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FormingCharacteristics of Forming include displaying eagerness, socializing, generally polite tone, sticking to safe topics, being unclear about how one fits in, and some anxiety and questioning. Strategies for this phase include taking the 'lead,' being highly visible, facilitating introductions, providing the 'big picture,' establishing clear expectations, communicating success criteria, and ensuring that response times are quick.2. StormingTraits of Storming include resistance, lack of participation, conflict related to differences of feelings and opinions, competition, high emotions, and starting to move towards group norms. Strategies for this phase include requesting and encouraging feedback, identifying issues and facilitating their resolution, normalizing matters, and building trust by honoring commitments. 3. NormingFeatures of Norming include an improved sense of purpose and understanding of goals, higher confidence, improved commitment, team members are engaged and supportive, relief—lowered anxiety, and starting to develop cohesion. Strategies for this phase include recognizing individual and team efforts, proving opportunities for learning and feedback, and monitoring the 'energy' of the team.4. PerformingCharacteristics of Performing include higher motivation, elevated trust and empathy, individuals typically deferring to the team's needs, effective production, consistent performance, and demonstrations of interdependence and self-management (also referred to as self-organization). Strategies for this phase include 'guiding from the side' (minimal intervention), celebrating successes, and encouraging collective decision-making and problem-solving.5. AdjourningTypical traits of Adjourning (also referred to as Transitioning or Mourning) include a shift to process orientation, sadness, recognition of team and individual efforts, and disbanding. Strategies for this phase include recognizing change, providing an opportunity for summative team evaluations (which may go by 'lessons learned,' post-project review, retrospective, or another label), providing an opportunity for individual acknowledgments, and celebrating the team's accomplishments—which may involve a party and possibly an after-party.The illustration summarizes the above information—and it shows how performance fluctuates as teams move through each phase. This information may be helpful for looking at your team.Downloadable High-Resolution Versions of 'Phases of Team Development' VisualScott M. Graffius, the creator and owner of the Phases of Team Development illustration, has downloadable high-resolution versions of the visual on his website. Links follow:select here for the JPG image file, and select here for the PNG image file. For permission requests, contact Scott at the email address noted in the illustration.About Scott M. GraffiusFollow @scottgraffiusScott M. Graffius, PMP, CSP-SM, CSP-PO, CSM, CSPO, SFE, ITIL, LSSGB has generated hundreds of millions of dollars of business value in aggregate for the organizations he has served. He is an agile project management practitioner, consultant, award-winning author, and international speaker. His expertise spans project, program, portfolio, and PMO leadership inclusive of agile, traditional, and hybrid approaches. Content from Scott's books (Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions and Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change), workshops, speaking engagements, and more have been featured and used by businesses, governments, and universities including Gartner, Microsoft, Oracle, Cisco, Ford, Qantas, Atlassian, Bayer, the National Academy of Sciences, the United States Department of Energy, the United States Army, the New Zealand Ministry of Education, Tufts University, Texas A&M University, Virginia Tech, Penn State, Warsaw University of Technology, University of Waterloo, Loughborough University London, and others. Thinkers360 named Scott a global top thought leader and influencer in three domains: Agile, Digital Transformation, and GovTech. His full bio is available at Agile Scrum: Your Quick Start Guide with Step-by-Step InstructionsScott M. Graffius is the CEO of Exceptional PPM and PMO Solutions™, a professional services firm, where he partners with client companies to help them achieve their strategic objectives and business initiatives through project management leadership. A fantastic agile transformation experience and result with a client organization in the entertainment industry was the inspiration for Scott's first book, Agile Scrum: Your Quick Start Guide with Step-by-Step Instructions. It helps teams develop and deliver products in short cycles with rapid adaptation to change, fast time-to-market, and continuous improvement—which supports innovation and drives competitive advantage. The book has garnered 17 first place awards an it has been featured by over 30 media outlets and publications. The book is available in paperback and ebook/Kindle formats in the United States and around the world. To learn more, visit AgileScrumGuide.com.About Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid ChangeThriving in today's marketplace frequently depends on making a transformation to become more agile. Those successful in the transition enjoy faster delivery speed and ROI, higher satisfaction, continuous improvement, and additional benefits. Based on actual events, Agile Transformation: A Brief Story of How an Entertainment Company Developed New Capabilities and Unlocked Business Agility to Thrive in an Era of Rapid Change provides a revealing behind-the-scenes account of a successful agile implementation at a global entertainment company. The award-winning book is available in paperback and ebook/Kindle formats in the United States and around the world.The short URL for this article is: bit.ly/asn-teamsLet's ConnectConnect with AgileScrumGuide.com on Facebook, Twitter, LinkedIn, Instagram, and Pinterestconnect with agile project management practitioner, consultant, award-winning author, and international speaker Scott M. Graffius on Twitter, Facebook, and LinkedIn.© Copyright 2021 Scott M. Graffius, AgileScrumGuide.com. All rights reserved. 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