

CONTENTS

Introduction	1
Purpose of the Book	1
Rationale for the Book	1
Scope and Content	3
How to Use This Book	4
Justifying the Training	10
Managing the Group Training Session: Tips for Trainers	11
Section 1: UNDERSTANDING TEAM LEADERSHIP	17
Activity 1: Leadership Style Questionnaire	21
Activity 2: L.E.A.D. Bingo	30
Activity 3: Teamwork Step-by-Step	37
Activity 4: What Teams Need	44
Activity 5: Leadership Values Auction	49
Section 2: LEAD WITH A CLEAR PURPOSE	55
Activity 6: Writing a Team Mission Statement	58
Activity 7: Establishing Team Norms	66
Activity 8: Results-Oriented Meetings	74
Activity 9: Team Roles: Using the Affinity Diagram	80
Section 3: EMPOWER PEOPLE TO PARTICIPATE	89
Activity 10: Good Team Meetings Don't Just Happen	93
Activity 11: Checklist for Planning a Team Meeting: A Brainstorming Process	106
Activity 12: Questioning Skills for Team Leaders	113
Activity 13: Multi-Level Listening: A Leadership Skill	122

Activity 14: Using Group Memory in Team Meetings	132
Activity 15: Facilitation Practice for Team Leaders	139
Section 4: AIM FOR CONSENSUS	151
Activity 16: Reaching Consensus One-on-One	153
Activity 17: Guidelines for Reaching Consensus	166
Activity 18: Consensus Techniques for Team Leaders	172
Activity 19: Resolving Conflict: A Consensus Process	178
Section 5: DIRECT THE PROCESS	187
Activity 20: Understanding the Stages of Team Development	189
Activity 21: Team Leader's Role in the Stages of Team Development	197
Activity 22: Feedback Awareness: Skill Building for Team Leaders	206
Activity 23: Solving Team Leader Challenges	215
Activity 24: Evaluating Team Health	219
Activity 25: Managing Growth of a Team Leader	228
Conclusion	235
About the Author	237
Pfeiffer Publications Guide	239