



Building Winning Teams

Team Chartering Sessions /Virtual Version

There is more rhetoric about high-performing teams than there are high-performing teams. Building winning teams is a scarce leadership competency and one of the most difficult to develop. Most bosses owe their position to outstanding individual performance and very few to such competency.

But organizations need teams – more than individual players or working groups – to innovate and stimulate growth in the new normal.

Based on research by Jon Katzenbach and Douglas Smith, presented in their book The Wisdom of Teams, and in line with organizational development best practices, this team-development intervention enables members of an intact working group to establish the three charter agreements of a high-performing team (HPT):

Pact 1: Common purpose (What is it that brings us together?)

Pact 2: Shared goals (What are we trying to accomplish?)

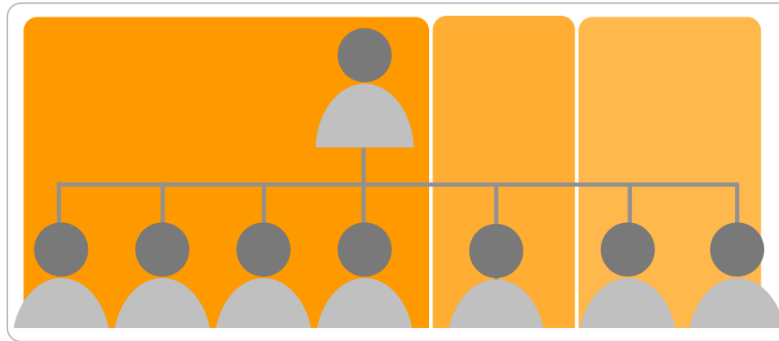
Pact 3: Way of working (How are we going to work together?)

Target

Building Winning Teams/Team Chartering Sessions (BWT/TCS) applies to intact **executive, functional, or project groups** made up of not more than 12-15 members located on one site or distributed across several geographies.

They can be groups built by a CEO and his functional managers or a functional manager and his direct reports. Or it could be a new group built to develop an innovation, change or agile project.

Our organizational clients benefit most from this intervention when the target groups are leadership, or top teams.



An intact group co-localized or distributed

Objectives

A **high-performing team (HPT)** “is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable”

BWT/TCS is a team development process designed to accelerate the conversion of established working groups – co-localized or distributed – or new groups in high-performing teams, or rebuild existing teams after significant mission changes or composition changes.

In particular, this process allows the following:

- **Re-focus and clarify** the purpose of the team after a significant change in its context
- **Rebuild** the team after changes in its composition
- **Revitalize the team** after a period of declining performance
- **Overcome an unhealthy conflict** caused by confusion over roles and responsibilities and lack of or non-compliance with ground rules
- **Raise team effectiveness** to its maximum potential
- **Accelerate the building of Scrum cells or squads in an agile organization**

The process also provides each member with field experience that enables the development of competencies for leading teams.

Deliverables

At the end of these **team chartering sessions** the team will have the following:

- **A team assessment (The Hexagon Report)**

Prior to chartering sessions, team members receive the report **The Hexagon: To what extent are we a team?** The report enables team members to reflect on the composition and determinants of team dynamics and come up with ideas that will increase their effectiveness.



• **A Team Charter first draft**

The Team Charter is a document formalizing the 3 agreements that make up the chartering base of the intact group as a HPT:

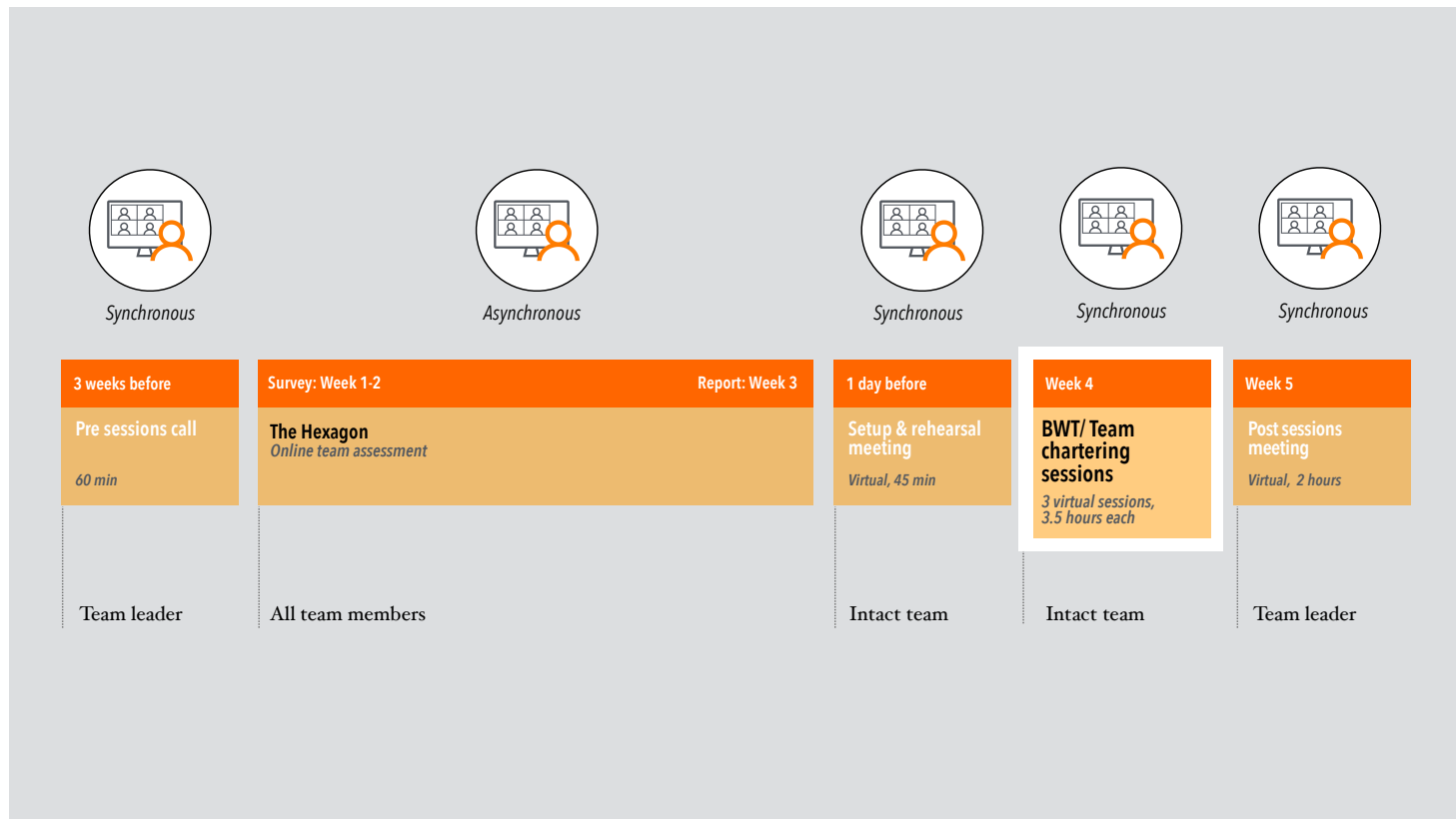
- a) **Common Purpose**,
- b) **Shared Goals** and
- c) **Way of Working** (roles and responsibilities, management system, decision-making and conflict management norms)

• **A toolkit**

Participants receive a digital package containing team assessments, worksheets, and quick reference cards that can be used to guide the team development process.

Experience

Based on research by Jon Katzenbach and Douglas Smith presented in their book *The Wisdom of Teams*, and meeting the standards used by corporations with best practices in leadership development and organizational effectiveness, **BWT/TCS** is a team development process that can be visually and generically described as follows(*):



(*): The graph shows the maximum duration of the solution deployment. The duration can be compressed to 2 weeks.

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 interventions build high performance and provide the maximum benefit: they 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 the forming of HPT charter agreements Builds trust among team members Builds effective collaboration Improves group productivity and creative capacity Revitalizes the team after a period of declining performance Raises motivation and enthusiasm of team members Overcomes the dysfunctional conflict caused by confusion over 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 provides 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 			



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About **Apprecia**

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

Our clients are domestic companies, *multilatinas*, local branches 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, providing leadership development, team development and change acceleration solutions that allow them to realize 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.

