



Part One: Get Ready > 2. Build your team and map out your process.

TEAM DEVELOPMENT CYCLE

During the course of your work with the Race, Equity and Inclusion Strategy Team, you're likely to encounter common questions and group dynamics. On any team, members will experience the need for inclusion, control and openness. When race, equity and inclusion are the focus of a team's work, these general group dynamics are further complicated by racism, sexism and other systems of oppression. Be sure you have a plan for engaging with these questions and group dynamics to set the foundation for productive teamwork. And be sure to get help from an informal peer coach or a formal contracted consultant to help you plan for and address these kinds of dynamics.

	Inclusion <i>(Identity, Dependence)</i>	Control <i>(Influence, autonomy)</i>	Openness <i>(Intimacy, Affection)</i>
Questions Faced/Asked by the Team	<ul style="list-style-type: none"> • Why am I here? Do I belong? Will I have to relinquish something about myself to belong here? • How much do I matter to others and how much do they matter to me? • What roles are the members of the team going to take? 	<ul style="list-style-type: none"> • How competent do I feel compared to others in the team? • What is my realm of influence? • Will others recognize my contributions? Will I be able to make my voice heard? • Who has clout in the group and why? • How could racism or other -isms play out on this team? 	<ul style="list-style-type: none"> • Am I liked by team members? Do I like the team? • Will they accept not only my strengths but also my weaknesses? • Can they genuinely understand and engage with my perspectives? • Can I trust these team members? Do they trust me? • Do I feel safe enough to offer feedback? Do I trust that their feedback is coming from a caring place?
Group Dynamics Characterized By:	<ul style="list-style-type: none"> • A need to define the boundaries and scope of the task. • The tension of wanting to belong to the team while also remaining an individual player. • The creation of a group identity. 	<ul style="list-style-type: none"> • A need to exercise personal influence within the team. • The tension between exerting influence by speaking up in the team vs. withholding information by not speaking up. • A "bumping up" against each other resulting in interpersonal struggles and conflict as well as enhanced creativity. 	<ul style="list-style-type: none"> • A need for alignment and harmony on the team. • The tension of wanting intimacy and connection, yet not having enough trust to be open and vulnerable. • Feedback that's increasingly more authentic and truthful, which builds trust and openness.

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