

Education

The Crowndale Centre
218-220 Eversholt Street
London NW1 1BD

Testimonial Re: Marilyn Smyth

Tel: 020 7974 1525
Fax: 020 7974 1536

Direct Tel No: 020 7974
4551

Email:
ian.patterson
@camden.gov.uk

Dear Sir/Madam,

Re: Team working and Business Planning

I am writing regarding the team working and business planning consultancy support provided for my service.

I wanted to undertake some initial team building work with the Camden Education Property & Contracts Service in order to identify the health of the team and address issues, which came out of that exercise. We commissioned Marilyn to help us with both the diagnosis and work on improving our team working. I felt that the day we spent doing this was very successful and fruitful. The use of various exercises such as the Belbin and Myers Briggs analysis helped team members see themselves and their contribution to the team in ways which they had not considered before. We were also able to identify what kind of team we were by looking at the types of individuals we have and their working styles. This was particularly important for us as a fairly diverse group dealing with a wide range of services and containing a range of staff from technical, administrative and managerial backgrounds. As the programme also covered all of my staff from the senior management (service head and just below) to the technical, administrative and support staff it was essential that staff at all levels were able to benefit from it. I think the approach adopted and exercises achieved that, and no staff were excluded by reason of their level in the organisation or type of job. This was an essential element in achieving improvement in the working of the whole service as a team rather than just parts of it.

The analysis work led to the team being able to identify various key priorities for team development. Principally these were internal communications, understanding of each others work and the need to address structures and process used for team management both overall and within the various sub-teams in my service.

Our work on developing our internal business planning systems which Marilyn supported using the EFQM Business Excellence Model, has helped us put in place clear management and communication structures which have addressed many of the internal communication and performance management issues which were identified by team members in earlier sessions.

Overall the process has made a great contribution to improving our communication and service planning activities. I feel that as a service we are now far clearer about how we work and the contributions we all make. We also now have clear internal processes for involving all staff in service planning, recognising their contributions and tracking achievements with the recognition for individual staff which goes with that. It was certainly a valuable series of exercises and I would have no hesitation in recommending the process of working through this programme with Marilyn to other service heads and organisations.

Yours sincerely,

Ian Patterson

Ian Patterson
Head of Property & Contracts Service