

# How to Develop your Team

## *Options for making a difference*

Following on from the recent **Learning Day** presentation on **Leading Your Team** managers may be interested in some of the options for cascading the knowledge and experience deeper into the workplace. These suggested approaches can be undertaken either independently by senior managers or with the help of **The Great Training Company** acting as consultants and facilitators.

## Option 1 – Team Development Workshop.

This 1 day approach covers 4 main areas to engage the team in focusing on their approach to collective working and delivering great service. If this event is to be facilitated a pre course session should be booked with the facilitator to agree goals and objectives.

### **Session 1, Our Team Vision.**

Leaders should be able to articulate their vision for the team in terms of performance and behaviour in a credible narrative that enables the team to contribute and discuss. This will ensure that each team member shares the same picture of what is to be achieved and provides the groundwork for recognition and performance monitoring.

### **Session 2, Performing at our Best**

This session should help the team consider the most appropriate characteristics they should display or adopt to meet the vision. It should include areas such as behaviours /attitudes and values that the team have experienced in other teams to create a shared approach for the way they do business both in the team and with external customers.

### **Session 3, Where are we Now?**

The team should have the opportunity to reflect on their present performance against their stated performance criteria and discuss areas of difference and challenge. This approach will create a focused discussion around areas that may be more difficult or challenging. It will also give the leader the opportunity to provide feedback to the team as a whole and identify areas of good performance and required improvement.

### **Session 4, Being even better.**

The team should be invited to identify changes they would like to see within the team and themselves as individuals. This may also include leadership and feedback systems. The focus is on behaviour and approach rather than systems and process. This creates a shared agenda inclusive to all team members.

### **Session 5, Personal Commitments.**

The team and leader should consider the day and identify their contribution to the team's improvement. This should be logged and used by the team as a foundation for feedback. This can be done through the making of personal commitments.

#### **Prerequisites for success.**

To ensure success leaders should

- Identify their vision prior to the session and have thought it through so they can explain and develop it with the team.
- Have identified with the team what they see as the characteristics of great team work so it can be referred to in session 2.
- Be prepared to give feedback on key areas of performance and behaviour they would like to see changes in.

The appropriateness of this approach will depend on the availability of the team away from the job role and the effectiveness of the pre work.

## Option 2- Team Development Process

This is a consultative approach undertaken with the aid of an external consultant. It consists of 3 sessions of 3 hours each with support for leaders between each session.

### **Stage 1**

An initial meeting with the consultant to outline the project and identify areas of focus and potential challenges. Validation of the team vision and identification of pre work for participants.

### **Stage 2**

**Workshop 1** based on the team vision and the characteristics required achieving it. The leaders will present their vision and be involved in a facilitated discussion around it prior to the team identifying the characteristics required to achieve it. The team will be introduced to the audit process.

### **Stage 3**

Interim meeting with Leader to discuss the process and develop the team audit. The audit should be sent to participants to complete and return to the facilitator for collation. This will provide time for participants to take a considered and measured approach.

### **Stage 4**

**Workshop 2** based on a discussion of the team audit results and the identification of changes that need to be implemented to improve the team. This is a highly participative session to engage the team in open and honest discussion. This session will also include a session on personal commitments.

**Stage 5**

Interim meeting to discuss the audit results and plan the session on recognition and challenges. Other areas for consideration may include leadership approach and challenges experience by the leader.

**Stage 6**

**Workshop 3** based on a review of progress so far and the identification of team and individual success. The team should review their team behaviours and commitments and identify next steps and how they can be monitored.

**Stage 7**

A final meeting with the leader to identify success and provide coaching

**The advantage of this approach** is that requires less time away from the business and provides coaching for the leader within the process. It also provides an opportunity to monitor progress over a longer period. It is suggested this process is undertaken over a **3 month period**.

***For an initial discussion on how you might approach either of these options contact***

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