

IMPROVING INTRA TEAM DYNAMICS

The head of the Primary Care Team of a UK pharmaceuticals organisation was tasked with getting the business back into profit after a period of difficulty. She had inherited an inexperienced team at a senior level and individual personalities dominated.

There was a lack of collaboration between the functions in the team and a culture where leadership development was seen as a 'Human Resources initiative', rather than as core to the business.

This team had multiple needs, a requirement for fast change and a relatively small budget for the work. In other words high need, low resources.

We interviewed and built relationships with as many of the team as was possible. We presented an approach that matched their need for pragmatism and offered them a chance to participate in co-creating a format that would work for them. We kept the work business and tool based. The first workshop was an intensive immersion into dealing with business breakdowns and simultaneously improving relationships in the team to foster a goal of profit.

The second workshop was designed to build on leadership experiments conducted between workshops. Participants logged the feedback results and breakdowns as part of the experiment. The team was taught self and peer assessment to help it take a deeper professional responsibility for its own performance on an ongoing basis.

Relationships were radically improved and by staying close to the HR Director we understand they are continuing to improve. A significant shift in the way the team and leader related to each other was created by a move away from dependent 'parental' relationships to responsible adult conversations and transactions. The goal of profit is now a shared goal. The team has at least four tools to use when dealing with business breakdowns, conflicts and performance improvements amongst themselves or their respective teams. Action is ongoing.

This was a very practical approach to a critical business need. Enabling individuals to play to their strengths whilst adjusting some less than helpful behaviours. It encouraged people to see themselves as part of a whole system, and therefore to take more care with relationships, collaboration and business first (over personality).

When problems arise (as they inevitably will,) the leadership team have tools they have practiced with to help them return to their goals.