

## Enhancing Staff Cohesion

### Event Overview:

The workshop can be conducted as a one-day event or as a series of after-school presentations. Three different frameworks are introduced with each having a specific role in the task of enhancing staff cohesion:

- Lencioni's model which focuses on Five Functions of Teams,
- Stephen Covey's framework of Relational Trust
- The Personal Style Indicator which has its basis in style psychology.

Each of these frameworks has a survey which could be completed by staff (prior to the workshop) to provide data for determining the school's profile.

The data obtained from the first two surveys gives an accurate picture of the overall strengths and challenges for the staff group of the respective constructs of the surveys.

The third survey provides each individual who completes the survey with an understanding of their own unique abilities, motivations, skills, attitudes. The collective profile can be used to understand the dynamics that exist within the whole group or sub-groups within the school.

### Who can participate?

Any school staff group.

### Evidence base:

**The following texts (which includes research on reliability and validity) support the programme:**

- The Five Dysfunctions of Team – Patrick Lencioni
- The Ideal Team Player – Patrick Lencioni
- The Speed of Trust – Stephen Covey
- Personal Style Indicator – Consulting Resource Group

### The Five Dysfunctions of Team

Extensive research on successful organisations shows two clear findings. First, genuine teamwork in most organisations remains elusive. Second, organisations fail to achieve teamwork because they unknowingly fall prey to five natural but dangerous pitfalls, ('the five dysfunctions of a team'). These dysfunctions form an interrelated model, making susceptibility to even one of them a potential barrier for the success of a team. An overview of each dysfunction and the model is presented as well as the school's profile - determined by the survey data.

### The Ideal Team Player (optional inclusion)

Lencioni has identified three primary attributes (virtues) which he deems essential for team members to have that enables highly successful teams. He offers the completion of a survey to help team members establish a clear sense of their relative strengths and weaknesses related to the three virtues and presents guidelines for the process of improvement (should it be necessary).

## **Trust**

Organizations can't have success without trust. There is benefit in creating a culture that makes it safe for people to learn from their mistakes. A transparent culture of learning and growing will generally create credibility and trust, even when immediate results are not the best. Growth is the desired outcome, and growth cannot happen without risk.

Building trust requires a combination of developing certain skills and balancing their use with knowing when, and to what extent, they should be used in a given situation. The Trust Survey gives a snapshot of how successfully the staff-group uses the trust-building skills that Covey identifies as important.

## **The Personal Style Indicator (PSI)**

The instrument is designed to assist people to develop a better understanding of self and of others. Improved relationships, communication and productivity can result from gaining such an understanding. The information also helps with job orientation, performance improvement and career planning. The exercise will result in a personal style profile and an understanding of how personal style dimensions relate to successful team work.

### **How the program will be structured:**

In negotiation with the presenter, Schools will choose what the final agenda for the programme will be. The surveys which the school wishes to take are identified and the completed by staff (pre-workshop).

The inventories and exercises are used to enhance personal understanding and to identify the strengths and challenges for the group. Facilitation takes place in a group format but the understandings and insights are personal. Where relevant, the level of disclosure and confidentiality of information is personally determined by each participant.

### **What is expected of participants:**

Participants will be expected to:

- Complete all the surveys prior to the workshop.
- Engage actively in the various workshop activities.
- Demonstrate respect for the views and feelings of other participants.
- Maintain confidentiality
- Follow through with individual commitments.

### **What can be expected of the presenter:**

- A well-structured, professionally presented workshop.
- Complete confidentiality of all survey results and any discussions.
- Follow-up discussions/coaching for those schools who choose to make use of on-going support.

## **Endorsed by**

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