Financial Services Technology Firm
TEAM DYSFUNCTION: TECHNOLOGY & FINANCE TEAMS

Context:

Two separate teams in a financial services company identified a need to further develop high performing behaviors. The teams interacted on a number of strategic projects and had been given feedback that their cross-team behaviors was problematic. In addition, both teams recognized that their ability to deliver on complex projects was being compromised by inter team conflict and a general lack of trust. The organization had not made any investments into team training. The engagement was a collaborative effort that leveraged frameworks and models familiar to the organization.

Engagement Scope:

Through several ½ day sessions, a number of facilitated learning activities was provided to focus the team on developing two key areas based on Patrick Lancioni's Five Dysfunctions of a Team. The first area focused on vulnerability based trust and the second focused on avoidance of conflict. Each of these areas were identified as part of a cross team kick off session. In advance of the first ½ day team sessions a 360 assessment was conducted by conducting 30-minute phone interviews with the organizations leadership team, customers, team members and stakeholder, to collect relevant information about each team. Armed with the feedback from the 360 interviews the teams discussed how their behaviors were viewed by others and opportunities for growth. In addition to the 360's, the engagement administered MBTI assessment for each team member. The MBTI was used to provide the team with information about composition, potential strengths and weaknesses in line with specific tasks the teams were responsible for as well as for individual coaching with the goal of providing feedback related to team member behaviors and the role each played in fostering a collective team personality.

Results:

Each team created a targeted development plan with clear measures and accountabilities to address the identified focus areas. Using the same approach, the organization was able to provide feedback post engagement. Both teams have seen improvement in their ability to deal with inter team and cross team conflict and have improved levels of trust and overall collaboration. With a baseline measure to gauge continued progress the organization is using the 360 process to develop better cross team collaboration across the enterprise.