

Jamie's Kitchen Fifteen lessons on teamwork

The guide



video artsTM

Jamie's Kitchen - Fifteen lessons on teamwork

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Email: info@videoarts.co.uk
Tel: +44(0)20 7400 4800

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Written by: Pat Mitchell
Mitchell Management Training Limited
Designed by: Talking Design Limited, Worthing

The source for the group development, forming, storming, norming and performing is Tuckman, B.W. (1965). Developmental sequence in small groups. Psychological Bulletin, 63, 384-399

WARNING

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In the beginning, spelling out the broad direction is important.

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*Copies of these resources are included within this book. They are also available on the enclosed CD-ROM or DVD to allow you to customise them to your specific requirements and to print the required number of copies from the master for the sole purpose of the training envisaged by the programme, and not for any commercial purpose.

Jamie's Kitchen Fifteen lessons on teamwork

Jamie's vision

Jamie Oliver had a vision: to take fifteen unemployed young Londoners who'd never cooked in a restaurant and turn them into a crack team of chefs. Once they were trained, he planned to open a non-profit making restaurant - called Fifteen - where they would do the cooking. And, just like the best fairy tales, this story had a happy ending. He made it.



Storming is an uncomfortable stage for all teams and Jamie's was no exception.

Jamie's team

The young people chosen for Jamie's team had to be unemployed and not in education. They didn't have to be able to cook. So what was Jamie looking for? He said:

I think it's a little bit like going to cook a new dish, you know, you want really good ingredients. I want to see these kids kind of being instinctive about cooking, feeling it, smelling it, really getting into it. And talking about food like they know what they're talking about and that they enjoy it.

To find his raw ingredients Jamie had to choose from hundreds of applicants. His final selection were full of enthusiasm. But they didn't know one another. They had never worked in a team. They didn't understand what a pressure cooker a commercial kitchen could be. And most of them couldn't boil an egg.

The journey to Fifteen

How did this bunch of unqualified, inexperienced young people turn into a team that would impress some of London's toughest food critics and professional chefs with their skills?

With difficulty! There's no shortcut to building a great team, even if you start by avoiding some of the problems that Jamie deliberately saddled himself with.

The lessons from Jamie's Kitchen

This training programme uses the lessons from Jamie's Kitchen to do three things.

First, to illustrate the four stages that a group of individuals have to go through to turn themselves into a team that functions like a well-oiled machine - Forming, Storming, Norming and Performing.

Second, to provide examples of what teams have to do to move from stage to stage - Get it straight, Get on board, Get stuck in and Get better.

Third, to give those who use the programme ideas for improving how their own teams work and how they as an individual can make a difference within their team.

Using Fifteen lessons on teamwork: preparation

Training programmes are just like great meals. Success depends on choosing the right ingredients and giving plenty of time and thought to preparation.



Given who they are and the size of the task that Jamie had set them, with his group there wasn't a neat boundary between storming and norming.

Fifteen lessons on teamwork and the messages it contains

Watch the video or DVD and read the summary notes. They're on pages 19-21 of this guide.

Preparing your programme

The programme which you will prepare and run using **Fifteen lessons on teamwork** will depend on the mixture of people it is for, the type of teams in which they work and the time you've got available to deliver it in.

That's why we've given you some suggested options: so that you can choose the length of programme to run, the exercises and presentation slides/OHPs to use and the contents of the workbook for your delegates.

- **Different mixtures of delegates**

It is very important to be able to focus on the teams in which delegates work. For this reason, the delegates should be made up of groups of at least two, and preferably three or four people who work in the same team. Avoid single individuals if you possibly can. There's a lot of discussion, so a group size of between 6 and 12 will give you the best results.

- **Different types of team**

The programme shows how the young people Jamie has chosen develop from a group of individuals who barely know one another to a team that can run a top class restaurant kitchen. We describe the different stages they went through and what all teams have to do to get to the point at which they are running like a well-oiled machine.

Think about the teams represented by the group you will be training. What stage of development are they at? How will that affect the programme you choose and what you decide to emphasise?

- **Different lengths of programme**

How much time do you have available? Do you want to give the group a quick introduction and send them away with some ideas to think about? Or do you want them to think in more depth about how their teams work and what to do to improve them?

- **Customising a workbook**

There is a generic workbook on the CD-ROM or DVD. It contains three outline programmes (90 minutes; 1/2 day; 1 day), space to make notes on all the possible exercises and small group discussions, plus a summary of the 4 stages of development and how to get from one to another. Simply remove the material you won't be using, add anything else you want to include and print a copy of the customised workbook for each delegate.

Outlines of alternative session plans

These are suggested programmes for a 90-minute, a 1/2 day and full day training course

You may choose to incorporate additional sessions to cover key points specific to your own organisation or just take elements of the course and run a series of short sessions covering each aspect of **Jamie's Kitchen: Fifteen lessons on teamwork** individually.

The programme provides an outline of the course. Each session is covered in detail later in this course leader's guide.



Individuals are beginning to share the work and show commitment to the team.

90 minute Session	
5 minutes	Introduction
27 mins	The video • Watch Jamie's team develop
25 mins	Where are we? • The 4 stages: the 4 lessons • Which stage is our team at? Discussion in small groups.
25 mins	What can we do to... • Get it straight? Get on board? Get stuck in? Get better? Discussion in small groups.
8 mins	Commit! • Action plans
90 mins	

1/2 day session	
10 minutes	Introduction
50 mins	The video • Watch Jamie's team develop • Discuss the 4 stages and lessons
30 mins	Get it straight • Where are we going? Discussion in small groups.
30 mins	Get on board • Why should we storm? • Sensitive toes. Discussion in small groups.
30 mins	Get stuck in • Rules is rules. Discussion in small groups.
30 mins	Get better • Every day in every way... 3 parts needed Discussion in small groups.
15 mins	Commit! • Action plans