



# Team Building Mixer

## *Difference*Maker

EXPLORE PROBLEMS • CREATE SOLUTIONS • MAKE A DIFFERENCE



# Drawing on Diversity to Unleash Innovation

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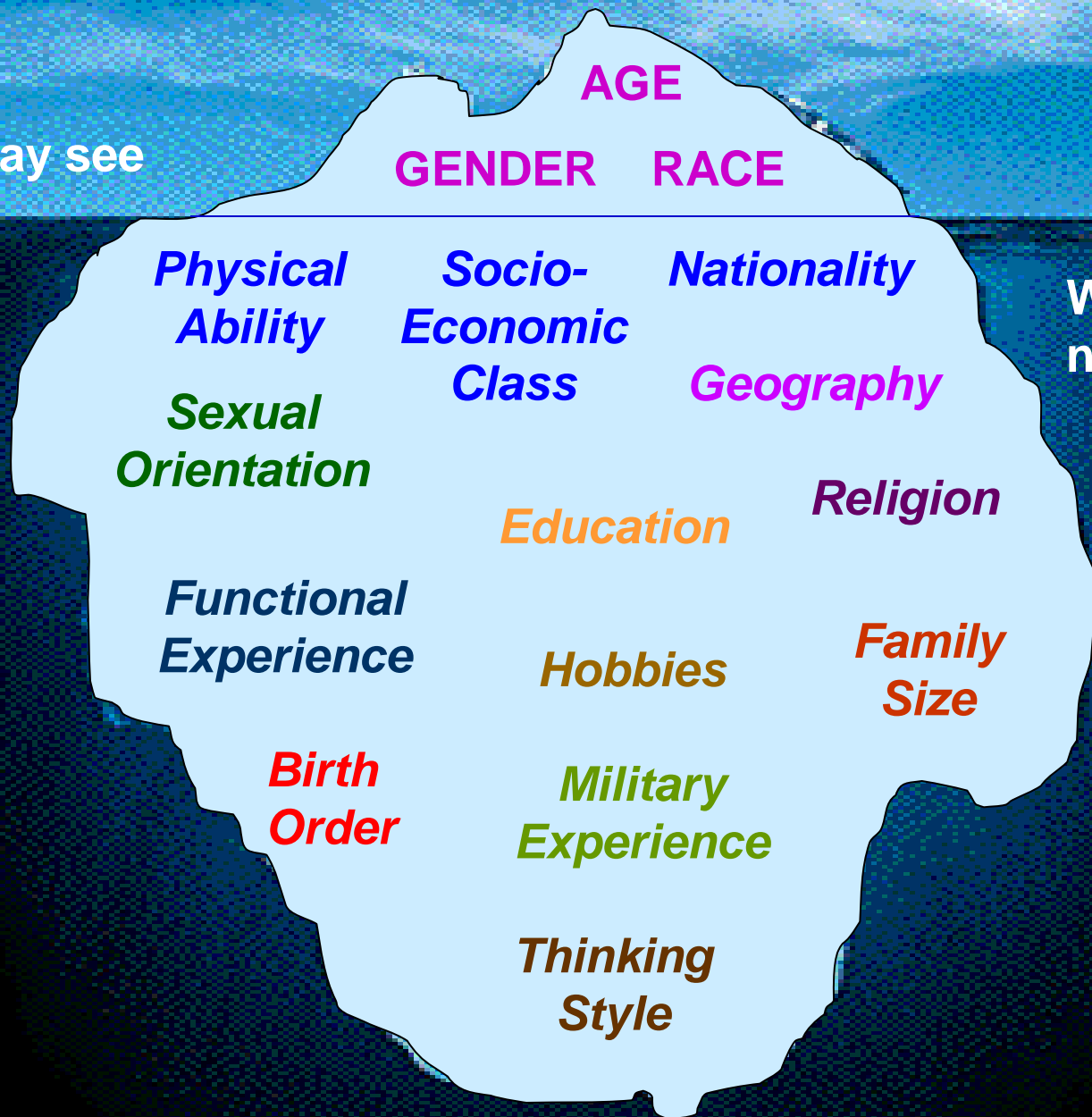
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***A Conversation***

What we may see



What we may not see

# “ Human Diversity”

“Diversity” is a term that refers to the differences and similarities in culture, background, and experiences that all people bring to their workplace, including, for example, age, race, ethnicity, gender, education, culture, religion, cognitive and physical abilities, family status, socioeconomic background, sexual orientation and job responsibilities.

# Cognitive Diversity by Scott Page<sup>(1)</sup>

Diverse Perspectives	Ways of Representing Situations and Problems
Diversity Interpretations	Ways of Categorizing or Partitioning Perspectives. A Structured Rendering of Events
Diverse Heuristics	Ways of Generating Solutions to Problems
Diverse Predictive Models	Ways of inferring Cause and Effect

# Samskara

- *“Samskara “ are Imprints left on the subconscious mind by experience ( from this or previous lives), which then color all of life – form our own unique worldview. The smallest building blocks of consciousness.*
- *“Samskara “ is really your “you-ness”!*

# What is a Team?

- A team is:
  - A collection of individuals
  - Committed to a common goal(s)
  - Accepted operational framework
- When properly designed:
  - Shared Vision (achievable mission)
  - Access to sufficient resources
  - Clear roles and responsibilities

# RECIPE FOR SUCCESS

- Clarity on team goals
- Continuous improvement work plan
- Clearly defined roles
- Clear communications
- Beneficial team behaviors
- Well-defined decision procedures
- Balanced participation
- Established ground rules
- Awareness of team processes
- Use of scientific approach



# Problem/Opportunity Statements

- Is it really a problem?
- Is it really important?
- Are we focused on the full problem, or only a symptom?
- If so, then:
- Develop clear statement, including what, when, where, how much, how often...

# Ground Rule Topics

- Attendance
- Promptness
- Disagreements when handling conflict
- Participation
- Interruptions
- Basic conversational courtesies
- Confidentiality
- Assignments
- Breaks
- Rotation of responsibilities
- Meeting place and time

# Seven Hands Exercise Set-up

- Washable Ink Markers
- Three Sheets of Paper for Each Team
- Each Person Marks Back of Hand with a Number (1-7) or (1-6) or (1-5)
- Stack Hands on One Sheet with Highest Number on Bottom

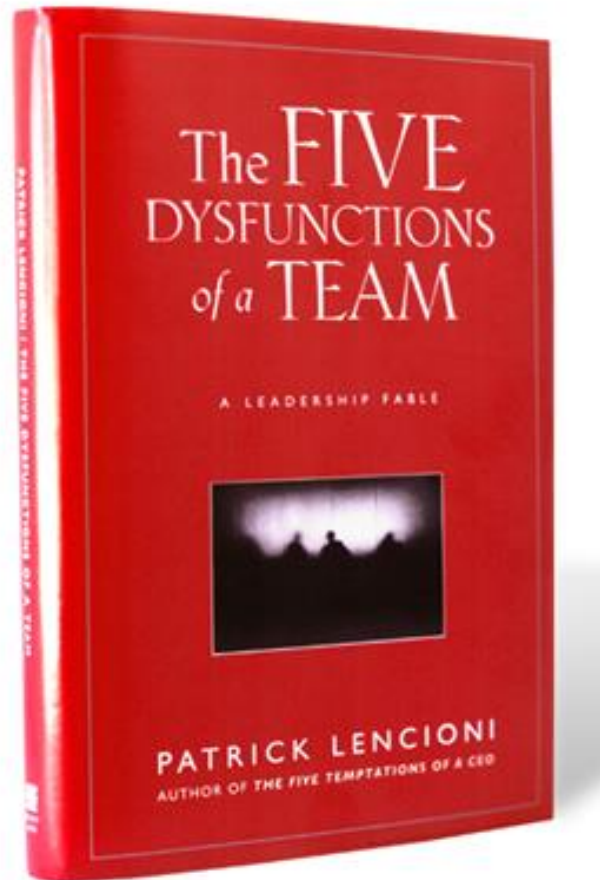
# Seven Hands Exercise Rules

- Each Team is to restack Their Hands in the Exact Same Order (Highest Number on the Bottom) Using Only These Moves:
  - Move Only One Hand at a Time
  - Move a Hand onto Another Hand (or Stack of Hands) or Onto an Empty Paper
  - Move Only the Top Hand on the Stack
  - Never Move a Hand on Top of a Lower Numbered Hand

# Seven Hands Exercise Examples

- “3” Can Never be Placed on Top of “1” or “2”
- “3” Can be Placed on Top of “4” or “5” or “6” or “7” or an Empty Paper
- “5” Cannot be Placed on Top of “1” or “2” or “3” or “4”
- “5” Cannot be Pulled Out From Under any Number of Hands; It Can Only be Moved When it is on Top

# *Discussion*



# *Five Dysfunctions of a Team*

1

**Absence of Trust**

2

**Fear of Conflict**

3

**Lack of Commitment**

4

**Avoidance of Accountability**

5

**Inattention to Results**

# *Five Dysfunctions of a Team*

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Inattention to Results



# ***Key Points to Building Trust***

- Trust is the foundation of teamwork.
- On a team, trust is all about vulnerability, which is difficult for most people.
- Building trust takes time, but the process can be greatly accelerated.
- Like a good marriage, trust on a team is never complete; it must be maintained over time.

## *Trust*

- Confidence among team members that their peers intentions are good and that there is no reason to be protective or careful around the group
- Team members feel comfortable being vulnerable with one another

# *Trust*

## Members of trusting teams...

- **Admit weaknesses and mistakes**
- **Ask for help**
- **Accept questions and input about their areas of responsibility**
- **Give one another the benefit of the doubt before arriving at a negative conclusion**
- **Take risks in offering feedback and assistance**
- **Appreciate and tap into one another's skills and experiences**
- **Focus time and energy on important issues, not politics**
- **Offer and accept apologies without hesitation**

# ***Accountability***

***“The most important challenge of building a team where people hold one another accountable is overcoming the understandable hesitance of human beings to give one another critical feedback. Sometimes the tightest teams are the most reluctant to do this, even when the feedback is clearly constructive, because they don’t want to risk the positive emotional environment that exists, which they probably value greatly.”***

***Patrick Lencioni***

# Roles of a Leader in the Team-Based Organization

- Building trust and inspiring teamwork
- Facilitating and supporting team's decisions
- Expanding the team's capabilities
- Inspiring the team toward higher levels of performance
- Enabling and empowering group members to accomplish their work

# Visit Us

## Current Location

M2D2 Center

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## CONNECT WITH US

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## New Location April 2013

Center for Innovation and  
Entrepreneurship

Lydon Library

