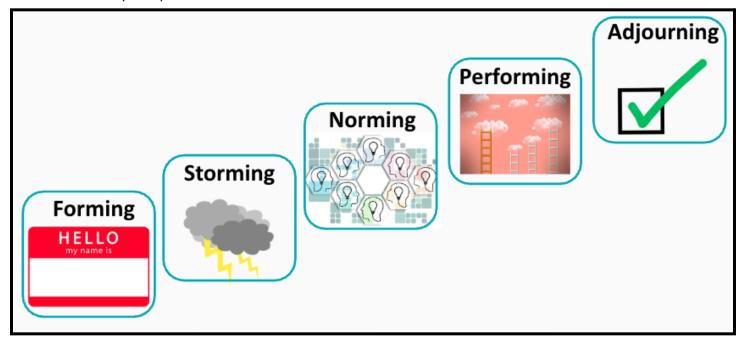
DE-MTSS Cadre: June 18th, 2025

Stages of a Team

Bruce Tuckman (1965)



Stage 1: Forming

What's happening?

- High degree of guidance needed from leader
- Purpose is clear, but team relationships are blurry
- Conflict is avoided
- Some may feel excited while others are anxious
- Uncertainty is common

Guiding Questions:

- How do I fit into the group?
- What are other people's attitudes?
- What is expected of me?
- Why am I here?
- Who will lead?

Descriptors:

- Polite
- Tentative joining
- Impersonal
- Ambiguous
- Guarded
- Need for safety and approval

Next Steps:

- Provide clarity around the team's mission and vision
- Create a common goal
- Set clear expectations
- Identify roles and responsibilities
- Provide structure and support

Stage 2: Storming

What's happening?

- Understanding how team decisions are made
- Individual roles are unclear
- Process usually not well established
- Conflict may arise as team members work through inter- and intra- personal relationships

Guiding Questions:

- How should we organize ourselves?
- How can we effectively give and receive feedback?
- How should we handle conflict?
- How do we make decisions?

Descriptors:

- Tension
- Conflicts or arguing
- Opting out or resistance
- Fluctuations in attitude about the team
- Feeling stuck or confused
- Lack of progress

Next Steps:

- Incorporate relationship/trust-building activities
- Name the elephant
- Clarify the team's purpose
- Invite input and feedback
- Intervene to correct behavior
- Facilitate communication

Stage 3: Norming

What's happening?

- Creation of new ways of doing and
- being together
- Relationships are well understood
- Commitment to team goals
- Group identity begins to form trust and cohesion
- Begin to work to optimize team process
- Shift to shared leadership

Guiding Questions:

- Can we develop ways to work more closely?
- Who else might lead?
- What new ideas do we have?
- What resources can we use?

Descriptors:

- Developing skills
- Establishing procedures
- Giving and receiving feedback
- Confronting issues effectively
- Sense of belonging and trust
- Balanced influence
- Making progress towards goals

Next Steps:

- Use data to offer feedback
- Facilitate goal-setting
- Encourage problem solving and creativity
- Share power and decision-making responsibilities
- Support members to improve

Stage 4: Performing

 What's happening? True interdependence Team is committed to performing well Focus on being strategic Effective structure and roles, team runs well with little oversight High productivity and commitment 	 Guiding Questions: How can we collaborate in a friendly manner? How can we sustain the work that we are doing? How can we continue working at this level of interdependence?
Descriptors: Resourceful Flexible Open Effective Close and supportive Committed	Next Steps: Be mindful of balanced participation Build capacity Celebrate success Reflect on procedures and outcomes Continue to give feedback for team development Prepare (if needed) for adjourning

Stage 5: Adjourning

 What's happening? Team is committed to performing well Focus on being strategic Effective structure, team runs well with little oversight 	Guiding Questions: • How can we collaborate in a friendly manner?
Descriptors: Resourceful Flexible Open Effective Close and supportive	Next Steps: Be mindful of balanced participation Build capacity Celebrate success Reflect on procedures and outcomes Continue to give feedback for team development