

the ideal team



CCS GROUP PROCESS FOR NEW TEAMS

TIME

1-3 hours

SIZE + SETTING

typically 4 – 12
(max. 20 participants)
seated in horseshoe or circle

YOU WILL NEED

CCS vision pack for
each participant

a sheet of vision stickers and
template for each small group

transfer activity template
[option: sheet of vision stickers
for each participant]

coloured pens and flipchart

CCS jumbo vision pack

DOWNLOADS

[ccscorporation.com/ccsworld/
theidealtteam.asp](http://ccscorporation.com/ccsworld/theidealtteam.asp)

Individuals in new teams tend to be very interested in determining how being a part of this team will meet and further their personal needs. They want to be comfortable that the team is going to allow them to participate and contribute in a way that they believe is best or at least suitable for them. The ultimate success of the team is greatly influenced by the efficiency of this role-finding so it is preferable to facilitate the team through this stage sooner rather than later.

It is important to not rush this process. With a new team it is vital to allow the enrolling members to work through and articulate their feelings about the new team and to ascertain where and how they will 'fit in'. As the facilitator you may want to literally ask participants to "be patient and trust that the process will help them to become a more effective team, built on common understanding."

The process opens by comfortably setting the expected participation and disclosure level, followed by a lead up topic, small group vision topic, tightening and appreciation closer. Participants are then given several transfer activities to carry out following the session.

1. opener
2. lead up topic: 'elements of an excellent team experience'
3. group vision topic: 'the ideal team'
4. tighten the vision
5. closer: positive appreciation
6. transfer activity.

set up

- Set out the room to have the team sitting comfortably in a horseshoe or circle.
- Participants should be able to see you and easily interact with others.
- Have some music playing when people enter the room.

1. opener

We begin with an opener that immediately gets team members participating and alludes to the level of disclosure that is expected during the session. This is a single card opener in which participants are dealt a single jumbo vision pack card and respond using only this card as their stimulus.

As the facilitator it is appropriate for you to also take a random card and share your personal story.

1. Ask for a volunteer. Slowly deal 1 card to each participant (starting with the volunteer) and saying:

“Take a good look at your card. Using your card as a springboard, tell us something that is significant or important in your personal life. By the time I have dealt the last card, I will come back to the first person for a response. Now, any card can mean anything to anyone – the cards have no set meanings.”

2. Give them a few moments to think about their cards and then take a random card yourself and genuinely tell your own impromptu story to demonstrate.
4. Now, ask the volunteer to go next. Have them reveal their card and share how it relates to them.
5. Go around the group and have every person share their card and thoughts. If necessary use one or more of the following questions to help elicit responses:
 - » “think about how this card relates to you”
 - » “is this something that is a part of your life?”
 - » “something you have done or have”
 - » “something you aspire to”
 - » “can it be used to describe a part of your personality?”
 - » “how do you feel about the image?”



2. lead-up topic: 'elements of an excellent team experience'

Hand everyone a CCS vision pack and say the following:

“Everyone has the same pack of cards. Each pack is made up of a specially selected set of photographs, illustrations and words. Any card can mean anything to anyone at any time – the cards have no set meanings. So feel free to select any card that you believe best represents your feelings about a topic. There are no rights or wrongs.”

Ask participants to leave their pack on the table before you lead the team through the following CCS visualisation topic:

“Close your eyes. [make sure they do!] Think of a time when you were part of what you believe was an excellent team. It might have been a sporting team, project team, a team of just 3 or 4, it's up to you – but it should be a group that you would class as a team. And in this case – an excellent team.

Now, take yourself back to being in that team. How did you behave? How did you feel? How did others behave? How did you communicate with each other? What did you like about being in that team? What happened when you gathered together? How did the team work together? How did you treat each other? What was good about the team?

[be silent for a few seconds]

Okay, open your eyes. Go through your pack and find 5 cards that for you describe the elements of this excellent team experience. Don't so much tell the story – describe the elements of the experience.”

Play some music while the participants are selecting – this will take between 2-5 minutes. Assure the participants that there is plenty of time.

Once the cards have been chosen ask everyone to reveal their choices and to share their thoughts with the person next to them. Remember, sometimes people do not truly know what they think until they hear what they say – so it is good practice to give them the chance to articulate their choices before sharing with the whole group.

While people are sharing, move around the room with your CCS jumbo vision pack and pull out some of the common and unique choices that have been made. Keep these cards handy – they may be useful for prompting responses.

Now go around the group and have every person share their choices and thoughts. During this process, encourage participants to probe and question one another's responses. This in-depth sharing will take some time, but is critical for moving forward and will inform all manner of future team interactions.

Your role as facilitator at this point is to help participants to understand what's important to each individual and to get a sense of what each person looks for in a team situation. If needed, generate some responses by holding up a few of the jumbo vision cards you selected earlier and asking participants who chose this card to share some of their thoughts - "Who chose this card? What does it mean for you?"

Move on with:

"Excellent. Let's put all your cards back in their box. And let's move on together."

3. group vision topic: 'the ideal team'

"Being mindful of the activities you have just done and the comments that were made, we are now going to create a unique vision of sorts for this team."

Ask participants to form small groups of 3 – 6.

Hold up a sheet of CCS vision stickers and a CCS vision sticker template (see later in the chapter) and say:

"Using just one vision pack between your small group, I want you to find 4 cards that you believe, as a group, best represent the ideal team."

Once you have chosen the cards, and you can use whatever method of sorting that suits your group, I want you to peel off the matching CCS stickers, stick them on one of these templates and use the coloured markers to state clearly what each card means to your group."

Once all groups have completed the activity ask one person from each group to report back to the whole team about their group's choices.



Use your jumbo vision pack to highlight the choices as they are being mentioned. It is preferable that the jumbo cards are placed on the floor (or temporarily 'stuck' to a wall) in full view of the group. It often helps at this point to also attach a piece of paper to accompany each image and write the meanings assigned to it by the groups.

4. tighten the vision - making meaning

Ask the team to take control and to work together to tighten the vision. Encourage them to physically interact with the images - to move them around, sort, swap and discard them. Ask them to openly discuss and debate choices and associated comments, to look for overlapping ideas and combine and collate to produce a tighter set. Remind participants that it is not really the images that are important, it is the meanings that are being assigned to them.

Keep an eye on the process and ensure that all members are involved. From time to time you may like to ask the group or particular individuals questions such as:

- » "So, would you all agree on this choice?"
- » "Which is stronger for you?"
- » "What's most important for you?"
- » "Which image or meaning could you not live without?"

Encourage the team to try to get the vision to between 4 and 8 images. There's no magic in the number, but experience suggests that this is sufficient to memorably summarise the team elements.

[Once all the cards have been finalised, you may wish to collect the sheets with the chosen images and meanings so you can collate and record the vision elements to give back to the team for later reference].

5. closer: positive appreciation

The new team process is closed with a positive appreciation activity. The activity gives both the team as a whole and each individual a chance to take a step forward in the direction of their 'ideal team' vision. It also helps to show the vision as relevant and achievable.

Ask participants to quietly go through their own vision pack and select 2 cards: one for something they have seen the group do today that is aligned with the vision and one for something they have personally done that is aligned with the vision.

Encourage participants to share one or more of their choices with the group (not everyone will be comfortable to share their personal choice –

and there is no need to make them share do so).

Use the responses to highlight the relevance and achievability of the vision.

Thank the team for their participation and commitment and explain the transfer activities.

6. transfer activity

To help participants to continue and deepen their exploration of their prospects and role in this new team, ask them to take away their CCS vision pack and do the following transfer activity within the next 5 days.

Ideally, you will also provide each participant with a fresh sheet of CCS vision stickers for this activity.

who can I be in this team?

1. Find a quiet spot.
2. Go through your CCS vision pack and find 5 cards, that for you, describe the person you feel you can be in this team.
3. Record each CCS image choice you make and write freely about what each choice means to you.
4. Arrange to meet with another new team member and share your discoveries with each other.

Vision topic:

the ideal team

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sticker

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sticker

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sticker

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sticker



transfer activity:

Who can I be in this team?

1. Find a quiet spot.
2. Go through your CCS vision pack and find 5 cards, that for you, describe the person you feel you can be in this team.
3. Use your CCS vision stickers to record each CCS image choice you make and write freely about what each choice means to you in the spaces provided.
4. Arrange to meet with another new team member and share your discoveries with each other.

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