

Purposeful Teams™

A WorldsView™ Academy intervention
Awakening the power of Teams



For organisations wishing to achieve strategic goals through the use of teams, Purposeful Teams™ is a quick and powerful intervention that awakens effective team performance. Unlike other team development programmes, the Purposeful Teams™ intervention places the team within the organisational context, leveraging organisational mandates into team purpose and creating the space for the team to contextualise its reason for existence. Team members engage at the levels of the organisation, the team and the individual in order to make sense of the task and the relationship issues inherent in teamwork and to translate the team's purpose into excellent execution.



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Introduction

Purposeful Teams™ begins with a powerful and participative two-day intervention in which the team's challenges, dynamics and dysfunctions are contextually addressed and strategy, actions and roles are clarified, effectively activating and energising team members towards the fulfilment of their purpose. Two half-day sessions follow at monthly intervals to ensure sustainability and empower the team to self-correct and stay on track. Teams report a fundamental shift in engagement, clarity and communication as well as renewed commitment and cohesion.

The Purposeful Teams™ interventions fuses organisational development and traditional training in a workshop format. It delivers team effectiveness by supporting the team in anchoring its purpose, identifying milestones as well as integrating task, relationship and process in a conversation-based process that creates strong, committed teams and team members.

Purposeful Teams™ is rooted in the belief that clarity of purpose combined with a personal (individual) and shared (team) commitment to that purpose is the most powerful catalyst for effective team performance.

Unlike team development programmes that focus too heavily on task or specific behavioural aspects of team development, the Purposeful Teams™ intervention anchors the team solidly within its organisational context and mandate, ensuring that the skills and experience of every team member can be brought to life. Individuals need to understand the context within which they are being asked to function and they need to be able to do so on three levels of purpose:

- Organisational (Why should we come together as a team for the organisation?);
- Team (Why should we come together as a team for our group?);
- Individual (What is my purpose in this team?).

The Purposeful Teams™ intervention works with the team's reality in the realms of Head (knowing), Heart (being) and Hands (doing).

Contemporary team members are smart, educated, independent and capable of making a contribution to organisational success - that is why they were hired in the first place. They are quite capable of achieving brilliant results if they have enough clarity on what they need to achieve together and what they can expect from each other along the way. The intervention assumes that the organisation has hired the right people for the work and sets out to align team members behind a clear sense of team purpose.

In this way, teamwork becomes a desirable form of work for individuals in the organisation. Team actions are made more appropriate, relationship issues are dealt with more intelligently and team results are delivered more rapidly than what they might have been achieved with any other programme.

A unique intervention

Organisational benefits of Purposeful Teams™

The introduction of the Purposeful Teams™ intervention to an organisation offers benefits that impact the individual, teams and the organisation.

Business benefits of the Purposeful Teams™ intervention:

- Being a member of a team becomes a desirable work-form in the organisation.
- Members of purposeful teams are high-performing and effective and they deliver rapid results for the organisation.
- Members of purposeful teams implement appropriate execution strategies and action plans to deliver strategic objectives.
- The Purposeful Teams™ intervention addresses potentially derailing team processes and relationship issues.

Learning outcomes for individuals in the Purposeful Teams™ intervention:

- Team members embrace alignment to purpose as a driver of performance.
- Team members renew their focus on important organisational objectives and achieve clarity of purpose.
- Team members identify and work towards key milestones to achieve their purpose.
- Team members engage in meaningful conversations and create action plans to accelerate their effectiveness.
- Individual and team commitments are formed and put into action.

Creative dialogue: For full engagement of all participants, WorldsView™ Academy draws on an old African dialogue technique called lekgotla (creative dialogue) to ensure that all voices are heard. The lekgotla process assists individuals to be heard in teams, groups to build a common point of view and become teams, and teams to pursue common goals. Diversity is celebrated and built on as teams learn to listen carefully, synthesise multiple viewpoints, build on the thinking of others and to move away from the often-instinctive practice of 'the loudest voice wins'.

Team and personal commitment plans: The Purposeful Teams™ intervention provides the space for team members to grow themselves and to grow their team. This growth is achieved through consistent documentation of the work required and regular review of personal and team commitment plans to ensure that team members are leading themselves to growth in order to lead the team towards its purpose.

Individual styles assessment: The Purposeful Teams™ intervention utilises self-assessment of individual styles and their impact on teams to support individuals in understanding how they contribute to team success and manage their impact to give the greatest possible benefit to their team.

Theory and assignments: Participants engage with useful global wisdom on team effectiveness and engage in reflective and action assignments in the workplace. Action assignments are based on the steps required to accelerate the team's performance and progress is self-assessed by the team. This process allows the team members to:

- Learn from each other and from the challenges of taking action.
- Reflect on their ability to diagnose and work to resolve team challenges.
- Celebrate their progress and determine next steps.

Key integration elements

Targeting specific team needs

Certain common team scenarios face unique dynamics and have specific developmental needs. Through robust research and real case studies, these team types can now be supported powerfully through a targeted Purposeful Teams™ intervention.

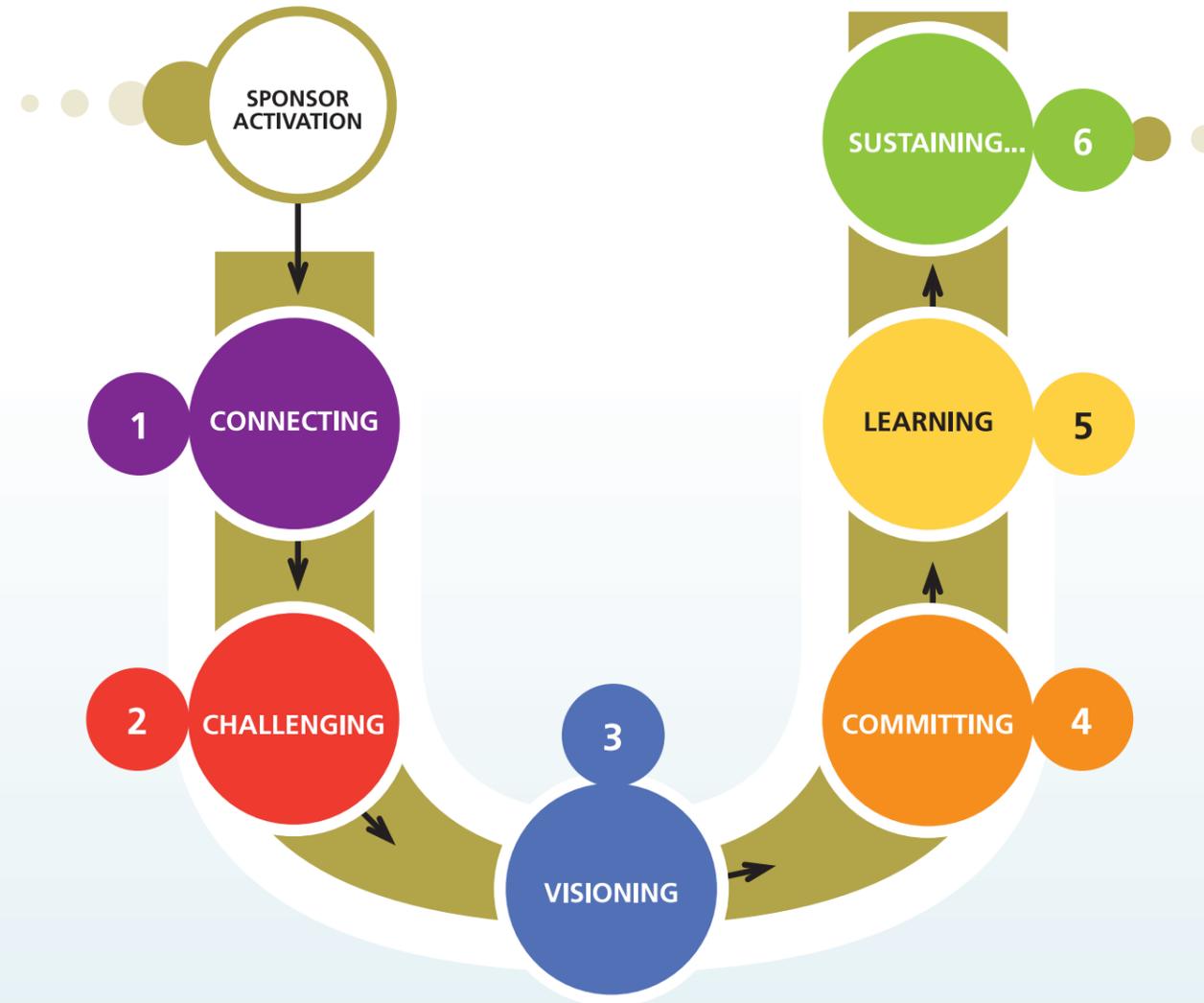
Team Type	Targeted Benefits
<p>Project Teams With key time and performance requirements, project teams must engage rapidly in effective execution, problem-solving and team learning. Upfront alignment reaps benefits when project challenges and conflicts must be resolved.</p>	<ul style="list-style-type: none"> • Teams engage intensely on purpose, priorities and teamwork to accelerate Forming and Storming, moving from “why are we here?” to traction and learning. • Teams focus on mandates and stakeholders (requirements, outputs and customers) as well as interpersonal, team and individual needs. • Project sponsorship is actively engaged, creating a strong sponsor-team relationship. • While Purposeful Teams™ does not deliver a detailed project plan, team members align on key priorities and milestones, building a foundation for project planning. • A structured process is used to review team progress, building team skills to learn from derailing events, replan and re-commit as a team.
<p>Virtual Teams Virtual teams allow individuals to collaborate on a common purpose, through technology, despite being geographically distant.</p>	<ul style="list-style-type: none"> • The intervention may be implemented virtually, utilising that team’s existing technology solutions and improving effectiveness and connection. • Team members build trust and relationships through deep engagement during the intervention and commit to how they will relate and continue building trust in the future. • The team focuses on team habits relating to decision-making, accountability and commitment. By building alignment and improving their ways of working, team members achieve improvements in their processes and effectiveness.
<p>Executive Teams Effective executive teams provide strategic and operational leadership that influences the entire organisation. The challenge is to shift from a group of independent executives to a cohesive, interdependent team.</p>	<ul style="list-style-type: none"> • Team members build powerful alignment on shared strategic priorities that cross functional boundaries, breaking down silos at executive level and supporting collaboration in the broader organisation. • Team members identify personal styles which enable the team to leverage unique individual contributions. Each team member gains an understanding of his or her personal style, its positive impact and risks. • Understanding and commitment to purpose allows executives to ask and answer the questions: What is most critical for us to achieve our purpose? How is this going to help us achieve our purpose? Where can we best invest our energy and resources?
<p>Matrix Teams Matrix teams offer the potential to harness complexity and break down silos, focusing teams on multiple business areas and priorities. However, this complexity is also their greatest challenge.</p>	<ul style="list-style-type: none"> • The intervention creates a space for a paradigm shift in stakeholder management, leveraging multiple inputs and addressing sources of stress or conflict. • Team members focus on a clear shared purpose and team and individual contributions, creating a foundation for flexibility, alignment and shared leadership. • The intervention begins and ends with organisational integration that entrenches the ‘guiding lights’ of alignment to vision and purpose. • Matrix team members gain a deep understanding of their challenges and opportunities and how they fit into the larger system.
<p>Newly-formed Teams Teams may take significant time to walk the journey of team development and begin performing. “Placing people in the same room and calling them a team does not make them one.”</p>	<ul style="list-style-type: none"> • While the stages of team development cannot be bypassed, the team will be empowered to navigate the early phases, accelerating development by driving courageous conversations on critical issues. • The sponsor plays a powerful role for a newly-formed team, offering an external feedback mechanism. The team’s mandate and strategy are shared with key stakeholders to drive powerful alignment from the earliest phases. • Identification of personal styles and team dynamics provides team members with an understanding of unique individual contributions and a language to resolve any team conflicts constructively.

The Purposeful Teams™ journey

To support alignment and clarity, an organisational sponsor engages with the team around its organisational mandate and the links to purpose, vision and values.

Team members connect powerfully to the organisational mandate, as validated by the sponsor, and locate their team in the broader stakeholder context. Individuals connect personally with the work of the team.

Team members challenge themselves and their current state as a team. We identify team behaviours that are helping or hindering the achievement of the team mandate, explore individual styles and their impact and form powerful commitments to new ways of working.



In the second follow-up day, the focus is on sustainability of purpose and performance. Team members reflect on team development, celebrate successes and identify their next frontier as a team. They plan to sustain their effectiveness and engagement into the future.

After a period of implementation, the team returns to review progress against strategy and commitments and reflect on team learning. Team members recognise changes that need to be made and they re-energise and refocus around the team purpose.

Building on vision and strategy, team members commit to milestones and actions required. Individual contributions are valued and individual development commitments are clarified. The team returns to the workplace to implement these commitments.

On Day 2, individuals commit to the team's purpose. The team articulates and crystallises its shared purpose in practical terms, creating a vision for the future and articulating the team's strategic anchors.

Intervention scenarios for teams

The intervention comprises four stages, with two consecutive full days and then two half day follow-up sessions.

	Intervention scenarios	
	Rapid deployment Fast-track team formed for a short term project (6 months or less)	Normal deployment Teams working together on a long-term basis
Initiation (Connecting, Challenging, Visioning, Committing)	2 days	2 days
Interval 1	7 to 14 days	21 days
Follow-up (Learning)	Half-day	Half-day
Interval 2	7 to 14 days	21 days
Follow-up 2 (Sustaining)	Half-day	Half-day

The Purposeful Teams™ Facilitator Accreditation course is designed to prepare facilitators to effectively deliver the Purposeful Teams™ intervention. This is an intensely experiential 4 day course, during which facilitators both experience the Purposeful Teams™ intervention as participants and as facilitators, where they are required to deliver intervention content, facilitate conversations, set-up and debrief activities and receive feedback on their facilitation skills from their fellow facilitators and the Master Facilitator. The process is supported by self-assessment, peer feedback and developmental planning and, although the accreditation course takes place in a simulated team environment, facilitators-in-training will be asked to complete activities that normal participants would be asked to do.

Becoming an accredited Purposeful Teams™ Facilitator

What delegates are saying

- "Team members are more aware of what they need to do, ask for help and provide effective feedback/communication in order to get the job done for the greater good of the team and organisation. However, this is just the beginning of a great journey and the more the team opens up, the more effective it will become."
- "Our hope was for more open and committed work towards a common goal. As a result of the intervention, individuals in the team feel more valued and have greater trust. We felt a convergence of ideas - more consensus on high-priority areas to work on. We have an increased openness to listen, clarify and understand, as well as a greater awareness of sensitivities of implementing new ideas."
- "We have changed from a group to a truly strategic executive team. Before, we were a group of individuals: dysfunctional, disjointed, disconnected and invisible. Now, we are a better team, cohesive, growing and reinvigorated."
- "The benefits of Purposeful Teams™ include working together better, open communication, increased productivity, increased ability to change, the ability to see the bigger picture, team cohesiveness - the 'us and them' mentality has disappeared and we have highlighted similarities."
- "Purposeful Teams™ has given me a powerful framework and the tools to build my team."



About WorldsView™ Academy

WorldsView™ Academy serves the Organisation Development and intervention process needs of companies, helping to translate Organisational Development knowledge into strategies that make business sense. Our holistic range of skills training, certifications and interventions enable organisations to effect sustainable change towards greater effectiveness, in a healthy way.

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