



Building Winning Teams Suite

Key Points

- ▶ Virtual, hybrid and face-to-face solutions to drive the agile transformation.
- ▶ They allow your company to build the competency to build teams in their leaders, transform key working groups into effective teams and create the organizational capability to build teams at the scale and speed that requires its growth strategy.
- ▶ Based on most accepted and field tested research.

Microsoft and Google are within the world's ten most valuable public companies.

Before the pandemic, Microsoft third and current CEO Satya Nadella was interviewed by MBA students at a Stanford business school academic event where he explained how the company had been able to create such enormous economic and social wealth: "If you want to have a large-scale impact (...), guess what? You have to work with others. (...) Basically, to make something useful, great and unique, it's all about teams. Whether internal or external teams. That's what it takes."

In 2012, Google launched an initiative known as Project Aristotle aimed at studying more than 180 company teams and discover what makes an effective Google team and how to build the perfect team. The rationale of the study was similar to Nadella's: if a company wants to outperform its competitors, it must influence not only how people work but also how they work together.

Teams are the performance unit of those companies at the forefront of value creation -such as Microsoft, Google, Amazon, and Apple- which will soon be the case for all companies. In the digital age -which has definitively arrived with the pandemic- economic, social and environmental value is created through ecosystems of multiple teams and team tribes swiftly collaborating with each other to enlarge the pie for everyone. The organizational capacity to rapidly and massively create, dissolve, and reform teams has become the secret sauce for becoming agile, innovate and create extraordinary value.

Winning teams are not born, they are built

Building Winning Teams (BWT) is Apprecia's team development solutions suite. Whether they experience the imperative to build one, tens or hundreds of teams per year, the suite enables our clients to develop the leadership competency and organizational capability to build high-performing teams (HPT).

BWT includes the following interventions:

- ▶ **BWT/Field Book (A)**
Introduces the body of knowledge and tools. Allows deciding about the introduction of the science of teams in your working group or organization.
- ▶ **BWT/Learning Workshop (B)**
Develops the individual competency in leaders and/or individual contributors with high potential (HiPos).
- ▶ **BWT/Team Chartering Sessions (C)**
Allows an intact working group to co-craft the three fundamental agreements of a HPT. It is aimed at teams of any kind. Is the core intervention of the suite.
- ▶ **BWT/Build the capability (D)**
Allows the company building the organizational capability to deploy the team chartering sessions at the scale and speed required by its growth.

As shown in the following overview, the suite enables our clients to apply four types of interventions to have an impact at individual, group and organizational level.

Solution type/Level of application	Team Assessment	Individual competency development	Team development	Organizational capability building
INDIVIDUAL LEVEL <ul style="list-style-type: none"> • Team leaders • Team members 		A Fieldbook 		
		B Learning workshop <ul style="list-style-type: none"> ▶ ILT, 4-hours or 1-day version ▶ VILT, 2 4-hours sessions 		
GROUP LEVEL <i>Intact working group</i>	C The Hexagon <i>Online team assessment based on Katzenbach and Smith's team effectiveness model.</i> Raters: All team members Deliverable: Report 		C Building Winning Teams <i>Team Chartering Sessions</i> <ul style="list-style-type: none"> ▶ Virtual ▶ Face-to-face 	C Team Coaching Program <ul style="list-style-type: none"> ▶ Online survey: To what extent are we behaving like a high-performing team? ▶ Team coaching sessions
ORGANIZATIONAL LEVEL				D Build the capability <i>Partnership Client-Apprecia to build the capability to develop teams in the organization</i>

Exhibit 1. Building Winning Teams. The suite at a glance

Applications

BWT solutions can be used as a means to several ends, for example:

- ▶ BWT/Team Chartering Sessions can be integrated into a change management program aimed at giving life to a new organizational structure.
- ▶ BWT/Team Chartering Sessions can be applied to accelerate the building of an innovation team at the beginning of the design sprint of a new business model.
- ▶ The field book and the learning workshop can be combined to introduce the science of teams in the organization.
- ▶ All BWT interventions can be combined to integrate them into a change program whose purpose is to build a digital culture.
- ▶ BWT/Build the capability can be applied to enable an agile transformation (the migration from a *hierarchy* to a *network of team*).

Field-tested solutions

During the last ten years we have applied **BWT/Team Chartering Sessions**, the suite core intervention, in various companies with operations in Latin America and Spain.

This intervention -which implements Jon R. Katzenbach and Douglas K. Smith team effectiveness model- has proven effective in helping dozens and dozens of real working groups to become **high-performing or effective teams**, whether newly formed or inherited teams, teams located in one or several geographies, executive teams, functional teams (Marketing, Finance, HR, etc.), scrum teams or project teams; teams of MNCs, teams working at national companies or led by start-up founders, teams working in several industries (financial services, hospitality, consumer goods, IT, telecommunications, etc.), from Mexico to Argentina and in Spain.

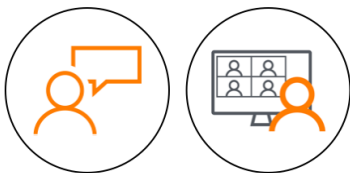
Design based on most accepted research

BWT allows your company to put into practice the science of teams at the individual, group, organization and ecosystem level.

During the last four decades, many practitioners (such as Google), thinkers (such as Peter F. Drucker) and researchers have contributed to developing team science. But the seminal contribution could be attributed to no more than three works, one of which is Jon R. Katzenbach and Douglas K. Smith (K&S) Team Effectiveness Model.

Apprecia Building Winning Teams solutions suite is based on K&S research. This research -turned into a book in 1993- was seminal and has been shaping a great portion of best known practice.




In 2005, twelve years after the book was first published, Harvard Business Review editor described Katzenbach and Smith contribution as follows: *“While Peter F. Drucker may have been the first one to point out that a team-based organization can be highly effective, Katzenbach and Smith work made it possible for companies to implement the idea.”*



Teams are the lifeblood of the agile organization. Unleash their power with virtual, face-to-face, and hybrid team development interventions.

Team development solutions

There are three types of team development solutions: training, experiential learning and team chartering interventions. Of those three types, only the team chartering intervention build high performance and provide the maximum benefit: they allow create a high-performing team in addition to providing know-what and know-how about teams.

BENEFITS	SOLUTIONS		
	Learning/ Publishing <i>Intended for managers and/or individual contributors</i>	Experiential Learning (game + debrief) <i>For members of a group who must collaborate to obtain a result</i>	Team Chartering <i>Intended for an intact team of any kind</i>
<p>Level 3. Doing</p> <ul style="list-style-type: none"> Enables making up charter agreements of a HPT Builds trust among team members Builds effective collaboration Improves group productivity and creative capacity Revitalizes the team after a period of decreasing performance Raises motivation and enthusiasm of team members Overcomes the dysfunctional conflict caused by confusion of roles and lack of or non-compliance with ground rules. 			
<p>Level 2. Know-How</p> <ul style="list-style-type: none"> It allows the experimentation of some HPT dynamics (interpersonal behaviors of members) It creates insights about HPT attributes and the actual development status of the participant's real team It accelerates bonding It raises group morale It does not charter a HPT 			
<p>Level 1. Know-What</p> <ul style="list-style-type: none"> It lets you know what a High-Performing Team (HPT) is, why it matters and how it is built. It enables exploring the dynamics characterizing a HPT It provides proven process and tools for evaluating and building a HPT It develops leadership competence. It does not charter a HPT 	 		

> CONTACT US

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About **Apprecia**

Apprecia is a *multilatina* firm focused on helping organizations build their leadership pipeline and the organizational capability to innovate and change that is required to translate strategy into shared value.

Our clients are domestic companies, *multilatinas*, local operations of MNCs and NGOs, with sustainable growth and internationalization challenges.

With operations in Latin America and Spain, we are dedicated to designing and co-creating with clients, leadership development, team development and change acceleration solutions that allow them to become the shared image of their most positive potential.

We want to be recognized by our clients and allies as the preferred partner for cultivating the collaborative leadership that requires their transformation into agents of economic, social and environmental progress.

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