

Teamwork reviewed...

Where are some areas that teams come into play in your life?

- Sports
- Group projects
- Work
- School clubs
- Siblings / families
- Where else?

What happens when a group of people (the team) that are supposed to be working together towards a goal... don't actually work together?

- People get mad because others aren't pulling their weight.
- The goal doesn't get accomplished.
- The person in charge (boss/coach/teacher/group leader/parent) yells.
- People in the group dread their time together, because it's NO fun.
- It seems like a waste of time.
- Anything else from your personal experience?

So why is it important to have a basic idea of how a good team functions?

- To help organize a team when you are one.
- To give the team all that you personally have to give
- To enjoy the team effort and to have fun.
- To meet the goals of the team.

The MYTH about teamwork...

You've probably heard something similar to this statement when talking about teams...

“There is no ‘I’ in the word team.”

What does that mean, anyway?

- Does it simply mean how the word is spelled?
- Does it mean you cannot be selfish on a team?
- Does it mean that you have to think of the whole group?
- Does it mean to put the group first when you are making decisions?

A New Idea of Teamwork...

But is that stuff really true?

And let's be honest...are you are *really* going to commit to a team if it is not about YOU even a little bit? It doesn't sound very fun, does it? And some people would say that it's not supposed to sound fun... that it's all about sacrificing yourself for the good of the team. But who wants to sacrifice himself for a bunch of people you don't know or you don't even like? Seriously!

So let's scratch that whole 'sacrifice yourself' idea and start somewhere new...

If there are 5 people on your team, there are 5 "I's" on your team. If there are 20 people on your team, there are 20 "I's" on your team. Because if "I" am on your team, the way I think feel, react, connect, contribute and commit is important to the team. Good teamwork doesn't happen out of duty or obligation, good teamwork happens from respect for and commitment to the people on your team. And to gain commitment and respect for your teammates, you have to get to know them... and they have to get to know you!

Beyond the daily activities in the workplace, each person has a life. Each person has hobbies, friends, families, pets, good stories, bad stories, happy moments, and sad days. Every person has a unique life experience that shapes the way he or she interacts with other people. No one has the same heartbeat or the same fingerprints, right? So that makes every person one of a kind. Most people have spent a lot of time in life becoming individuals and trying to carve out their unique places in the world. They have climbed huge mountains and overcome giant struggles in ways you'll never know about.

But all of a sudden people come together at work or on a sports team or for a class project, and they are supposed to forget their individuality and work together...WELL! Isn't that a bit of a stretch? Wouldn't it be easier if each person could just bring their individuality along and USE that individuality rather than 'sacrifice' it to help the team achieve its goals? YES! ABSOLUTELY! Let's look at how you can help your team do just that...

From the angle of "I" in team, let's look at the 4 Cornerstones for good teamwork.

1. Awareness and ownership of personal CHOICE (PAGE 3)
2. RESPECT for the individual team member (PAGE 8)
3. POSITIVE COMMUNICATION (PAGE 11)
4. GENUINE LISTENING (PAGE 13)

SAY IT!!!

CHOOSE > RESPECT > COMMUNICATE > LISTEN
 CHOOSE > RESPECT > COMMUNICATE > LISTEN

Right the statement down here:

CHOOSE

Why would this be the first part of good teamwork? Isn't it sort of an individual thing?
 You bet! That's why it has to start here. Until you grab a hold of this VERY important concept, teamwork *won't* work!

Why is your awareness and ownership of CHOICE so important?

"You are ALWAYS choosing." That means that...

- Even when you choose to do nothing, you still CHOOSE it. So by *not* doing anything, you are *still* doing something...
- Everyone has freewill.
- You get to choose and you own the outcomes of what you have chosen.

Even though the universe brings you many circumstances in life that you may or may not have chosen in some way or another, you choose what's next.

Don't be afraid to explore the options that seem 'wrong'. Only when you see many of the options you *could* choose, can you truly see that you are in fact making a choice to do what you are doing right now. When you are looking at the options, you need to ask yourself,
"Is this option useful or not useful to me right now and later in my life?"

When you look at this situation where it *feels* like you don't have a choice, can you see a choice right now? What are your options?

After you've listed options above, go back and write 'useful' or 'not useful' beside each one.

Why is your awareness and ownership of personal CHOICE so important?

...So that you don't blame other people for problems and circumstances in your life.

One of the biggest reasons for embracing personal CHOICE in your life is to stay in control of what is rightfully yours. Everyone wants a sense of power and control over their own lives, but how easily people give it away just to avoid facing their own problems and taking responsibility! When you blame other people for what is happening to *you*, you give away control of your own life. What you think is punishing them, is really only punishing you. When you blame other people you become a victim. Victim mentality keeps you stuck. When you take responsibility, you become a warrior or a 'victor', keeping the power within yourself! When you acknowledge that you always have a choice, you can take control of your choices.

CHOOSE > RESPECT > COMMUNICATE > LISTEN

CHOOSE

When you take a minute to look at your LIFE, what do you see as someone else's fault? Who are you blaming? Write it down here.

It is _____ 's fault that _____ (this is happening or happened).

What happens when you blame that person?

- You become a victim.
- You lose control.
- You get stuck in a cycle of doing nothing to fix things.
- You stay angry a lot of the time.
- You try to punish them.

What choice can you make to take the responsibility back?

What are two specific ways your LIFE will improve when you take that responsibility back?

1.

2.

Now take a minute to name a TEAM you are a part of...

What do you see as someone else's fault on that TEAM? Who are you blaming? Write it down here.

It is _____ 's fault that _____ (this is happening or happened on our team).

What choice can you make to take the responsibility back?

What are two specific ways your TEAM will change when you take that responsibility back?

1.

2.

CHOOSE > RESPECT > COMMUNICATE > LISTEN

CHOOSE

Why is your awareness and ownership of personal CHOICE so important?
 ...So that you take ownership.

What does the phrase 'take ownership' mean to you?

Of what does every person need to take ownership?

➤ decisions	➤ anger
➤ attitudes	➤ fears
➤ goals	➤ boundaries
➤ problems	➤ health
➤ careers	➤ habits
➤ relationships	➤ choices
➤ actions	➤ words

LIFE.

What happens when you DON'T take ownership for the things above?

- You give someone else control of your life.
- You have little or no direction.
- You are a victim instead of a warrior.
- You will not reap the benefits the universe has to offer for ownership.
- You can't find the solutions to your problems.
- You end up blaming other people all the time.
- It is difficult to find a solution to your problems.
- You lose your ability to choose.
- Your life spins out of control.
- You cannot accomplish your desires.

What happens when you DO take ownership for your own 'stuff'?

- You can make things different.
- You can make things better.
- You will go further in your relationships / your career / your achievements / your life.
- You will see CHOICE more clearly

CHOOSE > RESPECT > COMMUNICATE > LISTEN

CHOOSE

Read the following list. Be honest with yourself and circle each area where you are not fully taking ownership.

➤ My actions	➤ My problems	➤ My decisions	➤ My anger
➤ My health	➤ My career	➤ My attitude	➤ My relationships
➤ My habits	➤ My fears	➤ My goals	➤ My boundaries
➤ My words	➤ My choice	➤ My future	➤ My life

<i>I am not fully taking ownership in this area in my LIFE.</i>	<i>It affects my LIFE because...</i>	<i>If I DID take ownership for this area my LIFE would look different because...</i>	<i>Am I willing to choose differently to create positive change?</i>	<i>One choice I can make to take ownership of this area of my life is...</i>
<i>I am not fully taking ownership in this area on my TEAM.</i>	<i>It affects my TEAM because...</i>	<i>If I DID take ownership for this area my TEAM would look different because...</i>	<i>Am I willing to choose differently to create positive change?</i>	<i>One choice I can make to take ownership of this area of my life is...</i>

CHOOSE > RESPECT > COMMUNICATE > LISTEN

CHOOSE

Why is your awareness and ownership of personal choice so important?

So you realize that other people have a choice, too.

This is a big one. After all this talk about control and taking yours and owning your own ‘stuff’. It is only fair and reasonable that other people get the same opportunity. If you have personal CHOICE in your life and can use it to create whatever situation you choose to create, then so does every other person on this planet. This is both liberating and frustrating! On one hand, it is amazing because it frees you. You are no longer responsible for other people’s decisions, good or bad. You can only do the best you can with what you’ve got and give 100% of yourself. How other people respond to your efforts is not your responsibility. This helps you to resolve and unload feelings of guilt. Ok, great. That takes a lot of pressure off of you. But it also requires that you loosen your grip on other people. Since you have choice and control of your own life, you need to respect that every other person in your life does, too... Which means you need to stop telling people what to do. You may think you know what’s best for them. However, you should only offer your thoughts and advice and not be insulted if they don’t do as you say.

When you take a minute to look at your life, do you see a situation in which you are taking too much responsibility for the choices that another person is making? It may be a friend, a brother or sister, a parent, a boyfriend or girlfriend, a teammate...

Write about that situation here.

(The goal here is to see how you might be trying to control someone else’s life or possibly taking on the weight of unhealthy decisions made by another person.)

CHOOSE TEAMWORK

In your opinion, what does awareness and ownership of choice have to do with teamwork?

What will you do differently on a team now that you’ve done this work?

CHOOSE > RESPECT > COMMUNICATE > LISTEN

RESPECT

Wow. That is a loaded word for most people... especially teenagers!

Respect...

- What does it really mean?
- How are you supposed to get it?
- How are you supposed to show it?
- How can someone earn it?
- Should someone HAVE to earn it?
- Should you give it to someone JUST because they are older or more experienced than you?

Respect is a confusing word in our vocabulary. It means different things to different people. Some people think you can earn respect in direct relation to career accomplishment or money. Others only respect people who look, act and live like they do. They might have a hard time respecting people who have different values or opinions. Some people think you have to earn respect based on your age and life experience.

Your specific definition has been molded by your family, your culture, your education, your location, your friends, your life experience, and the more.... You have your very own idea about what it means to be respected and what it means to show respect. But no matter who you are and how you define respect, the deal is... EVERYBODY WANTS IT. This is why it plays such an important role in good teamwork.

So one of the biggest questions that seems to hang around when it comes to respect is this one...

- *Should someone HAVE to earn my Respect?*

There are lots of different opinions and answers regarding this question. People will probably argue about it until the end of time. For the purpose of this teamwork program, there is a simple way to approach this subject.

Automatically give people respect.

What the ?!&*!%? Seriously?

YEP. Seriously.

Respect other people based on an absolute fact. *They are human beings.*

You are a human being. He is a human being. She is a human being. And granted, being human is not always pretty. Lots of people mess it up. But here's the deal... you don't know WHY people mess it up. You don't know why people act like they act. You have not lived in their skin, walked in their shoes, seen through their eyes, felt with their emotions, or smelled with their noses. You have not touched with their hands or heard with their ears. This may all sound a little goofy, but have you? Seriously? Can you really know why they do the things they do without question? So the point is this... when people do things that cause you to disrespect them, it might all make sense if you saw their whole life. And you can't see their whole life can you? So you just need to remember that they have baggage and you have baggage and life is hard sometimes. If you will approach other people with an open mind, especially your teammates, you'll be shocked how well it will turn out. They might just give you respect back one day when *you* haven't exactly *earned* it! ... Ever have those days????

CHOOSE > RESPECT > COMMUNICATE > LISTEN

RESPECT

Over the next few pages, you are going to look at ‘RESPECT’ from one specific angle... yours.

- What does it really mean to YOU?
- How are YOU going to get it?
- How are YOU going to show it?

Honestly, your definition of RESPECT is the only definition that counts. People are going to choose their own path and choose the way they respect or disrespect others. You can’t choose for them. But you can set a good example and positively affect others by being real with your definition of respect... giving it and living it.

Go to the next page and fill in column 1 as quickly as you can without thinking about it too much. Gut reactions are the best reactions. Once column 1 is complete, finish the rest of the worksheet.

When you are finished with the worksheet on the next page... come back and answer the questions below.

Valuing and respecting my teammates for their unique journey in life is important because...

--

Valuing and respecting my teammates for the unique contribution they each make to our team is important because...

--

Here are three ways that I will respect my teammates as individuals...

1	
2	
3	

CHOOSE > RESPECT > COMMUNICATE > LISTEN

RESPECT

Let's take a look at RESPECT from YOUR point of view.

What does someone need to do to get <i>your</i> respect? Fill in the blanks...	Do you always respect others this way?			What do I need to change?
	YES	NO	WHY?	
To get my respect, a person needs to ____ <i>Be honest.</i> _____.		/	b/c it's just a fact of life that people don't always tell the truth.	I need to let people know how I feel about honesty. And if I respect it, I need to live it. By being honest.
To get my respect, a person needs to _____.				
To get my respect, a person needs to _____.				
To get my respect, a person needs to _____.				
To get my respect, a person needs to _____.				
To get my respect, a person needs to _____.				
To get my respect, a person needs to _____.				
To get my respect, a person needs to _____.				
To get my respect, a person needs to _____.				

CHOOSE > RESPECT > COMMUNICATE > LISTEN

COMMUNICATE

Communication is such a buzz-word in the workplace. “

“We need good communication.”

“We need more communication.”

“We need open communication.”

“We to need to communicate, communicate, communicate!”

People complain that there is a lack of communication in the workplace, and actually that’s a little misleading. You cannot *NOT* communicate. Communication is everywhere. But *there is* a lack of POSITIVE Communication in the workplace. People communicate just fine; it’s the root of what they are communicating that can be useful or not. For more on the subject of Communication see the unit labeled *Communicate on Purpose*.

Positive communication is necessary for good teamwork, because it has purpose. It helps the team achieve greater things.

What is Positive Communication?

It means...

- Sharing information in a way that helps the team effort instead of hurting it.
- Encouraging others with your words and actions.
- Offering solutions to problems instead of complaining about them.
- Building others up instead of tearing them down.
- ‘Adding’ to the team effort instead of ‘taking away’ from it.
- Taking ownership.
- Making useful choices.

Positive Communication does not include...

- Gossiping.
- Complaining.
- Pointing the finger of blame at others.
- Avoiding responsibility.
- Spreading negativity.

You can pull lessons more detailed information for Positive Communication from your *Communication Tool Chest* in your unit Communicate on Purpose. Below is a recap.

- Communicate with positive actions.
- Communicate through information that HELPS.
- Communicate through Problem Solving.
- Communicate through positive language.
 - ✓ Tell people what you want instead of what you don’t want.
 - ✓ Tell people what you can do instead of what you can’t do.
 - ✓ Tell people what you get to do instead of what you have to do.
 - ✓ ‘BUT’ out!

CHOOSE > RESPECT > COMMUNICATE > LISTEN

COMMUNICATE

Communicate through information that HELPS.

Positive Communication means sharing information in a way that helps the team effort. Take a minute to think about how much information exchanged between people in the workplace that DOES NOT help people do their jobs... in fact how much of the information exchanged has the opposite affect? How much of it actually keeps people from doing their jobs well? Any information necessary to the performance of the team CAN be presented in a positive way.

For example...

The boss says to the manager at 4:40 on Friday, "The sales numbers are terrible and if you don't show a 10% increase by the end of the quarter, we will start cutting jobs on your team!"

The news can't get much worse than that right? So how can the manager uphold the foundation of Positive Communication and still get that important information to the team? Yikes! Okay... Positive Communication WOULD NOT sound like this...

"Management just told me that we are all out of a job if we don't improve our numbers right away! We'll have a meeting about this first thing Monday morning!"

WHY would that statement NOT demonstrate Positive Communication?

1. The manager just stressed everyone out and sent them away on Friday afternoon to worry about their jobs the entire weekend
2. The statement shows no trust or belief in the team effort... It sounds like the manager doesn't believe they can work it out.
3. The manager just passed on the frenzy from her boss to the very people she is trying to motivate and inspire.

Maybe, it could sound more like this...

"Team, our sales dollars are lower than they need to be. We need to improve them. Our jobs depend on it. Please spend some time this weekend thinking about our situation and come up with at least 3 ideas to meet our goal. We'll share our solutions in a meeting first thing Monday morning."

Communication that HELPS, also means not getting involved in workplace gossip or team politics. Do all you can to keep your communication 'above board', which means helping your teammates with encouraging words and meaningful information, not complaints and gossip.

How will the use of Positive Communication help me team?

How will the use of Positive Communication help me move up in my job?

CHOOSE > RESPECT > COMMUNICATE > LISTEN

LISTEN (GENUINELY!)

How would you describe Genuine (sincere) Listening? Name at least five ways you know someone is sincerely listening to you when you are talking.

1
2
3
4
5

How does it make you feel when someone is listening to you in this way?

--

Name 5 things a person does that signals they are NOT sincerely listening to you.

1
2
3
4
5

How does it make you feel when someone is listening to you in this way?

--

So why do you think genuine listening is important to team work?

--

CHOOSE > RESPECT > COMMUNICATE > LISTEN

LISTEN (GENUINELY!)

Some more reasons it is important to genuinely listen when you are on a team...

- So you truly hear what is being said
- So you respect individuals
- So you take advantage of teamwork
- So you can avoid crisis situations
- So you can truly judge the importance of an issue and make good decisions

Genuine Listening:

How many people do you think ***genuinely*** LISTEN? Do you? Listening is an art form. Genuine listening happens with your whole self. Your eyes, your ears, your mind, and your body language. Genuine listening tells the other person you are present and you are respectful of what he or she has to say. Genuine listening is a cornerstone for powerful teamwork because you **cannot** effectively work with other people unless you actually *hear* what they have to say. If you don't *hear* your teammates, you might as well be flying solo... which means more work, more responsibility and more pressure... for you!

I can demonstrate to my teammates that I am genuinely listening to them by doing the following things:

*Some helpful hints to genuine listening:

- *I will look someone in the eye when they are speaking.*
- *I will nod my head sometimes to let them know I am listening.*
- *I will ask thoughtful questions about what they are saying.*
- *I will repeat back to them some of what they have said.*
- *I will turn directly towards them and give them my full attention.*

{Helpful hint}

You may be thinking about people on your team who interrupt and / or talk about stupid things and waste your time doing so...*Maybe* they keep interrupting and sharing stupid things because no one is listening to them in the first place! Take time to genuinely listen to them the first time, then honestly communicate what you need from them... even if you need to move on... you can feel good and guilt free about having genuinely listened for something important they might have to share.

{Helpful hint}

Many crisis situations at work could be avoided by proactively **listening** the first time. You might save yourself a lot of work by listening well.

CHOOSE > RESPECT > COMMUNICATE > LISTEN

You've got the 4 Cornerstones for Good Teamwork: Individual Choice, Respect, Positive Communication, and Genuine Listening.
CHOOSE > RESPECT > COMMUNICATE > LISTEN

Now it's time to start building your foundation for good teamwork with these cornerstones. The worksheet below will help you decide what ways you would like your team to work together and how you can set the example to make it happen! You'll find examples on the following page that will help you chart your own ideas.

Your expectations for *Good Teamwork*:

"I would like my team to..."	"I....."	"I represent this behavior on my team." TRUE OR FALSE	"This is what I need to do to reflect the behavior I expect from my team."

AN EXAMPLE WORKSHEET FOR YOUR REVIEW...

"I would like my team to..."	"I....."	"I represent this behavior on my team." TRUE OR FALSE	"This is what I need to do to reflect the behavior I expect from my team."
Respect my ideas by listening when I talk	"I respect their ideas by listening when they talk..."	FALSE... sometimes I am too busy talking to someone else...	If I want them to respect my ideas and listen, then I guess I need to do the same for them...
Stop griping about the boss all the time. I kind of like her and it makes me mad.	"I don't grip about anyone"	FALSE... I don't grip about the boss, but sometimes I grip about the other manager to my teammates.	I guess I can't really complain about their griping until I quit. I need to keep my complaints to myself.
Quit asking me to cover their shifts, b/c I don't really want to but I'm afraid they'll get made if I don't.	"I don't ask anyone to cover my shifts."	FALSE... Sometimes I do, but it's only about once a month!	I need to tell my teammates that I can take one extra shift a week and no more. Whoever asks me first, gets my help!
Pull their own load. I feel like I get stuck with more than my share of the work.	"I pull my weight on the team."	TRUE... I do pull my weight and my boss always compliments me on it.	I will choose to stand up for myself instead of complaining quietly. I can say 'no' when people ask me to do their work, or I can talk to my boss.
To be nicer to each other. It seems like everyone is mad all the time.	"I am nice most of the time."	TRUE... I am nice in my own way, but maybe it doesn't come across that way all the time...	I can use what I learned about Positive Communication to set a better example for my teammates and maybe encourage them some, too!
Like work.	"I like work."	TRUE... I feel pretty lucky to have this job. Lots of my friends get paid less than I do.	I can tell my boss that I like my job and thanks for letting me work here. I can also ask what I can do to improve myself.