

## THOUGHTPIECE 1

### WHAT CAN I DO WITH MY DYSFUNCTIONAL TEAM?

- **What makes the least difference in team effectiveness?**  
**- The personality and style of the team leader!**  
**Teams that have the talent and skills to basically manage themselves do better!**

(100 Things you need to know.  
 Best People Practices for Managers & HR.  
 Eichinger, Lombardo & Ulrich)

#### Send them on a Team Building Course?

It is important to identify the specific needs of your team and ensure that the right kind of provider is used to deliver the results. It is unrealistic to expect your team to develop as a result of completing some common activity together without engaging them in a process that helps them to express their feelings and perceptions and which then builds on this to ensure positive outcomes and ownership by the individual members of the team.

The term "team building" now seems to be used to cover anything from a group of people baking a cake together to a 5 day intensive workshop. This is not particularly helpful and can often lead to confusion at best and the client receiving entirely the wrong service at worst.

In order to overcome this we define three different categories of service that are related to improving the ways in which teams work and perform.....

- **TEAMBONDING**
- **TEAMBUILDING**
- **TEAMDEVELOPMENT**

#### TEAMBONDING

The objective of a team bonding session is to give people who work together an opportunity to share in a common experience through which they will have fun and get to know each other better. It will usually be designed around activities that are popular with the individuals in the team and thus fun! It could be an evening of bowling, but more usually will involve some form of "theme" and activity during a working day. Such events might involve, sailing, learning to play polo, driving buggies/Honda pilots, candidly the list is as long as our imagination.

FUN FACTOR	IMPACT ON TEAM PERFORMANCE	SUSTAINABILITY
Immediate/High	Short-term/Low	Poor

## TEAMBUILDING

Team building is designed to address a specific need within the team. It may be that it is newly formed and needs to be “built”. It may be that it has been in existence for some time and has become dysfunctional, or it may be that there have been some changes in personnel and the team needs to reform.

A team building event therefore needs to go deeper than a team bonding event. It needs expert facilitation and usually more time to help the team uncover and address the issues that they face and develop a plan for moving forwards. Roles and responsibilities are clarified and behaviours are understood. It will be “experiential” in nature and may involve the use of activities as part of the process; it is just that the activities will be carefully chosen to meet the development needs of the team, rather than simply for fun. They will be activities that lead to a specific learning output.

FUN FACTOR	IMPACT ON TEAM PERFORMANCE	SUSTAINABILITY
Reflective/High	Aimed at specific objectives	Good

## TEAMDEVELOPMENT

Team development is one step beyond team building, it involves taking a team that is already performing and helping the members move their performance to another level. It will involve an analysis of the talents within the team in order that they can be released to deliver better performance. It will also involve each member of the team learning much more about themselves and developing as an individual.

These programmes again require expert facilitation and more time than Team Building. The programme may consist of several interventions over a period of time and may involve individual as well as team coaching. The specific needs of the team are paramount and so each intervention may be unique in its style and process.

FUN FACTOR	IMPACT ON TEAM PERFORMANCE	SUSTAINABILITY
Early challenge leads to later satisfaction.	Demonstrable changes in behaviour and results.	High