



**Building a Healthy Team**  
PARTICIPANT WORKBOOK

# CLUB OFFICER TRAINING

**TOASTMASTERS INTERNATIONAL**

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# Building a Healthy Team

## Introduction

The purpose of this session is for you to establish a collaborative, cohesive, and comfortable club executive team.

## Overview

First, you assess your team relative to the five traits of a healthy team. Then you learn what the five traits are and create an action plan to improve your team's health. To conclude, you work to establish the vulnerability-based trust required on your team and learn about your different behavioral styles.

In this session, facilitators present the following topics:

- Traits of a Healthy Team
- Building Trust

## Objectives

After completing this session, you will be able to:

- Identify the five traits of a healthy team
- Analyze your team's current state and use the analysis to develop a plan to improve
- Identify the behavioral styles of each team member
- Create a healthy team by building trust

By meeting these objectives, you lay the foundation for a successful, efficient, and agreeable team.

## Time

- 1 hour

## Traits of a Healthy Team

Take notes on the responses to the questions below.

What words or thoughts come to mind when you hear “healthy team”?

What can you accomplish when you have a healthy team?

What words or thoughts come to mind when I say “unhealthy team”?

What are some signs of an unhealthy team?

## Team Assessment

(Based on the work of Patrick Lencioni, "Overcoming the Five Dysfunctions of a Team: Field Guide," San Francisco, Jossey-Bass, 2005)

Use the scale below to indicate how much each statement applied to your club executive team. Be sure to evaluate the statements honestly and without over-thinking your answers.

3 = Usually

2 = Sometimes

1 = Rarely

- 1. Team members are passionate and unguarded in their discussion of issues.
- 2. Team members call out one another's deficiencies or unproductive behaviors.
- 3. Team members know what their peers are working on and how they contribute to the collective good of the team.
- 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
- 5. Team members willingly make sacrifices (such as budget, turf, etc.) in their area of expertise for the good of the team.
- 6. Team members openly admit their weaknesses and mistakes.
- 7. Team meetings are compelling and not boring.
- 8. Team members leave meetings confident that their peers are completely committed to the decisions agreed upon during the meeting, even if there was initial disagreement.
- 9. Morale is significantly affected by the failure to achieve team goals.
- 10. During team meetings, the most important and most difficult issues are put on the table to be resolved.
- 11. Team members are deeply concerned about the prospect of letting down their peers.
- 12. Team members know about one another's personal lives and are comfortable discussing them.
- 13. Team members end discussions with clear and specific resolutions and calls to action.
- 14. Team members challenge one another about their plans and approaches.

\_\_\_ 15. Team members are slow to seek credit for their own contributions but quick to point out those of others.

### Team Assessment Score Sheet

A score of 8 or 9 in a given trait indicates that your team is embodying the trait well.

A score of 6 or 7 indicates that you could use some improvement.

A score of 3 to 5 indicates that there is an issue that needs to be addressed.

#### Healthy Trait #1: Trust

Statement 4 \_\_\_\_\_  
 Statement 6 \_\_\_\_\_  
 Statement 12 \_\_\_\_\_  
 Trait 1 Total \_\_\_\_\_

#### Healthy Trait #3: Commitment

Statement 3 \_\_\_\_\_  
 Statement 8 \_\_\_\_\_  
 Statement 13 \_\_\_\_\_  
 Trait 3 Total \_\_\_\_\_

#### Healthy Trait #2: Healthy Conflict

Statement 1 \_\_\_\_\_  
 Statement 7 \_\_\_\_\_  
 Statement 10 \_\_\_\_\_  
 Trait 2 Total \_\_\_\_\_

#### Healthy Trait# 4: Accountability

Statement 2 \_\_\_\_\_  
 Statement 11 \_\_\_\_\_  
 Statement 14 \_\_\_\_\_  
 Trait 4 Total \_\_\_\_\_

#### Healthy Trait #5: Results

Statement 5 \_\_\_\_\_  
 Statement 9 \_\_\_\_\_  
 Statement 15 \_\_\_\_\_  
 Trait 5 Total \_\_\_\_\_

## Trait Descriptions

### Trait 1: Trust

Teams need to develop vulnerability-based trust amongst members.

When trust is built, team members are comfortable acknowledging their own weaknesses and the strengths of others.

The best way for trust to be built is for the team leader to set the example, so that the members feel comfortable following.



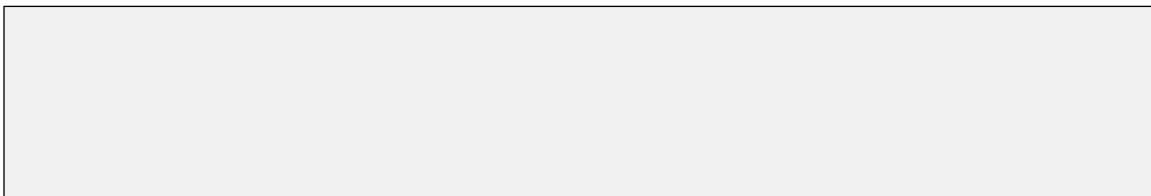
### Trait 2: Healthy Conflict

Healthy conflict refers to the team's ability to passionately disagree and have productive debates about issues of importance to the team.

In order for healthy conflict to occur, all team members must trust one another to focus on the issue at hand and not let politics, pride, or competition interfere.

It is important to focus on listening to other people to hear what they are saying, not to formulate your response.

All team members must be willing to be uncomfortable during healthy conflict, knowing that the resulting decisions will be stronger for it.



### Trait 3: Commitment

When teams are able to engage in healthy conflict, members are better able to commit to team decisions.

There are two aspects to obtaining full commitment from team members: buy-in and clarity.

When all team members share their ideas and input on an issue, and feel that they have been heard, it is easier for them to buy in to the final decision, even if their idea isn't chosen.

It is vital that all members are clear about the final decision so they know what they've agreed to.

At the end of each meeting, ask the team for consensus on the final decision.

Communicate important decisions to the entire team to help with the next trait.

### Trait 4: Accountability

When team members are truly committed, it is much easier for the team to embrace accountability.

The appropriate behavior needs to be modeled by the team leader; in order for team members to feel comfortable holding each other accountable, they need to know that the leader will too.

By communicating team decisions, all team members know what has been agreed to and can hold each other accountable to it.



## Trait 5: Results

In order for the team to be truly successful, the members need to eliminate self-interest and self-preservation.

The focus needs to be on the team results rather than individual results.

All members need to be explicitly clear on what the team goals are and what they must do to accomplish them.

## Improvements

With your team, select one trait, other than trust, from those above that you feel the team could improve, and answer the questions below about it.

On which trait are you focusing?

What specific actions can be taken to improve the trait selected?

Who can assist in these actions?

When will these actions be accomplished?

What are the consequences of not improving this trait?

## Building Trust

Take notes on the responses to the questions below.

Why is trust so important to have on your team?

What happens if trust does not exist on your team?

## Personal Histories Exercise

Answer the questions 1-3 below individually and then share your answers with your club team. After you have finished your discussion, answer question 4.

1. Where did you grow up?

2. Do you have any pets?

3. What is one failure you experienced and what did you learn?

4. What did you learn about one another that you didn't know?

## Behavioral Style Assessment

(Based on *The Platinum Rule* by Tony Alessandra, Ph.D., and Michael J. O'Connor, Ph.D. and from *The Universal Language DISC* by Bill J. Bonstetter and Judy I. Suiter)

From each pair of statements below, select "1" for the one that is most true for you. Choose as spontaneously as possible. Make one "True" choice even if you consider both statements untrue. **Select only one "True" choice even if you consider both statements true.**

- 1. I'm usually open to getting to know people personally and establishing relationships with them.
- 2. I'm not usually open to getting to know people personally and establishing relationships with them
  
- 3. I usually act slowly and deliberately.
- 4. I usually react quickly and spontaneously.
  
- 5. I'm usually guarded about other people's use of my time.
- 6. I'm usually open to other people's use of my time.
  
- 7. I usually introduce myself at social gatherings.
- 8. I usually wait for others to introduce themselves to me at social gatherings.
  
- 9. I usually focus my conversations on the interests of the people involved, even if that means straying from the business or subject at hand.
- 10. I usually focus my conversations on the tasks, issues, business, or subject at hand.
  
- 11. I'm usually not assertive and I can be patient with a slow pace.

- 12. I'm usually assertive and, at times, I can be impatient with a slow pace.
- 13. I usually make decisions based on facts or evidence.
- 14. I usually make decisions based on feelings, experiences, or relationships.
- 15. I usually contribute frequently to group conversations.
- 16. I usually contribute infrequently to group conversations.
- 17. I usually prefer to work with and through others, providing support when possible.
- 18. I usually prefer to work independently or dictate the conditions in terms of how others are involved.
- 19. I usually ask questions or speak tentatively and indirectly.
- 20. I usually make emphatic statements or directly-expressed opinions.
- 21. I usually focus primarily on ideas, concepts, or results.
- 22. I usually focus primarily on persons, interactions, and feelings.
- 23. I usually use gestures, facial expressions, and voice intonations to emphasize points.
- 24. I usually do not use gestures, facial expressions, and voice intonations to emphasize points.
- 25. I usually accept others' points of view (ideas, feelings, and concerns).
- 26. I usually do not accept others' points of view (ideas, feelings, and concerns).
- 27. I usually respond to risk and change in a cautious or predictable manner.
- 28. I usually respond to risk and change in a dynamic or unpredictable manner.
- 29. I usually prefer to keep personal feelings and thoughts private, sharing only when I wish to do so.
- 30. I usually find it natural and easy to share and discuss my feelings with others.
- 31. I usually seek out new or different experiences and situations.
- 32. I usually choose known or similar situations and relationships.
- 33. I'm usually responsive to others' agendas, interests, and concerns.
- 34. I'm usually directed toward my own agendas, interests, and concerns.
- 35. I usually respond to conflict slowly and indirectly.
- 36. I usually respond to conflict quickly and directly.

## Behavioral Style Assessment Score Sheet

Add the number of checked boxes in each style category. The sum of the totals for the four styles is 36, with a maximum of 9 per style.

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
	<input type="checkbox"/> 4	<input type="checkbox"/> 1	<input type="checkbox"/> 3	<input type="checkbox"/> 2
	<input type="checkbox"/> 7	<input type="checkbox"/> 6	<input type="checkbox"/> 8	<input type="checkbox"/> 5
	<input type="checkbox"/> 12	<input type="checkbox"/> 9	<input type="checkbox"/> 11	<input type="checkbox"/> 10
	<input type="checkbox"/> 15	<input type="checkbox"/> 14	<input type="checkbox"/> 16	<input type="checkbox"/> 13
	<input type="checkbox"/> 20	<input type="checkbox"/> 17	<input type="checkbox"/> 19	<input type="checkbox"/> 18
	<input type="checkbox"/> 23	<input type="checkbox"/> 22	<input type="checkbox"/> 24	<input type="checkbox"/> 21
	<input type="checkbox"/> 28	<input type="checkbox"/> 25	<input type="checkbox"/> 27	<input type="checkbox"/> 26
	<input type="checkbox"/> 31	<input type="checkbox"/> 30	<input type="checkbox"/> 32	<input type="checkbox"/> 29
	<input type="checkbox"/> 36	<input type="checkbox"/> 33	<input type="checkbox"/> 35	<input type="checkbox"/> 34
<b>Total</b>	_____	_____	_____	_____

## Behavioral Style Descriptions

Read your behavioral style as well as the second behavioral style identified.

### Dominance – Controller/Director (also read Steadiness)

Descriptors	Ideal environment	Tendency under stress	Possible limitations
<input type="checkbox"/> Adventurousome <input type="checkbox"/> Competitive <input type="checkbox"/> Daring <input type="checkbox"/> Decisive <input type="checkbox"/> Direct <input type="checkbox"/> Innovative <input type="checkbox"/> Persistent <input type="checkbox"/> Problem-solver <input type="checkbox"/> Results-oriented <input type="checkbox"/> Self-starter	<input type="checkbox"/> Freedom from controls, supervision and details <input type="checkbox"/> An innovative and futuristic-oriented environment <input type="checkbox"/> Forum to express ideas and viewpoints <input type="checkbox"/> Non-routine work <input type="checkbox"/> Work with challenge and opportunity	<input type="checkbox"/> Demanding <input type="checkbox"/> Nervous <input type="checkbox"/> Aggressive <input type="checkbox"/> Egotistical	<input type="checkbox"/> Overuse of position <input type="checkbox"/> Set standards too high <input type="checkbox"/> Lack tact and diplomacy <input type="checkbox"/> Take on too much, too soon, too fast

### Influence – Promoter/Socializer (also read Compliance)

Descriptors	Ideal environment	Tendency under stress	Possible limitations
<input type="checkbox"/> Charming <input type="checkbox"/> Confident <input type="checkbox"/> Convincing <input type="checkbox"/> Enthusiastic <input type="checkbox"/> Inspiring <input type="checkbox"/> Optimistic <input type="checkbox"/> Persuasive <input type="checkbox"/> Popular <input type="checkbox"/> Sociable <input type="checkbox"/> Trusting	<input type="checkbox"/> High degree of people contacts <input type="checkbox"/> Freedom from control and detail <input type="checkbox"/> Freedom of movement <input type="checkbox"/> Forum for ideas to be heard <input type="checkbox"/> Democratic supervisor with whom he can associate	<input type="checkbox"/> Self-promoting <input type="checkbox"/> Overly optimistic <input type="checkbox"/> Talkative <input type="checkbox"/> Unrealistic	<input type="checkbox"/> Inattentive to details <input type="checkbox"/> Unrealistic in appraising people <input type="checkbox"/> Trust people indiscriminately <input type="checkbox"/> Situational listener

## Steadiness – Supporter/Relater (also read Dominance)

Descriptors	Ideal environment	Tendency under stress	Possible limitations
<input type="checkbox"/> Amiable <input type="checkbox"/> Friendly <input type="checkbox"/> Good listener <input type="checkbox"/> Patient <input type="checkbox"/> Relaxed <input type="checkbox"/> Sincere <input type="checkbox"/> Stable <input type="checkbox"/> Steady <input type="checkbox"/> Team player <input type="checkbox"/> Understanding	<input type="checkbox"/> Stable and predictable environment <input type="checkbox"/> Environment that allows time to change <input type="checkbox"/> Long-term work relationships <input type="checkbox"/> Little conflict between people <input type="checkbox"/> Freedom from restrictive rules	<input type="checkbox"/> Non-demonstrative <input type="checkbox"/> Unconcerned <input type="checkbox"/> Hesitant <input type="checkbox"/> Inflexible	<input type="checkbox"/> Yield to avoid controversy <input type="checkbox"/> Difficulty in establishing priorities <input type="checkbox"/> Dislike of unwarranted change <input type="checkbox"/> Difficulty dealing with diverse situations

## Compliance – Analyzer/Thinker (also read Influence)

Descriptors	Ideal environment	Tendency under stress	Possible limitations
<input type="checkbox"/> Accurate <input type="checkbox"/> Analytical <input type="checkbox"/> Conscientious <input type="checkbox"/> Courteous <input type="checkbox"/> Diplomatic <input type="checkbox"/> Fact-finder <input type="checkbox"/> High standards <input type="checkbox"/> Mature <input type="checkbox"/> Patient <input type="checkbox"/> Precise	<input type="checkbox"/> Where critical thinking is needed <input type="checkbox"/> Technical work or specialized areas <input type="checkbox"/> Close relationship with small group <input type="checkbox"/> Familiar work environment <input type="checkbox"/> Private office or work area	<input type="checkbox"/> Pessimistic <input type="checkbox"/> Particular <input type="checkbox"/> Fussy <input type="checkbox"/> Overly critical	<input type="checkbox"/> Be defensive when criticized <input type="checkbox"/> Encumbered by details <input type="checkbox"/> Too intense for situations <input type="checkbox"/> Appear somewhat aloof and unruffled



## Behavioral Style Values

Brainstorm about your behavioral style and answer the questions as indicated below.

### Dominance

What value does Steadiness bring to a team?

### Influence

What value does Compliance bring to a team?

### Steadiness

What value does Dominance bring to a team?

### Compliance

What value does Influence bring to a team?

## Notes

