SECTION 4

TOOLS

The following techniques can be used effectively to help a team achieve success. There are also other techniques described in DIAND's Tool Kit: *Tools for Leadership and Learning, Building a Learning Organization*.

BRAINSTORMING

Brainstorming, developed by Alex Osborne in the 1950s, aims at generating ideas from a team of people and finding the best possible solution to an issue, challenge or opportunity.

This technique can be used to:

✔ generate ideas about an issue such as potential solutions or actions; and

✔ build up group commitment and energy.

HOW TO DO IT

Step 1
Decide on a topic (such as "ideas for problems" or " ideas for solutions").

Step 2
Have all members offer ideas about the topic without discussion or evaluation.

Step 3
Have one person record all the ideas on a flipchart.

Step 4
Encourage ideas to drift in all directions. Aim for quantity not quality.

Step 5
Discuss, clarify and combine the ideas on the list.

Step 6
Select one restatement of the issue, challenge or opportunity.

KEEP IN MIND

✔ Set a time limit for the brainstorming.

✔ Any idea is acceptable even if it seems silly, strange or similar to an idea already suggested. Some of the best ideas are variations on a theme. Don't censor anyone, including yourself.

✔ State your ideas briefly and clearly.

✔ Never criticize, question or even praise others during the brainstorming session.

✔ Try to build up energy, get some excitement and offer humorous ideas.

✔ Explore pros and cons of all ideas.

Nominal Group Technique

This method of group discussion emphasizes individual participation. Team members are assumed to be knowledgeable about the subject matter and are expected to provide input.

This approach can be used to:

✔ choose, screen, select or prioritize issues for discussion;

✔ ensure equitable input from all members of the discussion;

✔ overcome the difficulties arising when some participants are more vocal or have more authority; and

✔ include contributions from participants who otherwise might be left out or who are silent.

How To Do It

Step 1
A well-drafted, already prepared statement of the issue is presented to the team. Allow the team a very brief moment to confirm the statement of the issue.

Step 2
Within a time limit, allow team members silently and individually to respond in writing by brainstorming all personal thoughts and ideas around the issue.

Step 3
In round-robin fashion (take one item in turn from each participant until all items from all participants are exhausted), put all contributions on a flipchart, without criticism. Contributions of identical nature are only posted once. The facilitator may permit minor clarification of terms during this phase, but that is all.

Step 4

Discuss each contribution as a group for clarification and interpretation. Expand worthy contributions and discard those deemed irrelevant. Only discard through unanimous decision; if only a single team member wishes to hold on to the item, keep it.

Step 5

Silently and personally, members are asked to prioritize the list, individually and in writing, within a limited period of time.

Step 6

Collect and record the top priority from each participant, then the second, third and on to the end of the list. Participants may pass on any turn. No evaluation or clarification questions are asked during the collection step.

Step 7

Continue until the team agrees that they have identified the top priorities.

Keep in Mind

✔ The statement of the issue should be open ended to solicit each participant's opinion yet remain focussed (directed to one issue or one set of related issues).

✔ The nominal group technique is not intended to discuss the merit of the issue statement. This statement should be well thought out before beginning the process.

✔ Participants may come up with new ideas during the round robin. These ideas should be accepted and encouraged.

✔ Remember to stay within the time limits during the individual phases as well as during the round robin and discussion phases.

MIND MAP

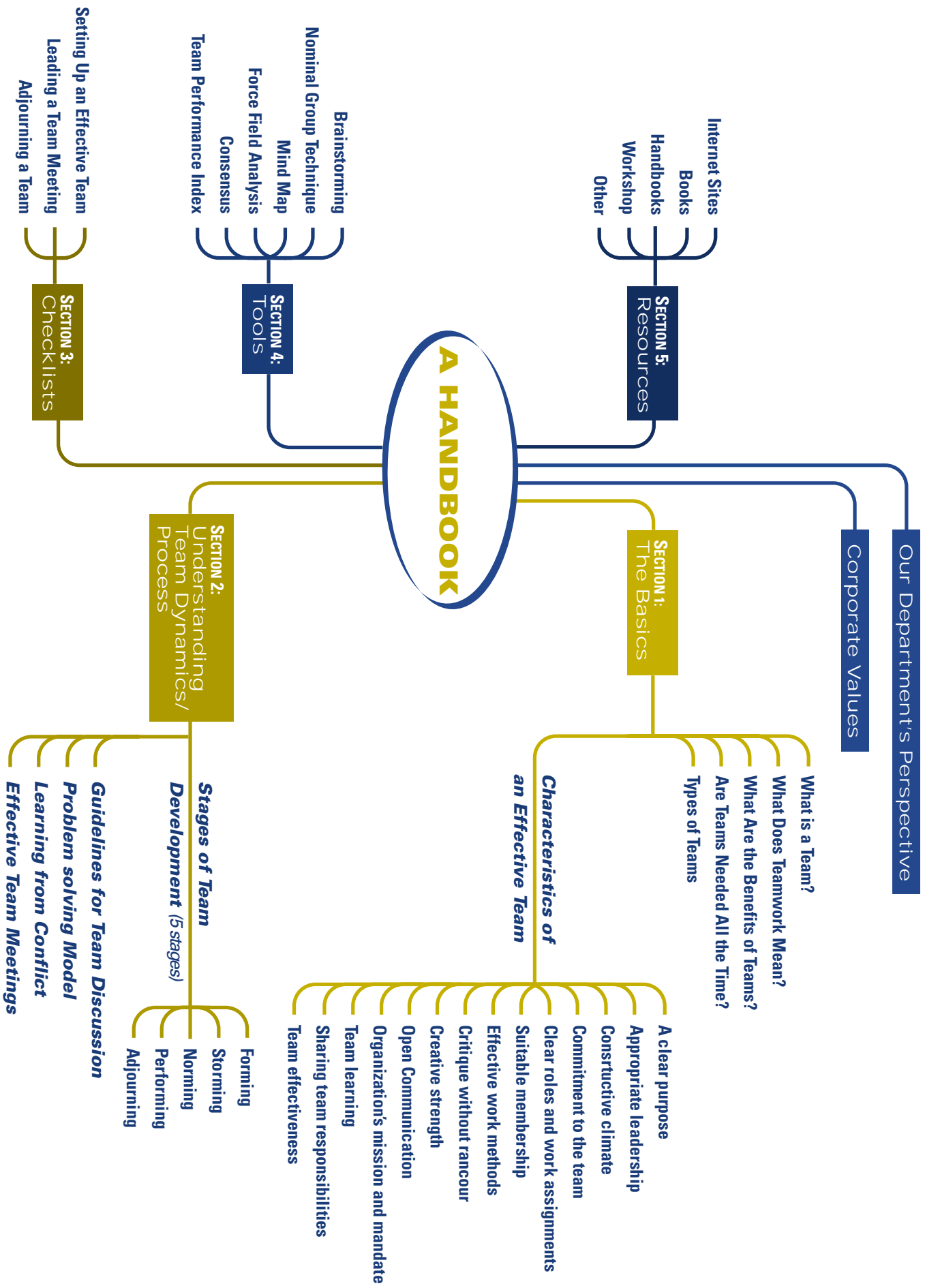This graphic technique unlocks the creative potential of participants in a group discussion.

Mind map can be used for:

✔ Project organization. Mind mapping is an excellent way to begin breaking down a project. It enables the group to create a basic structure of any project in just a few minutes.

✔ Problem solving. Problem solving sessions respond positively to the free flowing structure of mind mapping. Mind maps help participants see all the issues at once and how they relate to each other.

✔ Meeting notes. Meeting notes can be produced quickly and effectively. The resulting record is produced immediately. Areas identified by the group as priorities are easily recognized, and presentation of the material to other parties is already summarized and easily communicated.

HOW TO DO IT

This exercise is not linear so does not lend itself to steps. However, it encompasses all the following activities in no particular order.

✔ Start from the centre of the page.

✔ Make the centre a clear and strong visual image that depicts the general theme of the map.

✔ Depict the main themes and subthemes as branches extending from the central image.

✔ Use key words only, and print rather than write for clarity.

✔ Use colour to depict themes and associations, and to highlight important elements.

✔ Use arrows, icons, numbers, colours or other visual aids to show links between different elements.

✔ Put ideas down as they occur wherever they fit; don't judge or hold back.

A HANDBOOK

Section 5: Resources
- Internet Sites
- Books
- Handbooks
- Workshop
- Other

Section 4: Tools
- Brainstorming
- Nominal Group Technique
- Mind Map
- Force Field Analysis
- Consensus
- Team Performance Index

Section 3: Checklists
- Setting Up an Effective Team
- Leading a Team Meeting
- Adjourning a Team

Section 2: Understanding Team Dynamics/Process
- *Stages of Team Development* (5 stages)
  - Forming
  - Storming
  - Norming
  - Performing
  - Adjourning
- *Guidelines for Team Discussion*
- *Problem solving Model*
- *Learning from Conflict*
- *Effective Team Meetings*

Section 1: The Basics
- *Characteristics of an Effective Team*
  - A clear purpose
  - Appropriate leadership
  - Consructive climate
  - Commitment to the team
  - Clear roles and work assignments
  - Suitable membership
  - Effective work methods
  - Critique without rancour
  - Creative strength
  - Open Communication
  - Organization's mission and mandate
  - Team learning
  - Sharing team responsibilities
  - Team effectiveness
- Types of Teams
- What is a Team?
- What Does Teamwork Mean?
- What Are the Benefits of Teams?
- Are Teams Needed All the Time?

Corporate Values

Our Department's Perspective

Keep in Mind

✔ Mind mapping has a number of advantages over the linear form of note taking.

    — *By using key words and key images, mind maps capture a lot of information on one page.*

    — *Mind maps are more visual, making key points and linkages between ideas and issues stand out.*

    — *Mind maps are easier to remember and review than linear notes.*

✔ Mind maps present benefits for teamwork.

    — *The contribution of each person is registered and recorded.*

    — *No information is lost.*

    — *The importance given to ideas will pertain more to what was said than who said it.*

    — *People will be speaking more to the point, thereby eliminating digressions.*

    — *Addition of new information is easy when digressions or spontaneous creative associations are made with respect to previous points in the discussion.*

    — *After the meeting, each individual has a mind-mapped record that makes it easier to recall the gist of the discussion.*

Force Field Analysis

This is a method of listing, discussing and dealing with the forces that assist or obstruct change.

It can be used to:

✔ determine whether a solution can elicit support;

✔ identify obstacles to implementation;

✔ plan action to reduce those obstacles; and

✔ implement change.

HOW TO DO IT

Step 1
Draw a large T on a blank sheet as shown in the following worksheet example.

Step 2
Identify a goal statement.

Step 3
Write your goal statement.

Step 4
Brainstorm for forces/factors in the current situation which are helping to achieve that goal.

Step 5
Brainstorm for forces/factors in the current situation which are impeding the achievement of that goal.

Step 6
Discuss the chart. Determine which factors could be altered to strengthen the positive and weaken the negative ones to increase the chance of success.

KEEP IN MIND

✔ It encourages people to think together about change.

✔ It encourages people to reach a consensus about the relative importance of forces acting on a situation.

✔ It provides a starting point for action.

✔ It is used for implementing – not deciding.

Force Field Analysis — *Worksheet*

Goal Statement: (What do you want to achieve?)

Forces/Factors Helping Goal Achievement	Forces/Factors Impeding Goal Achievement

C ONSENSUS

This is a decision-making process in which all team members have a chance to influence the decision. It does not mean that everyone is totally happy with the decision but, after discussion, they are willing to support it.

The consensus approach is useful to:

✔ promote individual and team commitment;

✔ involve team members affected by the decision;

✔ make complex or important decisions that require co-ordination and understanding of all team members; and

✔ achieve progress when success is not possible without the active support of team members.

How To Do It

The consensus approach is not a linear exercise; it moves from several starting points (different views and opinions on an issue as well as sub-sets and different ideas associated with an issue).

✔ Hold a full discussion of the subject about which a decision must be made.

✔ Identify where there is agreement and disagreement.

✔ Avoid conflict-reducing procedures such as majority vote, tossing a coin, averaging.

✔ Try to reconcile the different opinions using such techniques as:
— *building a pro and con list for each point;*
— *having participants with one point of view state what they think the other points of view are to ensure understanding; and*
— *finding out from those with concerns what it would take for them to support the decision.*

Keep in Mind

✔ Consensus can build high morale and successfully resolve contentious issues.

✔ Because of the iterative process involved, consensus is not only a way to make decisions, but is also a way to elicit new information and develop new ideas.

Team Performance Index

The team performance index is aimed at getting members' responses to what they see as effective or ineffective about their team. The information will help identify opportunities to enhance each member's satisfaction in the team.

How To Do It

As a team member read the questions in the chart below and respond to each, using 1 for strongly disagree; 2 for disagree; 3 for neither agree or disagree (neutral); 4 for agree; and 5 for strongly agree.

Your best response is always what you think. Avoiding difficult issues will prevent them from being dealt with openly and honestly.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

INVOLVEMENT

People on our team always feel included because:

1. *We share information openly.* ❑1 ❑2 ❑3 ❑4 ❑5

2. *We make decisions after including all opinions.* ❑1 ❑2 ❑3 ❑4 ❑5

3. *We do not work in cliques.* ❑1 ❑2 ❑3 ❑4 ❑5

CO-OPERATION

People on our team work well together because we:

1. *Pitch in and help each other.* ❑1 ❑2 ❑3 ❑4 ❑5

2. *Offer to help if someone is under pressure.* ❑1 ❑2 ❑3 ❑4 ❑5

3. *Try and make sure that workloads are evenly spread.* ❑1 ❑2 ❑3 ❑4 ❑5

COMMUNICATIONS

Communications in our team are effective because:

1. *We express ourselves openly and honestly.* ❑1 ❑2 ❑3 ❑4 ❑5

2. *We have no hidden agendas.* ❑1 ❑2 ❑3 ❑4 ❑5

3. *We don't discuss people behind their backs.* ❑1 ❑2 ❑3 ❑4 ❑5

4. *We give feedback to each other as needed.* ❑1 ❑2 ❑3 ❑4 ❑5

ORGANIZATION

Our team is well organized in that:

1. *Our roles are clearly defined.* ❑1 ❑2 ❑3 ❑4 ❑5

2. *Goals are specific.* ❑1 ❑2 ❑3 ❑4 ❑5

3. *Responsibilities are clear cut.* ❑1 ❑2 ❑3 ❑4 ❑5

4. *We use the talents of our people fully.* ❑1 ❑2 ❑3 ❑4 ❑5

5. *We have productive meetings.* ❑1 ❑2 ❑3 ❑4 ❑5

6. *Tasks get done on time.* ❑1 ❑2 ❑3 ❑4 ❑5

7. *Our systems are effective.* ❑1 ❑2 ❑3 ❑4 ❑5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

IMPROVEMENT

Our team gets better all the time because:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. We continuously improve our systems/methods.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
2. We try new things.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3. We take risks.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
4. We focus on the future, not on the past.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
5. We are customer driven.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
6. We track our results/improvements.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
7. We are able to learn new skills.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

ATMOSPHERE

It is great to be in our team because:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. We have a lot of fun.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
2. We celebrate success.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3. We treat each other as individuals, not employees.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
4. We all have the ability to influence decisions.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
5. We have ground rules to which we adhere.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
6. We trust each other.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
7. We can speak our minds without fear.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8. We are treated like adults.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

LEADERSHIP

IMPROVEMENT

The leadership of our team works because:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Our leader is interested in what we have to say.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
2. Before making any changes affecting our work, our leader consults us.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3. Our leader looks for opportunities to delegate interesting work to us.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4. *Our leader encourages teamwork.*	❏ 1	❏ 2	❏ 3	❏ 4	❏ 5
5. *Our leader acts as a coach (i.e., devotes enough time training us in key skills).*	❏ 1	❏ 2	❏ 3	❏ 4	❏ 5
6. *Our leader is concerned about our development.*	❏ 1	❏ 2	❏ 3	❏ 4	❏ 5
7. *Our leader shares important information readily.*	❏ 1	❏ 2	❏ 3	❏ 4	❏ 5
8. *Our leader is a person I respect.*	❏ 1	❏ 2	❏ 3	❏ 4	❏ 5

KEEP IN MIND

This is a tool to allow team members to communicate their perception of the team's performance. Results are to be compiled and discussion encouraged in order to find opportunities for team growth.

S E C T I O N   4 :   S U M M A R Y

— *Brainstorming is a free-wheeling technique for generating ideas about an issue.*

— *The Nominal Group Technique is a method of group discussion emphasizing individual participation. Team members are assumed to be knowledgeable about the subject matter and are expected to provide input.*

— *Mind Mapping is a powerful graphic technique that echoes the natural functioning of the human mind.*

— *Force Field Analysis is a method of listing, discussing and dealing with the forces that assist or obstruct change.*

— *Consensus is a decision-making process in which all team members have a chance to influence the decision and, even if they are not in total agreement, become willing to support that decision.*

— *The Team Performance Index provides opportunities to enhance team satisfaction.*

SECTION 5

RESOURCES

The following resources will help you pursue a more in-depth learning journey for teams. You may also consult resources in the French version.

INTERNET SITES

http://gopher.unconn.edu/~wwwiopsy/
teams.htm
(Selection and Teams)

http://rampages.onramp.net%7Ebodwell/
hpt_bldg.htm
(High Performance Team Building)

http://crius.faytech.cc.nc.us/FORUMS/
BUS137/get/forum/topic/106/2.html
(Work Groups or Work Teams)

http://www.workteams.unt.edu./reports/
ghendrix.htm
(The Importance of Goals to the Success of Work Teams)

http://www.oise.on.ca/~bwillard/ideateam.
htm#Section_Part-5
(Ideas on Teams and Teamwork)

http://www.durham.edu.on.ca/d_leader/
box3.htm
(Team Processes)

http://bpaosf.bpa.arizona.edu/~dganley/
teams.htm
(Surviving The Group Project: A Note on Working in Teams)

http://www.mit.edu/~mbarker/teaming/
team02.txt
(The Wisdom of Teams: Creating the High-Performance Organization)

http://www.tamas.com/teams2.html
(Teams, Group Process and Creative Conflict: A Brief Summary)

http://www.mapnp.org/library/gr_skll/teams/
teams.htm
(Team Building)

http://www.netage.com/VT/Virtualteams/
Mini%20book/Chapter_1_Summary.html
(Why Virtual Teams: The New Way To Work)

http://www.ee.ed.ac.uk/~gerard/
Management/art0.html
(Groups that Work)

http://www.mcn.org/a/lc/lcartic3.html
(How To Build a Team)

http://www.forum.com/forissue/teamwork.htm
(What Makes Teams Work?)

http://www.nwlink.com/~donclark/
leader/teamsuv.html
(Leadership - Teamwork Questionnaire)

http://www.edfac.unimelb.edu.au/EPM/
subjects/482-898/SESSIONS/S4.html
(Group Dynamics)

http://www.csnp.ohiostate.edu/glarrc/
section3/tsld009.htm
(Team Development Model)

http://www.teambuildinginc.com/article_
teambuilding.htm
(What Is Team Building Really?)

http://www.leadership.gc.ca
(Leadership Network)

Books

Bens, Ingrid. *Facilitating with Ease.* Participative Dynamics, 1997.

Hackman, J. Richard. *Groups That Work (and Those That Don't): Creating Conditions for Effective Teamwork.* Jossey-Bass, 1990.

Humphrey, Brad and **Jeff Stokes**. *Team Guides: A Self-Directed System for Teams.* Jossey-Bass, 1997.

Kaner, Sam. *Facilitator's Guide To Participatory Decision-Making.* New Society Publishers, 1996.

Katzenbach, Jon R. and **Douglas K. Smith.** *The Wisdom of Teams.* HarperBusiness, 1994.

Maddux, Robert. *Team Building: An Exercise in Leadership.* Crisp Publications, 1986.

Parker, Glenn M. *Cross Functional Teams: Working with Allies, Enemies and Other Strangers,* Jossey-Bass, 1994.

Plunket, Lorne C. and **Robert Fournier.** *Participative Management: Implementing Empowerment.* John Wiley & Sons Inc., 1990.

Senge, Peter. *The Fifth Discipline, The Art & Practice of The Learning Organization.* Doubleday, 1990 (pages: 4, 9-10, 12, 233-69, 293, 376).

Senge, Peter, Art Kleihner, Charlotte Roberts, Richard Ross and **Bryan Smith**. *The Fifth Discipline Fieldbook,* Doubleday, 1994 (pages 351-429).

Shank, James H. *Team-based Organizations: Developing a Successful Team Environment.* Business One Division, 1992.

Handbooks

Bens, Ingrid. *Facilitation at a Glance! Your Pocket Guide to Facilitation.* AQP / Participative Dynamics, 1999.

The Team Memory Jogger, A Pocket Guide for Team Members. GOAL/QPC and Joiner Associates Inc., 1995.

Workshop

A two-day DIAND Team-building workshop presents basic concepts such as benefits of using teams, types of teams, stages of team development. More importantly, the workshop allows participants to integrate the concepts into practical working activities.

Other

Tool Kit: Tools for Leadership and Learning, Building a Learning Organization. Indian and Northern Affairs Canada, 1998.

Participant's Manual: DIAND National Facilitators' Workshop. Prepared for Indian and Northern Affairs Canada by Training and Development Canada, Central Prairie Region, 1999.