

# Bruce Tuckman – Team Development

Bruce Tuckman came up with the memorable phrase "forming, storming, norming, and performing" in his 1965 paper, "Developmental Sequence in Small Groups."

It describes the path that teams follow on their way to high performance. Later, in the 1970s, he added a fifth stage, "adjourning" (also known as "mourning") to mark the end of a team's journey. This is particularly relevant for project or ad hoc teams.

The model describes the journey from a group of people, say in a department, to a highly effective team.

## Overview

As a team moves from first coming together towards performance (effectiveness):

Personal relations between group members:

Move from dependency, to conflict, to cohesion, to interdependency

Task functions (getting work done)

Move from orientation to the task, to organisation for the task, to consistent task achievement (better communication), to problem-solving (as a team)

Through four main stages

Forming -> Storming -> Norming -> Performing

Then if the team disbands, Adjourning (mourning)

## Tuckman in a VUCA World

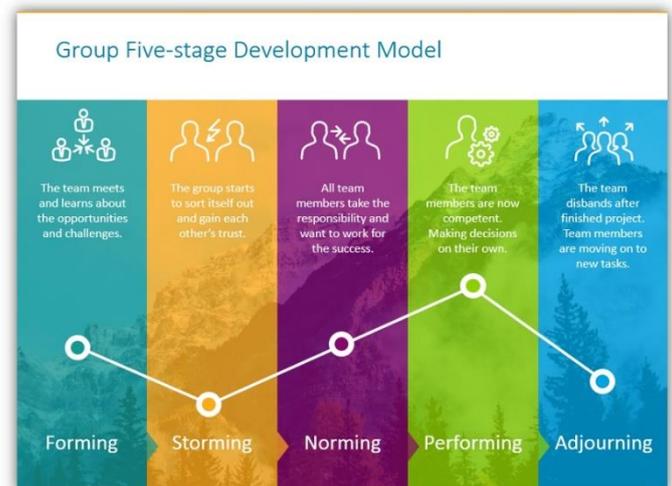
Every time a team member joins or leaves IT IS A NEW TEAM

Due to constant change, reaching Performing is unlikely

As companies grow, so change becomes the norm

Teams in VUCA world tend to oscillate between Storming and Norming

To achieve Norming you need team Norms.



## Issues uncovered in the development process

Issues	Forming	Storming	Norming	Performing
<b>General</b>	Uncertainty about roles, looking for external guidance	Growing confidence, rejection of outside authority	Concern about being different, wanting to be part of the team	Concern with getting job done
<b>Content</b>	Some attempt to define the job to be done	Team members resist task demands	There is an open exchange of views about the team's problems	Resources are allocated efficiently; processes are in place to ensure final objectives are achieved
<b>Process</b>	Team members look outside for guidance	Team members deny task and look for reasons not to do it	The team starts to set up procedures to deal with the task	The team is able to solve problems itself
<b>Feelings</b>	Team members feel anxious, unsure of their roles; most look to a leader for guidance	Team members still feel uncertain and try to express their individuality. Concerns arise about team hierarchy	Team members ignore individual differences and team members are more accepting of one another	Team shares a common purpose (focus), communicates effectively and becomes more effective and flexible as a result

## Tuckman stages

### Forming

- Confusion
- Uncertainty
- Assessing situation
- Testing ground rules
- Feeling out others
- Defining goals
- Getting acquainted
- Establishing rules

Psychological Safety level: 0

### Storming

- Disagreement over priorities
- Struggle for leadership
- Tensions
- Hostility
- Clique formation
- Self-orientation to task

Psychological Safety Level: 0

### Norming

- Consensus
- Leadership accepted
- Trust established
- Standards set
- New stable roles
- Co-operation

Psychological Safety level: 1-2

## Performing

Successful performance

Achieving team potential

Flexibility

Openness

Helpfulness

Delusion, disillusion, acceptance

Psychological Safety level 1-4

### Stages of group development

