



Case study: TEAM BUILDING AND DEPENDENCIES

Chetna Consultancy Services
Business Progression through People Development

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BACKGROUND:

Our client wanted to address an organizational need. There were conflicts, flashpoints and lack of cohesion between the production and marketing departments. Not only did they not get along well, their entire synergy was divisive. The production team had a creative role and were the prima donnas of the company, they considered the marketing team as clerical staff, just bringing orders in. In the initial stages this creative dissent worked for the organization making it a hot pot of creativity. As the company scaled up this force was divisive in nature and presented its own set of problems. The owners of the company called us in for a training needs analysis and team building workshop.

OUR SOLUTION:

After conducting a training need analysis, we felt that a normal one to two days training program would mean be a superficial intervention, without the expected outcomes. We suggested, "shock sensitization" as the alternative. The intention was to get the organization and especially the senior management appreciates the importance of dependencies and teamwork in their company beyond the usual lip service.

Methodology: The employees of the organization were given a task to come up with a proposal for a client request. We added the following elements to it:

- 2 Employees from the marketing and production each were put in a team.
- The roles of marketing and production were interchanged
- The assignment handed out was one that demanded an extremely creative output
- The Management were put in the position of the client and were asked to be as obtuse and indecisive as they could be

These assignments were allocated to the teams on a Saturday evening and were due the next day at sunrise. The attitude of the client, nature of the assignment and the compositions of the team helped created the following learning in the team:

- Frustration at the ineptitude (in some cases) in dealing with client and in production
- An understanding that the other person's role also presents its challenges and the dependencies they face when they were in a team.
- Dependencies they identified
- Some hidden talents emerged within the group with reference to leadership and ability to work under pressure.
- This was the longest time that the entire organization had spent together working on such a challenging assignment.
- It gave the owners a chance to step back and get a bird's eye view of the people chemistry in their organization.

The exercise enabled individuals from the two departments to identify how their work and performance depends upon the other. Faced with a deadline, they were forced to put aside their preferences and come together to work cohesively towards completing their assignment. After the presentation we the focused on a team building workshop where we used a series of activities to drive home the points that many of them had realized over the course of the assignment. The exercise helped the team members come together and work cohesively towards the completion of the task at hand Thus by giving every individual a piece from another person's pie, dependencies were identified and respect for others roles achieved.



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