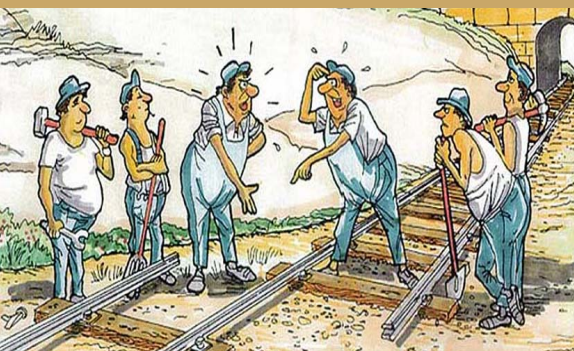


"To attain and maintain superior performance, teams need to continuously reflect on team processes and continuously improve how they operate. It is not enough to do this once a year. This needs to be done continuously by the team members themselves"

- Hazel Dunbar

What is Team Learning?



- Psychology at Work's Team Learning intervention is designed to enhance the effectiveness of fairly well-functioning real life work teams using a process that serves to increase team members' **understanding of individual differences and team processes / dynamics**, and develop the skills of **contemporary Action Learning**.
- It is an **extremely effective** way of optimising the functioning of a team within a **short space of time**, whilst tackling urgent **business problems or challenges**, and also teaching teams how to continuous learn from their experiences.
- Team learning builds **continuously learning** into the team's daily functioning, so that teams can continue to optimise its functioning without a facilitator. This leads to better results and team member satisfaction and commitment.

Team learning process

The following structure is used during Team learning interventions. The content / discussion topics are customised according to the team's needs as identified during discussions with the manager / team members prior to the intervention and the pre-assessment.

- **PRE-ASSESSMENT:** The Team Snapshot Survey provides information on team processes and team health (see separate brochure)
- **2-DAY FACILITATED PROCESS:**
 - Day 1** has 2 focuses. Firstly team members build a working knowledge of how various personality preferences influence each team members' communication and decision-making styles using the Myers-Briggs Type Inventory. This is a necessary first step as it helps team members develop the level of self-insight and appreciation of how differences enhance team performance. Secondly, the team learns about effective team functioning through a discussion that also includes the results of the Team Snapshot Survey. From the beginning of Day 1 the team begins to identify target behaviours that need to change for the team to be more effective.
 - During **Day 2** the team is taught the Team Learning technique that uses questions to fully explore possibilities before taking decisions. The team applies these skills immediately to their own real business challenges. During this process they learn to provide feedback in a constructive way. The team decides how to apply their learning going forward and commits to a specific action plan. Each team member is given a learning journal, with specific questions for reflection that they need to complete monthly until the post-assessment. This is to increase the focus on the team's action plan.
- **TEAM OBSERVATION:** The team is observed in action (preferably the next day). Feedback is provided to individuals (verbally or through a written report) on how well they have applied their learning, and what else they need to do to change.
- **POST-ASSESSMENT:** The Team Snapshot Survey that includes questions directly linked to the team's action plan is used as a post-assessment to identify real change.
- The **facilitation style** can be described as empowering as the team takes all decisions that relate to them. It is also very flexible, as the focus may shift during the team development as new, more pressing needs emerge.

Team Learning Theory

Team Learning is based on the contemporary Action Learning process designed by the prominent academic and practitioner, Prof Michael Marquardt, a specialist in building Learning Organisations who has personally applied these techniques worldwide in companies such as Sodexo; Novartis; Siemens; Boeing; Caterpillar. IBM; Nokia; General Electric...



The benefits of the Team learning process

- It enables teams to solve complex business problems and improve business decisions by enhancing systems thinking and creativity.
- Helps to build powerful teams by harnessing diversity and creativity of ideas and personality.
- It enables continuous, valued learning by individuals and helps develop leadership and communication competencies at all levels
- Over time, Team Learning techniques filter into the organisation and optimise other decision-making and problem-solving processes thus contributing towards management and organisational development, helping to create a corporate culture that can handle change and learning.