

Tuckman's Stages

Business & Management

How teams develop, and why the difficult stage is necessary.

The stages a team typically passes through.

1

Forming

Polite, dependent on the leader, unclear roles.

2

Storming

Conflict over roles, approach and authority. Necessary.

3

Norming

Agreement on how to work; norms established.

4

Performing

Focused on the task; the leader can step back.

5

Adjourning

Disbanding. Recognition and closure matter.

PRACTICAL NOTES

Membership change sends a team back a stage

Skipping storming produces false consensus

The leader's role changes at each stage

Adding one person to a performing team returns it to forming. That cost is routinely underestimated.