NACE®

Career Readiness Resources

Building an Awesome Team: Understanding Team Development

Courtesy of Ohio University

Building an Awesome Team: Understanding Team Development
Facilitator Guide

Description:

Have you ever been a part of an awesome team, and do you know what made it awesome? Learning the foundational knowledge of the natural life cycle of a team can benefit anyone at any level, especially those who have a desire to be part of an awesome team. This interactive workshop will empower participants to improve the functionality of any group or organization with whom they work by helping them understand how teams function and why they succeed and fail.

Title Slide: Introduction
a.   *Introduce yourself*
b.   The purpose of this presentation is:
     - To learn how to build teams and why teams fail
     - Why do you think team development is important?

Slide 2: CLDC Overview
a.   Give a brief description of the CLDC services and resources.
b.   *The Career & Leadership Development Center is committed to holistic preparation of all Ohio University students and alumni/ae for active development and implementation of career and leadership skills necessary in our global community*
c.   *ALL types of Coaching, Leadership Certificates, Career Courses, Special Events (e.g. TRC and Career and Internship Fair, Prepare for the Fair Weeks)*

Slide 3: Social Change Model of Leadership
a. Each different element into the other and they all formulate to make the best possible leader
b. All the values work to create each other; personal value development is influenced by and can help to inform both other values

Slide 4: Group Values
a. We will be discussing group values in the workshop today and how they play the biggest role in Understand Team Development
b. One of the main things we are going to talk about is the difference between groups and teams

Slide 5: Group vs. Team
a. What is the difference between a group and a team?

Slide 6: Group
a. *Read Slide*
b. Can you think of any examples of groups?
c. How did these elements affect the performance of groups?

Slide 7: Teams
a. *Read Slide*
- Ask for examples of need for trust
b. Can you think of any examples of teams?
c. How do these elements affect the performance of a team?
d. Which do you think was more successful at accomplishing your objective (your team or a group you were in)?
What are some similarities between groups and teams?

Slide 8: Why do teams fail?
a. We will now talk about the reasons why teams fail

Slide 9: Absence of Trust
a. Trust is the foundation of all relationships including those built between team members
b. Absence of trust can happen at the beginning when trust has not been proven or when members have done something to compromise that trust (Examples?)

Slide 10: Fear of Conflict
a. Members of the team wish to maintain the status quo by not confronting issues

b. They see conflict only as negative and fear the outcome
c. This means that problems that inhibit a team's success go unvoiced (Examples?)
Why is this a normal issue?

Slide 11: Lack of Commitment
a. Not all members follow through on goals
b. Goal is unclear so the team is unable to focus on achieving the goal
Have you seen this? Was the team successful?

Slide 12: Avoidance of Accountability
a. Team members do not keep each other accountable for their responsibilities
b. Goes back to fear of conflict (Examples?)
What keeps a team or its members from addressing this concern?

Slide 13: Inattention to Details
a. The team believes they are functional and successful despite evidence to the contrary (Examples?)
b. Don't want to get too caught up with the process of accomplishing your goal that you're not making the right progress to accomplish it

Slide 14: Pyramid
a. Overview of the different reason why teams fail
Why is absence of trust on the bottom?

Slide 15: Building Trust
a. If trust is the foundation of teams, how do you build it?
b. Creating an environment where trust can be earned and demonstrated is key
c. Stems from communication and being fair
d. Being honest and having open conversations
Biggest thing that breaks trust?
Do you trust until trust is broken or does your trust need to be earned?

Slide 16: Phases of Team Development
a. You know how teams fail, but how do teams form to avoid failure?

Slide 17: Forming
a. Organizations have formalized forming
Examples: First day of class, first meeting of a group

Slide 18: Two Truths and a Lie
a. Participation in small groups
b. Debrief:
- What kind of truths did you share?
- In forming people are just getting to know each other and so the information shared is not personal and the trust built in this stage is limited

Slide 19: Storming
a. *Read Slide*
a. After forming is over, storming occurs because people feel confident enough to engage in conflict and test the boundaries of others
b. Discussion for the best solution for problems occurs here
c. This stage can be returned to as new problems occur

Slide 20: Three Hour Tour
a. *Group has to come up with 5 objects they would have on a deserted island because you got stuck there on your 3 hours boat tour*
b. *Leaving the island is not possible*
c. *Start out with 5 items, then knock down to 3*

Share with group
d. Debrief:
- What parts of why a team fails might be present here?
- What was frustrating?
- How did you make decisions?

Slide 21: Norming
a. Group culture is established
b. Groups needs to be aware of the norms of the group
c. Appropriate humor and references decided here

Slide 22: Performing
a. Team is very successful and functional at this
b. Creation of new knowledge may occur here
c. To avoid adjourning, the team needs to remain challenged
d. Team will remain in this stage until something changes the team dynamic

Slide 23: Performing at your Personal Best Activity
a. Break into teams/pairs to discuss:
- Think of a time when you were at your personal best working in a team
- Why was it the best?
- Why were you successful and why was the team successful?
Share out after activity

Slide 24: Adjourning
a. Establish that it is the natural end of a team but it is typically neglected or forgotten
b. Examples of a good adjournment
c. Positive turbulence, appropriately challenging the status quo to help teams change and grow, is necessary for teams to remain active and vibrant
d. The idea of legacy

Slide 25: Adjourning - IDEAS for making your team's adjournment stage successful
a. Have students raise their hands with ideas for how they plan to create a successful adjournment.
b. Give example of a year end retreat or letter writing meeting to send "thank you's" to old members or executive board members

Slide 26: End of Workshop – How will you create an awesome team?
a. Go over overarching idea of the workshop with students
b. Always have a goal, and with that goal keep open communication with that group
c. In order to have communication go through all the steps of forming, norming, storming, adjourning
d. What did you get out of this workshop?

Slide 27: CLDC Certificate Review
a. Remind students how to complete the certificate series if they are interested in finishing the 21st Century Certificate. If they have questions about how to complete leadership coaching or what that service entails allow time for a short explanation of this service before dismissing the group.

Slide 28: Leadership Coaching
a. Briefly review how a student can sign up for leadership coaching and what leadership coaching will entail.

Slide 29: You Could Win!
1. Explain that each student that completes this workshop will be sent an email asking them to complete a survey.
   a. *You can say:* The Career & Leadership Development Center (CLDC) is committed to improving student experiences in our workshops. In order to do this effectively, we need to know about your recent experience in this workshop.
   b. If a student completes the survey, they will be entered entered into a lottery to win a prize of their choice: **a mini Keurig, padfolio, Roku, or Chrome Cast.** (Chrome Cast and Roku are video/music streaming devices). Encourage students to enter to win these fabulous prizes!