

## Team Building

### Introduction

Team(s) I lead:

*Evaluation of my team: Questionnaire*

What I want my team to be:

Why do we need good team work in my organization?

Initial Ideas

Leadership and team building

## Five Dysfunctions of a Team



Notes

## Five Levels of a Healthy Team



Notes:

## Vision

Definition:

A vision is a clear and motivating picture about the future that gives direction and purpose.

A vision describes a future state. It is different from a mission that describes the ongoing overall task.

<b>Communication principle 1: Clarity</b> <b>Short, simple, imaginable</b>
<b>How to get there?</b>

Create your own vision:

(You can describe it with words, paint a picture or develop a skid.)

## Trust

What builds trust?

How do we destroy trust?

Exercises to help building trust?

<b>Communication principle 2: Interest</b> Honest, curious, lovingly
<b>How to get there?</b>

## **Conflict resolution**

Kinds of conflict

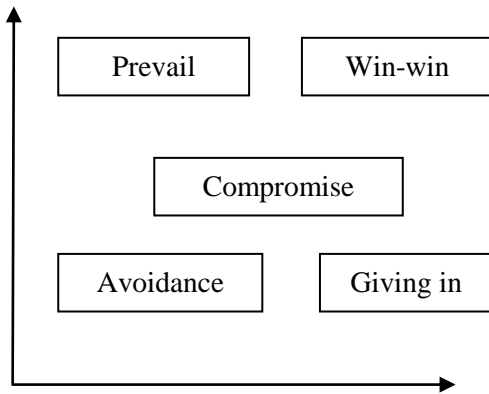
The worst team conflict:

Great ways to generate conflict:

Reasons for conflict

Outcomes of Conflict Resolution

*Self-Assertion*



*Cooperation*

What makes conflict productive?

Conflicts between whom?

The role of the leader

In case of conflict, a leader should ask himself first:

**Am I part of the conflict?**

He may not be objective, so he may repeat his question to the conflicting parties.

If the leader is part of the conflict, his task becomes more difficult, because he may confuse his leadership role with his role in the conflict. If the leader is part of the conflict, he can not act as the facilitator or mediator. He either has to find somebody else from within the team or from the outside to do this or he has to be part of a conflict resolution without an objective partner.

If the leader is pretty sure, that he is not part of the conflict, then he should ask the conflicting parties to solve the problem on their own, by spending time to figure this out. He may give them some ideas, how to do this.

If this does not help, he can start a conflict resolution process.

<b>Communication principle 3: Attitude</b>
The “How” is louder than the “What”
<b>How to get thee?</b>



## **Commitment and Accountability**

Reasons for a lack of commitment

What is needed for commitment?

Why do we need accountability?

How can we increase accountability?

<b>Communication principle 4: Assurance</b> <b>Make sure everybody is in!</b>
<b>How to get there?</b>

## Focus on results

What are results for a team?

Generating common goals

How to keep the focus on team results?

<b>Communication principle 5: Focus</b> <b>Bold, direct friendly</b>
<b>How to get there?</b>

## **Summary Communication Principles**

1. Clarity: Short, simple, imaginable
2. Interest: Honest, curious, loving
3. Attitude: The “How” is louder than the “What”
4. Assurance: Make sure everybody is in
5. Focus: Friendly, bold and direct