

# Team Solutions

*Options for Change*

*Deborah and Alan Slobodnik, Principals*

Options for Change • 6 Tremont Street • Newburyport, MA 01950 • USA  
Voice 978-255-2575 • Fax 978-255-2576 • Email [info@optionsforchange.com](mailto:info@optionsforchange.com)

# Options for Change Background

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- Founded in 1980 – designed courses for change leaders and teams
- Intellectual property based on the best of systems thinking, change management, family systems and organizational development
- Over 600 pages of proprietary strategic and tactical tools and training on the web for
  - Culture change
  - Change management
  - Executive coaching
  - Team development
- OFC has worked with over 500 companies and 1000 teams

# Sample Client List



GLOBAL KNOWLEDGE NETWORK



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# Three Levels of Solution

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- **Launch** a critical new project or team – team launch process
- **Improve** the performance of an existing team – teambuilding or team intervention
- **Standardize** team best practices across the department or company – *FasTeams*<sup>®</sup>

# Team Launch

## *Business Goal:*

- Ensure a quick and efficient start to a business critical project or team

## *Process:*

- 2-4 hour kickoff meeting
- Follow-up coaching for team or team leader, as needed

## *Content:*

- Define project charter or team *Core Purpose*, goals and action plan
- Define *Rules of Engagement* in six categories
  - Basic Courtesies
  - Operating Agreements
  - Problem Solving and Decision Making
  - Conflict Resolution
  - Accountability
  - Leader's Role

# Critical Skills for Team Performance

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- Charter and launch
- Decision making and problem solving
- Project management
- Leadership and facilitation
- Negotiation and conflict resolution
- Communication and feedback
- Change management
- Customer and stakeholder relationships

# Teambuilding

## *Business Goal:*

- Improve the performance of a business critical team by building skills in key areas

## *Process:*

- Assess team skill gap with team leader and internal HR professional (and online *Team Process Check™*)
- Choose from 20 *FasTeams®* modules and over 50 tools
- Conduct 2-6 hours of skill development with team
- Follow-up with team, team leader or HR professional as requested

## *Content:*

- Leave team with 2-6 online *FasTeams®* tools

# Dysfunctional Patterns

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- “Chaos” – everything’s a crisis, always putting out fires
- “Hub and Spoke” – everything revolves around the leader
- “Dead Team” – lack of movement or urgency, waiting for others to take charge
- “Round and Round” – can’t make a decision
- “Drop the Ball” – lack of follow through or accountability
- “Vicious Cycle” – out of control conflict, lack of trust
- “Hidden Agendas” – out for yourself instead of the good of the team
- “Elephant in the Room” – avoiding the important issue
- “Scope Creep” – I never met an idea I didn’t like

# Team Intervention

## *Business Goal:*

- Improve the performance of a business critical team (such as a dysfunctional executive team or stuck project) by changing dysfunctional team patterns

## *Process:*

- Conduct interviews of team members to assess the dysfunction
- Present results and get buy-in from the team
- Facilitate 1-2 team meetings per month for 3 months
- Coach individual members, as necessary

## *Content:*

- Work on key business items
- Create new behaviors that produce successful results
- Use *FasTeams*<sup>®</sup> tools, as necessary

# Team Intervention Example

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- CEO was experiencing high turnover and no urgency on his executive team
- Interviews identified “vicious cycle” of conflict between CEO and his Vice Presidents
- Achieved agreement to blame the “vicious cycle” instead of the “other side”
- Strengthened the relationship of the VP group
- Coached the CEO and improved his relationship with individual VPs
- Individual, team and project performance sharply improved

# Enterprise Level

## *Business Goal:*

- Improve business performance by standardizing team best practices across the department or company

## *Process:*

- Assess skill gaps and best practices with business leaders and HR professionals
- Identify “required” tools and best practices
- Conduct standard or customized *FasTeams<sup>®</sup> for Leaders* program for all team and project leaders
- Create peer consultation groups for team leaders

## *Content:*

- Teams take *Team Process Check<sup>™</sup>* every 6 months to stay on track
- All teams and leaders have access to *FasTeams<sup>®</sup>* toolset

# Enterprise Example

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- Global biotech grew through new ventures and acquisitions - needed standard method for managing global projects and services
- Customized the *FasTeams*<sup>®</sup> project tools and leadership program to meet those needs
- After pilot, program and tools became required for all lab managers
- Conducted train-the-trainer to transfer program management and training to internal resources
- Achieved goals of standardization, time-to-market and budget

# Our Specialty Is...

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- Selecting the right level of team intervention
- Working with a single team or across an enterprise, in all phases of team development
- Facilitating Executive level teams
- Putting projects back on track quickly
- Resolving even the most entrenched conflict
- Leaving teams with concrete tools to use
- Combining team and individual coaching for outstanding results
- Working seamlessly with internal HR resources