

Implode!

Building Communication,
Trust and Teamwork....
With 10,000 Tons of TNT

Action Guide

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FOR EVALUATION
PURPOSES ONLY

PREVIEW

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Introduction

It is important to state one fact before we begin: Despite the title of this program, Controlled Demolition Inc. (CDI) doesn't use TNT. They use much more sophisticated and high tech explosives... But it sure makes for a great title, doesn't it?

The philosophy behind **Implode! Building Communication, Trust and Teamwork... with 10,000 Tons of TNT** is straightforward and powerful. The program shows how communication, teamwork and trust are critical to success. This philosophy can apply to anyone who has to work with others. And, since most of us work with others, this film is for you.

Not all of us are in the business of precision implosion, but all of us can learn from the experts at Controlled Demolition, Inc., and that's what this video and workbook is all about!

The message of **Implode!** is simple: in the business of bringing buildings down with explosives, you need to have

communication, teamwork and trust. The results are satisfied customers and a quality job. We call this the **Implode!** formula.

The **Implode!** formula:

Clear Communication + Team Collaboration
+ Trust = Satisfied Customers

We'd like you to have fun with this program and to take the **Implode!** formula to your own organization.

**Implode your own organization through
communication, teamwork and trust!**

This workbook will provide insights into the lessons behind the tremendous success of Controlled Demolition and it will provide areas for you to take notes and explore ways you can improve communication, trust and teamwork.

The workbook ends with notes to the trainer, including questions for discussion and ideas for group exercises.

Communication... The **Implode!** Way

Overview

- Understand your client's needs.
- Communicate regularly: keep everyone in the loop and listen to their concerns.
- Don't assume other people know everything you know.
- Consider how people hear you and be sure to address all of *their* needs.

Whether you're using explosives, or planning a new product or a marketing campaign, communication is critical to the success of your business (well, it's probably more important with explosives, but it *is* a vital tool for success in any organization).

The folks at Controlled Demolition have a pretty clear grasp on the importance – and the art of communication, and their formula can work for you.

Key Lessons

1) Understand your client's needs.

Sorry, but you're not going to get anywhere if you don't understand your clients needs... you need to listen to your client and make sure you understand them. Once you've done that, you need to make sure that you communicate what you can do for them and what you can't. Being clear and positive is critical.

Now, it's your chance: Jot down your thoughts about this lesson. List your client's needs, if you're not sure, list ways you can find out what your client's needs are. (Or, if you don't have customers just doodle between the lines):

2) Communicate regularly: keep everyone in the loop and listen to their concerns.

In **Implode!** we see how important communication is. The team at Controlled Demolition needs to keep everyone in the loop at all times. The contractors, the client, the police, fire department, and state authorities all need to be communicated with on a regular basis. The team at Controlled Demolition also needs to listen carefully to their questions and concerns. When that's done, things go smoothly.

In the same way, clear and constant communication can facilitate your team processes. Keep people in the loop with your progress. Make sure they know how they'll be interacting with you. The other part of communication is constant listening. You need to listen to all of their questions and concerns.

How about you? Think about how you keep people involved. Do you listen? Do you make sure you give them an opportunity to be heard? Try listing at least three ways you can improve your communication with your internal team (that is with the people in your organization).

Now, list three ways you can improve your communication with people outside your organization.

3) Don't assume other people know everything you know.

If you're working on a team, then you know what is going on and what to expect. You may have asked all of the important questions. Not everyone is as knowledgeable as you are. You need to be patient with the questions you might get, and there will be times when you need to explain things in more detail. Continue to be patient with this process as it facilitates clear and concise communication.

Hmmmm. Do you assume everyone has as much knowledge as you do? Use the space below to list the areas where you feel that you have more knowledge than your peers. You can also use your list as a way to check yourself. Is there information that you should be delivering to your peers? Make sure you're communicating clearly.

4) Consider how people hear you and be sure to address all their needs. Remember how Mark Loizeaux said that when he's speaking to the police, he speaks "police-ese?" Mark was sensitive to the needs of the police department and communicated to them in "their" language. When everyone is on the same page, a more receptive atmosphere is created and information flows more freely.

Do you try to specifically address the needs and concerns of your audience? Do you speak their language? List the different "audiences" you have to communicate with below. What are their special needs? Remember to address their needs and speak their language the next time you communicate with them.

Teamwork... The **Implode!** Way

Overview

- Every team member is critical.
- Every member of the team is responsible for the outcome.
- Rotate responsibilities so every team member knows the others' role.

Teams are successful when established goals are set and everyone buys into them. It takes work and commitment for each and every member to keep everyone else informed. Just think of the consequences if all of the CDI team members didn't communicate regularly or collaborate.

The CDI team always takes ownership of the project. They know the goal is to satisfy their customer by delivering a safe and successful implosion. Again, they accomplish this goal through constant collaboration and communication.

Key Lessons

1) Every team member is critical.

On the surface, this concept seems obvious. At the same time, team leaders and members often ignore this simple rule. Ask yourself if you practice this philosophy all the time? If you don't, then change the way you work in your team.

You need to remember that all team members need to be kept in the loop and given the tools and information to get the job done. Team members should be involved and invested in the entire process. They need to feel that their contributions are just as valuable as those of their peers.

Think of a team that you're involved with right now. List the team members below and what their function is. Remember to keep each team member in the loop as you move forward with your project.

2) Every member of the team is responsible for the outcome.

Again, this principle seems to be very straightforward. However, many teams fail to recognize the importance of this concept. Do you know the goals of your team? Are each of you responsible for the outcome? Do people truly have ownership of the goal and the outcome?

What are your team's goals? List the goal(s) below. If you aren't really sure, then your team is off track and you need to re-focus immediately in order to succeed.

- 3) Rotate responsibilities so every team member knows the others' role.

Rotating responsibilities makes the team more flexible and responsive. This can lead to faster customer service, quicker response to problems and a more flexible approach to challenging situations. Of course, not every team can rotate responsibilities, particularly when the team is made up of people representing different areas of expertise.

However, if your job functions are interchangeable, then your team will be much more flexible and effective as you learn each other's responsibilities. Take a look at your team and ask this question: Would our goals be better served if we can fill in for each other from time to time? If the answer is yes, then begin a program where people learn each other's skills. This program has additional benefits: It makes your work more interesting and provides you with more opportunities to advance within your organization.

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Trust... The **Implode!** Way

Overview

- Trust is earned.
- People build trust through open and honest communication.
- Trust builds empowerment.

It seems pretty obvious that when you're using powerful, high tech explosives (much better than TNT), you need to have a high level of trust.

The interesting fact is that even when you're not using heavy explosives, your peers need to trust you. Without trust, time is wasted because people will duplicate efforts. When you combine trust with communication and teamwork, you have a powerful formula that will lead to great service and satisfied customers.

Key Lessons

1) Trust is earned.

Building trust is a critical step to increasing your responsibility and making your job more interesting. You build trust through performance and by accomplishing goals. Remember, as you learn new skills you shouldn't be afraid to ask questions and to risk failure. As each skill is learned and perfected, your team members, your peers and your manager will trust you more and will give you new and more interesting and challenging responsibilities. In the process, you'll have more fun at work.

Have you earned the trust of your team members? Use the space below to list the ways you can build other's trust in you. If you don't have the skills, then add what skills you'll need to acquire to get the job done.

Ways to build trust

Skills needed

2) People build trust through open and honest communication.

The more you communicate openly and honestly, the more your team members will trust you. Don't always agree with everyone. Remember that positive, proactive feedback (even if it is contrary to the thinking) will build trust. You should make your views known, and be willing to be clear and honest. At the same time, you should be willing to compromise as you work towards building a consensus.

Effective communication – both during and between meetings is vital to building trust. What methods does your team use to communicate between meetings? Do you use e-mail, bulletin boards, memos, or regular discussion forums? Is information shared amongst all the team members? List some new ways you can improve the communication in your team in the space below. Discuss these ideas at your next meeting.

3) Trust builds empowerment.

As Stacey Loizeaux said in the program, "If they're not working together and trusting each other to perform, it's not going to happen. It's not going to work." Trust and empowerment go hand in hand. As your peers increase their trust in you, then you will be empowered to do more.

As you watch the video, write down two or three quotes that really resonate with you in the space below. Discuss these ideas with your team members.

Trainer's Notes

This is your guide to use with the video, **Implode!** The program highlights the importance of communication, teamwork and trust. The program is set at the Medical Arts Building in Omaha, Nebraska. The building is about to be “imploded” to prepare for the construction of a new bank building in its place. This explosive program (pun intended) is a great way to drive home the messages of communication, trust and teamwork in a motivational and engaging manner. This workbook and the accompanying trainer's notes should provide you with additional ideas for creating an educational experience.

Audiences

Kaboom! Implosions are fun to watch and, as a result, this video is a great way to engage audiences at all levels from senior management to the front line.

How to Use **Implode!**

This video and print package includes a number of elements to help you meet your training and teamwork goals.

The following is a list of action steps you can take in planning and conducting a course using **Implode!** You may want to modify these items to accommodate time constraints, intended audience needs, and training goals.

Advance Preparations

- 1) View the program in advance of the training session. In fact, watch it now and then jot down your thoughts below.

- 2) Arrange to have a VHS videocassette player and a monitor available for this training session. If you have more than 20 people attending, be sure to order at least a 25-inch monitor.
- 3) Remember to encourage participation. This video is fun to watch, so get everyone involved.
- 4) Try to let everyone go home with a concrete "to do" list of steps they can take to put the key lessons to work for them.

Sample Training Session

PRE-SCREENING PREPARATION. Welcome people to the training session and give them an overview of the program. You may want to address the concepts presented in this program in the context of your own organizational goals.

SCREENING. Show **Implode!**

POST SCREENING DISCUSSION. Use the themes from the program as a catalyst for discussion, including:

COMMUNICATE:

- Understand your client's needs.
- Communicate regularly: keep everyone in the loop and listen to their concerns.
- Don't assume other people know everything you know.
- Consider how people hear you and be sure to address all their needs.

TEAMWORK:

- Every team member is critical.
- Every member of the team is responsible for the outcome.
- Rotate responsibilities so every team member knows the others' role.

TRUST:

- Trust is earned.
- People build trust through open and honest communication.
- Trust builds empowerment.

SECOND SCREENING. You may find it valuable to re-screen the program after discussion.

Implode!

Discussion & Reflection Points

Working on a project is like imploding a building. It requires organization, a step-by-step approach, planning and communication. Think about some projects you've been involved with recently. Have you worked out all of the steps? Does everyone know what the approach is? Do you have a clear goal? Try thinking about this project as if it were a building that's got to be brought down. List what you need to do to get on track.

Teams can be used to create an entrepreneurial spirit within an organization. To achieve that, teams need a significant amount of autonomy, and also have a tremendous amount of responsibility. How much does your organization use teams to distinguish itself? How much autonomy and authority do teams have? Do they need more?

Exercise 1:

Building Trust, Teamwork and Communication

This exercise will help team members build trust and enhance communication through group participation. This exercise does require adequate space, gym mats and casual or athletic attire. Because some exertion and/or athletic ability is demanded, attendees should be excused from these exercises if they are physically unable to participate. All attendees should read through the exercise below before deciding to participate in it.

1. Divide into teams of 6-12 people each. Have team members remove their shoes and gather standing in a close circle on the gym mats. Team members should first hold hands around the circle to insure that they are standing close enough together.
2. The leader begins the exercise by moving to the center of the circle. He or she then tells the team members to raise their hands, palms towards the center of the circle, and explains that the team will have to prevent him/her from falling over.

3. The leader calls out the name of a team member and begins to "fall over" towards that person. ("Falling over" here means shifting one's balance as though one was deliberately trying to overbalance, so as to lean towards a team member). The team member who's been named calls out "(leader's name) in the middle!" and along with the entire team, moves closer towards the circle's center and gently pushes the leader at shoulder height so as to keep him/her upright.

4. As the leader leans over in a direction other than the original one, he/she calls out the name of the team member towards whom he/she is leaning. Again, that team member calls out "(leader's name) in the middle!" and with the help of the whole team, uses a gentle push at shoulder height to keep the leader upright. This phase should continue until all team members have been named.

5. The rest of the team rotates into the leader's place; each team member calls out all other team member's names while experiencing the support of his/her teammates.

Discussion: What issues of trust, cooperation, and communication are raised by this exercise? What would happen if the team could not trust each other, cooperate with each other, or communicate to each other?

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Reflection Exercise 2:

What Would Controlled Demolition Do?

Imagine that the team at Controlled Demolition has been hired to lead your department, division or organization. How might the culture around you change? What specific changes might the team at CDI make? What effects might the new cultural influences have on your customer service, your product quality, or your productivity or profitability? What changes would they make in the overall business strategy?

Now, try to think about how you can change your team or department:

An organization's culture is comprised of a distinct constellation of beliefs, values, work styles and relationships. It is the social glue that binds members of an organization together through shared behavior and emotions.

In the following exercise, bridge the gap between the culture at your organization and the culture at Controlled Demolition (CDI).

Step 1: Define CDI's culture. On the left side of a whiteboard (or flip chart) list the cultural characteristics of CDI. Use the culture questionnaire (below) as a guideline in creating this list.

Step 2: Define your culture. On the right side of the whiteboard, list the cultural attributes of your organization. Create your list in the same manner in which you create the list for CDI using the culture questionnaire below.

Step 3: Create a strategy for change. Write down the cultural characteristics of CDI and circle those attributes that might be effective in your organization. To evolve a culture, current systems need to be modified, or new systems need to be created to encourage new behaviors. For example, if an organization decides that it wants its employees to be more empowered it might change its training and development program, its recruiting and staffing process or its socialization model for new members. For each circled cultural characteristic list the system (or systems) within your organization that needs to be changed in order to achieve your goal, and then develop a list of action steps to begin changing those systems.

Culture Questionnaire

1. Communication Patterns: Is organizational communication restricted to those at the top or is information shared at all levels of the organization?
2. Leadership: Are the goals and performance expectations of the organization clear, or are they ambiguous?
3. Organizational Climate: Is the atmosphere within your organization open or closed, authoritative or democratic, repressive or developmental?
4. Individual Initiative: What is the degree of individual responsibility and freedom?
5. Management Support: Do managers provide clear communication, assistance and support to their subordinates?
6. Unity: Are the different departments, units, or divisions encouraged to work together?
7. Identity: Do members of the organization identify with the organization as a whole rather than with their particular work group?
8. Control: Does the number of rules and regulations within the organization or the amount of supervision used to oversee employees stifle performance?

9. Technology: Are technologies adequate for performance?

What is state-of-art and how does your company compare?

10. Reward System: Are reward allocations based on employee performance or more arbitrary measures?

11. Risk Tolerance: Does the organization tolerate risk, or is it risk-averse?

12. Conflict Tolerance: What are the norms for dealing with conflict? Are employees encouraged to air conflicts openly or to suppress their feelings?

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