

ECLIPSE

Newsletter

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Quote Pick of the Month

'A successful team beats with one heart'.

BECOMING A TOP TEAM

How can a company set about improving the performance of its top team and get it right at the top?

Here are some ways to build the performance of senior executives working together:

1. **Address a number of initiatives concurrently.** The top team must focus on the most pressing issues—work that only it can do. Achieving tangible outcomes in a variety of management challenges is essential. The activities most likely to foster team action and reflection include framing strategy, managing performance, managing stakeholders, and reviewing top talent.
2. **Coaching to encourage awareness.** It is hard for a team to execute an improvement process by itself; some form of facilitation is usually required. Consultants or coaches should observe top teams and conduct team coaching sessions. Teams must discover what is effective for them. Merely telling a team the solution to its problems reinforces the poor quality of its alignment and interaction.
3. **Encourage inquiry and reflection.** Senior executives need to set aside enough time for analyzing the root causes of problems and to work out what they will do differently. Instead of developing rules of thumb slowly and subconsciously, they should use their business experience to draw lessons. Most senior business executives took a decade or more to develop their business judgment, but with the tenure of CEOs becoming shorter as investors' expectations rise, most top teams just cannot wait years to improve their performance.
4. At a minimum, the entire top team should spend one day each month together, without staffers, doing real work as a team. Subgroups of two or three members could work together a couple of times a week on every issue the team is addressing and the team must assess their own performance regularly and honestly. Teamwork is a pragmatic enterprise that grows from tangible achievements. The action-reflection cycle—supported by improved direction, interaction, and renewal—complements the work style of most senior teams.

The prize for building effective top teams is clear: they develop better strategies, perform more consistently, and increase the confidence of stakeholders. They get positive results—and make the work itself a more positive experience both for the team's members and for the people they lead. Plus, they become the inspirational leaders of tomorrow.



Testimonial

"JET has been able in a very short time to understand the Company's culture and challenges. They've acted as a very strong and reliable partner to successfully organise our Management conference, and to find truly innovative ways to convey our messages. They engaged the audience with an amazing level of energy. The event truly made a difference, people often refer to it, always as a strong experience. And even more important, we could feel the difference the day after, when back to work." - Head of Human Resources, Nestle, Egypt.

A MESSAGE FROM THE GM

Steve Jobs of Apple demonstrated that power and conformity were not necessary to becoming the number-one company in the world. The almost flat, non-traditional organizational culture that he shaped as a leader was so strong and consistent that it became evident in every aspect of the business. He would introduce the most incredible and awaited products in front of a world audience wearing a simple pair of jeans and a turtleneck sweater, and it filtered down.... Go to any Apple store today and you will find an amazing diversity in the workforce, whether this concerns style, age, or backgrounds.

Impossible was a word that did not exist in Jobs' dictionary – he would simply use his influence, drive and determination to make the impossible, possible. He was a tough, nit-picking and often temperamental leader – but also a leader who consistently (and unconditionally) lived and worked by his business values.

He walked his talk and possessed the ability to build and maintain a high performing team without compromising on the quality of his work. But how did he achieve that? He acted with integrity and never attempted to cut corners. And the more he demanded of others, the more he demanded of himself. When projects or products were axed, he shared his reasoning with his colleagues. When saying: "This is the most amazing product we ever made", he genuinely believed that.

When employees experience the level of engagement described by those who worked with Steve Jobs, they happily walk the extra mile and put the extra hour in not because they have to – but because they want to.

Steve Jobs not only left a legacy of leading edge technology behind him, but also left us with a perfect example of what authentic, inspirational leadership is all about and demonstrated the success that can be achieved along with it. Looking back on his life, reminds us that the road to excellence is not an easy one, but one that is so rewarding once we reach our destination.

Authenticity in leadership is exhilarating, contagious, and can be felt right across the organization, so I leave you with this thought, until our next month's issue..... How can you become more of an authentic, inspirational leader?

Our Model: Experience, Learn, Grow, Change

JET is all about team building and training. We help organizations build stronger teams, more dynamic leaders, more effective communication and a higher level of trust. A day with JET – even one – will provide powerful lessons, meaningful insights and real benefits that translate back to the office by changing the way people interact with one another. During our programs, leaders emerge from surprising sources, already acknowledged leaders become even stronger, people try on new roles, learn to appreciate new perspectives, find potential they never knew they had, and as a result teams get stronger.

Our model for how behaviors become habits and how teams become efficient is simple: Experience, Learn, Grow, Change. We have developed, tested and fine tuned experienced based programs that transform teams from groups of individuals to cohesive units with shared vision, common goals and mutual respect.

Teams get stronger



How will a day with JET make a difference?

JET programs use an experiential approach to promote individual and group learning, enhance the groups' performance and set a foundation for continued development. Success comes from how the group analyzes each problem, identifies and allocates resources and creates and executes a plan. Participants will see how group support enhances individual achievement and will leave with fresh perspectives about themselves as team players and leaders and with concrete ideas about applying these insights back to the workplace.

We offer ...

Outdoor and indoor team building activities, simulation games, soft skills training, corporate coaching programs with an emphasis on "bringing the core values to life", team diagnostic assessments, inspirational leadership retreats, motivational keynote presentations.

OUR PROGRAMS



JET programs are designed to:

- Create positive change
- Align peoples understanding
- Inspire participants to achieve things they never thought possible
- Increase productivity
- Improve internal communication skills
- Act as a catalyst for change and innovation.

Teamwork at the top

BREAK THROUGH
PARADIGM SHIFT

When the top team isn't working well, the whole company suffers, since the behavior of the top team is mimicked lower down in the organization.

Top performing teams have to master three dimensions of performance. First, they require a common direction: a shared understanding of goals and values. Second, constructive skills of interaction; and finally, top teams must always be able to renew themselves—to expand their capabilities in response to change.

One reason for the difficulty of improving a team's performance is that interaction, direction, and renewal are interdependent—teams need to go forward simultaneously on all three fronts to make real progress. It isn't surprising, for instance, that top teams interact poorly when they don't have a common direction. By contrast, enhanced performance in one dimension not only reinforces the improvement in others but also provides for the genuine personal development that builds success.

There are typical warning signs in each of the three dimensions of team performance.

1. Confused direction

Lack of alignment. Executives may nod their heads when the CEO delivers a vision, but the team often lacks a shared view of how to implement it. Lack of alignment can stem from the absence of values driven leadership.

Lack of deep understanding. In some cases, the top team agrees on plans, but in reality, actions are inconsistent with its decisions.

Lack of strategic focus. Top teams without a common direction spend more time on business as usual and on "fire fighting" than on seeking out and doing the work only they can do. A focused team concentrates on developing talent within the organization and on driving major growth initiatives; an unfocused team second-guesses line-management decisions, reruns analyses, and immerses itself in detail.

2. Ineffective interaction

Poor dialogue. Although the members of a team may spend much time talking to one another, they can often fail to communicate, by withholding vital information, suppressing critical opinions, or accepting questionable strategies out of fear of retaliation. This can lead not only to frustration but also to hidden agendas—problems that may stem from mistrust if individual team members don't know one another or organizational units have a history of conflict or "silos".

3. An inability to renew

Dysfunctional behavior. Often the most serious result of poor dialogue is an inability to capitalize on diverse viewpoints and backgrounds, thus reducing the team's ability to work creatively and adapt to changes in the market; hence the typical CEO complaint that once-solid team members no longer energize others or adapt to changing needs.

Although many top teams recognize the importance of organizational renewal, few of them institute processes that revitalize effort and commitment. This can make it hard for members of a team to step back and honestly assess their own performance. These problems often have their origin in the team members' experience as middle managers. Most executives have climbed functional silos and are accustomed to defending their organizational turf. It is often difficult for such people to make the leap to broad strategic issues that have a bottom-line impact. Frequently, executives also can't adapt their leadership style to life at the top, where interactions tend to be shorter, more frequent, less prepared, and aimed at a wider and more diverse audience. Plus, many companies do not give the members of their top teams mentoring or coaching about how to effect change.

Thank you as usual, the coaching session was perfect." -

*Human Resources Manager
Phillips Egypt LLC., Egypt*



AFRICAN DRUMMING!

WHAT MAKES DRUMMING AN EFFECTIVE TOOL OF COMMUNICATION?

Corporate drumming is an amazing tool to use for team building, as all the metaphors of working together as a team you can apply to drumming together as a tribe. Exactly the same principles used for creating unity in tribal villages can be modeled in the corporate environment where drumming and rhythmic activities serve to help people work together as a team. Apart from being amazingly energizing and lots of fun, participants experientially learn concepts of leadership, listening, dealing with stress and cooperative teamwork. When you involve people and get them to actually experience and "do", they understand and most importantly remember! So there is a lot of important learning that gets taken back to the workplace.

It facilitates interaction. When participants hear the rhythm of the drumming group and contribute their beat, they are both listening and playing and being receptive and creative at the same time. People have to be aware of the team/tribe members sitting on either side of them, and if anyone loses the beat, the group can carry them, until they find their place again which creates great team spirit and support, and interaction.

HOW DOES DRUMMING HELP THE GROUP LISTEN TO EACH OTHER?

Listening skills are highlighted as people can witness first hand how a rhythm can

"collapse" if members do not truly listen to one another. In drumming, if there was just a collection of soloists, there would only be noise, so the group realize very quickly that an important aspect is to keep their part of the rhythm going, whilst still listening to the rest of the group and allowing the group rhythm to evolve. Participants experience that each layer of the rhythm is of vital importance to the collective "sound", and this metaphor allows everyone to see that each member of the group is vital! Everyone brings his or her own "gift" to the final outcome, which is a validation of individual and team achievement.

CAN GROUP DRUMMING REVEAL TEAM DYNAMICS?

Interestingly enough, yes! It can indicate the inter-personal level of the group. When a team already has a synchronized energy they can create harmonious rhythms much quicker than a team that still have unresolved communication and bonding issues.

Organizations are like 'living organisms', they have personalities all of their own and the spirit of group energy can be felt during a team drumming experience where inner forces are at work. When a team is already bonded and



communication is clear and open, rhythmic entrainment will happen a lot quicker. It is felt as a synchronization of rhythmic energy.

leadership quiz:

Do you:

- communicate effectively
- set priorities
- learn & improve procedures
- responsible
- analyze problems
- adapt to change
- take risks
- inspire others
- stand up when under fire
- learn from mistakes
- exhibit strong social skills
- focus on the end product
- handle stress & pressure



"The drumming session was one of the most successful sessions in Tetra Pak Egypt 2010 Kick-off event, everyone enjoyed and appreciated it!! it also built on our core values and brought them to live" -

PR & Communications Manager, Tetra Pak, Egypt.



Why Choose JET ...

Our methodology is cutting edge and we believe in innovation and the unlimited possibilities of human potential when given awareness and empowerment.



Different services and activities for unique situations

We have lots of other activities and we focus deeply on corporate coaching and organizational relationship systems coaching with of course, team building icebreakers and energizers. Our custom programs are designed to deliver the business results that come from increased team performance, so we select from our menu what is appropriate for the particular client. Among the deliverables of these highly energetic programs are for participants to have fun in a non-hierarchical setting, form business relationships with people in a way that easily transfers back to their daily environment, communicate on a deeper and more personal level, and to feel an increased sense of motivation and appreciation for a job well done.

Increasing Team Performance

We offer customized programs in strategic visioning, high performance team building, leadership development, communication enhancement skills, change and stress management, conflict resolution, unity through diversity, and more...

We meet with the client to analyze and understand the current situation. This can lead to different services and activities for unique situations. We offer a wide variety of experiential learning opportunities that place individuals and groups out of their comfort zone, where learning really takes place. Their responses and the choices they make are all part of their learning process.

HOW TO GIVE FEEDBACK

1. Relevance & importance: Don't waste time on feedback that won't make a positive impact.
2. Accuracy: check your facts, don't take the truth of your information for granted.
3. Action: Telling employees that they made a mistake isn't helpful feedback; explaining what to do in the future to avoid similar errors is.
4. Necessity: Does the employee really need to hear this? Test yourself by thinking about what would happen if you didn't say anything.

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LEADERSHIP QUALITIES

1. Embrace responsibility
2. Have a vision
3. Eliciting cooperation
4. plan
5. listen