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Lecture / Classroom
“Beyond Bonding: Critical Elements For Effective Team Building.”

First Steps First
1. Challenge by Choice
2. Full Value Contract

Variables to Consider
1. The age and maturity of the team (more responsible = more space, autonomy, greater challenge)
2. The readiness of the team (emotional and physical safety, conflict tolerance, guidance required)
3. The length of time for the session (physical, psychological & emotional demand, risk and intensity)
4. The goals of the TB session (fun, trust, task or social cohesion, etc.)

Elements of a Successful Team Building Program (TBP)
Trust
Communication
Cooperation-Competition
Problem Solving
Fun
Leadership
Role Clarity
Handling Adversity, loss
Preparation & Planning & On-the-spot corrections & improvements
Handling Pressure
Focusing & Refocusing, Concentration
Sub-group development (Defenders and Keeper, First years and seniors, etc.)

Leadership Functions
1. Boundaries: set parameters that are safe and flexible, thought provoking and fun, diverse yet focused
2. Trust and care: both in facilitator and team members
3. Energy: maintain momentum, strike appropriate balance, maximum participation for maximum #s
4. Meaning: help team understand the emerging lessons, assist in transference from TB to the “real world”/soccer, don’t tell players what happened...help them interpret the experience for themselves, avoid the temptation to Coach and do the “work” for the athletes
5. Shared responsibility: allow the team to develop its own skills and take responsibility, too strong or too weak and the team will not grow, draw all team members out, use common language and shared learning experiences

APPLE Model of TB
ASSESS - what is the makeup of the team (age, gender, experience), what do they want to accomplish, how many players, how long have they been together, level, any props or special needs?
PLAN - what activities will focus on those issues, how many, how long, in what order, how much info., be prepared to “think on your feet”, what will work and be fun, how to begin and end?
PREPARE - assemble materials, write brief scripts, confer with co-leaders, inspect site, create back up plan and alternative challenges and variations.
LEAD - invite don’t impel, build trust, make players feel comfortable, model appropriate behavior, be clear, simple and enthusiastic, listen and respond, use humor, provide appropriate challenges, have fun: enforce Full Value Contract and Challenge by Choice.
EVALUATE - monitor throughout and make adjustments, debrief when appropriate, make it safe to discuss, ask what/so what/ now what, react to what happened, what worked, what to change next time?

Debriefing (What? So What? Now What?)
Boundaries- Psycho-emotional openness, honesty, safety, and acceptance; own your own experience
Permission- players must agree to honestly discuss relevant issues that emerge (FVC & CbyC)
Purpose and Focus- relevant learning is brought to the surface for understanding; actions-consequences, application and transference issues are highlighted
Responsibility- players should do most of the talking, greater ownership is created
Closure- ensure that nothing important is left unsaid, generate open-ended (& avoid rhetorical) questions

Practical Stuff
-Do it with your own style
-Maximize fun and exhibit genuine humor & enjoyment (not sarcasm)
-Focus on spontaneity, “play with what you’ve got and see”
-Balance laughter and seriousness, always remember the focus, the reason and the mete-message
-Provide both directed and problem solving opportunities
-Exhibit a “casual competence”
-Selection and sequencing of activities is crucial (use intuition, experience & observation)
-TB is both an Art and a Science

Implementation Issues
1. When to change? When not to change? How long to “stay in” an activity?
2. How to change (rules, variations, equipment, boundaries, locomotion, role of players, the goal)
3. How much guidance and feedback do you want to provide?
4. Allow for questions and planning AND move right into the action

Types of TB Activities
-Ice Breakers
-Warm ups
-Games (small groups, full team)
-Initiatives
-Variations