



## Rapid and effective team development

### Senior Teams that don't work well together

#### The Problem:

- If a senior team isn't working effectively then the only way for team performance to improve is for the team members to change the way they communicate and respond to each other.

#### The Challenge:

- *Each will have an opinion as to why the team doesn't operate well. Each will hold that opinion as their perception as all other discussions around aspects of improving team performance will be coloured by it.*
- *Each will have a 'solution' that more often than not requires someone else to change their behaviour.*
- *Each will have position (with regard to the issues the team is involved with) that they feel inclined to defend.*

#### The Response:

- Listen and take heed of every point of view.
- Hold one to one exploratory meetings with each delegate using a coaching style to ascertain qualified feedback, establish rapport and agreement to participate positively in the team intervention.
- Recognise and acknowledge each 'solution' and probe to test if it addresses the root cause; and if not, what that root cause is.
- Use coaching style questions to establish to predicate changes in behaviour and clarify; what issues do not need to be changed and work well at the moment, those things that, what issues are not necessarily 'broken' but could be improved, and what issues require urgent attention and / or radical change.





### **Structure not issues**

Provide a 'structural' response as opposed to an 'issue-driven' response; remove the actual issues and create a context where the workings of the team are the focus of attention rather than the issues the team are dealing with.

#### ***Utilise group coaching and mentoring to;***

1. Pull together the feedback
2. Add value by introducing tools and concepts relevant to the structure of behavioural change
3. Allow time for team development of solutions and agreed actions

#### ***Utilise individual executive coaching to;***

1. Maintain individual rapport and relate group solutions to individual behaviour
2. Generate sustainable solutions by providing support over an extended time period

### **The Choices:**

#### ***In-house venue with external facilitation***

##### **Pro's**

- Budget option as venue costs are eliminated
- Team members may already be on site
- Timings may be aligned with regular working day

##### **Con's**

- Team behaviour may be negatively influenced by surroundings
- Difficult to disassociate from 'normal' work activities and focus on team issues
- Lack of external stimuli other than facilitator
- Possibility of giving the impression that team development lacks importance / priority



***Local venue with external facilitation*****Pro's**

- Team event is raised in status and importance as it is to be conducted away from the normal place of work
- A local venue may allow delegates to travel home after each day
- Timings may be aligned with regular working day
- Costs of the event may be reduced depending on the facilities and style of the venue (this will however have a corresponding impact on the perception of the events importance)

**Con's**

- The lack of a residential element dramatically reduces the amount of time available for informal team networking and development
- The event may feel more like a training course than a team intervention and be responded to as such
- The event may be seen as a 'waste of money' if hiring a local venue adds no more significant value than holding the event in house

***UK venue with external facilitation*****Pro's**

- A venue may be identified that gives a clear message that the team intervention is taken seriously
- Travelling to a venue adds an additional dimension and helps create a 'team' environment
- Staying overnight allows for informal time to develop team relationships

**Con's**

- Suitable UK hotel venues increase the cost of the event
- Additional time is required to allow for travel to and from the venue
- The event can be seen as negatively interfering with normal business if there is a lack of personal motivation to attend





### ***Sunshine venue with external facilitation***

#### **Pro's**

- An invitation to attend an event in a sunshine vacation location is almost certain to generate a positive response from attendees
- Travelling to a venue adds an additional dimension that significantly improves the creation of a 'team' environment when the delegates travel together
- Significantly more time becomes available for both interaction and team development as delegates are willing to participate in longer days due to positive environmental neurology

#### **Con's**

- Travel time is longer as airport and waiting time needs to be considered (however return times late into the evening are often considered acceptable when travelling to sunshine locations)
- Travel costs may be higher than travelling to some UK locations (however in many instances this can be offset by lower venue costs and are often on a par with travelling to London from other UK locations)
- The event might be seen by others as extravagant (unless measures are taken to make it appear aspirational)

#### ***Facilitation***

In all cases it is recommended that the process be facilitated by an external qualified and experienced professional in order to maintain the integrity of the intervention; issues such as confidentiality, politics, trust and expertise are all difficult (if not impossible) to provide from an internal source.

#### **NOTE:**

The Sunshine venue is included because it adds the dimension of 'positive environmental neurology'. This should not be underestimated when faced with the problem of changing behaviour in a senior team. The science of occupational and environmental neurology has clearly determined that surroundings can and do have an impact on brain chemistry both in the immediate and potentially also in the long term. Excellent results have been achieved with very difficult briefs by utilising this approach.



**Example costs:**

The example is for a two day team intervention for a team of 10 senior managers, including pre-event one to one interviews with each delegate and a follow up coaching call with each delegate.

*All costs are approximate (based on two week days in September 2011)\**

***In house venue***

		£
Travel	0000.00	
Accommodation & meals	0400.00	
Facilitation	5300.00	
<b>Total</b>	<b>5700.00</b>	<b>£570 per person</b>

***Local venue***

Travel (estimated as £20 per delegate)	0200.00	
UK venue (non-London)	1800.00	
London venue	2500.00	
Facilitation	5300.00	
<b>Total (non-London)</b>	<b>7300.00</b>	<b>£730 per person</b>
<b>Total (London)</b>	<b>7800.00</b>	<b>£780 per person</b>

***UK venue***

Travel (estimated as £20 per delegate)	0200.00	
UK venue (non-London)	2800.00	
London venue	3500.00	
Facilitation	5300.00	
<b>Total (non-London)</b>	<b>8300.00</b>	<b>£830 per person</b>
<b>Total (London)</b>	<b>8800.00</b>	<b>£880 per person</b>

***Sunshine venue – La Caleta Tenerife***

Travel (estimated at £200 per delegate)**	2000.00	
Sheraton Hotel	1700.00	
Facilitation	5300.00	
<b>Total</b>	<b>9000.00</b>	<b>£900 per person</b>

\*Costs apply to a single organised group and are not indicative of an open programme. Costs exclude facilitator expenses, travel and accommodation \*\*Correct at the time of printing

