



# Understanding and Applying the Five Knows of Collaborative Teaming for Success

## Competency

Paraeducators and teachers understand and apply the five "knows" of collaborative teaming to improve the effectiveness of their team.

## Key Method

Paraeducators and teachers collaboratively use a five-step inquiry learning cycle to understand and apply the five "knows" of collaborative teaming and create an action plan to improve team effectiveness.

## Method Components

### Guiding Principles

To enhance student outcomes, it is critical that paraeducators and teachers see themselves as partners in the educational process and continuously work to ensure they have an effective working relationship.

Creating a team approach to learning is complex and challenging. While many of the factors that contribute to these challenges are systemic and out of the control of paraeducator-teacher teams (e.g., the need for smaller class sizes, resources, professional learning, and planning time), there are things that teams can control. According to the article [The Four 'Knows' of Collaborative Teaching](#), there are four essential areas that educators need to "know" to be successful in creating and

maintaining effective partnerships: 1) "know" yourself, 2) "know" your partner, 3) "know" your students and 4) "know" your stuff. NEA has adapted this list to include: 5) "know" your why. While the article focuses on co-teaching partnerships in secondary schools, the suggestions are relevant to any partnership, including paraeducator teacher teams.

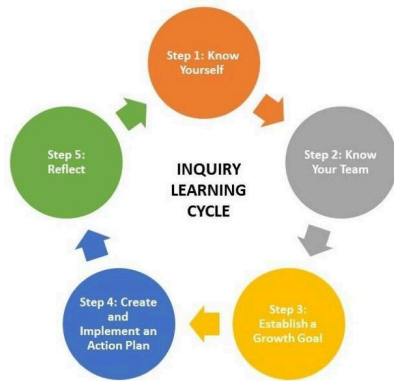
See the Research and Resource sections to learn more about the "knows" of collaborative teaching and teaming.

Note: Paraeducators support certified/licensed educators, including teachers and other related service providers. Teams participating in the micro-credential process can also include related service providers. However, the design of some of the micro-credentials and associated artifacts are specific to the partnership between paraeducators and teachers. Related service providers might include speech-language pathologists, school nurses, transition specialists, school psychologists, school social workers, creative arts therapists, occupational therapists, physical therapists, and school counselors. Most of these professions are currently defined as "providers of related services" in the Individuals with Disabilities Education Act (IDEA, 2004) and "specialized instructional support personnel" (SISP) in the Every Student Succeeds Act (2015). NEA and the National Alliance of Specialized Instructional Support Personnel (NASISP) recognize and use SISP. See the Resource Section to learn more about SISP.

## The Inquiry Learning Cycle

For this micro-credential, paraeducators and teachers will use a five-step inquiry learning cycle to demonstrate an understanding of the five "knows" of collaborative teaming and create an action plan to improve team effectiveness.

Paraeducators and teachers will assess their team using an inventory worksheet, explore a need for growth or improvement, identify and target a goal for enhancing team performance, and develop and implement a team action plan. Lastly, paraeducators and teachers will reflect on the outcomes and process. See the Resource section to learn more about the inquiry learning cycle.



### **Step 1- Know Yourself {Individual inventory}**

The first step in the inquiry cycle is to know yourself. In this step, you will use a checklist to assess (from your perspective) if each of the characteristics of effective teams applies to your team. You will also identify those characteristics that you think impact your team's effectiveness in meeting student outcomes.

### **Step 2 - Know Your Team (Team Process)**

The second step in the inquiry cycle is to know your team. In this step, paraeducator-teacher teams will discuss their checklists in order to come to a consensus on which characteristics and related issues and challenges are impacting team effectiveness, in preparation for identifying a growth goal (Step 3) for the team action plan.

Since each team member will view issues and challenges from a unique perspective, it is important that each team member has a voice in this discussion.

When prioritizing issues and challenges related to the characteristics of effective teams, team members should consider the following questions:

- What is our current process for ensuring our team puts into practice the characteristics of effective teams?
- What is working in our current teaming situation? What is not working?
- What specific issues are we having? What factors may be contributing to these issues?
- Who is involved (e.g., students, other staff, families/guardians)?
- What supports/resources does our team need that we aren't

currently getting? How can administrators or other staff help support our team?

- How are the issues and challenges affecting outcomes for students and our team?

### **Step 3 - Establish a Growth or Improvement Goal (Team Process)**

The third step in the inquiry cycle is to establish a SMART goal (Specific, Measurable, Achievable, Relevant, Time-bound) for the team action plan (Step 4). Teams should work together to identify at least one goal that is based on the findings from Step 2.

Before establishing the goal, teams should consider the following questions:

- What do we want to accomplish? What do we want to happen?
- Why do we want to accomplish this? What issues will the goal help to resolve?
- What is the overall desired outcome? How will we know if we were successful? How will we measure success?
- How will we meet our goal? What strategies will we implement to achieve success?
- When can we expect the goal to be completed? What is our timeline (e.g., start and end dates, key milestones, check-ins on progress)?

### **Step 4 - Create and Implement a Team Action Plan (Team Process)**

The fourth step in the inquiry cycle is to create a team action plan. This action plan will help ensure success in accomplishing the goal identified in Step 3. It provides a framework so that team members are clear on the goal, purpose, outcomes for success, strategies, implementation steps, timeline, and support needed.

### **Step 5 - Reflect (Individual Reflection)**

The final step in the inquiry cycle is to reflect on the outcomes and identify next steps. Paraeducators and teachers will individually examine what worked and what didn't work, and identify the next steps for continued professional growth. Reflecting on what you have learned about yourself, your partner, your team, and the characteristics of effective teams will cement learning, further improve team effectiveness, and encourage continued professional growth.

# Supporting Rationale and Research

## **The “Knows”**

Keefe, E.B., Moore, V., Duff, F. The Four "Knows" of Collaborative Teaching. Council For Exceptional Children, May/June 2004.

<https://www.scribd.com/document/371822820/the-fours-knows-of-collaborative-teaching-keefe-et-al>

Sileo, J. (2011). Co-Teaching: Getting to Know Your Partner. TEACHING Exceptional Children, Vol. 43, No. 5, pp. 32- 38. <https://journals.sagepub.com/doi/pdf/10.1177/004005991104300503>

## **Effective Paraeducator-Teacher Teams**

Flowers, Nancy & Mertens, Steven & Mulhall, Peter. (2000). How Teaming Influences Classroom Practices. Middle School Journal. 32. 52-59.

[https://www.researchgate.net/publication/254164177\\_How\\_Teaming\\_Influences\\_Classroom\\_Practices](https://www.researchgate.net/publication/254164177_How_Teaming_Influences_Classroom_Practices)

Sharon Mickan and Sylvia Rodger. (2000). Characteristics of Effective Teams: A Literature Review. Australian Health Review. Vol 23. No 3.

<http://tlmerrill.pbworks.com/w/file/attach/85213915/Mickan%2520and%2520Rodger%2520-%2520Characteristics%2520of%2520Effective%2520Teams.pdf>

Sparks, Dennis. (2013). Strong Teams, Strong Schools. Vol. 34 No 2.

<https://learningforward.org/wp-content/uploads/2013/04/strong-teams-strong-schools.pdf>

Safford, MD, and Cynthia A. Manning, MA. (2012). Six Characteristics of Effective Practice Teams. Family Practice Management. 2012 May-June; 19(3):26-30.

<https://www.aafp.org/fpm/2012/0500/p26.html>

Ruedel, K., Diamond, M., Zaidi, A., Aboud, A. (2002) The Inclusive Environment: Paraeducators and Teachers Working Together. Wed. May 11, 2018

[http://www.academia.edu/922366/The\\_Inclusive\\_Environment\\_Paraeducators\\_and\\_Teachers\\_Working\\_Together](http://www.academia.edu/922366/The_Inclusive_Environment_Paraeducators_and_Teachers_Working_Together)

# Resources

Effective Paraeducator-Teacher Teams Training Resources

[Conflict Management and Resolution Strategies.pdf](#)

[Effective Communication.pdf](#)

[The Five Knows of Collaborative Teaming.pdf](#)


[Generational Differences\\_Impact on Timing and Comm.pdf](#)

[Problem Solving and Action Planning.pdf](#)

[Roles and Responsibilities of Paras\\_Teachers\\_Administrators.pdf](#)

[Teaming and Char of Effective Para-Teacher Teams.pdf](#)

The “Knows”

 Know Your Why | Michael Jr.

[Response: 'Building Relationships With Students Is the Most Important Thing a Teacher Can Do'](#)

 Start with why -- how great leaders inspire action | Simon Sinek | TEDxPugetS...

[The Secret Weapon: Getting to Know Your Students](#)

Personal Assessment Tools (Know Yourself)

[The Leadership Compass Self-Assessment](#)

[16Personalities](#)

[Personality test based on Jung and Briggs Myers typology](#)

Effective Paraeducator-Teacher Teams

[Classroom Partners: How Paraprofessionals Can Support All Students to Meet New Standards](#)

[Effective Teams Part 2 - PLC Expansion Project](#)

[Let's Team Up: What Every Paraprofessional Needs for Student Success and Effective Teamwork](#)

[Teacher and Paraeducator Team Perfects the Art of Collaboration | NEA](#)

[Teachers' Desk Reference: The Shared Responsibility of Educational Team Members](#)

["TOP 10 LIST"-What Paraeducators Want You to Know](#)

[What Makes Effective Teaching Teams Tick? | Education World](#)

Inquiry Learning Cycle

[Inquiry-based learning - Wikipedia](#)

SMART Goals

[SMART Goals - Time Management Training From MindTools.com](#)

Specialized Instructional Support Personnel (SISP)

[About Us – NASISP](#)

[Specialized Instructional Support Personnel - NEA webpage](#)

Artifact Templates

[3MC\\_Artifact 1 - Five Knows Inventory\\_FINAL.docx](#)

[3MC\\_Artifact 2 - Team Action Plan\\_FINAL.docx](#)

[3MC\\_Artifact 3 - Implementation Evidence\\_FINAL.docx](#)

## Submission Guidelines & Evaluation Criteria

*To earn the micro-credential, you must receive a passing score in Parts 1 and 3, and be proficient for all components in Part 2.*

### Part 1. Overview Questions (Provides Context)

(250-350 words)

*Please use the suggested word count as a guide to answering the following contextual questions. This will help our assessor understand your current context for working on this micro-credential.*

- Describe the context of the classroom or setting in which you work (e.g., general ed classroom, resource room, community-based setting). Include grade level, subject area, relevant cultural/demographic information, and special considerations regarding student characteristics.
- Describe the makeup of your team (whom you work with regularly to support students directly). Include who is on your team (i.e., teachers, paraeducators, related service providers/SISP), each team member's roles/responsibilities, and how long you have worked together.
- What did you know about the five "knows" of collaborative teaming before any information or resources were available?
- How do you currently acquire knowledge around the five "knows"? Explain why you chose to complete this micro-credential.

**Passing:** Responses should completely answer each question, cite specific examples from personal experience, and justify the reason for choosing this micro-credential to address the particular needs of the paraeducator teacher team and students. Writing is organized and easy to understand.

## Part 2. Work Examples/Artifacts/Evidence

To earn this micro-credentials please submit the following **three** artifacts as evidence of your learning. Templates can be found in the Resource section.

*\*Please do not include any information that will make you or your students identifiable to your reviewers.*

### **Artifact 1: Inventory**

Using the template provided, submit the inventory to assess and reflect on:

- Your knowledge within each of the five "knows"
- The current process or strategies your team uses to acquire knowledge around the five "knows"
- The "knows" that you think impact your team's effectiveness in meeting student outcomes, including the issues and challenges contributing to the situation and the tools, resources, or methods that could help acquire knowledge in that area.

Note: Paraeducators and teachers must complete this artifact independently.



**Artifact 2: Team Action Plan**

Submit a team action plan using the template provided around at least one SMART goal identified. The goals and strategies relate to the characteristics of effective teams.

*Note: Paraeducators and teachers should complete this artifact together. They can submit the same action plan.*

**Artifact 3: Implementation Evidence**

Complete the following two parts and submit them as one document. If the evidence is a video or audio file, you may submit them separately. The artifact should include an indication of your role on your team (i.e., paraeducator, teacher, related service provider/SISP).

**Part 1**

Submit one piece of evidence that demonstrates the implementation of at least one strategy identified in your team action plan.

Examples of evidence may include but are not limited to:

- the team mission statement
- the team "why" statement
- team goals and/or norms
- roles and responsibilities agreements
- expectation agreements
- meeting schedules/logs
- meeting agendas
- meeting minutes
- recordings/transcripts of meetings
- pictures of communication boards
- daily communication calendars
- classroom schedules

- professional learning certificates of completion
- problem-solving forms
- planning forms
- work style preference inventories
- personal values assessments
- organizational commitment surveys

**Part 2**

Using the template provided, reflect on and describe how the evidence and strategy implemented supports the five "knows" of collaborative teaming and how they have impacted team effectiveness and students.

*Note: Paraeducators and teachers can submit the same piece of evidence (Part 1), but they must complete the reflection component (Part 2) independently.*

Part 2. Rubric

	<b>Proficient</b>	<b>Basic</b>	<b>Developing</b>
<b>Artifact 1: Inventory</b>	<p>All elements of the inventory questions are completed.</p> <p>Reflection clearly describes 1) the current process and strategies used to acquire knowledge around five “knows” 2) the “knows” impacting team effectiveness, 3) the issues/challenges contributing to the situation, and 4) the tools/resources that could help acquire knowledge in that area. Specific examples are cited.</p> <p>Issues/challenges are relevant to the five “knows”.</p>	<p>Some elements of the inventory questions are completed.</p> <p>Reflection partially describes 1) the current process and strategies used to acquire knowledge around five “knows” 2) the “knows” impacting team effectiveness, 3) the issues/challenges contributing to the situation, and 4) the tools/resources that could help acquire knowledge in that area. Specific examples are cited.</p> <p>Issues/challenges are relevant to the five “knows”.</p>	<p>Some elements of the inventory questions are completed.</p> <p>Reflection minimally describes 1) the current process and strategies used to acquire knowledge around five “knows” 2) the “knows” impacting team effectiveness, 3) the issues/challenges contributing to the situation, and 4) the tools/resources that could help acquire knowledge in that area. Specific examples are cited.</p> <p>Issues/challenges are not relevant to the five “knows”.</p>
<b>Artifact 2: Team Action Plan</b>	<p>The action plan contains all of the following components:</p> <ul style="list-style-type: none"> <li>-at least one goal</li> <li>-purpose/rationale</li> <li>-desired outcome(s)</li> <li>-1-3 strategies for achieving goal</li> </ul>	<p>The action plan is missing one or two of the following components:</p> <ul style="list-style-type: none"> <li>-at least one goal</li> <li>-purpose/rationale</li> <li>-desired outcome(s)</li> <li>-1-3 strategies for achieving goal</li> </ul>	<p>The action plan is missing more than two of the following components:</p> <ul style="list-style-type: none"> <li>-at least one goal</li> <li>-purpose/rationale</li> <li>-desired outcome(s)</li> <li>-1-3 strategies for achieving goal</li> </ul>

	<p>-steps to implement strategies -timeline -supports needed</p> <p>The goal is SMART and aligns to each element of the SMART framework (specific, measurable, achievable, relevant to the characteristics of effective teams, and time-bound)</p> <p>Strategies are relevant to the goal and are achievable</p> <p>The plan has clearly defined action steps</p>	<p>-steps to implement strategies -timeline -supports needed</p> <p>The goal is missing one or two elements of the SMART framework (specific, measurable, achievable, relevant to the characteristics of effective teams, and time-bound)</p> <p>Strategies are relevant to the goal or are achievable, but not both</p> <p>Action steps are broad</p>	<p>-steps to implement strategies -timeline -supports needed</p> <p>The goal is missing more than two elements of the SMART framework (specific, measurable, achievable, relevant to the characteristics of effective teams, and time-bound)</p> <p>Strategies aren't relevant to the goal and they aren't achievable</p> <p>Action steps are not evident</p>
<b>Artifact 3: Implementation Evidence</b>	<p>Evidence clearly demonstrates the implementation of at least one strategy outlined in the action plan</p> <p>Reflection clearly describes how the evidence and strategy implemented supports the characteristics of effective teams. Specific examples are</p>	<p>Evidence partially demonstrates the implementation of at least one strategy outlined in the action plan</p> <p>Reflection partially describes how the evidence and strategy implemented supports the characteristics</p>	<p>Evidence minimally demonstrates the implementation of at least one strategy outlined in the action plan</p> <p>Reflection minimally describes how the evidence and strategy implemented supports the characteristics of effective teams.</p>

	<p>cited.</p> <p>Reflection clearly describes how implementing the strategy has impacted team effectiveness and students. Specific examples are cited.</p>	<p>of effective teams. Specific examples are cited</p> <p>Reflection partially describes how implementing the strategy has impacted team effectiveness and students. Specific examples are cited.</p>	<p>Specific examples are not cited.</p> <p>Reflection minimally describes how implementing the strategy has impacted team effectiveness and students. Specific examples are not cited.</p>
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## Part 3 Reflection

(250-350 words)

Use the word count as a guide to writing a personal reflection about your work on this micro-credential. For tips on writing a good reflection review the following resource:

[How Do I Write a Good Personal Reflection?](#)

*Please do not include any information that will make you identifiable to your reviewers.*

1. How has this experience affected your role as a paraeducator or teacher?
2. How do you envision using this process with existing or new team members in the future?

**Passing:** Reflection provides evidence that this activity has positively impacted both educator practice and student success. Specific examples are cited directly from personal or work-related experiences to support claims. Also included are specific, actionable steps that demonstrate how new learning will be integrated into future practices.