



**Changes in team membership threaten success in both social and task realms of team development.**

***In-then-out-then-in*** participation of a team member in meetings prevents progress through these stages of team development.

**Managers** who think they are doing their teams a favor by **showing up occasionally** are doing the opposite of helping. They disrupt the important Social Realm work of the team. Team members who choose to skip participation in some sessions do the same.

Every time team **membership changes**—even for a single session—the team is **re-set** to Forming. This is important: Every time team membership changes, team dynamics change and team development experiences a setback.

Wise team leaders will **begin** a team meeting **only when all** participants are **present**.

If a person is going to be a **less-than-full-time participant** in all scheduled meetings, the team will make better progress by designating them as an **outside resource** without decision-making or task responsibilities.