TEAM DEVELOPMENT STAGES
How can we move from forming to performing?

Many of us will be familiar with Tuckman's model of group development as it is widely used in management training to highlight the stages teams or groups go through when working together. For those not familiar, Tuckman suggests all teams/groups move through 5 stages which are: forming, storming, norming, performing and adjourning, with each stage bringing its own opportunities and challenges.

The bit we often miss is how to help influence the development of the group and move quickly from the forming stage to performing more quickly. The table below highlights the key indicators to establish where a group currently sits, the common issues associated with each stage and crucially, what leadership activities we can implement to help move the group forward to be more effective.

At ShelterBox it is crucial that our response team members get to the performing stage as quickly as possible. This exercise will show you how we do this quickly and effectively and how you can apply this method to benefit both in your day-to-day roles and your role within your Rotary Club.

STAGE	INDICATORS	ISSUES	LEADERSHIP ACTIVITIES
FORMING	The group is getting used to the lay of the land. Some initial low-level boundary testing. Potential confusion as to how the group can work best together.	Low group cohesion. Tentative disclosure (not wanting to be judged) Low performance High levels of excitement or apprehension.	Set team purpose. Set clear objectives for the group and individuals. Set clear role descriptions. Create conditions for the group to get to know one another
STORMING	Individuals see themselves as part of a group. Group members become more comfortable challenging boundaries.	Challenges to authority. Disruptive behaviour as groups vie for attention. Challenges to group direction. Turbulent dynamics that affects performance.	Set clear processes and structures. Build trust/remain positive. Remind group of its purpose. Resolve conflicts positively.
NORMING	A consensus is created as to how the group will operate. Commitment and unity are strong. Feeling of togetherness forms. Trust develops.	Groupthink starts to occur, people are less willing to challenge the norms. Blind spots in the group are accepted. Group members may cover for poor performers.	Shift responsibility and accountability of tasks - ensure ownership. Continue to develop team strengths and address weakness. Rotate roles to allow fresh eyes to highlight inefficiencies
PERFORMING	High levels of trust exists within the group. Acceptance of different views. Emergence of synergies.	Processes become routine and therefore ways to improve may be overlooked.	Instigate feedback loops and make this routine practice. Actively seek improvements. Coach your colleagues.
ADJOURNING	Disbanding of the group as it has achieved its purpose.	Insecurity about what happens next.	Celebrate successes and reward achievements.

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