










Tuckman Team Model

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FACILITATES
Situational Leadership = PARTICIPATING MODE







Norming

-  Agreement & consensus is largely formed
-  Respond well to facilitation
-  Roles & responsibilities are clear & accepted
-  Big decisions by group agreement
-  Smaller decisions are delegated to individuals or smaller teams
-  Commitment & unity is strong
-  Team may engage in fun & social activities
-  Team discusses & develops processes & working style
-  There is general respect for the leader & some of the leadership is more shared by the team

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COACHES
Situational Leadership = SELLING MODE









Storming

-  Decisions don't come easily
-  Team members vie for position
-  Clarity of purpose BUT with plenty of uncertainty
-  Cliques & factions / may be power struggles
-  Needs to focus on goals to avoid distraction by emotional/relationship issues
-  Compromises may be required to enable progress

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DELEGATES
Situational Leadership = DELEGATING MODE







Performing

-  Strategically aware, knows why it is doing what it is doing
-  Shared vision, able to stand on own feet with no participation/interference from leader
-  Focus on over-achieving goals
-  Makes most decisions against criteria agreed with leader
-  High degree of autonomy
-  Disagreements are resolved within team positively, necessary changes made by team
-  Members look after each other
-  Does not need to be instructed or assisted

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DIRECTS
Situational Leadership = TELLING MODE

Forming

-  High dependence on leader for guidance & direction
-  Little agreement on team aims except from the leader
-  Individual roles & responsibilities are unclear
-  Leader has to be prepared to answer lots of questions on team purpose, objectives & external relationships
-  Processes often ignored
-  Members test tolerance of system and leader