
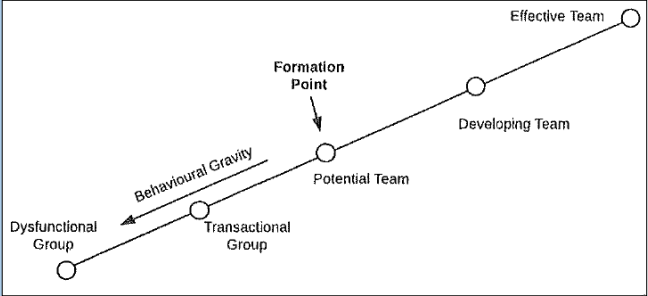

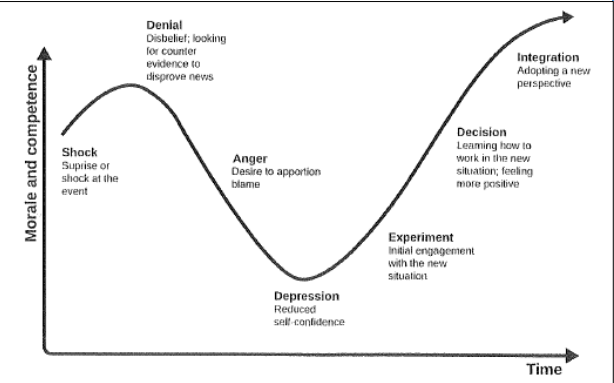



Teams may run into difficulties that require a distinct intervention, or you may become leader of a team you feel has unhelpful behaviours. These interventions can identify and address serious behaviours or problems—and remember your HR/OD Business Partner can help as well.

Behavioural Gravity	Coping with difficult news
<div> To build an awareness in the team of the need to spend time and energy to develop trust and strong behavioural norms</div> <div>This tool can be used at the start of a team’s development to ensure there is an awareness of the need to actively work at creating a positive culture. However, it can be the starting point and the preliminary work before “Pressing the Reset Button” below. The message of the model is that the positive behaviours will not happen without work.</div> <div><div><div><div>I. Ask the team to think about a previous experience in a team or group where the behaviours were good and where the behaviours were bad.</div><div>II. Draw the diagram below onto a flip chart or whiteboard, and explain the concept of behavioural gravity.</div><div>III. Say that we are all standing on the side of a hill and there is always going to be a natural gravity to the ideas of dysfunction.</div></div><div><div>IV. This isn’t a commentary on the team: just that if standards are not set and made clear then communication can be poor and motives misunderstood, trust can be low and behaviours between colleagues can become transactional.</div><div>V. Look at the behaviours compiled—where did the negative behaviours come from?</div><div>VI. Look at the positive behaviours—what work was done to work in a team that behaved this way?</div><div>VII. Explain that we want the team to be a positive place. What behaviours can we agree on that will make us into an effective team?</div></div></div><div></div></div>	<div> To build the capacity to help the team absorb bad news without impacting on their performance</div> <div>There is always an emotional response to difficult news—people may feel threatened or saddened and without acknowledging this the morale of the team and their performance can be affected. While it is a personal process, this model helps people to understand their own reactions to news and how they can mitigate its effects on them.</div> <div><div><div>I. You may wish to use the Kübler-Ross model for this process, but it will depend how you feel about the news and the team’s desire for information.</div><div>II. Ask the team to take a few minutes to think about the question: “Do I feel angry or threatened by the news, and if so why?” Anger or Fear are particularly evocative emotions and useful to draw upon.</div><div>III. Ask the group “what steps can we take to improve the situation?” Evaluate these ideas.</div><div>IV. Decide how you might move this conversation forwards. This will be dependant on the situation and the amount of power the team has to influence it but options might include:</div></div><div><div>◇ Recognising that the future may now be more uncertain but agreeing to keep communication channels open.</div><div>◇ Coming up with plans to address and mitigate the effects of the bad news.</div><div>◇ Acknowledging the impact the news is having on everyone as a means of taking more control of the situation and making people feel listened to.</div></div></div> <div></div>
Things to think about: This can often be overlooked in the temptation to “get on with work” but time spent now to build a positive team should be time more than paid back in avoiding dysfunction.	Things to think about: This model might not always be appropriate—for example if jobs are at risk the concerns might be obvious and there is little that can be done individually by team members.

Pressing the Reset Button

<div> To provide a structure to address a team dynamic that is not working effectively and to reset its behavioural norms.</div> <div>“Pressing the reset button” is a useful metaphor for calling a halt to the progression of dysfunctional behaviour and starting again. The need for a reset occurs when the team’s interactions have defaulted to transactional behaviours and collaboration and communication has become infrequent. This can happen if the team has not been through the stages of team development: the team may have no sense of purpose to align it, or communication or behavioural norms may have not been established, or after a restructure the team may need this intervention. This process is designed to encourage the team as a group to discussion what has gone wrong, and what they can do to create a stronger culture.</div> <div>This is a longer team tool than on other sheets—allow a day for this in a workshop setting.</div> <div><div><div>I. Preliminary Work—you may want to take the time to talk to key members of the team to understand each individuals’ perspective of the team atmosphere and what has happened (or not happened) to create the environment.</div><div>These interviews can shape the workshop content for the day, which will have three broad themes:</div><div>II. Stage 1—Reflection - here you will first need to agree the ground rules for the day, such as <i>no blame, everyone speaks and everyone listens, no talking over others, being open to new ideas</i> etc.</div><div>Present an overview of where you see the issues around the team atmosphere are—the purpose being to establish the need for change and to get this agreement from each of the team.</div><div>Ask the team questions to establish how did we get to this point? “What happened and what was my role?” and “How do I feel about the situation we are currently in?”</div><div>The group need to distinguish between facts and feelings—this could be done by speaking first only about the facts, and then after everyone has had their turn, speaking next about how they feel about the situation.</div><div>You could ask them “can any one of you succeed if the rest of the team fail?”</div></div><div><div>III. Stage 2—Realignment—here you ask “What would ‘better’ look like?” , asking the team to explore a wide pool of ideas and ensuring everyone has their say as to what a good team looks like to them,.</div><div>Another way to address this could be to ask everyone what have effective teams they have worked with in the past been like.</div><div>Next ask, “What would we have to change to get there?” - everyone writes down what they see as the primary challenges in completing the tasks and what others could do to help them. Each takes a turn to explain their thinking, without interruption.</div><div>The team then creates a new set of rules for how the team will work in the future—these could be principles such as “no blame” or “we help each other” - but these should come from the team’s ideas.</div><div>IV. Stage 3—Resilience—as explained above, these behaviours will need continual positive effort to embed. To help plan for this, ask the team what pressures exist on the team or might do in the future.</div><div>Once identified, the team can consider how they “well react as a team when these problems occur”?. This encourages the team to think about the day’s learning, and establishes a response should the dynamics of the team start to revert back to poor behaviours.</div></div></div>
Things to think about: A successful reset requires acceptance by the whole team that the current team environment is not working, otherwise the exercise will probably fail. Try to anticipate from your preliminary work who might have difficulty with this exercise and plan to engage them before. What could be the root causes of someone apparently preferring dysfunction, and what can be done to work with them?