Facilitating Teams out of Trouble
Workshop Overview

Background:

Teams are everywhere. They have become an essential strategy for improving performance and managing cross-departmental projects.   At their best teams improve communication, build trust and speed up the implementation of change. At some point most teams run into problems that block productivity and collaboration.

Learn how to effectively intervene when teams get into trouble. When differences in goals, personalities and thinking impact team cohesion and cooperation, a timely intervention makes the difference.   Attend this highly participative workshop and gain the tools and confidence to get teams back on track.

The Learning Opportunity:

- Understand why teams get into trouble and what to do about it
- Facilitate planned interventions to help turn around teams in trouble
- Practice leading team interventions and build your confidence as a leader

Who Should Attend:

- Internal team advisers and facilitators
- Project leaders and task force leaders
- Committee chairs and cross-functional team leaders

Course Agenda:

Module One – Teams in Trouble
Why teams get into trouble
Indicators of problems
Team intervention framework

Module Two – Assessing Root Causes
Best practices of great teams
Team development assessment model
Practice analyzing team problems

Module Three – Intervention Strategies
Select the right intervention
Contract with internal clients
Plan and execute team interventions

Module Four – Team Charter Interventions
Align team goals and deliverables
Review team boundaries and authority
Engage team members

Module Five – Team Relations Interventions
Establish team behavioural norms
Develop team operating procedures
Leading team improvement dialogues

Module Six - Team Conflict Resolution
Redirect disruptive team behaviours
Facilitate needs & offers negotiations
Develop win-win solutions

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Workshop Outcomes

Day One Learning Outcomes
Module One: Teams in Trouble

- Identify dysfunctional behaviours that block team cohesion and productivity
- Apply a team intervention framework to address different types of problems

Module Two: Assessing Root Causes

- Know what a high performance team looks and operates like through exploring participant experiences of successful teams
- Apply a team development model to analyzing the underlying causes of team issues and problems

Module Three: Intervention Strategies

- Select the right intervention based on team leader and member interviews and discussions of team dynamics and issues
- Use a Five Step Team Intervention Process to contract with internal clients, plan team interventions and facilitate their implementation

Day Two Learning Outcomes
Module Four: Team Charter Interventions

- Focus teams through redefining their overall purpose, goals, timelines, reporting lines and deliverables
- Engage team members through redefining the team boundaries, authority, sponsor role and commitment

Module Five: Team Relations Interventions

- Commit the team to working collaboratively together through the use of interpersonal and procedural norms
- Establish positive communication patterns through facilitating a team improvement and action planning dialogue

Module Six: Team Conflict Resolution

- Redirect disruptive team member behaviours through applying key facilitation techniques to stop sources of conflict
- Establish positive work relations through leading a needs and offers exercise with team members, leaders and sponsor

The leaders who work most effectively, it seems to me, never say 'I.' And that's not because they have trained themselves not to say 'I.' They don't think 'I.' They think 'we'; they think 'team.' They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but 'we' gets the credit.... This is what creates trust, what enables you to get the task done.

-Peter Drucker

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