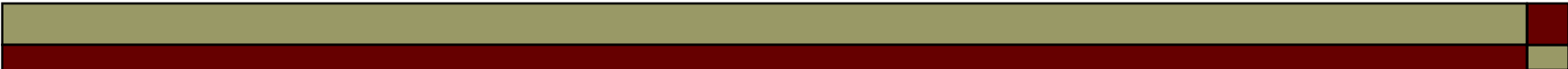


TEAMBUILDING

Definition of a Team:

An energetic group of people who are committed to achieving common objectives, who work well together and enjoy doing so, and who produce high-quality results.

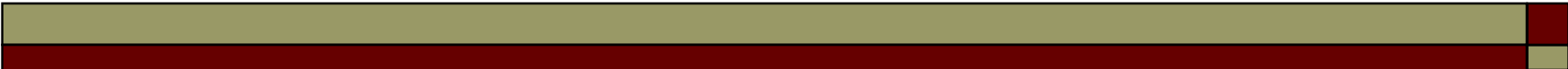


Team Attributes

- ❑ Aligned on purpose
- ❑ Shared Responsibility
- ❑ High Communication
- ❑ Conflict Resolution
- ❑ Creative Talents
- ❑ Participative Leadership
- ❑ High Moral and Team Spirit

RESULTS/RELATIONSHIPS/PROCESS
TASK/GROUP MAINTENANCE
WHAT BUILDS/WHAT BLOCKS TEAM?

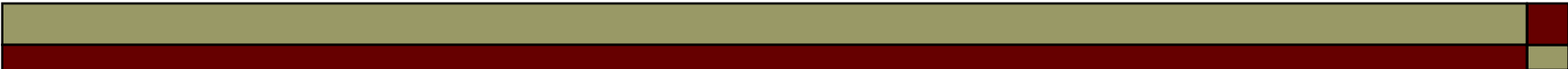
- ❑ TASK CENTERED BEHAVIORS
- ❑ PEOPLE/RELATIONSHIP CENTERED BEHAVIORS
- ❑ PROCESS CENTERED BEHAVIORS
- ❑ SELF CENTERED BEHAVIORS



Team Behavior: Self Assessment

Task-centered Behaviors

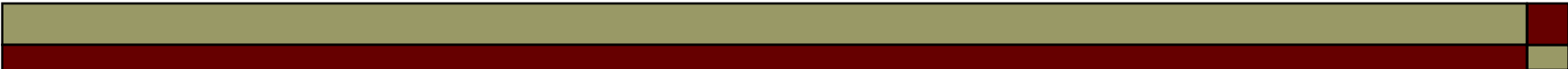
- ☐ Getting things started
- ☐ Sharing Information
- ☐ Summarizing/paraphrasing
- ☐ Clarifying issues
- ☐ Checking Consensus
- ☐ Giving Feedback
- ☐ Generating options
- ☐ Keeping to the Task
- ☐ Requesting Facts



Team Behavior Assessment (cont)

People-centered Behaviors

- ☐ Encouraging Others
- ☐ Trying to Resolve Conflicts
- ☐ Getting others involved
- ☐ Listening actively
- ☐ Identifying barriers/blocks
- ☐ Using humor effectively
- ☐ Stroking
- ☐ Modeling appropriate behavior
- ☐ Promoting Compromise
- ☐ Collaboration
- ☐ Keeping Communication open

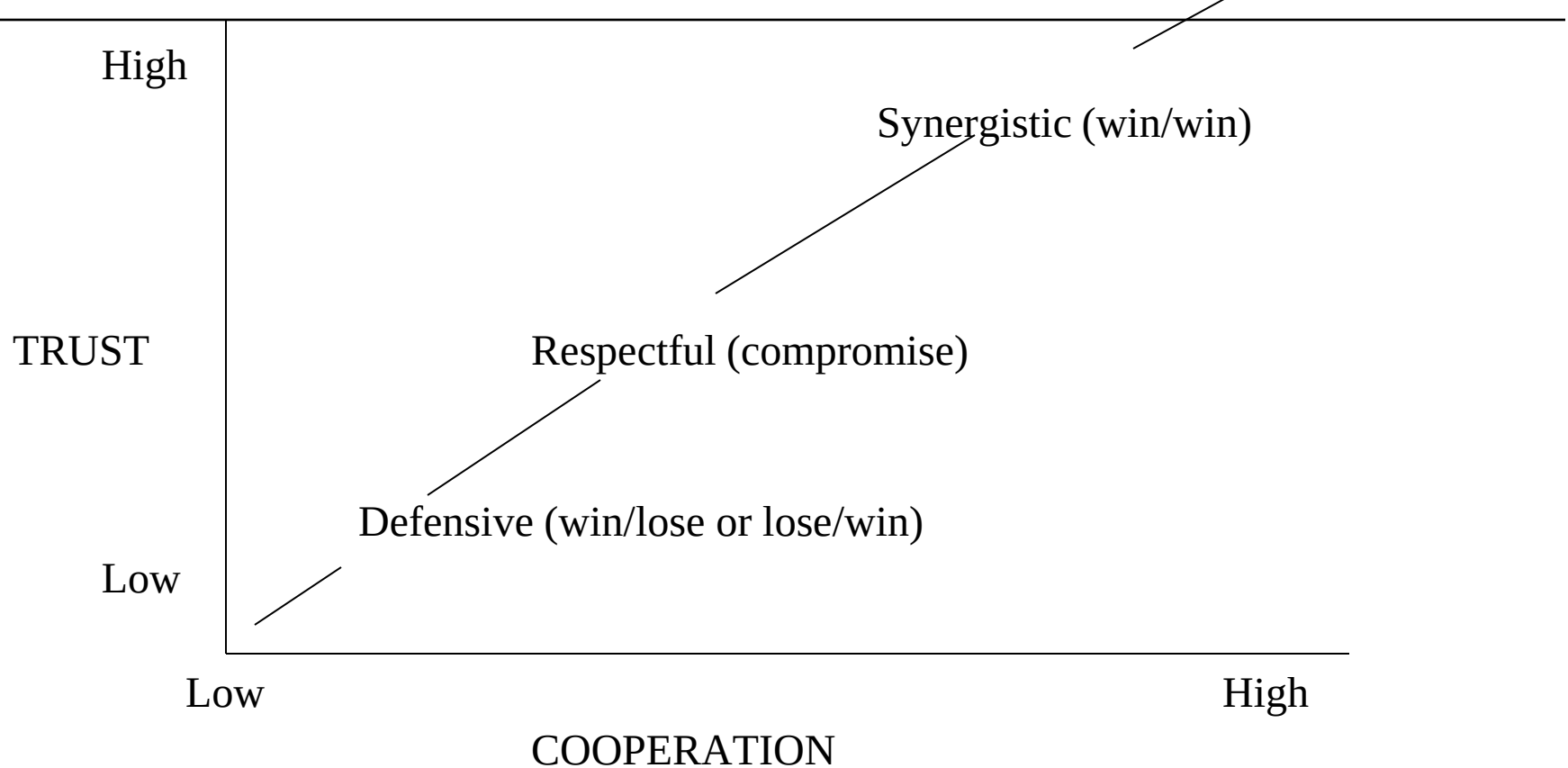


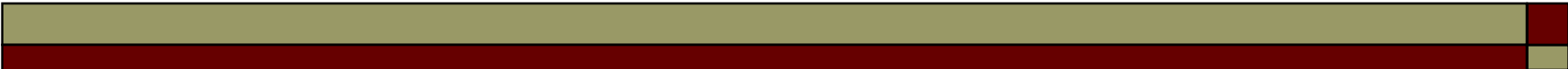
Team Behavior Assessment: (cont)

Self-centered Behaviors

- ☐ Pushing personal concerns
- ☐ Interrupting others
- ☐ Being Aggressive
- ☐ Nit-picking
- ☐ Putting others down
- ☐ Fooling around inappropriately
- ☐ Dominating
- ☐ Not Listening
- ☐ Shunning Responsibility
- ☐ Withdrawing

Levels of Communication





AEIOU CHART

A stands for ATTACK behaviors
(Threatening, criticizing, or challenging).

E stands for evade

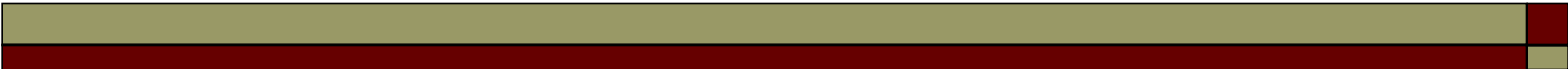
A and E behaviors take people further away from resolving a conflict and often help to escalate it.

I stands for inform
(present feelings, reasons, positions)

O stands for OPEN
(asking questions relating to needs, active listening and summarizing, being nonjudgmental).

U stands for UNITE (establishing common ground, building rapport, proposing solutions).

I-O-U Behaviors bring people closer to reaching an agreement.



PRESSURE INCREASE/DECREASE

IGNORE

DISCOUNT

INTERRUPT

YELL

BLAME

MINIMIZE

TRIVIALIZE

CHANGE SUBJECT

“I TOLD YOU SO”

LISTEN

EMPATHIZE

VALIDATE

CLARIFY

SUMMARIZE

RESTATE

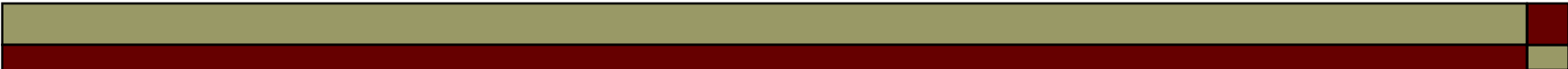
PARAPHRASING

BEING ATTENTIVE

SHOWING PATIENCE

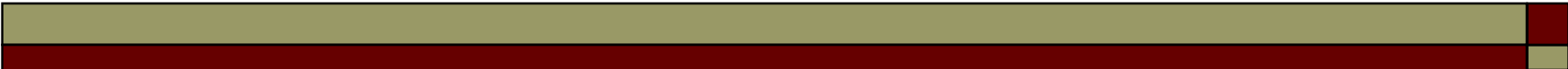
STAYING FOCUSED

REMAINING NEUTRAL



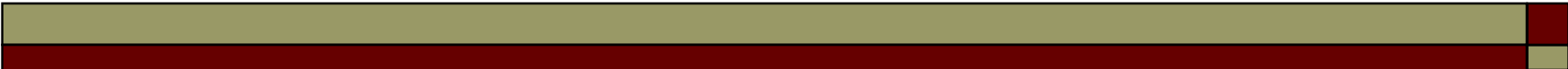
COMMUNICATION STRATEGIES

- ❑ Accept opposing views (agree to disagree)
- ❑ Communicate clearly (be explicit-do not assume)
- ❑ Listen Completely and actively
- ❑ Criticize Ideas, not people
- ❑ Accept criticism, use it constructively (extra effort to solicit ideas)
- ❑ Share your ideas and opinions
- ❑ Invite everyone to participate
- ❑ Stay on the subject
- ❑ Thank people
- ❑ Leave disagreements in (or out of) the room.



Communication Worksheet (Barriers)

1. Sender has poor knowledge of subject
2. Sender does not believe in message
3. Receiver has poor knowledge of subject
4. Receiver is not interested in subject
5. Sender or receiver is temporarily preoccupied
6. Unintentional failure of people to say what they mean
7. Sender and receiver has very different vocabularies
8. Cultural differences between communicators
9. Professional differences between communicators
10. Communicators have different assumptions
11. Status differences (as leader-members) between communicators
12. One of the communicators has negative or hostile reactions to the other
13. One of the communicators tend to be a 'yes man' to the other

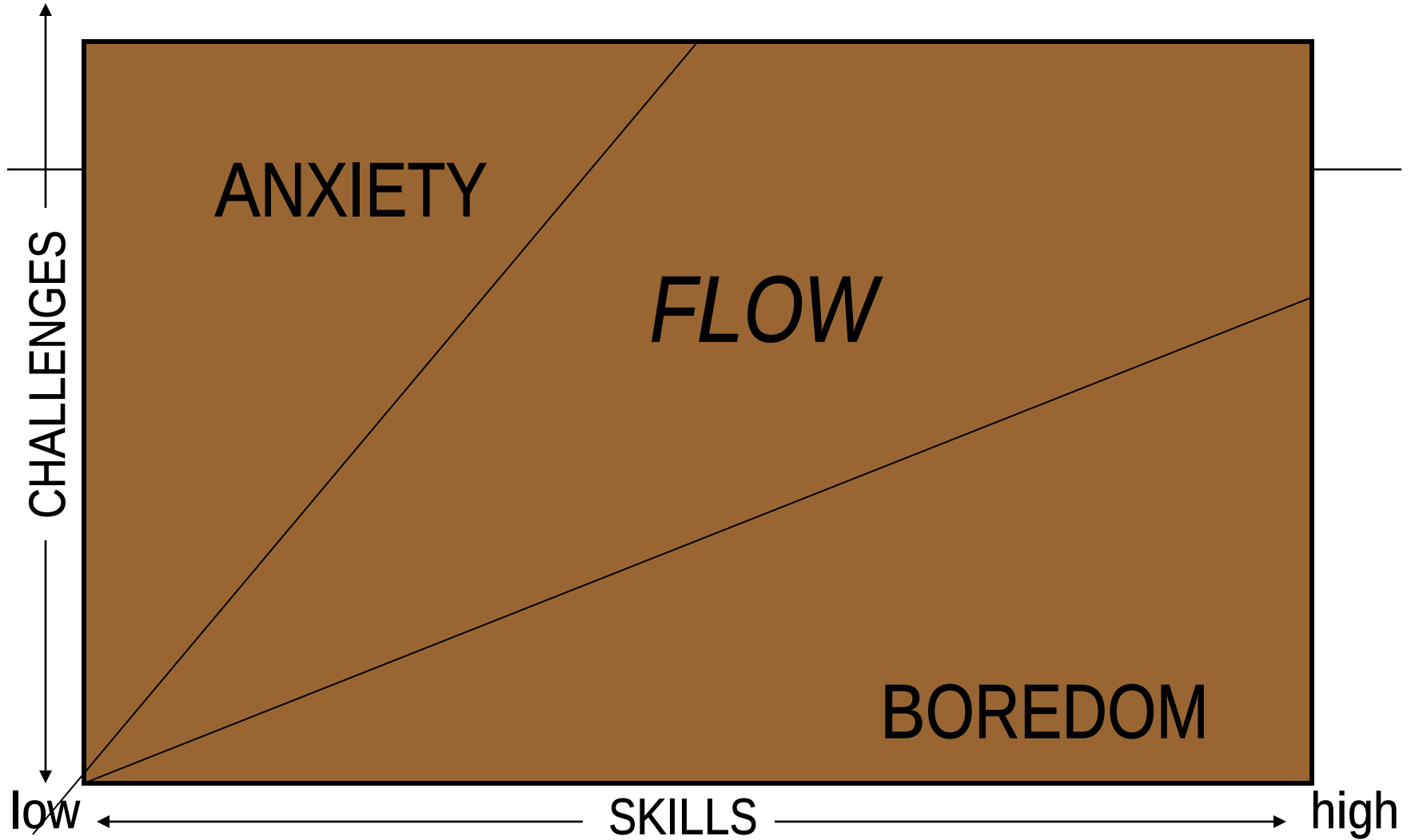


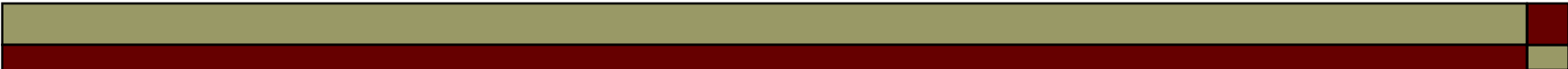
Communication Worksheet (cont)

14. One or both parties is unintentionally miscommunicating
15. Outside interference or distractions
16. Pressure of time
17. Inadequacy of words to express difficult concepts, relationships or situations
18. Same words have different meanings
19. Inadequate feedback systems
20. Difference in age between persons
21. Sender assumes receiver knows what he/she wants/needs
22. Sender or receiver has bad attitude in general
23. Experience differences between communicators
24. Sender and/or receiver do not allow sufficient time to communicate
25. Sender does not choose appropriate setting to communicating

What Else Helps

- ❑ EMPATHY
- ❑ PROFESSIONAL DETACHMENT (no power struggles)
- ❑ ASSERTIVENESS
 - I feel...when you...because...and I want/need
- ❑ DON'T ATTACK OR EVADE
- ❑ DO
 - ❑ INFORM
 - ❑ OPEN
 - ❑ UNITE
- ❑ ACTIVE LISTENING (feedback and check in loops)
- ❑ OPEN WITH A POSITIVE, THEN CORRECT
- ❑ HONEST PRAISE (yes and vs. yes but)
- ❑ LIMITED CHOICE LANGUAGE (A or B? what do you want to do?)
- ❑ PARENTS AND OTHER PRIMARY CARE GIVERS (what's important)

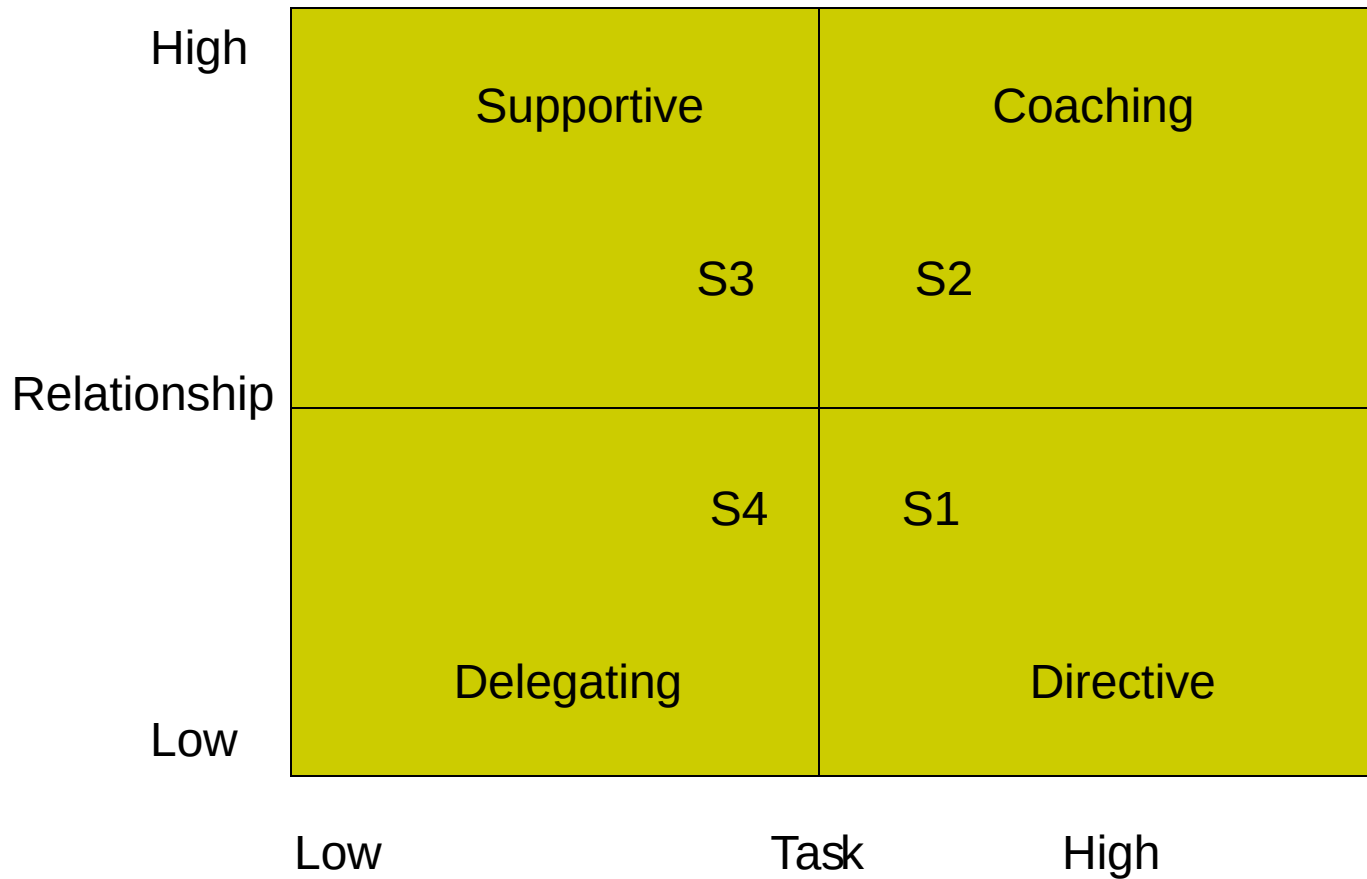


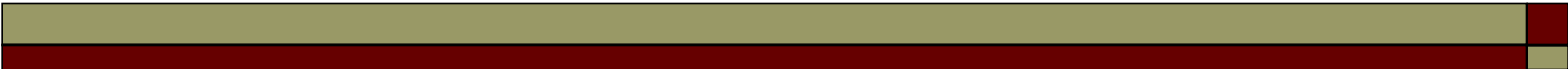


Stages of Group Development

- FORMING
 - Getting to know each other
- STORMING
 - Conflict
- NORMING
 - New Expectations
- PERFORMING
 - Falling into stride
- ADJOURNING
 - Celebration

SITUATIONAL LEADERSHIP





THE 11 COMMANDMENTS FOR BUILDING A STRONG TEAM

- ❑ Establish a team vision
- ❑ Build trust with others
- ❑ Believe in your own self worth
- ❑ Practice common leadership skills
- ❑ Help each other be right rather than wrong
- ❑ Help each other win – take pride in each other's accomplishments
- ❑ Speak positively about each other and about your organization at every opportunity
- ❑ Do everything with enthusiasm – it is contagious
- ❑ Believe in what you are doing – never give up
- ❑ Whatever you want – give it away
- ❑ Have fun – communicate that fun to others

Ezra Holland, MS
Ezra Holland Consulting, LLC

Speaking, Training, Consulting and Coaching
415.948.7725 – www.ezraholland.com - ezra@ezraholland.com

AN INVESTMENT IN YOUR PEOPLE AND PROGRAMS IS THE BEST
INVESTMENT YOU CAN MAKE

The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy.

-Martin Luther King, Jr.

BIBLIOGRAPHY AND RESOURCES FOR LEADERSHIP, TRAINING AND SUPERVISION

Books:

Good Business: Leadership, Flow, and the Making of Meaning – Mihaly Csikszentmihalyi

Let My People Go Surfing, The Education of a Reluctant Businessman – Yvon Chounard

Good To Great – Jim Collins

Built to Last – Jim Collins

How the Mighty Fall: And Why Some Companies Never Give In – Jim Collins

Execution: The discipline of Getting Things Done – Larry Bossidy and Ram Charan

Groundswell: Winning in A World Transformed by Social Technologies – Charlene Li and Josh Bernoff

Enterprise 2.0: New Collaborative Tools for Your Organization's Toughest Challenges – Andrew McAfee

The One Minute Manager: The Worlds Most Popular Management Method – Ken Blanchard and Spencer Johnson

Helping People Win at Work: "Don't Mark My Paper, Help Me Get An A" – Ken Blanchard and Garry Ridge

Fish Tales: Bite-sized stories. Unlimited Possibilities by Stephen C. Lundin, PhD, John Christensen and Harry Paul.

The 360 Leaders: John Maxwell

Endurance: Shackleton's Incredible Voyage: By Alfred Lansing

Web Articles:

On Communication

<http://www.profitbuilders.com/KeithRosen-Skillstobecomingthemosteffectivelistener-20.html>

by Keith Rosen www.profitbuilders.com

http://www.helpguide.org/mental/eq6_nonverbal_communication.htm

www.helpguide.org

On Effective Teams

<http://www.learningcenter.net/library/>

www.thelearningcenter.net

<http://www.theconsultingteam.com/Articles/embracediversitytobuildeffectiveteams.htm>

By Dr. Marilyn Manning, The Consulting Team

Websites:

www.ezraholland.com

www.kenblanchard.com

www.johnmaxwell.com

www.goodcommunicationsskills.net

www.directionservice.org

www.managementhelp.org

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

-John Quincy Adams

6th President of the United States