



Helping teams to unlock their full potential, by resolving complex and dysfunctional conflict. We get people talking, creating an environment for supportive facilitated conversations. Team members will realise how much they have in common and find a better way to work together again.

TEAM FACILITATION SERVICES

INTRODUCTION

Any team can be impacted by conflict. It can be a healthy indicator that performance has the potential to improve. Unfortunately, it can also be a cause of division and dysfunction. In these circumstances, external, professional support offers the highest chances for success in getting the team back on track.

For twenty years, The TCM Group has been supporting organisations across a wide variety of sectors to build healthier, happier and more resilient working relationships. This isn't limited to disputes between two members of staff. Our team facilitation services can be applied to groups ranging from 3 to 30 participants (or sometimes even more). We are the experts in resolving team disputes, for a transformational impact upon performance.

Some examples of our recent projects include:

- ✓ Repairing a team that has been damaged following a grievance between team members.
- ✓ Rebuilding when respect between different disciplines has become fragile, leading to a lack of cooperation and resentment.
- ✓ Correcting the damaging impacts within a group where discrimination and exclusion has prevailed unchecked.
- ✓ Generating a renewed sense of purpose following a loss of team pride and engagement.

WHAT ARE THE BENEFITS?

Not only will the team facilitation process rebuild, the current problem(s), it will put the team in a stronger position. Team members will be resilient to future issues and equipped to perform at their very highest.

Commonly reported benefits of an effective team facilitation process include:

- ✓ The process creates a safe place for all team members to have their say and to be heard.
- ✓ It can prevent conflict from escalating to the point where it becomes destructive, damaging and dysfunctional.
- ✓ It reduces stress and anxiety, which are common reactions to workplace conflict.
- ✓ It enhances team productivity, cohesion and performance.
- ✓ It protects the reputation of the team and the organisation.
- ✓ It creates a more harmonious and enjoyable team working environment.



FOR A VARIETY OF CONFLICTS WITHIN TEAMS

Every team is different. We work with many differing team structures with varying and complex needs. This could include a divided project team who need professional support to resolve a complex inter-personal dynamic. Or it could be a high performing team who want to improve, identify a shared vision, and agree a set of goals and objectives.

Through our experience, we have identified five types of conflict that may typically present within a team:



All Against One:



One person has been identified by others as central to the problem. If not resolved, this can result in bullying behaviours from the rest of the group.

The Meltdown:



These conflicts are dynamic situations, with alliances changing frequently. Although exciting for some, many will find it very stressful. Either way, they rarely produce high performance or team cohesion.

The 50/50 Split:



The team has become divided down the middle, with factions or cliques forming. These situations cause a lack of focus, poor productivity and dysfunction.

The Abuser:



In these situations, a charismatic individual abuses their authority or power. We tend to get asked to work with the team when the individual has left, and remaining team members need help getting back on their feet.

Silos



This is much more about inter-group working, and how different teams can become opposed to one another. The conflicts can be a waste of resources and undermine organisational effectiveness.

THE TEAM FACILITATION PROCESS

A typical team facilitation process will take place over a series of steps, depending on the exact nature of conflict, and the specific issues that present between certain members of the team.

PHASE 1

Discovery phase

To begin the process, we will arrange for a kick-off meeting with your key stakeholders, to gain an initial understanding of the problems that you are faced with. We will undertake a desktop review of key documentation, before scheduling 1:1 meetings with as many people involved with the team dispute as possible. A questionnaire can also be distributed to gain further input from those involved with the team.

Through these activities it will become clear where the problematic areas are. The facilitator will have built up a strong awareness of individual perspectives and concerns, alongside the overall strengths and weaknesses within the group.



PHASE 2

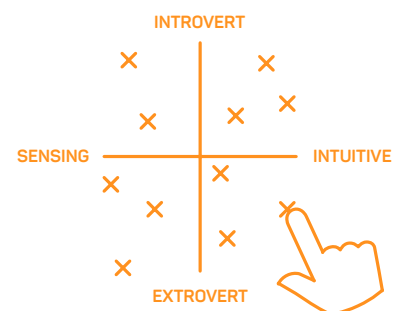
Mediation and/or Coaching

The discovery phase may identify particularly confrontational or hostile situations between groups of 2 or 3 individuals within the team. These are best resolved before the full team facilitation process begins.

The facilitator will undertake a structured mediation process between these identified staff members, to uncover the underlying causes of the conflict, rebuild and work towards actionable solutions.

Myers Briggs Type Indicator (MBTI)

More and more organisations are recognising the valuable role that personality profiling tools can play in improving the performance of a team. When requested, we can include this as an additional element to our team facilitation process.



Each team member will undertake the profiling assessment, to gain an understanding of their own preferences and strengths in relation to team performance.

The facilitator will then deliver a workshop with the team, to help understand how individual differences can be better understood, and adapted to, so that the team can excel, even when under pressure.

PHASE 3 The Team Facilitation

During this part of the process, the facilitator runs a session with the entire team. This typically takes place over half a day to a full day. The facilitator will create the psychological safety needed for open and honest dialogue from all team members. They will then proceed with the session, which will include a variety of innovative tools and techniques.

A sample agenda for may include the following elements:

- ✓ Introductions (ground rules & objectives for the meeting)
- ✓ Ice breaker: What are your hopes and fears?
- ✓ Uninterrupted speaking time for each individual
- ✓ Group discussion and activities
- ✓ Looking to the future: what kind of team do you want to be?
- ✓ Exploring vision, values and objectives
- ✓ Developing an action plan
- ✓ Exploring the role of leaders

Depending on the size of the team, the facilitation may be best split into smaller groups. In all situations, we will provide 12 months' worth of follow-up support, to help ensure that the team is equipped for ongoing success.



After TCM impressed us with their talk on achieving the benefits of 'Positive Conflict', we invited them to facilitate a process to optimise our executive team-working. It worked really well. The power of professional external facilitation allowed us all to take more risk and confront issues in a more open way. We now have a great framework, at both individual and team level, for taking the team to an even better level of interaction. This was critical, given the pressures that we are facing in our business sector. And it was fun too!

ROBERT LONGLEY-COOK, CHIEF EXECUTIVE
AT HFT.

PHASE 4 Embedding and Sustaining Change

At TCM, we understand that damaged teams require ongoing support in order to sustain the progress made within the team facilitation session. We will check in with you over a period of twelve months to provide support to the full team.

Sometimes we recommend bringing the team back together for a further facilitated session to review progress and reaffirm commitment to working together in a positive way.

We support team leaders to embed new codes of practice, team behaviours and norms by providing recommendations and a structured plan for doing that.

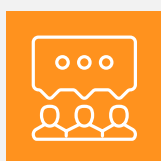
We can provide development support for them to develop their leadership capability to do that such as coaching and mentoring, or simply share ideas for them to develop with the team.



REFERENCES & RESOURCES

Liddle, D (2017) Managing Conflict. Kogan Page. London. [Available here.](#)

Lencioni, P (2012) The Five Dysfunctions of a Team. John Wiley & Sons. Hoboken. [Available here.](#)



Workplace Mediation Services

TCM deliver one-off and contractual mediation services to resolve issues of conflict, grievances, bullying, harassment and more between individuals in the workplace.

[Find out more](#)



The National Certificate in Workplace Mediation

Our flagship, instructor-led OCN accredited mediation skills programme equips participants with the essential skills and principles to mediate internal disputes.

[View details](#)

WHAT NEXT?

Our experience tells us that no two team conflicts are the same. Contact us today and we will arrange for a free consultation session with a member of our senior leadership team. They will take the time to understand the specific challenges you are currently facing, and construct a bespoke proposal to match your needs.

We also deliver one-off facilitations and mediation services for conflicts between individuals. We can deliver a wide range of training courses to equip your internal staff to resolve disputes, at a variety of levels.

TCM GROUP
Train · Consult · Mediate

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