

# Team Development & Coaching case study

## High Performing Team journey

### What was the challenge?

A new leadership team was established post restructure, with members having varying degrees of leadership and technical experience. Most were new to leadership roles, and all were new to this team.

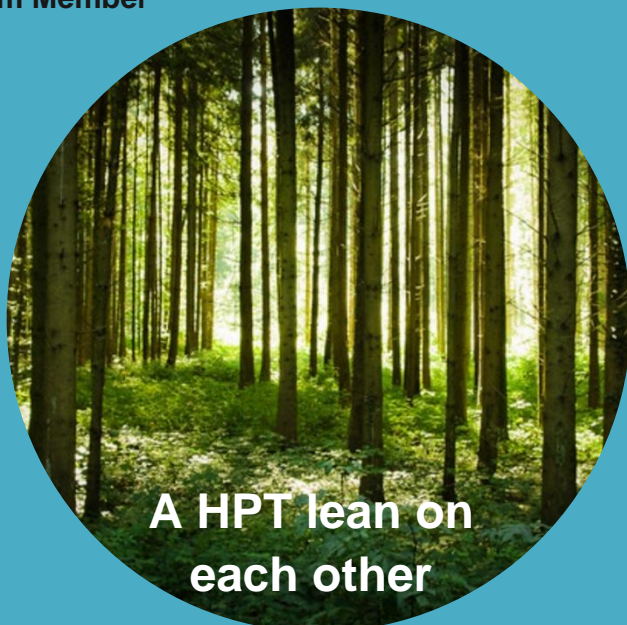
### Why do this?

The team leader knew he needed to invest in developing this team if they were to be successful in enabling their ambitious strategy. He was also aware that the culture he wanted to see would not come from structure. My brief was to support the lead team (consisting of seven senior managers) to create and enable the culture and leadership style they needed to succeed.

### What was the benefit?

“This work has moved us toward the goal of being a High Performing Team. It supported our growth as people and as managers, increasing our self-awareness and confidence as leaders and making us a more effective and tight-knit team. The main changes have been the courage to speak up and challenge each other, collective decision making, and trust and understanding of each other. This has been evidenced by significant increases in both the engagement score of the senior team and the wider functional team we all lead.”

**Team Member**



**A HPT lean on  
each other**

### How did it work?

All the work I do is tailored to specific needs of the team and their environment. There are no cookie cutters here!



This engagement began by meeting with the leader and team members individually, meeting with other stakeholders within the organisation, including Human Resources (HR), and understanding the organisation and team's strategic goals. A team development goal of “becoming a High Performing Team (HPT)” was set, as it aligned with strategic direction.

Around the same time, all team members completed a HPT assessment, comprised of questions relating to their relationships with each other, their understanding of collective team purpose, engagement with stakeholders, and their ability to learn collectively.

Themes coming through from interviews, the HPT assessment, existing HR activity within the organisation and strategy were combined to create a development plan for the team.

The main enabler of that plan was monthly team development days, held off-site in neutral locations, over a year.

Some of the main topics covered in those sessions included:

- Creating a team charter including team ground rules of behaviour, clear and aligned team purpose.
- Appreciating and applying each others strengths.
- Understanding who key stakeholder were and their needs.

And, building trust and psychological safety all the way through the process.

### What happened?

The HPT assessment was repeated every six months, and the score moved from 3.1 out of 5 at the start of the process to 3.6 after one year. The team were under considerable pressure with bedding in their new team structures, delivery challengers and system changes during this period as well, making the increase even more pleasing.

Team member feedback on benefits of the process included: increased self-awareness, more confidence, and more accountability. They also thought the team had improved: understanding of each other, collective decision making, trust, learning together, and challenging each other. Also, all agreed benefits gained at the team level were trickling through the wider functional team and organisation.

**helen zink**

grow to be the best you can be