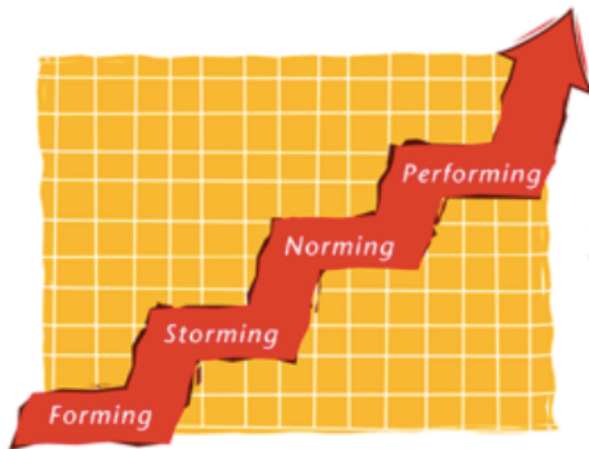# Enneagram TEAMS
Handout – Activities

ENNEAGRAM TEAMS
STAGES OF TEAM DEVELOPMENT

CREATING HIGH-PERFORMING TEAMS FROM START TO FINISH!

Reference materials and image created by Ginger Lapid-Bogda www.theenneagrambusiness.com

Stages of Team Development
Forming – Storming – Norming – Performing

Understanding the 4 stages of development with The Enneagram

The team in the *Forming* stage orients itself in three areas:

- Team goals or tasks
- Team membership
- Leadership

After a team has formed, conflict often emerges as the team goes through the *Storming* stage.

The conflict may be moderate or extreme. During this stage, tension may arise between the team and the leader or between team members regarding the team's direction and ways of structuring work.

Underlying these tensions are issues of influence and control, as well as such other factors as values, perceptions and opinions.

As teams resolve these conflicts, they evolve to a third stage, *Norming*. Durign this stage, teams develop consensual working agreements, or norms; these may be solutions to points of prior disagreement or suggestions for improving other areas of team effectiveness.

During the fourth and final stage, **Performing**, the team becomes extremely productive , displaying team synergy and high morale.

These four stages are developmental; issues in one stage require resolution before the team can move successfully to the next stage. Teams may also revert back to a prior stage when unresolved issues arise or new challenges appear. Some team never evolve beyond the first two stages.

Forming   – Who are we, and where are we going?
Storming   - Can't we all get along?
Norming   - How do we get out of this mess?
Performing   - Let's soar!

The Enneagram table below relates to the behavior at each stage of team development

Enneagram TEAMS Stages of Development

Type	Forming Orientation to people & work	Storming Conflict	Norming Developing working agreements	Performing High performance & team synergy
1	Task focused, with minimal need for social connection; may suggest ways to structure work	Frame conflict as a problem to be solved, exert leadership to do this and grow impatient if the conflict endures	Suggest rules for working better together	Embrace high production of excellent quality
2	Encourage people's contributions; facilitate organizing team around a central purpose	Assist others to express feelings toward a quick resolution; may give advice or distract through humor	Push team for clear, shared agreements	Like performing, particularly in support of star performers
3	Seek team approval early; may assert themselves in order to define goals	Become disengaged; perceive conflict as wasting time and too emotional	Like unification so refocus team on results and efficient work	Favorite stage, so encourage others to increase their performance
4	Focus on own internal feelings in elation to the team more than on the task	Enjoy realness of explicit conflict as long as they are not a main participant	Will suggest and support rules that add clarity but does not ones that restrict individuality	Feel most a part of the team at this stage, work hard toward common goals
5	Social connections feel frivolous, yet necessary; strong preference for a focus on goals	Prefer to skip this stage in order to avoid anger and conflict	Like clear rules and structure as long as these allow sufficient autonomy	Prefer individual tasks in areas in which they feel competent; like being appreciated for their knowledge
6	Prefer watching the team's dynamics, but will clarify issues or ensure vulnerable members get heard	May engage in conflict if authority and improper of power are involved; may also withdraw	Work activity to secure agreement among team members, with attention to equal participation	Keep others members focused on deliverables, act as troubleshooters, acknowledge others' contributions
7	Contribute ideas about larger vision, dislike too much structure, can get impatient with lack of progress	Do not like conflict and perceive many disagreements as trivial or petty; use humor to diffuse serious situations	Will suggest a minimal number of rules that include everyone, but react against rules that feel limiting	Tend to work from their own personal prioritizations; prefer a variety of tasks and roles that include positive social interaction
8	Either suggest direction for the team or pull back and watch, deciding whether to be part of the team	Enjoy intensity of the interaction as long as people are honest; are often part of the conflict, but if not, they will lead the dialogue	Will recommend ground rules, particularly ones that allow everyone to be heard	If they find the productivity exciting, they will stay; if the work is not significant or is too predictable, they move on
9	Have difficulty focusing if progress is slow; may become impatient	Uncomfortable and looking for a way out	Ambivalent about developing agreements; like the consensus, but don't like arbitrary rules	Find getting something accomplished with a harmonious team very pleasurable

Comprehensive questions to ask

Team Leaders	Individual Team Members
• Am I providing the type of leadership that allows this team to make progress at each stage of development? • Is my leadership style consistent enough to provide predictability and flexible enough to adjust to new challenges? • Am I willing to make tough decisions? • Do I have constructive relationships with all team members?	• How do I act during each stage that hinders or helps the teams progress and development? • What will help me continue to behave in ways that help the team progress? • How can I stop doing those things that hinder the team's development? • What can I do more of or add to my behavioral repertoire that will assist the team in its growth and development?

Stage based questions for the team

Forming Stage

Task Question: Do we understand the team charter, goals and deliverables, and do we have the resources to achieve our goals

Relationship Question: Have we spent the time to get to know one another and to learn the strengths of each member so that everyone feels that he or she is a valued member of this team?

Storming Stage

Task Question: Are we doing the following: going in the right direction; organizing our efforts well; operating in effective efficient and mutually agreed upon ways?

Relationship Question: Are the formal and informal lines of authority and influence reasonable and supported by the team, and do we have constructive ways of dealing with differences and conflict?

Norming Stage

Task Question: What ways of operating do we need to address that will enable us to work together efficiently and effectively?

Relationship Question: Do we have the communication and decision making processes that will enable all team members to have a voice and allow the team to reach effective decisions everyone can fully support

Performing Stage

Task Question: What are we doing well that we need to continue doing, and what else can we do to improve the way we work?

Relationship Question: Are we celebrating our successes and making sure no-one is getting burnt out?