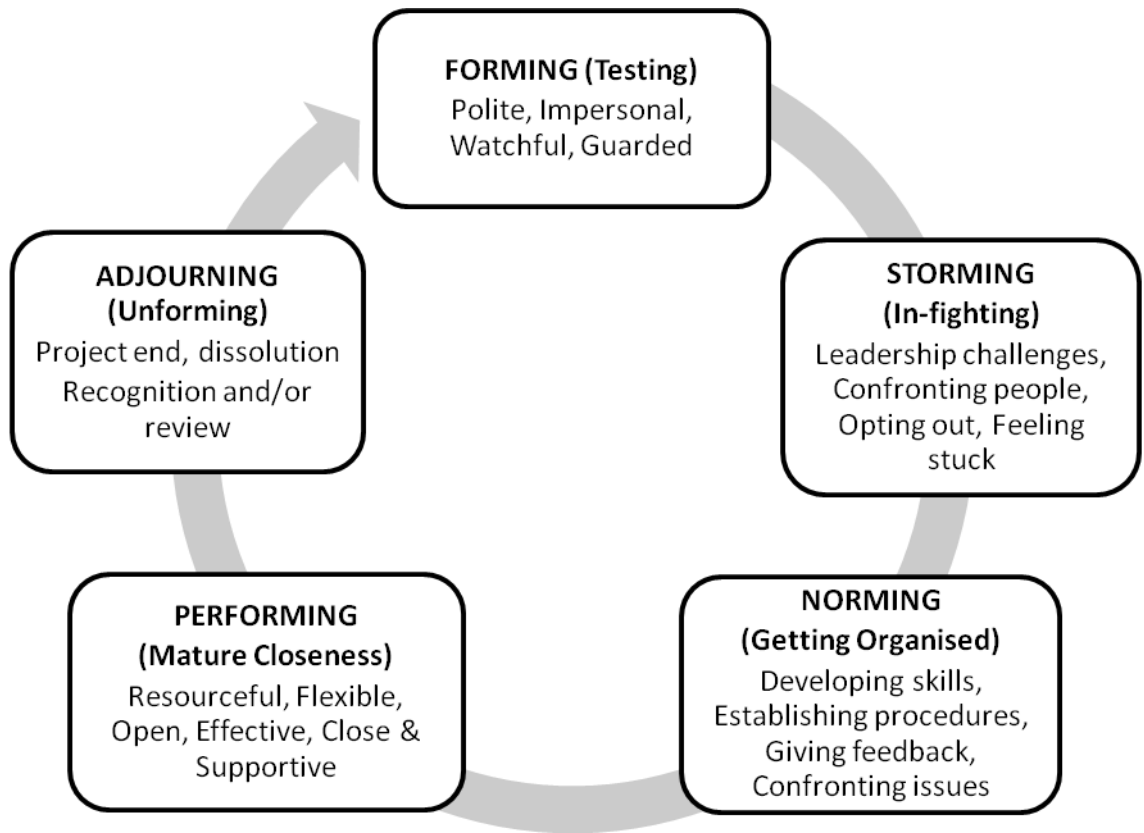


Tuckman's Stages of Team Development



Groups or teams grow and develop over time. Tuckman proposed a model of the way groups transform themselves into effective teams in four stages:

Forming: This includes initial welcomes, with members discovering the rules and purpose of the group. Each member begins to have a feel for what role they may adopt.

Storming: The characteristic of this stage is competition, though this may be hidden. Members compete for role and purpose. People may disagree with others, try to get others on their side, or perhaps attempt to dominate others. Team members test the rules and efforts are made to clarify group goals.

Norming: In this stage, members begin to accept the rules. Conflict is resolved or contained. Team members adopt roles and accept responsibility for the collective goals. Norms for behaviour and performance are laid down.

Performing: The team, having resolved any inner conflict, turns outward to perform its task. Separate roles are developed for various members to ensure the goals are reached.

Adjourning: The dissolution of the group, hopefully when the task is completed successfully, its purpose fulfilled; everyone can move on to new things, feeling good a what's been achieved. Recognition of and sensitivity to the team and individuals' achievements is vital.

Tuckman, B. & Jensen, M. (1977) 'Stages of Small Group Development', *Groups and Organisational Studies*, 2: 419 ff.