

Quick Reference Handout 9.3: The PC/PB as a High-Performing Team—Using the Tuckman Model of Group Development

Introduction

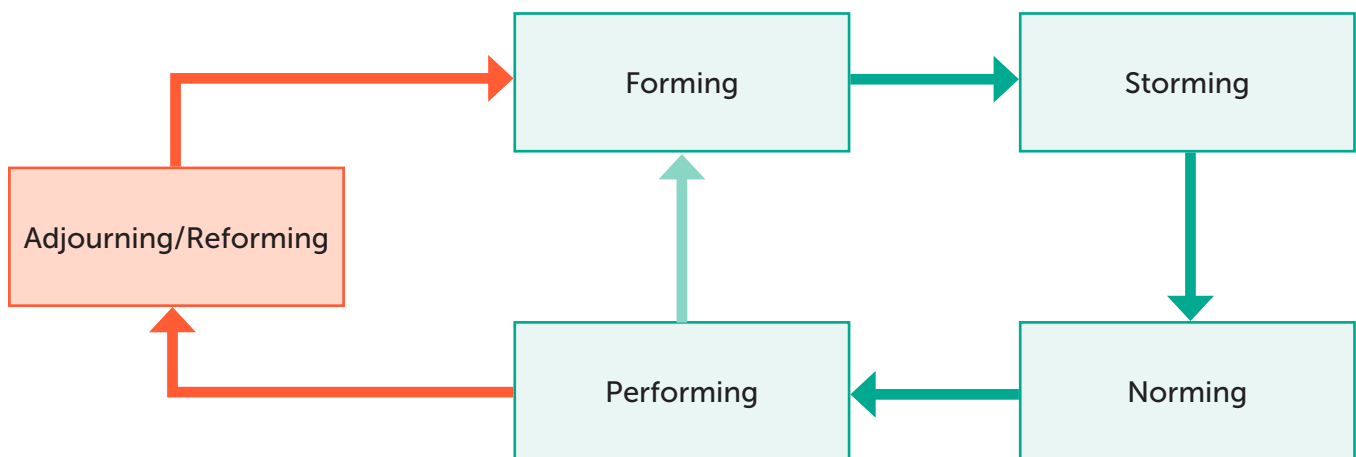
Every group that comes together over a period of time will go through a development process until they can become a well-functioning group or team.

This is a normal process. Think about the fact that no one is born knowing how to be the perfect parent, or how to write beautiful poetry. Working together in a diverse group to do HIV community planning takes practice, and there are some ideas that can help Planning Councils/Planning Bodies (PC/PBs) learn how to function effectively as a group.

The Tuckman Model of Group Development¹

Here are the stages in the Tuckman Model of Group Development:

- | | | |
|-------------|---------------|---------------------------------------|
| 1. Forming | 3. Norming | 5. Adjourning, Mourning, or Reforming |
| 2. Storming | 4. Performing | |



Some teams are temporary. For example, your PC/PB may form a work group to update the Bylaws, or to explore ways to improve retention in care for recently incarcerated PLWH. This kind of team will finish its work and go out of existence.

PC/PBs are ongoing groups, but they have transitions when there are new Co-Chairs or a large change in membership. The “new” group will need to get to know each other and learn how to work together. For these reasons, A PC/PB may go through the stages of group development every few years.

The charts below describes each of the Tuckman stages and how they apply to a PC/PB or one of its committees or work groups.

Forming Stage: Defining the job

	Behaviors that groups adopt in this stage	Feelings of the group in this stage	Actions that must take place to move to the next stage	Role of the leader during this stage
Forming Stage	<ul style="list-style-type: none"> • Get to know each other • Begin to become friendly/bond • Determine current level of trust • Communicate personal needs and expectations • Test each other, the leader, and the system • Ignore processes 	<ul style="list-style-type: none"> • Excitement • Anticipation • Optimism • Suspicion • Fear and/or anxiety about the tasks ahead 	<ul style="list-style-type: none"> • Identify common interests and expectations • Agree on a common purpose • Begin to decide how to carry out the tasks • Learn about experiences and skills within the group • Identify available resources 	<ul style="list-style-type: none"> • Provide guidance and direction • Be prepared to answer lots of questions about the group’s purpose, objectives, and relationships • Help the group learn about its responsibilities and tasks

Storming Stage: Resisting the job or the approach

	Behaviors that groups adopt in this stage	Feelings of the group in this stage	Actions that must take place to move to the next stage	Role of the leader during this stage
Storming	<ul style="list-style-type: none"> • Express differences of opinion, feelings, and/ or ideas • React to and challenge leadership roles and styles • Struggle for power and control • Compete with other members • Form alliances and factions • Argue about issues • Avoid making decisions that involve compromises 	<ul style="list-style-type: none"> • Defensiveness • Competition • Frustration • Hostility • Resistance • Fear • Isolation 	<ul style="list-style-type: none"> • Identify member roles and leadership styles • Identify resource needs • Determine directions and desired results • Deal with issues of communication 	<ul style="list-style-type: none"> • Be very accessible • Make sure members understand their roles • Keep the group on track • Respond to challenges from members • Provide coaching • Be prepared to step in as needed to ensure appropriate interactions and resolve conflicts and power struggles

Norming Stage: Developing a sense of partnership and teamwork

	Behaviors that groups adopt in this stage	Feelings of the group in this stage	Actions that must take place to move to the next stage	Role of the leader during this stage
Norming	<ul style="list-style-type: none"> • Begin to discuss group dynamics • Express constructive criticism • Communicate openly • Act in ways that support the group goal • Develop a sense of group identity • Negotiate and seek compromise and consensus • Accept roles within the group based on individual skills and group needs • Delegate some decisions to subgroups • Participate in fun and social activities 	<ul style="list-style-type: none"> • Relief • Belonging • Optimism • Collegiality • Comfort • Group pride 	<ul style="list-style-type: none"> • Collaborate on or review the decision-making process • Agree on direction and desired results • Establish each member’s role in achieving the goal • Adopt processes to guide the work • Agree on ways to distribute/share information and resources • Accept other viewpoints • Acknowledge potential for progress and success 	<ul style="list-style-type: none"> • Provide facilitation to help members work together and take responsibility for group decision making • Coach and advise, rather than directing, with some leadership delegated to individuals or subgroups • Support team building • Be open to new ideas • Be sure conflicts are discussed and addressed

Performing Stage: Understanding each other and the job and doing the work

	Behaviors that groups adopt in this stage	Feelings of the group in this stage	Actions that must take place to move to the next stage	Role of the leader during this stage
Performing	<ul style="list-style-type: none"> • Work in a friendly and collaborative way • Work proactively for the benefit of the group and the community served • Accomplish the group’s objectives • Make adjustments based on the situation • Resolve disagreements positively 	<ul style="list-style-type: none"> • Accomplishment • Effectiveness • Satisfaction • Confidence • Comfort • Trust 	<ul style="list-style-type: none"> • Achieve positive and satisfying results • Experiment with and adopt new methods for meeting group goals • Give appropriate feedback and evaluate work • Respond quickly to change 	<ul style="list-style-type: none"> • Coordinate • Step back – delegate responsibility • Provide assistance when asked/needed • Develop team members • Reward accomplishments • Encourage discussion, including creative conflict

Adjourning Stage: Wrapping up the work and disbanding the group [applies to a work group or time-limited committee that completes its work and goes out of existence]

	Behaviors that groups adopt in this stage	Feelings of the group in this stage	Actions that must take place to move to the next stage	Role of the leader during this stage
Adjourning	<ul style="list-style-type: none"> • Complete assigned tasks • Assess progress • Recognize accomplishments • Express appreciation to members and supporters • Look beyond the group to future activities 	<ul style="list-style-type: none"> • Accomplishment • Completion • Satisfaction • Nostalgia • Loss 	<ul style="list-style-type: none"> • Document products and outcomes • Make any needed arrangements for future work • Document the process • Formally thank participants and supporting staff 	<ul style="list-style-type: none"> • Coordinate final tasks • Encourage discussion about the experience • Work with individual members to plan for the future • Acknowledge the sense of loss members may feel as the group prepares to disband

Reforming Stage: Re-establishing the group with changes in leadership and/or membership [applies to the PC/PB or a standing committee that may have new members or leaders but continues its work]

	Behaviors that groups adopt in this stage	Feelings of the group in this stage	Actions that must take place to move to the next stage	Role of the leader during this stage
Reforming (for an ongoing group)	<ul style="list-style-type: none"> • Complete assigned annual work plan • Assess progress • Recognize accomplishments • Express appreciation to members and supporters • Begin planning for the following year 	<ul style="list-style-type: none"> • Accomplishment • Completion • Satisfaction • Nostalgia 	<ul style="list-style-type: none"> • Document products and outcomes • Document the process • Formally thank members who will cycle off • Assess the experience and identify ways to improve • Prepare for the next planning year 	<ul style="list-style-type: none"> • Coordinate final tasks for this year or planning cycle • Ensure that outgoing members are thanked and achievements celebrated • Prepare for leadership transition/succession • Work with members who are cycling off to help them plan for the future • Help continuing members to look ahead to the next year or planning cycle

Using the Tuckman Model in HIV Community Planning

Here are some ways for your PC/PB or committee to use the Tuckman Model in becoming—or continuing to be—a “high-performing team”:

1. **Learn about the Tuckman Model of Group Development.** Consider doing this through a role play like the Clearville Pigeon Problem (See Activity 9.2). It makes a fun and useful activity for a PC/PB retreat. If that isn’t possible, think about a recent conflict or a challenging situation, and use the Tuckman Model to analyze what happened and why.
2. **Periodically review group process in your PC/PB or committee using the Tuckman stages of development.** If you have a lot of new members or new Chairs/Co-Chairs, spend an hour learning about the model right after the transition. Then check in monthly about progress and challenges using this handout for reference.
3. **If the group feels “stuck” and isn’t working well together, be honest about it.** Then see what you can learn from analyzing what is happening based on the model. This includes thinking about what the leader (Chair/Co-Chairs) might need to do differently, what roles or behaviors individual members might need to change, and how staff can help.
4. **Celebrate progress.** When you see you have moved from Storming to Norming, give yourselves credit and plan how to keep moving forward.
5. **Remind yourselves—and new members—that every group goes through multiple stages.** Help them understand what is going on, and how they can help the group move forward.

References

- 1 Revised and updated, based on “The Tuckman Model of Group Development,” included in the Participant Manual for Increasing Consumer Involvement: Ryan White Title I Planning Council Training, 2004, prepared by John Snow, Inc. Also includes information from more recent descriptions of the Tuckman model, which add a fifth stage: adjourning or mourning. For purposes of PC/PBs, which are ongoing entities, the fifth stage might be called reforming.