches Team Leader Closely • Accomplishes Minimal Amount of Work Together	• Conflicts • Competition • Disunity, Tension • Fluctuations of Relationships • Concern over Excessive Work • Polarized Group Members • Watches Team Leader Closely • Accomplishes Minimal Amount of Work Together
NORMING	**PERFORMING**
• Establishes Procedures • Able to Express Emotions Openly • Sense of Team Cohesiveness, Spirit • Trust Among Members • Common Goals • Developing Skills • Respects Members' Contributions • Accomplishes Moderate Work	• Informality • Members Willing to Help Others • Close and Supportive • Builds Links to Other Teams • Flexible and Open • Functions Do Not Become Redundant • Distinct Roles & Contributions • Accomplishes Maximum Work

* Tuckman

Forming

- **Characteristics**
  - Excitement, anticipation, optimism
  - Anxiety – what's the "dance"?
  - Looking for direction
  - Acts politely
  - Cautious atmosphere
  - Individuals trying to find a place and establish themselves
- **Issues**
  - Inclusion
  - Trust
  - Role definition
  - Goals, purpose clarification
- **Actions**
  - Define goals/roles
  - Task definition/skills
  - Establish group norms
  - Clarify boundaries
  - Build relationships

Storming

- **Characteristics**
  - Discrepancy between hopes and realities
  - Disagreement about goals, tasks, action plans
  - Lack of task progress
  - Feelings of incompetence and confusion
  - Competition for power and authority
  - Forming sub-groups
  - Scapegoating
  - Resistance to being led
- **Issues**
  - Level of commitment
  - Power
  - Conflict
  - Control
- **Actions**
  - Skills development
  - Clarify working processes
  - Open dialogue on differences
  - Learning to resolve conflict
  - Reinforce Forming Actions
  - Clarify communications

Norming

- **Characteristics**
  - Feelings of relief and confidence
  - A sense of cohesion
  - Developing harmony, trust, support and respect
  - Acknowledging contributions
  - Evidence of real progress toward goals
  - Being open, giving feedback
  - Using inclusive language
- **Issues**
  - Leader relinquishes control
  - The risk of groupthink
  - Continued confrontation of conflict
- **Actions**
  - Share leadership
  - Give/receive feedback
  - Deepen skills and understanding
  - Seek input from outside the group
  - Share opinions/skills
  - Exam group functioning

Performing

- **Characteristics**
  - A feeling of pride
  - Increased output and quality
  - Shared responsibility
  - Collaboration with the whole and sub-groups
  - Close connection within the entire group
  - Adjusting roles based on the needs of the group
  - Spontaneously emerging leadership
  - Sharing leadership
  - Performing at high levels
- **Issues**
  - Maintaining momentum
  - Becoming complacent
- **Actions**
  - Promote sharing/collaboration among group
  - Deal promptly with interpersonal/group issues
  - Continue to deepen effectiveness
  - Make efficient use of time

Suggested activities for each of the four stages of development

FORMING	STORMING	NORMING	PERFORMING
• Provide opportunities to make contact, bond, and get to know each other • Clearly define and discuss expectations and boundaries, including personal needs • Clarify roles and responsibility within the group • Acknowledge and empathize with members feelings of confusion, ambivalence and even annoyance	• Discuss performance compared to goals and plans • Focus on managing the plan, milestones and resource needs • Focus on process issues, and clarify decision-making roles and responsibilities • Discuss what has been learned • Plan for celebrations of success	• Conduct regular check-ins to ensure sharing of information and resources, feedback, and evaluation • Check problem solving and decision making processes to ensure effectiveness • Clarify key group dependencies and encourage more contact • Plan for celebrations of success	• Experiment with and develop new methods for meeting team goals • Think about how to transfer knowledge created by the group • Consider implications of work in the larger context • Identify and decide how to address gaps • Cross train within the group for development and expertise sharing