

LEAP[®] Facilitator's Outline

Topic: "Creating and Sustaining High Performance Teams"

Checkpoint360 Skill-set: Facilitates Team Success, Provides Direction

Facilitation Materials Check List:

The following items are associated with this session:

Supplies/Files	Description	Options / Action Items
PPT slides-Overheads Folder: "Creating & Sustaining HP Teams"	Used to facilitate the session. Typically are projected on a screen during the session. Facilitation notes are provided in the PPT notes.	May be customized w/your company logo
PPT slides-Workbook	Participant workbook to be printed	Customize with date of session.
Pre-Work (optional) or Handout #1: Team Styles Survey	Can be completed during the training session or sent as pre-work and brought to the session	Send as pre-work ~1 week before session or print/bring to session
NASA Trip to the Moon Exercise or Building Castles Exercise	Select ONE exercise to use during the training session for a team-based activity.	Review in advance to prepare to facilitate a team activity
Handout #3: Stages of Team Development	Matrix which outlines the stages and how to manage through each stage as a leader/manager.	Print and provide as a handout at the session.
Handout #2: Team Styles & Functions Matrix	This is a companion piece to the team styles survey. It is a helpful way of learning how to leverage the different styles on one's team.	Print and provide as a handout at the session.
Role Play Handout	2 volunteers will read & act-out the role-play	Print two copies to give to the volunteers.

Objectives for this Workshop Topic (from slides/participant materials):

- The definition of HP team & how it differs from traditional work groups.
- The three elements of high-performance teams.
- Four types of teams & Stages of Team Development
- An introduction to the "5 Dysfunctions of a Team" model and assess your team's current functioning
- Tools for clarifying roles and creating empowerment.
- Tools to build & manage high performance teams – Your Team Charter.
- Understand and use "Team Styles" for greater effectiveness.

Topic	Key Points	Materials	Time
Welcome	Start this approx. at approximately 8:05am - Start the check-in process for people's action commitments and how they are doing Personally, Professionally, and Physically. <i>Say/Segue into the learning topic:</i>	PPT overhead	30 min.
Team Module Overview	Say: Being a part of teams (home, work, life) permeate our experiences.	PPT slides	
	Exercise: How to Define a Team <ul style="list-style-type: none"> • Group input • Definition 	Workbook Handout	5
	Exercise: Best / Worst Team <ul style="list-style-type: none"> • Small group discussion • Share with whole group 	Workbook Handout	15

Characteristics	<p>High Performance Teams</p> <ul style="list-style-type: none"> - Definition: self managing, multifunctional group organized around a whole process and empowered with full authority for their success - Characteristics - What are thoughts comparing traditional work groups and high performance teams <p>Two Primary Flaws (WB top of page 6)</p> <ol style="list-style-type: none"> 1. EE's are group by similarity of function - which fragments work and people over-identify w/their own jobs and don't understand or care about the common good of the company or customer. 2. Power is concentrated at the top. EE's closest to the work rarely have authority to make significant decisions. In HP teams, EE's are empowered to think, problem-solve AND do, not just be told what to do. <p>Say/Show Five Dysfunctions of a Team</p> <ul style="list-style-type: none"> - Patrick Lencioni writes parables, easy to read - Assume good performance is the opposite of pyramid - Starting with trust as a foundation, welcome conflict, commitment, accountability, results 	PPT slides	20
Exercise	<p>Working in Teams: NASA Task</p> <ul style="list-style-type: none"> - 5 minutes for filling out exercise individually - Small group discussion – ranking items - Reveal NASA space survival unit actual rankings 	Handout-NASA Task	30
Elements of HP Teams	<p>Say: Team Model</p> <ul style="list-style-type: none"> - Charter, Design, Relationships are interdependent 	PPT slide	
	<p>Exercise</p> <ul style="list-style-type: none"> - Individually fill out Team Assessment page 8 of Workbook - Individually fill out Team Assessment bottom of page 7 	Workbook handout p. 8	
Types of Team	<p>Say: Four Types</p> <ul style="list-style-type: none"> - Specialization of Tasks and Coordination of Team members: high or low - Each team has different needs and require different management 	PPT slide	

Stages of Team Development	Say: Overview of four stages <ul style="list-style-type: none"> - Forming: Why are we here? - Storming: Bid for power - Norming: Cooperative group action - Performing: Team synergy - What things can leaders do get through first and subsequent stages 	PPT slides	
Charter	Say: The importance of a Charter <ul style="list-style-type: none"> - Accountable to Key Customers and Stakeholder (p. 15) - Expected results (p.16) - Purpose (p. 17) - Team Characteristics (p. 18) - Team Norms (p. 19) 	PPT slides Reference to tools in workbook p. 15-19	
	Exercise: Role play handout with two people Ask: What is your take on this charter? Discuss	Handout- Role play	
Team Styles	Say: Discuss assessment pre-work for team styles <ul style="list-style-type: none"> - Contributor: task oriented - Collaborator: brings all together - Communicator: process - Challenger: question 		
	Handout: team styles and functions matrix	Handout- Team Style Matrix	
Roles and Responsibilities	Say: The next few pages of workbook cover a variety of tools that can be used for creating HP Teams	Workbook p. 23-28	
Creating HP Team	Say: We've presented many different tools to use		
	Exercise: Take about 5 minutes to create your own action plan for creating and sustaining a high performance team	Workbook Handout p. 31	
Commitment Cards and Close	Monthly Commitments – Round robin <ul style="list-style-type: none"> - Handout the principle of Greatness Commitment Card for this month. - In order to grow as a leader, I plan to execute the following specific actions in the next 30 days: In what ways will this be a stretch for me? What is my motivation for taking action on this? To get the process started, tomorrow morning I will take this first step... 	Handout & Round robin	30

TOTAL

4.0 Hours

Homework for next time (if any):

Next Session Date: