Session 2: Make Teamwork Normal

SESSION GUIDE (60 Minutes)

For the Facilitator/Organizer:

Technical Setup:
- Test breakout room functionality before the session
- Have screen sharing capability ready
- Create 2-3 breakout rooms (maximum 4 people per room)
- Keep the main session recording off to encourage open discussion

Materials to Have Ready:
- Book chapter reference points
- Link to Team Communication Charter template (unlocked.click)
- Link to Psychological Safety Assessment tool (unlocked.click)
- Timer for breakout sessions

SESSION AGENDA

OPENING: Building on Individual Connections (10 minutes)

Say to Group: "Last session we focused on building individual relationships. Today we tackle Chapter 3's challenge: strong individual relationships don't automatically create effective team collaboration. Jordan's client call mishap shows what happens when talented individuals lack team systems for psychological safety and collaboration."

Opening Discussion:

Ask: "30-second check-ins: How did your relationship-building experiment go from last session? What did you try, and what did you notice?"

Keep this brief—focus on quick wins and insights, not detailed stories.

SMALL GROUP DEEP DIVE (25 minutes)

Breakout Room Instructions:

Say: "You'll have 25 minutes in breakout rooms. Assign someone to watch time and bring discussion back after 20 minutes. Focus on your actual team challenges, not just the theory."

Discussion Questions for Breakout Rooms:

Question 1 (**8 minutes**): "Look at your team's current communication using the Multi-Channel Strategy framework on page 51. What's broken or confusing? Where do important conversations get lost or delayed?"

Question 2 (**8 minutes**): "The mistake-sharing culture section (pages 52-54) describes how teams learn from errors together. What prevents people on your team from sharing problems early? What would need to change for mistakes to become learning opportunities?"

Question 3 (**4 minutes**): "Peer Connection Infrastructure (pages 55-57): Who on your team never talks to each other but should? What expertise or knowledge isn't being shared between team members?"

Question 4 (**5 minutes**): "Based on your discussion, design one small change that would improve your team's collaboration this week. Be specific—what would you actually implement?"

LARGE GROUP DEBRIEF (20 minutes)

Discussion Flow:

Ask: "What communication problems came up in every breakout room? What patterns are we seeing across different teams?"

Listen for: channel confusion, information silos, lack of peer interaction, hidden problems

Ask: "How many of your teams have clear agreements about when to use email vs. chat vs. video calls vs. shared documents?"

Practical Application:

Do: Screen share the Communication Charter template from the book tools

Ask: "Looking at this charter template, what would happen if your team spent 30 minutes creating clear communication agreements? What resistance would you face, and how would you overcome it?"

Ask: "From Chapter 3's five team systems (pages 50-66)—Multi-Channel Communication, Mistake-Sharing Culture, Peer Connection Infrastructure, Information Transparency, and Collaborative Problem-Solving—which one addresses your team's biggest collaboration gap right now?"

Have participants briefly explain their choice and why.

WRAP-UP & COMMITMENT (5 minutes)

Action Planning:

Say: "Strong individual relationships are your foundation, but now you need team systems. Between now and next session, choose ONE system to experiment with:"

1. **Create one clear communication channel agreement** with your team (when to use which channel for what purpose)

2. **Share one appropriate mistake or learning** with your team, modeling the vulnerability that makes it safe for others to do the same

3. **Introduce two team members** who should collaborate more but currently don't interact much

Say: "These are small experiments in making teamwork more normal and natural."

Support System:

Do: Drop links to both the Communication Charter template and Psychological Safety Assessment tool in the chat

Say: "Use our [channel name] to share how these experiments go. Document what works and what doesn't—your experiences will help others navigate similar challenges."

Next Session Preview:

Say: "Next session we tackle Chapter 4: Focus on Results. You'll learn why Ana was asking the wrong questions in her one-on-ones and how shifting from 'How are things going?' to 'What obstacles can I remove?' changes everything about performance management."

POST-SESSION FOLLOW-UP

For the Facilitator:
- Send a brief summary to the group within 24 hours
- Include links to the Communication Charter and Psychological Safety Assessment tools
- Remind everyone about the next reading assignment
- Monitor your communication channel for updates on team system experiments

Encourage Participants To:
- Share experiences with their chosen team system experiment
- Support each other through implementation challenges
- Ask questions about team dynamics and collaboration barriers
- Use the assessment tools to track progress if desired

REMEMBER

Building team psychological safety and collaboration systems takes time and intentional design. You're not trying to transform your team overnight—you're conducting small experiments that gradually make teamwork feel more natural and productive.

The goal is creating an environment where Jordan's technical concerns get shared constructively in team channels rather than exploding accidentally in client calls. Every small improvement in team communication and safety creates ripple effects across all your other management responsibilities.

Next Reading Assignment: Chapter 4 - Focus on Results (pages 75-92)