# Developmental support is a key element in the successful implementation of transitioning UBTs. Support teams should be aware of the three behavioral ‘levers’ they can pull to effectively help a team: Expressing (what you say), Modeling (what you do) and Reinforcing (how you back it up). *What you say* accounts for 10% of your support effectiveness, *what you do* accounts for 15% and *what you reinforce* is 75%. Effective support requires all three. Temporary support from outside facilitators is most influential in the first two areas, Expressing and Modeling. Sponsors are most influential in the third area, Reinforcing. Facilitators should work with team Co-Leads and all Sponsors to support and develop teams to their fullest potential.

Completing this simple plan will assist you in focusing your support activities for maximum effectiveness.

| **Actions** | **Action Notes** | Date |
| --- | --- | --- |
| **Facilitative Support Role*** Actively monitor team progress and engage with teams
* Advise and demonstrate as necessary related to processes used
* Identify training needs and help to coordinate that
* Provide just-in-time training, process review when necessary
* Provide specific, constructive feedback and coaching to Co-Leads
* Model facilitation skills and/or tools as needed
* Ensure the integrity of consensus and RIM processes as used by team
* Remain neutral at all times related to the content of teams’ work
* Focus on “needs based” facilitation and support – this will vary with each team
* Encourage participation and engagement of all team members, fostering an environment of open, honest, direct and respectful communication
* Express, model and reinforce partnership, working collaboratively with your Labor or Management partner sponsors and team Co-Leads
 |  |  |
| **Contracting with your team’s Co-leads*** What tasks and/or services they need you to provide in order to accomplish all items on the “Launched” checklist
* When and how they prefer to receive feedback and coaching
* Clarify the plan for transfer of learning (from you to them)
* Identify areas that are important to communicate about regularly
* What role you should play during meetings, between meetings, in agenda planning…
 |  |  |
| **Working with your team’s Sponsors*** Talk with the Sponsors if you feel that you are not all on the same page about team expectations
* Clarify what the Sponsors expect from you in terms of team support
* If issues or challenges appear to need escalation to a higher level, encourage the Co-Leads to reach out to their sponsors (not you). Support persons may escalate their concerns to the LMP Consultant for communication to Strategy Group
 |  |  |
| **Consistent Actions*** Attend as many of the team’s meetings as possible during the full-support transition phase (or at least a portion of full-day meetings)
* If you cannot attend a meeting, contact your back-up support person and/or LMP Consultant to arrange for coverage, so that your team does not go unsupported
 |  |  |