

In the past few years many organisations, both in the public and private sectors, have experienced rapid and far reaching change; new teams have been built, management responsibilities devolved and de-layering has occurred. At this advanced stage in the change process there is a critical need to consolidate these new teams.

**Your Workshop Leader: Richard Ellis**

## LEARNING OUTCOMES

The course aims to provide managers in their teams with methods whereby they can handle conflict, open up channels of communication, reach a level of mutual understanding and frankness which prevents unnecessary stress and replaces aggressive behaviours with assertive ones.

## KEY TOPICS

- Creating and maintaining open communication
- Dealing with conflict
- Enhancing leadership and team cohesion

## WHO SHOULD ATTEND

This workshop is run with all the members of the team present. This is an essential pre-requisite for the course – facilitating a more effective programme.

## **Outline Programme**

### **Transactional Analysis**

An introduction to *parent, adult* and *child* transactions, uses of stroking; preventing ourselves from being 'hooked'. Ways of using assertive behaviours. The concept of scripts and games; using TA as a tool to improve the level of our interviews, meetings, negotiations, written and oral presentation. TA as a way of building on existing understanding of individual, team and task needs.

How to maintain adult-adult transactions and prevent the parent-child from re-emerging. The use of 'freeze framing', the concept of the external coach etc. An exploration of the kinds of transaction that cause the team to disfunction. How to resolve these using TA.

### **Review of Leadership of the Team**

The Tannenbaum & Schmidt model, how does the leader use varying styles of leadership according to the situation and the 'maturity of the team'.

### **Review Communication Systems**

Examination of various communication systems within the team: making the most of team meetings. Assessment of written and oral communication systems. Application of the idea of communication review and audit within team.

### **Review Team Role and Technical Role**

Look at Belbin approach and its application to the functioning of the group. What team roles does each member provide, is that role recognised, appreciated and understood? Does the climate of the team allow individuals' preferred team role to emerge?

### **Benchmarking**

What do other teams do? Can we learn from them? What kind of standards do they expect? Do we have any standards? Are they agreed and shared by all members of the team? Do they need to be reviewed?

