

## Who's On Your Team?

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We recently had the opportunity to vote for the members we wanted on our political team based on their views, character, and dare I say promises? Typically, in project management, we don't get to vote on our team members, yet they are crucial to our project success. In this article, I want to discuss who's on your team and how to handle the dynamics.

Naturally, the composition of your team depends on the industry you are in. When I was in automotive, my driveshaft project team consisted of individuals from engineering, manufacturing, purchasing and sales, to name a few. They all had different personalities, opinions, and thought processes. To ensure the project was executed well, as the Project Manager (PM), I needed to understand the various stages of team development. I think you do too, so following is a brief summary:

### The 5 Stages of Team Development –

- 1. Forming** – Team meets, learn about their roles.  
Challenge – Learning to cooperate.  
Solution – The PM promotes team building and provides guidance and clear expectations.
- 2. Storming** – Team struggles for project positions, leadership, and direction.  
Challenge – Trusting and valuing differences.  
Solution – The PM helps the team deal with conflict and acceptance of others.
- 3. Norming** – Team starts to do the work, rely on each other, and develop “norms.”  
Challenge – Unresolved conflict.  
Solution – The PM ensures the team is communicating respectfully and is providing regular project updates to stay on track.
- 4. Performing** – Team trusts each other, works well together, achieves peak productivity.  
Challenge – Not many, if any.  
Solution – The PM acts as a coach/mentor to ensure all project goals are met.
- 5. Adjourning/Mourning** – Once the project is done, the team moves on as a group or as individuals to other projects.  
Challenge – Team may feel a sense of loss.  
Solution – The PM provides opportunities to celebrate the team's success.

By understanding these stages and helping your team through them, you will be able to progress through your project with confidence and ease regardless of who's on your team.

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