

Stages of Team Development

Stage	Indicators	Key Leadership Moves
	<i>Some of these might be present. If so, try the leadership moves in the next column</i>	<i>Focus on these activities in meetings.</i>
Forming	<p>If:</p> <ul style="list-style-type: none"> • Varied levels of participation in discussion—some might talk a lot whereas others sit back and listen. • Discussions feel awkward. • It feels like people are holding back. • There are lots of questions for the leader. • There's excessive politeness between members. • Members (and leaders) leave meetings feeling tired—not good tired. 	<p>Then try:</p> <ul style="list-style-type: none"> • Building trust. • Establishing community agreements and decision-making processes. • Articulating the team's purpose and ensure understanding and buy-in. • Structuring learning experiences, meaning making and discussions. • Modeling vulnerability, risk taking, engagement, and transparency.
Storming	<p>If:</p> <ul style="list-style-type: none"> • Members question how the leader runs the team and may advocate for changes to the goals or process. • Not a lot gets done at meetings. Agendas are taken over or diverted to discuss process and purpose. • Productive and unhealthy conflict erupts during meetings and outside of them between members. • Outside of meetings, members communicate with each other about their frustration or disagreement with the leader with other members. • Some members are more actively engaged in discussions while others step farther back. • No one feels excited about attending meetings and the leader also questions whether they want to lead the team. 	<p>Then try:</p> <ul style="list-style-type: none"> • Normalizing this stage and ensuring the team that members can move through it. • Continuing to build trust. • Paying close attention to your own emotions. • Incorporating strategies to build the team's emotional intelligence. • Addressing conflict between members as soon as possible—sometimes publicly in the moment, sometimes privately. • Engaging the team in reflecting on how they work together. Use the Effectiveness Survey and Team Temperature Check. • Pushing forward on the team's work, but consider modifying projects or goals. • Asking for feedback on your leadership—anonously and publicly. • Offering members feedback on their behavior privately. • Structuring opportunities for members to give each other feedback. Use the team feedback process. • Highlighting moments of success, especially those indicating that the team is moving out of storming. • Acknowledging organizational conditions that might contribute to storming.

Exhibit 10.5. © Elena Aguilar, *The Art of Coaching Teams: Building Resilient Communities that Transform Schools*. Jossey-Bass, 2016.

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Norming	<p>lf:</p> <ul style="list-style-type: none"> • There is more laughter in meetings. • Members seem to like each other, they appreciate each other, and communication feels easier. • Members push back on each other's ideas, and this leads to deeper understanding. • Feedback is offered in the moment and is received with appreciation. • Norms and structures to support norms (e.g., a process observer) are less often used. • Members know what they're doing together as a team and why they're doing it. • The leader participates in some of the activities as a colleague and during others plays a directive leadership role. 	<p>Then try:</p> <ul style="list-style-type: none"> • Starting to build the capacity of leaders within the team: Identify team members who have the skills to take on leadership roles. Give them leadership tasks. • Structuring opportunities for productive conflict—encourage the exchange of ideas. • Participating in some of the team's discussions and activities as a colleague. • Giving the team more challenging tasks. • Modeling your vulnerability and transparency and inviting others to do so.
Performing	<p>lf:</p> <ul style="list-style-type: none"> • A lot gets done and members feel proud of their work and learning together. • The work done independently and collaboratively is high quality. • There's obvious warmth between members, laughter, and appreciations. • Members take risks and make mistakes and clearly see their areas for growth (both individually and as team). • Discussions can be lively and heated, but members don't take it personally. • Facilitation of meetings is shared. • Members don't feel like the leader has authority over them. • Members leave meetings feeling good tired. • As the leader, it feels easy, enjoyable, and rewarding to work with this team. 	<p>Then try:</p> <ul style="list-style-type: none"> • Continuing to distribute leadership and hand over elements of team facilitation to members. • Acknowledging all the indicators that the team is at a performing level. • Paying attention to changes in organizational conditions that might affect your team. • Continuing to encourage healthy conflict and promoting even deeper levels of engagement and learning. • Outside of meetings: Sharing the story of your team with other leaders and other teams so that they can learn. • Relaxing and enjoying your team.

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<p>Adjourning or Transforming</p>	<p>If:</p> <ul style="list-style-type: none"> • A significant number of members are leaving. • The team is disbanding. 	<p>Then try:</p> <ul style="list-style-type: none"> • Creating opportunities for team members to tell their stories about their experience in the team. • Engaging members in reflecting on their individual growth and learning. • Celebrating successes. • Offering structures for closure, including holding space for sadness. • Sharing your own feelings about the team ending.

