

Team Facilitation and Team Management Skills

An all-encompassing workshop designed to give you a complete package of skills, strategies, and instruments to help you successfully implement teams in your organization.

In today's high-involvement, high-participation work environment, the roles of many employees, supervisors, and managers are changing. Many of the people who used to make the decisions or "direct" the work are now being asked to change their role to one of team facilitator.

These new team champions must develop a variety of special skills and knowledge to ensure successful implementation of employee involvement efforts. This comprehensive workshop covers the seven major roles that today's facilitators must master if they are to be successful. These skills include: team development expert, team process expert, problem solving expert, diagnostician/auditor, consensus builder, conflict resolver, and skills coach/presenter.

Learning Objectives

- ◆ Learn how to plan, develop, manage, and monitor the success of a variety of teams in an organization.
- ◆ Develop skills for observing a team in action and then suggesting ways to improve their processes in order to reach their set goals.
- ◆ Practice giving feedback and using interpersonal skills and techniques to deal with problem team members.
- ◆ Learn how to help a team identify, prioritize, and solve job related problems.
- ◆ Gain the skills necessary to diagnose team functioning and prescribe a course of action to get teams "back on track."
- ◆ Learn how to demonstrate and teach methods of building commitment to a course of action.
- ◆ Recognize the different types of team conflict, develop mediation skills, and help teams develop a "win-win" approach to conflict.
- ◆ Develop and practice the communication skills, interpersonal skills, and interactive techniques that allow them to be an effective coach and facilitator.

Audience

This workshop is designed for anyone who is charged with helping to make teams happen in their organization.

Course Outline

Module One: Overview of Teams and the Role of Facilitators

- ◆ Teamwork vs. Involvement
- ◆ A Traditional Organization vs. a Team-Based Organization
- ◆ The Principle Role of a Facilitator and the Seven Crucial Skill Sets of a Facilitator
- ◆ Personal Characteristics of a Good Facilitator
- ◆ Definition of a Team
- ◆ Three Types of Teams Facilitators Will Deal With and When to Use Them
- ◆ Five Specific Roles on Teams
- ◆ Terms Related to Team Focus
- ◆ Team Charters
- ◆ Levels of Management Control
- ◆ Team Maturity vs. Structure
- ◆ Problem Priority Grid to Help Teams Determine Project Focus
- ◆ Advantage of Teams and How to Teach the Advantages of Teams to Others
- ◆ Team Building Exercises to Use with Your Teams

Module Two: How to Manage the Development of Ad Hoc Teams

- ◆ Roles and Responsibilities on Ad Hoc Teams
- ◆ Ingredients of the Team Charter
- ◆ The Ad Hoc Team Charter and Planning Worksheet
- ◆ The First Step: Stating and Developing Specific Goals
- ◆ Selecting Projects For Ad Hoc Teams: An Exercise
- ◆ Using the Ad Hoc Team Charter And Planning Worksheet: An Exercise
- ◆ How Ad Hoc Teams Operate
- ◆ Some Administrative Forms

Module Three: How to Manage the Development of Natural Teams

- ◆ What is a Natural Team?
- ◆ Mission Statements for Natural Teams
- ◆ How Natural Teams are Structured
- ◆ How Natural Teams Communicate and Coordinate
- ◆ Roles and Responsibilities on a Natural Team
- ◆ Managing the Development of a Natural Team
- ◆ Levels in the Development of Natural Teams
- ◆ Overview of Self-Directed Teams
- ◆ The “Star” Team
- ◆ The Role of the Facilitator in Each Phase: An Exercise
- ◆ Factors to Consider in Selecting a Pilot Team and Exercise
- ◆ Ingredients of a Plan to Release Power to Natural Teams
- ◆ Release-Of-Power Planning Demonstration: An Exercise

Module Four: Team Dynamics, Team Processes, and Team Meeting Skills

- ◆ Observing a Team Meeting (Practical Exercise)
- ◆ Assigned Roles for Team Meetings
- ◆ Tools for Team Meetings
- ◆ Ground Rules for Team Meetings
- ◆ Using the Team Meeting Observation Form: An Exercise
- ◆ Providing Feedback to a Team
- ◆ Video Tape Exercise: Giving Feedback to a Team
- ◆ Nominal Group Technique: An Exercise

Module Five: Team Problem Solving Skills

- ◆ The Three Basic Elements of a Problem
- ◆ Some Definitions
- ◆ Element 1: The Problem
- ◆ Prioritizing Problems
- ◆ Element 2: The Cause
- ◆ Root Causes
- ◆ Element 3: The Solution
- ◆ The Cardinal Rule in Problem Solving
- ◆ Sample Dialogues
- ◆ A Four-step Problem Solving Process
- ◆ An Illustration
- ◆ Seven Problem Solving Tools
- ◆ Practicing the Seven Tools: An Exercise
- ◆ When to Use the Seven Tools
- ◆ Practice in Solving Problems: Three Exercises

Module Six: Diagnosing Team Problems

- ◆ The Purposes for Auditing Teams
- ◆ Methods Of Auditing Teams
- ◆ What to Look for When Auditing Teams
- ◆ Which Methods are Most Appropriate: An Exercise
- ◆ Breaking Down the Factors: Outcomes V. Processes
- ◆ Overview of Three Team Diagnosis Tools
- ◆ Team Diagnosis Questionnaire
- ◆ Team Profile Scoresheet
- ◆ Using the Team Diagnosis Questionnaire

Module Seven: Coaching Team Leaders and Team Members

- ◆ The Behavioral Styles Module -- Three Behavioral Styles
- ◆ The Problem Solving Approach
- ◆ The Persuasion Approach
- ◆ One-on-one Coaching Sessions: An Exercise
- ◆ Video Taping Exercise: Coaching a Team Leader
- ◆ Handling Difficult Team Members: An Introduction
- ◆ Video Taping Exercise: Coaching A Difficult Team Member

Module Eight: Solving Team Conflicts

- ◆ What is Conflict?
- ◆ Types of Conflicts
- ◆ Strategies for Dealing with Conflict
- ◆ Case Studies
- ◆ Using the Process Approach for Group Conflict
- ◆ Using the Model -- An Example
- ◆ Using the Coaching Model for Resolving One-on-one Conflict
- ◆ Using Factor Rating to Resolve Conflict

Module Nine: How Facilitators Will Help Teams

- ◆ How Facilitators will Help Teams
- ◆ How Facilitators can Help Teams: A Consensus List
- ◆ A Model for Working With Teams
- ◆ The Next Step

Tools and Techniques

This course provides participants with proven and practical tools they can use the very next day on the job. The tools include the following and many more:

- ◆ **Team Diagnosis Questionnaire** used to identify the strengths and weaknesses of the teams in your organization.
- ◆ **Team Profile** Score Sheet used to score and report the profile and results of your Team Diagnosis Questionnaire.
- ◆ **The “Release of Power” Planning Guide** to help upper management through a six-step process of turning over decision-making authority to the natural teams in your organization.
- ◆ **Team Meeting Observation Form** to rate the effectiveness of your team meetings.
- ◆ **Measurement Planning Table** to help you determine how successful your team’s course of action has been.

Program Format – 5 Days

The *Team Facilitation and Team Management Skills* program is an intensive, practical skill-building course that is conducted over five consecutive days with limited enrollment. The optimum class size is 12-16. The maximum class size is 20. Instruction is by example and demonstration with extensive supervised role-play. Participants practice the skills in small groups and receive direct feedback both from peers and their coach. Many of the skills are videotaped, allowing participants to observe and critique themselves.

The program has a great deal of mechanical and logistical requirements. For the optimum class size of 20, we need a main room with a TV, VCR and overhead, as well as four breakout rooms (five participants per break-out room) equipped with a TV, VCR and camcorder. If the main room substitutes as a breakout room, it will also need to be equipped with a camcorder. The breakout rooms are needed for only two of the five days. An experienced facilitator/coach is needed for each of the breakout rooms. The instructor will also serve as a coach on these days.