

Teams and Groups Outcomes Student Leader Learning Outcomes (SLLO) Project

Definition Of Group or Team:

Group of people who need each other to accomplish a result

- Interdependence
- Transcend the individual
- Shared purpose, goals, and values

Tuckman Model of Team Development:

Taken from: <http://www.ncsu.edu/csleps/leadership/Group%20Development%20-%20Tuckman.pdf>

- **Stage 1: Forming-** The team meets and learns about the opportunity and challenges, and then agrees on goals and begins to tackle the tasks. Team members tend to behave quite independently. They may be motivated but are usually relatively uninformed of the issues and objectives of the team. Team members are usually on their best behavior but very focused on themselves. Mature team members begin to model appropriate behavior even at this early phase. The forming stage of any team is important because in this stage the members of the team get to know one another and make new friends. This is also a good opportunity to see how each member of the team works as an individual and how they respond to pressure.
- **Stage 2: Storming-** Every group will then enter the *storming* stage in which different ideas compete for consideration. The team addresses issues such as what problems they are really supposed to solve, how they will function independently and together and what leadership model they will accept. Team members open up to each other and confront each other's ideas and perspectives. The *storming* stage is necessary to the growth of the team. It can be contentious, unpleasant and even painful to members of the team who are averse to conflict. Tolerance of each team member and their differences needs to be emphasized. Without tolerance and patience the team will fail. This phase can become destructive to the team and will lower motivation if allowed to get out of control.
- **Stage 3: Norming-** At some point, the team may enter the *norming* stage. Team members adjust their behavior to each other as they develop work habits that make teamwork seem more natural and fluid. Team members often work through this stage by agreeing on rules, values, professional behavior, shared methods, working tools and even taboos. During this phase, team members begin to trust each other. Motivation increases as the team gets more acquainted with the project.
- **Stage 4: Performing-** Some teams will reach the *performing* stage. These high-performing teams are able to function as a unit as they find ways to get the job done smoothly and effectively without inappropriate conflict or the need for external supervision. Team members have become interdependent. By this time they are motivated and knowledgeable. The team members are now competent, autonomous and

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able to handle the decision-making process without supervision. Dissent is expected and allowed as long as it is channeled through means acceptable to the team.

- **Stage 5: Adjourning-** Tuckman later added a fifth phase, *adjourning*, that involves completing the task and breaking up the team. Others call it the phase for *mourning*. A team that lasts may transcend to a *transforming* phase of achievement. *Transformational management* can produce major changes in performance through synergy and is considered to be more far-reaching than *transactional management*.

Outcomes:

Students will be able to:

- Recognize the Tuckman and Jensen model and identify the stages of group development
- Facilitate a group through stages of the Tuckman and Jensen model

Other Useful Rubrics Related to This Topic:

Interpersonal Communication, Delegation, Project Management, Effective Meetings

Rubric Components Were Adapted and/or Taken From :

- Maples, M.F. (1988). Group development: Extending Tuckman's theory. *Journal for Specialists in Group Work*, 13, 17-23.
- Tuckman, B.W. (1965). Developmental sequence in small groups. *Psychological Bulletin*, 63(6), 384-399.
- Tuckman, B.W. & Jensen, M.C. (1977). Stages of small group development revisited. *Group and Organizational Studies*, 2(4), 419-426.

Resources:

- Definitions:
 - <http://en.wikipedia.org/wiki/Forming-storming-norming-performing>
- Leadership Using the Tuckman Model
 - <http://www.teamtechnology.co.uk/tuckman.html>
- Teamwork Survey

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- <http://www.nwlink.com/~donclark/leader/teamsuv.html>