

# The Manager's Role Across the Stages of Team Development

Teams change over time. Leadership must change with them.

## What the Team Needs:

Clarity, direction, and psychological safety.

## What Managers Often See:

Politeness, quick agreement, limited pushback.

## Effective Leadership Focus:

- Set clear expectations for roles and responsibilities
- Establish how decisions will be made
- Create shared standards for how the team works together
- Stay visible and involved



## Leadership Signal:

**“Here is how we will work, communicate, and support one another.”**



## What the Team Needs:

Structure, consistency, and guidance through tension.

## What Managers Often See:

Disagreement, frustration, competing priorities, stalled progress.

## Effective Leadership Focus:

- Address conflict directly rather than avoiding it
- Reinforce agreed-upon behaviors and expectations
- Help team members listen to different perspectives
- Distinguish team-wide issues from individual accountability gaps



## Leadership Signal:

**“Conflict is part of the process. We will work through it together.”**

### What the Team Needs:

Support, encouragement, and shared ownership.

### What Managers Often See:

Improved communication, steadier performance, growing trust.

### Effective Leadership Focus:

- Shift from directing to coaching
- Encourage team-led problem-solving
- Support collaboration without stepping into every decision
- Recognize progress and effort



### Leadership Signal:

**“You have the capability to solve this. I’m here if needed.”**



### What the Team Needs:

Trust, autonomy, and continued attention.

### What Managers Often See:

Strong results, accountability, confidence.

### Effective Leadership Focus:

- Trust the team to self-manage day-to-day work
- Act as a resource rather than a director
- Keep an eye on workload and strain
- Celebrate achievements without becoming hands-off



### Leadership Signal:

**“I trust this team, and I’m paying attention to what supports its success.”**

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