Teams outperform individuals acting alone or in larger organizational groupings....Yet, as we explored the use of teams, it became increasingly clear that the potential impact of single teams, as well as the collective impact of many teams, on the performance of large organizations is woefully underexploited—despite the rapidly growing recognition of the need for what teams have to offer.” – Jon R. Katzenbach and Douglas K. Smith, The Wisdom of Teams

Introduction:

Teams impact effectiveness at the individual, group, and organizational levels. This 8-day lead-level bundled solution is designed to help organizations understand the internal and external factors that contribute to high-performance teams and effective teamwork.

Internal factors (team norms, ground rules, interpersonal and rational skills/qualities, etc.) determine how well single teams function, while the external factors (i.e., organizational culture, systems, and structures) within which all teams perform determines the level of teamwork within an organization.

Most Frequently Used for:

- Initiating team development and establishing a direction for change
- Providing leaders with unique insights regarding the current performance of teams and the level of teamwork in their organization
- Helping leaders adopt strategies to measure and increase team effectiveness over time
- Enhancing organizational effectiveness through team development
- Improving organizational levels of teamwork

“There is a difference between teams and teamwork. Teams refer to small groups of people working together toward some common purpose. Teamwork refers to an environment in the larger organization that creates and sustains relationships of trust, support, respect, interdependence, and collaboration. It is a mistake to confuse the two. It is relatively easy for a leader to set up teams. But creating and sustaining an environment of teamwork is vastly more important and enormously more difficult. A contrary environment will ruin teams.” – Peter R. Scholtes, The Leader’s Handbook

Project Title:

The IMPACT! of Teams and Teamwork on Organizational Effectiveness – Presented by the teamwork, leadership, and culture change experts at Dillard Partners, LLC

Project Description:

Through a combination of high-impact training and high-touch consulting, this project will help any organization kick-start or enhance its development of individual teams, as well as increase its level of teamwork. Designed to show leaders how and why to measure individual team performance and reveal the impact that organizational culture has on teamwork, TeamIMPACT!™ uncovers the systemic causes that frequently produce inferior team decisions and result in a tremendous waste of already scarce human and financial resources. Action plans are also created that include practical first steps toward increasing overall effectiveness at the individual, group and organizational levels.

A cross-section from the organization will complete an Organizational Effectiveness Inventory™ (OEI) from Human Synergistics®, a world-leader in high-quality assessments and simulations for individuals, leaders, teams, and organizations. The OEI measures outcomes at the individual, group, and organizational levels and the factors (i.e., effectiveness criteria) that have been shown to lead to these outcomes. It provides a picture of the organization’s effectiveness in terms of 31 specific “levers for change” that can be moved to improve the performance of teams and increase levels of teamwork, including coordination within and between organizational units/ departments. This, in turn, directly impacts organizational capacity for problem-solving, quality of service, and adaptability.

This program includes our 2-day intensive Grow-Level LeadersIMPACT!™ Workshop. This 2-day course is designed to take participants through a myriad of practical exercises that increase their ability to solve problems, plan strategy, manage projects, or accomplish anything that requires two or more people
coming together to accomplish something they could not do separately. Beginning with team concepts like synergy, consensus, and effective decision-making on day one, the second day is designed around your specific needs:

- Business Turnaround
- Problem Solving
- Strategic Planning
- Benchmarking
- Re-engineering
- Organizational Change
- Critical Thinking
- Ethical Decision-making
- Constructive Negotiations
- Performance Management
- Project Planning and Management
- Employee Safety
- Meeting Effectiveness
- Customer Complaints

We also introduce you to PathMaker® software - a tool for better team thinking and better teamwork - to facilitate growth in the use of specific tools to accomplish these objectives. A free 30-day trial version of PathMaker® is included, along with low-cost pricing options for purchasing the most current client-server or internet (ipathmaker™) version for continued use. PathMaker® is the most economical and functional software on the planet for teams and teamwork. And for optimal flexibility, the workshop can be broken up into four 4-hour segments for greater convenience in delivery without disrupting business operations.

Project Outline:

A. Day 1 – Part 1 (¼ day @ Client Site)
   - Meeting with Top Management to explain the purpose and process of the project
   - Set up schedule for the project

B. Day 1 – Part 2 (¾ day @ Client Site)
   - Complete the Organizational Effectiveness Inventory™ (OEI)

C. Day 2 – The IMPACT! of Teams and Teamwork on Organizational Effectiveness (On/Off-Site)
   - Welcome and Ice Breaker (0.5 hour)
   - Introduction to Teams and Teamwork (0.5 hour)
   - Teambuilding Simulation and Group Styles Inventory™ (GSI) (1 hour)
   - Analysis of Group Interaction/ Score and Debrief of GSI (1.5 hour)
   - An individual's IMPACT! on Team Performance – Life Styles Inventory™ (3 hours)
   - The IMPACT! of Organizational Culture on Teamwork (1.5 hours)

D. Day 3 – The IMPACT! of Teams and Teamwork Organizational Effectiveness (On/Off-Site)
   - Business Specific Exigencies

E. Day 4 (Dillard Partners, LLC)
   - Analysis of the OEI Feedback Report from Human Synergistics®
   - Prep for Site Transformation Assessment and Readiness Tour (START)

F. Day 5 (Client Site)
   - START - Onsite review and evaluation of Team systems, structures, technologies, and skills/qualities

G. Days 6-7 (Dillard Partners, LLC)
   - Analysis of OEI and Onsite review
   - Prepare Executive Summary and Report w/ Recommendations

H. Day 8 (Client Site)
   - Presentation to Top Management on results of the project
   - Action Planning for effective Teams and better Teamwork

“We trained hard—but it seemed that every time we were beginning to form up into teams, we would be reorganized. I was to learn later in life we tend to meet any new situation by reorganizing, and what a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency, and demoralization.” – Petronius Arbiter, 65 A.D., as quoted by Peter R. Scholtes in The Leader’s Handbook

- The Life Styles Inventory™, Group Styles Inventory™, and Organizational Effectiveness Inventory™ are trademarks of Human Synergistics® International, Plymouth, MI USA.
- PathMaker® and ipathmaker™ are trademarks of SkyMark, Inc.