

Tuckman's Team Evolution

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What is a Team?



- + Teams centre around a shared leadership of roles where members work together repeatedly in a focused way. This leads to mutual accountability and a collective responsibility of actions, which has the potential to enhance team performance beyond the reach of groups (Katzenbach & Smith, 1993, 25).

Team's vs Groups?



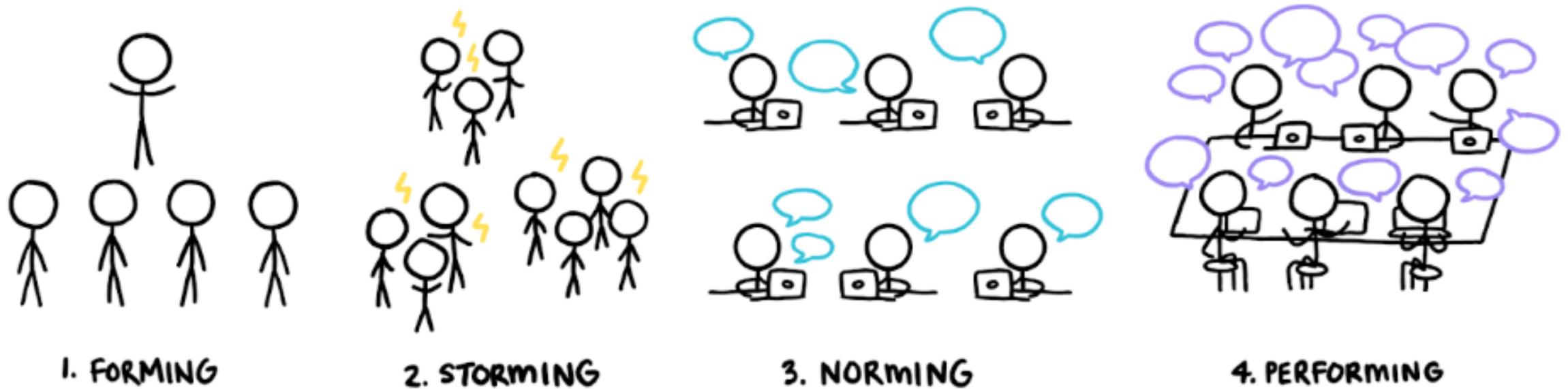
Teams enable the exchange of information and knowledge, and development of innovations (Paulus, 2000, 244)

Teams *can achieve* a collective performance which enables the development of unified direction, momentum, and commitment by working together (Katzenbach & Smith, 1993, 26)

Groups are more individualistic and lack a common goal and purpose (Fisher et al., 1997, 240)

The absence of ownership and responsibility of goals within groups can be problematic for performance

Bruce Tuckman's Evolution of High Performing Teams



Bruce Tuckman's Model of Team Development		
Stage	Characteristics	Team leader role
Forming	Team meets (formation); begins collective work	Outlines mission; looks for agreement on team roles, rules, guidelines for decision-making
Storming	Team deals with confusion and conflict over goals, decision-making, roles and control	Facilitates discussion; ensures common understanding of agreements
Norming	Team accepts goals, roles, rules; works positively	Encourages norming process; supports and coaches; celebrates success
Performing	Team focuses on achieving goals; personal growth for team members; conflict handled positively	Encourages high performance; facilitates communication; celebrates success

(University of Wales, 2016)

-Bruce Tuckman's Model of Team Development

Key Points



Tuckman's model emphasises the gradual change and evolution of teams over time



Management recognition that performing teams don't just happen is important!



Tuckman's team stages can be a useful 'guiding star' which can help you to adjust your management style and input