



Facet5

Beyond the Team Session – Sustaining Team
Development



Welcome



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Our time together - we will discuss

- How we sustain Healthy & High Performing Teams
- Team Development Journey
- Embedding Insights
- Sustaining collaboration and accountability



A question for you...

What are the some of the challenges teams are facing that is impacting the work you are doing and/or being asked to do with them?

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Challenges

- Geopolitical issues
- Remote / Hybrid
- Technology access and equity
- Pace of work
- Ways of working
- Doing less with more
- Polarisation of language
- Member of multiple teams – no real home
- Inexperienced leaders / managers
- Lack of strategy
- Budget and time
- Role clarity
- Culture of firefighting
- Communication
- Shared purpose

The ask...

- Build connection,
- Alignment,
- Clarity and sense making,
- Collaboration (Ways of Working)
- Solve capability issues
- Mastering change

**STABILITY COMES THROUGH CONNECTION
(SELF & OTHERS) AND PURPOSE**

So...

How do these challenges and requests inform what you design and how you deliver it?

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- Team function & purpose
- Team size & make up (skill and personality)
- Time available
- Time to scope: Want vs Need
- Where does this fit in the development of the team
- One off or repeated sessions
- Team dynamics
- Personality & Preference of the Facilitator
- Root cause analysis
- Space to connect, talk and explore
- Peer coaching
- Pace and content
- Getting to know the people behind role
- More breaks for inter activity conversations
- Clarify: Do we need to be a team?
And how will you show your care

Design Considerations

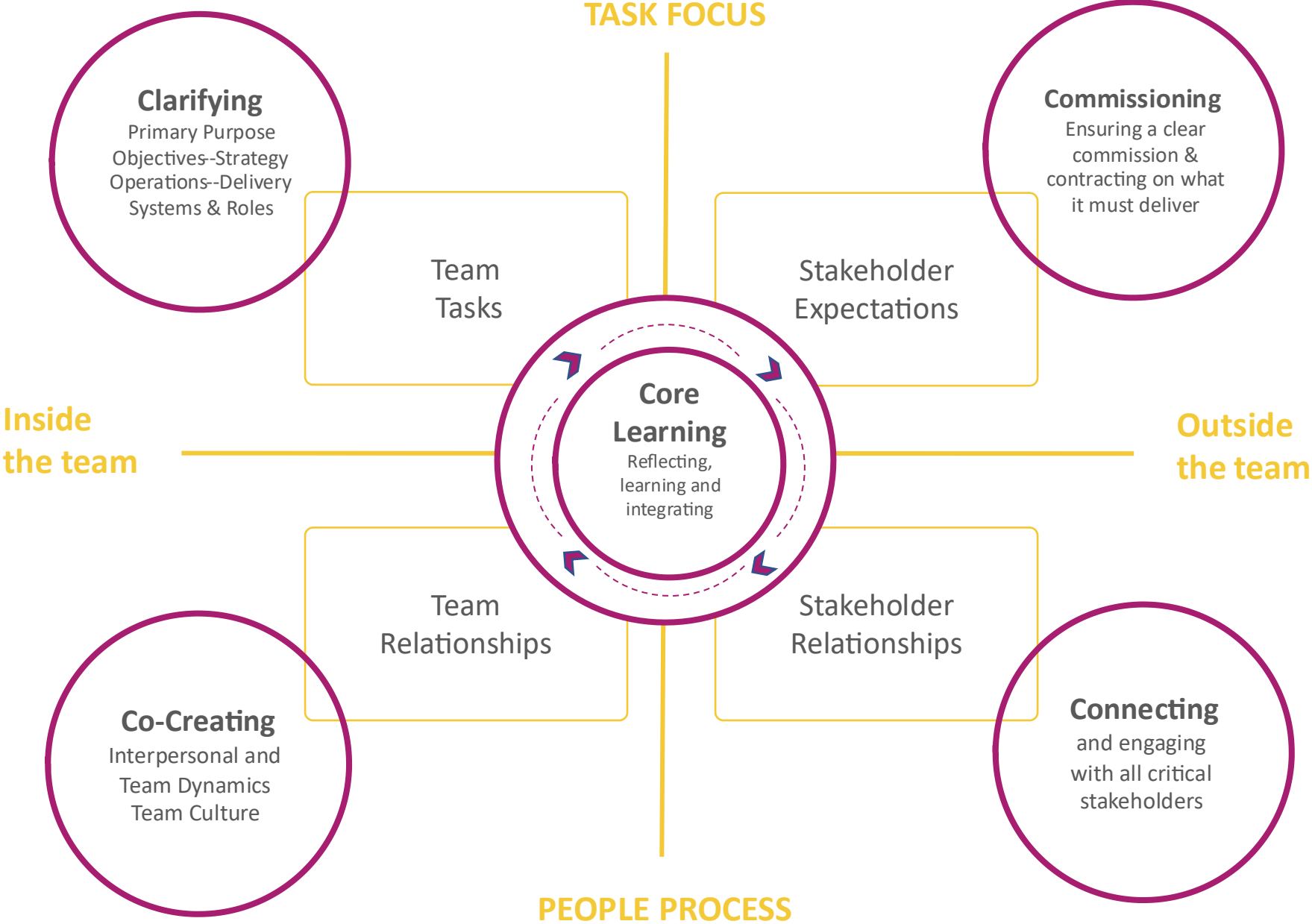
**CONVERSATIONS AND MEANINGFUL
DIALOGUE ARE AT THE HEART OF
HEALTHY, HIGH PERFORMING TEAMS**

Design Considerations

- Primary challenge for us as facilitators/coaches is to create enough space for meaningful dialogue (& thinking)
- Teams having lots of meetings does not equal having meaningful dialogue
- Meaningful dialogue is at the core of, and is the unlocker of creating the conditions for healthy high performance
- We need to be the change they want – i.e. role modelling effective and meaningful conversation in how we engage and work with the leader, team and organisation

Using a Systemic Lens

We use this systemic coaching framework as a way of providing relevant focus and structure for the diagnostic and development work but not at the expense of allowing stuff to emerge, this isn't a linear process, these areas naturally overlap.



Potential focus for each discipline (examples below)

Clarifying: The team tasks, Mission, Purpose & Intent

- The Team Purpose or Shared Endeavour
- A vision for its future
- A set of values that underpin its work
- Agreed, shared goals and priorities
- Roles & accountabilities; interdependency
- Rules & systems for effective working

Systemic Team Coach focus on achieving:

1. *Clarity and agreement – shared ownership of common endeavour*
2. *Alignment with stakeholder requirements*

Co-creating: 3 broad areas of focus

1. Stage of development

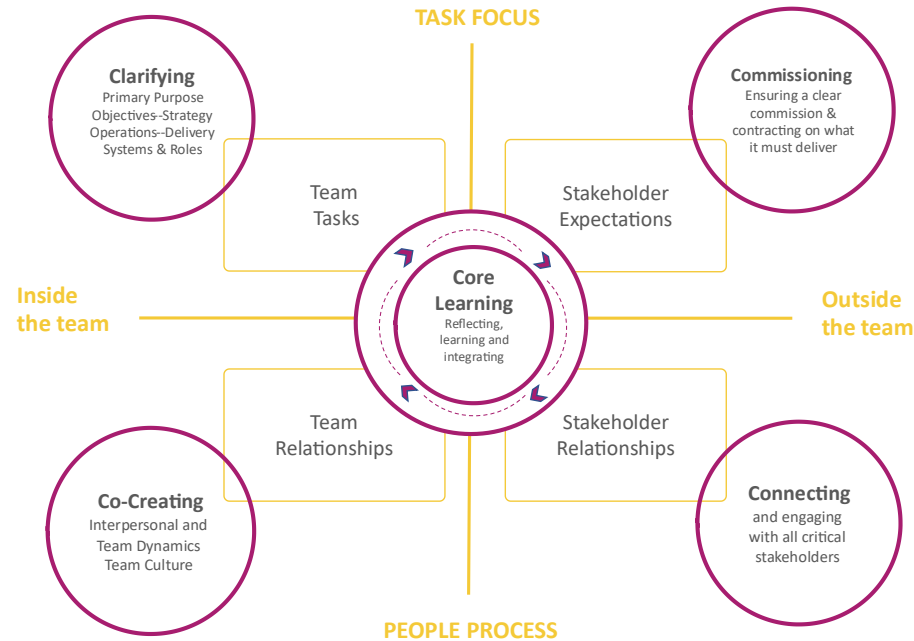
- New, established, transition
- History of the team
- Forming, Storming, Norming, Performing

2. Roles, contributions and styles of team members

- Leadership & followership: single to collective
- Facet5: Personality profiling: working with difference and diversity

3. Skills for team development

- Nature of change – doing & being
- Dialogue
- Bringing the unspoken into the room
- The importance of trust – Lencioni Model/Trust Equation/Speed of Trust/Psychological Safety



Core Learning: Becoming a learning team*

- Sustaining the team coaching intervention after the team coach has gone
- Identifying and reinforcing learning achieved
- Team 360 feedback tool used before and after team coaching to consolidate learning

**this discipline is woven through all interactions and sessions*

Commissioning: from Stakeholders & contracting on what the team must deliver

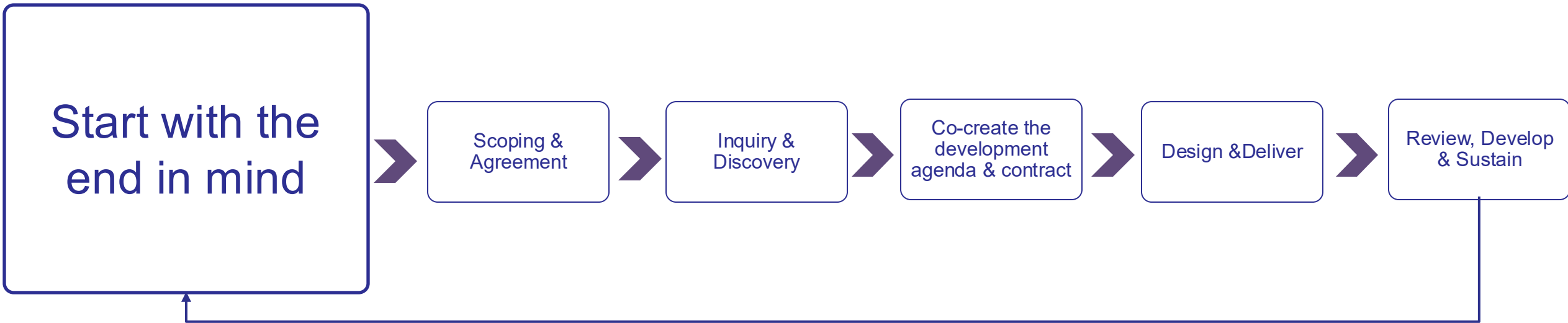
- Who commissions the work of the team?
- How far is there agreement about the commission? The commissioners (stakeholders) and the team?
- What is the nature of the working contract and partnership between the commissioners and the team?
- How is this commission kept 'live' over time?

Key Question: What do our stakeholders require of us, now and in the future, that we can uniquely provide?

Connecting: to stakeholders and the wider system

- Attention to Politics, Organisation Culture
- Stakeholder analysis/Mapping (drawing or objects)
- Inviting stakeholders in and coaching on live dialogue
- Bringing the Stakeholders' voice into the room & fast forward rehearsal
- Wider system/environment - PESTLE

The process: team coaching/facilitation



Start with the end in mind!

Scoping & Agreement



Inquire, Diagnose & Discover



Co-create the Development Agenda



Design & Deliver



Review, Develop & Sustain

The focus of the team coaching needs to be established early on, it could focus on a core element or a combination of elements

As a minimum:

- Initial discussion(s) with team leader (and team) to understand the aims and objectives of the work
- What will be involved? What is team coaching How I/we will work
- Agree communications, timelines and ongoing process

Can involve different elements that help gather intelligence and understanding of the team

- Ongoing conversations with the team leader/team
- Asking for other data to understand the context and reality of the team e.g., existing 360 data (if recent), feedback from the team & stakeholders
- Online diagnostics or simple inquiry conversations

Why we inquire: the inquiry step is critical, its purpose is:

- To deepen understanding of the issues and patterns at the individual, team, organisation and wider eco-system levels
- To bring the outside in perspective – building systemic awareness
- To gain buy-in and commitment to the process
- To ensure all voices are heard
- Begin building relationships

This phase provides robust individual and collective data & feedback that becomes a reference point for the entire process. It gives insight into how the team currently operates, strengths and areas for improvement.

The long-term development agenda is co-created between the coach and team to engage and encourage full commitment, we will adapt and respond to what emerges so likely to contract and recontract often

We will attend to this as part of the first session

The coaching can encompass a wide range of techniques and interventions:

- observation & feedback – TOOTs, process checks, attending team meetings
- 1:1 coaching
- incisive questioning
- specific team workshops (topic/model/data led) – input led
- coaching the team live with stakeholders, team to team coaching
- facilitative interventions - Action Learning Sets, process interventions, critical reflection
- using diagnostic and profiling instruments (Facet5, TC 360 survey, Lencioni etc.)
- embodiment & mindfulness practice, role play and fast forward rehearsal
- role modelling behaviours
- Away days.....etc. etc.

Build in ongoing reviews, feedback and evaluation

Guiding Design Principles...

- Less is more – simple frameworks
- Use Powerful Questions Often
- Understand the direction of travel for the team – moving from and to
- Trust in the process
- Make space for collective reflection and conversation
- Shift what they already do – meet them where they're at

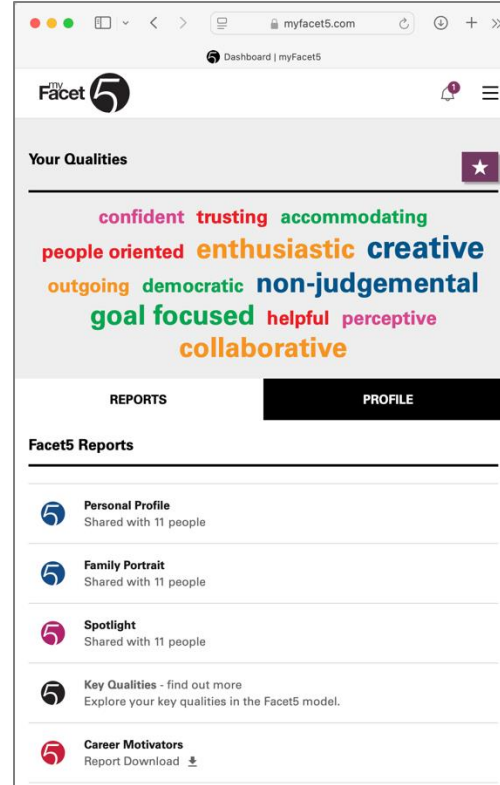
**“Conversation - face to face dialogue -
is still the most effective technology on
Earth to build relevant common ground”**

You only learn and sense make from the conversations you have

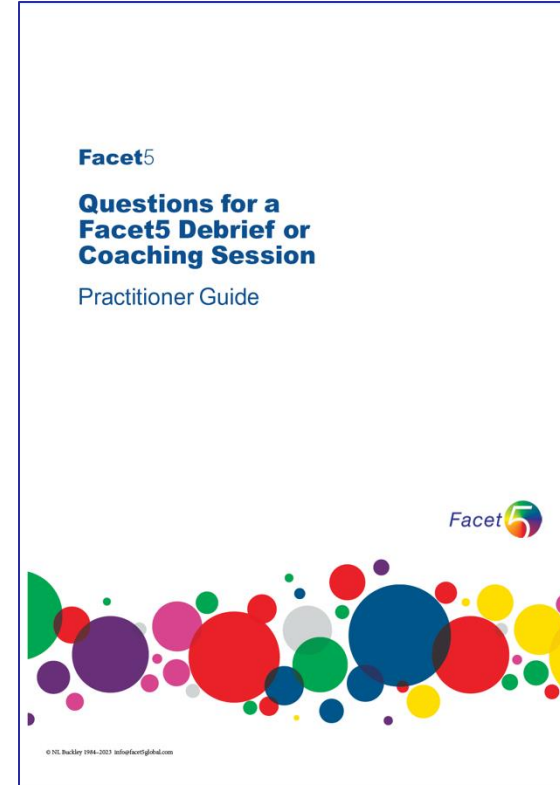
Additional resources



Strengths Culture



myFacet5



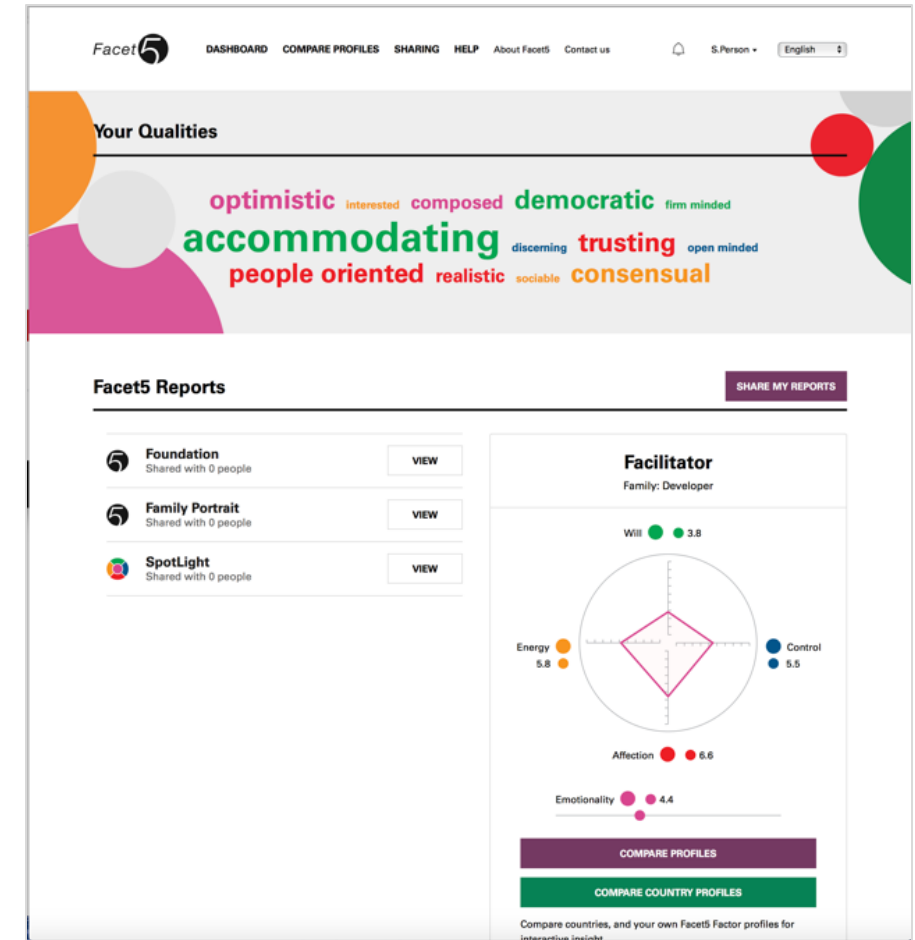
Questions



Group Coaching

Personal Development at your fingertips that helps individuals understand how to focus their development while also building strong working relationships

- **Facet5 Profile** –details individual personality strengths, risks, motivators and de-motivators
- **Facet5 Family Profile** – provides a compact interpretation of the Facet5 profile: a shorthand for people to see where they are similar to and different from others
- **Spotlight** - a comprehensive personal development model that assists people on where to focus their development efforts
- **Country comparisons** - compare and contrast over 40 countries based on global National Character research



Building relationships is easier with the Facet5 GPS. The app allows individuals to understand:

- **What are their personality **strengths**** and how do they support their relationships with others
- **Potential **risks** of their style** that may work against them
- ****Frustrations** they experience** that may arise when working with people different to them
- **Development **challenges**** that assist individuals - in the moment - to understand themselves and their approach to growing better relationships

