Teambuilding: Developing High Performance Teams

Overview
Your success as a manager can often depend on how well your team operates. How are their problem-solving skills? Are they enthusiastic and motivated to do their best? Do they work well together? There have been hundreds of studies demonstrating that human beings function better and learn better in groups. If you want to develop your team leadership skills and unleash the talent of your individual team members, this course is a practical look at current leadership practices that work.

Learning Objectives
Participants will:

- Recognize the importance of having a performance review process for employees.
- Understand how to work with employees to set performance standards and goals.
- Develop skills in observing and giving feedback, listening and asking questions, for improved performance.
- Identify an effective interview process and have the opportunity to practice the process in a supportive atmosphere.
- Make the performance review legally defensible.

Pre-workshop assignment
- The Team Player Survey

Outline
Day One
- Introductions, learning objectives and agenda
- Discussion of pre-assignment
- The Team Player Survey
  - Validating your style
  - Understanding your social and behavioral styles
  - Moving out of your comfort zone
  - Implications for change
- The obsolescence of hierarchy
  - The downsizing of the workforce
  - The move to cooperation
  - Types of teams
- Exploring High Performance Teams
  - Tuckman's stages of teams
  - The Team Performance Model
  - Your role as the team leader
  - Setting goals
  - Communicating
  - Involving
  - Supporting
- Assignment: Team Project
- Review

Day Two

- Reconnect
- From Involvement to Empowerment
  - Developing competency
  - Building trust and collaboration
- The Freedom for Creative Thinking
  - Barriers to creative thinking
  - Lateral thinking vs. vertical thinking
  - Left brain/right brain
  - The Six thinking hats
- Team Problem-Solving
  - The pursuit of improvement
  - No lone rangers
  - Types of problems
  - Problem-solving tools
- Decision-Making Climate
  - Developing an open atmosphere
  - Using leadership skills to reach consensus
  - The gradients of agreement
- Facilitation Skills
  - Encouraging divergent thinking
  - Gathering points of view
  - Facilitating convergent thinking
- Review

Day Three

- Reconnect
- Managing Team Conflict
  - Open communication
  - Sharing information
  - Methods for dealing with conflict
  - The six steps to conflict resolution
- The Manager's Role in Managing Change
  - Empathy
  - Communication
  - Participation
  - Helping the team move through the stages of change
- Assessing Team Projects
- Presentations: The Coaching Model
- Review
- Personal action plans and Evaluations