Corporate Teambuilding Facilitation

"Building the team is as important as producing the product."[i]

Foreword

Greetings to all of you! Today (tonight, this weekend, etc.), we are going to cover the basics of teambuilding facilitation for Corporate clientele. It is our intention to lay out this program in a comprehensive, uniform pattern so that we can build on the skills that you already have.

In this, a moment of total honesty, I will confide to you the deep, dark secret of Corporate Teambuilding: Corporate Teambuilding is essentially the same as all other forms of teambuilding. If you can already operate a Ropes Course, you can do Corporate Teambuilding! It really is that simple.

Now, with saying that, you need to realize that there are some fundamental differences between a Fortune 500 company and your local adjudicated-youth programs. In the first place, your presentation will be more professionally oriented. You will find that there are expected dress codes, speech, formal presentation and structured wrap-up. In the second place, while you will encounter similar negative behavior patterns (temper tantrums, selfishness, etc.), your method of dealing with the situation will be handled differently.

Can anyone do Corporate Teambuilding? Certainly. Are the rewards as great as working with youth? That depends upon the outcomes you want to see in the course of your facilitation. For example, a franchise of a Fortune 500 company turned their employee's attitude and behavior around in a one-day experience. While this isn't the same as watching an "at-risk" youth change their lifestyle to become a productive citizen, it is still a positive experience and my Facilitator had the satisfaction of seeing an overnight change (literally) in the performance of their team.

But, before we begin with the technical stuff, we need to make sure that you are prepared for what lies ahead. For example, I am going to assume that you already have a basic grounding in Ropes Courses, and have at least a few hours working with adult groups. Furthermore, I am assuming that you have a desire to work with Corporate Teambuilding or, at least, are curious to find out more.

Now, the fundamental rule of life is to never assume anything. If you read through the paragraph above and realize that this in no way describes you, either in skills, experience or desire, I may recommend going home, vegging out and congratulating yourself on a close call with new ideas! (We all know new ideas can be very, very dangerous.) ☺

If you are still here and still reading this, then I would like to welcome you to the exciting world of Corporate Teambuilding! Now, let's get down to building a whole new skill set…

Sincerely,

Barry J. Rudesill
Program Director
YMCA Camp St. Croix

Image Is Everything

The area wherein Corporate Teambuilding differs substantially from any other form of teambuilding program is in the realm of "image". Everything, from the literature they receive to the phone calls, staff presentation to end-of-day wrap-up will determine the success or failure of your program. In fact, failure to project a "professional" image can derail your program prior to it even getting underway.

To build the image, you must examine every aspect of your program:

Marketing and Promotion
In grant writing, the operational rule when dealing with a foundation is that perfection is all that counts. Most foundations will discard an application if they find any spelling or grammatical errors. If you cannot take the time to ensure that your initial presentation is professional, why should a company believe that your program is? Since there are many different teambuilding companies competing for the same market, a decision to utilize a program may be decided by a simple spelling mistake…

In general, make sure you send all necessary information: a catalog of activities, a letter listing corporations currently attending, an interactive CD-ROM, pricing structure, etc. Any business letters (welcome letters, thank you's, etc.) should be hand-signed.

While most of you will not have direct contact with marketing, you may find it worth your time to investigate what programs your facility is offering. Programs (should) change to meet the needs of the group. This may involve seemingly minor changes that can have a profound impact on the way a program is presented. Moreover, you may discover that groups will ask you, the Facilitator, to clarify something that was stated in the brochure. It would benefit yourself and the program if you can answer accurately.

Phone Contacts
As with marketing, it will be rare for a Facilitator to need to contact a corporation. However, the need does occasionally arise, especially when we are engaged in off-site programming.

The cardinal rule for phone calls is: clean your mouth out. Do *not* be eating or drinking, chewing gum, etc. when on the phone with a business executive! Not only is it unprofessional, but it is also annoying. (Trust me, I've spent time talking with people who were eating. It just isn't fun to listen to the body's digestive process in action.) If you need to pause and take a sip of something, turn the handset of the phone away from your mouth and try your best not to slurp…

The robin rule[1] for phone calls is: know your material. If you ever attending a public speaking course in college, you will find out about the magic word. The magic word in any speech is

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[1] I apologize for the term "robin rule". I just don't have any idea what a secondary rule is called… This is what we call "creative license".

"um". As soon as you say "um", usually followed by a long pause, you need to end the conversation quickly so that you still sound knowledgeable.

If you are talking with someone on the phone, have their contact information, contract, a brochure, the calendar, etc. available so that you can find the information you need in a prompt fashion. If you cannot find it immediately (say within three seconds), ask if they are willing to wait while you "check" on the information or ask if you can call them back with the specifics.

Phone conversations are generally considered a reliable way to attract new business. However, the goal of a phone conversation is to:

1. ***Book the group.***
   This is the ideal goal of all phone conversations. However, you will find a lot of executives who remain unconvinced. If this happens, you should try to:

2. ***Set up a facility tour.***
   Statistically, if a group arrives and tours the facility, 90% will book their date prior to departure. Even if the tour fails to convince the leaders of an organization to utilize your Ropes Course program, you will still have made an impression on them. So, the final thing you can do is:

3. ***Set up a corporate visit.***
   If a group is unable to tour your facility or the tour does not convince them, try to establish a corporate visit. If you are invited to address the leadership of their organization, arrive armed with the facts. Talk about corporations, past or present, that have utilized your programs, quote statistics from recognized experts (Project Adventure has a lot of research data), show visually the impact of teambuilding on group dynamics (PowerPoint is a useful program) and give everyone in the room a package with all of the brochures and information.

After all of this, a group may not choose to attend your programs. At the very least, however, they are aware of your name. In the event they choose another teambuilding company and have a poor experience, the odds are they will contact you for future programs.

Arrival – Pre-Flight Check
Before a Corporate Teambuilding group arrives, make sure that everything is set up. All Ropes Courses, towers, etc. need to be ready, all props for teambuilding set out and the program ready to run. It looks unprofessional to be running around setting up the program, while the group waits, and professionalism is the key concept we are striving for.

Have your Facilitators check the ground, the appearance of the facilities and the appearance of each other. If there is a problem, fix it prior to the start of the day. This may require coordination with other programs, the housekeeping staff and anyone else involved in facility maintenance. It is usually a good idea, depending on the caliber of the group to attempt to have your meeting spaces cleaned and prepped the day before.

Make sure all Facilitators are aware of the group, its goals for the program and any special requests the group has. As a wise person once said, "You can claim to be surprised once; after that, you are unprepared."[ii] It is our goal to be prepared every time!

Staff Appearance

To be honest, the only product we have is our self. The facility, the amount of obstacles and the diversity of the program areas is something we have little control over, save for keeping everything neat and clean.

Where we can make the greatest difference is in how we present ourselves. Think of a person who is "clean cut". If you can't picture yourself answering to that description, there may be a problem with working in a corporate setting. Most corporations (not all) prefer "normal-looking" people to lead their programs. Does this mean that if you aren't "normal-looking" that you can't do Corporate Teambuilding? No. However, depending upon the expectations of the group, people who are professional looking will, in general, work with professional groups.

The following description of a Corporate Facilitator is derived from the standards of hiring established by Disney. In fact, at Disney, if you fail to meet any of these criteria, they don't ban you from working, but you'd better like dressing up in a big Goofy suit…

Disney Dress Code:
  ➢ Khaki slacks or shorts. (These must be free of holes, stains, etc.)
  ➢ Shorts must be knee-length.
  ➢ Clean and wrinkle-free staff shirt.
  ➢ Name tag prominently displayed.
  ➢ No visible tattoos. (Tattoos may be covered up as long as the makeup is undetectable.)
  ➢ No visible piercings for males. Only one pair of modest earrings is allowed for females.
  ➢ Facial hair should be trimmed and neat.
  ➢ Shoes are to be comfortable. No sandals or open-toed shoes allowed.
  ➢ Hats are allowed, but must be on straight. Appropriate slogans only.
  ➢ No bandanas.
  ➢ No sunglasses are allowed.
  ➢ Perfume and cologne must be subtle.

Staff failing to meet these criteria will be barred from working on that day.

Attitude Check

Prior to taking your group to work with, examine your attitude. Are you here to work with the participants or to get a paycheck? Are you trying to improve yourself and your clients or are you just there because it is expected?

No matter what happens, keep a positive attitude. If your attitude fails, your group will fail. I hate temper tantrums from children, but how much worse is it to have one from a 60-year-old

CEO? Keep calm. Here is where your creativity becomes critical! Step back, rethink your approach and try to move the group forward again. If all else fails, process, process, process!

Especially when dealing with a corporate group, make sure you never voice dissatisfaction. I tell my staff that they can discuss how much Vitamin E their skin is producing from direct exposure to sunlight; how beneficial the rain can be in moisturizing the skin; etc. If a building is burning to the ground, calmly lead your group to safety and comment on how kind the Executive Director was in provide a bonfire for the group. Now, who wants to roast marshmallows?

Also, be careful of the language you use. It is unfortunate, but people, especially those in the upper class, will judge you by the words you use. Be professional in your speech. The use of invective (swear words) is inappropriate in front of any group and especially a corporate group.

Develop clear and concise explanations of activities. Be aware that some corporate groups will not want the "cute stories" that accompany some activities. They want the directions and they want to begin the task. Don't be offended; that's what they're paying us to do.

Program

This is an area where I won't go into tremendous detail. I ask you to forgive me for glossing over this topic, since "Program" is probably the main reason most of you are taking this class.

My rationale for not spending a great deal of time talking about Corporate Teambuilding programming is that it can vary widely depending upon the group, its goals and the people who are participating. You will have people who have been with the company for four weeks and those who are there for forty years; you will have temporary employees to CEOs; you will have people who are marathon runners to those in wheel chairs. Each program will need to be tailored to meet the abilities of the group, and therefore, makes a simple statement of the nature of programming impossible.

With Corporate Teambuilding, however, there are some basic tools that I generally recommend with every group. These include:

1. ***Full Values Contract.***
   Prior to the beginning of the teambuilding program, sit the group down as a whole and discuss the activities they will be involved with. Talk about Communication, Cooperation and Caring and their roles within the team. When you have completed front-loading the experience, prepare a Full Values Contract. On the first marker board, labeled "Goals", have the group list their personal and professional goals for the day. On the second marker board, labeled "Sabotage", have the group discuss what actions and attitudes can cause the group to fail. Finally, on a sheet of paper, have the group create an "I Will" contract. These are the ground rules they will propose and that all must agree to in order to have a successful experience. When the "I Will" sheet is complete and all rules are agreed to, have everyone sign the contract. This can be used as reinforcement for handling negative behavior.

2. *High Performance Teams Cards.*
   As you organize your team and have completed some basic warm-up activities, pass out the High Performance Teams Cards to the group. Talk about the nature of teamwork, and how the ideas on the cards might relate to their organization. If they will notice, the first three points are commitments individuals have to make for the team and the next four deal with how individuals relate to the team.

   Have each of them write their name on the front of the card. Collect the cards, shuffle them and then hand them back out, making sure that no one receives their own. Throughout the day, participants are to keep an eye on the person whose card they have, writing down any positive contributions they make to the success of the team.

   At the end of the day, you can either re-collect the cards and hand them back to the appropriate people or, and I recommend this, have each person discuss what they saw as positive in the actions of the person they observed, prior to handing the cards back. This can be a wonderful reinforcement tool and will build a positive attitude in the team.

3. *Processing.*
   The processing for a corporate group needs to reflect the goals of the organization. If the leadership asks for "social interaction", then standard processing techniques are suitable. If they want to analyze "communication gaps relating to interdepartmental projects", you will need to prepare your questions carefully in advance.

4. *End of Day Wrap-Up.*
   At the end of a Corporate Teambuilding program, pull the group back together and, as a large group, process the experience. Processing questions need to refocus the group on their goals for their return to the workplace. It was great that they had this experience, but how does it apply to the real world?

These are general guidelines for running a Corporate Teambuilding program. As for specifics on program implementation, what I would like to discuss is one of the different "styles" of Low Ropes that is commonly used in Corporate Teambuilding: Structured Teambuilding. Generally speaking, Structured Teambuilding functions in much the same fashion as regular teambuilding. You move your group through a series of Low Ropes obstacles, processing each activity before moving on. However, while Structured Teambuilding is fashioned along the same lines as a Low Ropes program, there are a few key differences.

1. *Pre-Selected Activities.*
   In most Structured Teambuilding programs, the leadership of a group pre-selects the activities the participants will encounter. As with all programs, to maintain the safety of the participants, I will never allow a group to pre-select "Trust Fall" or "Team Wall". These activities represent a very real danger to the participants if they are physically or mentally unprepared for them.

2. *Deadlines.*
   Groups may choose to impose deadlines to present a "real-world" simulation. These constraints usually limit the time in which a problem is presented, the time allowed to solve the problem and the length of processing. For example, a group that had a 35-minute deadline per obstacle may ration that time out as: 7 minutes of problem framing (take longer, if necessary, if safety is an issue), 23 minutes of group interaction and then 5 minutes of processing.[2]

3. *Problem-Specific Teambuilding.*[3]
   At the end of the day, prior to the end of day wrap-up, there may be an opportunity to do Problem-Specific Teambuilding. This is where the organization places a problem before the group and then a Facilitator acts as moderator to promote discussion. This requires clarification of points raised, redirecting personal/departmental attacks into honest expressions of concerns.

   In my experience, the primary reason a group is dysfunctional stems from a lack of communication. Many people will protest this, however. They will argue that they spend considerable time emailing people, sending memos and conferencing with their peers. While this is admirable and should accomplish their goal, it is only as effective as the clarity with which the message is written and the interpretation and implementation on the part of others. Since it is a communication issue, it is fairly easily addressed when there is a skilled moderator.

Follow Up
The follow up material, as with the initial information, should be professional. A simple statement thanking the group for their attendance may be written on the thank you letter with all Facilitator signatures beneath.

Groups should be approached prior to their departure and reminded that an advance reservation will not only secure their prospective dates, but will also provide a 10% discount on the regular price of their program. We will "hold" their deposit to reserve the date(s) they request.

If the group has chosen to either provide a Scholarship Fund donation or has chosen the Corporate Scholarship program where 20% of their program fee is considered a donation, they should be provided with a plaque acknowledging their donation and their name should be recorded for our end-of-year donor-edition of the "Catalyst".

Any program complaints should be directed to the Program Director who will contact them, by phone, within five business days after the teambuilding program.

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[2] I realize this may be difficult for many people. If a group is self-processing and is making progress, do you allow them to continue, which will limit their time to accomplish the next obstacle? Or, do you cut them short, ask them to remember what they were discussing, and bring it up at the end of the next activity?

[3] This is an area that you will not be asked to lead unless you express a strong desire to do so and you have successfully proven yourself as a highly skilled Facilitator. This is to protect you as well as to enhance the experience of the participants.

"The task of the leader is to get his people from where they are to where they have not been."[iii]

Handling Difficult Situations

Lack of teambuilding spirit in the group:

Do: Review initial group goals.
       Process during the activity and focus on the team.
       Consider appointing a leader for activities.

Don't: Ignore the lack of teambuilding spirit.
       Feed into it or encourage competitiveness.
       Single one person out or embarrass someone.
       Lose your composure.

Unsuccessful effort by the group:

Do: Look at why it's not working, ask the group why.
       Refocus the group.
       Stop the group and discuss or teach communication techniques.
       Redefine success.
       Praise effort currently made.

Don't: Use negative terms.
       Give the group the answer.
       Lecture.
       Take it personal.

Group member makes disrespectful comments:

Do: Review full value contract.
       Provide some guidelines for speaking and addressing you. (If the behavior continues with a youth group, have another adult take care of the situation after you have addressed it with the group.)
       Always speak with the Lead Facilitator concerning the details and for any follow-up.
       Model appropriate adult behavior and conduct.

Don't: Ignore the situation.
       Let it grow.
       Let it hinder your ability as a Facilitator.

Participant refuses to participate:

Do: Listen and realize their limits.
Be empathetic, not sympathetic.
Be flexible.
Check in with the person to see if they are willing to share with the group the reason for not participating.
Acknowledge the person's role and importance to the group.
Remember, "Challenge by Choice".
Break goals down into easily accomplished tasks.
Smile and use tension breakers
Take deep breaths.

Don't: Laugh at the person.
Ostracize.
Humiliate.
Stop the activity.
Yell at the person.
Don't give them too much attention.
Wait until it's too late to deal with the situation.
Assume that participant needs to do it all in order to have a successful experience.

The advice-giving or controlling participant:

Do: Acknowledge good advice.
Reinforce the emphasis on teamwork.
Move quickly to the next point.
Give encouragement to try out a different role.
If the problem becomes too severe, discreetly speak with the person alone.
When soliciting input, go around the circle to ensure everyone has a voice.
Ask if everyone is being heard.

Don't: Ignore what they have to offer to the group.
Let them control the group.
Verbally attack them out of frustration.
Wait to address the problem.
Expect the group to handle it on its own.
Resort to sarcasm or embarrassing the participant.

Corporate Level Processing

What follows are simply recommendations for processing a Corporate Teambuilding experience. Much of your processing content will either be scripted by the organization, or will be discussed in the Facilitator Meeting prior to the group's arrival. But, just in case…

1. What is your organizations greatest strength? Why?

2. What is the greatest challenge facing your organization? Why?

3. What do you want to get out of teambuilding today? Why is that important to you and how will it benefit your organization?

4. Change is defined as "something that is outside the norm". You are experiencing a change through your presence at this facility because it exists outside your normal daily functions. How do you feel about the change you are experiencing here? Does it help to know that others are going through the change with you? What can help you to successfully manage changes both here and in your organization?

5. What is your concept of risk? Is risk-taking something positive that can lead to growth or is it something that is not a necessary key to success? If risk taking leads to success, what types of risks are you addressing today? How does it impact your teamwork and how will it change the way you interact back in the workplace? Can risk-taking here increase the success of your organization?

6. What is your definition of success? Is it completing your job in a timely fashion? Is it being an instrument of growth in terms of finances and effectiveness? As you attempted this obstacle, did your definition of success rest on accomplishing the task or did your concept of success include time frames, employee safety, etc.?

7. How does Communication (Cooperation, Caring) impact your organization? How would you rate your current level of Communication (Cooperation, Caring)? In what ways are you Communicating (ad infinitum, ad nauseum) effectively? In what areas can you improve? How? (Name specifics.)

8. How do simulations, such as [insert obstacle name here] represent a workplace environment? Do you feel that by accomplishing this task, you can improve your overall effectiveness with your coworkers? Why or why not?

9. What have you learned about yourself and your interaction with your coworkers? Are there areas you feel that are especially effective? Is there room for improvement? If so, how? (Name specifics.)

Specific Examples, Models and Quotations

Acres of Diamonds (Modelnetics)
The first place to look for a better opportunity is in the present situation.

Change Curve (Modelnetics)
Any time there is a change in an organization, attitude and productivity experience a decline. It is at these times that companies need to exert the extra effort to boost employee morale.

Communication
"Educators take something simple and make it complicated. Communicators take something complicated and make it simple." – John C. Maxwell

"Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter." – Gilbert Amelio

"A good leader encourages followers to tell him what he needs to know, not what he wants to hear." – John C. Maxwell

Effectiveness / Efficiency (Modelnetics)
Effectiveness is achieved by doing the right things!
Efficiency is achieved by doing things right!

Encouragement
"No matter how busy you are, you must take the time to make the other person feel important." – Mary Kay Ash

"A person may not be as good as you tell her she is, but she'll try harder thereafter." – Anonymous

"Outstanding leaders go out of the way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish." – Sam Walton

"If you want to get the best out of someone, you must look for the best in them. People can only use their strengths to excel, not their limitations." – Anonymous

Example
"Your job gives you authority. Your behavior earns you respect." – Irwin Federman

Five M's (Modelnetics)
To accomplish any goal or project, you must always take into account the "5 M's":

Money -   Can you afford to accomplish your goal?
Manpower -   Do you have enough trained/qualified staff to do the work?
Machines -   Is your organization ready for a new project?
Methods -   Have you clearly mapped out the steps you need to take to reach your goal?
Materials -   Are the supplies in place to support the project?

If you fail in any of these areas the project cannot succeed, the goal cannot be accomplished

Hawthorne Effect
The Hawthorne Effect states that improvement can be made based on a psychological response to an action and not necessarily the action itself. For example, even something as simple as putting a suggestion box out to show that you are interested in employee feedback, whether or not any changes are made based on the suggestions, can result in increased productivity!

Goal Setting
There are two main approaches to setting goals:

Large Goals represent sweeping changes; these are the types that move corporations from small, in-house operations to leaders in the economic community.

Small Goals are usually used by groups as steps to accomplishing a Large Goal, though this is not always the case.

Within these two types, there are three categories of goals:

Specific Goals are ones where an acceptable outcome is clearly defined. In other words, employees can measure their progress based upon a comparison with a final model. Examples of this include directions for putting together Sauder furniture. You receive a detailed list of parts needed, you are given directions for how to put the pieces together and, if that is not enough, you are also given pictures which show you step-by-step how to construct the product.

General Goals are ones where the basic overall structure is outlined, however there is not a sense of the steps to accomplish the goal. An example of this would be a puzzle as you know what the overall picture is, you can assemble the frame based on past experiences, but putting the middle pieces together is not always an easy task.

Unspecified Goals are ones where there is a basic sense of direction, but no steps are defined and no acceptable outcomes. For example, this can be compared to a puzzle without a picture and no clearly defined edges.

Indispensable Person (Modelnetics)
When you get home from this teambuilding experience, go through your organization, find the indispensable people and fire them all. If people in your organization are indispensable, it is for one of two reasons: 1) they are withholding information about how your company runs to make themselves more important or 2) they are doing work that should have been assigned to more than one person. Either situation is bad for a business.

Leadership
"Good leaders make people feel that they're at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens people feel centered and that gives their work meaning." – Warren Bennis

"Competence goes beyond words. It's the leader's ability to say it, plan it, and do it in such a way that other's know that you know how – and know that they want to follow you." – John C. Maxwell

Learning
"It's what you learn after you know it all that counts." – John Wooden

Motivation Stair Steps
We are motivated to accomplish a task based on the following criteria: Physical (food), Security (shelter), Social (acceptance), Esteem (recognition) and Self-Actualization (self-improvement). This represents "Maslow's Hierarchy" for motivation…

Open Minded
The eight words that indicate a business is about to fail are: "We have never done it that way before." At this point, you should close up shop and walk away. Dinosaurs didn't change and look at what happened to them…

Preparation
"Spectacular achievements come from unspectacular preparation." – Roger Staubach

"It is better to prepare than to repair." – John C. Maxwell

"The man who is prepared has his battle half-fought." – Miguel de Cervantes

Sabotage
If you look at your group contract, you will notice that under Sabotage, (usually) all of the attitudes and actions that can destroy the ability of the team are based on the actions of individuals. Dedicated teams usually do not fail. Teams that have individuals that do not share, that complain constantly, that belittle the efforts of others, that don't participate in the activities, that aren't willing to try new things (to name the top five sabotage's mentioned by corporate groups) are not likely to succeed.

Success
"Success seems to be connected with action. Successful people keep moving. They make mistakes but they don't quit." – Conrad Hilton

Success / Failure (Quotes From Thomas Edison)

"I am not discouraged because every wrong attempt discarded is another step forward."

"I have not failed, I have just found 10,000 ways that will not work."

"Many of life's failures are people who did not realize how close they were to success before they gave up."

"If you are going to succeed, succeed big! If you're going to fail, fail big! Whatever you do, do it big!"

Teamwork
"Building the team is as important as producing the product." – Bob Taylor

"Collaboration is multiplication." – John C. Maxwell

Appendix A: High Performance Teams Cards

H	**IGH Performance Teams**

MEMBER RESPONSIBILITIES

- ☑ *Communicate Effectively*
- ☑ *Participate Actively*
- ☑ *Work Cooperatively*
- ☑ *Maintain the Self-Esteem of Others*
- ☑ *Respond to the Needs of Others*
- ☑ *Recognize the Efforts of Others*
- ☑ *Promote the Team's Further Development*

First Steps: Responsibilities to Yourself.

1. Communicate Effectively.
2. Participate Actively
3. Work Cooperatively.

Second Steps: Responsibilities to the Team.

4. Maintain the Self-Esteem of Others.
5. Respond to the Needs of Others.
6. Recognize the Efforts.
7. Promote the Team's Further Development.

Appendix B: Quotations

[i] Bob Taylor, Taylor Guitars

[ii] <u>The 17 Essential Qualities of a Team Player</u>, John C. Maxwell ©2002

[iii] <u>More Games Teams Play</u>, Leslie Bendaly ©2000 – Quote from Henry Kissinger, Former U.S. Secretary of State