



Supplementary resource for the book *The Human Side of Agile*. More at www.TheHumanSideOfAgile.com

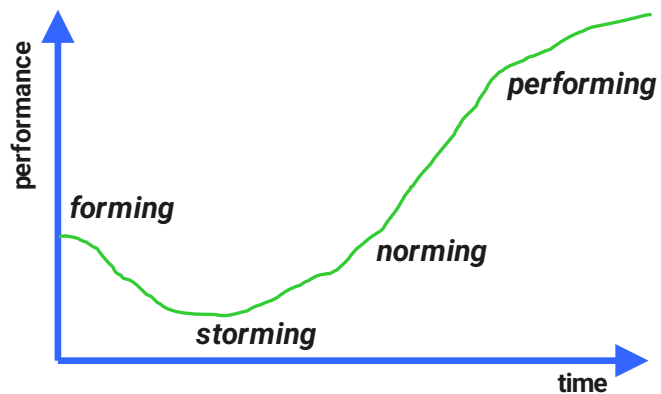
The Evolution of an Agile Team

Forming: Members learn what the team is supposed to accomplish. They get to know each other and their first-draft idea of roles and responsibilities. Most of the work is still individual, and some members try extra hard to look good. Members generally wait for leader guidance.

In a *forming Agile team*, the members are likely eager to get started. Some individuals establish process mechanics and configure tools based on their own understanding of Agile. Others create technical and process frameworks in anticipation of the work.

Storming: The team experiences conflict and differences of opinion. Their decision-making draws out tensions and emotions. There might be some jockeying for influence and leadership.

In a *storming Agile team*, the first several planning sessions include disagreements about estimation approaches, the extent of detail in user stories, the meaning of “done,” and task assignments. In retrospectives, they rehash complaints. Standup meetings are erratic and frequently cause replanning of the iteration/sprint. Roles and responsibilities are fluid or uncomfortable.



Norming: Members understand the rules of engagement. They establish, follow, and adapt agreements. Everyone understands the team’s goals the same way and cooperates to achieve them. Their actual process doesn’t deviate much from their formal process.

In a *norming Agile team*, retrospectives give rise to healthy conversations. Agile specification and planning tactics are in place; value definition and delivery proceed quite smoothly. There is a sense of flow and harmony; people use “we” language and mean it.

Performing: Members are motivated and delighted to be part of the team. Difference of opinion doesn’t escalate into confrontation. Consensus and self-organization are easy for them. Their teamwork is no longer a concern, and now they focus on results.

In a *performing Agile team*, there’s a palpable buzz, evident in a drive to delight the customer and increase productivity. Touchpoints are shorter and on point. More and more people are specializing generalists. The team has a comfortable, productive balance of solo work, cooperation, and collaboration.