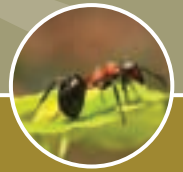




PURPOSEFUL TEAMS™

A WORLDSVIEW™ INTERVENTION



## Purposeful Teams™ *Guide to the intervention*

Australia • South Africa • United Arab Emirates • United Kingdom

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.





## Introduction

**Purposeful Teams™** is a powerful and participative intervention that moves teams to purpose-led execution. The intervention is applicable to natural task or project teams at every level of the organisation, utilising a process that adapts to the organisation's and the team's context.

Through the **Purposeful Teams™** intervention process, teams are able to establish and internalise the reasons for their creation. Individual members and the team as a whole are awakened to the significance of their roles, resulting in activation around purpose and the unearthing of key commitments required for high performance.

The intervention consists of a two-day workshop followed by two half-day review processes, all of which is facilitated by a member of the global network of Level 1 WorldsView™ Facilitators.

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

The **Purposeful Teams™** intervention examines the team's context, mandate, milestones and members in the realms of Head (knowing), Heart (being) and Hands (doing). It brings participants together repeatedly to explore and cover all aspects of the team's purpose from the organisational perspective, the team perspective and the individual perspective.





## A Unique Intervention

The **Purposeful Teams™** intervention 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 behavioral aspects of team development, the **Purposeful Teams™** intervention anchors the team solidly within its organisational context and

its organisational mandate, ensuring that the skills and experience of every team member can rapidly be brought to life.

In this way, teams become 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 might have been achieved with any other programme.

## Organisational Benefits

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.
- **Purposeful Teams™** are high-performing, effective and deliver rapid results for the organisation.
- **Purposeful Teams™** implement appropriate execution strategies and action plans to deliver strategic objectives.
- The **Purposeful Teams™** intervention averts potentially derailing team process 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 integrate task, relationship and process for high performance.

- Team members engage in meaningful conversations and create action plans to accelerate their effectiveness.
- Individual and team commitments are formed and put into action.

The **Purposeful Teams™** intervention addresses the following key team dimensions through facilitated conversations in which the team members provide the content and the facilitator provides the background material and the process facilitation:

- **Connecting** (Organisational mandate, team purpose in the system context, owning and connecting to purpose)
- **Challenging** (Understanding past and present, current state, team habits)
- **Visioning** (Personal commitment to purpose, envisioning the future state, statement of intent)
- **Committing** (Defining task milestones, team commitments and individual development plans)
- **Learning** (Reviewing team progress, applying team learning, challenges – feedback and coaching)
- **Sustaining** (Team sustainability, success stories, challenges and solutions, sustaining commitments)



## Intervention Information

The **Purposeful Teams™** intervention includes activities and dialogue that work in the realms of:



**Knowing** (Head)

Builds knowledge of the elements of team purpose and team work.



**Being** (Heart)

Prompts values-based reflection on the elements of team purpose and team work.



**Doing** (Hands)

Encourages behavioural changes to improve performance.

Each conversation follows a set process. The team members review the team dimensions, examine attitudes and beliefs for the team and the organisation, review behaviours and set out development plans for the individuals and team.



## Intervention Fundamentals

**Approach to Awakening Teams**

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 the organisation sets up sufficient clarity in terms of what they need to achieve together and what they can expect from each other along the way. The **Purposeful Teams™** intervention assumes that the organisation has hired the right people for the work and sets out rapidly to align those people behind a clear sense of team purpose.

**Adult Learning**

The **Purposeful Teams™** intervention draws on models of cognitive development and builds team effectiveness through the provision of knowledge, the support of mentors and the careful facilitation of conversations.

**Change Catalyst**

The **Purposeful Teams™** intervention serves as a change catalyst for individuals by encouraging knowledge, reflection and development plans. The intervention also serves as a catalyst for organisational change: *Where are we going? How are we getting there?*

**Workplace Relevance**

The **Purposeful Teams™** intervention is designed to provide a stable, academically-sound framework within which teams develop in conjunction with their peers who are on the same journey. The content of each conversation is determined by the members of the team through the examples that they review and the challenges and successes that they highlight. In this way, each team works at the level and the pace appropriate to the members of the team.



## Conversation Flow and Content

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?*) and Individual (*What is my purpose in this team?*)

From that foundation, a shared vision of the future can be developed in which the team members consider the practical implications of their mandate and their current state. Through that exploration, team milestones are crafted and individual commitments aligned to those milestones and the team begins the work of implementing them. After a period of implementation, the length of which is determined by the team in the context of its purpose,

the team members return to the **Purposeful Teams™** intervention to reflect on the challenges they have faced, the extent to which they are achieving their purpose and the learning that has arisen from working as a team.

After a further period of implementation, the length of which is determined by the team in the context of its purpose, the team members return once more to the **Purposeful Teams™** intervention. In this final session, the team will decide on the mechanisms it needs to ensure its own sustainability as a purposeful, high-performance team. Members will select and embed new supporting rituals that have emerged from the intervention and the appropriate team behaviours will be firmly embedded into the team's culture and processes.





Conversation Content	Outcomes
<b>Preparation: Sponsor Activation (on-line)</b>	
<ul style="list-style-type: none"> <li>Preparing to deliver the organisational mandate</li> </ul>	<ul style="list-style-type: none"> <li>Clear articulation of the organisation's Purpose</li> <li>Clear articulation of the organisation's Vision</li> <li>Clear articulation of the organisation's Values</li> <li>Clear articulation of the reasons for the team's composition</li> <li>Clear articulation of the team's organisational mandate</li> </ul>
<b>Conversation 1: Connecting</b>	
<ul style="list-style-type: none"> <li>Organisation mandate</li> <li>Owning and connecting to purpose</li> </ul>	<ul style="list-style-type: none"> <li>Clarity on the purpose of the intervention</li> <li>Understand what purpose is and why it is important</li> <li>Understand the team's organisational mandate</li> <li>Own and connect to purpose</li> </ul>
<b>Conversation 2: Challenging</b>	
<ul style="list-style-type: none"> <li>Understand the past and present</li> <li>Team habits</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and appreciate how the team's purpose fits in to the organisation's system</li> <li>Clarity on the current state of the team</li> <li>Clarity on team behaviours that are helping or hindering the team in achieving its purpose</li> </ul>
<b>Conversation 3: Visioning</b>	
<ul style="list-style-type: none"> <li>Personal commitment</li> <li>Envisioning future state</li> <li>Articulating purpose</li> <li>Crafting a statement of intent</li> </ul>	<ul style="list-style-type: none"> <li>Personally commit to the team's purpose</li> <li>Articulate and crystallise purpose in practical terms</li> <li>Create a shared vision for the team's future</li> </ul>
<b>Conversation 4: Committing</b>	
<ul style="list-style-type: none"> <li>Define team commitments</li> <li>Define task milestones</li> <li>Individual development plans</li> <li>Actions and follow-up session</li> </ul>	<ul style="list-style-type: none"> <li>Set team milestones and commitments</li> <li>Value unique individual contributions to the team</li> <li>Clarify individual development needs and commitments</li> <li>Schedule first follow-up session</li> </ul>
<b>Conversation 5: Learning</b>	
<ul style="list-style-type: none"> <li>Review team progress</li> <li>Apply team learning</li> <li>Personal challenges – feedback and coaching</li> </ul>	<ul style="list-style-type: none"> <li>Review progress</li> <li>Understand the concept of team learning</li> <li>Understand the extent to which the team is living its purpose</li> <li>Recognise changes that need to be made to achieve the desired future state</li> </ul>
<b>Conversation 6: Sustaining</b>	
<ul style="list-style-type: none"> <li>Success stories</li> <li>Challenges and solutions</li> <li>Sustainability</li> <li>Moving on</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and celebrate success</li> <li>Review individual and team commitments</li> <li>Understand the dynamics of sustaining growth</li> <li>Lay foundations for sustainability</li> </ul>
<b>Debrief: Sponsor Review (on-line)</b>	
<ul style="list-style-type: none"> <li>Assessment of team performance in terms of the organisational mandate</li> </ul>	<ul style="list-style-type: none"> <li>Assessment and recognition of the effectiveness of the intervention</li> </ul>



## Creative Dialogue

For full engagement of all participants, WorldsView™ Consulting 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 groups, groups to build a common point of view and become teams, and teams to pursue common goals. Diversity is celebrated and built on as individuals practise the art of listening and building on each other's views in a

facilitated environment that balances concept exploration and learning with efficient utilisation of time. Through the use of the lekgotla process, developing teams learn to listen vigilantly, to synthesise multiple viewpoints, to build on the thinking of others, to work with multiple minds instead of relying on 'solo command' 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.

## Assessment Mechanisms

The **Purposeful Teams™** intervention utilises self-assessment in relation to the team's purpose to provide a platform for the team's developmental journey.

The self-assessments are shared with other members of the team so that comparison and standardisation can emerge.

## Pre-reading and Assignments

Participants read one piece of theory (15 pages) and engage in action assignments in the workplace. Action assignments are based on the steps required to accelerate the team's performance and are not marked – rather, the team members will self-assess against the actions to which they have committed together.

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.



## Delivery Mechanisms

The intervention is rolled out at round tables in six separate facilitated conversations. The first four conversations are delivered on two consecutive days and the follow-up

conversations of four hours each are delivered at a time appropriate to the team’s purpose.

## Quality Assurance and Project Management

WorldsView™ Consulting’s quality assurance and project management team monitors the rollout of the intervention. The WorldsView™ Consulting team provides project management services, facilitator support and resolution of any difficulties that may be encountered. The team assesses the impact of the intervention through liaison with the customer sponsor and post-engagement sponsor reviews.

The WorldsView™ Consulting team will:

- Ensure that intervention materials are received on time by the organisation.
- Liaise with key people in the participant’s organisation to ensure that the intervention requirements are met.
- Review progress of the intervention, ensuring that it is rolled out on time and on budget.
- Evaluate participation levels and attend to any attendance problems that may occur.
- Co-ordinate facilitators, participants and venues.

## Intervention Scenarios for Teams

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

	Intervention Scenarios	
	Rapid Deployment	Normal Deployment
<b>Rationale</b>	<b>Fast-track, task-team, mandate to end in six months or less</b>	
Initiation (Connecting, Challenging, Visioning, Committing)	2 days	2 days
Interval 1	7 days	21 days
Follow-up 1 (Learning)	Half-day	Half-day
Interval 2	7 days	21 days
Follow-up 2 (Sustaining)	Half-day	Half-day



WorldsView™ Consulting

## Pricing Model

The **Purposeful Teams™** intervention is priced in two parts: Licence Fees and Facilitation Fees. Local tax is not included in quoted fees and will be added to invoices.

Licence fees and facilitation fees are due in advance to WorldsView Consulting on confirmation of a **Purposeful Teams™** intervention engagement contract. Discounts

apply to licence fees for larger numbers of participants. Licence fees are inclusive of all course materials, participant handbooks, learner-management system activation and reports. Facilitation fees may be negotiated separately from licence fees unless mutually agreed at the recommended fee.

## About WorldsView™ Consulting

WorldsView™ Consulting partners with organisations on transformational journeys. Forward-thinking organisations, aware of the need for ongoing transformational change, enhanced performance and leadership development,

partner with WorldsView™ Consulting to deploy participative, people-centric interventions that result in sustainable, positive change.



Transformational Consulting	Executive Coaching	Nine Conversations in Leadership™	Building Corporate Communities™	Strategic Goal Alignment™	Purposeful Teams™
Customised consulting partnerships for transformational change	Executive coaching partnerships to build capacity and support leaders in transformation	An innovative intervention that acts as a catalyst for long-term development of organisational leadership	An integrated action learning intervention that grows change capability where it is needed most	A dynamic intervention that rapidly translates strategy into organisational execution	A powerful and participative intervention that moves teams to purpose-led execution of mandates

## About WorldsView™ Consulting Global Partners

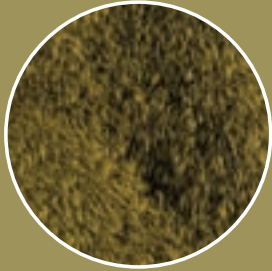
WorldsView™ Consulting's Global Partners are carefully selected to sell and facilitate the **Purposeful Teams™** intervention, making this team development journey more

accessible to the world. Visit [www.worldsv.com](http://www.worldsv.com) to locate your local WorldsView™ Consulting Global Partner.



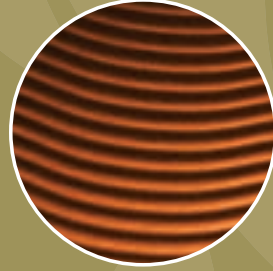
#### Feathers

Represent WorldsView™ Consulting. Drawn from the dancing eagle in the logo of WorldsView™ Consulting, the image is a depiction of strength, flexibility, spiritual evolution and ascending to a higher plane.



#### Grass

Represents WorldsView™ Consulting's Facilitator Network. The distribution and density of the grass represent the fast-growing and widespread nature of this network.



#### Sand

Represents WorldsView™ Consulting's Global Partners. The ripples of sand represent the interconnected channel of people working together.



#### Rocks

Represent WorldsView™ Consulting's Regional Offices. The cluster of rocks is a depiction of endurance and strength.

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