

# ***What Is Team Advantage?***

**TEAM ADVANTAGE IS** a structured process for coaching teams to achieve an extraordinary goal while also becoming a more cohesive team. You and your team members will be asked to identify a big goal and take full ownership of playing a game to achieve it—one that is worthy of your precious time and energy!

Some teams have played for obvious goals during Team Advantage. Examples of “obvious” goals include the following:

- Moving a sales team’s revenue ranking up to a new level within an organization
- Launching a new product successfully
- Successfully completing a reorganization

Others have played for goals that have been awe-inspiring. For example, one team set out to “put a plan in place to eradicate a disease state within the next 2 years.”

Some goals have been designed to offer an innovative level of service such as “making our sports events the best entertainment value in our area.” This involved changing business strategy to focus on treating each ticket holder as someone to be thoroughly entertained from their seats to the concession stand.

All of the goals have one thing in common—they stretch teams to imagine how they might produce an “Oh WOW!” experience and to achieve something they had previously just imagined.

So how is this different from other team-building experiences? Team coaching provides the missing link often associated with training and team-building events. Just as in sports, by having a coach work with your team to set a game plan and think differently about your approach while holding you accountable, your team can accomplish more than you thought possible.

### **Team Advantage is unique in these ways:**

- **The team-building process evolves over time**, building on a workshop event designed to create a compelling game plan that you and your teammates will create together.
- **Your team will have a coach to hold the process** of the game execution in place. The coach will facilitate the workshop, host the conference calls, and work with your team leader and individual team members as needed throughout the program. You are invited to engage the coach in offline conversations if you:
  - Have a question about the process.
  - Want to make a request for specific action or conversation—such as you feel a need to say, “Ouch, coach—you stepped on my toes,” or “I need to clear up something I might have misinterpreted today.”
  - Want to work through a miscommunication with a teammate.

- Need to work through a needed change being made by the team.
- Want to make sure the team is aligned with the team charter, or check in if something is not aligned.
- **The team-building process incorporates a business focus** with meaningful goals and objectives designed to help you attain something amazing. This will not be a simulation—though you will experience some simulated games during the Kickoff Workshop to establish how games can help you learn. You are going to play for something very real.
- **It is a game centered on the notion of “playing,”** and the focus is to go for an extraordinary goal—to achieve something that is above and beyond expectations. While the stakes are high, there are typically no consequences for not winning. This makes it safe for your team to take risks that are critical for the game’s success!

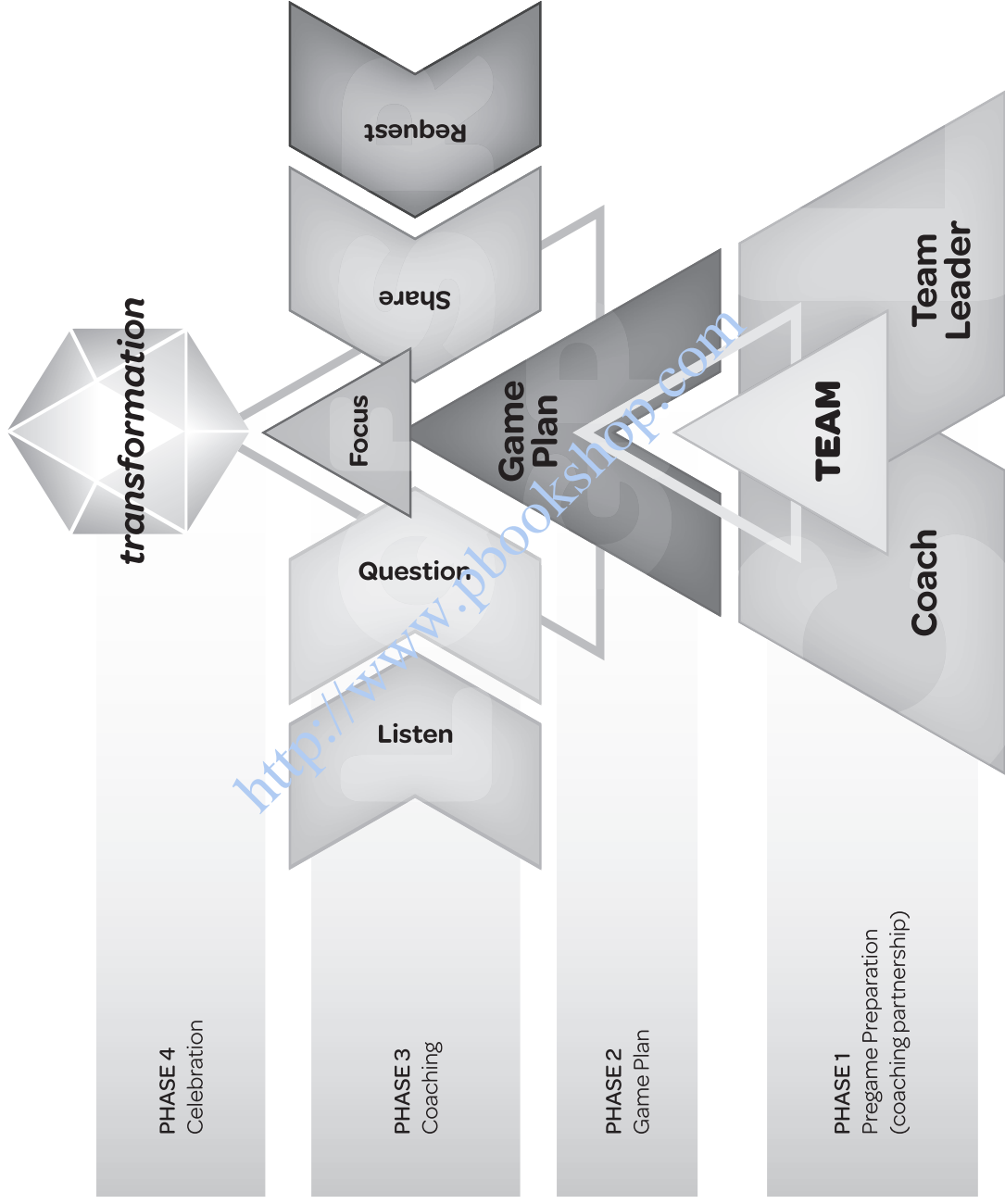
Team Advantage consists of four phases, as shown in Figure 1.

You will learn more about your role in each phase of Team Advantage in the following sections.

The key to the success of Team Advantage is for you and your team to be coachable and willing to give 100% effort in playing the game you create. The team will be working with an experienced coach who will guide you through this process. Achieving that goal

**FIGURE 1**

**Phases of Team Advantage**



should result in additional benefits to you, your team, and your organization.

Here is a quick checklist to determine if you are ready to take part in Team Advantage. On a scale of 1 to 5, with 5 being completely ready and 1 being not at all ready, respond to each of the following questions:

- \_\_\_\_\_ Are you ready for an extended team experience?
- \_\_\_\_\_ Are you willing to speak your mind and express feelings?
- \_\_\_\_\_ Are you clear about the team mandate and performance goals?
- \_\_\_\_\_ Are you coachable?
- \_\_\_\_\_ Are you flexible?
- \_\_\_\_\_ Are you innovative?
- \_\_\_\_\_ Are you ready to give 100% to this process?
- \_\_\_\_\_ Do you have the support from your team leader to create and play for a bigger goal?

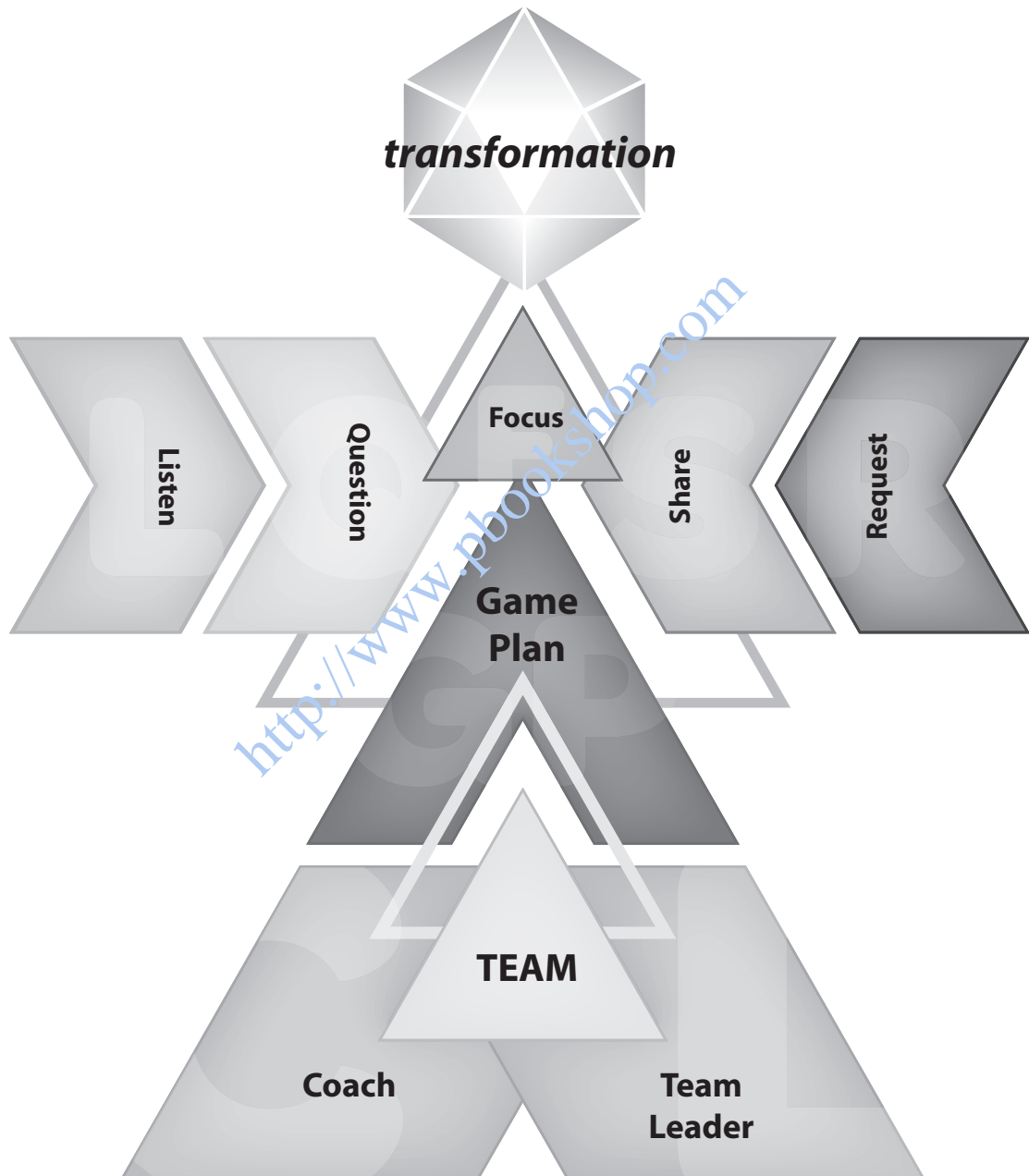
If you scored 3 or less for any of these statements, discuss your feelings with your team leader or with the coach. You will have an opportunity to speak with the coach during the interview session that is part of preparation activities for Team Advantage.

Figure 2 is a schematic of the Team Advantage “transformation.” This figure depicts how the process unfolds, starting with the partnership formed by the coach and team leader, moving toward inclusion of you and your teammates, creating the game plan, and then using coaching as the impetus to move the team toward goal attainment and transformation.

**FIGURE 2**

**The Team Advantage Transformation**

---



# Why a Game?

**TEAM ADVANTAGE REVOLVES** around a “game plan” that is created by the team to foster ownership and action learning in the context—or circumstance—of “play.”

It is human nature to play, and we have learned most of the important lessons in our lives from playing—communicating concisely with others, building partnerships, depending on others’ strengths, following rules, celebrating wins, “punting” when the plan isn’t working or we miss the mark, and working within a time constraint to win.

We have found that people enjoy working inside the context of a game. Everyone knows what’s expected and how to win, making the work meaningful and fun. So even though there maybe tension and pressure to perform each day, there is alignment and power in the team’s ownership of its work. And even those who are watching from the sidelines—other colleagues, senior managers, and even your friends and family—pay attention to the activity and momentum of a game. They will witness more engagement and a new conversation about how the team is performing that inspires others to become involved.

Experts have also found that when teams move out of fear-based, survival-based conversations and learn to articulate self-awareness and emotions, they can move into the creative functions of their brain with more ease. The more awareness we build about how to overcome limitations, the easier it is to access parts of the brain that allow us to problem-solve and create. People have the experience of freedom and fun when they feel that they are contributing to the greater good.

<http://www.pbookshop.com>



# ***Your Role in Team Advantage***

**YOU AND YOUR** teammates drive business results every day, so your importance in Team Advantage is no surprise. Each of you will provide leadership through your participation, attitude, and engagement. Each of you will be a crucial stakeholder in each phase of the game. Here is what you can expect at each phase.

## **Phase 1—Pregame Preparation**

During Phase 1, the coach and your team leader will be doing a lot of work to prepare for the program. The team leader will be informing the coach about the team's day-to-day business and will also help the coach develop a list of questions that will be used in interviews with you and your teammates. The team leader will also experience coaching firsthand, so he or she learns the power of using coaching skills.

The coach will schedule a time to interview you during this phase. Be sure to respond promptly to the request and secure the time for the appointment on your calendar. The interview typically takes between 20 and 30 minutes. The coach will send out the interview questions to you in advance via e-mail so you will have time to think through your responses. Be candid, honest, and constructive. Your answers will be treated as anonymous contributions.

After the coach interviews everyone on the team, the coach will create a theme report based on all the responses. You will get the chance to read the report at the Kickoff Workshop.

## Phase 2—Kickoff Workshop

The Kickoff Workshop is typically a 2-day event at an off-site location. Teams with fewer than six members can often accomplish the goals of the workshop in 1 day, but 2-day programs are the norm.

Come to the workshop prepared to be fully engaged in all the activities. The goal of the Kickoff Workshop is for your team to establish an extraordinary goal that will be your focus over a 4-month period. You will also establish tactics and strategies to reach that goal and create a game plan that will be tracked on a weekly basis. You will assign points to each activity to bring some fun into the process. Remember, it's a game!

## Phase 3—Coaching the Game

Phase 3 will consist of 12 conference calls over a 16-week period. Prior to each call, you will be asked to submit a Call Prep Form that will be your way of providing input for the call. The conference calls will be facilitated by the coach.

Each call will have an agenda created by the coach with input from you and your teammates. Typically, time is spent on each call to update the game plan and track the points that have been scored by the team. If you have specific responsibility for action items in the game, chances are you will be asked to report to the team on your success or challenges in meeting those commitments during the coaching phase of the game.

The use of a conference call in lieu of a live meeting makes the Team Advantage process more convenient and accessible for teams for which members travel, are located in many cities, or work virtually from a home office.

There are a few things to be aware of when meeting by conference call. First, it is easy to multitask while you are on a conference call. It is very important that you are fully present for the conversation and participating with complete focus.

Second, it can be difficult to not see each other while you are having conversations about building on the strengths of your team or while you are in the midst of learning to challenge each other. The coach will help team members to work through conducting these sorts of discussions from a distance.

**TABLE 1****Summary of the Team Member's Role**

<b>Team Advantage Phase</b>	<b>Your Role</b>
Phase 1—Pregame Preparation	Provide honest, constructive feedback about the team, the organization, and your team leader.
Phase 2—Kickoff Workshop	Engage. Contribute your strengths to creating a game. Be mindful of your judgments and limiting thoughts or opinions. Bring your unique energy, sense of humor, and commitments to this process.
Phase 3—Coaching the Game	Participate enthusiastically during the conference calls. Prepare the coach by submitting a call prep form. Be prepared to contribute and to score the game.
Phase 4—Celebration	Be in a constant state of appreciation for your teammates and your team leader. Frequently acknowledge others—notice the little things they do to drive performance. Notice the miracles that occur when you all believe in the power of your efforts and commit to learning together.

Third, there can be many distractions or interruptions when you're on the phone, particularly if you're calling in from home or some public place. So be mindful to mute your phone if there is a lot of background noise where you are or if you must have another conversation.

You will be provided with the conference-call information immediately after the Kickoff Workshop, along with a list of dates and times to add to your calendar.

You will be expected to attend every call. The conference-call format makes it possible for you to attend from anywhere, even if you are on a business trip or taking a vacation day. If you are unable to attend, ask a teammate to report in for you if you have news that is important for the call.

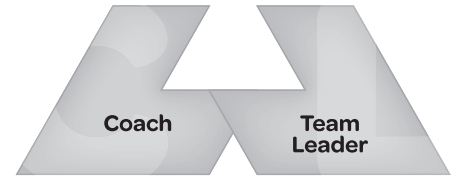
## **Phase 4—Celebration**

Phase 4 is the Celebration Phase. Your team leader will plan a celebration event after the conclusion of Team Advantage. The team leader and coach will establish a prize to play for. This can take many forms, including a celebratory gathering at a restaurant or other location.

Celebration will also be encouraged throughout the process. Your coach will be sure to recognize even the smallest achievements by the team and team members, and you will be encouraged to acknowledge each other's accomplishments often during the process.

Table 1 summarizes your role during each phase of the game.

# Phase 1—Pregame Preparation



## The Interview

The key activity involving team members during the Pregame Preparation phase is the interview with the coach. The key considerations for the interview process are the following:

- Per the memo you received with this *Guide*, the coach will be contacting you shortly to set up an interview time.
- Be prompt in confirming a date and time for the interview. Please honor the coach's time and recognize the logistical challenges. This step is important for the coach to learn to assess the team's challenges and to prepare for the kickoff.
- Allow 20 to 30 minutes of time for the interview.
- You will receive a set of questions from the coach when the interview is scheduled. There's room on the following pages to prepare by taking some notes on the questions.
- Be candid during the interview. The coach needs to get as much input as possible to effectively work with and coach the team. If you score under a 3 on any of the quick-checklist items, now would be a good time to discuss these scores with the coach.

- Remember, your answers will be shared only anonymously. The coach will be combining your responses with those of your teammates and will edit any comments that might be easily traced to you as the source. However, if you wish to take something offline, or not include it, feel free to make a request of the coach to hold your comment as confidential and not to be shared at this time.
- You and your teammates will get a chance to view the theme report created from your responses at the kickoff meeting.

## WORKSHEET 1

### Interview Preparation

As noted earlier, the coach will be providing you with a set of interview questions. The following space can be used to record your responses to those specific questions. There are also some general questions provided below to help you start thinking about the team functioning. Finally, there are a few questions you may respond to after the interview has been conducted.

My thoughts about the specific interview questions:

<http://www.pbookshop.com>

**General Questions**

What do I wish to see changed (in the organization, division, department, staff, leadership, products, and services)?

What do I need from my leader(s)?

How willing am I to engage in this process?

After the interview, note any concerns or observations about the process:

I am thinking ...

I feel ...

<http://www.pbookshop.com>



**WORKSHEET 2****Contact Information**

The coach will want to learn about you prior to the Kickoff Workshop. Complete the form below and forward to the coach according to the instructions that will be provided via e-mail.

**My Contact Information**

---

Name

---

Address

---

Phone

---

Fax

---

E-mail

---

Mobile

---

Birthday

---

Other celebration dates

---

Hobbies

---

Kids/Family

---

Recent book read

---

What do you expect from coaching?

<http://www.pbookshop.com>

# ***Phase 2—Kickoff Workshop***



The key workshop elements are listed in this section, with a brief description of how these will unfold during the meeting. Worksheets are provided as appropriate for each section of the workshop.

## **Establishing Objectives**

The first thing your coach will do is establish the objectives for the workshop. Be sure you are clear on what is to be accomplished during your time together. This is a good time to start asking questions! Record any notes regarding the workshop objectives below:

<http://www.pbbookshop.com>

## Team-Building Exercise

A short exercise will have been carefully selected for your team. The exercise may require all of you to participate together, or you may be broken into subteams. The exercise will be fun and get you moving and thinking. Record your observations from the opening exercise in the space below.

What did you learn about your team?

What did you learn about yourself?

What is the key message from the exercise?

## Review the Theme Report

The coach will provide a summary of all the interviews conducted during the Pregame Preparation period. This will be your chance to see how others on your team are thinking about the status of the team and what they view as your collective strengths and challenges. Use the space below to record your observations from the theme report.

## Strengths of the Team

## Challenges for the Team

### What Extraordinary Goal should be the Focus of Team Advantage?

After reviewing the theme report, I need and want the following from my teammates:

1.

2.

3.

4.

Other thoughts or requests:

## Create a Team Charter

Creating a team charter is one of the most important exercises you will do during the workshop. The team charter will state the agreements you have with each other and how you will function as a team. The team charter will be referred to often during Team Advantage. Here is a sample team charter:

### **We...**

- Speak directly and respectfully, saying what we mean in a way that it can be heard and accepted.
- Create an inclusive culture within the larger organization that fosters collaboration.
- Are open to new possibilities and are willing to explore opportunities.
- Actively listen to others, assuming positive intent.
- Are intentional about recognizing the people who contribute to innovative thinking and our unique stakeholder partnerships.
- Create an environment that cultivates sharing best practices and supports those seeking guidance on opportunities and challenges.
- Contribute in a manner that makes our collective success more important than our individual successes.
- Keep the customer at the center of *all* our discussions and decisions.

Use the space provided to take notes during the creation of your team charter.

### **Our Team Charter**

<http://www.pbookshop.com>

## Ordinary vs. Extraordinary

It is important for you to make the distinction between ordinary and extraordinary. Your coach will facilitate this discussion and this will hopefully begin your team's venture into out-of-the-box thinking that will truly stretch your goal-setting activities.

Notes from the discussion:

<b>Ordinary</b>	<b>Extraordinary</b>
From the status quo (not bad, but expected): Example: From reacting to customer complaints	To something miraculous, beyond expected, way better than ordinary: To responding more fully to customers by building a customer response center



## Create the Game Plan

Your coach will detail how the Team Advantage process will unfold over the next 4 months. The first step is the game-creation process—or creative CHAOS, which is short for:



The game-creation process will feel a bit messy—just as all backyard games feel when they are being created for the first time. Stick with it; your coach will help you stay focused.

## Create the Extraordinary Goal

Your team will be challenged to stretch their collective thinking and expand their self-awareness.” during Team Advantage. You will create one extraordinary goal, which will be the focus of your game plan. This is a thematic goal, one that requires you to accomplish something beyond expectations or the ordinary performance—even if your team’s ordinary or status quo is really good.

The extraordinary goal will be followed by what we refer to as “strategic drivers,” which will be broken down into game goals or action items according to your team or organizational needs. Examples of these game-goal categories are revenue goals, communication plans, market-development plans, and creative reporting and tracking systems.

During the creation, you will be asked to think outside the box or look into new boxes of possibilities. Consider the power of your potential. What would you want to do if you knew you couldn’t fail? What if money was no concern? What if you could just do this one thing as a legacy action? What is that goal? This is what you will be asked to consider.

Use the space provided to record your thoughts as you create your extraordinary goal.

### **Creating the Extraordinary Goal**

What do you really want to accomplish?

What would be meaningful and worthwhile for you and the team?

What can't wait to emerge or change?

<http://www.pbookshop.com>

## Hone the Strategic Drivers and Game Goals

The team will begin a process of stating and writing game goals and specific action items designed to help clarify the strategic drivers and the reasons why the team needs to take on these new ideas or actions.

The game goals need to be:

- S** Specific and clearly defined
- M** Measurable; the team will know when the goals have been achieved
- A** Agreed on by everyone on the team and Achievable
- R** Reasonable and realistic
- T** Time-bound

Record your thoughts in the space below.

**Add**

Now you will start thinking about scoring the game. Review each strategic driver, game goal, and action item that has been created and determine how many points should be assigned to each one.

<http://www.pbookshop.com>

## **Organize the Plan**

In this step, the team will be working in small groups. The coach will assign to each group one of the strategic drivers recorded on the flip charts in the Hone stage. For each item/task associated with a strategic driver, the subgroups will need to determine specific game goals or actions to be taken, who will take these actions, by what time, and how many points each action is worth.

Table 2 is a sample of how this information might be organized.

## **Synthesize and Score**

The team will continue to fine-tune the plan as needed during this workshop and in the first one or two coaching calls. Scoring gives the team a guideline to follow, a way of realizing and celebrating things that are working. Putting the score down, even if a game goal, action item, or the points assigned change at some point in the early stages, is important to determine what the critical accomplishments and game goals will be as the team drives to the extraordinary goal.

**TABLE 2****Strategic Driver: Improve Reporting and Tracking Data to Support the Sales Effort**

<b>Game Goals/Action Items</b>	<b>Who Manages?</b>	<b>Goal Date</b>	<b>Points Assigned</b>	<b>Points Scored</b>
1. Identify a new software platform to monitor sales.	Mary	1/31	5	
2. Receive team input before making a final decision on purchase.	Mary	2/15	5	
3. Finalize contract for the new system.	Gene	2/27	5	
4. Enter all data into the new platform.	Bill	3/20	5	
5. Full implementation of system.	Sarah	3/27	5	
6. Identify top 100 customers by sales volume.	Sarah	3/31	5	
7. Reassign territories based on the revised tracking data.	Gene	4/15	5	

## Small-Group Presentations

Once your group has worked through the CHAOS process for your assigned section of the game plan, prepare to briefly present this information to the full group.

The presentation can follow this outline:

Strategic drivers—objectives to achieve

Game goals or actions needed to achieve the extraordinary game goal under each strategic driver

Who will be responsible for each strategic driver and game goal action item

How many points will be assigned to each game goal and/or action item

After the presentation, be prepared to accept input from other group members, with mindful attention paid to achieving full buy-in and, therefore, ownership by all members in the plan.

## Name the Game

Team Advantage revolves around a game, and just as in any great game, there needs to be a rallying cry—a name for your game! The coach will lead you through a quick brainstorming session to come up with a name. Usually, someone will make a suggestion that will ring true for the rest of the team and everyone will agree on the name fairly quickly.

Here are some game names from past groups:

A management team wanted to raise its region to the top-performing region in the country. They wanted to go to the next level. Their region was known in the company as the Potomac

Region, since they are based in the Washington, D.C., area. The name of their game was “Raising the Potomac.”

A professional baseball team was working on communication and organizational challenges, with the game being played in the fall. Following the baseball theme, their game became the “Fall Classic.”

A sales team wanted to reach higher-level decision makers and land bigger accounts. They were “hunting for big game.” So their game became a “Big Game Safari.”

Team Advantage needs to be fun. Your team will need to give the process a name that will have meaning, be a rallying cry, or just add some levity. The following are some brainstorming prompts to help you come up with a fun name.

Names related to our product/service? [size, shape, color, sound, efficiency]

Names related to our region/geography? [North, South, East, West, coastal, mountain]



Honors and measures related to our extraordinary outcome?  
[top tier, number 1, president's club]

Names related to our team leader? [Scott's High Scorers, Pat's Powered Up Crew, Haley's Comets, Art's Artists, Joe's Jesters, etc.]

What words relate to the prize we are playing for? [new rank and recognition, competitive victory, bonuses, added vacation days, plane tickets, party, dinner cooked by the boss, or other gifts aligned with the company's values and resources]

Action words related to the game—[compete, crush, lap, pass, dominate, land, take, play, fly, seal, trump, dive, hit, etc.]

**Notes on ideas created by the team:**

<http://www.pbookshop.com>

## Individual Game Plan

Although the overall goal is to become interdevelopmental (everyone learns together) with this project, much of your daily activity will be independent and some interdependent (relying on others inside and outside this team). Use the space below to note your individual activities around the game plan.

My personal goal for completing Team Advantage is:

My partners during this process will be:

Value to the organization:

Value to me:

## Narrative Lead-in:

Imagine you are sitting in your favorite place in the world, a place where you are clear and can reflect for a time—on a beach, on a big rock in a stream, on your back porch, in your favorite part of the house, on a horse, in a golf cart—somewhere that feels special to you. Once you have that feeling of being centered, capture how you are feeling *as if* you have already accomplished this extraordinary game goal. You have scored all the points. Your team has been elevated

to new heights. You are swimming in money. OK, you are excited beyond belief that all of this has manifested. Now, write a one-paragraph accomplishment narrative—in the first person, as if it has come to pass. Project yourself out 6 months and write from that viewpoint.

### **Sample Accomplishment Narrative (present tense)**

I am on vacation with my family, preparing a fabulous meal. I am most excited about the recognition of my contributions during this process. When we began, I was the newest member of the team, but now I feel I really fit in and that I am respected. Because we were able to achieve so much in such a short time, the company president has offered us a trip on the private jet to Bermuda. Now, I know that in the past few years, these trips have become taboo, but this was such a significant undertaking, the president offered to send a note to Washington if needed to let everyone know about our new Green program, how much money we will be saving our customers, and how little energy and environmental impact this new plan will take. I think I am being considered for the leader's position and that she will be moving up to new ranks in the boardroom as a result of our achievements! All I can say is WOW!

### **My Accomplishment Narrative:**

I need the coach to help me:

<http://www.pbookshop.com>

**Fast-Forward Focus**

The Fast-Forward Focus is designed to project potential barriers that might occur over the next 4 months. The key to this exercise is that the team already knows what could get in the way of accomplishing something. Considering the potential blocks to success will help the team address the issues that could stop the team from attaining its extraordinary goal.

As the team discusses the Fast-Forward Focus, feel free to add possible barriers that you may be aware of or comment on some of their ideas if they are not consistent with organizational reality.

Use the space provided to make any notes during the discussion.

**Example: Motivation is lost**

(So what do you already know you could do to address this?)

- Commit to staying engaged and communicating regularly.
- Show up for each coaching conference call and report on all the actions we drive.
- Take full ownership of the process.

**My ideas:**

### Role of the Coach

By observing world-class sports coaches such as Joe Paterno, Phil Jackson, Mike Krzyzewski, Joe Torre, and Pat Summit, we get a common definition of what makes an outstanding coach. A great coach in team sports is the person who brings out the extraordinary personal effort and consistent performance of his or her players. Great coaches focus not just on the activity, but also on how the players play the game and on who those players are becoming as athletes.

Team coaching in organizations is a similar process. The Team Advantage coach works on how people play together and who they are becoming for each other. This process creates an action learning culture and engages team members to have courageous conversations as they play to achieve their extraordinary goal—something they have imagined together.

During Team Advantage, your coach will celebrate the wins, give frequent feedback about what is and is not working, give perspective about potential choices, and request that the team self-manage around a team charter.

The table below provides distinctions between mentoring, consulting, and coaching.

	<b>Mentoring</b>	<b>Consulting</b>	<b>Coaching</b>
Focus of Work	Deals mostly with succession training	Deals mostly with problems, and seeks to provide expertise	Deals with the present
Relationship	Mentor has the answers	Consultant has answers	Coach helps client discover own answers
Process	The mentor observes and provides guidance and wisdom	The consultant evaluates a situation and advises	The coach and client work together; the client is held accountable

## Obtaining Agreements

After you complete your game plan, you will be asked to sign the agreement shown below.

---

### Agreement for Coaching

---

Name \_\_\_\_\_

Project: \_\_\_\_\_

Session day: \_\_\_\_\_

Session time: \_\_\_\_\_

Phone bridge number \_\_\_\_\_

Call duration \_\_\_\_\_ 55-60 minutes

---

Ground rules:

I will call the coach/conference number at the scheduled time.

I will prepare for the coaching session by sending the coach an update of my work at least 2 days in advance of our session.

I will participate in a spirit of contribution and deliver messages, not excuses or long stories.

I will be accountable to my team for all actions that I have agreed to.

I will tell the truth about what's going on and note any discoveries or insights.

Date: \_\_\_\_\_

Your Signature: \_\_\_\_\_



# Phase 3—Coaching the Game



## The Process of Coaching

**Team + Game + Coaching = Team Advantage**

Engaging in a process of team coaching will accelerate the team's development.

Team coaching is a transformational process in which the coach partners with your team to enroll everyone in an action learning culture. The coach engages the team to have courageous conversations as you work to achieve a specific result—your game goal.

Coaching is the missing link in accelerating team development. Many team-building programs have great immediate impact, but it is difficult to sustain the changes in dynamic organization environments that may include leadership shifts, realignment of responsibilities, and pressures to deliver the results even when available market opportunities have changed. Coaching is what makes Team Advantage different from other team-building exercises. The coach works with the team over the course of 4 months with regular teleconferences and meetings with the team leader. Phase 3 of the Team Advantage process ensures that the team achieves the extraordinary goal and experiences profound changes in communication and teamwork.

As a participant in Team Advantage, the key actions to keep in mind during the coaching phase are:

- Mark your calendar for every call scheduled for the team.
- Remember to submit a Call Prep Form as agreed during the kickoff session, or at least 24 hours prior to the call.
- Commit to participating actively in every call.
- Find a quiet spot to call in to the telephone conference.
- Quiet your mind (and any tendency to multitask).
- Honor your commitments to the team.

On the following page is a sample Call Prep Form. Your coach may alter this form for your team or even change it during the process, with your input. These changes will hopefully lead to what works best for you to report in advance of the call.

The coach will provide an electronic form prior to each call. It is your responsibility to complete the form and return it to the coach. Typically, no reminders are sent, as this is an expectation or rule of the game.

Following the example Call Prep Form are pages for you to make notes before, during, and after each of the scheduled calls.

## Sample Call Prep Form

**Name:**

**Date:**

---

What I accomplished and want to celebrate:

---

My biggest single challenge right now:

---

What I am learning/discovering:

---

A teammate I wish to recognize:

Name:

Contribution (what he/she did):

---

I want to use the coach during the call to:

---

My next commitment or action:

---

**Notes**

Use the space below to record your notes and observations from each call along with any action items that emerge from the session.

Coaching Session 1 / Date \_\_\_\_\_

My Next Actions/Commitments

Coaching Session 2 / Date \_\_\_\_\_

My Next Actions/Commitments

<http://www.pbookshop.com>

Coaching Session 3 / Date \_\_\_\_\_

My Next Actions/Commitments

Coaching Session 4 / Date \_\_\_\_\_

My Next Actions/Commitments

<http://www.epbookshop.com>

Coaching Session 5 / Date \_\_\_\_\_

My Next Actions/Commitments

Coaching Session 6 / Date \_\_\_\_\_

My Next Actions/Commitments

<http://www.pbookshop.com>

Coaching Session 7 / Date \_\_\_\_\_

My Next Actions/Commitments

Coaching Session 8 / Date \_\_\_\_\_

My Next Actions/Commitments

<http://www.epbookshop.com>

Coaching Session 9 / Date \_\_\_\_\_

My Next Actions/Commitments

Coaching Session 10 / Date \_\_\_\_\_

My Next Actions/Commitments

<http://www.pbookshop.com>



Coaching Session 11 / Date \_\_\_\_\_

My Next Actions/Commitments

Coaching Session 12 / Date \_\_\_\_\_ (Final Coaching Session)

*See the Reflections Form on the next page to prepare for this last coaching session*

My Next Actions/Commitments

<http://www.bookshop.com>

**Reflections**

As you complete the game with your teammates, you will be different. You will notice a different level of connection; you will feel accomplished. You will have learned about the value of your contributions and become more aware of your personal impact on your teammates.

During the last coaching session, you will be asked to consider how you have grown personally and what you have learned. In preparation for the last session, answer the following reflective questions:

How did the accomplishment narrative I wrote during the kick-off session influence my work on this game?

What did I learn about my personal tendencies and behaviors under pressure?

How did I become different in my interactions with teammates?

How are we a better team as a result of playing the game?

How did we win, other than on the scoreboard?

What was the most fun?

What didn't work for me?

What feedback should I give the coach about his or her interaction with the team?

Any requests of her or him?

What has been valuable enough to replicate and/or continue to do?

Other thoughts?

Congratulations for playing Team Advantage. You have become victorious in more ways than you might currently imagine.

During Team Advantage, the notion of recreation or play as a way of learning is foremost, even when the play turns to storming or celebration of the attainment of business objectives. The mere fact that you have engaged in this process and played for something extraordinary is a major stride in how you work to create impact—so congratulations!

As you continue to learn to play well with others, remember it is not where you start but where you end that counts. And wherever you end up, there is the possibility of a new game—a new beginning.

Now go create a game to accomplish what matters most to you, both personally and with your colleagues.