

5 Minute Guide to

TEAM BUILDING

How to quickly build strong, successful and happy teams!



BY ANDY BRIGHTSON

The 5 Minute Guide to Team Building

by

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Getting the best from this 5 Minute Guide

Welcome to the 5 Minute Guides to key management development topics.

Many management books are excellent and full of relevant information about key topics. However, many managers and operational staff told me that what they really needed in their busy schedules was to be able to quickly develop their skills and impact the situation around them. They may not have time to read 200 page books or be able to attend training courses – but they do want to get results with tasks, situations or challenges they face

The 5 Minute Guides are designed to enable individuals to quickly access essential information, concepts, approaches and insights on a topic and then to apply these to their personal situation and in the workplace.

Checklists, training exercises, key points, quotes and information are all designed to provide practical perspectives into key areas of performance.

So here are four easy ways to get the best from this 5 Minute Guide.

1. Dip in and out, pick a chapter or topic and take 5 minutes in your day to develop your learning.
2. Set aside 5 minutes and think how a particular topic relates to you in your current situation or your current role.
3. Actively search this 5 Minute Guide for ideas and new approaches specifically in relation to issues that you would like to know more about or are dealing with at the moment.
4. Use the material to encourage and help others. Take key points and use them for staff training and development sessions – or team meetings.

With the 5 Minute Guides there is no need to read from start to finish to get the key messages. These ebooks are designed to be used as a 'live resource' to be referred to time and time again - rather than theoretical textbooks. They are meant to be easy, practical and enjoyable learning resources – and for you to benefit in just 5 minutes. You can quickly access them on your phone, laptop or tablet.

I hope you enjoy this ebook and will explore the other titles in the series.

Keep building your career!!

Thanks!

Andy Brightson

Chapter 1

Winning Teams

What makes a winning team?

Write the name of a team which you have enjoyed being part of at some time during your life. This can be a team in sports, music, work or any kind of team.

Name: _____

What did people do to make it enjoyable and successful? Write down five things you believe they did/do right to build a good team.

- They
- They
- They
- They
- They

Now share your list with the other members of your team and produce a list of the things your teams had in common.

- *
- *
- *
- *
- *
- *

Teams work best when

- Everyone joins in.
- Everyone is willing to listen and really consider other people's point of view.
- Everyone is pulling in the same direction.
- Everyone feels they can share their ideas and concerns without feeling that others may think them "unimportant" or "silly".
- Everyone can accept that other people's ideas and solutions may be okay, even though you would have done it differently.
- Everyone believes that teams can make a difference, that they really will be listened to and can change things.
- Everyone accepts responsibility for moving forward.

Why Use Teams?

The most important reasons for using work teams is that, working together, the team is more effective than those same people would be if they were working as individuals. They can harness individual strengths, skills and experience to great advantage and overcome individual weaknesses.

People at work want to make a difference and the organisation desperately needs them to do so. A recent Gallup poll showed that nearly three quarters of all workers want more satisfaction from their work. The traditional organisation wanted employees to do their clearly defined jobs and not ask questions. Today's workplace needs employees who can:

- Help to make decisions
- Find solutions to problems
- Take the initiative
- Be accountable for results

The evidence strongly suggests that all of these are most likely to be achieved where there is effective teamwork.

Key Points

Teamwork is about delegation and empowerment.

As a manager you have to give up power and control over your people to gain higher effectiveness, motivation and productivity.

Team working and empowerment is a different way of people working together.

Chapter 2

Motivation and Teamwork

Motivating People

Many managers spend a lot of their time writing people off and offering reasons why their people won't do what the organisation wants them to:

“They aren't motivated”

“They don't care”

“They're not interested”

“They're not capable”

“They can't be trusted”

“They expect the worst from people”

In truth, this is what happens when people are motivated by old-style management – and these negative beliefs turn out to be correct.

What the manager doesn't see is that he/she has helped to create or encourage these attitudes. People learn to be helpless and become passive.

The key to motivating people is to look at your own attitudes and assumptions about what they want and about how to create a positive work environment.

What Motivates Your Team Members?

Exercise

Give each of the following motivators a rating out of 10 to indicate how effective they would be for motivating you and your employees.

- 0 = Not motivating at all.
 10 = Extremely motivating.

Motivator	Rating for you	Rating for your employees
<i>Money</i>		
<i>Job Security</i>		
<i>Career Development Prospects</i>		
<i>Training & Development</i>		
<i>Working Conditions</i>		
<i>Interesting Work</i>		
<i>Appreciation shown for your efforts</i>		
<i>Chance to influence decisions that affects you</i>		
<i>Good information about what is going on in the company</i>		
<i>Personal control over how you do your work</i>		
<i>A chance to have your say and be listened to</i>		
<i>Involvement in problem solving</i>		
<i>Flexibility about personal needs</i>		
<i>Opportunities for taking more responsibility</i>		
<i>Feeling respected</i>		

Motivation Survey

A survey of 2000 workers and their immediate supervisors found significant differences between what managers and supervisors think employees want and what employees really want. Managers also saw themselves as being motivated by different factors from their employees.

Many managers still felt that the best way to motivate employees were the “traditional trio:”

- Job Security
- Financial Rewards
- Job Advancement

One problem is that there are restricted opportunities in many companies for these motivators. Many employees would remain unsatisfied if these were the supervisor’s primary means of motivation.

The 7 Key Motivating Factors

The primary motivators were:

1. Respect for employees as people.
2. Flexibility to meet personal needs.
3. Encouragement of learning, development and new skills.
4. Knowing why things are being done.
5. Getting inside information about the company.
6. Employees having control over how they do their work.
7. Involvement in decisions that affect them.

The good news for managers is that all of the above can be freely available to everyone. ***Every manager can provide information, respect and participation in the workplace.***

Teamwork provides a structure for tapping into these motivators and creating a workplace where people want to work. This means really taking on board that your employees will be more likely to put customers first and to help you get a job done:

- If they feel they are treated like grown-up people
- If they feel the organisation is really interested in their needs
- If they know why they are doing things
- If they help to decide the best way to get the job done

Chapter 3

Empowerment and Teambuilding

What is Empowerment?

Empowerment is often thought to be something you do to other people – I empower my team. It isn't. Empowerment is about the relationships between people in an organisation.

In a traditional management structure you look towards one person, the boss, for direction and authority. In an empowered, collaborative workplace, you look towards everyone and listen to yourself as well, before acting.

An empowered workplace is one where the customer is in the centre and teams of people work together, collaborating on getting the job done. There is continual communication and everyone is accountable.

Traditionally, the role of the manager was to keep processes and people under tight control. Employees behaviour had to be watched and controlled by supervisors and managers. In an empowered workplace, people contribute much more to making decisions, managing themselves and being responsible.

As a manager you may feel caught between the two and that you have to choose. But if you look again, you can see that in any organisation some things need to be tightly controlled, while other areas of work can be left to individual freedom and initiative.

You may want, for example, to keep tight control over your processes, quality and resources. But you may want to encourage individual ideas and problem solving and make people responsible for results. **Empowerment is finding the right balance.**

What needs to be tightly controlled?

List the points here.

What needs to be left to personal initiative?

List the points here.

Empowerment Audit

6 Signs of an unempowered workplace.

1. People aren't very interested in their work.
2. People feel negative.
3. People only do what they are supposed to do.
4. Nobody says what is on their mind.
5. People are suspicious.
6. People aren't willing to help out.

Unempowered employees have the following feelings:

That they don't matter.

That no-one is really interested in their ideas.

That they have little or no control over what they do.

That only a small amount of their skills and energy are used.

Empowered employees have the following feelings:

They feel they make a difference.

They are responsible for their results.

They are part of a team.

They can use their full talents and abilities.

They have control over how they do their jobs.

They use their initiative.

Chapter 4

Building Effective Teams

6 Things Teams Need To Be Effective

1. Clear Targets

No team can operate effectively unless its members know what its objectives are.

2. Adequate Resources

A team can only carry out its tasks effectively if it has the resources it needs. These may take many forms – financial, material, people/skills, meeting accommodation and so on.

3. Reliable Information

Teams need information to carry out work tasks, to contribute to problem solving and decision-making, to plan for new developments or changes, to work effectively with other departments/functions etc.

4. Training & Development

Teams have an ongoing need for training and development - to address short-falls in performance, to add skills or knowledge, to develop problem solving capability, to enhance the quality of teamwork etc. Very often this may take the form of on-the-job training or coaching from a supervisor.

5. Regular Feedback and Recognition

Teams need to know the results their efforts achieved against different performance indicators. Feedback gives the team the opportunity to manage their future performance. They also need organisational recognition for their achievements.

6. Technical and Process Assistance

Any working team will require a certain amount of technical support to carry out its task effectively. This might include support for process management, HR, finance, Health & Safety and so on.

Chapter 5

Effective Team Meetings

Tips for an Effective Team Meeting

Before the Meeting

- Define your goals (material, people and teams).
- Gain commitment to the purpose of the meeting.
- Prepare an agenda – give others an opportunity to contribute to this.
- Prepare any material you need. Gather any facts, evidence or other information that will be relevant and helpful to the discussion.
- Think ahead about the communication skills that will help to make the meeting positive and productive.

During the Meeting

- Use the agenda.
- Use your communication skills to encourage everyone to participate.
- Actively seek views and ideas.
- Manage the time for each agenda item and balance the various inputs.
- Keep moving agenda items towards positive outcomes / actions points.
- Be willing to consider fully action options that are not the ones you might have chosen.
- Agree and record action points, responsibility and timescales.
- Where relevant agree monitoring/follow-up arrangements outside the meeting structure.
- Record relevant points of the discussion.
- Follow through.

Chapter 6

Performance Management and Teambuilding

Review your performance after a Meeting

You should take some time after a team meeting to review your performance.

Here's is a useful "not to do" checklist:

Did you:

- Fail to listen to points made by others?
- Constantly reiterate your own point of view?
- Raise irrelevant and unhelpful points?
- Concentrate on the impression you were making rather than on completing the task?
- Constantly restate arguments instead of recognising them as alternatives?
- Fail to participate fully?
- Fail to be aware of the reaction of other members to your own contributions?
- Fail to check how people were feeling about the discussion?
- Fail to be clear about what had been decided?

Team Check - How are we doing?

For each of the following put a letter in the relevant columns.

Directors/Senior Management (D)

Managers/Supervisors (M)

Staff (S)

	Good Now	Needs Attention	Not relevant/ Appropriate
<u>Motivators</u>			
- People feel respected			
- There is flexibility to meet personal needs.			
- People have the chance to learn and develop new skills.			
- People are well informed about the company.			
- People are well informed about things that affect them.			
- Individuals have some control over how they do their work.			
- People are involved in decisions that affect them.			
- People are involved in problem solving.			
<u>Empowerment Indicators</u>			
- People are interested in their work.			

	Good Now	Needs Attention	Not relevant/ Appropriate
<u>Motivators</u>			
- People feel positive.			
- People are willing to help out.			
- People feel they make a difference.			
- Everyone feels part of a team.			
- People feel they can speak out.			
- People feel they are listened to.			
- There is interest in everyone's ideas.			
- Peoples talents and abilities are well used.			
- People take responsibility for their results.			
- People are willing to be flexible about what they do.			
- People use their initiative.			
- People are customer focused.			

	Good Now	Needs Attention	Not relevant/ Appropriate
<p><u>Team Needs</u></p> <ul style="list-style-type: none"> - Teams have clear targets. 			
<ul style="list-style-type: none"> - Teams have the resources they need. (People / financial / material / accommodation) etc. 			
<ul style="list-style-type: none"> - Teams have the information they need to carry out work tasks effectively and solve problems. 			
<ul style="list-style-type: none"> - Teams receive ongoing training and development. 			
<ul style="list-style-type: none"> - Teams get regular feedback on how they are doing? 			
<ul style="list-style-type: none"> - Good results and efforts are recognised / praised. 			
<ul style="list-style-type: none"> - The teams have the technical / HR / financial support they need from other departments functions. 			

Chapter 7

Ongoing Team Development

Action Plan

From the Team Check, choose 6 priorities from the “needs attention” column that you will now take specific action to address in your area.

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