

KALL Consulting
A division of MC Consulting

Final Product Report
**“Teambuilding: Strengthening the foundation of your
organization’s success.”**

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November 21, 2003



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Introduction

A. Overview

Teamwork has always been a crucial aspect of a successful business. However, with marketing strategies and new technological developments bringing the world closer everyday, it has become essential that the members of a business team work together seamlessly. Teambuilding is a hot and hip training program in today's training marketplace, and KALL Consulting sees the value in teambuilding to every company today, and tomorrow. **Through KALL Consulting's Teambuilding Program, employees of any company will see the advantages and the importance of a dynamic and effective team.** In this overview to our program, it will be made clear the benefits of training, market potential, cliental possibilities, selling strategies, training objectives, and program outline.

The thrust of our program is building effective teams among management staff. Specifically, our teambuilding program will focus on identifying small group roles, leadership styles, an activity matrix, goal-setting, and SWOT analysis of the team itself. These activities will prove beneficial because as management becomes a stronger team, it will reflect on the company as a whole.

A company with weaknesses in the way its employees interact with each other is a company in danger of failing miserably. It is crucial that the company's employees feel that they are a part of a winning team. Not only does this boost employee morale and help the company retain their most talented employees, but it also helps the company gain in productivity and incremental sales. When the employees believe in the business and the ability of their colleagues, they are going to market that message to the public

through their words and actions, both in and out of the office. In the end, the company's image and productivity will soar because of the invaluable teamwork of its employees.

B. Why choose teambuilding?

Businesses and organizations that employ effective teambuilding strategies enjoy overwhelming success. Don Capener, an experienced advertising executive out of the Los Angeles area, says marketing initiatives via teams are the way things get done.

“Each person has talents and goals, and a good team is able to figure out how the individual's services will work within the existing structure. The expertise from each person in his or her own field will determine the success of the initiative” (Capener).

When employees don't understand how to work together, the results of the project will not be at their maximum potential because the team is not able to capitalize on each others' abilities and bring them together.

Not only is teambuilding important in a company's life at any stage, but especially in today's marketplace. According to Stephanie Tirrell, in the August 12, 2003 edition of the Las Vegas Review-Journal, “the trend toward teambuilding activities has grown during the past five years and in general seems to mirror the ebb and flow of the economy” (Rinella paras. 3, 4). With the economy still recovering from a massive downturn, it is more important than ever that companies gain an edge over their competitors to bounce back and join the marketplace at their full potential. The real value in teambuilding lies in employee retention, keeping up company morale, learning how to work together to strategize the most profitable path for the company to take. With the economy putting pressure on companies to downsize their workforce, it is important

to maintain a core group of talented people to run the business. When workers feel that they are a vital part of a team, they are more likely to stay with the company that values them. Also, when employees feel that they have an open system of communication with their colleagues, morale is high and positively affects productivity. An open atmosphere of communication allows each team member to become familiar with other members' strengths and weaknesses, which help the team maximize the organization's profits.

The money that the client spends on this teambuilding program will be regained tenfold. Building a strong team within in the company is a crucial investment, not only in each employee's productivity, but in the entire company's success. When the company projects an image of a cohesive team, their clients are encouraged by the idea that they will be working with a core group of people with specialized talents. The company can sell its products and services by marketing the edge that their internal teams have over other companies. This way, the company's client feels that their money is being invested wisely and will be attracted to the company and their positive image.

Market Potential

A. Potential Clients

A strong team is an important part of any company's success for a number of reasons. If the employees of a company feel that they are part of an efficient and vibrant team, the individual and the company reap the benefits in productivity, incremental sales, and company morale. Teambuilding is a great way to help employees feel valued in the company, teach them how trust their colleagues and work together more productively, create more dynamic ideas, and employ integrated marketing communications.

Research shows that teambuilding activities are most valuable to the company when management is highly involved. According to Stephen Covey, a training programs expert at a Franklin Covey in Salt Lake City, “The more visible, accessible, and vulnerable executives are during a teambuilding session, the better” (McMaster). For this reason, KALL Consulting has designed a training program specifically for management teams of advertising agencies. Teambuilding amongst the department managers will enhance communication with one another and each manager will integrate those skills within their department. Thus, a “trickle-down” effect will increase communication and inspire a positive atmosphere of teamwork. With more effective communication internally, the company will be able to deliver a more unified message to clients and will therefore increase their business and create a more professional image. Specifically, upper-level managers can benefit from the program by communicating more effectively with each other and by taking those skills back to their individual departments. With a more united front, the company will be better able to compete with rivals in their market. It is important a company promote a team atmosphere so that as the company grows, they will not lose sight of their basic values and goals.

KALL Consulting’s teambuilding program will work best for advertising agencies in major U.S. cities, such as New York, Chicago, and Los Angeles, and there are a large number of possible clients out there for MC Consulting to target. For example, in Illinois alone, there are over 1,039 advertising agencies according to the Illinois State Department of Commerce and Economics website. This is only one section of the potential clients that MC Consulting can go after. Surely, there are many profits to be

made in offering quality teambuilding training packages to the numerous clients in Illinois alone.

Product/Service	No Bus	Total Emps	Total Sales (\$millions)	Avg Emps	Avg Sales (\$millions)
Advertising agencies	1,039	15,244	7,674.50	15	8.2
Advertising consultant	369	1,655	256.5	4	0.7
Public relations services	262	1,611	120	6	0.5
Sales promotion	157	1,240	151.5	8	1.4
Public relations and publicity	135	1,647	240.6	12	2.1
Promotion service	115	1,088	111.2	10	1.1
Lobbyist	20	68	3.8	3	0.2
Total/Avg	2,097	22,553	8,558.10	11	4.6

Source: Dun & Bradstreet Marketplace, October, 1998

According to a survey conducted by Business and Management Practices, nearly 20% of companies spent at least \$1000 per staff member on teambuilding in 2002, and greater than 5% of companies spent more than \$5000 per staff member (McMaster). Obviously, organizations are willing to pay top dollar for teambuilding expertise, and this is where MC Consulting and KALL will come into play. With countless agencies in each major city, the opportunity to seek out clients is right at MC Consulting’s fingertips.

B. Selling Strategy

MC Consulting’s selling strategy is simple—the teambuilding program that KALL Consulting has designed gives clients exactly what they want and need. We have researched the area of teambuilding extensively and we have uncovered a few key ingredients to make our teambuilding program a cut above the rest.

- Research shows that management needs to be involved. “Without management presence, teambuilding programs are wasted on an incomplete team. Managers need the lessons as much, if not more, than the sales team,” according to an article

in Business and Management Practices in January of 2002 (McMaster). **For this reason, KALL has designed our teambuilding program specifically for management.**

- According to Ross Reck, a management consultant in Tempe, Arizona, “The whole point is to be plugged into a context that will take advantage of what the activity fosters” (McMaster). KALL will not make our client play silly games or climb ropes—our activities are purposeful and address the issues within the client’s organization that are revealed in our pre-program needs assessment. **The lessons learned in training will be incorporated into the company’s culture.**
- Teambuilding is one way to positively impact productivity. For instance, “Teambuilding exercises have helped the new business development group at the RBC Financial Group develop into a cohesive team as well as develop a business strategy to suit the current economic climate,” says Craig Smith, the vice-president of new business development for e-business at RBC Financial Group in Toronto (Khanna). **With a strong team working together to maximize the group’s potential, the client will gain an edge over competitors and will have more staying power in an unstable business world.**

KALL has also designed some useful tools to be used in MC Consulting’s selling strategy. First, we have designed a flyer that promotes the importance of teambuilding and creates awareness about MC Consulting, KALL Consulting, and our product. This is largely based on Hovland’s Learning Theory. The flyer will gain clients’ attention and they will begin to learn and understand the need for teambuilding after seeking more information from KALL Consulting.

A brochure will follow the flyer, employing repetition as a technique. It will include many of the same graphics and information as the flyer, but it will also include more details about the program, as well as contact information. Repeating some of the same information and graphics will help the client remember our product, but the new details will keep our information from becoming boring and stale.

Also, KALL has designed a guarantee for our teambuilding program. If the client has not experienced a positive impact within their organization within six months, whether in sales or team atmosphere, KALL Consulting will return to the organization and provide a follow-up program, free of charge. Insuring that the client will receive a return on this investment will cause them to choose MC Consulting over their other options. This employs the theory of reciprocity, or “one flower given.” The client will be more likely to pay us for our product when they know they are guaranteed results. The persuasion Theory of Reasoned Action also applies to the guarantee, because when clients consider hiring MC Consulting, they will realize that the risk factor is low and the teambuilding does not compete with any of the organization’s existing values. In fact, it will only enhance them.

Also, KALL Consulting is interested in adding a link to MC Consulting’s website that will promote and explain the teambuilding program. This website will mirror the flyers and brochure that have already been designed, but will be easily accessible to the client at any time, especially in today’s high-tech internet world.

Finally, KALL will place ads in magazines read by upper-level management staff in order to reach our target audience. Suggestions include Ad Week, Newsweek, Consumer Report, and the Wall Street Journal. The ads will increase awareness about

our product and will also reach a broad audience. By placing ads in monthly and weekly publications, there is a greater chance that the ad will be seen by more people since the magazines circulate for such a long period of time. The repetition of exposure to the ad will cause familiarity with our product and our agency.

Training Objectives

A. Target Audience

KALL's target training audience will be compiled of upper-level management staff employed by advertising agencies. Trainees will have typically earned a Bachelors degree at their respected college, and some gone on to further their education in a graduate or masters program. These managers earn a comfortable salary and enjoy the luxuries of upper middle class living. Our teambuilding program will appeal to these people because they are eager to do what they can to solidify their companies, as well as their personal, advancement. The typical trainee we work with will originally have a vision to succeed greatly based on his or her own needs, and be strongly individually oriented. At the conclusion of our team building program managers will be more group savvy, and understand the importance of working as a harmonious unit. Trainees will also be productive as a group made up of strong and independent personalities, and practice the skills they were taught on a daily basis in the work place. The overall behavioral objectives of our training package include the following.

B. Behavioral Objectives

1. At the end of this training program, trainees will have a clear understanding of the concept of teambuilding and will be able to share their understanding of this concept with others.
2. At the end of this training program, trainees will recognize the value of teambuilding and attribute its significance to success in the workplace.
3. At the end of this training program, the trainee will be able to identify blockers, aggressors, or other personality types that may hinder the group's progress and work environment and adjust to these negative personality types accordingly.
4. At the end of this training program, the trainee will be able to identify those personalities that are indifferent to the group's progress and environment, and neither help nor hinder and will be able to better include these personality types in the group's work.
5. At the end of this training program, the trainee will be able to identify the leaders and the motivators of the group.
6. At the end of this training program, the trainee will recognize their own personality type, how they fit into the group, and how they contribute to the group.
7. At the end of this training program, trainees will better understand time management and will be able to agree on the priorities of task at hand.
8. At the end of this training program, trainees will be able to manage their team's project more effectively by structuring each team member's duties.

9. At the end of this training program, the trainees will be relaxed and able to know their fellow managers on a better level.
10. At the end of this training program, the trainees will solidify their teambuilding progress both in office and social settings.

Program Outline

A. Overview

The teambuilding program designed by KALL Consulting will be flexible enough to be performed on-site at the client's business location. The program is designed to take place over a two-day period, with each session lasting a half-day. KALL's research supports that many employees that have undergone company training programs and were surveyed afterward commented that they were too worried about "work they could be getting done," or "deadlines." Therefore, the trainees were not able to be completely involved in the training program. For this reason, KALL Consulting feels that the client will find the program to be most valuable if it is split into two half-days. The program is designed to take place in the morning on the first day, and in the afternoon on the second day, with a wrap-party to celebrate the group's accomplishments. A tentative schedule, which is highly adaptable to the client's needs, follows:

Day One

8:00 a.m.—Module #1: What's teambuilding got to do with it?

8:30 am—Module #2: P.O.D.C. and SWOT

9:30 am—Module #3: Group Dynamics

10:00 am—short break

10:15 am—Module #4: Identifying the individual—COLORS personality test

11:30 am—Module #5: Activity matrix

12:00 pm—Break for lunch

1:00 pm—Resume normal business activities.

Day Two

1:00 pm—Module #6: Foundational Values of the Company

2:00 pm—Short break

2:15 pm—Module #7: Role Playing

4:00 pm—Wrap-up business activities

5:00 pm—Module #8: Let's Party!

B. Modules

Module #1: What's teambuilding got to do with it?

- **Description:** This segment of the training program will serve as an introduction to teambuilding. An initial icebreaker will open up lines of communication amongst colleagues and demonstrate how teambuilding makes a group more successful. The trainees will also develop their own definition of teambuilding and will relate this definition to the value that teambuilding has for the company as a whole.

- **Objectives:**

1. At the end of this training program, trainees will have a clear understanding of the concept of teambuilding and will be able to share their understanding of this concept with others.
2. At the end of this training program, trainees will recognize the value of teambuilding and attribute its significance to success in the workplace.

- **Training Techniques/Methods:**

1. Introduction: A short introduction of KALL trainers and MC Consulting.
2. Required Materials: a large flip pad and colored markers.
3. Icebreaker: Trainees will play a game titled, “One Little Word” as taken from Tamblyn and Weiss’ *The Big Book of Humorous Training Games*. The icebreaker will take approximately 10 minutes. Trainees are divided into pairs and instructed to label one partner as A and the other as B. The goal is to plan a vacation together in 1 minute, in two separate rounds. In round one, Partner A is instructed to throw out an initial suggestion. (Example: “Let’s go someplace far away.”) Partner B must respond by beginning the sentence, “Yes, but—.” (Example: “Yes, but I want to go scuba diving.”) This pattern continues between the two partners until the minute is up. During round two, Partner A starts out with the same vacation suggestion, but this time, the partners respond with the beginning phrase, “Yes, and—.” A short debriefing follows (appendix A).
4. With a large flip pad and markers, KALL trainers will lead the discussion and will record the trainees’ ideas first on what happens when teamwork

doesn't occur within an organization, specifically theirs. KALL trainers may ask trainees to refer to an instance in the icebreaker game where the absence of teamwork negatively affected the pair or the individual.

5. Using another sheet of the flip pad, KALL trainers will lead the discussion and record trainees' ideas on what happens when teamwork is present in an organization, specifically their company. Once again, references will be made to the second round of the icebreaker when trainees were encouraged to work together. Steps 3 and 4 will be limited to no more than 5 minutes each.
6. After reviewing their ideas on what the value of teamwork and teambuilding is, the trainees will be asked to complete the following sentence: Teamwork is_____. At this point, trainees will have to work together in an open forum to agree upon the definition of teamwork that their organization is going to use. KALL trainers will facilitate by recording ideas on the flip pad and keeping the time spent on the definition discussion to a maximum of 10 minutes.
7. KALL trainers will ask trainees to record the final definition on the first page of their journals and refer to it often during the course of their training.

Module #2: P.O.D.C. and SWOT

- **Description:** The trainees will learn how to Plan, Organize, Direct and Control. This is a system that not only constructs how to complete a task, but how to delegate it effectively. The SWOT analysis stands for Strengths, Weaknesses, Opportunities, and Threats. This analysis will help the trainees look at the areas in which they think that they are thriving, and also the areas that need improvement.
- **Objectives:**
 1. At the end of this training program, trainees will be able to manage their team's project more effectively by structuring each team member's duties.
 2. At the end of this training program, trainees will better understand time management and will be able to agree on the priorities of task at hand.
- **Training Techniques/Methods:**
 1. Introduction: KALL trainers will give a brief overview of both PODC, and the SWOT analysis, and then give the trainees the objectives that are to be met at the end of this section of the program.
 2. Required Materials: The trainees will be given a folder marked "PODC and SWOT" on it. The contents of this folder will include the worksheets to help with planning, and a pen for them to fill the worksheets out. They will also be provided with big sheets of paper and markers in order to brainstorm their thoughts on the SWOT analysis.
 3. Step 1: The trainees will be asked to think about a newly completed project, or a project that was just finished. KALL trainers will ask them to write about the details of the project and how it went. The trainees will also be asked to

write down what problems if any occurred, and if there were any problems with delegation of the tasks.

4. Step 2: We will talk about these projects openly so that the KALL trainers can determine which project would be the best for an example. Once the trainers have decided which example is best we are going to begin to break down the project as a whole. The KALL trainers will be facilitating questions to help the trainees break the project into plan, organize, direct, and control. The trainees will be asked to put specific parts of the task into these four areas.
5. Step 3: The KALL trainers will explain what each part of the PODC system is. We will go through and give more examples of each component. At this point the trainers will ask the trainees to think about an upcoming project. Then the trainers will pass out a worksheet on planning. We will give them time to fill it out and be walking around incase they need help.
6. Step 4: The KALL trainers will talk to them about effective delegation and have an open forum to discuss what ways work better than others.
7. Step 5: At this point the KALL trainers are going to have the trainees start the SWOT analysis. Each of them will be given a marker and the KALL trainers will put four big sheets of paper on each wall. One will be entitled, strengths, one will be entitled weaknesses, one will be opportunities, and the last one will be threats. The trainees will be asked to walk around and write on each one of these. The KALL trainers will ask them to relate what they are writing down to their company.

8. Step 6: The KALL trainers will go through each list with the trainees and ask them why they feel the way that they do about each one. We will also try to condense the lists into key points. Then the trainers will ask about the weaknesses and threats and try to get to the root of the problem and talk it out. Once that is done, we will have them focus on these weaknesses and have them keep these in mind for their jobs.
9. Step 7: QUESTIONS. We will open the floor up to questions, suggestions, and remarks about the activities.

Module #3: Group Dynamics

- **Description:** The trainees will primarily be introduced to the four different types of personalities prevalent in group settings. They will go on to learn about how to adapt and work efficiently, despite character differences. KALL will begin the presentation with a short humorous skit exemplifying how each unique personality may unconstructively affect the dynamics of a team. From this activity trainees will be able to identify each personality type in a group circumstance, and learn how to deal with and accommodate different types in a workplace group setting.
- **Objectives:**
 1. At the end of this training program, the trainee will have a general knowledge of each personality type present in a group setting.
 2. At the end of this training program, the trainee will be able to utilize the information they have received to benefit the team atmosphere positively.

3. At the end of this training program, the trainee will have a sufficient grasp on understanding how to adequately deal with personality differences that arise in group settings.

- **Training Techniques/Methods**

1. Introduction: KALL trainers will brief the trainees of the objectives of the Group Dynamics presentation.
2. Required Materials: Trainees will receive a folder labeled “Group Dynamics,” which will contain materials trainees will refer to throughout the duration of the presentation. On the left hand side of the folder will be four differently colored sheets of paper. Each piece will contain a personality type as a title, and several bullets of information explaining the key characteristics typical of that category. On the right hand side of the folder will be a list of problems differences in personalities may hinder, and appropriate ways to deal with those complexities.
3. The Group Dynamics Presentation—Step 1: KALL trainers will break the ice with a lighthearted short skit. The theatrical start will get the trainees interested in the subject matter, introduce the four key personality types, and keep the mood from getting too serious. By having KALL trainers exemplify behavior that has a negative affect on group dynamics using humor trainees will be more open to exploring their type and its harmful affects.

4. Step 2: Following the skit, trainees will be asked to write on the card supplied in their folder which character they believed most embodied their personality in a group setting.
5. Step 3: Trainees will form groups which will consist of people who identified with the same character. Each group will be headed up by a KALL trainer experienced in that specific personality type. Discussion will begin with explaining the typical behavior known to the personality type that group singled out as being closest to their own.
6. Step 4: Trainers will explore the positive and negative affects of the specific type they are leading, and ask trainees to provide personal examples of how they believe their personality adds and takes away from a team dynamic.
7. Step 5: After discussing the complexities of their personality type, the KALL trainer will ask for suggestions to be made on how to deal with differences found when working with a group of different personalities.
8. Step 6: Once all have been given a chance to contribute their thoughts and ideas to their small groups, KALL trainers will ask everyone to join together for the remainder of the presentation.
9. Step 7: Trainers will go on to divulge a previously compiled list of positive reactions to personality differences. Comparisons and contrasts will be talked about between KALL's list and that which the trainees wrote down.

10. Feedback: Trainees will be invited to ask questions on the subject matter discussed, reactions to what was learned and thought to be useful information will be encouraged.

Module #4: Identifying the Individual

- **Description:** The trainees will be taking the COLORS personality test to determine what type of personality is most dominant for them. The program is most often used in this area by the University of Illinois Extension Center and has been used in many organizations in the past to determine how groups work together. There are four major personality types which are designated by the colors orange, gold, blue, and green. From this activity, trainees will learn about their own personality type and how to interact with others by understanding their personality.
- **Objectives:**
 1. At the end of this training program, the trainee will recognize his or her own personality type, how they fit into the group, and how they contribute to the group.
 2. At the end of this training program, the trainee will be able to better include personality types other than their own in the group's work.
 3. At the end of this training program, the trainee will be able to identify the leaders and motivators of the group.
- **Training Techniques/Methods:**

1. Introduction: KALL trainers will give the trainees a brief overview of the history of the COLORS program and its development, as well as what objectives will be met.
2. Required Materials: Trainees will receive their own COLORS folder with all of the required training materials. The folder includes: four cards representing each of the colors. On one side of the card, there are pictures relating to that personality type and on the other, there are statements that a person with that personality type would typically make. Also, there is a short survey in the folder, along with a scoring sheet and pen.
3. The path to self-discovery—Step 1: Trainees will be asked to rate, in order, which picture card relates most to them. The trainees will put the cards in order, one through four, with one being the most like them, and four being the least like them. They will record the arrangement of their cards on their score sheet. At this point, none of the trainees know which color represents which type of personality.
4. Step 2: The trainees will be asked to flip over their cards and read the statements on the back of each one. As they do so, they should underline or highlight the statements which they feel apply most to them. At the end of this process, the trainees will review the cards and determine which card contained the most statements that were applicable to them. They will record this data on their score sheet.

5. Step 3: Trainees will now complete a brief survey, answering questions about themselves. At the end of the survey, the trainees will record their scores on their score sheet.
6. Step 4: At this time, trainees will be asked to tally their total score to identify which personality color is most related to them. KALL trainers will explain how to tally the sheet and will be open to questions.
7. Step 5: After the each trainee has determined what their dominant color is, they will get into a small group with others that match their color (i.e. the greens will be in a group, the gold's in a group, and so forth).
8. Step 6: Each group will be given a large sheet of paper and markers to hold a discussion on their personality types' likes, dislikes, priorities, and goals. At this point, trainees can begin to understand their own personality type and others like them.
9. Step 7: Each group will share their findings with the rest of their colleagues, so that everyone can understand each other's personality types and what is important to them.
10. Questions: At this time, the floor will be open to questions about the COLORS personality test and each individual's results.

Module #5: Activity Matrix

- **Description:** Trainees will be learning about and utilizing the activity quadrants in order to better understand time management. This program has been taught in multiple universities and businesses alike, and has shown a high success rate.

There are four major quadrants which specify how trainees should categorize tasks at hand, and prioritize them accordingly. This activity will assist trainees in becoming more efficient in the workplace by recognizing what work should be done when.

- **Objectives:**

1. At the end of this training program, trainees will better understand time management and be able to agree on the priorities of the task at hand.
2. At the end of this training program, the trainee will understand and apply information learned from the activity matrix in the workplace.
3. At the end of this training program, the trainee will recognize what should take precedent over less important tasks.

- **Training Techniques/Methods**

1. Introduction: Trainees will be informed of the four quadrant system, and briefed on the objectives that will be met upon completion of this activity.
2. Required Materials: Trainees will receive a folder labeled “Activity Matrix,” in which will be all materials received during this section of our training program. Included will be the activity examples, results, and a blank activity matrix document to be filled out with personal supervision. Trainees will also be provided a pen to complete activity worksheets, and to take notes when the KALL trainers are presenting important information.
3. The path to self-discovery—Step 1: Trainees will be asked to refer to the blank activity matrix worksheet found in their folder. Next they will be

instructed to list on the back of the sheet, not in the quadrants, daily work tasks they encounter and projects they have to complete sometime within the next month.

4. Step 2: Trainees will be asked to assess the list they compiled, and evaluate what tasks are the most pressing. KALL trainers will disclose at this time that work which has a deadline that must be met that day/hour or the next day, and is therefore creating a sufficient amount of stress, should be considered a high priority.
5. Step 3: At this time, KALL trainers will explain the concept of the four quadrant activity matrix (1.urgent/important, 2.important/not urgent, 3.urgent/not important, 4.not important/not urgent) and its significance to time management in the workplace. A discussion will ensue regarding how employees tend to put off work until it becomes a pressing problem and as a result does not receive the amount of attention it may require or deserve.
6. Step 4: Trainees will then be asked to survey the lists they accumulated, highlighting the number of matters they feel are both “urgent” and “important” (quadrant one of the matrix). They will be asked to share with the group the number of highlighted items they marked, though not asked to divulge what tasks they have procrastinated on.
7. Step 5: KALL trainers will then invite the trainees to turn over their sheets and, using their personal lists, fill in each quadrant with the tasks they noted.

8. Step 6: After filling in the worksheet, a short presentation will be given by the trainers about time management in a company setting. Topics such as the negative effects of stress, planning for a deadline, prioritizing tips, and the importance of attempting to keep tasks in the “quadrant two” phase of the matrix will be touched upon.
9. Questions: Finally, trainees will be invited to ask questions and share insight about this activity.

Module #6: Foundational Values of the Company

- **Description:** Trainees will identify and rank the core values of their organization. After doing so, they will discuss how building and maintaining a strong team is central to upholding those company values. With a clear understanding of what is most important to the organization, team members will be able to prioritize goals that best exemplify the company’s values.
- **Objectives:**
 1. At the end of this training program, trainees will recognize the value of teambuilding and attribute its significance to success in the workplace.
 2. At the end of this training program, trainees will have a clear understanding of the concept of teambuilding and will be able to share their understanding of this concept with others.
 3. At the end of this training program, the trainees will solidify their teambuilding progress both in office and social settings.
- **Training Techniques/Methods:**

1. Introduction: Trainees are informed of the objectives that will be met by this activity.
2. Required Materials: Lincoln Logs, colored markers, flip pad.
3. Step 1: Trainees are asked to identify values that are central to the company. They will shout them out as a KALL trainer records them on the large flip pad for the group to see. Some examples may include customer service, incremental sales, good employee benefits, integrity in business transactions, company loyalty, etc.
4. Step 2: After compiling a list of values, the trainees will be asked to collectively rank the values in order of importance. They will be instructed to label the large Lincoln Logs with the values most central to their organization. The less important values will be written on the smaller, flat Lincoln Logs.
5. Step 3: After they have ranked the values and labeled their Lincoln Logs, they will use them to build a structure. Obviously, the largest Lincoln Logs labeled with the values most central to their organization will build the foundation of the structure. The less important values listed on the small, flat Lincoln Logs will go on top to build the roof.
6. Step 4: Previous to the training program, the CEO will have been asked to come up with his or her own list of company values and rank them in order. At this time, KALL trainers will reveal the results of the CEO's list and the trainees will have a chance to compare their results.
7. Debriefing questions will follow to wrap up the activity (appendix O). The trainees will have an opportunity to brainstorm in their journals for a few

minutes about how team work must be present to support the values of the company.

Module #7: Role Playing

- **Description:** Trainees will be given a real-life situation specific to their company and will have a chance to use the teambuilding skills that they have learned over the course of the training sessions.
- **Objectives:**
 1. At the end of this training program, trainees will have a clear understanding of the concept of teambuilding and will be able to share their understanding of this concept with others.
 2. At the end of this training program, trainees will recognize the value of teambuilding and attribute its significance to success in the workplace.
 3. At the end of this training program, the trainee will be able to identify blockers, aggressors, or other personality types that may hinder the group's progress and work environment and adjust to these negative personality types accordingly.
 4. At the end of this training program, the trainee will be able to identify those personalities that are indifferent to the group's progress and environment, and neither help nor hinder and will be able to better include these personality types in the group's work.
 5. At the end of this training program, the trainee will be able to identify the leaders and the motivators of the group.

6. At the end of this training program, the trainee will recognize their own personality type, how they fit into the group, and how they contribute to the group.

- **Training Techniques/Methods:**

1. Introduction: Trainees are informed of the objectives that will be met by this activity.
2. Step 1: The trainees will be divided into groups of four.
3. Step 2: Each trainee will receive a definition sheet for the four personality types (appendix F).
4. Step 3: Each group of trainees will receive a scenario which they will act out in front of their colleagues. Within each scenario, there will be designated personality types and each trainee will be instructed to role play the personality type that is least like their own. This will help trainees better understand and accommodate personality types different than their own by becoming more familiar with them. For scenarios, refer to appendix G-J.
5. Step 4: Trainees will be given a worksheet (appendix F) that they can fill out during their colleague's presentation to aid in the debriefing discussion.
6. Debriefing: After every group has acted their scenario, KALL trainers will lead a whole-group discussion on which personality types they were able to identify, how the personality type differed from their own, how they might have resolved the situation differently before they had

teambuilding training and how they would use their teambuilding skills to resolve the situation now.

Module #8: Let's Party!

- **Description:** After two days of training, the trainees will be able to relax and celebrate their accomplishments. KALL Consulting will serve beverages and light snacks while trainees mingle with each other as well as the trainers. We will have a DJ set up for dancing and play games such as charades and story time with the trainees and trainers. We then finally have an awards ceremony.
- **Objectives:**
 1. At the end of this training program, the trainees will be relaxed and able to know their fellow managers on a better level.
 2. At the end of this training program, the trainees will solidify their teambuilding progress both in office and social settings.
- **Training techniques/Methods:**
 1. Introduction: KALL will bring all trainees into a large meeting room which was previously decorated and set up caterers that KALL had hired. The room will be decorated with balloons and candles.
 2. Required Materials: The trainees will receive a list of their team members for Charades. There will be a tennis ball that will be used for Story Time. There will be five award ballots.
 3. Let the fun begin-Step 1: When the trainees arrive they will be able to relax and have some cocktails and snacks such as chips and salsa, carrots, celery,

grapes, dip, crackers, cheese, pâté, and rolls and butter.

4. Time to mingle-Step 2: Trainees will be able to dance the night away, or until the party ends at least, with the DJ that we have provided. They will be able to request songs in all different genres. Along with hanging out, they will have ballot box to vote for the awards of their colleagues will receive at the end of the night (i.e.-*Most Improved Employee*).
5. Charades: We will then start a game of charades after a half hour of mingling, eating snacks, and doing a little bit of dancing. The game will consist of two teams, and it will last about a half hour to.
6. Story Time: This game the trainees and trainers can both participate in as well as charades. In this game which was modified from *101 Games for Trainers* by Bob Pike. One person will start the game by saying a phrase or sentence about any topic. After the first person says there sentence or phrase, they throw the ball to someone else who continues the story from where the last person took off. The story keeps going until every person has received the ball and added their phrase or sentence to the story. At the end, the story ends up being twisted and funny; therefore everyone laughs and has a good time.
7. Awards Ceremony: After both games are played trainees will gather for an awards ceremony, which was from the book *101 Games for Trainers* Bob Pike, where cute little awards are given out that KALL Consulting previously nominated them for. The awards that will be given include: *Most Improved Employee, Best comment made during the program, Best volunteer, and most valuable worker.*

8. Ending the night: To end the night trainees and trainers are welcome to mingle and enjoy the DJ some more, or they are free to go home.

Evaluation Plan

A. Immediate Evaluations

First, we plan to do a worksheet measuring their attitudes, knowledge, and skill level concerning teambuilding before any training takes place. The worksheet will include questions about how trainees value teambuilding, their expectations of the program, and what previous knowledge they have concerning teamwork. At the conclusion of the entire training program, the trainees will complete the same worksheet to measure if their attitudes, knowledge, and skill level have changed.

Also, after each activity has been completed, the trainees will receive a score sheet measuring their own perception of their progress. The sheet will include a rating scale of 1-5 (one is the lowest, five is the highest). The trainees will rate their progress based on the stated objectives. This evaluation will measure the trainee's own opinion of their *progress* within the program.

Finally, we are going to ask that each trainee keep a journal during their training experience. During the two days of training, we will periodically break from the activities to give trainees a 5-10 minute block of time to brainstorm how they are feeling about the activities and record it in their journal. This will be a time for trainees to jot down notes about what they are learning, ideas about how to take these new skills back to work, and record their attitudes in general. During some journal sessions, the topic will be completely open, allowing trainees to explore and reflect

on their own thoughts. At other times, KALL trainers will direct the journal session with a specific question that trainees should reflect on. This form of evaluation is useful because it is a tool created by the trainees themselves that they can take back to work with them to refer to if needed. Also, it provides a basis of comparison for their new attitudes towards teambuilding once they are back on the job. This tool is useful to KALL and MC Consulting as well, because it will help us get into the “minds” of the trainees when they don’t realize that they’re being evaluated. The trainee and KALL will receive a copy of each journal entry so that we can use this feedback to improve our program as necessary.

B. Long-term Evaluations

KALL will return to the client’s company to do on-site evaluations four weeks after the original training program has concluded. Prior to our arrival, the CEO will issue a progress report on how his or her management team responded to the training program. This will provide an unbiased opinion since the CEO did not attend the program, and also since he is most familiar with the management team’s joint efforts before and after the program.

Upon arrival, we will hold an all-management meeting to openly discuss the effects of the training program in the work environment. The discussion will last no more than one hour and will contain three main sections. We will first lead the discussion to gauge how the trainees feel the program did or did not affect their teamwork. Next, we will reveal the results of the CEO’s progress report and the trainees will be asked to react. Finally, the trainees will discuss

what problems or issues have arisen since the training program, and KALL will be available to provide possible solutions and guidance. It will also be important for KALL to provide positive feedback at this time to reinforce the progress that the team did make.

Finally, as a way to evaluate the program's effectiveness barring opinion from trainees or trainers, we will analyze the company's profits from the last three weeks. We will also analyze their profits at six months and then at one year from the date of their training program.

Conclusion

Without a doubt, teamwork is necessary for any organization's success. Teambuilding programs help the foundation of the company come together to build stronger leadership, incremental sales, and a more positive group culture. KALL Consulting's teambuilding program is unique in that it teaches the fundamental characteristics of teamwork for lasting results.

Appendices

Appendix A: Debriefing Questions from “One Little Word”—Module 1

1. Even though you knew this game wasn't real, and even though you were told to give a negative response with the “Yes, but” line, *how many found that your partner was really starting to bug you in round one?* Was there a difference in your attitude toward each other in round two?
2. How many of you got further along or were more productive in your vacation plans during the second round? If so, what made the difference?
3. What are some ways that you can say “Yes, and” to some of your colleagues on your team when you disagree with them, instead of “Yes, but”?
4. Now for the fun part—what were some vacation plans that you and your partner came up with?

Appendix B: Activity Matrix-

Activity Matrix - Blank

	Important	Not Important
U r g e n t	1	3
N o t U r g e n t	2	4

Appendix C: Activity Matrix—activities

Activity Examples

	Important	Not Important
U r g e n t	<p>1</p> <p>ACTIVITIES</p> <ul style="list-style-type: none"> • Crises • Pressing problems • Deadline-driven projects 	<p>3</p> <p>ACTIVITIES</p> <ul style="list-style-type: none"> • Interruptions, some callers • Some mail, some reports • Some meetings • Proximate, pressing matters
N o t U r g e n t	<p>2</p> <p>ACTIVITIES</p> <ul style="list-style-type: none"> • Prevention, capability improvement • Relationship building • Recognizing new opportunities • Planning, recreation 	<p>4</p> <p>ACTIVITIES</p> <ul style="list-style-type: none"> • Trivia, busy work • Some mail • Some phone calls • Time wasters • Pleasant activities

Appendix D: Activity Matrix—results

Activity Results

	Important	Not Important
U r g e n t	<p>1</p> <p>RESULTS</p> <ul style="list-style-type: none"> • Stress • Burn-out • Crisis management • Always putting out fires 	<p>3</p> <p>RESULTS</p> <ul style="list-style-type: none"> • Short term focus • Crisis management • Reputation - chameleon character • Feel victimized, out of control • Few crises
N o t U r g e n t	<p>2</p> <p>RESULTS</p> <ul style="list-style-type: none"> • Vision, perspective • Balance • Discipline • Control • Few Crises 	<p>4</p> <p>RESULTS</p> <ul style="list-style-type: none"> • Total irresponsibility • Fired from jobs • Dependent on others or institutions for basics

Appendix E: PODC Planning Form

Planning Worksheet

Complete the worksheet to map the road to accomplishing each goal. Outline the results you want to achieve. Make sure everything is measurable and specific.

Goal:

Specific Steps	Who	Timing	Budget
One or more steps stating <u>how</u> you are going to achieve the goal. Be specific about the activities to be executed to carry out that goal.	by whom?	when?	at what cost?

Back to [Planning](#) article

(Andrea Madonna, SELF, Phoenix, AZ, 1/99)

http://www.onlinewbc.gov/docs/starting/plan_worksheet.html

Appendix F—Role playing worksheet

Personality Type Definitions:

Leader: Keeps the ball rolling; organized and efficient; expects others to be on task and responsible.

Motivator: Encourages peers and gives positive reinforcement; keeps morale high; keeps group working harmoniously.

Indifferent: Highly uninvolved with the group; appears bored with discussions; rarely contributes or offers suggestions.

Aggressor: Manipulates and puts down others; sarcastic and critical; may take credit for other's work or ideas.

Scenario One:

Notes:

___ Leader(s)

___ Motivator(s)

___ Indifferent(s)

___ Aggressor(s)

Scenario Two:

Notes:

___ Leader(s)

___ Motivator(s)

___ Indifferent(s)

___ Aggressor(s)

Scenario Three:

Notes:

___ Leader(s)

___ Motivator(s)

___ Indifferent(s)

___ Aggressor(s)

Scenario Four:

Notes:

___ Leader(s)

___ Motivator(s)

___ Indifferent(s)

___ Aggressor(s)

Appendix G—Scenario A for Role Playing Activity

It's 10 am on Wednesday morning and the CEO has just come into your office to tell you that she would like you and your team to put together a company newsletter and have it distributed in mailboxes by Friday morning at 8 am. In order to do this, you and your team must have the newsletter completed by Thursday night before you head home.

The CEO wants the big headline to be about the upcoming training program with MC Consulting, which she is very excited about. As for the rest of the content, she feels that some human interest stories from around the office will really boost morale. She's leaving the exact content up to your team, but she wants pictures!

The newsletter must be cohesive, so it is up to your team to find a way to work together closely in order to get the job done by Friday morning. The CEO is counting on your team for this favor, so this is your time to shine.

The assigned personality types for this scenario are 2 indifferent and two motivators. Try to adopt the personality type least like your own.

Appendix H—Scenario B for Role Playing Activity

The economy has taken a downturn and the company must make some unfortunate, but crucial downsizing decisions to stay afloat. The CEO has carefully selected you and your teammates for a task force to analyze which departments can afford to cut back on personnel.

Your team has been given profit/loss reports for each department, productivity reports, the rate of successful project bids and job descriptions and performance reviews for each employee in the departments.

Looking at the facts is simple. However, cutting real people's jobs isn't so easy. You and your team must find the most efficient way to downsize the company, yet keep as many employees on board as possible. Since you are talking about your colleagues, the conversations can get heated. How will your team handle the conflicts and still remain a cooperative team by the end of the day?

The assigned personality types for this scenario are 1 leader, 1 motivator, 1 aggressor, and 1 indifferent. Try to adopt the personality type least like your own.

Appendix I—Scenario C for Role Playing Activity

It is Monday at 9 am and everyone is gathered around the table in the conference except for Suzy Cata. This is the third weekly meeting this month Suzy to which has been inexcusably late. Your team continues the meeting as usual, but agrees to meet after lunch to discuss some consequences for Suzy's tardiness.

Since some of the members of your team are friends with Suzy outside of work, this process must be done as diplomatically as possible. To avoid alienating Suzy, she is invited to the meeting to discuss the repercussions for her actions.

When you return from lunch for the meeting, tensions are high. How will your team effectively discuss the matter at hand without resorting to office politics or a shouting match?

Suzy's role must be an aggressor. There is one other aggressor in the group and 2 leaders. Try to adopt the personality type least like your own.

Appendix J—Scenario D for Role Playing Activity

Your team has been working together for the last year or so. Two of the team members have been engaged for the last six months and have recently broken up, causing a great deal of tension within the group. This tension has negatively affected the group's productivity, and the estranged couple is looking for team members to take sides.

With a major project coming up, your team can't afford a setback like this. Cooperation is the key to getting this project done on time, but most team members are too busy gossiping about the lover's quarrel.

Everyone has decided to plan a meeting for the team to regroup and discuss a way to work together until the project is completed.

The assigned personality types for this group are 1 leader, 1 aggressor, 1 motivator, and 1 indifferent. Try to adopt a personality type least like your own.

Appendix K

Best Comment made during the Program

**On behalf of KALL
Consulting we would
like to congratulate**

*Autumn McGee
Lela French
Laura Haumiller
Katie Stitt*

Appendix L

Best Volunteer

**On behalf of KALL
Consulting we would
like to congratulate**

Autumn McGee

Lela French

Laura Haumiller

Katie Stitt

Appendix M

MOST IMPROVED EMPLOYEE

**On behalf of KALL
Consulting we would
like to congratulate**

*Autumn McGee
Lela French
Laura Haumiller
Katie Stitt*

Appendix N

Most Valuable Worker

**On behalf of KALL
Consulting we would
like to congratulate**

*Autumn McGee
Lela French
Laura Haumiller
Katie Stitt*

Appendix O—Debriefing questions for Company Values Module (6)

1. How many foundational values did you and your colleagues decide on? Did you have enough of the large Lincoln Logs to build a sound foundation for the structure to stand on? Compare this concept to how your company operates.
2. How many values did you decide were less important? Did you have enough of these values to build a strong roof? What happens in your own company when you stop paying attention to the little things?
3. Were you surprised when the CEO's list of values was revealed to you? How did your team's list match up?
4. After completing this activity, do you feel that your organizational culture is clear to all members of your organization?

Appendix P

Name: _____

Date: _____

Training Leader: _____

Company: _____

1. How would you define teambuilding?

2. What do you currently know about teambuilding?

3. What evidence of teambuilding do you see taking place in your company?

4. What is your current attitude towards teambuilding? Why?

5. How confident are you in your teambuilding abilities?

6. What expectations do you have (or were fulfilled) of this program?

7. In what way do you see this teambuilding curriculum benefiting your company?

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