



## **IMPROVING PERFORMANCE BY PROMOTING MUTUAL TRUST AND UNDERSTANDING**

**A one day active learning event that:**

- ! Fosters high levels of mutual trust and understanding between work colleagues**
- ! Identifies and promotes the use of natural motivations**
- ! Offers the opportunity to practise and develop the skills and techniques used by successful teams**

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## INTRODUCTION

Over the last few years the converts to team working as a "better way of working" have become a growing and more vocal band. Many organisations openly publicise their successes and attribute gains in productivity, quality and profitability to team working.

Dr Meredith Belbin's book "Management Teams - Why They Succeed or Fail" achieved its highest ever sales in 1990 - nine years after it was first published.

In spite of the weight of publicity and the numerous endorsements of team working however the remarkable fact is that the vast majority of organisations are still not tapping the benefits which are there for all to share.

In some cases it is simply a question of the potential benefits not being recognised; whilst other organisations see it as "not appropriate for us".

**For all organisations however there is a pressing need to promote high levels of trust, cooperation and mutual understanding between work colleagues, both inter and intra-department. There is also a strong case to be made for identifying and promoting the use of the natural motivations and talents of each person as a means of improving overall performance.**

It is these issues that this event has been specially designed to address.

## THE PURPOSE OF THE EVENT

This intensive one day (8 hour) event is designed to:

- \* Enhance the self awareness of each participant
- \* Encourage high levels of mutual trust and understanding
- \* Identify and promote the use of the natural motivations and talents of each person
- \* Enable participants to understand what is meant by *Team Working* and what makes a high performing team.
- \* Offer the opportunity to practise and develop the skills and techniques used by successful teams and to *experience* team working in a favourable learning environment.

## WHO WILL BENEFIT?

The programme is designed to benefit individuals, teams and organisations by dealing with the important issue of how people work together.

The content and format may be modified to make it suit specific needs and circumstances.

## WHAT WILL BE THE OUTCOME?

Because the emphasis is on providing a structured learning experience, rather than just the transfer of knowledge, those involved leave equipped with new skills ready to apply to work situations and thus provide the sponsoring organisation with an immediate pay back.

The organisation is also provided with a comprehensive report showing the behavioural profile of each participant. This enables managers to continue the process of maximising individual and collective performance on a long term basis.

## THE STYLE OF THE TRAINING

The training is conducted in a manner which reflects the previously stated purpose of the activity and encapsulates the following essential ingredients in an interactive learning event:

- \* Participants are encouraged to relate the learning points to their own work situations and raise points that are relevant to them.
- \* Group discussions and an active learning exercise is used to ensure participants learn from the experiences of each other, as well as from the input provided by the event leader.
- \* Comprehensive notes are provided for each participant for them to use for future reference.
- \* Individual behavioural profiles are provided for each person showing their natural motivations and behavioural preferences.
- \* Team behavioural profiles are provided for all sub-groups to enable the principles of effective team working to be understood and applied.
- \* To ensure that "learning" is translated into "productive actions" each person is required to prepare a *personal action plan* stating what they will do to maximise their own performance.

## CONTENT

### Enhancing self awareness

This opening session concentrates on looking closely at each person and setting the scene by:

- < Introducing and explaining the use and application of Belbin Team Role behavioural profiling model
- < Identifying the preferred Team Roles of each person
- < Clarifying how the knowledge can be used to enhance individual performance

### Fostering mutual trust and understanding

The focus for this session moves from self awareness to understanding each other and involves:

- < Each person sharing their preferred Team Roles with each other
- < Providing feedback on observed behaviours
- < Exploring how difficult relationships can be turned into highly productive partnerships

### Making the transition from *group* to *team*

Having dealt with improving mutual trust and cooperation between individuals this session explains the process of transforming a *group* into a *team* by:

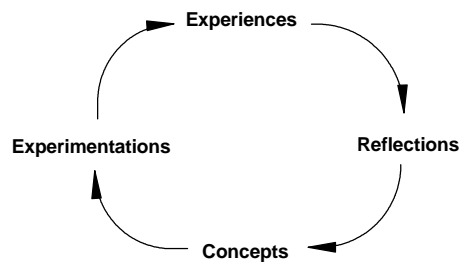
- < Clarifying what distinguishes a *group* from a *team*
- < Defining what sort of things are best tackled by teams
- < Conveying the characteristics of high performing teams

## Transforming learning into productive workplace practices

The current high workloads facing staff in most organisations often means the workplace is not the ideal environment to support the introduction of new behaviours nor does it readily support post-event experiment and feedback.

For this reason CERT has designed an experiential learning activity that addresses this situation.

The diagram below shows how active learning is used to support the understanding and adoption of the concepts and techniques covered during the event.



## CAN YOU BE SURE OF A BENEFICIAL OUTCOME?

This document has been prepared to describe as accurately as we can what the event is designed to achieve, who it is aimed at and how it is conducted.

The real key to achieving the best possible outcome however is to ensure it meets the precise needs of each client and takes into consideration important contextual influences.

For this reason we have allowed in our costings for pre-event discussion with the sponsoring organisation to:

- Familiarise ourselves with the work environment of the participants.
- Ensure we are aware of any important contextual influences.
- Agree any amendments to the content, emphasis or format.

## COSTS

The cost of attending a pre-event meeting with the client, fine tuning the content, format or emphasis and conducting the event is:

For events involving of up to 8 people	£1050
For 9 to 16 people	£1775*

\* This includes the use of an additional support consultant.

The above costs are based on the client providing a suitably equipped venue. The costs include the provision of reference notes, the use of the active learning exercise and the hire of pre-recorded video material.

Discounts are offered for larger numbers of people or for a series of events.

What is not included:

- 1) Profiling charges of £35 per person.
- 2) The travel, and if necessary, accommodation expenses of the CERT consultant/s
- 3) VAT