

GENERAL DESCRIPTION FOR THE MODULE

Module
Teamwork
Number of participants
10-14
Main goal
Understanding the mechanisms of teamwork and gaining the ability to put them into practice.

WORKSHOP SCENARIO – S1

Subject	
My story	
General description	
Participants share stories from their lives and use them to identify the phases of a project.	
Materials needed for the workshop	Duration time
- A4 sheets - felt-tip pens - flipchart sheet or a whiteboard - flipchart/whiteboard markers	60 min

EXERCISE 1– S1

Type of activity	
Discussion	
Division of participants	
Pairs	
Materials needed for the workshop	Duration time
- none	20 min
Detailed results	
Exchange of own experiences gained in a teamwork.	
Instruction for participants	
Get in pairs, and then tell each other about two examples of a team work you have been participated in. One of the stories should come from your private life and the other from your professional life.	

Excercise description
During the exercise, encourage the participants to listen actively and to ask for details.

EXERCISE 2 – S1

Type of activity	
Working in small groups	
Division of participants	
Pairs	
Materials needed for the workshop	Duration time
<ul style="list-style-type: none"> - A4 sheets - felt-tip pens - flipchart sheet or a whiteboard - flipchart/whiteboard markers 	20 min
Detailed results	
Participants identify the phases of team projects.	
Instruction for participants	
<p>Stay in pairs. Choose two stories and divide them in the project phases according to the written examples.</p> <p>Write the project phases on the board:</p> <ul style="list-style-type: none"> - Initiation - Planning - Realization - Monitoring and control - Closing 	
Excercise description	
If necessary, advise the participants what activities they have to list in which phases.	

EXERCISE 3 – S1

Type of activity
Presentation
Division of participants
none

Materials needed for the workshop	Duration time
- none	20 min
Detailed results	
The participants assimilate the knowledge about project phases.	
Instruction for participants	
Please sit in a circle now. Who would like to share his story and the results of work? <i>When someone volunteers:</i> tell us briefly your story first, and then, based on it, present the stages of the project to us.	
Excercise description	
Encourage the participants to present their work. Discuss at least 3 stories. If there are more people willing to speak out, let everyone tell about one story.	

WORKSHOP SCENARIO – S2

Subject	
Roles	
General description	
Participants experience different roles in teamwork and identify behaviors related to those roles.	
Materials needed for the workshop	Duration time
- two sets of roles - A4 sheets - felt-tip pens	55 min

EXERCISE 1 – S2

Type of activity	
Movement exercise / discussion	
Division of participants	
Groups of three people	
Materials needed for the workshop	Duration time
- none	20 min

Detailed results
Experiencing the role of a leader, an expert and an executor.
Instruction for participants
<p>Now I would like to ask you to build groups of three people and stand one behind another putting your hands on each other's shoulders - you are a mini train now. The first person is the locomotive and he/she must keep his/her eyes closed during the whole exercise. She/he may, however, stick out her/his hands slightly in case of a protection against a possible collision. The people in the middle keep their eyes open, but they are not allowed to make their own decisions. They can only pass on the signals they will receive from the driver at the end of the train. The train driver drives the train non-verbally (without making any sounds). Is everything clear till now?</p> <p>Try to drive your trains along interesting routes, but try to avoid collisions. You start on my mark.</p>
Excercise description
<p>After about 2-3 minutes ask the participants to change roles. The person who is the locomotive goes to the driver's seat. After another 2-3 minutes make a change again, so that each participant can experience all roles.</p> <p>After completing the exercise, invite everyone to take place in the circle and ask the participants to share their experiences. Ask them, what did they feel in each of the roles.</p>

EXERCISE 2 – S2

Type of activity	
Role-play	
Division of participants	
Two groups	
Materials needed for the workshop	Duration time
<ul style="list-style-type: none"> - two sets of roles - A4 sheets - felt-tip pens 	15 min
Detailed results	
Identification of behaviors, that support and hinder a group work.	
Instruction for participants	
<p>You will be split into two teams in a moment. Each of you will randomly select a role to play. Your task as a team is to create a list of 10 things, that you will take with you on a journey to the mountains, far away from any civilization. You have 15 minutes to complete the task.</p>	

Excercise description

Give participants the role sets:

LIDER – sets the tone of the team's work, has got a vision of the goal and motivates to work

KNOW-IT-ALL - knows everything best, constantly proves that he/she knows everything better and teaches others

MEDIATOR – cares for a good atmosphere, soothes disputes, directs discussions in a constructive direction

REBEL – does not accept any proposal apart his/her own

SUBCONTRACTOR - offers nothing, accepts everything

CLOWN – turns everything into a joke, the most important thing for him is having fun

COWARD – worries, if he can manage it, he sees a threat everywhere

MOTIVATOR - pushes work forward and encourages others to an active participation

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MOTIVATOR - pushes work forward and encourages others to an active participation

Make sure that, after completing the task, the participants throw off the role by jumping or dusting themselves off as if they were brushing off the dust of their clothes.

EXERCISE 3 – S2

Type of activity	
Discussion	
Division of participants	
none	
Materials needed for the workshop	Duration time
- none	20 min
Detailed results	
Identification of behaviors, that support and hinder a group work.	
Instruction for participants	
Let's sit in a circle. Present the lists you have developed in your groups and tell us, how it was for you to work in your teams? What behaviors helped you to make decisions, and what behaviors disturbed you?	
Excercise description	
Encourage participants to an active participation in the discussion by asking for details with regards to the decision-making process.	

WORKSHOP SCENARIO – S3

Subject	
Triangles of dependence	
General description	
Participants understand that every action causes a reaction.	
Materials needed for the workshop	Duration time
- none	45 min

EXERCISE 1 – S3

Type of activity	
Movement exercise	
Division of participants	
3 people + the rest of the group	

Materials needed for the workshop	Duration time
- none	10 minut
Detailed results	
Understanding the relationship between the actions taken by all team members.	
Instruction for participants	
<p>I need three volunteers.</p> <p><i>After choosing the volunteers:</i> Come out of the room with me for a moment.</p> <p><i>Instruction for the volunteers:</i> When you return to the room and we start the exercise, you will start moving slowly in any random direction. Now wait for me to call for you.</p> <p><i>Return to the rest of the group and give them the following command:</i> After starting the exercise, discreetly choose two people from all participants, who you will follow answering to their movement and at the same time keeping a constant position and distance.</p> <p><i>Call for the volunteers and invite them to the room:</i> Find a place for yourself anywhere in the room and start moving at my signal.</p> <p>Ready? Go!</p>	
Excercise description	
If the participants start moving too fast or will bump against each other, stop the exercise and start over. Regardless of the course of the exercise, do it at least twice.	

EXERCISE 2 – S3

Type of activity	
Discussion	
Division of participants	
None	
Materials needed for the workshop	Duration time
- none	15 min
Detailed results	
Understanding the relationship between the actions taken by all team members.	
Instruction for participants	
<p>Let's talk about what actually happened here? Tell me, why did you move this way and what did you feel while doing this exercise?</p> <p><i>After the participants have spoken, ask additional questions:</i> And how do you think, is this exercise related to team work? Does it, what happened here, something to do with the activities in our work and life?</p>	

Excercise description

Ask additional questions to participants' opinion they shared with the group, directing them to the conclusion, that each action triggers a reaction of other people (visible or not).

EXERCISE 3 – S3

Type of activity	
Game	
Division of participants	
Pairs	
Materials needed for the workshop	Duration time
- A4 sheets - felt-tip pens	20 min
Detailed results	
Analysis of the cooperation strategy.	
Instruction for participants	
Get in pairs and play a game. Your goal is to score as many points as possible within 10 rounds. One round means, that both sides have a move. Write down your points on a piece of paper. The game is to give your rival a smile or a bomb. A smile means that each of you gets one point. A bomb means earning 3 points for yourself and taking 3 points from your opponent at the same time. Play several times testing different strategies.	
Excercise description	
Write down in a visible place: Smile = +1 +1 Bomb = +3 -3	
After completing the exercise, discuss its course and the most effective strategies.	

WORKSHOP SCENARIO – S4

Subject	
Make a decision	
General description	
During the workshop, participants will analyze and experience different ways of making decisions in a teamwork. They will also face the dilemmas, opportunities, consequences and values related to them.	
Materials needed for the workshop	Duration time
- flipchart sheets - flipchart markers - small pieces of paper with topics of work - piece of paper with an instruction for a role-play	70 min

EXERCISE 1 – S4

Type of activity	
Working in small groups	
Division of participants	
Four groups	
Materials needed for the workshop	Duration time
- flipchart sheets - flipchart markers - small pieces of paper with topics of work	40 min
Detailed results	
Participants learn about four ways of making decisions in teamwork and are able to characterize them.	
Instruction for participants	
Build 4 teams. The task of each group will be to characterize one of the ways in which a team can make decisions. In particular, remember that your description should include the dilemmas, opportunities, consequences and values related to them.	
Excercise description	
Let the participants split into 4 groups or split them by yourself. Equip the groups with flip chart sheets and markers, and then assign one of the topics to each group:	

Making decisions by majority vote.

Remember to consider: dilemmas, opportunities, consequences and values. Finally, develop a recommendation - in which team, in what situation this model will work best.

Consensus

Remember to consider: dilemmas, opportunities, consequences and values. Finally, develop a recommendation - in which team, in what situation this model will work best.

A one-man decision of a leader / boss.

Remember to consider: dilemmas, opportunities, consequences and values. Finally, develop a recommendation - in which team, in what situation this model will work best.

Decision of a selected group of people.

Remember to consider: dilemmas, opportunities, consequences and values. Finally, develop a recommendation - in which team, in what situation this model will work best.

After completing the work, each group should present its results.

EXERCISE 2 – S4

Type of activity	
Role-play	
Division of participants	
6 volunteers + audience	
Materials needed for the workshop	Duration time
- piece of paper with an instruction for a role-play	15 min
Detailed results	
The participants experience a situation, when they are deprived of the right to vote in an important issue for them.	
Instruction for participants	
<p>I need 6 volunteers to do a role-play, including an authoritarian boss. Who would like to play?</p> <p>Prepare a short performance according to the description I am about to give you. Try to express emotions that people, who would be in such a situation, would feel.</p> <p>And the rest of the group I would like to ask for preparing a place.</p>	

Excercise description
<p>Instruction for the role-play:</p> <div style="border: 1px solid black; padding: 5px;"> <p>You are a team of specialists, who have been working on a large project for six months. Unexpectedly, the general manager comes to the meeting and informs you about the closure of the project without explaining the reasons for his decision, which is irrevocable.</p> </div> <p>Make sure that, after completing the task, the participants throw off the role by jumping or dusting themselves off as if they were brushing off the dust of their clothes.</p>

EXERCISE 3 – S4

Type of activity	
Discussion	
Division of participants	
None	
Materials needed for the workshop	Duration time
- none	15 min
Detailed results	
Participants learn, how to communicate difficult decisions.	
Instruction for participants	
<p>Please tell us, what did you feel while doing this role-play? What emotions did you experience?</p> <p>Is there any better way to communicate such a decision to the team?</p> <p>What conditions should be provided, so that the team can smoothly accept the decision made.</p>	
Excercise description	
Let all actors speak out and then motivate the participants to find the best way to communicate such a decision.	

WORKSHOP SCENARIO – S5

Subject	
Let's get along	
General description	
Participants learn, how to communicate actively in a team.	
Materials needed for the workshop	Duration time
- flipchart sheets - flipchart markers	50 min

EXERCISE 1– S5

Type of activity	
Conversation in pairs	
Division of participants	
Pairs	
Materials needed for the workshop	Duration time
- none	25 min
Detailed results	
Participants learn to listen actively.	
Instruction for participants	
<p>Get in pairs and tell each other a story from your own life. While one person is talking the other one does not react in any way to that, what he/she hears. It is important that you do not say anything, nod or make other gestures. You may not even be looking at yourself.</p> <p><i>After about 5-8 minutes go forward with a further instruction:</i></p> <p>Now tell each other the life story again - it can be the same story. This time however, during the listening of your partner, stay in eye contact, naturally nod and use facial expressions.</p> <p><i>After about 5-8 minutes go forward with a further instruction:</i></p> <p>Change the roles once again. This time, listen very actively - feel yourself into the story, express your emotions, ask for details, use paraphrases.</p>	
Excercise description	
Make sure, that the participants follow the instructions at each stage.	

EXERCISE 2 – S5

Type of activity	
Discussion	
Division of participants	
None	
Materials needed for the workshop	Duration time
- none	25 min
Detailed results	
Participants understand the importance of active listening.	
Instruction for participants	
Please share now, what did you feel at each stage of the previous exercise - both as a storyteller and a listener.	
Excercise description	
Make sure that all participants speak out.	

WORKSHOP SCENARIO – S6

Subject	
Our project	
General description	
During the workshop, the participants will go through the process of preparing a project and defining roles.	
Materials needed for the workshop	Duration time
- flipchart sheets - flipchart markers - small pieces of paper with an instruction for a project	60 min

EXERCISE 1 – S6

Type of activity	
Working in groups	
Division of participants	
Two groups	
Materials needed for the workshop	Duration time
- flipchart sheets - flipchart markers	40 min

- small pieces of paper with an instruction for a project	
Detailed results	
The participants plan together an implementation of a project.	
Instruction for participants	
Please split into two groups now. Your task will be to prepare an implementation of the selected project and define the roles within it. Remember to specify each of the indicated points. You have 40 minutes to complete the task.	
Excercise description	
<p>Development of a mobile application You are a design team in a large company. You received a task to plan a development of a mobile application for your company using only the internal company resources. The company is large and hires all specialists you need to perform this task. Please remember to define the following elements of a project: goal, vision, success criteria, expectations, risks, technical relations, project owner, team members, leader, sponsor, stakeholders.</p> <p>Launching a new subsidiary of the company Your task is to plan an opening of the first foreign showroom with your company's products. Please remember to define the following elements of a project: goal, vision, success criteria, expectations, risks, technical relations, project owner, team members, leader, sponsor, stakeholders.</p>	

EXERCISE 2 – S6

Type of activity	
Presentation	
Division of participants	
Two groups	
Materials needed for the workshop	Duration time
- none	20 min
Detailed results	
Putting the knowledge about project planning elements into practice.	
Instruction for participants	
Please present the projects you have been working on.	
Excercise description	
The participants present the results of their work from the previous exercise.	