

## FACILITATOR'S NOTES

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# MAKING TEAMS WORK

## Powered by the FIRO® Assessment

### INTRODUCTION

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Welcome to the *Making Teams Work Powered by the FIRO® Assessment* workshop. The workshop is designed to introduce FIRO concepts and guide participants through an interpretation of their FIRO results. The included activities promote interaction among participants to help them understand how interpersonal needs affect their interactions with others. Through these experiential activities, the workshop promotes constructive dialogue and team collaboration. Participants learn how to apply strategies to strengthen team relationships, improve team communication, and decrease team conflict in order to enhance team effectiveness.

Keep in mind that this workshop does not equate to team development. Team development is a process involving a longer-term commitment by team members to address many issues impeding their effectiveness. This workshop covers one important component of the team development process: individual and team awareness of interpersonal needs. Other components, which are not addressed in this workshop, include role clarification, vision/mission/goal development, continuous follow-through, and accountability supported by leaders of the organization.

The workshop is designed with flexibility in mind. It can be conducted as a single 4-hour session or as two 2-hour sessions.

### Workshop Objectives

This workshop is designed to help participants

- Understand how their interpersonal needs influence their interactions with others
- Identify current team dynamics as well as strategies for strengthening communication and managing team conflict
- Create action steps to improve their effectiveness when working with others





## Prepare Participants and Set Expectations

This workshop facilitation kit is designed for use with intact teams. The experiential activities serve a dual purpose: helping individual participants understand the FIRO need areas and enabling the team to explore its current interpersonal dynamics.

This kit is not suited for group feedback. For sessions delivered to groups who are not working together as an intact team, it is recommended that you use the group feedback activities presented in the FIRO® Certification Program.

The time allotted for the lecture and activities in this workshop is based on the need for a half-day session. For many consulting engagements, the FIRO assessment is only one part of a larger team or leadership development program. Therefore, many of the components generally included in a full-day group feedback session are not included here.

Note that in this workshop, the content is geared toward the FIRO individual need scores rather than the overall and total need scores. This approach reduces interpretation time by focusing attention on the interaction between a team member's Expressed score and another's Wanted score for each need area. This focus results in a deeper exploration of current team dynamics.

A critical factor in successfully delivering any workshop is ensuring that participants understand the workshop's goals and objectives, as well as what will be expected of them in terms of sharing information and participating in group activities. To ensure that participants arrive with the right mind-set, ready to engage and fully participate in the event, communicate essential information and set expectations, as detailed in the welcome email provided in this facilitation kit.

## Administer the FIRO-B® Assessment

Before attending the workshop, participants will need to take the FIRO-B assessment online. As you provide instructions on how to do this, also take care to get participants into the right frame of mind to take the assessment. Explain how completing the assessment is required prior to attend the workshop. Draft text for a welcome email, with an introduction and assessment instructions, as provided in this kit for you to adapt and personalize.

## Prepare the Workshop Materials

Prepare the PowerPoint training slides by adding your name and credentials to the first two slides. Also complete slides 60, 72, and 73 with information specific to your session.

- **Slide 60:** Draw the grid shown on slide 60 on a flipchart sheet and add the name of each participant in the appropriate category (low, medium, or high) for each of the six areas. To the side of each name, write the person's numeric score for that area (this sheet will be used in various activities). It is optional to add these data to Slide 60 as well.
- **Slides 72 and 73** (for the "Click or Clash" activity): Prepare the slides by replacing letters with actual team member names. The slides show two examples of how the rotation runs, with teams of five or eight members. If the team you are working with is a different size, adapt the slide to show how all the rounds will work.



## Opening the Workshop and Introductions

Slides	Time	Materials
1-9	15 minutes	—

1 [Prior to the workshop, update this slide with your name.]

Welcome participants to the workshop.

Suggested script:

*Welcome. In our workshop today we will be exploring our relationship needs and our interpersonal style. Team relationships can greatly enhance or impair a team's performance. The work we will be doing today will help us see how we can enhance this team's effectiveness.*

*We will do this partly by exploring your results on the FIRO-B® assessment. FIRO-B stands for Fundamental Interpersonal Relations Orientation–Behavior. The FIRO-B assessment has helped individuals, teams, and organizations around the world grow and succeed by serving as a catalyst for positive behavioral change. It provides critical insights into how you behave toward others and how you want others to behave toward you, which are the core drivers of your relationships with others.*

2 [Prior to the workshop, update this slide with your name, credentials, and experience.]

Introduce yourself to the group.

Next, introduce the team. This workshop is designed for intact teams. Even when all participants know each other, hearing what each wants to gain from the session will help you ensure that expectations are met and, if necessary, give you an opportunity to reset expectations so that they align with the session objectives.

Suggested script:

*I'd like to hear what you would like to get out of our session today. Let's go around the room and hear from each of you.*

Introduce the participants to their worksheet.

Suggested script:

*Before we move on to the body of the workshop, I want to introduce you to your worksheet. The worksheet is designed to assist you in capturing key information from the workshop, along with your insights and reflections. During the workshop, you will develop personal and team action plans. The information in your worksheet will support that and help ensure that your action plans are relevant and effective.*

## Applying Results to Conflict Management

### Inclusion and Conflict Management

- If your highest need is Inclusion, ask yourself if there are times when you feel left out of the loop and your feelings are hurt or you feel frustrated.
- How does your score compare to your partner's score?
- Do you know who needs to be included in projects to cover all your bases?
- Do you feel defensive at times when you are over- or underincluded in information sharing within your team?

### Control and Conflict Management

If your highest need is Control, check in with yourself and think about the hierarchies that may exist in the relationships you have with people involved in the conflict. The way you understand your position of power in relation to them will determine your level of comfort in being diplomatic or agreeable.

Keep in mind what your end goal is and try to listen to the goals of others and what they may need from you. You may be able to get buy-in from others by providing them with what they need first. Though this may feel like "giving in," it is actually a smart negotiating move.

- Do you ever take a "my way or the highway" stance?
- Are people afraid to share their ideas with you because they don't know how you will react?
- Do you state what you are thinking or feeling even if it is in opposition to what is on the table?

### Affection and Conflict Management

If your highest need is Affection, think about the importance of your relationships with the people involved in the conflict. If you trust them and have a solid appreciation for how they perceive you, you may feel more comfortable asserting what you need for yourself during a conflict. If you do not share with them the way you need or are looking for as a part of the negotiation, remind yourself how you will feel afterward if you do not advocate for yourself. While it may seem "noble" to be the one to sacrifice for the sake of others, too much of this can leave you feeling frustrated and resentful.

- Do you need to feel that others agree with you or like you to be able to work with them? Is it difficult to collaborate with someone that you know does not enjoy working with you?
- When you disagree with other people's ideas are you reluctant to share this with them at the risk of losing their friendship?