Team Building

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Overview

- Team Building Exercises
- Cog's Ladder Review
- Leader and Follower Actions
- Team Development Discussion
- Case Study (time dependent)

Team Building Puzzle Activity

In-Person Team Building Exercise

Puzzle

1. Divide into # groups
2. Each group will transfer (draw) small images onto larger paper
3. DO NOT attempt to assemble small pieces
4. Once all pictures drawn on 8 ½ x 11 paper, assemble puzzle
5. 15 minutes to complete
6. Discussion will follow

Team Building Puzzle Activity

Questions & Takeaways

1. Did you notice that some of you received pieces of paper with very little on them while some of you had drawings that were more complex?

2. Were any pieces more or less important than other ones? Why or why not?

3. How does your current role in your unit fit into the picture? Do you play a small role or a large role?

4. Communication/Networking can increase your effectiveness in your current role…it allows you to showcase how vital and important your role is to the overall mission

Team Building Puzzle Activity

Virtual Team Building Exercise

Who's Who?

Time Limit: 10 mins

You have 6 new inbound officers assigned to your unit; however, the military personnel section has mixed up the records and no one knows which name goes with which rank.

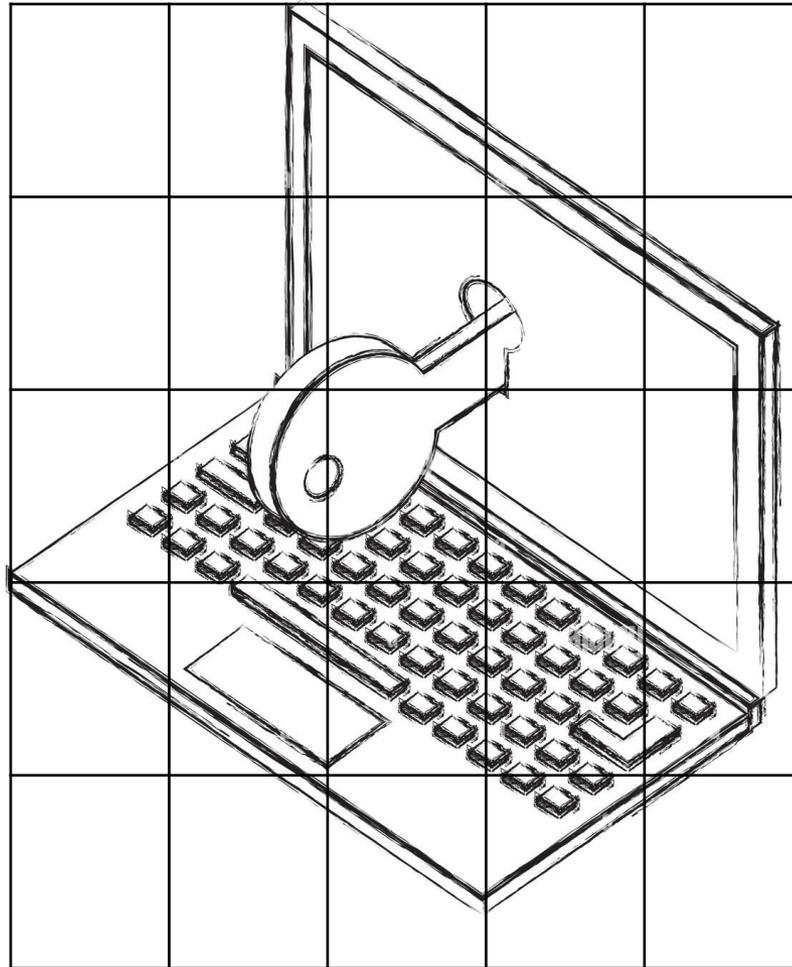**Your task: Based on the information provided, determine which person goes with each rank**

Second Lieutenant

First Lieutenant

Captain

Major

Lieutenant Colonel

Colonel

Team Building Puzzle Activity

	2nd Lt (O-1)	1st Lt (O-2)	Captain (O-3)	Major (O-4)	Lt Col (O-5)	Colonel (O-6)
Trey	x	✔	x	x	x	x
Anya	x	x	✔	x	x	x
Corbin	x	x	x	x	✔	x
Carmela	x	x	x	✔	x	x
Ben	x	x	x	x	x	✔
Hannah	✔	x	x	x	x	x

Second Lieutenant   First Lieutenant   Captain   Major   Lieutenant Colonel   Colonel

Objectives

1. Identify & differentiate the **5 stages** of team growth
2. Describe **leader and follower actions** that contribute to effective teams
3. Outline strategies and behaviors to **help teams move between the stages** of team growth
4. Identify **elements of an effective team**

- Developed by George O. Charrier

- Validated/adopted by military and civilian organizations

- Common framework/lessons learned for team dynamics and characteristics
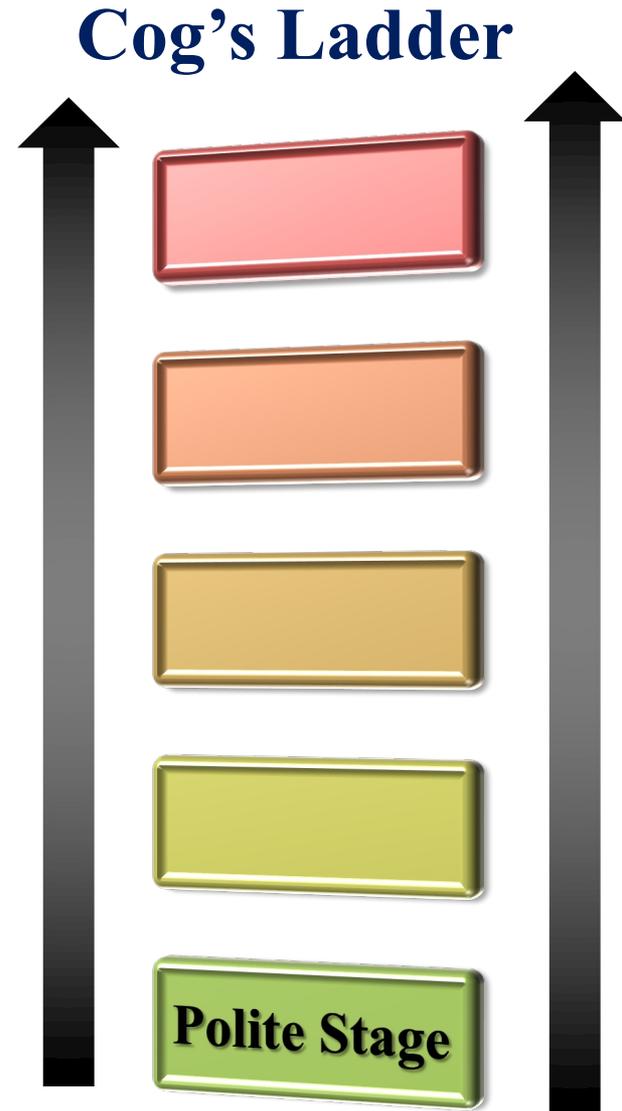
Stages of Team Growth

Cog's Ladder

Esprit
Constructive
Bid for Power
Why We're Here
Polite Stage

Stages of Team Growth – Polite Stage

Cog's Ladder

- **Attributes**
  - Size people up
  - Cliques begin to form
  - Conversation is polite
  - Judgements take place
  - Need for group approval
  - Little/no group identity

- **Goals**
  - Get acquainted
  - Avoid Controversy

Polite Stage

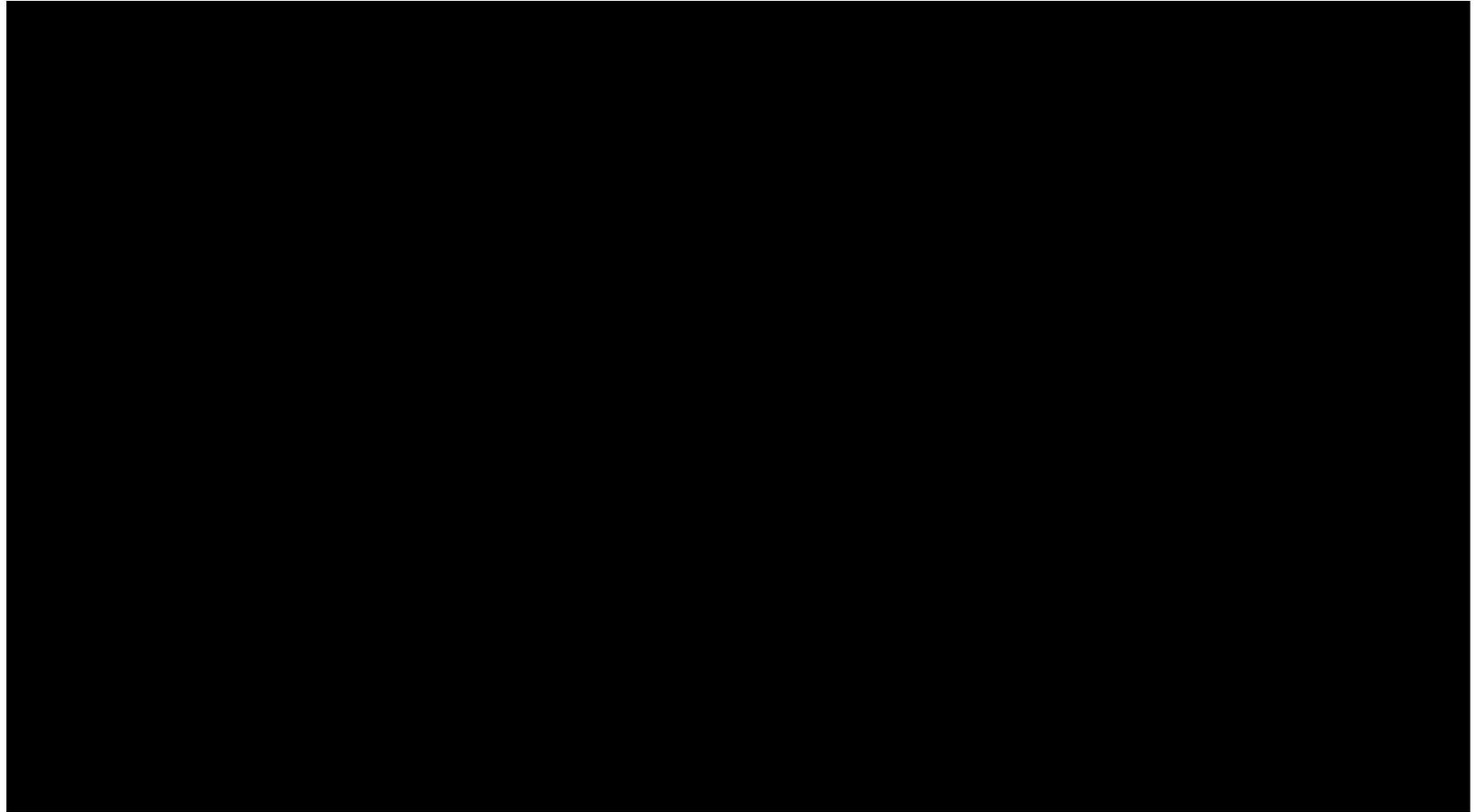# Stages of Team Growth – Why We're Here

Cog's Ladder

- **Attributes**
  - Set goals & objectives
  - Cliques build power
  - Hidden agendas arise
  - Decline in need for group approval
  - Low group identity

- **Goals**
  - Build structure
  - Determine goals
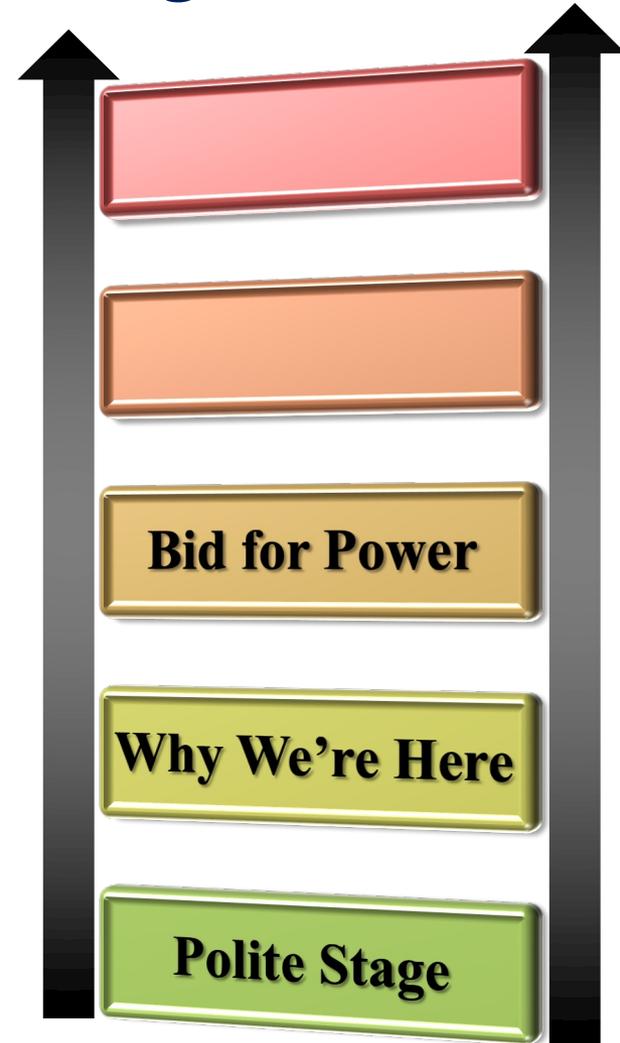
Why We're Here

Polite Stage

Stages of Team Growth – Bid for Power

Cog's Ladder

- **Attributes**
  - Competition increases
  - Struggle for leadership positions
  - Conflicting views arise
  - Cliques take on more importance
  - Wildest range of interaction

- **Goals**
  - Decide how to operate
  - Decide who's in control

- Bid for Power
- Why We're Here
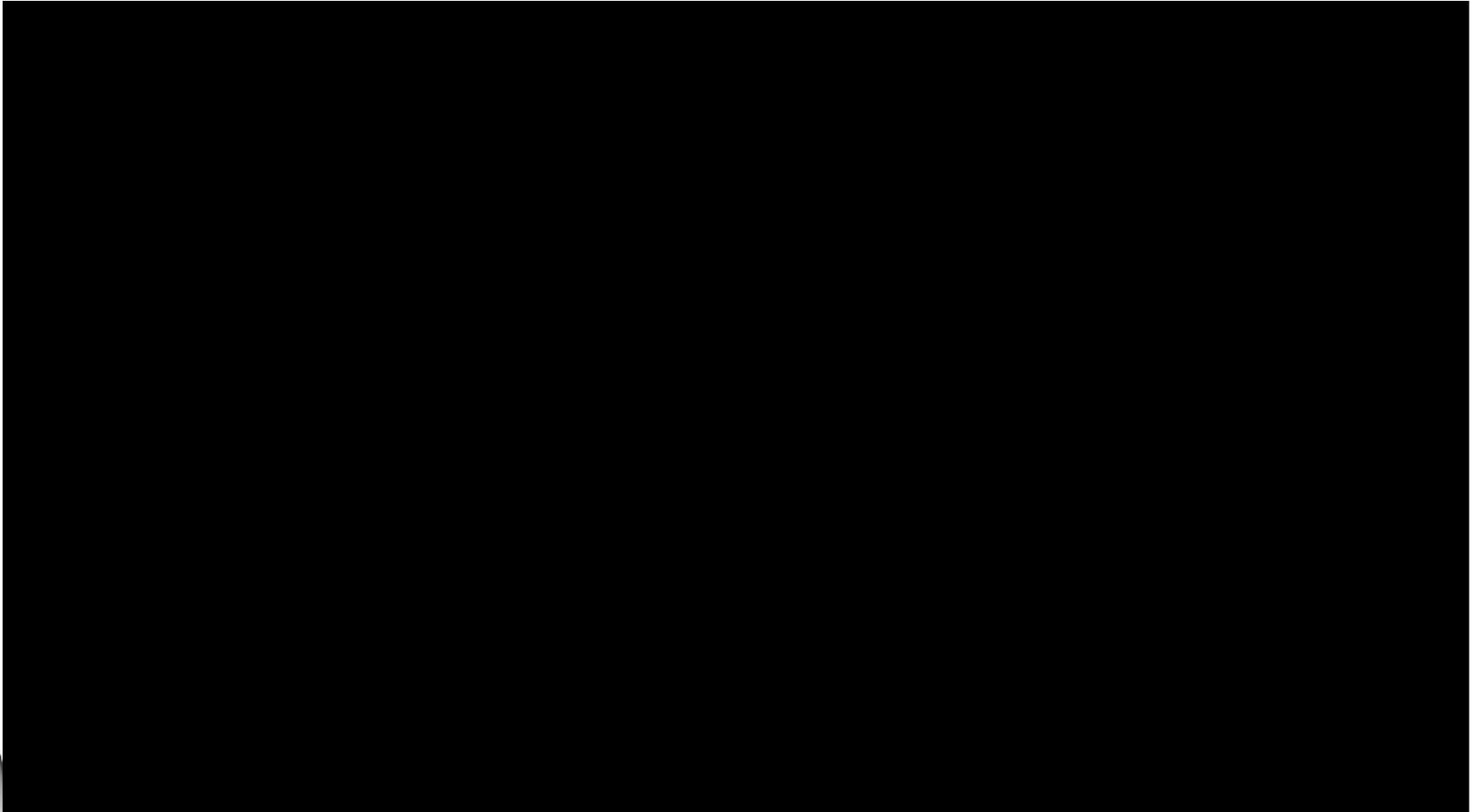- Polite Stage

Stages of Team Growth – Constructive

- **Attributes**
  - Attitudes change to focus on group collaboration
  - Progress toward goals made
  - Open questioning and active listening
  - Conflict is group problem rather than win-lose battles
  - All members contribute
  - Team spirit begins to build
- **Goals**
  - Accomplish task at hand through group effort

Cog's Ladder

Constructive

Bid for Power

Why We're Here

Polite Stage

Stages of Team Growth – Esprit

Cog's Ladder

- **Attributes**
  - Strong group identity
  - High morale
  - Intense loyalty
  - All members approve of each other
  - No cliques
  - Closed membership—no new members welcome
  - Constructive/productive actions
- **Goals**
  - Accomplish task at hand through group effort
  - Maintain group identity
  - Enhance group reputation

- Esprit
- Constructive
- Bid for Power
- Why We're Here
- Polite Stage

Characteristics of Leaders and Followers

- Exemplifies Ethical Values

- Recognizes their Contribution to Mission

- Committed to Organization's Goals

- Has Enthusiasm

- Decision-Maker

- Effective Communicator
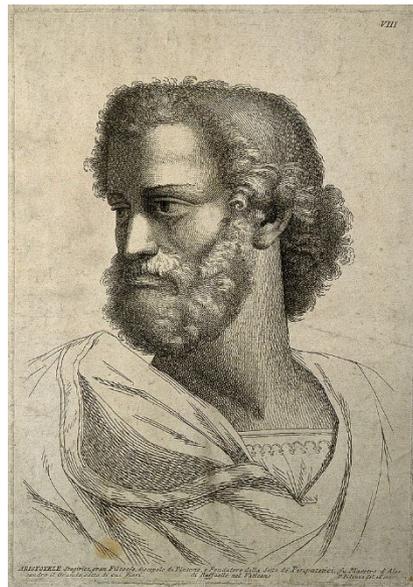
- Problem Solver

- Flexible

- Competent

- Courageous

What do <u>you</u> think?

What is the relationship between leadership and followership?

"He who cannot be a good follower … cannot be a good leader"

Aristotle (384 BC – 322 BC)

Leader/Follower Actions

Cog's Ladder

1. What is one **leadership** action to help teams be most effective in each stage?

2. What is one **followership** action to help teams be most effective in each stage?

3. What is one action a team leader can do to help the team **move from one stage to the next**?

- Esprit
- Constructive
- Bid for Power
- Why We're Here
- Polite Stage

Team Development Discussion

Things to think about…

- Think about the most effective teams you have been part of. What made them great?

- Why don't all teams move through these stages at the same rate?

- Do you think some teams might skip some stages altogether?

- Why don't most teams make it to the Esprit stage?

Case Study

Case Study Questions

1. What stages of team development did you notice?

2. What behaviors identified those stages?

3. Are the actions of the team leader appropriate? Why or why not?

4. What could you do to improve the team building effort?

5. What evidence or lack of evidence exists about a healthy team spirit?

"A team is not a group of people who work together. It is a group of people who trust each other"

– Simon Sinek

Summary

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