

LEAN TEAM DEVELOPMENT PROGRAMMES



This Programme has grown from our work with over 150 teams of Engineers, Design Engineers, Procurement and Customer Services specialists, and many other technical functions. Teams were located all over Europe and China, and included Transversal Teams with members in 3 continents. Teams varied in size from 10 to 25 people.

DESIGN PRINCIPLES

Lean team events have a number of simple guiding principles. These are for the team to have clear objectives, a well defined picture of the future, clear mission, strategy and processes, and to be working effectively as a self-managed team.

GETTING PRECISE OBJECTIVES - PURPOSE

We work to establish exactly what the business wants from the team in the future. We then, with the manager, design a set of questions to explore individual perspectives – and interview them to identify patterns and critical areas.

Individual responses are collated using Mind Mapping software, and results are used to make an initial plan for the event – which is checked and agreed with the Team Leader. The synthesis produced from individual responses is checked with the team at the beginning of the event and aligned as necessary. A set of realistic objectives for the workshop are established.

LEARNING FROM EXPERIENCE - PROCESS

Our Team Development Programmes are experiential (virtually no theory), designed for the business realities that the team works with, and comprise a number of focused activities used to clarify and work with issues that are important to them. The agenda is flexible and responsive to emerging discussions.

A major experiential project - **PROJECT AVION** - is used to enable exploration of what it means to be a 'Self-Directed Work Team', to establish the behaviours and values that will be needed to drive team success.

PEOPLE

We use the **MYERS-BRIGGS TYPE INDICATOR (MBTI®)** and **FIRO B®** to develop understanding of differences in motivation and personal preference. This knowledge progressively improves teamwork and task success. Teams learn how to mobilise individual strengths and improve individual engagement. FIRO B explores inter-personal needs in areas of Inclusion, Control and Openness.

IMPLEMENTATION

This powerful programme is designed to identify and enable positive change, and promote the delivery of that change at work through a progressive review process. The team is surveyed at 1 and 3 month intervals following the programme to assess the success of planned activities and changes.





EXAMPLE OF AN OUTLINE PLAN

DAY 1 – TEAMS AND TEAMWORK

EXPLORATION OF THE REPORT - Individuals work in triads to explore and clarify objectives. The output is a set of agreed and prioritised guidelines for the event.

PROJECT 'AVION'- A 'work simulation', a large challenge that has several elements. The team has to work together to achieve a common goal, with a clear focus on Quality. After the completion of the project there is a Performance Review to critique team performance.

ABOUT ME - In any team it is important that people know the 'person behind the face'. This activity, done in 3's, is designed to build this knowledge.

ME AND MY JOB - In teams there is an established need to get clarity on individual roles and responsibilities, major challenges and areas where help is needed.

UNDERSTANDING DIFFERENCE - Within any team there will be different personalities and people with widely varying personal preferences. From this 'mini-workshop' we get a better awareness of colleagues and a 'team map' of preferences. This will lead to - amongst other benefits - better understanding of how communication can be fine-tuned, projects better managed.

CHANGES AND ACTIONS SUMMARY - A quick capture, from the days' activities, of what has been learnt about teamwork, changes that might be made, and actions that the team might take.

Theoretical frameworks may include classical models and definitions including the principles of 'Self Directed Work Teams' and Tuckmans model of team development.

DAY 2 – THE WORK OF THE TEAM - MENU OF ACTIVITIES

VISION AND MISSION - Vision outlines an 'idealised' view of a future state. Mission defines the fundamental purpose of the team aligned to organisational objectives

'BRIDGING CULTURES' - A chance to 'put themselves in other people's shoes', to give (and seek) feedback

STAKEHOLDER MAPPING - Making a difference to important relationships

TIME LINE MAPPING – Mapping the future

BUILDING ENGAGEMENT AND TRUST MAPPING

SUMMARY OF LEARNING, CHANGES, NEW WAYS OF DOING THINGS

