

TEAM DEVELOPMENT

Team Development Process

For sustainable change to occur there must be a shift in the way people believe and behave. This shift in thinking doesn't occur in a one-day teambuilding program but comes from a longer Team Development Process that includes follow-up. Our four-step approach uses a sequence of interventions that address the core issues that leave many teams incapable of creating the future they need. The four steps of the process include: Assessment, Orientation, Action Learning and Evaluation.

Assessment

The first step in the development process is to clearly define the current situation as well as articulate the desired result the organization will be working towards. The goal is to create a clear definition of how your company wants to work, the needed capabilities to reach your desired vision and current barriers to continued success. With a clearly defined direction, the assessment phase is a two-part process. First, team members will take an appropriate assessment to voice their thoughts and concerns. The second step will be for team members to participate in interviews with our facilitators to fill in the details not captured in the assessment.

Orientation

The orientation phase has three purposes and usually occurs as a two-day, off-site meeting. First, the team will confirm the vision of the company and the expectations of the team in accomplishing that vision. Next, the team will be engaged in learning a common model and language for improving team functioning. Finally, the team will be taught the action learning process to use in the follow-up meetings back at work.

Action Learning (Learning while doing)

Research has demonstrated that teams who participate in follow-up sessions designed to teach them to facilitate their own process will continue to improve over time. These sessions are meetings where members bring real work dilemmas to a small group of peers who help the presenting member identify the root causes of the dilemmas and generate potential solutions. The presenting member then identifies actions to take and agrees to debrief the results of those actions with the team at a later session. The important point is that these dilemmas are all actual work problems that team members are currently experiencing. Although this step in the process will vary depending on the needs of the group, the action learning sessions will provide the structure and discipline to build the team's ability to facilitate their own progress in the future.

Evaluation

After several action learning sessions, a formal evaluation will measure the amount of progress the group has made. This will be accomplished with either individual interviews, a pulse survey or the review of critical performance indicators depending on which medium is most appropriate.



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Leader Actions

A critical component to the success of this process is for the leader/manager to be well equipped to continue the process after the facilitator is gone. Coaching sessions are available to make sure the leader is comfortable with the tools and techniques being taught to the team. These are typically one-hour sessions every two weeks for four sessions. Additional individual coaching can also be added for any team member.

Result

The end result of this entire Team Development Process is that participants will be equipped to facilitate teams that are self-renewing and self-facilitating. Research indicates that teams that can facilitate their process not only retain the learning from team meetings longer but they actually improve themselves over time. With these skills, participants will be capable of the most critical team competency—Collective Learning.

Challenge Quest Team Development Process Map

