Facilitator Introduction

10 MINUTES   **Welcome and Workshop Overview**

Welcome Natural Work Team to today's session. Today's topic is Working in Teams. (Slide #1)*,*

State "Before we get started let's take an opportunity to review our "Team Member Expectations" (Distribute copies or ask participants to retrieve a copy from the team binder).

Show the overhead, *Team Member Expectations* (Slide #2) and ask groups the following question:

  ▪ Which Expectations from our handout can we now add to our list?

Collect responses on a Flip Chart

Assign each group/table 2-3 "expectations" collected on the flip chart.

Ask participants to answer the 2nd question on the overhead, and collect responses at their table. (Give group 5 minutes to collect ideas)

  • "What types of behaviors can we do to demonstrate those expectations?"

Call time on the activity.

Ask participants to share comments from the table discussions.

  • Reinforce answers, and thank participant for contributing

10 MINUTES

Introduce today's topic: *Working in Teams* (Slide #3)

State that "In this workshop you'll look at how teams work, and how to make your team more effective. You'll also prepare for the 'growing pains' that every team has as it moves through the Stages of Team Development."

Review Today's *Objectives* (Slide #4)

Review the *Program Norms*: (Slide #5)

- Reinforce the importance of committing to these as team participants during our training sessions

Ask for and answer any questions.

Group Activity

10 MINUTES

Individual vs. Team Efforts – Puzzle Portraits, Inc. (Slide #6)

Welcome participants as new hires to "Puzzle Portraits, Inc.", the newest novelty shop to hit the Internet. "Puzzle Portraits, Inc.", otherwise known as PPI, manufactures framed, puzzle pictures that customers purchase as gifts, home décor, etc… As new hires for PPI, your job is to take a puzzle from sub-assembly back to your individual workstation, assemble the puzzle on the piece of cardboard and transport it to the "Gluing/Framing" station. Currently, each new hire works individually at their workstation.

Ask participants if they have any questions about their "individual" task.

Tell the participants that the production goal is to complete <u>one puzzle in three minutes</u>. (That includes picking the puzzle up from sub-assembly and taking it to "gluing/framing")

Start the activity.

Call time on the activity.

Group Discussion

5 MINUTES

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Debrief

Ask individuals from each table:

- How did you do?
- Who completed his/her production goal?
- What slowed you down?

Group Activity

10 MINUTES

Puzzle Portraits, Inc. – Round Two: Teamwork (Slide #7)

Tell participants that "Puzzle Portraits, Inc." IS A HIT!!! Internet users, just love puzzle portraits and production is tripling. Thus, to respond to the increased need, PPI needs to explore continuous improvement… PPI has decided to empower this NWT to brainstorm better ways to assemble the puzzles.

Tell the participants they have 5 minutes in their groups/tables to brainstorm improvements to the process. (No idea is bad, and if tables want to collaborate that is o.k.)

Call time on the Brainstorming activity.

Tell participants that production goals are now—given the rise in demand—<u>3 puzzles per 6 minutes</u>. As a group strive to meet this schedule. (The group/table can use any of the improvements they brainstormed earlier.)

Start the activity.

Call time on the activity.

Group Discussion

5 MINUTES

Debrief

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Ask individuals from each table:

- How did your group do?
- Who's group met their production goal?
- What slowed you down?

Compliment participants on the improvements they have made for PPI

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Ask participants: (Slide #8)

- Which is better: Working alone or together? Why?
  - Reinforce answers, and thank participant for contributing

Tell participants that, like this simulation, teamwork also can be successful back on the job.

Group Discussion

8 MINUTES

Advantages of Teamwork

Ask participants: (Slide #9)

- What are the advantages of teamwork for…
    - you as an individual?
    - your Natural Work Team?
    - Marconi-RMW?

Ask participants to take 5 minutes answer each question at their table.

Call time on the activity.

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Ask participants to share comments from the table discussions.

10 MINUTES

BREAK

Interactive Presentation

15 MINUTES

Stages of Team Development

Introduce this section as follows:

"Working in teams can be rewarding and productive, but it's not always easy."

"All teams face challenges as they develop toward working effectively."

"You can prepare for these challenges by learning the stages of team development"

Show the overhead, *Stages of Team Development.* (Slide #10)

Introduce to participants the four Stages of Team Development:

1. Getting Started
2. Going in Circles
3. Getting on Course
4. Full Speed Ahead

Show the overhead, *1.Getting Started.* (Slide #11)

- *Explain* that this shows what the team is doing and how its members might be feeling each development stage.
- *Review* the characteristics of *1. Getting Started*

Show the overhead, *2. Going in Circles.* (Slide #12)

- *Review* the characteristics of *2. Going in Circles*

Show the overhead, *3. Getting on Course.* (Slide #13)

- *Review* the characteristics of *3. Getting on Course*

Show the overhead, *4. Full Speed Ahead.* (Slide #14)

- *Review* the characteristics of *4. Full Speed Ahead*

Show the overhead, *Stages of Team Development.* (Slide #15)

Ask participants: "Why might some teams develop faster or slower than others?:

> Look for responses such as:
> - People leaving the team.
> - People joining the team
> - New/different/unclear goals
> - Lack of resources
> - Personal conflicts
> - Not sure what to do

Summarize this section as follows:

- Some difficulties should be expected in the transition from individual to team effort.
- All teams go through natural stages of development to reach a high level of performance.
- Skills, experiences, and the organization will influence a team's rate of development.
- Depending on the team and its tasks, it can take weeks, months, or years to move through the stages.

Interactive Presentation

15 MINUTES

Team Success Factors

Ask the participants "What makes a Team successful?" (Slide #16)

(Divide the flip-chart into six-parts, collect responses and place them in the corresponding area)

Collect participants responses on a flip chart

(Purpose)	(Process)
(Communication)	(Involvement)
(Commitment)	(Trust)

Show the overhead, *Team Success Factors (1-3)* (Slide #17)

Define for the participants each of the Success Factors:

- **Purpose** = means having a well-defined function and objective, and knowing why these are important to the organization.
  - Captured in their Team Charter
  - Purpose gives a team – Direction, Identity, Focus

- **Process** = means having a series of actions, procedures, or operations that help a team.
  - Team Problem Solving Techniques will aid this NWT
  - Process helps a team – identify problems, develop solutions, analyze data, and reach agreement.

- **Communication** = means sharing ideas and feelings in a way that respects everyone's contributions.
  - Topic of our first Team Development session
  - Effective Communication is important because it – encourages cooperation, promotes continuous improvement, helps prevent and resolve conflicts.

Show the overhead, *Team Success Factors (4-6)* (Slide #18)

Define for the participants each of the Success Factors:
- **Involvement** = means encouraging everyone's participation.
  - Captured in our Team Norms & Expectations
  - Involvement is important because – the team benefits from everyone's abilities, and members become committed to accomplishing team objectives.

- **Commitment** = means a willingness to give 100% effort to team processes and goals.
  - Team member's demonstrate this continuously
  - Commitment is important because it – builds buy-in to team goals, creates ownership of tasks and solutions, and develops team identity.

- **Trust** = is the belief that members can rely on each other and will live up to their commitments
  - What team members do each and everyday develops trust
  - Trust within a team allows a team to – take risks, try new ideas, take greater initiative.

Show the overhead, *Team Success Factors…* (Slide #19)

Ask participants:

"What are the benefits to teams that develop all six factors?"

Responses might include:

- Deadlines/production met
- Problems solved effectively
- Fewer conflicts
- Higher productivity
- Better quality
- Greater job satisfaction

Group Activity

20 MINUTES

Team Activity – Developing Involvement, Commitment, & Trust
(Slide #19)

- **Spotting Stance –** *See Attached Activity #22*
- **Team Spotting –** *See Attached Activity #23*
- **Trust Circle –** *See Attached Activity #24*
- **(Time permitting) Conveyer Belt –** *Erica's presence is needed when doing this activity*

Summarize this session by stating: (Slide #19)

- High performance teams are skilled in the six factors – Involvement, Commitment, and Trust being central to the success.
- A team should evaluate its strength or weakness in each factor.
- Effectiveness in one factor is closely related to effectiveness in the others.
- By focusing on all the factors, a team will move more rapidly through the four stages of development.
- Teams are most effective when they combine the factors with the Team Norms and Expectations.

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Ask for and answer any questions.

Conclusion

2 MINUTES

Confirm for team next training session, time/date/location.

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