# Brandon Hall GROUP

KnowledgeGraphic

HOW ORGANIZATIONS APPROACH TEAM DEVELOPMENT

This KnowledgeGraphic, based on the 2016 Brandon Hall Group Team Development Study, illustrates how different types of organizations manage the development of teams in terms of strategy, investment, and priorities. It also looks at barriers to team development and the level of investment at different employee levels.

LEGEND

*High-Performing Organizations (HiPOs) are shown through survey results to see overall improvement across these criteria: employee engagement, customer satisfaction, organizational revenue/performance, voluntary turnover, and organizational productivity.

'We Are Investing the Right Amount of Time and Budget for Team Development'

- Overall: **20%**
- High-Performing Organizations*: **35%**
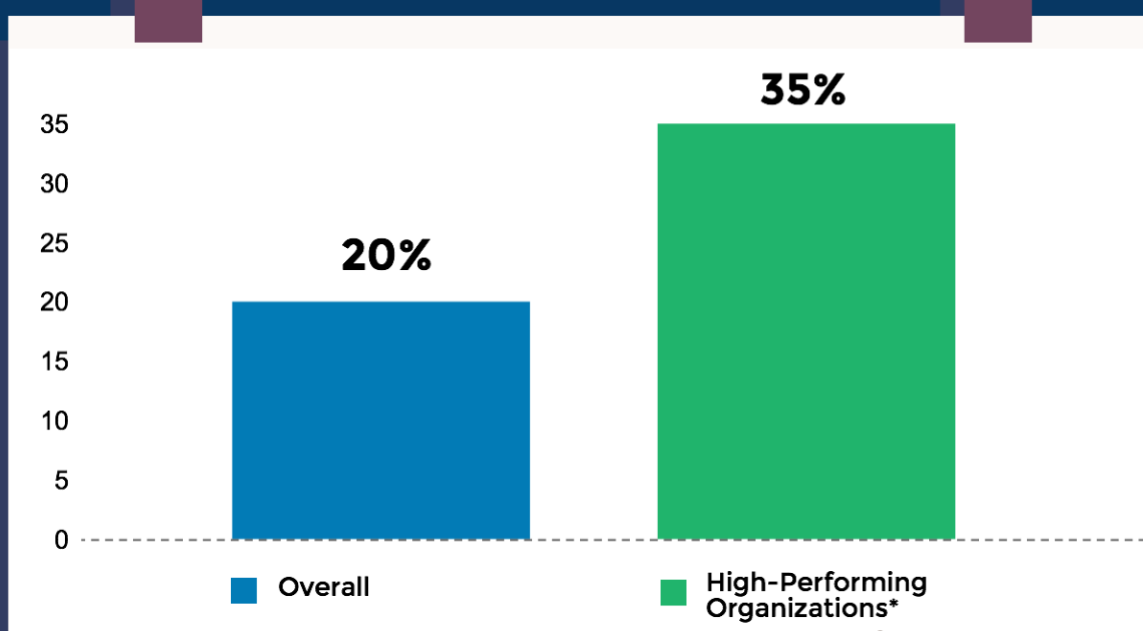
Do You Have a Long-term Strategy to Improve Team Development?

	Overall	High-Performing Organizations*
✓ YES	61%	75%
Just Began	20%	21%
Not Completely Defined	30%	35%
Mature, Defined Plan and Budget	11%	19%
✗ NO	28%	19%

Top Barriers to Implementing Team Development Program

	Overall	High-Performing Organizations*
Competing Priorities	66%	67%
Budget	50%	55%
Unclear how to measure impact	46%	40%
Employee engagement	31%	21%
Ownership issues	26%	17%

Top Priorities for Team Development

	Overall	High-Performing Organizations*
Motivating teams to effectively work together to drive greater results	44%	44%
Engagement and continuous improvement	35%	44%
Leadership development specific to managing teams	34%	33%
Strengthening teams to better support business initiatives	33%	35%
Building trust among team members	21%	16%
Driving innovation and creativity	20%	16%
Team coaching	20%	12%
Defining team norms and expectations	12%	16%

Organizations Making Large Development Investment in Teams at These Levels:

Level	Overall	HiPOs*
C-suite	20%	23%
SVP/EVP/VP	18%	29%
Director	18%	31%
Manager	20%	37%
Supervisor/front-line leaders	17%	22%
Individual contributors	13%	27%
Across entire departments	6%	9%
Across business units	7%	9%