

**Team Building isn't an  
event it is an everyday  
commitment**



# Predictable stages of Relationship

- Form
- Storm
- Norm
- Perform



**Form** :Following mentality, awaiting direction, asking questions, discovery of purpose of relationship, mutual objectives. Members test tolerance of organization and leader.

- ***“First get the right people on the bus”***  
***(hiring the right people)***

- Character attributes vs. educational background, specialized knowledge or work experience
- Work ethic
- Basic intelligence
- Dedicated to fulfilling commitment
- Core values “Who are they and how did they get here?”





- Scrutiny and criticism of other team members.
- Period of evaluating differences, and discerning of mutual ground. Division, taking sides, silent leaders emerge when designated leader does not provide necessary structure, direction and focus on primary objectives supporting the mission of the team. Disagreements are expected and intervention by leader is essential to achieve equilibrium of team dynamics. Restore order.



**“The only way to deliver to the people who are achieving is to not burden them with the people who are not achieving.”**

**Jim Collins**

## Norm:

- Agreement and consensus is largely formed among team members, willingness to accept facilitation by leader. Group decisions are common, or smaller teams within the group make decisions. Commitment to others and desire for unity is strong. Members, not leader, organize socializing events outside of the work environment. Disagreements not addressed with sensitivity may return to storming, leader often required to moderate dialogue or intervene.

**“You find ways to give people the opportunity to express who they really are, their natural skills and talents – through their work.”**



**Joel Bennett**

# Perform

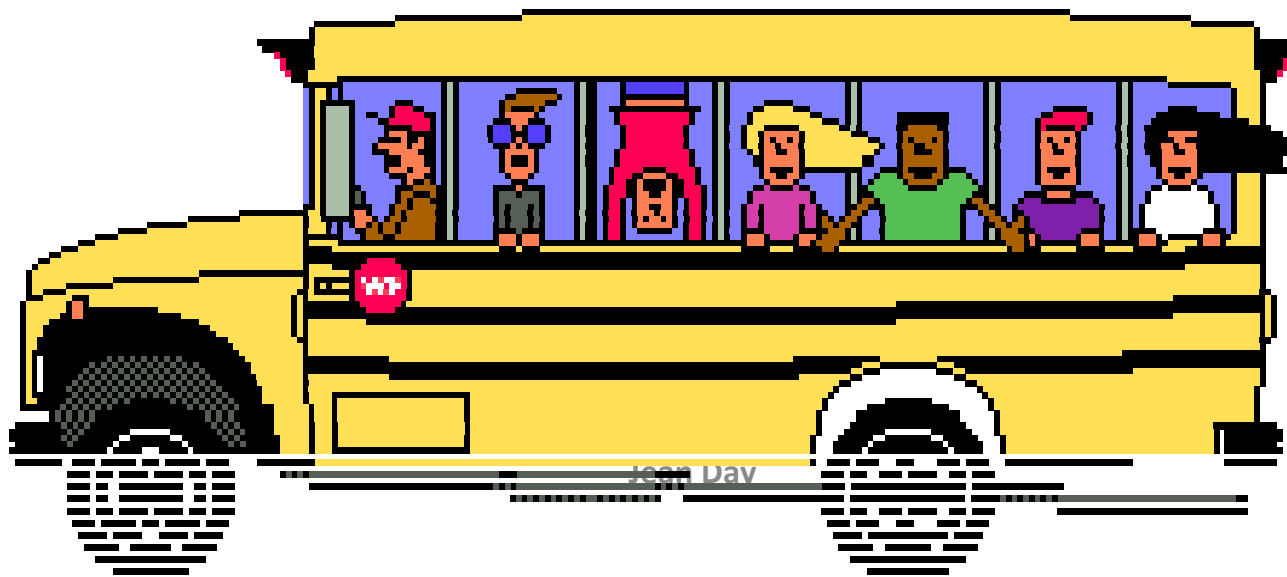


- Team knows purpose and clearly why they do what they do. The team demonstrates high degree of autonomy, and assistance from leader is sought for advisement. Disagreements are resolved with the team positively and change is addressed by desire for improvement and restoration of wholesomeness of the team.

**“...Good, good people who respected and admired one another. They clearly loved what they did, largely because they loved who they did it with.”**

**Jim Collins**

**“The vision provides direction and is the very heart of why we stay on the bus.”**



Joan Day

# **Build a vision statement based on beliefs of the team.**

- Primary Motivators
  - Customer Service
  - Diversity & Individuality
  - Effective Communication
  - Professionalism & Independence
  - Quality & Consistency

**“What do the right people want  
more than almost anything else?  
They want to be a part of the  
winning team.”**

**Jim Collins**

## **Recommended Books**

**Emotional Intelligence; Daniel Goleman, author; Bantam Books, Publisher**

**Good to Great; Jim Collins, author; Harper Collins, Publisher**

**Power vs. Force; David Hawkins, MD, PhD., author; Hay House, Inc., Publisher**

**Power of Intention; Wayne W. Dyer, PhD., author; Hay House, Inc., Publisher**

**Heart-Centered Leadership: An Invitation to Lead from Inside Out; Joel Bennett, PhD., author; Black Pants Publishing, Publisher**

**First Break all The Rules: What the World's Greatest Mangers do Differently; Marcus Buckingham & Curt Coffman, authors; Simon & Schuster, Publisher**

**The Stirring of Soul in the Workplace; Alan Briskin, author; Berrett-Koehler Publishers, Inc., Publisher**

**The Four Agreements; Don Miquel Ruiz, author; Amber-Allen Publishing, Inc., Publisher**

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