

Establishing Positive Team Climate

Preparation

Review Reference Manual

Equipment, Materials, Supplies

- Newsprint, Easel, Markers, Masking Tape

Exercise Preparation

- Review *Exercise 1: Group Discussion – Conditions Supporting Positive Team Climate*
- Review *Exercise 2: Assessment of Team Climate.*

Room Arrangements

Participants should be seated at tables in groups of 4 to 6 people so that group members face each other.

Overview

Purpose

The purpose of this module is to develop participants' ability to promote a positive team climate.

Objectives

At the end of this module participants will be able to:

- Identify techniques that will promote a positive team climate.
- Ask questions to assess a team's climate.

Content	Time
Introduction	5 minutes
Creating Positive Team Climate	15 minutes
Assessment of Team Climate	10 minutes
	Total time: 30 minutes

Time/Materials	Content/Activities
Introduction	DISCUSS the purpose, objectives, and overview of the content.
<i>5 Minutes</i>	Purpose
<i>Slide 1</i>	TELL participants that the purpose of this module is to develop participants' ability to promote a positive team climate.
	Objectives
<i>Slide 2</i>	PREVIEW the objectives from the reference manual.
	Overview
<i>Slide 3</i>	PREVIEW module content.
	TELL participants they will engage in small group discussions about ways to promote a positive team climate, and review a list of questions that will help them assess a team's climate.
Creating a Positive Team Climate	DISCUSS the definition of team climate (from reference manual).
	DISCUSS that ground rules can express the team's desired behaviors, and influence the team's climate
<i>15 minutes</i>	
<i>Slide 4</i>	
<i>Slides 4-14</i>	EXPLAIN the conditions necessary for positive team climate (from the reference manual).
	<ul style="list-style-type: none"> • Trust • Openness • Closeness • High energy
Exercise 1 Group Discussion – Conditions Supporting Positive Team Climate	Exercise 1: Group Discussion – Conditions Supporting Positive Team Climate
	INTRODUCE the exercise
	<ul style="list-style-type: none"> • REVIEW the <i>Guide for Leading a Group Discussion</i> • FORM 4 groups of 4 – 6 people • ASSIGN one of the conditions – trust, openness, closeness, high energy – to each group • TELL participants their assignment is to discuss how to

promote their assigned condition (trust, openness, etc.) in group work.

- **DIRECT** teams to choose a team leader, recorder, timekeeper and coach
- **TELL** teams the discussion can be led by the team leader, the coach, or any member of the team. The Group Discussion Guidelines are written as points for the discussion leader.
- **TELL** participants they will have 5 minutes for this exercise, and the recorder will present a summary of their discussion

CONDUCT the exercise.

- **WATCH** the group discussions, guiding groups as needed
- **STOP** groups after 5 minutes
- **ASK** the recorder of each group to present their group's ideas

SUMMARIZE the exercise.

- **EMPHASIZE** any things groups missed about how to promote a positive team climate
- **POINT OUT** the main steps in holding a group discussion – state the topic, foster the discussion using various interventions illustrated in the Guide, conclude the discussion.

Assessment of Team Climate

10 minutes

Slide 15

**Exercise 2:
Assessment of
Team Climate**

INTRODUCE the exercise

- **TELL** participants to turn to *Exercise 2: Assessment of Team Climate*.

CONDUCT the exercise

- Tell participants to read the questions.
- Ask participants what behaviors they would expect to see to allow them to answer “yes” to the questions

SUMMARIZE the exercise

- **ADD** items from the reference manual describing positive climate that were not mentioned
- **ASK** participants how they think they may use this list of questions.

Transition

REVIEW the module objectives and link them to the next module.

Exercise 1: Group Discussion – Conditions Supporting Positive Team Climate

Guide for Leading a Group Discussion

Preparation

Arrange seating to encourage group interaction (e.g., tables and chairs set up in a “U” shape or a square or circle so that group members face each other).

Guide the Discussion

1. State the topic or objective as part of the introduction.

Example: “We have 5 minutes for this work. The topic of our discussion is _____ (creating a positive team climate). The purpose is to come up with ideas of ways to promote _____ (*trust, openness, closeness, or high energy*) as one of the conditions for creating a positive team climate.

“Am I correct to think we all understand what a positive team climate is?”

“Can we come up with a description of a positive team climate?”

“What are ways to promote _____ (*trust, openness, closeness, or high energy*)?”

2. Shift the conversation from the discussion leader to the team members.

Examples “Abdul, would you share your thoughts on...?”

“Rosa, what is your opinion?”

“Michelle, do you agree with my statement that...?”

3. Act as a referee to intercede only when necessary.

Example: “It is obvious that Alain and Ilka are taking two sides in this discussion. Alain, let me see if I can clarify your position. You seem to feel that...”

4. Summarize the key points of the discussion periodically.

Example: “Let’s stop here for a minute and summarize the main points of our discussion.”

5. Ensure that the discussion stays on the topic.

Examples: “Sandra, can you explain a little more clearly how that idea relates to our topic?”

“Monica, would you clarify for us how your point relates to the topic?”

“Let’s stop for a moment and review the purpose of our discussion.”

6. Use the contributions of each team member and provide positive reinforcement.

Examples: “That is an excellent point, Rosminah. Thank you for sharing that with

the group.”

7. Minimize arguments among team members.

8. Encourage all team members to get involved.

Example: “Maria, I can see that you have been thinking about this topic. Can you give us your thoughts?”

9. Ensure that no one team member dominates the discussion.

Example: “Christina, you have contributed a great deal to our discussion. Let’s see if someone else has anything they would like to contribute to the discussion.”

Conclusion

Conclude the discussion with a summary of the main ideas. The discussion leader must relate the summary to the objective presented during the introduction.

Exercise 2: Assessment of Team Climate

Use the following questions when assessing a team's climate.

Positive Group Climate

1. Are members encouraged and supported?

Yes No

What specific behavior do you observe?

2. Are members' contributions valued and accepted?

Yes No

What specific behavior do you observe?

3. Are all members involved in discussions?

Yes No

What specific behavior do you observe?

4. Does the group set high standards in establishing procedures and in evaluating decisions?

Yes No

What specific behavior do you observe?

5. Are personal issues dealt with compassionately? Do members fully accept the group's decisions?

Yes No

What specific behavior do you observe?

Negative Group Climate

6. Do members withdraw from the group by daydreaming, by whispering to others, or by wandering from the subject?

- Yes No

What specific behavior do you observe?

7. Do members compete with each other by attempting to offer the most ideas, to play the most roles, or to talk the most?

- Yes No

What specific behavior do you observe?

8. Do members act aggressively, criticize or blame others, show hostility, or deflate others?

- Yes No

What specific behavior do you observe?

9. Do members use the group for self-confession by delving excessively into personal, non-group-oriented feelings or issues?

- Yes No

What specific behavior do you observe?

10. Do members disrupt the work of the group by clowning or by acting flippant?

- Yes No

What specific behavior do you observe?

11. Do any members argue for their own special interests or lobby unfairly?

- Yes No

What specific behavior do you observe?

12. Do any members block the group's progress by going off on tangents, by arguing too much about a belabored point, or by rejecting ideas without having given them due consideration?

Yes No

What specific behavior do you observe?