

Team Building & Team Coaching

for an international Management Team



An international company has been dealing with the aftermath of a merger on one of its European sites. It therefore called for a team coaching event of its site managers to be facilitated by S&N International. Six years after the merger, the site still faced challenges dealing with the two co-existing corporate cultures, the “new” and “old” one. The identification of employees working on this site with their previous company proved to be stronger than the identification with the “new” international corporation on this site.

The request

The managing directors and managers of this site felt the need to create ownership of the vision among all employees of this particular site. This would help the team to:

- *Become an open team:*
 - open in internal communication among each other (openness that can be seen in meetings, solution & decision-finding, feedback, quality of discussion and handling of differences, motivation)
 - open to the spirit and culture of the corporation, open to the world and persons outside of site
 - open to changes that happened and would continue to happen
- *Think together about:*
 - How will we present our site in the corporation? (goal)
 - What is our interest in a good presentation?
 - What steps need to be taken?
- *Commitment and work together towards achieving this goal.*

S&N International's Approach

S&N International proposed and facilitated the following intervention steps:

Step 1: Where are we as a team?

- What are our strong points as a team – and what could be improved?)
- What makes a team a team (5 points – e.g. common vision/goal)

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- Team-self-assessment-questionnaires
- What would be the use of more “team”?

This part involved a.o. exploring MBTI types in teams, and related qualities and challenges of teams, roles of Belbin.



Team-roles Belbin:

1. Plant	4. Shaper	7. Implementer
2. Resource Investigator	5. Monitor evaluator	8. Completer
3. Co-ordinator	6. Team worker	9. Specialist

Step 2. Individual coaching of the team members

The coaching procedure was standardized for the whole team – contents and focus of course were very individual, e.g.:

- How to communicate back to my team, and get support for my development plan from the (management) team
- Focus on developments that turned out to be important (via MBTI, Team-roles, group feedback)
- Personal focus; competencies I want to develop: my points of improvement
- Definition of a SMART competency development goal
- Strategy to reach this development goal (dealing with favourable and unfavourable factors, internal and external)
- “Leverage” action
- Milestones
- Steps & plan
- My Motto

The Result

Both team coaching and individual coaching of each team member went very well. Every participant confirmed it was profitable for their personal development – as an individual leader, and as a team member of the team. Every participant received a written 2-page handout of their individual coaching work: decisions, goals, insights, motto, strategy etc. elaborated during the session.

The next step is currently being researched and will probably focus on intercultural communication, given the fact that the team and work environment is international.

For more information on our international training programme please contact:

**S&N International B.V.
PO Box 266
5300 AG Zaltbommel**

The Netherlands

Telephone: +31 (0) 418 688 535
Fax: +31 (0) 418 680 099
E-mail: international@sn.nl
URL: www.schoutentraining.com