Introduction

Almost no work is done by individuals in modern business. The effective use of teams and the quality of their decisions are critical to sustaining higher levels of organizational effectiveness. A recent AchieveGlobal® survey of 373 business leaders revealed the following team-oriented skill sets believed to be vital to achieving or meeting the challenges of their major business issues:

- Communication Skills
- Strategic Skills
- Problem-Solving Skills
- Technical Skills
- Decision-making Skills

Do you really have high-performing teams or just groups of individuals doing their own thing under the disguise of teamwork? Are they making effective decisions? How do you know? And why do some of your teams perform better than others? These are just a few of the questions that dog your organizational steps and hound your effectiveness heels.

“Teams outperform individuals - it is not obvious how top management can exploit that advantage.” – Katzenbach - Smith, The Wisdom of Teams

The Perception of the Need for these Workshops

The Up Side – Teams can Achieve Synergy:
According to Human Synergistics® research on teams, group styles, and teamwork, SYNERGY occurs when the cooperative efforts of two or more people working together produce ideas, solutions, and products that surpass anything an individual could produce working alone. It really means that a team can exceed the level (sum total) of knowledge and skill available to them as individuals when performing tasks or tackling a specific issue together. What this looks like in the “real-world” is more effective decisions due to higher levels of solution quality and solution acceptance. “A high-quality solution reflects maximum use of resources, whereas a highly accepted solution is one to which members are committed and motivated to seeing succeed.”

The Down Side – Synergy Doesn’t Just “Happen”: More often than not, SYNERGY requires paying careful, focused attention to what makes a team successful, including the interaction styles that emerge as members work together to accomplish a task. A group’s interaction style—the manner in which members conduct themselves in dealing with one another and approaching their task—can limit or enhance the knowledge and skills that members bring to bear on the task and the extent to which they develop and consider alternative strategies for approaching the task.

“We are all faced with a series of great opportunities - brilliantly disguised as insoluble problems.” – John W. Gardner, American Writer and Secretary of Health, Education and Welfare, 1912-2002

The Workshop/ Topic Overview and Expected Outcomes

The Good News on All Sides – All Teams Improve Through Practice:

Through a combination of high impact presentations and high-touch exercises, this series of workshops is designed to take teams through the performance improvement process:
At the **Learn** level, team members spend 80 minutes learning about teamwork and its IMPACT! on decision-making effectiveness. At the **Change** level, in 4 short hours, participants begin improving both interpersonal and rational skills that immediately alter the way they've always worked together and enable them to make more effective decisions. In fact, we'll provide you with data to prove it and leave you with a simple, repeatable process that can be used by your teams over time to measure, track, and improve their performance.

At the **Grow** level, participants move 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, we can design the second day around your specific needs:

- Business Turnaround
- Problem Solving (including Six Sigma, TQM, and PDCA)
- Strategic Planning (including Hoshin Kanri)
- Benchmarking
- Re-engineering

“Now project teams outnumber production teams. Other forms of collaboration are emerging as new forms of teaming are invented and tested....Team-based organizing will be critical for world-class performance in all industries in the future.” - Mike Beyerlein, Director, Center for Collaborative Organizations at the University of North Texas

**Conclusion**

If you’re typical, you’ve invested a lot of time and money in modern management methods like TQM, TOC, Six Sigma, Lean, Balanced Scorecards, Quality Certification, et al., to improve your organization’s effectiveness, yet efforts haven’t equaled results. This is in part because of the ineffectiveness of your teams.

Whether cross-functional or intra-departmental, virtual or in the same location, ongoing or ad-hoc, teams are here to stay. “Teams fill gaps, respond to crisis, plan for the future, and ensure the success of both short-term and long-term projects that touch multiple areas of the organization—internally and externally....Teams exist so that organizations may utilize their resources to their fullest for accomplishing tasks that require the skills and experiences of individuals from various places inside and outside the enterprise.”

At Dillard Partners, LLC we couldn’t agree more. In fact, we’re in the Team-building business. To learn more about how your organization can benefit from TeamIMPACT!” or to schedule one of our 80-min, 4-hour or 2-day workshops, contact Richard Dillard, Performance Improvement Consultant at (88) TRY DP-LLC or visit us on the web at www.dillardpartners.com.

1. From “Creating a Problem-Solving Culture: Exploring Problem Resolution in the Workplace” by Mark Marone, Ph.D., Senior Research Manager and Chris Blauth, Senior Product Manager at AchieveGlobal®. Copyright © 2004, Achieve Global, Inc.