

Team Developmental Stages

Forming	Storming	Norming	Performing
<ul style="list-style-type: none"> Members tend to be optimistic and expectations are usually high. Anxiety about fitting in and being able to achieve the task. Over-dependence on the leader. Want to be given a clear mandate, structure and parameters. Team members develop normal operating procedures. 	<ul style="list-style-type: none"> Members experience a discrepancy between their initial hopes for the team and the realities of working together. Conflict arises. Can be over problems with people, lack of skills, ineffective leadership, issues with the task, or issues with organizational barriers. Not unusual to challenge or even reject the leader. General feeling of ineffectiveness. 	<ul style="list-style-type: none"> A transitional step Team confronts its problems and resolves them. The resolution becomes the new norms for the team. 	<ul style="list-style-type: none"> Members able to focus on their work without distraction. Marked by: <ul style="list-style-type: none"> Clear goal Established rules Detailed plans Defined empowerment Clear communication Well-defined decision making process Well planned and executed meetings Balanced participation Team behaviors that strengthen the whole

Facilitating the Stages

<ul style="list-style-type: none"> Establish clear norms for behavior with the whole team in areas like communication, meetings, decision making, authority, balance, conflict resolution, etc. Empower each member to USE them with one another. 	<ul style="list-style-type: none"> Accept tension as normal: admit the conflict Stay neutral and calm. Create an environment where people can safely express their feelings. Help members identify the issues assertively referee 	<ul style="list-style-type: none"> Survey feedback Force-field analysis Personal feedback Revisiting and revising norms 	<ul style="list-style-type: none"> Collaborate with members on meeting design Reward and celebrate success Evaluate and coach on a regular basis
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