



## High Flying Teams

### TEAM DEVELOPMENT WORKSHOPS

There is no end to team development, only beginnings. It's a journey and an adventure, never straightforward, always complex, challenging, changing and full of ambiguity. Change is almost the only-game-in-town these days with complexity moving at high speed and often unpredictably. Top teams are grappling with internal and external forces at work which require leadership from diverse skill-sets, meaning that the past reliance on 'the one leader' to be the sole agent of direction is nearly impossible now with the systemic dynamics at work.

The paradigm of team trainings is no longer as effective as it was. Nowadays it's more like a conversation, but a particular kind of conversation that sees the system and is agile, requiring that team members develop high levels of maturity in the ability to think together in relationship. This is, in fact the definition of dialogue.

What is a team in any case?

- There are intact teams, meaning that team members are close-knit, interactive, reliant on one another and symbiotic to one another's success. These are the Real Teams.
- There are groups of individuals who are bound by a common organisation, common manager (although nowadays, perhaps with matrix reporting lines), and a common need to be informed, but not necessarily dependent on one another to operate.
- There are the teams who come together on a project basis, forming and breaking according to a specific need. These are often also Real Teams, but formed with a fixed term, contract or purpose/task.
- There are the traditional hierarchical 'teams' where power resides at the top and is pushed down to the direct report levels, who may experience one of several modes of leadership from the top, including visionary, coaching, command/control, democratic, collaborative, consensus, or other style of leadership. May not often be a Real Team, especially when the boss is present.

Clearly, there are circumstances where teams may experience the need to shift from one form of team, or group, to another, depending on circumstance. Research shows that the most effective leadership is able to move in this way appropriately, according to need and circumstance.

Teams are highly complex social entities, and the influences on their performance are even more complex.



In our work with teams:

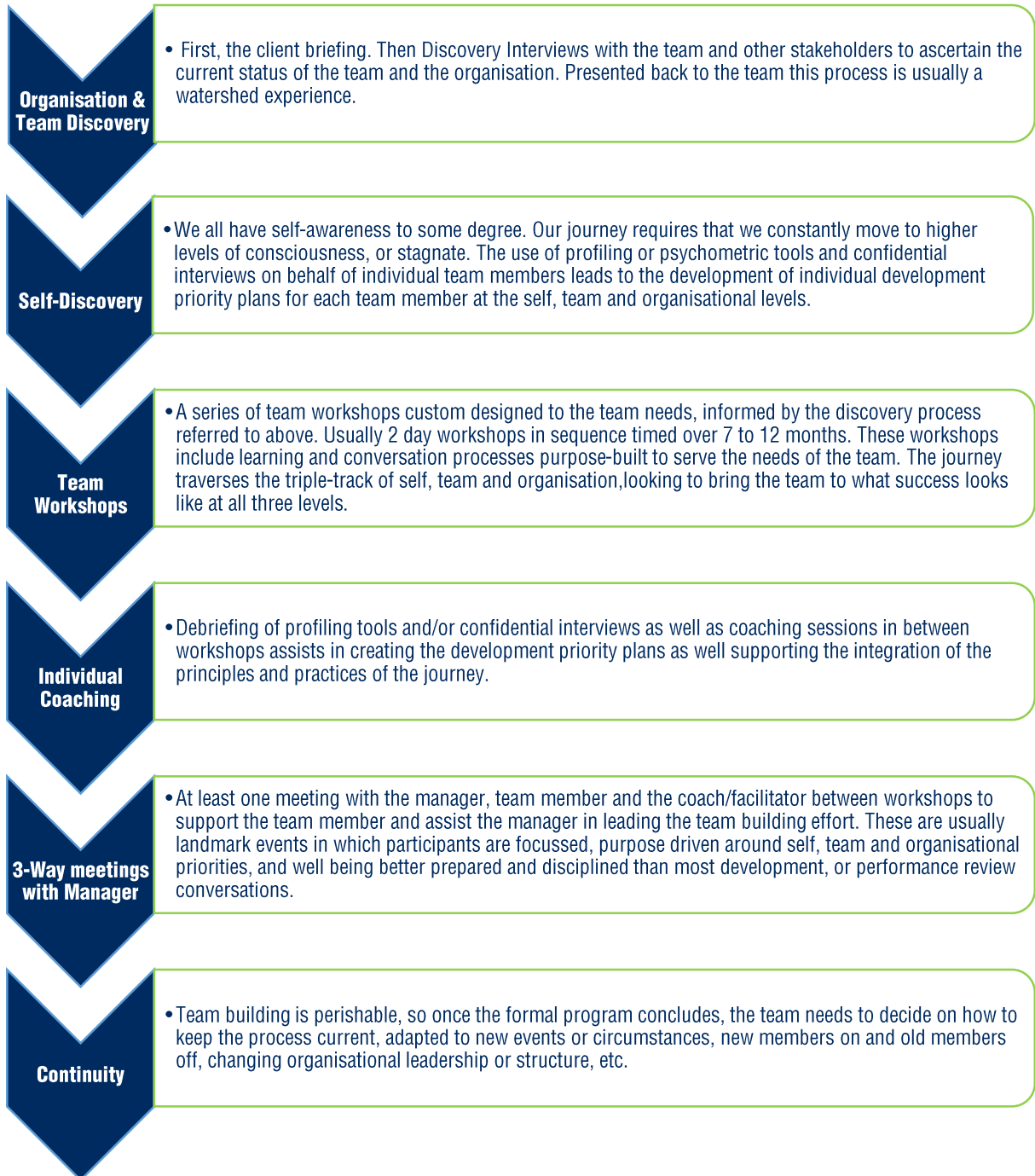
- We use the overarching organising principle of Being-On-Purpose
  - Sometimes referred to as vision, mission, purpose, strategy or other terminology, and embracing values and therefore culture – 'the way we work around here', which binds into purpose. It requires a mutual understanding, alignment to, interpretation of and communication of the common purpose of why we exist, what success looks like, what's important right now (as opposed to what's urgent right now), etc.
- We use our Triple Track Model, interacting at the individual, team and organisational level.
  - **Self**; any form of team development requires that the individual members embark on a journey of self-development including generating self-awareness of their behavioural preferences based on skill-sets, attitudes, language and relationship maturity.
  - **Team**; getting to know one another – really. Reading the Room so that we know our own strengths as well as knowing the other members, their strengths and what they can contribute. Working together in symbiotic harmony has a multiplier effect – that is the X-Factor in team advantage.
  - **Organisation**; ultimately the organisation is front-and-centre of any team activity. If the organisation does not win, the exercise has been marginal at best. This loops back to the overarching organising principle of Being-On-Purpose.

The most common themes that we cover with teams are:

- Alignment to purpose
  - Building a cohesive leadership team involves the whole team and requires the ability to robustly challenge one another at the same time as being aligned as one-team.
- Relationships and dialogic skills/maturity
  - Dialogic skills in managing the ability to think together in relationship, applying the espoused values personally and as role models to the culture of the organisation.
- Communication
  - Surprisingly a weakness in most organisations. The tendency is to think that once the discussion is had, it is over and done. Research shows that constant repetition is necessary.
- Accountability
  - How we hold ourselves accountable, manage tough conversations, conflict and constructive challenge, and do what we said we would do – effectively issues of trust, integrity and commitment.
- Managing ambiguity
  - Issues of integrity, ethics, relationships, personal preferences, competing silos, or functional needs, internal and/or external pressures, differences of opinion and/or styles are always in operation. It takes high levels of self-management, or maturity to navigate the complexity of ambiguity and to still have integrity. The best are best at this ability.
- Systems integration
  - How we hire, fire, remunerate, promote, reward, correct, measure performance, behave under stress, etc. and how these are aligned to purpose, culture and values.
- Continuity
  - Team work is perishable. As time passes the human factor and old habits creeps in. Attrition, new members coming on board, etc., are common interruptions to the team building process. Managed constructively, these disruptions can be very positive influences on the team building effort. Framing them as a means of refreshing, reenergising, refocusing and reviewing basic principles can bring forth the beginners' mind which challenges the expert mind that thinks it has nothing to learn.



## TEAM DEVELOPMENT PROCESS





## Features and Benefits

### FEATURES

1. Custom designed to fit purpose, informed by the client brief and the Discovery Phase inputs.
2. Integrates existing cultural and client-preferred practices and models in order to enable and reinforce a common language of development across the organisation.
3. Is framed based on adult learning preferences more than on training, generating powerful conversational skills that get to the heart of what really matters for the team to operate at optimal levels.
4. Is designed to roll out over a timeframe that allows for experiential reflection, practice and modelling, thus enabling the team to learn and develop together while on a journey with its milestones and outcomes current and flexible.

### BENEFITS

1. The team experiences better productivity, enhanced relationships for collaboration and alignment to organisational goals as well as achieving improved results.
2. The program allows for quantitative assessment of progress through the deployment of Discovery Phase Interviews and a final round of confidential interviews that measure progress and provide guidance for further development.
3. On-boarding and off-boarding team members is able to be handled quickly, effectively and constructively because of a team-based responsibility generated by trust and commitment to commonly held values.

