

**CCT 618 Journal Entry**  
**Teambuilding Workshop**  
**July 24/25, 2004**

This weekend's workshop on Teambuilding was instructive and revealing to me. I enjoyed the various small and whole group activities that we did. The handout on critical thinking and creative thinking was clear and helped to flesh out when each type of thinking might most profitably be used.

The Communication Model forming the substance of the "Dynamic Team Leadership" article gave a good framework for the activities that were to follow. I could relate to the communication strategies of Cooperative, Command, and Retreat and their associated behaviors, but I did have a quibble with Support. Of the three behaviors listed in this category, I thought "Empower" came closest to what I would call a supporting behavior. On the other hand, I thought that to Follow – as in letting someone else take the lead, is not so much a supportive strategy as it is an 'opting out' strategy. This would depend on the situational factors present, but might be an appropriate positive strategy to adopt in some circumstances. To "Give In" could be considered a supportive strategy if the situational factors of time, resistance, or trust were involved. In this case, to give in is really more of an acknowledgement that other factors have come into play and perhaps carry more weight at that particular time.

I am bringing this up because in the Feedback activity, my group members gave me the greatest number of points in the Support category – which was quite at odds with how I rated myself. I wonder whether my quietness was being interpreted as 'following' when I would have characterized it as 'creative listening.'

I enjoyed the activity on resolving differences between teams in an organization. The group members could really identify with the scenario and our conversation was very lively.

The Cooperative Response discussion worked well in class and the examples given by my classmates made it sound like an effective communication tool. I will need to practice it in a number of situations before making a judgment about its efficacy, however. My experience has

been that most people can sniff out a negative comment even when its bite has been diminished by being preceded by several positive “strokes.”

An exercise that did NOT work as well for me was the Values & Vision one. It was not clear to me whether I was supposed to be checking work values to which I currently give weight to in my workplace, or whether I was supposed to choose, among the values listed, which ones I thought were most significant (i.e. intrinsically valuable) – irrespective of whether they came into play in my workplace. The “Vision of Change” activity did not seem to follow on from choosing significant values from the list. It seemed too great a leap to go from outlining why I might be discontented at work to a description of the future I would like to create for myself or my group at work. It seemed to be using micro steps to make a macro change – if I can put it that way. If I scaled back and suggested a change I might personally like to make (for instance, to realize more fully one of the values I thought was significant such as ‘disagree without fear’, it might have worked better for me.