

## >>FastForward TEAM BUILDING™

Effectively Build Teams & Make Them Work



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## Introduction

*Teamwork is so important that it is virtually impossible for you to reach the heights of your capabilities or make the money that you want without becoming very good at it. - Brian Tracy*

Teambuilding and management is a critical element of success for almost every business. Teams can use useful business tools for process development and quality improvement, which can lead to higher customer satisfaction and cost reduction.

Although many organizations recognize the benefits that teams may bring, they lack the training or experience to properly build a team and get it functioning in the desired direction. This book will explore ways that you can ensure that your teams stand the test and achieve the success your company is striving for.

*Talent wins games, but teamwork and intelligence wins championships. - Michael Jordan*



R. Scott Frothingham

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## Chapter 1: What Defines a Team?

Today, 'team' has become a very loosely defined term; people are calling any random group of people a team, even in the corporate milieu where it is very important to know what a team is and use it for progress.

A team is not a random group of people. It is a set of people who come together to achieve a particular purpose. A corporate team looks after a particular assignment. A scientific research team tries together to invent or develop something. A sports team tries to win a sports event. Similarly, various teams exist and they can have differing number of members, but these members are all united by a common thread – they are trying to achieve a common goal.

A team is a unique combination of people because, it should be a group of people with *complementary qualities*. This is an essential feature of a team. Thus, in a corporate team, we might have a visualizer, an executor, a thinker, a planner and so on. These people have different strengths, each complementing the other people. This is actually what makes a team a force in which the whole can actually be greater than the sum of its parts.

We have to realize that we all have our strengths and our weaknesses. None of us are perfect. That is the basis for the need for teams. When we try to make a team, consciously or unconsciously, we try to unite with people who have talents that we don't have. But our intentions are same: each member doing a particular job well and contributing to the accomplishment of the goal.

In the majority of cases, teams will need a team leader. The team leader is typically the essential cohesive force that keeps the team members together and focused on the team's objectives.

### **Characteristics of an Effective Team**

An effective team can be recognized by use of roles, displaying of attitudes and behaviors towards their work and one another. Effective team development also depends on how the members work together in a group, deal with conflict, and

how they work individually on team assignments are also indicators of a good work team. Characteristics of a good team include:

- All members have an awareness of unity.
- All members participate in idea generation, problem solving, and decision-making.
- All members contribute, learn from and work with others (interpersonal relationships).
- All members show support, respect, and trust for one another.
- All members take actions and do work that is necessary to reach team goals.
- All members participate in managing conflict by confronting issues and inappropriate behaviors.
- All members share leadership responsibility and rotate to other roles as needed

The most effective teams display these characteristics in their roles, attitudes and behaviors while working together as a group and as dedicated individuals. Team members need to help each other work towards developing these characteristics to build their continued work ethic and skills.

## Chapter 2: Qualities of a Successful Team

Here we shall take a look at the main characteristics that a team should possess. If your team does not possess these characteristics, re-evaluate.

### ***Proper Objectives***

The team should have clearly defined objectives. This the purpose for which the team has been formed. Everyone in the team should be aware of these objectives and they must work toward their achievement.

### ***Division of Labor***

Though a team is a single mobilized force, every person in the team is a unit contributing in his or her way for the overall functioning of the team. These goals also must be set beforehand, when a member is brought onto the team. All members must Participate fully and keep commitments made to the team.

### ***Interaction***

Interaction among the team members is important and should be supportive. All members must recognize and respect differences in others and value the ideas and contributions of others.

### ***Participation***

All members must listen and share information, ask questions and get clarification and contribute ideas and solutions.

### ***Logical Thinking***

There can be no set rules for how a team should think or behave. This depends more on the situation at hand. It is imperative, however, that the team members

think logically and make rational decisions. The role of the team leader is critical in making sure all team members have the opportunity to contribute while keeping the group dynamic comfortable and positive.

### ***Acceptance of Majority Decisions***

When you put a group of people together, it is quite understandable that opinions will differ. Teams must address these differing opinions and agree on decisions and direction. A good team will move forward on decisions, each member fully supporting the agreed upon direction of the majority vote.

### ***Compatibility***

No team can progress without a feeling of mutual respect between the members of the team. If there are issues, they must be resolved in a civilized manner. Team members should be encouraged to have fun and care about the team and the outcomes.

### ***United Force***

A team has to think in unison. This doesn't mean individual members cannot disagree. Discussion and healthy disagreement is important, but following discussion, they must arrive at common decisions through majority voting methods. There should be a loyal feeling in every member toward the team. Team members must be flexible and respect the partnership created by a team.

### ***Assessment***

It is vital that teams keep evolving. They must meet often just to review what their achievements have been, what obstacles lay in their path, what shortcomings they have and how to improve upon those. Teams should keep evolving according to changing circumstances.

Those are the basics. To “take it up a notch”, a high-performance team should include the following characteristics:

- Aligned Purpose - a sense of common purpose about why the team was formed and the function it serves.
- Task Focused - meetings and interactions focused on results.
- Shared Responsibility - an environment in which all team members feel responsibility for the performance team.
- High Level Communication - a climate of trust and open communication.
- Rapid Response - identifying and acting on opportunities.
- Future Focused - seeing change as an opportunity for growth.
- Differences Welcomed - individual talents and creativity are recognized and utilized.

## Chapter 3: Team Design and Development

### The Who, Why, When, Where, What, and How of Team Design and Development

**Who** - Who are the best people to select for the team include and how many people does the team need to accomplish its purpose? Necessary skill sets, professional attitudes, personality types and process knowledge should be considered when selecting team members.

**Why** - The team must clearly understand why it exists, what it is to do and what represents success. The team and management must work together in a common direction towards solutions that meet their overall purpose. Team goals and management deadlines should match up with their overall purpose to serve as a guide for team performance.

**When** - What is the deadline for the achievement of the overall team goal? The team needs to agree to a timeline for goals and how to measure how they are doing towards goals, including work deadlines and expected milestones in its goals and schedules.

**Where** - Where will the team members be physically located and how often should the team meet? If all team members are working from the same physical location, the team will need a meeting space. If team members are located at multiple sites, there are considerations such as logistical inconveniences, time differences and cultural differences.

**How** - What is the process the team will use get to where it needs to be to accomplish its purpose? The team must develop (and agree to) ground rules, meeting agendas, record-keeping formats, interpersonal communication, problem solving, process mapping, etc..

**What** - What does the team need to accomplish its tasks? Is there a need for specific material, equipment, training or other support to facilitate the teams ability to reach goals within the established time frame?

## Chapter 4: Building a Team

*A smart entrepreneur knows they cannot run a business on their own. They know that business is a team sport. - Robert Kiyosaki*

To build a team, you need commitment from the team members. To get commitment, you need trust and an environment that promotes inclusion.

Once an atmosphere of trust and inclusion has been established, the team members can be fully committed and move forward. This commitment becomes an important “driver” for your team. It is absolutely essential that every person that joins the team makes several commitments, some of which will be obvious and some not so obvious.

The obvious commitments include:

- Trying to achieve the common goals for which the team has been formed,
- Participating in the various events that the team pursues, i.e. attending the meetings, workshops, training and orientation sessions, etc.
- Devoting time for the work of the team, etc.

The non-obvious commitments include:

- Getting along with other members of the team,
- Being loyal to the team,
- Being innovative and creative in the team efforts so that the team benefits from their thinking,
- Constantly suggesting improvements and implementing them for the benefit of the team, etc.

When someone is brought onto a team, they must be informed of the expected level of commitment. It is essential to make sure that the members keep up with these commitments at all times as well; because failure to honor these

commitments could mean a great setback for the team and start eroding the mutual respect that is critical to every member of a successful team.

How do you go about seeking commitments from the team?

- (i) All teams have their own missions, goals and objectives. You must have something of that kind as well, and make sure that you spell out all these objectives to anyone that wishes to get into the team.
- (ii) At meetings, it can be a positive exercise to review commitments. One technique is to have a member of the team read these commitments out aloud (each time it have a different team member do the review).
- (iii) Whenever the opportunity arises, the team leader must make it a point to reinforce the values of the team, including the required commitment expected for each team member.
- (iv) Although there will often be unavoidable circumstances, team members should not feel that is acceptable to have less than 100% adherence to these commitments. If any member is perceived as less committed then the other members' team moral (and output) can be damaged.

### **Early Stage Commitment**

When being asked for a commitment especially in a new venture situation, people naturally go through a process of doubt. It is almost impossible to get an immediate genuine commitment to a new team. Commitments contain unknowns, some of which warn of possible failure. People can become immobilized by worries, obstacles, pros and cons. Sometimes, these considerations can start to dominate the process and obscure the vision and blunt the motivation.

To move team members efficiently through this process, the leader must demonstrate the support that will be offered in return for the accountability being asked for. When asking for commitment, a team leader must establish an atmosphere of **trust** and, within that atmosphere, encourage **inclusion**. This is the fastest way to get the team genuinely committed and moving forward.

NOTE: The best setting in which to build trust and get buy-in is small groups that “sell” the vision and then build trust and inclusion through give and take.

## **Trust**

An effective step to establishing trust is for the leader, after committing to the vision, to address doubts, questions, unknowns and fears. This can be done in three simple steps:

- List the unknowns.
- Assess worst case scenarios (and their survivability).
- Research the unknowns.

Typically the list of unknowns reveals some answers and generates further questions. Some of these questions lend themselves to research (others' experience, a small pilot plan), and some have no apparent answers, but people understand that every major commitment contains some irreducible risk, some lingering unknowns.

## **Inclusion**

Inclusion is key in helping others move members through their initial doubts to so they can make the commitment necessary for the team to success. The team leaders can facilitate this process with will non-assumptive question, good listening, and directed response.

1. *Non-assumptive Questions* ("What do you think?", "Can you tell me what is happening with this report?") are inclusive and invite real answers.

NOTE: Assumptive questions ("Why are you skeptical?", "Why is this report so incomplete?") are intrusive and invite defensiveness and are thus counterproductive.

2. *Listening* – the key in this environment is separating the process of taking in information from the process of judging it. Although both skills are important, in leading this team-building process, the focus should be on taking in the information, no judging it.

3. *Directed Response* - Many questions can be answered on the spot. Some require research and a time line for response. And some, which relate to the bottom line, irreducible risk, require a truthful "I don't know."

### **The Final Buy-In**

Once an atmosphere of trust and inclusion has been established and the team members are fully committed, the groundwork has been laid for an enthusiastically cooperative group. Now is the time to encourage collaboration in setting the strategy for reaching the committed vision, including an outline of the tasks necessary to realize the overall vision.

At this point, the leader's role is to build consensus (not to issue orders) -- team members must agree to, whether they necessarily agree with, a particular approach. Of course, consensus should be reached relatively easily in the environment of trust and inclusion built when gaining commitment in which most feel their ideas were heard and considered, whether or not the team ultimately chooses those ideas. Obtaining consensus again requires use of leadership communication skills: non-assumptive questions, good listening, and directed response.

NOTE: Effective teams often produce lively discussions of divergent viewpoints before reaching consensus. Diverse views can mean unresolved argument, or they can mean increased team intelligence and ultimate consensus.

## Chapter 5: Developing a Team

One of the most celebrated ways to understand team development and behavior is the Forming-Storming-Norming-Performing that was published by Dr. Bruce Tuckerman in the 1960's.

It explains that as the team develops maturity and ability, relationships establish, and the leader changes leadership style. The leader starts with a directing style, moving through coaching, then participating, and finishes with a delegating style (almost detached). At this point a successor leader may be produced by the team and the original leader can move on to develop a new team.

The Tuckerman model of team development describes the development of a team as having four stages:

- Forming
- Storming
- Norming
- Performing

Here are the features of each phase:

### **Forming - Stage 1**

Forming is the stage when the group first comes together; there is a high dependence on leader for guidance and direction. Little agreement on team aims other than received from leader. Since the grouping is new, Individual roles and responsibilities are unclear and the members will be guarded in their own opinions and generally reserved.. Leader must be prepared to answer lots of questions about the team's purpose, objectives and external relationships. Processes are often ignored. Members test tolerance of system and leader. Leader directs.

### **Storming - Stage 2**

Storming is the next stage in which team members vie for position and they attempt to establish themselves in relation to other team members and the leader

(who might receive challenges from team members); decisions don't come easily within group. Clarity of purpose increases but uncertainties persist. Cliques and factions form and there may be power struggles. The team needs to be focused on its goals to avoid becoming distracted by relationships and emotional issues. Compromises may be required to enable progress. Leader coaches.

### **Norming - Stage 3**

Then comes the Norming and sub-groups begin to recognize the merits of working together and the team begins to respond well to facilitation by leader. Roles and responsibilities are clear and accepted. Big decisions are made by group agreement. Smaller decisions may be delegated to individuals or small teams within group. Commitment and unity is strong. The team may engage in fun and social activities. The team discusses and develops its processes and working style. There is general respect for the leader and some of leadership is more shared by the team. Leader facilitates and enables.

### **Performing - Stage 4**

And finally: Performing. This is the culmination, when the team is more strategically aware; the team knows clearly why it is doing what it is doing. The team has a shared vision and has settled on a system which allows free and frank exchange of views and a high degree of support by the group for each other and its own decisions. There is a focus on over-achieving goals, and the team has a high degree of autonomy. Disagreements occur but now they are resolved within the team positively and necessary changes to processes and structure are made by the team. Although the team does not need to be instructed or assisted, team members might ask for assistance from the leader with personal and interpersonal development. Leader delegates and oversees.

See **Appendix A** to determine the stage of the teamwork model in which your team is presently operating.

## Chapter 6:

### Foster Exchange of Ideas within the Team

Teams are built on ideas. Though the thing that keeps on driving them is the common goal that they are all chasing, the thing that pushes them till there is the way they can generate and view ideas. The dynamic of idea generation, for many, is the most stimulating aspect of being in a team. Teams are made of various people and everyone thinks and approaches things in their own different way. Since not all of these ideas can be implemented, the route generally adopted by teams is to find the most optimal idea out of all the suggestions that are received. This is what builds an idea that is the most mutually acceptable, and also the most viable.

Building ideas is one of the reasons for forming a team. Individually we might be quite creative, but when we form an idea from the inputs collected from various members of team, it can put a different spin on things and lead to exciting and effective ways to approach the objective.

That is why, as a team leader, it is one of your utmost priorities to allow as free an exchange of ideas in your team as possible. Benefits of an environment that fosters idea generation:

- You get a solution that works for all.
- You consider the majority opinion, which, in most cases, is also the most optimal solution.
- You come to know what people in the team are thinking about the situation at hand.
- You are stimulating the team members to think, and hence they are participating in the efforts of the team.
- You are encouraging the team members to get closer to each other, which they do when they exchange ideas.

Encourage your team to brainstorm to develop strong solutions. Assemble them whenever there's a situation that warrants discussion and let them put their heads together. Apart from getting a wonderful solution, you will also get a stronger team.

## Chapter 7: Team Motivation

### Excite Your Team with Outcomes

Along with specific goals, a team needs a long-term vision from the team leader. This vision is a large, desired outcome that will motivate and inspire. This goal must be bigger than just earning a paycheck for one's contribution; it must contain challenge, appeal to personal pride, and provide an opportunity to make a difference and know it. The team leader must position the goal by picturing success. Initial questions might be, "What will it look like when we get there?", "What will success be like, feel like?" "How will others know?" When a large, exciting goal has been pictured and clearly communicated, the vision is complete.

The overall vision must be supported by the continuing achievement of short-term goals that move the team continually closer to the ultimate outcome.

No team can persist under a sustained lack of progress. This is true with all kinds of teams, whether it is a corporate team pursuing a deadline for an international assignment or it is a professional basketball team pursuing a league championship. If there are no results and no victories, the team won't stick together, and become plagued by lack of confidence (in the team and/or specific team members). Their main intention when they joined the team was to unite with people who had complementary talents to what they have. But when the results don't come, they think that this blend of talents is not working. The team will then dissolve. The members part and either form a new team with new members or completely discard the pursuit of the goal forget and focus on something else.

If you have a team, you must keep this point in mind. Numerous benchmarks for achievement must be set -- and celebrated when reached.

Even a single team member doing something that contributes to the team is an achievement. This member has brought the team forward in his or her own way. This is something that can be highlighted. There is no need for open unfettered celebration for everything, but the fact should be brought into the next team meeting. The member in question should be given public acknowledgment and

praise. That helps because the member gets motivated. Not only is this a motivator for the specific team member, but also it serves to motivate the entire team.

When the big victories happen, there should be a more serious celebration. A celebration isn't a waste of money or time for people in a team – it is a way of acknowledging the fact that the team has worked together in achieving something. It is a collective pat on the back and encourages members to keep working toward the ultimate goal.

Continue motivating your team with recognition of individual and team achievement in progress towards the team's primary objective.

### **Motivate Team Building and Performance**

Communication and recognition can help motivate team members to have better attitudes and become more productive. Team leaders can use the following points to implement a strategy for building a better team and increasing team and individual performance. This will also result in improved team member attitudes, better team behaviors, and increasing work productivity.

- Be Alert: let the team work through their conflicts, but be ready to address bad situations and resolve negative conflict and before team morale is damaged.
- Give Feedback: be positive and thoughtful when offering criticism for improvement.
- Ask for Feedback: encourage the team to evaluate its leader and suggest improvement ideas to help the team with respect, trust, and confidence in their leader.
- Model Required Behavior: set a good example for the team; be positive.
- Transparency: share information on projects and business openly with the team.

- Recognize: show appreciation for the work done by the team (using different methods for rewarding team and members).
- Listen: actively listen to team ideas, complaints and suggested improvements; if a team request or member idea is not understood, ask for clarification or examples.
- Be Supportive: show confidence in the team by supporting their work and needs (Is specific training needed? Does the team have the resources necessary to succeed?).
- Keep a “Finger on the Pulse” of the Team: Do periodic team assessments with the members on how the team is doing as a way to increase awareness of what is right and identify opportunities for improvement.

## Chapter 8: Teambuilding Activities

To some level, every team in the world uses teambuilding activities, even small teams of just two or three people. The nature and scope of these teambuilding activities might differ, but their intention is the same: to bring the members of the team together. This is the reason teambuilding activities are always participative activities in which every member of the team is expected to participate. This participation brings team members closer to together.

When a team is newly set, most teams use a kick-off session in which everyone introduces themselves, often describing what they feel their contribution to the team will be. This is teambuilding at its simplest. Before the formation of the team, this is just a group of people, but after the initial introductions, each one on the team knows what everyone else can do. This is also a point where friendships within the team can be struck. The team members make a mental note of whom to communicate with when they get the next chance.

Further on, it is advisable to introduce other teambuilding activities. An Internet search will reveal a plethora of teambuilding activities, even games, that can be used to bring team members closer together. These could be organized initially to set the mood of the team members and to “break the ice”. Typically team members won’t immediately begin communicating with each other. “Icebreakers” can help people on the team open up to others. When this happens, the communication routes are opened up and it builds the team into a stronger more cohesive unit.

Corporate teams are using simple and elaborate teambuilding activities and even calling professionals to plan such events for their teams. Apart from showing the importance that teams have in the corporate world, this also demonstrates how important teambuilding is.

## Chapter 9: New People on the Team

Bringing in new people into the team can have positive benefits that can help the team.

- It helps the team to stay dynamic. New people can bring a healthy infusion of energy to the team.
- It is beneficial to the creative process. New members mean new ideas which can help keep the team from stagnating.
- It helps the existing members to get inspired and motivated to do better. There are always mixed sentiments with the inclusion of someone new, ranging from an earnestness to build a new friendship to competition.

However, there are also some pitfalls.

- The existing members might distrust the new member. This is a natural defensive instinct that we have for something new within our surroundings.
- There might also be a sense of insecurity built within the team. Existing members might think they aren't doing well enough and that's why a new person was brought in.
- There could be an added pressure on the team to keep up with the ideas and ideologies of the new team members. Since there are bound to be some differences of opinion, the teams might have to change when a new member is introduced into the current team dynamic.

Don't let these pitfalls stop you from adding new members to the team. If you do things right as a team leader, your new team member should be nothing other than an asset for the team.

- Make sure you are clear about why you want this new member in the team. You will owe an explanation to the current team why you are bringing in new people. If your reasons are correct, people will believe you and accept the new member.
- Make sure the new member understands the role each and every existing member of the team properly. Detailed introductions are in order.
- Make sure you spell out the goals and objectives of the team to the new member in front of the existing members so that they feel the new person is operating under the same expectations as the rest of the team.
- If you remove an existing member to make way for a new member be aware that it might cause insecurity among the other team members and performances may be affected. One technique for handling this situation is to bring the new member onto the team before let your existing member go, allowing the new member to get “up to speed” with the team goals and what has been done and is being done to achieve those goals.

## Chapter 10: The Team Leader – The Spinal Cord of the Team

The team leader is the primary person for keeping your team focused and effective. In many cases, especially through the “forming” and “storming” stages of development (see Chapter 4), a team is only as good as its team leader. Hence, if you want your team to succeed, you have to take your responsibilities as team leader seriously. Here are some of the points that you must embrace to be a strong leader to your team:-

### ***Practice over Precept***

Be prepared to demonstrate your strengths. Team members don't want an “empty suit”; they want a leader who can lead them by example. Don't just talk about doing something, *do it*. Show your team members that tasks can be efficiently completed, benchmarks reached and goals achieved. can be done. This is much better than talking them down later on.

### ***Trust***

A team leader needs to be trusted. That's vitally important. But how do you gain the trust of others? One way to do that is by remaining truthful to your goals and ideals. If you waver, you are not trusted by your team members. Also, it is important for you to trust your members. Trust begets trust.

### ***Confidence***

Any leader needs to be confident, or at least project himself or herself to be so. If you show even a momentary lack of confidence, you may be undermining your team's trust and hope in you.

### ***Inspiring and Motivational***

It is also extremely important that you can inspire your team to move toward its goals. This role is all the more crucial when the team is going through a bad patch. It is a good idea to learn how other leaders inspire their teams and emulate some of the good concepts.

### ***Being Receptive***

No one likes a leader who is not open to ideas and suggestions. They want to see leaders who can accept new things, even risky ones, or at least to show them a practical side of things. Leaders who are straitjacketed in their methods and those who don't want to evolve don't usually get maximum performance from their teams.

## Chapter 11: Failures Don't Mean that the Team Has Failed

It will happen sometime – your team will not be able to meet with the objectives that it has set for itself. It might not be able to meet a deadline or it might not be able to come up with a workable or acceptable solution for a task that was set in front of it. Or, it might be a team that was defeated by another team. When such things happen, motivation can dwindle.

When a team fails, it is not the failure of each and every person in the team. At least, it is not so in a practical sense. In most cases, a team fails because of a few members in the who perhaps did not perform up to expected levels, while the rest of the team members did. Failures of a team are definitely more personal and individualistic than its successes.

So, how do you address failure? The solution is to address the problem and not to blame the team. Blaming the team will also demean the members who really worked hard. Apart from being unfair to them, this will also be detrimental to any future pursuits of the team because these members will harbor a sense of futility in what they do. They will think that even if they give their best shot, someone else is likely to ruin the task once again and they will be taken into the fray too. So, they don't bother giving their best shot at all.

When a team fails, determine the specific things that contributed to the failure. It could be anything from time management to lack of resources. Then, address the individualistic problem. Your team can still be very good if you find out some solution to this problem. Tackling the problem specifically reestablishes your trust within the team and you are also able to keep the team working well for future endeavors.

## Conclusion

*There are few, if any, jobs in which ability alone is sufficient.  
Needed, also, are loyalty, sincerity, enthusiasm and team play.*  
-William B. Given, Jr.

Being a team leader or a team member, on a team that is “hitting on all cylinders” is a marvelous experience; productive teamwork moves you toward challenge and through change, generating energy and enthusiasm. If you are currently a member of an active team, here is a final evaluation to determine the team’s strength and potential for success:

If you can honestly answer, “Yes” to the following 10 questions, you have a team that is functioning on a high level.

- Do members feel their unique personalities are appreciated and well utilized?
- Do members know what needs to be done next, by whom, and by when to achieve team goals?
- Do members know their roles in getting tasks done and when to allow a more skillful member to do a certain task?
- Do members proudly share a sense of why the team exists and are invested in accomplishing the team’s mission and goals?
- Are authority and decision-making lines are clearly understood?
- Is conflict is dealt with openly and is it considered important to decision-making and personal growth?

- Are opportunities for feedback and updating skills provided and taken advantage of by team members?
- Are group norms for working together set and seen as standards for everyone in the group?
- Do members find team meetings efficient and productive and look forward to this time together?
- Do members know clearly when the team has met with success and share in this equally and proudly?

*Synergy is the highest activity of life; it creates new untapped alternatives; it values and exploits the mental, emotional, and psychological differences between people. -Stephen Covey*

# Appendix A:

## Teamwork Survey

### Objectives

To identify the stage of the teamwork model in which your team is presently operating.

### Directions

This questionnaire contains statements about teamwork. Next to each question, indicate how often your team displays each behavior by using the following scoring system:

- Almost never - 1
- Seldom - 2
- Occasionally - 3
- Frequently - 4
- Almost always - 5

### Questionnaire

1. \_\_\_\_\_ We try to have set procedures or protocols to ensure that things are orderly and run smoothly (e.g. minimize interruptions, everyone gets the opportunity to have their say).
2. \_\_\_\_\_ We are quick to get on with the task on hand and do not spend too much time in the planning stage.
3. \_\_\_\_\_ Our team feels that we are all in it together and shares responsibilities for the team's success or failure.
4. \_\_\_\_\_ We have thorough procedures for agreeing on our objectives and planning the way we will perform our tasks.
5. \_\_\_\_\_ Team members are afraid or do not like to ask others for help.
6. \_\_\_\_\_ We take our team's goals and objectives literally, and assume a shared understanding.

7. \_\_\_\_\_ The team leader tries to keep order and contributes to the task at hand.
8. \_\_\_\_\_ We do not have fixed procedures, we make them up as the task or project progresses.
9. \_\_\_\_\_ We generate lots of ideas, but we do not use many because we fail to listen to them and reject them without fully understanding them.
10. \_\_\_\_\_ Team members do not fully trust the other team members and closely monitor others who are working on a specific task.
11. \_\_\_\_\_ The team leader ensures that we follow the procedures, do not argue, do not interrupt, and keep to the point.
12. \_\_\_\_\_ We enjoy working together; we have a fun and productive time.
13. \_\_\_\_\_ We have accepted each other as members of the team.
14. \_\_\_\_\_ The team leader is democratic and collaborative.
15. \_\_\_\_\_ We are trying to define the goal and what tasks need to be accomplished.
16. \_\_\_\_\_ Many of the team members have their own ideas about the process and personal agendas are rampant.

17. \_\_\_\_\_ We fully accept each other's strengths and weakness.
18. \_\_\_\_\_ We assign specific roles to team members (team leader, facilitator, time keeper, note taker, etc.).
19. \_\_\_\_\_ We try to achieve harmony by avoiding conflict.
20. \_\_\_\_\_ The tasks are very different from what we imagined and seem very difficult to accomplish.
21. \_\_\_\_\_ There are many abstract discussions of the concepts and issues, which make some members impatient with these discussions.
22. \_\_\_\_\_ We are able to work through group problems.
23. \_\_\_\_\_ We argue a lot even though we agree on the real issues.
24. \_\_\_\_\_ The team is often tempted to go above the original scope of the project.
25. \_\_\_\_\_ We express criticism of others constructively
26. \_\_\_\_\_ There is a close attachment to the team.
27. \_\_\_\_\_ It seems as if little is being accomplished with the project's goals.
28. \_\_\_\_\_ The goals we have established seem unrealistic.
29. \_\_\_\_\_ Although we are not fully sure of the project's goals and

issues, we are excited and proud to be on the team.

30. \_\_\_\_\_ We often share personal problems with each other.

31. \_\_\_\_\_ There is a lot of resisting of the tasks on hand and quality improvement approaches.

32. \_\_\_\_\_ We get a lot of work done.

### Part 2 - Scoring

Next to each survey item number below, transfer the score that you give that item on the questionnaire. For example, if you scored item one with a 3 (Occasionally), then enter a 3 next to item one below. When you have entered all the scores for each question, total each of the four columns.

<b>Item</b>	<b>Score</b>	<b>Item</b>	<b>Score</b>	<b>Item</b>	<b>Score</b>	<b>Item</b>	<b>Score</b>
1.	_____	2.	_____	4.	_____	3.	_____
5.	_____	7.	_____	6.	_____	8.	_____
10.	_____	9.	_____	11.	_____	12.	_____
15.	_____	16.	_____	13.	_____	14.	_____
18.	_____	20.	_____	19.	_____	17.	_____
21.	_____	23.	_____	24.	_____	22.	_____
27.	_____	28.	_____	25.	_____	26.	_____
29.	_____	31.	_____	30.	_____	32.	_____
<b>TOTAL</b>		<b>TOTAL</b>		<b>TOTAL</b>		<b>TOTAL</b>	
_____		_____		_____		_____	
<b>Forming</b>		<b>Storming</b>		<b>Norming</b>		<b>Performing</b>	
<b>Stage</b>		<b>Stage</b>		<b>Stage</b>		<b>Stage</b>	

This questionnaire is to help you assess what stage your team normally operates. It is based on the "Tuckman" model of Forming, Storming, Norming, and Performing. The lowest score possible for a stage is 8 (Almost never) while the highest score possible for a stage is 40 (Almost always).

The highest of the four scores indicates which stage you perceive your team to normally operate in. If your highest score is 32 or more, it is a strong indicator of the stage your team is in.

The lowest of the three scores is an indicator of the stage your team is least like. If your lowest score is 16 or less, it is a strong indicator that your team does not operate this way.

If two of the scores are close to the same, you are probably going through a transition phase, except:

- If you score high in both the Forming and Storming Phases then you are in the Storming Phase
- If you score high in both the Norming and Performing Phases then you are in the Performing Stage

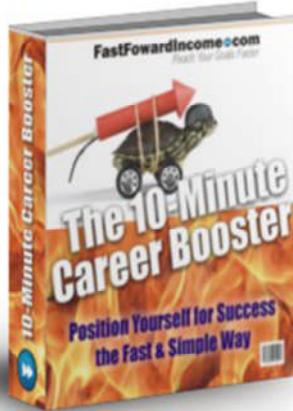
If there is only a small difference between three or four scores, then this indicates that you have no clear perception of the way your team operates, the team's performance is highly variable, or that you are in the storming phase (this phase can be extremely volatile with high and low points).

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Clark, D. R. (Created January 1, 1998; Updated July 8, 2008),  
Teamwork Survey. Retrieved June 15, 2010 from  
<http://www.nwlink.com/~donclark/leader/teamsuv.html>

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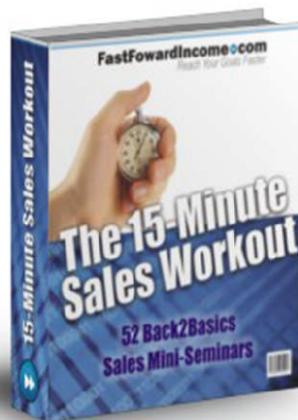
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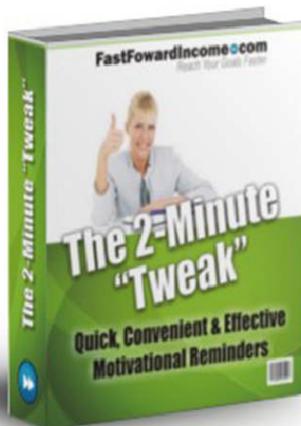
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