



# Leading Teams: Stages of Team Development

*“Let the beauty of the LORD our God be upon us, and establish  
the work of our hands for us” (Psalm 90:17)*

# Objectives

- Learn the four stages of team development
- Recognize the characteristics & challenges encountered at each stage
- Identify ways to navigate your team through the stages

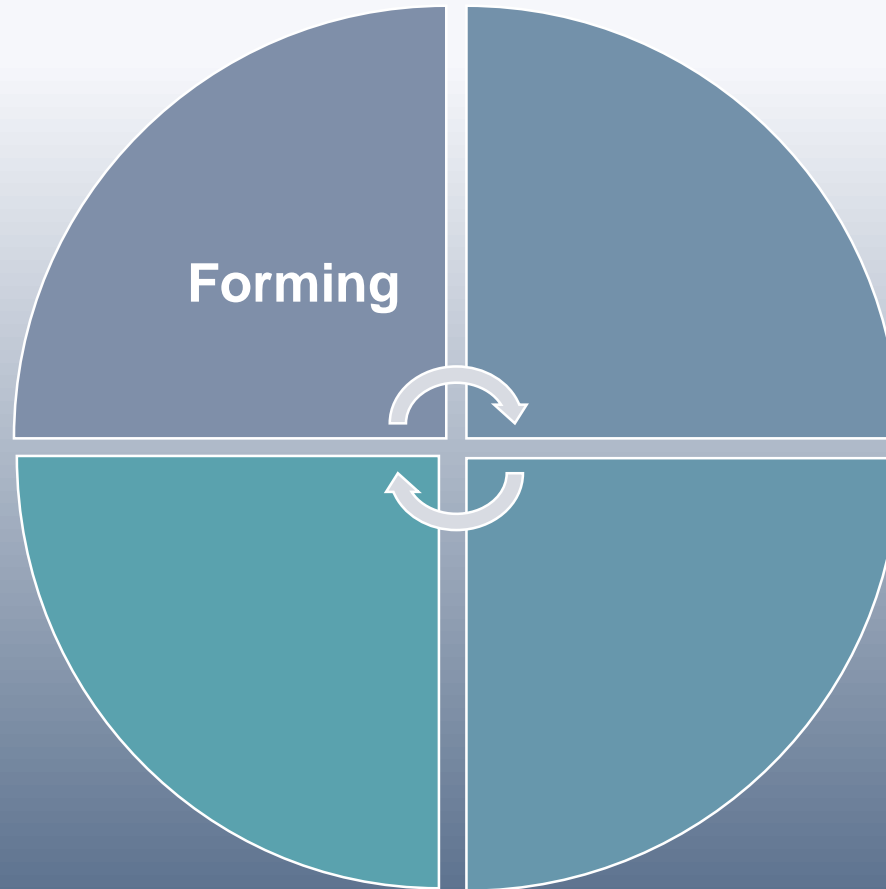
# Activity

1. Think about a team of which you are a member.
2. Is your team one that you would describe as being primarily positive or challenging?
3. What examples can you share to illustrate both positive and challenging experiences?

# Stages of Team Development

- Teams change over time and those changes are marked by multiple stages of development
- Model developed by Bruce Tuckman
- Successful progression = excellent results
- Model focuses on team dynamics & leadership behavior
- Leaders' goal is to successfully navigate team through the stages, not eliminate

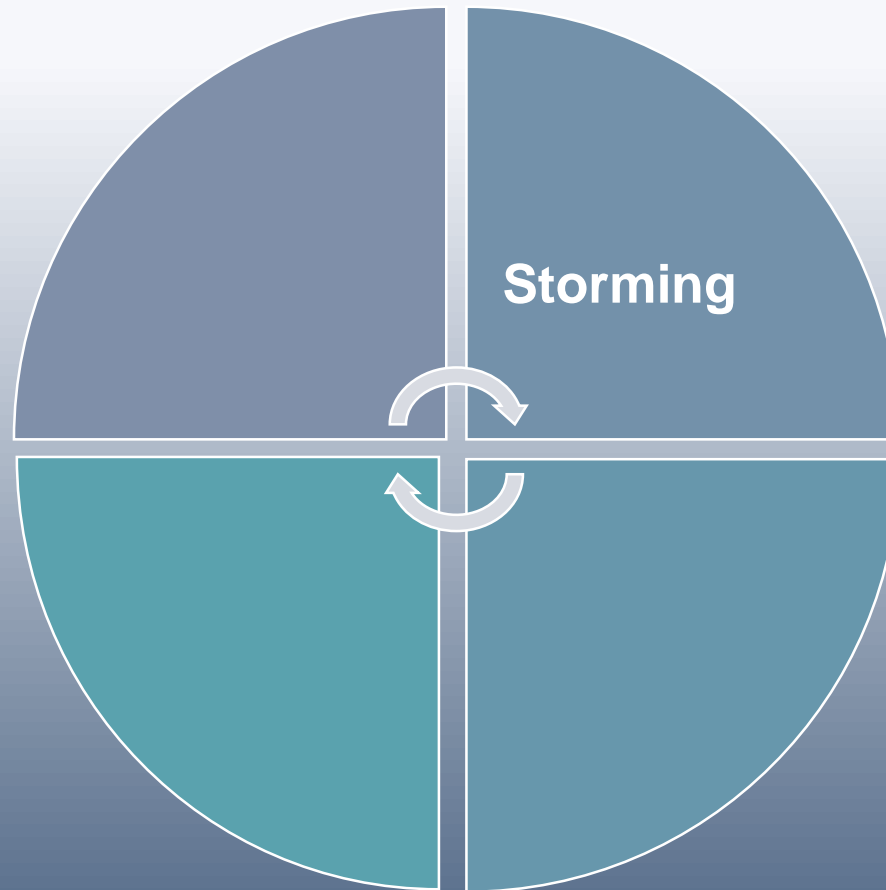
# Tuckman's Stages of Team Development



# Forming

- The Challenge
  - Creating a purpose and managing team membership
- The Team
  - Exploring why we are together
  - Establishing relationships with leaders and other team members
- The Questions
  - Who are these people?
  - Will we get along?
  - What will I/you contribute?
  - Can I trust you?

# Tuckman's Stages of Team Development

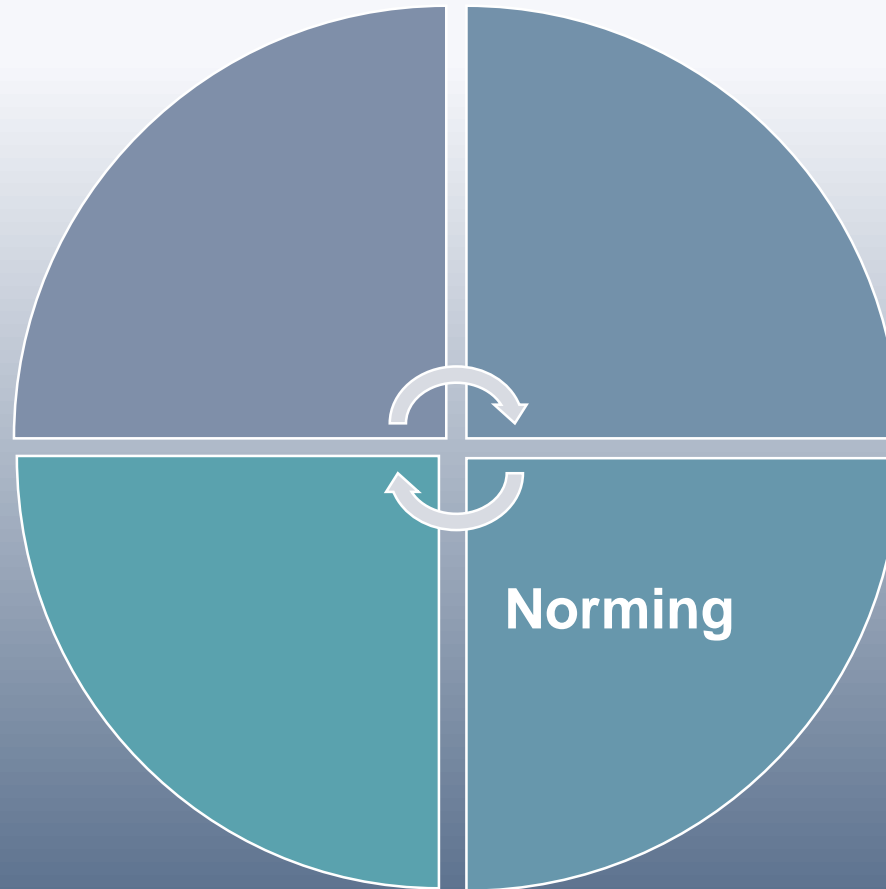


# Storming

- The Challenge
  - Managing expectations and roles
- The Team
  - Challenging the Team's purpose
  - Struggling for power and control
  - Avoiding dealing with underlying tension and hidden agendas (“artificial harmony”)
- The Questions
  - Why are we doing this?
  - What is the point?
  - Why are we doing it this way?
  - What leadership model will the team accept?



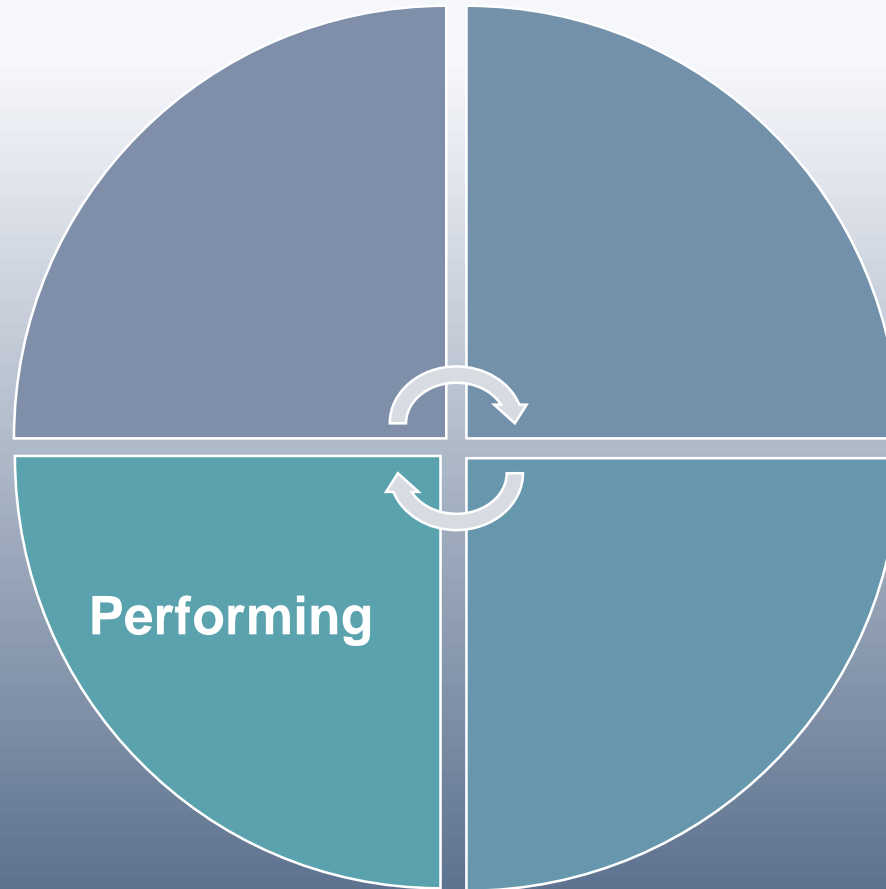
# Tuckman's Stages of Team Development



# Norming

- The Challenge
  - Managing relationships and task efforts
- The Team
  - Implementing the team's performance expectations
  - Re-establishing specific roles and operating procedures
  - Defining rules for problem solving
  - Clarifying processes for resolving team conflicts
  - Building team culture
- The Questions
  - Who does what and when?
  - How do we resolve problems?
  - How do we make decisions?
  - How do we handle conflict?

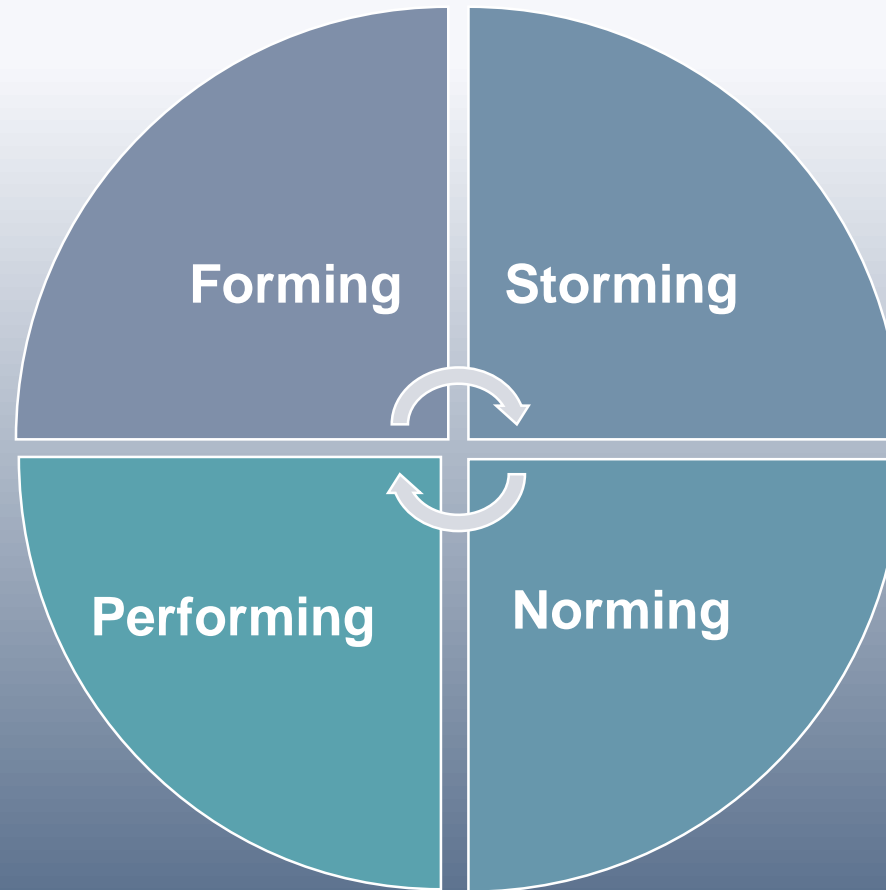
# Tuckman's Stages of Team Development



# Performing

- The Challenge
  - Managing task completion, evaluating results, striving for improvement
- The Team
  - **Alignment.** Each person has an integral role in the team's work
  - **Accomplishment.** People and the team as a whole are meeting and exceeding role and task expectations
  - **Cohesion.** Feeling like a "team"
  - **Commitment.** To each other, the team and to accomplishing the team's goals
- The Questions
  - How can we improve this?
  - Is there a better way?
  - What more can we do?
  - How can I help?

# Tuckman's Stages of Team Development



## Adjourning

# Questions?

