



# Elsabé Manning

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## TEAM RE-BUILDING WORKSHOP (One, two or three days)

**ELSABÉ MANNING** designs and facilitates Team Re-Building workshops with great success. Rebuilding a team may entail **all or some** of the following:

1. **Emotional Intelligence training.** This is *imperative* as most relationship issues are caused by lack of emotional intelligence. It is preferable that a full day is spent on emotional intelligence training but if there are real budget or time constraints the training can be reduced to say two or three hours.
2. **Rules of Engagement.** It is important to have boundaries and rules in place when the team discuss and resolve issues and conflicts.
3. **Uncovering and resolving team issues.** This is done in a respectful manner, in an atmosphere of trust and respect. I prepare participants very well.
4. **Healing broken relationships.** Depending on the circumstances and the position of the people involved. This may have to be done in private.
5. **Where and if applicable, writing a team strategy** (aligned to the organisation's strategy) which may include:
  - a. Team vision and mission.
  - b. Team Values.
  - c. Clarify roles and responsibilities.
  - d. SWOT on team and individual members. We don't just write a SWOT Analysis – we use the information very well and incorporate it in the strategy. Most people don't know what to do with the information once they write a SWOT Analysis. It is an extremely useful exercise.
  - e. Team *and individual's* goals and objectives.
6. **The team defines the term 'team.'**
7. **Discussion around expectations:**
  - a. Team's expectations of team leader(s).
  - b. Team leader's expectations of their team.
8. **Commitment.**

## DAY ONE: EMOTIONAL INTELLIGENCE TRAINING

**Emotional intelligence** refers to the cognitive skills and competencies we need to successfully communicate and interact with people in our daily lives. Such insight allows us to manage our own and other's emotions and to read, understand and manage our own and others' emotional states and to guide thinking and actions.

People with higher emotional intelligence (EQ) tolerate stress better and they have higher levels of impulse control. They also tend to be more flexible and realistic and to solve a range of problems as they arise. Emotional Intelligence allows us to maintain a positive attitude, particularly in the face of adversity and to feel satisfied with life.

Low emotional intelligence is one of the biggest causes of conflict in the workplace and in people's personal lives. Companies that employ staff with higher levels of EQ have a distinct advantage because there is less conflict and more cooperation among them.

The good news is that emotional intelligence can be learned, and transferred to others, especially by leaders such as HR Managers with high EQ who lead by example.

## SYMPTOMS OF LOW EMOTIONAL INTELLIGENCE

Low EQ is any manager's worst nightmare because unhealthy levels of EQ in the workplace usually produce poor listeners and right-fighters (people who cannot possibly be wrong.) They may bully anyone who opposes their 'no-grey-area' thinking. People with low EQ tend to be self-centered and petty. They tend to take everything personally and have low tolerance for frustration, which leads to short-fuse behaviour, and if they happen to be in management, they may use every opportunity to 'power-trip.' Power-tripping is an attempt to elevate one's own low self-esteem and feelings of powerlessness by putting others down and/or by controlling them. Bullies and gossipers suffer from extreme low self-esteem.

## COURSE OUTLINE:

1. **Intrapersonal** (self-awareness and self-expression):
  - a. **Self-Regard** (being aware of, understanding and accepting ourselves despite our flaws and shortcomings)
  - b. **Self-Awareness** (being aware of and understanding our emotions)
  - c. **Assertiveness** (expressing our feelings and ourselves non-destructively)
2. **Interpersonal** (social awareness and interaction):
  - a. **Forgiveness** Learning what forgiveness is and the process of forgiveness)
  - b. **Empathy** (being aware of and understanding how others feel)

- c. **Interpersonal Relationship** (establishing mutually satisfying relationships)
  - d. **Unproductive Behaviours** (How to deal with others' negative behaviour)
- 3. **Communicating With Emotional Intelligence**
- 4. **Stress management** (emotional management and control):
  - a. **Stress Tolerance** (effectively and constructively managing our emotions)
  - b. **Impulse Control** (effectively and constructively controlling our emotions)
  - c. **Self-assessments** (how stressed are you?)
- 5. **Adaptability** (change management):
  - a. **Flexibility** (coping with and adapting to change in our daily life)
  - b. **Problem Solving** (generating effective solutions to problems of an intrapersonal and interpersonal nature)
- 6. **General attitude and mood** (self-motivation):
  - a. **Optimism** (a positive outlook and looking at the bright side of life)
    - i. **Self-assessment**
  - b. **Happiness** (feeling content with ourselves, others and life in general)
    - i. **Self-assessment**

## **DAY TWO: TEAM RE-BUILDING**

### **Process**

1. We assess the team before the Team Re-Building to uncover issues and team dynamics.
2. All our Team Re-Building workshops are designed for maximum impact; team and organisational effectiveness and mostly focused on relationships.
3. Our Team Re-Buildings produces sustainable results. Once team members truly *understand* the consequences of their behaviour, deep insight and change in behaviour result.
4. Elsabé Manning personally conducts all the highly confidential Team Re-Building workshops. She studied team dynamics and has many years' experience in creating individual and team paradigm shifts.
5. Elsabé conducts Team Re-Building workshops with great success from foundation to Board level in a vast array of industries and companies.

## **OUTCOMES**

Please note that each workshop will be tailored to suit your team's specific needs.

### **Team members will...**

1. Understand Emotional Intelligence principles.
2. Discuss issues respectfully and openly.
3. Desire and commit to working together as an effective team.
4. Identify individuals' and teams' strengths and weaknesses and put appropriate measures in place.
5. Learn and commit to communicate more openly and with more integrity.
6. Define roles and responsibilities (if necessary.)
7. Clarify expectations.
8. Identify common values, goals and objectives.
9. Start to listen to each other. Most people listen to reply instead of listening to understand.
10. Learn how to prevent and resolve conflict in an appropriate manner.
11. Learn about and commit to providing effective feedback.
12. Discuss and commit to building trusting, respectful, co-operative relationships with each other.