

12 Team Building Trends for 2019

What's Ahead?



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Team Building Trends 2019

What's Ahead for 2019



Since 2013, we've released our annual team building trends forecast. We examine economic trends and pinpoint what we're observing in the marketplace.

We are pleased to release our 2019 team building trends report. This report is intended to make it easier for executives to identify tools and strategies to improve team building R.O.I. in 2019.

Team building is not a once a year or even a quarterly event. It's an ongoing process that begins with hiring and promoting the right team members in the first place. Get this wrong and building effective teams will be a challenge.

Unfortunately, not all trends of the trends that we are observing represent best practices. So, once again, we are examining Best Practices and Pitfalls to Avoid.

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HTML Version: <http://www.executiveoasis.com/blog/teambuildingtrends2019.html> (With Videos)

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Team Building Best Practices

1. Revenue-Generating Team Building

Team Building that Flows Directly to the Bottom Line



Economic storm clouds are on the horizon and the R word is once again being tossed around. Executives are scrutinizing expenditures across the organization more closely. Team building and executive retreats are usually perceived as cost centres. As companies attempt to identify opportunities to maximize revenue, revenue-generating team building delivers immediate bottom line results.

Here are 2 approaches to generating revenue through team building. Either of these approaches will produce results that can be quantified:

- [Visexecutaries: Seizing Opportunities in our Shifting Corporate Landscape](#)
Teams design and execute revenue-generating projects:
 - guerilla marketing initiatives
 - pop-up events
 - flash sales

Revenue can be generated for the company, a charitable cause (CSR), or both.

- [viral videos](#) (Toronto)
Teams design, shoot, and launch a video across social media platforms. Can be designed in conjunction with a pop-up event or guerilla marketing.

The best approach is to design projects that address specific business challenges and generate solutions including:



- identifying new target markets to replace segments that are declining
- identifying new uses for existing products or services (think 3M)
- uncovering hidden business opportunities
- re-engineering time consuming processes

One of our clients has given us permission to share video footage from their executive retreat. In this example, revenue was generated for the company and there was a CSR component.

[Click to Launch Video](#)



[Visexecutaries: The Assignment](#)

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- [The Quest for Black Gold: Uncovering Hidden Business Opportunities](#)

Participants engage in a series of small group exercises to identify their business challenges, team dynamics, and interaction styles.

Next, they are taken to the desert and given the task of using clues to locate an abandoned oil field and broken down oil derrick. If they succeed they will pump black gold...oil...and enjoy a celebration under the stars.

The debriefing focuses on the tools and strategies the teams used to be successful. Through facilitated business exercises, they identify untapped markets for existing products or services and hidden business opportunities.

The teams formulate a plan that they implement back at work to generate revenue.



If 2 heads are better than one, think of the power of many.

2. Masterminds for Executives and Entrepreneurs

Napoleon Hill, author of *Think and Grow Rich* was the first to highlight the power of mastermind alliances that meet on a regular basis to provide support to members

Mastermind groups can work for corporate groups seeking solutions to business challenges. A cross-functional approach is highly effective.

Professional facilitators help the groups gel, and remain targeted, focused, and on-track.

Today, team building isn't just for corporate teams that work together daily. In a complex and turbulent market, entrepreneurs who usually work independently can benefit.

The same tools that assist corporate teams in improving their effectiveness can add tremendous value for entrepreneurs and executives from different organizations who meet regularly.

Today, in a growing trend, groups like Vistage, Entrepreneurs' Organization, and Tec Canada (the Canadian wing of Vistage) apply the mastermind alliance principle for corporate executives.

Mastermind: "The coordination of knowledge and effort of two or more people, who work toward a definite purpose, in the spirit of harmony."

Think and Grow Rich



Small teams...a challenge and an opportunity



3. Shrinking Groups

In small team building sessions, Team members tend to relax and go deeper about their concerns. Introverts are more likely to open up than when sessions are large.

As a result, it is important to allocate more time for each session. With the pressure to compress team building into tighter and tighter timeframes, this may not be possible. If you can't increase the timeframe, have only one or two areas of focus per session.

One thing to keep in mind is that, the smaller the group, the higher will be the per person fee for facilitation and venue rental. As a result, small teams often experience sticker shock when they review proposals.

Many organizations that used to sponsor team building initiatives at the director and VP levels now divide up the budget and distribute the budget to departments.

The miniscule amount that results makes it difficult to afford anything other than a short social event that is not a replacement for team building. Recreational activities don't address or resolve team challenges. When used as a substitute for real team building, think of them as a placebo.

If 2 - 4 teams, pool their budgets, it can be enough to make team building affordable. Another way to make team building facilitation accessible to small groups is to sponsor these initiatives at the VP level and enter into an agreement with a team building consulting firm. Economies of scale that keep team building facilitation affordable even for small teams can be realized.

The kick-off session, activity portion of the team building or OD initiative, or the celebratory social after objectives have been achieved can still involve the larger group.

4. Short Focused, Modular Approaches

The power of focus...



One way to leverage team building for shorter timeframes, shrinking budgets, and smaller groups is to use a modular format for intact or cross-functional teams. Each team needs to have a very specific focus.

Here is how it works.

- Set the stage at kick-off for the whole group(2 hours):
 - executive briefing
 - identify the issues and opportunities
 - describe the approach
 - review the shared toolkit for brainstorming, decision-making, and planning (briefly)
 - map out the plan
- facilitation training for team leaders and back-ups (Varies depending on experience)
- mini-simulation for team members who are unfamiliar with the toolkit (3 hours)
- weekly breakout sessions for each group - facilitated by the leaders who have been selected and trained (2 hours per week)
- re-convene to present recommendations (3 hours)
- implementation
- measure results
- celebration

With this roadmap, the entire team will be together for about 5 hours.

If you schedule the kick-off, mini-simulation and team leader training back to back, the facilitator will work with your team for 1 1/2 to two days initially and come back for the final session. Executive Oasis International can also design the celebration.

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Gamification, one of our 2018 team building trends, can **amp up the fun factor without blowing your budget.**

- **The Cash Flow Game**



A sure-fire strategy to stretch your budget....



5. On-Site Team Building

Rather than scrapping team building, reign in the cost of team building by bringing all or part of it on-site.

This strategy will eliminate a good chunk of the budget (e.g. meeting room rental, accommodation) and let you care out the funds to engage an expert facilitator.

You can even get employees to supply their own lunches and snacks as they would on any other work day.

One concern is that there will be too many interruptions. Some solutions are to:

- use a branch office at the same company
- swap meeting spaces with a supplier or client
- using a hybrid format (a combination of video conferencing and face to face sessions)

6. Unique Venues for Team Building

Set-up for success....

When budgets are tight, a little bit of creativity can help you come up with a venue that will enhance team building and even reinforce your theme.

To stretch budgets, groups can hold all or just the activity portion of team building off-site at affordable venues like:



- college or university campuses
- libraries
- city hall and other municipal offices
- country clubs (if some executives are members)
- acting studios
- art galleries
- greenhouses
- swimming pools
- community theatres
- movie theatres
- conservation areas
- ice rinks
- shopping centres
- equestrian facilities
- fitness centres
- summer camps during off-season
- video game parlours during off hours
- virtual spaces (Sansar)

The next frontier....



7. Virtual Reality for Team Building

For the last 2 year, we have highlighted virtual reality (VR) as a top team building trend. Progress has been slower than anticipated. More experiences that underscore team dynamics are needed.

Interactive VR simulations for teams are also an important area where design and development need to devote some attention. [Sansar](#), Linden Labs virtual playground, came on stream in July, 2017 and its growth will continue.

Remember, team building is about how a team works together to achieve results day in and day out. [Hololens by Microsoft](#) is an example of technology that transforms the virtual world and creates more sophisticated spaces in which teams can interact.

[See the HTML Version to access Sansar and Hololens videos.](#)

Team Building (Including Cringe Worthy Moments)

Scrapping team building in times of uncertainty is short sighted.

8. Less Team Building

When the economy is uncertain or turbulent, many companies shelve team building or replace it with short, strictly recreational activities.

Off-sites have continued to disappear. Today what gets called team building is either a corporate play day or a boring meeting followed by a recreational activity.

Unfortunately, while this short-sighted strategy provides temporary relief from budgetary pressures, the core issues that team building could help organizations resolve are never resolved.

- [Team Building: What's up with the 2 Hour Team Building?](#)

Also consult:

- [Short, Focused, Modular Approaches](#)

The main take-away is that these sessions need to focus on ONE specific issue or opportunity that the team is facing. Provide some information ahead of time and give participants an opportunity to think, reflect, and come prepared with ideas and input.



Corporate teams urgently need clear guidelines for appropriate behaviour.

9. Sex Scandals, Sexual Favouritism, and Sexual Nepotism

Sexual favouritism, sexual nepotism, and sexual harassment are triplets. Where you find one, the other will eventually turn up.

This is one trend we wish we had not called accurately. Even we did not see this coming from the hallowed halls of Google.

We will see the lid blown off favouritism and sexual nepotism which have created the poison work environment in which sexual harassment thrives in many industries.

It begins on LinkedIn and other social media platforms. Women who look like models or who post revealing photos and videos are rewarded even for subpar content. The content goes viral and the job offers and business opportunities poor in.

When it comes to hiring and promotions, favouritism based on stereotypes of what's hot and what's not play a major role.

These dirty little secret of corporate life STILL has not been explored in depth by the media but there has been a start.

- [Why An Outsized Number Of Blondes Are Leading The Country: Blame Sexism](#)
- [Attractiveness discrimination: Hiring hotties](#) (The Economist)

"Google employees around the world staged walkouts on Thursday to protest what they say is a workplace culture that has turned a blind eye to sexual harassment and discrimination."

CNN



Corporate teams urgently need clear guidelines for appropriate behaviour.

Far from a fluff issue, anything that denies qualified individuals a place on corporate teams and access to promotional opportunities will undermine team effectiveness.

Women are being denied opportunities for which they are well qualified. Jobs and promotions are awarded to women who are perceived as being more nubile and desirable.

These biases have a particularly negative impact on Black women.

- [Meet the only black woman leading a Fortune 1000 company](#)
- [Sis, It's Not You, It's Them: Here's Why Black Women Are Having A Hard Time Moving Up The Corporate Ladder](#)

It's a ticking time bomb. In 2019, look for this genie to leap out of the bottle and into the headlines. In this case, the dye bottle.

It's time to re-visit protocols and policies re: appropriate behaviour at company functions. A clear message needs to be conveyed that hiring and promotions should be based on qualifications and performance not hair colour or cup size.

Unfortunately some companies just won't "get it" until they are slapped with lawsuits.

"It's no secret that a lack of gender and racial diversity in the workplace is a problem numerous companies and industries struggle with...when it comes to Black women in the workplace, progress in some cases stops altogether.

According to the 2018 Women in The Workplace survey from LeanIn.org and McKinsey & Co., when it comes to moving up the ladder in the workplace, Black women experience more hurdles and challenges than any other demographic."

Essence



In a trend unseen since #metoo look for stories about racial discrimination to come pouring into the public arena.

10. The Silence About Racial Discrimination will be Broken.

Why is this a team building issue? For teams and organizations to be successful, the right team members must be in place in the first place. If qualified candidates are bypassed because of race and ethnicity and under qualified candidates are hired, this will have a detrimental impact on organizational performance.

Black executives and professionals have been intimidated into silence about racial discrimination. Speaking up about discrimination in hiring, promotion, and team dynamics is a career limiting move. Speak up and you will be perceived as a trouble maker, accused of having a "chip on your shoulder", or heaven forbid, labeled an "angry Black woman".

Black women are finally speaking out publicly about the discrimination they face when being considered for employment or promotions when they wear their hair natural. (Preference is given to White women with long, straight, blonde hair even when they are less qualified.)

The media has exposed this discrimination that is excused as "personal preference" on dating sites. Now it is rampant on social media sites that it is sparking discussion and some initial media coverage.

- [Is Your 'Natural' Hairstyle Preventing You from Getting a Job?](#) (Forbes)
- [Black Women Speak Up About Their Struggles Wearing Natural Hair](#) (Essence)
- [Race, Hair, And TV Weather Forecasts](#) (Forbes)
- [Gender & racial stereotypes regarding hair, a serious barrier to workplace equity.](#)

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In an attempt to spare the next generation of professionals from the hardships which they have endured, Black professionals who are approaching retirement are beginning to speak out about their experiences.

Even younger professionals are so frustrated with the barriers that have been placed in their way they are no longer waiting to speak up despite the risk of repercussions.

Mark S. Luckie, a [Black former Facebook employee](#), slammed the social media giant for the way that it treats Black employees.

It isn't only Black professionals who are starting to speak out.

Ahmad Iman, an Egyptian real estate professional who is based in Australia, started the ball rolling with "[Why don't recruiters like my name?](#)", his ground-breaking video

This genie is now out of the bottle and it will not be going back any time soon.

"Facebook has a 'black people problem,' according to a former black manager at the company. Mark S. Luckie, made public a memo he sent to Facebook's global staff before leaving the company..."

Luckie has been open about his experience at previous jobs, too. Prior to joining Facebook, Luckie worked at other tech firms, Reddit and Twitter. After leaving Twitter in May 2015, he wrote a Medium post about what it was like to work at a tech firm as a black man. "The widespread underrepresentation of faces of color in tech is already alarming," wrote Luckie, who was previously an editor at the The Washington Post. "However, the situation is more dire than raw numbers project."

CNN



Even we didn't see this one coming...

11. More Foolishness and Folly #baaadteambuilding

We were among the first to sound the alarm about this trend. As a result our President, Anne Thornley-Brown, has been quoted regularly in the media.

- [Teaming for Success: The Good, The Bad, and the Ugly of Team Building](#)
- [Corporate Team-Building Activities: The Good, the Bad and the Really Ugly U.S.](#) News & World Report
- [Corporate Team-Building Events: The Good, The Bad & the Ugly](#) Huffington Post UK
- [Team building, le agenzie devono ripensare i propri concept per gestire le sfide del mercato](#)
- [Extreme Team Building](#), ASME
- [5 Steps to Create a Better Executive Retreat](#) Successful Meetings Magazine
- [Team building: le aspettative delle aziende e il rischio dell'effetto boomerang](#)
- [Don't Wing It with Team-Building](#), Society for Human Resource Management
- [Il team building aziendale è una perdita di tempo?](#)
- [...more media coverage....](#)

Last year we asked "From rage rooms to axe throwing the folly continues? What's next? Pie throwing?"



Goat yoga anyone? Even we didn't see this coming.

When the Hotels.com commercial was released, we thought it was just something silly that was made up for the commercial.

Wrong answer. Companies are actually spending money on this in the name of team building. "Why?" is our only question.

One thing is certain, the foolishness in the name of "team building" is bound to continue and it is one of the factors that will result in the shelving of team building by many organizations.

See our previous reports

- [2017 - FULL Foolishness & Folly Report](#)
- [2018](#)



Extreme and activities have no place on the corporate agenda.



12. Extreme Activities as a Substitute for Team Building

At the extreme end of the spectrum are dangerous activities that are used a substitute for team building. We did extensive coverage about this trend in:

- [2018](#)
- [2017](#)

Articles:

- [Team Events Gone CRAZY!!](#) (LinkedIn)
- [Extreme Team Building](#) (American Society of Mechanical Engineers)

There is really nothing to what we have already shared. Our position is unchanged. Extreme and dangerous activities have no place on the corporate agenda. It will take hefty lawsuits for some companies to wake up and put an end to this madness.

"What's coming next?' 'Poison darts? Machetes to the face? Acid in the eyes? Disembowelment?'"

A.J. Jacobs

Team Building, Innovation, and R.O.I.

An Executive's Guide to Boosting the Bottom Line

About our New E-book



Overview

Team Building, Innovation, and R.O.I.: An Executive's Guide to Boosting the Bottom Line is a call for a **return to sanity in team building**. It is designed to stimulate discussion and an exploration of how team building can, once again, be used by executives as a vehicle for boosting the bottom line.

The strategies and tips that I have included are based on the missteps that I have observed companies make over and over again during the past 20+ years.

We'll explore:

- the main ingredients for designing effective team
- the keys to planning effective team building
- pitfalls to avoid
- the steps involved in measuring team building R.O.I.

- [Why Team Building](#)
- [What Executives Have to say About this E-book](#)
- [Executive Summary](#)
- [Why This E-book](#)
- [Team Building and the Bottom Line](#)
- [Essential Ingredients for Effective Team Building](#)
- [Team Building vs Team Recreation: Can You Spot the Difference?](#)
- [The Role of Fun in Corporate Team Building](#)
- [Keys to Planning Effective Team Building](#)
- [The Value of Team Building Simulations](#)
- [Team Building in Tight Timeframes](#)
- [Top 12 Team Building Pitfalls](#)
- [A Word About Sales Rallies and Retreats](#)
- [Foolishness and Folly on the Corporate Agenda](#)
- [Caution: Danger up Ahead](#)
- [Effective Team Building That Pays for Itself](#)
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- [Team Building in Action \(Sample Team Building\)](#)

Order Here: <http://www.executiveoasis.com/blogs.html#ebook>

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What Executives Have to Say About This E-book



Time is money. A well-organized executive retreat or team building session demonstrates the importance to participants. It conveys the messages that the organizers/company respect their time.

Anne Thornley-Brown has created a very thorough review of the issues that should be considered to make best use of the time allotted by the company and employees to achieve particular company/team goals.

To some, these tips/suggestions may seem to be intuitive or insignificant but experience has shown that even a small miss can have a significant impact. Disciplined preparation improves your chances.

I am a strong believer in senior officer involvement.... and the rules to be aware of when you participate. It is important that all participants know and respect your role. Most company success comes from the direction and vision at the top. There is no better place to set the direction, seize a particular "opportunity", and demonstrate the talk you walk and that you walk the talk. You play by the same rules. If you are on time everyone will be, however, if you are not so inclined, it can have a very negative impact.

Congratulations on your success in the niche you have carved out. Good luck with the e-book.

Bob

**Robert F. Latham,
Board Member, BSM Wireless
Chairman of the Board, Datacom Wireless
Former President and CEO, Bell Cellular
Group VP, A/President, Bell Business Solutions, Bell Ontario**

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Executive Summary

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Here are the most important things for busy executives to keep in mind to keep executive retreats and team building on track and ensure that you generate bottom line results.

- Team building is more than an event. Expertly facilitated team building can generate bottom line results
- Set clear objectives and tie them to **specific, measurable** improvements in team and business performance.
- Never delegate key decisions about team building to inexperienced or junior team members who don't have a grasp of organizational strategy. Delegate fact-finding, research, and logistics but never authority for key decisions.
- Remember that recreational activities are not a substitute for team building.
- Select inclusive activities in which all team members can participate
- Meet with the facilitator at 3 strategic points. It doesn't take much to unleash the power of team building. All it requires from the sponsoring executive is an initial meeting or conference call and 3 checkpoint meetings or conference calls to keep things on track.
- Allocate enough time for team building and don't cut it short. Unless you schedule a series of meetings, it is impossible to generate bottom line results and make the session interactive and fun in 2 hours or half a day.
- Don't scrimp on the debriefing and business application exercises
- Always have a post-mortem and follow-up sessions with the facilitator.
- Avoid the top 12 team building pitfalls
- Avoid risks. Keep the liquor under control and avoid extreme activities.
- Stretch your team with team building that generates revenue and pays for itself.

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About Anne Thornley-Brown



President, Executive
Oasis International

Team Building Facilitator/OD Consultant
Education: MBA, MSW

Experience: 20+ Years
Global Reach: Companies from 18 countries

Anne Thornley-Brown, founder and President of Executive Oasis International. Anne has worked with clients in a variety of industries including telecommunications, banking, pharma, the airline industry, transportation, and the entertainment industry.

Anne has facilitated team building and workshops from 18 countries including North America (Canada, USA), The Caribbean (Jamaica, Dominica, Barbados), The Middle East (Dubai, Oman, Saudi Arabia, Bahrain), Asia (Singapore, Malaysia, Thailand, India), Africa (South Africa, Egypt, Sudan).

Anne's clients have included Holt Renfrew, Bell Mobility, Telus Mobility, Rogers Communications, Bell Mobility, Nakheel/Dubai World, Bidvest (South Africa), Roche, Scalar Decisions, Manulife Financial, Ingram Micro, OCBC Bank Malaysia, EPICPCS - USA, Sittercity, Xerox, IBM, and IKEA. During 18 tours of Asia, Anne has delivered seminars to over 2000 executives and managers. In Asia, participants from a variety of organizations including Petronas, Samsung, Malaysian Airlines, Digi, Mobil/Exxon, Thai Airlines, Proton and Perodua, Bangkok Airways, and Dell Computers have attended her public workshops.

Anne is also a popular blogger. She has written for Plan Your Meetings by MPI, The Huffington Post, Event Manager Blog, Cvent Blog, EventMobi Blog, and Elite Meetings.

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About Executive Oasis International



With major shifts in the global geo-political landscape, the economy and business climate have entered a time of turbulence and uncertainty. As businesses become increasingly complex, connectivity is decreasing, and silos are becoming more entrenched. Effective cross-functional teamwork is a key driver of corporate success.

In the midst of turbulence, even organizations with strong performance need to be alert, on top of their game, agile, and proactive enough to seize opportunities.

Organizations need to spot and respond effectively to the trends that will have an impact on their business.

Since 1996, Executive Oasis International, a Toronto team building and OD consulting firm, has helped rapidly changing organizations from 18 countries:

- Foster innovation.
- Strengthen team cohesion.
- Re-shape their corporate culture.
- Inspire teams that are tired or discouraged.
- Identify and tap into growing markets.
- Break down silos and improve cross-functional teamwork
- Design & execute innovative strategies to stay ahead of the competition.



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We'll Bring our Oasis to You



We have served clients from 18 countries including Canada, USA, Jamaica, Barbados, Dominica, Singapore, Malaysia, Thailand, United Arab Emirates (Dubai), Bahrain, Saudi Arabia, South Africa, Sudan. Clients have included Holt Renfrew, Bell Mobility, Mars Canada, Sittercity, EPICPCS, Caribbean Development Bank, GSK – Saudi Arabia, Sidra Capital (Saudi Arabian), Bidvest (South Africa), and CAPO Diary – A Dal Company (Sudan).

[Partial Client List](#)

We specialize in the design and facilitation of executive retreats, team building, meetings, and brainstorming services. We also offer management consulting, organizational development (OD) and keynotes for conferences.

Why an Oasis

From time immemorial, weary travellers have wandered through the desert in search of the next oasis to refuel, re-chart their course, and find the strength to continue their journey.

In the same spirit, Executive Oasis International creates a safe haven for corporate teams to pause, refuel, and pick up tools and strategies to help them on their journey to success.



Oasis = A place of calm and growth in the midst of turbulence.

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Executive Oasis International Team Building in Action

Team Building Simulations

- [Visexecutaries *](#)
- [Inc. Inc.](#)
- [Restaurant Inc.](#)
- [Viral Video DIY](#)
- [Wilderness Survival](#)
- [Wilderness Survival USA](#)
- [Winter Team Building](#)
- [Black Gold Quest](#)
- [Desert Survival](#)
- [Desert Survival USA](#)
- [Island Survival](#)
- [Mountain Survival](#)
- [Beach Team Building](#)

	Availability	Managing Change & Uncertainty	Breaking Down Silos	Cross-Functional Teamwork	Fostering Innovation	Producing Results in Tight Timeframes
Globally		●	●	●	●	●
Globally			●	●		
Globally		●	●	●		●
Toronto				●	●	●
Canada		●		●	●	●
USA		●		●	●	●
Canada		●		●	●	●
UAE		●		●	●	●
UAE, Oman		●		●	●	●
USA		●		●	●	●
Jamaica, Caribbean		●		●	●	●
Oman		●		●	●	●
UAE, Asia		●		●	●	●

*= Pronounced Viz-Zec-Cue-Taries

- [Cash Flow Game](#)
- [Polo Team Building](#)

	Availability	Managing Change & Uncertainty	Cross-Functional Teamwork	Improving Hand-offs & Transitions	Financial Acumen	Thriving in a Fast-Paced Environment
Toronto		●			●	
Globally		●	●	●		●

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	Team Building Destinations	Sample Team Building	Synopsis
Global	Companies in every corner of the globe can benefit from these facilitated indoor team building simulations.	Visexecutaries *	Visexecutaries = Visionary Executives An Apprentice inspired simulation familiarizing teams with a toolkit that they use to design, plan and execute a real, revenue-generating project. * = Pronounced Viz-Zec-Cue-Taries
		Inc. Inc.: Breaking Down Silos	In this highly customizable and scalable simulation, participants experience roles that are very different from their current organizational roles.
		Restaurant Inc.	Inspired by restaurant wars on reality TV cooking shows, this version of Inc. Inc. involves participants in designing the marketing strategy for a simulated restaurant and preparing signature dishes.
		Cash Flow Game	Robert Kayosaki's popular board game that teaches financial principles, an understanding of the stock market, and business against the backdrop of a changing and uncertain economic climate.
Toronto	A multi-cultural urban centre in close proximity to rural and lakeside resort areas.	Viral Video DIY	Participants design, crew, shoot and launch a viral video.
Dubai	What better place is there to explore the dynamics of accelerated change and growth than in a destination that has undergone the most dramatic transformation on earth? Simulations can be offered in the desert, on the beach, or in the mountains	Quest for Black Gold	In the desert, teams compete as they prospect for oil. The race is on as they locate and assemble a broken oil derrick and complete to pump oil. The debriefing focuses on uncovering hidden business opportunities.

	Destination Highlights	Survivor Team Building Series	Sample Tools	Sample Activities
	While exploring the local culture and traditional lifestyle, teams have an opportunity to bond through destination specific outdoor team challenges.	Our Survivor team building retreats explores the dynamics of change and innovation. Facilitated themed exercises provide an opportunity to strategize away from day-to-day pressures.	<input type="checkbox"/> Idea Chains <input type="checkbox"/> Grids <input type="checkbox"/> SWOT Analysis <input type="checkbox"/> Force Fields <input type="checkbox"/> Storyboards	<input type="checkbox"/> Orienteering <input type="checkbox"/> GPS Challenge <input type="checkbox"/> Firestarter Challenge <input type="checkbox"/> Outdoor Cooking <input type="checkbox"/> Obstacle Courses
Canada	Against the backdrop of the changing seasons a range of outdoor team challenges can be incorporated into team building. Each region of Canada has diverse cultural highlights to explore.	Winter Team Building Wilderness Survival	Same Same	<input type="checkbox"/> Snowshoeing <input type="checkbox"/> Dog sledding <input type="checkbox"/> Quinzhee Building <input type="checkbox"/> Night Hike <input type="checkbox"/> Horse Riding <input type="checkbox"/> Canoeing
USA	The diverse regions of the USA provide an opportunity for beach, Mountain, desert, and snow team challenges.	Wilderness Survival USA Desert Survival USA	Same Same	Same <input type="checkbox"/> 4 X4 Jeep Off-roading
Dubai	Exploration of Bedouin culture and traditions adds a rich experience to team building in Dubai.	Desert Survival	Same	<input type="checkbox"/> Dune Bashing <input type="checkbox"/> Camel Safari <input type="checkbox"/> Desert Camping
Oman	Majestic mountains with sweeping panoramic views.... contrasting themes and landscapes.... rocks, caves, exotic Middle Eastern architecture, secluded beach hideaways, lush oasis springing from rocky mountains.	Mountain Team Building Beach Team Building	Same	<input type="checkbox"/> Souk GPS treasure hunt <input type="checkbox"/> Abseiling <input type="checkbox"/> Mountaineering
Jamaica	A tropical island with many resort areas and world class facilities for retreats, meetings, and incentives. Beach, rainforest, and mountain adventures are available.	Island Survival	Same	<input type="checkbox"/> Challenges on the Beach <input type="checkbox"/> Swimming horses <input type="checkbox"/> Jamaican Cooking
Malaysia & Singapore	Experience the local culture and diverse landscapes. Keep abreast of emerging technology.	Jungle Survival Beach Team Building	Same	<input type="checkbox"/> Make bamboo dishes, utensils, & water bottles <input type="checkbox"/> Aboriginal cooking

