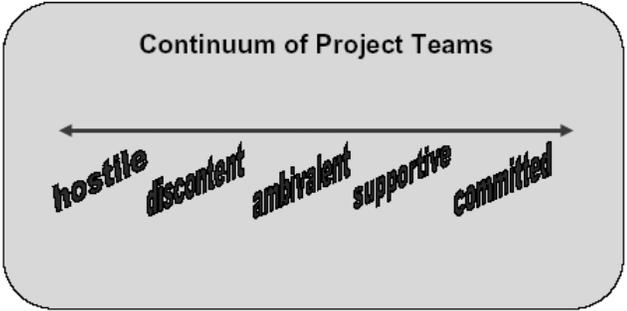


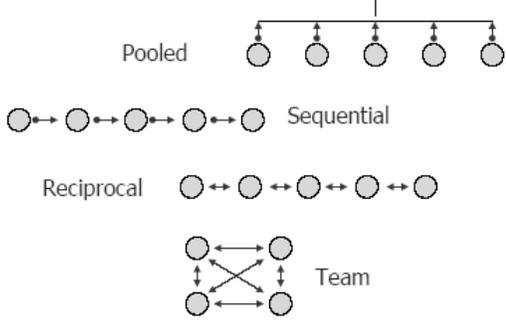


Current Team Dynamics



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Levels of Interdependence



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Major Deployment Phases

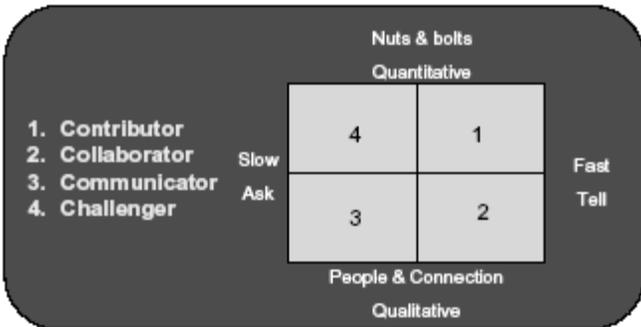
- Launching the Initiative
- Managing the Effort
- Sustaining Momentum
- The Way We Work

Major Deployment Phases

- Forming
- Storming
- Norming
- Performing



Team Player Roles



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Strategies to Keep Team on Track

* Disorientation * Uncertainty * Fear	1. Orientation: <u>Why</u> am I here?	* Purpose * Personal fit * Membership
* Caution * Mistrust * Facade	2. Trust Building: <u>Who</u> are you	* Mutual regard * Forthrightness * Spontaneous
* Apathy * Skepticism * Competition	3. Goal/Role Clarification: <u>What</u> are we doing?	* Explicit * Integrated goals * Identified roles
* Dependence * Resistance	4. Commitment: <u>How</u> will we do it?	* Shared Vision * Shared Resources
* Conflict/Confusion * Nonalignment * Missed deadlines	5. Implementation: <u>Who</u> does <u>What</u> , <u>When</u> , and <u>Where</u> ?	* Clear processes * Alignment * Disciplined
* Overload * Disharmony	6. High Performance: WOW!	* Flexibility * Synergy
* Boredom * Burn-out * Bye	7. Renewal: <u>Why</u> Continue?	* Recognition * Change Mastery * Staying Power

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Team-Player Styles

Contributor

Task

The Contributor is a task-oriented team member who enjoys providing the team with good technical information and data, does his or her homework, and pushes the team to set high performance standards and to use their resources wisely. Most people see the contributor as dependable, although they believe, at **times**, that they may become too bogged down in the details and data or that they do not see the big picture or the need for positive team climate.

People describe the contributor as responsible, authoritative, reliable, proficient, and organized.

Collaborator

Goal

The Collaborator is a goal-directed member who sees the vision, mission or goal of the team as paramount but is flexible and open to new ideas, willing to pitch in and work outside of their defined role, and able to share the limelight with other team members. Most people see the collaborator as a big-picture **person**, but they believe, at times, that they may fail periodically to revisit the mission, to give enough attention to the basic team tasks, or to consider the individual needs of other team members.

People describe the collaborator as forward-looking, goal directed, accommodating, flexible, and imaginative.

Communicator

Process

The Communicator is a process-oriented member who is an effective listener and facilitator of involvement, conflict resolution, consensus building, feedback, and the building of an informal, relaxed climate. Most people see the communicator as a positive "people person," but they find that, at **times**, they may see process as an end in itself, may not confront other team members, or may not give enough emphasis to completing task assignments and making progress toward team goals.

People describe the communicator as supportive, considerate, relaxed, enthusiastic, and tactful.

Challenger

Question

The Challenger is a member who questions the goals, methods, and even the ethics of the team, is willing to disagree with the leader or higher authority, and encourages the team to take well-conceived risks. Most people appreciate the value of the challenger's candor and openness, but they think, at times, that they may not know when to back off an issue or that they become self-righteous and try to push the team too far.

People describe the challenger as honest, outspoken, principled, ethical, and thorough.



Ineffective Contributor

The contributor becomes ineffective by:

- Data overload, too much information
- Pushing for unrealistic performance standards
- Losing sight of the big picture
- Lacking patience with the need for a positive team climate

When things go wrong the contributor believes the solution is more and better information, reports and presentations.

Some typical adjectives associated with an ineffective contributor are: data-bound, shortsighted, perfectionist, and uncreative.

Ineffective Collaborator

The Collaborator becomes ineffective by:

- Failing to revisit or challenge periodically the mission or goals.
- Not attending to the basic team tasks and work-area performance.
- Failing to focus on meeting the needs of other team players.
- Complaining publicly about team failures.

The collaborator believes that the solution lies in greater commitment to the vision, mission and goals of the team.

Some typical adjectives associated with an ineffective collaborator are: over-committed, insensitive, over involved, too global, and over-ambitious.

Ineffective Communicator

The Communicator becomes ineffective by:

- Seeing team process as an end in itself
- Failing to challenge or confront other team members.
- Not recognizing the equal importance of completing task assignments and making progress toward team goals.
- Overusing humor and other process techniques.

Some typical adjectives associated with an ineffective communicator are: aimless, foolish, placating, impractical, and manipulative.

Ineffective Challenger

The Challenger becomes ineffective by:

- Not knowing when to back off and let the team move on.
- Pushing the team to take risks that are beyond reason.
- Painting himself into a corner where challenging is an end in itself.
- Using so-called honesty as a cover for attacks on other team members.

Some typical adjectives associated with an ineffective challenger are: rigid, arrogant, self-righteous, contentious, and nit picking.

Dale Carnegie's Golden Book



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TIPS FOR MEANINGFUL CONVERSATIONS:

1. **Introduce with Impact & Leadership:**
 - a. Be creative – start with a question
 - b. Present a credibility or capability statement
 - c. Pause, Part, Punch – your name
2. **Remember what's in your "back pocket":**
 - a. Who you know
 - b. What you know
 - c. Who you are
3. **Three Dimensions – for Business Conversation:**
 - a. Industry
 - b. Group or Organization
 - c. Individuals belonging to the organization
4. **Questions & Response Generators:**
 - a. In what way?
 - b. Give me an example?
 - c. How so?
 - d. Oh.
 - e. What does that mean to you?
5. **Give Strength Comments:**
 - a. Make eye contact
 - b. Use their name
 - c. Identify a specific, simple strength
 - d. Use evidence. "The reason I mention this is..."

EFFECTIVE COMMUNICATION:

1. Maintain eye contact with the person talking.
2. Be sensitive to what is not being said.
3. Observe body language for incongruent messages.
4. Practice patience; speak only after the other person is finished.
5. Do not interrupt, finish the speaker's sentence, or change the subject.
6. Listen to learn; pretend there will be a quiz at the end of the speaker's sentence.
7. Clarify any uncertainties after they have spoken.
8. Make sure you understood what was said by rephrasing what you heard.
9. Don't jump to conclusions or make assumptions; keep an open and accepting attitude.
10. Practice pure listening; remove all distractions and minimize internal and external filters.
11. Turn off your mind and "be with" the speaker; try to see things from their perspective.

Principles from how to Win Friends and Influence People

Become a Friendlier Person

1. Don't criticize, condemn or complain.
2. Give honest, sincere appreciation.
3. Arouse in the other person an eager want.
4. Become genuinely interested in other people.
5. Smile.
6. Remember that a person's name is to that person the sweetest and most important sound in any language.
7. Be a good listener. Encourage others to talk about themselves.
8. Talk in terms of the other person's interests.
9. Make the other person feel important – and do it sincerely.

Win People to Your Way of Thinking

10. The only way to get the best of an argument is to avoid it.
11. Show respect for the other person's opinion. Never say, "You're wrong."
12. If you are wrong, admit it quickly and emphatically.
13. Begin in a friendly way.
14. Get the other person saying, "yes, yes" immediately.
15. Let the other person do a great deal of the talking.
16. Let the other person feel that the idea is his or hers.
17. Try honestly to see things from the other person's point of view.
18. Be sympathetic with the other person's ideas and desires.
19. Appeal to the nobler motives.
20. Dramatize your ideas.
21. Throw down a challenge.

Be a Leader

22. Begin with praise and honest appreciation.
23. Call attention to people's mistakes indirectly.
24. Talk about your own mistakes before criticizing the other person.
25. Ask questions instead of giving direct orders.
26. Let the other person save face.
27. Praise the slightest improvement and praise every improvement. Be "hearty in your approbation and lavish in your praise."
28. Give the other person a fine reputation to live up to.
29. Use encouragement. Make the fault seem easy to correct.
30. Make the other person happy about doing the thing you suggest.

DALE CARNEGIE® TRAINING – BUILDING BUSINESS THROUGH DEVELOPING YOUR COMPETITIVE EDGE: PEOPLE!

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ASSESSMENTS - SALES - LEADERSHIP - TEAMWORK - COMMUNICATION – PRESENTATION - CUSTOMER SERVICE - CULTURE DEVELOPMENT - PEOPLE SIDE OF PROCESS IMPROVEMENT



Deb Titus
Managing Director

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Deb Titus joined the training and development industry as a trainer with Dale Carnegie in 1984. She is currently certified to deliver a full library of workshops as well as four core programs including The Dale Carnegie® Course in Effective Leadership and Communication, Leadership Training for Managers, High Impact Presentations and the Sales Advantage. Deb possesses an acute intuitive people sense with an unwavering commitment to improving the performance of people and organizations.

In 1992 she pursued her interests in organizational development consulting with a focus on human capital management strategies including competency model development, online competency assessments and systems that link training to career planning, succession planning, performance management and business growth. Deb was a quarterly guest on NH televised business programs and a weekly talk radio guest to discuss day-to-day leadership, management and workforce issues.

Back with Dale Carnegie since late 2004, she remains sought out to help clients build a more competent workforce as they see the relationship between competence and results. Through a blended and tailored approach, Deb administers online assessment tools, consulting and training to develop individuals, teams and organizations to perform at levels that make them leaders in their respective industries throughout Massachusetts, New Hampshire and Rhode Island with a focus in NH.

Professional Time Line:

2004 to Present: Dale Carnegie, Waltham, MA Organizational Development Consultant/Certified Trainer. 2006: Managing Director.

1999 to 2004: Co-founder/Managing Partner of **Human Capital Solutions, LLC**

2003-2004: Guest on New Hampshire's WMUR TV's NH Business Perspectives.

2003-2004: Weekly Talk Radio Guest with "Mike and Moe in the Morning" – Focus on workplace culture, organizational development, leadership and Performance Excellence of Human Capital

2002 – 2003: Researched, developed and validated Intrapreneurial Competency Model

2000-2001: Co-founder/VP of Business Development of **Human Capital e-Solutions, Inc.** Web-based software for Competency Assessments and Performance Management.

1992-1999: Founder and President of **Dynamic Training & Development**

1998: Created on-line Results-Oriented Performance Planning and Management Toolkit

1995: Business Woman of The Year by the American Business Women's Association

1995: Masters Degree in Organizational Development from Antioch New England Graduate School

1994: Created The Internal Service Initiative and Toolkit

1994: Career Counselor and Myers Briggs Type Indicator Practitioner from Type Resources.

1993: Certified Senior Trainer from American Society for Training & Development

1986: Trainer Excellence Award

1983 to 1991: Area Manager/Trainer/Consultant **Dale Carnegie Training** (communication, sales, management, presentation, customer service, employee development)

1982 to 1983: Broadcast/DJ and Sales for Big Band Radio Station WWIW-am, New Orleans, LA

1982: Bachelor of Science in Communication and Marketing from **Boston University**