

# TRAINER'S GREEN Pocketfile

of Ready-To-Use **Activities**



A pocketful of powerful and persuasive activities for teambuilding and people skills development, plus icebreakers, energizers and universal exercise designs for all types of learning event

**John Townsend**

# CONTENTS



## **ICEBREAKERS & ENERGIZERS**

5

A selection of icebreakers and energizers.



## **UNIVERSAL EXERCISE DESIGNS**

15

Ways to get feedback from groups and recap learning.



## **SUPERTANKER PLANNING**

23

With only a map and a few clue cards as to their whereabouts and destination, team members must plan the route of a 200,000 ton supertanker through narrow fjords to its final berth.



## **MURPHY LEADERSHIP & PLANNING**

55

Mr Murphy, the European Sales Manager, has disappeared with some key data. He's away on a business trip and it's a race against the clock to locate him and ask him to fax the missing information.



## **ROAD NAMES CONSENSUS-SEEKING**

87

A devilishly difficult exercise designed to train a team in how to create a decision-making system. The task is to choose the names for the roads for a new bureaupark for the United Nations. 120 names have been pre-selected and the teams have to reach agreement on 10.



## **THE MONDAY MEETING MEETING SIMULATION**

95

Designed to give team members the opportunity to practise some vital meeting skills.



# **The Monday Meeting**

## **MEETING SIMULATION**

## THE MONDAY MEETING

### DESCRIPTION & OBJECTIVES



The only time a team can really exercise its teamness is in meetings and get-togethers. Even with a good decision-making system, meetings can be very bloody! *The Monday Meeting* simulation has been designed to give team members the opportunity to practise some vital meeting skills such as:

- Chairing
- Structuring and controlling discussions
- Influencing
- Listening to others
- Consensus-seeking and decision-making

Each participant is given an instructions card and a meeting agenda. A chairperson (the Department Head) is appointed and receives some information cards to help him/her lead the meeting. The other participants (Section Heads) also get information cards so they can participate in the discussion of each agenda item. The chairperson must lead the 45 minute meeting to decide on three agenda items:

- An office computer budget for the coming year
- The allocation of temporary staff for the summer period
- Recommendations on how to improve the company newsletter

This is **not** a role-play exercise. Each participant is encouraged to use the information they have to defend their position but, at the same time, to try and ensure that the team reaches the meeting goals. The simulation allows a team to pinpoint all the classic meeting pitfalls and to plan for their elimination.

## THE MONDAY MEETING TRAINER'S GUIDE



To demonstrate the need for structuring and controlling team meetings and to allow groups to practise meetings skills such as:

- Chairing
- Influencing
- Listening
- Consensus-seeking and decision-making



90 minutes

1. Familiarise yourself with the Team Instructions and the 21 information cards. Go through the overview (page 98) and page 99 to understand why the cards are to be distributed differently according to the size of the group.
2. Make up an appropriate number of card sets (page 100).
3. Distribute a copy of your company/group/team actual newsletter to each participant.
4. If there are more than nine participants, divide them into teams of 4-7 members, appoint a chairperson for the meeting and explain the objectives of the exercise.
5. Distribute a Team Instructions Card and an agenda to each member of each team. Distribute information cards as appropriate (page 99).
6. Allow 15 minutes for the teams to familiarise themselves with their information cards and to collect their thoughts on the newsletter.
7. If necessary, coach the chairperson(s) on their role.
8. Locate each team in a separate room, allow 45 minutes for the meeting and then reconvene.
9. Go through the review questions on page 101 asking each team to comment on their performance.

## THE MONDAY MEETING

### TRAINER'S OVERVIEW



#### AGENDA ITEM 1 OFFICE COMPUTER HARDWARE AND SOFTWARE BUDGET

- The Big Boss has set a limit of **£24,500** for the budget
- The combined requests from the six section heads amount to £32,000

The problem for the chairperson, therefore, is to get agreement on which requests to cut back and how.

#### AGENDA ITEM 2 TRAINEES FOR THE SUMMER VACATION PERIOD

- 10 are available
- The company has given a budget of £4,500 for the two months of July and August
- The government gives a subsidy of £450 per trainee per month for AUGUST only
- The average salary paid to trainees is £540 per month
- Section heads have formal requests for seven or eight trainees for BOTH months and one more for August only. Any more trainees would be welcomed by other section heads

There are several ways of calculating the optimum number to hire within the budget. Here's one:

- **All 10 trainees for August.** This will cost £5,400 against the government's August subsidy of  $£450 \times 10 = \text{£4,500}$  plus the company's allowance of £4,500. This leaves £3,600 ( $£9,000 - £5,400$ ) for the hire of:
- **Six trainees for the non-subsidised month of July (£3,240)**

#### AGENDA ITEM 3 COMPANY NEWSLETTER

- The structuring and management of this part of the meeting can be left entirely to the chairperson and the team. Experience shows that there is very little time left for the discussion – just like back home on the job!

## THE MONDAY MEETING CARD DISTRIBUTION



The Monday Meeting exercise can be conducted with four to nine participants. The table below shows you how to distribute the cards.\* For example, when you have six participants in a group, the designated chairperson receives cards number 2, 3, 4 and 19. Participant number 2 receives cards number 7, 11 and 15 and so on. The reason for the different patterns is to ensure that the Section Head cards are distributed evenly and that each member of the group has enough information on each agenda item to participate fully.

No. in Group	Participant Number:								
	1 (Chairperson)	2	3	4	5	6	7	8	9
4	2, 3, 4, 19, 20	5, 7, 11, 15, 18	6, 8, 10, 14, 16	9, 12, 13, 17, 21					
5	2, 3, 4, 19	7, 11, 15, 13	5, 9, 18, 14	8, 10, 12, 16	6, 20, 17, 21				
6	2, 3, 4, 19	7, 11, 15	5, 9, 18, 20	8, 12, 16	6, 13, 17	10, 14, 21			
7	2, 3, 4, 19	7, 11, 16	5, 18	8, 13, 20	6, 17	10, 14, 21	9, 12, 15		
8	2, 3, 4, 19	7, 16	5, 18	8, 15	6, 17	10, 14, 21	9, 12, 20	11, 13	
9	2, 4, 19	7, 16	5, 18	8, 15	6, 17	10, 21	9, 12, 20	11, 13	14, 3

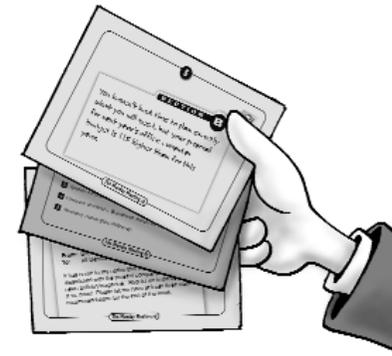
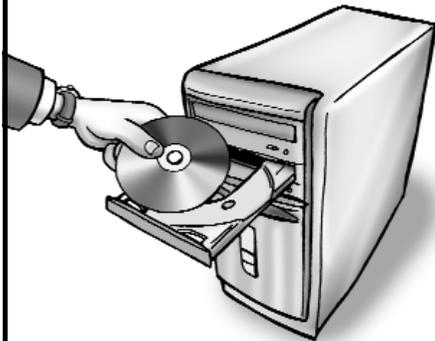
\*Each member of each team receives a Team Instruction Card and the Monday Meeting Agenda (card number 1). The remaining 20 information cards are distributed as per the table above.



## THE MONDAY MEETING PREPARATION



1. From the CD print a Team Instructions Card and card 1 (Agenda) for each participant.
2. Now print a set of cards 2-21 for each team, changing the paper colour per set of 20.



## THE MONDAY MEETING TRAINER REVIEW GUIDE



When the groups reconvene after 45 minutes, lead a discussion on the learning which has taken place. Here are some suggested review questions for each of the exercise objective areas:

### Chairing

- How did the chairperson feel he/she performed?
- How did the team feel?
- What could the chairperson have done differently to make the meeting even more effective?

### Structuring and controlling discussion

- To what extent did the meeting follow the agenda?
- Were rules established to control the meeting process?
- Were roles allocated to different members?
- How successfully?

### Influencing

- Who contributed most to the discussions?
- Why?
- How did influence emerge during the discussion?
- Who influenced the others most/least?

### Listening

- Who listened most/least to others?
- How did the others know he/she was listening?
- What could have happened if people had listened better?

### Consensus-seeking and decision-making

- How were decisions made?
- Was a conscious decision made on how to make decisions?!
- How successful was the decision-making process?
- What could have been done to improve it?
- How good were the calculations on the budget and the trainee allocation?

## TEAM INSTRUCTIONS CARD



- 1** You are about to participate in the Monday Meeting of a small group of managers in order to practise some of the things you've learned about team skills. Please imagine that you are all heads of one (or more) of the six sections in a department (sections A, B, C, D, E, and F).
- 2** A chairperson has been designated for the meeting (your imaginary department head) and has issued an AGENDA (see card). Item 3 on this agenda was included at the request of one of the participants who has some information about why he/she wanted it included. The other items come from the chairperson. A time limit of 60 minutes has been set for the meeting.
- 3** The instructor has just given you a number of information cards to help you participate fully in the discussions on the office computer budget and on the summer trainees. Please don't invent extra facts or figures. When it comes to item 4 on the agenda (the company newsletter) there are no cards – just give your real opinion.

Apart from using the information on the cards and imagining that you are all in the same department, please don't play-act...be yourself!

**The Monday Meeting**

## ABOUT THE AUTHOR

### **John Townsend, BA MA MCIPD**

John has built a reputation internationally as a leading trainer of trainers. He is the founder of the highly-regarded Master Trainer Institute, a *total learning* facility located just outside Geneva which draws trainers and facilitators from around the world. He set up the Institute after 30 years' experience in international consulting and human resource management positions in the UK, France, the United States and Switzerland.

From 1978–1984 he was European Director of Executive Development with GTE in Geneva with training responsibility for over 800 managers in some 15 countries. John has published a number of management and professional guides and regularly contributes articles to leading management and training journals.

In addition to training trainers, he is also a regular speaker at conferences and leadership seminars throughout Europe.



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