

**Soft-Train**



*At Soft-Train  
Technology Works*

# Team Effectiveness: Team Building Techniques (2 Days)

**COURSE GOAL:** To provide Managers and Supervisors the basic skills for team building.

**PREREQUISITES:** None.

**LEARNING OBJECTIVES:**

Upon completion of this course the student will be able to:

- Know the Value of Team-Building
- Gain Commitment from a Team
- Assess the Needs of a Team
- Obtain Feedback from a Team
- Develop a Cross-Functional Project Team
- Resolve Team Conflicts
- Implement Trust Rebuilding Techniques
- Implement Quick Team Intervention Techniques
- Implement Team Supporting Techniques

**KEY TOPICS:**

**I. The Value of Team Building**

- A. What is Team Building
- B. The Six-Step Team-Building Process

**II. When to Do Team Building**

- A. Team-Building Indicators
- B. Signs of Team Distress
- C. Readiness to Do Team Building
- D. When Not to Do Team Building

**III. Gain The Commitment**

- A. Leading Team Building
- B. Clarifying Roles
- C. Contracting with Trainer
- D. Getting the Team Comfortable
- E. Handling Resistance
- F. Gain the Support of Stakeholders Outside the Team
- G. Identify Issues that Might Undermine Support

**IV. Assess The Need**

- A. Definition of Objectives
- B. Techniques for Assessment and Data Gathering
- C. Other Sources of Information
- D. Methods of Data Collection
- E. Establishing a Diagnostic Relationship
- F. Setting Up the Assessment Discussion
- G. Interviewing Guidelines
- H. Sample Interview Questions
- I. Questionnaires and Other Assessment Instruments
- J. Ground Rules

- K.** Team-Development Questionnaire
- L.** Interpreting the Results
- M.** Team Effectiveness Evaluations
- N.** Relating Assessments to Team Effectiveness

## **V. Giving Feedback**

- A.** Analyzing Interviews
- B.** Summary of Interviews
- C.** Sample Analysis Marketing Team
- D.** Analyzing Questionnaires
- E.** Categorizing the Data
- F.** Guidelines for Summarizing the Data
- G.** Giving Feedback
- H.** Feedback Meeting with the Manager
- I.** Recontracting
- J.** The Feedback Meeting with the Team
- K.** Leader's Guide for the Data Feedback Meeting
- L.** Data Feedback Meeting Agenda

## **VI. Design And Lead The Team-Building Session**

- A.** Building the Essentials of Team Effectiveness
- B.** Leader's Guide for Building Team Effectiveness

## **VII. Implementing The Results**

- A.** Introduction
- B.** Overview of Team-Building Report and Implementation Plan
- C.** Guiding Implementation Activities
- D.** The Team-Building Report

## **VIII. Evaluating The Team-Building Session**

- A.** Sample Implementation Planning Guide
- B.** Measuring the Effectiveness of Team Building Example
- C.** Individual Score Sheet
- D.** Totaling the Team's Score – Example
- E.** Summary: Measuring the Effectiveness of Team Building

## **IX. Fast Starts For Cross-Functional Project Teams**

- A.** Introduction
- B.** Developing a Cross-Functional Project Team
- C.** The Team-Building Process
- D.** Step 1 – Gain the Commitment
- E.** Step 2 – Clarify the Team Charter
- F.** Step 3 – Collect Information from Team Members
- G.** Step 4 – Design and Conduct a Two-Day Team-Building Session
- H.** Leader's Guide for Creating a Team Vision
- I.** Step 5 – Implement the Results
- J.** Step 6 – Evaluate the Impact of Team Building

## **X. Resolving Team Conflict**

- A.** Introduction
- B.** Step 1 – Identify the Need
- C.** Step 2 – Gain the Commitment
- D.** Step 3 – Collect Information and Identify Issues
- E.** Scoring the Profile
- F.** Step 4 – Design and Conduct the Team-Building Session
- G.** Leader's Guide for Conflict Resolution
- H.** Step 5 – Document the Results and Implementation Plan

**I.** Step 6 – Evaluate the Effectiveness of the Team-Building Session

**XI. Aligning Teams with Strategy**

- A.** Introduction
- B.** The Team-Building Process
- C.** Leader’s Guide to Aligning Teams with Strategic Direction

**XII. Rebuilding Trust**

- A.** Introduction
- B.** Using the Six-Step Team-Building Process
- C.** Step 3 – Assess the Need
- D.** Step 4 – Design and Lead the Team Building

**XIII. Quick Team Interventions**

- A.** Introduction
- B.** Quick Intervention: Team Purpose and Mission
- C.** Leader’s Guide for Quick Intervention
- D.** Quick Team Intervention: Role Clarification
- E.** Leader’s Guide for Role Clarification
- F.** Variations in the Role Clarification Process
- G.** Quick Intervention – Team Meetings
- H.** Leader’s Guide on Team Meetings
- I.** Quick Intervention – Decision Making
- J.** Leader’s Guide – Understanding Decision Making
- K.** Improving Interpersonal Relations
- L.** Indicators of Interpersonal Relations Problems
- M.** Strengthening Interpersonal Relations

**XIV. Experiential Exercise**

- A.** Birthday Line-Up
- B.** Variation
- C.** Team College
- D.** Variation
- E.** Team Picture
- F.** What Did You Hear?
- G.** Getting Consensus
- H.** Team Member Characteristics
- I.** My Contribution to the Team
- J.** Group Project

**XV. Supporting Teams**

- A.** Introduction
- B.** Leading Teams
- C.** Coaching Teams
- D.** Valuing Differences
- E.** Build Involvement and Shared Leadership
- F.** Building Involvement through Communication
- G.** Creating Shared Leadership
- H.** Conclusion