

## **Achieving Team Potential (minus the obstacles)**

### ***A developmental coaching experience for high performing teams***

*What would make a difference for your work group to produce lasting results? How committed are you as a group to drive results through your people? What keeps your team from building effective cross-team communications, demonstrating clarity and achieving improved interpersonal and stronger inter-departmental relationships?*

Many teams, including high performing teams, are dysfunctional. Conflict is destructive rather than constructive, average performers decline rather than improve, commitment is lacking and turnover is often high, the strong prosper but at the expense of others.

Highly competitive teams may outperform others, but competitiveness also destroys mutual help and such teams reach a plateau of performance that may only be exceeded by changing team members.

Some members may exercise passive resistance to success by failing to take action unless something is their specific responsibility, others fail to help colleagues when they could do so, some denigrate the team complaining and moaning behind the team leader's back.

We believe these behaviors are symptomatic of the team culture, and in turn are often set by the behavior of the team leader. Even as organizational culture has some influence on this proactive team learning, leadership can create a creative and supportive climate in which the right people are on the team and individual skills are continually enhanced to deliver breakthrough performance.

### **What can be done to improve team performance?**

Six Factors that contribute to successfully improving team performance:

1. A learning experience designed to – address current individual, team and company needs in a realistic time frame for change to be evident and measurable – in this case up to a one year period.
2. Transformational framework, targeted themes, process content:
  - Going for Gold – a shared common purpose, vision and goals
  - Essentials for success – Identity, trust in each other and efficacy
  - Building managerial courage – open communication, respect for self and others, conflict management, giving and receiving feedback
  - Talent – the collective skills of the members
  - Teaming and implementing, operating effectively to make it happen – self-management and motivation

- Executing the task – getting the job done and sustaining change – integrating new behaviors to apply and maintain personal and group learning
3. Beginning with top-down commitment – of the top team – participants attend the program two half days a month for six months, plus a final review day.
  4. The starting point – targeted to raise self-awareness. Each participant:
    - Meets briefly with the program facilitator in a confidential one-on-one organizational assessment data collection interview
    - Completes customized on-line questionnaires, receives narrative report and feedback on individual and group survey profile and discusses results in a second one-on-one session with the facilitator, and,
    - Receives practical suggestions how to apply the feedback to improve individual and team performance.
    - Chooses an area they wish to develop reflecting their current circumstances, awareness and level of commitment (self-directed learning).
  5. Commitment to action. Each participant, in full team sessions:
    - Identifies individual action points and declares accountability to the entire team for implementing them
    - Teams with a peer support person within the team for each action point, who gives feedback and listens for progress team participant is making.
    - Twelve half-day team learning sessions will focus on:
      - ✓ Assessing team capabilities and capacities
      - ✓ Team formation, building on four key areas - self-awareness, self-management, awareness of others, and relationship management;
      - ✓ Using live ammo data collected, group issues, working to move past team complaining, valuing errors, eradicating blame culture; using assessment results for understanding valuing how team members approach team membership, members role preference, overall group perception of team performance, and individual and group strategies used to resolve conflict
      - ✓ Skill development will focus around, transforming difficult situations and, managing disagreements, and ownership of principles for effective interpersonal relationships which when applied, become a common collaborative “human operating system” for producing productive conversations and building strong relationships
  6. Developmental team coaching: Given team members vary in knowledge, skills, strengths, and vulnerabilities, individual coaching can be made available to each participant with the facilitator. These sessions serve to provide the participant

an opportunity to highlight, explore and find solutions to their “obstacles,” whatever gets in their way, and identify ways of diminishing the “noise” from unwanted interference.

### **Review, Measure Progress, Outcomes**

A review day is scheduled six months after the half day group sessions are completed. The evaluation criteria are based on what difference this intervention will have made to the improved performance of the organization.

- Each participant makes a brief presentation of their personal journey in the group to reinforce for the entire team, the gap closed or the improvements made. We anticipate the level of progress will be in direct proportion to the level of commitment.
- Each participant is coached to prepare an outline of a project as to what difference the experience will have made to them individually and for the company. The projects are confidential between the participant, the CEO, and the facilitator.

### **Anticipated outcomes, effectiveness here is in the four key areas of:**

- Self-awareness, self-management, awareness of others, and relationship management – means people change in how they feel about things, how they think about things, and how they do things, therefore,
- New patterns of behavior emerge and become accepted as the norm. This changes attitudes. The dynamic of this experience enables participants to recognize their essential self-worth and become willing to step outside their comfort zone, breaking through whatever contributes to holding them back.
- Learning centers on new habits, tools and maps to apply and maintain individual and group learning.
- Results are achieved, goals delivered.