

Team Formation Process



Forming

Initial stage of team formation. Team meets for the first time. They are oriented to the project objectives and begin to think about what role they will play on the project team.

Storming

The “storming” stage is not avoidable. Every team, especially those that have never worked together, experience this stage. The “storming” stage is characterized by the conflict that occurs as the team learns to work together.

Norming

During the “norming” stage the team begins to resolve their differences, finding ways to work together. Team begins to make decisions on how they will work together.

Performing

In the “performing” stage the team begins to function at a very high level without oversight. Team has trust in each other and relies on each other to meet the project’s objective.

Adjourning

The “adjourning” stages occurs after the project has come to a close, following lessons learned.

Applying Situational Leadership to Support the Team Formation Process

Directing

As a leader your role is to help develop a positive work environment and promote team-building.

- Present charter
- Create team culture
- Clarify roles and expectations

Coaching

During the “storming” stage the leader should seek to help the team find common ground.

- Facilitating communication
- Surfacing issues
- Managing conflict

Supporting

Following the “storming” stage the team will become a more cohesive group. During the “norming” phase the leader should help build consensus and move the team forward.

- Establish ground rules
- Help team connect to purpose

Delegating

During the “performing” stage they will grow in autonomy. The leader’s role is to help oversee that the team’s activities are aligned with the project’s objectives.

- Monitor progress
- Create alignment

Celebrating

The team leader should ensure that lessons learned are recorded from the project. Also, the leader should help celebrate the team’s success.

- Complete lessons learned
- Reward and recognize