

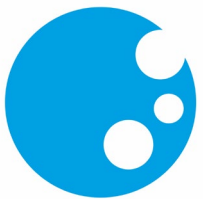


Have you got
a pen and
paper ready?

Building Effective Teams

Ruth Hallett

March 2026

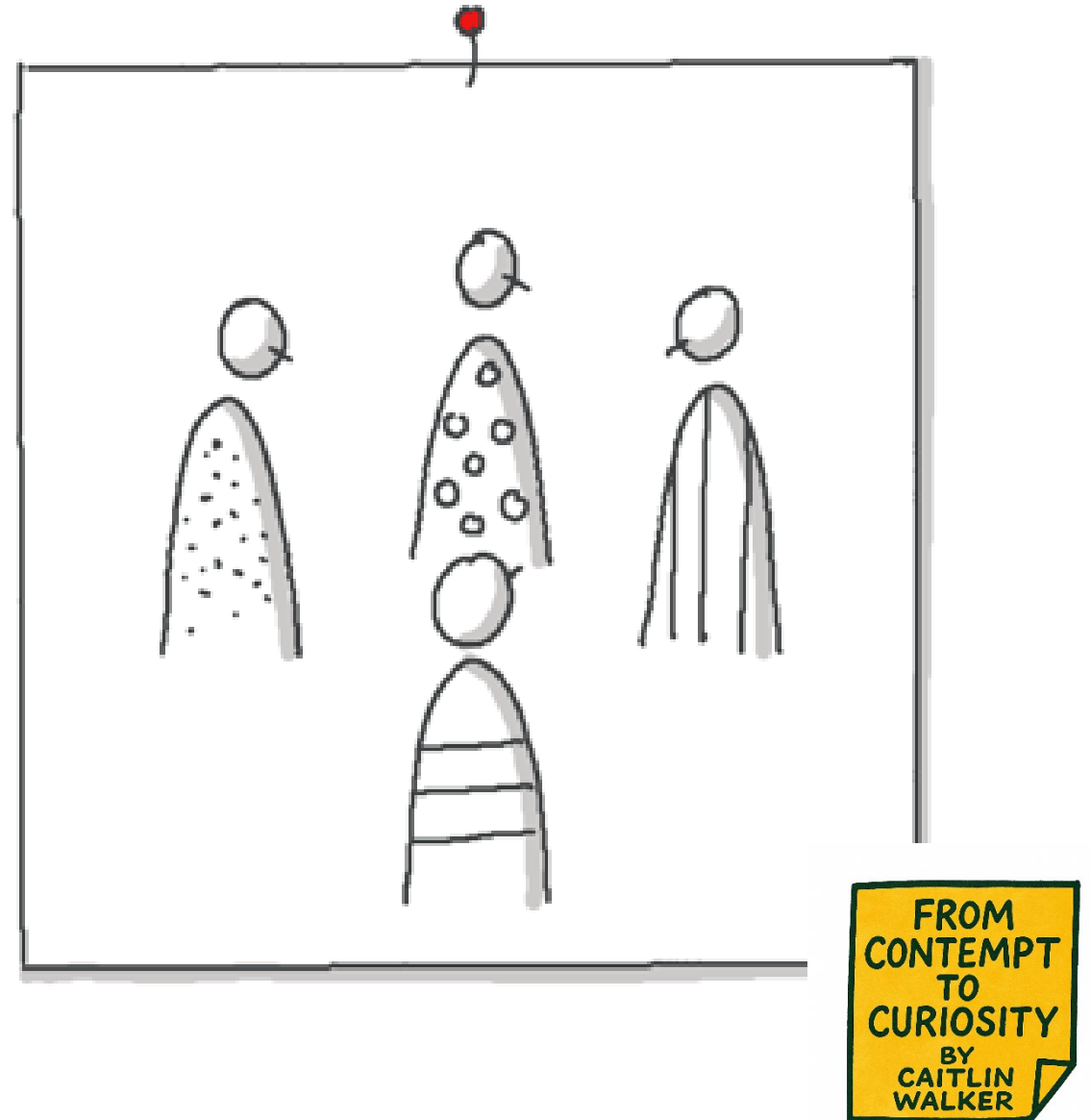


R2H Consulting Ltd

How are you
arriving into this
session today?



The team



Trusting
relationships



Team
Success
factors



The
FIVE
DYSFUNCTIONS
of a
TEAM
BY PATRIK
LENCIONI

Manual of
me...



my favourite
drink at work
is ?

these things prevent
me from working at my
best...

You'll convince me to
get on board if you



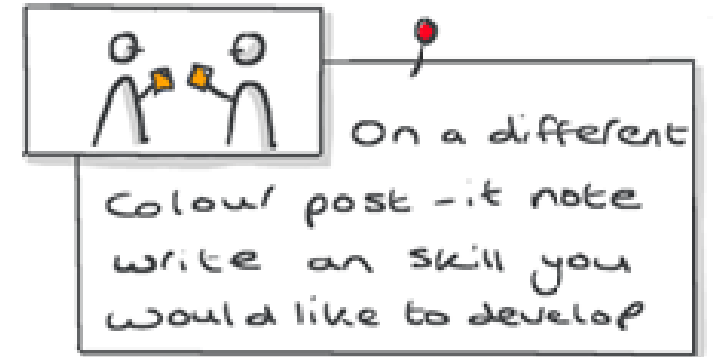
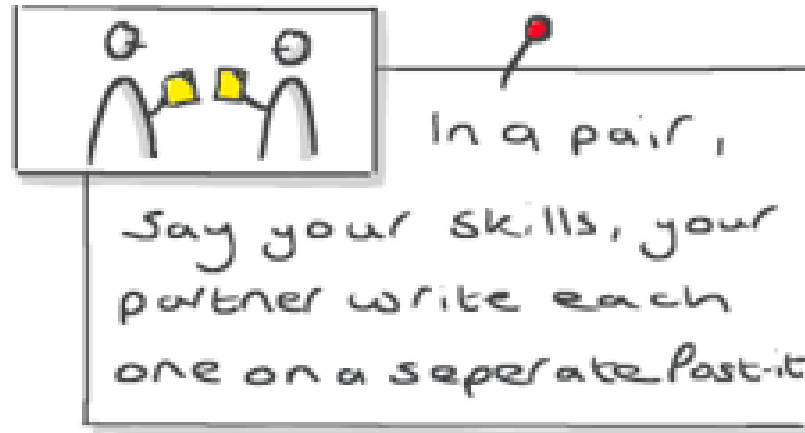
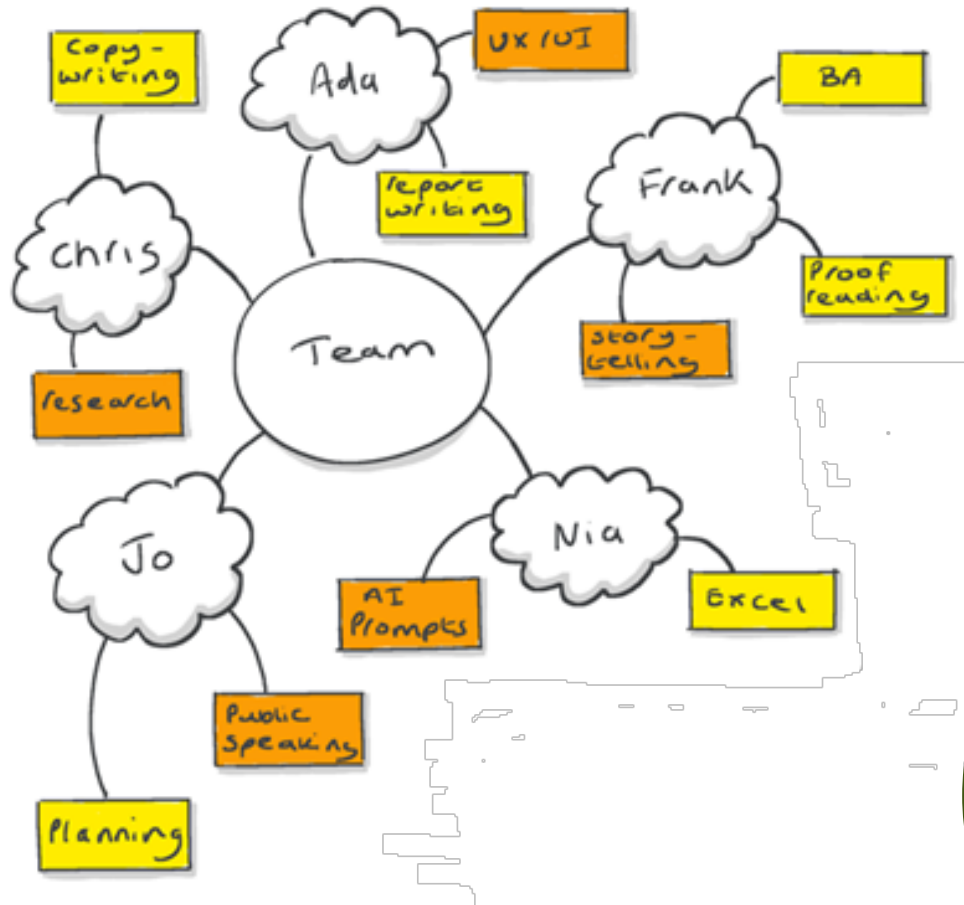
the favourite
people / pets in
my life are ...

Questions

things I enjoy
outside of
work are

when I'm stressed,
it can be helpful
if you

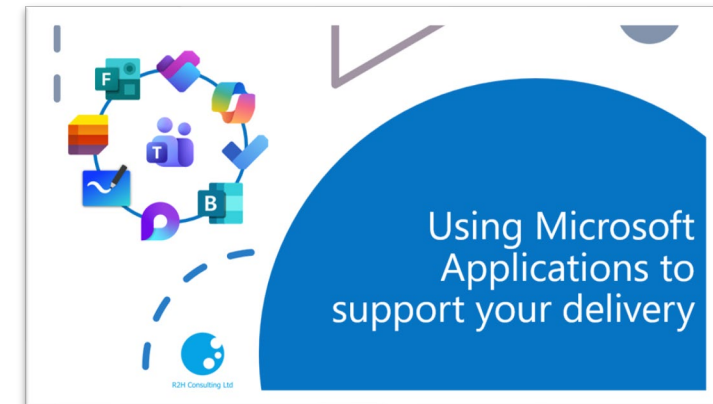
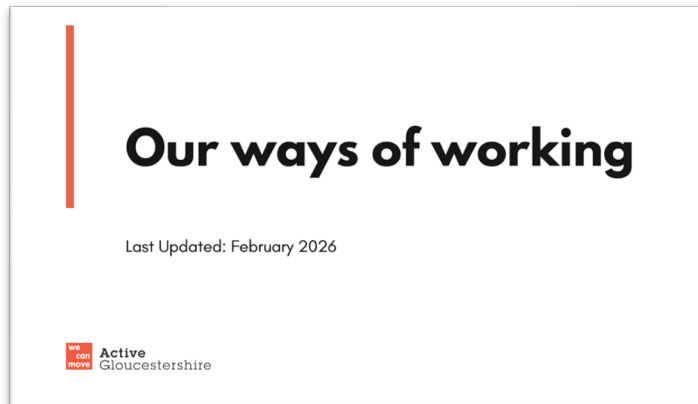
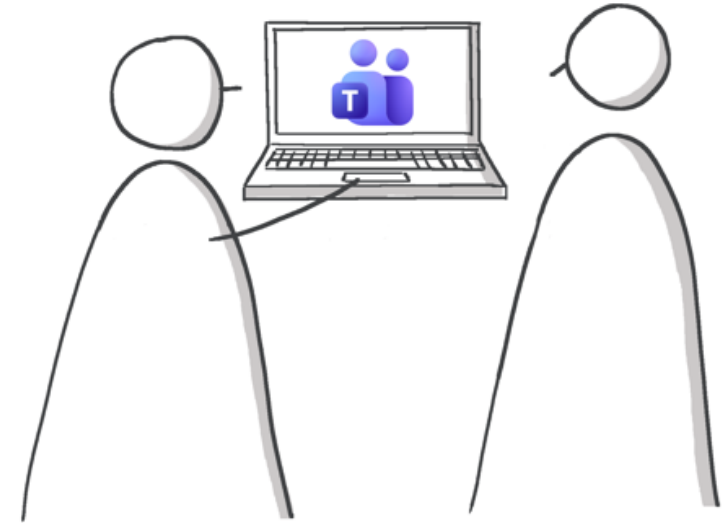
Team Skills



Remember
there might
be useful
skills you
have outside
of work

Building your working agreement – making policies explicit

- Which tools should we be using?
- Where are we going to store information?
- How are we going to communicate?
- How are we going to making decisions?
- What should be our meeting cadence?
- Who and how are we reporting?
- How and when we need to escalate?



① what are
your teams
patterns ①

All teams will have
a pattern to their work



We are
too busy for
reflecting /
feedback

Red work

- o Doing work
- o focussed on avoiding errors
- o increasing predictability

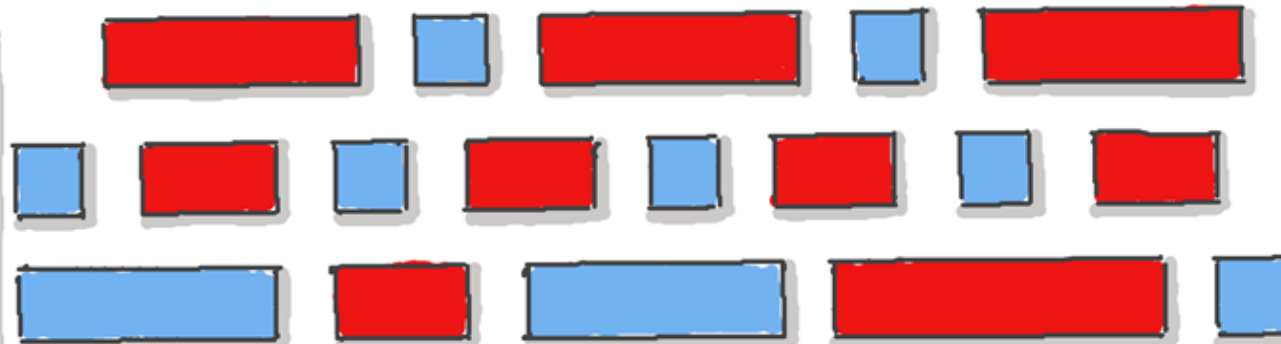
Blue work

- o reflecting, thinking, planning and deciding collaboratively
- o critical to decide the best way to do something



Think

How are you
separating
red and
blue work?



**LEADERSHIP
IS
LANGUAGE**
L. DAVID
MARQUET

Only use
these
symbols



= Change



= Goal



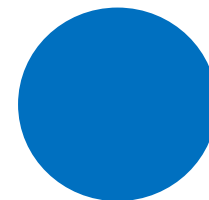
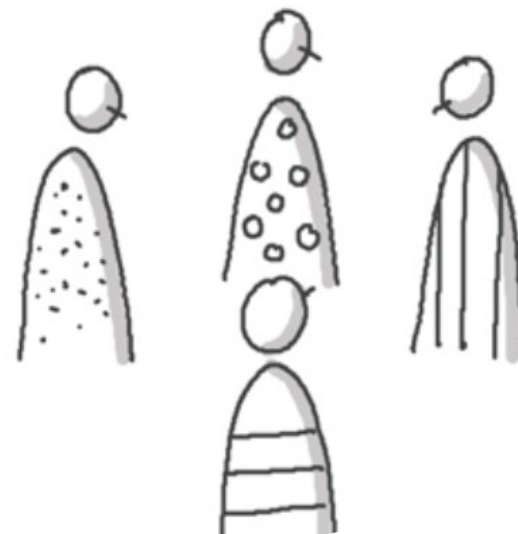
= Support



= Wholeness



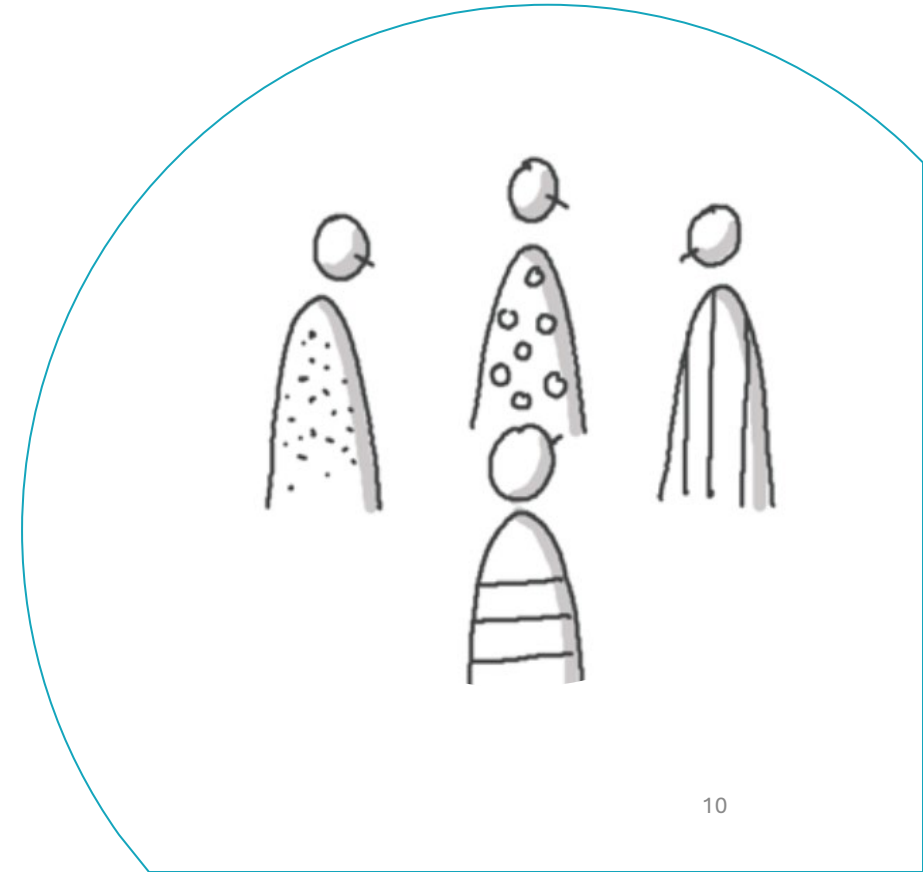
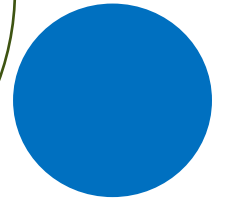
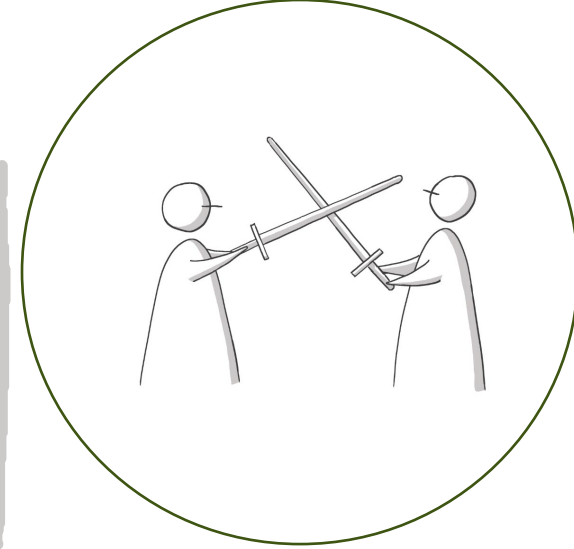
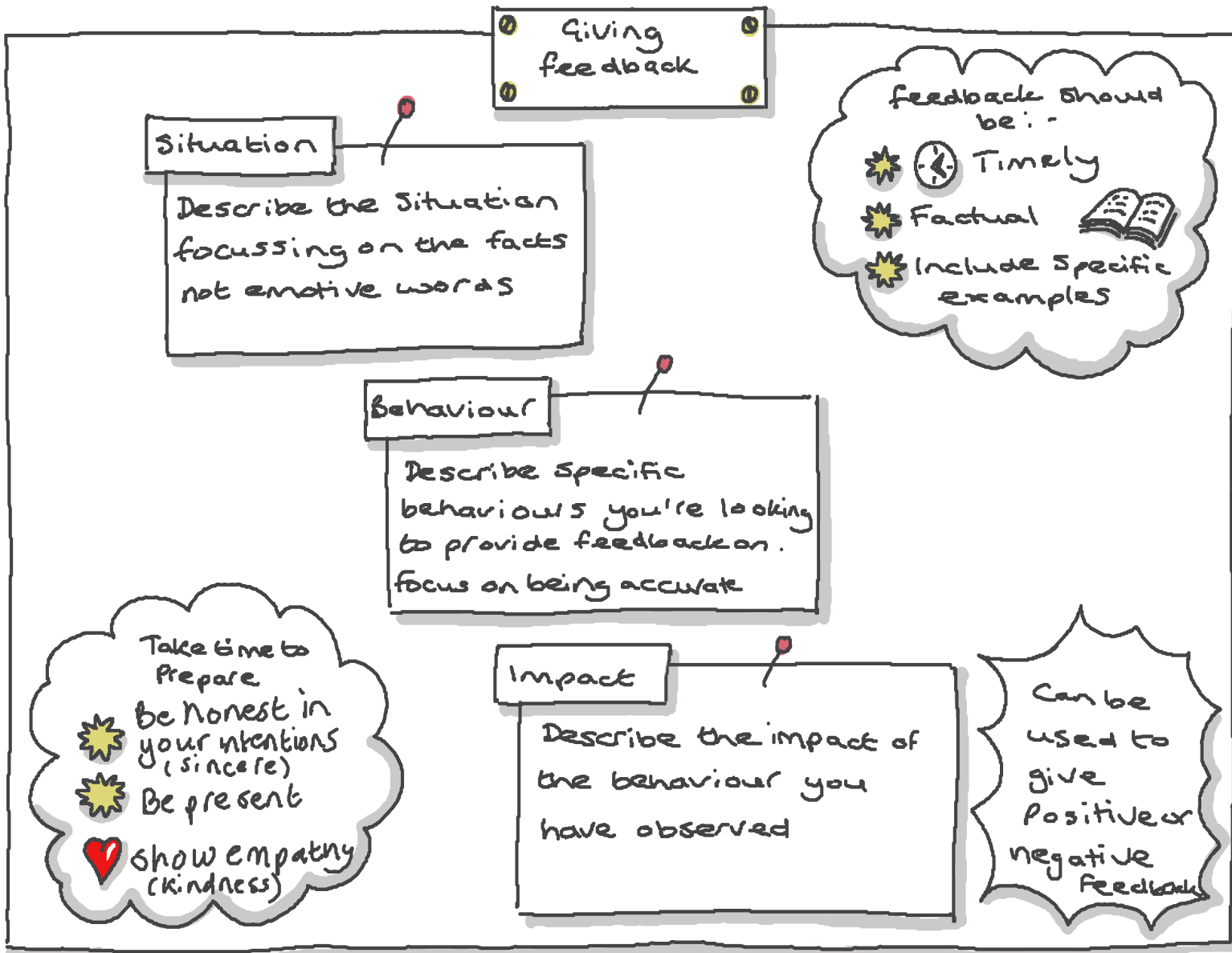
= Relationship



Draw 2
pictures

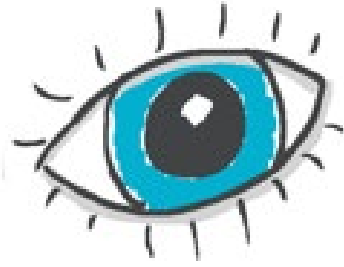
1) How does
communication
feel now?

2) How you would
like
communication to
feel in the future?

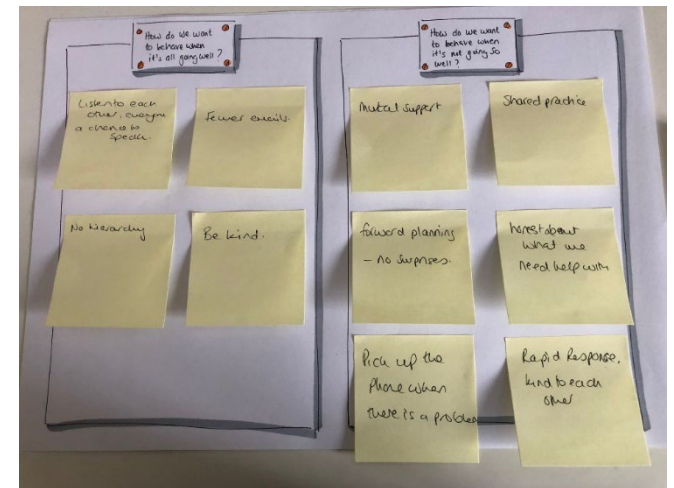


Rules of Play – Observable Behaviours

Use clean
language
to explore

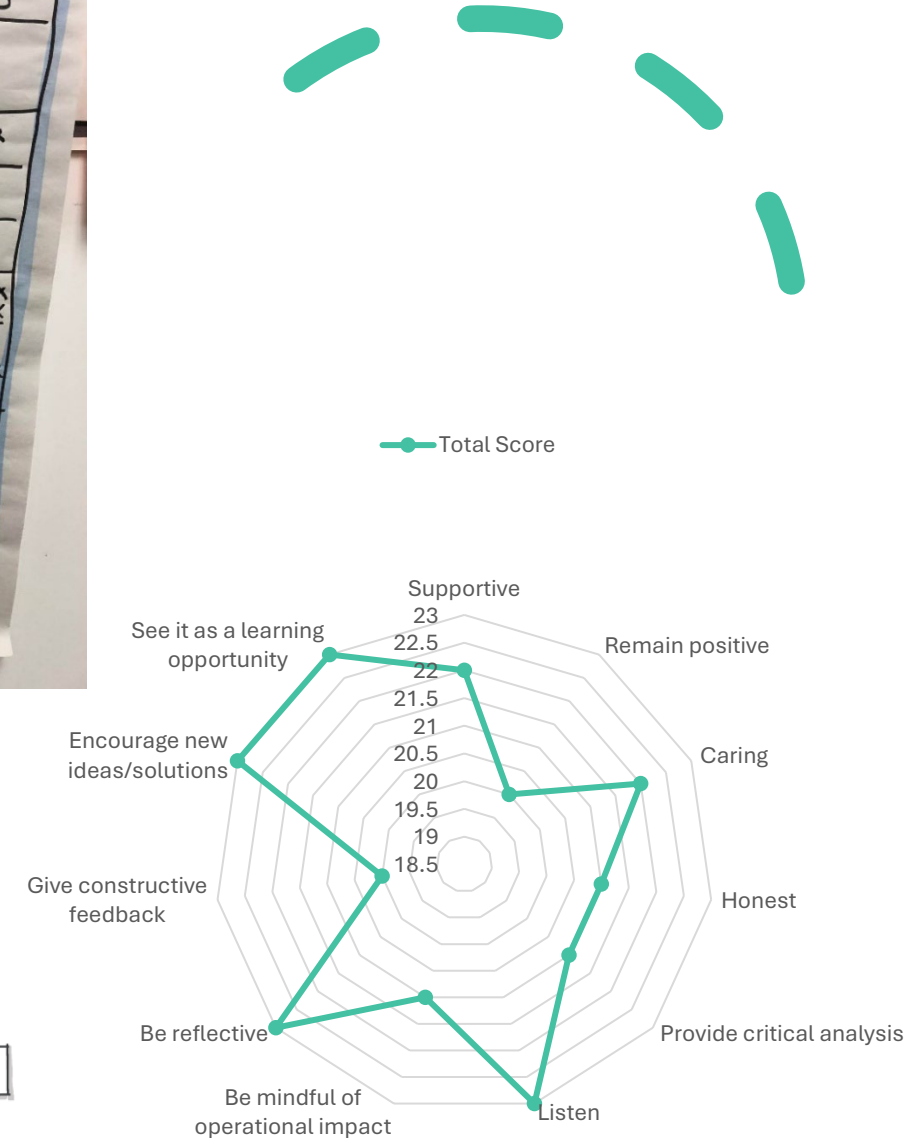


- Ask the group to define the behaviours they want to see when it all going well
- Ask the group to define the behaviours they want to see when its not going so well
- Explore what the words mean, to create a shared understanding

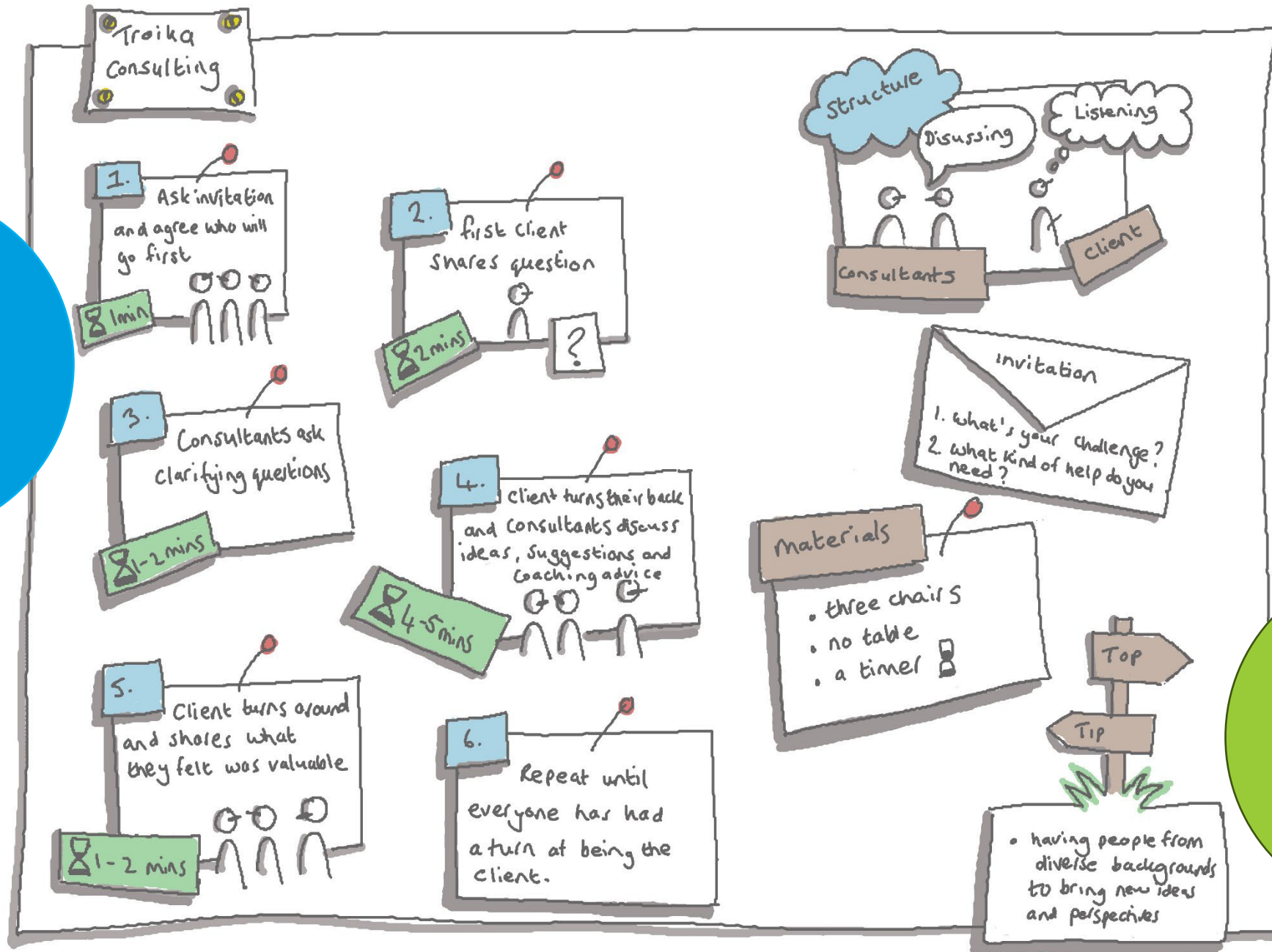


Monitor the rules of play and adapt

Team charter		1 = Poor 5 = Excellent				
		1	2	3	4	5
Be on time and Keep time Commitments ☹️		X	X	X		
Keep to the agenda				X	X	X
No laptops (doing email) in meetings		X	X			X
Don't talk over each other				X	X	X
Ensure meetings have clear action				X	X	X
Don't assume understanding				X	X	X
Be open, honest, authentic				X	X	X
Give Constructive feedback				X	X	X
If team are unhappy or unclear don't talk behind each other's backs				X	X	X
Avoid idle chatter in meetings			X	X		

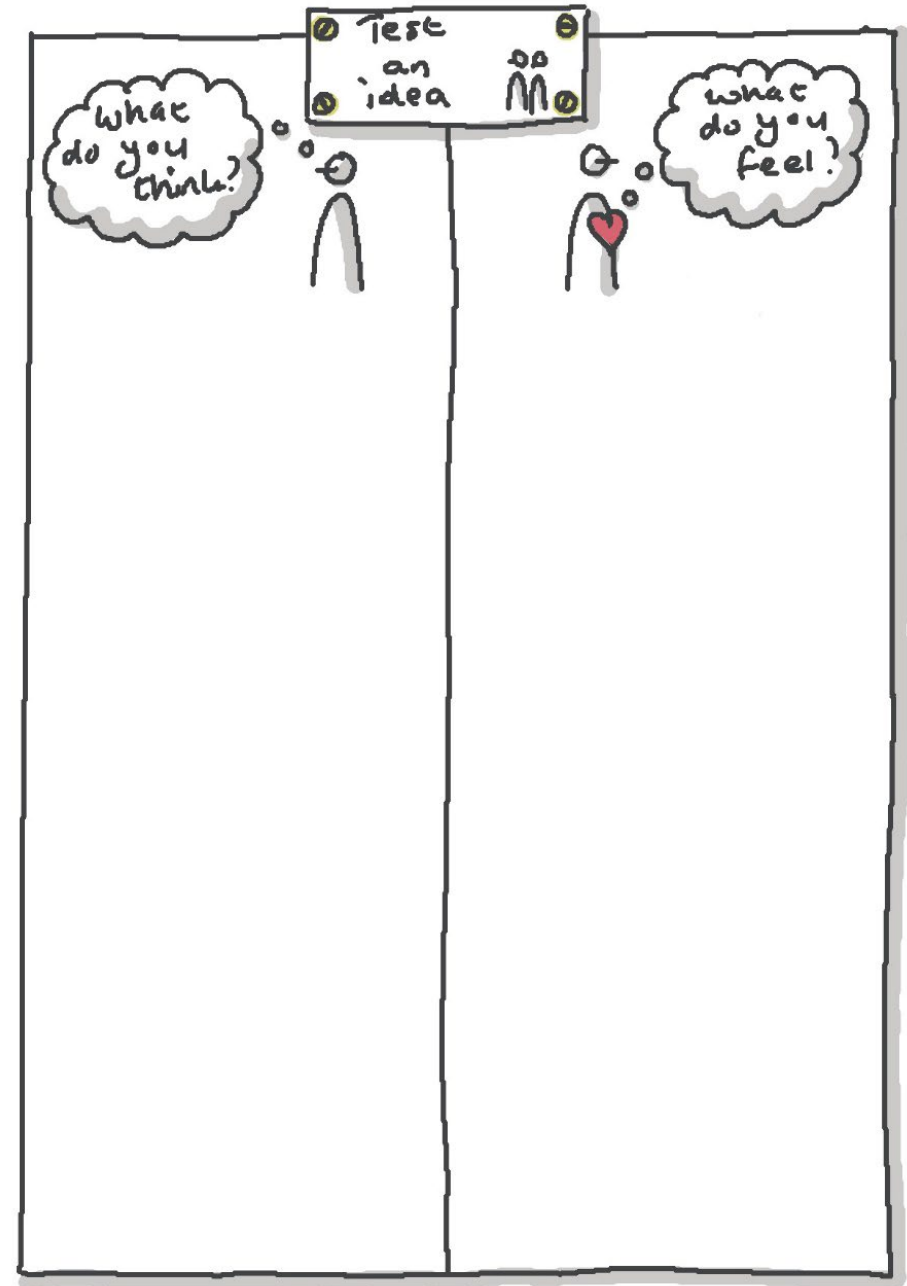


Think
through
options



Crazy 8 or
the
Liberating
Structure
25/10

Once you have
your top 3 ideas
it's good to get
the group to
critique them



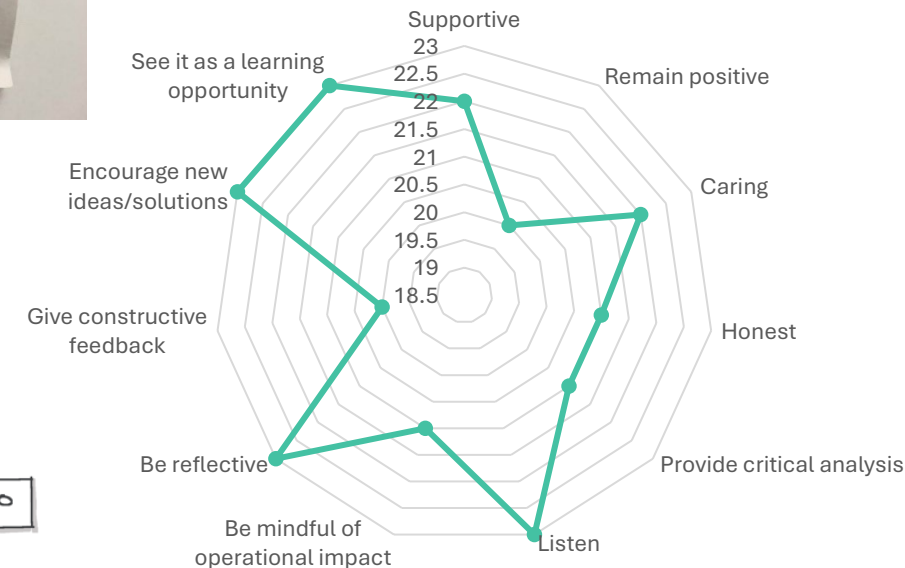


Make the change

Does it shift the dial?

Keep iterating

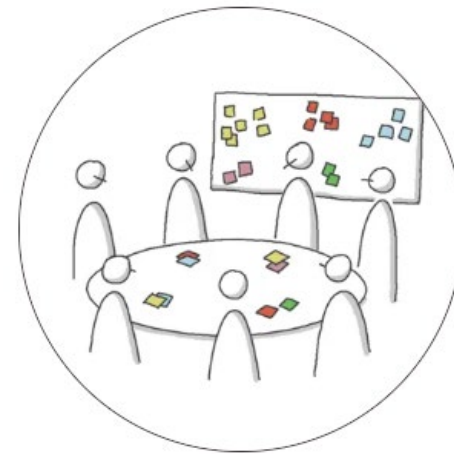
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Ensure meetings have clear action				X	X	X
Don't assume understanding				X	X	X
Be open, honest, authentic				X	X	X
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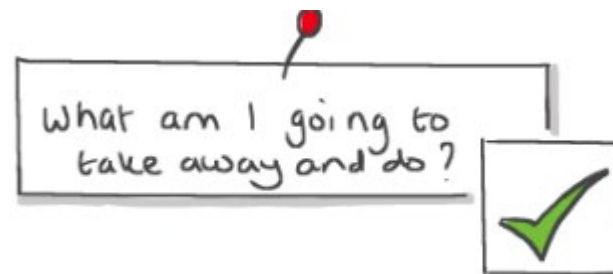
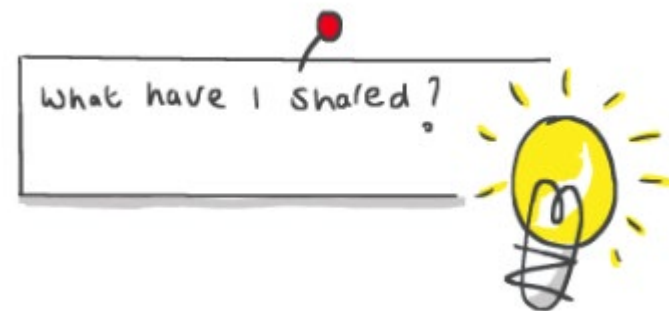
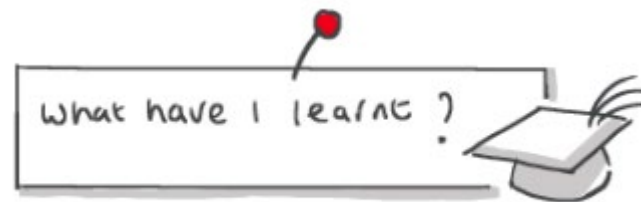


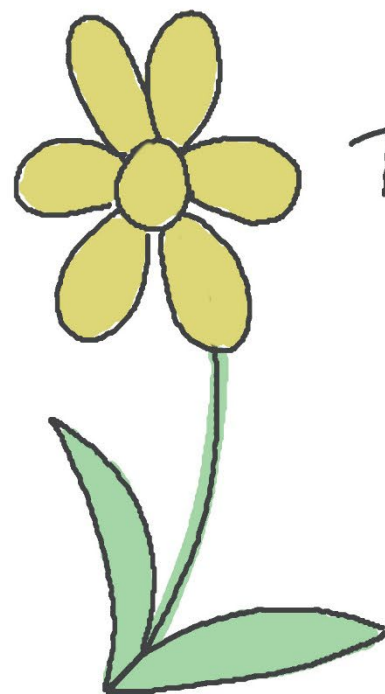
Bringing it all together



- How to make policies explicit
- Implementing feedback loops
- Improve collaboratively







Thank
you!