

Condensed
Sample Version



Collaborative Skills for Teams



Prepared exclusively for:

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This Participant Workbook provided by:

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Session Goal and Process

Our goal is to reconcile differences and create an engaged, collaborative team where

- People have learned to embrace their differences.
- Conflict and miscommunication are reduced.
- Meetings have a purpose and time is managed efficiently.



My personal goals for this session:



The Team Talents™ model will inform each step of today's process. We will

- **Discover** differing priorities among team members.
- **Explore** causes of miscommunication and conflict.
- **Understand** how we manage time, meetings, and projects.
- **Create** an action plan for better collaboration.



Introduction to Team Talents™

MODULE GOALS:

- Discover a model to explain the four basic talents on a team and the roles that correspond to those talents.
- Discover your own team role and your position on the Team Talents™ map

It's a Jungle

Write down key words that will help you remember each area on the Team Talents™ map.

Land of Possibilities



Land of Realities



Land of Analysis



Land of Interaction



My Team Role

Each role on a team is associated with one or more of the Team Talents™ as illustrated by this chart:

Role		Talent
Creator	◀ ▶	Possibilities
Advancer	◀ ▶	Interaction
Refiner	◀ ▶	Analysis
Executor	◀ ▶	Realities
Flexer	◀ ▶	Blend of All Talents

The different team roles are summarized below. Your most natural role is indicated by the checkmark. As you read the descriptions below, imagine group members who excel in each talent.



Creator: People who generate new ideas and fresh concepts are Creators. They prefer to live in the Land of Possibilities. Creators look for activities that are unstructured or abstract, and they thrive on innovation and unique solutions.



Advancer: Those team members who communicate new ideas and carry them forward are Advancers. They focus on the personal world of feelings and relationships that we call the Land of Interaction. Advancers manage the human component of any solution, and they enjoy whipping up enthusiasm for a project.



Refiner: Individuals who analyze a solution for flaws or revise a project systematically are Refiners. They focus on the objective world of facts or theories known as the Land of Analysis. Refiners use logic and a systematic approach to redesign a solution, and they make sure that ideas are sound before moving them to the next level.



Executor: People who deliver concrete results and seek successful implementations are Executors. They prefer to live in the Land of Realities. Executors make sure that important activities get accomplished, and they pay attention to details and the bottom line.



Flexer: Those individuals who are a combination of the other four roles are Flexers. They have an equal preference for most or all of the Team Talents. Flexers can often adapt their styles to fit the needs of the team, and they probably view issues from different perspectives.

Remember that no role is better or worse than any other. A balanced team will have all the roles and talents represented. The most effective teams have members who find the opportunities to do what they do best and give others the room to use their talents.



Understanding Your Team Role

MODULE GOALS:

- Explore the characteristics of each Team Talents™ role.

Your Team Role

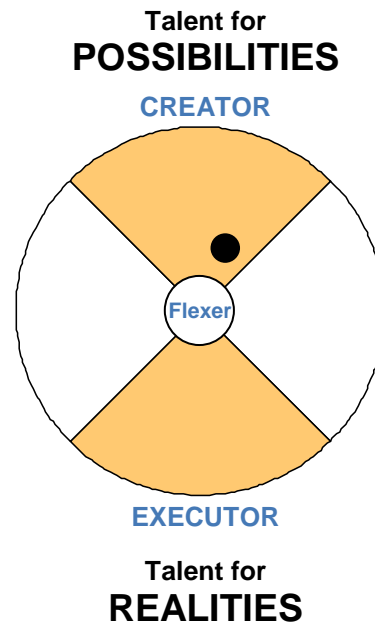
Payton, you're a CREATOR. Read through your feedback below and personalize the description by putting a ✓ next to things that are like you, an "X" by things that are not like you, and a ? mark next to things that you aren't sure about.



What makes you a Creator? Like most people, your role is based on your natural tendencies to focus your attention in certain directions rather than others. As described below, there are two dimensions that we can use to measure how people focus their attention.

One dimension measures if you prefer to focus on Possibilities or Realities. Like you, people with a talent for **Possibilities** are more likely to appreciate imaginative or abstract activities. They enjoy having far-reaching discussions, hashing out a project's potential, or creating an innovative plan. On the other hand, people with a talent for **Realities** are more likely to appreciate practical or systematic activities. They prefer tackling structured projects, performing detail-oriented work, and pursuing concrete results.

You can see that Creators have a strong talent for Possibilities and Executors have a strong talent for Realities. **Your focus is shown by the dot** on the circle to the right. You are a Creator because of your strong talent for Possibilities.



Write down examples from your experience that demonstrate the areas you checkmarked above.



Working with Other Team Talents™

MODULE GOALS:

- Understand the challenges you may face when working with others who have different priorities, roles, and talents.

He Said, She Said

Take notes on the interaction between Greta and Ainsley.



Greta

What is Greta trying to achieve?

What are Greta's concerns?

Do you work with people like Greta? How would you likely react to her?



Ainsley

What is Ainsley trying to achieve?

What are Ainsley's concerns?

Do you work with people like Ainsley? How would you likely react to him?

Working with Creators and Executors

Interpersonal differences are an obvious part of life. People come to the job with different priorities, assumptions, and needs. And although these differences can complement each other beautifully, it is probably easier to see all the problems and frustrations they cause. For instance, Creators like you tend to prioritize new ideas, abstract-thinking, and creativity. You've probably recognized by now that not everyone shares these ideals. This section is designed to help you understand how to work more effectively with those around you, even when their priorities differ drastically from yours.

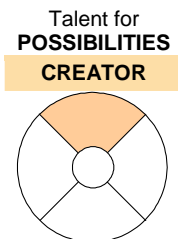
Read your individualized feedback about working with others, and personalize the description by putting a ✓ next to things that are like you, an "X" by things that are not like you, and a ? next to things that you aren't sure about.



Working with Other Creators

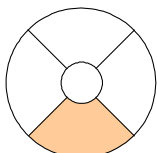
You most likely enjoy the hunt for new ideas and innovative methods. So you probably appreciate collaborating with individuals who embrace Possibilities, as you do. Your fellow Creators will be eager to bounce ideas around with you. Most of them will enjoy the chance to join you in colorful and challenging brainstorming. In particular, Creators who share your preference for Analysis will be especially likely to work with you to formulate original, theoretical solutions. Together, you can probably work through complex hypothetical issues that might confuse other people.

Naturally, whenever Creators are in the majority, the risk increases that endless brainstorming will stall actual implementation. Creators like to keep their options open and together they may become so energized about an idea's possibilities that deadlines become optional and schedules are forgotten. Practical concerns may take a back seat to idealistic, imaginative, and exciting ideas. Although Creators should feel free to embrace their flair for innovation at the beginning of the development process, they should be aware that they will need to rein in their creativity at some point and begin to close off some of their options.



Working with Executors

In contrast to your feelings about those who emphasize Possibilities, you may believe that people with a talent for Realities are, at times, close-minded or inflexible. You probably feel tension if you think that these individuals are pressuring you to move forward too quickly. You are also likely to be frustrated if you think that your creativity is undervalued. For this reason, you probably have occasional problems with Executors, who may seem too concrete in their thinking or obsessed with immediate results rather than long-term innovation. You might also view Executors as reluctant to take risks or embrace fresh ideas, which are vital concepts to you. Further, some Executors may be so unaccustomed to discussing abstract or theoretical topics that they have trouble following highly conceptual topics. In such cases, they may simply gloss over some of your more theoretical points and wait for the discussion to turn to more concrete issues.



EXECUTOR
Talent for
REALITIES

You may need to recognize that your preference for unstructured activities or ambiguous ideas may rub Executors the wrong way. In particular, tension may arise if Executors feel that you are not concerned with making structured progress toward a clear result. They may feel that you devise solutions with little regard for practicality and don't follow through on grand ideas. You can allay the Executors' fears on this issue by listening to their opinions about practical concerns. Make sure that they know that you understand their reservations. Offering your best ideas in a structured, concrete way and respecting the Executors' feedback improves the odds that you will create an optimal solution.

Greta and Ainsley

Take notes on the interaction between Ainsley and Greta.



What were Greta's perceptions of Ainsley?

Why might she view him that way?

What were Ainsley's perceptions of Greta?

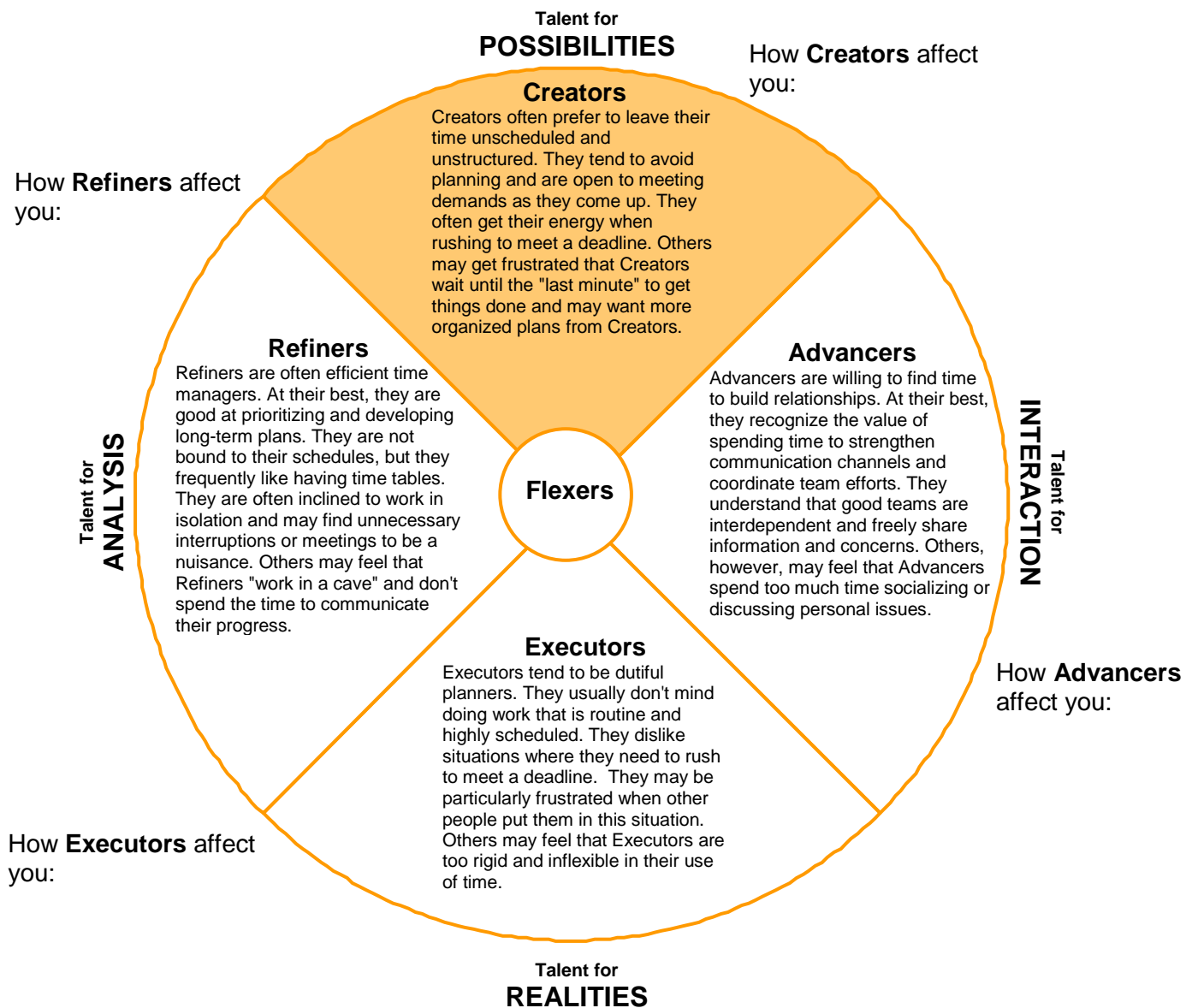
Why might he view her that way?



Time Management by Team Role

As you can see below, each of the four roles tends to have different priorities in time management. Flexers often have an ability to understand all of these perspectives, but may lean toward one or two. Your team role as a Creator is discussed in the shaded area. In your same-role groups, make a poster about your role's time-management priorities and practices using the information in the circle below and what you learned from the video.

As each group presents its poster, write notes in the margins around the circle about how each role's time-management priorities and practices affect you.





Aligning Priorities in Meetings

MODULE GOALS:

- Recognize that people come to meetings with their own priorities.
- Assess how to manage your own priorities when they don't match the meeting priority.
- Understand that everyone needs to reach consensus up front about what a meeting is meant to accomplish.

Priorities During Meetings

During this activity, you will receive three priority cards.

Trade with others until you have three cards that most accurately describe your priorities during meetings.

My priority cards:





Understanding Team Project Stages

MODULE GOALS:

- Understand the activities and priorities associated with the four stages of team projects.
- Discover how you contribute to each stage.
- Recognize the challenges you might face in stages that do not correspond to your team role.

Project Stages

Answer the following questions about your stage. Then, use that information to summarize key points that everyone should know about this stage.

My Project Stage

Creator

Advancer

Refiner

Executor

What are the primary goals of this stage?

What are the activities involved in this stage?

What expectations should be agreed upon before a team begins this stage?

What are some key strategies for success in this stage?



Conclusion to Collaborative Skills for Teams

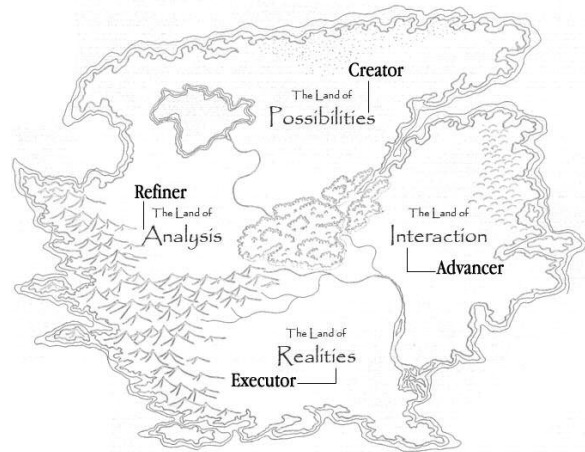
MODULE GOALS:

- Review session goals and concepts.

Review

Team Talents™ Learning Model

Talent for:		Team Role
Possibilities	◀▶	Creator
Realities	◀▶	Executor
Analysis	◀▶	Refiner
Interaction	◀▶	Advancer
Operating in All Four	◀▶	Flexer



Differences among team members:

- Are explained by our preferences for certain Team Talents.
- Cause us to choose different roles and act on different priorities.



Miscommunication and Conflict

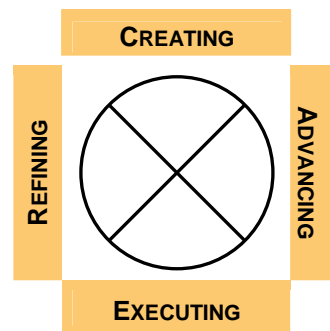
- Preferences in how we listen and speak can create miscommunication.
- Acting solely on our own priorities may lead to conflict.

Remember:

With an awareness of our differences, we can prevent misunderstandings and appreciate the variety that exists when we undertake team activities.

Team Project Stages

- Team projects typically flow through four stages that correspond to the Team Talent roles.
- We are all able to contribute our unique perspectives to make every stage more productive.





Thank you!

What I Want to Remember:

