

TEAM STAGES

Forming *start up*

Newly established or reformed teams begin in this stage. They need clear direction, structure, and decisiveness from their leaders. Members must be willing to follow rather than resist.

Storming *conflict*

As team roles and responsibilities develop, conflict occurs. Leaders need to be patient conflict mediators and good listeners. Members need to be willing to open up and discuss issues and personal grievances.

Norming *growth*

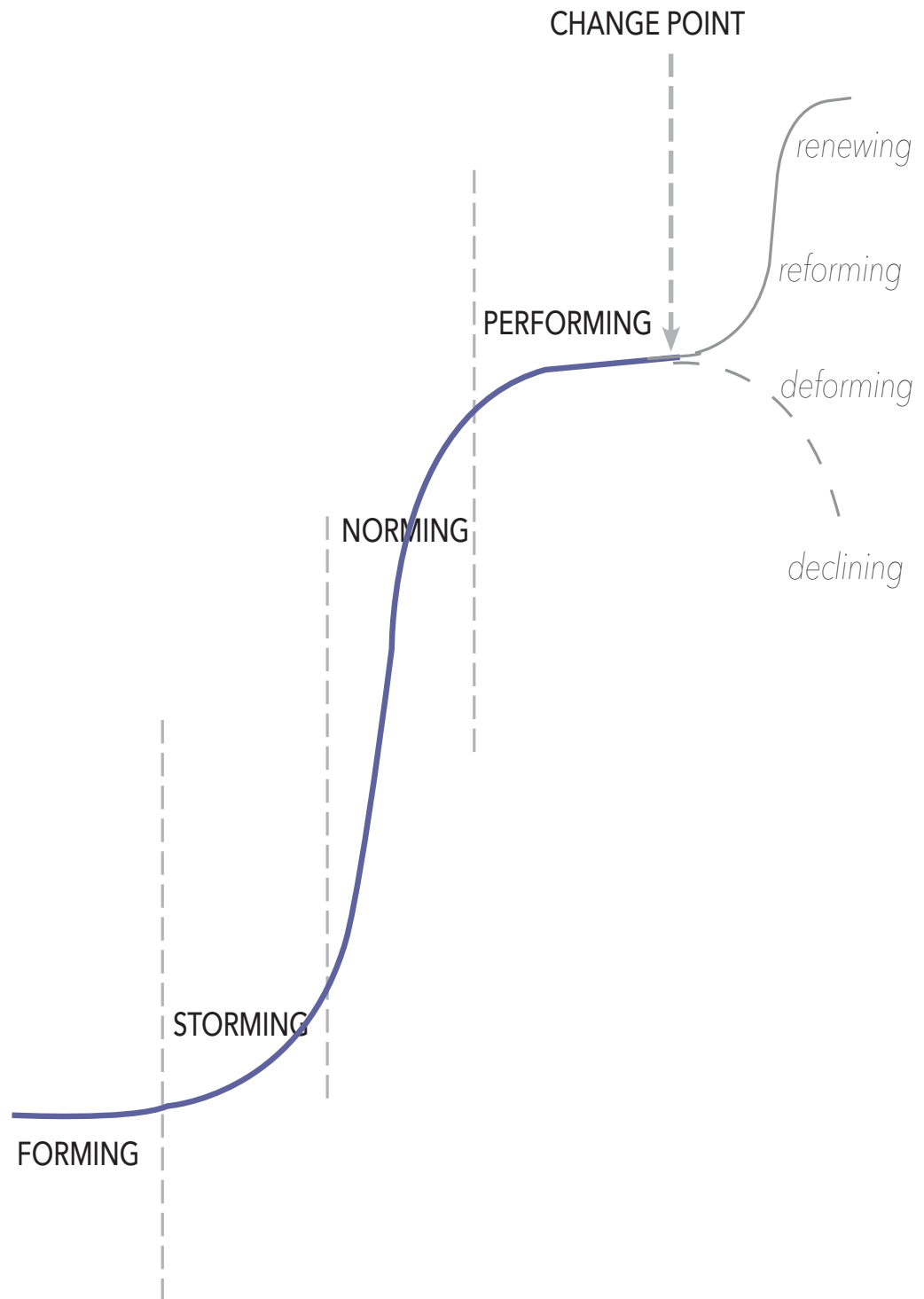
The team grows in its ability to achieve goals. Norms for doing things develop and conflict diminishes. In this stage leaders must shift to more democratic management practices. Members need to take on more responsibility.

Performing *maintenance*

Teams peak at a level of effectiveness where members work well together and do high quality work. Leaders should use a participative, indirect style. Members need to become more self-directed and confident in their roles.

Reforming or Deforming

Teams eventually reach a point where performance begins to decline. Together, leaders and members must set new goals, take on new projects, and find added inspiration. Leaders are encouraged to shift back to a more direct style and lead the shift to a new vision and purpose.



Exercise: Place an X at your team's present team stage and then discuss the reasoning for this positioning.

Credit: Tuckman Team Stage Model (modified)