



# Team Building Skills

These videos can be used as meeting openers or as video punctuation marks for driving home a point or getting a discussion going.

Following are our suggestions on how to use the videos. You can use this as an entire thought-provoking training or use parts of this and integrate it with your own training.

## Team Building



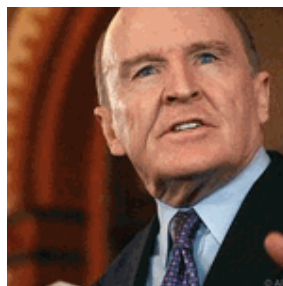
What makes an effective team? Effective teams talk to one another and not behind each other's back. They respect, trust and listen to each other. They support each other even through healthy disagreements. They share a common goal in being committed to the team succeeding and work jointly towards that end. Sound like utopia?

### Interaction: What Makes a Great Team

Sometimes it starts with the leader setting the context. What are the goals and overarching vision of the company? Are they clearly communicated? Is there "buy in"? If you asked some members of your team what they think the priorities of your organization are, would they be able to tell you? More importantly, do they agree? How do you know? Do you have a method for them to give you input?

Example:

One of the pre-eminent businessmen in this century is Jack Welch, former CEO and Chairman of G.E. He was blunt with his managers. Each year, Welch would fire the bottom 10% of his managers. The top 20% got bonuses and stock options. He also gave stock options to nearly one third of all employees at GE. Welch is also known for destroying the nine-layer management hierarchy and bringing a sense of informality to the company.



### **(Video: Jack Welch – Competition and Teams)**

When Jack Welch left GE, the company had gone from a market value of \$14 billion to \$410 billion at the end of 2004, making it the most valuable and largest company in the world.

## **Interaction: Team vs. Self**

Questions to spur thinking:

- How is your team compensated? Are they compensated based on team performance or moreso, on individual performance?
- What's the delineation between individual and team performance?
- What mechanism is there for honest feedback between team members?
- If you're the boss, do you have a mechanism for evaluating the productivity of team members, individually and as a team?

Example:

Bill Bradley excelled as an NBA star, Rhodes Scholar and NJ Senator. But, he says winning is all about the team, not the individual.



(Video: Bill Bradley – Team v Self)

## **Interaction: Team Communication**

- If you took a poll of your team members, would they be clear on where your company/organization is headed in a year? 3 years? 5 years?
- When they make a mistake, do they look for someone else to blame? Or, do they take responsibility and come up with a solution? Do they look to you for the answers?
- What is the culture of your organization? If someone fails, what happens? If there's a win, who gets acknowledged?

Example:

Dennis Conner, who won the America's Cup 4 times, teaches executives how to manage their teams by taking them out on sail boats. It's a great metaphor for competition, teams and high stress communication.



(Video: Dennis Conner – Attitude to Win)

## **Interaction: Team Communication Cont'd**

There are times when your company is riding high or faltering.

- What's the communication strategy for your team? How do you empower them? What do you do when there's a setback?
- How do you navigate between the highs of a win and the lows of a setback?

Example:

AOL founder, Steve Case, rode the dot-com wave, creating AOL into an online genie for newbies to the Internet in the early 1990's. With all that popularity, he had to deal with technological failures and disappointed customers. Here's how he managed his team through the good times and bad times.



**(Video: Steve Case – Leading Teams)**

## **Interaction: Feed*Forward***

Do you really want to know what your team thinks? Do you really want to be a better leader? If your team were to say what they'd like to see you improve upon, what do you think it would be?

Example:

Marshall Goldsmith, who coaches over 100 major CEOs and their teams, and was a pioneer in 360 degree feedback, explains how to have fun with, and take the pain out of, feedback. The only "work" per se, is that you have to follow up. (By the way, Marshall is a practicing Buddhist.)



**(Video: Marshall Goldsmith – Feed*forward*)**