

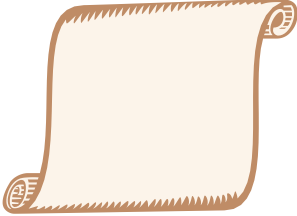
Developed by:  
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## Program Objectives

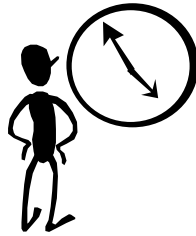


- Identify key ingredients for team success
- Understand the role of collaboration as a tool to create team effectiveness
- Assess your team to key indicators and develop an action plan
- Create a positive environment conducive to achieving stated goals and objectives
- Have fun!

## Ground Rules for Success



- Be open to new ideas 
- Challenge your thinking process
- Learn from each other
- Watch electronic distractions
- Be on time from breaks

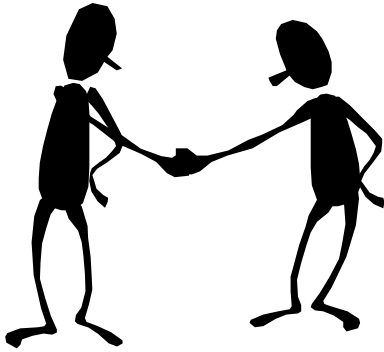


- Ask questions and engage in the learning at 100%
- Other?

## Participant Introductions

✓ **Your Name:** \_\_\_\_\_

✓ **Your Company/Organization:**



✓ **An accomplishment I am proud of from a team I am a member of or one that I lead**

✓ **What I Find Most Challenging About Working With Teams and Trying to Achieve Consensus**


## A LOOK AT THE COURSE ASSUMPTIONS



The course is based on the following principles:

- ◆ People working together in teams are the key to successful organizations
- ◆ People are creative and can be better utilized in organizations
- ◆ Team meetings can be greatly improved by the mindset of the leader who values people and who wants to maximize their creativity and contributions
- ◆ Meetings are an opportunity to create collaborative environments that bring out the best in people
- ◆ Effective team processes produce results
- ◆ Shared ownership of decisions is the key to successful implementation through consensus decisions built on a series of positive agreements
- ◆ Team success is a team responsibility and should be viewed as a team-managed goal in which everyone participates fully

## TEAM EXERCISE – INSTRUCTIONS

- **Build the Tallest *Freestanding* Structure:** The winning team is the one that has the tallest structure measured from the tabletop surface to the top of the marshmallow. That means the structure cannot be suspended from a higher structure, like a chair, ceiling or chandelier.
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- **The *Entire* Marshmallow Must be on Top:** The entire marshmallow needs to be on the top of the structure. Cutting or eating part of the marshmallow disqualifies the team.
  - **Use as Much or as Little of the Supplies Provided in the Kit:** Included in each kit is the following (The team cannot use the paper bag as part of their structure, nor use anything else other than what is in the kit.):
    - 20 sticks of spaghetti
    - One yard of masking tape
    - One yard of string
    - One Marshmallow
  - **Break up the Spaghetti, String or Tape:** Teams are free to break the spaghetti, cut up the tape and string to create new structures.
  - **The Challenge Lasts 18 minutes:** Teams cannot hold on to the structure when the time runs out. Those touching or supporting the structure at the end of the exercise will be disqualified.
  - **Please follow the Rules**



## The Five Dysfunctions of a Team

1. **Absence of Trust** -- stemming from their unwillingness to be vulnerable within the group. Members of great teams trust one another on a fundamental level. They get to a point where they can be completely open with each other.
2. **Fear of Conflict** -- resulting in veiled discussions and guarded comments. Teams that trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to the organization's success. They do not hesitate to disagree with, challenge and question each other using positive conflict processes – the goal is to find the best answers, discover the truth and make great decisions.
3. **Lack of Commitment** -- symptomatic of feigned agreement between meetings. Great teams that engaged in positive conflict are able to achieve genuine buy-in around important issues, even when various members of the team initially disagree. They ensure that all opinions and ideas are put on the table and considered, giving confidence to team members that no stone has been left unturned.
4. **Avoidance of Accountability** -- evidenced by the lack of plan or following up on the actions and behaviors of their peers. Teams that commit to decisions and standards of performance do not hesitate to hold one another accountable for adhering to those decisions and standards. What's more, they don't rely on the team leader as the primary source of accountability – they go directly to their peers.
5. **Inattention to Results/Goals** -- when team members put individual needs (such as ego, career development or recognition) or even the needs of their division above the collective goals of the team. If all other items are in place, it is likely that team members will put their individual needs and agendas aside, and focus almost exclusively on what is best for the team and the organization. Ego-status is put aside in favor of team success.

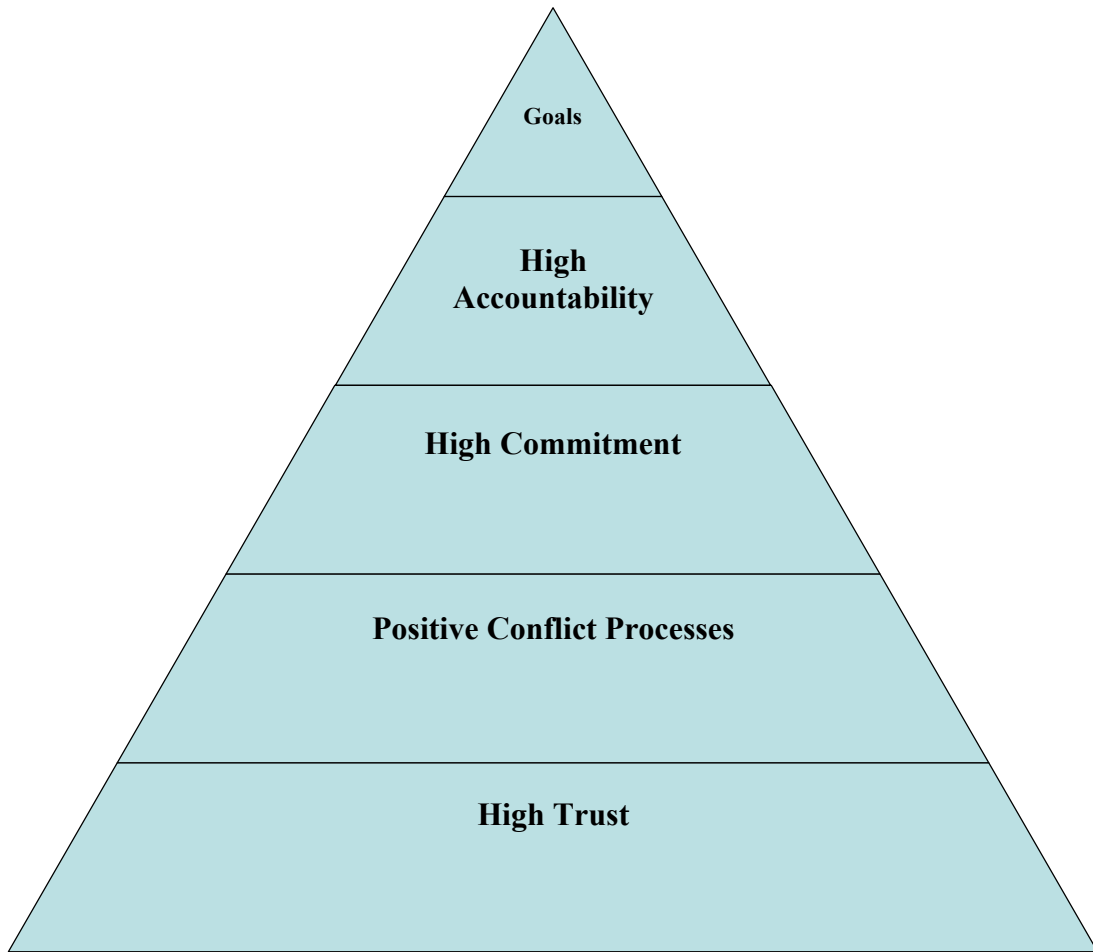
“And so, like a chain with just one link broken, teamwork deteriorates if even a single dysfunction is allowed to flourish...Imagine how members of truly cohesive teams behave:

- 1) They trust one another.
- 2) They engage in unfiltered conflict around ideas.
- 3) They commit to decisions and plans of action.
- 4) They hold one another accountable for delivering against those plans.
- 5) They focus on the achievement of collective results.”

Lencioni, Patrick, *The Five Dysfunctions of a Team*, Jossey-Bass/Wiley, 2002, ISBN 0-7879-6075-6



**From Patrick Lencioni, The 5 Dysfunctions of a Team**



**ASSESSMENT RATING SCALE**

**1 – Never      2 – Rarely      3 – Sometimes      4 – Usually      5 – Always**

**TEAM ASSESSMENT (From 5 Dysfunctions of a Team)**

**Building Trust – Team members:**

1. Admit their mistakes	
2. Acknowledge their weaknesses to each other	
3. Ask for help without hesitation	
4. Ask for each other’s input regarding their area of responsibility	
5. Tap into each other’s skills and expertise	
6. Willingly apologize to each other	
7. Are unguarded and genuine with each other	
8. Can comfortably discuss their personal lives with one another	
<b>Total</b>	
<b>Average (Divide total by 8)</b>	

**Creating Positive Conflict Processes – Team members:**

1. Are passionate and unguarded in their discussion of issues	
2. Team meeting discussions are interesting and compelling – not boring	
3. The most difficult and important issues are always discussed – no avoidance of tough issues	
4. Voice their opinion even at the risk of causing disagreement	
5. Challenge each other about how they arrived at their conclusions and opinions (during discussions)	
6. Solicit one another’s opinions at meetings	
7. Communicate unpopular opinions to the group	
8. Confront and deal with conflicting issues before moving to another topic	
<b>Total</b>	
<b>Average (Divide total by 8)</b>	

**Creating High Commitment – Team members:**

1. Leave meetings and discussions knowing there is high commitment from the group	
2. End discussions with clear and specific resolutions and calls to action	
3. Are clear about the team’s direction and priorities	
4. Are aligned around common objectives	
5. Are decisive, even when “perfect” information is not available	
6. Stick to their decisions	
7. Are willing to support the final group decision, even if they initially disagreed	
<b>Total</b>	
<b>Average (Divide total by 7)</b>	

**Creating High Accountability – Team members:**

1. Point out one another’s unproductive behaviors	
2. Are quick to confront peers about problems in their respective area of responsibility	
3. Question one another about their current approaches and methods	
4. Ensure that poor performers feel pressure and the expectation to improve	
5. Hold each other to the same high standards	
6. Consistently follow through on promises and commitments	
7. Offer constructive feedback to each other	
<b>Total</b>	
<b>Average (Divide total by 7)</b>	

**Produce Results and Accomplish Goals – Team members:**

1. Are quick to point out the contributions and achievements of each other	
2. Has a reputation for high performance	
3. Take personal responsibility to improve the team’s performance if the team fails to achieve a collective goal	
4. Willingly make sacrifices in their areas for the good of the team	
5. Are slow to take credit for personal achievement if it is at the expense of other team members	
6. Consistently achieve common team objectives	
7. Value collective success more than individual achievement	
8. Do not place high value on titles and status – preferring overall team performance	
<b>Total</b>	
<b>Average (Divide total by 8)</b>	

**SCORING INTERPRETATION (5 Dysfunctions of a Team)**

	<b>High Avg. Score of 3.75 and above</b>	<b>Medium Average Score of 3.25 – 3.74</b>	<b>Low Average Score of 3.24 and below</b>
<b>TRUST</b>	Your team has created an environment where vulnerabilities and openness are the norm	Your team may need to get more comfortable being vulnerable and open with one another about individual strengths, weaknesses, mistakes and needs for help	Your team lacks necessary levels of openness and vulnerability about individual strengths, weaknesses, mistakes and needs for help
<b>CONFLICT</b>	Your team is comfortable engaging in unfiltered discussion around important topics	Your team may need to learn to engaged in more unfiltered discussion about important topics	Your team is not comfortable engaging in unfiltered discussion around important topics
<b>COMMITMENT</b>	Your team is able to buy-in to clear decisions leaving little room for ambiguity and second-guessing	Your team may struggle at times to buy-in to clear decisions. This could be creating ambiguity within the organization	Your team is not able to buy-in to clear decisions, leaving room for ambiguity and second-guessing
<b>ACCOUNTABILITY</b>	Your team does not hesitate to confront one another about performance and behavioral concerns	Your team may be hesitating to confront one another about performance and behavioral concerns	Your team hesitates to confront one another about performance and behavioral concerns
<b>RESULTS</b>	Your team values collective outcomes more than individual recognition and attainment of status	Members of your team may be placing too much importance on individual or departmental recognition and ego, rather than focusing on the collective goals of the team.	Your team needs to place greater value on the collective achievement of outcomes, rather than individual or departmental recognition and ego

### **ASSESSMENT DISCUSSION**

1. What does the summary indicate about this team's areas of strengths?
2. What does the summary indicate about this team's potential areas of improvement? Also, discuss any areas of likely concern?
3. Did anything surprise you?
4. Is this the pattern you expected? Why or why not?
5. What are some reasons your team scored the way it did?

**TRUST – the foundation for success**

<b>What creates distrust on a team?</b>	<b>Ways to build trust or repair trust</b>

**TRUST**

<b>Behavior</b>	<b>Opposite or Counterfeit</b>
Talk Straight	Lie, spin, tell half truths, double talk, flatter
Demonstrate Respect	Don't care or don't show you care; show disrespect or show respect only to those who can do something for you
Create Transparency	Withhold information; keep secrets; create illusions; pretend
Right Wrongs	Don't admit or repair mistakes; cover mistakes
Show Loyalty	Sell others out; take the credit yourself; sweet talk people to their faces and bad mouth them behind their back
Deliver Results	Failure to deliver; deliver on activities, not results
Get Better	Deteriorate; don't invest in improvement; force every problem into your one solution
Confront Reality	Bury your head in the sand; create busy work, skirt the real issues
Clarify Expectations	Assume expectations or don't disclose them; smoke and mirrors
Practice Accountability	Don't take responsibility; It's not my fault; don't hold others accountable
Listen First	Don't listen; speak first, listen last; pretend to listen; listen without understanding
Keep Commitments	Break commitments; violate promises; make vague and elusive commitments or don't make any commitments
Extend Trust	Withhold trust; "snoopervise"; give responsibility without authority

\*\* From CoveyLink, *Leading at the Speed of Trust*



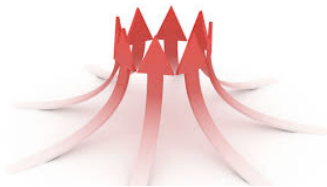
# FROM DEBATE TO DIALOGUE

Adapted: *From Debate to Dialogue: Using the Understanding Process to Transform Our Conversations*, Deborah L. Flick, Ph.D., Orchid Publications, Boulder, Colorado, 1998.

	<b>CONVENTIONAL</b>	<b>NEW UNDERSTANDING</b>
<b>PREMISE</b>	In any given situation, there is one right answer or perspective, usually one's own.	In any given situation, there are multiple, valid answers and perspectives, including one's own.
<b>GOAL</b>	To win; to be right; to sell, persuade or convince.	To understand the other person from their point of view. (To understand does not necessarily mean to agree.)
<b>ATTITUDE</b>	Evaluating and critical	Curious and open
<b>FOCUS</b>	"What's wrong with this picture?"	"What's new? Of value? What can I learn?"
<b>BEHAVIORS</b>	<p>LISTENING:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Accept nothing at face value</li> <li><input type="checkbox"/> Hear advocacy as a challenge to be met</li> <li><input type="checkbox"/> Listen judgmentally</li> <li><input type="checkbox"/> Listen for errors and flaws</li> <li><input type="checkbox"/> Plan your rebuttal</li> <li><input type="checkbox"/> Talk more than you listen</li> </ul> <p>INQUIRING:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Interrogation</li> <li><input type="checkbox"/> Ask questions that support your point of view or challenge the other person's point of view</li> </ul> <p>ADVOCATING:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Assert your own position</li> <li><input type="checkbox"/> Describe flaws in the other person's perspective</li> <li><input type="checkbox"/> Justify your position</li> <li><input type="checkbox"/> Defend your assumptions as truth</li> </ul>	<p>LISTENING:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Accept what is said at face value as true for the giver</li> <li><input type="checkbox"/> Hear advocacy as an opportunity to deepen understanding</li> <li><input type="checkbox"/> Listen for "their" story without judgment</li> <li><input type="checkbox"/> Listen more than you talk</li> <li><input type="checkbox"/> Reflect instead of react</li> </ul> <p>INQUIRING:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ask questions in order to clarify and deepen your understanding and understand what another's ideas mean to them</li> <li><input type="checkbox"/> Explore taken-for-granted assumptions</li> </ul> <p>ADVOCATING:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Offer your ideas as yours only</li> <li><input type="checkbox"/> Explore alternative points of view</li> </ul>
<b>ROLE</b>	Devil's advocate or "TruthSayer"	Walk in another person's shoes.
<b>OUTCOME</b>	<b>DEBATE</b>	<b>DIALOGUE</b>

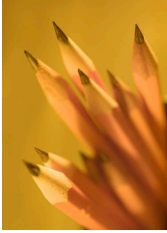
## WHAT IT IS – WHAT IT ISN'T

*“People are hungry for straightness, honesty and trust.” (Virginia Satir, PEOPLEMAKING)*



IS	ISN'T
<input type="checkbox"/> Dialogue	<input type="checkbox"/> Bullying
<input type="checkbox"/> Listening	<input type="checkbox"/> Game playing
<input type="checkbox"/> Honesty	<input type="checkbox"/> Hints, sarcasm, innuendo or belittling
<input type="checkbox"/> Disclosing	<input type="checkbox"/> Playing the martyr
<input type="checkbox"/> Openness	<input type="checkbox"/> Blaming
<input type="checkbox"/> Meta messages – reading between the lines	<input type="checkbox"/> Manipulation
<input type="checkbox"/> Reframing	<input type="checkbox"/> Double messages
<input type="checkbox"/> Leveling (leveling with one another)	<input type="checkbox"/> Retreating to silence
<input type="checkbox"/> Authentic communication	<input type="checkbox"/> Discrediting others
<input type="checkbox"/> Confronting tough issues	<input type="checkbox"/> Placating
<input type="checkbox"/> Managing the conflict	<input type="checkbox"/> Always compelling others to our point of view
<input type="checkbox"/> Seeking mutual understanding	<input type="checkbox"/> Always consensus
<input type="checkbox"/> Giving and receiving feedback	<input type="checkbox"/> Always “solving” the conflict
<input type="checkbox"/> A learning conversation	<input type="checkbox"/> Always agreement
	<input type="checkbox"/> Being right or wrong

## BEST PRACTICES IN MANAGING CONFLICT AND DISAGREEMENT



NOTES:

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**TEAM PROBLEM SOLVING PROCESS:**

1. State your issue/problem as a sentence or a question
2. Provide essential background information (3 – 5 minutes)
3. Group asks clarifying questions
4. Group provides ideas/solutions/advice
5. You take notes and identify key action items

MY SITUATION/PROBLEM	IDEAS/SOLUTIONS

**TRAINER BIOGRAPHY**

**June Ramos** has provided professional coaching, strategic management and organizational development and consulting, and training/seminar delivery to business, industry, and government organizations since 1985, both nationally and internationally. June's primary emphasis is on helping individuals and organizations achieve optimal performance by learning to use tools to build collaborative partnerships and how to manage oneself, and others responsibly.

Using state-of-the-art needs assessments, analytical tools and research-based materials, June provides consulting and skills development in areas such as leadership, team building, facilitation, conflict management and effective communication.

In the course of her career, June has worked as a corporate communications manager in public relations, and was a management/organizational specialist for two Fortune 500 companies. She worked with two national seminar firms, and one international firm, conducting training programs in the United States, Canada, Europe, Australia, and New Zealand.

June has served numerous clients from both the private and public sectors, including such organizations as IBM, U.S. Department of the Interior, Great West Life Assurance Company, Federal Reserve Bank of Dallas, First Data Corporation, U.S. Environmental Protection Agency, American Express-Center for Professional Development, Western Mobile, Redland Stone Products, Boulder and Douglas Counties, USDA - Forest Service, National Park Service, and Hewlett-Packard.

June currently holds certifications in Blessing White, Inc. (Technical Leadership; Selling Your Ideas; Managing Personal Growth), Zenger Miller (Front-Line Leadership; QUEST; Leadership 2000), Myers-Briggs Type Indicator, and DDI Interaction Management (also Master Trainer).