More countries, including Brazil, Belgium, Australia, New Zealand, Sweden, Luxembourg, Hungary, and the United States have received recommendations and coverage from leading organizations and publications. Graffius has updated his model in 1977 to add adjourning as the fifth phase. Adjourning was so important that he, with Mary Ann Jensen, wanted the teams to understand, be more confident, improve commitment, and have members that provide an opportunity for individual acknowledgments, and learn from challenges or issues experienced by teams. By doing so, they’ll be able to advance the teams' happiness, productivity, and success.

Features of Norming include purpose and goals are well-understood, more confident, improved commitment, members who are understood, and more responsive to change while delivering an exceptional customer experience. A fantastic agile transformation experience and result with a client was using the Phases of Team Development (Based on Bruce W. Tuckman) to Help Teams Grow and Advance: 2022 Update, a highly relevant and beneficial book. Since his work was published, it has generated over 1.75 billion dollars of business value in aggregate.

Strategies for this phase include taking the 'lead,' being highly visible, facilitating introductions, providing the 'big picture,' and ensuring response times are quick. The characteristics of this phase make it the perfect time to add adjourning as the fifth phase. The five phases of Team Development are:

1. Forming

- Members are new to each other.
- Purpose and goals are not well-understood.
- Members are unsure of themselves and each other.
- They often look to the leader for direction.
- Team is visible with little scope for collaboration.

2. Storming

- Members are learning to work together.
- Purpose and goals are not well-understood.
- Members are unsure of themselves and each other.
- They are looking for a leader to provide direction.
- Team is visible with limited scope for collaboration.

3. Norming

- Members are confident and comfortable with each other.
- Purpose and goals are well-understood.
- Members are confident in each other.
- They can collaborate and work towards a common goal.
- Team is visible with high scope for collaboration.

4. Performing

- Members are well-informed and comfortable with each other.
- Purpose and goals are well-understood.
- Members are confident in each other.
- They can collaborate and work towards a common goal.
- Team is visible with high scope for collaboration.

5. Adjourning

- Members are well-informed and comfortable with each other.
- Purpose and goals are well-understood.
- Members are confident in each other.
- They can collaborate and work towards a common goal.
- Team is visible with high scope for collaboration.

The characteristics of each phase provide an opportunity for individual acknowledgments, and professionals can apply the information to help handle challenges or issues experienced by teams. By doing so, they’ll advance the teams' happiness, productivity, and success.
Thriving in today's marketplace frequently depends on making a transformation to become more agile. Those successful in the transition enjoy faster delivery speed and ROI, higher satisfaction, continuous improvement, and additional benefits. Agile Transformation: A brief story of how an entertainment company developed new capabilities and unlocked business agility to thrive in an era of rapid change (Sidebar: 978-1723479626) provides a revealing behind-the-scenes story about an actual successful agile implementation at a global entertainment company.

The award-winning book—a quick (60-90 minute) read—is available in paperback and ebook/Kindle formats in the United States, Canada, and around the world. Some links by country follow.