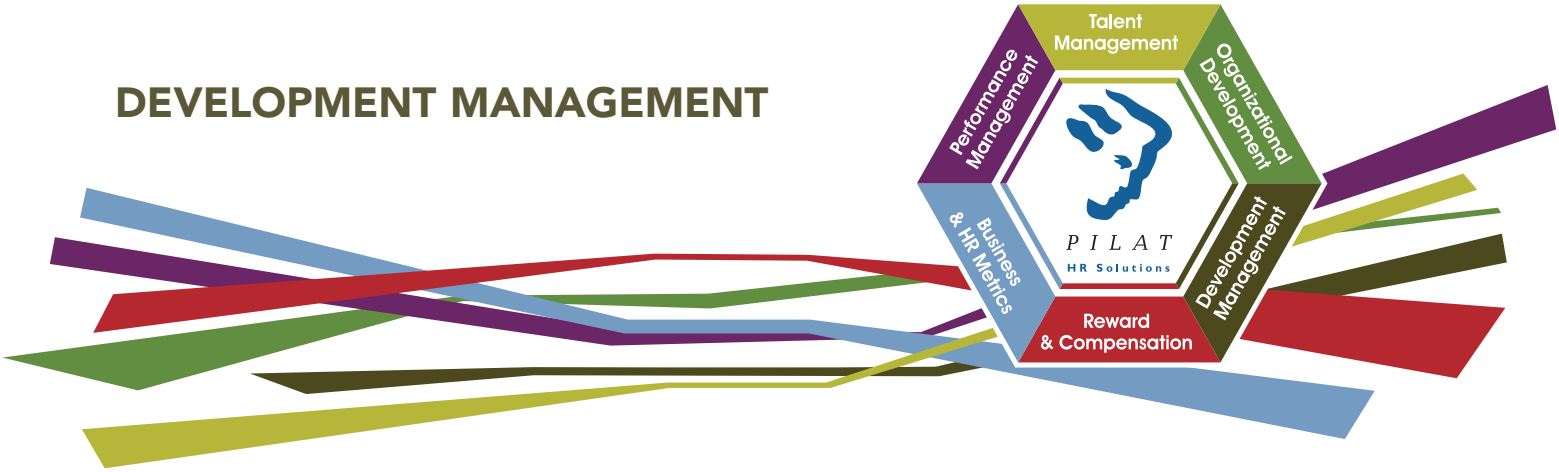
DEVELOPMENT MANAGEMENT



BUILDING TEAM EFFECTIVENESS | TEAM DEVELOPMENT WORKSHOP

A team development workshop that builds effectiveness tailored to the priority needs of the team.

Overview

This 1.5 day workshop is designed for real teams who want to work more effectively together. Pilat works with the team to identify the processes and behaviours that they need to work on in order to deliver and sustain high performance.

Key Elements

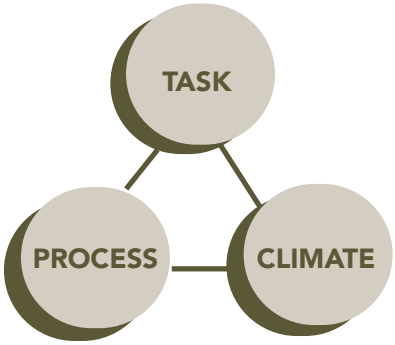
A Pilat team building programme usually comprises the following key elements:-

- An interview with the team leader to agree the goals of the workshop, and to identify what is important for team performance.
- Interviews with team members to obtain individual perceptions of team dynamics and performance
- Team members complete Myers Briggs Type Indicator and a Team Success Profile.
- Pilat feeds back the results of the diagnostics and agrees the objectives of the workshop with the team.
- The team attend a 1.5 day workshop to tackle the 3 -4 team effectiveness challenges that will result in sustainable high performance.
- The programme is evaluated against the goals established up front.

Development Process

Team development begins with an assessment of the team processes and behaviours that need to be addressed to improve team performance.

The diagram below captures the three key elements of team effectiveness that we examine.



At the *Task* level we are concerned that the team and all its members are clear about what has to be achieved and why

In *Process* we are interested in how efficiently and effectively the team plans, solves problems, reaches decisions, monitors progress and runs meetings.

For *Climate* we look at how energised the team are and the levels of challenge and support needed for high performance.

For each of the three areas, there are underlying processes and behaviours that drive success, as listed below:

Task

- Vision & Purpose
- Roles & Responsibilities
- Objectives
- Task commitment

Process

- Problem Solving & Improvement
- Decision Making
- Planning & Co-ordinating
- Managing meetings

Climate

- Trust
- Energy
- Valuing differences
- Empowerment

Once the assessment has been completed the development workshop is designed. A typical team development workshop is a 1.5 day residential event. We use very experienced facilitators to work with the team in addressing their team effectiveness challenges. While the facilitators may input some helpful tools along the way, the main emphasis is on the team finding their own solutions.

Below is a sample timetable from a team development event:

SAMPLE TIMETABLE SAMPLE

Day 1

14.00	Introductions, purpose, expectations
14.30	Activity 1 e.g. Vision & Purpose
16.15	Break/Energisers
16.30	Understanding each other
18.00	Close and briefing of evening's plans

Day 2

8.30	Expectations for the day
8.40	Activity 2 e.g. Trust
10.30	Break/Energiser
11.00	Activity 3 e.g. Managing Meetings
12.30	Feedback
13.00	Lunch
13.30	Activity 4 e.g. Decision Making
15.00	Break
15.15	Wrap up and next steps — team and personal development
16.30	Close

Transfer of Learning To Workplace

During the event, the team works on real business challenges, and each session concludes with commitment to a set of actions to follow through in the workplace. With some of our clients, we run similar events every 4-6 months, to address new challenges and to keep up the momentum on behaving as high-performing teams. This is particularly useful if there are any changes in team membership.

Benefits

The benefits of working with Pilat on team building include:

- The team is involved throughout and are therefore committed to the outcomes
- The diagnostics pinpoint the priority areas for team performance improvement
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- Each programme is tailored to the requirements of the specific team
- Our approach is based on empirical evidence of what makes a high performing team
- We only use highly skilled and experienced team facilitators for these events

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