

# Bounce Forward™

Teamwork by Design...  
Not by Default



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# **Bounce Forward™**

Building Resilient &  
Inspired Teams

## **Teamwork By Design**

## **Not By Default**

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## A Word from the Author

This book has been in the making for many years. Through the years, I have discovered that life throws us curveballs and challenges to help us grow, to test us, to make sure we are on track with our purpose, and to ensure we learn our lessons.

While I have learned many lessons in life about resilience, my first memorable work-related lesson was when I worked in the correctional system...my first “real job”.

It was the first of several riots that I had to respond to and intervene that I learned about the importance of resilience and moving forward after life’s crises. In short order I also learned the importance of having a healthy team, effective communication and a culture that supported the team to learn and grow. These incidents also taught me about the importance of trusting myself, and my skills, and reaching out for assistance and mentoring.

It is my belief that all challenges are accompanied by a gift. The gift in this situation was that I strengthened my confidence, and I learned how to remove the “drama” from the situation. Most importantly, my eyes were opened to the importance of resilience.

As my career progressed, I quickly became aware of how many inmates, clients and colleagues were “stuck”; stuck in the past, stuck in a relationship that had ended years ago, stuck in fear, stuck in a conflict that had long since ended, and so the list went on.

I am grateful to have met these people. Each situation highlighted how difficult the process of letting go and recovering from life’s challenges, trauma, loss, change and adversity really is. For many years I wondered why some people seem to recover and bounce back, and some remain stuck. What is the difference between the people or the situation, I wondered? Eventually the answer came to me, but it was many years later, on an August day as I swam for my life.

Christopher, my now husband and I were in a sailing accident, and as we swam to make it safely back to shore, I discovered the difference between bouncing back and moving forward. It is in our mindset and in our resilience factor.

The discovery changed my life for the better, and it changed it forever.

## *Acknowledgements*

To my husband Christopher, my best friend, my grounding force and my quiet champion, in business and in life. One of my greatest gifts is not only to spend my life with you, but to work alongside you in our business.

Mom and Dad, for always championing my dreams and believing I could do and be whatever I want. Thank-you for providing me with so many moments to grow, to learn, and to experience life. Most importantly, thank-you for raising me to be resilient.

Adele and Melanie...we are not only sisters, we are friends. Thank-you for always being there when I least know I need you.

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Justin Hines, your music was always playing as I wrote, inspiring me to get the words out of my head and onto the paper.

And of course my precious Toby, my four legged friend. Your story inspired me to write my first book, and one year later, I am on my fourth book.

To my friends, family and colleagues, I am blessed to have such incredible friendships and support. I have learned something valuable from each of you!

To my clients who have allowed me to be a part of their world.

*Teamwork by Design, Not By Default*

**The Eight Hurdles**

There are eight common hurdles that I have seen teams face in the team lifespan. Regardless of how teams are created, through design or default, some or all of these hurdles appear and test the teams' ability to move around them, beyond them or through them.

The eight hurdles are: trust, communication and courageous dialogue, synergy, authenticity, relationships, accountability, process and systems and deliverables.

- **Trust**

- Hurdle: Team members distrust one another's intentions or actions.
- Action: Communicate with courage, congruence with commitments and actions. Provide meaningful and respectful feedback.

- **Communication and courageous dialogue**

- Hurdles: Communication is strained. There is frequent miscommunication, a lack of communication, and poorly managed conflict and avoidance of feedback.
- Action: Prepare for the dialogue, clarify the agenda, explore stories and interests, and explore options and clarify solution.

- **Synergy**
  - Hurdle: Lack of energy or synergy within the team, cooperation and collaboration is a challenge, morale has declined.
  - Action: Seek opportunities to combine talent, and foster collaboration in approach and respect for individual strengths.
  
- **Authenticity**
  - Hurdle: The environment or team does not welcome unique talents and contributions.
  - Action: Encourage employees to be authentic, and to bring their best version of themselves to work. Model congruence.
  
- **Relationship**
  - Hurdle: Team relationships become strained through lack of communication, unresolved conflict, lack of relationship development, etc.
  - Action: Establish clarity of roles, definitions in relationships, and time to build the relationship.
  
- **Accountability**

- Hurdle: There are incidents of ‘the ball being dropped’, lack of follow-through on commitments, and unclear lines of accountability.
  - Action: Encourage commitment to self and others, confirm commitments, set checkpoint reviews, and address broken commitments. Review and learn to explore accountability.
- **Process and systems**
    - Hurdle: There are many repetitive processes without a system (so duplication of efforts occurs), systems and processes are unclear or do not exist; there is incongruence between how business is done and what the procedures say.
    - Action: Create systems, especially for duplicated or similar tasks, identify and chart process steps, and provide opportunity to refine and build new systems, when current ones no longer serve the team well.
- **Deliverables**
    - Hurdles: There are difficulties moving from conversation to implementation or action, goals are not clear, and/or no one is monitoring the results or deliverables.

- Action: Chart commitments, review goals, and progress. Identify desired results and use review and learn process to determine how results were met, and identify shortcomings and learnings for the future.

### *Leading Through Change and Transition*

These hurdles frequently show up when a team is undergoing change, or during conflict. Anticipating how you will manage and move through the hurdles is an important preparation step. The more preparation you do before the change, the better managed the process will be.

Change is a pretty normal occurrence in workplaces, but as normal as it is, it is still very difficult. Everyone deals with change differently; some embrace it and others avoid being part of the change. Others remain tentative with a “wait and see” attitude, and when it appears that the change is moving along smoothly, they jump on board to support it. Leading through change can be one of most challenging tasks a leader will undertake; it is more of a journey or process than an event.

Some of the most powerful strategies to leading through change are:

### *Leadership Approach*

- Invite, encourage, reinforce and model innovative and creative thinking.
- Remember that everyone will respond to the change in their own unique way and that it will impact them differently.
- Model respectful behaviours for individuals at all levels in the organization (and encourage others to do the same).
- Find champions in the organization to help bring others along through the change process.
- Demonstrate flexibility and encourage this behaviour in others.
- Model attitudes of optimism.
- Encourage appropriate risk taking.
- Be accepting and tolerant of mistakes so employee learning and accountability occurs.

### *Communication and Engagement*

- Include employees in decision making where possible and appropriate. Explain situations, parameters relevant to situations and decisions (e.g. funds), and specific details so employees can present well informed ideas that have potential for use.
- Release some or parts of the control of projects and tasks to others. Sharing responsibility allows for a sense of involvement in the process. Provide support by monitoring and encouraging.
- Continually connect employees to the business plan, the company mission and values. Create new anchors and strategic

goals. This provides a focus on their contributions to the overall goal, provides ongoing feedback from managers/leaders to employees, and is an incentive to participate.

- Look for opportunities to improve or enhance the organization. In change and transition, workplaces often experience temporary chaos, and the environment and processes may be or feel disorganized. Enhancing organization wherever possible will provide a sense of stability and less external frustration.
- Delegate rather than micromanaging. This will extend trust, faith in employees and provide focus alternatives to change stressors.

### *The Fine Line between a GREAT Company and an EXEPTIONAL One!*

Sometimes it is a very fine line that separates a great company from an exception one. Exceptional companies and teams seem to have several attributes in common, and they all begin with the letter “C”. They are:

- **Clarity:** of roles, company vision, work functions, processes, policies and systems.
- **Creating Value:** There is a constant focus on being valuable and adding value instead of simply going through the motions.

Leaders model and encourage employees to see their work as service, and their actions as adding value.

- ***Commitment:*** Leaders and team members are committed to long term goals, vision and strategic directions.
- ***Corporate Climate:*** A respectful and productive corporate climate is established, and leaders intentionally explore how to connect the corporate climate and culture with processes and systems that maximize efficiency and morale.
- ***Communication:*** Leaders and employees place high value and priority on professional and effective communications, approachability, ongoing feedback for improvement, an environment that invites communication, and the effective resolution of conflict situations.
- ***Collaboration:*** Partnering and collaboration is seen as a valuable approach in doing business. There is a high level of collaboration and cooperation within the team as well as with external stakeholders.
- ***Creativity and Innovation:*** The corporate climate and leaders embrace change, and lead the team through change effectively. Leaders are prepared to take (and lead the team through) appropriate risks, and demonstrate innovative solutions to everyday problems.
- ***Continual Improvement:*** Leaders model a commitment to ongoing improvement.

Employees invest in personal and professional development to grow with the company.

- ***Connecting Passion with Goals:*** Leaders demonstrate a sense of passion and purpose for the work, and connect this with the corporate and team goals.
- ***Conflict Resolution:*** Issues are not left to fester and become deeply rooted and protracted; leaders model and expect healthy and respectful conflict resolution.

### ***Goal Setting:***

Developing goals both for the company and team, as well as for individual performance improvement, are essential for business success. Goals keep the team moving in the same direction.

The process of setting goals takes time and focus. The following is the process that I created for effective goal setting:

**S** - Set the intention: Get clear on your goals; think about what success looks like. Make a decision to take action and succeed.

**M** - Map out the plan. Clearly define action steps, accountability partners and resources needed. Determine some rewards for success.

**A** - Ask for help. Have an accountability partner or team-up with someone.

**R** - Retrain the brain. Keep focused on goals and avoid being distracted by the BSO's (bright shiny objects) that move you away from your goals.

**T** - Take the step and tell others. When you act - and include others - it creates a sense of synergy, and mutual support. Take three steps every day toward your goals. In one week, three actions become 15, and in a month you have accomplished 60 strategic actions.

**E** - Educate and evaluate. Make sure that you have the information you need to succeed. Evaluate success and progress. Monitor your actions and the results on a regular basis. Modify your action plan as needed.

**R** - Review and learn. Review progress regularly. Be patient and flexible. Know that sometimes it will feel like you are not making progress...two steps forward and one back. But the good news is: You are still moving forward!

### **The Process**

- Crystal clear decision about what you want
- Write it down
- Assign deadlines and schedules
- Mind map the actions (every single task)
- Create the plan
- Six success steps daily
- Affirmations for success

### **Goal Review and Learn:**

Once you have set and documented your goals, you must communicate them (frequently). It is important to continually review your goals and your progress. The more connected you (and the team) are to the goals; the more likely you are to succeed. One of the reasons that teams struggle with corporate goals and achieving team results is that they are not aware of, or connected to, the goals, or have not been engaged in the goal setting process (so they are not invested).

Consider some ways that you and the team can become more engaged and invested in the goals. These questions might trigger some thoughts:

- Are your goals documented?
- Who has access to the documents?

- Where do you post or house the goals?
- How are the goals reviewed?
- Who is involved in the goal review?
- How often do these reviews occur?
- How is success celebrated or acknowledged?
- How is lack of progress addressed?
- Who are the champions for the goals?
- What is the process for establishing new goals and future planning?

Did these questions trigger any new approaches you might use in future? Perhaps the questions provided confirmation of your current practice of goal setting and monitoring. A very valued approach in monitoring and learning through experience is the *Review and Learn* process. The following is an example of the Review and Learn questions that I use when facilitating goal setting processes.

1. What worked well in \_\_\_\_ (year)?
2. What was a challenge in \_\_\_\_ (year)?

3. What will we do differently in \_\_\_\_ (next year)?

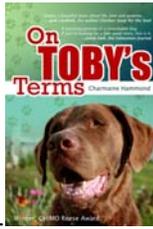
4. What did we learn?

How can you utilize these questions within your team? Some teams have said that they utilize these (or slightly modified version) questions at the end of a project (recruitment and hiring process, project, training program, team building process, or implemented change). It is very helpful to document the responses to these questions as the answers and ideas are very useful for future endeavors, or to establish training and development needs.

*I wish you well at Bouncing  
Forward and Building Your Team  
By Design!*

*Charmaine*

*You can order the rest of the  
Bounce Forward book by  
contacting our office at  
[www.hammondgroup.biz](http://www.hammondgroup.biz)*



**On Toby's Terms** (published by Bettie Youngs Books) was released September 27, 2010 and has been signed to become a motion picture.

When Charmaine and her husband adopted Toby, a five-year-old Chesapeake Bay Retriever, they figured he might need some adjusting time, but they certainly didn't count on what he'd do in the meantime.

Soon after he entered their lives and home, Toby proved to be a holy terror that routinely opened and emptied the hall closet, turned on water taps, pulled and ate things from the bookshelves, sat for hours on end in the sink, and spent his days rampaging through the house.

Oddest of all was his penchant for locking himself in the bathroom, and then pushing the lid of the toilet off the tank, smashing it to pieces.

After a particularly disastrous encounter with the knife-block in the kitchen - and when the couple discovered Toby's bloody paw prints on the phone - they decided that Toby needed professional help. Little did they know what they would discover about this dog.

***On Toby's Terms*** is an endearing story of a beguiling creature who teaches his owners that, despite their trying to teach him how to be the dog they want, he is the one to lay out the terms of being the dog he needs to be. This insight would change their lives forever.

*Simply a beautiful book about life, love and purpose. —Jack Canfield, Co-author of Chicken Soup for the Soul*

*A captivating, heartwarming story and we are very excited about bringing it to film. —Steve Hudis, Producer, IMPACT Motion Pictures*

*Toby has been one of my all time favorite interviews, right next to Bob Barker and Gordie Howe! —Mindy Tweedle, Producer / Host*

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To find out more about ***On Toby's Terms*** visit [www.ontobysterns.com](http://www.ontobysterns.com) or Charmaine's website at [www.hammondgroup.biz](http://www.hammondgroup.biz)

*More Books by Charmaine*

Charmaine is writing a three part children's series based on the adventures of Toby, published by Bettie Youngs Books.

Charmaine and her colleague Debra Kasowski are co-authoring *GPS Your Best Life*, published by Bettie Youngs Books, scheduled for a 2012 release.

She is also co-authoring *In Other Words* with colleague Michele Luit, scheduled for a 2012 release.

## About the Author



Charmaine Hammond is an international transformational speaker, trainer and facilitator, helping businesses to build inspired and resilient teams.

As the President of Hammond International Inc., Charmaine helps individuals, teams, businesses, government departments, and corporations improve resilience and inspired performance. An expert in team relations, resilience, communication, and conflict resolution, Charmaine helps identify and resolve what gets in the way of success and bouncing forward™!

An interesting career path would be one way of describing Charmaine's background. Her first careers were as a Correctional Officer and Mediator. Following her passion for conflict resolution, Charmaine received a Master's Degree in Conflict Analysis and Management, mediating family, community and corporate disputes. She has owned her business for fourteen years.

In addition to being author of *On Toby's Terms*, she is a contributing author to *Chicken Soup: What I Learned from the Dog* featuring her dog, Toby. Charmaine is conducting book signings throughout the US and Canada.

Charmaine is passionate about paying it forward. She volunteers at a local hospital with her dog, is active with many community projects and enjoys being full-on in service to others.

*To Book Charmaine for Speaking or Training*

Resolving conflicts and building teams behind bars and in boardrooms as a former Correctional Officer and Mediator, Charmaine helps you overcome the three most challenging workplace issues: conflict, communication and team relationships.

Charmaine is a well sought-after speaker, these topics being the most popular:

- The Resilient Team: Igniting Resilience at Work
- Courageous Dialogue
- Teamwork by Design, Not by Default
- Turning Confrontation to Conversation
- Conflict Management for Supervisors/Leaders - Leading Through Conflict
- SUCCESSION Planning
- The ASK that Makes the Difference
- Bounce Forward™ in Business - The Resilient Business

Charmaine also co-presents a PAWsitive series with her dog Toby, the star of her new book, and soon to be made motion picture!



- Toby on a PAWsitive Attitude
- Toby on Working with Passion

- The 4 PAWS Team - Toby Builds Healthy Teams

To book Charmaine to speak or train, contact her office by visiting [www.hammondgroup.biz](http://www.hammondgroup.biz).

**Sign up for her FREE e-newsletter! It is full of free information to boost your business and build your team.**

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<http://www.blogtalkradio.com/charmainehammond>

##### **PAWsitive Radio (all things Pets)**

<http://www.blogtalkradio.com/chammond>

##### **Your Book As a Business**

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