

Team Development Checklist



Below is a checklist you can use to assist your team in assessing its stage of development, and some ideas for moving the team into and through the stage.

To use the checklist, you will take four actions:

1. Identify the stage at which the team is performing
2. Assess the team’s need and readiness for a particular intervention
3. Get support as needed from a team facilitator
4. Implement the desired action

Is the team at the FORMING stage? If so, you will observe these behaviors:			
Is there excitement?	Yes	No	
Is there also apprehension?	Yes	No	
Are people unclear about what their goals are as a team?	Yes	No	
Are people quite polite?	Yes	No	
Do team members talk in terms of “I” instead of “we?”	Yes	No	
Is there primarily abstract (vs. concrete) discussion of issues?	Yes	No	
Actions to facilitate FORMING:			
<p>Do you appreciate the individual differences on the team? <i>If no:</i> Do a Myers-Briggs Type Indicator or another instrument to help you recognize and acknowledge who is on the team, their differences and similarities. <i>Outcomes:</i> the team will appreciate differences and use differences to their advantage.</p>	The team is okay on this	The team could use this	The team definitely needs this
<p>Have you created a common purpose? <i>If no:</i> Create a common purpose. For a team to form as a team, you must have a common purpose, a goal or goals and milestones. <i>Outcomes:</i> Team members are unified around a common purpose.</p>	The team is okay on this	The team could use this	The team definitely needs this

<p>Have you created norms or rules of engagement? <i>If no:</i> Create rules of engagement to guide the team members in defining and reinforcing the behaviors that will make them operate effectively as a team, and in achievement of their purpose.</p> <p><i>Outcomes:</i> Team members review their actions against their norms</p>	The team is okay on this	The team could use this	The team definitely needs this
<p>Are team members trained in decision making? <i>If no:</i> Teach team members different methods to use in making decisions as a group.</p> <p><i>Outcomes:</i> The team can use different techniques of decision-making, as appropriate.</p>	The team is okay on this	The team could use this	The team definitely needs this
<p>Are team meetings well managed? <i>If no:</i> It is important to make the most of those hours you spend together.</p> <p><i>Outcomes:</i> Effective and efficient meetings -- good use of members' time</p>	The team is okay on this	The team could use this	The team definitely needs this

Is the team at the STORMING stage? If so, you will observe these behaviors:		
Are people feeling stuck?	Yes	No
Are some team members opting out of meetings, conversations and conflict?	Yes	No
Are team members complaining about working together?	Yes	No
Is there confrontation of people, instead of issues?	Yes	No
Are there many ideas, but few that are explored in depth?	Yes	No
Do the tasks seem more difficult than we originally thought?	Yes	No
Actions to facilitate STORMING:		
<p>Have you created storming opportunities? <i>If no:</i> Often teams resist this stage and feel it is an inappropriate or ineffective place to go. One of the strongest interventions you can make as a team manager is to put a real issue on the table that you know has varied, even opposing, opinions, and compel the team to resolve it.</p> <p><i>Outcomes:</i> Team members will develop skills, respect and trust.</p>	The team is okay on this	The team definitely needs this

<p>Has the team built communication skills? <i>If no:</i> Ensure team members can clarify, summarize, acknowledge each other, listen, and speak non-defensively. <i>Outcomes:</i> Team members use the skills that allow them to agree and disagree without checking out of the team.</p>	The team is okay on this	The team could use this	The team definitely needs this
<p>Have you resolved conflicts? <i>If no:</i> Use the Thomas-Kilmann Conflict Instrument, or a similar one called "Handling Conflict" (provided by CRM Films) to understand our own preferences, and others' preferences for dealing with conflict. <i>Outcomes:</i> Team members will be more willing to address conflict instead of sweeping it under the rug, or avoiding it.</p>	The team is okay on this	The team could use this	The team definitely needs this
<p>Have you clarified team roles? <i>If no:</i> The roles of team members differ from their individual roles. There are task roles to complete to get the team's work done, and there are process roles to facilitate the team's interaction and process. <i>Outcomes:</i> Team members identify the roles that need to be performed, and accept and perform the roles.</p>	The team is okay on this	The team could use this	The team definitely needs this
<p>Does the team have problem solving skills? <i>If no:</i> Solving problems is a key responsibility of a business team. Team members can learn to isolate the symptoms from the real problem, identify the root cause, find and implement solutions, and monitor progress. <i>Outcomes:</i> The teams are effective at solving problems, and keeping them solved.</p>	The team is okay on this	The team could use this	The team definitely needs this

Is the team at the NORMING stage? If so, you will observe these behaviors:		
Is the team confronting issues instead of people?	Yes	No
Do team members provide each other with useful feedback?	Yes	No
Is the team organized, an able to make and monitor progress?	Yes	No
Do the team members have affection and respect for each other?	Yes	No
Does there seem to be a mutual and shared understanding of goals?	Yes	No

Actions to facilitate NORMING:			
<p>Do you give and receive feedback?</p> <p><i>If no:</i> If team members do not know how to give and receive feedback, they must learn it now!</p> <p><i>Outcomes:</i> Clarity of feedback; you are no longer in the middle of the feedback; team members give and receive difficult messages.</p>	<p>The team is okay on this</p>	<p>The team could use this</p>	<p>The team definitely needs this</p>
<p>Does the group suffer from “Groupthink?”</p> <p><i>If yes:</i> Groupthink is an unfortunate place for team members to go because it will destroy the team and achievement of its goals. Groupthink occurs when the desire for unanimity overrides the desire to realistically appraise and consider alternative courses of actions. Rent “The Abilene Paradox” and the facilitator's guide from CRM Films.</p> <p><i>Outcomes:</i> Team members understand, recognize, and address "Groupthink" and make better decisions.</p>	<p>The team is okay on this</p>	<p>The team could use this</p>	<p>The team definitely needs this</p>
<p>Have you assessed the team?</p> <p><i>If no:</i> The team should now be capable of identifying what they want to achieve, how to best work together, and what they need to do to become truly high performing. This would be a good time to facilitate such a conversation.</p> <p><i>Outcomes:</i> Helps the team focus on its development as a team, and take responsibility for continuing to become effective and high performing.</p>	<p>The team is okay on this</p>	<p>The team could use this</p>	<p>The team definitely needs this</p>
<p>Have you explored issues you influence and power?</p> <p><i>If no:</i> Influence and power are important concepts in the team. The team is mature enough now to explore these issues and how they play out. Learn about the sources of power (e.g., expertise, coercion, information, positional, reputation, reward, etc.) and examine if the team should use these sources more, or less.</p> <p><i>Outcomes:</i> This conversation can help the team to identify the sources of its power -- its energy -- and increase its ability to influence within the team and outside the team.</p>	<p>The team is okay on this</p>	<p>The team could use this</p>	<p>The team definitely needs this</p>

<p>Does the team share leadership?</p> <p><i>If no:</i> An effective team shares leadership based on skills, development of members, and expertise. Identify areas where a variety of team members can lead.</p> <p><i>Outcomes:</i> the primary outcome of this activity is to build and develop leadership among all team members -- not just those who assume leadership roles naturally and easily.</p>	The team is okay on this	The team could use this	The team definitely needs this
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Is the team at the PERFORMING stage? If so, you will observe these behaviors:			
Are team members highly resourceful?	Yes	No	
Do team members support each other and the team?	Yes	No	
Is the team highly successful at achieving their goals?	Yes	No	
Do others view the team as highly successful?	Yes	No	
Is it fun to work in this team?	Yes	No	
Does the team resolve problems?	Yes	No	
Actions to facilitate PERFORMING:			
<p>Have you created a recognition plan?</p> <p><i>If no:</i> Now is a good time to do this, to ensure that the team has a formal recognition and reward system.</p> <p><i>Outcomes:</i> team members are appreciated, and ready to do whatever task presents itself!</p>	The team is okay on this	The team could use this	The team definitely needs this
<p>Do you harmonize with other teams?</p> <p><i>If no:</i> Teams that reach high performance can have a negative impact on other parts of the organization. Their success can fuel jealousy and competition with other teams. The best antidote is to examine your team relationships with other teams and, together, develop and implement plans for improving working relationships with other teams and customers.</p> <p><i>Outcomes:</i> The team will be appreciated for its success, rather than creating disharmony, unhealthy competition or the green-eyed monster.</p>	The team is okay on this	The team could use this	The team definitely needs this