

MIME Solutions Ltd

Team Development Case Study



The following case study is taken from the MIME portfolio and demonstrates the benefits of focused and facilitated team development time.

The Situation

A maintenance team was experiencing communications problems. On several occasions this had led to delays in providing critical support to customers, minor disputes between team members, decreased individual performance and an overall feeling of de-motivation amongst the team.

The team leader wanted to keep the team together but this was looking increasingly unlikely—he came to MIME Solutions looking for ideas and help!

The Assignment

Through review and diagnosis of the situation it became clear that new customer requirements had necessitated a different way of working ie. a leaner approach to work organisation and delivery, plus a more cohesive team with clear responsibilities.

As the change had not been acknowledged it came as no surprise that there were problems. MIME designed a one day team event with three main goals:

- Allow the team to recognise the magnitude of their problems
 - Allow them the opportunity to design the solutions
 - Allow the team to get to know each other again and have some fun
- Integral to all three goals was facilitating team communication.

The Outcome

MIME used one of its off-site outdoor locations for the event, Manley Mere, near Chester, and developed a series of activities which simulated their new ways of working. Initially the 'game' demonstrated that even under simulated conditions the team were in disarray. Nobody listened to one another, there were no shared goals, no-one thought of the customer and activities were either not done or only partially completed.

On review, the team were shocked at their behaviour and 110% behind some initial root cause analysis and then redesign. Although the team accepted that they had more work to do to resolve all their problems, they recognised that communication was key!

The Benefits

After a day's work the team concluded that they now knew the issues and were all committed to their resolution.

Post team day feedback has been positive. The team leader commented "The whole group are taking more responsibility and the performance of the team has improved considerably". The improved performance was measured in terms of increased responsiveness to customer needs and internal team process effectiveness.

MIME's approach to diagnosing and solving team development and communications issues has proven to be an effective method to engage individuals and motivate them to design and own sustainable solutions.

Manley Mere, one of MIME's off site venues, set in the heart of the picturesque Cheshire countryside.

