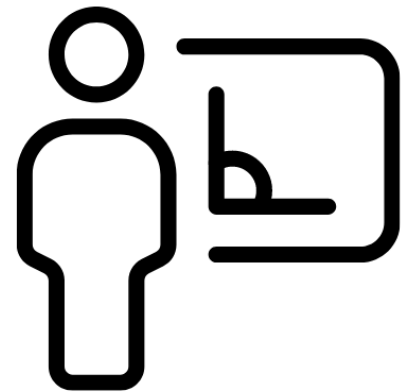


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work.

Vince Lombardi

Module Two: What Are the Benefits of Team Building?



Team building has many benefits to both the organization and the individual employees that make up the team. Team building helps to create a sense of cohesion, reinforce shared goals and values, and greater camaraderie. Team building also helps teams be more effective, as they communicate more openly and are more motivated to pursue shared goals. An investment in team building activities is an investment in success.



Better Communication and Conflict Resolution

One of the greatest benefits of team building is better communication. People who have a sense that they are on a team, with shared values and goals, are more likely to be personally invested in one another. This facilitates communication because people want to reach shared goals, and have a shared sense of purpose or vision. Team building helps team members develop strong communication skills, and also helps the team establish communication systems. Improved conflict resolution is another benefit of team building. Clearer communication, in and of itself, helps to facilitate better conflict resolution. The shared goals and values of a team, along with the increased personal investment and stronger personal relationships that form in a team, also help to foster an environment in which conflicts are addressed openly and productively.

Estimated Time	8 minutes
Topic Objective	Introduce the concept of better communication and conflict resolution as benefits of team building

Topic Summary	Communication Discuss the concept of using team building to improve communication and conflict resolution
Materials Required	Flipboard/chart and markers
Planning Checklist	None
Recommended Activity	As a group, discuss ways in which team building can improve communication and conflict resolution. Brainstorm ideas and list these on the board.
Stories to Share	Share any personal or relevant stories.
Delivery Tips	Invite individual participants to share their ideas.
Review Questions	How can team building help create better communication and conflict resolution?

Effectiveness



Team building helps to create more effective teams. Team building activities create a sense that team members are pulling together toward a common goal, or set of goals. This sense of shared purpose tends to foster effectiveness and productivity. Team building also helps the team find greater effectiveness through developing skills in delegating tasks, collaborating, communicating, and creating processes that leverage each team member's skills. A team that has a sense that they are working together, and in which the team members trust each other to honor their commitments, works more efficiently and effectively.

Estimated Time	8 minutes
Topic Objective	Introduce the concept of team building fostering effectiveness.
Topic Summary	Effectiveness Discuss the concept of team building fostering effective teams.
Materials Required	Worksheet 1: Effectiveness
Planning Checklist	None
Recommended Activity	Complete the worksheet individually. Share answers with the class if desired.

Stories to Share	Share any personal or relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	How can team building lead to higher effectiveness?

Motivation



Team building activities can be a powerful source of motivation. Spending time together as a team is a chance to reinforce shared goals, set new shared goals, and strengthen relationships with team members. A sense of shared goals and values serves as valuable motivation. When infused with a spirit of healthy competition and camaraderie, team building activities also motivate team members because there is a sense of not just working for one's self, but for the good of the entire team. Team building activities help remind your team what they're working for and why, which can be a valuable boost to motivation.

Estimated Time	8 minutes
Topic Objective	Explore some ways that team building can be motivating
Topic Summary	Motivation Explore some ways that team building can be motivating
Materials Required	Flipboard/chart and markers
Planning Checklist	None
Recommended Activity	As a class, discuss ways in which team building can serve as motivation. Brainstorm ideas and list these on the board.
Stories to Share	Share any personal relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	How can team building activities be motivating?

Camaraderie



One of the most powerful benefits of team building is a sense of camaraderie. The reinforcement of shared values and shared goals, which goes along with team building, helps create a sense of camaraderie and collegiality. Team building activities help to strengthen the interpersonal relationships between team members. Team building gives team members a chance to get to know each other beyond just their work functions, and helps to foster a sense of shared identity. Taking the time to create relationships that go beyond simply interacting over work responsibilities helps team members to invest more in each other emotionally and personally. This creates a sense that team members aren't just pieces of a process, but people with feelings and needs. When team members have a sense of camaraderie, they are more likely to want to collaborate, help each other, and support each other.

Estimated Time	8 minutes
Topic Objective	Introduce the concept of camaraderie
Topic Summary	Camaraderie Consider ways in which team building can create camaraderie.
Materials Required	Flipchart/board and marker
Planning Checklist	None
Recommended Activity	Have the class discuss ways in which team building can create camaraderie. Brainstorm ideas and list them on the board.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	How can team building help foster camaraderie?

Practical Illustration



Gayle's team was effective enough in their jobs, but she couldn't help but notice that they didn't communicate very well. People did their jobs and met deadlines, but there was no sense of shared purpose or real sense of camaraderie. She decided that they needed to spend some time together that wasn't focused on projects. She blocked a day off and worked with someone in training to choose some team building activities they could do together. The company catered lunch so that the team could spend the day working on building their sense of team work. At first the team was a little resistant, as they were busy with projects. However, as the day went on, Gayle noticed that people became more comfortable. At the end of the day, Terra, one of the team members, said, "I am so glad we did this. I feel like I actually know my team members now. I didn't realize how funny Sheldon was! It will be so much easier to work together now." Over the next few weeks, several team members commented how much easier it was to communicate, and Gayle noticed that the team seemed much more cohesive.

Module Two: Review Questions

1.) Which is true of team building and communication?

- a) Team building is not necessary on a team with good communication
- b) Team building undermines communication
- c) Team building can improve communication
- d) None of the above

Team building has many benefits. Improved communication is one of them.

2.) Which of the following is true of team building and conflict resolution?

- a) Team building can help team members avoid conflicts
- b) Team building can help team members resolve conflicts more effectively
- c) Team building can help build stronger relationships which can lead to fewer conflicts
- d) All of the above

Improved conflict resolution is a benefit of team building. Conflicts may be less common and tend to be resolved more effectively.

3.) How can team building increase effectiveness?

- a) It reinforces shared goals
- b) It reinforces shared values
- c) It can improve team members' ability to delegate and share tasks
- d) All of the above

Increased team effectiveness is another benefit of team building. Team building reinforces shared goals and values and helps team members delegate and share work.

4.) What does team building foster that can build effectiveness?

- a) A sense of competition
- b) Conflicts
- c) A sense of shared purpose
- d) None of these

Team building helps to foster a sense of shared purpose. This can improve effectiveness.

5.) How can team building activities serve as motivation?

- a) They reinforce shared goals
- b) They foster camaraderie
- c) They foster a sense of fun
- d) All of the above

Team building can infuse work with a sense of fun and camaraderie. They also help to reinforced shared goals. All of this can improve motivation.

6.) Team building activities can improve motivation when infused with what?

- a) Healthy competition
- b) Focus on building relationships
- c) Camaraderie
- d) All of the above

Team building can be motivating when infused with camaraderie and healthy competition. The focus on building relationships can also be motivating.

7.) Which is NOT true of camaraderie?

- a) It helps motivate a team
- b) It helps the team invest in each other
- c) It helps reinforce a sense of shared purposes
- d) All of the above

Camaraderie is one of the benefits of team building. It helps to motivate the team, encourages the team to invest in each other, and reinforces a sense of shared purposes.

8.) How does a sense of camaraderie benefit the team?

- a) It fosters a sense of shared goals and purpose
- b) It encourages team members to see each other as people
- c) A and B
- d) Neither A nor B

Camaraderie helps to encourage collaboration and stronger relationships. A sense of shared goals and purpose is also a benefit of camaraderie.

9.) What/who benefits from team building?

- a) The company
- b) The employees
- c) Stakeholders
- d) A and B

Team building has many benefits to both the organization and the individual employees that make up the team (stakeholders may also benefit, but the Module mentions A and B)

10.) A fun team building exercise can translate to a collaborative working relationship.?

- a) True
- b) False

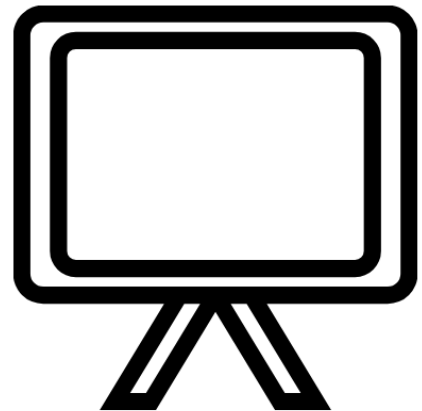
When team members have a sense of camaraderie, they are more likely to want to collaborate, help each other, and support each other.

PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





MODULE TWO

What Are the Benefits of Team Building?

Team building helps to create a sense of cohesion, reinforce shared goals and values, and greater camaraderie.



Better Communication and Conflict Resolution

People who have a sense that they are on a team, with shared values and goals, are more likely to be personally invested in one another.

Effectiveness

Team building helps to create more effective teams.





Motivation

A sense of shared goals and values serves as valuable motivation.

Camaraderie

One of the most powerful benefits of team building is a sense of camaraderie.



Practical Illustration



- Better Communication and Conflict Resolution
- Effectiveness
- Motivation
- Camaraderie

Module Two: Review Questions

1. Which is true of team building and communication?

A. Team building is not necessary on a team with good communication

B. Team building undermines communication

C. Team building can improve communication

D. None of the above

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



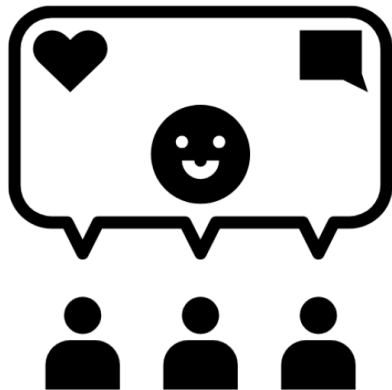
Team Building for Managers

Quick Reference Sheet



Social Gatherings

Don't underestimate the power of social gatherings to build your team. While it's always important to recognize that family and other commitments can make it difficult for some team members to engage in social time outside of work, gatherings can still be a valuable tool in your team building kit. Whether you have regular team lunches where the topic of conversation is anything but work, an annual holiday gathering, or period get together after work for dinner, drinks, or other fun, social gatherings help to take your team out of their work environment so they can focus on each other. Ask your team what type of gatherings they would enjoy. Be wary of gatherings that center on alcohol, both for liability reasons and because it excludes those team members who do not drink. Vary the type of social gatherings so that those who may not enjoy one type of gathering have other options. Encouraging your team to spend time together as colleagues helps to further foster camaraderie and relationships.



Activities to Build Camaraderie

Sharing in an activity together builds camaraderie among your team members. The sense of having a shared experience can be a powerful way to form bonds and encourage team members to build relationships. Infusing activities with a sense of fun and play also encourages laughter and camaraderie among your team. Whether you choose to use activities that have many of the features of games, or find activities that are more focused on building relationships and skills for your team, the benefit is enhanced relationships. When choosing activities that build camaraderie, focus on activities in which people participate as equals, and in which everyone can participate. One strategy is to break your team up into smaller groups, allowing for more one on one interaction. Some activities to consider as you build camaraderie on your team:

Building Challenges: Teams build a product – bikes are a popular option – that will be donated to charity.



Charity Drive: Teams collect for an agreed-upon charity. Food pantries or toy drives are common choices.



Office Olympics: Teams compete in a variety of office-themed events, with fun prizes.



Activities to Build Communication

Activities also offer a chance for team members to enhance communication. Games and formal training scenarios can help communication, but may feel artificial. Engaging in group activities, whether it's a team sport or organizing a charity drive, requires team members to communicate. Because activities are generally lower risk than work deliverables, they give the team a chance to experiment with new communication strategies. Team members may also work with colleagues in activities that they don't interact with regularly in their work duties, so activities offer the chance to communicate with a variety of people. Activities may also offer a chance to communicate in different ways than team member's everyday tasks require, which offers a chance to try out new skills.



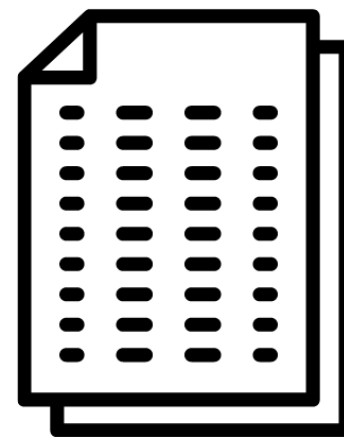
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Sample Worksheet 1

Effectiveness

In this space, reflect on the ways in which team building can foster greater effectiveness.

Icebreaker: Getting Engaged

PURPOSE

This activity will help the group to get to know one another, and to connect to each other by working on a common goal that they can refer to throughout the workshop.

MATERIALS REQUIRED

1. Flip chart paper for each group
2. Markers for each group
3. Masking tape, non-marking adhesive, or push pins (depending on the room, to hang the flip chart paper)

TIME REQUIRED

20 minutes

ACTIVITY

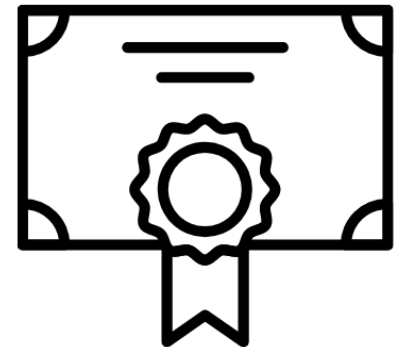
Have everyone introduce themselves by stating their name, where they are working, how long they have been in their current role, and one thing that they love about the work they do.

Form the group into smaller teams of four to six people. Each group must come up with the name, logo, and motto (if time allows) for their newly formed *company*. They can capture the information on flip chart paper, and then hang them around the room for the day. As the workshop progresses, encourage them to write key words, phrases, or parking lot items on their sheets.

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

Has mastered the course
Team Building for Managers

Awarded this _____ day of _____, 20____

Presenter Name and Title
