

Models of Group Development

Tuckman Model

Tuckman, B.W. Development Sequence in Small Groups. Psychological Bulletin, 1965, 63, 284-399.

	Group Structure	Task Activity
Forming	Considerable anxiety, testing to discover the nature of the situation, what help can be expected from the facilitator, and what behaviors will be appropriate or inappropriate.	What is the task? Members seek the answers to that basic question, together with knowledge of the rules and the methods to be employed.
Storming	Conflict emerges among sub-groups; the authority and/or competence of individuals is challenged. Opinions polarize. Individuals react against efforts of the others to control them.	The value and feasibility of the task is questioned. People react emotionally against its demands.
Norming	The group begins to harmonize; it experiences group cohesion or unity for the first time. Norms emerge as those in conflict are reconciled and resistance is overcome. Mutual support develops.	Co-operation on the task begins; plans are made and work standards laid down. Communication of views and feelings develop
Performing	The group structures itself or accepts a structure that fits most appropriately its common task. Roles are seen in terms functional to the task and flexibility between them develops.	Constructive work on the task surges ahead; progress is experienced as more of the group's energy is applied to being effective in the area of their common task.
Mourning	The group must accept that the project is complete and disband gracefully. There may be a sense of loss and anxiety at having to break-up.	The high that comes with successfully completing a task is diffused carefully via a "closure ceremony". This public celebration marks the formal end of the team.

Psylomar Model - Sam Kaner and Duane Berger

Community at Work, San Francisco

	Purpose	Structure	Feelings	Moving forward
Security	<ul style="list-style-type: none"> ▪ Entrepreneurial ▪ Vague long-term goals ▪ Unrealistic short-term goals 	<ul style="list-style-type: none"> ▪ Ambiguous ▪ Halfway designed ▪ Inconsistent 	<ul style="list-style-type: none"> ▪ Insecurity, caution ▪ Need for approval ▪ Dependence on Leader 	Clarification is not sufficient, goals need to be pursued, priorities maintained, policies upheld. Consistency is crucial
Trust	<ul style="list-style-type: none"> ▪ Clear, narrow objectives ▪ Results-oriented incentives ▪ Routine, repetitive tasks 	<ul style="list-style-type: none"> ▪ Hierarchical ▪ Formal ▪ Orderly, predictable 	<ul style="list-style-type: none"> ▪ Steady, Stable ▪ Adherence to rules ▪ Boredom 	Empowering individuals, capacity building.
Identity	<ul style="list-style-type: none"> ▪ Many co-existing projects with similar goals ▪ Continuous improvement ▪ Personal and professional growth is valued 	<ul style="list-style-type: none"> ▪ Matrix or horizontal ▪ Empowered teams ▪ Flexible, customized policies and roles 	<ul style="list-style-type: none"> ▪ Self-Directed ▪ Learning and mastering ▪ Inadequacy ▪ Competitive 	Groups adopts a collaborative technology, such as committed attendance & participation, support for seeking inclusion, win-win solutions to conflict. Integration of competing priorities
Conviction	<ul style="list-style-type: none"> ▪ Inspiring mission ▪ Compelling vision ▪ Clear, logical strategy 	<ul style="list-style-type: none"> ▪ Goals aligned with people and structures ▪ Integrated systems ▪ Distributed leadership 	<ul style="list-style-type: none"> ▪ Passionate ▪ Zealous ▪ Proud 	Highly performing team, members can apply content area specialties in an interdependent, collaborative effort.