

Developing respect and teamwork through communication

Issue

A team of commercial and technical people were operating either as individuals or small teams rather than as a focussed group. The manager had a very outgoing style and felt frustrated by the lack of communication within the team. He believed they could be achieving significantly more.

Action

I worked on a one to one basis with the manager to help him outline some personal actions he could take to encourage greater communication. Some of these steps were highly effective very quickly, others were longer term. We worked together to clarify what he was trying to achieve for the business and for the team. We decided on a programme combining one to one discussions with team members and a customized workshop for the team to address the issues arising from these discussions.

I carried out Myers Briggs Personality Type assessments on the team members . The one to one sessions started with feedback to the individuals on their Myers Briggs type and was followed by a discussion on the purpose of the team, issues within the team and any personal issues. The discussions were designed to get people thinking about how to improve the team and also encourage them to take any individual actions to move things forward. Team members began to see things in a more positive light and went away enthusiastic to support the teambuilding.

While individual's comments were confidential a summary from the discussions formed a significant part of the agenda for the workshop along with activities to assist in understanding the impact of the Myers Briggs types within the team. The event concluded with small group discussions of key issues to agree action plans which the whole team committed to.

The Outcome

The group has achieved a profit this year of 4 million pounds dramatically exceeding the 1.3 million pound budget with market share growing from 1% to 11%. An excellent start has been accelerated by the team building. Major areas of misunderstanding were unearthed which had been wasting people's energy. By airing them in a structured, safe environment the manager was able to clarify a number of points which had been concerning people. This has made a major difference to the communications and alignment within the team, who are committed to work together to develop the team performance and the individuals further.

Comments

From Coach:

Everyone in this team was highly committed and doing their jobs in the way they believed to be best for the business. By having their concerns addressed they now see a much bigger picture which is enabling them to work better together and contribute on a bigger scale.

From Client:

The work we did together was significant in changing the way the team worked together and that in turn has helped deliver an outstanding performance and lots of positive recognition for the individuals. A big thank you to you.