Connected Team Development

HR People and Organisational Development

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Overview

Using a coaching approach, connected team development involves an in-depth exploration of various aspects of your team dynamics. This comprehensive process spans over three months, focusing on assessing your team's current state, envisioning its future, and identifying the necessary steps to facilitate progress for both the people manager(s) and team members within a safe and supportive environment.
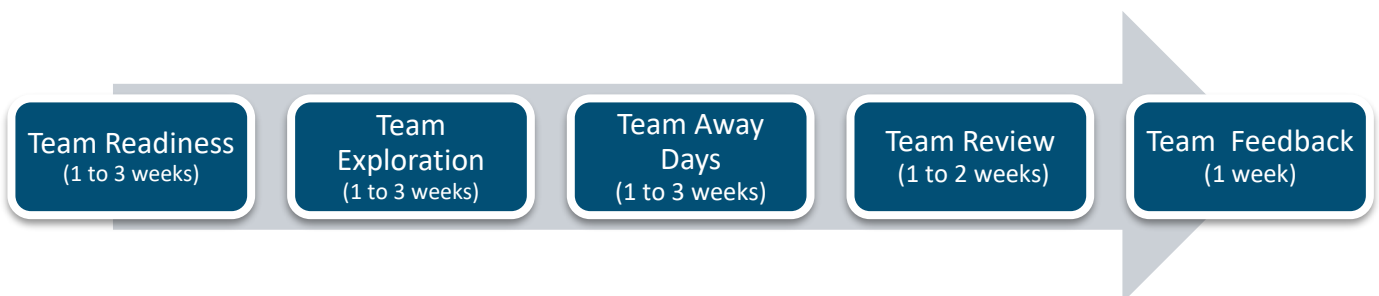
Program Overview

❖ Duration: Approximately 3 months, depending on individual requirements.

❖ Objective: Enhance team dynamics and performance.

❖ Environment: Safe and supportive.

Key Features

❖ Comprehensive assessment: Assess where your team stands currently and where it aspires to be in the future.

❖ Feedback gathering: Solicit feedback from all parties involved before proceeding with the program.

❖ Structured approach: The program is structured into distinct stages to ensure a systematic and effective development process.

The stages of the approach are in diagram 1.1 below, more information about each step can be found in the subheadings.

Team Readiness (1 to 3 weeks) → Team Exploration (1 to 3 weeks) → Team Away Days (1 to 3 weeks) → Team Review (1 to 2 weeks) → Team Feedback (1 week)

Team Readiness – Stage 1

In the initial stage of Team Readiness, the focus is on assessing the current state of the team and preparing for the coaching approach to team development.
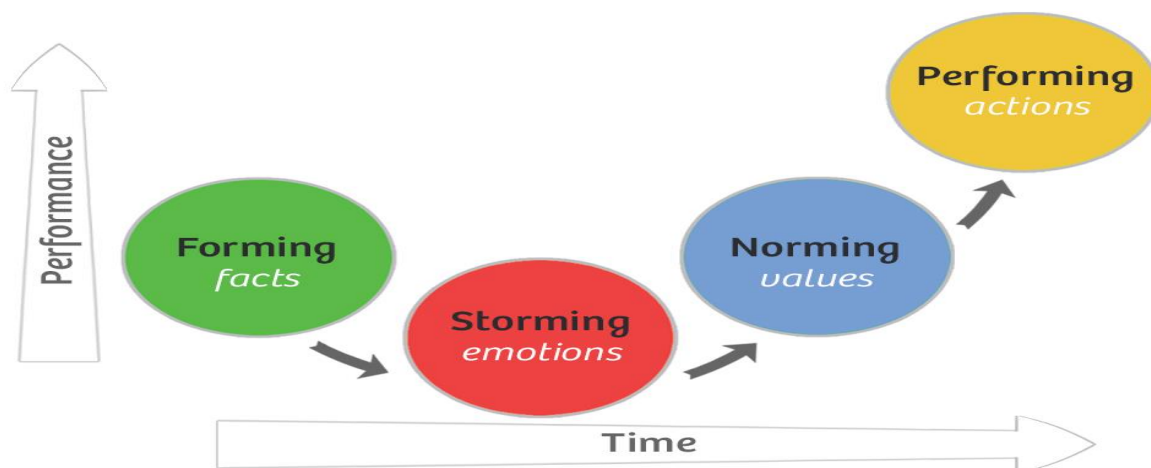
Bruce Tuckman, 1965

Key Activities

❖ Initial Meeting with the manager: Conduct an initial meeting with the manager to discuss the team needs, commitment to moving forward and clarify expectations for the process. Review where the manager feels their team currently stands based on Tuckman's Stages of Group Development (refer to diagram above).

❖ Manager assessment: Provide the manager with an assessment to complete regarding their approach and perceptions of the team's strengths and development areas. This assessment helps in gaining insights into the manager's perspective on the team dynamics and areas for improvement.

❖ Team readiness questionnaire: Distribute a readiness questionnaire to both the manager and team members. The questionnaire aims to gather insights into the readiness of individual team members as well as the collective readiness of the team. It provides valuable information on where team members perceive themselves and where the manager believes the team stands in terms of readiness for development. This stage sets the foundation for the coaching approach to team development by ensuring that all stakeholders are aligned and prepared to embark on the journey towards enhancing team dynamics and performance.

Team Exploration – Stage 2

In the Team Exploration stage, the focus is on further evaluating the strengths and development areas of the team, building upon the readiness established in Stage 1.

Key Activities

❖ Evaluation of strengths and development areas: If the team is ready to move forward, conduct a detailed evaluation of the team's strengths and areas for development.

❖ Readiness assessment: If the team is not yet ready to progress, assess the reasons behind their readiness level. Determine if the team is still in the Forming or Storming stage of group development. Provide support and interventions as needed to help the team overcome any challenges and prepare them for full participation in the program.

❖ P&OD support: If additional support is required for the team to progress, involve the People & Organisational Development (P&OD) team. Collaborate with P&OD to design interventions and activities tailored to the team's specific needs. Facilitate training sessions to address any issues hindering the team's readiness for development.

This stage serves as a critical checkpoint to ensure that the team is adequately prepared to engage in the coaching approach to team development. By conducting a thorough evaluation and providing necessary support, the team can progress effectively towards achieving its goals.

Team Away Days – Stage 3

In the Team Away Days stage, a tailored program of development is designed based on the findings from assessments and discussions with the manager and team members. This program aims to facilitate the progress of all parties in a high-performing and supportive manner. Examples of sessions may include, but are not limited to:

❖ High performing teams: Explore characteristics and strategies for fostering high performance.

❖ Vision and values: Clarify the team's purpose and core values to align actions and behaviours.

❖ Goal setting: Establish SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals to guide the team's efforts.

❖ Exploring the elephant in the room: Address underlying issues or challenges that may be hindering team progress.

❖ Stakeholder relationship building: Enhance communication and collaboration with key stakeholders.

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- Key drivers for success: Identify and leverage factors that contribute to the team's success.

By implementing a tailored program of development and addressing relevant topics through interactive sessions, the Team Away Days stage aims to empower the team to enhance their performance and achieve their goals in a collaborative and supportive environment.

Team Review – Stage 4

The Team Review stage is dedicated to evaluating the effectiveness of the program and assessing the progress made by the team and manager throughout the development process.

Key Activities

- Effectiveness evaluation: Conduct a comprehensive assessment of the program's impact on both the team and the manager. Evaluate the extent to which the program has contributed to the enhancement of team dynamics, performance, and overall effectiveness.

- Distance travelled assessment: Map the distance travelled by the team and manager from the beginning of the program to its conclusion. Compare the initial state of the team and manager with their current state to measure the progress achieved.

- Feedback collection: Gather feedback from all participants involved in the program, including team members and the manager. Solicit insights, reflections, and suggestions for improvement to inform future development initiatives.

- Analysis and reflection: Analyse the feedback collected to identify key strengths, successes, and areas for improvement. Reflect on the challenges encountered and the strategies employed during the program to derive valuable lessons and insights.

- Action planning: Develop action plans based on the findings of the review to address any identified areas for improvement. Establish clear goals and objectives for ongoing development efforts to sustain and build upon the progress achieved.

- Communication of results: Share the results of the review with all relevant stakeholders, including the team, manager, and program facilitators. Communicate successes and areas for improvement transparently to foster accountability and continuous improvement.

The Team Review stage serves as a critical checkpoint to assess the impact of the program and determine the next steps for ongoing development. By evaluating progress, collecting feedback, and planning for future initiatives, the team and manager can continue to evolve and thrive in their roles.

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Team Feedback – Stage 5

In the Team Feedback stage, the results of the program evaluation are shared with both managers and team members to promote transparency, accountability, and continuous improvement.

Key Activities

- ❖ Results sharing: Share the findings of the program evaluation with both managers and team members. Present the results in a clear and accessible format, highlighting key insights, successes, and areas for improvement.

- ❖ Transparent communication: Communicate the results in an open and transparent manner, fostering trust and accountability among all stakeholders. Encourage dialogue and discussion to ensure that everyone can voice their perspectives and insights.

- ❖ Acknowledgment of successes: Acknowledge and celebrate successes and achievements that have been identified through the evaluation process. Recognize the efforts and contributions of both managers and team members in driving positive outcomes.

- ❖ Addressing areas for improvement: Discuss and address any areas for improvement or challenges identified during the evaluation. Collaborate on action plans and strategies to address these areas and drive continuous improvement moving forward.

- ❖ Feedback integration: Encourage managers and team members to provide additional feedback or insights based on their experiences with the program. Incorporate this feedback into future development initiatives to ensure ongoing relevance and effectiveness.

- ❖ Commitment to continuous improvement: Reinforce the commitment to continuous improvement and development within the team and University. Emphasize the importance of learning from past experiences and striving for excellence in all endeavors.

By sharing the results of the program evaluation and fostering open communication and dialogue, the Team Feedback stage aims to empower managers and team members to collectively reflect on their experiences, celebrate successes, and address areas for improvement. This collaborative approach sets the stage for ongoing growth and development within the team and University.

Our Expectations

When you attend this session, *you can expect* …

- ❖ a safe space for people to talk.
- ❖ to be treated with kindness and respect.
- ❖ to be encouraged and listened to.
- ❖ to be positively challenged when needed.
- ❖ to feel comfortable in a positive learning environment.
- ❖ the opportunity to provide feedback.

When you attend this session, *we expect you to*…

- ❖ turn up on time to reduce disruptions to fellow participants and the facilitator(s).
- ❖ turn off your phone (or put it on silent), and applications such as emails.
- ❖ focus your attention on the session.
- ❖ listen to and respect your colleagues, not talk over them, and avoid side conversations.
- ❖ participate - you are your own best resource, and we want to hear your experiences and opinions.
- ❖ be patient - from time-to-time things won't go to plan. We'll do our best to find solutions.
- ❖ be aware of your own behaviour and the impact it may have on others.
- ❖ give feedback on the session.

Our Approach

- ❖ Practical: Our activities are not just theoretically relevant, but also practical, so staff can apply their learning back in the workplace.
- ❖ Inclusive: Our development activities are designed to cater for a range of learning preferences and approaches.
- ❖ Engaging: We adopt a participative and interactive approach to support learning.
- ❖ Reflective: We encourage self-reflection, enabling staff to understand themselves better.

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