

How to buy team building

What works, what doesn't, how to choose a provider and how to allocate budget. Written to be useful even if you never work with us.

ABOUT AZIMUT

We don't sell workshop attendance. We build capability that holds under pressure.

Since 2008 we have worked with teams and managers across Romania and the wider region. We learned that a good exercise opens a conversation, but only a system changes behavior: a diagnostic, facilitated labs, practice between sessions, and reinforcement from the direct manager. The activities in this guide are the front door — the easy, useful part. The rest is architecture.

THE NUMBERS BEHIND THE WORK

20,000+

participants trained

9.27/10

average trainer score

600+

programs delivered

18

years of applied practice

DELIVERED FOR TEAMS AT

Bosch · Continental · Banca Transilvania · Endava · Deloitte · Bombardier · ZF · Mazars · Groupama · Betfair · Steelcase · Gameloft

How to buy team building without paying for a day that changes nothing

A guide for the person who signs the invoice: what you can genuinely buy, what you cannot, what to ask a provider, and how to split the budget so that something is still there on Monday morning.

If you have bought team building before and nothing changed afterwards, that was not a failure of judgment. You bought exactly what the market sells: a day. The day was good, people laughed, the feedback forms came back beautifully — and on Monday the same meetings resumed, the same decisions stayed unmade, the same conversations stayed avoided.

We deliver team building. Since 2008, 600+ programs and 20,000+ participants. That is precisely why we can afford to write this honestly, including the parts that cost us sales: when team building is exactly what you need, when it is the most expensive form of postponement available, and what a provider worth paying for actually looks like.

If you sit in HR or L&D (Learning & Development), you have already had the conversation where someone from the business asks what we got out of that. This guide is written so you have an answer you can defend.

WHAT IS NOT IN HERE

No catalogue of activities and no prices. Choosing the activity is the third most important decision in a team building, possibly the fourth. Prices are built per situation and move year to year, so any figure printed here would be wrong before you finished reading it. What this guide covers is the first two decisions: what you are buying, and in what order you pay for it.

THE PROBLEM

Why most team building disappoints

Not because the content is bad. Because of the architecture: it is bought as an event, judged on the day, and nothing carries it into the following week.

An event has a start and an end. It gets measured at 5pm, with the question how was it. The answer is almost always good, because it was a nicer day than a day at a desk. Then the group returns to the exact system that produced the problem: the same meetings, the same unclear decision rights, the same direct manager who was never prepared to continue the conversation.

5pm

The hour at which most team building gets evaluated. The one hour with no connection whatsoever to what happens on Monday.

Ebbinghaus showed more than a century ago what happens to anything that is not retrieved again: it decays fast, in days rather than months. With behaviour it is harsher still, because a new behaviour competes with an old habit that has repetition on its side. A day of team building, however well facilitated, produces an intention. An intention with no mechanism for return never becomes a routine.

This is where the measurement confusion that holds the market in place comes in. In the classic training evaluation frameworks — Kirkpatrick, later Brinkerhoff — participant satisfaction is the first level: the easiest to obtain and the most weakly connected to real change. The market sells level one and presents it as an outcome. A 9 out of 10 on would you recommend the day tells you nothing about what happens in Monday's meeting.

Our conclusion after 600+ programs: behaviour change does not fail because of weak content. It fails because there is no transfer layer — nobody picking up, inside the work, what the room opened.

THE MORE USEFUL QUESTION

What activity should we do produces a day. What do we want to be different in eight weeks, and who owns it in between produces a change. The budget can be identical. The architecture is not.

HONESTLY

What you are actually buying, and what you cannot buy

Team building is an excellent front door. The trouble starts when we treat it as the whole house.

WHAT YOU ARE ACTUALLY BUYING**Things a well-facilitated day really does produce**

- ▶ **Connection between people who otherwise only meet on a screen.** For hybrid and distributed teams, a few hours in the same room do more than a quarter of calls.
- ▶ **A minimum of trust** — the raw material of psychological safety. Amy Edmondson's research and Google's Project Aristotle both point to psychological safety as the strongest differentiator of effective teams. A day does not create it, but it can start the process.
- ▶ **A shared reference experience.** Teams need a story they can point back to: the time we got ourselves unstuck. Without one, every difficult conversation starts from zero.
- ▶ **An honest conversation that would not otherwise happen.** The calendar never schedules the conversation about how we work together. A facilitated setting, outside the daily hierarchy, makes it possible.
- ▶ **A reset after a hard stretch** — a reorganisation, a failed project, a run of resignations. Naming out loud what was difficult has value on its own.
- ▶ **A starting point for a new or newly merged team,** after an acquisition or a restructure, when people do not yet share a way of working.

WHAT YOU CANNOT BUY

Things a day is simply the wrong instrument for

- ▶ **Capability.** A skill practised once, in an artificial setting, is not a skill. It is a demonstration.
- ▶ **Changed routines.** Meetings, escalation, how commitments get tracked, how feedback gets given — those change at work, not at the venue.
- ▶ **Clear decision rights.** If nobody knows who decides, the team does not need a collaboration exercise. It needs a decision from you, in writing.
- ▶ **A repaired relationship with the direct manager.** Gallup finds the direct manager explains roughly 70% of the variance in team engagement. A day of outdoor activities does not move that.
- ▶ **Resolution of a structural conflict.** If two functions are set against each other by contradictory targets, a collaboration exercise will surface the conflict without resolving it. Sometimes you leave worse off than you arrived.
- ▶ **A substitute for feedback nobody has given.** No game will deliver the message a manager has been avoiding for nine months.

The first list justifies a budget. The second justifies an entirely different conversation. The most expensive purchases we see are the ones where somebody bought from the first list while hoping for the second.

THE DISTINCTION THAT MATTERS

Social cohesion versus task cohesion

We enjoy each other is not the same thing as we are committed to the same work. The first is easy to buy. The second is the one that tracks performance.

The literature on cohesion and performance draws a distinction the market almost entirely ignores. Social cohesion describes how much people like one another. Task cohesion describes how committed they are to the shared objective and to the standard of the work. The link to results runs through the second.

A group can be very pleasant and very slow.

SOCIAL COHESION WITHOUT TASK COHESION

DIMENSION	SOCIAL COHESION	TASK COHESION
What it describes	We enjoy being together	We are committed to the same work and the same standard
What it feels like	Atmosphere, humour, belonging	Clarity, constructive pressure, commitments kept
What buys it	A pleasant shared experience	Shared goals, explicit dependencies, conversations about standard
What it predicts	Retention, morale, willingness to ask for help	Delivery, quality, how fast a slip gets corrected
How it fails	A likeable group that avoids conflict	An effective group that burns out, if the other is missing
What a classic day touches	Raises it, for a few weeks	Only touches it if the real work is in the room

A fun day buys almost exclusively social cohesion. That is not worthless: social cohesion lowers the cost of a difficult conversation and makes it likelier that someone raises a problem at all. But if nothing follows that touches the work, you have bought an atmosphere, not a capability.

THE MOST COMMON WAY TO GET THIS WRONG

High social cohesion, low task cohesion: a likeable team in which nobody says this deadline is not realistic, because it would spoil the mood. Politeness ends up costing quality. If that is your team, another social day will make it more pleasant and slower.

01

How to choose a provider

Ten questions, the answers you want, and the signals that tell you to end the conversation. It works whoever you buy from, including us.

THE TEN QUESTIONS

What to ask before you request a proposal

A good provider answers the first five inside twenty minutes without asking for time to think. Very few answer the last five well — and that is where the choice actually gets made.

About the people and the design

- ☐ **Who facilitates, by name, and what have they actually done?** You want the CV of the person who will be in the room, not the company's. If the answer is one of our team, you have a problem: teams do not facilitate, people do.
- ☐ **Can I speak with them beforehand, for half an hour?** If you cannot meet the facilitator before the day, you are buying a lottery ticket. That call tells you more than any written proposal: do they ask questions, or do they present?
- ☐ **What do you need to know about us before you propose anything?** The good answer is a list of questions and some form of diagnosis, even a minimal one: a conversation with the manager, a few interviews, a short survey. The weak answer is a proposal that arrives the same day.
- ☐ **What is your hypothesis about what is happening in this team?** You want a hypothesis stated plainly enough that you could disagree with it. A provider without a hypothesis does not have a design. They have a programme.
- ☐ **Is there a debrief, how long is it, who runs it, and what is it built to produce?** The debrief — the structured conversation after the activity — is where the learning happens. You want a serious ratio between activity time and discussion time, the questions the facilitator will actually ask, and what should come out of them: commitments, not general conclusions.

About transfer, measurement and what is excluded

- ☐ **What happens between the event and three months later?** You want a plan with dates in a calendar and a name against each step. We remain at your disposal is not a plan. If the answer ends at 5pm on the day, you are buying an event — which is fine, as long as you know that is what you are buying.
- ☐ **What do the managers do afterwards, specifically, and how much time does it take per week?** A good answer is specific and modest: 15–20 minutes a week, inside meetings that already exist, with a prepared conversation guide. If managers have no role, nothing gets reinforced.
- ☐ **What do we measure, against what baseline, and when?** You want a baseline before, the same questions at eight weeks, and at least one indicator the company already tracks. The satisfaction score from the day is not an outcome measure.
- ☐ **What would make you tell us not to buy this?** The best question on the list. A mature provider has an answer ready and has used it before: an unresolved structural conflict, contradictory targets, a manager who will not attend, a group too large for the stated purpose.
- ☐ **What is not included in the proposal, and who owns the materials and the data?** Travel, accommodation, materials, translation, participants over the agreed number, the final report. And if data is collected from people: who sees it, how long it is kept, what the employee gets back.

What would make you tell us not to buy this?

THE QUESTION THAT INVITES THEM TO LOSE THE SALE — LISTEN CAREFULLY TO THE ANSWER

HOW EACH ONE SOUNDS

Good signals and red flags

Nothing on the right means the people across the table are acting in bad faith. It means their operating model is the event, not the change. If the event is what you want, that is fine. Just do not ask them for anything else.

GOOD SIGNAL

- Their first message contains questions, not options.
- They name the facilitator and offer you a call with them before the day.
- The agenda shows structured conversation time, marked as such.
- They redesign the moment you tell them the group grew from 12 to 40.
- They tell you plainly what they will not attempt to achieve in one day.
- They have turned briefs down and can give you a concrete example.

RED FLAG

- A menu of activities in the first email, before anyone asks what is happening in your team.
- Satisfaction scores presented as outcomes.
- You meet the facilitator on the morning of the event. The salesperson is not the facilitator.
- A per-head price quoted before any scoping conversation. Correct for catering, not for development.
- The same proposal for 12 people and for 120.
- We will build your team spirit, with nothing about what happens in the weeks that follow.

THE THIRTY-SECOND TEST

Ask: what happens in week three? If the answer is concrete — who does what, with whom, for how long — the conversation is worth continuing. If the answer is about energy and good memories, you are talking to an event organiser. That may be exactly what you want, but then put the cost in the events budget, not the development budget.

02

How to allocate the budget

What a team building budget actually contains, the order its lines get decided in, and what you protect when the money tightens. This is where most of the money gets wasted, very politely.

THE ORDER OF DECISIONS

The hotel gets chosen first, the facilitator gets what is left

That is how team building is bought in most organisations. It is the exact reverse of the order that produces a result.

We know the sequence by heart, because we have watched it for more than fifteen years. The date gets fixed. The venue gets booked, because the rooms are going. The menu gets negotiated and the coach gets booked. Only then does somebody ask how much is left for the training part, and the facilitator gets the remainder — and with the remainder, a two-hour window between lunch and the evening activity, in a room with no windows.

This is not stupidity. It is a perfectly logical order serving the wrong objective. The venue and the food determine how comfortable the two days are. The facilitator and the design determine whether anything is different on the Monday. Those are two separate purchases, and only one of them has anything to do with the reason you asked for the budget in the first place.

A team building is not a paid holiday with a workshop attached.

SAID PLAINLY, AFTER 600+ PROGRAMS

If the objective is learning, the facilitation and the design get funded first and the logistics fit around them. A simpler venue with a strong facilitator beats a beautiful venue with a filler programme. The choice is not between comfort and austerity — it is about what people still have three months later: the conversation in which someone finally said the thing, or the quality of the towels.

And if the objective is not learning — if you want to reward a hard year and give people two days of rest and laughter — say that out loud and buy exactly that, properly. It is a completely legitimate purchase and in some years it is the right one. Just do not ask it for development outcomes, and do not put it in the L&D budget, because next year you will be defending a line item that changed nothing.

THE CONTROL QUESTION, BEFORE YOU BOOK ANYTHING

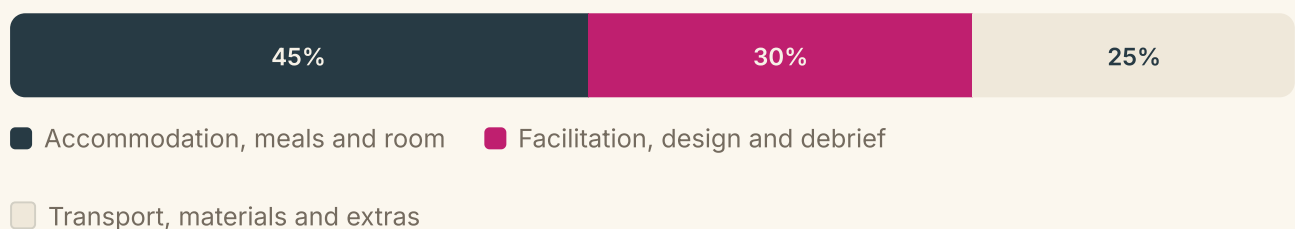
Write down in one sentence what you want to be different in eight weeks. If the sentence is about rest, recognition and morale, you are buying a good outing, and that is fine. If it is about how people work together, then the first cost you approve is the facilitation, not the accommodation.

BUDGET STRUCTURE

What a team building budget is actually made of

Seven lines. One of them produces the change; the rest produce the conditions in which change becomes possible. All of them are necessary. Not all of them are equal.

The proportions below describe an ordinary scenario: two days with one night, a mid-sized group, an hour or two outside the city. They are not a sacred formula — they are a starting point you can defend in front of a finance director.



Those percentages move a great deal, and they should. Distance, group size and season can inflate the logistics block until it swallows half the budget. A one-day session in town shrinks it almost to nothing — in which case facilitation and design become the largest line, which is not an anomaly but the way this ought to look more often. What does not move is the order: the facilitation line is set first and protected last.

BUDGET LINE	WHAT IT ACTUALLY BUYS	WHEN IT DESERVES MORE
Design and facilitation	The problem named correctly, exercises chosen for it, and the person who holds the room when the conversation gets uncomfortable	When there is real conflict, when a decision is at stake, or when the group is large
Debrief and the materials afterwards	The structured conversation that turns an activity into commitments, plus the summary that reaches the managers	Almost always. It is the best ratio of cost to effect in the whole budget
The working room	Light, quiet, walls you can write on, space for fifteen people in a circle	When you are working for two days. A bad room ruins a good design inside the first hour
Accommodation	Rest, and the informal evening in which half the relationships get made	When the distance requires it. Above a certain standard you are paying for photographs, not results
Meals	Energy for the afternoon, and the best informal setting in the whole programme	When the group is large and breaks are the only moment people mix
Transport	Everybody actually being there and, if it is shared, two more hours of conversation you did not pay for separately	When people travel in from different places, or when you want everyone arriving together
Extras	The memory, the photographs, the internal communications material	When you genuinely need a company moment. The first line to cut if the objective is learning

SHAPES

Four real shapes of team building

We are not comparing products, we are comparing shapes. The shape follows the objective, and the budget follows the shape — not the other way round.

SHAPE	WHO IT SUITS	WHAT IT REALISTICALLY PRODUCES	WHAT IT NEEDS TO WORK
Half a day, in-house	An intact team, one named problem, people who see each other often anyway	An honest conversation and two or three written commitments	A decent room, phones out of reach, and a manager who takes part without running it
A full day offsite	You need a break from context, the subject is heavier, the team has not stopped running for a year	A reset, and the start of real work on how people collaborate	An objective written down beforehand. Without it, the day becomes a trip with slides
Two days residential	A new or newly merged team, people based in different cities, subjects that need time and a shared evening	Genuine relationships plus work on difficult topics, if the evening does not swallow the day	The largest logistics budget and the strictest design discipline
Intact-team working session	Handovers, decisions that keep coming back, priorities that contradict each other	Task cohesion: working agreements, explicit dependencies, renegotiated deadlines	Nerve from the manager and a facilitator who is not frightened of conflict

What actually drives the cost

- ▶ **Group size.** Not linearly. Past a certain point you need a second facilitator, a different room and a different class of exercise. We add a facilitator when the working group goes beyond roughly fifteen people, otherwise the debrief turns into a presentation.
- ▶ **Distance from the city.** Every hour on the road is paid for twice: once in transport, once in working time that leaves the programme.
- ▶ **One day or residential.** The second day is the single most expensive decision in the budget, because it drags accommodation, dinner and breakfast for the whole group behind it.
- ▶ **Season.** May, June and September are the peak for the good venues. Same room, same team, different rate and different availability.
- ▶ **How customised the design is.** An off-the-shelf programme costs less and it shows. A design built on your problem takes hours of preparation you pay for and never see on the agenda.

GROUP SIZE

A large group does not prevent learning. The facilitator-to-participant ratio does. We run sessions for 120 people, but never as one group: we split them into teams of 12–15, each with its own facilitator. The exercises run in parallel, so the energy of a big room stays — but every team gets its own debrief, its own pace, and enough safety for someone to say the uncomfortable thing. That is what lets a day build from one exercise to the next instead of repeating the same surface level all day.

The right question for a provider is not "how many people can you take?" but "how many facilitators are you bringing, and how big is a team?". One facilitator to a hundred people can hold a pleasant day. They cannot hold a conversation where someone says something awkward.

BUDGET DECISIONS

The same spending, two different orders

The difference between a team building that feels expensive and one that actually produces something is almost never the amount. It is the order the decisions were taken in.

DO

- Write the objective before you request proposals, and send it with the request.
- Approve the facilitation and design line first, then find the venue that fits what is left.
- Ask explicitly for debrief time on the agenda, and defend it when someone wants to add another activity.
- Choose somewhere simple and close, if that buys you a better facilitator.
- Compare proposals on what happens in the room, not on the number of stars.
- Hold back a small reserve for a follow-up session at four to six weeks.

DON'T

- Book the venue in January and only ask in March what you will do there.
- Request something for three hours, between lunch and dinner, make it fun.
- Compare two proposals on the total, without checking how many facilitators there are and how much structured conversation each contains.
- Cut the debrief to fit in one more activity.
- Add forty people in the final week and expect the same design.
- Pay for two days of logistics to reach an objective that fitted into one well-facilitated morning.

The order to cut in, if the budget tightens

01

Extras

The photographer, the themed evening, the extra activity. Nobody misses what never existed.

02

Venue tier

A good guesthouse instead of a resort. The working room matters, the lobby does not.

03

The second night

One full day done properly beats two diluted ones.

04

Distance

Stay near the city. It is the saving nobody in the room feels.

WHAT NEVER GETS CUT

Facilitator time and the debrief. The moment you cut into those, you are paying full price for the logistics of a day that can no longer produce anything — you have bought the set dressing of a change. If the budget still does not stretch after everything else has gone, reduce the number of participants or move the whole thing a quarter later. Half a programme for everyone is not a compromise. It is an expense.

03

Two weeks before, four weeks after

This is where transfer lives. It is also the part you can run yourself, with any provider, without paying a cent more.

PREPARATION

The two weeks before

Most of the value of a team building is decided before anyone walks into the room. Seven steps, none of them expensive.

- 1 **Name the problem in one sentence.** No jargon, and not the word communication. What happens, between whom, at what cost. If you cannot write the sentence, you are not ready to buy.
- 2 **Decide what you want to be different on Monday.** Two, at most three observable behaviours. Commitments made in meetings get written down and checked is a behaviour. More trust is not.
- 3 **Tell the facilitator the truth,** including the uncomfortable part: the conflict between two people, the resignation being prepared, the decision you have not made. A facilitator who walks in uninformed discovers all of it in public, at the worst possible moment.
- 4 **Brief the managers before, not after.** They hold the most important and least discussed role. They need to know what will be asked of them in the four weeks afterwards, and to accept it explicitly.
- 5 **Tell people why,** honestly: what the problem is, what will happen, and what will not happen. A team building announced as a pleasant surprise starts in suspicion.
- 6 **Take a baseline.** Five questions, anonymous, a week before. The same five questions eight weeks after. It costs a quarter of an hour and completely changes next year's budget conversation.
- 7 **Decide who owns the follow-through,** by name, before the event. If the answer is we'll see, the answer is nobody.

FIVE BASELINE QUESTIONS, ON A 1 TO 7 SCALE

- ▶ I know clearly what is expected of me in this team.
- ▶ I can raise a difficult issue without paying for it.
- ▶ Commitments made in our meetings are kept.
- ▶ I get useful feedback about my work, in time to still use it.
- ▶ When we disagree, we work it through instead of going around it.

The four weeks after

You do not need a new programme. You need four small interventions, inside rhythms that already exist.

- 1 **Week 1 — send back what the team said**, in their own words, together with the two or three commitments they made. One page. Not a forty-page report nobody opens.
- 2 **Week 1 — every manager holds a fifteen-minute conversation** with each person: what stayed with you, what are you trying concretely, what do you need from me.
- 3 **Weeks 2–4 — 15 to 20 minutes a week of reinforcement**, inside meetings that already exist. A standing agenda item: where we used it, where it did not work, what we adjust.
- 4 **Week 4 — a half-hour review**. What held, what did not, what needs to change in the system rather than in the people. This is usually where the real problems surface: a process, a target, a decision right.
- 5 **Week 8 — ask the five questions again**. Compare. Share the result with the team, including if nothing moved. Especially if nothing moved.

LEVEL	QUESTION IT ANSWERS	HOW YOU MEASURE IT	WHEN
Reaction	Was the day worth it?	A short form. Useful for facilitation, useless as an outcome	Same day
Learning	What do they understand differently?	The commitments participants wrote, in their own words	End of day
Behaviour	What are they doing differently?	The five questions, plus manager observation on the two or three named behaviours	At eight weeks
Result	What changed in the business?	One indicator you already track: attrition, deadlines met, rework, cycle time	At 3–6 months

Do not build a new dashboard. Pick a single indicator the company already measures, and accept upfront that you will not be able to prove causation. You can show direction and coherence, and in practice that is enough to support a budget decision.

HOW WE WORK

What a team building with us looks like, from the first call

We do not start with the activity. We start with the conversation the team needs to have and with what has to be different afterwards. The exercise that produces it comes last.

01

Scoping

A call with you and, if possible, with the team's manager. What is happening, between whom, since when.

02

Design

A written objective, two or three observable behaviours, and an agenda built for them.

03

The day

Facilitation, not entertainment. The activity serves the conversation, never the reverse.

04

Afterwards

A summary in the team's own words, the commitments, and a short guide for managers.

Scoping takes half an hour and contains questions that occasionally spoil the mood: what have you already tried, who is not speaking to whom, what are we not allowed to touch. That conversation ends in one of two things — a design, or a recommendation not to run a team building right now. We have delivered both, in proportions we do not regret.

The design starts from the written objective and tells you in plain terms what we will not attempt to achieve in a single day. The agenda marks debrief time separately from activity time, so you can see exactly how much of the programme is conversation. If someone wants to add an exercise, it is immediately obvious where the time comes from.

The day runs with one facilitator per working group, and a second when the group is large. The direct manager is in the room but does not facilitate — if they facilitate, people say what is safe to say. The activity stops when it has produced the material for the conversation, not when the script runs out.

The debrief is the part you are actually paying us for, even though it takes up less room on the agenda than the activity. What comes out of it are commitments phrased by the team, not conclusions phrased by us. **Afterwards**, you get a one-page summary in their words, the commitment list with names and dates, and a short conversation guide for managers covering the four weeks that matter. If you want it, we come back at four to six weeks for a follow-up session.

9.27/10

Our average trainer score. It measures the day, not the month that follows — which is exactly why we do not stop there.

WHAT GIVES US THE STANDING TO SAY THIS

In the room since 2008

Programs 600+ Participants 20,000+

We have delivered for teams at Bosch, Continental, Banca Transilvania, Endava, Deloitte, Bombardier, ZF, Mazars, Groupama, Betfair, Steelcase and Gameloft. We have also run days that went beautifully and changed nothing. A good part of this guide comes from those.

WHEN WE SAY NO

If what you need is a party for two hundred people, an events agency will do it better than we will — and that is a perfectly legitimate purchase. If the problem is a structural conflict, contradictory targets or an unclear decision right, we say so before quoting. Team building laid over an architecture problem does not fix it. It only makes it more visible and harder to ignore on Monday.

IF YOU NEED MORE THAN THIS

When an event is not enough

Sometimes, after the scoping call, we conclude together that the problem is not a missing day. It is a way of working. Then we are talking about something else.

The behaviours you want do not install themselves in a single session, however well facilitated. They need repeated practice on the real work, managers who reinforce them inside their own weekly rhythm, and a measurement that tells you whether anything moved. For those situations we have **Capability OS**: a structured way of building capability across an organisation, on four interdependent domains — **Clarity**, **Accountability**, **Dialogue** and **Learning** — with a diagnostic at the start, practice between sessions, and a measurement at the end against the same baseline.

It is not a more expensive version of a team building. It is a different kind of work: decided differently, bought differently, and asking a commitment of months rather than of two days. A good team building can be the way in — often that is exactly how it starts — but it does not replace this, and it does not pretend to.

WHERE TO LOOK NEXT

The Capability OS guide explains what it looks like, what it requires and who it is not for: azimut.team/en/capability-os. If you would rather have the short version, a thirty-minute conversation is faster than any PDF, including ours.

NEXT STEP

A 30-minute conversation, before any proposal

We start with the problem, not the catalogue. You tell us what is happening in the team; we tell you whether team building is the right instrument — and what we would do in your position if it is not.

- ▶ Bring the sentence that describes the problem, and what you want different in eight weeks.
- ▶ We tell you what is realistically achievable, and in what shape.
- ▶ If someone else is the better choice, we say that too.

azimut.team/en/team-building →

NEXT STEP

Want these activities to produce change that outlasts the session?

azimut.team/en/team-building →

We publish one capability insight a month — a single useful idea about how behaviour actually changes in organisations. Every guide, free, plus the subscription:

azimut.team/en/insights →



NEXT STEP

Tell us the behaviour you need to change.

A 45-minute diagnostic, no pitch deck. You'll leave with a sharper read on the gap — whether or not you work with us.

azimut.team/en/contact →