

Senior Management Team at a Large University

The problem: The team felt lacking in direction and frustrated by its perceived absence of strategic decision making powers. Conflict was not being managed effectively and individual personalities were affecting team behaviour.

The outcome: Aligned team behaviours at meetings and clarity over which decisions could be made and influenced by the team.

The strategy:

1. Individual 360 reviews for each member of the senior management team
2. Individual feedback and coaching on the results of the 360
3. Identification of key issues affecting the team during feedback sessions
4. Identification of individual behaviours that affected team decision making
5. Each member of the team designed a personal development plan

Followed by **facilitated sessions** with the team to agree:

- ▶ Ongoing meeting ground rules
- ▶ Ongoing ground rules for dealing with recurring issues
- ▶ Decision making strategy for the team
- ▶ Clarification over strategic issues and team responsibilities for decision making
- ▶ Team accountabilities

Followed by **ongoing coaching** with the Director of Administration to address:

- ▶ More effective conflict management
- ▶ The implementation of a strategic operational plan