

## Working with a specialist team in an NHS Trust



### Project background

OPP consultancy worked with an occupational health team within an NHS Trust to help them develop as a team, focus on what they were doing well and articulate their team vision. The 26-strong team supports hospital staff to cope with the demands of their jobs so that they, in turn, are able to provide outstanding service to their patients. The behind-the-scenes role of the team is highly valued, albeit not visible to patients. This puts the team in a unique position in the context of the hospital.

At the time of the development work, the team had recently moved into new office space. The relocation, while welcome, had created upheaval for some members of the team. In addition, new team members had joined, others had left and this all combined to change the team dynamic. Furthermore, the NHS

Trust had recently launched its Organisational Values and the team was keen to reflect on how they would live these values day-to-day.

All in all, it was an ideal moment to take stock, and an opportunity for the various sub-groups within the larger team to spend time together, review past success and explore the best ways of continuing, and improving on, their great work.

While a few team members were initially wary of what to expect from the development journey, having been disillusioned by previous experience of 'development days', most were excited by the prospect of spending time together as a team.

### Solution

The Lead Consultant of the occupational health team approached [OPP Consultancy](#) to design and facilitate a team

### HEALTH SECTOR

#### Business needs

- Team development
- Team visioning and action planning
- Diversity awareness

#### Psychometric tools used

- MBTI

#### Benefits

- Greater self-awareness
- Increased understanding of others' working styles
- Mutual appreciation of differences
- Strategies for harnessing complementary ways of working
- Resilience in times of change

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*Team leader  
Occupational Health Team  
NHS Trust*

development programme. He is an [MBTI](#) practitioner and an enthusiastic advocate of the MBTI tool, having recently completed [MBTI Foundation training](#). Eager to include MBTI-related insights in the development programme, OPP Consultants worked with him to develop a workshop in the form of a development journey, using the MBTI as a framework. The programme centred on celebrating what the team had achieved and looking at where it was heading in the future.

The MBTI questionnaire was completed beforehand, and OPP carried out two group feedback sessions prior to co-facilitating the [team development day](#). This ensured that all team members understood the MBTI framework and where they fit within it, before participating in the team session.

The structure of the team session was based on the objectives outlined by the team leaders, and also on what the participants wanted to get out of the day, supported by the invaluable insights gained as a result of using the MBTI instrument. This helped the participants 'own' the session as a highly relevant, practical and bespoke experience.

The objectives for the event were to:

- Articulate what the team wanted to achieve together moving forwards
- Help members get to know each other better using the MBTI framework
- Celebrate the team's success and achievements to date
- Identify team strengths and blind-spots
- Explore the organisation's values and how these relate to the team
- Define where the team was at present, and explore what success looks like in the future
- Create clear steps on how the team could take this learning back into the work place.

## Results

The team was generally very receptive to the process and fully engaged in the activities. The few who were initially sceptical about the day were quickly won round with reassurances that they 'owned' the session and everything that took place within it. Assurances that everything the team discussed together would be kept confidential also helped everyone engage in the development programme and contribute to the spirit of the development journey. People became very responsive and open, keen to follow up on the learning afterwards, using resources such as the [Flip A Type Tip](#).

The team agreed that moving forward involves galvanizing *all* team members, not just deepening leaders' understanding of type-related matters.

The team leader was very enthusiastic about the whole process: "The programme was really important and useful because it highlighted themes around how to look after ourselves as a team. It gave us the chance to take time out and say 'well-done' and build relationships. We found the MBTI framework very useful, and it was a very well-crafted session – it went down well with the team and enabled everyone to contribute."

The team held a follow-up session six months after the initial development, including a review of the MBTI Type model, and using Type-related videos from OPP's [blog](#), which went down very well. Some of the activities from the MBTI group feedback kit were used too.

The team took time to revisit some of the action plans made during the development session, augmenting them with new ideas and making plans for the future.

"The most visible impact has been a good team spirit, good camaraderie and a clearer vision of where we're going", commented the team leader. "You guys thought really carefully about how to tailor-make the session to suit our needs."

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