

Overview from  
"What Successful AI Teams Have in Common" by Scott M. Graffius  
Presented at the Conf42 Quantum Computing Conference on June 29, 2023

# CONF42 QUANTUM COMPUTING CONFERENCE

June 29, 2023 at 10:00 AM PT | 5:00 PM GMT | 8:00 PM EET

## SCOTT M. GRAFFIUS

Founder, Exceptional Agility™  
Part of Exceptional PPM and PMO Solutions™

"WHAT SUCCESSFUL  
AI TEAMS HAVE IN  
COMMON"

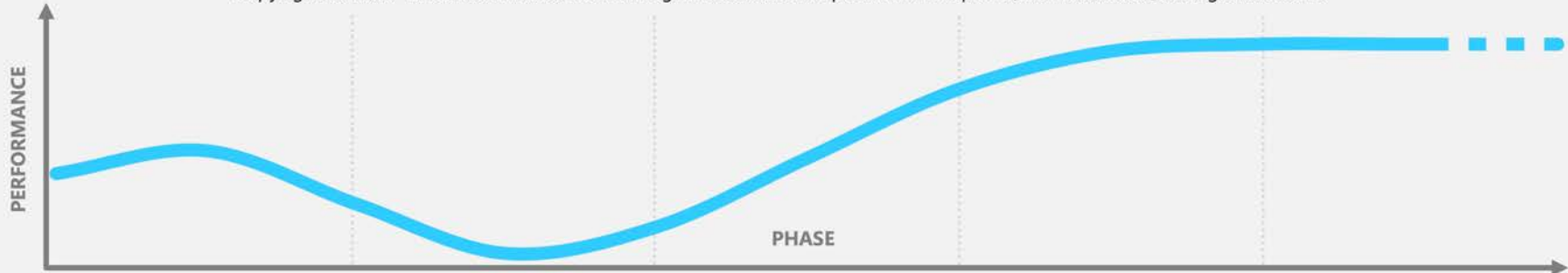


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# Phases of Team Development

This material factors the work of Bruce W. Tuckman and Mary Ann C. Jensen; Scott M. Graffius' professional experience with, and analysis of, team leadership and performance; and research, recommendations, and coverage from additional sources. Visit [ScottGraffius.com](http://ScottGraffius.com). Copyright © 2008-2023 Scott M. Graffius. All rights reserved. For permission requests, contact [scott@scottgraffius.com](mailto:scott@scottgraffius.com).



	FORMING	STORMING	NORMING	PERFORMING	ADJOURNING
CHARACTERISTICS	<ul style="list-style-type: none"> <li>• Displaying eagerness</li> <li>• Socializing</li> <li>• Generally polite tone</li> <li>• Sticking to safe topics</li> <li>• Unclear about how one fits in</li> <li>• Some anxiety and questioning</li> </ul>	<ul style="list-style-type: none"> <li>• Some resistance</li> <li>• Lack of participation</li> <li>• Conflict based on differences of opinions</li> <li>• Competition</li> <li>• High emotions</li> </ul>	<ul style="list-style-type: none"> <li>• Developing cohesion</li> <li>• Purpose and goals are well-understood</li> <li>• More confident</li> <li>• Improved commitment</li> <li>• Members are engaged and supportive</li> <li>• Relief, lowered anxiety</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrations of interdependence and self-management</li> <li>• High motivation, trust, and empathy</li> <li>• Individuals defer to team needs</li> <li>• Effectively producing deliverables</li> <li>• Consistent performance</li> </ul>	<ul style="list-style-type: none"> <li>• (Adjourning is also referred to as the Transitioning or Mourning phase)</li> <li>• Potential sadness</li> <li>• Recognition of team and individual efforts</li> <li>• Disbanding of temporary teams</li> </ul>
STRATEGIES	<ul style="list-style-type: none"> <li>• Taking the 'lead'</li> <li>• Being highly visible</li> <li>• Facilitating introductions</li> <li>• Providing the 'big picture'</li> <li>• Establishing clear expectations</li> <li>• Communicating success criteria</li> <li>• Ensuring response times are quick</li> </ul>	<ul style="list-style-type: none"> <li>• Requesting and encouraging feedback</li> <li>• Identifying issues and facilitating their resolution</li> <li>• Normalizing matters</li> <li>• Building trust by honoring commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizing individual and team efforts</li> <li>• Providing learning opportunities and feedback</li> <li>• Monitoring the 'energy' of the team</li> </ul>	<ul style="list-style-type: none"> <li>• 'Guiding from the side' (minimal intervention)</li> <li>• Celebrating successes</li> <li>• Encouraging collective decision-making and problem-solving</li> </ul>	<ul style="list-style-type: none"> <li>• Recognizing change</li> <li>• Providing an opportunity for summative team evaluations ('lessons learned')</li> <li>• Providing an opportunity for individual acknowledgments</li> <li>• Celebrating the team's accomplishments (a party/ after-party)</li> </ul>

Graffius, Scott M. (2023, January 1). Phases of Team Development. Available at [ScottGraffius.com](http://ScottGraffius.com). Digital Object Identifier (DOI): 10.13140/RG.2.2.16585.83046. DOI link: <https://dx.doi.org/10.13140/RG.2.2.16585.83046>. V23010107X

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