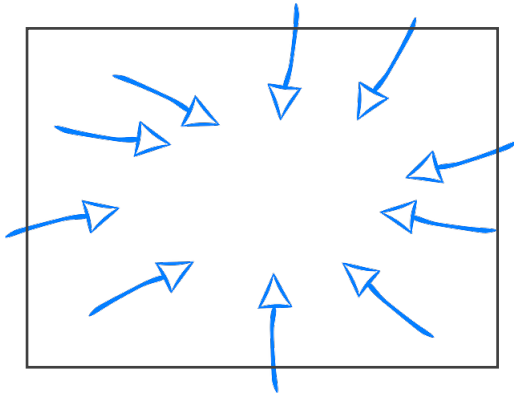


TUCKMAN'S STAGES OF TEAM DEVELOPMENT

In 1965, Dr. Bruce Tuckman studied team dynamics and developed a theory of how teams develop.



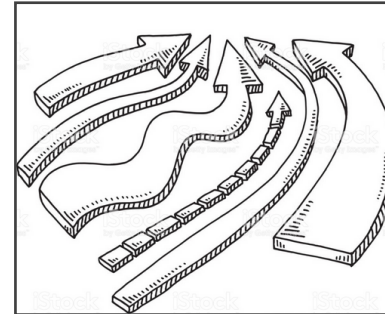
1. FORMING

People join a team. They behave “nicely” yet also test each other to learn about similarities and differences. There is uncertainty and confusion about the team’s purpose. Goals and roles are unclear and need to be defined. Relationship-building and clarifying process (such as ground rules/code of conduct/team agreement) are critical at this stage.



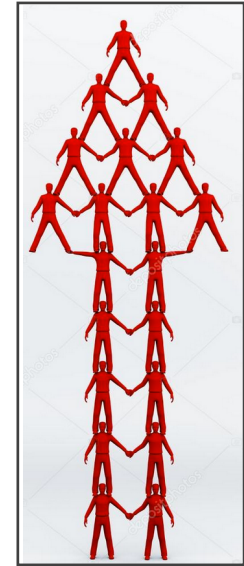
2. STORMING

As differences become evident, conflicts emerge. There may be disagreement over priorities, struggles for power, tension and hostility. Sub-groups (“cliques”) may form. Even though collaboration and consensus-building may have been identified, people revert to behaviour that is more about “getting the job done” and less about resolving differences. Relationships can get strained. Learning to listen to each other and respect each other’s differences and ideas is critical.



3. NORMING

The team begins to work cooperatively. Tasks are discussed, interpersonal problems are resolved and relationships improve. Decisions are made through discussion, building understanding, negotiation, and consensus-building. Members demonstrate respect for each other and trust grows.



4. PERFORMING

The team is operating at its full potential. Members work collaboratively together and take pride in their achievements. Productivity is high. Team members genuinely care for each other, and feel a sense of satisfaction in being part of the team. The team takes on a unique identity.



Adapted from Tuckman’s Stages of Group Development, 1965

TUCKMAN'S STAGES OF TEAM DEVELOPMENT (Continued)

In 1977, Dr. Tuckman and Mary Ann Jensen created a fifth stage:



5. ADJOURNING

As a team completes a goal, satisfies its purpose, finishes a project or multiple activities, there comes a time when the need for the team comes to an end. This final stage shifts from performing tasks to completion rituals, such as celebration, acknowledgment, awards ceremony, saying goodbyes, closure activities and preparing for life beyond the team. Teams may shift into this stage early, during the performance stage, as they begin to anticipate the future. It is important to keep team members focussed on the present while tasks are still being completed, while also acknowledging accomplishments. Adjourning involves preparation - consider how transitioning out of the team will impact members.

Adapted from *Tuckman, Bruce W and Jensen, Mary Ann C, 1977 "Stages of Small Group Development Revisited"*.