

## Learning Zones:

### **1. Team - Teams produce higher quality output than individuals**

‘A problem shared is a problem halved’, is a valid statement because the act of articulating our thoughts to others helps us structure our own beliefs and address key issues in a more objective way. The feedback we receive can also prompt new thought processes that we had not considered because of our own prejudices/baggage/values.

This exercise will first test individuals and then ask them to perform the same task as a team. Even the brightest, most senior members will find that the team score is better than their own individual score, thereby validating that when quality counts don’t work alone.

### **2. Communications – Focus on client agenda not your own**

Friendship is best demonstrated by being available to listen to friends in their ‘hour of need’. Business relationships are similar in that they are built on trust. Demonstrating a sincere interest in helping clients by listening to their needs and meeting their expectations is key to building trust. If we focus on our needs (billable hours etc) the client will see through us and trust will only be based on our performance (our last performance, not our collective performance). This leaves clients open to approaches from competitors.

This exercise, titled ‘The Finished Article’, will involve pairs within the team communicating to achieve a ‘finished article’. How they communicate will significantly affect the outcome.

## Learning Zones Cont:

### **3. Performance - Focus on preparation not execution**

Gestalt theory explains that we continually seek the fulfillment of completing tasks. Although ostensibly positive in nature, this drive leads us to a premature desire to execute tasks before we are prepared or ready. The resultant execution of the rushed task takes longer because of the need to rework certain elements. The greater the number of people involved in the task the more time is likely to be wasted reworking. Understanding this instinct and fighting the desire to shortcut the planning/preparation phase is key to reducing reworking and produces the same result faster. This is a key tool in improving time management.

This exercise will set the team a task to be completed against the clock. Typically those that think through and practice the task before executing do much better.

### **4. Management - Delegation not abdication**

Delegation is about clear, effective communication of tasks. Only the task is ever delegated never the responsibility. For this reason it is key that a reporting back procedure is agreed at the outset, so that control is maintained by the delegator. The cornerstone of effective communication is the setting of clear, unambiguous objectives or outcomes that are clearly understood and bought-in to.

This exercise will involve one person delegating tasks to individuals in the team. Failure to maintain control of the delegated tasks will prove disastrous.