

BACKGROUND - Where the Need Arose

- IT Infrastructure and IT applications had some challenging targets – they needed to work together to achieve the University's IT strategy and core operations.
- Some group tensions
 - different team cultures
 - Working to different aims
 - Hadn't really needed to work too closely before

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REMIT



- To create a real environment where each team member is dependant on each other to achieve a result with a specific outcome.
- It's a community project which links in with the University's ethos and is within close proximity of the University Quarter
- Sense of fulfilment
- The project will encourage all those taking part to demonstrate the values
- Element of challenge

EXPECTATIONS

- It will take place over a period of time, therefore enabling better team building across the teams
- Each group to keep a project video diary of their progress. This will be used at the end of the project at the LIS presentation evening, to demonstrate how their team has developed throughout the process.

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KEY AIMS

An IT Senior Manager's Perspective

- Strengthening the links between the IT Applications and IT Infrastructure teams
- Teams worked really well under crisis but on a day to day basis, personal issues and processes were getting in the way
- Wanted something interesting and different – engagement
- Challenging, to involve as many people as possible

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PRE-EVENT

- Choosing Options and Teams

An IT Senior Manager's Perspective

- ITA and ITI Senior Managers came up with different ideas with a wide brief
- These were put to Staff Development, with a remit of corporate social responsibility – giving something back
- Staff Development came up with the idea of Red Welly
- IT Senior Managers put 4 teams of approx 15 people together based on the roles of those staff, to encourage closer working and changes in behaviour
- Staff Development were given the four groups and asked to organise the event



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PRE-EVENT

- The options

A Staff Developers Perspective

- Charity day on site
- Working at Donnington Race track on a charity event
- Tall ship racing!!
- And of course Red Welly



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DILEMMAS

A Staff Developers Perspective

- How would the groups be distributed?
- Do we ask the group to decide on the activity?
- Over what period of time?
- What would it be measured?
- What part would management play?



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THE LAUNCH

An IT Senior Manager's Perspective

- This was a key learning point - aimed to give all participants the same impression at the same time
- In reality this opportunity did not arise and resulted in being received in a very negative way by many of the staff involved
- This led to less positive engagement from the beginning and a difference between the intention and the perception of the event

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THE LAUNCH

A Staff Developers Perspective

- Manager Briefings
- Launch by Leadership team
- Deciding on groups
- Arranging TDi access
- Group sessions
- **WHY A PRE-DAY SESSION?**
 - To gain a better understanding of own work/life preferences
 - To gain understanding and appreciation of different approaches to work and life
 - To define how cross team working can be used to good effect
 - To develop cross team working in line with University values

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PRE - RED WELLY DAY

A Staff Developers Perspective

- Involving the University Community Liaison Manager
- Deciding on a project lead
- Getting information on the client requirements
- Ensuring health and safety matters were addressed – ie risk assessments
- Information on each of the projects
- Group sessions with Red Welly to ensure group happy with designs
- Safety equipment
- Collating Individual needs
- Working with project lead to ensure needs accounted for

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PRE- RED WELLY DAY

An IT Senior Manager's Perspective

- The formal briefing sessions took place with individual teams but some staff were finding the experience difficult as a result of the initial briefing
- This was frustrating for IT Senior Managers as staff perceived that they were being pushed into something
- There was a lot of resistance in the lead up to the event, such as conflicts around arrangements for transport and lunch on the day
- Senior Managers felt very concerned that this would cause difficulties on the day

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TEAM PRE-EVENT PLANNING

A Participants Perspective

- Getting to know the team
- Finding out people's strengths and preferences
- Deciding on a project manager
- Understanding our remit – meeting with Red Welly representative to go through plans
- Working out the tasks and timings
- Resources needed for each task
- Allocation of tasks to team members



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ON THE DAY - TEAM WORK

A Participants Perspective

- Transport organised – most people travelled to site by University bus
- Arrived early and unloaded all equipment
- Set to work on assigned tasks
- Everyone joined in, great team spirit
- Project manager controlled tasks and timings
- Lunch was provided from a local deli
- Everyone wanted to see the job through to the end, no matter how long this took
- It was hard work but the results were fantastic



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RED WELLY DAY

An IT Senior Manager's Perspective

- Both of the IT Senior Managers worked on two gardens each, on consecutive days
- Their role was as "gophers"
- On the first day, within 45 minutes, the level of commitment and application was evident
- The team members were getting themselves organised and co-operating fully
- The teams had not met the residents in the houses before and this made a big difference
- It was possible to look at the differences between the first and second days
- On the negative side, some staff saw the arrival of University cameramen on site as an unwelcome intrusion and read the wrong message from this



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IMMEDIATELY POST ACTIVITY

A Participants Perspective

- Great talking point – brought people together
- Sense of achievement – feeling proud to have been involved
- Hearing other departments saying that they wish they had been involved
- Working together as a team to produce a presentation video of the day
- Very enjoyable session watching the presentations and remembering the day



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POST ACTIVITY

A Staff Developers Perspective

- De-brief with Managers to get their perspective on how the event went?
- Witnessing teams working together
- Evaluation – collating initial perceptions
- Presentation event



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POST - ACTIVITY

- Every team was asked to produce a video diary of their event
- A formal presentation evening with the VC and PVC was planned and diarised
- In the end, this was changed to a lunchtime event as one of the teams was unable to be sufficiently represented out of normal office hours
- The lunchtime event was very successful, the videos were excellent
- Managers felt very proud and received positive feedback from staff asking if they could do more of the same

An IT Senior Manager's Perspective



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BACK IN THE WORKPLACE

A Participants Perspective



- Great team spirit carried through into work
- People working together who had previously not, or who had potentially avoided doing so
- Speaking to people previously unknown to them
- Knowing colleagues as people made it matter more to them how they dealt with each other
- Delivering the key LIS strategy elements more efficiently and effectively

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LONGER TERM EFFECTS

An IT Senior Manager's Perspective

- Working together definitely made a difference and working relationships amongst staff involved improved as a result
- Staff understand now that in order to deliver the strategy, they have to work effectively together
- There is a willingness within the department to try something new, and a drive towards progress and change
- The team's adaptability, flexibility and willingness has helped to achieve this



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BENEFITS

- Establishing long term relationships
- It's easy to say no to a number/job title – but not so easy to dismiss someone you have developed a relationship with!!
- People being seen from a different perspective
- More cross team working
- A will to do other developments together – Inspiring Leaders programme
- Don't underestimate peer support/pressure
- Unleashing unexpected talent
- A tremendous sense of achievement!
- Reputation within and outside the Institution



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BENEFITS

- It highlighted that some people focus on getting the job done, while others prefer to be in more of a supporting role
- Hearing staff commenting to each other as they realised their colleagues had skills and abilities they were previously unaware of
- Hearing others not involved saying, "I didn't think you were actually going to get your hands dirty"
- Seeing the recipients of the work coming out and being overwhelmed by what had been achieved

An IT Senior Manager's Perspective



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LEARNING POINTS

- The launch event is critical – clarity on expectation!
- Get everyone involved – taking on board individual limitations
- More support for project managers – communication development
- Be aware that such projects take time – Rome wasn't built in a day!!
- Consider the group dynamics
- All or nothing? Opt out?
- No pain no gain!



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COMMENTS FROM TEAM MEMBERS

- “Most enjoyable, people made an effort to get on. I spoke to people I had never spoken to before”
- “I found people more co-operative and willing to help”
- “I think it helped improve some relationships, although some of the team spirit has worn off”
- “By far the most memorable away day, much better for team building than getting people to build towers with sellotape and newspaper!”



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COMMENTS FROM IT SENIOR MANAGEMENT

- “This is one of the hardest things I have ever done in terms of staff development. It was incredibly rewarding, but there are things you don’t take into account. Put that to one side, and it was very well received”
- “I would have no hesitation in putting some *different* ideas on the table for consideration for future staff development”
- “I was incredibly proud of the whole group of people involved”



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