Four Stages of Team or Group Development

<table>
<thead>
<tr>
<th>FORMING</th>
<th>STORMING</th>
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<tbody>
<tr>
<td>NORMING</td>
<td>PERFORMING</td>
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Anticipating each of these stages:
- Enhances dynamics
- Reduces pain points
- Helps us persevere
- Builds productivity and results

Source: Tuckman

Coming together, unsure of the ‘rules of the game’

Increased work output as you learn to work together

Conflict and tension causes lower performance

Greater than the sum of its parts

Example
Typical Indicators of the Four Stages

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

**STORMING**
- 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

**NORMING**
- 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

**PERFORMING**
- 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