



SCORING THE TUCKMAN TEAM MATURITY QUESTIONNAIRE ELECTRONICALLY

Erin Barkema¹ and John W. Moran².

October 2013

DESCRIPTION:

The Forming – Storming – Norming – Performing model of group development was first proposed by Bruce Tuckman in 1965, who maintained that these phases are all necessary and inevitable in order for the team to grow, to face up to challenges, to tackle problems, to find solutions, to plan work, and to deliver results.³ Today, public health departments are employing the Tuckman concept on a regular basis to make quality improvements to their critical processes. Team leaders and managers need to understand how teams mature and when to intervene when things are not progressing as desired.

WHEN TO USE:

The purpose of the Tuckman Model is to identify and understand what stage a team is operating in. It can be used at any point in the development process to build awareness of how the team is maturing and developing strategies to move forward. The team is administered a questionnaire containing statements about teamwork.⁴ Each team member scores each of the 32 questions using the scale in the following page to indicate how often their team displays each indicated behavior:



¹ Erin Barkema, MPH is a consultant to the Public Health Foundation and a Regional Community Health Consultant for the Bureau of Local Public Health Services at the Iowa Department of Public Health, and part-time faculty in the Master of Public Health program at Des Moines University.

² John W. Moran, MBA, Ph.D., CMC, CGIA, CMQ/OE, is a Senior Quality Advisor to the Public Health Foundation and a Senior Fellow at the University of Minnesota, School of Public Health in the Division of Health Policy and Management. Vice-President of the

Advisory Board of Choose To Be Healthy Coalition for York County, Maine, 2011 – present, and a faculty member of the CDC/IHI Antibiotic Stewardship project 2011-2012. He is a member of the PHAB QI and Evaluation Committee and Adjunct Professor in the Arizona State University School of Health Sciences.

³ http://en.wikipedia.org/wiki/Tuckman's_stages_of_group_development, accessed 5/19/2013

⁴ <http://www.nwlink.com/~donclark/leader/teamsuv.html>, accessed 10/1/2013

QUESTIONNAIRE

Name: _____

Date: _____

RESPONSE SCALE

- 1 Almost never
- 2 Seldom
- 3 Occasionally
- 4 Frequently
- 5 Almost always

- 1 _____ We try to have set procedures or protocols to ensure that things are orderly and run smoothly (e.g. minimize interruptions; everyone gets the opportunity to have their say).
- 2 _____ We are quick to get on with the task at hand and do not spend too much time in the planning stage.
- 3 _____ Our team feels that we are all in it together and shares responsibilities for the team's success or failure.
- 4 _____ We have thorough procedures for agreeing on our objectives and planning the way we will perform our tasks.
- 5 _____ Team members are afraid or do not like to ask others for help.
- 6 _____ We take our team's goals and objectives literally, and assume a shared understanding.
- 7 _____ The team leader tries to keep order and contributes to the task at hand.
- 8 _____ We do not have fixed procedures, we make them up as the task or project progresses.
- 9 _____ We generate lots of ideas, but we do not use many because we fail to listen to them and reject them without fully understanding them.
- 10 _____ Team members do not fully trust the other team members and closely monitor others who are working on a specific task.
- 11 _____ The team leader ensures that we follow the procedures, do not argue, do not interrupt, and keep to the point.
- 12 _____ We enjoy working together; we have a fun and productive time.
- 13 _____ We have accepted each other as members of the team.
- 14 _____ The team leader is democratic and collaborative.
- 15 _____ We are trying to define the goal and what tasks need to be accomplished.
- 16 _____ Many of the team members have their own ideas about the process and personal agendas are rampant.

- 17 ____ We fully accept each other's strengths and weaknesses.
- 18 ____ We assign specific roles to team members (team leader, facilitator, time keeper, note taker, etc.).
- 19 ____ We try to achieve harmony by avoiding conflict.
- 20 ____ The tasks are very different from what we imagined and seem very difficult to accomplish.
- 21 ____ There are many abstract discussions of the concepts and issues, which make some members impatient with these discussions.
- 22 ____ We are able to work through group problems.
- 23 ____ We argue a lot even though we agree on the real issues.
- 24 ____ The team is often tempted to go above the original scope of the project.
- 25 ____ We express criticism of others constructively.
- 26 ____ There is a close attachment to the team.
- 27 ____ It seems as if little is being accomplished with the project's goals.
- 28 ____ The goals we have established seem unrealistic.
- 29 ____ Although we are not fully sure of the project's goals and issues, we are excited and proud to be on the team.
- 30 ____ We often share personal problems with each other.
- 31 ____ There is a lot of resisting of the tasks on hand and quality improvement approaches.
- 32 ____ We get a lot of work done.

SCORING

Once the questionnaire is scored by each team member the next step is to transfer all the scores on the questionnaire to the score sheet below. When you have entered all the scores for each question, total each of the four columns.

FORMING

Stage Item Score

1. _____

5. _____

10. _____

15. _____

18. _____

21. _____

27. _____

29. _____

TOTAL _____

STORMING

Stage Item Score

2. _____

7. _____

9. _____

16. _____

20. _____

23. _____

28. _____

31. _____

TOTAL _____

NORMING

Stage Item Score

4. _____

6. _____

11. _____

13. _____

19. _____

24. _____

25. _____

30. _____

TOTAL _____

PERFORMING

Stage Item Score

3. _____

8. _____

12. _____

14. _____

17. _____

22. _____

26. _____

32. _____

TOTAL _____

SCORING IT ELECTRONICALLY

Scoring these questions manually is a tedious process and can result in data entry errors. To help simplify the process an **electronic scoring tool** has been developed and is explained in the next section. The electronic tool separates the 32 questions into their Tuckman team maturity categories and each respondent's (R) score is entered for each question.

The questionnaire is designed to help you assess what stage your team normally operates in. The lowest score possible for any individual in any stage is 8 (almost never) while the highest score possible for a stage is 40 (almost always).

The highest of the four scores indicates **which stage you perceive your team to normally operate in**. If your highest score is 32 or more, it is a strong indicator of the stage your team is in.

The lowest of the three scores is an indicator of the stage your team is least like. If your lowest score is 16 or less, it is a strong indicator that your team does not operate this way.

If two of the scores are close to the same, you are probably going through a transition phase, except:

- If you score high in both the Forming and Storming phases then you are in the Storming phase.
- If you score high in both the Norming and Performing phases then you are in the Performing phase.

If there is only a small difference between three or four scores, then this indicates that you have no clear perception of the way your team operates, the team's performance is highly variable, or that you are in the Storming phase (this phase can be extremely volatile with high and low points).



SCORING IT ELECTRONICALLY

Team XYZ has five team members and their individual and group scores are shown below:

Forming	R1	R2	R3	R4	R5	Avg
Q1	1	2	3	1	2	2
Q5	1	3	4	1	3	2
Q10	2	1	2	1	2	2
Q15	2	2	1	2	3	2
Q18	3	2	1	5	1	2
Q21	1	3	2	1	1	2
Q27	2	1	1	1	2	1
Q29	1	2	3	1	1	2
Total	13	16	17	13	15	15

Storming	R1	R2	R3	R4	R5	Avg
Q2	2	2	3	1	2	2
Q7	2	3	4	2	2	3
Q9	3	3	4	3	1	3
Q16	1	3	3	4	3	3
Q20	3	4	5	4	2	4
Q23	2	4	4	5	1	3
Q28	1	5	3	1	1	2
Q31	3	3	2	2	3	3
Total	17	27	29	22	15	22

Norming	R1	R2	R3	R4	R5	Avg
Q4	4	3	4	3	3	3
Q6	3	4	3	2	4	3
Q11	4	4	4	5	3	4
Q13	5	3	2	1	4	3
Q19	4	2	5	4	5	4
Q24	3	3	2	2	3	3
Q25	4	4	3	3	4	4
Q30	5	2	4	4	4	4
Total	32	25	27	24	30	28

Performing	R1	R2	R3	R4	R5	Avg
Q3	4	2	2	1	1	2
Q8	3	1	1	3	2	2
Q12	2	1	3	2	3	2
Q14	2	2	1	2	4	2
Q17	3	3	1	4	1	2
Q22	2	1	2	1	1	1
Q26	2	1	2	2	2	2
Q32	3	2	2	3	2	2
Total	21	13	14	18	16	16

The Tuckman Survey Scoring Template can be downloaded in Excel format from the following location:

http://www.phf.org/download/Tuckman_Survey_Scoring_Template.xlsx

SURVEY RESULTS – ANALYSIS XYZ TEAM

