

WORKING AS A TEAM



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Introductory Activity: PEOPLE BINGO

GAME OVERVIEW:

The following activity offers participants multiple opportunities to interact with other individuals they don't know well. This activity provides an initial opportunity to network and share information. It helps to create norms around tapping the resources of others. You have the opportunity to build relationships and learn from others who have information and ideas to share.

PEOPLE BINGO can be used when cross-functional teams are being formed or any other occasion where representatives from different departments within an organization meet.

Using a special Bingo Card, participants fill in answers to imaginative and thought-provoking questions about humor, laughter, and play, and then go around the room sharing their insights with other members of the group.



Goal: To learn more about each other by sharing interesting thoughts and experiences.

Suggested Time: 10 - 15 minutes, depending upon the size of the group

Materials Needed: One **PEOPLE BINGO CARD** for each person.

DIRECTIONS

1. Take a few minutes to fill out as many boxes on your Bingo Card as you want to. Write on the back of the card if you need more room.
2. When you have completed at least 5 boxes, find one other person and share one of your answers with that person.
3. After you have shared your answer with this other person, have him/her initial that particular box on your **Bingo Card**.
4. You may sign your own box whenever you complete one of the 4 activities in the grey boxes.
5. Repeat the process with different people. Until you've shared all of your answers. One person may only sign one box.
6. Whenever you have five squares in any direction (including the free space in the middle) signed by different people, yell out "OGNIB!" (BINGO spelled backwards) as loudly as you can.
7. Remember, the way to "win" this game of Bingo is to have lots of fun meeting and learning stuff about other people in the group.

VARIATIONS:

- Have participants share their answers in small groups of 5 - 6 people as a way to get to know each other better.
- Have small groups of 5-6 people fill out the Bingo Card together, with each person answering two or three questions. Then have each group find another small group, exchange answers, and perform the activities with each other.

DISCUSSION:

In your table groups, discuss the answers to the following questions based on what you learned during the activity.

1. How might this exercise be useful to do with your team?

2. What other ways can you use the People Bingo idea?

Please be ready to discuss your group's answers with the larger group.

INTRODUCTION AND REVIEW OF TEAM

OBJECTIVES:

At the conclusion of this session, participants will be able to:

- Review Team
- Discuss the Importance of Trust
- Explore Team Collaboration
- Participate Fully in All Activities
- Have FUN
- Create a Personal and Team Action Plan for the future



REVIEW OF "TEAM": STAGES OF TEAM DEVELOPMENT

- Each team will receive a stack of 24 cards. Exactly 6 cards contain statements referring to each of the four stages.
 - Below are brief descriptions of each of the four stages: *forming*, *storming*, *norming*, and *performing*.
 - Your team has 15 minutes to sort the cards into 4 piles corresponding to the stages.
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- **Forming:** Transition stage characterized by movement from individual to team member status. This is a period of confusion, testing behavior, and dependence on a team leader for direction.
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- **Storming:** Conflict stage, characterized by infighting, defensiveness, and competition. Team members respond emotionally to and resist task demands.
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- **Norming:** Cohesion stage, characterized by an acceptance of team norms and roles. Team members work to achieve harmony.
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- **Performing:** Work stage, characterized by maximum work accomplishment, high-level problem solving and decision making, as well as personal insight and constructive self-change.

TEAM EFFECTIVENESS MODEL: Forming, Storming, Norming, Performing...Then What?

Teams do not develop as neatly and sequentially as these stages imply. Teams can cycle from one stage to another relatively easily or get stuck in one stage. Some people may have the unpleasant experience of being on a team that disbanded because the team never progressed past the Storming stage. Teams can continuously improve their functioning by focusing on five core areas: Mission/Goals, Roles, Procedures, Relationships, and Leadership.

CORE OF EFFECTIVE TEAM FUNCTIONING

- **Mission Statement/Goals:** What the team aspires to achieve
- **Roles:** The part each team member plays in achieving team goals
- **Procedures:** The methods that help the team conduct its work together
- **Relationships:** How the team members "get along" with each other
- **Leadership:** How the leader supports the team in achieving results

It is the team and the leader's responsibility to bring the team back to the goals and the mission of the team, reinforce and model behaviors that support team purpose, and to clarify and provide coaching and direction to this end.

Clear Procedures For	Clear Roles & Responsibilities	Positive Relationships	Strong Leadership	CLEAR
Solving Problems Making Decisions Communicating Managing Conflict Completing Tasks Planning Meetings Managing Change Evaluating Performance	Organization structure Job description Accountabilities Competencies Resources Tools & Equipment Qualifications	Mutual Respect Trust Support Inclusion Value Diversity Listening Feedback Okay with disagreement	Personal Credibility Strategic focus Clear Expectations Clear Communication Engagement Involvement Develop People & Team All members Responsible All members Accountable Manage Change Recognition	Mission Purpose Values Goals

TRUST: The Team Safety Net

WHAT DOES TRUST MEAN TO YOU?

Trust is one of those words that means different things to different people and even different things to the same person at different times and in different situations.

- Share with the group which quote you chose and why.
- Note commonalities
- How does your group define trust?



QUOTES

- "The glue that holds all relationships together -- including the relationship between the leader and the led is trust, and trust is based on integrity." --**Brian Tracy**
- "Better to trust the man who is frequently in error than the one who is never in doubt." --**Eric Sevareid**
- "For it is mutual trust, even more than mutual interest that holds human associations together. - **H. L. Mencken**
- "Trust, but verify." --**Ronald Reagan**
- " Self-trust is the first secret of success." --**Ralph Waldo Emerson**
- "As soon as you trust yourself, you will know how to live." --**Johann Wolfgang von Goethe**
- "We need people in our lives with whom we can be as open as possible. To have real conversation with people may seem like such a simple, obvious suggestion, but it involves courage and risk." --**Thomas Moore**

TRUST LEVEL POSITIVELY CORROLATES TO:

Job performance	Organizational citizenship behavior
Turnover intentions	Job satisfaction
Organizational commitment	Commitment to decisions

CONTRACTUAL TRUST: A mutual understanding that people in a relationship or on a team will do what they say they will do.¹

PROFESSIONAL TRUST

- Team members report confident expectations about each other's behavior and intentions
- Team members extend trust when others offer basic support.
- Team members value and show appreciation or everyone's contributions to the team's effectiveness.
- Team members talk as openly with one another about work-related failures, weaknesses, and fears as about competencies, strengths, and achievements.

ASPECTS OF PROFESSIONAL TRUST	CREDIBILITY	SUPPORT	CONSISTENCY
Definition:	competence, integrity believability, capability	respect, civility, interest, self-disclosure, intimacy	reliability,, dependability, accountability, character
Demonstrate	Share information openly and broadly	Recognize and appreciate each other	Follow through on promises and commitments
Build	Stay accessible and visible to each other	Exhibit sincere personal concern for each other's Well-being	Preserve working agreements
Show	Engage hard questions; answer them where possible	Maintain civil discourse and courteous interactions	Seek and offer feedback
	Offer objective, candid insights about the organization and/or the team.		

HOW DO YOU BUILD TRUST? ONE BRICK AT A TIME BRICK BY BRICK

¹ Source: Adapted from Reina & Reina. *Trust and Betrayal in the Workplace*.

WHAT CAN TEAM MEMBERS DO?

Think of team building as something you do every single day.

Do you immediately picture your group off at a resort playing games or hanging from ropes when you think of team building? Traditionally, many organizations approached team building this way. Then, they wondered why that wonderful sense of teamwork, experienced at the retreat or seminar, failed to impact long-term beliefs and actions back at work. Retreats, planning sessions, seminars and team building activities have to be part of a larger teamwork effort.



- **Model strong team leadership behaviors.** Demonstrate by your words and actions the behaviors that you would like to see in your team.
- **Work with other team members to solve real work issues and to improve real work processes.** Provide training in systematic methods so the team expends its energy on the project, not on figuring out how to work together as a team to approach it.
- **Attend team meetings to review projects and progress and to coordinate shared work processes.** If team members are not getting along, examine the work processes they mutually own. The problem is not usually the personalities of the team members. It's the fact that the team members often haven't agreed on how they will deliver a product or a service or the steps required to get something done.
- **Build fun and shared occasions into team meetings.** Find activities that all members can enjoy together. Hold potluck lunches; take the team to a sporting event. Sponsor dinners at a local restaurant. Go hiking or to an amusement park. Hold a monthly company meeting. Sponsor sports teams and encourage cheering team fans.
- **Celebrate team successes publicly.** Everyone can get the same t-shirt or hat. Put team member names in a drawing for company merchandise and gift certificates. You are limited in teamwork only by your imagination.

TWENTY-ONE TIPS FOR GROWING TRUST WITHIN A TEAM²

Team Leaders

1. Trust first - To get trust, give trust and act trustworthy
2. Set a tone for interaction and collaboration
3. Identify clear, consistent purpose and performance goals
4. Expect and allow emotional release, find (or provide) safe space to vent
5. Establish strong business ethics

As A Team

6. Communicate openly, freely, and honestly
7. Listen carefully and seek fairness
8. Develop comfort with discussing mistakes, concerns, and limitations
9. Respect each other's opinions
10. Learn about each other's perspectives
11. Decide how the team will decide
12. Create social time for the team
13. Empower team members to take risks and to act

As An Individual Team Member

14. Interact with the team consistently and predictably
15. Take responsibility for team action
16. Give credit to team members
17. Make yourself available, accessible, and responsive
18. Show awareness, sensitivity, and support for the needs of other team members
19. Maintain confidences
20. Watch your language
21. Visible do what you say you'll do



² Source: Adapted from K. and M. Fisher, *The Distance Manager* and Robins and Finley, *The New Why Teams Don't Work*

COLLABORATION

WHAT IS COLLABORATION?

Dictionary.com Unabridged Cite Thy Source defines collaboration as follows:

1. to work, one with another, cooperate, as on a literary work: *They collaborated on a novel.*
2. To cooperate, usually willingly, with an enemy nation, esp. with an enemy occupying one's country: *He collaborated with the Nazis during World War II*

Wikipedia defines collaboration this way:

"Collaboration is a recursive process where two or more people or organizations work together toward an intersection of common goals...by sharing knowledge, learning and building consensus."

COLLABORATION IS NOT:

- Inviting a bunch of different people to a meeting at the beginning of a project!
- Working separately on the same project.

CHARACTERISTICS OF HIGHLY COLLABORATIVE TEAMS

- Group of peers
- Owns and controls the core of the work
- Chooses and manages work as a whole team
- Responsible for problem-solving
- Committed to continuous improvement
- Prepared to deal with complexity



WHEN TO COLLABORATE

1. At the beginning of a project
2. Not just at the beginning
3. When you're stuck (trouble shooting/problem solving) to narrow focus
4. When you're looking for inspiration—broad focus
5. Regularly!

WHY COLLABORATE?

- Increased creativity
- Improved team morale—gives people an opportunity to clarify their views
- Enhanced communication
- Cross disciplinary skills
- Cross disciplinary insight
- Develops team and organizational cohesion
- More heads/eyes/perspectives
- Team member buy in
- FUN!

WHO TO COLLABORATE WITH?

- Turn 'stakeholders' or 'customers' into collaborative partners
- Build collaboration into your project methodology - collaborate regularly with your project team
- Collaborate with your peers (people who do the same thing as you do)
- Invite other expert perspectives
- Consider wildcard collaborators from outside your field, think tangentially. What other kind of person might have a useful perspective?

DOES "FUN" MATTER?³

FIFTY EXCUSES FOR A CLOSED MIND⁴

1. We tried that before.
2. Our place is different.
3. It costs too much.
4. That's beyond our responsibility.
5. We're all too busy to do that.
6. That's not my job.
7. It's too radical a change.
8. We don't have the equipment.
9. We don't have the right personnel.
10. That will obsolete our equipment.
11. Our organization is too small.
12. Not practical for busy people.
13. The employees will never buy it.
14. We've never done it before.
15. Can't teach an old dog new tricks.
16. Run up our overhead.
17. We don't have the authority.
18. That's too "ivory tower."
19. We did all right without it.
20. That's what to expect from staff.
21. It's never been tried here before.
22. Let's form a committee.
23. Has anyone else tried it?
24. In your department yes, mine, no.
25. I don't see a connection
26. Let's get back to reality.
27. That's not our problem.
28. Why? It is still working today.
29. I don't like the idea.
30. You're all right, but.....
31. You're two years ahead.
32. We're not ready for that.
33. We don't have time.
34. Not enough help.
35. It isn't in the budget.
36. It's against company policy.
37. Good thought, but impractical.
38. Let's hold it in abeyance.
39. Let's give it more thought.
40. Put it in writing.
41. They'll laugh at us.
42. Not that again!
43. Where'd you dig that one up?
44. What you're really saying is...
45. It won't work.
46. Let's all sleep on it.
47. I know a fellow who tried it.
48. Too much trouble to change.
49. It's impossible.
50. We've always done it this way.



What happens when you laugh? From a scientific perspective, the action of laughter and play fires new neurological pathways in your brain and changes brain chemistry. High performing teams share the trait of fun, humor and a high energy level that does not let up - in turn, humor and play can be used to develop high performing teams. Innovation is increased when play and creativity are allowed to flourish.

According to a recent survey, when senior managers were asked to state the most important and valued traits in employees, they said creative problem-solving and new ideas. Creative thinking can help you launch major projects or untangle minor snafus. It provides fresh insight and new perspective on even the most routine elements of your job. Best of all, it enables you to view problem solving as a creative opportunity! Sound like magic? Creativity isn't some mystical force or extraordinary talent possessed by the lucky few. Creativity is an ability everyone has, to one degree or another and it is a skill you can develop more fully.

THERE IS GROWING EVIDENCE THAT TEAM MEMBERS WHO ARE IN A GOOD MOOD AT WORK...

- Organize data better
- Manage stress more effectively
- Are more creative and innovative
- Solve problems better
- Are more cooperative and helpful
- Have higher morale and self esteem
- Are better at decision making and negotiating



Remember The 10 C's

Communication instead of **Conflicts**
Clarifying instead of **Challenging**
Collaborating instead of **confronting**
Complimenting instead of **Criticizing**
Connecting instead of **Confusing**

³ Get more ideas from *The Fun Factor: Your Prescription for Stress Relief at Home and at Work* by Cheryl Nason.

⁴ Adapted from Nebraska's Guidance Digest

IDEAS TO TAKE BACK TO YOUR TEAM

WRITE YOUR OWN WORK SONG

It's fun and laughter producing! You can use the idea with large groups or with small groups. Simply tell them to write a song about what they do at work and use some familiar, easy tune. Ask the group to sing it to the rest of the group. You will be amazed at how well some groups do.

SWITCHING SEATS

People get in the habit of sitting in the same place in a meeting or at a table or in the Council Chambers. Simply switching seats does some very interesting things to your brain. Changing seats:

1. Forces you to change your view of the room and the people in it
2. Changes the position you occupy in the room
3. Changes how you interact with other people

Simply switching where you sit will challenge and rework old, established mental associations and add spark to your thought processes. By seeing the familiar from an unfamiliar perspective, you encourage your brain to make original connections, and this can often trigger ideas that would otherwise never have occurred to you.

In your next meeting, ask everyone to sit in a chair they don't normally occupy. You will inevitably get push back from the entire group. Why? No one likes change and we develop a mental lock about where we sit in a room. We think of the seat we normally occupy as "my seat!" Give them the reasons above to counteract the push back.

WHOLE BRAIN PROBLEM SOLVING

Have you ever struggled with a problem and suddenly the answer just "popped" into your head while you were doing something else like taking a shower or going for a run or waking up from sleep? This happens when the brain is released from left-brain control and you have turned the problem over to your right brain for insight. Daydream to let the right brain do its work!

FLIP CHART TEAM MEETING ACTIVITY

- During a team meeting or training session post a blank flipchart page for each person present with his/her name at the top of the page.
 - Ask each person attending over the time of the meeting (works particularly well for multi-day sessions) to write down one trait or quality they admire or appreciate about each person on the appropriate flipchart page.
 - Leave the flipchart pages posted during the meeting for everyone to read.
 - Leave time at the end of the meeting for each participant to take down their sheet and read the qualities to the rest of the group.
 - Don't let participants do the "Aw shucks" thing and begin to explain why they are NOT the positive things others have said. They may only read the qualities aloud and say, "Thank you." when they finish!
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TOP BANANNA AWARD

A supervisor wanted to immediately reward an employee for an excellent job. The supervisor rummaged around in his desk and came up with a banana—it was the only reward he could immediately lay his hands on! Thus the "Top Banana Award" was born. It turned into a little golden banana pin given for quality and excellence in job performance. Can you and your team think of a unique award?

VIRTUAL TEAMS

If you supervise a group who work in various locations and you have a hard time getting them together, then a weekly conference call may be an answer.

1. As part of the call, you might ask each person to be prepared to say one thing he or she likes or admires about each of the other people on the call.
2. Set up some ground rules for the acknowledgement process, like simply saying "Thanks," no explanation necessary!
3. Expect initial awkwardness about hearing praise from work colleagues after all what kind of things do we normally hear? Usually negative comments.
4. Did you know that research says adults have around 50,000 thoughts a day and approximately 38,000 of them are negative?
5. The end result of saying positive things to and about one another may bring the group closer together and they may function better as a team.

ACTION PLANNING-

The more immediately you use the strategies and actions learned in this course, the more effective you will be in your new role as supervisor. Your commitment to use the skills back on the job begins with a plan. But, do not overwhelm yourself by trying to focus on everything at once. Instead, begin your improvement plan with strategies you believe are priorities-strategies and actions that you consider most important and urgent.

A MODEL FOR TAKING ACTION

The following five-step model will help you take an orderly, methodical approach to situations requiring action on your part. Use some or all of the steps, as appropriate, for the circumstances at hand.

1. **ANALYZE the issue or situation.** Collect and consider all available facts. Do your best to understand what you're dealing with and what is needed on your part. Think before you act.
2. **CONSULT with others.** Collect input from your boss, other supervisors, other departments and your employees who will be affected by your actions.
3. **TAILOR a strategy.** As appropriate, develop a written plan with specific activities, timelines, roles and responsibilities, required resources and progress checkpoints.
4. Implement the plan. Initiate the action you've identified as the best and most appropriate path forward. Coordinate and oversee all activities to ensure you stay on schedule and within budget.
5. **OBSERVE what happens.** Closely monitor activities and outcomes. Request progress reports. Have periodic meetings to discuss activity status and evaluate progress.
6. **NAVIGATE** your way through necessary adjustments. Address obstacles and seize opportunities that surface. Make "midcourse corrections" that will help you reach your goal.

Setting Goals

1. Where are you going?
2. How will you get there?
3. Is it worthwhile for the organization and me?
4. Is it the right time?
5. Should *I be the one* to complete the task, project or assignment?
6. Current personal goal:
7. Current team goal:



SET S.M.A.R.T. GOALS

SMART goals are:

- ◆ Owned by those affected
- ◆ Specific and Measurable
- ◆ Action Oriented/Achievable/agreement
- ◆ Realistic, but Demanding
- ◆ Deadlines/Timeframe
- ◆ Written

- Specific -** Describe a concrete, specific action you want to take. Make sure the goal is something you want, not something someone else thinks you should do.
- Measurable** You will need to be able to tell when you have reached the goal, so ask yourself "How can I tell when I have completed this goal?"
- Action Oriented** Involve something you plan to do, rather than stop doing. Think in terms of the positive new behavior, not what you might be giving up.
- Realistic** Make sure the goals are consistent with your abilities to actually do them and make sure they are convenient for you.
- Time-Bound** The goal should include the time frame within which you think you can accomplish it. If you don't get it completed when you thought you would, that's a good time to reevaluate the goal to determine if it's still something you want to do.

PERSONAL/TEAM ACTION PLAN

Implementing the skills discussed today requires deliberate action on your part. This personal commitment page is the beginning.

The section from today's discussion that will help me most is:

COMMITMENT TO TEAMBUILDING

What do you see as your current strengths as a member or leader of a team?

a.

b.

c.

What are some action steps you would like to take for improvement?

a.

b.

c.

What will you do in order to help your team function more effectively (that is, what is your personal commitment to the team)?

a.

b.

c.

My support person for the month is:

Name:

Phone:

We will meet on the following date to discuss our progress:

Signature

Date



RESOURCES

Teams and The Workplace

1. *GETTING THINGS DONE: The Art of Stress-Free Productivity*
By David Allen
2. *GETTING THINGS DONE: A Radical New Approach To Managing Time and Achieving More At Work*
By Robert Black
3. *THE EMPOWERED MANAGER: Positive Political Skills At Work*
By Peter Block
4. *GET EVERYONE IN YOUR BOAT ROWING IN THE SAME DIRECTION: 50 Leadership principles to Follow So Others Will Follow You*
By Bob Boylan
5. *GETTING TO YES: Negotiating Agreement Without Giving In*
By Roger Fisher and William Ury Of The Harvard Negotiation Project
6. *STEPPING UP TO SUPERVISOR*
By Marion Haynes
7. *101 CREATIVE PROBLEM SOLVING TECHNIQUES: The Handbook of New Ideas For Business*
By James M. Higgins
8. *THE M-FACTOR: How The Millennial Generation Is Rocking The Workplace*
9. *WHEN GENERATIONS COLLIDE: Why They are. Why They Clash. How To Solve The Generational Puzzle At Work*
By Lynne Lancaster and David Stillman
10. *SMART WORK: The Syntax Guide For Mutual Understanding In The Workplace*
By Lisa J. Marshall and Luck Freedman
11. *PLEASE DON'T JUST DO WHAT I TELL YOU! Do What Needs To Be Done*
12. *1001 WAYS TO ENERGIZE EMPLOYEES*
13. *THE 1001 REWARDS & RECOGNITION FIELD BOOK*
By Bob Nelson
14. *THE WISDOM OF BEES: What The Hive Can Teach Business About Leadership, Efficiency, and Growth*
By Michael O'Malley
15. *TRUE LEADERS*
By Bette Price and George Ritcheske
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