

STAGES OF TEAM FORMATION – *Adapted from Tuckman’s Model*

FORMING			
Observable behaviors	Feelings and thoughts	Team needs	Leadership required
<ul style="list-style-type: none"> • Politeness • Tentative joining • Orienting with others personally • Avoids controversy • Cliques may form • Need for safety and approval • Attempts to define tasks, processes, and decision making processes • Discussion of problems not relevant to the task 	<ul style="list-style-type: none"> • Many feel excited, optimistic, and full of anticipation • Others may feel suspicious, fearful, and anxious working with others • Questions like “What is expected of me” • “Why am I here” • Uncertainty and Apprehension 	<ul style="list-style-type: none"> • Team mission and vision • Establish specific objectives and tasks • Identify roles and responsibilities of team members • Establish team ground rules • Team member expectations • Operational guidelines for team • Run meeting effectively • Schedule feedback from project leads/leaders 	<ul style="list-style-type: none"> • Provide appropriate guidance & Instructions • Provide structure and task direction • Allow for get-acquainted time • Create an atmosphere of confidence and optimism • Active involvement • Team members believe an appointed leader necessary to make decisions • One-way communication from leader to team-members
STORMING			
Observable behaviors	Feelings and thoughts	Team needs	Leadership required
<ul style="list-style-type: none"> • Arguing among members • Vying for leadership • Differences in points of view and personal style are evident • Lack of role clarity • Team organizing itself • Power struggles and clashes • Lack of consensus-seeking behaviours 	<ul style="list-style-type: none"> • Feel Defensive • Confusion, loss of interest can result • Resistance to tasks • Fluctuations in attitude about the team • Unsure if I agree with teams’ mission and purpose • Question the wisdom of team members 	<ul style="list-style-type: none"> • Inter & intrapersonal relationships • Identify stylistic and personal differences • Effective listening • Giving and receiving feedback • Conflict resolution • Clarify and understand the team’s purpose 	<ul style="list-style-type: none"> • Acknowledge conflict • Consensus among team members • Get members to assume more task responsibility • Concept of Shared Leadership emerges • Teach conflict resolution methods • Offer support and praise

<ul style="list-style-type: none"> • Lack of progress • Establishes unrealistic goals • Concern over excessive work 	<ul style="list-style-type: none"> • Increase in tension and jealousy • Unsure about my personal influence and freedom in the team • We're not getting anywhere 	<ul style="list-style-type: none"> • Re-establish roles and ground rules • How to deal with 'some' team members violating team codes of conduct • Receiving Feedback from project guide 	<ul style="list-style-type: none"> • Actively involved Team members begin consulting one another – shared leadership emerging but have difficulty with decision making
NORMING			
Observable behaviors	Feelings and thoughts	Team needs	Leadership required
<ul style="list-style-type: none"> • Processes and procedures are agreed upon • Comfortable with relationships • Focus and energy on tasks • Effective conflict resolution skills • Sincere attempt to make consensual decisions • Balanced influence, shared problem solving • Develop team routines • Sets and achieves task milestones 	<ul style="list-style-type: none"> • Sense of belonging to a team • Confidence is high • Team members feel a new ability to express criticism constructively • Acceptance of all members in the team • General sense of trust • Assured that everything is going to work out okay • Freedom to express and contribute 	<ul style="list-style-type: none"> • Develop a decision-making process • Be prepared to offer ideas and suggestions • Problem solving is shared • Utilizing all resources to support the team effort • Team members take responsibility in shared leadership skills • Receiving Feedback from project leads 	<ul style="list-style-type: none"> • Shared leadership • Give feedback and support from Project leads • Allow for less structure • Promotes team interaction • Asks for contributions from all team members • Collaboration becomes clearer • Encouraging others in making decisions • Continues to build strong relationships
PERFORMING			
Observable behaviors	Feelings and thoughts	Team needs	Leadership required
<ul style="list-style-type: none"> • Fully functional teams • Roles are clearer • Team develops independence 	<ul style="list-style-type: none"> • Empathy for one another • High commitment • Begin understanding collaborative work ethic • Tight bonds emerge 	<ul style="list-style-type: none"> • Project leads assure team is moving in collaborative direction • Maintain team flexibility 	<ul style="list-style-type: none"> • Shared Leadership being practiced • Observing, Inquiring, Fulfilling, team needs

<ul style="list-style-type: none"> • Team able to organize itself • Flexible members function well individually, in subgroups or as a team • Better understand each other's strengths and weaknesses and insights into group processes 	<ul style="list-style-type: none"> • Fun and excitement • Lots of personal development and creativity • General sense of satisfaction • Continual discovery of how to sustain feelings of momentum and enthusiasm 	<ul style="list-style-type: none"> • Measure knowledge performance – post test • Provide information • Giving and Receiving Feedback and Dialogue with project leads 	<ul style="list-style-type: none"> • Collaborative efforts among team members • Project leads provides little direction • Team members offer positive reinforcement and support • Share new information
ADJOURNING			
Observable behaviors	Feelings and thoughts	Team needs	Leadership required
<ul style="list-style-type: none"> • Visible signs of grief • Momentum slows down • Restless Behaviour • Bursts of extreme energy usually followed by lack of energy 			