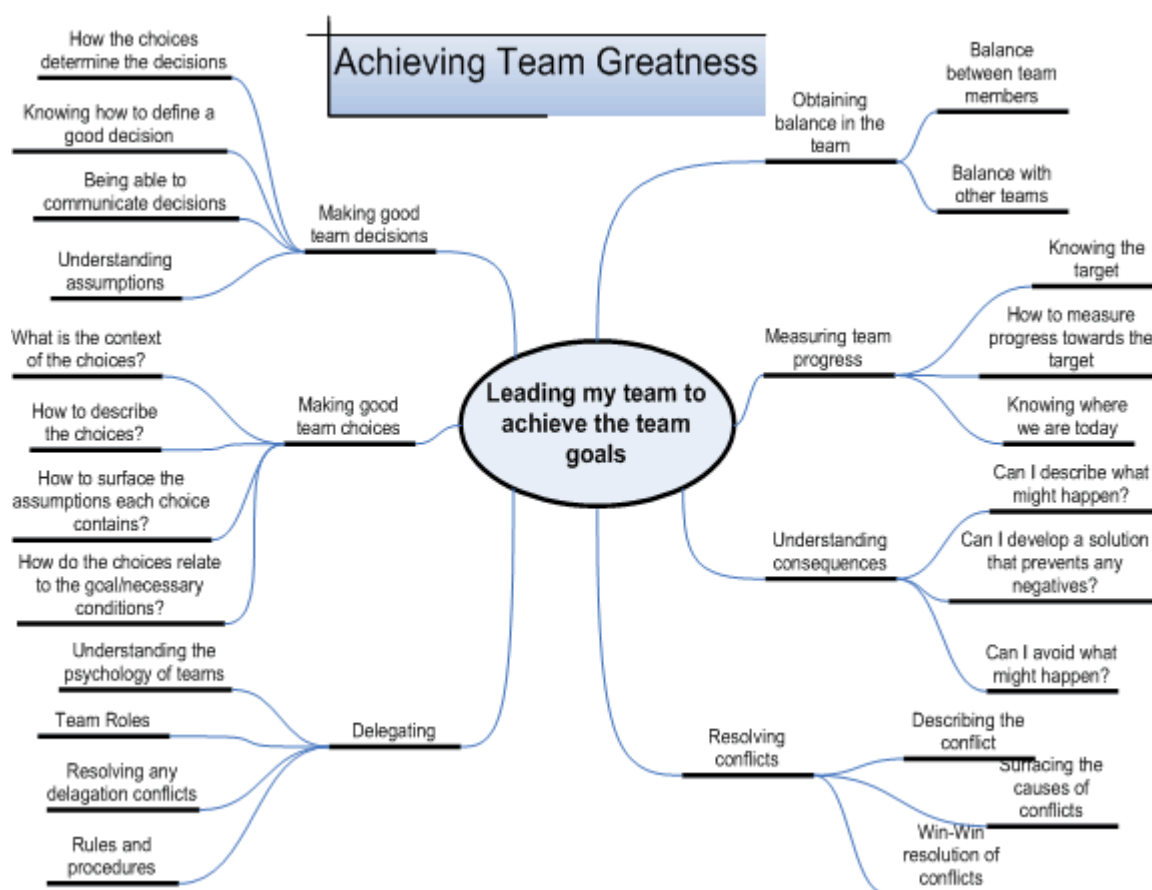


## Team Dynamics - developing teams that perform

The power of teams is not in doubt. However, many function well below their capability. The common problem with many teams is that they are not teams, simply a collection of people called a team. Some operate only a loosely affiliated work group whilst others given the title of “team” fail to display even the bare minimum of what constitutes a team. It is no wonder then that many fail to perform. This state of affairs is then compounded by conflicting measurements within the team and between teams throughout the organisation. There is often no coherent direction, each group being allowed to choose which measurement they will achieve today and leave the more difficult ones until they are forced to do something.

Yet there are teams which exceed all expectation, and from them we can learn and use the techniques they use to improve the performance of our own team. This is, of course, a function of leadership and direction. So this programme focuses on both team leadership and the development of highly focused team that truly perform.



Consider the map above; here we see what we believe are core issues facing every team today, and especially the leaders of teams.

**Obtaining balance within the team:** this applies both within the team itself and the relationships the team has with other teams, both inside the organisation and outside.

**Making good team choices:** this is all about ensuring that the goals and objectives of the team are properly communicated, that the ability to understand the importance of the choices presented with respect to the goal and the necessary conditions is achieved.

**Making good team decisions:** this is driven by the ability to make the right choices and therefore is predicated by the need to understand the assumptions upon which decisions are made.

**Measuring team progress:** without measurements we have no idea as to whether we are travelling in the right direction, so we need to be able to determine measures that work, measures that enhance the behaviours we want to see, and avoid those we do not. The measures must be seen to be fair and achievable – tough, perhaps – but still achievable.

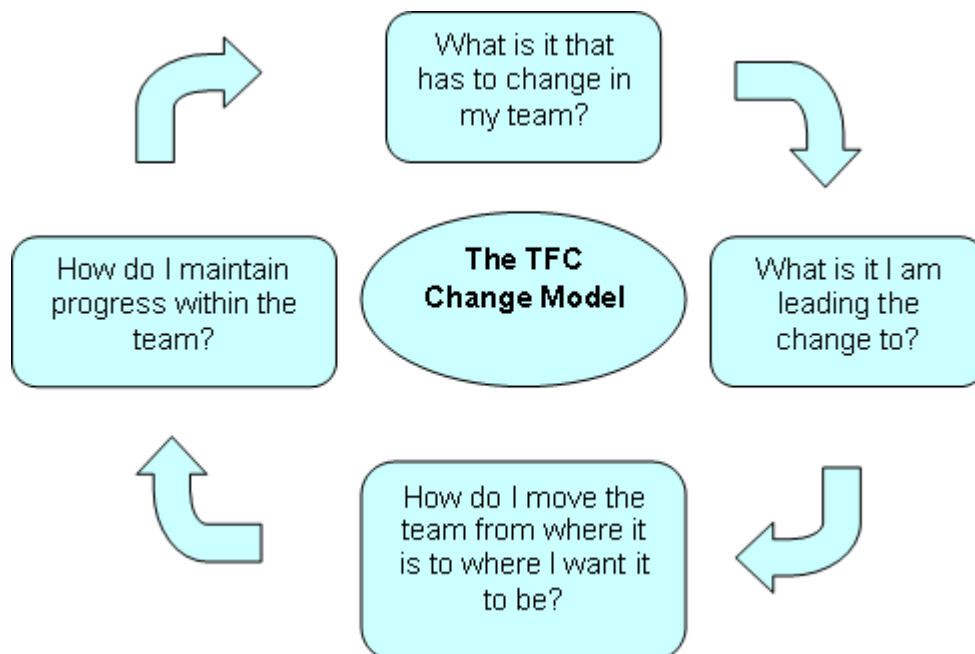
**Understanding negative consequences:** often we make decisions that result in unforeseen and negative outcomes, and often they do not come out of the blue: some people will have had intuition that such consequences might happen. This aspect of the programme is about tapping into that intuition and using it to carry out a powerful risk assessment and modification of the solution in order to achieve the positives and avoid the negatives

**Delegating:** we cannot do everything ourselves – we have to learn how to delegate properly. Often team leaders find themselves doing what others within the team should be doing.

**Resolving conflicts:** conflicts are almost a way of life; often they are resolved in a win-lose manner – which in turn leads to a depressing sequence of ever more conflicts to be resolved.

### Team Dynamics – our response to the development of leadership within teams

The Team Dynamics ‘Thinking for Change’ (TFC) approach focuses on developing the group to become a properly functioning team that performs to the highest level. This demands an answer to four key questions shown in the diagram below:



The ability to answer these four questions lies at the heart of the programme. Based on firstly determining the goal of the team, which is linked to the goal of the whole organisation and measured in line with the goal and the necessary conditions, the first step is to determine the core issues that must be addressed within the team – what is it that has to change in my team? The programme then continues by working through the other questions and the team learns how to use the tools and techniques to maintain on-going progress towards the goal.

This is where we deal with issues such as team conflicts, achieving team objectives, developing logical rules and procedures that people will actually follow, developing the skills of delegation and supervisory management and creating win-win relationships both within the team and between teams.

The programme comprises five days, usually at one day per week coupled with exercises to be carried out by each person attending, plus individual coaching and mentoring throughout the programme and for a few weeks afterwards. We use the Belbin Team Roles analysis to help those attending to understand both their preferred role within a team and how others see them within the team.

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Fee: £1,200 per head.

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