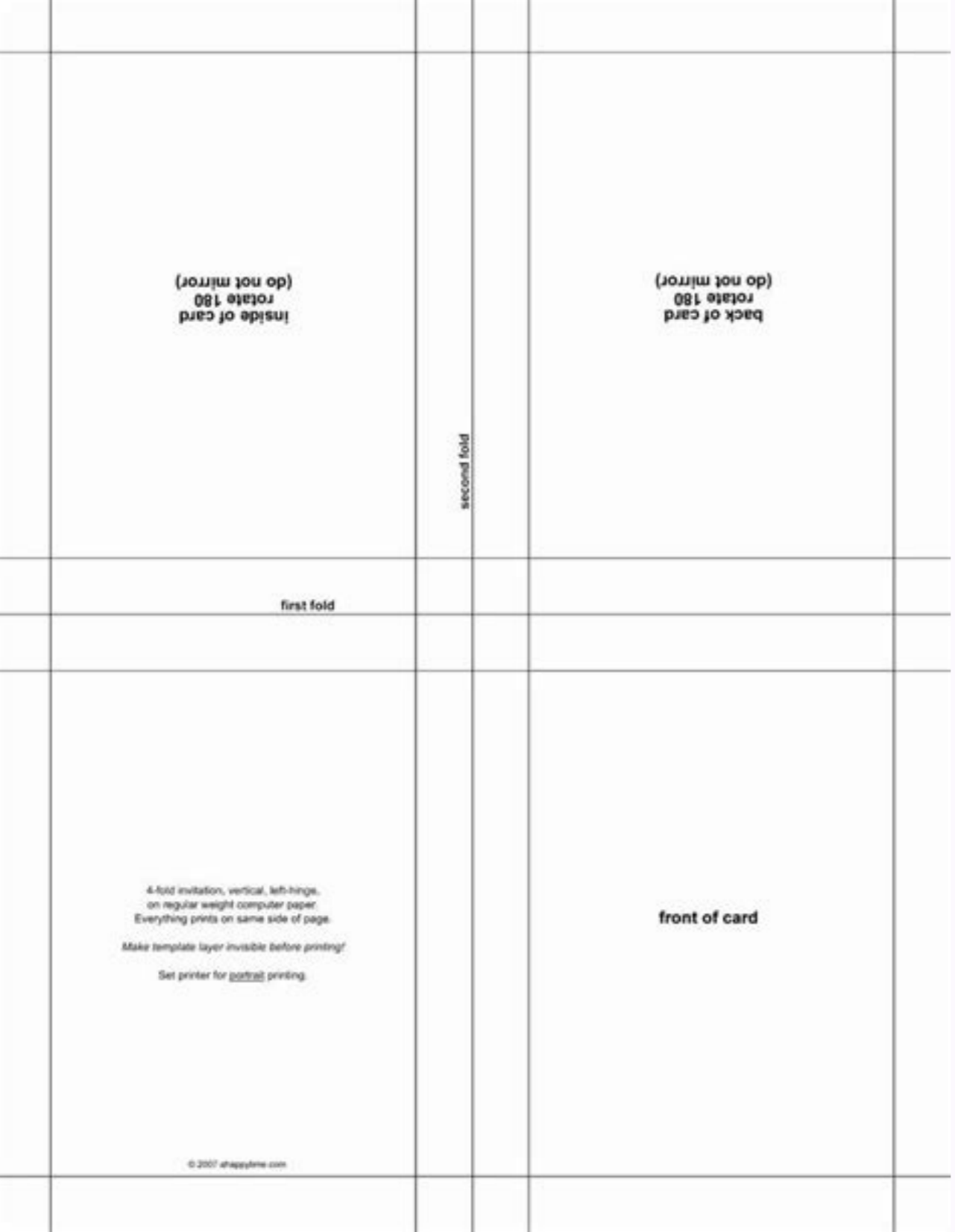
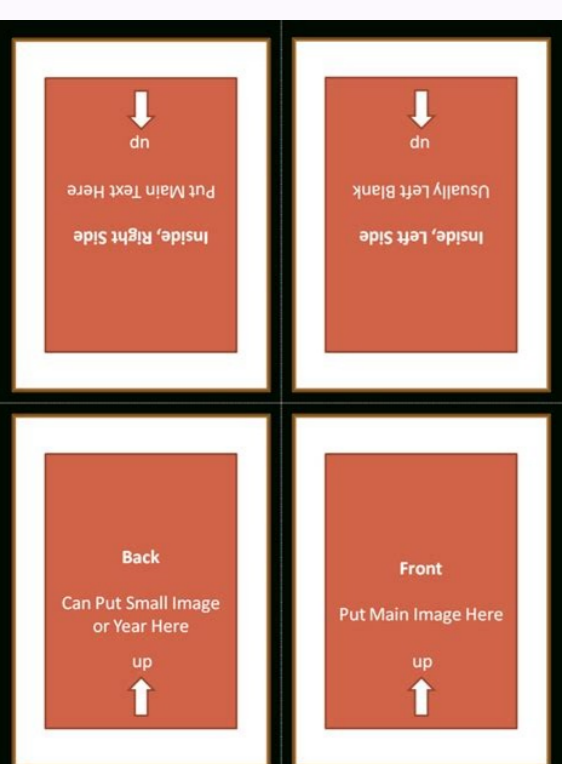
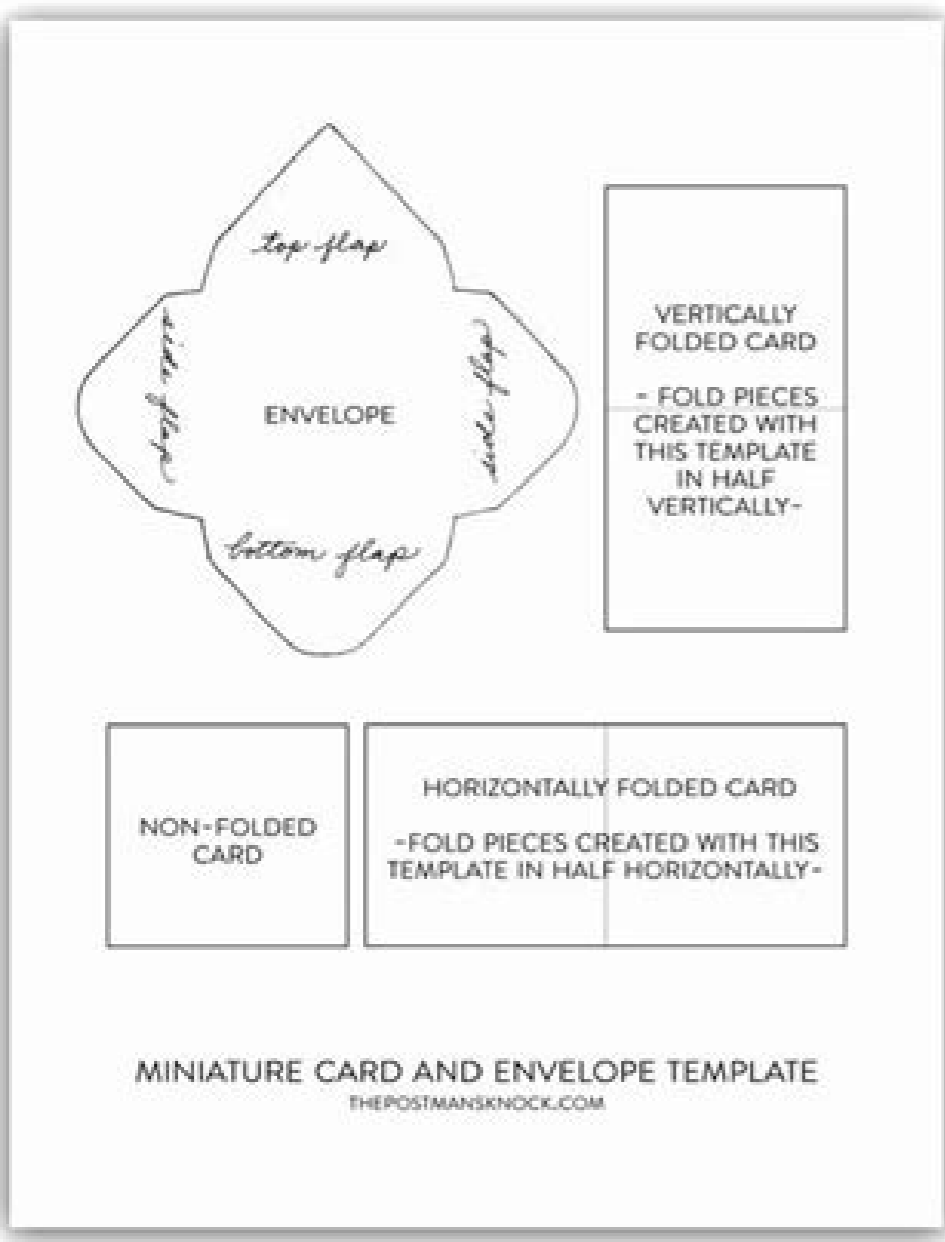


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Capture your best moments with our premium photo album templates. DOWNLOAD THE TEMPLATES NOW. Great teamwork makes things happen more than anything else in organisations. The diagram representing McGregor's X-Y Theory illustrates how and why empowered teams get the best results. Empowering people is more about attitude and behaviour towards staff than processes and tools. Teamwork is fostered by respecting, encouraging, enthusing and caring for people, not exploiting or dictating to them. At the heart of this approach is love and spirituality which helps bring mutual respect, compassion, and humanity to work. People working for each other in teams is a powerful force. This goes far beyond skills, processes, and policies. More than annual appraisals, management-by-objectives, the 'suits' from head office; more than anything. Teams usually become great teams when they decide to do it for themselves - not because someone says so. Maybe something inspires them, but ultimately the team decides. It's a team thing. It has to be. The team says: 'Okay. We can bloody well make a difference. We will be the best at what we do. We'll look out for each other and succeed - for us - for the team. And we'll make sure we enjoy ourselves while we're doing it'. And then the team starts to move mountains. People are best motivated if you can involve them in designing and deciding the activities - ask them. Secondly, you will gain the most organisational benefit if the activities are geared towards developing people's own potential - find out what they will enjoy doing and learning. Games can be trite or patronising for many people - they want activities that will help them learn and develop in areas that interest them for life, beyond work stuff - again ask them. When you ask people commonly you'll have several suggestions which can be put together as a collection of experiences that people attend or participate in on a rotating basis during the day or the team-building event. Perhaps you have people among your employees who themselves have special expertise or interests which they'd enjoy sharing with others; great team activities can be built around many hobbies and special interests. If you are planning a whole day of team-building activities bear in mind that a whole day of 'games' is a waste of having everyone together for a whole day. Find ways to provide a mix of activities that appeal and help people achieve and learn - maybe build in exercises focusing on one or two real work challenges or opportunities, using a workshop approach. Perhaps involve a few employees in planning the day (under your guidance or not according to the appropriate level of delegated authority) - it will be good for their own development and will lighten your load. See also the guide to facilitating experiential learning activities. Team-building exercises and activities also provide a wonderful opportunity to bring to life the increasing awareness and interest in 'ethical organizations'. These modern ethical business ideas and concepts of sustainability, 'Fairtrade', corporate social responsibility, the 'triple bottom line', love, compassion, humanity and spirituality, etc., are still not well defined or understood; people are unclear about what it all means for them individually and for the organization as a whole, even though most people are instinctively attracted to the principles. Team exercises and discussions help bring clarity and context to idealistic concepts like ethics and social responsibility far more effectively than reading the theory or trying to assimilate some airy-fairy new mission statement dreamed up by someone at head office and handed down as an edict. Fundamental change has to come from within, with support from above sure, but successful change is ultimately successful because people 'own' it and see it as their change, not something handed down. See for example the Triple Bottom Line exercise. Ensure that team-building activities and all corporate events comply with equality and discrimination policy and law in respect of gender, race, disability, age, etc. Age discrimination is a potential risk given certain groups and activities, and particularly so because Age Discrimination is quite a recent area of legislation. Team-building facilitators should be familiar with Employment Age Regulations and wider issues of Equality Law and its protections against discrimination for reasons of race, gender, disability, etc. While this is the UK and European legislation, the principles are applicable to planning and running team-building exercises anywhere in the world, being consistent with the ethical concepts. Also, consider the effects of team building and corporate events in terms of effects on employees' families and people's broader life needs. It is easy to become very narrowly focused on the organization and the community within it, without thinking of the families and social needs outside. Alcohol is another increasing area of risk for organizers of team building and conference events. An employer's duty of care (and potential liability) at corporate events traditionally was fulfilled by ensuring no-one tripped over the electrical cable for the overhead projector. Nowadays organizations have a deeper wider responsibility, which is progressively reflected in law. Alcohol and discrimination are big issues obviously, but arguably a bigger responsibility for employers is to the families and social well-being of employees, which impacts directly onto society as a whole. Today's well-led and ethically-managed corporations understand that divisive treatment of employees' partners and families undermines loyalty and motivation of employees, and creates additional unnecessary stresses for workers in close loving caring relationships, especially for young families, which have evolved a strong sensitivity to such pressures. If you read about Erik Erikson's Life Stages Theory you will understand why parents of young children especially are not helped by this sort of work pressure. Thwarting or obstructing people's instincts - evolved over millennia - to be with and take care of their partners and young families is extremely destructive. Employers who have a blatant antipathy for these crucial life needs of their people are therefore socially irresponsible. Inevitably strong work commitments put pressure on employees' families and partners. This is particularly so in big modern corporations where travel and lengthy absence from home are unavoidable in key roles. Modern ethical socially responsible organizations should be doing whatever they can to minimize these effects, not make them worse. Where possible employers should reward partners and families for their support and loyalty, rather than alienate them by creating selfish staff-only events. Laws are not yet clearly defined about the employer's liabilities arising from such situations, however, there are clear principles (e.g., related to stress, the duty of care, social responsibility, etc) that demand responsibility and anticipation from employers in this area. Moreover, fostering a healthy work and home life balance tends to make organizations run smoother and less problematically, notably in areas of grievance and counselling, stress and conflict, disputes and litigation, recruitment and staff retention, succession planning, and company reputation and image. I was prompted to add this item because I received a question about the implications of running a staff-only dinner dance at a conference event. If you are considering a staff-only social event - especially at night, involving alcohol, dancing, or overnight accommodation - or you are wondering generally where to draw the line between working relationships and intimacy, or between fun and irresponsible risk, these observations might help you decide. The risks of running a socially irresponsible corporate event are emphasised if you consider a scenario containing the following elements. Do not run an event containing these elements. This is a negative example for the purposes of illustrating risk and responsibility. You do not need to be a professor of social anthropology to guess that the above circumstances are unlikely to be a useful corporate defence against any of the following problems which could arise, directly, indirectly, or ironically if actually nothing whatever to do with the event itself - try telling that to the offended party afterwards... You could probably add to this list. There is no limit to human ingenuity when behaving irresponsibly under the influence of drink and any other stimulants of emotion or substance. A socially responsible employer should be able to demonstrate they have been duly careful and diligent in minimizing such risks when organizing any work events. Excluding partners from events... Executives, managers and employees of successful organizations hopefully love their work. They live and breathe it, which is great - but what about the partners and families? Do they love the organization? Sometimes not. Overly demanding work is a threat to family life - and thereby to society. And just because a few staff members and crusty old directors can't wait to get away from their spouses (a feeling no doubt reciprocated by the spouses), doesn't mean that all employees feel the same way. The vast majority do not. Staging intense social staff-only events can be upsetting to employees' partners and families. A modern ethical employer's duty of care and social responsibility extends to the families of its employees. Divorce, separation and family conflicts and breakdowns are directly linked with many social ills. Socially responsible ethical employers should be doing all they can to reduce these causal factors - not to make them worse. Remind yourself of Maslow's Hierarchy of Needs if you are in doubt about the acute stress which arises when anyone is threatened at the level of family, loving relationships, home, etc. Consider the stresses and difficulties caused to employees' partners excluded from such occasions, and the effects which inevitably rebound on the employees, and cascade to children. These are truly basic needs and an organization which jeopardises these factors is irresponsible in the extreme. Materials and ideas for teambuilding Here are some examples of different resources which can be used in creating teambuilding events and activities. Body language theory - provides an excellent angle for exploring relationships and perceptions how to run workshops - tips for motivational, development and team-building workshops fantastic - the Fantastical ideas for motivating, teaching and developing young people - grown-ups too. Easy way to start the team-building process If you are a manager, supervisor or team leader, and are wondering how to select a team-building activity, an easy and effective way to begin the process is to simply ask the team what sort of activity they would prefer. For example - do they want to play games, or would the team prefer to use an activity that focuses on a work issue, or work skills, in the way that workshops can do. Asking a team what they want to do is particularly relevant if the team is mature and/or contains mature team members. Younger inexperienced teams will need more guidance and perhaps a list of possibilities to choose from. Involving the team in deciding what activities to use is empowering and participative, and will help to lighten your management load. Refer to, explain and remember the POB acronym, which is a great mnemonic (memory aid) to reinforce the need for all team members to be involved and engaged in teamwork - teams work best when everyone contributes - which means no passengers. It's the team leader's, manager's, or facilitator's responsibility to structure and help teams to ensure that all team members have the opportunity and incentive to contribute and participate in team activities, and ultimately the team's success. It is helpful to use and refer to these models when using, planning, designing, and evaluating team-building activities or games. Introducing team members to Kirkpatrick's and Bloom's concepts can also help them to develop a clearer understanding of their own needs, and their preferred methods of training and development - individually and for the team. Team building games and activity tips Tips for quick games and exercises for warm-ups and team building First of all - use your imagination - you can simplify, adapt, shorten and lengthen most games and exercises. To turn a long complex game into a quick activity or warm-up, scale down the materials, shorten the time allowed, and make the exercise easier. Most of the games on the free games page can also be used for children's education and development, and for kids' party games - adapt them to suit. The number of members per team affects activity time and complexity - teams of four or more need a leader and tend to take longer than a pair or team of three. Increasing or reducing team size, and introducing or removing the team-leader requirement, are simple ideas for increasing or reducing game complexity and exercise duration. Whatever you choose, as the facilitator, practice it yourself first so you

understanding more about the people performing the exercise. 'One-word' exercise (exploring deep values and purpose, and behaviour towards others, which relates to all sorts of development needs and opportunities) Again - this is a simple activity - which contributes to many various positive outcomes. The exercise is for any group size, although if the presentation is required split large groups into smaller teams which can self-facilitate to enable full participation and discussion. If splitting into teams you can reconvene as a whole group for a review of the experiences after the team activities. Ask people as individuals to clear their minds, close their eyes, and think of one word - just one word - that they feel best describes or encapsulates living a good life. A one-word maxim for life. The facilitator might be required to explain what is meant by 'living a good life'. Use your imagination so as to relate the concept to the situation and the participants. Think about: a force for good; civilised society; leaving the world a better place than when you entered it. Of course, words mean different things to different people, and many people will find it quite difficult to pick just one word, but this is the point: One word concentrates the mind in a way that five or six words or a longer sentence tend not to. For participants who find it impossible to decide on one word, encourage them to use as few words as possible - while still aiming to focus on the essence, or a central concept, rather than a catch-all or list. It's easy for people to think of a list - one word is a lot more thought-provoking. Ask people to write down their chosen one word (or words if necessary), plus some brief explanation as to what they mean. Then in turn ask people to tell or present their answers to the group or team. It is interesting to hear people's ideas. They will be quite different to how people actually normally behave in organisations - to each other, to customers, to suppliers, etc. And quite different to how people behave in societies in local, national, religious and global communities. Why is this? Where does individual responsibility begin and end? Are we part of the problem - or part of the solution? Do we want to be part of the solution? What actually stops each of us from trying to live and behave more often as we know to be right? Are the pressures and habits and expectations that distract us from more often following the right path really immovable and so strong that we cannot rise above them? What personal resolutions and changes might we want to make? The exercise relates also to Johari Window development, personal life philosophy and values, personal and self-development, and (if ideas are expressed or presented) also provides helpful insight for team leaders, facilitators, trainers, or recruitment selection observers in understanding more about the people performing the exercise. Transactional Analysis and the blame model within the TA section can be a helpful reference to assist people in understanding more about the forces that cause us to behave differently from what we know to be right. See also the articles section about Love and spirituality in organisations which helps explain about bringing compassion and humanity to teams and work. This is page 2 of the free team-building activities and game ideas on this website. Here is page 1 of team-building games, and here are page 3 of team-building games. Send your own games and activities ideas. See also

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