

© TEAM BUILDING AND ORGANISATIONAL DEVELOPMENT

WHAT IS A WORK TEAM?

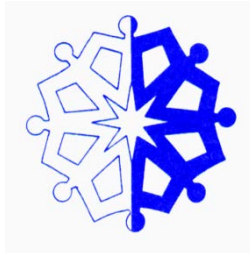
A work team is a group of people whose individual efforts, by working together, results in performance that is greater than the sum of individual inputs.

A work team operates on the gestalt principle – it is more than the different functions added together.

It has a unique identity – no two teams are identical.

WHAT IS TEAM BUILDING?

Team building is a systematic, logical process on an intra (team member and consultant operating on a personal, confidential basis) and inter (all team members interact together facilitated by the consultant), basis directed at optimising the flow of energy within individual team members, between team members and between the team and the internal and external environment to obtain the end-result of the team.



JOPPIE VAN GRAAN & ASSOCIATES

Mobile: +27 82 8000 830



joppie@joppievangraan.com

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A ROAD MAP

**END-RESULT
(5)**
**VISION
MISSION
IDENTITY**



Situation

- Force-field analysis
- Structure of the team



Others

Important Others
(Wives, husbands,
partners and
children)

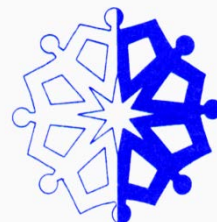
**Individual
Members**

- Energy print
- Career journey
- Expectations
- Concerns and issues

Behaviour

- Preferences
- Functional roles
- Processes
- Team roles
- Code of conduct
- Zappers
- Business plan

**E-R
(2)**



JOPPIE VAN GRAAN & ASSOCIATES
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END-RESULT

THE 'WHAT'

An end-result specifies: "What should be more, less, or different after a specific period of time because of team interaction?" It is more specific and committed than a business goal.

It should be formulate in terms of the SMARTER configuration:

- Specific
- Measurable
- Attainable
- Realistic
- Time - linked to a time period
- Towards to or away from (more or less)

VISION

THE 'DREAM' for ALL OF THE PEOPLE – ASK THEM!

End-result of a vision:

Gestalt energy (total energy within the system is more than the energy components added together)

Acid test:

What will (all) people say to me if I ask:

“What is it like to work in this organisation or team?”

- Should be linked to the end-result and formulated in terms of the 'SMARTER' configuration
 - Should focus on what all teams want – ideal identity
- Should be 'attainable' otherwise the dream becomes a nightmare
 - Do not link 'time' to it

MISSION

THE 'HOW'

A mission statement formulates sub-end-results in terms of the value chain and production factors, business partners and macro- and micro forces.

“We will achieve our end-result by:”

It should be formulated in terms of the 'smarte' configuration

It should reflect a positive flow of energy: more, quicker, better (quality), safer, cheaper

It has to link with the core values of the team and the system

It creates the real identity

IDENTITY

WHAT IS IT?

- Identity is the mind, heart beat, voice and hands of a team or organisation.

It consists of:

- Ideal identity (what we want),
- Real identity (objective – what and how we deliver)
 - Subjective identity – what do we believe
- Deals with centricity – core essence of a team or organisation
- Reflects on uniqueness – it distinguish the organisation or team from others
- It should have a temporal continuity in core values while everything else is developing/changing
- It has the primary role of integrating the different systems and sub-systems in one, seamless, streamlined unity creating a synergised energy flow.
 - It operates on the gestalt principle
 - It is based on core values
 - It gives birth to the culture
- It leads to an identity crises if the organisation or team is subjected to trauma, eg. new parent, joint venture, merger
- It also creates an opportunity for the team or organisation to create it's own destiny

CONCERNED WITH:

- Core values
- Philosophy and strategy
- History – happenings in the past and reason for existence
 - Core business
- Range and types of products/services
 - Image/reputation
 - Competencies
- Organisational boundaries
- Macro and micro forces

DESCRIPTORS

- Power/influence base
- Cost center or profit center
 - Executive or operational
- Customer focused or Business partner
 - Dynamic or mediocre
 - Stern or friendly
 - Neat or disorganised
 - Open or secretive
 - Competent or pathetic
 - Mature or immature
 - Trust or distrust
- Formal or informal
- Structured or unstructured
 - Defined or undefined
 - Real or virtual
- Permanent or temporary
 - Together or divided
- Friends or colleagues
 - Scared or brave
- Secure or insecure
 - Safe or unsafe
- Honest or dishonest

REVEALED BY:

What, how and when we say

- Communication

What , how and why we do

- Behaviour, leading, thinking

What and how we show

- Name, logo, colours and flag
- Architecture and physical set-up

What and how we perform and what we deliver

- Products & services

What we feel

- Pride (?!)/ubuntu(?!)
• Happy? Sad? Angry? Engaged? Energetic? Burned out? Together? Divided?
Brave? Scared? Excited? Bored?

FORCE FIELD ANALYSIS

No team operates in a vacuum, but in the presence of multi-disciplinary macro (outside the team) and micro (inside the team) forces. Teams need to make a list of all forces and then typify them as predominantly:

BRICK-WALLS

A brick wall is a given. Teams will not be able to change, circumvent or eliminate it. It is in your face. Teams have to devise a strategy to minimise the energy it abuses. (Or teams can flip the flow of their energy to explore the advantages of the brick wall!)

HANDBRAKES

A handbrake is an irritant and energy zapper. It slows the team down. Teams need to devise a strategy to release the handbrake to allow energy to flow freely.

ACCELERATOR

Pockets of precious energy that can help the team to pick up speed. Identify them (they are there!) and activate them.

Structure of the team

Based on the end-result of the team and functional end-results the structure of the team as well as communication and reporting lines will be revisited

IMPORTANT OTHERS

Any team member is part of more than one team either within the company or without. Each team has its own energy equation and impact on the individual team member. This equation has to be explored during the intra phase.

INDIVIDUAL TEAM MEMBERS

An individual and confidential session with each individual team member will be scheduled to:

- Give feedback and verify the results of the psychometric instruments.
- Explore the team member's unique energy print and the impact this has on his or her functioning in the team.
- Explore the team member's perception of his or her own functional role and the value he or she adds to the end-result of the team
- Explore the team member's perception of issues and or zappers that need to be negotiated in the team session
 - Explore the team member's career journey
- Explore the expectations, concerns and issues that the team member has in terms of the team interaction.

BEHAVIOUR

Preferences

Based on the results of the Team Management Profile
Enhancing mutual understanding by sharing scores on individual preferences and major roles

Functional roles

Individual team members to share their functional end-result; challenges in achieving this end-result as well as their expectations from the champion and each other; stop-start-continue feedback

BEHAVIOUR

PROCESSES

Clarifying and optimising the processes the team uses to prevent duplication, enhance the flow of energy and ensuring that all important aspects covered

TEAM ROLES

Using the energy print of the team as core, champions for all eight team roles will be appointed

CODE OF CONDUCT

This will be done by identifying a maximum of six core values of the team, translating these values into observable behaviour and appointing a Custodian of the Code

ENERGY ZAPPERS

The purpose of this session is to identify all aspects that zaps (abuse) the energy of the team and to formulate a strategy to not only eliminate zappers but to change zappers into accelerators! (?)

BUSINESS PLAN

The purpose of this plan is to:

- Import all the undertakings and decisions generated during the team building session into a team charter
- Appointing champions for each decision and undertaking
- Deciding on next steps.