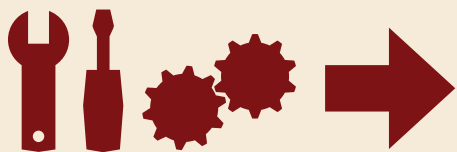




WORKING TOGETHER BETTER

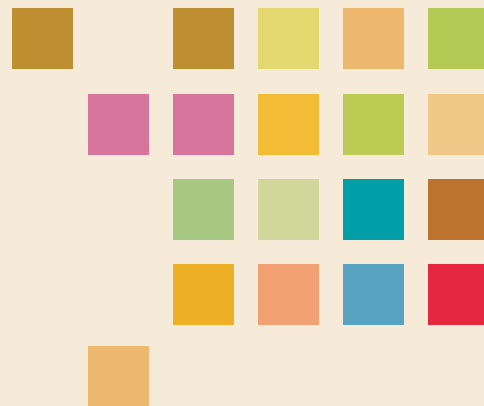
Leader's Guide



Summaries
& Learning
Objectives

Discussion
Questions &
Exercises

Follow-Up
Activities &
Cautions



Working Together Better Leader's Guide

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ISBN: 978-0-9825346-1-8, Library of Congress Control Number: 2010901774

Published By:

Business Resource Group Press

365 Junction Track, Roswell, GA 30075

To order copies of this publication, please call:

1-888-639-8552

Book Illustrations: Corne Cartoons/ Enroc Illustrations

Cover Design: Erica Fisher, Cover Photo: Leita Cowart

Publisher's Cataloging-in-Publication data

Shore, Jean Houston.

Working together better leader's guide / Jean Houston Shore.

p. cm.

ISBN 978-0-9825346-1-8

1. Teams in the workplace. 2. Organizational effectiveness. 3. Success in business. 4. Business communication. 5. Organizational change. 6. Organizational behavior. I. Title.

HD66.S562 2010

658.4/022—dc22

2010901774

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1 Building the Team



The opening illustration for this chapter depicts the varying emotions experienced by teammates attempting to build a “human pyramid.”

As you prepare to facilitate this material with your group, think about the emotional state of each person. Which of your group members are feeling:

- ◆ Happy, triumphant?
- ◆ Angry?
- ◆ Annoyed?
- ◆ Scared or overwhelmed?
- ◆ Nervous?
- ◆ Exhausted or burned out?

If time allows, discuss the cartoon when your group meets together. Let the group talk about what they are experiencing and make suggestions about how things could be better in the future.





Facilitator Information

Teaching Method(s):

Facilitated Discussion, Individual Exercise

Resources Required:

Paper and pencil

Copy of *Working Together Better*

Possibly chart, easel and markers

Suggested Timeframe:

1 hour



Summaries and Learning Objectives



Summary:

This chapter introduces your group to key requirements for high performing teams. Facilitating this chapter will allow your group to consider how well these strategies are being used in your current setting.

Learning Objectives:

Upon completing this session the participant will be able to:

- ◆ Explain how various working styles and temperaments affect performance
- ◆ Discuss the need for performance standards and accountability
- ◆ Decide whether or not a shared experience such as a retreat would be helpful to the team

(Author's note: The Leader's Guide highlights key content from the *Working Together Better* reference guide but does not include every idea. Feel free to customize the learning experience by using any part of the guide that you feel would be helpful.)

Discussion Questions & Exercises



Note to the facilitator: Ask these questions in whatever order makes sense for your group. Your goal is to start the discussion and to encourage all in the group to listen thoughtfully to the answers given by other participants. It is not always necessary for the group to reach agreement.

Questions for Group Discussion:

Accountability:

- ◆ To what extent do you believe our organization holds people accountable?
- ◆ Is procrastination acceptable here? Why or why not?
- ◆ What would be the advantage or disadvantage of starting to hold people more accountable?

Current performance level:

- ◆ On a scale of 1 to 10, with 10 being the best, how well do you think our team performs?
- ◆ What things could we do to expand our capacity to perform well?
- ◆ What obstacles are we facing and how could we get around those?

Working Styles and Temperament:

- ◆ (Suggested: Go around the room and get an answer from each person.) Describe the way you prefer to work: fast/slow, high-level/detailed, seat of the pants/planning, etc.
- ◆ Are there ways that you have to adjust your preferred working style in order to be successful in this team?

Performance standards:

- ◆ What standards do we have in place for how our work is accomplished?
- ◆ What could we do to establish some common expectations for the way we work? (If the group begins to come up with a list of shared expectations for consideration, note these on a chart at the front of the room. If agreement is reached, document this in a follow-up to attendees.)

Discussion Questions & Exercises



Adjusting to Personnel Change:

- ◆ Has our team recently experienced personnel change that requires us to adjust? Discuss.
- ◆ How could we adjust better next time there is a personnel change?

Proximity:

- ◆ To what extent do you believe the members of our team have ready access to one another?
- ◆ If we do not have the access that we need, how is that affecting our performance?
- ◆ What could be done differently?

Shared Experiences/Retreats:

- ◆ How well bonded are we as a group?
- ◆ Do you think a retreat or other shared experience would help us relate to one another better?
- ◆ What would you suggest?

Custom Questions Based on Your Situation:

- ◆
- ◆
- ◆
- ◆
- ◆

Discussion Questions & Exercises







Individual Exercise: Personal Sociogram

A sociogram is a drawing that shows the relationships between members of a work group. You will instruct members of the group to create individual sociograms. Distribute unlined paper and writing utensils if needed. Instruct the participants to draw a large circle, square or rectangle to represent the room setup. Note each person's placement in the room by adding their names to the drawing in small letters. (If people on the work team are not present in the meeting add their names as if they were present.) Ask each person to write his or her name in the center of the drawing.

Then, instruct the participants to thoughtfully consider the strength of their relationship with each member of the team. They will note the existence and character of the relationship by drawing various types of lines between themselves and each of the names on the drawing.

When drawings are complete, direct participants to analyze the strengths of their workplace relationships and assign themselves action items to improve them. Meet individually with participants to discuss.

Suggested lines:

Line style	Meaning
	Strong, solid relationship
	Relationship not yet formed
	Weak relationship
	Relationship with problems
	Other

Follow Up Activities & Cautions



Leader Activities:

- 1) Summarize any decisions made or agreements reached during the session. Remind the participants about these using a communication method appropriate for your setting (memo in break room, e-mail, posting on shared website). Keep this list handy. You will review it in your next group session.
- 2) Write a short description of any disagreements that occurred so that you can address these in future sessions or one-on-one with the affected participants.

Participant Activities:

- 1) Self-Assessment: Ask each participant to respond to you privately with a list of actions they personally will take based on the session. Each person should have at least one commitment, even if it is to “continue doing” something they already do.

Caution:

Remember to give plenty of positive feedback to the team about the things they are already doing right. If you focus your meeting only on problems, the team may feel demoralized and become unwilling to change. Prepare specific examples of times when things went well to balance the discussions.

