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# Creating Effective Teams

Creating effective teams is one of the most important tasks you will face as an Executive. Building and establishing relationships of trust with each team member is the first step in team building. Because it is easier to build teams when trust and loyalty have been established.

You are most likely aware of the five stages, forming, storming, norming, performing and adjourning of building teams. I am sharing additional information that will assist you in providing solutions when the stages appear.

1. **Forming**-members are coming together to work on a task. Be sure to choose members who complement each other. For example, thinker, doer, idea person, opposing view (devil's advocate), achiever and others.
  - **Each member's idea is valuable.** Encourage them to speak because there is no such thing as a stupid idea.
  - **Team members begin to trust each other and cooperate fully.** Members establish a strong bond among themselves. During this stage, team members work together to improve communication, cooperation, trust, and respect.
2. **Storming**- team members start pushing against already established boundaries, conflict can occur. It is at this time when members become sensitive to each other's feelings and moods.
  - **Team members begin to share information.** Emphasize the importance of each team member's contribution and demonstrate how all of their jobs operate together to move the entire team closer to its goal.

- **Solutions are created by the team.** The team works together to problem solve creating solutions that move the team forward.
- **Assist the progress of the team.** Be the 'calm' in the storm! The most important factor to having a successful team i.e. communication. Set an example by being open to discussions and asking questions without judging.

3. **Norming** - team members know each other better and resolve their differences and appreciate the talents and skills of each other.

- **Values and goals have been established.** Members share ideas about their progress toward the established goals. They begin to know what lies ahead and have discussions on how to accomplish the task. Team members agree and are truly committed to achieving success.
- **Consensus building is essential to prevent discord.** Knowing that each member of the team is different, establishing a method for arriving at consensus is essential. It can be thumbs up or down, three fingers mean need more information, four/five fingers mean I'm understood. Each member is allowed to speak without interruption.
- **Established rules.** Members have reached consensus on the rules they will follow for efficiency and success!

4. **Performing** - Team members have worked out difficulties, respect each other's opinion and work together like a 'well oiled machine.' The team works so well together that if one leaves or another is added, it does not disrupt the flow.

5. **Adjourning** - The team has satisfactorily completed its task! Some team members may find this difficult because they've become accustomed to a routine and their team mates. They will feel a sense of loss. This is a normal response for some people because they seek and love being in a group. These feelings will dissipate over time.

Your input and consistency is very important at the close of a task. You will review with and show appreciation to the team for completing the task and doing it well. It is a good idea to conduct a debriefing session with the team. This allows them to know they did a great job and also release them from further duties on that task.

Be sure to leave them with a feeling of satisfaction, achievement, gratification, completion, and peace of mind. They feel important!

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