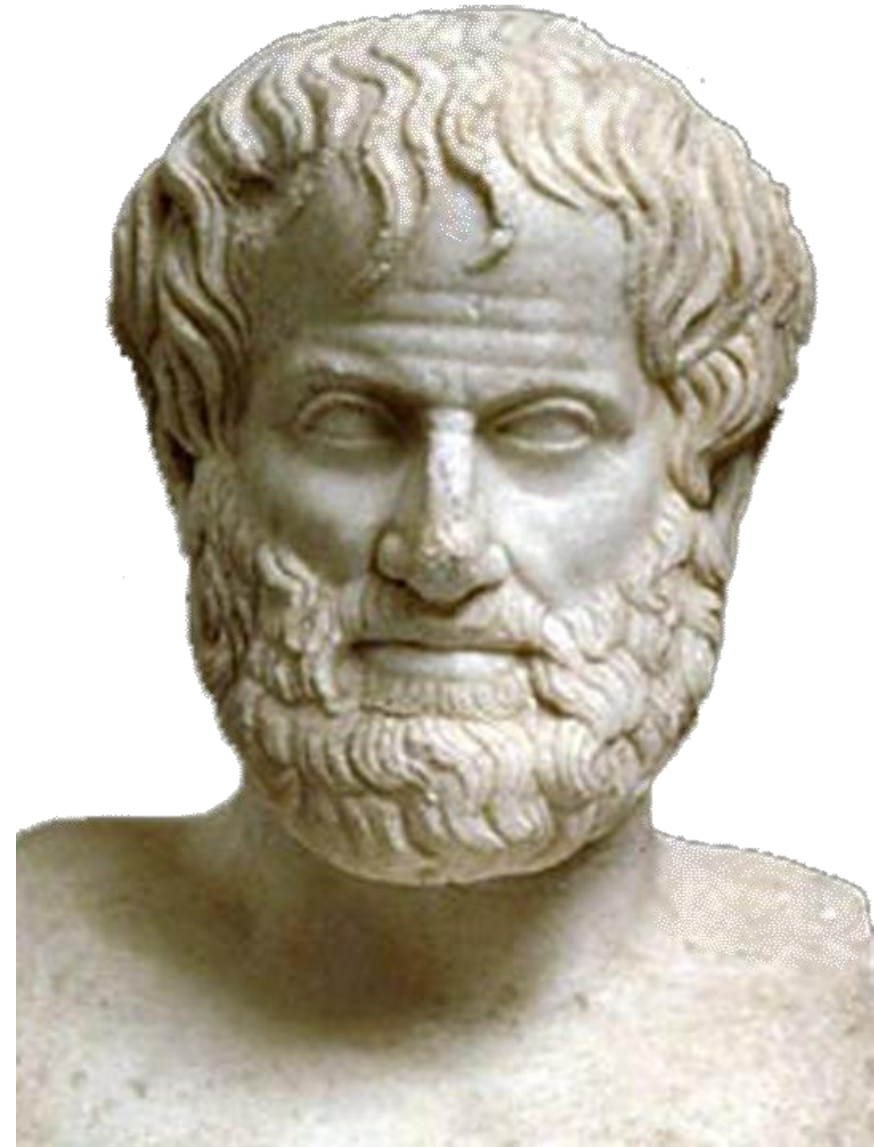


OUR PHILOSOPHY & FRAMEWORK



**“We are what we
repeatedly do.
Excellence, then, is not
an act, but a habit.”**

Aristotle



DEFINITION OF A TEAM

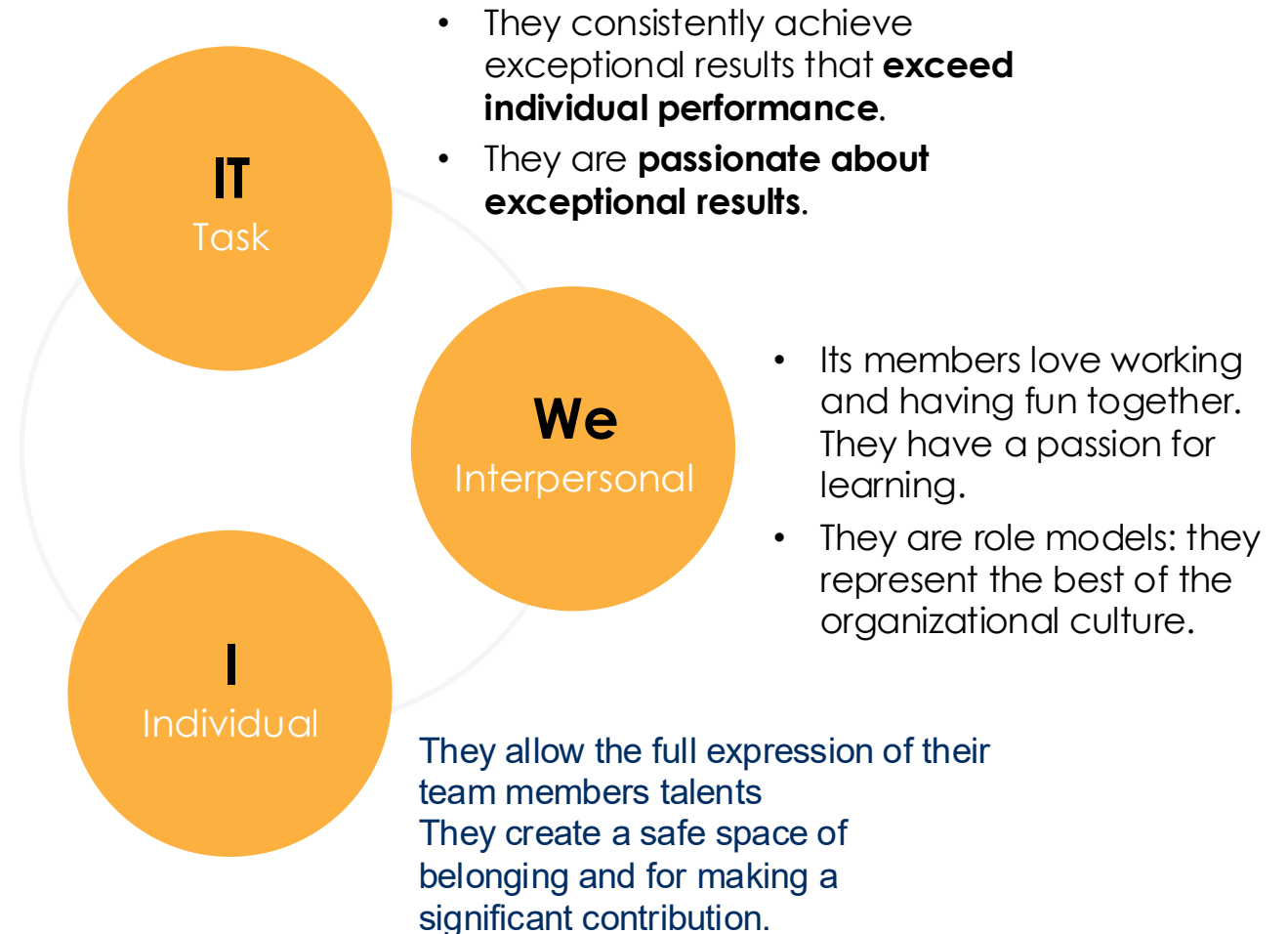
“a **team** is a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable.”

Katzenbach & Smith

The wisdom of teams

TEAMS: PERFORMANCE “LEVER” OF AN ORGANIZATION

We believe conscious high-performing teams understand that **exceptional sustainable results** come from integrating three critical dimensions: IT (task), WE (relationships) and I (self).



FRAMEWORK

Our beliefs on leadership team effectiveness:

- We focus on helping leadership teams drive business performance improvement, rather than “teaming for teaming’s sake”.
- We uniquely combine work on “Hard - structure” and “Soft - behavior and culture” in our work with teams.
- Some of our fundamental philosophies for senior leadership teams are:
 - **Business objectives drive the optimal structure** (teams, sub-teams) **and process** (meetings, roles) of leadership teams. Leadership Teams don’t always need to be teaming more; sometimes they should be teaming less, and/or more effectively. The key is to make disciplined choices about when and how to work together.
 - **Efforts to improve team effectiveness should be anchored to an actual business performance challenge(s)**. This improves team effectiveness in realistic situations, and ensures real progress on a business imperative, which in turn makes the new behaviors sustainable.
 - **Teaming improvements come from reviewing and adapting not just the team’s structure and process, but also its culture** – as determined by the behaviors and the underlying mindsets of its members.

Supporting teams for sustained peak performance

We help teams ensure that they follow an effective meeting process: before (clear purpose and materials preparation), during (disciplined divergence and convergence process for authentic and effective conversations) and after (clarity of outcomes and accountability for next steps).

Leaders understand how their mindsets impact the way they behave and lead. More effective mental models are explored and skills developed. Leaders feel empowered as they focus on their ability to respond rather than on external variables. They reconnect with a sense of meaning and purpose as they find ways to express their values in business-effective ways. They learn how to elicit the best in their teams and employees, creating genuine engagement and leading to superior performance.



Through interviews and quantitative assessment, we produce a team diagnostic report with recommendations to improve performance

We conduct skill building workshops specific to the team's key issues as per diagnostic recommendations. The workshops are complemented with individual development sessions and team activities like meeting facilitation.

not all groups are teams...

Working Group

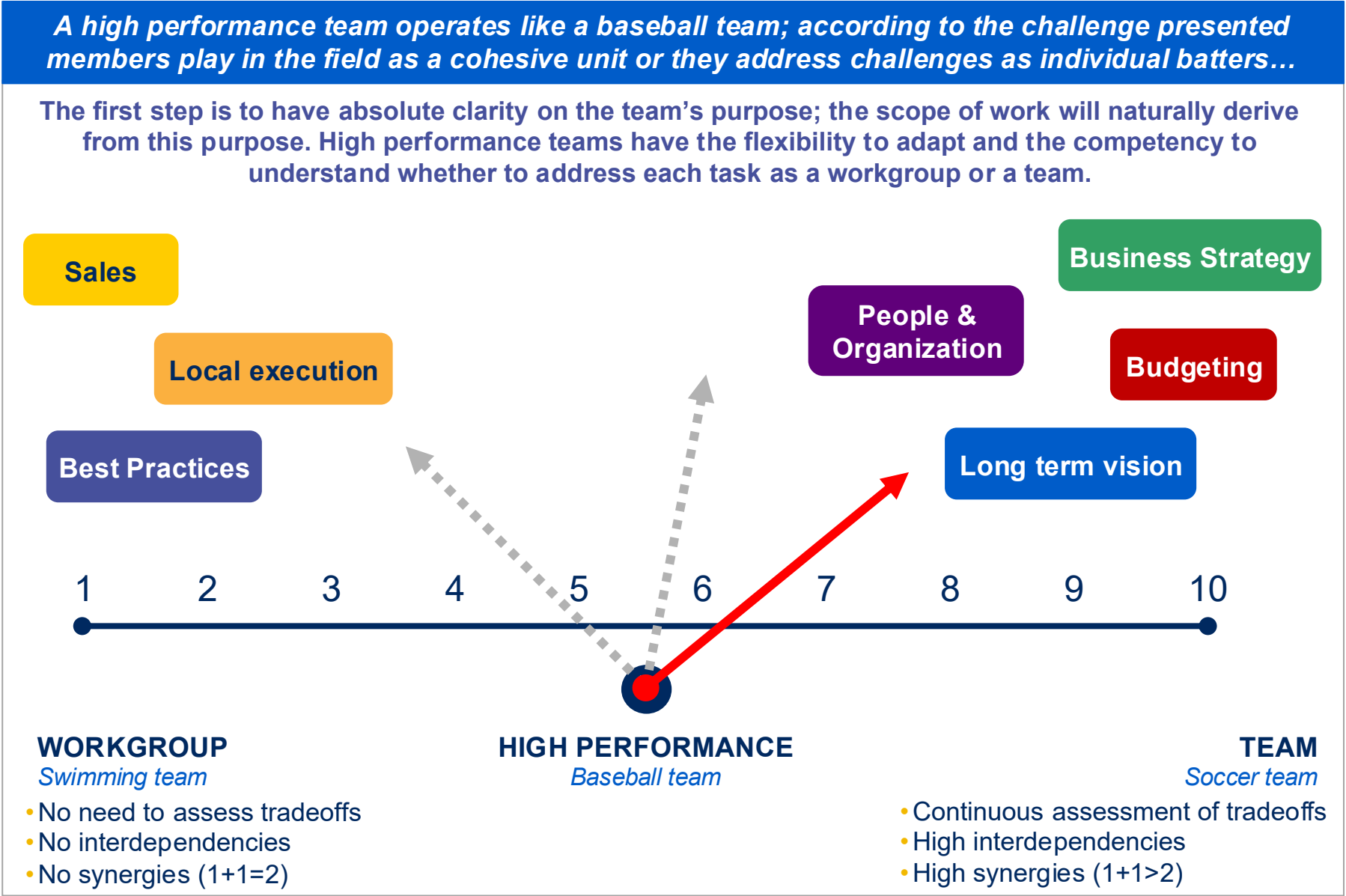
- > Strong, clearly focused leader
- > Individual accountability
- > The only existing purpose is the broader organizational mission
- > Individual work products
- > Runs informational meetings
- > Measures its effectiveness indirectly by its influence on others (such as financial performance of the business)
- > Discusses, decides, and delegates

Team

- > Shared leadership roles
- > Individual and mutual accountability
- > Specific team purpose that the team itself delivers
- > Collective work products
- > Encourages open-ended discussion and active problem-solving meetings
- > Measures performance directly by assessing collective work products
- > Discusses, decides, and does real work together

A team 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.

choosing the level of interdependency



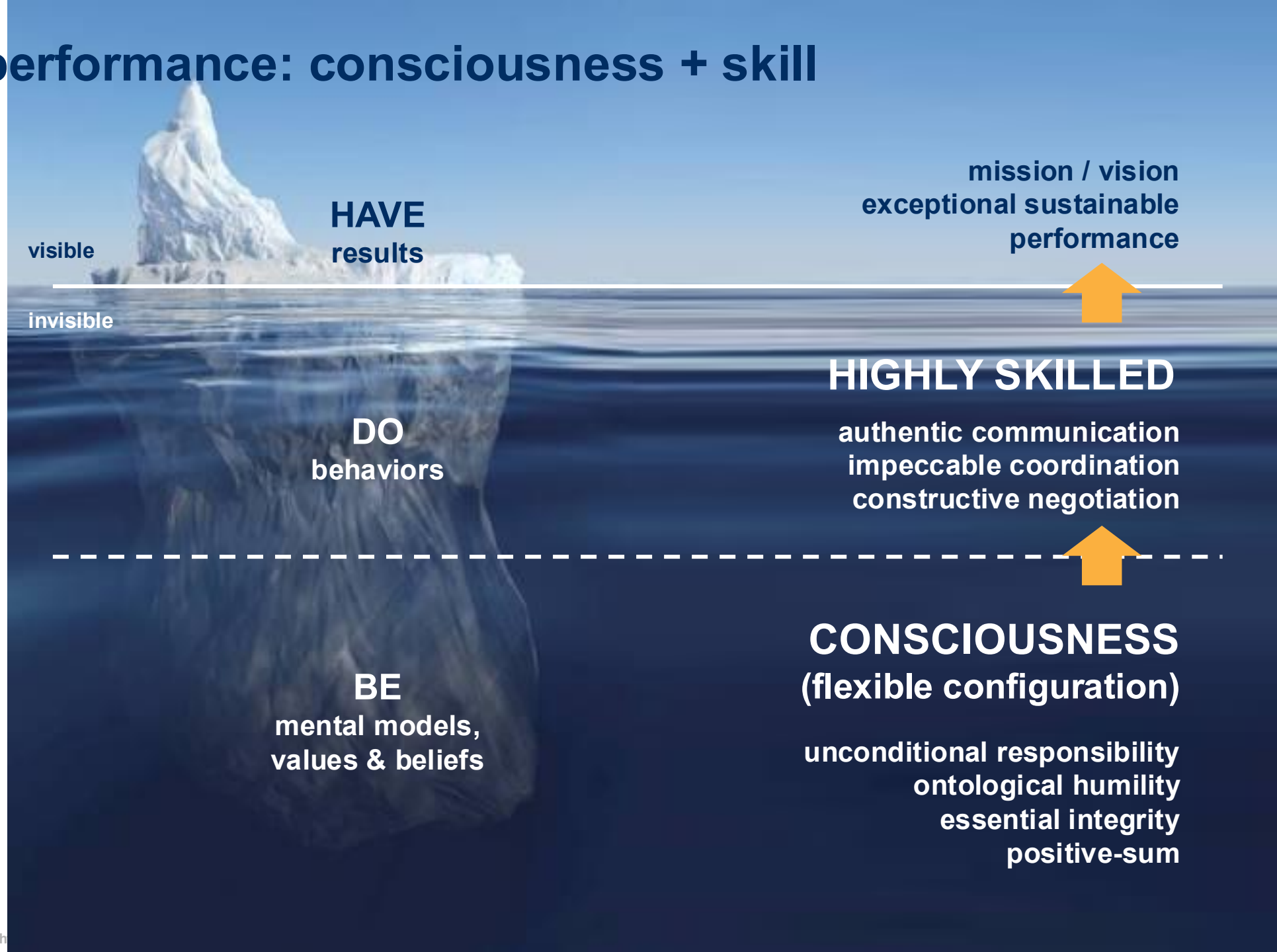
example: football team objectives

Soccer team objective:	“Win, by scoring more goals than the other team”
Offense sub-team objective: Defense sub-team objective:	“Score goals” “Prevent the other team from scoring”
Offense team preferred play: Defense team preferred play:	Lose 4-5 or win 1-0? Lose 0-1 or win 5-4?



The team’s shared objective must outweigh individual objectives; sub-teams must sometimes sub-optimize in order to win as a team

high performance: consciousness + skill



team diagnostic methodology details

The findings of our reports are based on a series of quantitative and qualitative data collected from all or a sample of team members and their collaborators:

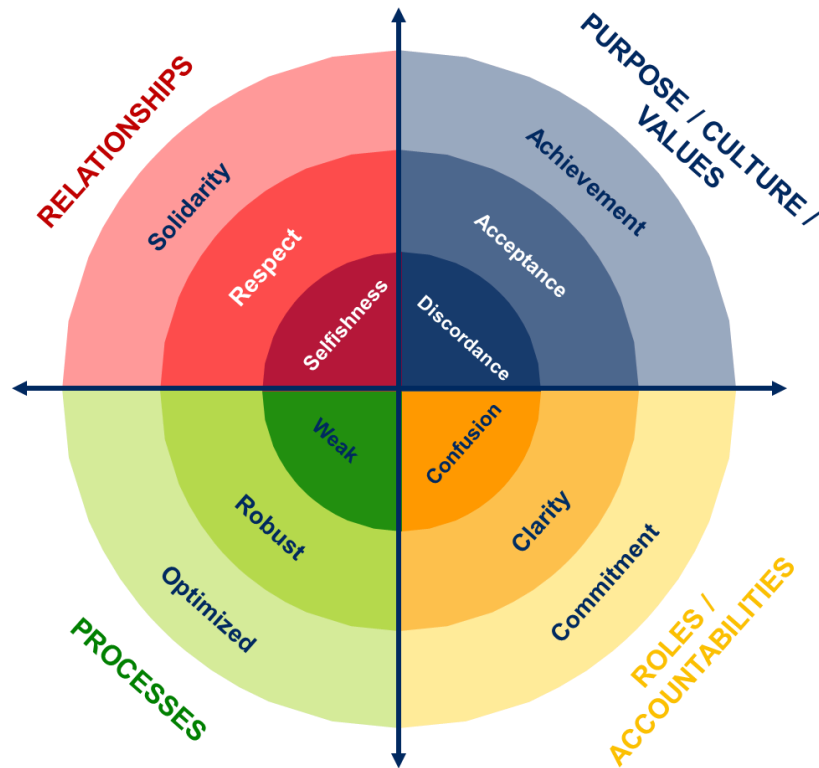
- **In-depth structured interviews:** face-to-face or on-the-phone, with a certified Axialent coach
 - To get their view on the culture of the team dynamic.
- **High Performance Team survey:** online, administered to a sample of team members to be defined
 - To measure the current level of effectiveness of BFF's senior leadership team, based on their perspective;
 - To collect their view on the desired culture focus for BFF, as well as organizational readiness and motivation for change.
- **Organizational Culture Survey (OCI)®:** online, administered to a sample of team members to be defined
 - To understand the shared behavioral expectations that operate within the organization (when the perspectives of multiple people are combined)



EXECUTIVE TEAMING SUCCESS

1

Drive excellence on 4 key dimensions, starting with team purposes



2

Select and apply the correct “mode of teaming” against each team purpose

WORKING TEAM

- Loosely assembled group structure
- Often meets over extended period of time

REAL TEAM

- Shared, shifting leadership
- Shifting, evolving roles
- Mutual accountability
- Collective work products

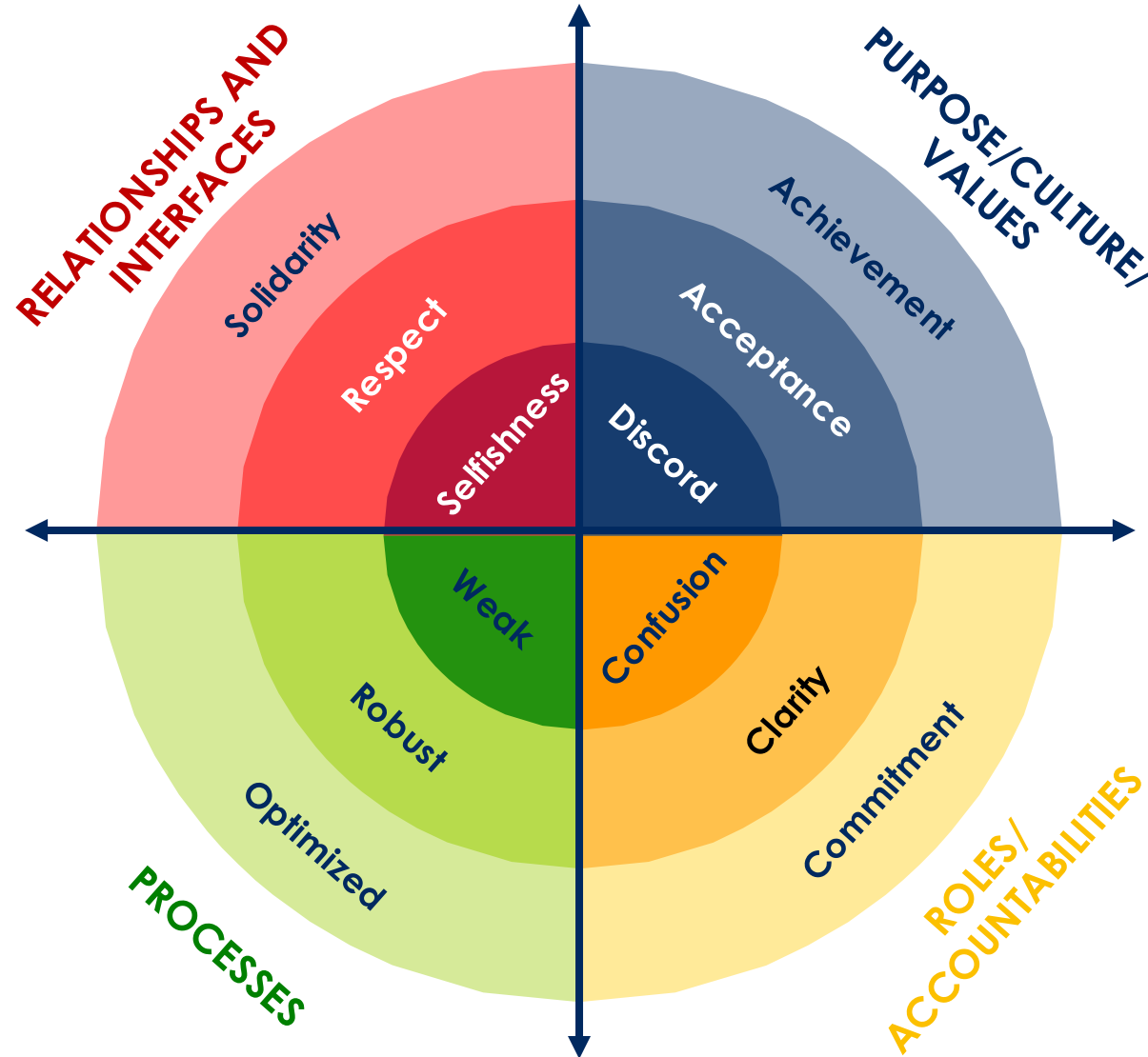
SINGLE LEADER UNIT

- Concentrated leadership
- Clear, stable roles
- Individual accountability
- Individual work product

HIGH PERFORMANCE TEAM APPROACH

High trust, support and challenge. Productive inquiry and active listening — willing to question, challenge, live with ambiguity and tension to transform and constructively negotiate in a way that supports agility and adaptive decisions and commitments. Members willing to be open and vulnerable in order to question and challenge themselves and others and to grow.

Decision-making, communication, delegation, teaming, and agendas that support agile and adaptive thinking.



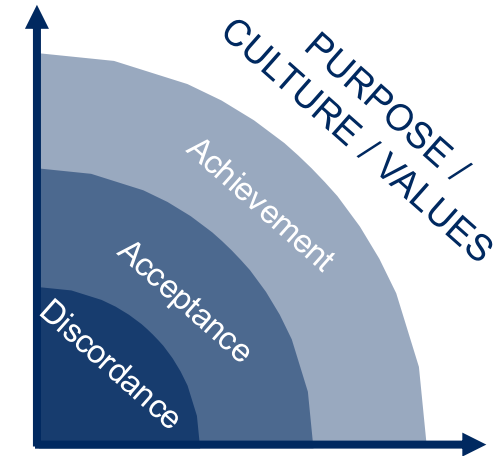
High ownership for collective, shared purpose, visions and priorities. High aspiration and stretch. Team purpose trumps individual agendas. A culture that supports commitment to direction while being agile and adaptive along the way. A deep belief that challenging mindsets and beliefs are key aspects of strategy.

Clarity on roles, deliverables and independencies. High accountability. Willing to support team members for the greater good.



HIGH PERFORMANCE TEAM ▶▶

- Clear mission that generates a powerful shared purpose.
- Breakthrough performance objectives come from within the team, not externally driven. Team self-motivated and challenges itself beyond external KPIs.
- Walk the talk – each team member leads integral lives and calls upon other team members if they don't.
- Strategically planned teamwork - thought through the risks in the achievement of the team's goals and have shared contingency plans.
- Periodically review and update their team goals.
- Striving for excellence; driving motto becomes: "Let's see how good we can get!"



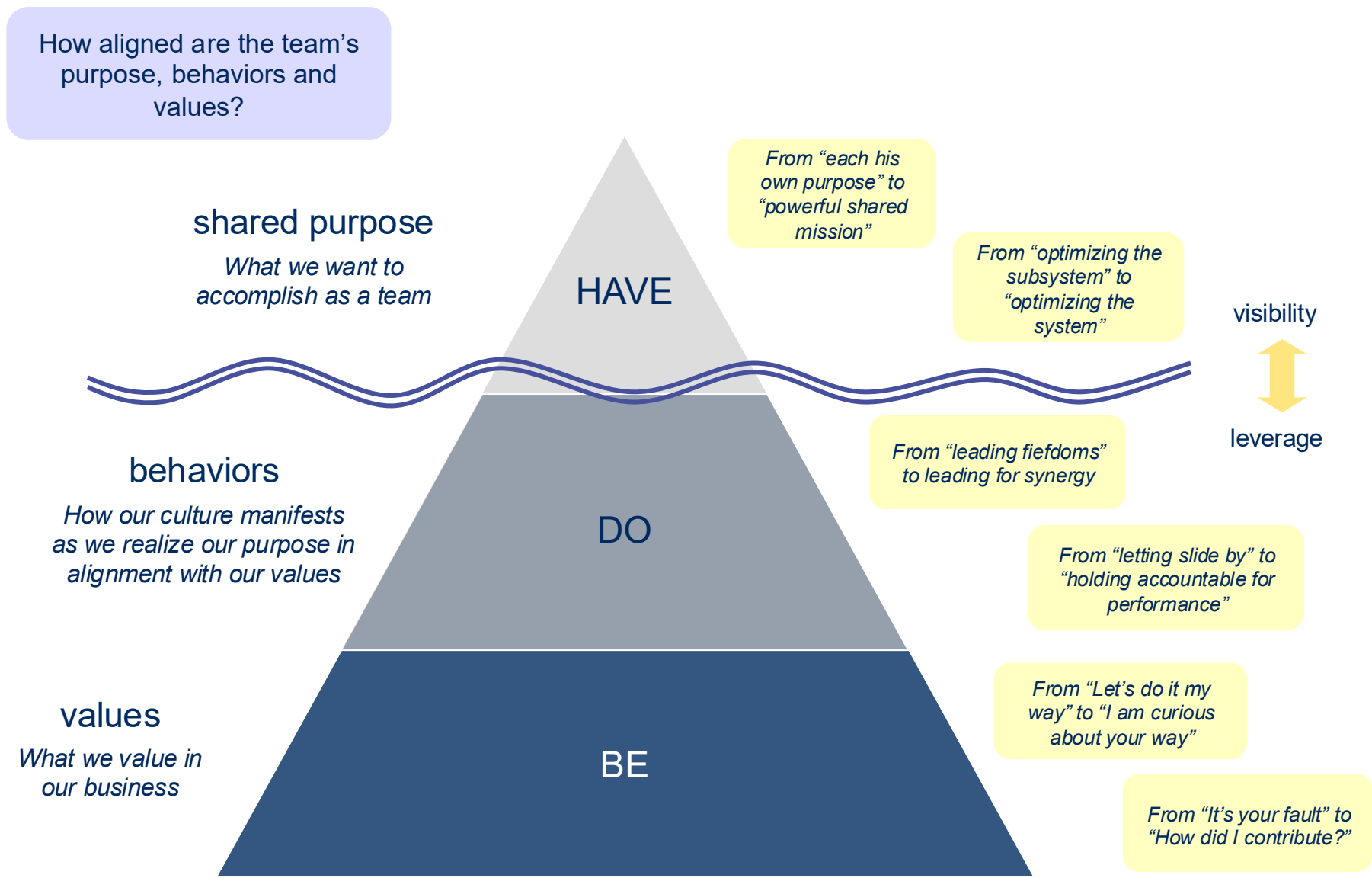
STANDARD TEAM ▶▶

- Clear about the unique purpose of the team and how it supports organizational strategy.
- Clear about the long term vision and values.
- Clear about what goals the team needs to achieve; use specific commonly agreed upon measures.
- Clear on shared priorities and how to achieve the team's goals.
- Have a defined code of value-based behaviors.

SUB-OPTIMAL TEAM ▶▶

- Unclear or in disagreement about goals; non-existent, abstract or incongruent measures.
- No shared vision or values.
- No ground rules established.
- No unique purpose of the team.
- Unclear priorities and inability to make tradeoffs.
- No idea on how the team purpose supports organizational strategy.

aligning purpose, behaviors & values





HIGH PERFORMANCE TEAM ▶▶

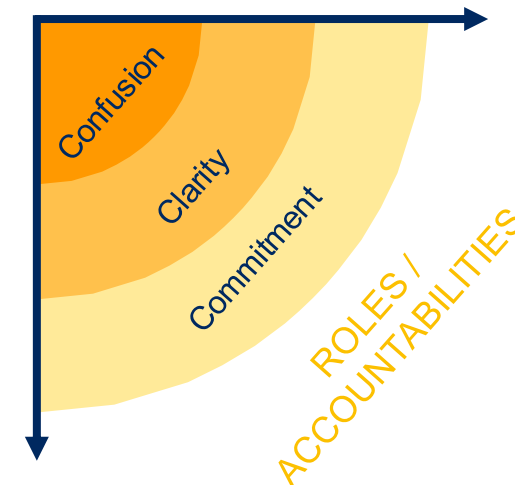
- Everyone is delivering their contribution and team expectations of each other are high – “my word is my bond”.
- Mutual accountability and support – if one team member is falling, every member will help them to ensure success.
- Make wise sacrifices and share resources to optimize the team effectiveness in service of the organizational goal.
- Dedicated time to teambuilding and creating a sense of solidarity.

STANDARD TEAM ▶▶

- Each role defined using the right metric and agreed to by all.
- Interdependencies of individual roles are defined.
- Individual contributions are defined and linked to team goals.
- Each member's contribution is aligned, via negotiation, with other team member's contribution.
- Individuals are accountable for their individual goals and for the team goals.]

SUB-OPTIMAL TEAM ▶▶

- Roles are not defined. Overlaps and gaps create disruptions in the task performance and the relationships.
- Individual contributions and interdependencies are not understood.





CORE PRINCIPLES

- 1 Negotiated contract between two parties
- 2 My word is my bond
- 3 Countable, tangible, visible

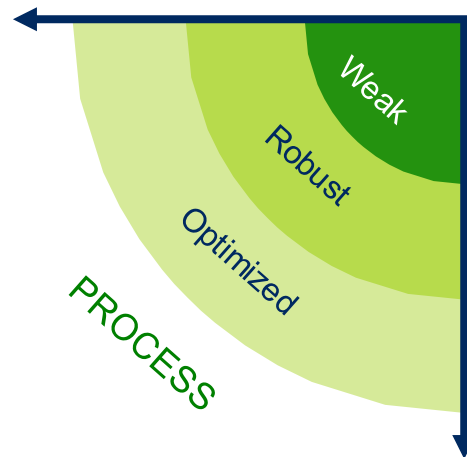


HIGH PERFORMANCE TEAM ▶▶

- Comfortably flex rules to become faster, more efficient (fit for purpose).
- Unaware of impeccable coordination - processes are organic, not mechanistic.
- Integrated processes that leverage cross-teaming synergies that transcend silos.
- Disciplined attention to ongoing process improvement.
- Minimalist, elegant, simple processes - a “more with less” essence.
- Learning conversations & after action reviews [AAR] following each project to extract lessons
- Consensus on decision making process – everybody agrees decisions made.

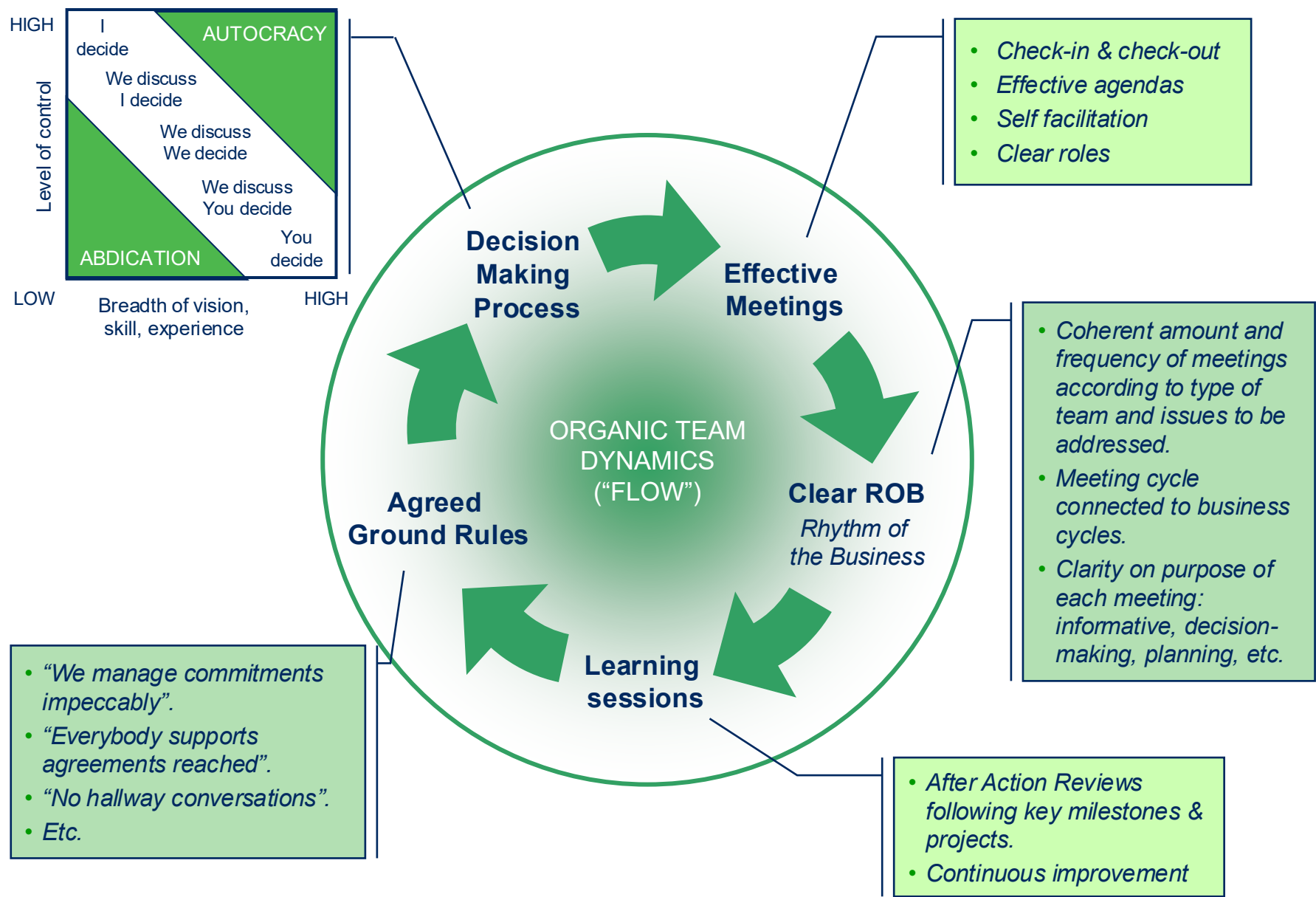
STANDARD TEAM ▶▶

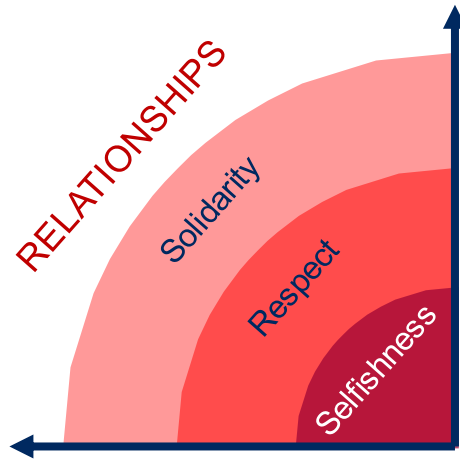
- Effective team meetings – time is wisely used (right topics, right people), output and agenda for each meeting is clear and agreed upon.
- Team members have the necessary information to contribute effectively.
- Communication systems are appropriate (email, voicemail, meetings, etc.).
- Mechanisms facilitate action and follow up.
- Team members stay on purpose.
- The team uses appropriate methods for decision making, problem solving, information sharing, brainstorming, etc.



SUB-OPTIMAL TEAM ▶▶

- Team’s interactions are unstructured and chaotic.
- There is no defined output or agenda for team meetings.
- Team members do not have the necessary information to contribute effectively.
- Communication systems produce breakdowns.
- No joint work product.





HIGH PERFORMANCE ▶▶

- No undiscussables - everything on the table: performance, agreements and self-disclosure.
- Emotional mastery - comfortably use personal emotions, mind-sets and values to deliver desired results.
- Productive inquiry and active listening - willing to question, challenge, live with ambiguity and tension to transform.
- Forgiveness as a way of living 100% in the present.
- Consciously deepen trust between each other - team members are seen as friends.
- Attracts talent: people want to be on the team.
- Team members protective of their "We" and are reluctant to transfer.

STANDARD TEAM ▶▶

- Mutual learning model helps understand own and other team member's style, likes, dislikes, motivations, etc.
- Differing viewpoints are spoken & heard. Give and receive feedback on behavior.
- Active listening - respect and use differences of opinion, style and strengths.
- Build each other's contribution and draw out the best from everyone.
- Trust in each other's competence, dependability and support.
- Team members are advocates of the team to others.

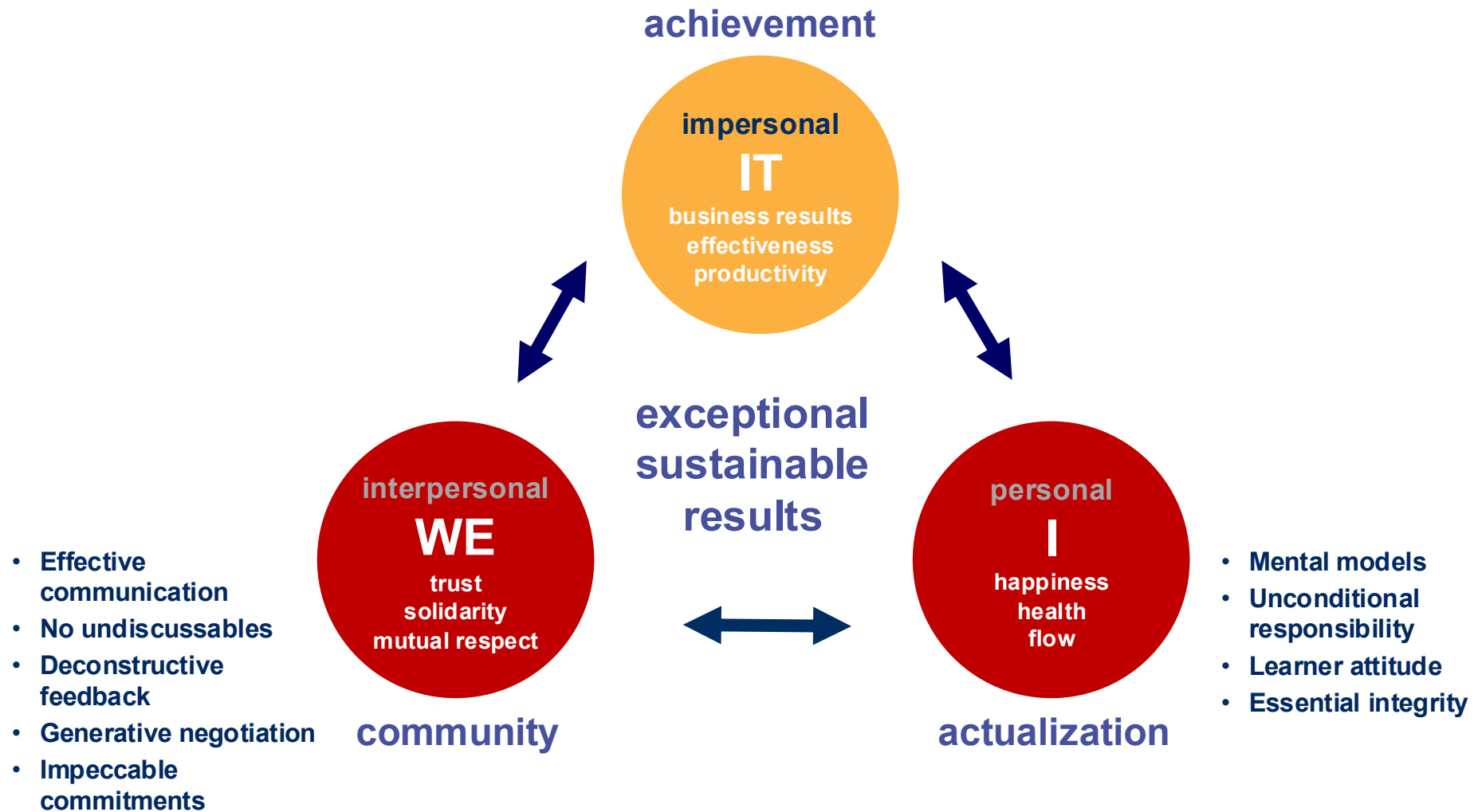
SUB-OPTIMAL TEAM ▶▶

- Shallow politeness covering mistrust and lack of community.
- Silo-focused individuals are concerned only with self-promotion, lack of care for one another.
- Transactional exchanges no deep conversations about purpose and meaning.





relationships







A crisp purpose, clear roles and seamless processes need a solid human dimension for the team to achieve exceptional results over time.



POSSIBLE STRATEGIES

DIMENSIONS	FOCUS...	CONTENT...
PURPOSE AND GOALS 	<ul style="list-style-type: none"> • Purpose, behaviors and values alignment • Strategic direction alignment 	<ul style="list-style-type: none"> • MISSION, VISION AND PURPOSE • GOAL ALIGNMENT
ROLES 	<ul style="list-style-type: none"> • Accountability • Team cohesiveness 	<ul style="list-style-type: none"> • IMPECCABLE COMMITMENTS
PROCESS 	<ul style="list-style-type: none"> • Processes in place • Meeting effectiveness • Cross-group collaboration 	<ul style="list-style-type: none"> • OPERATIONAL AGREEMENTS • DECISION-MAKING PROCESS
RELATIONSHIP 	<ul style="list-style-type: none"> • Team interactions • Levels of trust, communication and openness 	<ul style="list-style-type: none"> • AUTHENTIC COMMUNICATION • DEALING WITH UNDISCUSSABLES • TAKING TRUST TO THE NEXT LEVEL

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different situations call for different approaches

team situation	objectives - examples	recommended approaches
New team, need to form quickly	<ul style="list-style-type: none"> • Accelerate familiarity, e.g., with style preferences • Set shared norms and objectives right away • Agree charter and roles 	<ul style="list-style-type: none"> • “Jump start” Offsite <ul style="list-style-type: none"> > Work with style inventory e.g. MBTI > Real work on objectives/charter with feedback based in style inventory • Ongoing coaching as needed
Existing team, performance challenges	<ul style="list-style-type: none"> • Review objectives and shortfalls • Confirm need for and nature of collective performance • Improve teaming disciplines e.g., results orientation, problem solving, accountability 	<ul style="list-style-type: none"> • Team Assessment survey • Workshops and “learning into action” • Results measurement and feedback • Ongoing coaching as needed
Existing team, significant trust issues	<ul style="list-style-type: none"> • Diagnose problems – personal, structural, both? (If structural/discipline: as above) • Improve teaming behaviors e.g., conflict resolution • Restructure team as needed 	<ul style="list-style-type: none"> • Team assessment survey and style inventory e.g. MBTI • Diagnostic interviews • Group and one on one interventions as indicated
Dispersed global leadership group	<ul style="list-style-type: none"> • Ensure effectiveness of collaboration and interfacing even when not physically together • Determine effective meeting/sub group structures 	<ul style="list-style-type: none"> • Organizational network analysis • “Leadership Journey” (several options) • Virtual teaming best practices

different situations call for different approaches

team situation	objectives - examples	recommended approaches
Temporary project team	<ul style="list-style-type: none">• Complete a specific project outside normal business parameters• Work effectively with others outside own function and/or business unit	<ul style="list-style-type: none">• Change/transformation principles• Project management tools• Cross functional teaming disciplines
Junior level permanent team	<ul style="list-style-type: none">• Collaborate effectively on an ongoing basis	<ul style="list-style-type: none">• Simple one- to two-day workshops on teaming basics
Senior level leadership team	<ul style="list-style-type: none">• Learn to leverage time together – senior leadership teams seldom need to truly “team” and instead need to form different sub-groupings and influence other parts of the organization effectively• Set the standard for the organization	<ul style="list-style-type: none">• Higher investment, longer “journeys” heavily based in doing real work together• Stakeholder involvement• Organizational network analysis to understand and leverage interfaces outside the team

OUR APPROACH FOR INCREASED VALUE AND IMPACT

TEAM APPROACH / SOLUTION OVERVIEW



SOLUTION DETAIL

Diagnose & Plan

Alignment around individual & collective shifts

Develop an accurate team diagnosis, easy to understand model, and strategic plan for change

- Interviews (team members)
- Latest Pulse Insights
- High Performing team assessment

Co-design a journey for team leaders to help them “Lead by Example”.

Execute

Individual development & practice



Collective development & practice

High impact skill building and deployment of new mindsets and behaviors with LT.

- **Leadership Team sessions to:**
 - ✓ Realign shared values and desired leadership behaviors
 - ✓ Develop new Protagonist/Player + Learner mindsets & skills for increased effectiveness
- **360° individual assessment (LSI® I & II):**
 - ✓ Individual LSI (life styles inventory) & comprehensive debrief sessions to see leadership impact on others and on the business
- **Individual application coaching sessions to:**
 - ✓ Learn and practice new skills and behaviors in a ‘safe’ environment
 - ✓ Challenge oneself to adopt new mindsets, beliefs & mental models
 - ✓ Provide deeper awareness of own development opportunities and way forward
- **Facilitated business meetings to:**
 - ✓ Help leaders internalize and implement (real-time) new interaction practices in their regular meetings and team activities, grounded in new culture and leadership model standards

Review Progress

Learn, capture & adjust

Measure impact and progress.

- Consultant feedback on team meeting dynamic after each facilitation
- Impact analysis meeting
- Individual follow up to gauge progress against personal improvement plans
- Pulse results progress

Learn to continuously hold selves accountable and support/invite others to lead according to the new standards.

WORKSHOP INTERVENTIONS - EXAMPLES

We can provide a wide variety of team interventions depending on the diagnosis. Common interventions include:

Team Charter / Stakeholder Analysis

Creating a vision/mission appropriate to business conditions

Goal Alignment

Aligning the goals of sub-teams and individuals to the overarching mission and cross linking them to each other

Team Structure

Deciding the best way to collaborate depending on the objective the team is working on (Efficient vs. Effective)

“Undiscussables” conversation

Raising issues that everyone knows, but no one is publicly saying

New Leader Assimilation

Helping a new team leader quickly integrate with the team

Innovative Problem Solving

Coming up with “out of the box” solutions through a structured process

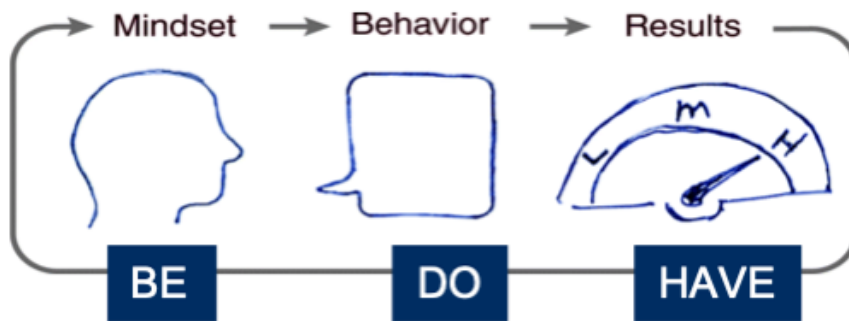
COLLECTIVE DEVELOPMENT

BUSINESS MEETING FACILITATION

objectives	content and dynamic	format
<ul style="list-style-type: none">• Help leaders internalize and implement new interaction practices in their regular meetings and team activities, grounded in a new leadership model.	<ul style="list-style-type: none">• Improvement of structure and behavior of typical team meetings.• Development of enhanced conversational and team interaction practices, including commitment, listening, negotiation and conflict resolution.	<ul style="list-style-type: none">• Observation and facilitation of a few monthly meetings.• Suggestions for improvement by the Axialent facilitator.• In person if possible or by Zoom or other digital platform.

Conscious meeting facilitation

Establishing Clear Mindsets, and Behavioral Expectations



Conscious meeting facilitation transforms the meeting experience into one of **achievement and motivation**. It means operating with a **heightened awareness for mindsets and behaviors that impact a meeting's outcomes**. In fact, conscious meeting facilitation **begins by establishing the right mindsets** which in turn inform behaviors that result in more effective meetings. Conscious meeting facilitation **helps people remain aware of their choices to adhere to these mindsets and behaviors**.

Conscious meeting facilitation means that every aspect of the meeting's design and preparation, as well as its facilitation, is conducted from a place of awareness of **multiple dimensions from the physical to the cognitive to the emotional**, all to produce a specific desired business outcome. Let's take a look at each of these dimensions.

INDIVIDUAL DEVELOPMENT

1:1 APPLICATION COACHING

objectives

- Provide deeper awareness of own development opportunities, impact on the team and a way forward.
- Enable individuals to focus on effectiveness within the team setting.
- Applications of new leadership skills and behaviors to daily business.

content and dynamic

- Connection of operational issues with individual's objectives and values — a critical step to ensure real change.
- Tailored dialogues and role-plays to experience new — and difficult — behaviors in a safe environment.
- Establishment of operational “contracts” to ensure immediate real-life application.

format

- One-hour sessions with a dedicated Axialent consultant.
- By Zoom or Skype, or other digital platform.