

**Application:** Team building

**Organisation:** It outsourcing

### Background

The Board of an IT outsourcing business asked cda to work with them to improve their team working. Although the team included individuals who were each highly competent in their own specialist area, they were not particularly supportive of each other. They displayed relatively low levels of allegiance to the Board team. Individual members in the team also had difficulty in representing and supporting Board decisions to others.

### Process

The project started with individual interviews with Directors to understand their views and motivations. At this stage all the Directors also completed cdaq and the Myers Briggs Type Indicator (MBTI). Interestingly, all team members except one were the same MBTI type. However, cdaq provided some useful insights into the differences in the team that were causing some of the problems. For example:

- There were some very significant differences within the team on the *Towards - Away from* dimension. One individual within the team who was perceived by colleagues as unduly ambitious and self-promoting emerged as being motivated by a strong *Away from* preference - focused on avoiding failure and criticism, by talking about his achievements. An understanding of his motivation helped team members to view his behaviour with more understanding
- Marked differences on the *Options - Procedures* dimension had also created tensions in the team. Those with a *Procedures* preference viewed their colleagues who preferred to operate in an *Options* style as chaotic and disorganised. On the other hand, the team members with an *Options* preference viewed their colleagues with a *Procedures* preference as unimaginative and over-structured. By developing a mutual understanding of the strengths of each preference the team started to collaborate more effectively.

### Outcome

The success of this project was measured partly through reduced levels of conflict amongst Board members. The team also reorganised their monthly Board meetings and restructured project responsibilities to recognise the mix of cdaq styles in the group.