

Talquin Electric Cooperative

Teambuilding Retreat and Leadership Training - 22 January 2018

Dr. Gabrielle K. Gabrielli, CGMP, Instructor

Location: Gabrielle Consulting, 3035 Eliza Rd., Tallahassee, FL 32308

0830	Ground Rules, Objectives, Introductions
0845	Teambuilding <ul style="list-style-type: none"> ➤ Problem Solving Challenge Activity ➤ Debrief
0900	Leading through Change <ul style="list-style-type: none"> ➤ Assessment and Discussion
1030	Emotional Intelligence and Resolving Conflict <ul style="list-style-type: none"> ➤ Dealing with Angry Individuals ➤ Role Play
1215	<i>Lunch</i>
1245	Problem-Solving Challenge Activity
1300	Growing, Coaching, and Delegating <ul style="list-style-type: none"> ➤ Discussion and Application
1430	Improving Communication, Morale, and Engagement <ul style="list-style-type: none"> ➤ Activity and Debrief
1630	Conclusions and Next Steps
1645	Adjourn

Attendees

Sean Alderman, Director of Finance & Accounting

Tracy Bensley, General Manager

Dane Clemons, Director of IT & Communications

Blake Flowers, Director of Member Services

Tony Guillen, Director of Engineering & Operations

Ashley Sirmans, Executive Assistant

Mike Temple, Director of Administration

Tim Waddle, Director of Water Services

For questions, email gabrielle@gabrielleconsulting.com.

Organizational Change Management Readiness Assessment

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Somewhat Agree, 5 = Agree, 6 = Strongly Agree

Communication - Informing who is affected and impacted regarding the change.

1	The organization has a clearly defined vision and strategy, and changes are continually communicated with all stakeholders.	
2	Priorities are set and continually communicated regarding change projects and other competing initiatives.	
3	The organization uses multiple communication methods to keep stakeholders informed.	
4	The organization's messaging about change projects is clear, concise, and consistent.	
5	Mechanisms are in place to identify lapses in effective communication.	
Total Communication Score / 5 = Average Score		

Sponsorship - Ensuring there is active sponsorship for the change at a senior executive level within the organization, and engaging this sponsorship to achieve the desired results.

6	Change initiatives within the organization have an executive sponsor identified.	
7	The executive sponsor has the necessary authority over the people, processes, and systems to authorize and fund change initiatives.	
8	The executive sponsor can build awareness of the need for change (why the change is happening).	
9	The executive sponsor will actively and visibly participate with the project team throughout the entire change process.	
10	The executive sponsor will resolve issues and make decisions related to the change project schedule, scope, and resources.	
Total Sponsorship Score / 5 =Average Score		

Stakeholder Management - Gaining buy-in for the changes from those involved and affected, directly or indirectly. Involving the right people in the design and implementation of changes to make sure the right changes are made.

11	The executive sponsor is willing and able to build a sponsorship coalition for change, and is able to manage resistance from all stakeholders.	
12	Change successes are celebrated, both in private and in public.	
13	Stakeholders hear a consistent and unified message from various levels of leadership.	
14	Change initiatives are accurately tailored to the particular needs and concerns of each stakeholder group.	
15	Special tactics have been developed for handling opposition to change from various stakeholders.	
Total Stakeholder Management Score / 5 = Average Score		

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Readiness - Getting people ready to adapt to the changes by ensuring they have the right information and toolsets.		
16	A structured change management approach is being communicated and applied to change projects.	
17	Change management team members have been identified. Managers and staff are trained on organizational change management.	
18	Project team and change management teams track progress and are able to resolve related issues through set project management processes. A project plan has been integrated with a change management plan.	
19	Resources for change projects are identified and acquired based on a project plan.	
20	Feedback processes are continually used to determine how effectively change is being adopted by stakeholders.	
	Total Readiness Score / 5 = Average Score	

Training - Training the appropriate resources on the change.		
21	The organization recognizes and reinforces skills and behaviors required for change efforts.	
22	Skills and knowledge needed for transition have been identified.	
23	Skills assessments are continually conducted for change projects, and gaps are identified for transition.	
24	Training is developed and scheduled proactively based on gaps and need assessments.	
25	Flexible methods are employed for training i.e. web-based, print materials, face-to-face training, etc.	
	Total Training Score / 5 = Average Score	

Average scores below 4.0 for any of these categories indicates that the organization is not fully prepared and should spend efforts to better prepare for change in those areas.

Adapted from State of California Organizational Readiness Guide. Accessed 16 January 2018.

<https://cdt.ca.gov/wp-content/uploads/2017/02/OCM-Readiness-Guide.pdf>

Leading through Change

1. Change before you have to.
2. Be strategic.
3. Plan ahead.
4. Keep your team in the loop.
5. Allow time for questions.
6. Use emotional intelligence.
7. Handle conflict and resistance.
8. Show gratitude.
9. Enlist the team.
10. Delegate tasks effectively.
11. Communicate and listen effectively.
12. Be firm but flexible.
13. Stay positive.
14. Use metrics.



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Emotional Intelligence Self-Assessment

1 = Strongly Disagree 2 = Moderately Disagree 3 = Neutral 4 = Moderately Agree 5 = Strongly Agree

Part 1 - Rate Yourself. Using the scale above, please ***honestly*** respond to the number that best describes your assessment of yourself for each statement.

1. I use both negative and positive feelings to guide my decisions.	1	2	3	4	5
2. I am the picture of grace under pressure.	1	2	3	4	5
3. Negative feelings help me address changes I need to make.	1	2	3	4	5
4. I am effective at listening to other people's problems.	1	2	3	4	5
5. No matter the obstacles or demands, I am good at focusing my attention to be productive.	1	2	3	4	5
6. I have a calming influence on people around me.	1	2	3	4	5
7. I am completely responsible for how I feel and react to others.	1	2	3	4	5
8. After something has upset me, I can easily regain my composure.	1	2	3	4	5
9. I have the ability to regularly monitor my emotions.	1	2	3	4	5
10. I do not dwell on negative things or hold grudges.	1	2	3	4	5
11. I am sensitive to the emotional needs of others.	1	2	3	4	5
12. I enjoy challenges and look for the positive in everything I do.	1	2	3	4	5
13. I help others capitalize on their motivations to achieve their goals.	1	2	3	4	5
14. I am very creative when faced with adversity.	1	2	3	4	5
15. I respond appropriately to other people's moods and motivations.	1	2	3	4	5
16. I can easily enter into a "Zen" state, or a state characterized by calmness, intuition, and focus.	1	2	3	4	5
17. When the time is right, I face my negative feelings and work through the issue.	1	2	3	4	5
18. I am capable of calming myself after a discouraging event.	1	2	3	4	5
19. Knowing my true feelings is crucial to my wellbeing.	1	2	3	4	5
20. I am good at understanding the emotions and motivations of other people.	1	2	3	4	5
21. I am often able to cheer other people when they are sad.	1	2	3	4	5
22. I can easily set negative feelings aside when called upon to perform.	1	2	3	4	5

Emotional Intelligence Self-Assessment

23. I am aware of subtle social signals that indicate what others need.	1	2	3	4	5
24. People view me as a great coach for others.	1	2	3	4	5
25. People who are aware of their true feelings are better able to cope and perform in all aspects of their lives.	1	2	3	4	5
26. I can effectively sense other people's feelings, even when they don't match their words.	1	2	3	4	5
27. People seek my advice about handling relationships.	1	2	3	4	5
28. When other people are upset or sad, I feel their pain.	1	2	3	4	5
29. I am an optimist no matter what gets in my way, and this enables me to motivate myself to overcome setbacks.	1	2	3	4	5
30. I am easily able to manage my stress levels.	1	2	3	4	5

Part 2 - Score. Add your scores (1-5 for each item) based on the instructions below.

Competency	Item Numbers	Your Score	
		Example	5 + 3 + 4 + 4 + 2
Self-awareness	1 + 3 + 9 + 17 + 19 + 25		18
Self-regulation	2 + 7 + 8 + 10 + 18 + 30		
Motivation	5 + 12 + 14 + 16 + 22 + 29		
Empathy	4 + 11 + 20 + 23 + 26 + 28		
Effective Relationships	6 + 13 + 15 + 21 + 24 + 27		

Part 3 - Interpret Your Scores. Compare your scores with the chart below to assess your competencies compared to a cross-industry sampling.

Competency	Excellent	Needs Some Improvement	Needs Much Improvement
Self-awareness	25 or above	20 - 24	19 or below
Self-regulation	25 or above	20 - 24	19 or below
Motivation	25 or above	20 - 24	19 or below
Empathy	25 or above	20 - 24	19 or below
Effective Relationships	25 or above	20 - 24	19 or below

Exercise: Conflict Resolution Role Play

With your partner, think of a realistic scenario in a workplace environment in which there is conflict between two people. Walk through each of the steps in the **CALM** model of conflict resolution. After going through the ten clarifying questions, act out your scenario to come to successful resolution of the conflict.

Use this CALM Model reminder to help:

C is for **clarify** the issue. When encountering conflict, you can clarify the issue by asking yourself the following ten questions:

1. What exactly am I upset about? What specifically happened to upset me?
2. What emotions am I feeling? Why do I feel this way?
3. What did I do to contribute to the problem?
4. Is my reaction warranted or am I overreacting?
5. What would a successful outcome to this conflict look like?
6. How would I want to be approached if I was the other party in this conflict?
7. Is it possible that the other person had good intentions that I did not notice?
8. Does this happen frequently, or is it the first time?
9. How does this conflict impact my work?
10. What can I do to increase the chances of a successful resolution?

A is for **address the problem**. Think about how you will approach the other person and take note of the issue at hand so that you can describe what happened, how you feel, and the negative effects of the disagreement on the workplace.

L is for **listen to the other side**. Use the active listening skills discussed earlier in this course, and be an empathetic listener by acknowledging the speaker's concerns and recognizing his or her point of view.

M is for **manage your way to resolution of the conflict**. Remember to reach an agreement that a problem exists, then work to come up with a solution that will be best for both sides. Always end your conversation on a positive note.

Role Play Scenario

Growing, Coaching, and Delegating

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Benefits of Delegation

Supervisor Benefits

- Free up your time for other tasks
- Increase value
- Increase trust
- Improve achievement
- Increase leadership

Employee Benefits

- Increase capabilities
- Improve self-confidence
- Increase performance
- Improve self-esteem
- Develop skills
- Provide challenging work

Team and Organization Benefits

- Motivate team
- Build morale
- Balance workloads
- Improve communication
- Increase efficiency
- Stimulate creativity and innovation
- Improve team cohesiveness
- Increase retention of good team members

Coaching leads to delegation.

Delegation becomes a normal practice.

The supervisor can hand over more responsibility.

Mutual trust among both parties is established.

Staff increase in skill and confidence with success.

Supervisor begins coaching experiences.

Coaching is working closely with an employee or team to improve skills and meet performance goals.

Discussion

1. Why do people fail to delegate?
2. What is your biggest challenge to delegating?
3. What tasks do you do now that you should delegate? What **will** you delegate?

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Communication Self-Assessment

	Always	Usually	Sometimes	Rarely	Never
I listen carefully and rephrase information for better understanding.					
I put myself in the speaker's place in order to better understand the message.					
I ask questions if the message is not clear.					
I recognize when certain words, phrases, or ideas prejudice me against the speaker, so I redirect myself to listen objectively to what is being said.					
I concentrate on what is being said and avoid distractions.					
I control my emotions when receiving information from others including information that I may not want to hear.					
I communicate with people in their world including via social media.					
I am intentional with communication about focusing more on asking questions of the other person than sharing information about me.					
I make eye contact when communicating with others in person.					
I use appropriate body language and nonverbal cues when listening.					

All of the items on the self-assessment represent good communication skills on the part of the listener. Your goal is to use all of these skills "usually" or "always". Work toward improving those areas in which you show a need for improvement.

Communication Facts

We speak at an average rate of 125 words per minute.

We listen at about 150-400 words per minute.

We think at about 1,000-3,000 words per minute.

Strategies to Improve Communication, Morale, and Engagement

Gabrielle K. Gabrielli, Ph.D.

1. Have company and team gatherings.
2. Have clear expectations and hold people accountable.
3. Ask for feedback.
4. Give effective feedback.
5. Get rid of jerks.
6. Communicate appropriately.
7. Encourage actual lunch breaks and time off.
8. Show you care.
9. Increase and encourage leave time.
10. Invest in employee development.
11. Encourage delegation.
12. Reward innovation and excellent performance.
13. Have clear and fair policies that are enforced.
14. Develop strong and transparent promotion tracks.
15. Share the why.
16. Provide cross-team collaboration opportunities.
17. Involve employees in the decision-making process.
18. Treat everyone fairly and equitably.
19. Make your team part of your shared vision.
20. Raise the bar.
21. Celebrate accomplishments.
22. Hire and promote strategically.
23. Make the workplace fun!
24. Infuse positive values into the organizational culture.