

# Introduction

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## Purpose

The purpose of this simulation is to explore the dynamics of teamwork and effective leadership within the framework of an experiential learning event. Team members should gain insight into division of labor, where some people contribute to one task and others to different tasks, all of which lead to the final solution. Team building is a complex process, and participants will realize that more can be accomplished through the group rather than through individual activity. The team members will also observe various styles of leadership and determine the most effective characteristics.

*Team Spirit* can be used as a vehicle for group dialogue, discovery, and action. This level of intervention is critical for corporate and organizational environments that require usable tools for more efficient work. Team members can experience problems, communicate challenges, handle role allocation, and resolve conflicts when using *Team Spirit*.



## Training Objectives

1. Participants will reflect on various group and leader dynamics occurring during the process of solving a puzzle, working together and debriefing the process.
2. Participants will explore how group and leader dynamics apply to their everyday work or educational environments.
3. Participants will identify enhanced strategies that support their roles as team members or leaders and consider which ones they will adopt back at work.



## Audience

*Team Spirit* can be used with a wide variety of participants, from professionals to students, who could benefit from an enhanced awareness of and skill in team dynamics and effective leadership. The optimal group size is thirty, but the simulation can be conducted with smaller or larger groups (see *Preparing to Conduct Team Spirit*).



## Overview of Simulation

In this simulation, participants, working in teams, will . . .

- Plan their team strategy
- Answer trivia questions, for which they will receive puzzle clues
- Use the clues to solve a matrix puzzle
- Use the results of the matrix puzzle to answer three questions

In working through the simulation, participants will experience team processes and effective leadership. The debriefing will allow participants to

consider what they've learned and how they can apply these learnings back at work.

This is not necessarily a competition, but it will feel like one. Yes, teams will want to be first, but the goal is to experience team building and effective leadership. *If at all possible, each team should solve the puzzle.*



## Time

There are two options for this simulation. Conducting the simulation using Matrix Puzzle A, which is shorter and a little simpler, takes one hour, including debriefing time. Using Puzzle B, which is longer, will increase your session time to approximately ninety minutes.



## Components of the Package

This binder contains the following elements:

- Instructions for preparing to conduct the simulation
- Instructions for conducting the simulation, including a summary of each step and timing, directions for how to form teams, and directions for running the game
- Debriefing suggestions, which include options for both verbal and written debriefings as well as some follow-up activities
- An article on leadership and team theory (Appendix A)
- Two matrix puzzles (Appendix B)
- Solutions for the two matrix puzzles (Appendix C)
- A variety of trivia question sets (Appendix D)
- A Team-Building and Leadership Questionnaire, which can be used as part of the debriefing or as a follow-up activity (Appendix E)
- A resource list of leadership titles (Appendix F)
- Masters for the puzzle tiles, question sheet, leadership assignment cards, and puzzle clues (Appendix G)

The accompanying CD-ROM includes copies of the materials in Appendixes A, B, C, D, E, F, and G.

Note that Appendix G is printed separately on heavier stock paper, for cutting out the game piece masters and storing them in the plastic sleeve contained within the package. The paper is also sturdy enough to enable lamination of the pieces.



## Feedback

The publisher would be interested in hearing your feedback on your experience running this simulation. Comments may be submitted to Pfeiffer Editorial, 989 Market St., 5th Floor, San Francisco, CA 94103.