



Module 8.6 Completion Stage Team Leader Maintenance Tasks

STAGE 5 – COMPLETION

- Members assess goals they reached, collectively and personally
- Member discuss expectations that were met and not met for the project
- Members acknowledge the personal goals they did and did not attain
- Members discuss openly changes to be made when they participate again on a team
- Members say goodbye to each other
- Archival materials are stored and given to proper authorities
- Communication systems used by the team are closed down

Challenge – Managing the completion of tasks. Assisting the team to let go of the group structure and move on.

What does it look like? Completion is typically related to the end of a project team. However; it is also relevant when the purpose and structure of team changes substantially due to merger or a restructuring process. This stage can be particularly stressful where the dissolution of the team is unplanned. This stage involves the disbandment of the team, termination of roles, and the completion of tasks. This stage is also referred to as 'mourning' given the sense of loss experienced by some team members.

Feelings - Team members may feel a variety of concerns about the team's impending dissolution. They may be feeling some anxiety because of uncertainty about their individual role or future responsibilities. They may feel sadness or a sense of loss about the changes coming to their team relationships. And at the same time, team members may feel a sense of deep satisfaction at the accomplishments of the team. Individual members might feel all of these things at the same time, or may cycle through feelings of loss followed by feelings of satisfaction. Given these conflicting feelings, individual and team morale may rise or fall throughout the ending stage. It is highly likely that at any given moment individuals on the team will be experiencing different emotions about the team's ending.

Behaviors - Some team members may become less focused on the team's tasks and their productivity may drop. Alternatively, some team members may find focusing on the task at hand is an effective response to their sadness or sense of loss. Their task productivity may increase. Team members can have conflicting emotions (sadness, anger, gratitude, happiness). Members are uncertain about how to end the project and

their future. Team members deal with this stage in different ways: *Avoiding tasks*, *Arguing* over minor details or past arguments resurface; *Denying*: pretending the team will continue; *Pollyanna*: focusing only on the positive experiences; or *Acknowledging*: facing the good, the bad and the ugly, letting go and saying goodbye.

Team Tasks - The team needs to acknowledge the upcoming transition and the variety of ways that individuals and the team may be feeling about the team's impending dissolution. During this stage, the team should focus on three tasks:

1. Completion of any deliverables and closure on any remaining teamwork.
2. Evaluation of the team's process and product, with a particular focus on identifying "lessons learned" and passing these on to the project management coordinator for future teams to use.
3. Creating a closing celebration that acknowledges the contributions of individuals and the accomplishments of the team and that formally ends this particular team's existence.

Questions - What will I do now?

What will it be like now?

Shall I stay with this project or shall I go?

Once the Accomplishment stage is reached, there is a risk that some teams will neglect the task of maintaining commitment. This neglect will see the team slide gradually into complacency. During this time, the team becomes satisfied by past achievements they are content to leave challenges to "someone else". This is not a defined stage and most teams do not experience the following during the Accomplishment stage but the challenges, behaviors, and questions are worth mentioning.

Challenge - Avoiding these behaviors by maintaining the commitment and focus of the team.

Behaviors – The team becomes complacent and a cozy togetherness ensues. Self-preservation is the dominant issue. The team may be attempting to extend the life of the group. Mediocrity begins with a lackluster performance eventually leads to a decline in the quality and quantity of task activity. Comfortable routines are established and enforced i.e. don't rock the boat.

Questions - Have you followed the appropriate channels?

Why should we change?

We've always done it this way

We're doing OK as we are

When will this lab session be over?

Maintenance Tasks

1. The **Leader** makes sure all assignments have been properly completed.
2. The **Leader** sets up a meeting for the Exit Conference and a meeting with the course instructor to decide on how the team will adjourn.
3. Before the exit conference the **Leader** will have a team meeting to discuss the points that will be brought up during these exit meetings. Agendas are created and sent at least 24 hours in advance so appropriate feedback can be received from all members.
4. The team prepares a **Team Self Assessment** to include in the Completion Report. Part of the assessment should include whether the individual and collective goals of the team were reached. The Leader reports the information in the **Completion Report using the template.**
5. An emotional assessment of team members' feelings about the team culture is included in the **Completion Report.**
6. Teams can plan a dinner or outing so the team can adjourn on a high note.