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Texas Justice Court Training Center

Court Personnel – Core Curriculum

Speaking With One Voice: ***Building a Team Focused on Success***



Presented by
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Nancy H. Baird, M.Ed., is the president of Training Strategies, Inc., a Human Resources consulting company specializing in management and organizational development. During her 25+ years of consulting, Nancy has provided extensive expertise in Human Resources including setting up the Human Resources Department for an oil and gas company in Houston for two years. Nancy began her career with Harris County where she worked as a Juvenile Probation Officer and Training Specialist.



Nancy, a native Houstonian, attended the University of New Mexico and received her undergraduate degree in Cultural Anthropology and a Master of Education Degree in Educational Psychology from the University of Houston.

Nancy has provided Human Resources consulting, executive coaching, and training to more than 300 companies, associations and agencies including: Hilcorp Energy Company; Brunel Energy, St. Mary Land and Exploration Company; Mariner Energy; Vinson & Elkins, LLP; Friedkin Companies; Scientific Drilling International; P2 Energy Solutions; American Red Cross; United Way; The Methodist Hospital; MD Anderson Cancer Center; El Paso Housing Authority; Rice University; University of Texas; Sam Houston State University; Dallas County Sheriff's Department; and National Association of Lease & Title Analysts (NALTA).

Nancy specializes in training, keynote speeches, technical writing, team building, management coaching, and strategic planning. She is an expert in designing creative training programs that change the way people think. Her humor and energy invite participants to learn and work in a relaxed, positive atmosphere.

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2-Day Management Training

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October 7 & 8, 2021 – Houston, Texas

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Speaking With One Voice: Building a Team Focused on Success

Worksheet – "The Best Team..."

Instructions: Complete the following.

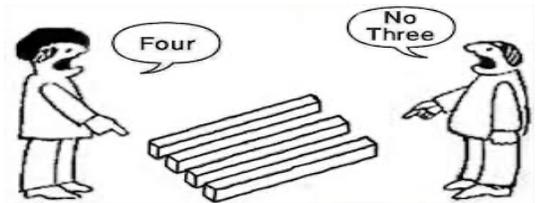
1. The **best team** I have ever been a member of was: (Work team, Sports team, family team, etc.)

Name of Team: _____

This team was **successful** because: (Be specific about the factors that made this a successful team.)

- a. _____
- b. _____
- c. _____
- d. _____

2. What is the **most difficult** part of being a member of your team, personally?



3. If you had a magic wand, what is one (1) thing you would change to make your current work team more successful?

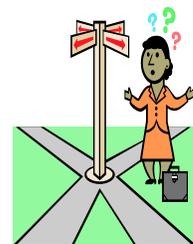


Worksheet – "Pessimist versus Optimist"

"The Pessimist sees the difficulty in every opportunity."
"The Optimist sees the opportunity in every difficulty"

Attitude:

- ❖ The way you mentally look at the world around you – how you view your environment and your future.
- ❖ The focus you develop toward life itself.
- ❖ Experts estimate that success is 80 percent attitude and 20 percent aptitude.
- ❖ One study showed insurance agents who anticipated a positive response outsold their negative counterparts by 37%. (Seligman)



Pessimist

- Tend to believe bad events will last a long time, will undermine everything they do and are their own fault.
- When things go bad, blame external factors, uncontrollable forces.
- When things go right, credit luck.
- Give up more easily and are depressed more often.
- Tend to feel sense of helplessness – nothing they do affects what happens to them.



1. Think of someone at your work you consider a **PESSIMIST**. Write his or her first name or initials in the space provided.

Pessimist's Name: _____

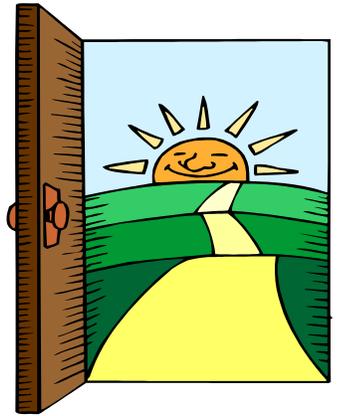
2. Write a brief description of this person. Describe his or her manner of dress, his or her way of talking, and/or his or her overall attitude.

3. How does this **PESSIMIST** make you feel? How does he or she influence your ability to be successful and positive?



Optimist

- Tend to believe defeat is just a temporary setback, and its causes are confined to this one event.
- Tend to take the most hopeful or positive view of life, regardless of the circumstances.
- When things go wrong, blame whatever or whomever is responsible. “I didn’t study enough.” “If I study harder I can improve my grade.”
- Defeat is temporary.
- Perceive bad situations as challenges and want to try harder.
- When things go right, credit hard work and their behavior – takes responsibility for consequences/results.
- More successful at school, work, and any playing field.
- Tend to have sense of personal control – ability to change events/things by their voluntary action.



Optimist

1. Think of someone at your work you consider an **OPTIMIST**. Write his or her first name or initials in the space provided.

Optimist’s Name: _____

2. Write a brief description of this person. Describe his or her manner of dress, his or her way of talking, and/or his or her overall attitude.

3. How does this **OPTIMIST** make you feel? How does he or she influence your ability to be successful and positive?

Handout – "Changing Our Perceptions"

All of us have events that can produce negativity. We need to remember:

Any event can lead to negativity

Working too hard, viewing or being involved in conflict, criticism from a friend, family, or "the boss," and even seemingly happy events can produce negativity.

Negativity is a reaction to events

A physical reaction that prepares our bodies to meet life's threatening situations. The threats used to be of a physical nature. Today, the perceived threats are usually of an emotional or social nature or work related.

Any event can be viewed as negative

This depends on personal perception habits you have developed over your life history.

You create your own negativity by assigning meanings to events

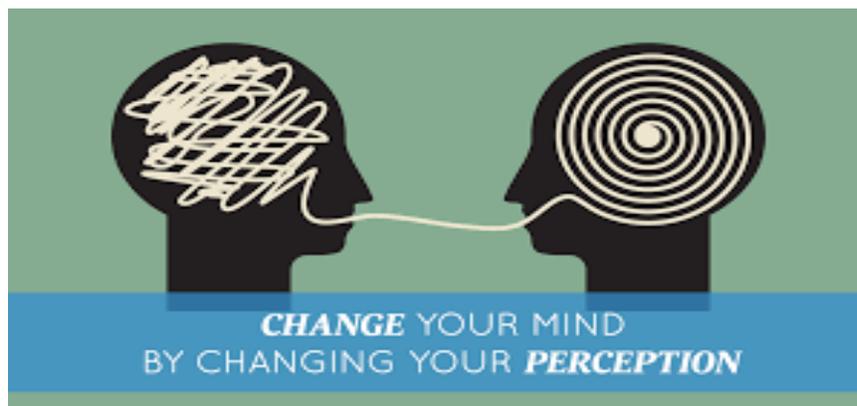
Although you cannot control what happens – you **CAN** control your perception and reaction.

You can change your habits

By changing your habits of perception and re-labeling experiences, you can change the impact events have on you.

Negativity is really between your ears

If you do not like it you can change it!



Handout – “A Definition of Culture”¹

Culture is:

- Basic assumptions and beliefs that are shared by members of a group that operate unconsciously, that define a group’s view of itself and its environment.
- The way of life of a group of people, including shared attitudes, language, rules, values, and beliefs.
- **Learned – it is neither innate nor biological.**
- Standards of behavior that are invented, discovered, or developed by a given group as it learns to cope with its problems. These standards of behavior are taught to new employees as the correct way to think and feel in relation to those problems.
- Corporate culture is a company’s unique history, values and traditions, its customers, its staff, and its distinct personality.
- Cultural Elements:

Values

Heroes and Heroines

Myths and Legends

Rituals

Organizational Culture

The expression of an organization’s collective values, beliefs, and behaviors.

Culture Develops in an Organization by:

- 1 What is paid attention to and measured.
- 2 How management reacts to crises.
- 3 Deliberate role-modeling, teaching, and coaching.
- 4 Criteria for rewards and recognition.
- 5 Criteria for recruitment, selection, promotion and termination.

Employees are Brought Into an Organization’s Culture by:

1. Selection
2. Orientation
3. Expectations
4. Feedback
5. Involvement
6. Climate
7. Performance Appraisal

Organizational Culture is LEARNED!

¹ Adapted from Turbulent Change: Every Working Person’s Survival Guide by Peter R. Garber. Davies-Black Publishing: 1999.

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Worksheet – “Culture at Work...”

Instructions: Working with your group, complete and discuss the following cultural elements.

Cultural Value: A value is an enduring belief that one way of acting or being is preferable to another. Norms are cultural do’s and don’ts about how to act that are understood by the members of the culture.

1. What are some **Positive Cultural Values** (enduring beliefs) common to Your Team?

What specific behavior or actions can you do to demonstrate respect for Your Team’s positive cultural values?

2. What are some **Negative Cultural Values** (enduring beliefs) common to Your Team?

What specific behavior or actions can you do to demonstrate belief in these negative cultural values?

3. What can you do, personally, to ensure your team is speaking with **“One Voice”** – **“One Organizational Culture** that represents the mission, vision, and values of Your Team/Department/County?”

*The only person who can solve a problem,
is the person with the problem.*

Worksheet – “Implicit Bias: Impact on Thoughts and Actions”

Implicit Bias:

Unconscious: Not available to or observable by the conscious mind.

Bias: Prejudice in favor of or against a person, group, or thing.

- Most people will deny they are prejudiced.
- We all have biases.
- Biases can be based on:
 - Fear of the unknown.
 - Traumatizing experiences.
 - Culturally ingrained.
 - So subtle we do not know they exist.

Your assumptions are your windows on the world. Scrub them off every once in awhile, or the light won't come in.
- Alan Alda

Instructions: Working with your group, complete the following.

1. Do you think **implicit bias** impacts the way **external customers** are provided services at Your Court/Department/County?

_____ Yes _____ No

If yes, how does **implicit bias** impact service to **external** customers?

2. Do you think **implicit bias** impacts the way **internal customers** are treated at Your Court/Department/County?

_____ Yes _____ No

If yes, how does **implicit bias** impact service to **internal** customers?

3. What do you think would help you become aware of your **implicit biases**?

Cultural Intelligence

Cultural intelligence (CQ) is the capability to relate and work effectively in culturally diverse situations.

Building a Strong Team:
Exceptional Customer Service –
Internal and External

The six pillars of
Customer Service



Always remember...
The customer is the reason you have your JOB!!

Worksheet – “What Customers Want”²

Customers Want:

1. To be treated with **dignity** and **respect, whether they deserve it or not.** _____
2. Your product or service to **meet or exceed** their **expectations.** _____
3. To be **successful.** _____
4. **Help** with their **problems.** _____
5. To be treated as individuals with **unique needs.** _____
6. You to **respect** their **self-image.** _____
7. You to **respect** their **time.** _____
8. Someone on **their side.** _____
9. Correct and up-to-date **information.** _____
10. **Benefits** from using your services. _____



Instructions: Working with your group, answer the question below.

From the above list, place a check by what your group thinks is the most important to your Customers?
Why? _____



² Adapted from Keeping Customers for Life by Joan Koob Cannie: 1991.

Handout – “Service Recovery”

Service Recovery Steps

1. **Apologize**

Start by telling the customer, personally and sincerely, “I’m sorry.”

If we don’t take care of our customers, someone else will.

2. **Listen and Empathize**

Customers do not want to be lectured. Listening and empathizing helps customers unwind, get it out of their systems, and feel they are talking to someone who really cares about taking care of the problem.

3. **Fix the Problem**

After listening, work to fix the problem as soon as possible. Be realistic and honest in your plan for a solution.

4. **Offer Atonement**

Even if it is small, in some way say to the customer, “I want to make it up to you.” Make sure you know what you can and cannot offer as “peace offerings.”



5. **Keep Your Promises**

Your system has already failed once. If you make promises you cannot keep, it will expand the problem exponentially. Make sure you are realistic about what you can and cannot deliver, and how quickly.

6. **Follow Up**

In a few days, or a few weeks, check back with the customer to make sure things really did work out to your customer’s satisfaction.

It takes less time to do something right than to explain why you did it wrong!

Our Team: Focused on Our Success



Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful.

The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime.

~Babe Ruth~

Worksheet – “Cross-Training”

Cross-training is training team members to:

- *Work in several different roles.*
- *Do tasks that lie outside their normal responsibilities .*

Benefits of Cross-Training Employees

1. **Saves Money** – team member out sick or on vacation, other team members can fill the gap.
2. **Flexibility** – ability to quickly react to changing goals and internal/external conditions.
3. **Strengthens Team Relationships** – Seeing and understanding what others do, encourages teamwork and cooperation.
4. **Improves Employee Satisfaction** – Most people like challenges and learning new skills.
5. **Improves Efficiency** – Generates innovative ideas for changes and improvements.
6. **Succession Planning** – Provides more accurate data on how employees will do in new roles.

How to Implement

1. **Identify roles and responsibilities** of each team member:
 - Review job descriptions.
 - Identify the most critical job duties that need cross-training.
 - Get input from team on what duties they feel should be cross-trained.
2. **Match roles** with the right trainees:
 - Match each person with the best cross-trainer.
 - Closely examine the strengths and areas needing development for each person.
3. **Identify the cross-training method** to be used – Allow feedback from team members:
 - On-the-job training.
 - E-Learning/Online Training.
 - Instructor-Led training.
4. **Implement and explain** to team members the **benefits of cross-training**:
 - Ask for volunteers to help with the cross-training.
5. Get **feedback** from internal and external customers.

Do you already Cross-Train your team members? If yes, does it work? _____

If not, what prevents you from cross-training? Can you overcome this obstacle? _____

Handout – “Good Team Member Guidelines”

Instructions: Working with your group or partner, complete the following.

1. **BE A GOOD LISTENER**

Give others your full attention and be open to what's being said. Don't be thinking of your reply. Respect your fellow team members. Don't distract them by making side remarks, whispering or cutting anyone off. *An example of Lack of Respect in this area: (Be specific)*

2. **BE HONEST AND OPEN**

Show your underlying feelings. Don't be poker-faced or superficial. If each team member tries to do this regularly and if it becomes a group norm, you will be able to deal with any contingency. *An example of Lack of Respect in this area: (Be specific)*

3. **BE OPEN-MINDED AND POSITIVE**

Keep an open mind. Don't evaluate an idea before it has had a chance to be developed. Look for the positive aspects of every suggestion. *An example of Lack of Respect in this area: (Be specific)*

4. **FOCUS ON THE BIG PICTURE**

Accept criticism as something to build on, not as a personal attack. Don't focus on only your interests and take ideas personally. *An example of Lack of Respect in this area: (Be specific)*

5. **BECOME MORE SENSITIVE TO THE DIFFERENT COMMUNICATION STYLES**

There is usually much more than the words being said. Watch facial *expressions, tone of voice, gestures and posture*. *An example of Lack of Respect in this area: (Be specific)*

6. **BE TRUSTING**

Trust yourself, others and the group process. You will find yourself being perceived as trustworthy. *An example of Lack of Respect in this area: (Be specific)*

7. **BE RESPONSIBLE.**

You are 100 percent responsible for getting what you want from the team and for ensuring the team's success. *An example of Lack of Respect in this area: (Be specific)*

Handout – “Respect and Teamwork!!”

Instructions: Working with your group, complete the following.

R Respect Everyone

- Whether or not they deserve respect.
- All humans deserve respect.
- Respecting others is a reflection of your integrity.

*I'm not concerned with your liking or disliking me...All I ask is that you respect me as a human being.
~Jackie Robinson~*

What have you done to demonstrate your respect for someone whose actions you do not respect?

E Expectations

- Always exceed expectations.
- Expect the best from everyone and every situation.
- Focus on others, their needs and their strengths.
- Spend energy on what you love, not on what you hate.

*Leaders should always expect the very best of those around them. They know that people can change and grow.
~Warren Bennis~*

What have you done to expect the best from everyone?

S Solutions

- Search for solutions.
- Focus on results – don't be the complainer.
- Do not waste time on the problem.
- Adopt a positive and solution-driven approach in resolving conflicts.
- View difficult situations from a “big picture” perspective. It is not always about you.

One of the most sincere forms of respect is actually listening to what another has to say.

When faced with a problem, what have you done to keep focused on solutions?

Resentment is like drinking poison and waiting for the other person to die.

P Perception

*A person's a person, no matter how small.
~Dr. Seuss~*

- Respect other's perceptions – their perception is their reality.
- You cannot see the problem from someone else's perspective – so don't try.
- Do not assume you know what other's want.

When has your "mind reading" been wrong? And, what did you do to prevent mind reading?

E Empower

*As we look ahead into the next century,
leaders will be those who empower others.
~Bill Gates~*

- Empower others by listening and encouraging success.
- Most sincere form of respect is actually listening to what another has to say.
- Empower others to be their best! Believe in their success and allow them to succeed.

When have you empowered someone else to succeed? What were the results?

C Challenge

*The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.
~Martin Luther King, Jr.~*

- Challenge the status quo.
- Challenge the negative by focusing on positive.
- Think outside the box in your search for success.

Who has challenged you to do your best? Who have you challenged to do their best? Results?

I Teach

*Tell me and I forget.
Teach me and I remember.
Involve me and I learn.
~Benjamin Franklin~*

- Be the person others look to for answers.
- Take the first step by admitting you do not know all of the answers.
- Practice Socratic Teaching – ask questions.

At work, who looks to you for answers? _____

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Worksheet – “Team Commandments”

Instructions: Working with your group, write “Commandments” that *Your Team* can live by to increase team performance and organizational productivity.

Commandment 1: _____

Commandment 2: _____

Commandment 3: _____

Commandment 4: _____

Commandment 5: _____



“There’s only one thing more painful than learning from experience, and that is not learning from experience.”

Becoming a Superhero at Work!



Leadership is the art of getting someone else to do something you want done because he or she wants to do it.

~ Dwight Eisenhower ~

Worksheet – "Becoming More Heroic at Work!"

Instructions: Working with a partner or group, complete the following.

1. **Do not wait for others to tell you how to contribute:**

- Moving ahead takes more than just meeting expectations and fulfilling your basic job responsibilities.
- Do not ask your boss, "What exactly do I need to do to get promoted?" This is passive and leaves the responsibility on the boss and demonstrates a lack of initiative.
- Know how to proactively manage your personal brand.



What is your "personal brand?"

2. **Do your homework – Practice stealth office politics**

- Identify the qualities and skills your boss and organization appreciates and/or needs to strengthen the team.
- Look for solutions to streamline processes – be innovative in searching for answers.
- Monitor who is successful – getting promoted – and identify what activities are valued?



What is "valued" at your organization?

What process at your organization could you streamline or improve?

Who has been successful at your organization – who has been promoted? What skills get promoted?

3. **Showcase your capabilities:**

- Participate in and take the lead on intra-departmental projects or initiatives. This is a great way to showcase your skills and capabilities.
- If your team values your contributions, they are likely to become some of your strongest advocates.
- "Toot your own horn" about your skills – constructively and selectively.



How is an effective way for you to "toot your own horn?"

4. **Expand your internal network:**

- Build a strong and positive internal network of supporters – representing different areas and levels.
- Let others talk about your skills and talents.
- Reach out to those who can help you advance.
- Identify mentors for specific areas you need to improve.
- Volunteer to be a mentor to others on your best qualities/skills.
- When you get promoted, you want everyone to say, “Wow, that is awesome, she deserved it.”



In what area do you need to expand your internal network? Who is not in your network that could be beneficial to you?

If you got promoted what would most of your co-workers say?

- _____ She just happened to be at the right place at the right time.
- _____ She is such a suck up. She has fooled them again.
- _____ She has been sleeping with the boss.
- _____ She doesn't deserve it.
- _____ She will eventually fail, because she doesn't know what she is doing.
- _____ She deserves it and I am really happy she got the promotion.



5. **Adopt an expanded definition of your role:**

- Simply filling your job description is no longer enough.
- Wear different hats cheerfully and willingly to help your organization succeed.
- Be willing to try new tasks, step out of your comfort zone.
- Volunteer, before being asked, to serve on a committee or task force.



What “different hats” or additional responsibilities have you taken on during the last year?

6. **Be a Cheerleader for your organization:**

- Find ways to “give back” to the organization.
- Become the spokesperson for your organization – especially when you are **not** at work.
- Actively demonstrate your enthusiasm for your job, your work, and your career.
- Become your organization’s biggest salesperson.



What makes you proud to work at your organization? (Be specific)

If you had to sell your organization, what would be your primary selling point? (Be specific)

Worksheet – "My Plan of Action"

*"People Don't Grow Automatically.
To Grow, You Have to Be Intentional."*

Instructions: Complete the following.

1. One (1) thing I learned during this workshop is:

2. I will use this to become a better and more productive leader and team member by:

Action Steps Needed:

- 1.) _____
- 2.) _____
- 3.) _____
- 4.) _____

3. The person I will check-in with to make sure I am sticking to my plan of action is:

Name: _____

Date: _____



"When we feel a sense of belonging it is not because we are the same as everyone else, but because we have been accepted as we are."

*"The greater part of instruction is being reminded of things you already know."
~ Plato~*