



# Mastering Team Performance & Evolving Organisational Culture

## Xenergie Team Doc: Voyage to the Heart of Excellence

12 Modules to Navigate Your Journey Incorporating Belbin Team Roles Accreditation, Creating the Innovation Space and Succession Planning

Tired of teambuilding days that deliver little concrete change? Wondering how to hold onto talented people or mentor successors? Want to move beyond dysfunctional behaviours that block collaboration?

Xenergie Consulting Ltd has a more robust answer to team performance that gets straight to the heart of the issue and mentors teams through a incremental process of behavioural change over a number of months – from breakthrough spotlight work with tangible results in 60 days to more holistic culture change and talent development programmes spanning 12 months to two years.

Xenergie has developed **Team-Doc** to facilitate the achievement of lasting performance improvement in teams and assist team members in accessing a space where a higher level of 'collective wisdom' and innovation can evolve. Xenergie **Team-Doc** is a powerful team process that corals groups of individuals into highly collaborative and self-directed teams through a developmental journey that researches the underlying causes of issues, diagnoses team culture DNA, introduces huge self awareness and enhances collaboration mastery, personalised learning and culture of excellence.

The truth is that all teams are dysfunctional - that's the nature of human beings in groups. Our experience tells us that most teams – especially management teams – will operate at less than 20% of their potential, before having undertaken structured learning on how to work together and coaching for developing new habits as individuals and teams. However, by objectively studying their respective team dynamics, creating a collective desire and commitment for change, the opening of a 'team wisdom space' and through the development of huge interpersonal awareness, teams can dramatically increase their performance to upwards of 80% performance (remembering that humans will never be 100% perfect and that change is always a constant).

### A Robust, Multi-Level Transformational Approach, Rooted in Behavioural Psychology

Key to our Team Doc process is a modular approach which addresses multiple levels within the organisation and works on evolving habits through continuous input. It also opens up a crucial 'wisdom space' for continuous learning and innovation – a benefit that is unachievable without having first worked on team dynamics.

Change must be led from the top, and smooth transitions are aided by the empowerment of change pioneers throughout the organisation who can model and fast track inspirational behaviour and true collaboration throughout. True transformational learning – Level 4 learning - is deep, authentic and courageous.



Xenergie Team Doc facilitators are experienced business and learning practitioners who are well versed in the psychology of change and human behaviour. They mentor and challenge the leaders, coach the change pioneers in the engine room, stimulate new lines of thought and help light the camp fires that create communication and understanding.

Our process mixes best practice theory with real life application and learning support through 1-1 and group coaching. We also consider the internal 'plumbing' – the rabbit warren of internal business and communication channels and the 'invisible client' - the essential spirit essence of the organisation itself.

## Belbin Team Roles – Understanding the Personalities in Teams

The process is underpinned by Belbin Team Roles, arguably the most robust and simplest method of understanding team behaviour, used by leading organisations the world over and based on over 30 years experience and research by Belbin Associates UK studying and applying theory with management teams. The Belbin methodology demonstrates how 9 team role behaviour types co-relate and complement each other in producing team excellence and how to structure and delegate work around these roles.

## The Core – Conversations to Reach the Thinking Behind the Thinking

Team Doc works because we touch the pulse of the issues early on – we get to the thinking behind the thinking and harness an emotional chord. "Real Conversations" are the core currency that keep organisations moving and the heart that keeps the motivation beating – without them blockages soon stagnate progression. Learning to have such dialogues and creating the space for them is an art to be learned by all. It is usually not something that people tend naturally to do, even if they think they, do – it calls for an openness to see what we cannot see, the ability to suspend judgement and an ability towards both emotional control and expressiveness at the same time.

Xenergie Team Doc engages you in the space and the skills to learn how to create meaningful dialogues – from conversations in the kitchen to cross-company brainstorming and use them to foster an environment of responsibility and accountability for oneself and one's team.

## Why bother?

People are the embodiment of a company and are arguably the greatest differentiator that a business has, yet their potential is by and large untapped because the collective force of an organisation's people seems so intangible that one might feel you can only "touch it" at its extremes of good or bad. Research shows (CIPD 2006) that nearly 50% of employees are 'disengaged' from their work.

**The real need is to attend to the 'invisible' client that influences thought and action – the spirit of the culture itself.**

There are various reasons for disengagement, from poor leadership, to changing motivations of the younger end of the workforce towards values-based management - but one of the age-old problems still remains: communication and our inability to express ourselves clearly, an avoidance of conflict and the human tendency to make automatic assumptions and judgements from a-z ... all form a melting pot of issues that need to be mastered if any team is to be effective. Examining these issues tends to challenge individuals, from senior management to the shop floor, at a very personal level and take them outside of their comfort zone. Yet being out of one's comfort zone, is essential fertile territory for learning and for channelling renewal and innovation.

Most of all this is essential for **Transformational – level 4 learning** – and this requires a space in which it is safe to feel vulnerable, where it is safe to explore and extend possibilities, to practice to question and to feel without fear of feeling lessened or restricted ... it's far more than attending a training course. That's the environment we create.

Want to know what we can do for your team?  
Call Bernard Chanliau on +353 91 790778  
[info@xenergie.com](mailto:info@xenergie.com) to book an introductory meeting.



## The Team-Doc Journey: 12 Steps to Performing Teams

In an ideal world each step would be consecutive, but that's not the real world that most of us find ourselves in. Companies are at different stages at different times, so in our team journey diagnosis, we will pick and mix a number of these modules to create the most appropriate recipe according to the situation and budget:

**Module 1: Reflections on the Surface** – Culture Diagnosis & SWOT – situational overview & setting the project agenda

**Module 2: Diving Deeper – Values, Trust & Being Real** – The Heart of the Matter – learning to converse how it counts and seeing the organisation as an interdependent 'system' through examination of espoused and real team values and understanding what it means to trust (team café)

**Module 3: Communications Plumbing** – an examination of the 'underbelly' of your formal and informal internal communications processes and habits

**Module 4: Finding your North Star - Rowing in the Top Team:** Creating the Learning Organisation & Becoming an 80/20 Team (Purpose & Goal Setting)– Leadership Retreat 1

**Module 5: Experiencing & Accessing Personal Wisdom** - Leadership Team 1-1 Coaching.

**Module 6: Camp Fires, Rabbit Warrens & Engine Rooms - Evolving the internal learning & communications network:** Developing Internal coaches and change pioneers: 3 day training followed by 1-1/group coaching & consultancy on re-engineering internal communications pipelines

**Module 7: Playing to Strengths - Applying Behavioural Science in Resourcing & Team Management with Belbin Team Roles** Accreditation Training with Belbin Associates UK (part 1) & Team Experiential Learning Train the Trainer (part 2)

**Module 8: Making Leadership Talk Count:** Developing the Top Team: Creating Culture of Accountability and Responsibility/ Leadership of Change – behavioural performance management & measures of success: Leadership Retreat 2

**Module 9: Ready for Take-off –Becoming Self Sufficient & Rolling Out Company-wide:** Services & Strategic Planning support for Company-wide Roll-Outs: Belbin profiling, Supervision/Mentoring for Internal Coaches and Facilitation/MC of World Café Company Day

**Module 10: Creating People Brands & Company History - The Story Café Retreat:** management and internal mentors hone their impact skills in creating engaging "stories" that will form the fabric of change, strengthening personal brands & motivating others through 'change stories'.

**Module 11: Strategic talent management** – developing a strategy for succession planning and your high potential people.

**Module 12: Where the Rubber Hits the Road:** The Tangible Results: Progress Measures & Feedback + Report to Shareholders/Stakeholders. Schedule of learning for next cycle.

### Pearls of Wisdom

**70% of all corporate reengineering attempts fail.** (Source Strebel 1996) Many practitioners argue that these failures are usually connected to the fact that the underlying mental models used to develop the core processes did not change. Thus, corporate reengineering requires yet another level of approach: one that focuses on the mental models and emotional cultural assumptions that guide core actions and processes.

#### Continuously Gather Data

"Learning is valuable, continuous, and most effective when shared and that every experience is an opportunity to learn .

"Learning organisations: 1) are in continuous learning, 2) use learning to reach goals 3) Link individual performance with organizational performance 4) Foster inquiry and dialogue, making it safe for people to share openly and take risks, 5. Embrace creative tension as a source of energy & renewal and 6) Are continuously aware of and interact with their environment." (Source Kerka 1995)

#### Presencing-Mastering a New Capacity (Claus Otto Scharmer 2000)

"Business leaders will need to master a new capacity: the capacity to sense, enact and embody the future as it emerges ... to use your highest Self as a vehicle for sensing, embodying and enacting emerging futures ....that is to learn from a reality that is not yet embodied in manifest experience."

**Pick n Mix Example:**

Breakthrough Top Team Behaviour: Modules 1,2, 4, 5 and 8 will create rapid breakthrough for creating a greater leading force.

Increasing knowledge transfer and creating support for change: Modules 1, 2, 3, 6 and 9 will put fire in the bellies of those who have the capacity to be change evangelists and motivate and mentor others.

Resourcing and planning teams: HR & project managers can benefit hugely from modules 7,9 and 11

Sustaining momentum & an occasional guiding hand: our procedures in modules 9 for supporting change and leaders from a distance once you are self sufficient include coach mentoring to help your internal coaches remain objective enable you to tap into our support without needing us to run it for you, and module 12 will help you evaluate on an annual or bi-annual basis how you are performing behaviourally with tangible measures that you can report to shareholders and other interested stakeholders.