

# working together, winning together

## Strategies for building a high

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### Objectives

#### Session 1 – Teams and Teamwork

The purpose of this session is to obtain a clear understanding of what teamwork is all about and to establish practical and relevant criteria for high performance teams.

#### Objectives

By the end of this session you will:

- a) have identified the values common to high performance teams and those that destroy teamwork;
- b) understand Patrick Lencioni's hierarchy of characteristics for high performance teamwork.

## **Session 2 – Building Relationships and Creating Trust**

Building relationships characterised by trust can only be achieved if people understand one another, respect one another and communicate with one another in an open and effective manner. This session addresses these important attributes.

### **Objectives**

By the end of Session 2, you will:

- a) have acquired an in-depth understanding of your own Psychological Type;
- b) have insight into the Psychological Types of team members;
- c) use your knowledge of Psychological Type to build effective relationships;
- d) know how to apply the Johari Window model for communicating effectively;
- e) employ the dynamics of good communication to build a foundation for trust.

## **Session 3 – Collaborating and Disagreeing Constructively**

Collaboration is an essential element in fully functional teams. Without it, people look after their own interests and work independently of others, often competing with team members. In this session you will learn how to collaborate with colleagues without comprising independent thinking.

### **Objectives**

By the end of Session 3, you will:

- a) have an understanding of “The Abilene Paradox” and why compliance and agreement can be dysfunctional;
- b) be provided with guidelines for expressing divergent and opposing viewpoints in a constructive manner.

## **Session 4 – Obtaining Commitment**

People are committed when they feel important, when they are making a positive contribution and when they are involved. In this session we will address an essential factor in obtaining the support and commitment of team members, i.e. involving people in decision-making.

### **Objectives**

By the end of Session 4, you will

- a) be familiar with the interpersonal and rational processes needed to make effective team decisions
- b) have participated in a group decision-making simulation that will demonstrate how commitment can be obtained through synergistic teamwork.

## **Session 5 – Creating Accountability**

Accountability, in the context of teamwork, refers to the willingness of team members to ensure that co-workers achieve agreed outcomes.

### **Objectives**

By the end of Session 5, you will:

- a) know how to develop objectives that meet the “SMART” criteria
- b) introduce a process for holding team members accountable.

## **Session 6 – Becoming Results-oriented**

Result-oriented teams are focused and able to confront matters directly, even when it may be unpleasant or uncomfortable to do so.

In this last session of the workshop, team members will confront issues that hinder or obstruct effective teamwork.

### **Objectives**

By the end of this session, you will:

- a) be aware of what it means to be results-oriented
- b) have identified team problems and established objectives for resolving them.
- c) know what is to be rewarded to get results.