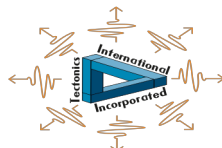
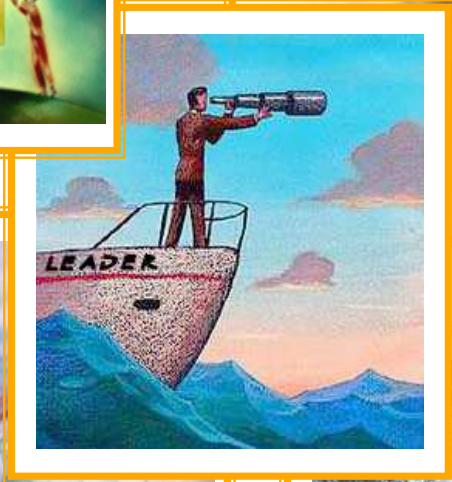


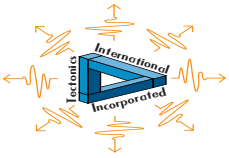
Foundation for Executive

TEAMWORK

“Moving forward . . . together”



Tectonics International[®], Inc.
An organizational development company



PROGRAM OVERVIEW

Target audience: Senior management, the leadership group or any management group seeking to improve the teamwork of his/her department.

Learning objectives: Managers have been consistently rewarded, over long periods of time, for their current behaviors. As a result, when organizations begin to deal with change-management issues the management group will often blame others for their own behavior-driven results, insisting that others' behavior is in need of change not their own. Because the management group's behaviors (vs. their words) are the single most important driver of organizational culture it is critical that they personally participate in the culture/behavior change that they are mandating for others. Indeed, to insure their own integrity and the success of the change initiative, they must lead by example.

To facilitate this process the retreat asks participants to address their often conflicting, but unstated and unexamined, views on such issues as what business is the organization in, why is the organization in business, conflict resolution, trust, personal values, value dilemmas, personal blockages, and philosophies of control any of which may be in conflict with those of other participants. These interactive, facilitated, discussions are designed to promote introspection, communication, definition of team values, alignment of expectations and behaviors, and a commitment to change

Personal change is much like a rubber band, however we are stretched into a different shape we keep trying to return to our original, more comfortable behaviors. Addressing, with conviction, the need for the management culture change to change is the single most important requirement for management team effectiveness and a successful organizational change initiative.

Participant expectations: With learning partners, discover how well the participants operate together as a team (or not), their differences in how they delegate/divide labor and the interpersonal dynamics involved that both promote and inhibit teamwork and trust. To obtain objective feedback regarding their management style effectiveness and its "fit" with, and how to accommodate differences in, the styles/values of other team members. Each participant will create a *Contract for Change* based on feedback received and key retreat learnings.

Included:

- Pre-retreat reading and participant manual.
- Individual feedback instruments: Myers Briggs Type Indicator, effectiveness conflict style and 360° feedback.
- Organizational feedback instruments: Trust Assessment, Environmental Scan and Perception Report.
- Personal mentoring as needed.
- Organization-specific experiential exercises and interventions outlined in retreat agenda.
- Alignment interventions as indicated in retreat agenda.
- Retreat staff and facilitation.
- Retreat follow-up.

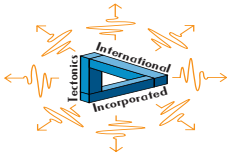
EXECUTIVE SUMMARY

This retreat is intended to discuss a core set of competencies to align the participants' values, principles and paradigms with the desired culture of the organization. The retreat is designed to identify, and confront, barriers to cooperation and teamwork as well as misalignments, and the inappropriate application of principles.

The retreat offers the benefit of neutral "turf"; the facilitator is objective and the environment conducive to constructive conflict, introspection and dialog. It provides a unique opportunity for the participants to come together as a cohesive team and align, often disparate, visions to jointly and collaboratively guide the organization as the model of a vision-driven, values-based organization.

The benefits of the alignment are:

- Alignment of the participants' organizational values, mission & vision.
- Develop the understanding that leadership is more effective within the team context.
- Provide a structure for increasing/establishing trust.
- Create awareness of interdependence between participants employees.
- Development of participant's personal mission statements that align with that of the organization.
- Individual participant's develop alignment among the systems and structures to support and sustain the shared values of the organization.
- Provide the participants with methods to put the principles into practice so that ideas can be translated into sustained behaviors.
- Discuss the suggestion that individual employees are the key to the organizational success.
- Create the maximum overlap between a individual participant's mission, values, and objectives and the organization's values and objectives.
- Understanding that the organization needs to be "leader led".
- Provide a facilitated opportunity to discuss personal, interpersonal and organizational issues in a principle-based forum.



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Day 1

7:15 AM – 8:00 AM: Breakfast

8:00 AM – 8:30 AM: Introduction

8:30 AM – 10:00 AM: Defining your organization's “animal”

10:00 AM – 10:15 AM: Break

10:15 AM – 12:00 Noon: Building Trust

This Covey workshop is for groups of people who share a common focus on their work efforts - what is referred to as intact workgroups. The building trust process is designed to closely examine the principles of trustworthiness and trust, and the process of building trust. It assumes that trust in any organization (business, family, educational institutions, etc.) can exist only when the individuals within the organization have built up their personal trustworthiness. The premise of this workshop is that to be truly effective in any area, a person must have a balance of high character and high competence, and make emotional deposits into another person's account. As people do so, they build their personal trustworthiness and trust with others.

Objectives:

- Provide a framework to explore the high cost of low trust and the high return of high trust.
- Encourage thoughtful examination of one's trustworthiness, character, and competence.
- Explore and implement ways to build trust in organizations through working with others to build trust.
- Develop action plans participants can apply to immediate situations.
- Use a learning partner to share significant learnings.

12:00 Noon – 1:00 PM: Lunch

1:00 PM – 2:30 PM: Building Trust

2:30 PM – 2:45 PM: Break

2:45 PM – 3:45 PM: Building Trust

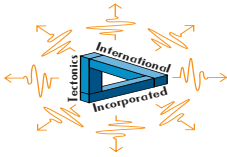
3:45 PM – 4:00 PM: Break

4:00 PM – 4:45 PM: Begin *Clarifying Personal Values*

By discussing their personal values among themselves the participants further the process of alignment, respect and understanding. Learning points are shared in a facilitated session.

Objectives:

- To assist an individual in considering personal values.
- To introduce the process of value clarification.
- To discuss these findings with one or two other participants.



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Practical anticipated results: Participants will become aware of, and align their values with, the following guidelines. Values must enhance performance be:

- Chosen from alternatives
- Consistent with others
- Limited in number
- Actionable
- Attractive and instill pride
- Capable of being communicated
- Written with associated behaviors defined

4:45 PM – 5:00 PM: Values clarification lecture

5:30 PM – 6:30 PM: Dinner

7:00 PM: Complete steps 2 and 3 of *Clarifying Personal Values*

Day 2

7:15 AM – 8:00 AM: Breakfast

8:00 AM – 8:45 AM: *Clarifying Personal Values* discussion

8:45 AM – 9:00 AM: Break

9:00 AM – 10:00 AM: *Value Dilemmas*, step 1

By discussing, and receiving peer feedback on their personal values related to organizational decision making, participants learn how each other approach various types of problem solving and decision making. Key learning points are shared in a combined session.

Objectives:

- To provide an opportunity to debate managerial values.
- To receive feedback on personal style.
- To promote openness and provide personal insights.

Practical anticipated results: participants will become aware of their differences of approach in dealing with a variety of organizational issues. After completing a value dilemma questionnaire, in which the participant records what they would do in a variety of circumstances, participants will be paired up to analyze and discuss each other's views. This discussion will be prompted by the following questions:

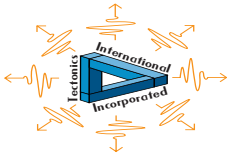
- What are your partner's basic values toward others?
- What effect do you think these values will have on his or her behavior?
- What is your personal reaction to your partner's values?
- What values would attract you to want to be an employee of your partner? Why?

10:00 AM – 10:15 AM: Break

10:15 AM – 11:15 AM: *Value Dilemmas*, step 2

11:15 AM – 12:00 Noon: *Value Dilemmas* discussion

12:00 Noon – 1:00 PM: Lunch



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1:00 PM – 3:00 PM: *Conflict Resolution*

Objective: To present a methodology for resolving conflict by focusing on problem-solving and finding best solutions while emphasizing a win-win philosophy

Practical anticipated results: To understand one’s own natural style of conflict resolution through the use of a *Conflict Style Inventory* and how this style differs from the more subjective participant assessment. To understand the five basic conflict styles and the dynamics that perpetuates a negative conflict cycle. To demonstrate the results-focused methodology of resolving conflict in a “win-win” manner based on problem solving.

This workshop has the approval of the Federal Mediation and Conciliation Service. Tectonics International is certified by the FMCS to facilitate their Interest Based Bargaining (IBB) program.

3:00 PM – 3:15 PM: Break

3:15 PM – 4:15 PM: *Conflict Resolution*

4:15 PM – 4:30 PM: Break

4:30 PM – 4:45 PM *Clarifying Personal Blockages*, step 1 and step 2

By assessing these personal strengths, and sharing them with others, the participants learn that all individuals have both strengths and areas needing improvement. With this knowledge, and the participation of the group, they learn to look to others for support and are willing to support others.

Objectives:

- To enable individuals to clarify personal blockages
- To assist individuals to recognize and celebrate their strengths
- To help structure a personal development program

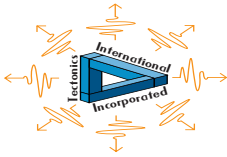
Practical anticipated results: participants will become aware of their personal strengths as shown below:

- | | |
|---|---------------------------------------|
| • Strong self-management competence | • Innovation skills |
| • Developed values | • Influencing ability |
| • Goal orientation | • Leadership competence |
| • Commitment to continuous self-development | • Organizing capability |
| • Systematic problem-solving prowess | • Commitment to developing others |
| | • Team building orientation |
| | • Capability to learn from experience |

4:45 PM – 5:00 PM: Overview of strengths concept.

5:30 PM – 6:30 PM: Dinner

7:00 PM: Complete step 3 of *Clarifying Personal Blockages*.



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Day 3

7:15 AM – 8:00 AM: Breakfast

8:00 AM – 9:00 AM: *Clarifying Personal Blockages* discussion

9:00 AM – 9:15 AM: Break

9:15 AM – 10:30 AM: *Philosophies of Control*

After completing the audit, the participants break into small groups to share the data. During this session, they will consider the four control philosophies and suggest situations in which each is applicable. Further, they will discuss which control philosophies are currently being used in their work situations, how effective they are and how they could be improved.

Objectives:

- Introduce managers to the concept of control
- Explore the four primary philosophies of control
- Assess the relevance of each control philosophy
- Understand how individual managers use control

Practical anticipated results: participants will become aware of their control bias using the following philosophies:

- *Specified behavior* – some people are controlled by a system. The specified behavior control philosophy has procedures for every eventuality.
- *Results only* – some people are controlled by performance against objectives. Measurable objectives are the fundamental tools for control.
- *Personal control* – some people are controlled by the personal instructions of their superior. Control is exercised by direct supervision.
- *Ideological control* – some people are controlled by policies and principles, which become part of their way of thinking. In a sense, control is exercised through a shared understanding of a cultural value system.

10:30 AM – 10:45 AM: Break

10:45 AM – 12:00 Noon: *Philosophies of Control*

12:00 Noon – 1:00 PM: Lunch

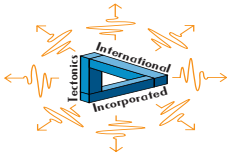
1:00 PM – 4:00 PM: 360° feedback review

Objective

To facilitate the integration of how others see you and how you see yourself with whom you want to be. It is not an overnight, quick fix process, but rather a steady, long-term development effort. The profile focuses on personal and interpersonal effectiveness, providing feedback from you, your boss, peers, and direct reports. The profile is an insightful, effective tool for comparing the participant's self-view with feedback from these diverse groups.

4:00 PM – 5:00 PM: Review and discussion of next day goals and contract work sheets.

5:30 PM – 6:30 PM: Dinner



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Day 4

7:15 AM – 8:00 AM: Breakfast

8:00 AM – 11:00 AM: Team Building Exercise

Practical anticipated results: the participants will discover how well they operate together as a team, how they delegate/divide the labor and the interpersonal dynamics involved. During the debriefing session, we will discuss the concepts of fun in work and how the process of tepee building (work) can be improved.

11:00 AM – 12:30 PM: Lunch

12:30 PM – 2:15 PM: Contract for change - personal

2:15 PM – 2:30 PM: Break

2:30 PM – 4:00 PM: Joint contract and shared expectations development – the organization

Objectives: The finalization of a personalized action plan based on your individual concerns and to assign the accountability for strategies and actions that lead to real measurable positive change.

Practical anticipated results: To solidify, based on organization specific issues, a personal plan for change implementing the newly acquired insights, learning's, and skills emphasizing measurement, accountability and follow-up.

4:00 PM – 4:15 PM: Break

4:15 PM – 5:00 PM: Closure. *Keep/Stop Doing* exercise.

5:00 PM – 5:15 PM: Closing comments