

Forming

In this initial stage, people feel excitement, anticipation, optimism, suspicion, fear, or anxiety. There is typically a level of confusion, and team members look to the team leader to provide structure as they identify the role of each member and determine how to function as a team. They also attempt to define their assigned task and decide how to accomplish it. In this stage, the project manager concentrates on providing leadership, direction, and a lot of information.

Storming

As goals and objectives are clarified, team members see the gap between reality and their initial expectations. They may experience dissatisfaction and begin to reexamine their goals and structure. They may also question the role of the team leader or other team members and become defensive or competitive. At this stage, it is critical for the project manager to keep the team focused and provide encouragement.

Norming

In this stage, team members begin to resolve conflicts through increased cooperation and trust. They settle on ground rules and boundaries and establish norms about how to work together. They rally around each other with common spirit and goals and get down to work. In this stage, the project manager provides leadership and continued encouragement.

Performing

In this final stage, team members work together productively and produce high-quality results. They prevent problems or work through them constructively. They provide their own direction and encouragement and feel satisfaction in working with

the team. In this stage, the project manager can focus on getting the team the resources and recognition it needs.

APPLICATION QUESTIONS

1. What is the difference between a manager and a leader?
2. What leadership skills do you still need to work on to become a truly effective team leader? How will you do so?
3. What is the current level of development of the team on your current project?
4. What can you do to help them progress to the next stage?