

TEAM DEVELOPMENT PROFILES

Major Business College President's Cabinet

Worked with the President to help him develop a more cohesive President's Cabinet. The President's Cabinet, on average, was 16 people, composed of the Provost, Vice Presidents and Deans. Worked with the Cabinet to improve effectiveness. Primary areas of focus included trust building, chemistry, institution vs. individual focus, problem solving, decision-making and open communications. Major elements included:

- ◆ 360 Feedback
- ◆ Team Effectiveness Assessment (interviews and survey)
- ◆ Analysis and Presentation of Results
- ◆ Identification of Top Team Development Needs
- ◆ Coaching of Cabinet Members
- ◆ Design & Facilitation of Strategic Planning Review & Team Building Retreat

Biotech Executive Team

Worked with the Senior Vice President of U.S. Operations to help him develop his leadership team as part of a comprehensive strategic change process. The team of 10 people was composed of leaders of the various functions. Primary areas of focus included trust building, leading change, appreciating style differences, conflict management, meeting effectiveness, problem-solving and decision-making. Major elements included:

- ◆ Facilitation of Leadership Team meetings
- ◆ 360 Feedback
- ◆ Organizational Assessment
- ◆ Team Effectiveness Assessment (interviews and survey)
- ◆ Analysis and Presentation of Results
- ◆ Identification of Top Team Development Needs
- ◆ Design & Facilitation of Strategic Planning Meetings
- ◆ Training on Leading Change, Managing Conflict, Building Teams

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Catalysts for Change

Community Hospital Executive Team

Worked with the CEO and his Executive Team as part of a comprehensive, strategic change process. The Executive Team, approximately 12 people, was composed of the Hospital's clinical and administrative leaders. Over a two-year period, worked with the Executive Team to improve team effectiveness. Primary areas of focus included trust building, meeting effectiveness, conflict management, group dynamics, communications and decision-making. Major elements included:

- ◆ Facilitation of Executive Team Meetings
- ◆ Team Effectiveness Assessment (interviews and survey)
- ◆ Analysis and Presentation of Results
- ◆ Identification of Top Team Development Needs
- ◆ Design & Facilitation of Team Building Off-site
- ◆ Training on Leadership, Planning and Conflict Management

Consumer Products HR Management Team

Worked with the Senior Vice President of Human Resources to help his team confront issues getting in the way of team effectiveness. The team of eight people was composed of HR Managers (generalists) and Directors of Compensation, Staffing, Organizational Development and HRIS. Primary areas of focus included trust building, roles & responsibilities, conflict management and developing a common work approach. Major elements included:

- ◆ Team Effectiveness Assessment (interviews and survey)
- ◆ Analysis and Presentation of Results
- ◆ Identification of Top Team Development Needs
- ◆ Design & Facilitation of a Series of Planning/Team Building Off-sites
- ◆ Conflict Resolution Intervention for HR Generalists

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Other Team Development Engagements

Excalibur consultants have designed and led many team development efforts. Some of these efforts have been one-time team development/building sessions, where a team may go off-site for 1-3 days working on improving its effectiveness. Other engagements have been more comprehensive and, typically, part of a larger engagement such as strategic planning, organizational change or process improvement.

Additional teams that Excalibur consultants have worked with include:

- ◆ HR Management Team and Finance Management Team of Major University
- ◆ Numerous High-tech Executive Teams
- ◆ Numerous Manufacturing Executive Teams
- ◆ Information Systems Management Teams for 3 Financial Services companies

Team Training

In addition to team development consulting services, Excalibur Consulting provides off-the-shelf and customized training in team development. Here are a couple of programs:

Creating High-Performance Teams

- ◆ Characteristics of High Performance Teams & Their Managers
- ◆ Understanding Leadership & Style Differences
- ◆ Developing Team Vision
- ◆ Team Problem Solving
- ◆ Creating Team Policies
- ◆ Creating a Motivational Climate

Team Effectiveness Training

- ◆ Understanding Style & Behavior Preferences
- ◆ Diagnosing Group Dynamics
- ◆ Group Decision-making
- ◆ Facilitating Group Dynamics
- ◆ Coaching Team Leaders