



## **OUR GENERAL APPROACH TO TEAM DEVELOPMENT**

When working with teams, we do not work through a fixed process of exercises but, instead, we design an approach that meets the specific needs of the group and the task(s) that are to be tackled. We then select techniques accordingly. However, although every situation is different there is a broad systematic approach that we follow. This process can be broken down into a number of general stages. At each stage, we would select one or more tools and techniques to assist the group in exploring the issues and problems that confront it. We normally work through the following steps when working with a team:

### **Step 1: An Initial Meeting with the Team Leader**

The aim of this stage is to ensure that the team leader is committed to the teambuilding process and identify the team leader's key objectives and issues for the event.

### **Step 2: Data Collection**

There is a need to collect background information on the team – its work, the problems and issues, its members and the relationships between them, and the context in which the team operates. This can be done by a discussion with the team's leader, through the completion of a questionnaire or through a series of confidential one-to-one 'sensing' interviews which are carried out with each of the team members. The approach selected will depend upon the existing relationships within the team and the aims of the teambuilding event. This will enable the content of the Teambuilding Event to be developed.

### **Step 3: The Teambuilding Event(s)**

This event, also known as an "Away Day" or "Time Out", can be a single meeting or a series of meetings, lasting between ½ day and 2 days and either residential or non-residential normally located away from the workplace. The aims of this stage are to work through the key issues identified, and to gain the commitment of the team to a series of actions to resolve these issues.

A typical event would involve the following:

- Agree a set of ground-rules and ways of working,
- Share perceptions and explore together the issues identified in the data collection stage,
- For each of the priority issues identified, develop jointly ways of tackling or resolving these issues. Various techniques can be used to structure this process and the selection will depend upon such factors as group size, openness in the group, and the type of issue to be tackled.
- Agree an action plan.

### **Step 4: Follow-up Review**

There is normally a follow-up event organised usually about 3 and 6 months after the original event. The team spends time away together reviewing their action plans, and dealing with any outstanding issues.