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 member will 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