SJ Team Coaching

In cooperation with TINYBOX

30 Days Ways

to coach your team

TEAM CONTRACT

30 Days 30 Ways

WHAT: A team contract is an agreement between each team member on how they will behave and how they will hold each other accountable. For this to be as effective as possible, the facilitator needs to be aware of power dynamics and create a safe space for people to feel comfortable to contribute equally.

WHY: This tool is useful when the team needs to set clear expectations of what good teaming looks like. This can foster inclusiveness and encourage diversity of thought and contribution. Teams are made up of individuals and all individuals should feel equally comfortable.

WHEN: At the beginning of a team meeting when you first create a team or when it needs a reset.

HOW TO USE IT:

1. Everyone contributes behaviours and activities that would help them feel able to contribute the best way possible in the team.
2. As a team read each one out loud and discuss whether this would help the team and whether everyone agrees. Explore and document the measure of success for this behaviour.
3. At the end of the session, the team agrees these are the behaviours they will all work to and what to do if members are not adhering to this.
4. At the beginning or end of each meeting refer to the behaviours and reflect on whether the team is working towards them and if they need to be adapted.

Other considerations: Psychological Safety exercises may be needed as a precursor to establishing trust and accountability to the team contract.

In-person use post-it notes and/ or write up the agreed wording on a flipchart.

Virtual use tools like Sli.do or Trello for individual contribution and then use a shared visible document tool to write and agree on the wording.

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ROLES & RESPONSIBILITIES

30 Days 30 Ways

WHAT: A team can be a structured functional team or it can be made up of individuals who don't normally work together. Clarifying the roles and responsibilities within the team can help ensure the team is set up for success, the interdependencies between roles are clear and there are no assumptions about who is doing what. The role is your position, whilst the responsibilities are the tasks or duties of that role, but roles and responsibilities are more than the job description.

WHY: Teams are no longer one size fits all -- individual members move in & out of the responsibilities, or what they are responsible for changes depending on the needs of the business and the team. So they need to shrink or grow their role and responsibilities depending on team needs.

WHEN: A strategic change occurs in the team's fortune, focus or formulation, and dynamic response is required to make changes fast.

HOW TO USE IT:

1. Team members prepare how they see their role, what they want to be responsible for and what they need to achieve success.
2. The team members identify what they will provide to other team members and what they need from other team members.
3. Take approximately two hours to discuss the changes with the team, what they each presented and how that fits together.
4. The team lead or coach records the details of who, what, list of who is doing what.

Update the team contract as required. This can form the basis of some of the success measures for the team.

In-person in a quiet meeting room. With space and flipcharts to put up on the wall and talk through.

Virtual use tools like Zoom and Trello and send individuals into breakout rooms. Use a shared document to visualise and capture the discussions.

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TEAM COMMUNICATION

30 Days 30 Ways

WHAT: All the interaction and exchanges of information that happens within a team are team communication. This is critical not just in the tasks that the team is going to work on but also in how the team is connecting and sharing general information and personal connections. Good teams have ways to bring new data and information to the whole team to help them evolve and learn together.

WHY: A well-functioning team understands that having a common agreement about how it communicates with those inside and outside the team helps to facilitate great performance. Transparency is essential to trust, as is having a common agreement about how it communicates with those outside the team. It creates a unified voice for the team within the context of the organisational system and through unified messaging provides stability & resilience & focus

WHEN: Cadence & frequency are agreed upon by the team when it first comes together - and communication is agreed on at the end of each team meeting.

HOW TO USE IT:

1. For external communications review the team's stakeholders and knowledge of their requirements and needs. How is the team going to keep connected to them?
2. For internal communications consider the best mechanism/tool for the team to comunicate. How does the team want to chat?
3. One of the key roles a team has is to agree on how it will talk about its goals, its progress, its ambitions, its activities within and to the larger organization.
4. Agree on what subjects and conversations stay in the room and update the Team Contract if needed.
5. As you discuss each item decides what message you want to communicate around it.
6. Have the team review the communication and agree upon it at the end of the meetings.

Other considerations: It is helpful to set team time parameters around 'when' communication channels are used, i.e. Is the team ok with Signal messages outside working hours?

In-person provide a meeting room.

Virtual use tools like zoom and then agree on a team communication channel, e.g. Signal, WhatsApp, Slack.

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TWO TRUTHS AND A LIE

30 Days 30 Ways

WHAT: Two Truths and a Lie is a classic get-to-know-you type icebreaker exercise. Participants think of three statements - two are truths and one is a lie. They share these with the rest of the group and the aim is for the team to guess which is the lie.

WHY: This simple exercise allows people to disclose information about themselves that they may not have had the opportunity to share before, in a fun way. It is a light and insightful exercise that allows team members to determine the level of intimacy they want to share.

WHEN: You are just starting to form your team and when you want to build a deeper level of knowledge about each other. Normally good at the beginning of the day or over dinner in an informal setting.

HOW TO USE IT:

1. Define the exercise and the intent.
2. Give people a few minutes to think of the statements.
3. Ask everyone to share the statements.
4. Allow people to guess which is the lie, do it by a show of hands if easier online.
5 If a large group of people, use this data as a fun reminder of who did what such as identifying the athletes in the team.

Other considerations: You can do this in a workshop setting or a more informal dinner setting to create initial connections and discover similarities of experience in the team.

In-person at a social or more casual event or beginning of an intense session.

Virtual Virtual online Zoom break or social event, use a Team Quiz.

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TEAM CELEBRATION CALENDAR

30 Days 30 Ways

WHAT: High-performing teams sometimes focus solely on the task however, to ensure sustainability and emotional well being it is important to stop, reflect and celebrate team successes. Here the world is the team's oyster -- in other words, when a team comes together it can agree on the desired frequency of celebration and what they choose to celebrate and how!

WHY: Celebration and noting of milestones reinforce team culture as well as the organisational culture. It encourages the team to take pause and change pace periodically which builds resilience in team members as well as the team as a whole.

WHEN: There are obvious reflection points -- when a project is done, an external holiday or event -- but this tool works best when the team also selects celebrations that might not be as obvious.

HOW TO USE IT:

1. The art of leading and coaching a team comes into play here and you can be creative.
2. Be flexible & responsive to individual and cultural suggestions and needs.
3. Create a structure around the celebrations so they are easy to execute at short notice!
4. Pick a time of year where formal celebrations are few and far between and picking a non-traditional thing to celebrate
5. Ask the team to generate ideas that would be meaningful for them. Consider light-hearted wins and what would best reflect your team culture.
6. Put them onto a team calendar or project plan and ensure that the team reflects and celebrates at the time indicated.

Other considerations: Adapt to your team and culture. An extroverted team might find itself celebrating a different event each week. In some cultures, 'celebration' might be seen as awkward -- tuse your skills here to determine what will best support the team.

In-person you can create a casual or informal opportunity to engage and celebrate together or post thank you notes.

Virtual Virtual team events such as an online wine tasting allow you to take a break from work and celebrate together or sending thank you notes via communication channels, e.g. Slack.

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WHAT I APPRECIATE ABOUT YOU

30 Days 30 Ways

WHAT: We tend to consider the word 'feedback' wrongly biased towards negatives and areas where we aren't doing so well. This exercise focuses on discussing and sharing what we value and appreciate in working with individuals in the team. It doesn't have to be too in-depth and the team or team leader can determine what questions and process best support the team culture.

WHY: Appreciation builds empathy and intimacy in the team. This builds higher levels of trust and once the habit is formed it deepens connections. These connections will enable conflict to be surfaced more easily and more collaboration to flow through the team easily.

WHEN: The team can decide when to use this process -- very helpful to make it a habit every time the team gathers. It can also be helpful at the end of the team's time together. After a retrospective a final thank you and positive acknowledgement.

HOW TO USE IT:

1. Consider a context for focus of appreciation, or leave it open-ended. Example questions include -- what I have appreciated most about you, what you do better than anyone else, what I have valued most in our time working together.
2. Provide guidelines in terms of time and focus on just the agreed questions.
3. Encourage the team to think about how to appreciate their team members.
4. Each team member shares with every other member what they appreciate about them.
5. Keep it to a quick time-boxed appreciation discussion.
6. Each member must participate in this to build a resilient team culture that connects the team in their day-to-day work.

Other considerations: If you have more time, a more powerful version of this is to write this into a 'letter of appreciation". This requires individuals to reflect and write an individual note to each team member capturing what they most appreciate about each other.

In-person create a standing structure so that people can easily rotate and share their appreciation.

Virtual create 5-minute calls between individuals for people to show appreciation directly.

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TEAM RETROSPECTIVE
(Team Exit Review)

30 Days 30 Ways

WHAT: An exit interview is a survey conducted when an individual leaves an organization or department. In this case, we adapt it to the team exit or end, as a review of how the team has performed and met its goals with its current membership.

WHY: This activity is helpful in the journey of a team and provides 'closure' for the team. It enables all team members to acknowledge a milestone in the team's life and express emotions at its close, to grieve, to celebrate and to reflect. It encourages the team to learn from its activities, consider the learnings they have had and enable the emotional transition to the next team.

WHEN: At the final team meeting -- as a member is leaving or the team disbands/merges.

HOW TO USE IT:

1. Ensure that the team recognises the change is taking place and enables an open transition to the next team and all team members participate equally.
2. Use retrospective headings such as "stop/start/continue" or "Liked, Loved, Loathed, Learned".
3. Bespoke questions should be circulated to the team in advance to give people sufficient time to reflect if meeting time is short, such as: 'if I could change one thing about this team it would have been...' so that learning is embedded in the process.
4. Ask questions that ensure the team reflects and discusses a mix of individual and team achievements to build capacity and resilience.
5. Visualise the themes and circulate them to the team after the session finishes.
6. The activity ends with a round where each team member has the opportunity to share an appreciation of the team as a whole.

Other considerations: If the team is staying together ask "what do we need to continue doing". If there are a number of less positive lessons learnt it is important to close the session with an appreciation of something. Review Weekly retrospective challenge.

In-person in a meeting room to share, theme and visualise observations, use individual post-it notes.

Virtual online Zoom call using Trello, Pollev or Slido to capture anonymous feedback in a visible virtual space.

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SMART GOAL SETTING

30 Days 30 Ways

WHAT: Goals are critical to team success. They provide something for the team to aim for and to track their progress against. They are useful to share and confirm actions with stakeholders. They provide validation that the team has listened to what the business/client needs and that the measures they have identified match the stakeholder requirements.

WHY: This tool ensures that the goals set by the team are SMART (there are different version of the acronym, we will use Specific, Measurable, Achievable, Realistic and Timely aspects) and that they are captured and visualized in a way that works for the team and its stakeholders.

WHEN: When you are established your team and your vision and need to get to a more granular level of detail to confirm what value, impact and output your team will be delivering

HOW TO USE IT:

1. Recap on the vision for the team. Ask the team to share ideas on all the different aspects that could be delivered and use post-it notes or Trello to capture these.
2. Group these into similar categories, using the identifiers from SMART.
3. From the groupings of the goals, the team will work through the 5 dimensions of SMART.
4. Take a step back and consider resources within the team, the workload and calendar.
   - Are these goals achievable for the whole team?
   - Are there additional skills or resources the team needs to find?
5. Once completed, it is helpful to get someone external to assess whether the goals are SMART - it may be appropriate to ask your stakeholders to confirm these goals.
6. Make sure your goals are visible and shared and also agree on a mechanism to track and update progress

Other considerations: This structure for capturing SMART goals can fit within whatever project management approach you are using. There are some very effective automated tools to help capture and manage the goals once agreed, like monday.com.

In-person use post-it notes.

Virtual use tools like Sli.do or Trello.

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OBJECTIVES & KEY RESULTS (OKRS)

30 Days 30 Ways

WHAT: Objectives and key results are a goal-setting framework for defining and tracking objectives and their outcomes. Objectives are elements that allow the team to achieve its goals. Key results sit underneath objectives and are a quantitative measure of progress towards the objective. Both are an essential part of the team dashboard.

WHY: This is a great tool to make strategic aims real and visible. Objectives are clear to understand and can be measured dynamically so that the team knows how they are progressing and when they have achieved their outcome.

WHEN: Reflect change by updating the goals. This can be done once a year and yet often occurs quarterly or even monthly based on the pace of change.

HOW TO USE IT:

1. Agree on your objectives for the team for the time period identified
2. Set measurable key results (usually about 3 per objective) that will be key milestones in achieving the objective. These must be measurable.
3. Ownership of each objective is then agreed and recorded
4. Add the agreed-upon OKRs to the team dashboard
5. Set the agenda items when the team meets

6 Make these visible both for the team and its stakeholders.

Other considerations: Option to dictate what key results are vs. overall objectives. Align to roles and responsibilities.

In-person provide a meeting room and make these visible.

Virtual use tools like Trello or another project management repository.

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TEAM DASHBOARD

30 Days 30 Ways

WHAT: A dashboard is a way to summarise and visualize team performance against agreed goals, objectives, and results on one page. Like a car or plane dashboard, it illustrates progress at a glance.

WHY: Communication of the team's progress can take many forms and require different levels of detail. In a large programme of work, this would mean all stakeholders have to present multiple reports to keep everyone updated on the progress and results of the team. A dashboard - the use of graphs and progress bars - is a great visual way to capture these at a glance.

WHEN: Once the team has agreed on their objectives and key results. It may require a number of iterations with stakeholders' feedback to get the look and data presented to be right.

HOW TO USE IT:

1. The team agrees on objectives and key results with stakeholders.
2. Identify the measures of success for each of the key results and put these into a one-page status report.
3. Experiment with the visual representation of this one page and ensure there is an easy way to collect and check the data, e.g. arrows, emojis, traffic lights.
4. Agree on the regularity of communication for the Team Dashboards.
5. Update and share these on a regular basis.

Other considerations: Ensure that the key results you report on are the most important for your project and stakeholders. Experiment with different visual designs and find one that works for your stakeholders and is easy to automate/produce.

In-person this ideally would be a great exercise to conduct in a workshop with all the stakeholders.

Virtual hold a meeting with stakeholders and use a visual tool like Miro to capture ideas and preferences.

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STAKEHOLDER ANALYSIS

30 Days 30 Ways

WHAT: Stakeholder analysis is a review of who has an interest in or impacts the business or team (and vice versa, who the team wants to be interested in or affected by their activities). It is an attempt to identify stakeholders' level of influence and control and provide a picture of what might be missing. It gives the team a chance to place themselves in the system(s) that they serve & identify what relationships will most assist them in their goals.

WHY: Stakeholder analysis ensures that the team doesn't lose sight of how their decisions and actions rely on external stakeholders. It ensures that the team stays on top of which stakeholder systems can assist them in reaching their aims and which stakeholders might be missing.

WHEN: This tool is useful for reviews and previews -- when starting a new initiative or checking what could be improved in the team's progress towards goals.

HOW TO USE IT:

1. Many processes can be used, but start simple, by listing all who have a stake in the success of your business or team.
2. Add each one to a post-it note or create avatars or use other symbols.
3. Move each stakeholder closer or further away from the goal or activity depending on how they contribute.
4. Use different colours/lines to illustrate how stakeholders link to the team or each other.
5. Use the size of the stakeholder to determine how influential the stakeholder may be or the desired frequency of communication.
6. Step back & look at the 'map': where are the gaps, are the relationships thin/thick/one-way? etc.
7. Identify actions and connection points across the team to ensure that the team is connected to each stakeholder.

Other considerations: Consider strategic/operational focus. Analyze how this contributes to or impacts the team plan and conduct this regularly as relationships may change.

In-person provide a meeting room.

Virtual use tools like zoom.

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WEEKLY RETROSPECTIVES

30 Days 30 Ways

WHAT: Retrospectives ("retros") are short meetings that have a set plan that does not vary -- it might have the framework "start, stop, continue" where you ask: What do we start? What do we stop? What do we continue?

WHY: A retrospective gives the team a chance to check its rhythm, successes, and pace and determine what is still needed. It creates a standard method for communication and accountability and can also spur innovation. It encourages the team to reflect on what is and isn't working and then agree to take action and adapt quickly.

WHEN: Conduct a retro once a week. Or when the team completes a particular 'sprint' of activity, and ensure you keep them short and dynamic.

HOW TO USE IT:

1. Set a regular plan, depending again on team style; the agenda can be like a check-in.
2. Switch the retro leader each week to encourage everyone to have an equal role in this activity.
3. Similar to a stand-up meeting, consider:
   - An agenda review
   - Celebrate wins
   - Brainstorm themes like "the good, the bad, the ugly"
   - What does the team need to respond to from the outcome?
4. Provide a space for honest discourse and discussion about performance and weave in lessons learnt to future activity.
5. Decide focus of activity for the coming week.

Other considerations: Recording the meetings may serve as a great reflection tool at the end of the project, enabling you to explore what the team has learnt and implemented along the way.

In-person stand up together in an office or meeting room.

Virtual ask everyone to stand to differentiate between other meetings and to keep actively involved.

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WEEKLY STANDUPS

30 Days 30 Ways

WHAT: Standups are brief meetings where the conversation 'goes around the room' in a pre-approved process -- a team lead or coach can assist with what process works best for your team. This is a tool often associated with agile methodology and is an inclusive way to get input from all team members.

WHY: Allotting time for structured communication allows for clarity on tasks and relationships. Standups are another team habit that fast-track connection and ensure focus on the team goal.

WHEN: Frequency can be ultimately determined by the team -- the minimum we suggest is once a week as it becomes an important 'touchpoint' for the team to see each other and practice clear, concise communication.

HOW TO USE IT:

1. Set a regular time and day to conduct your standup.
2. Start with a different team member each week by switching the lead.
3. Structure team communication, giving each person a certain amount of time (as little as one minute) to contribute to the topic being discussed.
4. Focus on tasks and projects, allow space to discuss challenges, concerns, or share successes.

Other considerations: You may want to set up some stand-up protocols if this helps clarify the expectations.

In-person stand up together in an office or meeting room. It is important to stand too!

Virtual ask everyone to stand to differentiate between other meetings and to keep actively involved.

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VISION – QUALITY PERIODICAL

30 Days 30 Ways

WHAT: A vision statement is an inspirational statement of your team's idealistic future. A 'Quality Periodical' Vision encourages the team to put to paper what they want to achieve if anything was possible. It is meant to be aspirational and future-based. This is a fun exercise that brings everyone together to capture the main essence of its vision and create a vision in the form of a magazine cover and create 'headlines' of what the project will achieve.

WHY: It is important for the team to have a vision, a clear goal for the project and a "north star" to drive towards together, and if you don't know where you are heading, how will you get there?

WHEN: Creating a Quality Periodical vision can be inspirational at the beginning of a change or transformation project.

HOW TO USE IT:

1. Ask your team to work together, or in smaller subteams of no more than 3, and create the front page of a quality periodical like HBR. You want to end up with:
   - The Headline - with a caption
   - The Picture - image on the front page
2. Be creative in how they collect ideas, e.g. create a collage, paste it on a box "Vision on a box", create a magazine mock-up.
3. Ask the teams to capture the key actions that will help achieve this, consider, what impact does it have? What challenges does it address? Why is it so special?
4. All of this information must then be curated and transcribed onto one piece of paper and the synthesis can take time.
5. Share the end result along with photos of the whiteboard.
6. Work as a whole group to identify common images, words and themes and bring these together to create one agreed-upon team vision.

Other considerations: A great vision is best visualized, consider mocking up the periodical cover or taking photos of the whiteboard (virtual/in-person) and share with the team.

In-person use a whiteboard or flipchart to present the front cover.

Virtual tools like a MIro whiteboard allow break-out rooms.

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STRENGTHS FINDER 2:0

30 Days 30 Ways

WHAT: CliftonStrengths Assessment, formerly StrengthsFinder -- empowers organizations, managers and millions of people to succeed by identifying their top 5 strengths and maximising these. It uses a questionnaire to identify the top 5 of 34 strengths.

WHY: StrengthsFinder focuses on the highest scoring or top scores of 34 strengths. It can help the team explore their strengths as a whole and reflect across the individual strengths if there are any strengths that are underrepresented across the team.

WHEN: Mid-way through a team experience or when there are challenges within the team.

HOW TO USE IT:

1. Self-assessment completed prior to the meeting; Individuals must buy the book or the test online to complete this task. Ask them to bring the report to the meeting and to share their top five strengths from their report.
2. Categorise the team's strengths visually on a PowerPoint or visual diagram.
3. Use the four themes within Strengths to build their team profile: Executing, Influencing, Relationship Building, Strategic thinking.
4. Reflect with the team whether there are any surprises of individual strengths.
5. Reflect with the team whether the spread across the four strengths themes can explain the successes or challenges the team is experiencing.
   - Do they need to address some of the gaps?
   - Can the team bring someone else in who has the strengths they need?
6. Use the data to explore different aspects of teaming and focus on the most important.

Other considerations: Conduct assessment prior to the meeting. What the team doesn't have is an interesting point to reflect on.

In-person online assessment and then discussion in the meeting room.

Virtual online assessment and Zoom call to discuss.

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BELBIN TEAM INVENTORY

30 Days 30 Ways

WHAT: Belbin's theory offers a way to look at roles within a team. Prof. Meredith Belbin identified nine team roles that were present in high-performing teams. He created this model after conducting a number of experiments and discovered high performance was not indicated by intellect but rather on teams where individuals represented the nine team roles identified. Then he open-sourced it.

WHY: The hypothesis is that as individuals we will have one or two favoured team roles. Understanding preferences can help the team understand each member's individual strengths and provide an opportunity to talk about why team members may get frustrated with each other.

WHEN: Best conducted when a team first starts working together, although it can be used mid-way teaming to explore differences and behaviours.

HOW TO USE IT:

1. Explain the model before people complete the questionnaire, particularly if using the 360-degree assessment option.
2. Individuals will need to register with Belbin, buy and complete an online questionnaire prior to attending the workshop, and agree to share the results with the team.
3. During the meeting present the Belbin team model and the different roles, and explore if there is individual resonance? Team role resonance? Are there any roles not present? Are there a number of roles overrepresented?
4. Draw a circle and ask people to share which roles they have within it.
5. Ask them what did they find useful? What did they find least useful?
6. What does this suggest are the strengths or weaknesses of the team as a whole?
7. What can the team do to address this? Are there any team adjustments needed?

Other considerations: If selecting the option to use this as a way to get 360-degree perceptions from the team ensure you explained the process beforehand. If time permits 360-degrees is recommended.

In-person present the Belbin model and add team preferences on a flipchart.

Virtual using zoom or another video media and on a shared google doc ask individuals to share their preferences.

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MYERS-BRIGGS TYPE

30 Days 30 Ways

WHAT: The Myers–Briggs Type Indicator is an introspective self-report questionnaire indicating differing psychological preferences in how people perceive the world and make decisions. The test explores four preferences: introversion or extraversion, sensing or intuition, thinking or feeling, judging or perceiving on a scale to indicate the strength of preference.

WHY: Myers-Briggs helps to distinguish individual preferences along four continuums, where you get your energy from, what kind of information you gather and trust, how you make decisions and how you like to live your life. This can help in communication, change, development and conflict, and is a great tool to express and understand needs.

WHEN: This provides a good foundation for understanding as you first form teams and is also helpful mid-way at a point where it is important to learn more about each other.

HOW TO USE IT:

1. Individual understanding and comfort with the model is the first step, it is an intuitive and easy-to-use model when explained clearly.
2. The Myers-Briggs indicates your own preferences, but humans are complex and the four letters do not define you.
3. Individuals complete a Self Inventory questionnaire and before seeing the results the four preferences are explained and Best Fit type explored.
4. Once everyone has identified their "Best Fit" type, you can plot the team on a grid.
5. This is a great starting point to have conversations about strengths, needs, preferences for how you receive and use data.
6. Remember an individual's perception is more valid than the questionnaire results.
7. Once familiar with the model you can consider stakeholders' preferences too.

Other considerations: It is recommended you work with a certified practitioner. They will ask you to complete the questionnaire, as well as explain the model and ask you to self-identify before sharing the results. Be sure to keep it light and not 'put somebody in boxes.' There are many fun examples you can use such as Harry Potter Characters.

In-person online assessment and then discussion in the meeting room.

Virtual online assessment and Zoom call to discuss.

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LISTENING EXERCISE

30 Days 30 Ways

WHAT: One of the most critical skills in coaching, leadership and life is listening. It is something that we take for granted, but if we listen well to one another, we will build trust, share ideas, and innovate well together.

WHY: This exercise is useful when the team needs to focus on its listening skills and is a fun way to introduce the topic in a light-hearted manner.

WHEN: At the beginning of the team working together or mid-way if the team is having challenges with trust or listening to each other.

HOW TO USE IT:

1. People will listen to their partner giving them directions to complete a simple task.
2. Ask people to form a pair and label them A and B. Both will have a piece of string measuring 60 cm. Ask A's and B's to go into separate rooms (virtual rooms)
   - Group A will instruct B to tie a bow without using the word 'bow' and according to their specific instructions.
   - Group B will be instructed by group 'A' to do something with the string and will need to follow their instructions carefully.
3. Give A five minutes to instruct B on how to complete the bow.
4. Bring the group back together and review the creations.
5. Reflect on which ones look similar or different.
6. What does this suggest about listening and giving instructions? What works well? What does not work as well?

Other considerations: This is a great energizer to talk both about listening and giving clear instructions.

In-person , two separate rooms to brief teams are required. Everyone will need a 60 cm piece of string. A & B will need to stand so they can not see each other or any other teams.

Virtual Virtual use a platform that has break-out rooms functionality. Pairs will need a breakout room and will need to switch off their video, and everyone will need a 60cm piece of string before this exercise.

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VALUES IN ACTION

30 Days 30 Ways

WHAT: The VIA survey looks at character strengths and is a free-self assessment that takes less than 15 minutes to complete. It can help individuals identify their strongest character strengths and reflect on these. In a team context, it will provide an opportunity to explore the representativeness of the 24 Character Strengths within the team.

WHY: This tool is useful when the team is getting to know more about each other. It can also provide a lens to review the whole team's character strengths

WHEN: At the beginning of a meeting, when you first create a team or the team needs a reset.

HOW TO USE IT:

1. Everyone completes the questionnaire online; this will provide individuals with their top 5 character strengths out of the 24.
2. Ask everyone to share their top five character strengths and chart these.
3. Take time to reflect on:
   - What does this say about the team?
   - What will stakeholders say about us?
   - Are there any areas that we need to reflect on - what isn't in the team?.
4. The team agrees on any aspects they want to consider about their team performance.

Other considerations: Psychological Safety exercises as a precursor to this exercise are useful. If you choose to use the extended VIA survey or even the team option, think about using someone external to the team to guide you (could be an in-house resource, external facilitator or coach). > www.viacharacter.org

In-person in a meeting room with space to write and summarize findings.

Virtual use tools like Sli.do or Trello.

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PERSONAL SHIELDS

30 Days 30 Ways

WHAT: In olden times, Heraldic shields were used to present someone's identity in shorthand and visually. If harkening back to times gone by doesn't work, you can use every consultant's fall-back – a four-box model. In each box, label something you would like your team member to share about themselves. Examples of this are strengths, least favourite tasks, a secret, what brings you joy.

WHY: When we create pictures to convey images, we are using creative aspects of our brain. It also means that people are less likely to get triggered or focus on the written word but listen to the intention of the picture. It provides an additional mechanism to build knowledge and understanding of each other in a fun and light exercise.

WHEN: At the beginning, when the team is getting together for the first time.

HOW TO USE IT:

1. Ensure everyone has access to the equipment that they need before you start. If working remotely, consider sending your team some pens/paper to prepare them.
2. Set up the ground rules for the exercise to share four elements of information about ourselves with the team around four dimensions that will help us understand and connect better. Think carefully about the four titles before you start.
3. All of these should be drawn in diagrams with no words or numbers, but reinforce that it isn't the quality that is important; it's about sharing information differently.
4. Give everyone around 15 minutes to prepare their pictures.
5. Ask each individual to share and invite the team to comment on any surprises or common themes.
6. Reflect on what this suggests for the whole team. Where are its strengths?

Other considerations: Once people start drawing, the energy will increase. There will be some people who enjoy this exercise less; however, the results are a great way to build connections and share insights with other team members.

In-person , provide everyone with a flip chart paper or a whiteboard section and provide plenty of pens/colours.

Virtual ask people to attend the session with a blank sheet of A4 paper and plenty of pens and paper, and ask them to take a photo of their picture and share it on your video platform.

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HOPE TREKKING

30 Days 30 Ways

WHAT: Trekking is another word for walking. Teams place their goal at the top of the mountain & imagine how they will get there, what resources are needed, etc.

WHY: This task builds team resilience by illustrating that there are many ways to reach a goal – when a 'pathway' becomes blocked they see the other path to 'repel' to. This exercise also fosters innovation because it uses imagery and even a bit of humour.

WHEN: When there is an audacious goal that the team wants to achieve. In times of uncertainty or being stuck this is a great tool to use.

HOW TO USE IT:

1. Draw a mountain: The team looks to the summit first - the summit is the goal: What they are trying to achieve. This is the end of their ' trek'
2. The whole team brainstorms all the ways they can get to the summit/goal - try to find 20 ways - the sillier the better. Draw them on the mountain.
3. The team then decides on what path they want to use 1st, then 2nd, then 3rd
4. (option): dive a bit deeper and think about:
   - Who might be the expedition leader?
   - For which routes and pathways?
   - What kit is needed?
   - Where crampons might be used?

1. Agree on roles & first steps and path to achieve their goal.

Other considerations: This exercise is influenced by hope psychology. A deeper exploration of the power of hope can be found in Rick Snyder's research.

In-person, big paper, lots of pens.

Virtual use tools like Sli.do or Trello.

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TEAM HISTOGRAM

30 Days 30 Ways

WHAT: A team histogram provides an opportunity to tell your team's story by showing its ups & downs along an x & y-axis.

WHY: How we tell our life stories gives a deep insight into important moments and motivation factors for us as people. When we share this with others, we share high and low points that have contributed to our worldview. When team members share their stories, they can present an overview of their principles and hopes.

WHEN: This is a great tool to use when you want to get to know each other better. After the initial team connections have been built, you can get a deeper understanding of each other. At critical points in an extended team journey, you could construct a common view of the Team Histogram.

HOW TO USE IT:

1. Give the team 15-20 minutes to complete this exercise individually. Share an example of what this tool looks like in action if you are the exercise leader.
   - Use a timeline to plot your life starting at birth and to the current date.
   - The "X" axis is time.
   - The "Y" axis is happiness.
   - Do this in a media they can share
2. Allow them sufficient time to share their story, approximately 15 minutes per person allows the team space to open up.
   - How deep you go into this exercise will be dictated by your team.
   - Encourage people to share only what they are comfortable sharing.

Other considerations: Often a great introductory exercise at the early stages of forming a team vision. Ensure that the team contract is clear, so everyone feels comfortable.

In-person provide a graph printed template.

Virtual set up a template for them to use on Miro.

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TEAM SURVEY: INTERNAL 3-1

30 Days 30 Ways

WHAT: A survey is a research method used for collecting data from a predefined group of respondents to gain information and insights into various topics of interest. There are many ways and tools to do this. One of our favourites is the 3-1 method team members ask three qualitative questions in 1 week.

WHY: Being able to listen to and gather feedback to action enhances the team's ability to ask powerful questions, build trust and deepen the team's accountability to each other. High-functioning, high-performing teams have individual members who know where their personal vision or goals align with the teams.

WHEN: Serves as a warm-up for an external team survey it creates a foundation for the team's culture, it is short, sharp, simple and easily repeatable.

HOW TO USE IT:

1. Team members review their personal goals and development areas.
2 Each member crafts three qualitative questions to gather feedback around their goals.
3. The team commits to having conversations with each team member by text/phone/email/in person during the course of one week.
4. They collect data using the 3-1 survey to check their impact & performance within the team.
5 At the end of that week, they collate and share the outcome of their peer survey.
6. They identify where they can improve or action the feedback.

Other considerations: Conduct prior to the external team survey.

In-person use face to face meetings where possible.

Virtual use Zoom rooms and schedule time to receive feedback.

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TEAM SURVEY: EXTERNAL

30 Days 30 Ways

WHAT: A survey is a research method used for collecting data from a predefined group - in this case a group of people external to the team. Conducting a survey of external stakeholders allows the team to carefully consider what feedback it needs and why. It may be useful to work with a team lead or coach to formulate questions that are relevant to the team's ambitions & goals.

WHY: The survey gives the team a chance to view itself as a single entity, to seek the feedback that it really wants. It's not just a standard 360-degree survey but one that builds team skills at asking the right questions to facilitate growth and learning.

WHEN: Often as you are preparing for coaching, this serves as a checkpoint and can be built into team review simultaneously.

HOW TO USE IT:

1. Formulate a series of qualitative and quantitative questions based on a theme, goal or ambition of the team.
2. Identify who you want to receive the feedback from.
4. Use any SaaS that has a survey tool functionality to build the survey.
5. As a team set a timeframe for responses.
6. Send out the questions with clear instructions and ensure you communicate with stakeholders before you send the survey.
7. Collect responses
8. Analyse: look for themes, high-performance areas, development areas -- a good question to reflect on is: What surprised you?
9. Agree on actions the team are going to take as a result of this feedback and confirm this with all stakeholders

Other considerations: This may require an external coach to help facilitate feedback.

In-person use a SaaS survey tool such as Typeform or Survey Monkey.

Virtual use a SaaS survey tool such as Typeform or Survey Monkey.

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NEW TEAM MEMBER

30 Days 30 Ways

WHAT: Membership of a team can be fluid. When a new team member joins it is helpful to prepare an onboarding introduction to the team that covers the individuals, your agreed team contract and the rhythm of the work.

WHY: When joining a new team it isn't just the tasks that an individual will need to learn but also the team practises, the team contract, communications and connections that are already established. A well-thought-through onboarding can help the new team member settle into the team quickly and be more productive earlier.

WHEN: Whenever a new team member joins the team.

HOW TO USE IT:

1. Agree who in the team is going to be responsible for new team member onboarding and what information they are going to share.
2. Information such as organization structure, mission, goals, key result areas, dashboards and the times and regularity of meetings are the team essentials.
3. It is also useful for the new team member to have 1:1 sessions with each of their team members. This will help forge a personal connection to everyone.
4. It is ideal to have a social event of some kind to cement the connections and in the virtual world, this would be a social agenda.

Other considerations: Creating and keeping a Team Onboarding file that has all the information pre-populated. You will need to get an express team agreement if the induction plan includes personal information such as team types.

In-person, a team lunch or breakfast is a great way for the new team member to join. The information would be the same but the informality can quicken the introduction.

Virtual coffee catch up with the individual team members can help.

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PICTURES OF SUCCESS: GOAL SETTING

30 Days 30 Ways

WHAT: Goal setting involves developing an action plan designed to motivate and guide a team toward a goal, their idea of the future or desired result that they envision, plan & commit to achieving.

WHY: Individuals will have their own hopes and goals for a team. Making this visual is a great way to explore the articulation of these goals in outcomes and pictures, as this also encourages the team to use a more creative approach to goal setting. Goals provide a roadmap for the team. Externally they ensure all stakeholders have a clear picture of the team's ambitions and know when they have achieved them. Internally, they set a purpose to help the team set ambition, assess progress and build accountability to each other.

WHEN: Goal setting must be completed when a team is first formed and at a minimum once a year on an ongoing basis.

HOW TO USE IT:

1. Team members each share a picture of what success looks like to them; it can be an object, an image, or a statement to spark creativity.
2. As a team, review and consider the organization's strategic aims to build team clarity and explore what outcome each image presents.
3. Assess if the pictures are in line with the organisational aims - they usually are!
4. The team agrees on which activities need to be completed to achieve strategic aims - this is goal setting. Format the goals using approaches like OKR's.
5. Agree on how to measure progress and when completion takes place.

Other considerations: This process is easily replicated within the organisation. It could be an artifact for the larger vision cards of the team. Decide which goal-setting approach you are going to use before the session.

In-person several different creative materials and resources. Provide the team with space to be as creative as they want.

Virtual consider sending team members a creative kit in the post or ensure them have access to materials before the session.

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21ST CENTURY TEAM FORMATION

30 Days 30 Ways

WHAT: Teams in our technological, highly distributed (remote) age - have life cycles beyond the traditional linear forming, storming, norming, performing the process. In today's world, team membership is iterative and fluid. To help people manage this fluidity, it is important when the team is coming together to take time to acknowledge what team members think about concerning the 'Team' - Who am I? Who are we? What's this all about? How are we going to be successful? Exploring these questions together and forming a 'Team' view will build trust and intimacy.

WHY: Working in fast-paced, high-change environments fosters uncertainty. Teams can find some certainty and security by articulating and clarifying their relationships with each other, the stakeholders they serve and the organisational system they operate in.

WHEN: Teaming is a continual process. It is essential to explore at the beginning of a team's formation to identify 'soft' relational metrics to pay attention to. When team membership changes, it is especially essential to embed intimacy as part of an exit or entrance to the team.

HOW TO USE IT:

1. In team pairs: share one experience of peak team performance and explore if there are common themes.
2. Join two pairs to create groups and share peak stories - look for common themes.
3. Then bring the whole team together to share stories.
4. The team lead or coach then ask: What is this team about? (focus on goals, hopes, fears) What would illustrate that we are a team at peak performance?
5. Give lots of space for not having the answer to the final question; the new team members' and departing team members' input is very valuable here.
6. Identify some guiding principles and repeat this reflection at significant milestones.

Other considerations: Defining teaming & when a team is really a team (not a group) is ever-changing. This tool sets the foundation. There are many more great approaches to review and consider. A team leader or coach needs to pay attention to team dynamics and assess readiness for coaching the team in a system.

In-person this can be conducted in the coaching session.

Virtual coaching can be conducted through Zoom.

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SPEED REVIEW

30 Days 30 Ways

WHAT: A speed review is exactly as it sounds, an informal tool to identify the status of your team's progress and gather individual feedback.

WHY: Discovering how you are doing and learning what others think of you does not need to be burdensome. It can be fun. It is also important to build strength and increase connectedness in teams, taking time to share perceptions and hopes. Feedback is essential to help us know if we are on the right track and if we as team members are contributing to the whole team. Intentions, as with all things, are what shape successful feedback.

WHEN: After the team has worked together for a while or when unexpressed feelings are bubbling underneath the surface.

HOW TO USE IT:

1. Ask each team member to consider each person on the team; provide a limited time for people to reflect and invite them to take notes or use one note per team member.
2. Break them out into pairs and ask them to share with their partner their perceptions of:
   - Two things that they are great at
   - One thing they would like to see more of from them
   - The pairs have two minutes to share their feedback, one minute per person.
3. People can be reticent to do this, so try to alleviate fear with clear instructions, ensure time is kept to one minute, and encourage people to note the feedback.
4. Conduct a group review at the end and explore if team themes are emerging. What are the things they collectively could improve on, and what are they great at.

Other considerations: An alternative option is for the team member to identify three things using the structure "Stop, Start, Continue." Schedule this regularly if the team is working together for several months.

In-person set up chairs, so people are sitting opposite each other in pairs, using post-it notes.

Virtual create breakout rooms within the video conference; manage transitions to another meeting room after each time period ends.

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ENERGY OF TEAM CONFLICT

30 Days 30 Ways

WHAT: Conflict in life and teams is inevitable. It may result from miscommunication, lack of alignment, the pace of work, personal clashes - there is a long list of possible causes. The conflict has a great deal of energy in it and if a team chooses to, it can use this energy to push itself forward rather than go down a negative spiral.

WHY: A team that recognises conflict (or even potential conflict) early can use the energy to build collaboration, intimacy and innovation. Divergent and opposing views offer the team a chance to reflect, learn more from each other and move forward together. Resilient teams know that trust is built when having robust, difficult conversations, but most teams find it challenging to do.

WHEN: This can be used throughout the team's life, as an essential part of team contracting. This is one example that illustrates how to leverage unresolved conflict within the team.

HOW TO USE IT:

1. Ensure the team knows they will have a time-bound conversation about the team situation. We recommend the first session lasts no longer than 50 minutes - especially when working remotely - the coach or team lead needs to keep tight time-keeping.
2. Ask: What's at stake? Give each team member three uninterrupted minutes to answer (they might not use them all). Ensure everyone shares their views.
3. Team members write down the words they hear team-mates say, one per post-it note.
4. After each person uses their 3 minutes, the team clusters post-its around themes.
5. Identify the most common theme. Start another round where each team member has 2 minutes to talk about the most clustered topic 'at stake.'
6. Repeat the process - the source of the conflict often emerges as time gets shorter.
7. Keep the time boundary of 50 minutes-it builds heat

Other considerations: Reinforce the team contract or remind individual team members of their histograms as often an individual's experience of conflict can influence current conversations. An external facilitator or coach is a valuable way to start the process as the team builds its conflict resolution muscles.

In-person form a circle; ensure there is no table, no phones, no interruptions.

Virtual create a locked & secure room, contract for no interruptions, video on, and use a virtual board like Trello for post-it notes.

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REMOTE TEAM COACHING

30 Days 30 Ways

WHAT: The global impact of the pandemic means team coaching & other activities often take place remotely. Coaching virtual teams may require using different techniques.

WHY: As the world of work is being redefined, our best prediction is that work will continue to be a hybrid of working from home or remotely, as well as working in offices. It is important to weave virtual tools and techniques into all your team coaching practises.

WHEN: Whenever you need to run coaching virtually.

HOW TO USE IT:

1. Ensure your team understands and can use the conferencing tool. Critical to a successful teaming event is ensuring that everyone has a strong wifi connection.
2. Explore collaboration tools that can be used in real-time. Each has its pros and cons and depends on personal style, but it must enable anonymous contributions and encourage whole group input. We have used Trello, Google, Sli-do and Pollev.
3. Plan beforehand if individuals will need any special materials, pens, paper, or materials to ensure you send these to people in good time.
4. Embed virtual needs in your team contract, i.e., keep cameras on, use the 'hand up' icon.
5. Ask people to share how they are doing at the start. Pollev allows you to share one word and produces a summary to capture the whole team's emotional state.
6. Allow frequent and time-bound breaks at least every two hours. Add regular on-line polls to your sessions; this helps encourage participation and engagement.
7. Virtual breakout rooms are great; they allow sufficient time for groups to build connections and 'hang out' and work on the breakout task.
8. Store and share material that people can read and access quickly and readily.

Other considerations: We are looking forward to the time when we can return to more in-person coaching, but remote working will continue to some degree. Reflect on your virtual team coaching skills. Remote coaching is as effective as in-person coaching. It is important to dedicate the time in advance, plan the approach and provide the technology solutions to support it.

In-person summits or away-events continue to build a culture of trust and transparency for operating effectively in virtual teams.

Virtual ensure that technology and tools are not barriers to the conversation, test the equipment and send tools in advance.

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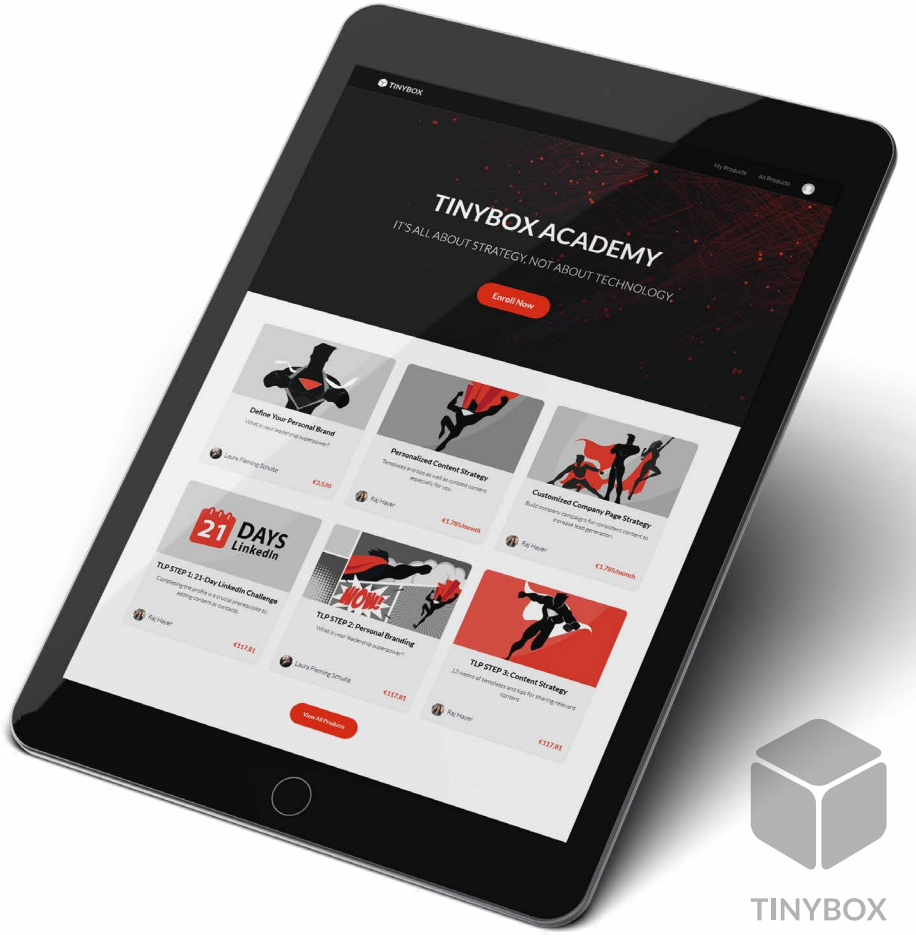

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