

Team Development Toolkit: Norming



Definition	The team begins to settle into a productive workflow and the new normal is established. Teams learn to work together without constant conflict. Members begin to grow closer. Trust and comfort develop.
Current State & Future Stage Goals	Strengthen teamwork, refine processes, and boost engagement.
Looks, Sounds, Feels Like	<ul style="list-style-type: none"> • Resolve conflicts • Trust • Collaboration & cooperation • Effective • Developing respect • Goal clarity
Tips	<ul style="list-style-type: none"> • Define priorities and refine work processes so the group can do their best work. • Give space to grow and work on what most excites them. • Facilitate 1:1s to develop and empower your team members • Engage in thoughtful group discussion around priorities and tasks.
Actions by Stage View Norming Resources on the Team Development Toolkit webpage.	<ul style="list-style-type: none"> • Project Charter Template <ul style="list-style-type: none"> ◦ Minimize misunderstandings and increase your team's success. • Standard Operating Procedures SOPs <ul style="list-style-type: none"> ◦ Use & update SOPs for your work unit. • Individual Work Plans <ul style="list-style-type: none"> ◦ For each team member; those plans will strengthen and inform the Team Work Plans in the next stage. • Customer Service Framework <ul style="list-style-type: none"> ◦ Center the team around to the Customer Service Framework approach to customer service—to each other and the city.

Unsure of which stage your team is in? Complete a [Team Development Stage Assessment](#).