Tuckman’s stages of team development

To become a high performing team, it is very important to understand the development of the team. Tuckman's framework will help you recognizing your team's behavioral patterns and to discuss possible next steps.

**Disclaimer:** The team stages are most useful as a basis for team conversation, rather than boxing the team into a “diagnosis”. The tool will help you as a team to realize where you are – but doesn’t give a clear guidance what to do next.

**Stage 1: “Forming”:** This initial stage is about first meetings and first impressions. The team is essentially a collection of individuals or a “Working Group”. In this stage, it is very important getting comfortable with each other and to create a team with clear structure, goals, direction and roles so that members begin to build trust. During the Forming stage, much of the team's energy is focused on defining the team, so task accomplishment may be relatively low.

**Stage 2: “Storming”:** At some point, some team members may no longer be enthusiastic about all of the goals set out at the forming stage and may shift from the tasks at hand to feelings of frustration or anger with the team's progress or process. It might be necessary for the team to refocus on its goals, perhaps breaking larger goals down into smaller, achievable steps.

**Stage 3: “Norming”:** Team members feel an increasing acceptance of others on the team, recognizing that the variety of opinions and experiences makes the team stronger and its product richer. Constructive criticism is both possible and welcomed. The “Norming” stage is where team reflections and an evaluation of team processes are most useful.

**Step 4: “Performing”:** Team members have a clear understanding of where they can best serve the team's needs, and everyone is highly motivated to get to the same goal. Nevertheless, being in the performance phase doesn't mean there won't be conflict. Team members will still challenge individual members, but that dissent is delivered and accepted from the “positive intent” perspective that means that challenge can actually push a team to be even more successful.

**Further information**


In Spanish: [https://www.ceolevel.com/modelo-de-desarrollo-de-equipos-de-bruce-tuckman](https://www.ceolevel.com/modelo-de-desarrollo-de-equipos-de-bruce-tuckman), [https://www.equipohumano.com/modelo-tuckman-en-el-desarrollo-de-equipos](https://www.equipohumano.com/modelo-tuckman-en-el-desarrollo-de-equipos)
Team (performance) typically goes through 4 stage cycles: 'Performing', however, can only be achieved through dedicated measures for the team.