

# Outcomes-based Team Development

*An Article by Derek Hendrikz © 2003*

URL: [www.derekhendrikz.com](http://www.derekhendrikz.com)  
E-mail: [hello@derekhendrikz.com](mailto:hello@derekhendrikz.com)  
(T) +27 82 781 4049



Organizations are often confronted with the reality that they are spending vast amounts of money on teambuilding interventions that do not bring about any real change at the workplace. Although these interventions are usually great fun and participants have a ball participating in the activities, the question remains whether the teambuilding was really worth money that was spent on it? In other words, was there return on investment in the form of a more effective functioning team, or a more results driven team?

Developing interventions that actually bring about real change is one of the major challenges that Organizational Development consultants confront. In our experience the most effective way in attaining this goal is to turn teambuilding into an outcomes based intervention. This implies that teambuilding isn't about what delegates do during the teambuilding itself, but rather how we could utilize and process these experiences to attain the needed outcomes at the workplace. The following table highlights some of the major differences between designing a traditional teambuilding and an outcome based team development intervention.

<b>Traditional Team building</b>	<b>Outcomes based team development</b>
<ul style="list-style-type: none"><li>• Activity based</li><li>• Results are measured on the group having fun during the event.</li><li>• Short term relationship with the client.</li><li>• Usually a once off intervention.</li><li>• Little time is spend with client before / after the intervention</li><li>• More superficial approach focussing on having fun, entertainment, adrenaline and excitement.</li></ul>	<ul style="list-style-type: none"><li>• Outcomes based</li><li>• Results are measured on changed behaviour at the workplace</li><li>• Long term relationship with the client</li><li>• Part of a continuous development process.</li><li>• Focus on developing a relationship – (pre analysis, follow-up, and impact assessment).</li><li>• Functional approach focussed on attaining outcomes and moving the group towards optimal functioning though constant conditioning.</li></ul>

In outcomes-based programmes the whole intervention is focused on attaining pre-negotiated outcomes. Activities are merely used as vehicles in getting the group to a determined destination. Learning and growth takes place during the processing of the experience and then strategically linking the experience to the groups operational functioning.

Typical elements of an outcomes based team development programme are as follows:

- Pre-assessments (questionnaires, individual interviews & focus groups)
- Setting up a team development plan
- Team development interventions (structural reorganization, strategic planning and alignment, managerial development, team development, intra- and interpersonal relations)
- Continuous follow-up and impact assessments sessions to determine the impact of the development as well as further development needs
- Continuously working with appropriate group processes and dynamics (making meetings, planning sessions, etc more effective)

In conclusion one can say that team building can work in powerful ways provided that the sponsor has a clear idea of what he/she wants to achieve, and that a programme is then devised to specifically address these outcomes. The more developmental the focus of a team building intervention, the higher the long term impact.

---

*URL: [www.derekhendrikz.com](http://www.derekhendrikz.com)  
E-mail: [hello@derekhendrikz.com](mailto:hello@derekhendrikz.com)  
(T) +27 82 781 4049*

---

