

Team Development Case Study

In August, 2016, the CEO of an organization in Massachusetts contacted Effectiveness Institute in search of professional team development tools and processes for all of the core leadership teams within the organization, including the senior management team. After clarifying desired outcomes Effectiveness Institute engaged in a two-part, multi-step team development process over an eight month period using both the Teams That Work and Behavior Style models.

Step 1 - Prework

In December, the CEO had an initial meeting with the senior management team to introduce them to the Teams That Work assessment and the proposed timeline for a two-day team facilitation with an Effectiveness Institute consultant. Two weeks later, the team met to discuss and determine the roll-out process for their group and the teams they individually lead.

The next day the members of all seven teams (roughly 40 individuals) watched a live, 45-minute webinar by an Effectiveness Institute consultant who provided an overview of the Teams That Work model. This level of awareness, understanding, and buy-in before participating in the process are critical components for success.

Two days later all team members had completed the online Teams That Work assessment. The senior management team members completed two assessments, one as a member of the team they lead and one as a member of the senior management team.

Step 2 - Team Debrief Sessions

In mid-January, one week after team members had completed the online assessment, a consultant from Effectiveness Institute conducted a three-hour, onsite session for all team members to briefly review the Teams That Work model and the Team Debrief process. The consultant also gave a high-level overview of the Effectiveness Institute Behavior Style model as a separate variable that impacts team performance.

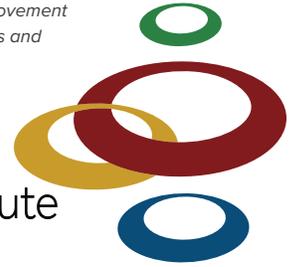
After this general session, the consultant individually met with each team to conduct the Team Debrief process, which included reviewing and discussing their assessment results as well as identification of areas for improvement and action-planning.

Step 3 - Implementation of Teams That Work Action Plans

From late January through May each team worked on the action plans they developed during the Team Debrief session. The plans included at least three action items with check-in dates to evaluate progress and any roles or responsibilities designated team members would have in order to execute the plan.

Step 4 - Post Teams That Work and Behavior Style Self Assessments

In mid-May, all team member took the Teams That Work online assessment a second time to determine if perceptions of team performance had improved. Team members also took an online Behavior Style assessment in preparation for Step 5.



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Step 5 – Team Debrief and Behavior Style Sessions

In early June, the consultant from Effectiveness Institute returned for two days to conduct a three-hour, onsite session on Behavior Styles for all team members. This was in preparation for teams to review the Behavior Style Team Distribution Chart during their individual sessions.

After this general session, the consultant individually met with each team to conduct the Post-Assessment Team Debrief process, which included reviewing the post-assessment results and identifying any additional areas for improvement. Once this review was complete the teams reviewed their Behavior Style Team Distribution Chart and developed team and individual action plans based on these results.

Step 6 – Implementation of Team Behavior Styles Action Plan

After the June session each team worked on additional action plans they developed during the follow up Team Debrief session and Team Behavior Styles review. The plans included at least three action items with check-in dates to evaluate progress and any roles or responsibilities designated team members would have in order to execute the plan.

Results

All teams had a measurable improvement in team performance based on the six characteristics of the Teams That Work model and assessment*. In addition, all teams expressed that both the Teams That Work and Team Behavior Style sessions were helpful in increasing awareness of challenges and strengths as well as surfacing issues and then creating action plans that positively impacted performance.

The CEO also provided the following summary: *“Initially our core teams were apprehensive about the process; however, the Effectiveness Institute consultant’s facilitation of the Teams That Work and the Behavior Style models was very well received by the senior management team and the respective teams they lead. Outcomes proved beneficial across the organization by increasing communication, creating awareness and appreciation of behavior style differences, and ultimately working more effectively as cohesive teams.”*

* Improvement of individual team performance ranged from a high of 41% to a low of 3.8%. The overall average improvement of all teams was 20.6%.