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# 2007 SABEQ TEAM BUILDING & WORK PLANNING EVENT

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# **2007 SABEQ TEAM BUILDING & WORK PLANNING EVENT**

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND  
QUALITY (SABEQ)

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BEARINGPOINT, INC.

USAID/JORDAN ECONOMIC OPPORTUNITIES OFFICE (EO)

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5E.2.5.2 2007 SABEQ TEAM BUILDING & WORK PLANNING  
EVENT

## **DISCLAIMER:**

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.

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# SABEQ TEAM BUILDING EVENT

## INTRODUCTION

The SABEQ Program is on its first year of technical work delivery. Because the Program just started the implementation, and has a large staff, high-level counterparts, and a deadline driven mandate, we want to ensure efficiency and proper communications both internally and externally. At the beginning of the 2007 Calendar Year, we are required by our contract with USAID to hold a team-building and work planning session. The goals of this session are diverse. Not only to communicate the technical activities and their timeframe to the SABEQ team and USAID representatives, but also to encourage communication amongst staff members and build and reaffirm their sense of loyalty, morale, and team-membership. Similarly, the personnel of our counterparts change from time to time requiring a dynamic forward thinking approach that the staff needs to be aware of. The challenge for this consultancy is to create an increased awareness of the importance of teamwork and unity and to ensure that everyone fully understands the technical requirements of the coming year.

## OBJECTIVES

### Primary Themes

- Unity of Purpose behind SABEQ's Vision and Values
- Integration of SABEQ's component teams and individuals to implement comprehensive solutions to complex problems
- A collaborative work environment

## PROGRAM

Activity	Objective
SABEQ Impact	To frame the discussion and reinforce the exciting challenge before the group.
Core Values Exercise	To get people thinking beyond vision by exchanging their ideas on the values that will guide SABEQ.
Teambuilding Exercise	To assist teams in experiencing the practical challenges of integration and teamwork.
Maximizing the Impact – Work-plan Presentation	To present key aspects of the work-plan and to provide options for the case study exercise.
Case study – Group Work	To dialogue on the best way for SABEQ to effectively utilize its resources and to end-vision how their programs will impact Jordanian families.
Team Presentations	To share the ideas developed within the teams.
Awards Ceremony & Closing Remarks	To celebrate the group's efforts and capture important insights.

## OUTCOMES

- Identification and collective understanding of key Organizational Core Values
- Enhanced emotional attachment to SABEQ's Vision and Purpose
- Better understanding of the benefits and process of integration among components
- Greater personal connectivity with others in the organization to increase collaboration

## FEEDBACK AND RECOMMENDATIONS

- The involvement of senior management created a strong connection between the program's agenda and work related outcomes. Additionally, the involvement of the entire management team created an important pre-event teambuilding exercise that brought greater momentum into the event as more people felt a direct stake in the outcome.
- The participants rose to the challenge to engage the exercises and the case study despite time constraints and fairly broad parameters. While measures were taken to mitigate potential confusion and to ensure an efficient process, the participants demonstrated they enjoyed the opportunity to share their knowledge and creativity.
- The establishment of a base line through the case study of Ibrahim will provide SABEQ with an easily understood reference point for future events and discussions. Component leaders may want to develop some teaching points around the case to highlight options and connections that were not discussed in depth given the time constraints of the case study exercise.
- Components should (if they don't already) develop metrics to track not just results from working with other components but also the processes, especially related to knowledge sharing and providing inter-related activities.
- Smaller team building events could be held that link two components together rather than rely only on annual events that are organization wide.
- Develop a formal core value presentation from the Core Value exercise held during the event and promote that across the organization to highlight the good and important work that was done by the groups during the team building event.
- Develop some of the ideas presented from the case study exercise and assign to teams to determine real action plans and implement. Sharing some real life successes coming from the case study would reinforce the lessons learned and the emphasis on impact and implementation.

## **APPENDIX:**

### **AGENDA, CASE STUDY, EVALUATION SUMMERY, SEATING PLAN)**

#### **2007 SABEQ PROGRAM**

#### **TEAM BUILDING & WORK PLANNING**

#### **AGENDA**

09:00am	Arrival, Registration and Coffee Break
09:30am	Welcoming Remarks and Introductions - SABEQ Program, Rodrigo Ortiz; Chief of Party - USAID, Jamal Al-Jabiri; Deputy Director, Office of Economic Opportunities
10:15am	SABEQ Vision, Impact and Core Values
10:50am	Teambuilding Activity
11:20am	Coffee Break
11:50am	Maximizing the Impact – Work Plan Presentations
12:35pm	Teamwork – Case Study
1:30 pm	Team Presentations
02:15pm	Lunch
03:15pm	Awards Ceremony and Closing Remarks - USAID, Diana Putman; Director, Office of Economic Opportunitites - SABEQ Program, Rodrigo Ortiz; Chief of Party
03:45pm	Closure

## CORE VALUES AND SLOGANS

- Value: Open doors to opportunity
  - Slogan: Engage, communicate and unlock potentials.
- 
- Value: Action
  - Slogan: Deliver what we promised
- 
- Core Value: A passionate Team
  - Slogan: Commitment driven by passion
- 
- Value: Impact
  - Slogan: Achieving impact through responsibilities, leveraged partnership, and a shared development commitment.
- 
- Value: Effective Innovation
  - Slogan: Positive impact through effective innovation
- 
- Value: Sensitive, Active Bold, Equitable, Quality
  - Slogan: Flexibility with Focus
- 
- Value: Team work collaboration
  - Slogan: Making a difference through teamwork
- 
- Value: Action
  - Slogan: Deliver what we promised
- 
- Value: Quality
  - Slogan: Quality service for a competitive Jordan.



## CASE STUDY

### Ibrahim's Story

Ibrahim is 15 years old and lives near Irbid. Most of his world revolves around school, friends and family life. As the oldest son, he feels a growing sense of responsibility and frequently, his thoughts turn to the future. He sees that his father works hard to provide for the family and listens attentively when his father talks to the other men about the growing instability in the labor market. His father works in a food processing facility in Irbid. The facility has ageing equipment and flat sales growth and Abu Ibrahim talks more and more about needing to find a second income for the family.

Ibrahim, the oldest son, is one of seven children and he is amazed at how his mother keeps everything in the house running efficiently. She is a talented cook and seamstress and has even talked about finding a way to work outside the home to make some additional money for the family. Once, Ibrahim showed her an article in the newspaper about women starting their own businesses which really got his mother asking lots of questions.

His older sister, Alia, enjoys art and decorating. She will finish school soon and sometimes shares her dreams with Ibrahim of getting more training after high school or perhaps even starting her own business. Ibrahim tries to encourage her, because he also has dreams.

Ibrahim does well in school but doesn't know if there will be any real opportunities for him to get more education. With his father's employment situation looking uncertain, he anticipates needing to find a job immediately after graduation.

Two of his uncles in Amman recently started a delivery business and are already talking about expanding to other parts of Jordan. Ibrahim wonders if this will provide some opportunities for his family.

Some days he feels depressed as he watches the young unemployed men in town but other times he feels a sense of optimism, like when he talks to his cousin who is studying computer at a local college. Ibrahim believes he can live up to his family responsibilities, he just needs an opportunity.



## EVALUATION SUMMERY

### SABEQ TEAM BUILDING, APRIL 26, 2007

- Please check the rating which best describes the quality of this event :

	Materials	Instructors	Practical Application	Venue	Overall Training
<b>Excellent</b>	<u>  29  </u>	<u>  47  </u>	<u>  39  </u>	<u>  35  </u>	<u>  41  </u>
<b>Good</b>	<u>  26  </u>	<u>  12  </u>	<u>  17  </u>	<u>  20  </u>	<u>  17  </u>
<b>Fair</b>	<u>   2   </u>	<u>   1   </u>	<u>   2   </u>	<u>   2   </u>	<u>   1   </u>
<b>Poor</b>	<u>      </u>	<u>      </u>	<u>      </u>	<u>      </u>	<u>      </u>

- Which topic did you think was the most useful?
  - Core values exercise (3)
  - Case studies (32)
  - Initial teambuilding (2)
  - Work plan presentation (7)
  - “Maximizing the impact” part (2)
  - Horoscopes (1)
  - The slogan exercise made us seriously think about what SABEQ is supposed to deliver and how best to deliver it. (3)
  - Team building exercise/ machine (19)
  - The whole experience of doing this (3)
  - Team work (3)

- **Which topic did you think was the least useful:**
  - Could not practically link the case study to some components **(1)**
  - vision/ impact **(1)**
  - The machines though it was fun**(3)**
  - Values exercise **(2)**
  - The case study **(2)**
  - work plan presentation **(2)**
  - people introducing themselves ( we were too many)**(2)**
  - the way visions were introduced could have been more effective had it been done in a participatory approach.**(1)**
  - Slogan **(1)**
  
- **How could this event be improved?**
  - shorter presentations **(1)**
  - Being more interactive and maybe shorter **(1)**
  - Do it outside Amman( **3**)
  - Adding more topics **(1)**
  - Make team building completely independent from management to solicit staff feedback of program strengths and weaknesses.**(1)**
  - It was good as is ( **1**)
  - More time( **4**)
  - substitute work plan or summary of work( **1**)
  - More components interaction through actual cases(.**1**)
  - Excellent/ no need for any improvement( **1**)
  - more interaction among different groups. **(2)**
  - Local facilitators.( **1**)
  - was excellent; short, effective and sweet. **(1)**
  - A better venue.**(1)**
  - Breakdown the case study into smaller parts, with each part an exercise. Give more time and focus **(1)**
  - The case study was complicated. A simpler case study is recommendable **(1)**
  - a bit more substantial content **(1)**
  - With cooperation with other people and more respect to their opinions **(1)**.
  - There was no conclusion for activities especially for core values. **(1)**

- Providing the slide show material to participants for better follow-up(2)
- Will be improved with working as one team under SABEQ. (1)
- Include what was the achievement during the next year's event.( 1 )
- Better focus of projectors (1)
- USAID should be excluded for a more spontaneous atmosphere.1
- Do it yearly (1)
- could even be longer perhaps moving into actual “ cross-pollinating” team building(1)
- At this stage, not much to improve (1)
- 
- **Would you recommend this event to others?**      **Yes** \_\_44\_\_ **No** \_\_1\_\_
  - \*Yes if the USAID is excluded.
- 
- **Comments:**
  - A successful event( 1)
  - It was a chance to meet everyone in SABEQ and other companies. It was also an enjoyable event.(2)
  - The facilitators were excellent and equally prepared.(1)
  - Much needed and appreciated.( 1)
  - Great Organization (1)
  - Keep up that good work(1)
  - circular tables mean half have to turn 180 degrees(.1)
  - The event tried to do too much. It should be either a work plan presentation or a teambuilding event, but not both ( 1)
  - The ice breaker at the beginning was great and having the lunch toward the end was good because you don't really have to worry about participants losing steam.(1)
  - These are a lot of smart people in the team. (1)

## SEATING PLAN

No.	Organization	Comp.	First Name	Last Name
Table 1				
1	USAID		Diana	Putman
2	SABEQ Program	6	Rodrigo	Ortiz
3	SABEQ Program	5	Amal	Habis
4	Local Sub- Tabaa and Associates		Tawfeeq	Tabaa
5	SABEQ Program	6	Faraj	Abu- Nofal
6	SABEQ Program	4	Samer	Samman
7	SABEQ Program	4	Luma	Batarseh
8	SABEQ Program		Gina	Farraj
9	USAID		Dana	Mansouri

Table 2				
1	USAID		Jamal	Al-Jabiri
2	HO		Keith	Molkner
3	SABEQ Program	6	Carol	Swan
4	USAID		Rima	Kayyal
5	SABEQ Program	4	Kinan	Jaradat
6	Local Sub- Al Jidara		Awni	Nabulsi
7	SABEQ Program	5	Dania	Gharaibeh
8	SABEQ Program	4	Muna	Dahdaleh
9	SABEQ Program	6	Saja	Jardaneh
10	SABEQ Program	6	Rana	Manna

Table 3				
1	SABEQ Program	2	Lindsey	Wellons
2	SABEQ Program	3	Ala'	Al-Kurdi
3	SABEQ Program	5	Rami	Khyami
4	SABEQ Program	5	Yasmeen	Al-Zeben
5	Local Sub- CNS/Primus		Serene	Elawi
6	Local Sub- To Excel		Reem	Zaal
7	Local Sub- To Excel		Nisreen	Barakat
8	USAID		Mohammad	Yassien
9	Local Sub- Al Jidara		Reem	Qoussous
10	USAID		Nujoud	Serhan

Table 4				
1	SABEQ Program	3	Mohamad	Amawi
2	SABEQ Program	1	Nahla	Bashiti
3	USAID		Ruba	Jaradat
4	Local Sub- Al Jidara		Lutfi	Sayegh
5	SABEQ Program	6	Ala'	Al-Aloul

6	SABEQ Program	6	Ramzi	Al-Sheshani
7	SABEQ Program	4	Rima	Qaisi
8	Local Sub- Al Jidara		Rana	Haikal
9	SABEQ Program	6	Lina	Salah
10	SABEQ Program	6	Elham	Musa

Table 5				
1	USAID		Maha	Musa
2	SABEQ Program	5	Gwen	El Sawi
3	Local Sub- Business Development Center “BDC”		Maha	Shawareb
4	Local Sub- CNS/Primus		Maher	Muhtadi
5	SABEQ Program	4	Brian	Buckley
6	HO		Dennis	Hall
7	SABEQ Program	4	Laith	Al Qasem
8	SABEQ Program	4	Fred	Harris
9	SABEQ Program	5	Tulin	Bakeer
10	SABEQ Program	5	Hanan	Zaideh

Table 6				
1	SABEQ Program	5	Sameera	Qadoura
2	Local Sub- Business Development Center “BDC”		Baha'	Al-Zayyat
3	Local Sub- To Excel		Seren	Shahin
4	Local Sub- Al Jidara		Riwa	Saeid
5	SABEQ Program	4	Khitam	Farah
6	USAID		Kenana	Amin
7	SABEQ Program	6	Bassam	Sa'dieh
8	Short Term Consultants		Nathaniel	Bowditch
9	Local Sub- CNS/Primus		Rasha	Asfour
10	SABEQ Program	2	Souad	Abdelhamid

Table 7				
1	SABEQ Program	1	Glenn	Tasky
2	SABEQ Program	4	Jansette	Quandour
3	SABEQ Program	5	Rana	Al-Turk
4	Local Sub- Al Jidara		Amal	Awad
5	Local Sub- CNS/Primus		Nidal	Nasereddin
6	USAID		Cybill	Sigler
7	SABEQ Program	6	Ruba	Hattar
8	SABEQ Program	5	Yareen	Tel
9	SABEQ Program	6	Waleed	Nimer
10	Short Term Consultants		Tareq	Touqan

Table 8				
1	SABEQ Program	6	Jacob	Cohen
2	SABEQ Program	2	Rasha	Bira
3	USAID		Muna	Sayegh
4	SABEQ Program	2	Geoff	Wright
5	SABEQ Program	5	Tina	Kasim
6	SABEQ Program	6	Khalid	Shrouf
7	Local Sub- Al Jidara		Shereen	Aabdi
8	SABEQ Program	5	Sahar	Yousef
9	SABEQ Program	5	Andrew	Kaiser
10	SABEQ Program	6	Sarari	Ahmad

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