

Complete Clinician Model

Team of Teams: The Enduring Positivity of Collaboration

WORKING IN TEAMS

Every one of us, regardless of role or job responsibility, works as part of a team. Teams, just like any relationship, go through stages of development and change.

In [Bruce W. Tuckman's framework](#), he describes how people may feel and behave in each stage. He classifies the five stages of team development as:

- 1) Forming
- 2) Storming
- 3) Norming
- 4) Performing
- 5) Ending

Tuckman's framework helps us understand how we collaborate as functional teams, as well as in collaborating with system-level teams of teams.

STAGES OF TEAM DEVELOPMENT

1) Forming – the honeymoon phase

In this stage, the task is to create clear structure, goals and roles within the team. Team members may have high expectations and ask a lot of questions about how the team will work. They may also feel anxious or uncertain, worried about how the team will perform and how they will perform.

2) Storming – stuff gets real

In this stage, team members might feel frustrated when the group is not meeting the expectations they had coming in. They may be frustrated with unachieved goals or express disagreement with assigned responsibilities.

3) Norming – getting in the groove

During this stage, team members gain a more realistic expectation of what they can achieve and adapt more to the work. As the team works together, productivity can increase dramatically.

4) Performing – we're almost there

In this stage, teams begin to click. They feel proud of the progress they made and can work together to achieve great progress. They problem solve together and can easily step in to help others as there is a great understanding of everyone's roles.

5) Ending – the 'nirvana' of collaboration

The long-term goal of any team development is to reach the less-often mentioned fifth stage: ending. In this final stage, teams no longer need group meetings or team outlines to work together. They have a culture of collaboration that leads them to easily share and problem solve individually.