

Building the Team:

 Motivate the Team

2015 National Order of the Arrow Conference

Session Length: 60 Minutes

Through this session, you will:

**Explain** the dynamics and organization of a successful team, the process of establishing successful team goals, and the factors involved in keeping the team motivated.

**Demonstrate** that team motivation will keep the participants involved and functioning as valuable team members.

**Guide** Arrowmen through a series of practical exercises that will emphasize the value of team motivation.

**Enable** Arrowmen to analyze individual situations, and to develop and implement specific motivational strategies when they return to their home chapters, lodges and sections.

This session will help the Lodge. Chapter, and Section with the Journey to Excellence Requirement(s): All requirements relating to Finance, Membership and Participation, Program, Lodge and Unit Service, Council Support, and Leadership/Governance

The theme of NOAC 2015 is “It Starts With Us”. This session will relay this theme in the following ways:

* All presentation material and presentations will focus on the team as the primary center for all goals and activities.
* The presentations will demonstrate the importance of leadership tools and planning

**SESSION NARRATIVE**

**Poor Team Demonstration 5 Minutes**

**Trainer Instructions: All** presenters will welcome participants to the session. Each presenter will greet participants as they arrive and will show individuals to their seats. Presenters will discuss where the participants are from and how they are enjoying NOAC as they work at getting everyone seated. When it is time for the session to begin, the presenters will occupy themselves with tasks related to the session (working with the screen, checking the projector, rearranging the chairs near the front, etc.). Shortly after the session begins (approximately 1 minute), it becomes apparent that no one was designated to initiate the presentation and no one was motivated to assume the lead. One presenter will ask other presenters "who is doing the Team Orientation" section. Confusion will be apparent and this presenter will then assure the participants that the events they just witnessed were planned and a part of the overall presentation. The presenter will then lead a discussion/analysis of the problems with the performance of the team the participants have just witnessed.

**Poor Team Performance and Analysis 5 Minutes**

This session will begin with a demonstration of an ineffective team performance (see earlier Trainer Instructions). The following characteristics (Patrick Lencioni) that interfere with effective team performance will all be demonstrated. The presenter will ask the session participants to identify observed problems. Problems submitted by the audience will be listed on a flip chart. Those will be discussed and the following five points will be emphasized.

* Inattention to Results
* Avoidance of Accountability
* Lack of Commitment
* Fear of Conflict
* Absence of Trust

**Team Orientation 2 Minutes**

Almost all activities, no matter the context, involve team interaction in some form. Often teams are formed around the initial stages of planning activities. From the initial formation of the team all the way through to the final task of evaluating the success of the activity or event for which the team was responsible, the interaction of the team is crucial. This is especially true of the team-oriented structure of OA activities that we are here to discuss. The success of any project is dependent upon a common vision, with all members of the team working together to accomplish a shared goal. In other words, the members of the team all share a goal and they are motivated to achieve that goal. Motivation is very dependent of familiar aspects of team development.

**Team Development 15 Minutes**

Bruce Tuckman (1965) developed the stages of team development. Most of you should be very familiar with these stages because they are presented at Wood Badge and NYLT training. Let us quickly review those stages. These stages have a significant impact on overall team motivation and functioning. A thorough analysis of these stages requires that we look at the behaviors that will be exhibited at each stage and at the tasks that must be performed as a part of that stage.

* **Forming** -

 **Behaviors**

* Getting to know each other (gathering information and making impressions about each other and the scope of the task)
* Developing trust (avoidance of conflict and threat)
* Team members remain very dependent
* Motivation is usually high but members usually uninformed

**Tasks**

* Establish basic expectations of group dynamics
* Agreeing on common goals
* Establish member similarities and strengths
* **Storming** - (necessary but not always overcome)

 **Behaviors**

* Expressing differences of ideas, feelings, and opinions, each competing for consideration
* Reacting to leadership (establishing model)
* Team members expressing independence

**Tasks**

* Identifying power and control issues
* Gaining skills in communication (sharing opinions and views)
* Identifying resources
* **Norming**

 **Behaviors**

* Decisions are made through negotiation and consensus building
* Single goal established

**Tasks**

* Members agree about roles and processes for problem solving
* Members take responsibility to work for success
* **Performing** (if accomplished results in high-performing team, but not always accomplished,)

 **Behaviors**

* Members work collaboratively
* Members care about each other
* The group establishes a unique identity
* Members are interdependent

 **Tasks**

* Achieve effective and satisfying results
* Members find solutions to problems appropriately

In 1977, Tuckman and a colleague, Mary Ann Jensen added a fifth stage that they called Adjourning. Our desire to make them all rhyme has resulted in various names for this last stage including "deforming", "mourning", and "transforming." The bottom-line is that the team has accomplished its task and will need to move on to other activities/problems.

* **Adjourning**

 **Behaviors**

* Members evaluate team/individual performance
* Members move on to other projects

 **Tasks**

* Termination of group roles and problem related behaviors
* Documentation
* Recognition for participation

**Trainer Instructions:** Team Development Model Power Point (includes tasks and behaviors of each of the above stages).

**Supervision/Leadership in Team Development 3 Minutes**

Never forget that a supervisor/leader must always be involved at each level of team development. In the initial stages of **Forming**, the supervisor needs to be actively involved in presenting aspects of the problem that should be addressed. The supervisor/leader initially needs to take an explanatory and directive role as the team members get to know each other. During the **Storming** stage, the supervisor continues to remain directive and provides guidance in decision-making, problem solving, and appropriate group behavior. The supervisor begins to back away during the **Norming** stage. During this stage, the team members begin to take responsibility and individual team leaders emerge. The **Performing** stage presents an opportunity for the supervisor to become strictly an advisor. However, all teams revert to earlier stages of team development as circumstances and group dynamics change. The stage to which the group reverts determines the role that the supervisor will need to assume.

**Specifics in Team Motivation 5 Minutes**

**Trainer Instructions:** Power Point presentations

Within the stages of team development, individual and team motivation must always be considered. Motivated teams do a better job, have more fun and make the task easier. Motivation should be a consideration at each stage of team development. There are six frequently recommended steps toward exciting your team.

**1. Discuss the benefits of success** - The positive outcomes of achieving the objective must always be considered. These positive outcomes need to be discussed at the very beginning of the **Forming** stage and reviewed whenever motivation appears to lag. Part of this discussion would involve the benefits to the individual as well as to the team.

**2. Keep the team interested** - During the Forming stage, determine what excites and interests the team members. Build as many of these intrinsic motivators into goals as possible.

**3. Set realistic goals** - Don't forget the SMART principle.

* Specific
* Measurable
* Attainable
* Relevant
* Time-Based

**4. Create Friendly Competition** - Introduce a small incentive that rewards active involvement and innovation. Incentives could be extra patches, candy, etc. and should be presented in fun. Avoid creating ill will and discontent.

**5. Put team members in control of their own destiny when instilling motivation** - Allowing team members to participate in all levels of discussion regarding goals and outcomes allows them to take the initiative and control of the situation.

**6. Design a form of recognition for team members** - Address each team member individually and personally mention their significant contributions. Let team members that are actively participating know that their efforts have been noticed. Mention extra efforts to the team, thus encouraging team members to their best efforts.

**Group Motivational Brainstorming 10 Minutes**

We will now break up into groups of 6-10. Each group will rapidly select a target team (Lodge Ceremony Team, LECM, Ordeal Planning Committee, etc.) and brainstorm motivational ideas for the designated team. A recorder from each group will present the group's top three to the reassembled group. These will be recorded when we reassemble. Please make the best use of your time so that we can generate some good motivational ideas.

**Trainer Instructions:** Rapidly break audience into groups of 6-10 to brainstorm.

Presentation team members need to assist to make this grouping as rapid as possible.

**Motivational Ideas (Recording) 10 minutes**

**Trainer Instructions:** Call the groups back to order and begin the documentation process. One trainer will call on groups and one will document ideas on a flip chart. When ideas documented, Trainer will then discuss trends.

**Summary 5 Minutes**

We've reviewed the stages of team development and discussed specifics of team motivation. You've also shared some great motivational ideas. In summary, I'd like to remind you of the five factors that cause ineffective team performance. Each of these leads directly to a loss of team motivation and should be avoided at all costs.

* Inattention to Results
* Avoidance of Accountability
* Lack of Commitment
* Fear of Conflict
* Absence of Trust

**TRAINER PREPARATION**

What qualifications should the trainer have to perform this session?

A commitment to work as a team in developing, practicing and presenting the material

Appendix Resources:

* [www.wikihow.com/Motivate-a-Team](http://www.wikihow.com/Motivate-a-Team)
* Wood Badge syllabus
* *The Five Dysfunctions of a Team*, Patrick Lencioni
* Bruce Tuckman's Team Development Model (Tuckman, B. (1965) Developmental Sequence in Small Groups. Psychological Bulletin, 63, 384-399 & Tuckman, B. & Jensen, M. (1977) Stages of Small Group Development. Group and Organizational Studies, 2, 419-427.
* Handouts reflecting the primary concepts demonstrated for each session