

# LEADERSHIP & MANAGEMENT

GROUP DEVELOPMENT  
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# Group Development

## Background to Bruce Tuckman's Theory

- Bruce Tuckman published a short article in 1965, 'Developmental sequence in small groups'
- Tuckman's scholarly interest focused on motivation: in the form of *self-regulatory behaviour*
- He concerned himself with exploring the links between motivational factors and school achievement; and interventions that enhanced the self-regulatory behaviour of students i.e. Goal setting, planning, and incentives.
- In 1965 identified four stages of group development

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# Group Development

- Forming
- Storming
- Norming
- Performing
- Ten years later added 'Adjourning
- Tuckman's believed that the four stages are universal to all teams despite the group's members, purpose, goal, culture, location, demographics etc..



# Group Development

- Forming – The first stage of group development is known as the *forming stage*. Is the stage in where the group is starting to come together & is characterised with anxiety & uncertainty.
- Members are cautious with their behaviour, which is driven by the need to be accepted by all members of the group.
- Conflict, controversy & personal opinions are avoided even though members are beginning to form impressions of each other & gain an understanding of what the group will do together.

# Group Development

- Storming – the second stage.
- The storming stage is where conflict and competition are at its greatest. This is because the group now have an understanding of the task and a general sense of who they are as a group & who the group members are
- They feel & have the confident & begin to address some of the more important issues surrounding the group. Such as relating to the group's tasks, individual roles & responsibility or even with the group members themselves.

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# Group Development

- **Storming stage** – is also where the more dominate group members start to emerge, while other, less confrontational members stay in the comfort & security of suppressing their feelings
- Even though these individuals stay quiet, issues may still exist.
- All members have an increased for clarification.
- Questions surrounding leadership, authority, rules, responsibilities, structure, evaluation criteria & reward systems tend to arise during the storming stage

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# Group Development

- **Storming** – it is at this stage questions about leadership etc., must be answered in order for the group to move on to the next stage.
- Not all groups are able to move past the storming stage.
- In essence the storming stage can be the most difficult stage of group formation/development.



# Group Development

- **Norming stage** – Tuckman states that once the group receives the clarity that it needs, it can move on to the third stage of group development, known as the norming stage.
- The norming stage is where the group becomes a cohesive unit.
- Morale is high as group members actively acknowledge the talents, skills & experience that each member brings to the group.

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# Group Development

## Norming stage

- A sense of community is established & the group remains focused on the group's purpose & goal.
- Members are flexible, interdependent & trust each other.
- Leadership is shared, & members are willing to adapt to the needs of the group.
- Information flows seamlessly & is uninhibited due to the sense of security members feel in the norming stage.

# Group Development

- **Performing stage** – the group moves into the fourth stage of group development, known as the performing stage, the group is at its peak in performance.
- The performing stage is marked with high productivity
- Group members are unified, loyal & supportive
- Competence in all members is seen, allowing for high level of autonomy in decision making.

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# Group Development

- Problem solving, experimentation & testing possible solution are high as group members are focused on task completion & achievement.
- The overall objective of the group during the performing stage is to complete their mission & fulfil their purpose through goal achievement.

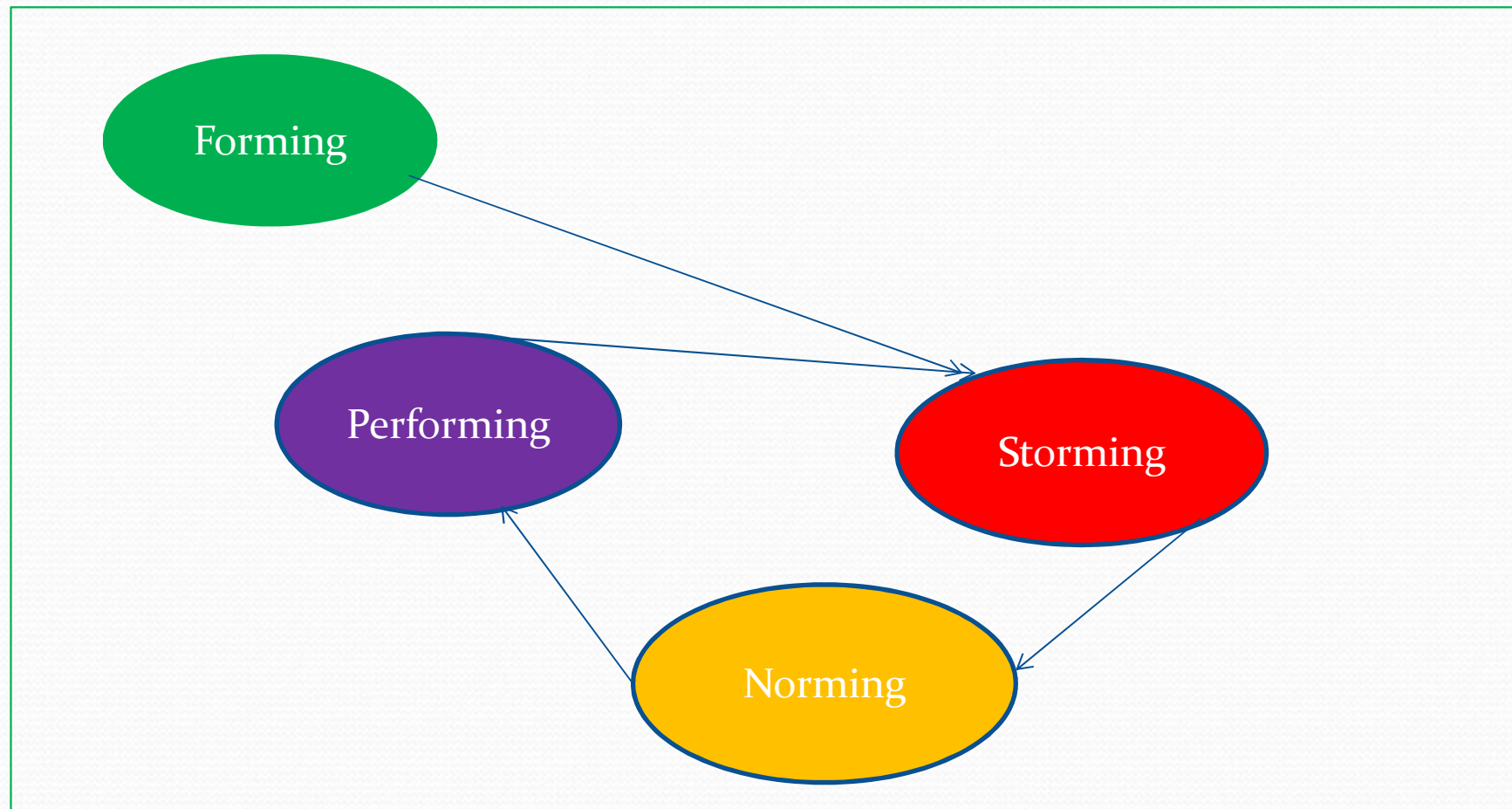
# Group Development

In 1977 Bruce W. Tuckman added the fifth stage – adjourning.

- **Adjourning stage** – involves dissolution – the termination of roles.
- The completion of tasks & reduction of dependency (Forsyth 1990:77). This stage has been described as the ‘mourning stage’, given the loss that is sometimes felt by former participants.
- This stage can be stressful – particularly where the dissolution is unplanned (ibid.:88)



# Group Development



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# FURTHER READING & BIBLIOGRAPHY

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