



THE HIGH-PERFORMING LEADERSHIP TEAM

Quality of Teamwork Determines Organizational Success

As Covid-19 and digital technology reshape the workplace, teamwork is becoming even more critical. Remote working becomes the norm, virtual collaboration more commonplace, and cross-cultural partnership more necessary. Teams instead of individuals have become the fundamental operating unit. In countless studies involving C-suite executives representing a diverse range of business and size, an unequivocal finding is: efficient ongoing collaboration has profound impact on business innovation, performance, culture and the bottom line.

More The Exception than the Norm

While the expectation is that teamwork raises productivity, unleashes greater creativity and evokes extraordinary results, experience and research have shown that teams generally underperform despite the extra resources they may have. And the stake gets higher with senior executive teams as their impact on the whole company is far reaching. Dysfunctional top teams can slow down, derail and even paralyze the whole company. There is a mutually reinforcing relationship between senior leadership team effectiveness and the company's culture and performance. Though teamwork has never been easy, knowing and applying the critical conditions for developing teams can make all the difference. Building a strong team requires investment in time and effort. It should be viewed as an ongoing journey, and not as a series of discrete events or interventions.

High-Performance Leadership Team Framework

Teams that we work with generally are at different stages in their formation. Performing a team effectiveness diagnostic is a useful way of characterizing the team dynamics. Our High-Performance Leadership Framework that we have developed and applied in numerous assignments over the years provides such a diagnostic. It is administered online, and all team members including the leader, will complete it.

The Team Development Journey



Teams which will Benefit

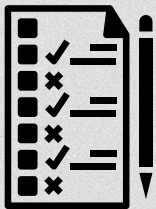
- Newly formed teams
- Teams with the goals of becoming high-performing
- Teams with new deliverables or stakeholder expectations
- Dysfunctional or underperforming teams

Our Approach

Our program is meant for intact leadership teams. Generally the team size is around 12-15 members, inclusive of its leader. The typical duration of the program is approximately 1 year. The program will be customized to meet the needs and learning objectives of each team.

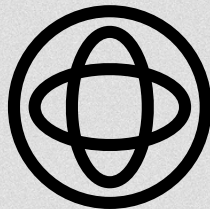
Prior to the program, a preliminary discussion will be conducted with the team leader and other colleagues who may bring additional insights such as the HRBP and/or Learning & Development Head. We will then prepare a first-cut proposal for the client's consideration.

To ensure optimal transfer of learning from classroom to the workplace, we apply a 3-step approach.



Preparation

Upon acceptance of the proposal, a detailed program will be submitted. Discussions with the leader and his/her team members will take place so that everyone is in alignment with the objectives of the program.



Immersion

Participants will meet with the facilitator for 1 day each month. In the first 3 months, there will be more frequent consultations. Discussions can be done face-to-face and/or virtually. Participants are expected to interact with each other on topics related to team work throughout the program.



Application

Team and individual learning elicited through various stages of the program will be applied at the workplace on an ongoing basis. There will be 2 pulse-checks during the program. One-on-one-coaching to members will take place at specific points of the program.

2 Key Deliverables

(1) As the whole team progresses on their team journey, there will be visible evidence of individual and team learning. Key metrics which are defined upfront will be reviewed in the course of their journey.

(2) The team leader and his/her members will develop their processes for coaching each other. This will enable Sustaining and Renewal, beyond the team coaching engagement.

Contact us at bh@leadassociates.com.sg to discuss your learning needs. We will customize the program to suit your requirements.