



BUILDING AND SUSTAINING HIGH PERFORMING TEAMS

- a case study

THE CHALLENGE

Values into Practice were invited to work with a Medical team that worked internationally, and virtually. With a remit that takes in the UK and a host of countries around the world, the challenge was about bringing this team together, to communicate, behave and act with ‘one voice’.

They presented as a team where some team-members were listened to more than others - yet their success relied upon all delivering.

For Values into Practice, the desired outcome was for a unified team. One where every team-member contributed to their annual team goals; where the modus operandi was one of collaboration and where, crucially, together they delivered real value to their diverse and disparate group of stakeholders globally.

THE APPROACH

Values into Practice identified the need to understand and ‘get under the skin’ of how the team operated and the only way to achieve this via a three-day workshop simulation exercise.

Leadership coaches accompanied team members as the simulation looked to reflect the purpose, activity and desired outcome of the team at work. It was focused on raising awareness on “how” the team worked together to achieve the “what”.

Values into Practice coaches observed individual and group behaviours, capturing key insights. At regular intervals, coaches would ‘press the pause button’ and ask team members to reflect on their personal behaviour, as well as that of the team. Importantly, they were challenged to consider how these behaviours impacted upon what they were aiming to achieve. Coaches added their own critical insights – further increasing the awareness of how their behaviour was, or wasn’t serving them well. And to ensure genuine congruence, observation and feedback was linked directly to the organisation’s own values and competency framework.

To see how Values into Practice can help your business, contact **Tracy Cleghorn**
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Ultimately, the design of the workshop simulation enabled team members to make more conscious choices in their personal behaviour.

THE OUTCOME

Values into Practice achieved a demonstrable shift in awareness – specifically around “how” the team operates and how this impacts on the “what”. As a consequence, individuals and the team now collectively place a much higher value on “how” behaviours.

As a group, greater levels of collaboration are evident from all team-members resulting in everyone ‘having a voice’ and therefore being better able to influence and contribute. Individuals have greater levels of confidence and competence, offering feedback to team colleagues ‘in the moment’ or when it matters most. ‘Challenging conversations’ are more frequent, but constructive, the results of which are increasingly effective interactions and clear contracting (or agreement) around roles, expectations and outcomes.

Values into Practice run the workshop twice a year as part of an ongoing project such is the regard, success and impact of its work in building a high performing team.

“Values into Practice exemplify the skills that they encourage in others... with a wealth of experience and knowledge, astute intelligence and thorough knowledge of the theory that underpins their coaching; it allows them the flexibility to guide diverse people and roles to a common understanding.”

The time I have spent with them has motivated and helped me to find alternative ways of doing things.”