





Teambuilding

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|  | <p>The G.R. I. P. model describes 4 critical components of high performing teamwork. Intentionally developing the 4 components is extremely helpful in building new teams, changing old teams, and diagnosing team problems and creating their solutions.</p> |
|  | <p>Goals seeks clarity of purpose and direction as well as alignment with organizational vision, mission and strategy. It asks that we understand the desires of the customer. Further, it encourages alignment and commitment on the part of every member of the team.</p> |
|  | <p>Roles asks for acceptance of the team leader and clarity on the part every member of the team will play. It is about expectations and accountability, clear boundaries, and identifying and filling gaps in responsibility.</p> |
|  | <p>Interpersonal relationships describes the trust team members have for one another, the quality of communication and collaboration, sensitivity and flexibility with each other, and effective methods for dealing with conflict.</p> |
|  | <p>Processes and workflow includes how decisions are made, how the team solves problems and addresses and resolves conflict, as well as the work processes, procedures and workflow necessary to do the job effectively and efficiently.</p> |
|  | <p>Almost any activity that can engage a team effectively can be used as a Team Building activity. Brainstorming, discussing, making decisions, as well as delivering on commitments all serve to build teamwork. It can be particularly helpful to focus on the life of the team itself, using a model like GRIP, or the team's Best DNA. Activities that are fun and physical enhance relationships and communication even more.</p> |

G.R.I.P. Questions

Choose questions that would be helpful for getting a G.R.I.P. on your team. Other questions, or variations on these, may also be helpful.

Goal clarity & commitment

- What is our purpose and direction? Why?
- What are our Mission, Vision, Values, and Strategy?
- What works well already at communicating these?
- Does everyone involved have a common understanding of these?
- Who are our stakeholders and what are their needs?
- What do they like about our goals and what would they change?
- What are our goals? Are they specific and measurable?
- What are individual team-members' personal goals?
- How well do the team goals and individual goals support each other?
- What else can we do to improve goal clarity and commitment?

Role Clarity & Accountability

- What are the best ways we currently ensure role-clarity and accountability?
- What are the main areas of responsibility and who is accountable?
- Where is there overlap?
- Are expectations clear for all members?
- Who needs to give approval?
- Who needs to be consulted? Informed?
- Is the leadership role being handled the way we need it to be?
- Does everyone involved have a common understanding of these?
- What is dropping through the cracks?
- What else can we do to improve role clarity?

Interpersonal Relations

- What are the best ways we currently strengthen team cohesion?

- How do we keep *feedforward*, feedback and recognition ongoing?
- What is the level of commitment to our purpose, direction, & goals?
- How do we insure that members feel involved and valued?
- How well do we both support and confront?
- What skills do we have for working through conflict?
- How do our norms for communication support our work together?
- How do we respect and leverage individual differences?
- What do we do to consistently build trust?
- What is our commonly understood, effective means of handling conflict?
- How can we ensure enough commitment to following procedures?
- What else can we do to motivate team members for sustained performance?

Procedures for Working Effectively

- How are our procedures aligned to our purpose, direction, and goals?
- What are the procedures that work the most effectively now?
- How effective are our procedures with our customers?
- How do we insure that measurements & rewards are directed towards the right behaviors?
- What makes our meetings effective? What might make them more so?
- What are the best decision-making procedures for each step?
- Does the right information for decision-making get to the right people?
- How do our procedures promote commitment, creativity, and productivity and build capability?
- How well are we managing our procedures with other teams?
- How can we continuously improve our procedures, and do we have procedures for continuous improvement?

1. Top learnings and questions about conflict:

a) Preventing conflict from arising

b) Resolving conflict that exists

c) Creative conflict for innovation

2. Thinker's Positive Change Questions regarding dealing with conflict:

a) What is the goal?

b) What have you or others tried that works?

c) What else might you try?

3. How were each of the aspects of the G.R.I.P. model important to your success?

a) Goal clarity and commitment

b) Role clarity and accountability

c) Interpersonal relations - agreements on behaviors

d) Procedures for working together effectively

4. Why was it critical to be clear about each of these, and how did you do it? How could you do it even better in the future?

a) Goal clarity and commitment

b) Role clarity and accountability

c) Interpersonal relations - agreements on behaviors

d) Procedures for working together effectively

5. What activities might you want to use (or have you used) to help develop your team?

6. For each of those activities, answer these questions:
a) What was your goal (or what goal might you have)?

b) What have you or others done that works?

c) What else can you imagine doing?

7. Team Best DNA - getting started

a) What is your team's core purpose and principles and how do those support Little's purpose and principles?

b) What are your top few strengths - what do you do better than other teams?

c) What are you valued for? By whom?

8. Get a G.R.I.P. on your team (or your project)

a) What are your top 3-5 goals?

b) What roles are critical to success and describe the responsibilities of each?

c) What interpersonal dynamics help your team work well together?

d) What processes and procedures are most help in achieving your common goals?