

## How Groups and Teams Develop

In 1965 Bruce Tuckman developed a four-stage model of group development. He observed that these four phases or stages are all necessary and inevitable for groups to:

- Grow
- Face up to challenges
- Tackle problems
- Find solutions
- Plan work
- Deliver results

The four stages are, forming, storming, norming and performing. He subsequently updated this model with a fifth stage called adjourning.

### Forming

- Not a group or a team but a set of individuals coming together
- Individuals come together and learn about the goals or objectives of the team and the mechanics of how the team will work
- Team members learn about context, issues and background
- Members are positive and polite; may be anxious or excited
- Processes are often ignored
- Leader needs to provide direction

### Storming

- Individuals will experience difference and conflict as their different ideas and approaches emerge (based on previous experience or values or beliefs held)
- From this difference or conflict, norms begin to emerge and agreements about how the team will function start to be defined
- Interpersonal differences will occur at this stage. Well-developed self-awareness and effective management of the team will be key to these interpersonal differences being managed
- In some teams, the storming stage is moved through quickly and in others regularly revisited
- It is tough emotionally - there are no established processes or relationships to support you

- Decisions don't come easily, 'cliques' and factions form and there may be power struggles
- Compromises may be required to enable progress
- The team needs to focus on its goals to avoid becoming distracted by relationships and emotional issues
- Leader's role is to mentor- to provide guidance

### **Norming**

- People begin to get used to each other and adjust their behaviours towards each other
- Norms and practices are established which relate to how the team will work together e.g. how meetings will be structured, decision-making processes, information sharing and dealing with differences
- Team members feel more able to be open with each other and greater trust emerges
- Team members are more motivated to get the work done and do their bit
- Leader's role is facilitator and coach- ask questions

### **Performing**

- The team is able to function as a unit, tackling projects and pieces of work effectively and drawing on the strengths of its members to get things done
- The team is effective at supporting team members who may find some tasks or projects difficult
- The team is effective at dealing with dissent and moves through it more quickly, keeping a focus on the task or decision in hand.
- Team members react well to changing circumstances for example new members or leaders
- Managers often take a more facilitative and less directive approach with high performing teams
- Leader empowers, delegates, oversees and supports the development of individuals

Tuckman later added another phase:

### **Adjourning**

- Some writers and practitioners have called this phase **mourning** or ending.

How your team members will feel during each stage:

<b>FORMING</b> = immature = working group	<b>STORMING</b> = fractionated = pseudo-team	<b>NORMING</b> = sharing = potential team	<b>PERFORMING</b> = effective = real team	<b>ADJOURNING</b> = disbanding
<ul style="list-style-type: none"> <li>▪ Confusion</li> <li>▪ Uncertainty</li> <li>▪ Assessing situation</li> <li>▪ Testing ground rules</li> <li>▪ Feeling out others</li> <li>▪ Defining goals</li> <li>▪ Getting acquainted</li> <li>▪ Establishing rules</li> <li>▪ Socializing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Disagreements</li> <li>▪ Express and question opinions</li> <li>▪ Struggle for leadership</li> <li>▪ Tension/ conflicts</li> <li>▪ Hostility/ competition</li> <li>▪ Lack of participation</li> <li>▪ Resistance</li> <li>▪ High emotions</li> <li>▪ Anger and frustration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consensus/ cohesion</li> <li>▪ Leadership accepted</li> <li>▪ Trust established</li> <li>▪ Standards set</li> <li>▪ New stable rules</li> <li>▪ Co-operation</li> <li>▪ Reconciliation</li> <li>▪ Lower anxiety</li> <li>▪ Team values</li> </ul>	<ul style="list-style-type: none"> <li>▪ Successful performance</li> <li>▪ Flexible task roles</li> <li>▪ Openness</li> <li>▪ Helpfulness</li> <li>▪ Acceptance</li> <li>▪ Interdependence</li> <li>▪ Be effective as a team</li> <li>▪ Disagreement allowed</li> <li>▪ High moral</li> <li>▪ Positive feelings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sadness</li> <li>▪ Recognition of team and individual efforts</li> </ul>

How you need to manage them as their leader:

<b>FORMING</b>	<b>STORMING</b>	<b>NORMING</b>	<b>PERFORMING</b>	<b>ADJOURNING</b>
<ul style="list-style-type: none"> <li>• Take the lead</li> <li>• Provide clear expectation and instructions</li> <li>• Quick response times</li> <li>• Build relationships</li> <li>• Give simple tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Observe and adapt</li> <li>• Active listening</li> <li>• Facilitates communication</li> <li>• Support, guide and mediate</li> <li>• Pedagogic way</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizing individual and group efforts</li> <li>• Mission and goals clearly defined</li> <li>• Coach, ask questions</li> <li>• Negotiate and discuss</li> </ul>	<ul style="list-style-type: none"> <li>• Celebrating</li> <li>• “Guide from the side”/ delegate</li> <li>• Encourage group decision-making and problem-solving</li> <li>• Overseer role</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizing change</li> <li>• Summative team evaluation</li> <li>• Opportunity for acknowledgments</li> <li>• Congratulate for the good work</li> </ul>