**Stages in Team Development**

In 1965 B. W. Tuckman, who had been studying the behaviour of small groups, published a model that suggests that all teams go through four distinct stages in their development:

**Forming.** The first stage in a team's development is *forming*. During this stage, the team members are unsure about what they are doing. Their focus is on understanding the team's goal and their role. They worry about whether the other team members will accept them. Team members frequently look for clarification from their leader.

**Storming.** The second stage in a team's development is *storming*. During this stage, the team members try to get organized. This stage is marked by conflict among the members and between the members and the leader. Through this conflict, the team attempts to define itself.

**Norming.** The third stage in a team's development is *norming*. This stage follows storming, after the team members have succeeded in resolving their conflicts. They now feel more secure with one another and with their leader. They effectively negotiate the structure of the team and the division of labor.

**Performing.** The fourth stage in a team's development is *performing*. During this stage the team members behave in a mature fashion and focus on accomplishing their goals. This stage is marked by direct, two-way communication among the team members.