

Check List to Manage & Align Stages of Grief to Stages of Team Development

- I. **Identify for Employees the Stages of Team Development to reinforce their understanding of how the phases of Teamwork unfold over time.**
 1. Name of the Stages of Team Development “*Form, Storm, Norm, Perform, High Performance.*”
 2. Identify the Key Work Processes in each Stage:
 - Form Stage: Employees are looking for expectations from team leaders, clarification of skills, roles & responsibilities discussed, individual & team purpose addressed, mission & vision articulated.
 - Storm Stage: Conflict emerges as team goals are debated, subgroups form, conflicting opinions emerge on the team regarding strategy & norms of work. This is normal and should be encouraged by the leader although it tests the leader’s conflict resolutions skills.
 - Norm Stage: Agreement on individual and team purpose. Mission, vision, values, team cohesion emerges, team playbook and work norms clarified.
 - Perform Stage: Consensus, Commitment & Cooperation, Team is mature, organized, and well-functioning with Role Clarity.
 - High Performance: Routine celebration of team success, reward and recognition norms practices, team members seek to end tribal inter-team rivalries.
- II. **Identify for Employees the Stages of Grief that occur in a crisis to create emotional context that allows employees to move successfully through each stage:**
 1. Name the Stages of Grief: *Denial, Anger, Bargaining, Sadness, Acceptance, Meaning.*
 2. Identify the usual emotional features of each Stage:
 - Denial Stage: Avoidance, Confusion, Shock, Fear
 - Anger Stage: Frustration, Irritation, Anxiety
 - Bargaining Stage: Overwhelmed, Helplessness, Hostility, Flight, Wishing, Control
 - Sadness Stage: Struggling to find Meaning, Reaching out to Others, Sleeplessness, Depression
 - Acceptance Stage: Exploring Options, Creating New Plans, Moving on
 - Meaning Stage: Finding Wisdom, Re-Framing the Loss to a Gain, Creating Hope & Opportunity
 3. Identify the Feeling states in Team Huddles germane to each Stage of Grief in the context of employee reactions.
- III. **Align Team Stages with Grief Stages:**
 - *Align the **early (Wave 1)** Stages of Team Development to respond to the crisis (Form & Storm) with Stages of Grief (Denial, Anger, Bargaining) offering a cognitive paradigm that assists employees in moving through these aligned stages.*
 - *Align the **later (Wave 2)** Stages of Team Development (Norm, Perform) to respond to the crisis with Stages of Grief (Sadness, Acceptance, Meaning) offering a cognitive paradigm that assists employees in moving through these aligned stages.*
- IV. **Explore with Employee Teams the Process of Change they are experiencing in Stages in All Team Huddles**
 - *Elicit Emotions, Expectations, Accountabilities*
 - *Identify Cultural Domains (Cultural Checklist to follow) that will need to shift as Grief and Team Stages Migrate to New Purpose & Mission to move through the crisis.*