Identify the stage of your team.

<table>
<thead>
<tr>
<th>FORMING</th>
<th>STORMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>• One or more new team members</td>
<td>• Problems arise without clear solutions</td>
</tr>
<tr>
<td>• Roles and responsibilities not yet clear</td>
<td>• Resistance to taking on tasks, contributing</td>
</tr>
<tr>
<td>• People are polite, positive, excited</td>
<td>• People are inconsiderate, confused, resentful</td>
</tr>
<tr>
<td>• Everybody gets along</td>
<td>• Disagreements about big and little issues</td>
</tr>
<tr>
<td>• Processes not well established or known</td>
<td>• People are overwhelmed by workload</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PERFORMING</th>
<th>NORMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Goals are achieved</td>
<td>• Problems are solved to benefit program</td>
</tr>
<tr>
<td>• Team processes established and working</td>
<td>• Agreement on common goals, actions</td>
</tr>
<tr>
<td>• Recognition of one another’s strengths</td>
<td>• Open, honest, positive communication</td>
</tr>
<tr>
<td>• People are trusting, respectful, appreciative</td>
<td>• Relationships established, cooperative</td>
</tr>
<tr>
<td>• Continuous improvement, innovations occur</td>
<td>• Feedback is constructive and welcomed</td>
</tr>
<tr>
<td>• Shared leadership</td>
<td>• Team members help one another</td>
</tr>
</tbody>
</table>
Stages of Team Development

**Take steps to become a high performing team.**

### Coordination/Administration
- Know the FACE Guidelines and Implementation Standards
- Establish job roles and responsibilities for the FACE team
- Assist the team in developing processes to fully implement the program
- Integrate FACE into the school environment, activities, school community
- Guide team in making decisions, solving problems, developing relationships, resolving conflicts
- Model dynamic, cooperative, effective teamwork
- Provide training for team when needed; facilitate teambuilding activities

### Team Members
- Become an expert at your job and let others know what you are doing
- Focus on meeting common goals
- Be prepared for team planning meetings
- Earn trust from your teammates
- Look for strengths in your teammates, respect the work they do
- Cooperate with your team to get the work done

### Program Processes
- Agree on norms, what is acceptable behavior for your team; write them down
- Develop team planning/meeting skills including agendas, minutes, established meeting times
- Hold one another accountable for completing tasks, actively participating in planning, reflection
- Create systems for recruitment, enrollment, transitions, data collection, continuous improvement

### Communication Strategies
- Listen to others’ points of view with an open mind, flexibility
- Ask for clarifications when you’re unsure
- Summarize other’s statements to be sure you understand
- Provide feedback to teammates constructively
- Maintain a positive attitude
- When you have a problem, speak directly to the person with whom you have the problem
- Be aware of non-verbal communications

### Problem Solving Strategies
- Define and describe the problem; agree as a team that this is the problem
- Get more information when necessary
- Think about how and why the problem arose
- Don’t jump to a quick fix; take time for a better, long-lasting solution
- Visualize the best possible outcome
- Brainstorm possible solutions; use your imagination, encourage creative solutions
- Weigh the pros and cons; think about causes and effects; identify barriers to solutions
- Think about the assets, resources, and people who can help solve the problem
- Decide on the steps to take; get everyone on board with the plan
- Monitor and reflect on the process, making adjustments when necessary
- Evaluate the outcome and decide if there are next steps