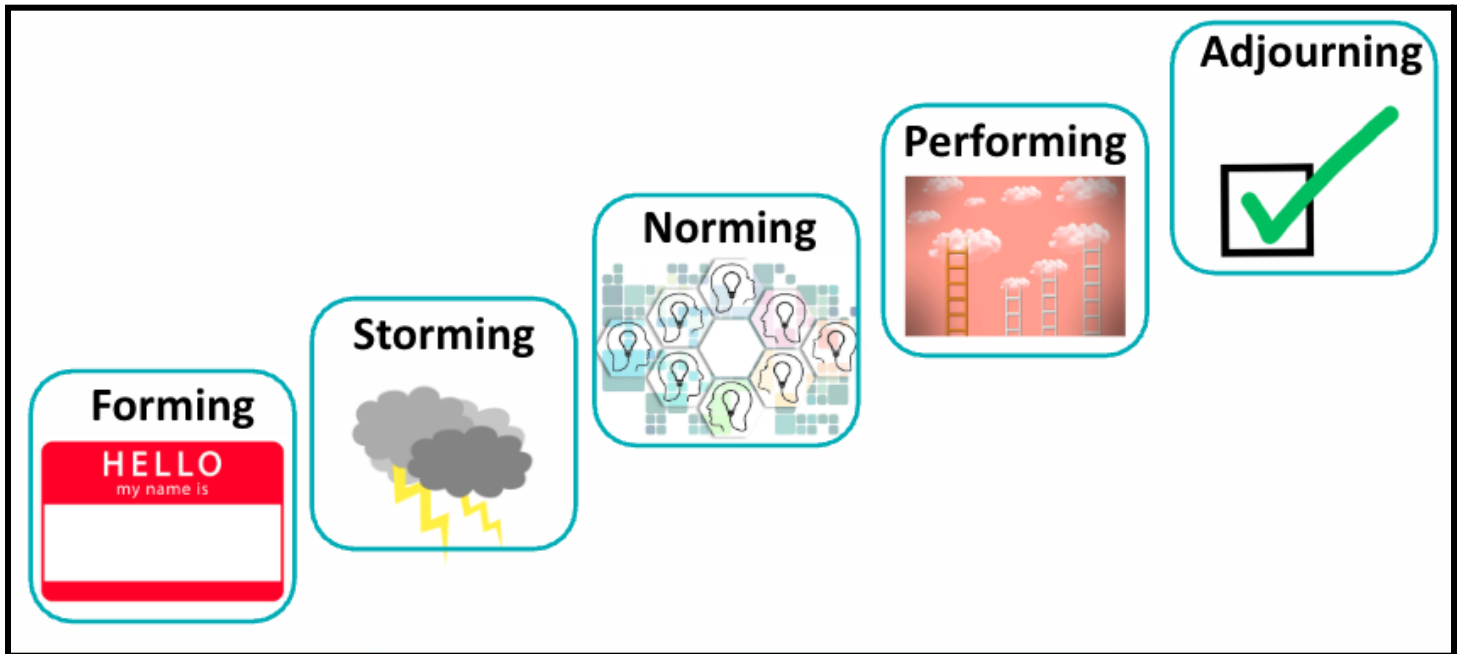


Stages of a Team

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