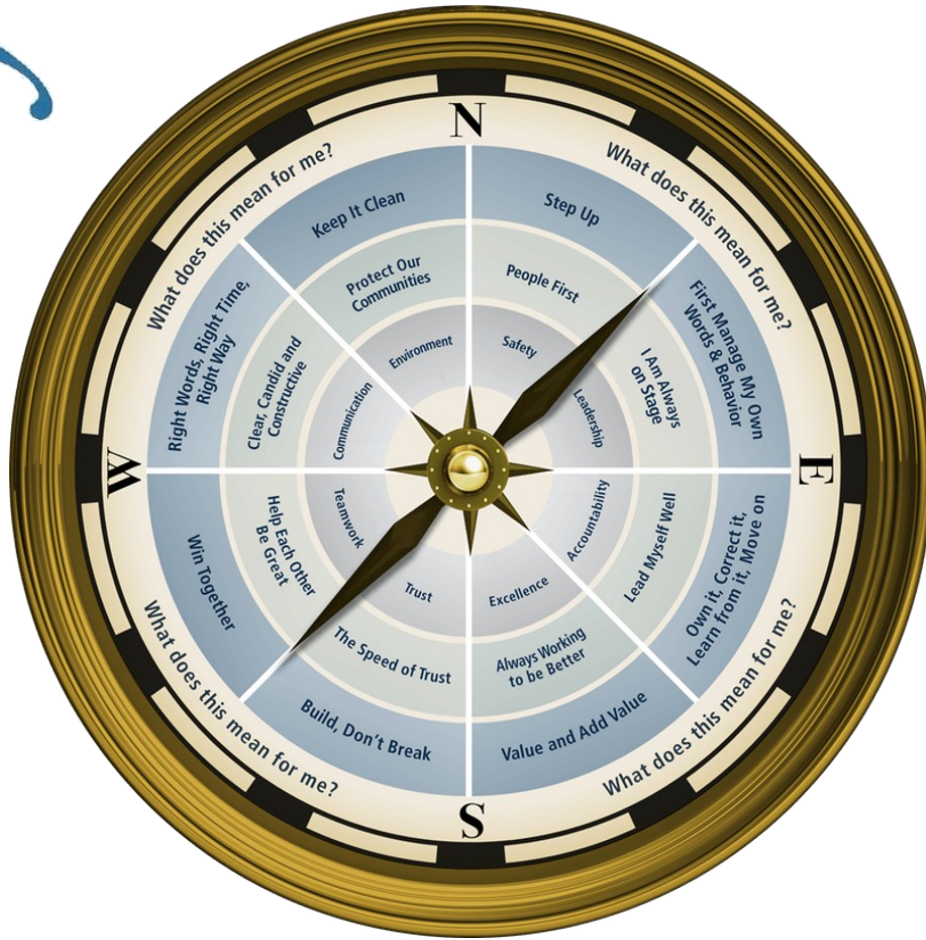




FACILITATOR HANDBOOK

Session Five: Teamwork



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www.LeadersCode.com

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Assemble the following materials and supplies (provided by the site) in preparation of the session.

SESSION FIVE MATERIALS

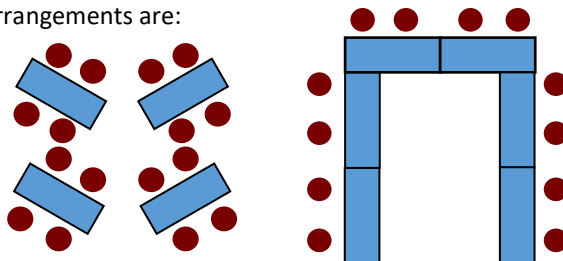
- ☐ Printed copies of Discussion Points from *The Leader's Code* Chapter 14 (6 different discussion points)
- ☐ Extra "Trust" notecards from Session Four for LDP presentation (provided by KC&A)
- ☐ List of current Team's "Top Trust Builders" from Session 4 written and displayed on flipchart
- ☐ List of Lead Team's "Top Trust Builders" from Lead Team Process written and displayed on flipchart
- ☐ "Teamwork" notecards for Opportunity Assignment (provided by KC&A)
- ☐ Materials for the Cup Tower Challenge you plan to do, based on how many participants you have.
 - **Challenge # 1 (if you have 9 or more participants present)**
 - ◊ Dots
 - ◊ Multi-colored cups, plastic (Solo, for example) or paper (Dixie, for example)
 - ◊ Multi-colored cardstock
 - ◊ Based on the model tower you build, provide enough cups and cardstock for each team to build a tower exactly like yours, but divided among the teams so no one team has everything they need. *Note: there is enough of everything for each team to successfully build the tower if all teams work together.*
 - ◊ Have each team's allotment in a Ziploc bag to hand to them
 - ◊ A divider to hide your tower if you must build it in the same room with the participants.
 - **Challenge #2 (if you have fewer than 9 participants present)**
 - ◊ For each team:
 - 10 plastic cups (colors don't matter)
 - One rubber band
 - Four pieces of string about 12 inches long
 - One paperclip

SESSION SUPPLIES

- | | | |
|--|---|--|
| ☐ Copy of Facilitator Handbook | ☐ Link to presentation | ☐ 11x17 paper |
| ☐ Clicker (include extra batteries) | ☐ Blue Painter's tape | ☐ Extra pens for participants |
| ☐ Timer Tools | ☐ Sticky nametags | ☐ Prizes (including candy) for trivia |
| ☐ Flipchart/easel | ☐ Chisel Tip Sharpies | |

ROOM SETUP

- ☐ Tables should be appropriately spaced with an unobstructed view of the facilitator and screen/TV monitor.
- ☐ Chairs and tables should be grouped in teams of **three to four members**. Example: 12 team members = four teams of three. Two recommended table arrangements are:



PRIOR TO THE SESSION

- ☐ Verify that a Lead Team member will be coming to present an LDP.
- ☐ Set up computer and check to make sure presentation is working (including sound on Timer Tools).
- ☐ Put on nametag.
- ☐ Place nametag at each seat.
- ☐ Position flipchart and marker at front of room.
- ☐ Have painter's tape ready for use.
- ☐ Have materials staged in back or side of room for distribution during session.
- ☐ Stock prize tray for trivia.
- ☐ Test Timer Tools.

AS PARTICIPANTS ENTER THE ROOM

- ☐ Plan how teams will be assigned based on seating arrangement and room space. (Three to 4 participants per team, no more than a total of 6 teams. See sample seating arrangements above).
- ☐ Greet each participant individually.
- ☐ Direct each participant to the session tables. Note: Make sure participants are seated evenly throughout the room.

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Facilitator: We are going to begin the session with sports trivia. A question will appear on the screen with possible answers. If you know the answer, think you know the answer, or simply want to guess, raise your hand. If I call on you and you choose the right answer, you can choose a prize from the prize tray.

Begin the PowerPoint.

Facilitator asks the question and clicks through the four possible answers (**Note: facilitator memorizes the answer**). If a participant guesses the incorrect answer, let them know it was a good guess, but not the one you're looking for. Continue until the correct answer is chosen. Repeat for each trivia question. At the conclusion, ask team members to give everyone some applause for their efforts with the trivia.

Suggested Time for Sports Trivia: 8 minutes

Who was the first Major League player to have his number retired?

- A. Ty Cobb
- B. Lou Gehrig**
- C. Jackie Robinson
- D. Babe Ruth



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Which of these MLB pitchers never took home a Cy Young Award?

- A. Catfish Hunter
- B. John Smoltz
- C. Don Drysdale
- D. Nolan Ryan**



Ryan holds the record for strikeouts (5,714) and no hitters (7), but never won the coveted award.

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Whose baseball card sold for a record \$3.12 million at auction in 2016?

- A. Mickey Mantle
- B. Ted Williams
- C. Honus Wagner**
- D. Roberto Clemente



Issued by the American Tobacco Company in 1909. Only 50-200 made it into circulation.

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Who holds the MLB record of 59 consecutive scoreless innings pitched?

- A. Orel Hershiser**
- B. Pedro Martinez
- C. Greg Maddux
- D. Steve Carlton



From the 6th inning on August 30, 1988 until the 10th inning on September 28.

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Which player appeared in the most World Series games?

- A. Yogi Berra**
- B. Mickey Mantle
- C. Derek Jeter
- D. Pee Wee Reese



Won 10 Series as a player and 3 as a manager. 75 total games.

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Who was the first U.S. President to throw out the season opening pitch?

- A. Teddy Roosevelt
- B. John F. Kennedy
- C. William H. Taft**
- D. Dwight Eisenhower



Opened the season on April 14, 1910.

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What year was the first World Series?

- A. 1890
- B. 1873
- C. 1903**
- D. 1908



Boston Americans beat the Pittsburgh Pirates 5 games to 3 (9 game series until 1905).

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Session Standards
Confirmed in Session One

- Silence cell phones.
- No "active" email & texting.
- If it's necessary to take a call or return a message, please leave the room. Step away so that your conversation does not interrupt the team discussion.
- Refrain from side conversations.
- Personal stories or examples shared by team members remain in this room.





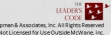
The McWane Way: Trust
Build, Don't Break




Top Trust Builders

Rate your own performance, by category, as of today.

1. _____	1 Poor	2	3	4	5 Excellent
2. _____	1 Poor	2	3	4	5 Excellent
3. _____	1 Poor	2	3	4	5 Excellent
4. _____	1 Poor	2	3	4	5 Excellent
5. _____	1 Poor	2	3	4	5 Excellent
6. _____	1 Poor	2	3	4	5 Excellent



Leadership Development Plan:
Build, Don't Break

- You were asked to set a goal from Session Four focused on "How can I show my team I can be trusted?"



- Please briefly share your goal and how it is going.




Review Session Standards with the Team. (PowerPoint)

Remind them that each Team Member agreed with the standards.

Facilitator: *In Session Four, your team developed a list of Top Trust Builders in a team member. Remember, every interaction you have either builds or breaks trust. You need to make sure others can trust you instead of worrying about who you can trust. So, how do you build trust? You and your team came up with a list of Trust Builders that you agreed were the most important. We're also sharing the six most common Trust Builders from the lead team who went through the Leader's Code process. Let's see how your list compares to the Lead Team's Top Trust Builders. Refer to lists on flipchart. Note: Point out any similarities in the two lists. You wrote your Top Trust Builders on your gray card and rated yourself on each one. Your ratings were probably helpful as you set your goal for your LDP. Click to next slide.*

Facilitator: *Does everyone have their gray notecard?* (If someone does not have a card, one should be handed to that person. Instruct those who just received a gray card to copy the list on their card.) *For your LDP, you were asked to set a goal focused on "How can I show my team I can be trusted?" You were encouraged to refer back to your self-assessment to decide on your Trust Builder. Before we share our goals, we have [Lead Team member's name] here to share their LDP with you from when they went through the Leader's Code process.*

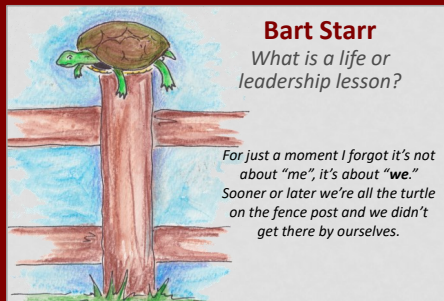
A Lead Team member (who is not the facilitator) will share their Trust LDP. Once they are finished sharing their LDP, thank them for their time as they leave the room.

Facilitator: *Do we have a volunteer who would like to go first?* Remain at the table with the first volunteer until all have shared from that table. Then, continue to go around the room, one table at a time, and ask everyone to share their goal. When the last person has shared, thank everyone for sharing their goals, and ask team to applaud everyone who shared their goal.

Suggested Time for this Section: 10 minutes

Note the Compass icon in the bottom left corner of the slide above. Whenever you see this icon in the PowerPoint, you will return to the video upon completion of the slide's discussion.

Pause for Team Discussion



Facilitator: *At the end of Session Four, I shared with you a story about Bart Starr. You were asked to think of a life or leadership lesson from that story. I will now replay the video. Think about leadership lessons throughout the story.*



Begin the Video: Bart Starr (at approximately 0:00)
(approximately 4 minutes)

At the conclusion of the video, give each team a piece of paper.

Facilitator: *I want you to take three minutes and discuss a life or leadership lesson from the story.*

Each team chooses a representative to report for their team in the front of the room. Paper is hung with painter's tape in the front of the room while the team member reports on the lesson. Ask for examples or clarification, if necessary. Teams applaud after each team reports. Papers are moved and hung on the walls around the room, visible to everyone.

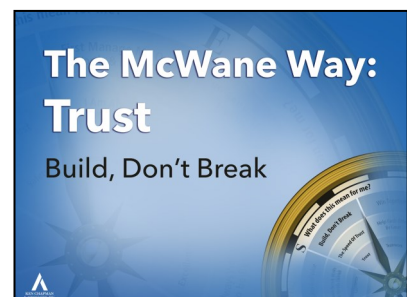
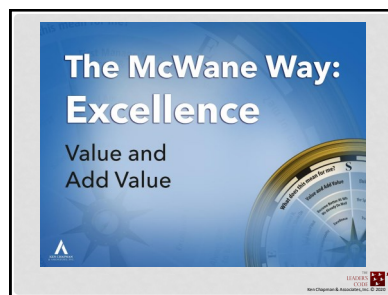
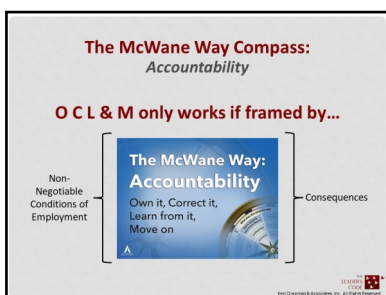
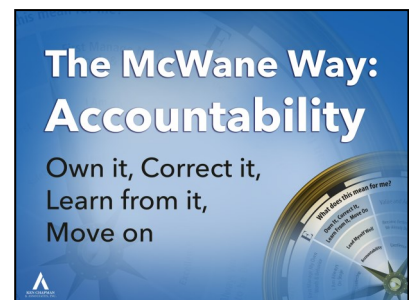
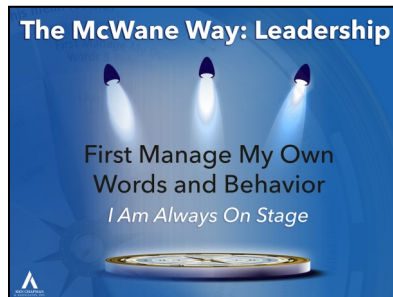
Set Timer Tools for 3 minutes.

Approximate Time for Video and Team Discussion: 15 minutes



Begin the video of the McWane Compass Review (at approximately 5:10) The following slides are included for your reference.

Video Run Time: 6 minutes.



Pause for Team Discussion

Opportunity Assignment Roundtable:

The Leader's Code

- You were asked to read Chapter 14, *The Elephant in the Room*.
- Working in your teams, discuss the quote your team has been assigned.
- What does this mean for you and your team?
- Record your thoughts on paper.
- Appoint a spokesperson for your team.

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Opportunity Assignment Roundtable: Facilitator reads each bullet point on the slide.

Provide each team with a different quote from the chapter; ask them to discuss what the quote means to their team.

The Quotes should have been printed prior to the session.

Give each team a piece of 11X17 paper to record their thoughts.

Note: Optional suggested questions are provided for each quote to further the discussion process, but feel free to ask related follow up questions as the conversation progresses.

Set Timer Tools for 4 minutes.

Suggested Time for Roundtable Discussion: 14 minutes.



Resume PowerPoint

The Leader's Code

The Elephant in the Room

Quote #1

What was true for the six blind men is true for all potential teams. Potential teams are just another way of describing a workgroup before it becomes a team. Different perspectives are both the strength and potential weakness of a team. As with the six men in the story, all potential teams have a choice. Do we find a way to benefit from our differing knowledge and experiences? Or do we fail because we come from different backgrounds and experiences?

[Chapter 14, Page 153]

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After four minutes, ask a representative from the team who has Quote #1 to come to the front of the room (with their paper). Ask another member of their team to read the quote aloud.

Then they present their ideas to the group.

Suggested Question: *How can differences or different viewpoints be a strength? How can they turn into a weakness?*

Remind the team member that the question is for everyone in their table team, not just for the person reporting.

The Leader's Code

The Elephant in the Room

Quote #2

All successful teams go through all four stages. Sometimes a team gets lucky. Its mix of personalities and its leadership brings the team from *forming* to *performing* with minimal struggle and in record time. But no team goes directly from *forming* to *performing*. Disagreeing, understanding, and learning to trust are necessary parts of team development.

[Chapter 14, Pages 153-154]

4 Stages of Team Development

Forming — Storming — Norming — Performing

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Repeat the process for Quote #2.

Suggested Question: *What types of adjustments might there be with a new team or when a new team member joins an existing team?*

The Leader's Code
The Elephant in the Room

Quote #3

Storming team members often try to encourage each other to follow one specific rule: you can say anything. This is both true and untrue. Each person must feel free to speak. However, sniping, blaming, and belittling remarks are poison, not only to the person being targeted, but also to the sense of trust necessary for the team to function.

[Chapter 14, Page 157]

4 Stages of Team Development Forming ➡ Storming ➡ Norming ➡ Performing

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Repeat the process for Quote #3.

Suggested Questions: *How could not feeling free (safe) to speak keep a team from developing? How can “sniping, blaming, and belittling” remarks keep a team from developing?*

The Leader's Code
The Elephant in the Room

Quote #4

The best reward a leader can provide is the certainty the team will not be expected to work with the outlier indefinitely.

[Chapter 14, Page 158]

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Repeat the process for Quote #4.

Suggested Questions: *What does it do to a team when you have a team member who doesn't “pull their weight”? Does it make a difference if your supervisor or leadman deals with it?*

The Leader's Code
The Elephant in the Room

Quote #5

Performing is defined by accountability, pride of association and workmanship, cohesion, and results! Every member of the team recognizes they cannot do the job alone. Each team member values what the other team members bring to the table. Individual success is celebrated, but team success is celebrated more.

[Chapter 14, Page 159]

4 Stages of Team Development Forming ➡ Storming ➡ Norming ➡ Performing

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Repeat the process for Quote #5.

Suggested Question: *Would you want to work on a team like this? Why?*

The Leader's Code
The Elephant in the Room

Quote #6

Developing the Speed of Trust requires each stage. Keep your focus on the destination: A high-performance team where everything takes less time, costs less, and produces ever-higher morale.

[Chapter 14, Page 162]

4 Stages of Team Development Forming ➡ Storming ➡ Norming ➡ Performing

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Repeat the process for Quote #6.

Suggested Question: *Who benefits if everything takes less time and costs less? Does working on a team where you trust one another really improve morale? How?*



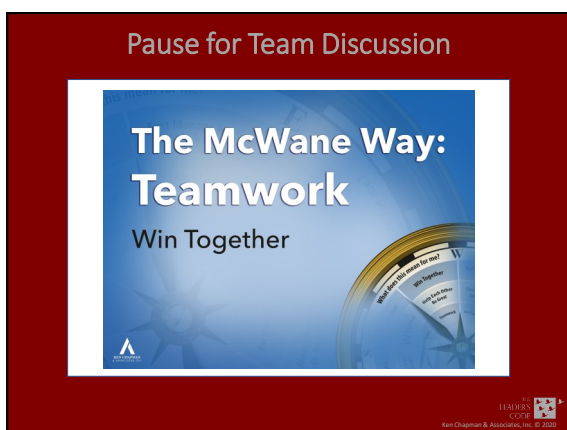
When the Compass Slide appears in the PowerPoint, use Timer Tools to give the team members a seven-minute break.

Note: If you plan to do Cup Challenge #1, place dots in front of each team's place (three or four different-colored dots in for each team) and build the model tower (if you have not yet done so) during the break.



Begin video: Teamwork, Win Together (at approximately 11:50)

Video Run Time: 3 minutes



Use the PowerPoint slides and instructions provided for the Cup Tower Challenge you will do.

Note: Be sure to edit the PowerPoint to hide the slides for the challenge you will not be completing.

For Cup Tower Challenge #1, continue to page 9.

For Cup Tower Challenge #2, go to page 11.

Approximate Time for Cup Tower Challenge: 30 minutes

CUP TOWER CHALLENGE #1

If you plan to complete Cup Tower Challenge #2, skip to page 11.



Either before the session or during the break, build a tower using multicolored cups and cardstock similar to the one pictured here. (If you're building the tower in the session room, you'll need some type of divider to hide the tower. A cardboard tri-fold presentation board will work well.) Note how many of each color you used. As you prepare each team's supplies, make sure you have enough of each color for all teams to build the correct tower, but divide the supplies among the teams so no team has everything they need to build it. Using the pictured tower as an example, if you have four teams you'd need a total of 12 cups of each color and 4 pieces of card stock in each color.



Resume PowerPoint

A Team Challenge

Work with your team to build a tower exactly like the model tower that has already been built.

Each team member will have one role and one role only based on the color of the dot you chose:

SCOUT: may look at the example tower and report back to the team

BUILDER: may construct the tower using the building materials

COMMUNICATOR: may speak privately to the Communicator from another team

FACILITATOR LIAISON: may speak privately to your facilitators. (If your team only has three team members, your Communicator will also serve as the Facilitator Liaison.)

Do not open your bag until you are instructed to do so.

Your team will have 12 minutes from the announced start to successfully build your tower.



Facilitator (Before showing the slide to introduce the Cup Tower Challenge): *You may have noticed dots in front of your team. Please pick a dot and place it on your nametag.*

Click through the Team Challenge slide and explain each team member's role based on the color dot he or she chose.

Notes:

- It is extremely helpful to have all "Communicators" raise their hand or stand so they can identify each other. Have them look around and specify that these are the only people who may talk to each other from team to team. Stress the importance of them speaking in private. You may want to indicate a dedicated area for the Communicators.
- Have the "Facilitator Liaisons" raise their hands or stand so you know whom you may talk to. Remind the group that these are the only people you will communicate with.
- Tell them no cell phones may be used (the "Scout" may want to take a picture of the tower. If they ask, the Scout can take notes or draw a picture while looking at the tower.
- Ask for questions about the challenge or their roles.

Set Timer Tools for 12 minutes. (You may decide to give them 14 or 15 minutes depending on how far the Scout will have to travel.)

If anyone other than the "Facilitator Liaison" asks you a question once the timer has started, remind them there is a specific member of their team who can talk to you.

If the "Facilitator Liaison" asks you for more supplies, tell them you can't give them anything else. You may choose to tell them that the things they need are available in the room.

A Team Challenge

The "Take Aways"

Discuss in your teams:

Successful Team(s):

What contributed to your success?
Is there something you would do differently?

Other Teams:

What stood in the way of your success?
What would you have done differently?

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When you hear the chimes, instruct all teams to stop working. (All teams may finish before the allotted time. If so, stop the timer and continue with the PowerPoint.)

Read the questions on the slide and ask the participants to discuss them in their teams. They do not need to write down their responses.

Set Timer Tools for 1 or 2 minutes, depending on time remaining.
(No paper)

Thank each team as they report and applaud after the last team has reported.

A Team Challenge

The "Take Aways"

The best teams:

- Recognize the importance of each team member's role
- Communicate within their team
- Communicate with others and learn from other teams
- Share knowledge and materials
- Trust that others act with goodwill and seek the common good
- Recognize that the competition is not inside the gate
- Are willing to give and receive help

The best teams set each other up for success and prevent failure.
They Win Together.

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Facilitator: *You've offered some excellent insights based on your experience today. I'd like to offer some additional take aways.*

Facilitator clicks through and reads slide.

Note: Acknowledge it if any of the take aways on the slide were previously mentioned by a team.

A Team Challenge

The "Take Aways"

How can you apply what you've learned from this challenge with your team?

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Facilitator: *In your teams I'd like for you to discuss how you can apply what you've learned with your team or department.*

Set Timer Tools for 1 or 2 minutes, depending on time remaining.
(No paper)

Thank each team after they report and applaud after all teams have reported.

After all teams report, say: *Teamwork: team members lead themselves, they know what good looks like, they hold themselves accountable, and they win together.*

Skip the following Cup Tower Challenge and go to page 13 for the Galarraga video.

CUP TOWER CHALLENGE #2

A Team Challenge

Work with your team to build a tower exactly like the model tower you will see on the next slide.

As your team builds your tower, you may **only** use the materials you receive.

**Only the rubber band can touch the cup.
No person can touch the rubber band.**

Do not begin until you are instructed to do so.

Your team will have 10 minutes from the announced start to successfully build your tower.



If you completed Cup Tower Challenge #1, skip to page 13.

Facilitator: *In your teams, you're going to work together to build a tower.*

Facilitator clicks through the slide and explains the Cup Tower Challenge.

Place each team's supplies on the table in front of them (10 plastic cups in a stack, 4 pieces of string about 12 inches each, one rubber band, one paperclip). Tell them not to touch their supplies yet.

Answer any questions they may have.

Possible questions:

- Can we unstack the cups? *You must use the rubber band to move the cups any time they need to be moved.*
- What if we drop a cup on the floor? *You must use the rubber band to pick it up.*
- Can we straighten the paper clip? *Yes*

A Team Challenge



Remember: your team may **only** use the materials you received.

**Only the rubber band can touch the cup.
No person can touch the rubber band.**



Click to the slide with the image of the tower and remind the teams of the guidelines.

Facilitator: *If there are no more questions, you may begin.*

Set Timer Tools for 10 minutes.

A Team Challenge

The "Take Aways"

Discuss in your teams:

Successful Team(s):

What contributed to your success?
Is there something you would do differently?

Other Team(s):

What stood in the way of your success?
What would you have done differently?



When you hear the chimes, instruct all teams to stop working. (All teams may finish before the allotted time. If so, stop the timer and continue with the PowerPoint.)

Read the questions on the slide and ask the participants to discuss them in their teams. They do not need to write down their responses.

Set Timer Tools for 1 or 2 minutes, depending on time remaining.
(No paper)

Thank each team as they report and applaud after the last team has reported.

A Team Challenge

The "Take Aways"

The best teams:

- Recognize the importance of each team member's contribution to the team's success
- Communicate within their team
- Get along with each other
- Fail forward
- Innovate – think beyond the obvious
- Are persistent
- Ask for help

The best teams set each other up for success
and prevent failure.

They Win Together.

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Facilitator: *You've offered some excellent insights based on your experience today. I'd like to offer some additional take aways.*

Facilitator clicks through and reads slide.

Note: Acknowledge it if any of the take aways on the slide were previously mentioned by a team.

A Team Challenge

The "Take Aways"

*How can you apply what you've learned from this
challenge with your team?*

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Facilitator: *In your teams I'd like for you to discuss how you can apply what you've learned with your team or department.*

Set Timer Tools for 1 or 2 minutes, depending on time remaining.
(No paper)

Thank each team after they report and applaud after all teams have reported.

After all teams report, say: *Teamwork: team members lead themselves, they know what good looks like, they hold themselves accountable, and they win together.*

Continue to page 13 for the Galarraga video.

Pause for Team Discussion

Galarraga's Perfect Game

How does moving on help us win together?



Begin Video: Armando Galarraga

Video Run Time: 2 minutes

Set Timer Tools for two minutes. After they hear the chimes, have each team report out to the group. No flip-chart paper is needed.

Approximate Time for Video and Discussion: 9 minutes

Opportunity Assignment

To Prepare for Our Next Session:

1. **Leadership Development Plan**
What can I do to make it easy to get along with me?
2. **The Leader's Code**
Chapter 9, *The Green Porsche*
3. **Today's Story**
What is a life or leadership lesson?

After the team discussion, return to the PowerPoint slide and present the Opportunity Assignment for the next session.

Distribute gray notecards.

Thank everyone for their time and ask if they have any remaining questions regarding today's session.

Suggested Time for Opportunity Assignment: 3 minutes.

Forrest Mars

What is a life or leadership lesson?

DO NOT MAJOR
IN
MINOR THINGS!



Facilitator: *You may remember, we end every session with a story. After you've heard the story, think about a life or leadership lesson from the story, and we will discuss them next time we get together.*

Run Time: 3 minutes