

TEAM OF  
CHAMPIONS

*Empowerment*

Training Leader's Guide

FOR PREVIEW ONLY

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# INTRODUCTION

This guide has been developed to help you implement a training program based on the concepts presented in **TEAM OF CHAMPIONS**.

The central theme of the video is the concept of "empowerment." The process of empowerment will vary according to organizational culture, size and structure. However, the exercises presented in this book will provide you, the trainer or manager, with a foundation for building and encouraging empowerment within your team.

Employees at all levels will benefit from viewing the videotape and participating in the exercises.

As you will learn, the techniques for building empowered teams are not complex. But gaining commitment and loyalty will take creativity, daily effort and above all a willingness to build a **TEAM OF CHAMPIONS**.

We wish you great success!

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## VIDEO SYNOPSIS

John Parker Stewart focuses on four key principles exhibited in the leadership styles of effective team builders:

1. *Listening*. Effective listening skills allow team builders to communicate with their people and respond professionally to their ideas, attitudes and feelings.
2. *Building Trust*. Creating an atmosphere of honest cooperation and trust gives team members the support they need to make decisions and take risks.
3. *Empowering People*. This four step process includes:
  - (a) Clarifying tasks.
  - (b) Providing needed resources.
  - (c) Letting go.
  - (d) Giving support and protection.
4. *Maintaining Balance*. Through the use of humor, team builders maintain a balance between expecting results and making the workplace a more pleasant environment.

Top performers within the work teams tell why they support and work so effectively for the supervisors featured in the video. Upper management also provides insight into the effects these team builders have on them, as well as the overall organization.

# CONDUCTING THE TRAINING SESSION

If you are unfamiliar with training sessions, the following tips may prove useful.

## PREPARATION

- Preview the videotape at least twice.
- Read and study the material contained in this leader's guide before you conduct a session.
- Plan your session. Scheduling options and formats have been provided to help you make the most of your time (page 5).

## INTRODUCTION

- Establish a relaxed, open atmosphere.
- Introduce yourself to everyone in the room.
- Let your enthusiasm show.

## VOICE

- Speak clearly and distinctly.
- Use simple, direct questions.

## EYE CONTACT

- Maintain eye contact with the entire group.
- Face the group when speaking.
- Prepare yourself so you can paraphrase. Avoid just reading the leader's guide or any other materials.

## **ANTICIPATE**

- Have an example of each principle in mind in case no one in the group does.
- Use humor when you can do it naturally, but avoid excessive joke telling.

## **QUESTIONS**

- Always watch for puzzled looks; you may have to solicit questions.
- Repeat each question so everyone in the group understands it.
- Answer each question to the entire group, not just to the person who asked it.
- Ask questions one at a time – don't confuse the issue.
- Ask open-ended questions – let the participants open up.
- Ask follow-up questions – obtain more specific information when necessary.
- Turn the question over to the group when appropriate – gain the group's involvement.

## **LISTENING**

- Reinforce participants' involvement with verbal and non-verbal cues. Encourage their responses with statements such as "Go on," "You're on the right track" or "So you feel that's the key?"
- Allow silence for important points to sink in. When asking questions, allow time for participants to respond.
- Rephrase and summarize for the group.



# TRAINING SESSION OPTIONS

## **OPTION ONE: 1-HOUR SMALL GROUP SESSION**

### Timing:

- :10 Introduction and short discussion on aspects of team building and empowerment relevant to your situation.
- :28 View "**TEAM OF CHAMPIONS.**" (SHORT VERSION)
- :22 Discuss the video and complete preferred exercises from the leader's guide.

## **OPTION TWO: 3-HOUR GROUP SESSION**

### Timing:

- :15 Introduction and short discussion on aspects of team building and empowerment relevant to your situation. Acquaint participants with yourself, each other and the objectives of the session.
- :28 View "**TEAM OF CHAMPIONS.**" (SHORT VERSION)
- :15 Discuss responses to the video.
- 2:02 Complete and discuss preferred exercises from the leader's guide.

## **OPTION THREE: 4-HOUR GROUP SESSION**

### Timing:

- :15 Introduction and short discussion on aspects of team building and empowerment relevant to your situation. Acquaint participants with yourself, each other and the objectives of the session.
- :52 View "**TEAM OF CHAMPIONS.**" (LONG VERSION)
- :20 Discuss responses to the video.
- 2:33 Complete and discuss exercises.

# INVITATION

*NOTE:* The following letter can be typed on your company letterhead and distributed prior to your planned session.

Date: ( \_\_\_\_\_ )

To: (Individual Supervisor/Manager, Department and/or Title)

From: (You, Your Department and/or Title)

Re: Team of Champions Training Session

The success of our organization depends on our ability to lead and empower the people who work for us and with us. An empowered work team can increase productivity, performance, and demonstrate a willingness to take risks and be creative. They will champion our company and our customers by displaying a concern for quality and service.

We will be holding a training session on how to build a "Team of Champions" on (DATE/TIME) at (LOCATION). This session will provide information on some vital skills which will help you begin to build empowered teams:

1. Effective Listening.
2. Building Trust.
3. Empowering People.
4. Maintaining Balance between expecting results and making the workplace a more pleasant environment.

Please make plans now to join us for this important training session.

## MEETING ROOM CHECKLIST

- Do you have a good copy of the videotape?
- Are your tv/monitor and VCR in good working order?
- Are all the VCR's cables hooked up correctly?
- Is the monitor visible to all participants?
- Is the room dark enough?
- Is the room closed off from distractions?
- Is the room ventilated?
- Is the room large enough for the session?
- If a trainer/facilitator is conducting the session, are a lectern, flip chart and dark colored markers available?
- Will the speaker need a microphone?
- Are you prepared with enough copies of support materials?
- Do the participants know the time, date, location and purpose of the training session?

## INTRODUCING THE VIDEO

The following **suggested** introduction to the videotape may be useful to the trainer/facilitator.

"This videotape will present you with a practical leadership blueprint for the decade ahead. Its goal is to make you more effective in your teambuilding efforts.

In "Team of Champions," John Parker Stewart examines four key principles you can begin to apply almost immediately to your own situations. It will help you empower your people and discover how to bring out their best.

The supervisors, managers and employees featured in the video are "*real-world*" examples, taped on location, who offer "*real-world*" solutions and the benefit of their own experiences.

Follow along and listen for the details. Take notes if you like. We will discuss the program after we view it.

And now . . . "Team of Champions."

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## – EXERCISE 1 –

### LISTENING

Your work team will not simply perform for you or the company because you are the manager or team leader. You will need to communicate with them in order to motivate them to higher levels of performance and quality.

Effective communication includes not only speaking, but *listening* and a sensitivity to the thoughts, feelings, beliefs and attitudes of others. As John Parker Stewart points out in the video: "*Listening is the cornerstone upon which the other team building skills rest.*"

#### OBJECTIVE:

The following exercise will help participants begin to develop active listening skills. This exercise works especially well with a group of 10 to 15 people who do not know each other.

#### INSTRUCTIONS:

Have your group form a circle – preferably seated.

Begin with yourself. State your name. Then state three things about yourself that no one else could possibly know. Keep them brief.

Moving clockwise, instruct the person on your left to repeat what they've just heard, which was: Your name and the three things about you no one else could possibly know.

Then have that person give *their* name and three things no one else could possibly know about *them*. Instruct them to keep it brief.

The person to *their* left must then begin back with you: Repeating your name, the three things about you, repeating the name of the person on *your* left and the three things about them, and then adding their own name and three things about themselves. This is a cumulative process where each person will have more and more information to recall.

Keep adding names and information until you have worked your way completely around the circle.

# NOTES

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# – EXERCISE 1 –

## LISTENING *(Continued)*

### VARIATIONS ON EXERCISE 1

In order to increase shared understanding within your organization, you may want to have the participants disclose three details about their positions or departments that the others are not likely to know.

Another variation may have the participants voicing three brief statements of opinion, attitude or belief concerning a specific company policy or departmental issue.

*NOTE: If you are dealing with a small group, you may wish to increase the number of details proportionately so your participants will have to concentrate on what is being said.*

### OBSERVATIONS:

Listening takes effort and concentration. Notice how the effective listeners in the group block out distractions and look others straight in the eye when speaking about or to them.

### DISCUSSION QUESTIONS:

Ask the group about other listening skills they can think of.

Answers may include the following:

1. Actually consider and think about what is being said.
2. Let the speaker know you are listening by responding with appropriate non-verbal signals and questions.
3. Resist the urge to interrupt.
4. Be sensitive to the other person's needs and listen with an open mind.





## – EXERCISE 2 –

# BUILDING TRUST

Building trust means focusing on "WE" and not on "I." It means setting priorities for the group and then delegating authority. It implies that if others are to trust you, you must first trust them.

You may be familiar with the following classic exercise, but it demonstrates the principle of trust far better than words can describe.

### OBJECTIVE:

The following exercise will help participants understand the fundamental idea of "TRUST." If possible have people from the same work team or department perform this exercise together.

### INSTRUCTIONS:

The object of this exercise is to have an individual fall blindly backwards into the arms of two or three people.

Have someone stand with their eyes closed and their arms folded across their chest. Position two or three people behind that person as "catchers." Instruct them that they are to break the other person's fall by catching them.

On your signal, the initial participant *must fall backwards*, eyes closed, arms crossed and allow themselves to be caught by the others.

### DISCUSSION QUESTIONS:

When you fell backwards . . . How did it feel?

With regard to trust . . . What were you thinking?

How would you feel if you were to do it a second time?

How would you feel if the catchers had not done their job?

How would you feel about falling backwards if family members caught you?

How about complete strangers?

How would you feel if someone who had *let you down in the past* was catching you?



## – EXERCISE 3 –

# EMPOWERMENT

Empowerment involves a four step process that includes: clarifying tasks, providing resources, letting go and giving team members support and protection.

### OBJECTIVE:

This exercise will help participants gauge the degree to which they experience empowerment.

### INSTRUCTIONS:

Have each participant write down on a piece of paper a description of the *"ideal supervisor."* Have them list five specific characteristics under the following headings:

Motivational Skills (ability to explain and clarify tasks)

Resources (time and/or materials provided to complete tasks)

Authority and Trust (independence granted to be creative, take risks and complete tasks)

Support and Protection (freedom to fail or succeed!)

After they have been given a chance to complete the lists, have the participants form small groups of three or four people. The groups should then discuss the descriptions on each list and create a profile of the "ideal supervisor" by identifying common characteristics on each list and ranking them in order of importance.



**– EXERCISE 3 –**  
**EMPOWERMENT** *(Continued)*

Use the group profiles to answer the following

**DISCUSSION QUESTIONS:**

Describe the "ideal supervisor."

Have you worked for or with someone who comes close to the ideal?

How did they empower you or your team?

Have you worked for or with someone who falls short of the ideal?

Why did they fall short of the ideal?

Why are some managers threatened by the concept of empowering?

Does an empowered work team or individual still need a leader? Why or why not?

Empowerment is a two-way street. What do you do to let your supervisor know that you are meeting or exceeding their expectations of you?

Should your team's performance standards be as high as yours?

What if they're not?

What do you do if they happen to be higher?

What specific things can you do as a manager to create and maintain an empowered work team?

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## – EXERCISE 4 –

# MAINTAINING BALANCE

The balance described in the video refers to keeping yourself, your life and your work in perspective. It means first staying focused on organizational priorities and results, but also placing people at ease by helping them keep a sense of humor about themselves, their work and the work environment.

### **OBJECTIVE:**

This exercise will help people begin to find ways to use humor in the workplace and help team members establish a temperament that will lead to maintaining balance.

### **INSTRUCTIONS:**

Ask the group to share examples of how they presently use humor in the workplace to ease stress, break tension and make work generally a more pleasant experience. Allow them to brainstorm their answers. Note their responses on a flip chart.

### **DISCUSSION QUESTIONS:**

Discuss why ethnic and sexual humor, sarcasm and put-down humor are inappropriate to use when you are trying to build up an individual or a team.

What kinds of humor *are* appropriate?

Are there circumstances when the use of humor is *not* suitable?

What have you recently done to encourage team building and just plain have fun on the job?

## CONCLUSION

As a supervisor, *do you listen?* Are you *building trust* and *empowering people*? Are you *maintaining balance* in the workplace?

Your responses to the above can be found in the answer to the following simple question:

*WHAT'S IT LIKE TO WORK FOR ME?*

Think about that as you begin to take steps now to build your own **TEAM OF CHAMPIONS**.

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**ASK YOURSELF:**

**WHAT'S IT LIKE TO WORK FOR ME?**

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# EMPOWERMENT

## FOUR STEP PROCESS:

1. CLARIFY THE TASK AND GIVE AN EXPLANATION
2. PROVIDE NEEDED RESOURCES
3. LET GO
4. PROVIDE SUPPORT AND PROTECTION

# **KEY PRINCIPLES FOR EFFECTIVE TEAM BUILDING**

- 1. LISTEN**
- 2. BUILD TRUST**
- 3. EMPOWER PEOPLE**
- 4. MAINTAIN BALANCE**