

**TEAM BUILDING
AND ORGANISATIONAL DEVELOPMENT**
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WORK DOCUMENT



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PARADIGM

1. A team operates on the gestalt principle. The team effort should be greater, better and quicker than all the individual efforts added together.
2. This intervention is designed to create a roadmap and process for the team to operate as a team, to optimise the energy within the team and to eliminate or negotiate energy zappers.

3. Terminology:

End-result

An end-result answers the question: "What should be on the table, after a specific period of time, because of the interaction of this (and other) teams?" It is more than a business goal, it is specific, measurable, attainable, realistic and linked to a specific time line. It is also formulated in terms of 'more' or 'less', depending on the learning curve of the business. It deals with the 'what' **and not the** 'how, when, who'. The 'what' will determine the 'how, when, who'.

Gestalt

This term means: The whole is more than all the components added together.

4. End-result for this intervention

- 4.1 The team should have a clear, unanimous picture of the end-result of the business.
- 4.2 The team should have a clear, unanimous picture of the end-result of **this** team to obtain the end-result of the business. (What do we, as a team, undertake to put on the table to achieve the end-result of the business?)
- 4.3 Each team member knows exactly what he or she will bring to the table in terms of his or her own functional end- result and is committed to this end-result.
- 4.4 Challenges and expectations of each team member are clarified and a support system put in place.
- 4.5 The level of trust between team members, between the team members and the team leader as well as within the system (team and macro system) is increasing.
- 4.6 Team members have an understanding of and respect for the unique energy print (as indicated by the Team Management Profile) of their fellow team members – allowing energy to flow more freely between team members.
- 4.7 A strategy to eliminate zappers, release handbrakes and optimise accelerators is in place.
- 4.8 The team operates on the gestalt principle.

METHODOLOGY

This intervention consists of two phases.

Phase 1 deals with team members as individuals

Phase 2 describes the team interaction.

PHASE 1 : INDIVIDUAL TEAM MEMBERS

<i>Module</i>	<i>What</i>	<i>Detail</i>	<i>How</i>
1 <i>Assessing.</i>	Application of the Team Management Index, Conflict Questionnaire, Energy Indicator, Work Satisfaction Questionnaire. <i>Individual results are strictly confidential.</i>	Instruments are designed to make a careful analysis of the individual's preferences, level of job satisfaction, energy application, attitude and behaviours.	These instruments will be sent electronically to participants who will send them back after completion.
	Application of the Team Diagnostic Survey and Energy Zapper Checklist. <i>Individual results are strictly confidential.</i>	This instrument is designed to identify beforehand the major energy zappers within the team. This will enable the team to focus on the most significant zappers during the team interaction.	These instruments will be sent electronically to participants who will send them back after completion

<i>Module</i>	<i>What</i>	<i>Why</i>	<i>How</i>
2 <i>Feedback.</i>	Individual discussion between each team member and myself - team members are provided with complete set of notes and a report. <i>Results are strictly confidential.</i>	The purpose of this Module is to: <ul style="list-style-type: none"> • verify the results of the instruments and putting them into context of the individual's role in the team. • initiate self-development for the individual team member • explore individual team member's perceptions about team functioning, • explore the individual team member's perception of his or her individual end-result and functional role • preparing for Phase 2 	60 minute individual discussion between each team member and myself.

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PHASE 2 : TEAM INTERACTION

Important note: Team building is not a once-off process but a never ending journey. Interventions will be presented in one-day sessions. The number of sessions will be determined by the needs of the team.

<i>Module</i>	<i>What</i>	<i>Why and How</i>
1 Vision Mission End-result	Formulating or revisiting the Vision, Mission and End-result of the team. Although the formulation of a Vision and Mission is extremely important, the formulation of the End-result is critical.	Focussing all team members on the dream of the team (Vision), core business and value chain (Mission), but especially the End-result that this team needs to achieve, will provide a crucial paradigm for synergy of energy, effort, competence, strategy and input. An end-result focuses on the 'what we have to deliver' and will answer the question: "What should be on the table after a certain period of time because of team interaction". Vision focuses on the 'what we want to do' but should be formulated in terms of the 'what'. A mission statement will focus on the 'how' by formulating sub end-results in terms of critical components of the value chain.
2 Identity	Formulating an identity for this team	The synergy of energy within a team depends largely on the team's perception of: <ul style="list-style-type: none"> • Who are we? (a few examples of senior teams who had the guts to be brutally honest: mindless rubberstamps, blamers of others, toothless soothsayers, egocentric politicians; defenders of our boundaries; killers of competitors) • Who do we want to be? (e.g. creators of strategy; custodians of the destiny of the business; business partners with all other teams and our customers) • How are we going to get where we want to be? What is step 1? Who is going to do what to get where we want to be? How are we going to measure progress? Dashboard? And then: <ul style="list-style-type: none"> • What will others (our customers, business partners, people, spouses) say?

<i>Module</i>	<i>What</i>	<i>Why and How</i>
3 Force-field Analysis	Identifying and exploring all major macro and micro forces impacting on the team.	<p>No team operates in a vacuum, but in the presence of significant macro (without) and micro (within) forces. These forces can act either as:</p> <ul style="list-style-type: none"> • Accelerators (Helping the team to pick up speed). • Hand brakes. • Brick walls. <p>Forces need to be analysed and a strategy designed to:</p> <ul style="list-style-type: none"> • Stepping harder on accelerators. • Loosening hand brakes. • Avoiding spending energy on brick walls.

<i>Module</i>	<i>What</i>	<i>Why and How</i>
4 Logical subsystems	Clarifying the composition of the team and functional roles of each team member.	<p>A team should consist of the minimum of members, subsystems, logical functions, departments or disciplines. Each of these should add significant value to the team achieving the end-result.</p> <p>During this session each team member will make a presentation to the team on:</p> <ul style="list-style-type: none"> • the end-result that he or she will bring to the table and how this end-result will add value to the end-result of the team • functional role, functional mission and vision as well as the results of an individual force-field analysis • what this team member expects/needs and gets from other team members, the champion, other teams or subsystems. <p>The team then needs to analyse all different sub end-results to identify either gaps or duplication and come up with a strategy to fill the gap or eliminate duplication.</p>

<i>Module</i>	<i>What</i>	<i>Why and How</i>
5 Processes	Identifying, clarifying and streamlining the processes and procedures the <i>team</i> use. This module deals with the 'how' and is predominantly based on the results of the Team Diagnostic Instrument and Energy Zappers Checklist.	Processes and procedures should be scrutinised to enable the team to: <ul style="list-style-type: none"> • follow a logical flow-chart in operations and activities. • prevent duplication and red-tape. • increase versatility and reaction speed. • increase cost-effectiveness. • prevent important issues not being addressed.

<i>Module</i>	<i>What</i>	<i>How</i>
6 Energy Print of the Team	Optimising the relationship between the required and actual energy prints of the team. This module is primarily based on the results of the Team Management Profile	This will be achieved by: <ul style="list-style-type: none"> • determining the required energy print for this team by focussing on the end-result, life-cycle and identity of this team. • comparing the required energy print with the actual energy print using the results of the work functions as formulated by the Team Management Profile. • optimising the role of the Linker (Team Leader) to ensure the energy flow within and between the different work functions.

<i>Module</i>	<i>What</i>	<i>Why and How</i>
7 Game plan	Allocating team roles	<p>Apart from functional roles team members need also to play a team role. Team roles, in conjunction with the Code of Conduct, are designed to allow the team to focus on optimising the energy print of team interaction, while functional roles are designed to enable team members to focus on the end-result.</p> <p>Both roles need to be played to enable the team not only to achieve the required end-result, but also to keep on achieving it.</p> <ul style="list-style-type: none"> • Roles will be allocated using natural preference as indicated by the results of the Team Management Profile. • Role players will make a presentation to the team on their strategy.

<i>Module</i>	<i>What</i>	<i>How</i>
8 Individual Preferences and Major Roles	<p>Enhancing mutual understanding and flow of energy between team members.</p> <p>This module is primarily based on the results of the Team Management Profile</p>	<p>This will be achieved by:</p> <ul style="list-style-type: none"> • Explaining the individual preference concepts of extroversion, introversion, practical, creative, analytical, beliefs, structured and flexible as used by the Team Management Profile. • Exploring the scores of individual team members on these individual preferences and relating it to everyday behaviours. • Exploring the Major Role of each team member and the impact that will have on mutual understanding.

<i>Module</i>	<i>What</i>	<i>Why and How</i>
9 Trust	Enhancing the spontaneous flow of energy between team members	Trust = 0 Ohm. The higher the Ohm level within the team the more energy is being used for preventing, blaming and attacking and the less energy for achieving the end-result. This module is based on the equation that 0 Ohm will be achieved by enhancing knowledge (I can only trust you if I know you), improving competence (I can only trust you if you know what you are doing) and intent (I can only trust you if what you are doing, how you are doing it and why you are doing it are for the right reasons – values of the team). The first part of the equation will be covered by the previous modules while the other two will be brutally put on the table in a stop-start-continue format during this module.

<i>Module</i>	<i>What</i>	<i>Why and How</i>
10 Code of Conduct	Developing a Code of Conduct and appointing a Custodian.	<p>The Code of Conduct is based on the core values of the team transferred into observable behaviours. This, together with the Game Plan is the glue that binds the team together. Without values or a Code of Conduct teams will flounder or eventually self-destruct.</p> <ul style="list-style-type: none"> • Identifying and defining the core (not more than 5) values of the team. • Transferring values into observable behaviour • Linking values with the corporate culture, identity and Code • Appointing a Custodian who will keep the Code and the spirit of the team alive.

<i>Module</i>	<i>What</i>	<i>Why and How</i>
11 Business Plan	Formulating a Business Plan for the team.	<p>During all activities strategies and plans will be formulated. The business plan for the team is designed to formulate a structure for implementing these strategies and plans.</p> <p>This will be done by formulating:</p> <ul style="list-style-type: none"> • sub-end-results • time scales • alternative routes • monitoring systems • and appointing champions

<i>Module</i>	<i>What</i>	<i>Why and How</i>
12 End-result Closing the loop	Developing indicators or a dashboard to monitor progress.	<p>The team needs to know constantly where they stand regarding achieving the end-result. This will allow a mental map for all team activities.</p> <p>This will be done by developing a user friendly, single indicator of progress and a way for each person within the team to access the indicator.</p>

COST

Phase 1 R5200,00 per team member

Phase 2 R7500,00 per day or part of a day

Quoted cost include all psychometric material, reports and team manuals, but *exclude* VAT, cost of venue, travel and accommodation cost.

Travel cost will be calculated at R3,80 per kilometre.