

### Forming

- ✓ Team has positive expectations
- ✓ Unclear of goal
- ✓ Task accomplishment is low
- ✓ Participation is cautious, polite
- ✓ Team depends on formal structure and direction
- ✓ Very little division of labor
- ✓ Attention to process is generally ignored

### Storming

- ✓ Goals are becoming clearer
- ✓ Participation in sub-groups
- ✓ Motivation is lowered because of discrepancies
- ✓ Negative reactions to leader
- ✓ Power struggles for leadership
- ✓ Task accomplishment remains slow

### Norming

- ✓ Productivity begins to rise
- ✓ Goals agreed upon
- ✓ Expectations are based on reality
- ✓ Structure and operating procedures are clear
- ✓ Cohesion intensifies
- ✓ Expression of feelings increasingly open

### Performing

- ✓ Team atmosphere and relationships are supportive and open
- ✓ Goal commitment is high
- ✓ Members trust and accept one another
- ✓ Leadership is informal and shared
- ✓ Synergy is created



*First proposed by Bruce Tuckman in 1965, who maintained that these phases are all necessary and inevitable in order for the team to grow, to face up to challenges, to tackle problems, to find solutions, to plan work, and to deliver results.*

*Tuckman, Bruce (1965). "Developmental sequence in small groups". Psychological Bulletin 63 (6): 384–99.*