

## TEN STRATEGIES TO MASTER TEAMBUILDING – Quadrants 1, 2, and 3



### 1. Follow these keys to teambuilding.

- Clarify goals and objectives.
  - Be open and willing to confront issues.
  - Build support and trust.
  - Study the ways to handle conflict.
  - Develop working methods and decision-making procedures.
- Apply the appropriate leadership for each situation.
  - Ensure that opportunities for individual development and advancement exist.

### 2. Include all stakeholders in a “bottom up” approach in team building.

- Members determine where change is needed.
- Members formulate outcomes to be achieved.
- Members agree what action is necessary to achieve success.

By following this process, the team becomes more united because they have worked together to solve a problem. By using active member participation and consultation to define problems and outline solutions, leaders are able to build successful teams.

### 3. Discuss these four elements in planning meetings.

- **Goal setting.** Individuals on a team must understand and accept the goals of the group and the Society.
- **Role setting.** Team members must know what others expect from them. Ambiguity in role expectations produces stress and hampers performance.
- **Procedures.** All team members must know how to get work done together (e.g., working methods, the work process, resources available, decision making, problem solving, conflict management, etc.)
- **Relationships.** Put simply, people who respect one another usually work together more effectively than people who do not. It is a bonus if they like each other.

### 4. Recognize the barriers to team development.

- No pride exists in persons and products.
- Interpersonal conflicts arise often.
- Unclear job descriptions are in place.
- No leadership development programs are offered.
- Poor [or no] orientation of new members is commonplace.
- Poor communication exists among all levels.



## 5. **Distinguish between information vs. consultation.**

- Be sure to distinguish between information and consultation. **Information** is telling members what you are doing or what will be done to them or by them.
- **Consultation** is much more; it is telling team members what you are doing, or plan to do, asking for responses and inviting constructive advice.
- Participation by those concerned with the problem and in the development of a solution will help bring everyone's ideas into line. As a result, any solution will be a joint one and will consequently be more likely to be accepted or implemented.
- The importance of involving all team members through participation and consultation cannot be overstressed. **Team members prefer to be consulted— not told.**

## 6. **Note the different ways in which leaders positively affect teambuilding.**

- Leaders care about the people with whom they work.
- Leaders recognize achievement; they don't worry about who gets credit.
- Leaders increase responsibility.
- Leaders strive to improve communication.
- Leaders respect individual differences.
- Leaders provide opportunities for interaction among team members.



Teambuilding and inclusion are dynamic processes that require work. When they proceed well, there are many opportunities for fun, growth, creativity and productivity.

## 7. **Establish team ground rules.**

When a team first gets together, neither new teammates nor seasoned veterans automatically know the best way to act toward each other. The smart thing to do is to develop a tailored set of team ground rules, which are statements of basic values that a team establishes to serve as behavioral guidelines so that individual team members know how to interact and support each other.

Use these ground rules to standardize procedure, time management, work assignments, logistics, preparation, discussion, creativity, reporting, respect, courtesy, and problem solving.

<b>GROUND RULE CATEGORY</b>	<b>TEAM GROUND RULES</b>
<b>Respect.</b> How team members should work together, treat each other; handle rank, equality, confidentiality, recognition, and courtesy	
<b>Responsibility.</b> How team members will delegate assignments and distribute action items	
<b>Procedures.</b> How the team will plan, record and report its work; set priorities, handle changes, and make decisions	
<b>Discussion.</b> How team members will participate, communicate, and give feedback	
<b>Differences.</b> How the team will handle disagreements and criticism	
<b>Schedule.</b> When the team meets and for how long; how it will regulate attendance, promptness, breaks, and interruptions	
<b>Meetings.</b> How the team will prepare agendas, judge a quorum, respond to absences and replacements, handle interruptions and tangents, document minutes	
<b>Work Management.</b> How the team will manage its project, monitor progress, stay on track, report success and problems, represent status to outsiders	
<b>Non-Team Behavior.</b> How the team will improve poor motivation or attitude, ignored action items, inappropriate behavior or language	

### 8. Evaluate the team.

The 25 attributes below reflect the critical attributes of highly effective teams. On your own, rate each item, then discuss your individual ratings with the group. Be prepared to explain why you rated each item as you did. For each item that any member rated lower than 3, discuss what needs to happen in order for all members to rate the item a 3 or more. This assessment could be done anonymously and shared.

As a Team, we....	Low			High	
1. Celebrate our different personal styles.	1	2	3	4	5
2. Value inclusion. We believe everybody belongs.	1	2	3	4	5
3. Have commitment to mutual goals.	1	2	3	4	5
4. Are energetic and enthusiastic about our responsibilities.	1	2	3	4	5
5. Have a process for planning and problem solving.	1	2	3	4	5
6. Have clear agreements regarding decision making.	1	2	3	4	5
7. Listen to and value each other.	1	2	3	4	5
8. Produce high quality results.	1	2	3	4	5
9. Demonstrate effective interpersonal skills.	1	2	3	4	5
10. Obviously care for and have a commitment to each other.	1	2	3	4	5
11. Take personal responsibility. We do not find fault; we find solutions.	1	2	3	4	5
12. Are accountable for our decisions and results.	1	2	3	4	5
13. Have clearly communicated our personal and professional beliefs.	1	2	3	4	5
14. Have clear, realistic goals for ourselves.	1	2	3	4	5
15. Have identified and value our individual talents.	1	2	3	4	5
16. Encourage and provide constructive feedback.	1	2	3	4	5
17. Operate in a safe emotional environment.	1	2	3	4	5
18. Respectfully disagree and agree with dignity.	1	2	3	4	5
19. Have fun together.	1	2	3	4	5
20. Take risks to say and do what needs to be said and done.	1	2	3	4	5
21. Trust each other.	1	2	3	4	5
22. Are proactive about getting our individual needs met.	1	2	3	4	5
23. Have efficient and effective communication tools.	1	2	3	4	5
24. See conflict as an opportunity for learning.	1	2	3	4	5
25. Have and use strategies for handling serious disagreements.	1	2	3	4	5