

TEAM BUILDING

Teamwork:

Replace the rules and regulations with trust

21 Questions to make a Team:

1. Involve the team members in the hiring of new team members.
2. Evaluate the team players and the team slayers.
3. Are all team members clear on the team:
 - a. Vision
 - b. Mission
 - c. Goals, Values and Expectations?
4. Are all the team members committed?
 - Do they question, complain, or is there low moral?
5. Have people been trained in teamwork skills?
6. Are team leaders specially trained for their responsibilities?
 - Mediation or conflict resolutions.
7. Have you already started relationship building with potential new team members?
8. Do you have regular team meetings?
 - Ask the members, they will let you know if you meet too much or too little.
9. Do the team meetings include information and motivation?
 - Motivation helps information go down.
10. Is gossip a Problem?
 - News builds relationships
 - Gossip tears down relationships
11. Is the team well informed about the news of the organization?
 - How does the team fit in the company.
 - Bringing in top management to meetings.
12. Have you made an attempt to team build with other teams you interact with?
13. Are you still facing the same problems you were 60 days ago, if so, Why?
 - Check your priorities
14. What feedback has the team given management and how has management responded?
15. Have you taken the time to understand individual team members values, likes, dislikes and needs?
16. Is conflict dealt with openly and constructively?
17. Are all team members open to feedback? - Feedback comes from other workers
18. Can your site three team innovations in the past six months?- Are you innovative?
19. Have you targeted top team goals?
20. How are team members rewarded and recognized for the team's success?
21. What celebrations (formal or informal) can you point to, that proves the team feels appreciated?

7 Commitments of strong team relationships:

1. Unconditional acceptance
 - a. Accept people as they are, without having to change them.
 - b. Focus on team members as people
 - don't reject people who are different
 - accept people
 - value the differences among individuals
2. Time
 - Have team retreats that focus on information, motivation, and experiential learning.
3. Honest Communication

Communication that is useful, use it to improve one of three things:

 - performance
 - relationships (who is doing what to help)
 - outlook (attitude and perspectives)

Communication that is emotionally honest.

Communication that is sensitivity (diplomacy).
4. Effort
 - a. 2 Questions to ask if one member complains about other members.
 1. What have you done to address the problem?
 2. What did that person do when you tried that?
 - b. Team member's spotlight
 1. Acknowledge simply as being a team member.
5. Mutual growth
 - Devote time to team learning
6. Conflict resolution
 - Deal with it quickly

The 3 types of conflicts are:

 1. Annoying
 2. Note worthily - work thru
 3. Debilitating - very important to solve
7. Forgiveness
 - Forget the mistakes people make.

Vision

- The ideal view of the Future. What the future team and organization will look like.

Four steps to for a good vision:

1. The vision must be desirable for all involved.
2. The vision must be realistic.
3. The vision must give point and reason to daily efforts.
4. Management must live the vision

Mission- vs- Vision

- Vision - Where are we going?
- Mission - Why are we going there? (purpose)
- Values - How will we get there? (code of conduct)
- Goals - Are we getting closer to our vision-mile markers, progress.
- Expectations - What is my responsibility in helping in getting what is expected.

Techniques for Vision Development

1. Time Projection:
 - What the team will look like in the future.
 - What are the benefits and perquisite (perks) .
 - What the future will look like if you are successful.
2. What do you want others to say about you?
3. Pick a silent mentor team
 - Learn from failure and success.
4. Write a fantasy article about your team
 - Take a photo from a magazine and write an article about the team around it.
5. Encourage team members to develop their personal visions.

Practical Vision Questions:

1. *Does the team know what the vision is?*
2. *Were you involved in creating the vision?*
3. *Do you want to do business in this environment?*
4. *Does the Vision help in day to day decision making?*

Team Success

Achieving the Vision

The 5 types of goals

1. Improvement Goals
 - doing better (fail less)
 - exceed current levels of performance
 - reduce cost
2. Fixed Target Goals
 - These goals should be known to all.
 - meet numbers
 - exceed numbers
 - far exceed numbers
3. Continuing Challenge Goals
 - This goal can be achieved but is very difficult to sustain.
 - sustain drive

4. Moving Target Goals

This goal is aimed for but never reached.

- Idealistic
- keeps the fire in the belly
- legendary customer service
- fastens possible response time

5. Higher Purpose Goals

This goal is bigger than the team or the team member

- preserve environment
- ethical business

Team building Activities:

Why Games?

- organizational priorities
- encourage interaction
- strips away pretension

Human Knot Game

-Circle

-Join hands with other people not standing next to you.

-Untie without letting your hands go.

1. Max of 12 people
2. Group forms a circle
3. Each member joins hands with two different group members, but not the person on the immediate right or left.
4. Hand grips can be changed but no dropping.
5. Variation -- Play the game BLINDFOLDED.

-Debriefing Question

- a. *Did someone take charge or was there a team effort?*
- b. *When was feedback helpful?*
- c. *How does it feel to be dependent on other people?*
- d. *If you coached another team, what would tell them?*
- e. *Variation -- What problems with only verbal feedback to you encounter?*

Magic French Fries Game

For this game you will need boards about 6 to 24 inches long

-stay on the boards

-anyone falls off- start over

-you must cross about two volleyball courts

-Variation -- The french fries sink, have a team member remove the sinking fries.

-Debriefing Question

- a. *How did it feel when someone fell in?*
- b. *How did you feel when resources were removed?*
- c. *How did you accomplish objectives with limited resources.*
- d. *How do you know when there are too few resources?*
- e. *What should you do when there are too few resources?*
- f. *How did it feel to be responsible for the cut-back on resources?*

Thrival Tactics

1. Expect members to have difficulties, problems and challenges.
 - anticipate problems
 - ask "What if" questions
2. Expect team member to handle the difficulties.
 - Train team members to:
 - a. Solve problems
 - b. Spot opportunities
 - c. Resolve conflicts
 - d. Communicate
3. Admit you have difficulties but don't dwell on them.
 - focus on what needs to be done
4. Practice shared sacrifice and shared reward.
5. Beware of non-team agendas
 - maintain leading thru turbulence approached
 - deal with non-team agenda
 - focus team attention on team agenda
6. Watch out for situational team slayers
 - inability to deal with change
 - prejudices against differences
 - pendulum effect: golden mean or middle
(You don't want overdependent or independent, you want interdependent.)
 - tradition serves as a foundation not an anchor
 - unrealistic expectations
 - they have a need to control people instead of controlling results
 - unwillingness to fail
 - certainty of the future - blinded by things to come

When nothing else works, buck conventional wisdom.

10 Questions to Improve Employee Involvement

1. What made you mad today?
2. What took too long?
3. What was the cause of any complaints?
4. What was misunderstood?
5. What cost too much?
6. What was wasted?
7. What was too complicated?
8. What was just plain silly?
9. What job took too many people?
10. What job involved too many actions?

Making teamwork work - Give the team work!