

# The Ultimate Team Builder™ Program

Teams built on a strong foundation of trust, provide the ultimate competitive advantage. The Ultimate Team Builder™ program will create conditions where your team can achieve greater levels of success, starting at the very basic level of **building trust among team members**.

Our *Ultimate Team Builder* program facilitates evolution from an environment of blame to one of trust, embracing the mantra: **everyone is 100% responsible and no one is to blame**: which encourages a more positive flow of energy.

Everyone benefits when people are encouraged, supported and stimulated to be the best they can be. Fully engaged people together with the right tools, the right supports and the right leadership will build the best products and provide the best customer service. Teams working together direct processes that are smoother and more importantly performing teams **do not avoid conflict resolution**, but rather, embrace conflict resolution plans as an opportunity to grow and create better solutions while building a stronger team.

The best teams are those within which the team members are encouraged to fully engage in all work processes. From development to decision making, members are encouraged to remain involved and are ultimately rewarded for their valuable input. They are encouraged to go beyond the first visible, suitable solution and go forward to find the best answer to the challenge in front of them. Your team will become a membership of **disciplined people**, who have **disciplined thought** and execute strategic initiative with **disciplined action** toward creating long term success.

The Ultimate Team Builder process will facilitate the creation of such a culture. This program is intensive and consists of 10 team training days along with interspersed individual personal coaching sessions.

Ideally the program is structured to occur over a 6 to 12 month period. It is recommended the initial session include three days with an additional two days follow up over a one month time frame. The initial three day session allows for deep team bonding to begin while establishing the trust environment to take hold which sets the foundation for the subsequent skill building components. The one month follow up encourages a forward momentum. A two-day session provided twice during the contract period, along with a final one day session ensure ongoing application of the provided tools and solidifies positive growth. The two-day sessions allow for maximized flow and integration of learning however, the schedule is negotiable and is adapted to meet your specific scheduling needs.

The **personal coaching** maximizes the learning experience within the day to day work environment by providing one on one implementation support. It also ensures that all participants are prepared to move forward during subsequent group sessions. Participants are required to engage in a minimum of four personal coaching sessions. Upon completion of the personal coaching sessions participating individuals generally are engaged with the process and look forward to continuing on to future sessions.

The following subject matter is covered in the first five days of the program: [see Appendix #1 for more detailed information]

- Personal and group **openness, personal accountability** and responsibility
- Understanding what is required to quickly establish and maintain **trust** among team members.
- **Mindset** explores the idea that our talents and abilities are important however ‘how we approach our learning’ becomes essential. Explore the consequences of thinking that intelligence and personality can be developed, as opposed to being traits that are fixed and deep-seated.
- Work with **The Human Element® Behaviour Preferences** model to understand behaviour preferences and identify potential conflicts in relationships
- Exploring and understanding the **Feelings** that drive the behaviours
- **Team Compatibility Index (T.C.I.)** measurement
- **Active Listening**
- Practical application of the Harvard developed **Interest Based Conflict Resolution** process in combination with **The Ultimate Team Builder™ People Process**
- **Catalytic Coaching**: a process that ensures continued growth and improvement

### Days 6-10

We respect and recognize that all groups develop at a different pace; therefore the initial 5 days are a guideline. If more time is required, the schedule is adjusted accordingly. As the team moves through the team building process, the integration of the concepts cannot be rushed; hence the design of the program over a period of 6 -12 months with individual coaching between team sessions.

*“Change is a process, not an event”*

The remaining sessions are utilized to continue on with team development, skill building in conflict resolution, along with individual and pair work. These sessions will be designed to address the specific needs that may have arisen within the team. The **Team Compatibility Index (TCI)** is measured at the start, middle, and conclusion of the program. This measurement provides the opportunity for the team members to celebrate in the improvements as well as review the quantitative measurement of team improvement.

Increasing the compatibility of the team remains our focus therefore, customized sessions may be offered based on recognized areas of concern, allowing our coaches to design the subsequent sessions to meet these specific team needs.

**Master Mind Team Coaching:** at about the mid-point of the process, team members will form Master Mind groups of 4 – 6. These groups will commit to working with each other for at least 6 months. The purpose of this is to ensure the learning and growth continues on through a system of meeting and holding each other accountable for growth.

### **Personal practice and experience**

Over a period of six to twelve months, participants will have many opportunities to practice and gain experience using the tools and the concepts while developing new skills in the team training sessions and during the personal coaching support.

Personal coaching is based on the Catalytic Coaching model and takes place within the team environment and within the individual sessions. The coaching blends the training sessions with day-to-day operations support. This approach takes intellectual knowledge to the level of personally experienced and developed skills.

### **Team interaction and development**

**This process creates a safe environment within the work group to practice with the tools and newly acquired skills.** Under individual or group supervision of the trainer/coach, participants learn to master the tools while they work with their peers and create direct reports. **Interdependence, centrality of relationships, and compatibility of partners in specific roles will be measured** and developed to facilitate increased effectiveness of the team as a whole. Team capacity (Team Capacity Index T.C.I.) is measured at the start to set a baseline and this index is re-measured at the halfway mark and at the conclusion session. This marker demonstrates continued improvement as team members' progress through the program.

### **Integrated and implicit effects of personal and team development**

**Creativity, innovative focus and individual flexibility increases** as trust and mutual understanding grows. The program aims to increase these aspects of personal and organizational understanding so that all members of the professional team experience a significant degree of gratification with regard to their personal growth.

### **Trickledown effect of the program or general application with non-participating staff**

The program introduces applications and tools that the leadership group can work with and by way of their new found *team building* skills, impart to all team members. The personal coaching assures that individuals apply and practice the skills in their day to day operations. Participants equipped with these new skills and attitudes will transfer their elevated interpersonal skills toward improving relationships within their direct report vicinity and this will no doubt “trickledown” through the entire organizational structure.

**The participants of the program will become more creative, less defensive, more open and engaging,** and this will filter down toward those that did not have the opportunity to participate in the program. The outcomes will be felt by the entire organization and the positive effects of incorporating everyone's input will generate a win-win sentiment. Teams will now be working in harmony finding and implementing effective solutions to everyday challenges.

**Measuring Success**

Our measurement assessment instruments have been scientifically validated, and these tracking variables will be used throughout the individual and team development programs. The measuring instruments are used to track ongoing improvement. These tools allow our coaches to graphically demonstrate the teams' progress and compared it to the baseline variable that was established during the first training session.

**Implementation**

The program is extended over a six to twelve month period and involves **10 team training days** and a **minimum of 12 personal coaching sessions [face to face or by telephone]**. The personal coaching sessions are set up for each participant and include **unlimited e-mail support**. Upon commitment to the program, the 10 training days are set. Establishing the schedule at the start allows the participants to plan their personal training time. If adjustments are needed during the program, we will work together on scheduling solutions.

The program is kicked off by a three day retreat style session with a two-day follow-up session one month later. The remaining two-day sessions are scheduled along with the one day program conclusion.

Month	Jan	Feb	March	April	May	June	July	Aug.	Sept.
<b>Group sessions</b>	<b>3 day</b>	<b>2 day</b>		<b>2 day</b>		<b>2 day</b>			<b>1 day</b>
<b>T.C.I.</b>	<b>X</b>			<b>X</b>					<b>X</b>
<b>One on One Coaching</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>		
<b>Master Mind</b>						<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

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# **Appendix #1**

## **Expanded Information**

### **Day 1 - 5**

Day/Module	Content	Activities	Learning Goal
<p><b>Day1</b></p> <p><b>Introduction</b></p> <p><b>Exploring Trust</b></p> <p><b>Truth/Openness</b></p> <p><b>Choice/ Self-determination</b></p>	<p>Introduction of overall program, process, participants and trainer/coach</p> <p>How to build trust</p> <p>Essential components of trust: Character and Competence</p> <p>How to increase the speed of trust</p> <p>Through increased (self) awareness realize how most communication is reflective of our self and our underlying fears, not the other person.</p> <p>Become clearer in messaging and use concrete tools to create first steps in dealing truthfully in issues with others. Learn about the impact of lying, withholding and the energy used in avoidance, circumventing the truth and how simple and effective being truthful can be.</p> <p>Explore sense of self-determination and choice in (work) life and increase awareness and ability to influence personal and work circumstances.</p> <p>Explore why we choose (not) to act, fear of not being able to cope, pay offs</p> <p>How feeling stress is a choice</p> <p>Explore un-limitedness and how strong the mind/our imagination can be for the creation of a base of openness to self-change</p>	<p>Sharing of general information, everyone introduces themselves in a structured way</p> <p>Lecture</p> <p>Group discussion, self exploration</p> <p>Lecture</p> <p>Group activities to explore concept, attitudes, discuss concepts and provide tools (Levels of Truth, “First Truth First”)</p> <p>Lecture</p> <p>Group activity and discussions</p> <p>Body exercise with visualization</p> <p>Introduction of a self reflection tool</p>	<p>Increase open communication, recognizing personal boundaries, increased self accountability</p> <p>Lay the foundation for taking trust beyond a “soft skill” to a essential component for team development</p> <p>Increase openness, truthfulness, and communication. Explore boundaries, self accountability, build personal self esteem,</p> <p>Using increased truth as tool for conflict resolution</p> <p>Increase self and group accountability, increase openness, truth, and communication</p> <p>Increase awareness of (self imposed) barriers to success/what I want</p> <p>Increase self esteem</p>



<p><b>Defenses</b></p> <p><b>Close of Day 2</b></p>	<p>Recognizing and understanding defense mechanisms used, their source and how they interfere with team productivity.</p> <p>Shifting from an environment of blame to “everyone is 100% responsible and no one is to blame”. Creating a more solution focused approach to problem solving.</p> <p>Opportunity to ask questions/closing remarks for the day</p>	<p>Reflection and interpretation with wall charts</p> <p>Micro-lab with non-verbal exercises</p> <p>Lecture</p> <p>Group and individual exercises, incl. non-verbal, reflection and brief feedback</p> <p>Discussion</p> <p>Discussion</p>	<p>understanding</p> <p>Understanding of own defenses, recognizing others</p> <p>Being aware of situations/individuals that bring out defenses, gaining control of them.</p> <p>Summarize learning</p>
<p><b>Day 3</b></p> <p><b>Check-in/ brief review</b></p> <p><b>Compatibility and Productivity</b></p>	<p>Look back at Day 2, any issues, questions left over, things people thought about during evening</p> <p>Team Work: The impact of compatibility on productivity. Explore the difference between atmosphere and role compatibility. Recognizing barriers to full productivity in work relations and team work</p> <p>How to move from rigidity to flexibility.</p> <p>Team Compatibility Index. Measuring centrality of functional relationships for the outcome, compatibility of relationships, and the impact on the overall use of team capacity. How to optimize people’s skills. Need to solve/prevent personal conflict and impact on productivity. Highlights hot spots in the team</p>	<p>Discussion</p> <p>Lecture</p> <p>Individual and group exercises</p> <p>Set baseline measurement using the <b>Team Compatibility Index (TCI)</b></p> <p>Group</p> <p>Discussion</p>	<p>Increase openness, self determination, clarify unclear concepts before introducing new ones</p> <p>Provides a baseline measurement for team productivity (out of 100%)</p> <p>Identifies key relationships that maybe be blocking team productivity.</p> <p>Identifies strong relationship pairs</p>

<p><b>Work Relations</b></p> <p>Discuss specific relationships. Team members discuss their relationship issues in a coached environment. These conversations will also take place one on one through Element W to guide the discussion.</p> <p>Work to resolve issues, remove barriers, address need for openness and truthfulness to increase team compatibility which improves on productivity</p> <p><b>Introduction to Personal Coaching</b></p> <p>Introduce personal coaching, concepts, methods and goals. Discuss role in overall training as tool to support individuals in personal and team growth as related to team goals</p> <p>and work to be completed between team sessions</p> <p>(specific relationships with help of Element W)</p> <p><b>Close of Day 3</b></p> <p>Opportunity to ask questions/closing remarks for the day</p> <p>Discuss intentions for next group sessions</p> <p><b>Personal Coaching</b></p> <p>Individual integration of concepts presented in initial three days. Allows individuals support for each participant as everyone learns at a different pace,</p>	<p>Identifies individuals who may be underutilized</p> <p>Allows for targeted focus on specifically “hot” relationships.</p> <p>Brief lecture</p> <p>Discussions of relationships</p> <p>Element W</p> <p>Coaching by trainers</p> <p>Lecture</p> <p>Discussion</p> <p>Element W</p> <p>Discussion</p> <p>Minimum of one, one hour coaching session either in person or on the telephone with unlimited e-mail contact</p> <p>Summary of learning, set tone and goals for next group session.</p> <p>Individual integration of learning, provides support in application to the work environment.</p>	<p>Increase insight in relationships, the barriers and how to use everyone’s full capacity</p> <p>Focus on need to resolve conflicts</p> <p>Increase openness, truthfulness, and personal accountability</p> <p>Openness, identify and remove barriers.</p> <p>Increase personal/team accountability, conflict resolution and communication skills</p>	
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<b>Day 4/5</b>			
<b>Check-in/ review</b>	Review of day 1-3, review and discussion of any issues, questions left over, things people thought about,	Discussion  Review of charts regarding previous materials	Brings all participants back to the focused group work.
<b>Discussion on home work: Relationships with Element W</b>	Discuss how working through issues with Element W went and how relationships have developed since.	Discussion, coaching,	Openness, identify and remove barriers,
<b>Continued work through TCI</b>	Put into practice the previous learning and follow through by discussing relationships now (the same or different, in front of the group or separate, with or without coaching by the trainer)	Element W  Brief lecture as applicable	Increase personal accountability, conflict resolution, communication skills  Celebrate success
<b>Listening Skills</b>	<p>Listening is a fundamental skill for effective communication</p> <p>Skill development with theory and practice in <b>staying focused, capturing the message and helping the speaker</b></p> <p>Use of a self assessment tool, which indicates present skill level highlights areas that require development</p>	<p>Lecture</p> <p>Listening assessment tool</p> <p>Individual and group exercises</p> <p>Develop action plan to improve</p>	Establish own personal learning plan for improving listening, share with others to increase accountability
<b>Interest Based Negotiation and Conflict Resolution</b>	<p>Discuss the Interest Based Conflict Resolution model and introduce the people process as a parallel cycle</p> <p>Experience different perspectives to issues, interests, contingency plans and creation of options to resolve problems</p> <p>Learning to create a wide range of options, not just the immediately visible ones.</p>	<p>Lecture</p> <p>Individual and group exercises</p> <p>Conflict simulation</p> <p>Working though real issues with new tools</p>	<p>Conflict resolution, negotiation, identify and overcome barriers, communication, creativity and innovation</p> <p>Recognizing differences and using them as mutual leverage for success, increased self-esteem, self accountability</p>

<p><b>Close Day 5</b></p>	<p>Opportunity to ask questions/closing remarks for the day</p> <p>Discuss intentions for next group sessions</p>	<p>Discussion</p>	<p>Summary of learning, set tone and goals for next group session.</p>
<p><b>Personal Coaching</b></p>	<p>Face to face coaching on day after day 5 and phone and e-mail coaching</p> <p>during the next period to stimulate personal growth in line with team goals</p> <p>and using all the above</p>	<p>Face to face meeting</p> <p>Phone and e-mail</p> <p>Discussion, coaching goal setting, follow through</p> <p>Use all materials</p>	<p>Brings all goals together , with different accents for each participant</p>