

# Team Tools

Generate Better Ideas, Set Better Goals, Make Better Decisions, Solve Problems More Effectively and Formulate Better Action Plans

**Sample** – This Sample contains sample pages from each Section.  
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**Note:** This is the Table of Contents for the full version of “Meetings That Work”. Items in blue represent hyperlinks available in full version. To view how a hyperlink works click on a red item.

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# ABOUT THIS BOOK

As part of their work, teams need to be able to successfully generate ideas, set goals, solve problems, make decisions and plan tasks. Discussing these items effectively is often the difference between a team succeeding or failing. Too often, however, teams find themselves facing these important types of discussions without any guidance on how to approach them.

That's the purpose of this handbook. In it you'll find a framework that guides you step by step on how to hold 5 of the most important types of team discussions. To find the appropriate framework, refer to the table on page 4 to find the appropriate framework for what you need to discuss. Then simply click on the appropriate hyperlink indicated in [blue](#) text. To print out what you need, use the "Print" option for your PDF reader.

You can also store "**Team Tools**" in a folder on your PC or laptop and access it whenever you want. This can be very handy if you find that you need to access a framework during a team meeting. Simply call up "**Team Tools**", go to the framework page and print it out.

# DISCUSSION FRAMEWORKS

Use these frameworks to guide your group through important discussions. The following table shows you when to use each framework.

<b>Framework</b>	<b>Use</b>
Brainstorming	Generate Ideas, Alternatives, Etc.
Problem Solving	Identify Problem, Problem Causes and Solutions
Decision Making	Identify Critical Success Factors, Decision Alternatives, Evaluation of Alternatives against Success Factors
Task Planning	Agree on What the Task Is, Task's Purpose and Desired Results, Action Steps, and Resource Requirements
Goal Setting	Developing and Setting Goals, Success Criteria, and Needed Actions

# Decision Making

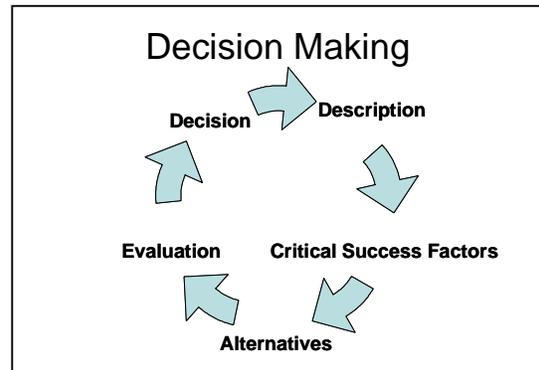
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**What Is It?** Process for collectively making decisions.

**When to Use It?** When you need to make a decision as a group.

**Elements:**

- Description
- Critical Success Factors
- Alternatives
- Evaluation of Alternatives
- Decision



**Roles:**

Facilitator

- Leads process
- Makes sure group focuses on each step
- Recaps progress to make sure group is satisfied with their work.

Scribe

- Captures group's thoughts on chart pad, white board, etc.
- Summarizes work by category

**How to Do It:**

1. Describe what you want to decide in a simple sentence.
2. List the Critical Success Factors
  - What criteria does the decision need to satisfy to be considered successful?
  - Consider factors such as:
    - Required payoff/return
    - Imposed budget constraints
    - Instructions from Management
    - Fit with organization's bigger goals and/or strategy
    - Approval and Buy-in needs
    - Impact on other groups
    - Required Quality
    - Other important factors you think of
  - Which of these are the most important? Rank or weight as needed.

### How to Do It (Cont.)

3. Generate Alternatives
  - What options do we have?
  - Use brainstorming as needed to generate alternatives
  - Don't evaluate alternatives in this stage; just generate them
  
4. Evaluate the Alternatives against the Critical Success Factors. Consider things such as:
  - Pros/cons
  - What could go wrong and likely hood
  - Which is most likely to work?
  - Etc.
  
5. Make Your Decision
  - Which Alternative best satisfies the Critical Success Factors?
  - How can you explain your rationale so someone will understand why you decided what you did?