

Team Shackles

Team Building Event



Creating Transformational Experiences

www.BuildingTeams.com

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Team Shackles

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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 created these products to be as easy as possible to facilitate, yet powerful enough for you to achieve your desired outcomes.

You could have purchased, or may even own, any number of books on team building activities with hundreds of exercises. But, if you are like most of our customers, after looking through the book, you are left more confused than ever, wringing your hands and wondering,

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

This is where we come in and we are here to help you every step of the way.

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, group, and environment. We are here to help make sure this event will work for you and to provide suggestions for tailoring it to fit your team's needs.

There may be times when all you need is to talk to someone and be reassured that the activity **will work**. We are more than happy to do this as many times as necessary until you feel completely confident with your choice and with facilitating the exercise.

This is the same approach we take with our own workshops, so you may want to consider giving us a call for your next training event, retreat, meeting or conference to 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

The purpose of this exercise is to challenge a team's belief that something is impossible.

It is also a great way to explore people's willingness to ask for help or give help if it will benefit the whole team.

Paradigm shift may result. It is a great leverage point to come back to if other paradigm shifts need to happen with the group.



Length of Exercise and Short Agenda

Total time needed is approximately 30 to 45 minutes and should not exceed 60 minutes. The duration 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.



Safety Tips

- Remind pairs to move slowly and be aware of their surroundings so they don't trip and fall when they are twisting/stepping around with each other.
- It does not need to hurt. Be sure the pairs are not doing something that may be hurting or endangering them in ANY way.

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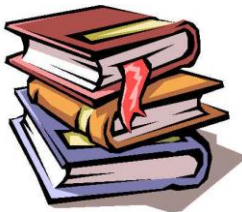


Equipment You Will Need

Up to 32 Strings with loops on each end, one for each person. These form the “handcuffs.”

1. Purchase a long piece of 1/8” rope from a fabric or building store.
2. Cut the rope into four foot pieces or longer. The longer the rope (handcuff), the more difficult it is.
3. Make a loop at each end of the rope with a granny knot, making sure there is enough room for a hand to fit through each loop. A slip-knot will also work but watch to see if the participants tighten the loop around their wrist. This will make the task MUCH harder to figure out!
4. You typically use one foot of rope for each loop so the handcuff will be roughly two feet long after the loops are tied.

TIP: To make it more difficult, you can make the handcuffs longer. To do that, simply cut the string into five or six-foot pieces before tying the loops.



Storyline

You are hostages who have been left unsupervised with only the Team Shackles to restrain you.

If you can manage to free the two of you, you will be able to escape to freedom!

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Setup

1. Have the group break into pairs and distribute the handcuffs. Each person receives one handcuff, or rope with two loops on the end.
2. Handcuff the partners together:
 - a. Have Partner A put one loop on each wrist. (The rope should be hanging from the wrists.)
 - b. Have Partner B put one loop on one wrist and pass the remaining loop around (under and over) Partner A's rope and onto his or her own wrist.
 - c. If the partners pull back gently from each other there should be a 'V' created by their ropes.
 - d. You may need to demonstrate how to put them on.
 - e. Make sure everyone is ready before you move on. This should only take a minute or two depending upon the size of your group.
3. The goal is for the pairs to separate as quickly as possible.
4. The rules are simple.
 - Participants may not take the loops off their wrists at any time.
 - Participants may not cut the string or untie the knot.
 - Participants may talk to one another. (See variations)
5. The whole team must be free in 15 minutes.
6. The solution is not obvious, so you may need to give hints and remind people to help other pairs once they have found a solution themselves.

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Solution: (Call us if you don't get it)

- Take the center of your partner's string with your left hand.
- Pass the string forward – under your wrist -- through the loop on your right hand -- **towards your fingers.**
- This will create a loop in your partner's string. Be careful not to twist the loop. Bring this loop over your hand.
- Pull back gently and make sure the strings are not wrapped around each other
- You should be free!



Variations

- ✓ After they figure out the problem in pairs, put participants in larger groups and connect them.
- ✓ Have some people be coaches
- ✓ Show some people how to solve the problem. Give them specific instructions not to touch any of the other team members' strings.
- ✓ Do not tell the participants they can talk to each other unless they ask.
- ✓ Simply tell the participants that "you" need to be unhandcuffed in XX minutes, NOT that the entire team must become free. Then note how they define "you". Did that mean you as a pair, or you as a team? This shows unconscious beliefs about the 'team'. If you use this variation, see questions, tips and tricks below.

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Dynamics to Watch For:



Questions for Group Discussion

- Pairs that hide from the rest of the group.
 - Teams asking for help and at what point do they finally decide to work with other pairs.
 - Pairs that are not having fun or have given up because they are convinced it is impossible.
-

1. What was your first thought about this event and what do you think about it now?
 2. Did you find yourself doing the same thing over and over expecting different results? Do you do that in other areas of your life?
 3. What did you notice about yourself during this challenge? Did you ask for help? Did you want to do it yourself? Were you competing with the other pairs?
 4. Did you notice pairs that did not help or did not ask for help? How many times at work have you had information that would have benefited someone else, but you simply did not give it? Why?
 5. How many times at work, or in life, have you needed help but not asked for it?
-

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Tips and Tricks from Our Professional Facilitators

- This exercise produces hilarious body contortions so please, try not to laugh too hard!
- If you set a time limit and the group is still struggling within a few minutes of the cutoff, help one of the pairs. Then note whether they help the rest of the team.
- Many people do not ask for help because they are afraid of looking stupid. Not surprisingly the #1 fear in the U.S. is exactly that – looking stupid.

Polls and statistics will show the #1 fear as Public Speaking. What is one possible outcome of public speaking? Looking stupid in front of LOTS of people.

Help the team you are facilitating to agree that it is okay to look stupid in front of the group.

- The opposite of looking stupid when asking for help is true of offering help. Many people are offended when offered help i.e. Do I LOOK like I need help? or, Do I LOOK so stupid I need help?

This can be a very embarrassing especially if you *know* you LOOK like you need help.

- One of the main learning opportunities is for the group to communicate more openly without fear of looking stupid or embarrassing someone.

It is risky to offer or accept help. If the group can make a decision as a team that no judgments will be passed if someone offers or asks for help, AND the group sticks to it, the group has made a VERY important step toward becoming a team, or becoming a better team.

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Facilitative Tools

The key to a good facilitation is to let **the group** discover and learn what is appropriate for them. As the facilitator, do not try to manipulate the questioning to get the group to observe what **you** feel is important.

Below are some tools to help you with your questioning of the group. These tips will allow the group to discover their own learning without you manipulating the conversation.

Maintenance Tools

Throw-Back:

Team Member: "How can we possibly get through this obstacle?"

Facilitator: *"If it were 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 base rules when the group becomes disinterested, when rule violations are occurring without thought, and when the group is attacking each other personally.

Facilitator: *"Remember the ground rules we discussed as we began 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:

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

Facilitator: *"What is not working?" "Why?"*

Accept/Legitimize/Deal With or Defer:

Create a safe environment for participation by:

Accepting an idea: Respond neutrally to a participant whose ideas are "out of synch" with others in the group

Legitimizing an idea: Discover the relevance of all contributions

Dealing with an idea: Agree together about how to move forward

Defer an idea by saying:

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 15 more minutes and see what happens? Yes? Thanks."*

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

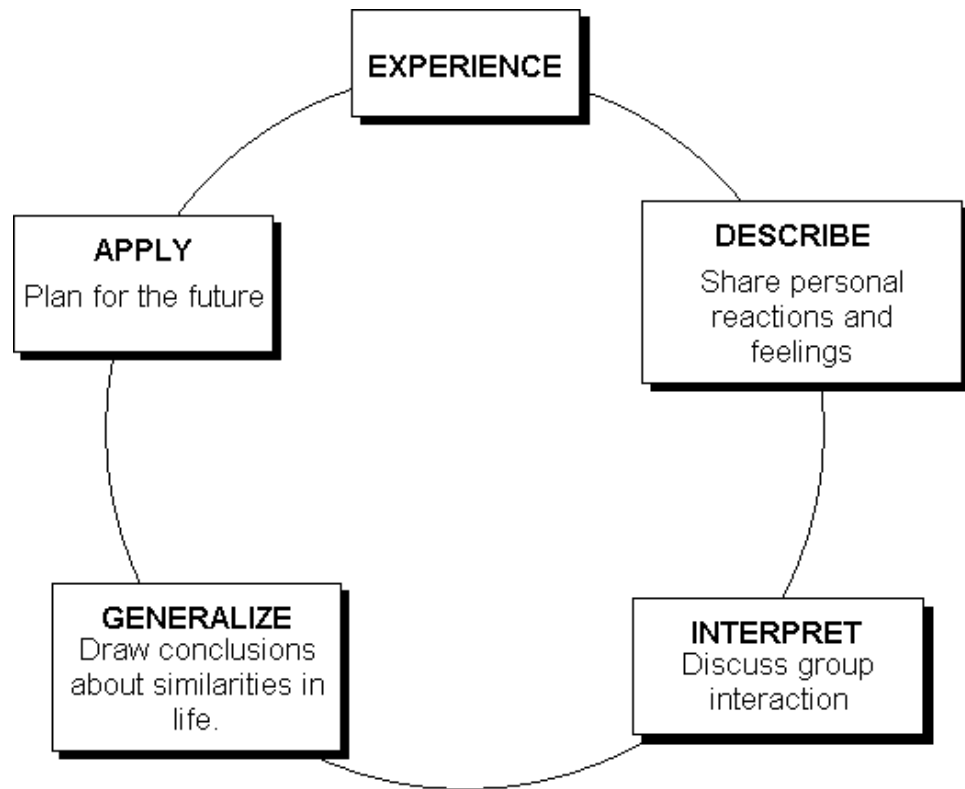
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Clarity Tools

	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. The facilitator presents an activity or game, which is specifically structured to provide an experience from which to draw relevant 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. Good questions to ask to help process individual reactions into collective ideas include:

"Why do you feel the way you do? "

"What caused that particular result or feeling? "

Stage 4: Generalize

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In this stage, the group generalizes their experience from this exercise and explores how the lessons might be reflected in other areas of their lives. Participants are asked to focus on situations in their personal or professional lives that are similar to those in the activity. The task is to identify similarities and state principles that can be applied to other situations. Some questions to ask include:

"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 are encouraged to 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 you have in your arsenal for assuring participant buy-in regarding the process of change.

In front of the group simply ask:

"Who feels they can improve <insert topic, i.e. communication> by 10%?"

99.9% of the time, everyone will raise their hand. (This is not to say that these people are not already trying as hard as they can. They probably are, but that does not mean there is no room for improvement. Sometimes you need to make the distinction.)

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

Everyone will agree. After all you are not asking for a HUGE change, just a small one. Talk about how each person's small contribution adds up to an overall large change.

"There are 15 of you here. So if each person improved 10% that would amount to a 150% improvement. What would work be like with that kind of 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

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individual effort to improve, we would all be much happier.”

“Each person then 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 stuff 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 stuff 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 same expectation and when you do catch someone doing something right, 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 writing out how they will improve by 10%. Simply writing “improve communication” or some other generic description is not good enough – participants must describe a specific action they will take that will result in a 10% improvement.

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

Help participants drill down their goal behavior until they have something specific that they can act upon every single day.