

# **Team performance**

## Situation

Every synergetic-cooperative system - be it the developers in a project or the managers in a department - has at least two of the essential characteristics of a team:

- Great goals can only be achieved together; one is mutually dependent on each other.
- There is a viable authentic consensus on fundamental values and priorities.
- Individual successes inspire other individuals in the team.

Whether a continuous work team or a project team - after a while, the fire of the beginning time has burned down:

- Commitment and community spirit decrease towards the average,
- Differentiation, preference, and dislike replace more and more appreciation,
- Information and communication are less self-evident,
- Personal, authentic value priorities determine action (again) more clearly than the organizational "target values".

# Sustainable Change

Time for renewal. We do not offer merely emotionalizing events: short-term inspiration soon gives way to everyday reality. Nor is it about qualification: There is nothing to practice that should happen unaffectedly intrinsically: It is about inspiring commitment, support, trust substantially! <u>Together</u> <u>Everyone</u> <u>A</u>chieves <u>M</u>ore

Team performance is the result of guided and lively cooperation, supported by engagement, respect, esteem, support, and determination.

Where leadership as part of the "operating system" is also part of the necessary change, there is a need for external, impartial change support: consulting, moderation and coaching are the possible forms of work. To this end, appropriate instruments are used to make critical system features visible to all. The team leader remains in his role. The whole team is the subject of his change.

# **Three situations**

... can be an occasion for accompanied team development/team coaching:

- 1. Your team starts from scratch, or you are new as team leader,
- 2. Troubleshooting,
- 3. You want your team to "re-start" ("Re-Team-ing").

1. your team starts from scratch, or you are a new team leader

- The group at the start quickly get into the productive zone (positions, trust, cooperation, goals, tasks, working methods)
- New team leader/project leader/chief (leadership, expectations, trust, cooperation)
- New team members: from 33% you have a new team (integration, collaboration)
- Changed business mandate (understanding, inclusion, tasks)
- Changed requirements or rules (e.g., more self-control)

2nd Troubleshooting

- Unwanted fluctuation: key person leaves
- Open conflicts, insults
- Fractionation, friend-enemy camp
- harassment
- Difficulties with the environment (interfaces)



- 3. you want your team to "re-start" ("Re-Team-ing")
  - "Teambuilding was done years ago"? how is your team today?
  - Unwanted fluctuation or absenteeism, low commitment,
  - "Why" and "Why" have faded personal priorities are moving forward,
  - Declining discipline such as punctuality, adherence to priorities, sense of responsibility, ...
  - Bad mood, no support, no interaction,
  - People talk more about each other than about each other,
  - Decisions are not implemented unanimously or with commitment.

#### Your ideas

- You want to challenge your team members and step out of familiar patterns,
- You need more drive in the group: Doing the usual better, disciplined thinking, constructive cooperation, creativity, flexibility and responsibility of each individual in collaboration, updating the consensus of values: Priorities more in harmony,
- You want external support because you are not very effective yourself,
- ...

#### What do you want to achieve?

Your goals with your team are decisive for the right approach. Instruments may support the process. We advise what helps, prefer to do it

- TMS (Team Management Systems Development International<sup>™</sup>),
  - Team Performance Model (Drexler/Sibbet)
  - VMI<sup>™</sup> (Hall/Tonna-Values Management Inventory<sup>™</sup>) for management teams/ executives.

Take advantage of our experience from over 100 team development projects with employee and management teams: teams at the start, team mergers, troubleshooting, mediation, process redesign, and integrated coaching for managers.

Our general way of working in your team project:

- Preliminary information(s) with team leader/ boss > Goal setting > Suggested course of action > Coordination
- 2. Analysis: Research also with team members > Voting
- 3. Project planning with team leader: development path, workshop, accompanying measures
- 4. Project implementation: core measure team workshop, feedback loops, follow-up
- 5. Project evaluation > Further transfer support as required

### And: action!

When will you get your team and yourself in top shape again?

See customer comments on our work: http://e-schoelzel.de/team-unternehmensfuehrung#kundenfeedbacks

Ask us! get in touch with us!