



Developing People and Teams That Work



TEAM BUILDING SURVEY RESULTS

"Frequency & Effectiveness"



August 2008

For two weeks in August 2008, Lord & Hogan LLC conducted a 4 Question survey on the Frequency & Effectiveness of three team building approaches. The survey was sent to over 500 people in Lord & Hogan's database; 61 people completed the survey.

Key Summary Results

Real-world team building is most frequently used process (40%), with Socials being a close 2nd at (37%).

The majority uses all 3 strategies (socials, training, real-world); however, 32% said never used training.

Numerical & comment data suggest all 3 approaches produce some positive or very positive results.

Best Practices:

- A. Periodic (quarterly) reframing/re-tasking produces more business results
- B. Building human bonds & relationships: i.e. getting to know individuals on a personal basis, increasing awareness of self & others, dealing with emotions
- C. Positive recognition for success, continuous reinforcement of desired behaviors
- D. Facilitation of group Visioneering; goal setting workshops
- E. Problem solving teams consisting of sub-set of team, produces results
- F. Pre-identifying issues and specifically addressing them in workshop
- G. Team members participate together in social service event
- H. Conduct specific classroom skills training to address key teamwork skills
- I. Conduct exercises associated with real-world mistakes
- J. Designate management team members to serve as accountability anchors

Worst Practices:

- A. Not balancing team building approaches: socials build caring bonds but do not seem to create breakthrough business results so not providing a balance of all approaches is sub-optimal

1. What type of team building does your team conduct?

	Number of Response(s)	Response Ratio
Socials: like happy hours and dinners	41	37.2%
Training: like classroom or games to learn key teamwork skills	25	22.7%
Real World: like facilitated sessions addressing real/current team issues	44	40.0%
Total		100%
19 Comment(s)		

1. What type of team building does your team conduct? - Comments

Dan's Analysis of the numerical data and the rater's comments below.

Real-world team building is the most frequently used (40%) with Socials being a close 2nd (37%). As one person said, *real-world is more specific while dinners are more of a relaxed atmosphere.*

Individual Answers:

1. I feel that those events, helps out to build a strong business culture and strength the critical business behaviors among us and to the corporation.
2. On the job training and email notifications.
3. We really aren't doing any of this, but think we should be doing something.
4. Control room teamwork training. Facilitated workshops are currently being conducted for our company's professional staff.
5. Our activities are usually a mix of the above items.
6. non has been conducted yet but there are plans for "real world" approach
7. Offsite fishing trips. Social gatherings / dinners / drinks etc. Colors quiz / Facilitated workshops
8. Workshops are not necessarily facilitated by outside consultants
9. TL team conducts these team building events so that the team can focus on smooth start up.
10. Still have the issue around a few individuals dominating the discussion, requiring good facilitating to get a good cross section of opinions.
11. No formal team building exercises are done within the technical group though the frequent technical training lunch programs probably add.
12. I would not regard the XYZZ project team workshops as team building specific as they are project requirements (VIP).
13. I think a mixture of the above is more effective.
14. My team would also like to do some classroom/games/ assessments to build skills
15. Real world is more information specific while dinners are just more of a relaxed atmosphere
16. we have done all three, but don't know just how successful they have been
17. Just starting on our journey with the facilitated sessions but we go to lunch several times a week.
18. We are not very good about team building exercises
19. There are some socials but not geared to Team building.

2. How frequent does your team conduct these per year

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Once per year	Once every 6 months	Once every 3 months	Never
Socials	15 31%	13 27%	17 35%	4 8%
Training	13 30%	10 23%	7 16%	14 32%
Real World facilitated workshops	18 35%	10 19%	14 27%	10 19%

10 Comment(s)

2. How frequent does your team conduct these per year? - Comments

Dan's Analysis of the numerical data and the rater's comments below.

The majority of respondents use all 3 team building strategies.

However, 32% said they never used training.

Individual Answers:

1. We should conduct more...probably two times per year
2. Because of the diversity in my team, perhaps a training session, would be an additional opportunity to allow us learning from each other.
3. I don't have a team. I have answered this question as a facilitator focused on how one of my clients would answer this.
4. Would be nice to develop the team mechanics so we could be more effective as a team.
5. We do a monthly social at office for birthdays at a minimum.
6. Monthly technical training.
7. As stated the workshops we have been conducting are project specific & not team building specific
8. Once every few years (3 to 5).
9. it honestly varies since they are typically project driven and depends upon client and perceived need
10. The workshops are held every three months but employee's only attend every 12 to 18 months as it is a diverse x-functional Manufacturing Game

3. Do your team building efforts produce positive and measurable results?

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.

	Yes, very positive results	Sometimes positive	No positive results
Socials	15 33%	27 60%	3 7%
Training	9 25%	21 58%	6 17%
Real World facilitated workshops	20 41%	23 47%	6 12%
16 Comment(s)			

3. Do your team building efforts produce positive and measurable results? - Comments

Dan's Analysis of the numerical data and the rater's comments below.

The numerical & comment data suggest that all 3 team building approaches produce some positive or very positive results.

Individual Answers:

1. It is hard to say about socials; it helps to build relationships. The other workshop produce real business results and that is more worthwhile.
2. I believe we fulfill the objects of those events. As result, we can proudly say that the Team work performance and relationship improved a lot.
3. Should have n/a for above if you said never on 1 and 2
4. Measurable only by sales production
5. again, answering how my client might answer
6. No team building efforts
7. do not have the experience yet since it has not taken place yet
8. Actions items or requests from team building events never are fulfilled, example, update letter from XXXX to the crew never happened!
9. The results of the workshops have been positive but there is room for improvement
10. They all usually produce "positive" results... not "very positive" or "sometimes positive". One answer column is missing....
11. But we need to have them on a more regular interval to maintain those results.
12. Positive but I don't know about measurable.
13. Too early to tell.
14. We have not seen real positive results
15. The training on coaching and communication was beneficial.
16. Typically the results are that change in behaviors are seen, especially in the x-functional

4. What team building practices produce the most positive and measurable results in your team?

50 responses

Dan's Analysis of the rater's comments below presented in a very general rank ordering with the most mentioned at the top of the list.

Best Practices:

- K. Periodic (quarterly) reframing/re-tasking produces more business results
- L. Building human bonds & relationships: i.e. getting to know individuals on a personal basis, increasing awareness of self & others, dealing with emotions
- M. Positive recognition for success, continuous reinforcement of desired behaviors
- N. Facilitation of group Visioneering; goal setting workshops
- O. Problem solving teams consisting of sub-set of team, produces results
- P. Pre-identifying issues and specifically addressing them in workshop
- Q. Team members participate together in social service event
- R. Conduct specific classroom skills training to address key teamwork skills
- S. Conduct exercises associated with real-world mistakes
- T. Designate management team members to serve as accountability anchors

Worst Practices:

- B. Not balancing team building approaches: socials build caring bonds but do not seem to create breakthrough business results so not providing a balance of all approaches is sub-optimal

Individual Answers
1. The best practice has been when we all talked and agreed on our key team objectives and our key roles and responsibilities. We also review our progress toward achieving those objectives once per quarter...which is a 'must do.'
2. A facilitated team building addressing "emotional" issues and regular casual/relaxed social events are the most effective. Unfortunately, these never happen because senior team members would lose some of their power.
3. One of the biggest mistakes I see is holding team building practices without the necessary social integration. The effectiveness of any team is greatly improved by building common bonds through social interactions. Those that focus on interaction have typically proven the most successful.
4. A combination of self awareness training and facilitation of group visioneering.
5. The Team building improves the overall performance of the Team and provides us with the right tools to ensure teamwork, motivation, financial growth and finally helps us to promote a diversity work culture.
6. Making results part of the teams goals, monetary rewards.
7. In-house third-party facilitated workshops.
8. face to face
9. One on one mentoring. Not much of a team effort huh?
10. Ones where issues have been pre-identified and are specifically addressed during the session.
11. events that have some social service impact ie habit for humanity. An event were all people have joined together for the betterment of another group.
12. Most of the organization would benefit from class room skills training for working in teams.
13. We try to meet as a team quarterly to discuss general business. There seems to be a little competition between my two chemical guys. this is mainly driven by one person. Defusing this has been a challenge but we are making progress. Providing praise and stroking the one individual that is most competitive seem to defuse some tension.
14. Exercises that have associations with real-world mistakes. Continuous, positive reinforcement of desired behaviors. Designated management-team members serving as accountability anchors.
15. Assuring that resources are put to actions agreed upon during team building efforts - make a priority just like other deliverables for the team.
16. I think we need some Real World facilitated workshops.
17. the cultural trust
18. Social team building efforts seem to have created a personal and caring bond between team members. This is certainly positive, but has not resulted in work related breakthroughs in thought or direction. Periodic "reframing" or "retasking" has produced more positive work related results. There has to be a balance.
19. Offsite social gatherings getting to know each other
20. Training and Real World Facilitated
21. Hard to say. Our team has not focused on team building in well over a year. In fact, our team has been undergoing massive reorganization for more than a year, and real team building is a critical need that doesn't appear to be on leadership's radar. Confusion and low morale are the results.
22. Quarterly workshop reviews with social time have been beneficial
23. Training because TL members had chance to share their personnel opinions and ideas.
24. Regular communication and discussion of shared goals and deliverables. Social gatherings - getting to know each other outside of work. We are a small company and may have a unique situation...
25. Smaller focused issues requiring cross functional discussion and action.
26. Problem solving teams consisting of a subset of the overall group produce good results. Since these smaller problem solving teams are always changing the results may be having a positive impact on the overall. Formal workshop training in team building, team participation, communications and facilitation will be required for continued growth.
27. Real world facilitated workshops

28. Working together and "winning" for our customers and market. It is almost like going to war. We are all in it together and working hard and at the end, we have created a bond. Together, we celebrate our success and it is fun to highlight the work that others have done and to be individually recognized.
29. "Day with Management" type of events. Brown Bag lunch, strategic planning events.
30. Real World facilitated workshops
31. Those that have results, Communication is a major key to success or am I wrong?
32. The one where everyone has input & participates. The one where you feel you contribute. The one where you feel that you are part of the team.
33. Demonstrations of what's important and why.
34. Training produces the most positive results. Socials tend to become segregated events.
35. Several: -A balance of all three types is necessary. 100% of any one type will lack the benefits of the other types. -A genuine care & concern, openness and honesty coming from the top down starting with the Superintendants. -Not taking yourself or any others too seriously. -Critiqueing survey questions, answer options.. & misspelling. All for now.
36. Real world team building exercises / training seems to be more effective.
37. Real World facilitated workshops
38. real world team building but we do wish to add more
39. Offsite gaworktherings/shops providing face-to-face time for dispersed team members who would otherwise see each other infrequently or never. They provide a good chance for problem solving and information sharing, not to mention fostering better work relationships.
40. Goal setting.
41. The workshops. It reminds everyone of the goal of team building. Dinners and lunched we have together promotes team building as a practice but I wouldn't know how to measure it.
42. hands on, specifically focused as to goal, measurable attainment and strong facilitation and above all, real management support and commitment
43. The sharing of personal history, fears, dreams, etc.
44. Sitting with the whole team and discussing issues
45. The role playing and interaction with the team. Helps facilitate alignment.
46. Real World faciliated workshops. However, we haven't done any of these in the past couple of years.
47. The Manufacturing Game exposes everyone to everyone elses real life. We find that this creates an empathy so going forward relationships become easier as everyone has a better understanding of what it is like to walk in the others shoes
48. Real world workshops seem to work best. The social evnts are great for creating a positive working environemnt but the results are difficult to measure.
49. We usually do the socials after the training sessions so they actually work hand in hand. We have been working well as a team in Okpo and hopefully that will continue.
50. Collective role play around a specific type of problem /issue