

## Succeeding at TEAMWORK

**Is our (School Leadership, Grade Level, or Departmental) team a high performing one?  
In What Developmental Stage is our Team?**

*A team in the FORMING stage is one whose members are just beginning to work together. This could be a newly formed team--all members are new--or one that has had some recent major changes in membership.*

### **We are FORMING if this best describes us--**

Acting politely to one another.  
Looking to the principal for leadership.  
Operating at a high energy level.  
Doing what they are told to do.  
Expressing negative feelings privately & politely.  
Beginning to see cliques and hidden agendas.  
Obeying the rules.  
Accomplishing some “real” work.

### **What we need to do at this stage of development--**

- Develop a code of conduct.
- Engage in team building activities to develop trust.
- Become more knowledgeable about communications. Engage in communications exercises.

*A team in the STORMING stage can be productive and function adequately, but their actions may not be the best. In addition, relationships and team spirit may suffer.*

### **We are STORMING if this best describes us--**

Freely expressing our ideas, opinions, and positions.  
Exhibiting hostility or passive aggressive behavior.  
Some members or groups are striving for power and influence.  
Resolving conflicts through ineffective and destructive means.  
Creativity is not evident.

### **What we need to do at this stage of development--**

- Develop constructive conflict resolution strategies.
- Monitor adherence to code of conduct.
- Periodically review and revise the purposes and functions of the team.
- Promote a win-win philosophy.
- Decide on appropriate roles for each member to ensure that everyone has productive ways to contribute.
- If the team appears to be “stuck,” designate someone (possibly an outsider) to serve as facilitator.

*A NORMING team has developed some maturity having survived the trials of the first stages. There is a sense of accomplishment, trust, excitement, and readiness for more substantive challenges.*

**We are NORMING if this best describes us--**

There is evidence of trust and active listening.  
Creativity and diverse opinions are valued.  
Enthusiastic response when tackling difficult issues.  
Preconceived opinions yield to data and credible information.  
Effective processes for decision making and conflict resolution are used.  
Progress toward goals.  
Team spirit builds.  
Shared leadership emerges.

**What we need to do at this stage of development--**

Periodic assessment of performance by all members.  
Reflection and action to improve team functioning.

*Teams that are PERFORMING are aware of their abilities and competent in handling even the toughest tasks with ease and confidence. They are living up to the vision they established for themselves.*

**We are PERFORMING if this best describes us--**

Efficiency and effectiveness in identifying problems and potential solutions.  
Smoother progress on action plans.  
Willingness to be held accountable--able to identify evaluation criteria.  
Acceptance of leadership and responsibility.  
Highest levels of trust and camaraderie--relaxed interactions and positive humor.

**What we need to do at this stage of development--**

Welcome, orient, and mentor new members to expectations and procedures.  
Reassess strengths and contributions of individual members.  
Periodic and regular assessment of team functioning and diagnosis of challenges leading to action.

Reference: Dornseif, Allan. (1996). [A Pocket Guide to School-Based Management. Number 7: Succeeding at Teamwork.](#) Alexandria, VA: Association for Supervision and Curriculum Development.

