



Forming, Storming, Norming, and Performing *The Stages of Team Development*

The Model: In 1965, psychologist Bruce Tuckman first coined the phrase "forming, storming, norming, and performing" in his article, "**Developmental Sequence in Small Groups**", to describe the pathway most teams follow in reaching their peak performance level. The four stages are outlined below.

- 1. Forming:** Awareness, Acceptance, Commitment
 - a. Team members are most often positive and polite
 - b. Some level of anxiety exists about what the team is expected to accomplish and how each members with contribute
 - c. Members become acquainted with one another
 - d. Roles and responsibilities are clarified
 - e. Vision, goals and objectives are developed and agreed upon

- 2. Storming:** Conflict, Clarification, Belonging
 - a. Members start to challenge team boundaries and one another's way of work
 - b. Members begin to actively confront differences or question the team's goal
 - c. Some members may resist taking on tasks or express feelings of being overwhelmed by the team's workload
 - d. Frustration and/or conflict naturally emerge, but should be expressed openly and constructively
 - e. View the conflict as constructive and purposeful as it provides the team an opportunity to redefine or clarify workloads, direction, goals and objectives
 - f. The stage in which many teams are unable to move forward and often fail

- 3. Norming:** Cooperation, Involvement, Support
 - a. Members begin to resolve differences and appreciate one another's strengths and skills
 - b. Conflict is continually acknowledged and dealt with positively through constructive feedback
 - c. Respect and support become the norm
 - d. Commitment to the 'team' is strengthen and solidified
 - e. Members begin to progress toward achieving their goal
 - f. Teams may return to stage 2 as new tasks and challenges arise

- 4. Performing:** Productivity, Achievement, Pride
 - a. The team's structure and processes are solidly in place
 - b. Members are able to productively work together
 - c. Effective collaboration leads to the achievement of the team's goal
 - d. Members leave and/or new members join the team without a disruption in performance