

# Stages of Team Development

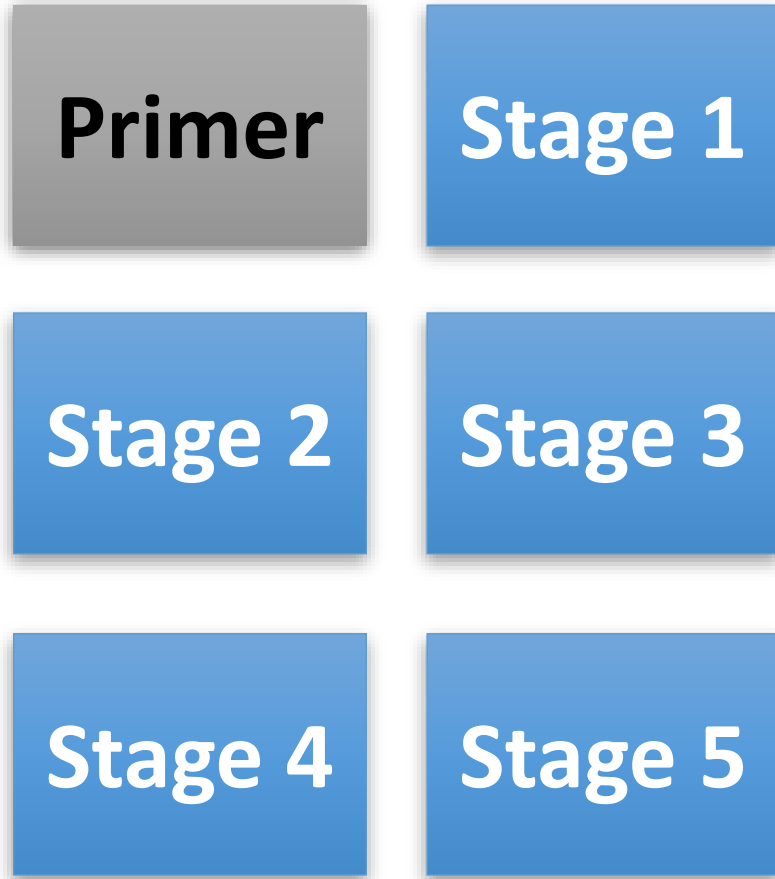
Tuckman's 5 stages of team development: Progressing from a group into a high-performing team

# **What is a team?**

A group of people with complementary skills, a common purpose, shared goals, and mutual accountability who share responsibility for accomplishing project goals.

**Continue to the primer**

# Primer



**What is required for a group to become a high-performing team?**

- A conscious decision to become a team
- A common vision
- A leader who understands the developmental life cycle of teams and who can provide appropriate direction and support
- Members who want to be part of the team and participate in the team's evolution

Click on a stage to learn more.

# Stage 1: Forming

Primer

Stage 1

Stage 2

Stage 3

Stage 4

Stage 5

## Characterized by:

- Excitement
- Anticipation
- Anxiety
- Questioning

## Team members may:

- Try to define roles and responsibilities

## Leaders help by:

- Adding structure
- Encouraging learning
- Balancing participation

# Stage 2: Storming

Primer

Stage 1

Stage 2

Stage 3

Stage 4

Stage 5

## Characterized by:

- Resistance to change
- Defensiveness
- Jealousy
- Tension

## Team members may:

- Clash over control
- Break into opposing subgroups
- Withdraw from group interaction
- Be unfocused

## Leaders help by:

- Facilitating dialogue
- Facilitating decision making
- Providing support
- Refocusing team members on project goals

# Stage 3: Norming

Primer

Stage 1

Stage 2

Stage 3

Stage 4

Stage 5

## Characterized by:

- Development of trust and support
- Shared responsibility
- Cooperation and collaboration
- Communication

## Team members may:

- Settle into roles
- Make progress on the task
- Resist change

## Leaders help by:

- Delegating more responsibility
- Encouraging the expression of ideas
- Challenging the team
- Providing recognition
- Providing training
- Asking for help

# Stage 4: Performing

Primer

Stage 1

Stage 2

Stage 3

Stage 4

Stage 5

## Characterized by:

- High-level performance
- Increased comfort among team members
- Confidence
- Optimism
- Creativity

## Team members may:

- Focus on accomplishing goals
- Work efficiently

## Leaders help by:

- Suggesting new goals
- Testing assumptions
- Developing self-assessment processes

# Stage 5: Adjourning

Primer

Stage 1

Stage 2

Stage 3

Stage 4

Stage 5

## Characterized by:

- Positive feelings about teamwork
- Sense of accomplishment
- Sense of loss

## Team members may:

- Disperse and move to other projects

## Leaders help by:

- Identifying opportunities
- Creating rewards
- Conducting final lessons learned
- Celebrating!