

# TEAM BUILDING



brainard  
STRATEGY

# Team Building Workshop: Day 1

## Day #1

- Current state analyses:
- Pyramid of effective team functioning
- Interview data re-cap
- Activities: define high performing team
  - ✓ S-Curve
  - ✓ Force field analysis
  - ✓ 3 circles

# Team Building Workshop: Day 1

## Day #2

- Shield exercise
- SWOT of the team
- Prioritize and i.d. barriers
- Vision of success
- Change leadership
- Defining leadership
- Creating action items

# Team Building Workshop

## Pyramid of Team Functioning:



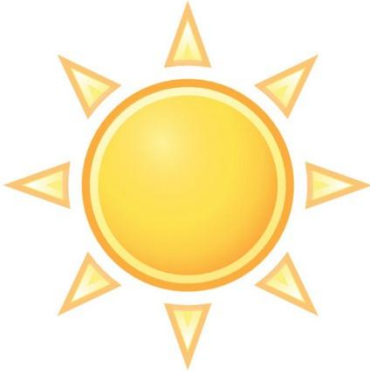
# Team Building: Shield

## Shield:

- 2-3 core values
- Pix of favorite leisure activity
- Credo about work
- Pix of peak performance
- Leader & why



# Current vs. Desired



# SWOT Analysis of the Team

## SWOT of team functioning



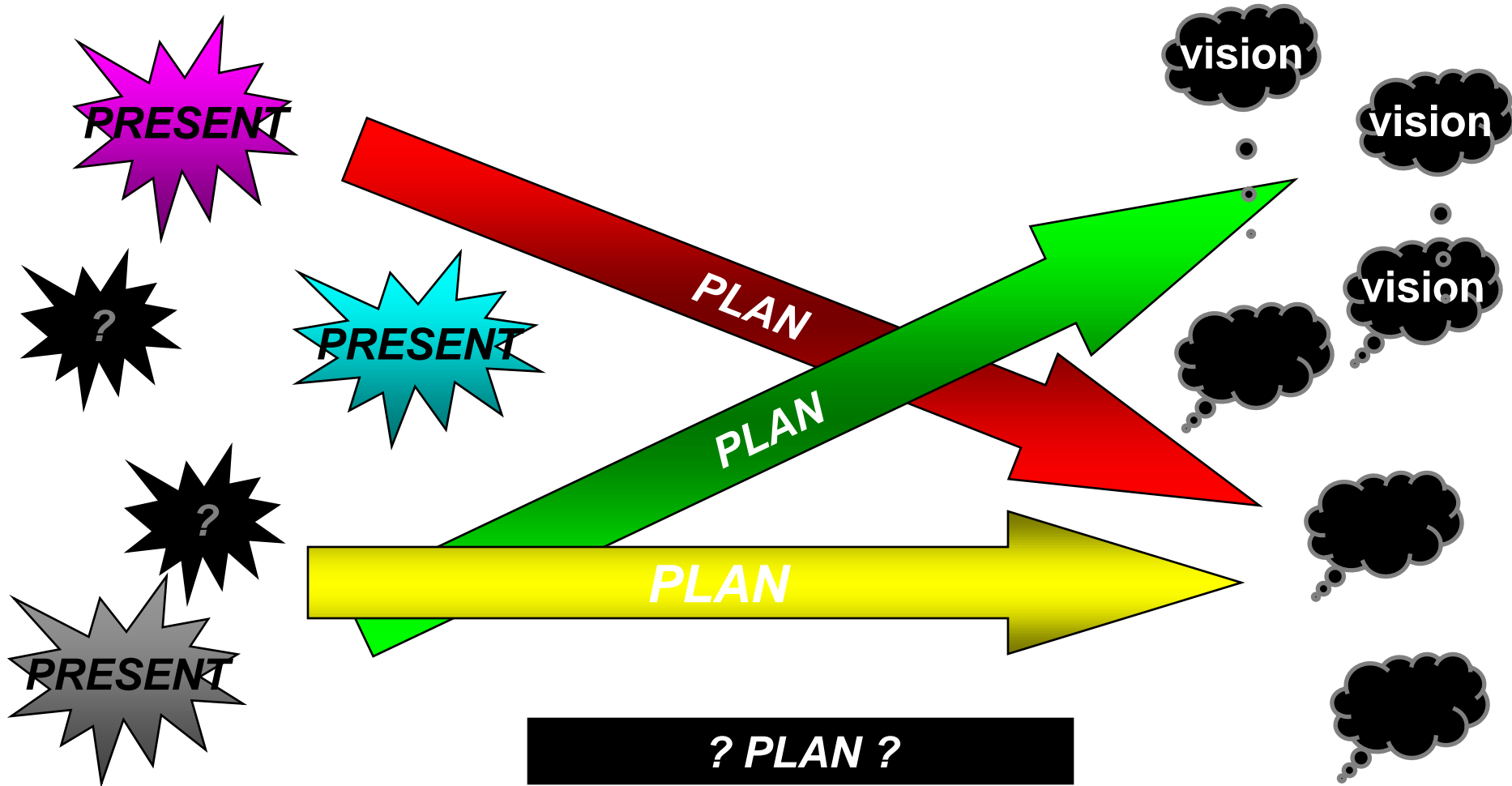
# Brainstorm: High Performing Team

Your Team:

Ideal:



# Brainstorm: High Performing Team

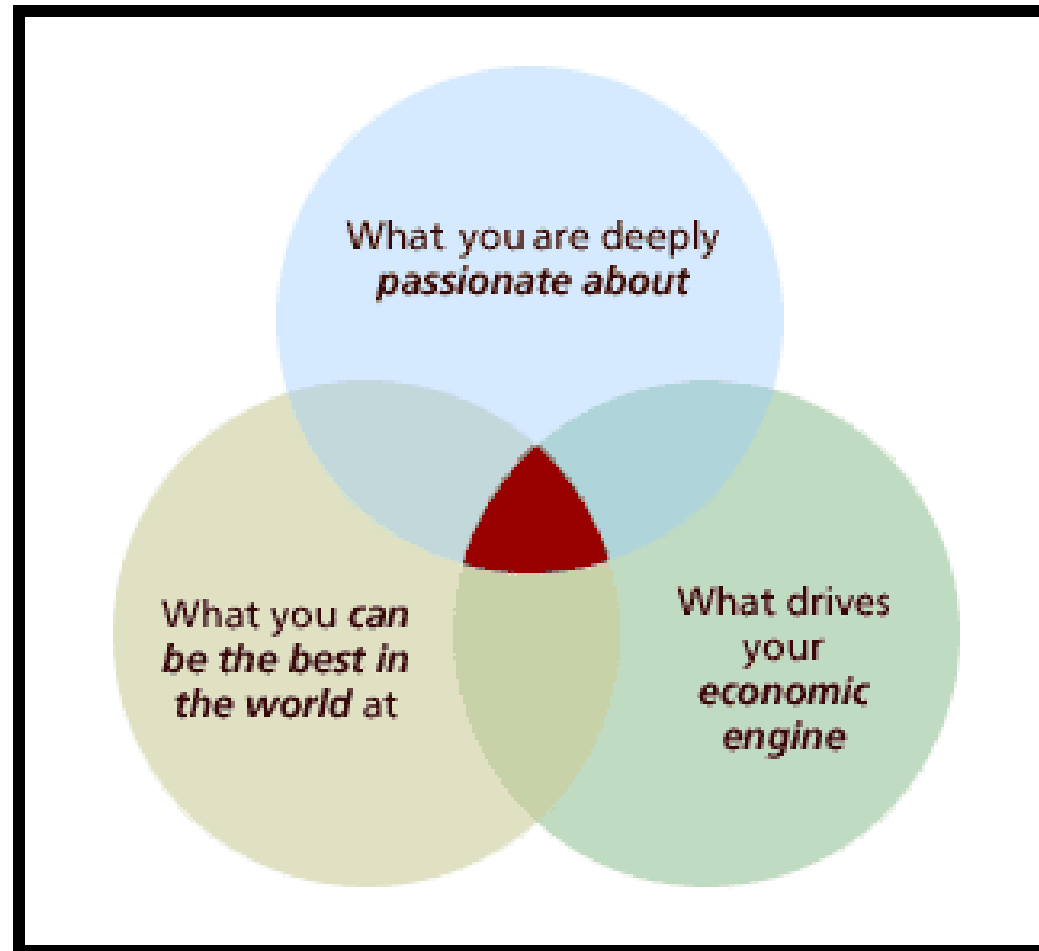


# Lewen's Force Field

- Internal factors driving the need for change
- External factors driving the need for change
- Internal factors driving the status quo
- External factors driving the status quo



# The Three Circles, Collins



# OGTM Helps Make Actions Actionable

					OGTM			
Vision		Objective	Goals	Tactics	Metrics			
Description		Long term, broad objectives – usually to be accomplished over the next 2-3 years	<ul style="list-style-type: none"> <li>Quantitative articulation of the objectives.</li> <li>Usually include overall factors like:                             <ul style="list-style-type: none"> <li>–EPS</li> <li>–Share</li> <li>–Revenue</li> <li>–Profit</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Improve consumer perceived product quality</li> <li>Dominate leadership position categories, differentiate #2 brands, optimize value brands</li> <li>Accelerate innovation on core brands</li> <li>Leverage Store brands to insulate our leader ship brands and drive earnings</li> <li>Improve trade/marketing spending/ROI</li> </ul>	<ul style="list-style-type: none"> <li>Net Sales + 4.0%</li> <li>Market Share +0.5%</li> <li>2.5% Net Sales from new products</li> <li>Spending ROI +4.0%</li> </ul>			
	Questions Answered	What do we need to achieve as a business?	<ul style="list-style-type: none"> <li>What specific targets should the business deliver?</li> <li>Across Key parameters – finance, marketing, operations?</li> </ul>	<ul style="list-style-type: none"> <li>How will the business achieve its goals and objectives? What will it do and not do?</li> <li>How will resources – people, capital, dollars – be invested?</li> </ul>	<ul style="list-style-type: none"> <li>How is the business performing?</li> <li>Are Strategies delivering the desired results?</li> </ul>			
Nature of Component		Qualitative	Quantitative	Qualitative	Quantitative			

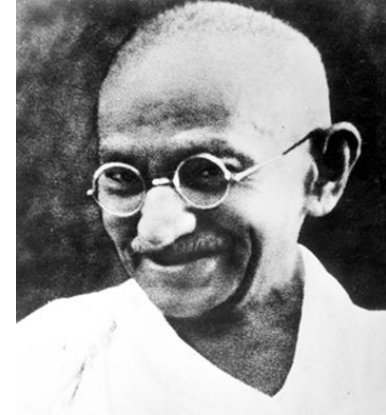
# OGTM: In Short

- Objectives — What are we attempting to accomplish for the business
- Goals — How will we know we were successful. Targets
- Tactics — What will we do to drive toward objective
- Metrics — What are the units of measurement that will indicate our progress

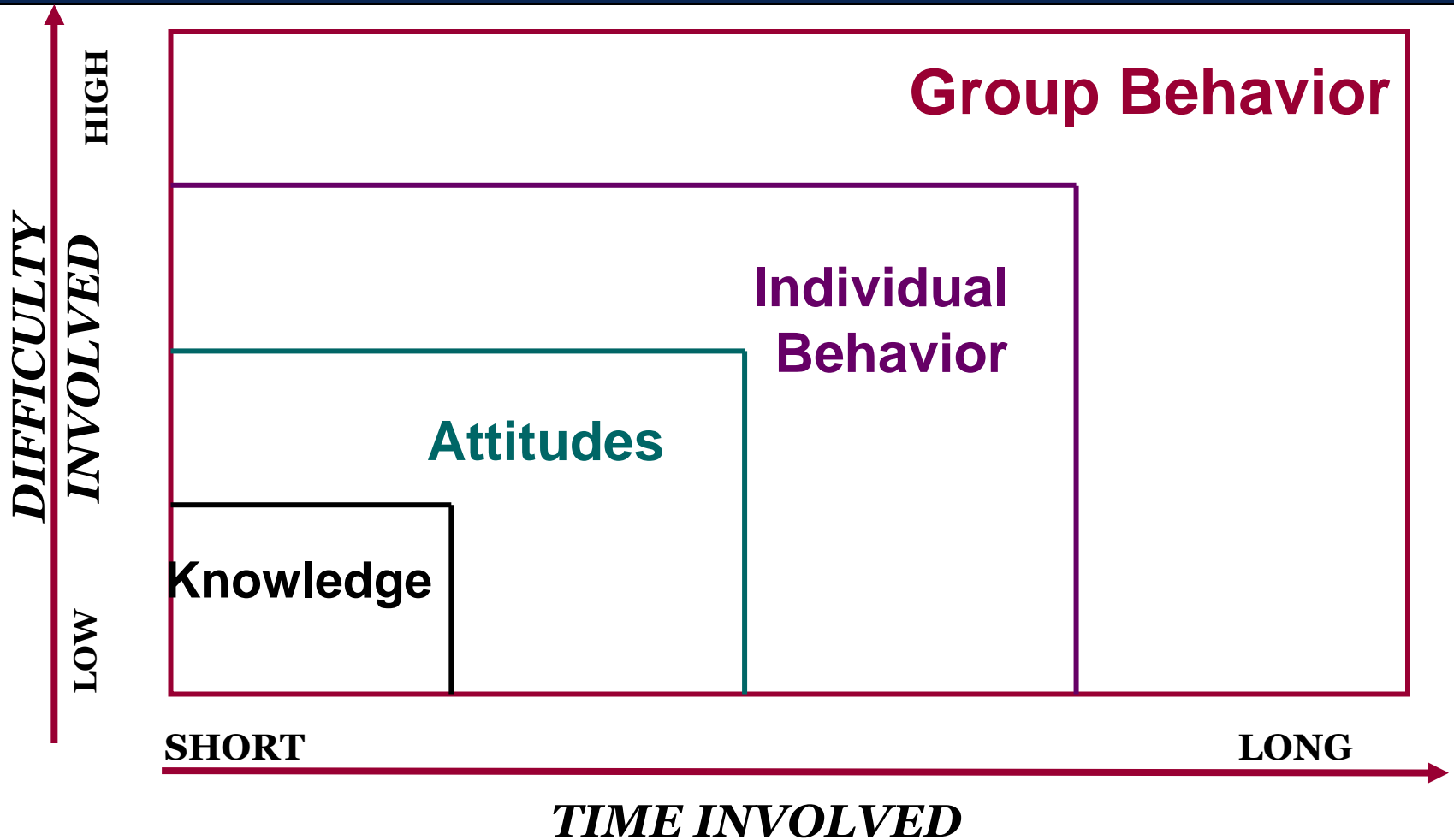
# Change

**"You must be the change you wish to see in the world."**

**- Mahatma Gandhi**



# Producing Lasting Change and Transition



# Barriers to Successful Implementation

Lack of alignment between members of the team, and barriers to team functioning: action items to take care of “team”.



# Values Drive Behavior

- What is your culture?
- How and why do people behave?
- HOW THINGS GET DONE AROUND HERE

- Edgar Schien, MIT

- Role interdependencies activity

# How Should we Shape our Future?

- What do have, what do you intend to have?
- What do we believe are the values that will allow us to succeed?
- What do we have to do to model; what we will be known for?

# Values

## I. Values

- Values help to understand the rules, both written, and unwritten, that govern day-to-day behavior of all employees

## Process

- Determine what the rules are
- Identify the core values
- Gain agreement among management, and employees
- Communicate the core values to the organization

# Values

Identifying the core values – Incorporating values is an essential part of visioning. Your values:

- Must meet organizational and community goals
- Be a statement of your values
- Are a declaration of your expected outcomes
- Must be precise and practical
- Will guide the actions of all involved
- Reflect the knowledge, philosophy, and actions of all
- Are a key component of strategic planning

# Four Obsessions of an Extraordinary Executive

1. Building and maintaining a cohesive leadership team.
2. Create organizational clarity.
3. Over-communicate organizational clarity. Healthy organizations align their employees around organizational clarity by communicating key messages through repetition. Don't be afraid to repeat the same message, again and again.
4. Reinforce organizational clarity through human systems organizations sustain their health by ensuring consistency in hiring.