

OBJECTIVES

In this course, you will learn how to...

- Understand the differences between a group and a team
- Become an effective team leader
- Appreciate different behavior styles and the strengths each style brings to the team
- Understand ways to promote open communication
- Help team members to achieve and grow in their jobs

AGENDA

- Introduction 20 minutes
- Part 1: Designing a Blueprint 65 minutes
- Part 2: Building a Strong Foundation 50 minutes
- Part 3: Constructing a Solid Framework 95 minutes
- Lunch 30 minutes
- Part 4: Installing Windows to Better Communication 105 minutes
- Part 5: Erecting a Stable Roof of Trust 60 minutes

ASSESSMENTS

- Planning Page 18
- Organizing Page 19
- Motivating Page 22
- Establishing Accountability Page 23

ASSESSMENT QUESTIONS

- What element is the most critical for the team that you lead now? Why?
- Which of the four skills is the easiest for you to demonstrate in your teams?
- Which of the four skills is the most challenging?
- What can you do to overcome the challenges?

COMBINING BEHAVIOR STYLES

- The Promoting Style Page 29
- The Directive Style Page 30
- The Analytical Style Page 31
- The Supportive Style Page 32

EXERCISE: VALUING DIFFERENCES

- Each team will have a style to analyze
- Each team will have 10 minutes to answer the questions about each style (see handout)
- Allow each person time to comment on every question
- Consolidate all of the responses
- Regroup and select a spokesperson to share results

EXERCISE: STYLES IN ACTION

1. How did the construction process go?
2. Assess the various styles used: Was there a Promoter? Director? Analyzer? Supporter?
3. In what ways were all of the team's skills used? Would it have been helpful to have more of a particular style on your team? Why?

COLLABORATION EXERCISE

- Each team will have 10 minutes
- Develop a marketing strategy for your team's bridge to present to the city planners
- You are competing against all of the other bridge models that have been built today
- You have 5 minutes to prepare your "pitch" for the group
- Once all presentations have been made, we will all be decision makers in the best choice

COLLABORATION EXERCISE

***People tend to support
that which they help
to create.***

7 STEPS TO PROBLEM SOLVING

- Step 1—State what appears to be the problem
- Step 2—Gather facts, feelings, and opinions
- Step 3—Restate the problem
- Step 4—Identify alternative solutions
- Step 5—Evaluate alternatives
- Step 6—Implement the decision
- Step 7—Evaluate the results

CASE STUDY: CONFLICTING TEAM MEMBERS

- Read the case study
- Determine what problem-solving style is suggested in the five approaches (Win/Lose, Accommodating, etc.)
- Select the approach that your team would use and explain why
- Regroup and select a spokesperson to share results

6 TOOLS FOR EFFECTIVE COACHING

1. Listening
2. Observing
3. Analyzing
4. Interviewing
5. Contracting
6. Giving Feedback