

TALENT INSTITUTE



THE JOURNEY TO TEAM EFFECTIVENESS

Increase Resilience • Inspire Leadership • Achieve Extraordinary Results



TEAM EFFECTIVENESS DEFINED

A team can be considered to be effective if their output is judged to meet or exceed the expectations of the people who receive their output. Producing a quality output is not enough to judge the effectiveness of the team.

The second criteria, is that the team should still be able function effectively after they have completed their collective task. It should not be torn apart by dissension.

Finally, effectiveness is judged by whether the team feels satisfied with its efforts. If the team members are pleased with their efforts, if the experience has been a good one, if time spent away from their normal work has been worth the effort, the team has likely been effective.



True teamwork results in:

- Increased financial performance (of the business)
- A healthy team climate
- Increased levels of customer satisfaction, and
- The growth and development of the team and its individual members.



TEAM EFFECTIVENESS IN CONTEXT

Many issues can limit team effectiveness, including a lack of trust, the inability to creatively respond to interpersonal conflict, a disregard for accountability, and failure to maintain focus on the most critical opportunities for success.

Saying you are a great team is one thing, but having your customers, business partners and shareholders say that, is another. Demonstrating high performance work team behaviours is what matters.

Achieving a greater level of team effectiveness and team high performance is a **journey**.

According to McKinsey-research the most effective teams, focusing initially on working together, get early results in their efforts to deal with important business issues, and then reflect together on the manner in which they did so, thus discovering how to function as a team.



Great teams are able to reach past 'good' results and get to 'great' results. They 'hit the numbers' consistently, and share a mutual satisfaction from doing it. However, moving from 'good to great' requires discipline, commitment and continuous introspection (How are we doing? What are the stumbling blocks? How can we improve?).

To become a top team requires continuous hard work. It calls for effective action, reflection and cohesion. The action element of the cycle improves the direction of the organisation and its ability to renew itself, while reflection makes it possible for the team to discover ways of improving its interaction.



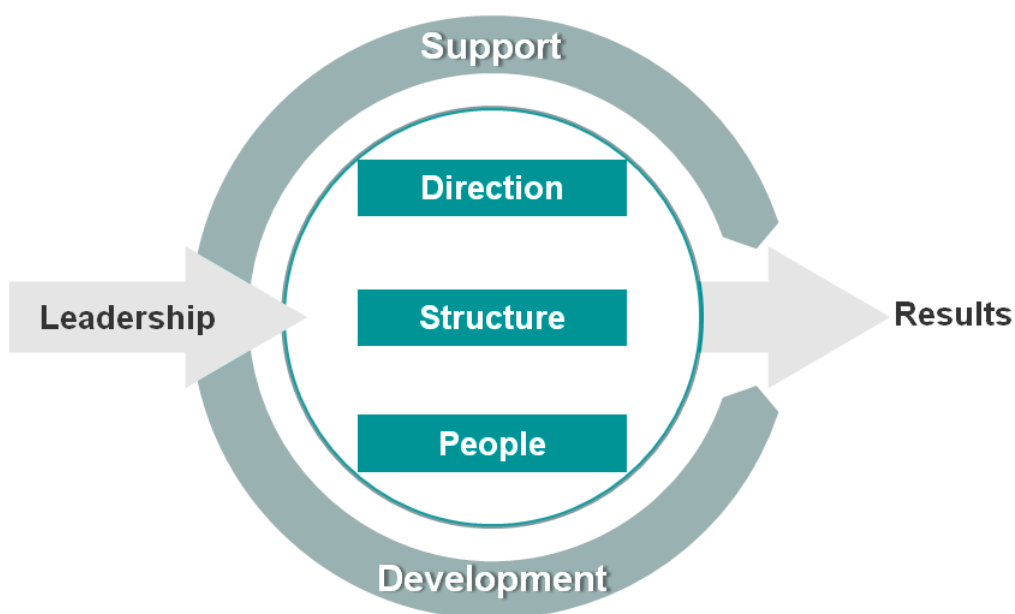
WHAT WE KNOW

- People do not leave organisations – they leave managers and leaders
- People often feel under-utilised and under-appreciated at work. Over time they slowly disengage and end-up contributing less and less
- Peoples' individual psychological issues manifest in their work relationships
- Conflict is routinely avoided on teams and over time this creates misunderstandings, blame and resentment. Work gets done, but with less ease and cooperation.
- Team collaboration is not as effective, creative , or as fun as it could be
- Team dynamics often get stuck. People have problems moving beyond ineffective behavioural patterns, can feel burned out and stop focusing on the evolution of the team.



CONDITIONS FOR TEAM SUCCESS

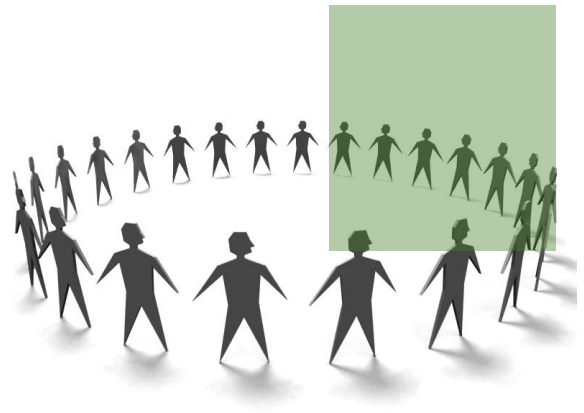
Struggling teams can become successful. However, it takes time, hard work and, most important, the leader's and the team's full commitment. Five conditions (illustrated in the picture below) are necessary for becoming a great team.



OBJECTIVES OF A TEAM EFFECTIVENESS INTERVENTION

The objectives include:

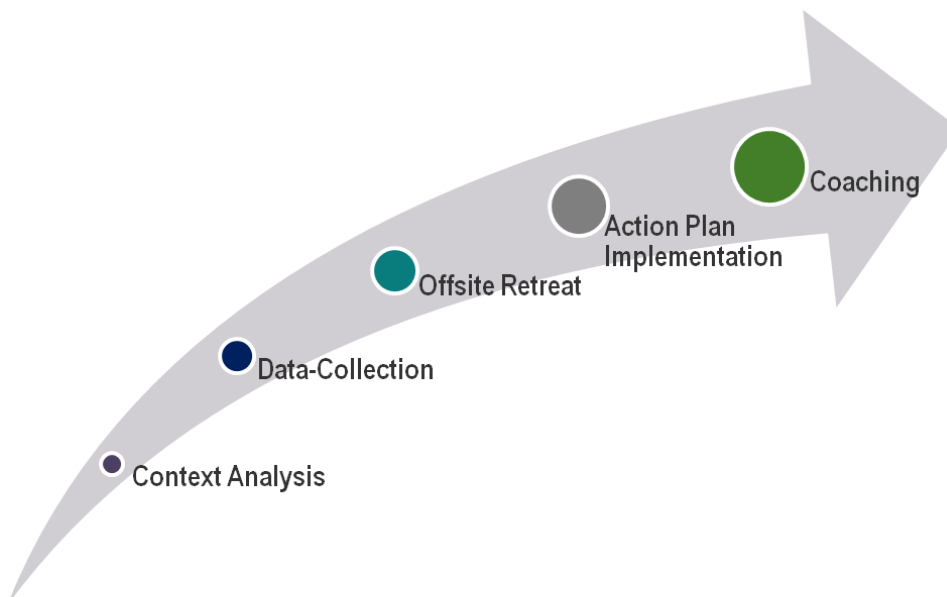
- To reflect on the challenges facing the team
- To understand how teams function and the elements of successful versus dysfunctional teams
- To critically examine the success factors required for high performance
- To identify the strengths and development areas of the team
- To improve team effectiveness through individual awareness, involvement, skill development, behavioural change and a greater commitment to collaboration
- To leverage 'teaming' as a vehicle for change.



THE PROCESS

Recognising the need for raising the performance bar, and following unsuccessful internal attempts to increase the level of effectiveness of a team, the services of an independent process facilitator is usually retained.

The **Talent Institute** subscribes to a process consultation model that adopts a particular flow.



DESIRED OUTCOMES OF THE JOURNEY

The outcomes usually include the following:

- A shared understanding of the current state and a clear definition of a desired future state
- Members are aware of collective strengths, as well as potential pitfalls
- Team members capitalise on the richness of diversity within the group
- Leaders are self-aware and interested in personal and professional growth. They inspire and energise the people who work with and for them. They seek more development and self-awareness – and encourage it in others.
- Conflict is dealt with effectively – team members have the attitude and skills required to have difficult conversations without blame. Resentment does not build up over time and different perspectives become a source of inspiration rather than contention.
- There is clarity and consistency in the way decisions are made. The decision-making process consciously includes multiple perspectives and goes beyond personal idiosyncrasies and the use of power to push pet options.
- The team continually asks itself and discusses tough questions about its interpersonal dynamics, effectiveness, level of joy, creativity and evolution.
- Members come alive and co-create extraordinary work results.



PROGRESS MEASUREMENT

The team will select the metrics whereby it will evaluate its progress. Performance metrics include:

- Accelerated results
- Improved meeting flow
- Increased collaboration
- Faster decision-making
- Enhanced feedback processes.



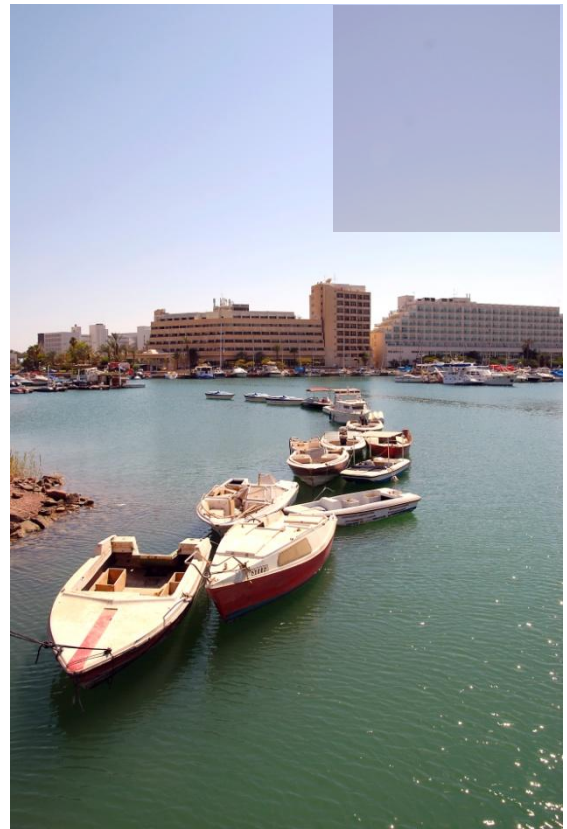
OUR APPROACH

We believe that teamwork is a by-product of a high-performing team operating at an optimal level. Throughout the process, we are guided by business strategy and the specific deliverables for which the team is accountable.

Our processes are highly customised, collaborative and interactive. Ideally, it is facilitated in an accelerated fashion (generally over 6 – 8 weeks) so that the team can quickly address any factors interfering with team effectiveness. All output is documented and provided to the team members for ongoing reference.

Optional coaching may also be provided to the leader, individual team members, or the team as a whole.

Given our training in psychology and process consulting, we share a bias for authentic conversations about what is really going on in the team or with a leader. We appreciate the need to work deeply and to understand the inner conflicts within people that can undermine change. Our work includes an understanding of the complexity of multiple perspectives at play within a team.



HOW IT WORKS

We conduct interviews, facilitate focus groups, and administer questionnaires and surveys to identify issues, performance gaps and development opportunities. The output is a research-based analysis of the team that feeds into a process that generates a comprehensive results-focused solution for improvement.

Armed with a foundational understanding of the dynamics and the issues, an offsite workshop becomes the platform for introspection and action planning. The team will decide if it requires continued external support in the form of coaching.

DURATION

Teams do not magically coalesce overnight. Rather it has to master three dimensions of performance.

First, they require a common direction – a shared understanding of goals and values. Second, skills of interaction are crucial if the team is to go beyond individual expertise to solve complex problems, and if it was to withstand the scrutiny of the rest of the organisation, business partners and shareholders. And finally, top teams must be able to renew themselves – to expand their capabilities in response to change.

Team development is a time-hungry process, with results becoming visible over time. An intervention can last between two and twelve months (or more), and depend on several factors, which may include the effectiveness of the leader, the degree of dysfunction, the composition of the team, the level of commitment and the speed of learning and development.



BENEFITS

Our facilitated approach enables your organisation to leverage teams that are collaborative and focused on business imperatives, with clear accountabilities and effective channels for communication and conflict resolution.

Organisationally, you will benefit from the team's increased performance in meeting its goals and from enhanced senior leader performance in general.

At an individual level, team members will become skilled at leading and participating in teams. They will understand how to work with their peers to improve the organisation and will become stronger leaders in their own right.

From a more strategic perspective, effective teams:

- Execute agendas quicker
- Are more responsive to market changes
- Receive higher perceived valuations from institutional investors.



EXPERT COACHING

Behavioural change and personal growth depends on reinforcement through follow-up.

Probably one of the most significant conditions that affect the effectiveness of teams is available expert coaching provided to the team.

This contains several sub-factors including the availability and helpfulness of coaching, the focus of the team leader's activities, the type and timing of the coaching provided and level of peer coaching provided amongst the members.

This is key in creating superlative team performances, as it is possible to judge how much of the coach's time is spent on improving the team's task processes, reinforcing good behaviour, and improving members' interpersonal relations.



Although coaching cannot compensate for a badly flawed team design, coaches can help teams take the best possible advantage of their performance circumstances.

The role of the coach is not to dictate to group members the one best way to proceed with the team's work. Rather, it is to help the team minimise its exposure to process losses, and to maximise its chances of capturing synergistic process gains.



ABOUT THE TALENT INSTITUTE

The Talent Institute is a professional services firm that specialises in helping clients develop and implement talent strategies to more effectively manage the acquisition, deployment, development and retention of talent to support current business strategies and to prepare for future challenges.

Our focus is on *reducing people risk* in organisations – which ones to hire or promote and when – how to train and develop them to their fullest potential – and how to organise them and systems around them to maximise their collective potential.

Our combination of psychological insights and real-world business experience removes the guesswork from making decisions about people.



Our team of psychologists and experienced management consultants offer proven solutions for hiring and promoting the best, identifying and developing extraordinary leaders, enhancing organisational capability and unleashing talent.

Our work is grounded in organisational psychology and the science of measuring and developing people and organisations.

A virtual management consultancy, we deliver services at any location preferred by the client.

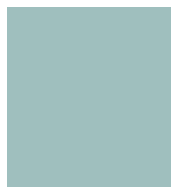


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