

Chain of Command

Team Building Event



Creating Transformational Experiences

www.BuildingTeams.com

800-513-8759

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Be Legendary

Introduction to Be Legendary and www.BuildingTeams.com

Be Legendary was founded to help organizations build successful teams through individual discovery and experience.

A real team requires many attributes to be successfully implemented:

- Common Goals
- Leading and Leadership
- Communication
- Trust
- Accountability
- Problem Solving
- Decision Making

As a company, we focus on every aspect of a 'real' team. We have developed 'team building' products and workshops to help your team successfully implement the attributes we have listed above.

We have created these products to be as easy as possible to run and still achieve your desired outcomes. You could have purchased, or may own, any number of books on team building activities with hundreds

If you are like most of our customers, after looking through the team building activity book, you are wringing your hands and wondering,

'Which one of these activities is ACTUALLY going to work!?'

We are here to help.

You did not simply purchase this activity, you purchased our professional expertise. You can call and speak with any one of our facilitators about your specific needs, your group and your environment to make sure this event is going to work for you and how to possibly tailor it to fit your group.

Many times, we all simply need to talk to someone and be reassured that the activity IS going to work. We are more than happy to talk you through the activity as many times as necessary.

This the same approach we take with our workshops so you may want to consider giving us a call for your next workshop, event, retreat, meeting or conference and find out how we can help you.

Make it a great day!

Be Legendary Facilitative Staff.

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Complete Instructions to Run a Successful Event



Purpose

This event is designed to get the group interacting, having fun and is traditionally an icebreaker.

Although a great icebreaker, there are great insights that are possible in the areas of:

- leadership,
- trust,
- communication and
- changing perspectives.

Any of these can be touched upon during discussion and connected back to work.

To complete the tasks the team will need to use teamwork, cooperation and creativity.

This event is also great way to get people touching each other without feeling threatened.



Length of Exercise and Short Agenda

Total time is roughly 30 to 45 minutes and should not exceed 60 minutes. This depends largely upon how quickly your group accomplishes the task and how much discussion is generated.

- 5 Min. Introduce Activity & Cover Ground Rules, if any
- 15 Min. Activity
- 20 Min. Group Discussion
- 5 Min. Wrap up and Set Expectations – Miracle 10%

The discussion is the most important piece of this agenda as that is where the knowledge learned in the activity is transferred back to life, work, etc.

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Safety Tips

- If you feel it is necessary, stand near the team in a spotting position.
- Be sure participants don't hurt themselves or others trying to change positions.
- By design, this activity creates close proximity among the participants to encourage a small amount of trust. Be sure your group is ready for this as some may feel discomfort.



Equipment You Will Need

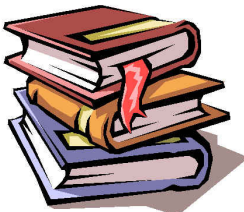
“Log” strip that is six inches wide by 15 feet long.

You need roughly one foot of ‘log’ for each participant.

If you purchased materials from Reparior, you will have received at least three strips of material that can velcro together to create the ‘log’.

Alternative Materials:

- Cut two pieces of masking tape six to eight inches apart to create the ‘log’.
- Buy a piece of carpet from Home Depot and cut it to the right size.
- Use a crack in a sidewalk



Storyline

You are part of a top-secret spy team. You must be able to blend with any group to infiltrate secure areas without detection.

Your final training is to read the minds of fellow spies and obtain details about their personal lives. You must also prove you can do this in incredibly cramped quarters.

Read the minds of your teammates and position yourself in order of birthdays without talking, stepping off the

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carpet or looking behind you. Do this by reading minds. Good luck!



Setup

1. Have the entire stand on the “log” in random order, but all facing one end of the log. So each person should be looking at someone else’s back.
2. **Without turning around**, team members must arrange themselves by one of the following as quickly as possible:
 - Date of Birth, month and day, NOT AGE
 - Alphabetically by middle initial
 - Hair Length
 - Color of hair, darkest to lightest
 - Furthest distance ever traveled from this location
 - Place each person was born, either in alphabetical order or by distance
 - Alphabetical order of high school mascot
 - Distance from current location to where you graduated high school.
3. If someone steps off and touches the ground, everyone starts over.



Variations

- Blindfolds are always fun to mix it up. Make the blindfolding completely random and give them a temporary impairment that only you can take away. Blindfold and un-blindfold frequently to create a more chaotic activity that participants generally find more fun.
- Bring face masks used in hospitals and randomly silence some or all of the participants – works especially great in hospital settings.
- Another great physical impairment is to tell some or

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all of the participants they can now only stand on one leg. Take this away from some or all of them at will.

- If you have a large group, break them into two separate groups and have them run at the same time. Without even mentioning a 'race' or competition, they will immediately compete. However, if they actually worked together, the groups could work together and help each other rearrange themselves much more quickly because you can see more looking at the group sideways than you can looking straight ahead.
- Time – creating time pressure always creates pressure and tension (in a good way) and will strengthen reactions from the participants.
 - One variation is to time them on the first try and use that time as the time to beat.

“Do you think you can do it faster?”

They will answer yes, of course, so then tell them you are changing how they need to reorder themselves – now instead of by hair length, by date of birth.

They will moan and/or groan, but tell them that business/life is always changing, customers/our family always want something different in the same amount of time and life is not fair!

- Another variation is to ask them how fast they think they can accomplish the task. Check their actual time against what they thought they could do and ask for explanations (they will always miss it by A LOT).
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Dynamics to Watch For:

- Styles of communication and how they overcome your communication challenges.
- Who shows up as the leader and how they include or exclude team members?
- How much fun they are having and who is fueling the fun.
- How the leadership of the group must change as the challenge changes.



Questions for Group Discussion

1. How much pre-planning did you use or need?
2. Was a leader identified? If so, why?
3. What strategies emerged that proved helpful?
4. What new things did you learn through this activity?
5. Do you see any similarity between this activity and your interactions at work?



Tips and Tricks from Our Professional Facilitators

- This is an event that is supposed to be fun. Watch to make sure everyone is having fun. Occasionally, individuals feel uncomfortable in the beginning due to the close proximity of people they don't know. You may want to share any observations between the beginning and end of the activity.
- Try and find something unique about your group to arrange themselves by. However, try to stay away from something that elevates others in the group like seniority or may alienate participants like age.
- Use the rules as a guide and change them as necessary. It is obviously more difficult to do this task without talking but change that if it does not fit the group.

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An Icebreaker:

This is a fantastic tool to get people to know a little bit more about each other than they previously knew. Use some of the more interesting personal methods to rearrange themselves.

This simple game helps humanize each individual in the room and many times sparks interesting conversations as people realize they were born near each other, etc.

The key is to start simple—i.e. hair length and then reorganize using more difficult and personal attributes.

A Communication Tool:

This is an impressive communication tool and can tell the group a great deal about how they communicate.

At the beginning, if you tell everyone to line up facing a particular direction, the natural leader will go to the front and the least likely leader will be in the back. However, if you are in the front and CANNOT turn around, you are not able to lead!

Because everyone is in a linear line, it is very difficult to communicate with someone more than a few feet in front of you. So the group tends to break down into small groups of three or four to solve their little piece of the problem and the game is solved.

This is fine, except it was left to chance. What if revenue was simply left to chance? What would happen? You simply cannot leave important communication to chance.

Is the communication within the organization also organized in a linear fashion? If so and if the group communication was disorganized, chances

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are, communication is being left to evolve on it's own — not a good sign.

This kind of communicating is valuable and is a sign of organizational strength — everyone helps complete their piece with no need of a single leader.

However, this should be a chosen model of communication, not just happenstance.

A Trust Activity

Trust is inherent in the activity if you do not allow the participants to step off the 'log'.

This is because in order to accomplish the goal of the group, the participants will need to give up their personal space and allow others to touch them.

Allowing someone else into your personal space gives them a small amount of trust. This can be the beginning of trusting that person.

Touching is very taboo in business and this should be very carefully selected as an outcome for the activity. However, the benefits are difficult to measure when the groups accomplishes this difficult task.

A Leadership Activity

As the group goes to stand on the log, all facing one direction, one person will be in the front and one person will be in the back.

The person(s) most wanting the leadership role will go to the front. That is where leaders go.

The person(s) wanting the leadership role the least will go to the back.

However, since participants cannot turn around,

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the person in the front can do nothing but follow.

And the person in the back has the best view of everyone and should lead. But whether they do, or if the group lets that person is something to discuss after the event.

Changing Perspectives

Regardless of whether you are using this as an icebreaker, trust activity, leadership activity or communication tool, each person's perspective will change throughout each attempt to reorganize.

How did the changing perspective affect the group's communication, the leadership, etc?

How did those changes affect the individuals?
What leadership shared when needed?

Many times we may have a great perspective on something for a short time and then lose that perspective.

- Do you (did you) continue to try and force the group to follow your lead?
 - Or did the group share the leadership to accomplish the group goal?
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Facilitative Tools

The key to a good facilitation is to let the group discover the learning that is appropriate. As the facilitator, do not try to manipulate the questioning to get the group to discover what YOU feel is important.

Below are some tools to help you in your questioning to help the group discover their own learning without manipulating the conversation.

Maintenance Tools

Throw-Back:

Team Member: *"How can we possibly get through this obstacle?"*
Facilitator: *"If it was possible, what would need to happen?"*

Share Observations:

Facilitator: *"It is very quiet. What does the silence mean?"*

Facilitator: *"It seems that not everyone is actively participating. Is there a reason for this?"*

Review Group Agreements:

It is very important to review when the group becomes disinterested, when rule violations are occurring without thought, and if the group is attacking each other personally.

Facilitator: *"Remember the ground rules we discussed as we begin to talk about this event." (If there are any)*

Check-In:

If a group is really struggling or people are becoming very frustrated, interrupt the activity and ask:

"So what are you doing right now that is working?"

"What is not working? Why?"

Accept/Legitimize/Deal With or Defer:

Create a safe environment for participation by:

- Responding neutrally to a speaker whose ideas are "out of synch" with others in the group
- Legitimize his or her contribution
- Agree together how to move forward

Facilitator:

"You're not convinced we're not getting anywhere? That's OK, you may be right. Would you be willing to hang on for fifteen more minutes and see what happens? Yes? Thanks."

Facilitator:

"The issue you just raised sounds like an important one to you. Can we finish debriefing this event, before we move on to discuss your issue?"

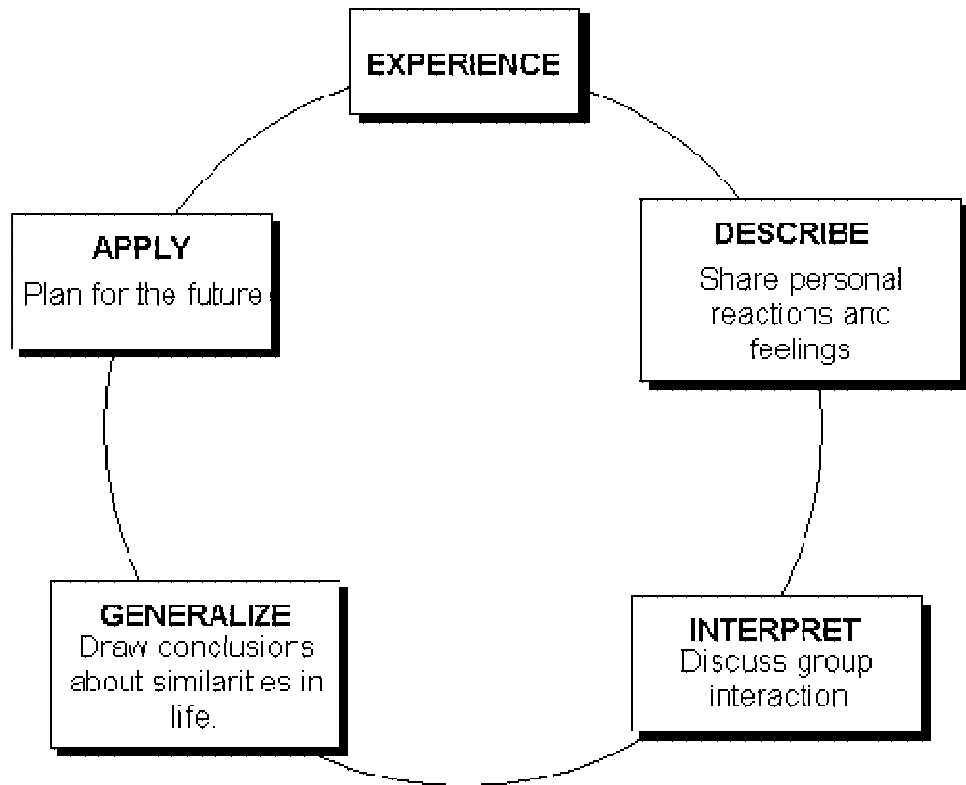
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Clarity Tools

	When You Hear:	Respond With:
Universals	All Every Never	"All?" "Every?" "Never?"
Rules	Should Shouldn't Must Can't	"What would happen if...?": "What causes or prevents...?" "Must?" "Can't?"
Non-Specific Verbs		"How specifically?"
Non-Specific Nouns	We It	"Who specifically?" "What specifically?"
Quantifiers	Too Much Too Many Too Expensive	"Compared to what?"
Statements	I Don't Know That Is Impossible	"Well, if you did know, ..." "If it were possible, what would need to happen?"

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Learning Cycle Stages



1975 Annual Handbook for Group Facilitators, University Associates

Stage 1: Experience

The experience forms the basis for the rest of the cycle. A structured activity, new game, or community service project can all be good experiences from which to draw learning.

Stage 2: Describe

In this stage, the facilitator asks the participants about their feelings and reactions to the experience. The focus in this stage is on the individuals' feelings and experiences. Ask questions such as:

"How did you feel?"

"What did you do?"

"What happened to you?"

Stage 3: Interpret

In this stage, participants discuss what went on between group members during the exercise. To process individual reactions into collective ideas, good questions to ask include:

"Why do you feel the way you do?"

"What caused that particular result or feeling?"

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Stage 4: Generalize

In this stage, the group generalizes from this experience to see how it might be reflected in other areas of their lives. Participants are asked to focus on situations in their personal or work lives that are similar to those in the activity. The task is to identify similarities and state principles that they can apply to other situations. Some questions that could be asked are:

"What did you learn from the experience?"

"What other similar situations have you experienced?"

"How does this relate to your work life?"

Stage 5: Apply

Finally, participants can decide on a course of action for the future. As a facilitator, ask questions such as:

"What do you want to remember from this experience?"

"What would you do differently in a similar situation?"

The Miracle 10% - One Idea for Closure

The Miracle 10%

This is quite possibly the easiest method of participant buy-in for change we have in our arsenal.

In front of the group simply ask:

"Who feels they cannot improve <insert topic, i.e. communication> 10%?"

99.9% of the time, everyone will raise their hand. (This is not saying that the same people are not trying as hard as they can. Many are giving the 100% effort, but that does not mean they cannot improve. Sometimes you need to make the distinction.)

"Does everyone agree that improving 10% is a reasonable goal?"

Everyone will agree. After all we are not asking for a HUGE change, just a small one.

"There are 'X' (i.e. 15 in the workshop) number of you here. So if each person improved 10% that is a 150% improvement. What would work be like with that improvement? How much better would our communication be? (Open up for discussion and create a specific list)

"So it sounds like everyone agrees that with just a small effort to improve from each person, we would all be much happier."

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“Each person will be responsible for their own improvement. You will each need to hold yourself accountable.”

Set the right expectation.

“We all agree 10% improvement is a reasonable goal but I want you to think for just a moment what that REALLY means.”

“After we leave today, we will be expecting to see a difference in <insert topic>. But a 10% improvement means that 9 times out of 10, you will see me (use yourself as an example) doing the same old crap I always did.”

“And the one time I actually do the right thing, you may not be around. So you may see me do the same old crap 15 or 20 times before you actually see me improving. It is important to have trust in me and the fact that I have agreed to work on improving and that I am consciously doing so.”

“Each person here must have that expectation and when you do see the right change, make every effort to point it out to the person who did it and to everyone else. It is hard to become tired of praise, regardless of how well you handle it.”

At the end of the workshop, you can have everyone spend 15 minutes and write out how they will improve the 10%. Not simply “improve communication” or something generic, but the behaviors that will improve communication.

For example, ***“I will focus on and listen to what the other person is saying and not on how I will respond”***.

Help them drill it down until they have something that they can act upon every single day.