

THE ART OF LEARNING TEAMS



me-we-Us-THEM™

The KARMA model™

EPLS Linked-Domain Model™

*'Art of
Learning Teams'*



Team Building

Training

*The art of
Learning Teams is
mastery of the four
linked-domains*

*Building
Integrated High-
Performance
Teams*

Course Purpose: *Building Integrated High Performance Teams*

Clearly understanding how to build a Team
Understanding Goal Clarity and Purpose of a team
Teach the new team performance model -KARMA
Conduct a team EOPA session
Understand Teaming epistemology
Capturing best practices
Creating a Team Charter

Course Design: Three Day participative seminar format

Course Focus: Intact working teams with a desire to improve performance
Leaders and Team Members learning together
Evaluating Purpose, Vision, Mission, The Goal, and Strategy
Integrating the Linked-Domain Model:
Intrapersonal -Ethos, Interpersonal -Pathos,
KSA Impact -Logos and Improvement -Sophos into the team

Course Takeaways: Eight Team Tools

KARMA teaming model
EOPA Tool
Understanding Human Motivation for teams
How to overcome Team Dysfunction
FDCT Behavioral Assessment
Desert Survival Exercise
Integrated relationships

Course Content:

What is a Team?

As a beginning point, what is a group or a team? Hare (1974) states, “for a collection of individuals to be considered a group there must be some interaction.” Goldhaber (1974) defines a group as, “two or more people communicating face-to-face, with each member aware of the presence of each other member within the group.” Carl Larson (1989) broadly defines a team as simply, “A team has two or more people; it has a specific performance objective or recognizable goal to be obtained; and coordination of activity among the members of the team is required to meet the team goal or objective.” Hellriegel (1996) continues along this line when he defines a team as, “a small number of employees who are organizationally empowered to establish some or all of the team’s goals, to make decisions about how to achieve these goals, to undertake the tasks required to meet them, and to be individually and mutually accountable for their results.” Gareth Morgan (1997) brings to mind a different definition of a team when he states, “The word team was originally used to describe a ‘family or brood’ or a set of draft animals like oxen, horses, or dogs harnessed to pull and work together.” The two characteristics that define a team are task interdependence and a shared goal or purpose. The work of each team member is dependent on the work of at least some of the others.

The act of organizing is as basic as biology. The act of teaming is as natural as survival. From the “dawn of man” to the brink of the 21st century Homo Sapiens linked together to survive. Now with the ever-growing complexity of problems facing our families, communities, organizations, military, and government, we increasingly require the input and coordinated action of diverse individuals to uncover and implement viable solutions. And, as the complexity of our problems continues to increase, so do the consequences of ineffective solutions. This realization is a first step in assuring our future.

The United States manifests an individualistic rather than collectivistic, orientation (Gudykunst & Ting-Toomey, 1988). Where Mexico, by contrast, has a strong collectivistic orientation (Hofstede, 1980; Mead, 1994). It is no wonder then, that teams and teaming are met with some disdain. The United States has for over 200 years promoted and encouraged the “maverick” mentality, individual goals and individual success. Many organizations have rewarded the individual achiever at the expense of the team and the organization. If organizing and teaming are as basic as our biology, what creates the dichotomy of individualism and teams? Certainly, part of the answer lies in the process of organizing itself. The organization must call for individual excellence and accountability while at the same time translating individual effort into team functioning (Beck & Yeager, 1996). This is no small task. The act of organizing creates ambiguity for individuals. It changes span of control and responsibilities. It requires different skills than those the individual needs to function alone. In the organizational climate of today, growth equals complexity. As organizations grow and expand, their communication processes become increasingly complex. Linear information, linear thinking, and incremental strategies are no match for the turbulence of today’s business climate (Bennis and Nanus, 1985). An example of this complexity was the space shuttle Challenger. It had 748 individual items which could have individually contributed to (not to be read, caused) the loss of the shuttle! Modern science and technology is too complicated for one brain to manage alone. It requires groups and teams of astronomers, physicists, and computer programmers to discover the new dimensions of the universe.

In like manner, modern society is too complicated for one person. It requires groups and teams of diverse individuals coming together to discover the new solutions to societies challenges. In the “new organization” individual contributions will come as a result of understanding how one’s efforts coincide with the efforts of others. This new organization of the future, according to Toffler, (1980) will have flatter hierarchies, will be less top-heavy, and will consist of small components linked together in temporary fashion. In other words, the organization of the future will consist of teams.

To summarize, as our world grows toward complexity so do our organizations. As individuals, we need organizations in order to function in this complex environment. This means teams and teamwork are needed; however, they are more complicated and demanding than in the past. The process of forming teams to deal with the environmental complexity creates ambiguity for the individual and a “real world” paradox. Working alone is easier and faster, however, one brain no longer possesses the capacity to uncover many complex solutions. Thus, the individual, out of necessity turns somewhat reluctantly to teams. And, even though teams are as old as humanity, they may be perceived as “new.” New situations will often engender old strategies to cope with ambiguity (Barker, Melville & Pacanowsky, 1993). We tend to stay with the tried and true until the new way is proven. Often, dealing with these “new” teams brings conflict into the organizational arena. Therefore, individualism, ambiguity, and conflict are major hurdles teams must deal with. Working on a team is working for something that is greater than the individual. Teams, at their best, are successful because people are goal-directed social beings who gain a sense of satisfaction from accomplishing objectives with others (Arnold,1996).

The material contained in the ALT is based on 47 years of exhaustive research in the field of developing human potential. The Woods Consulting Firm has found that all successful teams use four linked-domains to unlock their potential. From success on the athletic field to success in the organizational world, these four linked-domains are the same; **E P L S: Ethos, Pathos, Logos, and Sophos** This model dates back to our Greek ancestors when Aristotle 384-322 BC learned it from Plato 427-347 BC and taught it to Alexander the Great 356-323 BC.

The **E P L S** ‘Linked–Domain Model’ guides team leaders on their journey from self-leadership (the most difficult) to leadership of others, this is the journey from success to significance. The ALT teaches eight primary skill-sets within the four linked domains:

1. The first domain is **Ethos (me)** your team Character– obtaining, maintaining, and retaining the right people then building a climate of openness and trust.

This is team success found in the Intrateam domain.

2. The second domain is **Pathos (we)** team Connections – understanding and applying high standards, communicating expectations and relationship strategies. Additionally, dealing with Conflict and Criticism.

This is team success found in the Interteam domain.

3. The third domain is **Logos (Us)** team Competence– This is the teams responsibility to know what to do, and possess the knowledge, skills and ability to do it! The team must possess the required core competencies for accomplishing the goal.

This is team success found in the KSA Impact domain.

4. The fourth domain is **Sophos (THEM)** team Commitment to Change and Growth– This higher order thinking domain requires: analyzing, evaluating, and creating change. This iterative domain promotes personal and team growth and improvement. It is having the discipline and courage to do what doesn't come easy! It is building unity through uncommon commitment.

This is team success found in the Iterative Learning domain.

8 Key Beliefs of the ALT (why most teams need this program):

1. Many Team's tool kits are empty or have only the most basic tools, such as a very large hammer.
2. Many team leaders make it to management and/or leadership positions based on their technical expertise -not their team leadership skills or even people skills.
3. Many team leaders rule by fear – because it is fast, easy, and seems to work!
4. Many team leaders gain their status through two things, both of which have now disappeared,
 - Control of people
 - Control of information
5. Most teams want to succeed in their Purpose and Charter if they only knew what worked.
6. Most teams want to grow and empower their people.
7. Most teams want to do a great job – nobody wants to be a failure!
8. Most teams will rise to the levels expected out of them, and then do a little more!

8 Principles of the ALT (the why this works):

1. The principle of Know Thyself
2. The principle of Trust
3. The principle of Purpose
4. The principle of KARMA
5. The principle of Standards
6. The principle of Communication
7. The principle of Relationships
8. The principle of Unity

8 Tools of the ALT (the how to's):

1. Get the right people
2. Build a Climate of Trust
3. Clearly understand, beyond a shadow of a doubt –the GOAL!
4. Know the Team's KARMA
5. Set and Maintain High Standards
6. Communicate often and well, deal with Conflict and handle Criticism
7. Know each person's behavioral Style
8. Build Unity through uncommon commitment

8 Key Outcomes of the ALT (the deliverables):

1. Teams understand and can apply the four domains of teams:
Intrapersonal, Interpersonal, Impact of Core Competencies –KSA's, and Iterative Learning
2. Teams understand their Character creates trust and loyalty.
3. Teams get the right people onboard and the wrong people off!
4. Teams clearly understand their Goal, have the ability to reach it, and take action toward that Goal.
5. Teams set high standards and recognize those who exceed them.
6. Teams understand the importance of good communication to deal with Conflict and Criticism.
7. Teams focus on placing round pegs in round holes and square pegs in square holes.
8. Teams create unity and commitment to change in themselves and others.

The Art of Learning Teams (ALT)

Agenda

Day 1

08:00 a.m.-11:15 a.m.	The Essence of Learning Teams Team Building Epistemology The EPLS Linked-Domain model The DESERT SURVIVAL teambuilding game Desert Survival Out-brief
11:15-12:15	Lunch
12:15 p.m. - 4:30 p.m.	The Difference between a Group, a Team and a Learning Team Team Assessment The Psychology of Teams Qualities of effective Teams Tool #0 Know the team's GOAL! Discipline #1 Ethos- Lead yourself first every moment Tool #1 Get the RIGHT Team Members Learning Teams Staff their Weaknesses Tool #2 Building a Climate of Trust The Four elements of a trusting climate

Day 2

08:00 a.m.-11:15 a.m.	Discipline #3 Logos- Learn something new every day Tool #3 The KARMA Model Purpose, Vision, Mission, Goal and Values Tool #4 Clearly understand the Team's Purpose The three key questions every learning team answers: What is our Purpose, Focus and Measure of success? The EOPA Exercise – Breakout sessions What are the Expectations, Obstacles, and Plan of Action?
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11:15-12:15

Lunch

12:15 p.m. - 4:30 p.m.

EOPA Out-brief

Team Charter

Team Tools

Team Exercises

Day 3

08:00 a.m.-11:15 a.m.

Discipline #2 Pathos- Value people every moment

Tool #5 High standards of Excellence

Team Standards

NOW to NEW what is our written Plan of Action?

Tool #6 Team Communication

Review of Team Communication Processes

X Y Game and the Prisoners Dilemma exercise

Communication Assumptions and Conflict

Case Studies –Disciplines in Action

11:15-12:15

Lunch

12:15 p.m. - 4:30 p.m.

Tool #7 Team Interaction Strategies

Relationship Strategies for the Four Behavioral Styles

Disciplines in Action - Case Studies

Discipline #4 Sophos- Intentionally grow every day

Tool #8 Unified Commitment

What to Expect During Team Development

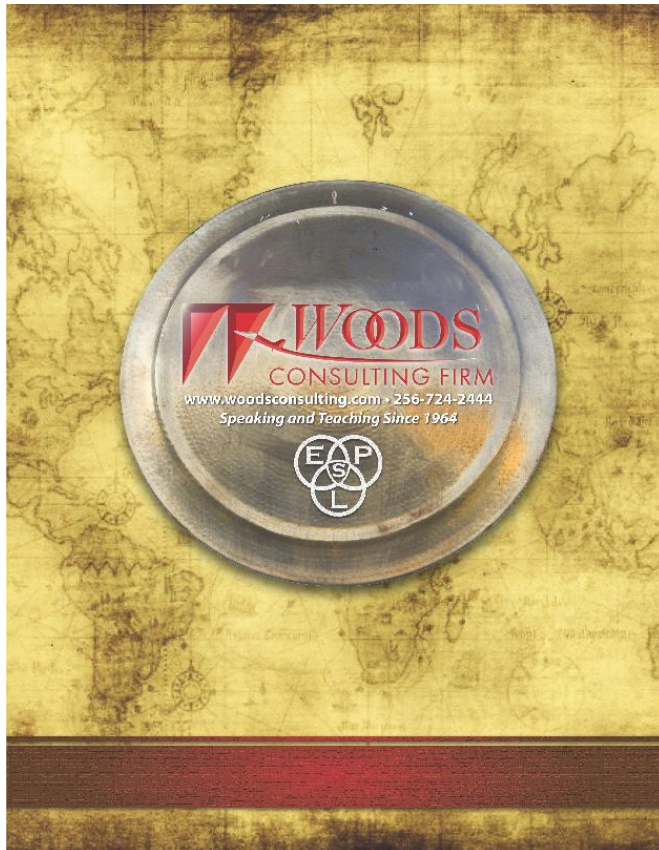
The Cycle of Team Development

Forming, Storming, Norming and Performing

Team Leader Checklist

Team Member Checklist

Personal Action Plan



Action is eloquence. ~William Shakespeare