



Team Building Through Chemistry

GLOBAL COURSEWARE

Getting Started

Teams are an integral part of any business.

The key to successful team building is addressing the importance of **chemistry** between team members.

Workshop Objectives



- Understand the team development model
- Identify team chemistry
- Create vision and goals
- Appreciate diversity
- Manage conflict



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Business is a team sport.

Greg Brenneman

MODULE TWO

Understanding Teams

Knowing the pros and cons of teams will help you avoid pitfalls and build on your team's chemistry.



What Is the Definition of a Team?

Functional

Cross-functional

Self-managing

How Do People Feel About Being on Teams

Teams that are not
launched correctly have
little chance of being
successful.



Why Do Teams Fall Apart?



Goals

Roles

Communication

Relationships

Examples of Successful Teams

- They have commitment
- They see the big picture
- They are resilient



Practical Illustration



- What Is the Definition of a Team?
- How Do People Feel About Being on Teams?
- Why Do Teams Fall Apart?
- Examples of Successful Teams

Module Two: Review Questions

1. What type of team works together in a department?

A. Functional

B. Cross-functional

C. Self-managing

D. All of the above

Module Two: Review Questions

2. What type of team is made up of people from different departments?

A. Functional

B. Cross-functional

C. Self-managing

D. All of the above

Module Two: Review Questions

3. Who causes most people to dislike teamwork?

A. Attitude

B. Negative experiences

C. It is ineffective

D. They do not

Module Two: Review Questions

4. When should clear, positive ideas about teams be developed?

A. It does not matter

B. Over time

C. At the beginning

D. None of the above

Module Two: Review Questions

5. Irregular meetings create problems with _____.

A. Roles

B. Goals

C. Communication

D. Relationships

Module Two: Review Questions

6. What indicates a problem with relationships?

A. No team input

B. Easy misunderstandings

C. Conflict

D. No clear communication

Module Two: Review Questions

7. What is the best way develop a successful team?

A. Develop goals

B. Learn from example

C. Solve problems

D. Be unique

Module Two: Review Questions

8. What are successful teams committed to?

A. Goals

B. Cause

C. Success

D. A & B

Module Two: Review Questions

9. To be a resilient team member means:

A. You are focused on big ideas

B. You face adversity

C. You find strength to overcome obstacles

D. All of the above

Module Two: Review Questions

10. Before focusing on chemistry, you must understand the meaning of:

A. Business ethics

B. Teams

C. Pitfalls

D. Success

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Talent wins games, but teamwork and intelligence win championships.

Michael Jordan



MODULE THREE

Team Development Model

The model is commonly used and is made up of the four phases: forming, norming, and storming.



Forming

Forming is the first step in team development. At this point, it is important to develop trust between team members.

Norming

At this stage, the system and strategy for the team are in place.





Storming

Often, people feel overwhelmed by this stage and act out of fear and anger. An example of storming would be resisting new tasks.

Performing

Highly effective teams are the ones that reach the performing stage.



Practical Illustration



- Forming
- Norming
- Storming
- Performing

Module Three: Review Questions

1. Where does most communication occur in the forming stage?

A. With friends

B. With each other

C. With different departments

D. With leadership

Module Three: Review Questions

2. What must leaders develop in the forming stage?

A. Roles

B. Guidelines

C. Trust

D. A & C

Module Three: Review Questions

3. What can change places in team development?

A. Norming

B. Nothing

C. Storming

D. A & C

Module Three: Review Questions

4. How do team members work together in norming?

A. Creatively

B. Functionally

C. Peak performance

D. None of the above

Module Three: Review Questions

5. What can occur at any stage of development?

A. Storming

B. Norming

C. Forming

D. Performing

Module Three: Review Questions

6. What do people act out of during storming?

A. Enthusiasm

B. Anger

C. Frustration

D. All of the above

Module Three: Review Questions

7. How do people think in the performing stage?

A. Objectively

B. Creatively

C. Conformity

D. Unknown

Module Three: Review Questions

8. What will people do to achieve goals at the performing stage?

A. Nothing

B. Positive environment

C. Handle conflict

D. Take risks

Module Three: Review Questions

9. Developing a team is a _____ process.

A. Frustrating

B. Immediate

C. Creative

D. Natural

Module Three: Review Questions

10. Familiarity with the model will help you understand _____ as it develops.

A. Your job

B. Your team

C. Your role

D. Nothing

A black and white photograph showing two hands holding two interlocking puzzle pieces. The hands are silhouetted against a light background. The puzzle pieces are also silhouetted, with one piece on the left and one on the right, facing each other. A thin white horizontal line runs across the middle of the puzzle pieces.

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Build your team a feeling of oneness, of dependence on one another and of strength to be derived by unity.

Vince Lombardi

MODULE FOUR

Chemistry in Teams

The ability to influence team chemistry also requires an understanding of what affects the chemistry and the role that leadership plays in the process.

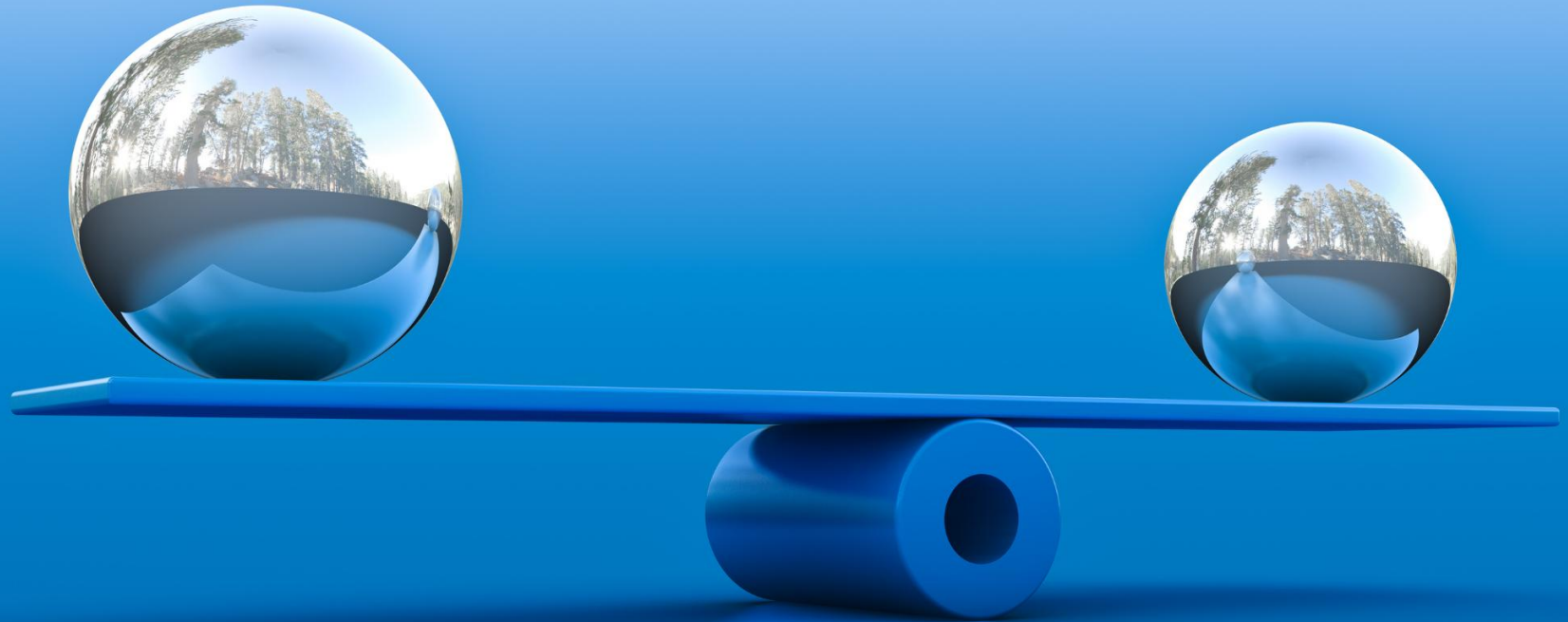


What is Chemistry?

Sometimes team members automatically have chemistry together, while other times it requires more coaxing and planning.

Factors that Influence Chemistry

While these factors are not enough to guarantee smooth team chemistry, monitoring them will help influence chemistry.





Examples

Successful team members focus on their common goals allowing them to function as a unit.

Roles of Leadership

- Share information
- Give direction
- Structure activities



Practical Illustration



- What is Chemistry?
- Factors that Influence Chemistry
- Examples
- Roles of Leadership

Module Four: Review Questions

1. What demonstrates team chemistry?

A. Cooperation

B. Functionality

C. Structure

D. A & B

Module Four: Review Questions

2. Chemistry can be described as having which of the following?

A. Goals

B. Structure

C. Relationships

D. B & C

Module Four: Review Questions

3. What happens when the team is not balanced?

A. Negativity

B. Few roles

C. Conflict

D. All of the above

Module Four: Review Questions

4. What should be valued in regard to team chemistry?

A. Conflict

B. All roles

C. Negativity

D. A & B

Module Four: Review Questions

5. What was the 1980 U. S. men's Olympic hockey team known for?

A. Creativity

B. Willingness

C. Ownership

D. Chemistry

Module Four: Review Questions

6. What helps teams function as a unit?

A. Common goal

B. Success

C. Ownership

D. Relationship

Module Four: Review Questions

7. How do leaders affect chemistry?

A. Connections

B. Support

C. A & B

D. None of the above

Module Four: Review Questions

8. What do leaders need to move past?

A. Support

B. Management

C. Meaning

D. Connection

Module Four: Review Questions

9. Sometimes team members automatically have _____ together.

A. Lunch

B. Chemistry

C. Sales

D. Conflicts

Module Four: Review Questions

10. ...while other times it requires more _____.

A. Coaxing

B. Time

C. Planning

D. A and C



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We need diversity of thought in the world to face the new challenges.

Tim Berners-Lee

Diversity

A diverse team can be a great strength for the organization.

However, diversity can lead to conflict if it is not addressed correctly.

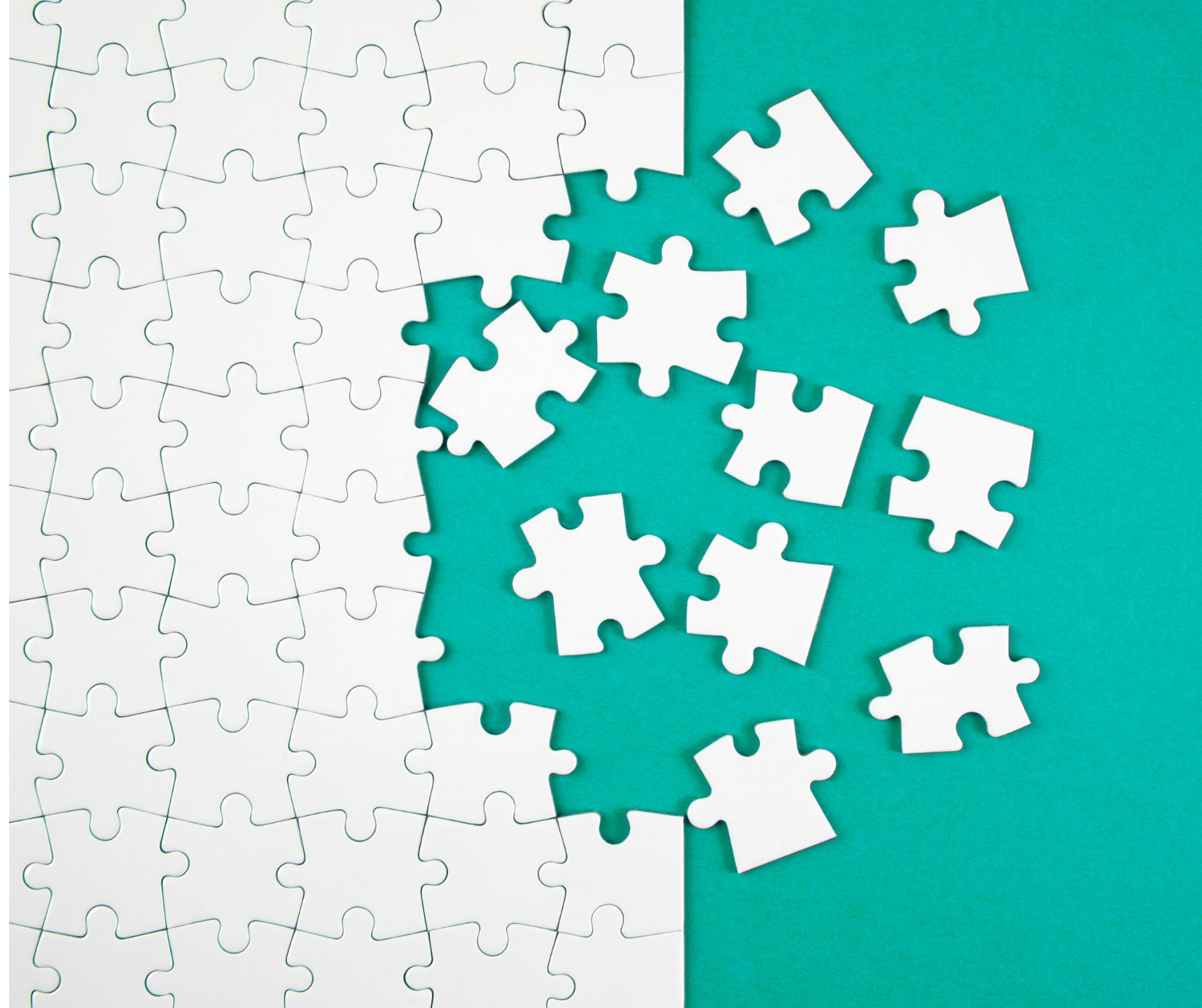
Advantages

- Diverse knowledge
- Variety of skills
- Different points of view



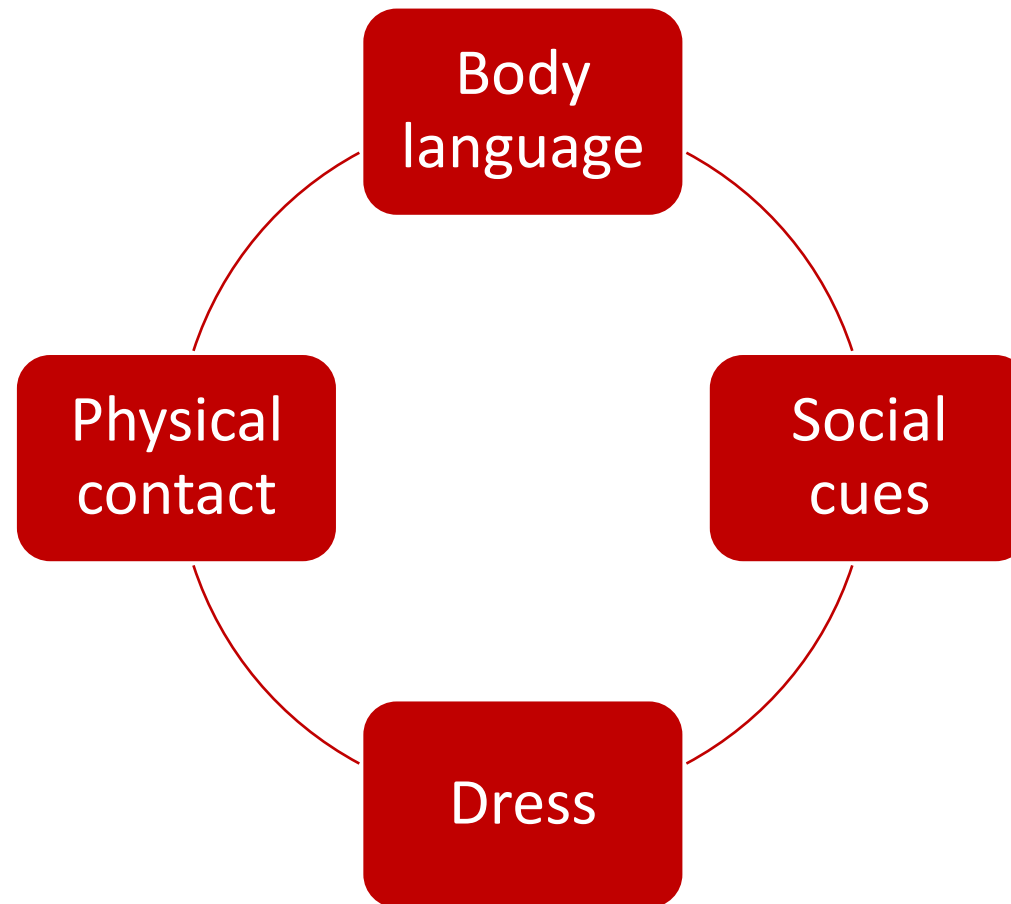
Complexity

Understanding all the benefits that diversity provides is difficult when diversity itself is so complex.





Conflicts



Encourage Individuality

- Allow people to personalize their workspace
- Encourage employees to express their cultures



Practical Illustration



- Advantages
- Complexity
- Conflicts
- Encourage Individuality

Module Five: Review Questions

1. What can a diverse team offer?

A. Culture

B. Values

C. Skill sets

D. All of the above

Module Five: Review Questions

2. What can a diverse team provide?

A. Disadvantages

B. Advantages

C. A & B

D. None of the above

Module Five: Review Questions

3. What do team members have that are different?

A. Expectations

B. Motivation

C. Communication

D. All of the above

Module Five: Review Questions

4. What do team leaders need to educate themselves about?

A. Complexity

B. Demographics

C. Individualization

D. All of the above

Module Five: Review Questions

5. What might different behaviors and value systems lead to?

A. Miscommunications

B. Complexity

C. Demographics

D. Individuality

Module Five: Review Questions

6. What is necessary for the development of team chemistry?

A. Trust

B. Coaching

C. Mutual respect

D. A & C

Module Five: Review Questions

7. What seems counterintuitive for teams?

A. Professionalism

B. Individuality

C. Goals

D. None of the above

Module Five: Review Questions

8. What does asking people to conform do?

A. Prevent conflict

B. Increase productivity

C. Stifle confidence

D. A & B

Module Five: Review Questions

9. A diverse team can be a great _____ for the organization.

A. Strength

B. Concern

C. Asset

D. Motivator

Module Five: Review Questions

10. Diversity is complex, but if a leader is careful and _____ individuality, it is possible to make diversity work as you develop your team and its chemistry.

A. Creates

B. Encourages

C. Demands

D. Discourages



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In order to carry a positive action we must develop here a positive vision.

Dalai Lama

MODULE SIX

Vision and Goals

The vision is then implemented using SMART goals and developing collaboration between individual team members.



Creating Vision

Incorporate team ideals

Be short and concise

Easily understood

Shared Vision

- Put different phrases together to make the statements.
- List the top three.
- Vote on the final vision statement.





SMART Goals

Specific

Measurable

Achievable

Reasonable

Timely

Collaboration

- Communication
- Accountability
- Trust



Practical Illustration



- Creating Vision
- Shared Vision
- SMART Goals
- Collaboration

Module Six: Review Questions

1. What does a vision statement do?

A. Inspire people

B. Develop rules

C. Unite ideas

D. A & B

Module Six: Review Questions

2. What is subject to change and generally not static?

A. Vision

B. Nothing

C. Company

D. Vision statement

Module Six: Review Questions

3. What inspires people to reach their goals?

A. Authenticity

B. Common vision

C. Relationship

D. None of the above

Module Six: Review Questions

4. What builds enthusiasm?

A. Goals

B. Vision

C. Creativity

D. Teams

Module Six: Review Questions

5. What do goals help people complete?

A. Interest

B. Time

C. Vision

D. Achievements

Module Six: Review Questions

6. What is less likely to unite people around goals?

A. Involving team

B. Assigning them

C. A & B

D. None of the above

Module Six: Review Questions

7. What would be an example of a communication method?

A. Google hangout

B. Roles

C. iChat

D. A & C

Module Six: Review Questions

8. When is collaboration at its most difficult to implement?

A. Storming

B. Anytime

C. Norming

D. Performing

Module Six: Review Questions

9. Unless a team stands behind a common vision, team _____ will be difficult to build or maintain.

A. Goals

B. Meetings

C. Chemistry

D. Strategy

Module Six: Review Questions

10. A _____ is not a goal.

A. Vision

B. Meeting

C. Strategy

D. Tactic



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Life is for a specific mission. Find your role and fulfill it.

Lailah Gifty Akita

MODULE SEVEN

Roles

Clear roles and responsibilities are essential for any team to function smoothly.



Establishing Roles

Once a vision and goals are created, individual roles need to be established.

Taking

Taking occurs when team members accept roles and responsibilities that are assigned to them.





Making

When making roles, it is important not to overstep boundaries. Do not take over another person's role.

Avoid Power Struggles

- Team roles
- Shared decisions
- Culture



Practical Illustration



- Establishing Roles
- Taking
- Making
- Avoid Power Struggles

Module Seven: Review Questions

1. What is included in Belbin's roles?

A. Action orientation

B. People orientation

C. Thought orientation

D. All of the above

Module Seven: Review Questions

2. What role keeps the team organized?

A. Coordinator

B. Implementer

C. Shaper

D. Specialist

Module Seven: Review Questions

3. What occurs when the team accepts roles?

A. Making

B. Established roles

C. Taking

D. All of the above

Module Seven: Review Questions

4. What occurs when people choose the best way to perform their roles?

A. Making

B. Taking

C. Initiative

D. None of the above

Module Seven: Review Questions

5. What should be avoided in making roles?

A. Overstepping

B. Relevance

C. Consistency

D. Responsibilities

Module Seven: Review Questions

6. What is necessary when there are concerns about making roles?

A. Discuss with team

B. Do nothing

C. Take action

D. Consult the team leader

Module Seven: Review Questions

7. When should disrespect be addressed?

A. When problematic

B. Immediately

C. Unknown

D. None of the above

Module Seven: Review Questions

8. What is necessary when roles are accepted?

A. Discussion

B. Nothing

C. Repeat

D. Reinforce

Module Seven: Review Questions

9. Clear _____ are essential for any team to function smoothly.

A. Roles

B. Responsibility

C. A and B

D. None of the above

Module Seven: Review Questions

10. Once a _____ are created, individual roles need to be established.

A. Teams

B. Vision

C. Goals

D. B and C



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A leader is one who knows the way, goes the way, and shows the way.

John C. Maxwell

MODULE EIGHT

Leadership Functions

The roles and functions of leadership will guide team building and the chemistry of the new team.



Set the Tone

Provide direction

Be positive

Communicate

Demonstrate innovation

Conflict Management

- Practice active listening
- Establish clarification
- Dialogue
- Resolution





Direct, Don't Order

- Making an invitation: Request team members perform activities.
- Encourage: Give individuals reasons to take specific actions.

Encourage

- See potential
- Build rapport
- Value contributions
- Motivate individuals



Practical Illustration



- Set the Tone
- Conflict Management
- Direct, Don't Order
- Encourage

Module Eight: Review Questions

1. What do leaders need to model?

A. Work ethic

B. Attitude

C. A & B

D. None of the above

Module Eight: Review Questions

2. What type of tone must leaders set?

A. Influential

B. Positive

C. Any

D. Team connection

Module Eight: Review Questions

3. What happens when conflict is ignored?

A. Nothing

B. Goes away

C. Intensifies

D. A & B

Module Eight: Review Questions

4. What occurs when team members establish their positions?

A. Cooperation

B. Dialogue

C. Resolution

D. Clarification

Module Eight: Review Questions

5. What occurs when leaders give orders?

A. Nothing

B. Loss of choice

C. Appreciation for leadership

D. Increased confidence

Module Eight: Review Questions

6. How should orders be given?

A. Actively

B. Creatively

C. With respect

D. A & B

Module Eight: Review Questions

7. What does encouragement create?

A. Respect

B. Competition

C. Social pressure

D. Positivity

Module Eight: Review Questions

8. What does encouragement focus on?

A. Strengths

B. Accomplishments

C. A & B

D. None of the above

Module Eight: Review Questions

9. The roles and functions of leadership will guide team building and the _____ of the new team.

A. Roles

B. Conflict

C. Chemistry

D. All of the above

Module Eight: Review Questions

10. One of the most important traits of a good team leader is having the ability to _____ team members.

A. Lead

B. Encourage

C. Describe

D. None of the above



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Passion and teamwork can turn a bunch of ordinary folks into an unbeatable, winning team.

Prakah Iyer

MODULE NINE

Develop Cohesion

Cohesion occurs when the team members are now working for a united purpose.



Sense of Exclusivity

Exclusivity is the sense of exceptionality that team members feel about themselves.

Connect Beyond Work

- Sports activities
- Education
- Volunteering



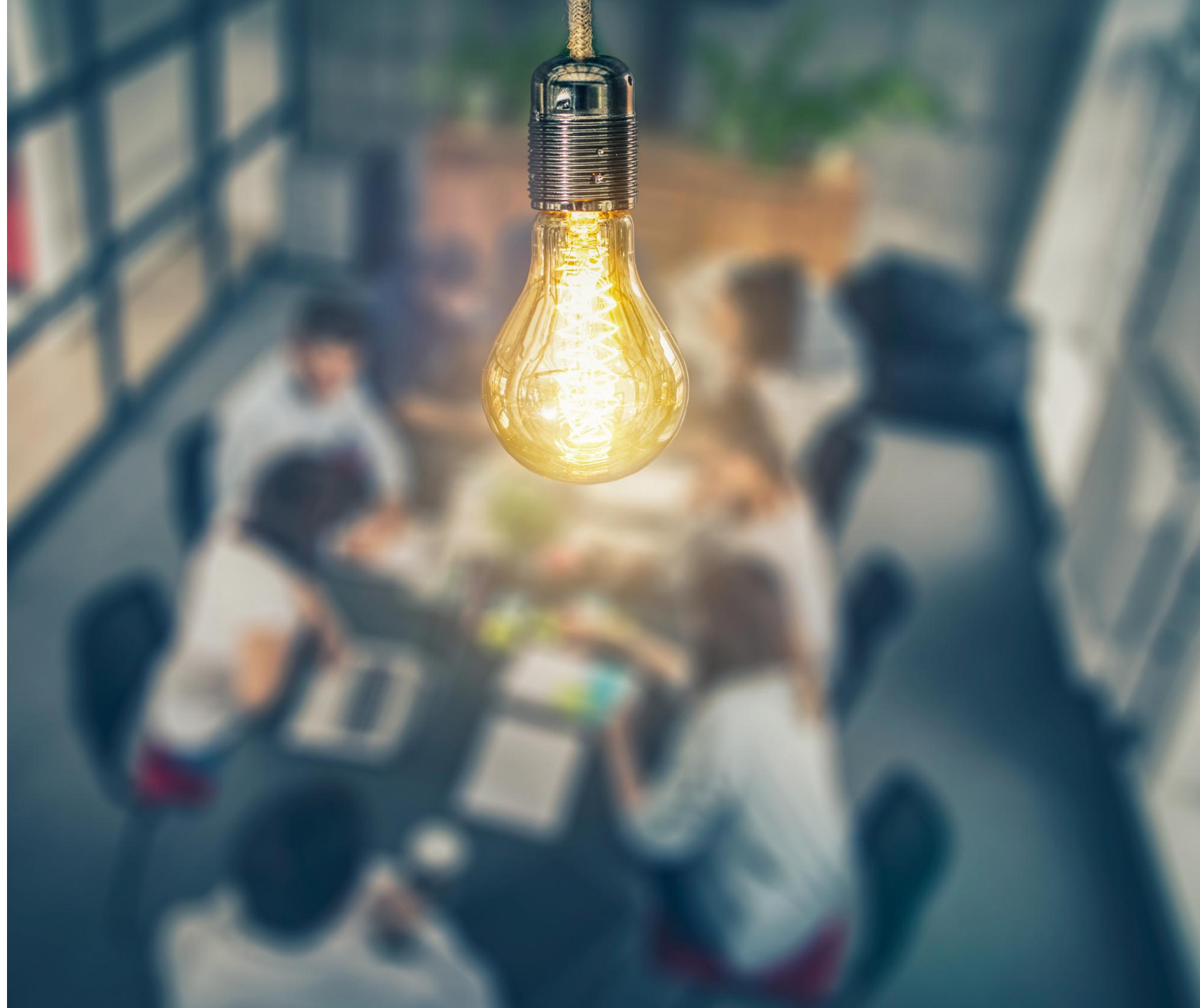


Outside Competition

Competition develops cohesion when the team works together against their common enemy.

Focus on Consensus

Cohesion requires all the individual team members to be on the same page.



Practical Illustration



- Sense of Exclusivity
- Connect Beyond Work
- Outside Competition
- Focus on Consensus

Module Nine: Review Questions

1. A sense of exclusivity will help develop _____ within the team.

A. Group

B. Cohesion

C. Professional

D. Exceptionality

Module Nine: Review Questions

2. What else is exclusivity used to do?

A. Increase groups

B. Remove exceptionality

C. Entice customers

D. None of the above

Module Nine: Review Questions

3. What does the informal setting establish?

A. Results

B. Trust

C. Data

D. Interactions

Module Nine: Review Questions

4. What should activities fit?

A. Team dynamics

B. Evaluations

C. Finances

D. All of the above

Module Nine: Review Questions

5. What does outside competition do?

A. Bring people together

B. Create stress

C. Damage cohesion

D. None of the above

Module Nine: Review Questions

6. What will internal competition do to the team?

A. Bring them together

B. Create stress

C. Damage cohesion

D. None of the above

Module Nine: Review Questions

7. What occurs when a decision is made that the team will support?

A. Connection

B. Exclusivity

C. Unity

D. Consensus

Module Nine: Review Questions

8. What does a consensus **not** guarantee?

A. Agreement

B. Enthusiasm

C. A & B

D. None of the above

Module Nine: Review Questions

9. Cohesion occurs when the team members are now working for a _____ purpose.

A. Sales

B. New

C. United

D. Unknown

Module Nine: Review Questions

10. The team, at this point, will show a developed sense of _____ as they move towards their goals.

A. Competitiveness

B. Teamwork

C. Cultural awareness

D. None of the above



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The business of business is relationships; the business of life is human connection.

Robin S. Sharma

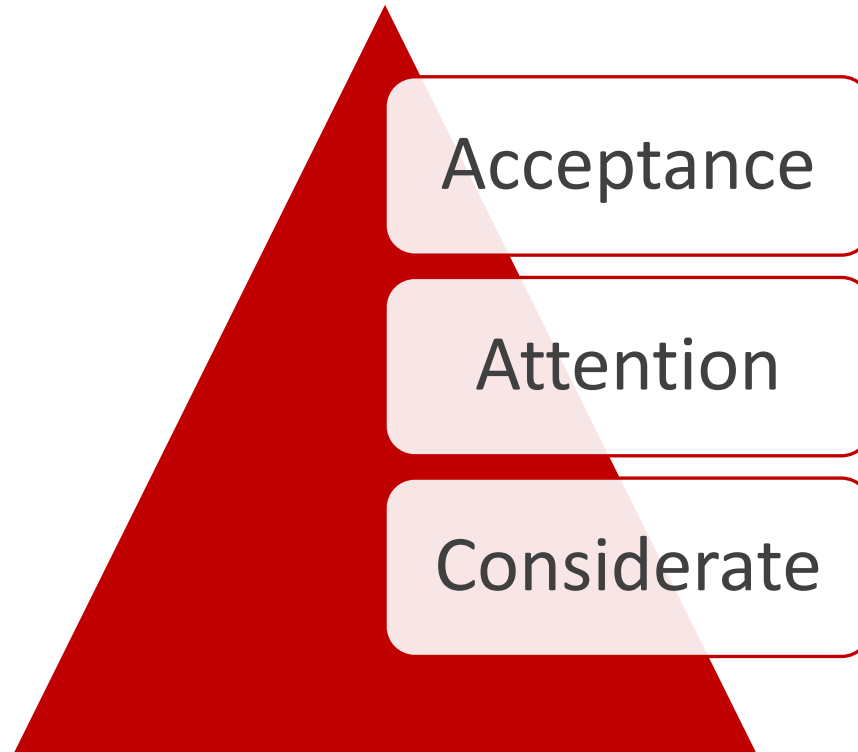
MODULE TEN

Build Relationships

The key to building relationships is found in respect, empathy, and open communication.



Respect



Acceptance

Attention

Considerate

Empathy

Empathy is important to relationship building.





Open Communication

- Share information across the entire team
- Have regular meetings
- Implement an open-door policy

Share Credit

Leaders need to model credit sharing with the team.



Practical Illustration



- Respect
- Empathy
- Open Communication
- Share Credit

Module Ten: Review Questions

1. What is the difficulty with showing respect?

A. Difficult to execute

B. There is none

C. Different definitions

D. A & C

Module Ten: Review Questions

2. Where should respect begin?

A. Communication

B. Equity

C. Interest

D. Courtesy

Module Ten: Review Questions

3. What is the ability to see the perspective of others?

A. Sympathy

B. Empathy

C. Equity

D. Monitoring

Module Ten: Review Questions

4. What is true of empathy?

A. It is natural

B. It can be taught

C. It builds relationships

D. All of the above

Module Ten: Review Questions

5. Who do leaders need to share credit with?

A. Supervisors

B. No one

C. Team

D. None of the above

Module Ten: Review Questions

6. What makes people more willing to help each other?

A. Empathy

B. Relationships

C. Chemistry

D. Shared credit

Module Ten: Review Questions

7. What should communication be?

A. Open

B. Honest

C. A & B

D. None of the above

Module Ten: Review Questions

8. What should team leaders encourage?

A. Open communication

B. Meetings

C. Vulnerability

D. Dialogue

Module Ten: Review Questions

9. The ability to build a team requires an understanding of how to build _____.

A. Credit

B. Empathy

C. Relationships

D. Nothing

Module Ten: Review Questions

10. Relationships determine how the team will function and what will become of team _____.

A. Unknown

B. Comfort

C. Willingness

D. Chemistry



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If you do not change direction, you may end up where you are heading.

Lao Tzu

Direction of Team

By minimizing chaos and confusion, the chemistry of the team will improve.



Charter

Mission

Goals

Operating
Guidelines

Task Orientation

The specific tasks will vary with each team.





Monitor Performance

Quality of work

Meeting attendance

Self-motivation

Feedback

Leaders must provide feedback to individuals who will also provide feedback about the team.



Practical Illustration



- Charter
- Task Orientation
- Monitor Performance
- Feedback

Module Eleven: Review Questions

1. What is included in the mission?

A. Purpose

B. Desired objectives

C. Core activities

D. All of the above

Module Eleven: Review Questions

2. What should team members do after the charter is created?

A. Sign it

B. Post it

C. Nothing

D. A & B

Module Eleven: Review Questions

3. What should the leader ensure team members understand?

A. Model

B. Tasks

C. Mission

D. Purpose

Module Eleven: Review Questions

4. What does task orientation create?

A. Self-competition

B. Values

C. Mission

D. Community relationships

Module Eleven: Review Questions

5. What is the purpose of monitoring teams?

A. Individual operations

B. Team operations

C. A & B

D. None of the above

Module Eleven: Review Questions

6. What can be used to assess metrics?

A. Quality of work

B. Efficiency

C. Self-motivation

D. Surveys

Module Eleven: Review Questions

7. What would anonymous feedback be considered?

A. A guideline

B. A review

C. Standardized

D. A & C

Module Eleven: Review Questions

8. What is true of individual feedback?

A. Standardized

B. Action focused

C. Behavioral focused

D. Subjective

Module Eleven: Review Questions

9. Teams require direction to _____.

A. Work

B. Maintain status quo

C. Move forward

D. Unknown

Module Eleven: Review Questions

10. This direction requires a charter and task_____.

A. Decline

B. Orientation

C. Direction

D. None of the above

Wrapping Up

Although this workshop is coming to a close, we hope that your journey to learning about Team Building Through Chemistry is just beginning.



Words From the Wise

*Alone we can do so little,
together we can do so
much.*

- Helen Keller

*Talent wins games, but
teamwork and intelligence
win championships.*

- Michael Jordan

*Remember, teamwork
begins by building trust. And
the only way to do that is to
overcome our need for
invulnerability.*

- Patrick Lencioni