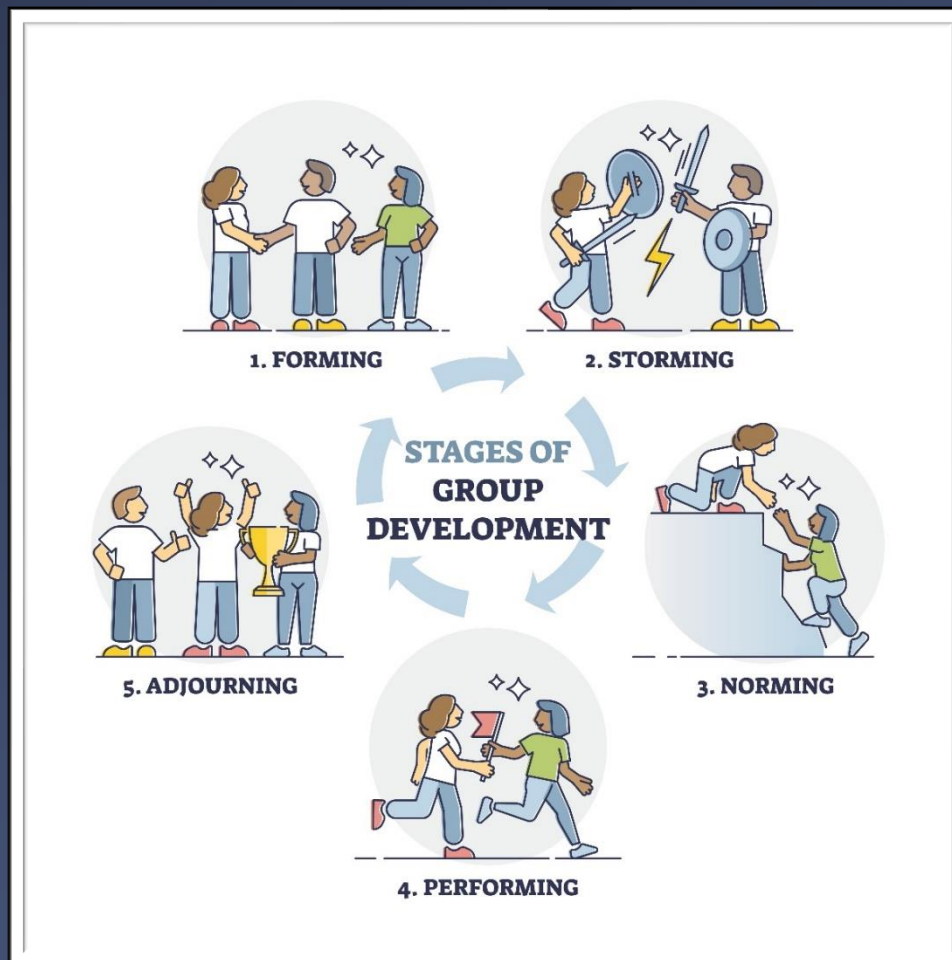


Tuckman's stages of group development



Tuckman's stages of group development

Tuckman states that all teams go through four phases before their collaboration truly flourishes. However, many teams get stuck on a particular phase, so they never realize their full potential.

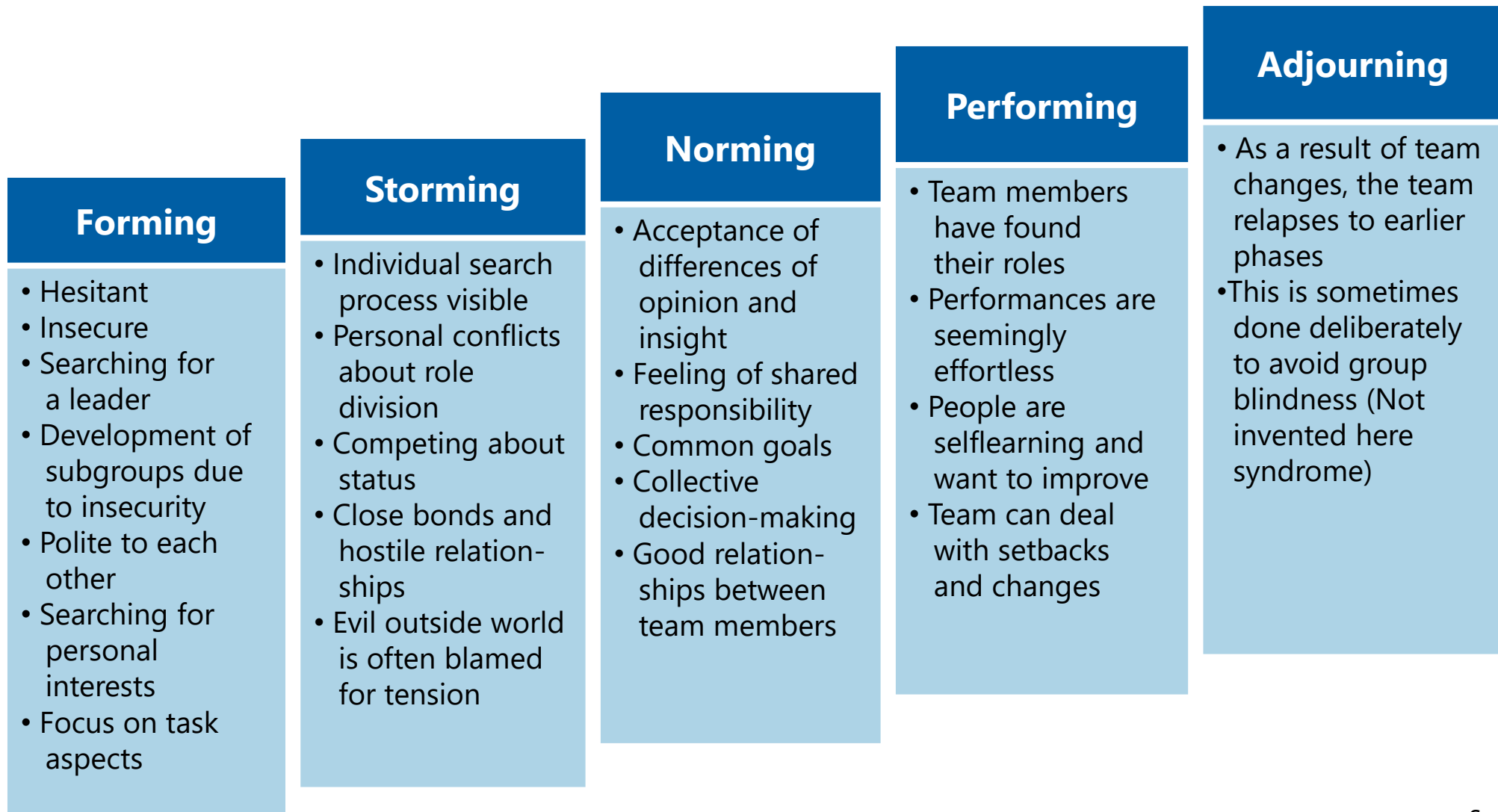
During the **forming** phase, the team members get to know each other. People are hesitant, avoid conflicts and prefer to operate in a task-oriented manner (the team members will not show much initiative yet). Next is the **storming** phase, during which interpersonal relationships and role divisions become clearer and conflicts arise. Many teams do not make it through this phase. If they do, they move on to the **norming** phase: people know and accept each other's role and task division and begin to focus on the common goals. Finally, the team finds its flow and reaches the **performing** phase. This phase is all about collaboration and taking responsibility. The team requires little management at this point. Ultimately, every team reaches the fifth and final phase, the **adjourning** phase, during which it is modified or dissolved.

At the start of the project you are clearly dealing with a **different kind of team dynamic** than during subsequent phases. If you understand and accept this fact, you can act accordingly. For example, the team will require a more directive **leadership style** (S1) at first, regardless of the level of task maturity of its individual members. Early on, team members want direction and clarity. Once you reach the storming phase, it is good to remember that there is no need to doubt your own leadership skills. This is all part of the growth process.

As a project manager, you are also automatically a change manager!

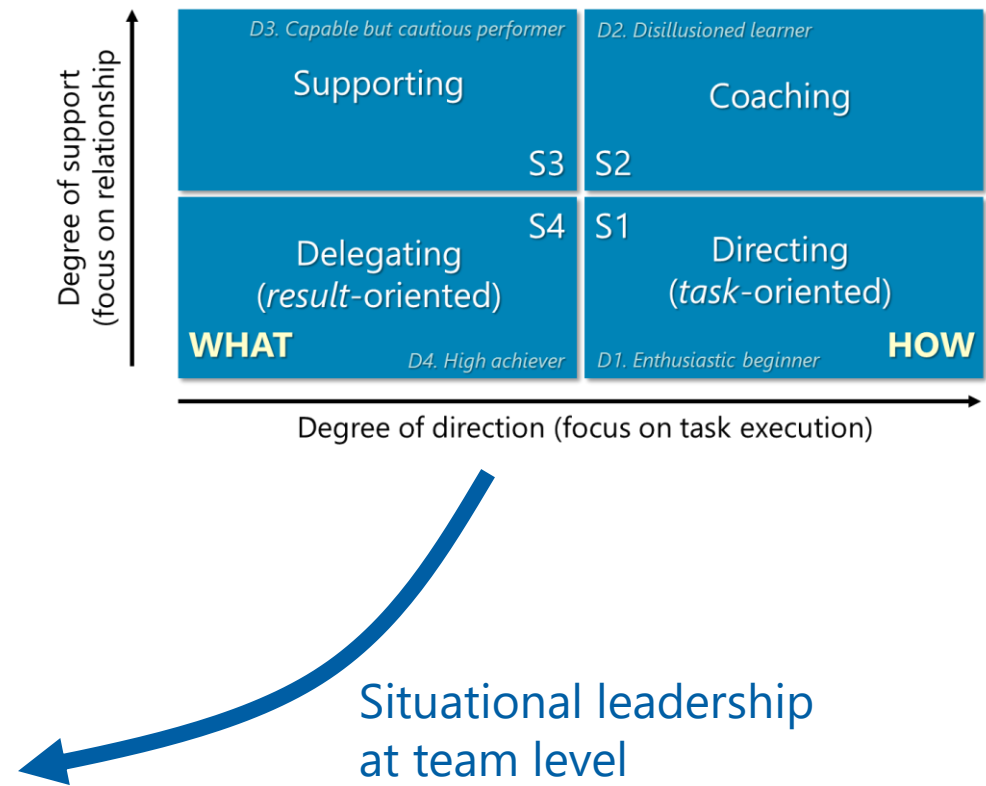
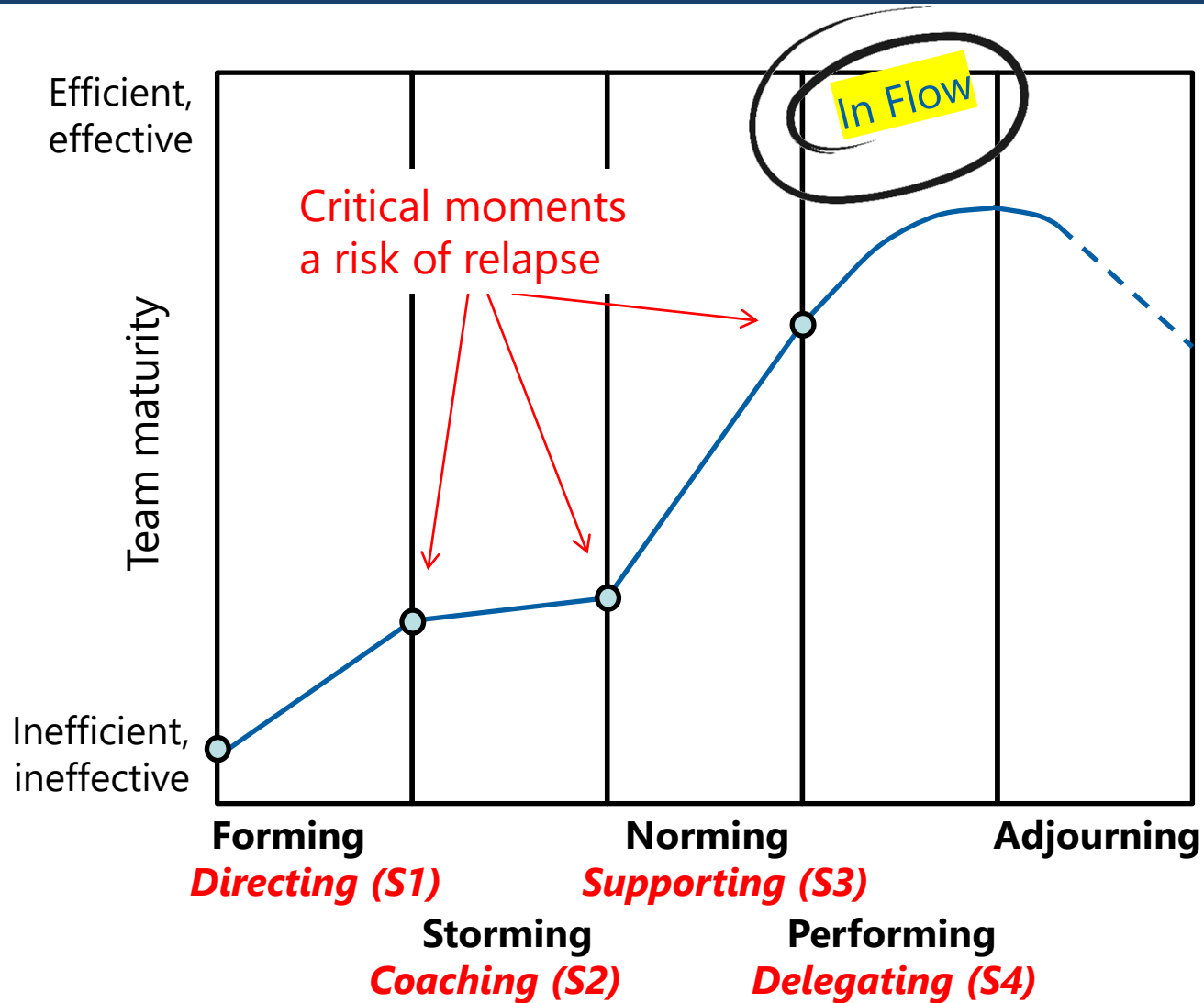
Source: The complete project manager, 2016

Tuckman's stages of group development



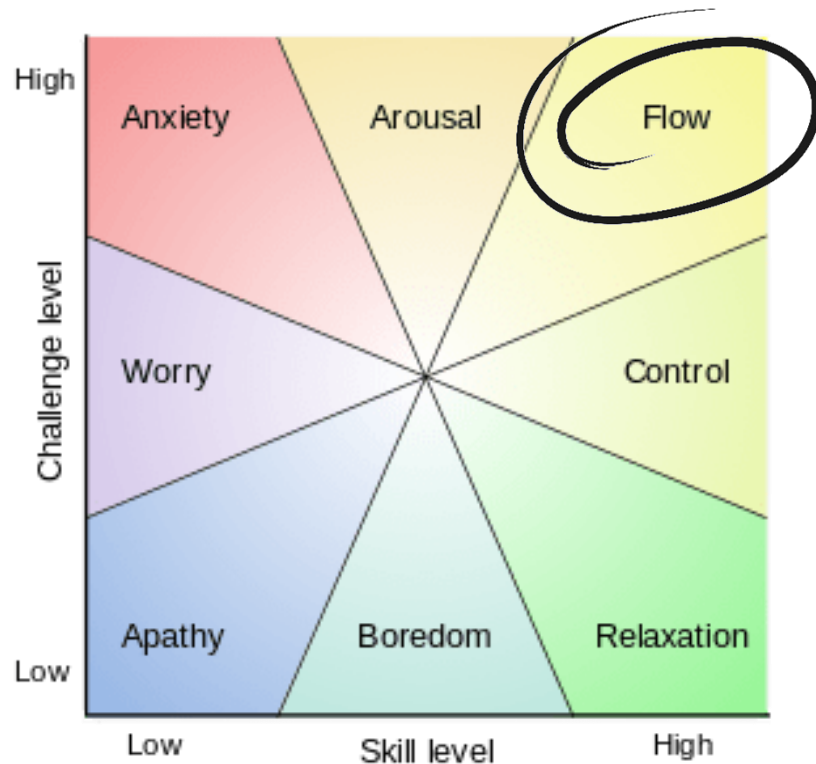
Source: Tuckman, 1965

Tuckman's stages and situational leadership (at team level)



Source: The complete project manager, 2016

Performing phase: being *in flow* as a team



According to Csikszentmihalyi, the feeling of flow can be characterized by at least some of the following eight features:

1. Extreme concentration and goal orientation.
2. A clear goal/purpose emerges.
3. Loss of self-awareness in which one focuses entirely on the activity and forgets about oneself.
4. The activity is rewarding; for example, it is a lot of fun.
5. A clear sense of control over the situation and/or activity.
6. A sense of challenge where it is achievable (not too difficult, but not too easy activities either).
7. Immediate feedback: success and failure are immediately clear, so that one can immediately adjust one's own actions accordingly.
8. Loss of time awareness so that time flies by.

Source: Mihaly Csikszentmihaly, 1975



Nothing from this publication may be reproduced, recorded in an automated database or published on or via any medium, either electronically, mechanically, through photocopying or any other method, without prior written permission from the author.

This publication was produced with the utmost care and attention. Nevertheless, the text may contain errors. PULZ Project Management & Leadership Development B.V. and the author are not liable for any errors and/or inaccuracies in this text.

www.roelwessels.nl