

Team Building

Developing Synergy

Workshop Summary

The Accel-Team Building Developing Synergy Workshop is the most effective and time efficient way to bring about organisational integration and performance improvement.

It dispenses with ineffective gimmicky team building activities and the 'paralysis through analysis' profiling of this and that personality type. Instead delegates attending our team building workshop, will critically focus on how their organisation operates, what it does, why it does it, where things are done, how they are done, who does what, and to what effect.

Using a variety of innovative techniques that are easily understood, relevant, practical and sensible, delegates will quickly grasp the 'big picture' then step-by-step, drill down to where improvements can be made.

Delegates will find the workshop challenging, thought provoking and rewarding. Ultimately they will leave the workshop with ideas for improvement and an enthusiastic fresh perspective on the important impacting factors in the organisational environment.

Delivering Improvement

Team Building for Real World Workplaces

Improved integration and performance of individuals, groups, departments, systems, processes, methods and resources.

Sense + Simplicity + Relevance = Results

The wider perspective on...

- The world of work
- Roles
- The business process; inputs, conversion and outputs
- How and why things are measured
- The effect on people and the effectiveness of measurement
- Group interactions
- Team-work
- Integration of personal, group and organisational goals
- Areas for individual, inter-groups and organisational performance improvement

...a bigger, clearer picture.



Workshop Process

The workshop uses the talent, experience, wisdom, logic and existing thought patterns of the delegates to forge an improved conceptual model of the organisation, from that which exists at the start of the team building process.

They can use the workshop either to tackle:

- Existing problems
- Perceived future challenges
- Or in a 'blue skies' mode to think about ways of improving how the organisation operates.

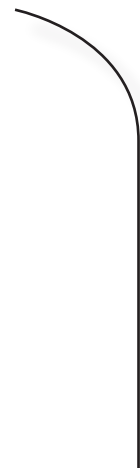
Delegates first establish existing facts, their thinking, perceptions, assumptions, experiences and their attitudes; the good, the bad and the ugly. They then begin to challenge this existing base in order to develop an improved conceptual model.

From the improved conceptual model, delegates seek improvements by testing the new model using debate, exercises, activities and role playing. Expect improvements to come from the group in one or more of the following areas:

• The business process	• Individual Performance
• Group Performance	• Methods
• Materials	• Systems
• Management	• Leadership
• Relationships	

The workshop will enable delegates to fully explore their work places, the organisational environment and beyond. It will realistically challenge the way they think and view their work place, their work and their relationships thus paving the way for improved opportunities for personal development and organisational effectiveness.

Business process
 Inputs
 Conversion
 Outputs
 Performance
 Efficiency
 Effectiveness
 Measurement
 Time
 Reporting
 Cause & Effect
 Quick fixes
 Relationships
 Systems
 Processes
 Development
 Improvement



Purpose?
 Place?
 Sequence?
 Person(s)?
 Method?
 Why?
 Who?
 When?
 Where?
 How?
 What else?
 Who else?
 When else?
 Where else?
 How else?
 Benefits?
 Costs?



Team Building Blocks

The call out opposite shows the team building blocks, we use. They are the essential dynamics that enable any group of people to come together in an organised fashion to deliver or produce effectively and efficiently, goods and services. An initial diagnostic team building exercise takes the form of a comprehensive questionnaire, which individual workshop members complete.

The outcome from the exercise is a composite radar chart displaying the relative strengths and weaknesses of each of the 9 team building blocks.

This starting profile is the first step in the team building workshop process.

Delegates then go through the team building blocks starting profile, under expert guidance. 'Sore thumbs' and hidden problems quickly become apparent. This is done in a simple, easily approachable and common sense fashion.

Team Building Blocks

Measure perceptions, identify opportunities, then explore

1. Clarity of objectives and goals

Is there any confusion at any level, at all? How are things measured? How are they reported. Short-term v long term?

2. Openness and willingness to confront issues

Can individuals openly express issues? Is there a climate where individuals feel comfortable confronting things that directly affect them?

3. Degree of support and trust in operation

When things go wrong, what happens to individuals, to the group, to the process?

4. Levels of cooperation and conflict

How well are individual goals meshed, into group goals and organisational goals?

5. Working methods and decision making procedures

How effective are working methods, processes and resources? Who makes the decisions, how and why not lower down? How many short term fixes exist?

6. Appropriateness of leadership style(s) applied

Is the correct style of leadership applied? When things go wrong? When things are running smoothly?

7. Regular review

How often is the group allowed to discuss and review progress? How effective are reviews?

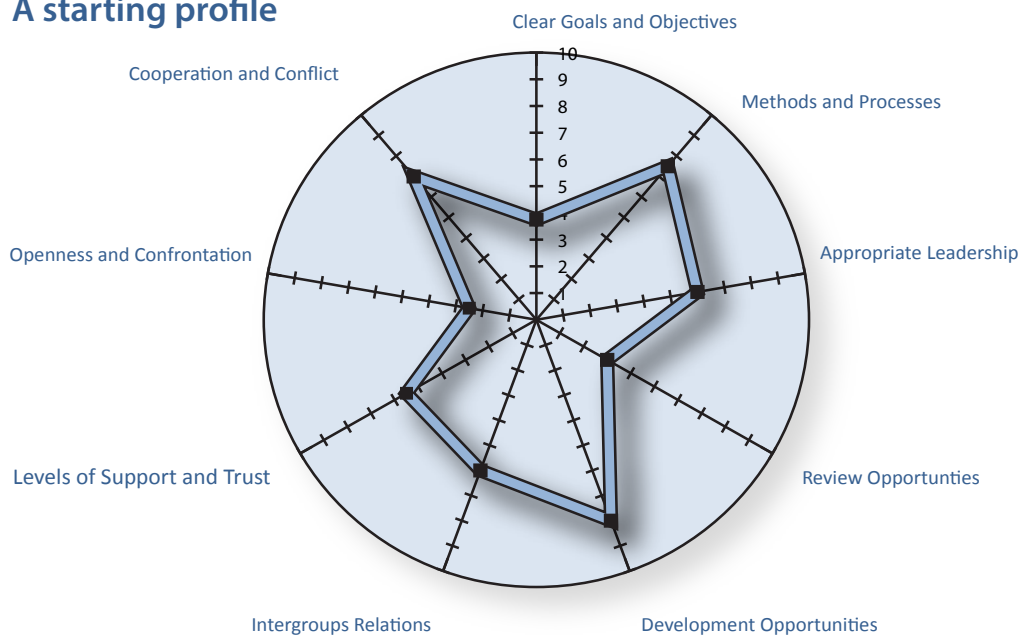
8. Opportunities for individual development

Are individuals developing in their jobs? Are their barriers to development?

9. Soundness of inter-group / departmental relations

Are their opportunities for improvement in relations with other groups in other departments? Customers? Suppliers?

Team Building Blocks A starting profile



Activities

To make the learning and the team development process more effective, during the course of the workshop a number of team building activities are used. These are designed to be stimulating, informative and challenging. Delegates will be taken through the world of work, from the big picture of the organisation and its role, down to groups, and individuals.

- Roles, duties and responsibilities will be explored.
- Relationships and just how things are done will be examined. All under an expert eye, looking for those areas for improvement.

The team building exercises and activities, where appropriate, include the following:

Performance review and projection

Using input data from the workshop planning phase, delegates interpret key performance data, 'where have we come from?' 'Where are we heading?' 'What caused...?' 'How did that...'

This contextual team building activity is powerful, Using time series graphs of key performance indicators and using the simplest of trending techniques delegates will fundamentally change their approach to performance management. This focuses team building on the main objective, performance improvement. Events in history can be fully explored and their effects on past and present performance evaluated. Future projections are then made.

Role playing

Using the open systems model of the organisation, role playing is simple to setup. During the preparation stage for the team building workshop, relevant special interest groups (or SIGs) are identified. For a commercial organisation these could include:

- Employee SIG
- Senior management SIG
- Owners (shareholders) SIG
- Suppliers SIG
- Customers SIG

Again using the open systems model it may be appropriate to have only internal SIGs, thus:

- Sales SIG
- Marketing SIG
- Manufacturing SIG
- Administration SIG

Output from the team building process, such as problems, challenges, opportunities, weaknesses etc. are evaluated from the differing perspectives of each SIG.

Delegates will use role playing as a means of stimulating discussion, that is aimed at problems solving

- Provides individuals and the groups with insight into attitudes that may differ sharply from own
- It gives the delegates the chance to assume the personality of (to think and act like) another group; leading to better understanding

Buzz sessions

Buzz sessions can be interspaced throughout the team building process to stimulate thought, discussion and add interest. These short sessions entail a guest speaker delivering a short presentation on a relevant subject. Such speakers can be experts in their field, they can be internal employees (QA manager for instance) or external guests from suppliers and customers.

The idea is to further add goal congruence, context and relevance to the team building process.

Site visits

Site visits can be arranged and conducted prior to the workshop, during the workshop or post the workshop. They are used to develop organisational awareness to compare how the organisation perceives itself internally and how it is perceived externally by suppliers and customers.

Site visits also develop better working relationships and improved problem solving capability. It brings together the concept of 'thinking outside the box' by visiting those who 'live and work outside the box.'

- Relates theory to 'real' problems.
- Observe something that cannot be brought into a workshop.
- Stimulates interest and concern.
- Demonstrates a course of action in a work environment.
- Discuss with other workers in their working environment.
- To find out details of how things are done.
- Observe organisational cultures or environments.

The evaluation tools

During the team building workshop, where appropriate, a number of evaluation activities are deployed.

Problem development time-line exercise

Any organisational problem has a history. Problems in the team building workshop are evaluated historically with this activity.

Predicting the future exercise

This activity will assist in gaining agreement for the need to change.

What is looked for is the negative consequences flowing from allowing a current unsatisfactory situation to 'fester.'

Exploration of change analysis activity

Designed to explore a problem in terms of what happened and when in some detail this exercise takes real workplace events and has the groups analyse past events and the effects on SIGs.

Individual, group, organisation, suppliers and customers needs analysis activity

During the team building workshop problems in one area or another, or at one level or another will come to the fore. Delegates, will pinpoint when things started going wrong, they will predict what they think will happen if things continue in the current vein and they have begun to explore the problem in terms of the effect the unsatisfactory situation is having on them.

Delegates explore what they would like to build into a future solution to this current unsatisfactory situation, that meets their role playing SIG needs.

These activities let the group get to grips with the problem. How would they solve this (or that) particular problem? These activities greatly improve their problem solving capabilities of delegates and a greater awareness of the dynamics involved in making decisions.

Powerful, illuminating diagnostics to develop improved conceptual models and improved problem solving capabilities

Suggested Uses

Take your group out of their workplace in order to share work-related common interests. Use the programmed team building approach;

- To identify explore and improve individual work performance problems and opportunities.
- To identify explore and improve group working problems and opportunities.
- To extend knowledge through intensive study, research, and discussion.
- To solve work-related problems by sharing common experiences and knowledge.
- To develop action plans.
- To change attitudes through the amicable examination of the evidence.
- To develop a wider perspective on performance improvement.
- To develop organisational awareness.
- To develop negotiating skills.
- To develop leadership skills.
- Etc.

The schematic opposite illustrates the broad perspective of our approach team building through performance improvement.

Accel team building approaches

Business performance improvement through improved integration

1. THE 'SORE' THUMB APPROACH

THESE CAUSES

Need to be fully explored, and any necessary corrective actions taken. Use the workshop to explore and define, using the collective insights, experiences and wisdom within the group.

EFFECT THESE SYMPTOMS
These improve / fall-away when you solve the causes.

- Low or falling output
- Excessive waiting time
- Congestion (bottlenecks)
- Quality variations, reworking, and rejects
- Customer complaints
- Rapid growth
- Falling sales
- Aggressive competitors
- Mistakes
- Incorrect manning levels
- Old processes, systems, methods, tools
- New processes, systems, methods, tools
- Breakdowns
- Excessive overtime - long work hours
- HR policies and procedures
- Accidents
- Career stagnation Etc..

- Labor relations
- Employee turnover
- Competent workers move on
- Teamwork
- Interpersonal relations
- Interdepartmental relations
- Customer relations
- Supplier relations
- Employee performance
- Group performance
- Etc.
- Overall business performance

APPROACHES USED IN THE WORKSHOP

2. THE 'HIDDEN PROBLEM' APPROACH TO IMPROVEMENT

Organization is running smoothly, employees do what is expected of them, and a satisfactory level of efficiency is maintained. All these factors may well conceal a number of problems and / or opportunities for improvement. Or, some trifling and quite obvious problems may divert attention from a much more fundamental menace.

'Blue skies' variant approach
No real symptoms to address. Looking for areas of improvement and to develop improved integration and preparedness for future 'sore' thumbs.

CALM BEFORE THE STORM
Use the workshop to review methods, processes, resources for preparedness for next phase of the organizations cycle, using the experiences of your target group.

PROACTIVE
There is and will always be more efficient ways of doing what you do.

Workshop Delivery

We are situated in the UK (Cumbria) and will deliver the workshop, ourselves or use a partner organisation, in the UK or overseas by arrangement.

Essential requirements

Duration

There are a range of options in respect of duration.

- 1, 2 or 3 day workshops, or
- A project based approach, with an initial workshop following on from which ad hoc debriefing / progress workshops to coordinate activities flowing from 1. above, such as site visits to other locations, progressing various improvement activities and so on.

Where

We will deliver the workshop:

- On your premises, if you have suitable facilities available. Essentially you provide your in-house facilities, book our accommodation and we deliver.
- On suitable premises in a location near to you, with suitable facilities. Essentially you book our and (optionally) your accommodation, we travel and deliver.
- Residential premises here in Cumbria in the heart of the English Lake District. Essentially, we book accommodation, you travel and stay, we deliver.

How

The essential facilities we use are:

- White board
- Flip charts and board
- Overhead slide projection facility (optional)

What

We are goal driven and in order to do this we need to know from the onset what it is your organisation seeks to do better. In order to achieve change in your group we need to know the answer to the following question.

What is it you seek from our team building workshop?

This may appear a trite question, but we are surprised by the number of people unable to give an answer to the question.

Consider:

- Transfer of knowledge or sharing of knowledge and information...
- To practice problem solving...
- To develop skills...
- To change attitudes...
- To examine a problem...
- Etc.

N e x t s t e p

To discuss your team building requirements and or to book contact us by:

Call: +44 1946 82 3191 or

Email: sales@accel-team.com

Ordered common sense approach