

Team Development Toolkit



The City of Madison strives for a culture of belonging and high performing teams. We want employees to be themselves, feel confident and supported, and produce their best work. We know this can be hard with interpersonal differences, miscommunication, and changing priorities. This is natural and expected!

Becoming a self-aware team requires dedicated attention and work. Teams with high self-awareness develop and grow through five stages together. Stages are displayed in the image below, and details about them can be found under the "Stage Details & Toolkit Resources" heading.



Figure 1: Adapted from [Institute Project Management](#): The 5 Stages of Team Development

Stage Details & Toolkit Resources

Explore the five stages in more depth by navigating the one-sheeters and packet below. You'll find resources, tools, and team exercises to grow trust and effectiveness to elevate your team to the next phase!

Browse by individual stages below.

1. [Forming](#)
2. [Storming](#)
3. [Norming](#)
4. [Performing](#)
5. [Adjourning](#)

Remember to [recognize and celebrate](#) at every stage - individually, teams, agency, and #TeamCity level!

- Check out the [Viva Insights Recognition Tool](#) found on the [Team Development Toolkit Webpage](#) where you found this resource.

Team Development Stage Assessment

We invite you to complete the [Team Development Stage Assessment](#). This will help you estimate your team's current stage, strengths, and opportunities for growth.

The HR-OD Learning + Development Specialist will reach out to you with your results. They will also help brainstorm ideas to strengthen your team via a 30-minute consultation.

Depending on your team's current stage and goals, you may also consider [Team Trainings Available Upon Request](#) or an [Organizational Development Consultation](#).

Related Support Tools for Team Development

View related support tools for Team Development on the [Team Development Toolkit webpage](#).

Sources

Pieces of this resource were adapted from the following sources:

- [Quality Gurus: Five Stages of Team Development](#)
- [Session Labs: How to Use the 5 Stages of Team Development \(and Build Better Teams\)](#)
- [Mind Tools: Forming, Storming, Norming, and Performing](#)
- [MIT HR: Using the Stages of Team Development](#)
- [NCD Alliance: Tuckman Stages with Tools](#)

Team Development Toolkit: Forming



Definition	The team meets and learns about the challenges and opportunities and agrees on goals and processes. The team members behave independently. The team gets to know one another and starts to establish working patterns.	
Current State & Future Stage Goals	Build relationships, establish clarity, and set expectations.	
Looks, Sounds, Feels Like	<ul style="list-style-type: none"> • Anxiety • Politeness • Slower productivity • Many questions • Messy 	<ul style="list-style-type: none"> • Impatient • Excitement • Eagerness • Cautious
Tips	<ul style="list-style-type: none"> • Create a space where people feel safe to be themselves and don't have to worry about without judgement. • Facilitate exercises that can help the team get to know each other, clarify roles and expectations and build relationships that will help the team succeed. 	
Actions by Stage View Forming Resources on the Team Development Toolkit webpage.	<ul style="list-style-type: none"> • Team Meeting Agenda Template <ul style="list-style-type: none"> ◦ Use this to facilitate your team discussions and increase meeting effectiveness. • Create Team Agreements • DISC, MBTI, StrengthsFinder <ul style="list-style-type: none"> ◦ Learn and appreciate your own strengths and how to help the team. 	

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

Team Development Toolkit: Storming



Definition	Interpersonal conflicts can arise as the team grows accustomed to how everyone works. Members start to communicate feelings but still view themselves as individuals rather than part of the team. They may resist control by group leaders.	
Current State & Future Stage Goals	Navigate conflict, improve communication, and build trust.	
Looks, Sounds, Feels Like	<ul style="list-style-type: none"> • Conflict • Competition • Disagreements • Frustration • Tension 	<ul style="list-style-type: none"> • Doubt • Arguments • Power struggles • Gossip
Tips	<ul style="list-style-type: none"> • Agree on how to handle conflict productively as a team, focusing on the problem and not the person. • Surface issues, create solutions and learn from different ways of doing things. • Accept personal differences in working style as part of being in a team. 	
Actions by Stage View Storming Resources on the Team Development Toolkit webpage.	<ul style="list-style-type: none"> • Team Agreements <ul style="list-style-type: none"> ◦ Anchor to the team agreements you completed in the Forming Stage to surface and resolve issues completely and quickly. Remind team members by keeping the agreement visible. • 15-Minute Team Huddle Guide <ul style="list-style-type: none"> ◦ Participate in and/or conduct a weekly team huddle to align on progress and blockers. • Participate in Employee Check-Ins <ul style="list-style-type: none"> ◦ Raise challenges and celebrate wins not only with your supervisor, but also your team! • Work Culture Discussion Guide <ul style="list-style-type: none"> ◦ Remember to connect teams around public service common goals. 	

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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.

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Team Development Toolkit: Performing



Definition	Conflicts have been resolved, processes are in place, and the team is working at peak performance. The team works in a trusting atmosphere where flexibility is key and hierarchy matters very little.
Current State & Future Stage Goals	Sustain high performance, optimize workflows, and encourage growth.
Looks, Sounds, Feels Like	<ul style="list-style-type: none"> • Peak Performance • Collaboration Toward Common Goals • High Productivity • Achievements • Independence within the Team
Tips	<ul style="list-style-type: none"> • Empower members to do work that engages them individually as well as a group. • Remember that a group is strengthened as its individual members do more of what matters to them and are engaged in creating the change they want to see.
Actions by Stage View Performing Resources on the Team Development Toolkit webpage.	<ul style="list-style-type: none"> • Team Work Plans & Agency Work Plans <ul style="list-style-type: none"> ◦ Use these to set and achieve interdependent goals. • Set goals and keep track of key metrics in your agency. • Plan, Do, Check, Act (PDCA) cycle <ul style="list-style-type: none"> ◦ Keep growing and stretching as a team with Continuous Improvement. • Eisenhower Box <ul style="list-style-type: none"> ◦ Optimize your team performance by prioritizing work.

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Team Development Toolkit: Adjourning



Definition	The project or team ends, or a member exits, and the group is disbanded or returns to the forming stage as new members join.
Current State & Future Stage Goals	Celebrate team accomplishments and individual transitions.
Looks, Sounds, Feels Like	<ul style="list-style-type: none"> • Fulfillment • Sadness • Grief or loss • Gratitude • Recognition • Closure
Tips	<ul style="list-style-type: none"> • Ensure everyone is well positioned for whatever they do next. • Share learning points through reflection and then document them effectively.
Actions by Stage View Adjourning Resources on the Team Development Toolkit webpage.	<ul style="list-style-type: none"> • Plan and host an inclusive celebration acknowledging team and individual contributions. • M365 Viva Insights: Boosting Recognition & Wellbeing at Work

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