

Team Coaching

Our work helps you build on any or all of the four “cornerstones” of high performing teams: great communication, role clarification, conflict management, and decision-making. We help you build shared vision, effective meetings, clear goals and the metrics to measure your success.

Has your team not been functioning optimally because:

- Several members don't really seem to know how to do the work?
- Different team members seem to be doing relatively the same thing and don't even know it?
- There are endless meetings, but no real decisions on important items that affect your output?
- Everyone seems to have her/his own agenda?
- The team leader hasn't communicated properly what is expected by those above her/him?
- There is conflict between one or more members that never gets resolved?
- One of the team members seems to be so negative that it drags everyone else down?
- There is no real project plan and no way of measuring your progress?

These are the problems that we've solved recently for teams we've been working with.

Our work with business teams gives them the opportunity to look at the **four key competencies of team development**. We frequently find that work with one or two members of a team is accelerated when there is team coaching as well. This is because so much of our behavioral change is dependent on the feedback we can get from others, particularly when our change is going to mean a change by those with whom we interact. Successful people who feel that they are being encouraged and supported by the people around them will be more likely to “stick with it” and achieve positive, long-term results. They need to get feedback from the body of the team (or business unit), about the necessity for their changes. Team development produces more synergy and power or the ability to take action together. Our customized programs for your team insure this happens.

Four key competencies of team development:

- **Identifying Strengths/Role-Clarification**
- **Building Synergy**
- **Decision-making**
- **Communication**

Case studies that suggest needs for our teambuilding work:

The Starting Point

- Newly appointed as CEO of an organization in major transition, this leader is not sure of how she will garner a unifying vision and motivate her senior management team to carry out this vision. Too much time is spent on details and not strategic decision making in her senior management team meetings. Fear of the impacts of possible downsizings and an uncertain market share, this leader is wondering if she is leading a strong team or a group of individuals concerned with their own individual immediate futures.
- A multi-disciplinary work group, comprised of managers, engineers and technicians has been meeting for over one year to implement a project that could have a major, system wide impact for the entire organization. This work group's meetings could be described as *ready, aim and agree to never fire*. The work group members are friendly and participate politely during their meetings, but after the meeting, negative comments, hidden agendas and stories of how frustrating it is to be part of this group filter out to members outside of the work group. How can this group deal with its conflicts upfront and break the pattern that stalls their ability to perform?
- Limited resources and not enough time to free up everyone to attend a training session designed to provide important information to the work group, the leader decides to rotate attendance to the training sessions. People return to work eager to share their learnings and implement new strategies to improve performance but are hampered by the fact that not everyone has attended the training session and everyone seems to highlight different viewpoints of what was valuable. When can this work group sit down to turn its investment of time around to increase its productivity and work together more effectively as a team?

Team Learning Technologies

IN ORDER TO INCREASE PERFORMANCE AND DEAL EFFECTIVELY WITH A CONSTANTLY CHANGING ENVIRONMENT, organizational work units, such as intact work groups, project teams and leadership teams, are looking for new ways to improve their ability to share timely information, increase their decision making turnaround times, and build their skills and competencies. New technologies to foster the practice of *LEARNING TOGETHER AS A TEAM*.

1. **Rapid sharing of information and turn around times** create increasing demands for work groups and teams to assemble, distribute new information, and reprioritize action plans, and follow through on commitments to clients *on a daily basis*. Learning how to operate at levels of high performance requires learning how to move from autonomy to team functioning *together*.
2. **A work group of individual performers who have been assembled because of their mastery of one narrow skill set runs the risk of never getting off the ground.** Learning how to build interdependent skill sets in a complex work setting is difficult when all team members speak a *different language* and *define success in dramatically different ways*. Learning how to build a sense of common purpose and appreciative listening from a systems perspective can make the difference early on in the performance today's highly technical, complex and evolving organizations.

3. **Stakeholder management, influencing others, and building a case for innovative change** are skills that work groups and teams can learn how to carry out together. Generating commitment and follow through to meet identified milestones are stories that stakeholders and customers listen for as measures of success. Generating enthusiasm for projects, new products, or changing technology while dealing with the impact of learning new ways to work together to support ongoing success requires creating a *learning environment* that supports risk taking and looks at mistakes as opportunities to learn is key to creating innovation and creativity.

ASSESS YOUR WORK GROUP'S CAPACITY TO LEARN

Do these examples have a familiar ring? If you believe your organization is not fully realizing the benefits of team learning and synergy, why not explore whether there are problems, what they are and how you can develop skills to become more team oriented?

DETERMINE THE SPECIFIC ISSUES THAT BLOCK LEARNING

Use DFA to observe and assess through a survey or team-member interviews what the blocks and barriers might be to becoming a high performing work group or team.

- Is there hidden conflict?
- Is communication being handled appropriately? How can it be improved?
- Where are team members clashing in their communication and decision-making styles?
- Are all the roles clear, or are individual team members doing work that others should be performing?

DEVELOP A PLAN FOR ACTION

Review the results of the team assessment, discuss the interview results and develop an action plan together as a team. Our action-planning process lays these out in steps. Each step will have a targeted completion date to address skill needs. New learning technologies to test for team development and performance improvement, and measures for these are built into the plan.

IMPLEMENT THE ACTION PLAN

Ultimately, teambuilding learning interventions are designed to enhance the work group's or team's functioning in areas of team competence that has been identified by the leader, work group and/or team.

EVALUATE PROGRESS

Every intervention is a team learning opportunity. Learning how to do things differently together builds a sense of common focus and "team spirit" that ultimately results in improved performance.

Our Model for Successful Teams

