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Subject Immediate Cease and Desist Notice for Dame Leadership - Willful Unauthorized Use of Mr. Graffius' Copyrighted Property, Damages  
Date: Tuesday, November 12, 2024 at 12:57:58 PM Pacific Standard Time  
From: scott scottgraffius.com  
To: hi@dameleadership.com, legal@dameleadership.com, jd@dameleadership.com, mark.walker@dameleadership.com, chris.edwards@dameleadership.com, ed.dame@dameleadership.com, ira.wolfe@dameleadership.com, Jolene.pickens@dameleadership.com, david.black@dameleadership.com

**IMMEDIATE CEASE AND DESIST NOTICE FOR DAME LEADERSHIP - WILLFUL UNAUTHORIZED USE OF MR. GRAFFIUS' COPYRIGHTED PROPERTY, DAMAGES**

Dame Leadership:

It has come to my attention that Dame Leadership—a competitor—has willfully engaged in the unauthorized use of my 'Phases of Team Development' copyrighted property, in a commercial video production which you published on 7 November 2024, despite my explicit denial of permission on 9 March 2023. Undeniable proof is delineated below.

Your actions constitute a clear infringement of copyright law, specifically under Title 17 of the United States Code, which grants the copyright owner exclusive rights to reproduce, distribute, perform, and display the copyrighted work, or to authorize others to do so. Dame Leadership's unauthorized use, especially after my explicit refusal, not only breaches these rights but also demonstrates your blatant disregard for intellectual property rights and legal notices.

I demand that you:

1. **Immediately Cease the Use and Distribution of the Video:** Halt all uses, reproductions, distributions, public performances, or displays of the video in which my copyrighted property appears. This must be done within 48 hours.
2. **Remove All Instances of Your Use of My Property:** Ensure that all copies of the video containing my copyrighted property—and any other

of your materials with my copyrighted property—are removed from all platforms, including but not limited to websites, social media, and any commercial or promotional materials.

3. **Provide Written Confirmation:** Confirm via email within 72 hours that you have complied with items 1 and 2 above.
4. **Compensate for Damages:** Be prepared to negotiate a settlement for damages due to your unauthorized use. A reasonable view is that your infringement was willful, potentially leading to statutory damages up to \$150,000 for each work infringed.
5. **Legal Action:** Be advised that failure to comply with these demands will result in immediate legal action to seek injunctive relief, damages, and recovery of all legal fees. I am prepared to pursue this matter vigorously to protect my intellectual property rights.

I trust you will take this matter with the seriousness it warrants and act swiftly to mitigate your violation. Your cooperation will be considered in my decision on how to proceed.

I expressly reserve all rights in this disturbing and consequential matter.

Sincerely,

Scott M. Graffius  
[scott@scottgraffius.com](mailto:scott@scottgraffius.com)

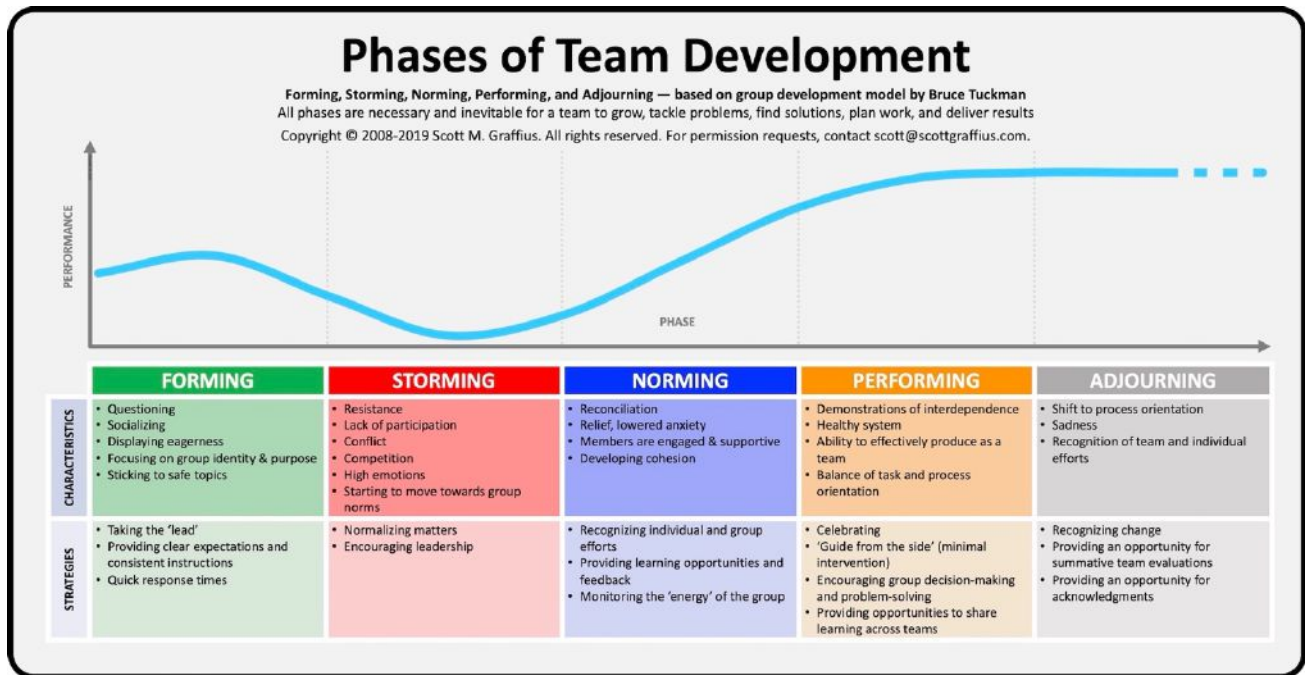
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## Details

Informed by the research of Bruce W. Tuckman and Mary Ann C. Jensen, over 100 subsequent studies, and Scott M. Graffius' first-hand professional experience with, and analysis of, team leadership and performance, Mr. Graffius created his 'Phases of Team Development' as a unique perspective on the five phases of team development—Forming, Storming, Norming, Performing, and Adjourning—inclusive of the characteristics and strategies for each phase.

Mr. Graffius initially developed his 'Phases of Team Development' unique material in 2008, and he periodically refreshes it.

Exhibit 1 is below and attached. It shows the 2019 edition of Mr. Graffius' 'Phases of Team Development' intellectual property. It's the edition applicable to this case. Mr. Graffius' protected property is also available at: <https://scottgraffius.com/blog/files/Using-Bruce-Tuckmans-Phases-of-Team-Development.html> and other locations.



As shown above, Mr. Graffius' copyright ownership details are embedded and appear on his copyrighted property. Specifically, it reads: "Copyright © 2008-2019 Scott M. Graffius. All rights reserved. For permission requests, contact [scott@scottgraffius.com](mailto:scott@scottgraffius.com)."

Organizations around the world engage Mr. Graffius to deliver compelling talks and workshops. To date, he's presented sessions at 91 conferences and other events across 25 countries, including:

- Armenia,
- Australia,
- Brazil,
- Canada,
- Czech Republic,
- Finland,
- France,
- Germany,
- Greece,

- Hong Kong,
- Hungary,
- India,
- Ireland,
- Lithuania,
- Luxembourg,
- Nepal,
- Netherlands,
- New Zealand,
- Norway,
- Romania,
- Sweden,
- Switzerland,
- United Arab Emirates,
- United Kingdom,
- and the United States.

Mr. Graffius' 'Phases of Team Development' intellectual property is central and key to many of those sessions. His rate card and a listing of his engagements are at <https://scottgraffius.com/resources/Exceptional-PPM-and-PMO-Solutions-Rate-Card-for-2024-2025-v24071607.pdf> and <https://scottgraffius.com/publicspeaker.html>, respectively.

With authorization/license from Mr. Graffius, his 'Phases of Team Development' intellectual property is featured and used by businesses, professional associations, government agencies, and universities worldwide. Examples include:

- Adobe,
- American Management Association, Amsterdam Public Health Research Institute, Bayer,
- Boston University,
- Broadcom,
- Cisco,
- Deimos Aerospace,
- DevOps Institute,
- Ford Motor Company,
- Hasso Plattner Institute,
- IEEE,
- Johns Hopkins University,

- LeadingEng,
- London South Bank University,
- Manufacturers Alliance,
- Microsoft,
- Oracle,
- TBS Switzerland,
- Torrens University Australia,
- US National Park Service,
- US Tennis Association,
- UC San Diego,
- UK Sports Institute,
- University of Galway Ireland,
- Virginia Tech,
- Warsaw University,
- Yale University,
- and many others.

Copyrights protect the intellectual property rights of creators, ensuring they receive recognition and compensation for their work, thus incentivizing creativity and innovation. Mr. Graffius is vigilant in upholding, protecting, and enforcing his copyrights and other intellectual property rights.

### **Dame Leadership Violated Mr. Graffius' Intellectual Property Rights**

*Evidence has been preserved.*

Exhibit 2 is below and attached. It shows that Krista Beljan is a member of 'The Dame Leadership Team.' The source is:

<https://www.dameleadership.com/about/dame-leadership-team/>.

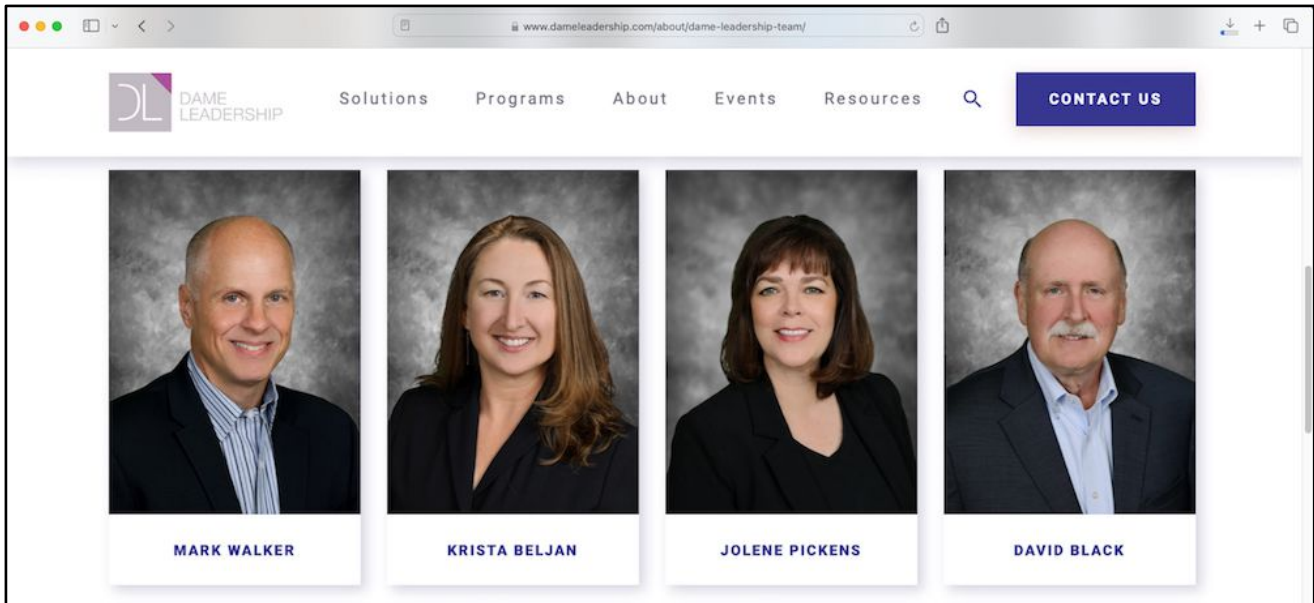


Exhibit 3 is below and attached. It shows that Ms. Beljan sent an email to Mr. Graffius on 9 March 2023, requesting permission to use Mr. Graffius' copyrighted property.

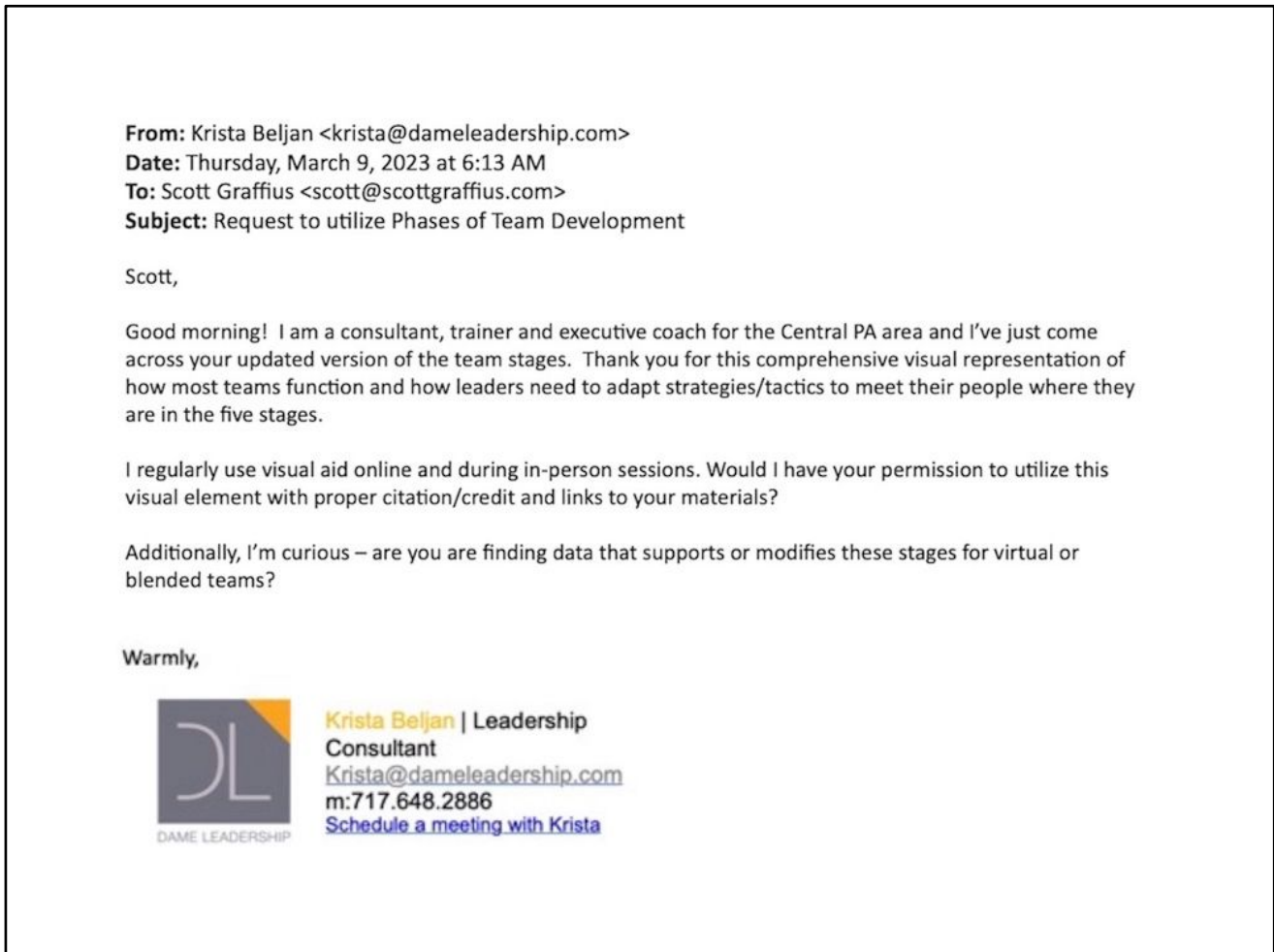


Exhibit 4 is below and attached. It shows Mr. Graffius' email reply to Ms. Beljan the same day - on 9 March 2023. Specifically, Mr. Graffius stated: "We appear to be competitors. For that reason, the request to use my Phases of Team Development copyrighted property is not approved."

**From:** scott scottgraffius.com <scott@scottgraffius.com>  
**Sent:** Thursday, March 9, 2023 2:51:06 PM  
**To:** Krista Beljan <krista@dameleadership.com>  
**Subject:** Re: Request to utilize Phases of Team Development

Hi Krista,

We appear to be competitors. For that reason, the request to use my Phases of Team Development copyrighted property is not approved.

Sincerely,

Scott M. Graffius

Exhibit 5 is below and attached. It shows Ms. Beljan's email reply to Mr. Graffius the same day - on 9 March 2023. Specifically, Ms. Beljan stated: "I appreciate your response and will not use your materials."

**Subject:** Re: Request to utilize Phases of Team Development  
**Date:** Thursday, March 9, 2023 at 1:37:03 PM Pacific Standard Time  
**From:** Krista Beljan  
**To:** scott scottgraffius.com  
**Attachments:** image001.png

Scott,

I appreciate your response and will not use your materials.

Thank you!



Despite Mr. Graffius' explicit denial of permission and Ms. Beljan's respective acknowledgement, delineated above, Dame Leadership—a competitor—willfully engaged in the unauthorized use of Mr. Graffius 'Phases of Team Development' copyrighted property, in a commercial video production published on 7 November 2024.

Exhibit 6 is below and attached. It shows Ms. Beljan at the start of Dame Leadership's 7 November 2024 video. The video is titled 'Fundamentals of TEAM Building for Your Workers' and the known location(s) is(are):

<https://www.youtube.com/watch?v=9Ldjl8IAc8&t>.

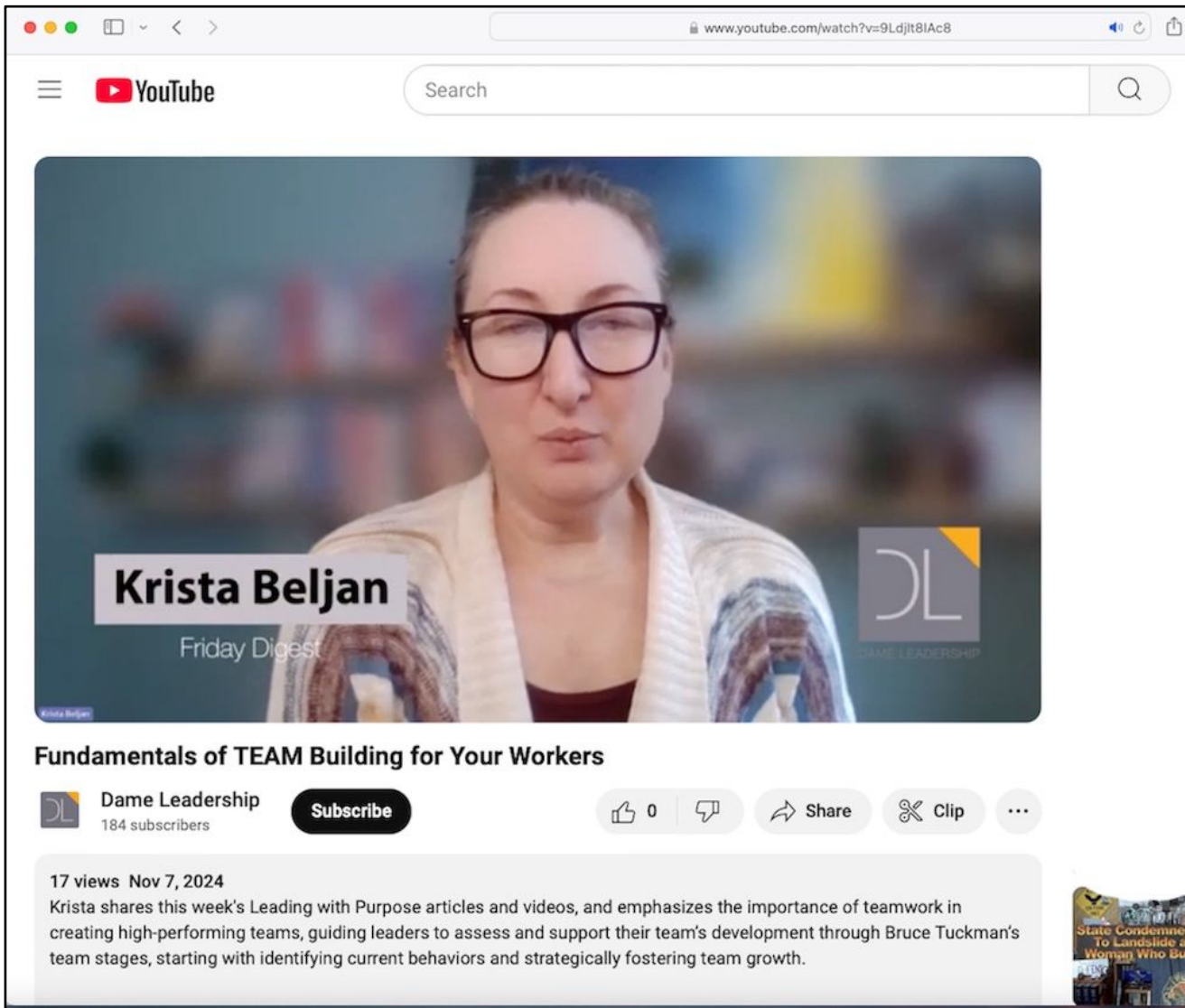


Exhibit 7 is shown below and attached. It shows Dame Leadership's willful unauthorized use of Mr. Graffius 'Phases of Team Development' copyrighted property.



www.youtube.com/watch?v=9Ldjt8IAc8

YouTube Search

### Phases of Team Development

Forming, Storming, Norming, Performing, and Adjourning — based on group development model by Bruce Tuckman  
 All phases are necessary and inevitable for a team to grow, tackle problems, find solutions, plan work, and deliver results  
 Copyright © 2008-2019 Scott M. Graffius. All rights reserved. For permission requests, contact scott@scottgraffius.com.

	FORMING	STORMING	NORMING	PERFORMING	ADJOURNING
CHARACTERISTICS	<ul style="list-style-type: none"> <li>Questioning</li> <li>Socializing</li> <li>Displaying eagerness</li> <li>Focusing on group identity &amp; purpose</li> <li>Sticking to safe topics</li> </ul>	<ul style="list-style-type: none"> <li>Resistance</li> <li>Lack of participation</li> <li>Conflict</li> <li>Competition</li> <li>High emotions</li> <li>Starting to move towards group norms</li> </ul>	<ul style="list-style-type: none"> <li>Reconciliation</li> <li>Relief, lowered anxiety</li> <li>Members are engaged &amp; supportive</li> <li>Developing cohesion</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrations of interdependence</li> <li>Healthy system</li> <li>Ability to effectively produce as a team</li> <li>Balance of task and process orientation</li> </ul>	<ul style="list-style-type: none"> <li>Shift to process orientation</li> <li>Sadness</li> <li>Recognition of team and individual efforts</li> </ul>
STRATEGIES	<ul style="list-style-type: none"> <li>Taking the 'lead'</li> <li>Providing clear expectations and consistent instructions</li> <li>Quick response times</li> </ul>	<ul style="list-style-type: none"> <li>Normalizing matters</li> <li>Encouraging leadership</li> </ul>	<ul style="list-style-type: none"> <li>Recognizing individual and group efforts</li> <li>Providing learning opportunities and feedback</li> <li>Monitoring the 'energy' of the group</li> </ul>	<ul style="list-style-type: none"> <li>Celebrating</li> <li>'Guide from the side' (minimal intervention)</li> <li>Encouraging group decision-making and problem-solving</li> <li>Providing opportunities to share learning across teams</li> </ul>	<ul style="list-style-type: none"> <li>Recognizing change</li> <li>Providing an opportunity for summative team evaluations</li> <li>Providing an opportunity for acknowledgments</li> </ul>

#### Fundamentals of TEAM Building for Your Workers

**Dame Leadership** 184 subscribers **Subscribe**

17 views Nov 7, 2024

Krista shares this week's Leading with Purpose articles and videos, and emphasizes the importance of teamwork in creating high-performing teams, guiding leaders to assess and support their team's development through Bruce Tuckman's team stages, starting with identifying current behaviors and strategically fostering team growth.

*Evidence has been preserved.*

“Krista exemplifies the qualities we value most at Dame Leadership,” said Ed Dame, President at Dame Leadership.”