

# Team Development Toolkit: Norming



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| <b>Definition</b>                                                                                              | 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Current State &amp; Future Stage Goals</b>                                                                  | Strengthen teamwork, refine processes, and boost engagement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Looks, Sounds, Feels Like</b>                                                                               | <ul style="list-style-type: none"> <li>• Resolve conflicts</li> <li>• Trust</li> <li>• Collaboration &amp; cooperation</li> <li>• Effective</li> <li>• Developing respect</li> <li>• Goal clarity</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Tips</b>                                                                                                    | <ul style="list-style-type: none"> <li>• <b>Define priorities</b> and refine <b>work processes</b> so the group can do their best work.</li> <li>• <b>Give space</b> to grow and work on what most excites them.</li> <li>• <b>Facilitate 1:1s</b> to develop and empower your team members</li> <li>• <b>Engage</b> in thoughtful group discussion around priorities and tasks.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Actions by Stage</b><br><br><a href="#">View Norming Resources on the Team Development Toolkit webpage.</a> | <ul style="list-style-type: none"> <li>• <a href="#">Project Charter Template</a> <ul style="list-style-type: none"> <li>◦ Minimize misunderstandings and increase your team's success.</li> </ul> </li> <li>• <a href="#">Standard Operating Procedures SOPs</a> <ul style="list-style-type: none"> <li>◦ Use &amp; update SOPs for your work unit.</li> </ul> </li> <li>• <a href="#">Individual Work Plans</a> <ul style="list-style-type: none"> <li>◦ For each team member; those plans will strengthen and inform the Team Work Plans in the next stage.</li> </ul> </li> <li>• <a href="#">Customer Service Framework</a> <ul style="list-style-type: none"> <li>◦ Center the team around to the Customer Service Framework approach to customer service—to each other and the city.</li> </ul> </li> </ul> |

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