



RESILIENT PEOPLE

BOUNCE FORWARD™

THINK. FEEL. ACT

TIPS & TOOLS

What happens at each of the Tuckman Stages:



What Happens at Tuckman's Forming Stage?

When a new team forms / and or a new team member joins: there isn't necessarily clarity on ...

- The team's Task : purpose, team charter, goals, deliverables and resources
- The team's Relationship issues : how they fit in, and whether people will work well with one another.
- People may be anxious, curious, or excited ?
- Team members need to learn about each other's strengths, and how they can each be a valued member of this team. This may take some time, as people get to know their new colleagues and one another's ways of working.
- The team leader needs to give a fair amount of direction at this stage.

What Happens at Tuckman's Storming Stage?

As mentioned earlier in the article : this is the stage that often gets 'skipped'! In addition, team members may challenge the management style, or even the team's vision, mission and goals. If roles and responsibilities aren't yet clear, team members might begin to feel overwhelmed by their workload or frustrated at a lack of progress.

People can also start to push against the established boundaries.

Task related Q:

- Are we organising our efforts well (processes, procedures etc) so that we are efficient?
- Are we going in the right direction?
- Do we have consensus about how well we function as a team?

Relationship related Qs:

- Does everyone have a voice and are they listened to?
- Are we willing to bring up areas of difference on issues big and small?
- Do we have constructive ways to surface and deal with disagreements and conflict?
- Are there formal and informal lines of authority and influence, which are supported by the team?
- The team leader needs to ensure that time is set aside to rigorously address issues at this stage.

Note: If the Team Leader is normally 'conflict -avoidant' ... this can hinder the team's progress.





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What happens at each of the Tuckman Stages:



What happens at Tuckman's Norming Stage?

This is where team members start to resolve their differences, as well as appreciate one another's strengths! x.

At this stage, team members feel more comfortable asking for help and offering constructive feedback. They'll share a stronger commitment to the team's goals, and they should make good progress toward it.

Task related Q:

- What norms do we need / ways of operating that make us efficient and effective?
- Are there other working agreements we need to make that may seem like minor ones, but are still important?

Relationship related Qs:

- Are we using decision making processes that work for us?
- Are we using our communication and problem solving skills effectively?
- Are we fully listening to everyone?

What happens at Tuckman's Performing Stage?

This is where the team is in flow and performing to its full potential. There are structured processes, team members are committed to the team 'mandate' and work well inter-dependently. The team is likely to achieve its goals efficiently.

Task related Q:

- What are we doing well that we need to continue doing?
- What can we do differently to improve?

Relationship related Qs:

- Are we celebrating our successes?
- Are we ensuring that the team work is well-spread, and that no one is getting 'overly stretched' or 'on the way to burnout'?

