

"We all know what it feels like to share in the excitement of a moment, the elation of completing a job well done.

These feelings drive people to do things together that no individual could or would do."

Goleman,
Boyantzis &
Mckee
The New Leaders

THE ISSUE:

In today's business world, teams form and re-form with significant regularity, whether because of turnover and the appointment of a new member, or new teams formed by acquisition or merger. Whatever the reason, the issues are the same. The team must start from the beginning to re-establish its cohesiveness and effectiveness.

Even with an existing high performing team, a new member will alter the team dynamics and with a team formed by acquisition or merger, the politics, the differences in culture and the differences in leadership styles, are likely to have a significant impact.

ELEMENTS OF SEA CHANGE PROGRAMMES THAT ADDRESS THE ISSUE:

- Recognising and valuing one's own skills, strengths and characteristics.
- Managing ambiguity and dealing with personal uncertainty. Challenging attitudes, habits and assumptions.
- Managing self and others under pressure and taking personal responsibility for one's own actions.
- Understanding individual behavioural characteristics, team dynamics and diagnosing the stage of development of the team. Understanding the problems of joining a new team.
- Recognising and valuing the skills, strengths and characteristics of others and making use of diverse talents.
- Developing interpersonal relationships based on openness, honesty and trust.
- Active listening and sensitivity to the beliefs, opinions and feeling of others.
- Leadership and followership skills and style. Giving and receiving feedback.
- Coaching and facilitation skills and using reviews to improve performance.
- Effective influencing, persuasion, communication and briefing skills.
- Generating, evaluating and using ideas. Seeing and seizing opportunities. Risk taking and evaluating rewards.
- Successful integration of new members into the team.

OUTPUTS & RESULTS:

- A team unity and interdependence focused on understood and agreed organisational objectives.
- A team's performance leveraged beyond the sum of its parts by identifying, developing and harnessing the personal strengths and abilities of team members.
- A pride in team performance where high targets and standards are set and achieved.
- Flexible and supportive relationships, based on openness, honesty and trust, where the team takes responsibility for its own actions and results.