Responsibility for Teams

The Responsibility for Teams workshop is designed for groups where the managers want people to take more initiative and responsibility. Managers and leaders will learn new styles of delegation and implementation for their teams, and the teams themselves will create the new standards of working to improve performance. The program is designed to transform the team together, so that there is not one person or a small group of people responsibility for the training. Every individual is part of the change.

The workshop consists of three days. Each day is 8 hours of training with a lunch break, plus breakout sessions for the managers to get individualized coaching on how to manage the teams. The course is recommended for groups of 10-40 people. Larger groups can be trained with additional trainers on-site and more breakout sessions to ensure participation of every individual on the team.

Workshop Outcomes

- Participants break through the barriers they have to taking responsibility at their workplaces.

- Managers in the team explore the ways they can allow people to take more initiative, and eliminate practices that prevent people from taking on more responsibility.

- The group establishes procedures and cultural behaviors that visibly shift the outcomes they accomplish as a team.

- The team sets specific outcomes individually and as a team for the coming 2 months to measure the shift that they will have.

- Each participant has a newfound ease around communications.

- People are to be direct and honest with one another.

Agenda

DAO LEADERSHIP

DAY 1	Personal responsibility
Introduction	Introduce ourselves. Outcomes and purposes of the workshop.
Warm up exercise	Physical activity and discussions to see how our minds work. What are we inventing unconsciously? What assumptions do we make unconsciously?
Responsibility	Why don't people take responsibility? What are the fears associated? What is the difference between blame and responsibility?
Answer, what is your responsibility?	What is your job? Who is your boss, what do you think you're responsible for? What aren't you responsible for? What could you be responsible for that would be no risk?
Breakout session in small groups	30-40 minutes in small groups to create a presentation for the larger group. Each group creates a short scene of a work scenario.
Presentations	Watch the scenes.
Honesty: Give feedback	Give one positive and one negative thing about the scene. This gives each person an opportunity to practice saying both positive and negative things, to give responsible and honest feedback, and to hear negative feedback with no consequences.
Review	How did it feel to be in a group and work together? Did you take the lead? How did you decide who is the leader? Did everyone participate? What prevented you or encouraged you to be involved? How did it feel to give good/bad/honest feedback? Did you find it hard to give honest feedback? How are all of the above related to your job performance?
Responsibility and performance specifically to this team.	What are the issues your department is facing? Where is responsibility missing? What do we want to improve with this workshop?
Commitment	How commitment is different from hope, desire, or wanting something. People's actions are inside a commitment.
Communications basics	Basic communication exercise and wrap-up. What does that communication really mean?
Management breakout	Managers and leaders of the group have individual sessions to improve their delegation and communication.

Agenda

DAO LEADERSHIP

DAY 2	Cultural norms and mindsets
Warmup exercises	Getting focused for the day.
Review of previous day	Review of takeaways, changes people already experienced, etc.
Contracts	People operate on the basis of contracts, spoken and unspoken. What are the unspoken contracts that need to be spoken? Where are odd behaviors happening as a result of unspoken and unconscious contracts?
Unspoken cultural norms	Every culture has norms. Explore: How do you assign work? What do you do when you disagree with a colleague? Is it appropriate to talk about your personal life at work? What happens if you interrupt the boss? Do you have schedule appointments to talk to colleagues? (Are there different norms depending on what part of the country you came from?)
Exercise in small groups	Each group gets assigned a "cultural norm" to explore the impact (positive and negative) on the work environment. The group presents their findings for the team.
What's a state of mind?	What is a state of mind? How do we change of state of mind? Has our state of mind changed from yesterday to today?
Exercise: Improvisation	Play different characters, and take on different states of mind. Experience creating a state of mind.
Group discussion	States of mind at work. On an average day, what situations are you in and what are your states of mind? What could you shift about those perceptions and states of mind?
Paired exercise	Practice a new mindset at work. Practicing dealing with responses we are not familiar with. If we act a new way, people will treat us differently. How do we learn to deal with a new type of response from the world? What are our fears that people will say and do when we act different ways?
Group responsibility	Now that we've identified behaviors and cultural norms we have been stuck with, what would we do as a group to set standards and procedures? What kinds of communications would we need to hold each other to keeping these new behaviors?
Management breakout	Managers have individual sessions to discuss how the team members are developing. Coaching on specific barriers and obstacles to progress as a team.

Agenda

DAO LEADERSHIP

DAY 3	Communications and team responsibility
Warmup exercises	Getting focused for the day.
Review of previous day	Review of takeaways, changes people already experienced, etc.
Concerns	If we set group norms, now we have to be able to communicate effectively when someone tells us we are not keeping our agreement. What are the barriers to communication? What are your concerns when you communicate?
Exercise	Giving and receiving honest feedback. Different types of communication for the person who is listening.
Context	We operate differently in different contexts. What is an automatic or default context?
Opinions and Identities	People get defensive when you disagree with them, as if their opinion is their actual identity. How can we disagree and still be able to communicate effectively? Can words really hurt us?
Paired exercise	People communicate in ways we do not want to hear. Being with communications you don't want to hear.
Responsibility	Review: What is responsibility? Where haven't we been responsible as group? What does that mean? What is the balance between individual commitment and group commitment.
Practices and takeaways	Breakout into small groups to create visuals and presentations about what they are going to take back from the workshop
Group discussion	Presentation of the takeaways.
Conclusions and wrap-up.	
Follow-up for managers	2-hour follow up during the next week to see how progress is going with the team
Recommended manager training	1 hour/week for managers to handle any breakdowns and reinforce the trainings.

Agenda

DAO LEADERSHIP