

The Newly-Formed Team

The Situation

A new 'rapid-reaction' team was formed in a high-tech organisation to develop tactical technology solutions to urgent business problems.

The Analysis

Key issues facing this team were:

The team members were drawn from a wide variety of functions across the organisation, and had in many cases not met or worked together before.

They would be 'under the spotlight', required to begin showing results very quickly.

The nature of the problems they would face would require team members to draw heavily on each others' technical skills and organisational networks.

The Solution

A development process was initiated to bring the team together:

Prior to the first meeting of the new team, all members completed a questionnaire describing their own preferred ways of contributing in team settings. They also obtained data on themselves from a number of colleagues in their old work areas, using a proprietary 360° feedback instrument.

At their first meeting the group members were asked to undertake a non-work consensus task designed to bring out personal preferences and issues. Reviewing the team's work on this task opened many personal and team insights, experienced together.

Sharing feedback from the questionnaires acted as a source of information about one another drawn from team members' former work areas; this provided an objective basis for team members to contract on how they would work together.

The Outcomes

A climate characterised by an unusual level of openness and trust was evident from the beginning of the team's work

The team 'bonded' very quickly and reported that they enjoyed working together

Business results were delivered very quickly, with the team being seen as a model of effectiveness in the organisation