The Tuckman Team Development Clock

Stage 4	0	Stage 1

PERFORMING — 11

1 — *FORMING*

Mature Closeness

10

Resourceful
Flexible
Openness & Trust
Effective
Close & Supportive
Exploiting team diversity

2

Formation

Polite
Impersonal
Watchful
Guarded

9 — 3

Consolidating

Establishing procedures
Developing skills
Giving feedback
Confronting issues
Valuing others

Experimenting

Controlling conflicts
Confronting people
Opting out
Difficulties
Feeling stuck
Infighting

8

4

NORMING — 7

5 — *STORMING*

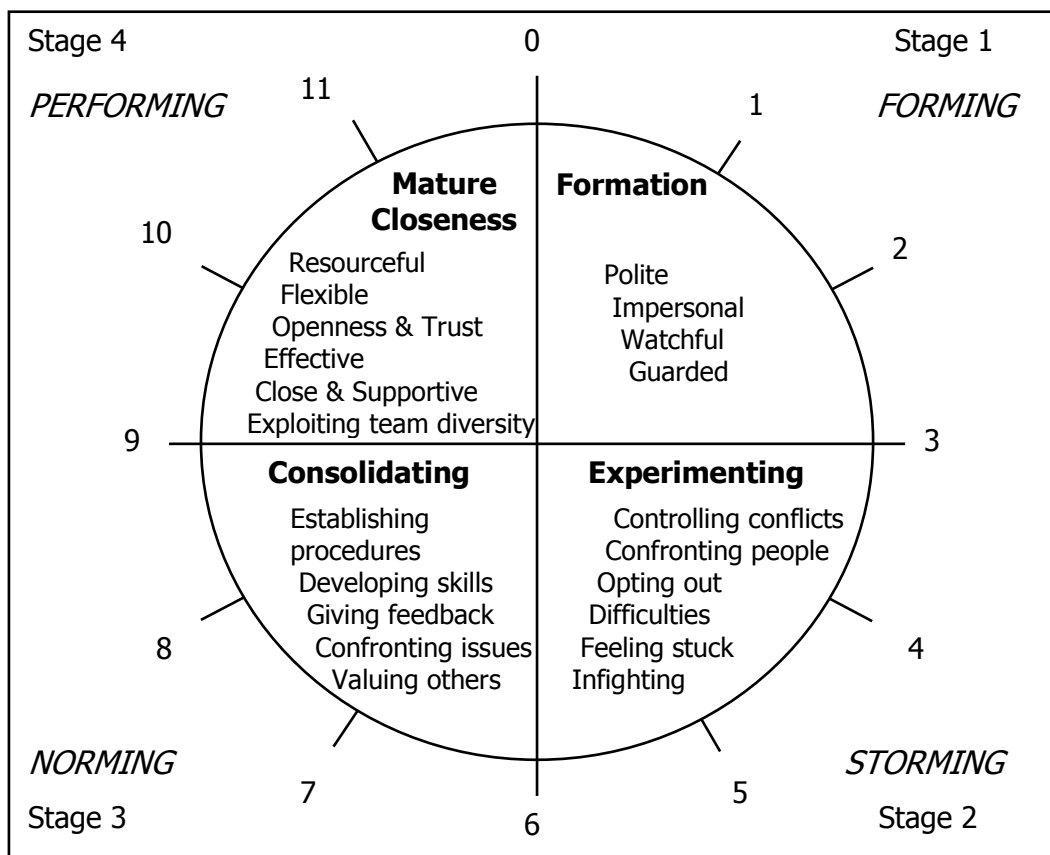| Stage 3	6	Stage 2

- **Forming** - formalities are preserved and members are treated as 'known strangers'.
- **Storming** - members start to communicate their feelings but probably still view themselves as part of their representative department rather than part of the team. They attack others insular attitudes while guarding their own.
- **Norming** - people feel part of the team and realise that they can achieve goals if they accept other viewpoints.
- **Performing** - the team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.

Progression around the Team Clock

We are, by nature, polite: This is a bar to honest appraisal. It is very difficult to go to somebody you don't know very well and tell them exactly what you think. The same is true in a newly formed team where criticism, contradiction and difficult questioning are at first avoided. As people get to know each other better, they are not so concerned about maintaining the polite front and arguments ensue. These can be so bad that the team breaks up without having achieved anything. Providing members are prepared for these difficulties, there is calm after the storm as opposing sides of the argument are accepted and worked on. Occasionally teams advance their development to the Performing stage where they know and trust each other so well that the Team can advance quickly towards common goals and vision.

Self-Checks

The Tuckman Team Clock Analysis

What stage is your team at?

This quick questionnaire will help you assess the stage of development your team is at. It is not exhaustive but is intended to get you thinking. For each of the following groups of statements, choose the one that you believe best describes your team and tick the box on the line against it.

Commitment

Individuals are wondering how they fit in, and withholding full participation

Team members are observably committed to the team and the organisation

Team members are committed to getting the job done

Commitment is towards pairs and small groups rather than the whole team

Trust

Trust is extended openly as a matter of course

Trust is expected and usually given

Trust consists of 'wait and see'. There is no basis yet to build on.

Members sort out those they trust, those they don't and those they're not sure about

Purpose

The purpose and reason for the team is generally understood but not yet a motivator

A greater sense of purpose is developing, and starting to focus on performance

A clear vision is maintained. The team is flexible and can adapt to changes in its purpose

The focus is clearly on performance and achieving team goals

Self-Checks

Communication
As members assert themselves, conflict arises.
Communication may be direct and aggressive

Communication is tentative and goes from the leader
to the member and back as questions

Mainly task –directed. Members develop
relationships with groups outside the team

More complex; members discuss task and
relationship issues within the team
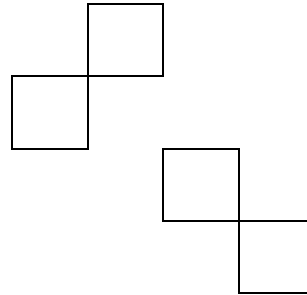
Involvement
More assertive members may hold centre stage,
others withdraw to the edges

Members are comfortable with their roles and are
taking on extra roles to support each other

Members are flexible in their roles and will change
when the need arises

Some members still dominate the group, members
are beginning to settle into their roles
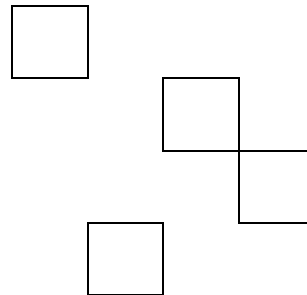
Processes
Team processes are discussed in order to improve
team performance

Standard processes are starting to emerge but are
still unfamiliar and awkward to use

Processes are new and unfamiliar. Individuals may
be confused and rely on previous experience

Team processes have become more fluid and
natural. They're regularly reviewed and developed
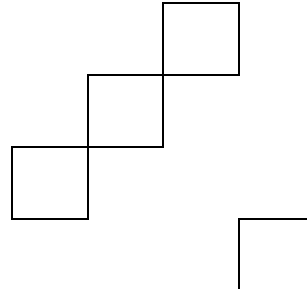
Now add up the number of ticks you have put in
each column

F	S	N	P
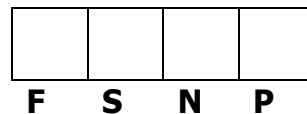
In the boxes above, the highest number represents your team's likely stage of
development. Teams will develop and go through the stages in this order.

F = Forming
At this point the team is just coming together, and is still a group of individuals.
Team members are unsure about roles, rules and expectations. They can also be
wary of each other.

Self-Checks

S = Storming

At this stage the team is beginning to find itself, establish an identity, and work out its roles and values. There may be challenges to the structure and roles of the team and members can come into conflict over goals and personalities

N = Norming

During this stage the team is laying down its accepted behaviour; people are settled into their roles. The team is beginning to work together. Working styles, areas of responsibilities are agreed and systems and operations are set up.

P = Performing

During this stage the team is at its peak and will put out the best quantity and quality of work. The members are working well together and achieving more than they could separately. They work positively, creatively and productively together, supporting each other.

NB Mourning

There is also a further stage, of mourning. If one or more members leave the team or it is disbanded for any reason, it will go through a period of yearning for 'the good old days' before beginning to re-form. To do this it will start again at the beginning of the process and work through the steps again with the new members.

For related topics see Top Tip:
   ➔ **Teamworking**