

Developing Teams

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Developing Teams

Shifting Team Performance

It was a moment of departure from the agreed plan for the 2-day team development session.

The team members were walking on the lawns in some early spring sunshine, talking to each other in 2's and 3's, sharing thoughts on some fundamental questions about what really energised and motivated them in working together and what they hoped for from the team in future.

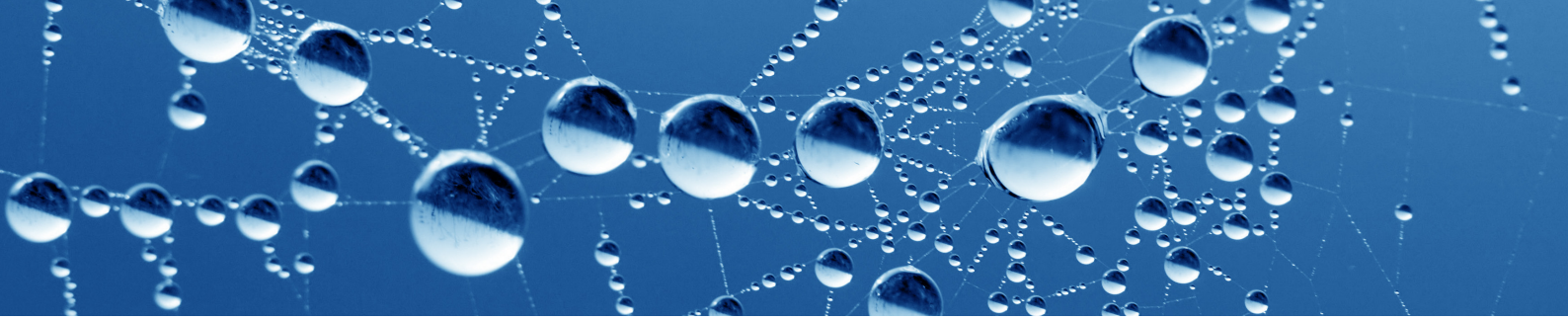
We had mixed-up the groupings a couple of times and after a while, as they came in, three of them were really animated and wanted to share something with the rest of the team, urgently. I worried about what I was about to hear...

At Bath Consultancy Group we have found ourselves doing increasing amounts of team development work in recent months. In a climate of considerable change with downsizing and re-organising plus increased pressures to act quickly in the face of uncertainty; it is the leadership team, rather than the heroic leader, that is taking the strain in making things happen. Often these teams are formed and reforming at pace, working at a distance and tackling massive business agendas. At the same time many organisations are cost constrained and unable to support and develop them as they might need.

We have supported many international companies as well a large public sector organisation in three ways:

- Working directly as coaches for the development of senior leadership teams; working virtually as well as on away days
- Developing the capacity of in-house professionals in HR so that they can better coach and facilitate team events with the teams in which they work
- Working with line managers, developing their capacity to engage and develop their own teams, using tools and sessions both face to face and virtually

What is unique and powerful about our approach is a core Team Development Framework which enables the team to connect the way they are working with the needs and expectations of their stakeholders, so the focus is on performance linked to purpose; not simply working better together within the team itself. We have customised this for organisations and developed a structured diagnostic approach including a team questionnaire.



This is brought alive through facilitation which really challenges them in the moment and simple techniques for sustaining the shift which team leaders and others can use over time to consolidate the change.

...it turned out the three believed they had found the glue; the insight on their purpose that would give the team focus and hold it together. They jumped to the flip chart in their eagerness to share it. When I talked to the team leader several months later it was seen as a turning point in the team's journey - a breakthrough moment in shifting their performance.

For more info on Bath Consultancy Group's team development process and the accompanying framework, tools and methodologies, look on the website or contact us.