Most teams never get past the storming stage, so they don't trust each other enough to work for common goals and are merely collections of individual relationships, each individual vying with the others for power, prestige and position. Teams are like a marriage – you have to spend time and effort in making it as positive for everyone as possible.

Patrick Lencioni

Tuckman's Team Development Stages

What stage have you reached?

"If we want to succeed as a team, we need to put aside our own selfish, individual interests and start doing things my way."

GLASBERGEN

What is a team?

'In a Team, individuals work together to produce things or deliver services for which they are <u>mutually accountable</u>. Team members share goals and are held mutually accountable for meeting them, they are interdependent in their accomplishment, and they affect the results through their interactions with one another. The work of integrating with one another is included among the responsibilities of each member.'

Mohrman, Cohen & Mohrman (1995). Designing Team-Based Organisations. London: Jossey Bass

Key Concepts

Teams have:

- Shared objectives
- Member interaction to achieve objectives
- Agreed and defined team roles (vs functional / technical roles)
- Results measured as a whole, not as individuals
- Performance that has consequences inside and outside the organisation

An effective team member:

- understands the part or parts they play
- is capable of carrying out a number of roles
- is prepared to work flexibly
- contributes useful ideas in meetings
- is tolerant and supportive of colleagues
- works co-operatively with other members.
- respects other people's points of view
- is not afraid to express their own point of view

Major benefits of Teams

Teams maximize the organization's human resources. Each member of the team is coached, helped, and led by all the other members of the team.

Getting difficult things done well

Teams outperform individuals acting alone, especially when performance requires multiple skills, judgements and experiences. When they pull together as a team personal motives are pushed aside to allow the team to succeed.

Stronger co-working relationships

Teamwork has values and behaviours such as listening and responding cooperatively to points of view expressed by others, giving others the benefit of the doubt, providing support for those who need it, and recognising the interests and achievements of others'.

Success, Risk, Failure & Learning

Failures are not blamed on individual members but used as learning, so encouraging all to take chances. Successes are felt by every team member, this helps them to set and achieve bigger and better successes. The result is continuous evolution and improvement.

How Teams Evolve : Tuckman's Four Stages

Probably the most famous teamwork theory is Bruce Tuckman's "team stages model".

First developed in 1965, Tuckman's model is widely known as a basis for effective team building. The model is significant because it recognizes the fact that Teams do not start off fully-formed and functioning.

Forming
Team acquaints And establishes Ground rules. Formalities are preserved and members are treated as strangers.

Storming
Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by the leaders and show hostility.

Norming
People feel part of the team and realise they can achieve more challenging work if they work together and accept other viewpoints.

Performing
The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance. Tasks are more challenging and rewarding.

He suggests that teams grow through clearly defined stages, from groups of individuals, to cohesive, task-focused Teams.
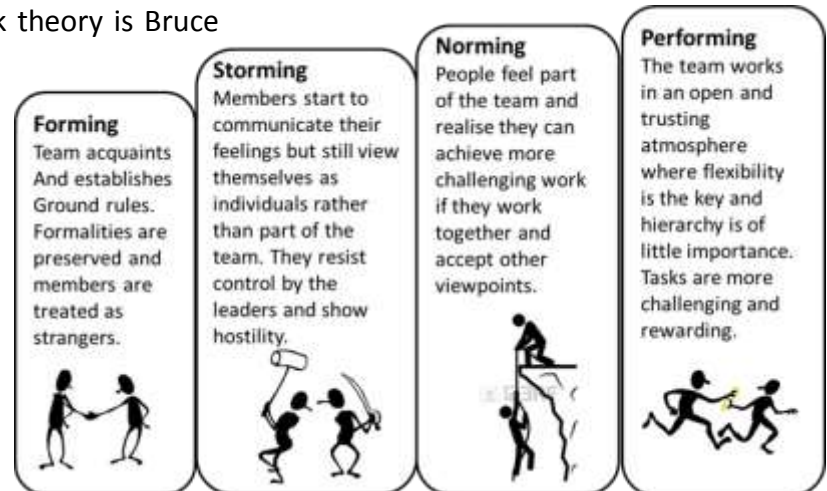
Forming:

Everybody is busy finding their place in the team, sizing each other up, and asking themselves why they are here and what they are supposed to be doing.

Friendly, but no trust yet
Leader directs
Processes Ignored
No roles and responsibilities
FORMING

Storming:

People begin to see themselves as part of a team that has a reason to exist. They may challenge each other, and the team leader, about such things as what the team is doing, and how things should be

Cluster starts to suggest ideas
Relationships made and broken
Don't get stuck in this stage
Needs good facilitation
STORMING

done. Conflict and confrontation typify this stage, as differences surface. This may result in some loss of performance or focus on the task.

- It often helps a team to consider its basic values and principles. (A Team Charter). A robust process needs to be developed and maintained by the team to ensure continuing development of team awareness about their own interactions.

- If the team agree to value and respect diverse views, disagreement becomes a way of reviewing perspectives. In any change situation the views of all of those involved are important in determining whether progress will be made and to ensure that wide consultation accompanies its progress in parallel with achievement of the team's tasks.

Norming:

This is the phase where team members start to come together, developing processes, establishing ground rules, clarifying who does what, and how things will be done. This phase is characterized by a growing sense

Agreed rules and values
Know their individual contributions
Consultant can take a step back
Don't lose focus
NORMING

of "togetherness". West (2003) identified three needs that the team must establish norms and processes to fulfil:

- 🕸 *Belonging*: members find ways to show interest in each other's well-being. To fulfil the belonging need, teams establish processes that build confidence, and ensure equality and consistent treatment.
- 🕸 *Growth*: Personal development, planning, appraisals and objective-setting are most important. Follow through ensures that these processes have helped the person to do their job better.
- 🕸 *Control*: Norms and processes to keep motivation up and ensure participation are some effective ways of giving all team members a greater sense of control.

Teams and their activities evolve so processes agreed for the early stages of a strategy or plan may not be the best as time moves on and situations change. Teams can develop norms that inhibit change within the team and its ways of working, so they may need to be revisited frequently to ensure a balance of attention between maintaining itself and progressing with the task.

Performing:

This is the final stage where increased focus on both the task, and on team relationships, combines to provide synergy. Performance is delivered through people working effectively together. As in

Not all clusters make it to this stage
Independent, motivated and confident
Respect, collaboration and communication
Agreed vision & strategy

PERFORMING

the previous stages, nothing stands still and the situation constantly changes. The only way to be sure of effective performance is to monitor and review regularly against targets.
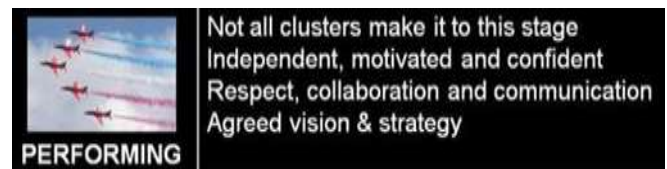
Tuckman's Team Stage Survey – What Stage Have You Reached?

This will help you identify the stage of the Tuckman teamwork model that your team is operating in (Forming, Storming, Norming, or Performing). Next to each question, indicate how often your team displays each behaviour by using the following scoring system:

Almost never 1	Seldom 2	Occasionally 3	Frequently 4	Almost Always 5	
We try to have set procedures or protocols to ensure that things are orderly and run smoothly (e.g. minimize interruptions, everyone gets the opportunity to have their say).					
We are quick to get on with the task on hand and do not spend too much time in the planning stage.					
Our team feels we are all in it together and shares responsibilities for the team's success or failure.					
We have thorough procedures for agreeing our objectives and planning the way we perform tasks.					
Team members are afraid or do not like to ask others for help.					
We take our team's goals and objectives literally, and assume a shared understanding.					
The team leader tries to keep order and contributes to the task at hand.					
We do not have fixed procedures, we make them up as the task or project progresses.					
We have lots of ideas but don't use many as we don't listen but reject before understanding them.					
Team members do not fully trust other members and closely monitor others who work on a task.					
The leader ensures that we follow procedures, do not argue, do not interrupt, and keep to the point.					
We enjoy working together; we have a fun and productive time.					
We have accepted each other as members of the team.					
The team leader is democratic and collaborative.					
We are trying to define the goal and what tasks need to be accomplished.					

Many team members have their own ideas about the process and personal agendas are rampant.	
We fully accept each other's strengths and weakness.	
We assign specific roles to team members (team leader, facilitator, time keeper, note taker, etc.).	
We try to achieve harmony by avoiding conflict.	
The tasks are very different from what we imagined and seem very difficult to accomplish.	
There are many abstract discussions of concepts and issues, which make some members impatient.	
We are able to work through Team problems.	
We argue a lot even though we agree on the real issues.	
The team is often tempted to go above the original scope of the project.	
We express criticism of others constructively	
There is a close attachment to the team.	
It seems as if little is being accomplished with the project's goals.	
The goals we have established seem unrealistic.	
Although we are not fully sure of the project's goals, we are excited and proud to be on the team.	
We often share personal problems with each other.	
There is a lot of resisting of the tasks on hand and quality improvement approaches.	
We get a lot of work done.	

Scoring

Put your score next to the number for each statement below. So if you scored statement 1 with a 3 (Occasionally), then enter a 3 next to 1 below. Finally total each of the four columns.

Item Score	Item Score	Item Score	Item Score
1. _____	2. _____	4. _____	3. _____
5. _____	7. _____	6. _____	8. _____
10. _____	9. _____	11. _____	12. _____
15. _____	16. _____	13. _____	14. _____
18. _____	20. _____	19. _____	17. _____
21. _____	23. _____	24. _____	22. _____
27. _____	28. _____	25. _____	26. _____
29. _____	31. _____	30. _____	32. _____
TOTAL _____	TOTAL _____	TOTAL _____	TOTAL _____
Forming Stage	Storming Stage	Norming Stage	Performing Stage

The lowest score possible for a stage is 8 (Almost never) while the highest score possible for a stage is 40 (Almost never). The highest of the four scores indicates which stage you *perceive your team normally operates in*. Two close scores may indicate a transition between the two stages.