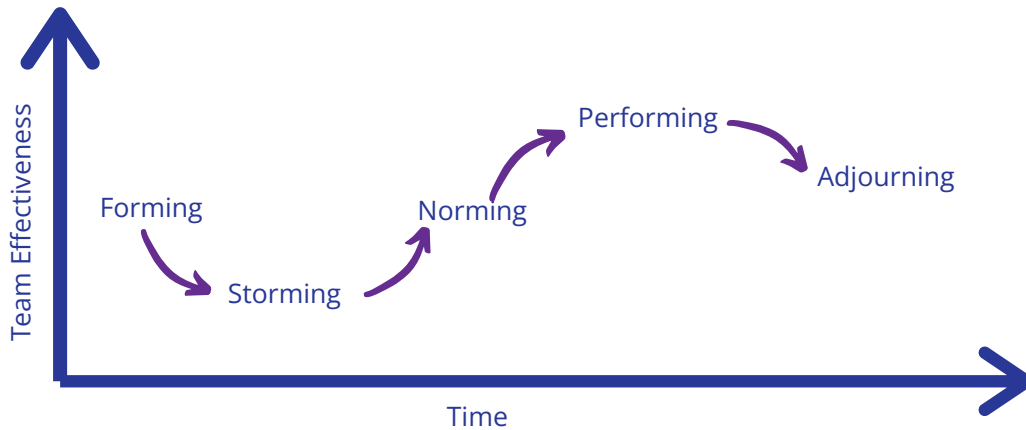


Tuckman's Stages of Team Performance



FORMING CHALLENGES

- need to feel included
- feeling pressure to conform
- uncertain about the rules
- dependant on the leader
- anxious about purpose and goals



FORMING GOALS

- excitement about the new venture
- anticipation of the new learnings
- clarity around roles and responsibilities
- getting to know and trust each other

STORMING CHALLENGES

- persistent uncertainties
- relationship and emotional issues
- cliques and factions may emerge
- power struggles
- leadership may be challenged
- distractions
- competition within the team



STORMING GOALS

- trusting the process, and each other
- accepting that storming is critical and temporary
- deeper understanding
- acknowledging differences
- establishing robust communication through conflict
- developing short term goals

NORMING CHALLENGES

- Anything that's left over from the storming phase



NORMING GOALS

- team focus on goals and results
- collective responsibility
- cohesiveness and shared purpose
- the psychological safety to challenge

PERFORMING CHALLENGES

- exclusivity and exclusion of non-team members
- maintaining the energy and excitement needed to keep going at this level



PERFORMING GOALS

- the team handles stress and pressure collaboratively
- acknowledgement of individual growth and contributions
- roles may become more fluid according to expertise and development goals
- conflict and disruption are used to innovate
- focus shifts to performance, rather than outputs
- accelerated/creative problem solving