

How to Diagnose and Fix Team Problems

The best way out of a problem is through it.

As many organizations are finding out, teams and teamwork are not always an immediate, easy success. This workshop was designed to help organizations improve their existing teams and teamwork. Attendees learn to apply measures that have a dramatic, positive impact on the teams' effectiveness.

The course is built around a three-step process – identifying strengths and weaknesses, prioritizing growth opportunities, and developing action-oriented intervention strategies.

Learning Objectives

- ◆ Learn how, when and for what purpose to conduct team audits.
- ◆ Practice the use of powerful team diagnostic tools, including interview guides, observation checklists, questionnaires, and a seven-factor model.
- ◆ Examine and use intervention strategies that re-build team communication, foster team relationships, and re-evaluate team goals.
- ◆ Identify situations that require the re-structuring or disbanding of the team.
- ◆ Learn how to “champion” team support and gain the backing teams desperately need.
- ◆ Identify team support elements that are inadequate or altogether missing and develop mechanisms for providing that support.
- ◆ Develop methods to focus teams on business goals and important initiatives.
- ◆ Learn to initiate simple, effective intervention strategies that help the team overcome obstacles and evolve into self-motivating, high performance teams.

Audience

This course is vital for anyone responsible for building and managing productive work teams. Department heads, team facilitators, team leaders, team coordinators, employee involvement coordinators, and quality managers are just some of the people who have found that the tools taught in this course can skyrocket team productivity.

Course Outline

Module One: Overview of Teams

- ◆ Three types of teams
- ◆ When to use the three types of teams
- ◆ Five specific roles on teams
- ◆ Terms related to team focus
- ◆ Team charters
- ◆ Additional characteristics of the three types of teams

Module Two: The Team Diagnosis Model

- ◆ The purposes for auditing teams
- ◆ Methods of auditing teams
- ◆ What to look for when auditing teams
- ◆ Breaking down the factors: outcomes vs. processes
- ◆ Team diagnosis questionnaire
- ◆ Group Exercise -- Using the team diagnosis questionnaire
- ◆ A six step approach to conducting an interview
- ◆ Asking questions
- ◆ Examples of open and closed questions
- ◆ Interview guide
- ◆ Group Exercise -- Conducting a team member interview

Module Three: Helping Teams Focus

- ◆ The four major causes of poor team focus
- ◆ The first step: Stating specific goals
- ◆ Prioritizing problems
- ◆ Group Exercise -- Selecting projects for Ad Hoc teams
- ◆ A sample team charter

Module Four: Improving Team Processes

- ◆ The three major team process problems
- ◆ Three causes of poor team processes
- ◆ Group Exercise -- Observing a team meeting
- ◆ Assigned roles for team meetings
- ◆ Tools for team meetings
- ◆ Group Exercise -- Practicing using the tools for team meetings
- ◆ Nominal Group Technique (NGT)
- ◆ A problem solving process

Module Five: Creating Teamwork

- ◆ Typical symptoms of poor teamwork
- ◆ Four types of team building experiences
- ◆ Handling difficult team members: An introduction
- ◆ Group Exercise -- Handling difficult team members
- ◆ Group Exercise -- Personal reactions to change

Module Six: Installing Support Elements

- ◆ A support system checklist
- ◆ Team sponsor -- job description
- ◆ Team facilitator -- job description
- ◆ Team coordinator -- job description
- ◆ Training needs for teams
- ◆ Team member training
- ◆ Team leader training
- ◆ Team facilitator training
- ◆ Team sponsor training
- ◆ Teams coordinator training
- ◆ What to look for in training for management and support personnel
- ◆ Group Exercise -- Changing management styles
- ◆ What support structures you must put in place

Module Seven: Fixing Structural Problems

- ◆ Major team structure problems
- ◆ How natural teams are structured
- ◆ How natural teams communicate and coordinate
- ◆ Converting to a process orientation

Prerequisites

Completion of *Team Facilitation and Team Management Skills* is helpful but not required.

Program Format – 1 Day

This highly interactive one-day program focuses on case studies and examples that are specific to the organization. It also provides diagnostic tools, forms, and guides that serve as powerful helpmates that can be put to immediate use. The small group practice sessions that are conducted allow participants to try out the tools and perfect their use with the help of instructor coaching. The maximum class size is 20, but for optimum results 12-16 participants is ideal.