

Building a team

Full Day



A tailored workshop that provides the opportunity for team members to develop a greater understanding of each other. It also allows people to raise issues in a non-threatening environment and develop practical strategies.

A variety of questionnaires, games and case studies enable people to reflect on the way their team works and how it could be improved.

The outline below lists a range of modules that could be included. We could not cover all these modules in one day. You choose which units will help you achieve your objective. Typical objectives include

- An active day that builds trust and respect in a team that is working reasonably well together.
- An active day that includes time to raise and address problems and conflicts within the team.
- A planning day to help a team facing major change

What is an effective team?

- The reasons why a team produces more than the sum of its parts
- Why is conflict inevitable in an effective team?
- What forms of conflict are not productive and not acceptable?
- What are the potential benefits of working as a true team?

Team roles and responsibilities

Participants work as a team to complete an enjoyable but challenging activity. Participants review their performance and discuss how they could organise the team more effectively.

- Identifying team roles and responsibilities
- What is the role of the leader?
- Coordinating team activities
- Agreeing SMART team goals

Understanding team dynamics

- What is meant by the term 'team dynamics'?
- What is 'group think' and a 'team culture'?
- What does a team need to perform in a crisis situation?
- What happens when someone new joins a team?



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Which stage is your team in?

We have an excellent questionnaire/exercise that allows people to discuss their team's performance objectively, without 'blaming' people. The questionnaire only highlights issues that the *team as a whole* feels should be discussed and therefore avoids focusing on individuals.

During this session the trainer acts as a facilitator guiding the discussion.

- How well do people in your team work together?
- How good are the procedures your team uses?
- What are the underlying causes of problems within the team?
- What does your team do well?
- What is the 'culture' of your team?
- What are the practical things the team can do better in the future?

What are your team's personality types?

Participants complete a simple questionnaire which identifies their personality type. This session is **not** used to label people. It simply demonstrates the different ways people tackle problems and the strengths of each approach e.g. some people are 'big picture types while others are good with "implementing procedures and detail".

Participants learn to understand and *respect* the value of people with different talents.

- What are Jung's personality types?
- What is your type?
- What are your natural strengths and limitations?
- How to work with people who have different personalities to your own
- What other differences cause problems? e.g. age, gender, experience
- Practical ways to develop respect for people with different personalities to your own

What is assertive behaviour?

- What are the 'classic' indicators of *passive*, *aggressive* and *assertive* behaviour?
- Why do we react passively or aggressively when we know we shouldn't?
- What impact does passive and aggressive behaviour have on a team?
- How to *control* your emotions and behave assertively in pressure situations

Communicating in a team

- Which words and phrases tend to offend people
- How to use eye contact and body language to look confident, even if you feel uncomfortable
- Learn the simple techniques to respond calmly to personal criticism.



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What causes conflict at work?

- What are the underlying causes of conflict and why is it inevitable?
- How to recognise the early warning signs of escalating conflict
- Why do people become aggressive?
- The simplest way to know when a healthy debate is becoming aggressive

Resolving problems and conflicts constructively

- The 5 conflict resolution strategies:
 - *contesting, collaborating, compromising, avoiding and accommodating*
- What are the strengths and limitations of each approach?
- How to 'rationally' choose the *best* strategy to resolve a given situation.

Expressing your views confidently and respectfully

- How to raise 'sensitive' issues' without causing resentment from others
- How to put an end to personal 'jokes' that are designed to hurt people
- The proven 3 step technique for presenting your ideas confidently in difficult situations – while still showing respect for others. This section includes exercises and a short video case study.

Giving feedback to colleagues

- The judgmental words that people resent when they are criticised
- Ensuring you criticise a person's behaviour NOT their personality
- The 6 steps for giving constructive criticism.
- The 6 steps for giving credible praise



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