

Teambuilding

- Are you leading a team of individuals who all seem to be pulling in different directions?
- Are you new to team leadership, and need to establish your team leadership presence?
- Does your team lack commitment to the organization mission and team mandate?
- Is your team a recently formed project team, and you need to hit the ground running?
- Is your team reeling from a merger between two or more teams or organizations?
- Is your team the result of a downsizing? Do you need to strengthen solidarity among those who remain?
- Is your team spread across multiple locations?
- Do you need to improve systems and processes between two or more teams?

Our approach to team-building helps with all of these challenges. With facilitation at the core of our approach and blending in an appropriate balance of other approaches (consultancy, mentoring, coaching, training) we support team leaders to address negative team dynamics and build cohesive teams focused on their shared purpose.

Our value: we provide a safe zone for building trust

We differ from most other approaches to team-building on the market in the following ways:

- Our work with the team leader can comprise different roles as appropriate: coach, mentor or consultant.
- we explore perspectives of team members prior to the intervention, and we design and run a process that reflects the team's existing challenges and context.
- we find safe ways to get to the bottom of what people are angry about.
- we incorporate and adapt a wide range of other tools and processes according to the context. These include conflict management, mediation and restorative approaches and applied improvisation to address challenges in a safe way. These approaches transform the way people think about themselves, others and the team – helping them open up gradually and start letting go of intransigent “positions”.

Purposeful Teams™: unique qualities

We base our approach on Purposeful Teams™ - a tried-and-tested process developed by Worldview Academy – a world leader in Organization Development resources.

- It works at three levels: head (knowledge), heart (values) and hands (actions, behaviours). This multi-level approach enables participants to learn valuable team theory, make deep connections between the theory and how they feel as team members, and make changes as they apply the insight gained.
- It is structured to take the team through a safe and steady process. They get to know themselves and each other better, they reaffirm their commitment to the overall vision of the organization, they examine team behaviours that undermined effectiveness, and they finish by identifying and committing to productive and positive behaviours that will enable the team to move forward with confidence.
- By the end of the first part the team will have developed a coherent and unified sense of purpose as well as new team development competencies.
- The team comes together again after a short break – important in case the team has fallen back into its old ways. The final session concentrates on learning and sustaining high team performance.

Teambuilding Goal

To develop a high-performing and resilient team, which is:

- united around its mandate
- appreciative of its members' needs, perspectives and contributions
- aware of its collective contribution to the organization's mission or vision
- equipped with effective team management skills to sustain high performance.

Immediate results

Through this intervention, team members will:

- re-connect with the organization's mission and strategy
- review factors in the operating context which influence team performance
- identify behaviours which undermine strong team performance
- learn about team development
- connect their team's work with the organizational vision and strategy
- establish and commit to team behaviours to guide their team in the future

Deeper outcomes

Participants will come away with:

- Enhanced appreciation of the contributions and perspectives of each person in the team
- Shared understanding of the value of different perspectives, personal styles and team roles
- Clear understanding of the team's contribution to achieving the organization's mission
- Release from having been able to surface underlying tensions
- Engaged staff, with individuals more aware of own and others' contributions
- Enhanced relationship-building competencies

Case Study: Team-building ▪ International Non-Governmental Organization ▪ Complex political environment ▪ Middle East

The intervention supported the development of an INGO regional team which operated within a politically insecure and volatile environment. It occurred amid a major organizational change process which was underway at the global level – a restructuring intervention which transformed a multi-national organization into an international federation with national members. The multicultural and multinational team was responsible for provision of advisory services within the region. The team comprised a diverse group of individuals based in different countries, each of which faced an uncertain future after the restructuring.

The workshop sought to reconnect the team members to the reason why they were there: the vision for change of their organization, and the importance of their work in the region. It also looked into the challenges of working across a region, and being based in different locations. The discussions surfaced tensions due to different styles of communication and behaviour typical of low-trust working environments.

The intervention also included exploration of differences in perspectives about conflict management, variation in personal conflict management styles, and ways of improving inter-personal communication.

"Lesley is a highly professional consultant with strong integrity who managed to lead " a stormy" team" into constructive dialogue over the various stages in the purposeful team training.

The result and the change seen are remarkable, resulting in a high performing task-oriented team. All guidance and associated training were done over a very short period of time."