



## Training

### Understanding principles and values

The purpose of FUSION is to bring together diverse groups of people and combine them into a seamless team for the pursuit of common goals. Everyone involved therefore has to gain a thorough understanding of this collaborative culture, which is likely to be fundamentally different from any previous way of working.

Training in this area is designed to give individuals and teams practical opportunities to acquire the skills and develop the behaviours that will translate the FUSION concept into a successful and enjoyable reality.

### Consistent induction

Every time new people join a FUSION project, they should undergo a properly structured and consistent induction, geared to meeting the following challenges:

- *Enabling individuals and teams to understand what makes an effective FUSION team*
- *Exploring ways for teams from different companies, disciplines and backgrounds to come together and work as one team*
- *Stimulating enthusiasm for FUSION and the benefits of collaborative thinking and working*
- *Developing the potential for an atmosphere of trust, openness and no blame*
- *Achieving all this in as short a time frame as possible, with minimal or no reduction in individual or team performance*



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The following **targeted training** has been developed and applied with proven benefit to FUSION projects.

All projects should commence with **The Start Process**, which introduces team members to the FUSION concept and focuses the team in determining a common set of goals and objectives.



**Workshops** accelerate the team's development. Values are brought to life through a series of practical projects and reviews, giving an opportunity to experience FUSION in action. They enable participants to:

- *Create new approaches*
- *See things differently*
- *Become energised to achieve extraordinary results*
- *Discover unrealised potential*

**Cross company training events** should be run throughout the project. Training should be targeted to have direct relevance to specific FUSION benefits and/or problem areas and should include the opportunity to explore relevant issues in greater depth, to exchange ideas and best practice across a broad range of companies and industries.

### **Changes in team dynamics**

Remember that team dynamics will change as the make-up of the team changes. There must be sufficient flexibility and adaptability in the ways the project is managed to recognise that when someone new joins, or a new activity begins, it may have an effect on the way the team is organised and on the dynamics that are necessary. Processes or procedures may have to be changed in order to accommodate the shift in dynamics.

### **Taking stock of cohesion**

It would be a natural tendency to focus most of the training effort on a small group, so that it becomes fully aware of the FUSION values and culture, while the rest of the project team is largely ignored. This can be monitored through regularly taking stock of team cohesion.

Everybody who is going to be involved in a project must be trained and developed. Opportunities must be incorporated for people who are only going to come into contact with the project occasionally. Even those based in the same company, but who are not directly associated with the project, should be given an idea of what the culture is and how it is applied. When they then come into contact with the project, its nature will not be a surprise to them.



### **Feedback on performance**

Appropriate feedback mechanisms should be used so that team members throughout the project can receive feedback on how well they are performing, on an individual and a team basis, against the values and expectations of the rest of the project group. Everyone is then able to see how they can change, adapt and develop.

It is also important to take stock of the project itself and make sure that everyone understands the position that has been reached. This may well affect the training needs and these changes must be fed back, to ensure that the loop continues to operate.

Feedback procedures include:

**The FUSION team stock take**, which offers a team an opportunity to examine the extent to which it operates according to FUSION values. It can focus real issues for the team and remove blocks to progress. The stock take can be implemented several times during the life of a project, to review and maximise team output.

**The FUSION 360°** Profile gives the same opportunity to individual team members. It can also be used in the selection assessment of potential team personnel.

**Personal development coaching and support training** should be offered to those who are charged with creating and sustaining this new environment. Furthermore, it can be especially effective in helping individuals at any level who may experience difficulty in adapting to the FUSION culture. It can be drawn upon at any time during the life of a project.

FUSION training solutions have been collaboratively developed with specialist partners DDA Consulting. For more information, please contact DDA on 01476 572333 or e-mail on [DDACon@aol.com](mailto:DDACon@aol.com).



### **Celebrating success**

Finding opportunities to celebrate success helps team members to see that being part of the FUSION process enables them to deliver superior performance and additional value, meeting needs in a way that previous projects were unable to do. Success should therefore be celebrated externally, as well as internally, so that more people are able to understand FUSION and its values – and gain from its benefits.



*Finding opportunities to celebrate success helps to deliver superior performance and additional value.*

This can mean promoting individuals and teams who are delivering within these principles and methodologies, as well as going to industry and talking about the success of a project and of FUSION in general. There are few more powerful drivers for change than success, either because people want to be associated with it, or want to know why it was achieved, where other approaches failed to do so.