

A Breakthrough with a Team Resisting Change



Challenge

An administration team within the agricultural industry was having difficulty dealing with change. Within the group, there seemed to be a climate of resignation and despondency. It seemed to them that things were always in a state of flux and that, as soon as they had started settling down

or making progress, they had to change again!

Their performance was only mediocre and they experienced comparatively high levels of absenteeism. Their manager was being asked to address the issue as most of the other teams in the section had been making headway implementing the recent changes.

Solution

An internal TMS Accredited Training and Development Consultant spent time with the manager and her team. Through this consultation, the consultant developed a programme using the TMS concepts and the QO₂TM Profile. The rationale behind this decision was that the QO₂TM Profile feedback helps illustrate the importance of considering both opportunities and obstacles in any situation, especially when dealing with change. Furthermore, by giving team members feedback on the 5 subscales within the QO₂TM Model; Moving Towards Goals Energy, Multi-Pathways, Time Focus, Fault-Finding and Optimism, the consultant would be able to draw-out some actionable development initiatives.

The major component of the solution was a 1-day workshop, delivered off-site, and focused solely on the team's results from their QO₂TM Profiles. The day included a number of exercises and activities that reinforced the TMS concepts as

well as the implications the feedback had on the way the team worked together.

It was clear to the group that their approach to risk was more focused on the obstacles they faced than on the opportunities. This meant that rather than accept the change, they were too bogged down with the negatives. They addressed the five subscales of the QO₂TM Profile and put action plans into place. Over the following months the internal consultant worked together with the team, to monitor the outcomes from the workshop and ensure they were on track with their action plans.

Results

The information from the QO₂TM Profile provided an excellent starting point for discussion and action planning. Based on the subscale scores for Moving Towards Goals Energy and Multi-Pathways, the team chose to work on two main areas: goal setting and creative problem solving.

Within Multi-Pathways, the team used a number of different processes including both extroverted and introverted left brain and right brain techniques.

Two weeks after the workshop, the team had their first 'breakthrough' when a process they developed was applauded at a monthly branch meeting and, after further development, was eventually adopted throughout the State. This had a tremendous impact on the morale of the team. Furthermore, the 'mood' within the group improved. They felt much more in control of the way they worked and developed a much more positive attitude to the work they did in general and more specifically, the change they were required to cope with.

<i>Industry:</i>	Agricultural
<i>TMS Product:</i>	QO ₂ TM Profile
<i>Total Staff:</i>	580
<i>Challenge:</i>	Change Management

