



## *Senior Team Retreat*

### **Problem**

The Leadership Team of a remote federal unit of some 200 employees recognized that it was time for them to take a retreat together. Their intent was to align around a common vision and to galvanize as a team in making that vision a reality. The head of the unit also realized that the last retreat was 5 years ago and was no longer providing the glue or energy needed in the changed world of today. Further, she was aware of some friction among the members of her team and wanted an opportunity to clear things up in order to move on.

### **Solution**

Gilburg Leadership Institute (GLI) interviewed each of the 12 leadership team members over the phone asking some general and specific questions about the health of their organization, their inter-dynamics and the relationships they had with their supervisors. In addition, we conducted a Deep Type® conversation with each of them. At the retreat we showed them a summary of the interview reports (without attribution) so they could identify the critical issues in the team. We focused on building enough trust so that they could confront the issues with one another and resolve them amicably, partly through recognizing their differences through Deep Type®. We also helped them create a set of Agreements on how they would work together, communicate, give and receive feedback, hold their meetings, and handle conflicts. The climax of the meeting occurred when they united around the leader's vision for the unit and articulated their core values that energized them to action.

### **Result**

From follow up phone calls with the leader we know that the team is paying attention to the Agreements they made and encouraging one another when they are broken to get back on track. The team continues to be energized by the vision and is communicating more openly and regularly with each other. In addition, the team made some Agreements around continuing to carve out quality time to reinvest in one another and the calling they all share. Last reported, this agreement was taking hold as members of the team were creating the time and location for continued team development. One thing GLI knows is that teams need to have regularly scheduled "maintenance" in order to operate at their highest level. These periodic "pit stops" are worth the time and expense away from the day-to-day tasks, as they engender a renewed sense of purpose and camaraderie in the team.

*For more information contact Gilburg Leadership Institute, Inc. at 413-534-6934, or visit our website: [www.gilburgleadership.com](http://www.gilburgleadership.com).*