



CHEMONICS INTERNATIONAL INC.

Electronic Document Submission Title Page

Contract No.: 278-C-00-02-00210-00

Contractor Name: Chemonics International, Inc.

USAID Cognizant Technical Office: Office of Economic Opportunities
USAID Jordan

Date of Product/Report: March 2005

Product/Document Title: NLP Training and Workplanning
Final Report

Author's Name: Mu'taz Al-Taher, Chemonics International Inc.

Activity Title and Number: Achievement of Market-Friendly Initiatives and
Results Program (AMIR 2.0 Program)
NLP Training and Workplanning
7339.02.04

Name and Version of Application
Software Used to Create the File: MS Word

Format of Graphic and/or Image File: N/A

Other Information: N/A

Contract No.: 278-C-00-02-00210-00

Contractor Name: Chemonics International, Inc.

USAID Cognizant Technical Office: Office of Economic Opportunities
USAID Jordan

Date of Report: March 2005

Document Title: NLP Team Building I and Workplanning
Workshops Facilitator
FINAL

Author's Name: Mu'taz F. Al-Taher

Activity Title and Number: Achievement of Market-Friendly
Initiatives and Results Program (AMIR
2.0 Program)

NLP Training and Workplanning
Enhanced Competitiveness Initiative
(ECI)
7339.02.04

NLP Team Building I and Workplanning
Workshops Facilitator
Final
March 2005

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Data Page

Name of Component: Enhanced Competitiveness Initiative (ECI)

Author: Mu'taz F. Al-Taher, Chemonics International Inc.

Practice Area: Business Development Services

Service Offering: National Linkages Program

List of Key Words Contained in Report: N/A

Table of Contents

Part 1: The Planning Workshop	
1. Introduction	1
1.1 Workshop Background and Objectives	
1.2 Workshop Methodology	
2. The Planning Process: The Concept and Logic	1
3. Creating a Common Understanding	4
3.1 Concept and Benefits from the Linkages Program	
3.2 National Level Goals	
3.3 Program Level Objectives	
3.4 Connection to JUMP Cycle	
4. Proposals on Vision and Mission Statements	6
4.1 Vision Statement	
4.2 Mission Statement	
5. NLP Action Plan	8
6. Immediate Actions	15
7. What is needed from JUMP?	15
8. Annexes	16
8.1 Presentation by NLP Team	17
8.2 List of Participants	18
8.3 Workshop Program	19
8.4 Workshop Evaluation	22
Part 2: The Team Building Workshop	
1. Objectives	24
2. Definitions & Quotes on Teams	24
3. What Factors Promote Team Success?	25
4. Behavior Inside Teams	26
5. Stages in Group (Team) Development	28
6. Differences & Diversity Amongst Team Members	29
7. Annexes	
7.1 List of Participants	30
7.2 Workshop Program	31

1. Introduction

1.1 Workshop Background and Objectives

The Access to Microfinance & Improved Implementation of Policy Reform (AMIR Program) has been actively promoting the development and implementation of “National Backward Linkage Program” tailored for Jordan, including the design of an 18-month pilot program, an installation plan, and training program for Jordanian officials (National Linkages Program Team) who will be involved in the pilot program.

As part of this support, AMIR Program through the Enhanced Competitiveness Initiative Component (ECI) solicited the professional services of a Jordanian facilitator to help design, conduct and document two activities with the National linkages Program Team (NLP Team) and its partners. The activities were:

- A Half-Day Team-Building Workshop, and
- A Three-Day Planning workshop

The stated Objectives of the activities were:

- Reaching a common understanding of the concepts and scope
- Development of the action plan
- Further contribution to the team building efforts
- Learning Experience

1.2 Workshop Methodology

Introduction and development of concepts on teams and group dynamics was done in a participatory way using:

- Brief and focused presentations on relevant conceptual issues
- Questions and answers
- Moderated exercises

The participants were encouraged to contribute actively in all stages of the workshop, and the facilitator’s focus was on ensuring this active participation in achieving the objectives.

The participants benefited from the visual aids (Cards, Pinboards, flipcharts, and Datashow) that allowed them to keep track of the developments in the planning process.

2. The Planning Process: The Concept and Logic

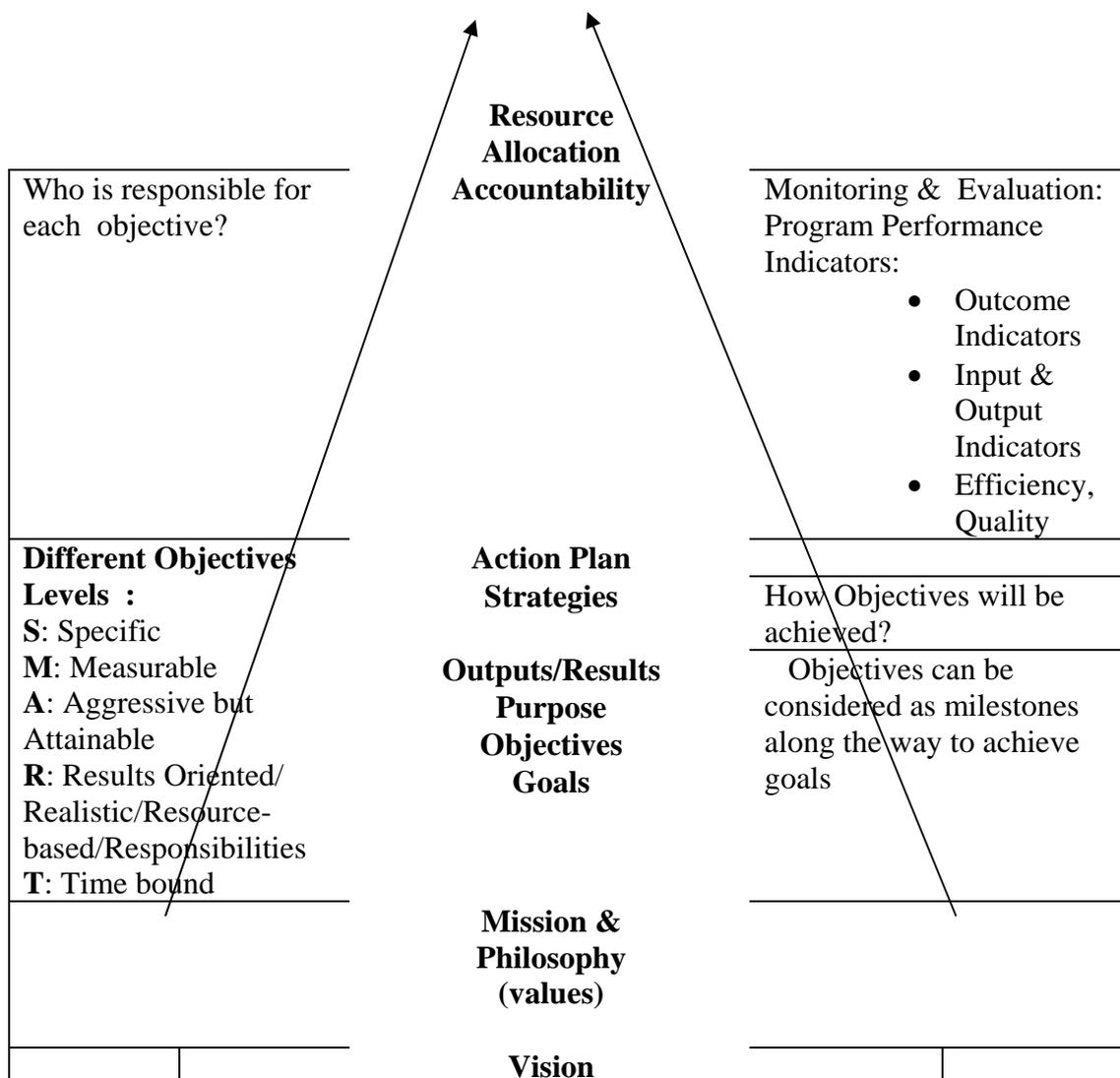
The strategic planning process can be summarized as the answers to the following four questions:

- 1) Where are we now
- 2) Where do we want to be?
- 3) How do we get there?
- 4) How do we measure our progress?

The Illustration below lists the key elements addressed under each question. This report is structured along the said four questions, and the purpose is to ensure that the logical sequence that guided our thinking, and the strategic planning process,

is reflected in the report itself and would help reduce ambiguity with regard to the wisdom of the selected direction of action.

Working with the Outcomes of the Planning Process



Presenting the Strategy: Using the LogFrame as a Tool

A few introductory points should help clarify the key aspects of the LogFrame tool:

- LogFrame is a not a planning methodology, but rather a design guideline and presentation tool
- It is a “Check” tool for:
 - ⇒ Means-ends relations (that reflect the cause – effect relation in the problem analysis)
 - ⇒ Completeness: all the defined issues are covered according to priorities, and any intervention level as defined is sufficient (given all other factors are realized) to achieve the higher level up
- The LogFrame can be used for the different levels: Government, Institution, Department, Section and even at the individual level

- The LogFrame reflects logical relations between the different levels (as illustrated below).

Diagram 6/1: LogFrame

Descriptive Summary	Measurable Indicators	Achievable Assumptions
Goals/Outcomes	← Then	
Objectives	If	&
Outputs/Results	← Then	&
Activities	If	&

Some practical qualification of the terminologies is necessary For purposes of removing ambiguity arising from translation into Arabic. This arises because Goals, Objectives and Targets have one Arabic word for all three:

Goals/Outcomes: *Goals and outcomes express the intentions of the GoJ at the policy, social and economic levels that the institution intends to make a contribution to through its actions, i.e. through implementation of the strategic plan.*

Objectives & Results/Outputs: are the direct responsibilities of the institution and they reflect the desired status NLP is aspiring to achieve and for which it intends to use its resources. One can think of outputs as medium-term objectives / intermediate points up the road to achievement of the relatively longer-term objectives.

Measurable Indicators: Describe the Performance Targets at the level of objectives, outputs/results and assumptions, and how to recognize when they have been achieved. Good indicators should fulfill the following requirements:

- Verifiable: Achievements can be assessed by an independent party
- Measurable: empirically assessable and economically reasonable and justifiable
- Backed up by high quality data/information

Assumptions reflect factors that are outside the direct control of the institution , but are important for the successful implementation of the strategy. They should be monitored so as to be able to appreciate if a certain risk is arising, the magnitude of that risk. Preemptive/ Corrective action should then be decided upon to ensure sustained efficiency and effectiveness of resources utilization.

3. Creating a Common Understanding

The sections in this part of the report were extracted from the available literature on the NLP, particularly the “National Linkages Program design Update” dated January 2004.

3.1 Concept and Benefits from the Linkages Program

The main characteristics of a backward linkage program are the following.

- The backward linkage program is demand-driven. Demand companies identify a component requirement and help to upgrade supply companies to satisfy that requirement. Supplier companies are not simply upgraded because they desire upgrading.
- Participation in the backward linkages program is selective. Only those supply companies that display the characteristics of being able to make a quantum leap to become accredited suppliers to large (esp. international in scope) companies can participate. Supply companies that do not fully implement the upgrade program are dropped from participation.
- The successful conclusion of the program cycle is for a supply company to become an accredited supplier to a large company.

The strategy underlying the development of a linkage program for Jordan is to improve the capacity of Jordanian companies to enable them to supply components that are currently being imported and to increase their potential to move into export markets.

3.2 National Level Goals

- Increase the local factor content associated with large purchasing companies and, in particular, the development of Jordanian-owned sub-suppliers.
- Decrease the import intensity of raw materials and company inputs.
- Transfer the benefits of increasing technical capabilities, improved standards, skill development, and similar spillovers from multinationals to the host economy.
- Support the growth of the Jordanian-owned sub-supply industry by using the market potential of Jordanian-based multinationals and large purchasing companies as a base for sales growth and a possible door to becoming a global supplier.
- Increase the attractiveness of the Jordanian economy for both foreign and domestic enterprises: the more developed the sub-supply base, the easier it is to attract companies to Jordan and to help them develop.

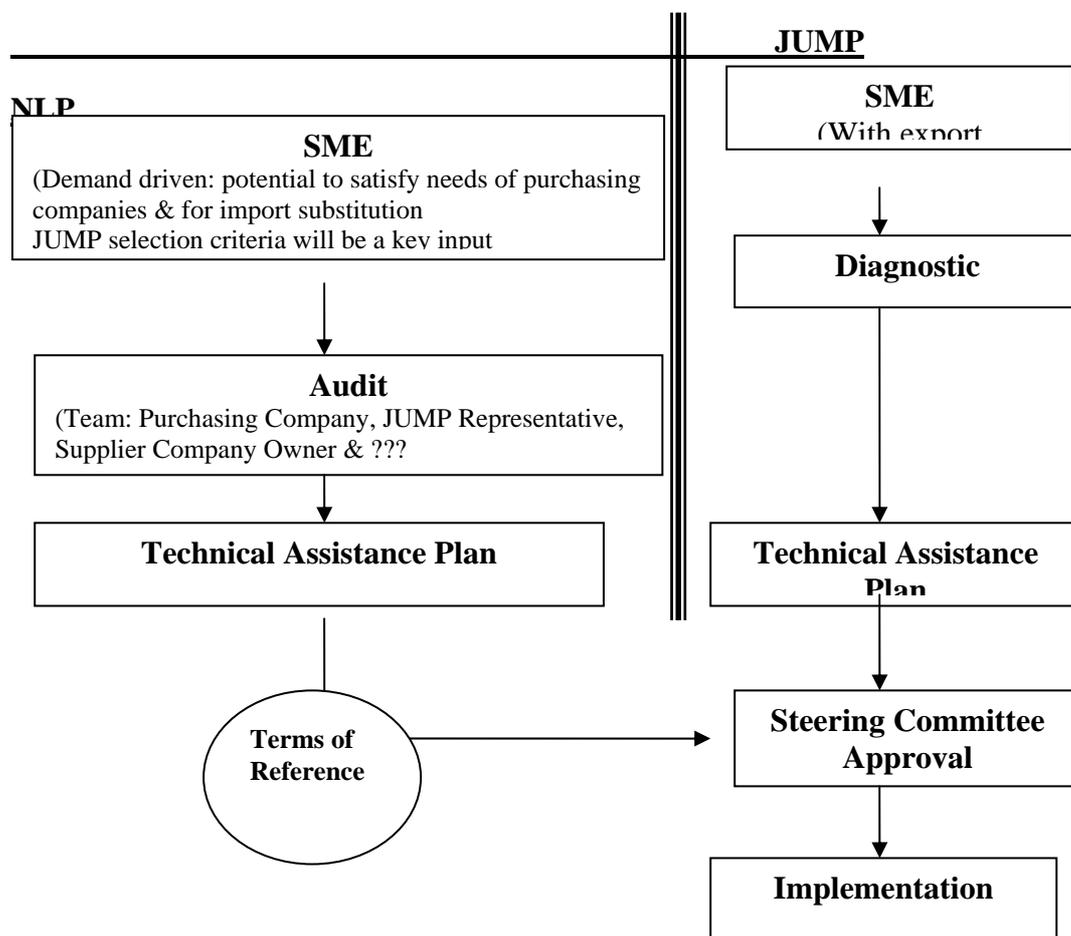
3.3 Program Level Objectives

- Provide a developmental program aimed at improving the capacity of domestic companies to the point where they achieve the minimum standards and specifications set by the purchasing company to become an accredited supplier.

- Increase the motivation of companies to purchase locally.
- Provide information on the current sub-suppliers in the Jordanian economy, especially for new companies coming into Jordan who tend to be more familiar with overseas suppliers.
- Provide information on and introductions to potential purchasers for domestic sub-suppliers.
- Help build up individual Jordanian-owned sub-suppliers both for the generalized inputs required by particular sectors within Jordan and for specialist company

3.4 Connection to JUMP Cycle

The following diagram illustrates the process flow for the NLP program and its linkage to the JUMP cycle. The concept was discussed at length in the workshop and was verified by JUMP’s General Director.



4. Proposals on Vision and Mission Statements

The development of a vision statement is usually handled by the top management who has the task of deciding how will the desired future of the enterprise (in this case the NLP) will look like. Then it becomes its task to explain this vision and ensure that the buy-in by the involved people.

The drafting of the mission statement is usually entrusted to a writing team who then present to a wider audience for revision and verification.

The participants in the workshop were asked to make proposals for a vision statement and a mission statement for the NLP with the understanding that effort has to be spent after the workshop to refine and finalize the statements.

4.1 Proposed Vision Statement

The following proposal can be the basis for further elaboration:

- NLP recognized as a successful model/experience on the international level
- OR**
- A focal point for enhancing capacities of Jordanian companies as demand – driven suppliers to Jordanian & International purchasers

4.2 Proposed Mission Statement

- **Who are we and Why do we exist?**
A national program contributing to enhancing the performance and competitiveness of Jordanian industry with the aim of :
 - Increasing exports and reducing imports
 - Promoting foreign direct investments in Jordan
 - Facilitating the creation of jobs
- **What do we intend to do?**
NLP shall facilitate the creation and maintenance of linkages between Jordanian suppliers and Jordanian purchasing companies (as a first stage) and international purchasing companies (as a longer-term stage).
- **How will we do it?**
The NLP shall perform the following tasks as part of fulfilling its mission:
 - Brining the demand and supply sides together
 - Building the capacities of suppliers: through technical support services: Training, know-how transfer and technical audits.
 - Facilitating access to necessary funds for development plans (Presenting the Technical assistance Plans to JUMP).
 - Providing information
- **Our Stakeholders:**
In implementing our mission we serve and/or cooperate with relevant parties including:
 - SME's (Industrial and service sectors)
 - Large size companies
 - Government (Ministry of Industry and Trade, Jordan Investment Board, Jordan Enterprise development Corporation, etc.)

- JUMP
- AMIR/USAID
- Donors
- Banks
- Business associations (including chambers of industry and commerce)
- Consultants and business services providers

- **Our Values:**

We adhere to the following values as a team and as individuals

- Transparency and Accountability
- Neutrality
- Confidentiality
- Gender sensitiveness
- Equality and Fairness
- Professionalism
- Collaboration

5. NLP Action Plan

NLP Action Plan Framework

Specific Objectives, Results & Activities	Measurable Indicators	Achievable Assumptions	Responsibilities	Resources	Time Frame 2005												
					1	2	3	4	5	6	7	8	9	10	11	12	
Objective (1) Preparation for official launching of program																	
Result: Internal team SOPs	By end of March		TL														
Result: Forms and reports	By Mid of March		TL				→										
Finalize procedures forms & reports	By first week of 2-9 April		TL	TA Support: Tom Kennedy & Stephen Fordham			→										
Result: MoU with JUMP																	
Promotional material	Ready by end of March		Shireen NLP Team	AMIR/JUMP			→										
Printed Material																	
Website	By mid of May																
Result: MIS for NLP	By Mid of April		TL Service provider	AMIR & JUMP													
Result: Training of team member																	
Management by objectives	2 nd week of March																

On Job training (Tech. Audit)	By end of March		NLP team	TA Support: Tom Kennedy & Stephen Fordham														
Study tour to Ireland	10-17 April		NLP/JUMP/U SAID/ AMIR	David & Tom														
Objective: Technical Committee																		
Result: Formation	By Mid March																	
Result: Meetings	Monthly meetings																	
Objective: Official launching of Program	3 rd week of April 20 th		AMIR, ECI training department, TL, JUMP	David & Consultant														
R: Scope & Plan Ready	1 st week of March		AMIR, JUMP ,CI, Training Dept., TL															
R: Logistical arrangements finalized	Mid April		AMIR, JUMP, ECI, Training Dept., TL															

NLP Action Plan Framework

Specific Objectives, Results & Activities	Measurable Indicators	Achievable Assumptions	Responsibilities	Resources	Time Frame 2005													
					1	2	3	4	5	6	7	8	9	10	11	12		
Technical and conceptual presentation ready	1 st week of April		AMIR, JUMP, ECI, Training Dept., TL															

Objective: Develop critical mass of successful linkages	Target from report																	
R: Identification and follow up of purchasing companies (Updated)	By June: 50 By Sept:75 By:Dec: 100																	
R: selection of companies with potential	By June :5-10 By Sept: 20 By Dec: 30																	
R: Identification of potential suppliers	By June:5-10 By Sept: 11-15 By Dec: 20																	
R: Prepare development Plan	One ready by end of May		NLP Team	Tom Kennedy & STEPHAN FORDHAM														
Activity 1: Carry 1 st Audit	2-3 Audits by Mid May		NLP Team	Tom Kennedy & STEPHAN FORDHAM														
Activity 2: Pass to JUMP for approval for development paln	Ongoing																	
Activity 3: Follow up on implementation Plan	Ongoing	Approved by JUMP	NLP Team															
Activity 4: Facilitate Conclusion of linkage transaction																		

NLP Action Plan Framework

Specific Objectives, Results & Activities	Measurable Indicators	Achievable Assumptions	Responsibilities	Resources	Time Frame 2005												
					1	2	3	4	5	6	7	8	9	10	11	12	
Objective: Communication strategy execution and updating																	
R: Media Coverage																	
R: Website Updating																	
R: material; l updating and development																	
Events																	
Objective: Monitoring and evaluation																	
R: Define Indicators	By end of March		NLP Team, AMIR, ECI JUMP	David Lovegr ove													
R: Design system	By end of April		NLP Team / JUMP	CDG & JUMP													
R: Priodic Reporting	Suheir/Quarterly! !																
R: Periodic Reviews	Mid- Prog Rev September End-of-Year December		NLP, JUMP, AMIR, CDG	David Loverdgove													

SSE NLP Action Plan Framework

Specific Objectives, Results & Activities	Measurable Indicators	Achievable Assumptions	Responsibilities	Resources	Time Frame 2005												
					1	2	3	4	5	6	7	8	9	10	11	12	
Objective (1) Business-to-Business Matchmaking	200 supplier companies & 80 linkagexs By June: 50 By September: 100 By Dec 200																
Result (1) Preparation Activities																	
Result (1) Preparation Activities																	
Activity MOU with ZCI	By third week of March																
Activity Office Setup																	
Result 2: Official launching of SSE in Zarqa	First week of May		JUMP, NLP, AMIR-ECI	AMIR/ECI, NLP (Rima)													
Activity: Scope & Plan ready	Ready by Second week of March																
Logistical arrangements	Ready by Third week of April		AMIR-ECI														
Technical & Conceptual arrangements	By end of April		NLP & AMIR-ECI														
Result ((4	8 networking		JUMP, NLP,														

Communication	events		AMIR-ECI														
Activity From NLP																	
Result 5 Identify candidate purchasers																	
Result (6) Identify potential suppliers																	

SSE NLP Action Plan Framework

Specific Objectives, Results & Activities	Measurable Indicators	Achievable Assumptions	Responsibilities	Resources	Time Frame 2005												
					1	2	3	4	5	6	7	8	9	10	11	12	
Result 7 Networking Events	1/ Month starting end of May																
Result (8) Training and Workshops	4 each 2 months starting end of June			NLP / AMIR-ECI / AMIR Training Dept.													
Activity Training needs assessment (Soft Skills: Mgmt, etc.)																	
Result 9 Follow up and facilitate the building of a critical mass of BTB linkages																	

6. Immediate Actions

Action	When?	Who?
<ul style="list-style-type: none"> Meeting with David Lovgrove 	Thursday 03.03.05	NLP Team AMIR/ECI
<ul style="list-style-type: none"> Finalizing Indicators 	End of March	NLP Team (Feedback from AMIR & David)
<ul style="list-style-type: none"> Reports 	Mid. March	Riyad
<ul style="list-style-type: none"> Forms 	Mid. March	Rima
<ul style="list-style-type: none"> Procedures 	Mid. March	Moh'd
<ul style="list-style-type: none"> Review and feedback (on Reports, Forms & Procedures) 	2 days after receiving drafts	David, Tony, JUMP
<ul style="list-style-type: none"> Preparation for launch 	???	Focal point with AMIR: Rima
<ul style="list-style-type: none"> Work with short-listed companies 	By 1 st week of April	Moh'd with AMIR (Samira)

7. What is needed from JUMP?

- Appointment of executive officer as part of the NLP Team
- Timely Feedback on:
 - Standard Operations Procedures (SOP's)
 - Reports
 - Forms
 - The Management Information System
- Involvement of JUMP's representatives in events and audits
- Implementation of development plans presented by the NLP Team (if they meet the requirements of JUMP as discussed with the General director of JUMP during the workshop)
- Technical committee: Setting up and representation
- Monitoring and Evaluation
- It would be helpful if JUMP allocates a portion (%) of its budget to NLP clients (development plans)

8. Annexes

Annex 8.1 Presentation by NLP Team

1) Where are we ?

- Working on the procedures ,and the work instruction to be followed on our work.
- Defining the fields used in filling the forms.
- Designing the forms .
- Designing the reports .
- Outline the training needed for the staff.
- Working on NLP IMS with CDG.
- Office space designed.
- Office equipment procured.
- NLP Brochure.
- Draft MOU with JUMP and MOU with ZCI.
- Draft action plan for the SSE.
- 74 defined purchasing companies.
- Field visits to 26 companies (purchasers and suppliers)

2) What do need from this work planning session?

- Streamline our understanding of NLP (as a team).
- Setting NLP targets (classical, B2B and SSEs) using the SMART method. Setting KPIs for NLP.
- Technicalities of the technical audits (JUMP role, procurement of the local or outside consultant..)
- Upgrading process through JUMP (diagnostic studies, upgrading studies, annual budget available for NLP, ...etc.)
- Finalize NLP vision, mission and objectives statements.
- Identifying the NLP technical committee.
- NLP action plan (all tasks and activities expected) and set final date for NLP launch.

Annex 8.2 List of workshop Participants

	Name & Organization	Contact Addresses	
		Phone	E-Mail
1.	Rashad Othman JUMP		
2.	David Lovgrove AMIR / Advisor		
3.	Maha Musa USAID		
4.	Riyad Al-Khatib NLP Team		
5.	Mohammed NLP Team		
6.	Rima Qaisy NLP Team		
7.	Suheir Al-Khatib AMIR / ECI		
8.	Sherin Balqar AMIR/ECI		
9.	Sameera Qaddoura AMIR / Training Department		
10.	Tulin Bakir AMIR / Training Department		
11.	Mu'taz Al-Taher AMIR/Short-Term Consultant	07 95601022	Mutaz58@yahoo.com

Eng. Ya'rob Al-Qudah, General Director of JUMP, and Mr. Brad Fusco, ECI Component Leader / AMIR Program participated in selected sessions of the workshop.

Annex 8.3
National Linkages Program
Participatory Planning workshop
Workshop Program

Day 1: Monday 28. 02.2005			
Time		Theme & Activities	
From	To		
9:00	9:10	Opening Remarks	AMIR
9:1q	9:20	Presenting Workshop Objectives, Approach, Rules and Program	Facilitator
9:20	9:50	Presentation on the NLP	AMIR Consultant
9:50	10:00	Presentation by NLP Team	
10;00	10:30	Steps of The Planning Process	Facilitator
10:30	11:45	Refining Objectives: National & Program Levels	Facilitator Led Plenary Session
11: 30	12:00	Morning Break	
12:00	13:30	Analyzing the Present: Relevant Strengths & Opportunities	Facilitator Led Plenary Session
13:30	14:30	Lunch Break	
14:00	15:30	Analyzing the Present: Relevant Weaknesses, Problems, Constraints	Facilitator Led Plenary Exercise
15:30	16: 00	Afternoon Break	
16:00	16:45	Analyzing the Present: Relevant Weaknesses, Problems, Constraints	Facilitator Led Plenary Exercise
16:45	17:00	Evaluation and Closure of Day 1	Facilitator Led Plenary Session

Day 2: Tuesday 01.03.2005			
Time		Theme & Activities	
From	To		
9:00	9:20	Reviewing Day 1 Proceedings & Achievements Presenting Tasks for Day 2	Facilitator
9:20	10:00	Presenting and Finalizing the Problem Analysis	Facilitator Led Plenary Session
10:00	10:30	Presenting and Discussing the Action Plan Format	Facilitator Led Plenary Session
10:30	11:30	Moving to Action: Operational & Developmental Objectives & Outputs	Facilitator Led Plenary Session
11: 30	12:00	Morning Break	
12:00	13:30	Moving to Action: Operational & Developmental Objectives & Outputs	Facilitator Led Plenary Session
13:30	14:30	Lunch Break	
14:30	15:00	Exercise in Groups	Facilitator Led Plenary Session
15:00	15:30	Reflection on the Exercise	
15:30	16: 00	Afternoon Break	
16:00	16:45	Moving to Action: Achievable Assumptions	Facilitator Led Plenary Session
16:45	17:00	Evaluation and Closure of Day 2	Facilitator Led Plenary Session

Day 2: Tuesday 01.03.2005			
Time		Theme & Activities	
From	To		
9:00	9:20	Reviewing Day 2 Proceedings & Achievements Presenting Tasks for Day 3	Facilitator
9:20	11:30	Moving to Action: Indicators (Performance Targets)	Facilitator Led Plenary Session
11: 30	12:00	Morning Break	
12:00	13:00	Moving to Action: Responsibilities, Resources and Time Frame	Facilitator Led Plenary Session
13:00	13:30	Exercise in Groups	Facilitator Led Plenary Session
13:30	14:30	Lunch Break	
14:30	15:00	Reflection on the Exercise	Facilitator Led Plenary Session
15:00	15:30	The Plan format as the Basis for the Monitoring and Evaluation	Facilitator Led Plenary Session
15:30	16: 00	Afternoon Break	
16:00	16:30	Next Steps	Facilitator Led

			Plenary Session
16:45	17:00	Evaluation and Closure of Workshop	Facilitator Led Plenary Session

8.4 Workshop Evaluation By Participants

- **Things that we liked:**
 - Effective workshop
 - Good environment
 - Relaxing setup
 - Good outcomes (3)
 - Full participation from participants
 - Excellent facilitation (2)
 - Venue: Meeting Rooms and Services

- **Things that should be improved:**
 - Location (next time Dead Sea to ensure fulltime attendance)
 - More commitment to attendance of sessions
 - More counterpart involvement
 - Venue: food
 - Program: Very long hours
 - Participants should prepare drafts
 - Handout was not as expected

Part 2: The Team Building Workshop

1. Objective

A step contributing to:

- **Helping participants to become acquainted with each other**
- **Creating a spirit of cooperation and Interdependence**

2. Definitions & Quotes on Teams

A Group	Vs.	A Team
Two or more people who interact with each other to accomplish certain goals or meet specific needs		A group whose members work intensely and purposefully with each other to achieve a specific common goal
All Teams are groups but all groups are not necessarily teams		

The source for the following quotes on teams is: www.resultsthroughtraining.com

- ⚡ **“A group becomes a team when each member is sure enough of himself and his contributions to praise the skills of the others”**

(Norman Shidle)

- ⚡ **“Non of us is as smart as all of us”**

(Anonymous)

- ⚡ **“We are born for cooperation , as are the feet, the hands, the eye-lids and the upper and lower lips.”**

(Marcus Aurelius)

Why are teams so popular? (at least as a terminology)

Teams can promote:

- **Effectiveness:** Doing the right thing
- **Efficiency:** Doing things the right way

		Efficiency	
Effectiveness		- - - Quick Death	+ - Slow Death
		- + - Uncertainty	++ Growth

But despite all the positive aura around teams, negative impacts features may result from working in teams that are poorly led, managed and monitored. The most pronounced ones are listed below:

- Some team members end up shouldering more responsibilities to compensate for the inefficiency of other team members. A situation that usually leads to increased tension and stress and ultimately to professional burnout or the departure of the efficient workers.
- Social Loafing: the case when some individuals put forth less effort on a task when it is carried out in a group than when it is conducted individually.

3. What Factors Promote Team Success?

The following factors were identified by the workshop participants. The number after each factor indicates the number of cards posting the factor:

- Efficient and effective leadership/management (4)
- Clear Vision (1)
- Reasonable plans and objectives (2)
- A Focus on results (1)
- Clear tasks/job description (2)
- Team spirit (1):
- Harmony amongst team members (1):
- Appreciating the capacities and qualities of each other (1)
- Getting to know and understand each other on the social and personality levels (1)
- Appreciating our contributions as individuals as links in a bigger chain (1)
- Understanding the internal environment (1)
- Understanding the external environment (1)
- Keeping abreast with developments in relevant areas (1)
- Diverse and complementary expertise of individuals (1)

- Efficient and effective processes (1)
- Continuous capacity building / training (1)
- Time and task management (1)
- Taking one's work seriously (1)

The discussion on these factors helped clarify the following concepts and issues:

- **SMART Objectives:**
 - Specific,
 - Measurable,
 - Achievable,
 - Result Oriented / Resources / Responsibilities
 - Time bound
- The planning matrix as a means to ensure the SMARTness of our planning objectives and the internal logic (interrelationships) amongst the different elements of the plan¹
- What makes harmony and/or diversity positive or negative factors is how they are addressed and capitalized on: harmony can lead to an over-relaxed atmosphere that is deterrent to performance while on the other hand diversity can enrich the learning experience and personal/professional growth of the team members.

■ “Celebrate your differences”

(Anonymous)

4. Behavior Inside Teams

The different team members need to demonstrate the following traits as members of the team. The traits, which are abbreviated as **COACH** can be considered as skills that the team member should work hard to acquire and to continuously improve on them.

C	Collaborate	Collaborate with team members to define: <ul style="list-style-type: none"> • Problems and Solutions • Targets • Standards
O	Own	Examine your personal behavior and accept your share of the responsibility
A	Acknowledge	<ul style="list-style-type: none"> • Recognize achievements, problems feelings and concerns of all team members. • Acknowledge does not mean accepting excuses • The importance of emotional intelligence (EQ) as compared to IQ: What will happen If you have high IQ and low EQ?
C	Communicate	<ul style="list-style-type: none"> • Listen • Digest

¹ For more details see the discussion of the concept and the planning matrix for the NLP program in Part 1 of this report

		<ul style="list-style-type: none"> • Ask questions • Provide/Seek Feedback
H	Help	Seek and provide help and assistance

“The trouble with most of us is that we would rather be ruined by praise rather than be saved by criticism” (*Norman Vincent Peale*)

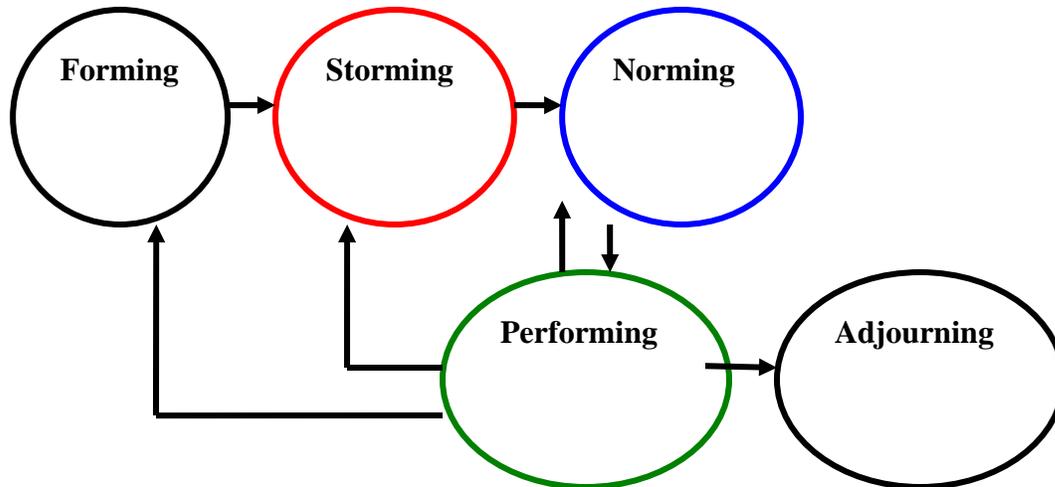
“We learn far more from what we do wrong than from what we do right”
(*Anonymous*)

“Making a mistake does not mean we are foolish or incompetent ... not learning from our mistakes does”

(*Anonymous*)

5. Stages in Group (Team) Development

Teams are not formed simply by taking a decision by management; the process is a gradual and involves a great deal of learning and development at the group and individual levels.



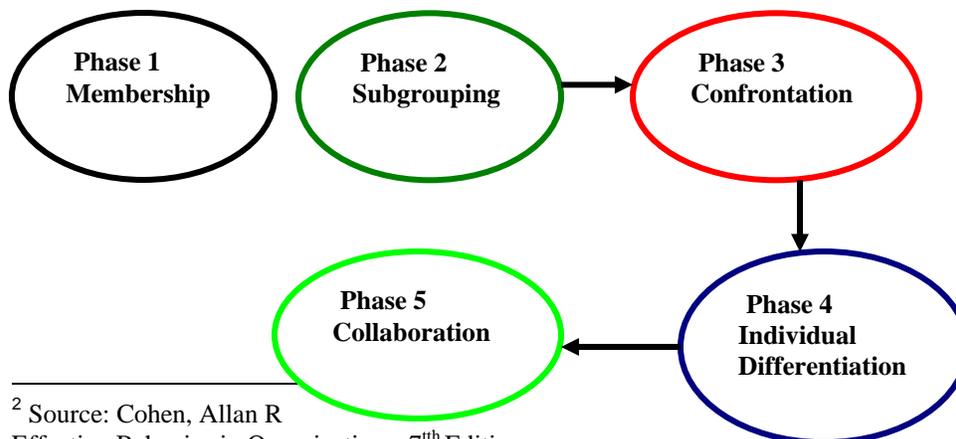
❏ **“A habit can not be thrown out of the window ... it has to be coaxed down the stairs.”**

(Marcus Aurelius)

❏ **“Coming together is a beginning
 ○ keeping together is progress
 ▪ Working together is success”**

(Henry Ford)

It has to be kept in mind that you might find a different listing of the stages or phases of the group development depending on the reference being used, however the content is basically the same. Example is the following:²



² Source: Cohen, Allan R
 Effective Behavior in Organizations, 7th Edition
 McGraw-Hill Higher education

6. Differences & Diversity Amongst Team Members

The attention of participants was drawn to the following facts:

- As adults we have different learning styles
- We also learn at different speeds
- Furthermore, each individual has key areas of strengths and competencies as well as weaknesses and deficiencies
- Leadership plays a significant role in harnessing the potentials of the individuals to serve the team objectives
- No one team member has an interest in the failure of any his colleagues, we are partners in both success and failure

The Six Thinking Hats concept, developed by Edward De Bono, was presented to show how people differ in their thinking styles and how these styles complement each other. The need and value for each individual to practice the six styles (wear the 6 hats) as part of the personal learning and development was discussed at length.

White	Information and data known or needed (fill gaps, take account)	Yellow	Brightness & Optimism Positive thinking The benefits of a decision and the value in it
Red	Feelings, Hunches, Intuition, Emotions (Yours and Other's)	Green	Creativity: Possibility and attractiveness Creative solutions (ideas accepted with little criticism)
Black	Judgment Why something may not work (Highlights weak points and risks and thus allows to address them or to prepare contingency measures)	Blue	Process control Managing the thinking process

Annex 7.1
List of workshop Participants

	Name & Organization	Contact Addresses	
		Phone	E-Mail
1.	Rashad Othman JUMP		
2.	Maha Musa USAID		
3.	Riyad Al-Khatib NLP Team		
4.	Mohammed NLP Team		
5.	Rima Qaisy NLP Team		
6.	Suheir Al-Khatib AMIR / ECI		
7.	Sherin Balqar AMIR/ECI		
8.	Sameera Qaddoura AMIR / Training Department		
9.	Tulin Bakir AMIR / Training Department		
10.	Mu'taz Al-Taher AMIR/Short-Term Consultant	07 95601022	Mutaz58@yahoo.com

Annex 7.2 Workshop Program

Time		Session Subject
From	To	
9:00	11:00	First session
9:00	9:10	Opening and introduction of approach and program
9:10	9:30	Self Presentation by Drawing: participants will use flip-chart paper to present themselves to the group
9:30	10:30	Discussion on Teams: Definition Lessons from past experiences of the participants: what promotes or hinders efficiency and effectiveness
11:00	11:30	Coffee/Tea break
11:30	14:00	Second Session
11:30	12:30	Building on differences in personal thinking styles: The De-Bono Six Thinking Hats; Explanation and Application
12:30	14:00	Necessary skills for team members
14:00	15:00	Lunch break