



THE IWNC

TEAM BOOSTER PROGRAM

A workshop to take YOUR TEAM to a higher level



IWNC Team Booster Program
Spring 2010



SOME QUESTIONS TO BE ASKING ABOUT YOUR TEAM

- Do you feel frustrated because you know your team could achieve more?
- Do you sometimes wonder if the whole team shares the same vision and mission?
- Do you feel unclear objectives or unresolved conflicts are holding back your performance?
- Do you feel your team is slowing down or has even come to a standstill?

Business results demand the maximum from today's teams, working effectively and in alignment so as to maximize the value of the team members' individual contributions.

But is this happening with your team now?

"7 reasons why Teams are more important than ever"*

1. Flattening of hierarchical levels, resulting in more interdependence to achieve more with less
2. Quest for Total Quality, continuous improvements, forced people to co-operate between functions
3. Matrix management increases need for collaborative decision making
4. Raised expectations about participating in decisions, automatically increases demand for more group/team decision making
5. Increased use of multi-disciplinary teams to tackle problems/issues
6. Changing role of managers from 'directors' to 'facilitators' places more emphasis on group/team vs 'divide and conquer'
7. Learning organizations require overlapping Learning Teams

**Peter Honey, industrial psychologist*



THE IWNC TEAM BOOSTER PROGRAM

The Team Booster Program is designed for any team which has the interest and passion to raise its performance by:

- Providing in-depth team analysis to really understand its internal dynamics
- Defining the challenges and developing solutions collaboratively
- Creating a forum for frank and open discussion of prioritized issues
- Inspiring ownership, initiative and responsibility for the team's way forward
- Boosting the cohesion, morale and sustainability of the team
- Understanding how to interface with other teams to benefit from synergistic alignment

Ideal Candidates:

- Teams that could benefit greatly in performance and productivity by 'working' better together
- Teams in the 'storming' phase, wanting to get up to speed quickly
- Teams that may be mature and stable, yet with the potential to further enhance their performance levels
- Teams in dysfunction, wanting to get back 'on track'



IWNC TEAM BOOSTER PROGRAM OUTCOMES

Why Team Development is especially important in China

In the constantly expanding China market, multinational companies grow through mergers and acquisitions, with new staff from different corporate backgrounds regularly joining existing teams.

In this dynamic scenario there is a premium on teams continuing to share a common vision of objectives and mission, with close alignment of their goals and values, despite the ever-changing nature of the team.

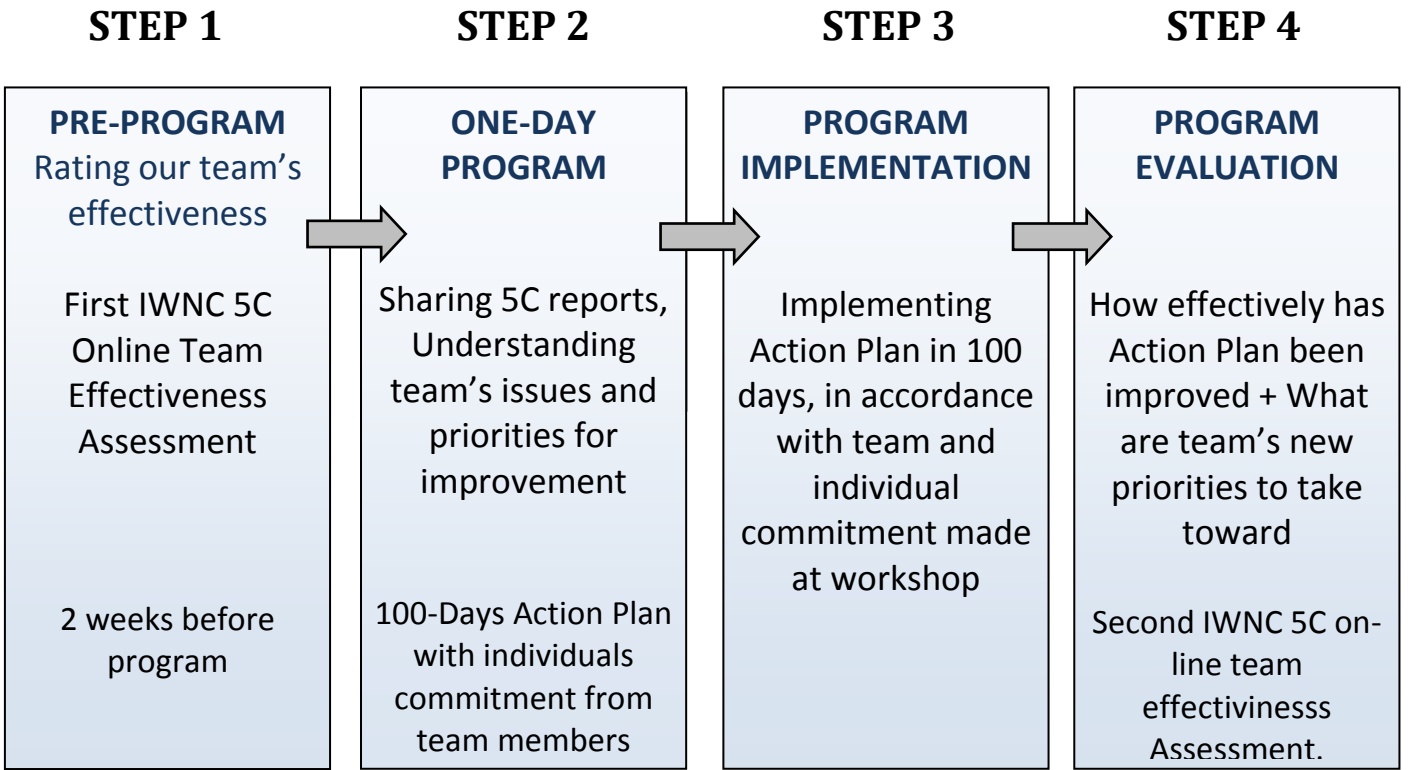
*While Teambuilding is valuable in any market situation, **Team Development** programs are therefore particularly vital in today's China.*

Program Outcomes include:

- Revitalized Team with commitment to its short and longer-term goals
- Successful change transition
- Consensus on the team's strengths and weaknesses, prioritizing those lying within the team's short-term span of control or longer-term influence
- A mechanism for continuous improvement within the team, enhancing individual contributions and taking the team to ever higher levels of performance
- Developing a 100-day Action Plan, supported by individual commitments from every team member
- Post-100 day assessment of progress achieved



IWNC TEAM BOOSTER PROGRAM FLOW



***So what is involved in each step of the IWNC
TEAM BOOSTER program?***



Using IWNC 5C Assessment to rate your Team’s performance

- The first step in the Team Booster process is for team members to individually assess the team’s current performance across the 25 competencies of the IWNC-developed “5C” Team Effectiveness Assessment (see References for the 25 competencies).
- The 5C takes about 20 minutes to complete anonymously on-line and a report is generated (see sample report in References).
- Your team now has a benchmark against which to measure its future development and success.
- But the 5C looks beyond current performance to also consider

Where do we most need to improve?

- The second dimension of the 5C Assessment is to invite team members to identify the areas where they feel the team most need to improve.
- The 5C is entirely subjective, with no linkages to KPIs or other performance metrics, thereby providing a picture of the team’s overall level of morale and sense of purpose and direction. How a team feels will always be critical to how it performs.
- The 5C’s twin-assessment of “performance ratings” and “priority areas to improve” then enable IWNC to develop a solution with the client to take the team to a higher level (see sample reports in References).



IWNC 5C Team Effectiveness Assessment

By re-running the survey at regular intervals, a team can attain successively higher levels of effectiveness, measurable at every step.

PROGRAM DESIGN

Based on the results from the IWNC 5C Assessment, the Booster Program will be designed accordingly to take the Teams to where they need to be.

Depending on where the Team perceives its weakness and high priority areas for improvements, IWNC Booster Program's design elements will follow the guidelines below:

Areas highlighted from the 5C Assessment	What the Booster Program can provide
1. Low levels of Co-Direction (where we are going) e.g. misalignment	– We help teams define why they exist as a team and what they want to achieve
2. Low levels of Cohesion (who we are) e.g. lack of trust, respect, lack of understanding the importance of interdependence etc	– We help teams to know each other, develop their working relationships, and develop an identity and a style
3. Low levels of Composition (who does what) e.g. 'weak' leader resulting in unclear roles and responsibilities etc	– We help teams define roles and responsibilities
4. Low levels of Cooperation (how we work together) e.g. communication breakdown, lack of feedback etc	– We help teams determine how they are going to communicate, make decisions, and manage conflict
5. Low levels of Completion (how we get there) e.g. lack of initiative, commitment to action and results etc	– We help teams drive for results, measure performance, and evaluate what has been achieved

STEP 2 – ONE-DAY PROGRAM SAMPLE FLOW

Phase	Content
Program Sponsor/IWNC introduce program	
Phase 1: Where we are going?	Benchmark Experiential Activity. Why are we here? How well do we work together as a team? e.g. “Color Quads” a problem-solving activity requiring the team to think and work together as one unit to achieve success. De-brief focus on importance of one vision and frequent 2-way communication
	Facilitated plenary discussion of ‘ The Dream Team ’ – the theory underpinning high-performance in the world outside the office
Phase 2: Where we are now?	5C Team Effectiveness Assessment Report - Debrief Group work on 5C KEY FINDINGS – ‘drilling down’ to what the findings really mean Reach consensus on the greatest challenges facing the team and the greatest opportunities for addressing them. How can the findings translate into improved performance and business results
	ACTIVITY focused on significant findings from Assessment - a second chance to work as a team e.g. “Blind Squares” for leadership and communication styles
Phase 3: How we get there?	One customized learning module , addressing key team challenges such as: cross-culture awareness, effective communication , leveraging innovation , change management and any other needs identified in the 5C Assessment
	Review outputs from the preceding session and then work in teams on best practical ideas and initiatives for inclusion in 100 day “Action Plan” upon return to the workplace
Phase 4: Together we can !	Circle of Commitment - individual team members pledge their support to the teams action plan. A spatial representation and celebration of the ‘ONE’ team spirit to take forward over the next 100 days



IWNC TEAM BOOSTER PROGRAM INVESTMENT

Each Investment* in the IWNC Team Booster Program includes:

- **IWNC 5C Team Effectiveness Assessments**
 - 1 X Pre-program
 - 1 X 100 days post-program
- **1 day IWNC Team Booster Program**
- **0.5 day post-program review and follow up (in 100 days)**

TOTAL EXPECTED INVESTMENT CAN BE PROVIDED UPON REQUEST

** Estimated program fees are usually not inclusive of out-of-pocket program expenses*



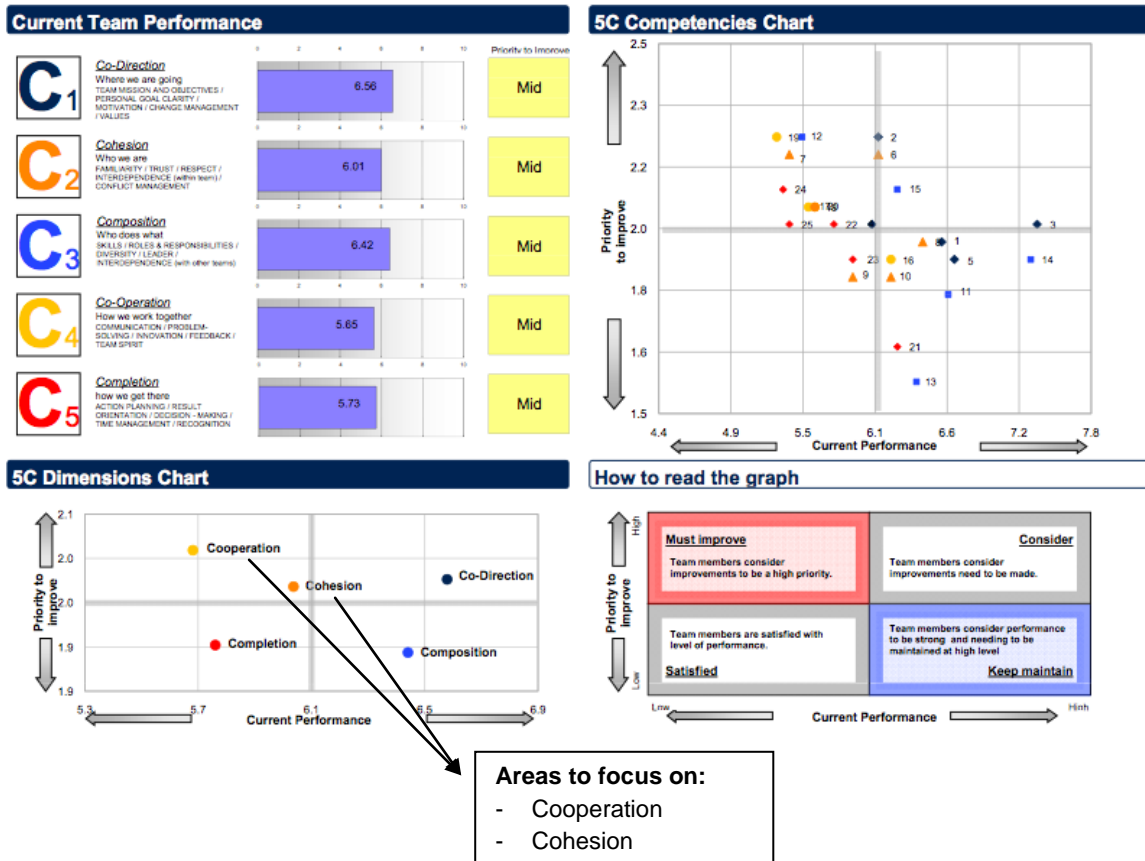
REFERENCES & MORE INFORMATION

IWNC 5C Team Effectiveness Assessment Tool

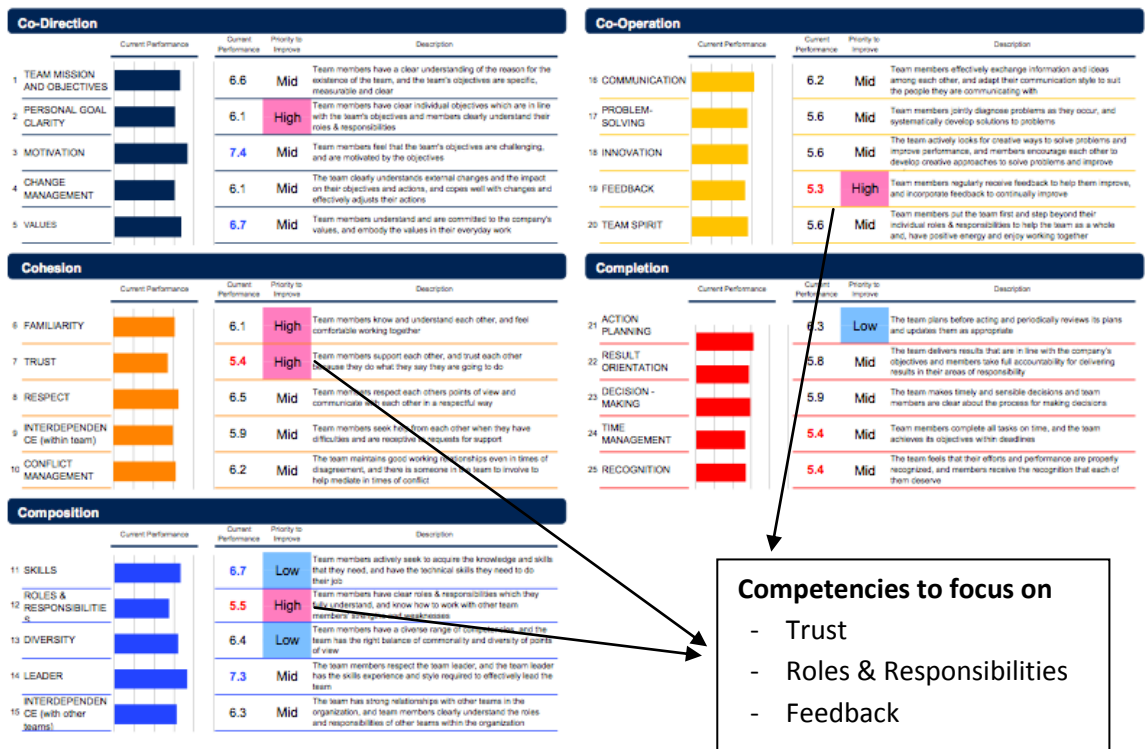
5C Team Profiler is an assessment tool that is based on the IWNC team effectiveness model. It measures a team's level of development and identifies areas for improvement in five key dimensions. The key 25 Team Competencies are:

<ol style="list-style-type: none"> 1. Co-Direction (where we are going) <ol style="list-style-type: none"> a. Team Mission & Objectives b. Personal Goal Clarity c. Motivation d. Change Management e. Values 2. Cohesion (who we are) <ol style="list-style-type: none"> a. Familiarity b. Trust c. Respect d. Interdependence e. Conflict Management 3. Composition (who does what) <ol style="list-style-type: none"> a. Skills b. Roles & Responsibilities c. Diversity d. Leader e. Interdependence (with other teams) 	<ol style="list-style-type: none"> 4. Cooperation (how we work together) <ol style="list-style-type: none"> a. Communication b. Problem - Solving c. Innovation d. Feedback e. Team Spirit 5. Completion (how we get there) <ol style="list-style-type: none"> a. Action Planning b. Result Orientation c. Decision Making d. Time Management e. Recognition
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IWNC 5C Team Effectiveness Sample Report – Diagnosis 1



IWNC 5C Team Effectiveness Sample Report – Diagnosis 2



MORE BOOSTER PROGRAM DETAILS:

- With every Team Booster program designed around the 5C findings, no two programs will ever be the same.
- The day will always begin by providing the team with the workshop's precise objectives and reaching agreement on the Ground rules to be followed throughout the day.
- An initial problem-solving physical activity will then get the team working together– providing also a benchmark for the day's teamwork.
- The team will then share their own ideas for what makes a high-performing team, the THEORY always being much easier than the PRACTICE.
- Reflecting then on their everyday challenges, the 5C Assessment findings will then be shared, with team members invited to interpret their meaning, thereby completing the first half of the day.
- The next two sessions of the Team Booster program will specifically address the “priority areas to improve” of the 5C, enriched with the team's own interpretations and insights from the previous session.
- A relevant practical activity will also be introduced to also give the team a second opportunity to work together and for IWNC to assess their progress.
- A review of the day's Booster program outputs sets the scene for the team developing new or improved initiatives WITHIN THE TEAM'S OWN SPAN OF CONTROL and which can be expressed in actionable form for inclusion in a 100-day Action Plan.
- At the end of the 100 days, the 5C can then be re-run, to assess the extent to which the team now feels it has addressed its initial challenges and thereby taken itself to a higher level.

“Individual performance isn't what you're paying for. You want individuals to enhance the team performance”

..... Dr Chris Brady

WHY IWNC?

- Asia-focused
- Multinational and multi-cultural
- Multi-lingual
- Extensive experience in leadership and learning
- 400 client organizations
- More than 20 years of experience in Asia
- Over 150,000 participants
- Latest methodology and technology

“As a result of IWNC's assistance, we became a TEAM focused on achieving the same breakthrough targets and vision, with dramatically improved morale and communication.”

Managing Director, Japan Global Resort Management Company

