

ADDENDUM E

MAXIMIZING TEAM EFFECTIVENESS LESSON PLAN

INSTRUCTOR PREPARATION PAGE

COURSE TITLE: Table-Top Training Design (5480.20A Training Seminar Series)

LESSON TITLE: Maximizing Team Effectiveness

TIME REQUIRED: 35 minutes

- REFERENCES:**
1. Haynes, Marion E., Effective Meeting Skills, Crisp Publications, Inc., Los Altos, California, 1988.
 2. Zenger-Miller, "Helping Your Team Reach Consensus," Team Leadership, 1992.
 3. DOE-HDBK-1076-94, Table-Top Job Analysis.
 4. Training Manager Competencies: The Standards, "Nominal Group Technique."

OBJECTIVES: **Terminal:** Given the guidelines for effective Nominal Group Technique and Consensus Decision-Making, team members will APPLY the guidelines while contributing ideas during Table-Top Training Design.

Enabling:

TEAM.1 - Define the terms "Nominal Group Technique" and "Consensus Decision-Making"

TEAM.2 - Describe the steps involved in Nominal Group Technique and Consensus Decision-Making

TEAM.3 - List the guidelines for applying the Nominal Group Technique and Consensus-Decision-Making processes

INSTRUCTIONAL

AIDS:

Team-P-1,
Team-P-2,
Team-P-3,

Team-O-1,
Team-O-2,

Terminal Objective
Overview (Written on flipchart paper)
Guidelines for Nominal Group Technique
and Consensus Decision-Making
Enabling Objectives
NGT Definition

INSTRUCTOR PREPARATION PAGE

Maximizing Team Effectiveness

Team-O-3, CDM Definition
Team-O-4, Steps of NGT and CDM
Team-O-5, Exercise Directions

Flipchart stand and paper, flipchart markers.

PARTICIPANT PREPARATION: None required.

PRESENTATION METHOD: Lecture, Nominal Group Technique exercise.

EVALUATION METHOD: Participation in TTTD Nominal Group Technique and consensus activities in accordance with the guidelines provided.

NOTES TO INSTRUCTOR: This lesson introduces participants to the terms and processes of Nominal Group Technique and Consensus Decision-Making. The intent is to provide them with enough information to function well while analyzing and designing training program content during which they must apply the guidelines as they develop a task list and select tasks for training.

The team members and any observers who are learning analysis and design methods should participate as trainees during this lesson.

Hang all posters on a wall other than the TTTD wall:

POST TTTD Team-P-1, Terminal Objective, and leave displayed throughout the lesson.

WRITE and POST TTTD Team-P-2, Overview, on a flipchart page and leave it displayed throughout the lesson.

Table-Top Training Design

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Maximizing Team Effectiveness

POST TTTD Team-P-3, Guidelines for Nominal Group Technique and Consensus Decision-Making (cover until needed), and leave displayed throughout the remainder of the process.

Have transparencies organized and ready.

INSTRUCTOR PAGE

Discussion Points

Instructor / Trainee Activity

I. INTRODUCTION

A. Preliminaries

1. Instructor's Name
2. Participant Materials
3. Participant Comfort

B. Motivator

1. One of the assumptions of TTTD is that a team of SMEs can analyze training requirements better than a single individual or as well as a group of individuals surveyed separately.
2. However, a group of competent SMEs will have its own problems:
 - Some people dominate
 - Ideas or other contributions are lost or dismissed
 - Some people never participate

ENSURE instructor's name is visible

REFER participants to "Team" section.

ELIMINATE distractions

ASK: What are some problems that may occur when a group of highly competent people meet to discuss/resolve a problem?

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- Non-productive environment for any creative process

The result can be an ineffective, low-quality, time-consuming meeting.

3. Our goal during this process is to use a combination of decision-making processes that eliminate those problems.

We need to reduce negative social interactions and communication problems that interfere with good decisions and effective use of time, and at the same time make the best possible use of the talent available.

4. The first process we will use is called the "nominal group technique."

It gets its name because it really isn't a group at all. It is several individuals making individual contributions, with very little social interaction.

5. The second process we will employ is decision making by consensus.

6. By applying both of these processes, your contributions during this process will lead to the development of a training program structure in the most efficient manner.

INSTRUCTOR PAGE

Discussion Points

Instructor / Trainee Activity

C. Lesson Title and Terminal Objective

REFER to TTTD Team-P-1,
Terminal Objective.

D. Enabling Objectives

SHOW: TTTD Team-O-1,
Enabling Objectives.

E. Overview

REFER to TTTD Team-P-2,
Overview.

1. Definitions of NGT and CDM
2. Steps in the NGT and CDM process
3. Guidelines for applying the NGT and CDM process

(05 min into lesson)

II. DEFINITIONS

A. Nominal Group Technique

SHOW: TTTD Team-O-2,
NGT Definition.

REFER participants to
Workbook page 4.

NGT is a structured group process resulting in the maximum contribution of experienced individuals to a common goal.

B. Consensus Decision-Making

SHOW: TTTD Team-O-3,
CDM Definition.

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Consensus is a general agreement among several people. It occurs when all team members can support and live with the decision without compromising important needs or values.

In Consensus Decision-Making, complete unanimity is not the goal--it is rarely achieved. But each individual should be able to accept the group's decision on the basis of logic and feasibility.

III. STEPS IN THE PROCESS

- A. The steps involved in nominal group technique and consensus decision-making include:

NGT

1. Each person silently generates/writes ideas
2. All persons state ideas in a round robin
 - a. A round robin involves each person taking a turn to state one suggestion from his/her list.

REFER participants to Workbook page 5.
SHOW: TTTD Team-O-4, The NGT and CDM Process.

USE REVELATION technique to show each step.

INSTRUCTOR PAGE

- b. The next person states one suggestion, and so on until all persons have made one suggestion.
- c. Then the first person states a second suggestion from his/her list, etc.
- d. If a person suggests something from his or her list, the next person should state a different suggestion or "pass."
- e. This process continues until all team members have had an opportunity to exhaust their list.

CDM

3. Discuss/clarify ideas
4. Combine ideas as appropriate

B. Exercise

1. Explain that the purpose of this exercise is to illustrate how the NGT/CDM process works.

(10 min into lesson)

REFER participants to
Workbook page 6.

INSTRUCTOR PAGE

2. Explain that the instructor will ask a question. Each person should work alone, without communicating, to write down as many task statements (answers to the question) as possible, with each statement containing:
 - an action verb
 - a noun (object of the action)
 - 4-5 words maximum
3. Start the exercise by ASKING: What do people do in the morning between the time they wake up until they get to work?
4. Allow 1 minute of quiet time for participants to write down their task statements.
5. In a round robin, ask each person to state one of the task statements they wrote. Record their answers on the flipchart.

SHOW: TTTD Team-O-5, Exercise Directions.

In a light-hearted manner, discourage any social activity

Do this quickly without allowing participants to comment on the viability of the task statements

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Discussion Points

Instructor / Trainee Activity

6. Discuss any tasks that need clarification.
Allow the individuals to clarify the statements, if required.
7. Combine tasks as appropriate.
8. Discuss the NGT process by asking:
What happened?
What was different from traditional discussion?
Why is NGT a good idea?

Transition: Now that you have participated in the process, let's briefly discuss how we can effectively apply these principles during this process.

If their lists have not been exhausted after two minutes, stop. (Explain that when doing this during TTTD, we would not stop until all lists have been exhausted.)

(25 min into lesson)

INSTRUCTOR PAGE

IV. GUIDELINES FOR APPLYING PROCESS

A. Nominal Group Technique

1. When silently generating your lists, apply relevant criteria to the best of your ability when:
 - designing the structure,
 - placing the elements of tasks in the program structure, and
 - deciding on the qualities of a well-written learning objective.
2. During the round robin, if someone else's suggestion stimulates another thought, add it to your list and make sure you state it during one of the subsequent "rounds."

B. Consensus Decision-Making

During the subsequent discussion to clarify statements or combine items as applicable, be an effective team member by doing the following:

1. Help others formulate their statements.
 - Help identify entry-level requirements

REFER to TTTD Team-P-3, NGT and CDM Guidelines.

REFER participants to Workbook page 7.

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- Help pick out action verbs for learning objectives
- Help apply applicable criteria
- 2. Present your ideas as clearly and logically as possible, but avoid arguing for your position. Listen to the other members' reactions and consider them carefully.
- 3. Empower yourselves to keep the decision-making process useful. If someone begins dominating, any team member has the right to call "time out" and get the discussion back on track.

Remember that for consensus you don't have to have things exactly as you would want; you only have to be able to support the decision. Ask yourself, "Can I live with the decision?"

V. SUMMARY

- A. NGT helps reduce negative social interactions and communication problems that interfere with good decisions and effective use of time, while gaining maximum contribution of experienced individuals.

(30 min into lesson)

ASK: What is the purpose for using nominal group technique?

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B. Can I live with the decision?

ASK: What is the key question that consensus decision-making asks?

POSTERS AND OVERHEADS

Maximizing Team Effectiveness

Terminal Objective

Given the guidelines for effective Nominal Group Technique and Consensus Decision-Making, team members will APPLY the guidelines while contributing ideas during the Table-Top Training Design Workshop.

TTTD TEAM-P-1

Overview

- **Definitions**
- **Steps in the NGT and CDM Process**
- **Guidelines for Applying the NGT and CDM Process**

TTTD TEAM-P-2

Guidelines for NGT and CDM

- ✓ **Apply applicable criteria**
- ✓ **Add to your list**
- ✓ **Help others formulate their statements**
- ✓ **Present your ideas clearly and logically, but don't argue**
- ✓ **Empower yourselves to make this work!**

POSTERS AND OVERHEADS

Enabling Objectives

- Define the terms "Nominal Group Technique" and "Consensus Decision-Making"
- Describe the steps involved in Nominal Group Technique and Consensus Decision-Making
- List the guidelines for applying the Nominal Group Technique and Consensus Decision-Making processes

TTTD TEAM-O-1

Nominal Group Technique

A structured group process resulting in the maximum contribution of experienced individuals to a common goal

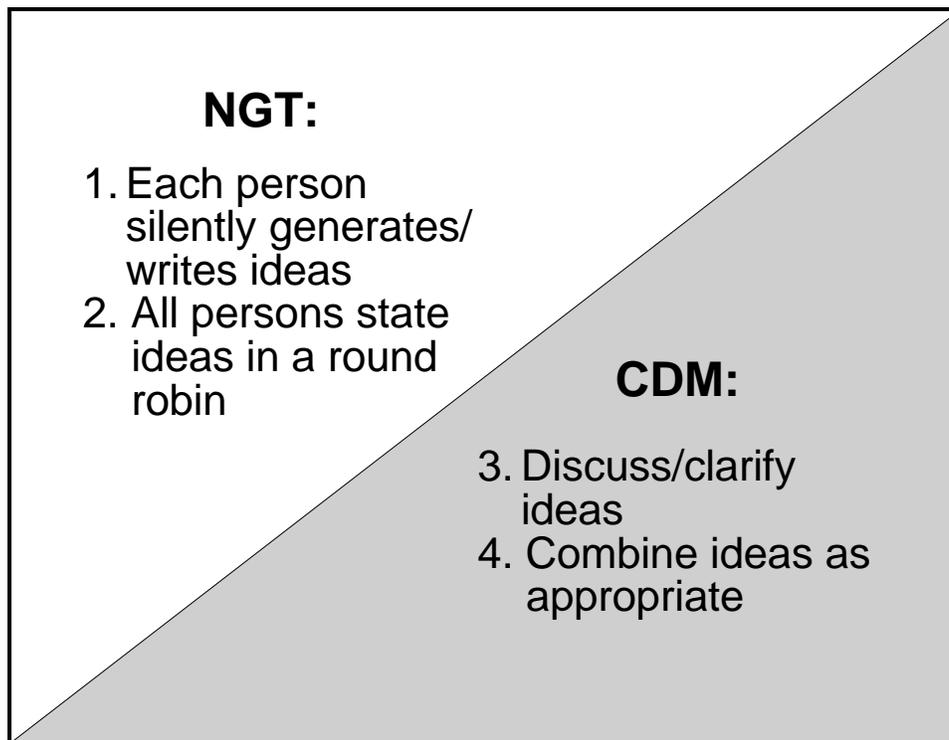
TTTD TEAM-O-2

POSTERS AND OVERHEADS

Consensus Decision-Making

Obtaining a general (not necessarily unanimous) agreement among several people

TTTD TEAM-O-3



TTTD TEAM-O-4

POSTERS AND OVERHEADS

Directions

What do people do in the morning between the time they wake up and the time they get to work?

Write your answers on a sheet of paper.

Your answers should contain:

- an action verb
- an object of the action (noun)
- 4-5 words maximum

TTTD TEAM-O-5