

Name: _____ Date: _____

Bruce Tuckman (1965) proposed the 4-stage model called Tuckman's Stages for a group. Tuckman's model states that the ideal group decision-making process should occur in four stages:

- *Forming* (pretending to get on or get along with others);
- *Storming* (letting down the politeness barrier and trying to get down to the issues even if tempers flare up);
- *Norming* (getting used to each other and developing trust and productivity);
- *Performing* (working in a group toward a common goal on a highly efficient and cooperative basis).

Tuckman later added a fifth stage for the dissolution of a group called *adjourning*. (*Adjourning* may also be referred to as *mourning*, i.e. mourning the adjournment of the group). It should be noted that Tuckman's model refers to the overall pattern of the group, but of course individuals within a group work in different ways. If distrust persists, a group may never even get to the norming stage.

Bruce Tuckman's description of Group Development has been foundational for varying applications and research of groups and their evolution over time. Helping students discover what the five stages mean and how they can be predicted and being able to identify tools to help succeed through each transition period will support success in excelling in team efforts.

DIRECTIONS Identify the appropriate stage of group development.

Descriptions of the four stages

Stage: _____

- Group members have a high dependency on direction.
- Individual roles of the group members are unclear.
- Leaders answer many questions regarding purpose, goals, etc...
- Group members test the leadership and the system controlling the situation.

Stage: _____

- Group members try to establish themselves and their relationship to one another.
- Purpose is an increased need, but not fully clear yet.
- Power of the group is fought for by group members.
- Goals need to be established in order to advance and overcome emotional issues.

Stage: _____

- Agreement among group members is a norm.
- Leader of the group changes from director to facilitator.
- Individual group member roles are established and accepted.
- Decisions are made by the group as a whole.
- Leadership of the group is respected by the group as a whole.

Stage: _____

- The group is aware of its purpose and knows its function.
- Group members share a vision together.
- There is no defined individual leader.
- Disagreements may occur, but are resolved in a positive and healthy manner.