



Overview:

Much of what we do today in our workplace involves working in teams. At their best, teams improve performance and communication, build trust and speed up the implementation of change. However, the reality is that at some point most teams run into problems that block productivity and collaboration. Most teams lack the understanding, tools and methods to enable diverse people to work together collaboratively and creatively.

In this workshop you will learn how to assess team effectiveness and identify the underlying issues that are getting in the way of high performance. When differences in goals, personalities and thinking impact team cohesion and cooperation, a timely intervention makes the difference. Attend this highly participative workshop and gain the tools and confidence to get teams back on track to achieving higher performance!

The Learning Opportunity:

- Understand why teams start to perform poorly and what to do about it
- Build your confidence in kick-starting teams off the right way
- Facilitate planned interventions to help move teams to higher performance
- Learn reactive intervention techniques to deal with in-the-moment team challenges

Who Should Attend:

- Team or HR advisers
- Team facilitators
- Project leaders and/or task force leaders
- Committee chairs and cross-functional team leaders
- Departmental managers

Course Agenda:

Module One – Teams in Trouble

Why teams get into trouble
Indicators of problems
Team intervention framework

Module Two – Assessing Root Causes

Best practices of great teams
Team development assessment model
Practice analyzing team problems

Module Three – Intervention Strategies

Select the right intervention
Contract with internal clients
Plan and execute team interventions

Module Four – Team Charter Interventions

Align team goals and deliverables
Review team boundaries and authority
Engage team members

Module Five – Team Relations Interventions

Establish team behavioural norms
Develop team operating procedures
Leading team improvement dialogues

Module Six - Team Conflict Resolution

Redirect disruptive team behaviours
Facilitate needs & offers negotiations
Develop win-win solutions



Workshop Outcomes



Day One Learning Outcomes

Module One: Teams in Trouble

- Identify dysfunctional behaviours that block team cohesion and productivity
- Apply a team intervention framework to address different types of problems

Module Two: Assessing Root Causes

- Know what a high performance team looks and operates like through exploring participant experiences of successful teams
- Apply a team development model to analyzing the underlying causes of team issues and problems

Module Three: Intervention Strategies

- Select the right intervention based on team leader and member interviews and discussions of team dynamics and issues
- Use a Five Step Team Intervention Process to contract with internal clients, plan team interventions and facilitate their implementation

Day Two Learning Outcomes

Module Four: Team Charter Interventions

- Focus teams through redefining their overall purpose, goals, timelines, reporting lines and deliverables
- Engage team members through redefining the team boundaries, authority, sponsor role and commitment

Module Five: Team Relations Interventions

- Commit the team to working collaboratively together through the use of interpersonal and procedural norms
- Establish positive communication patterns through facilitating a team improvement and action planning dialogue

Module Six: Team Conflict Resolution

- Redirect disruptive team member behaviours through applying key facilitation techniques to stop sources of conflict
- Establish positive work relations through leading a needs and offers exercise with team members, leaders and sponsor

The leaders who work most effectively, it seems to me, never say 'I.' And that's not because they have trained themselves not to say 'I.' They don't think 'I.' They think 'we'; they think 'team.' They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but 'we' gets the credit.... This is what creates trust, what enables you to get the task done.

-Peter Drucker

