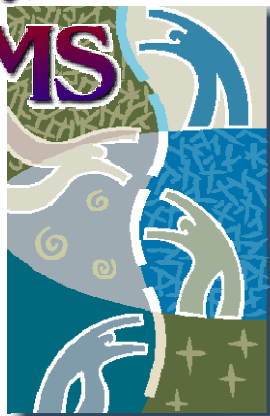


LEADING THROUGH TEAMS

Applying
The 5 Learning Disciplines
to Team Renewal
and Reformation



Designed & Presented
by
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Do you Want to...

- ? Work more collaboratively in teams that learn and think together
- ? Promote a sense of empowerment and self-responsibility in others
- ? Encourage greater involvement, accountability and ownership
- ? Foster more innovation, initiative and creativity at work
- ? Give groups more self-determination and self-management?
- ? Get teams to make decisions they'll be more committed to implement
- ? Create more flexible, adaptive and customer-responsive work systems
- ? Improve co-ordination and heighten collective work performance

Why Work in Teams?

Teams are now the prevailing model for organising work. Most organisations are using teams to meet future challenges where greater flexibility, diversity, innovation and responsiveness are called for. Whatever negative press they get – there's a bucket-full of hard evidence to show that teams magnify performance. They achieve more than any individual can - and they're a major

"The performance challenges that face companies in every industry...demand the kind of responsiveness, speed, on-line customization, and quality that is beyond the reach of individual performance. Teams bridge this gap." Jon Katzenbach and Douglas K. Smith, *The Wisdom of Teams*, 1993

"Excellent, very relevant to my workplace. If you work with teams this program is a must..." Danny Lynch Works Supervisor

learning vehicle for capacity-building, continuous improvement and innovation.

Yet while most workplaces say they work in teams - very few know how to make teams work. Team-working is now part of every successful leader's landscape. Leaders need to know how to help new or existing workgroups make the transition to teams that are high-performing, broadly skilled and self-managing – taking them through the key steps, issues and choices that are critical to forming and sustaining successful teams that become more self-directing over time.

"Teams seem to be everywhere in business these days – management teams, task forces, quality circles, learning groups, self-managed teams, and so on. And then there are the instant ad-hoc teams called into being over the course of a meeting, or as a short lived virtual group working together on a one-time project. While people at work have always helped each other and coordinated their efforts, the ascendance of work teams in large organisations puts a new premium on team skills." Daniel Goleman, *Working with EI* p. 217 Ways that build team rapport and harmony (what we call the Discipline of Team Learning).

What is this Workshop About?

Working with teams is the major mission of learning-centred leaders. Leaders need to know how to form teams – then facilitate them to work collaboratively. *Leading through Teams* is one of 12 Leadership Learning Modules** we collectively call *The Learning-Centred Leadership Series*. Module 5 in the series aims to help you:

- Identify practical steps you need to take to move to team-based work
- Analyse the way your group works now and develop new team designs
- Evaluate what stage of "evolution" your workgroup or team is up to
- Apply 7 key team design dimensions to form, reform or transform teams
- Develop team visions, values, goals and new operating principles
- Identify ways to lead teams towards self-management and self-responsibility
- Plan priorities for team development and develop team learning strategies
- Identify new team performance measures and improvement strategies

Now they all want to go!
 "My folks have been telling everyone else how good it was - so now they all want to go! I think what you tell your peers is probably more honest than filling in a form for the boss or the facilitator. From my point of view it was perfect for this stage of our development. Thanks" Joanne Collins, Manager, Wide Bay Water Corporation

A Profile of the Program

This Module shows you how to form, maintain and improve teams – to help them rethink, revitalise or even re-invent how they work together. Leaders need to build team capability and commitment to common goals and challenges as well as managing team relationships and performance while working toward the ultimate goal of any good workgroup – to move from being a directed team driven by management to being self-directed, where more decisions are determined by the team itself.

Useful & Practical!
 "Leading Through Teams was very useful and practical. The most beneficial training course I've been on for some time. Theory well-reinforced with practical examples, user participation & feedback... Very worthwhile." Garry Bails, Finance Manager Hervey Bay City Council

➔ **DAY 1:** Covers key concepts behind self-directed teams, 7 dimensions for designing teams, explores how your team is set up now and starts work on team visions, performance goals and changes you can make for better team-based work.

➔ **DAY 2:** Continues exploring team design dimensions in terms of redesigning workroles, operating principles, ways to effectively manage team-based work, team learning and team performance management as levers for continuous improvement.

DAY 1 in detail...

- Team-based work – what & why?
- Difference between teams and workgroups
- Designing Teams – 7 Key Dimensions
- Forming Teams – issues, steps, strategies
- Team Operating Principles and Blueprints
- Collective vs. Individual Work Performance
- Developing team Visions, Goals & Targets
- Redesigning Teams and Work Processes
- Options for Designing Team-based work
- Expanding team Workroles & Boundaries

DAY 2 in detail...

- Leadership choices in Teams
- Joint Decision-making & Self-responsibility
- How Empowerment fits with Teams
- Tools for facilitating Team Formation
- Encouraging Team Learning & Innovation
- Managing & Measuring Team Performance
- Skill Profiles for new Team Workroles
- Developing Team Learning Strategies
- Creating a Change Agenda and Action Planning for Team Reformation

Each participant brings a real-life team leadership situation to work on with others – to develop a personalised team development action-plan and contract to carry out back-at-work activities.

Why Not Run a Teams Workshop in-House?

For groups of 12 or more, you can benefit from the remarkable team-building aspects (and make significant savings) that come with **conducting a *Leading through Teams* workshop in-house** – either for your leadership group or intact workteams. As well as strengthening relationships, in-house learning forums enhance shared understanding and increase the likelihood of people applying new ideas productively in ‘real-time’ back in your team. Two-day in-house clinics cost from around \$6,600, one-day sessions around \$4,400. We also run customised team-building workshops we title: “***Working Better Together...***”

WORKING BETTER TOGETHER: Workshops for Workteams...

Many of us work together for years and never take the time to reflect on how we come across or talk to each other. All teams need to take time-out now and again to work on their team-talk, renew relationships, find ways to discuss difficult issues that get in the way and clarify how they can work better and more constructively together.

Not a workshop – an Event!

“To me, this was not a workshop but an event to change the way this team interacts with each other. We needed to face the real issues without beating around the bush – and this we did. Thank you...” Kerry Stumer, Disability Services Queensland

We regularly design and run tailored team-building interventions for work teams that want to build a more positive team culture, harness commitment to a shared vision and create opportunities for growth and challenge. ***Working Better Together*** is the generic label we use for our team-building approach.

➔ If you’d like more information on what a ***Working Better Together*** workshop can do for your team contact **Bill Cropper** on **07-4068 7591** for an outline of our approach. **Mob: 0429-687 513** Email: LCLLeadership@thechangeforum.com.

About your **Session Leader...**

Bill Cropper (The Change Forum) has a wealth of practical experience in team formation, strategic change management, leadership learning and group facilitation in a wide range of federal, state and local government organisations throughout Australia. He’s a preferred learning consultant and leadership coach for a number of public sector agencies, providing facilitation/coaching services to senior executives, managers, facilitators, work teams and community groups around change management, team reformation, organisation renewal,

“I enjoyed the structure and activities. Bill attempted to engage all the team in the process. As issues arose, he was able to quickly identify methods that could help us as a team to explore the issue...” Sally Murray, Disability Services Queensland

strategic planning, and the application of Peter Senge’s 5 Learning Disciplines to strengthen the leadership-learning capacity of organisations.

Bill’s been working with organisations wanting to make the move to more innovative forms of team-based work since the early 1990’s. He’s been instrumental in team formation and renewal

efforts in many organisations, including NSW Office of State Revenue, Carlton & United Breweries, Bega Valley Shire Council, Rail Services Australia, NSW Health, ACT Electricity & Water, Fairfield, Parramatta and Warringah Councils in Sydney. He’s trained hundreds of facilitators in team formation practices and developed numerous practical guides including most recently a 4-module on-line learning series to help teams and leaders tackle team formation, design and performance issues.

“Thought provoking... good value! I enjoyed the inclusion of small group work, case studies and simulations and the time spent processing how we might work more with a team focus was particularly relevant and helpful” Jeff Hughes, Workforce Management Advisor Education Queensland

For the past eight years, Bill’s been delivering extensive rounds of ***Conversational Coaching***, ***Emotional Intelligence*** and ***Dealing with Difficult Discussions clinics*** throughout Queensland – and he regularly runs team formation, design and development workshops under the banner of his ***Working Better Together series***. Thousands of managers, team leaders and other professionals from wide-ranging organisation backgrounds,

including disabilities/family/community services, education, tourism and state development, health, housing, transport, public works, primary industry and local government have benefited from attending his interactive learning clinics.

Personalised Coaching for Leaders and Teams...

Personalised coaching is now an essential adjunct for building your leadership capability and achieving powerful outcomes. Individual managers and small teams seeking to fast-track their leadership learning can take advantage of our **personalised, by-the-hour coaching services...** A typical coaching program consists of 5 x 3-hour coaching sessions every 4 weeks or so, with a blend (if you want) of individual and small-group coaching and on-line email/phone support.

➔ Review our **Coaching Prospectus** available on-line at www.thechangeforum.com and/or contact **Bill Cropper** on **0429-687 513 / 07-4068 7591** or Email: coaching@thechangeforum.com.

More Information on THE LEARNING-CENTRED LEADERSHIP SERIES

Each of the 12 core Modules in the **LCL** series covers a major learning, leadership or change arena and can be combined in various ways to fit your particular change or leadership development strategy.

➔ **Tick & Return** for more information on Modules in the **Learning-Centred Leadership Series**

- | | |
|---|--|
| <p><input type="checkbox"/> LCL-1: The Learning-Centred Leader...
Explores roles progressive learning-centred leaders play by applying the 5 Disciplines to improve their leadership capability</p> | <p><input type="checkbox"/> LCL-2: Leading through Vision...
Leaders apply the discipline of shared vision to align visions/values, mobilise commitment and create learning capacity</p> |
| <p><input type="checkbox"/> LCL-3: Learning to Lead Change...
Boosts potential of leaders to successfully shape, sustain and facilitate change using a toolkit of practical processes/strategies to become real change leaders</p> | <p><input type="checkbox"/> LCL-4: Learning to Redesign Work...
Leaders expand their role as work system designers, applying contemporary design concepts, principles and tools to create more flexible ways of re-shaping work</p> |
| <p><input type="checkbox"/> LCL-5: Leading through Teams...
Leaders use 10 key team formation dimensions to transform their work units into flexible, high-performing teams that constantly re-invent themselves</p> | <p><input type="checkbox"/> LCL-6: Leading through Facilitation...
Equips leaders with fundamental facilitation skills to encourage participation, make better decisions, channel conflict constructively, forge consensus and plan collective action</p> |
| <p><input type="checkbox"/> LCL-7: Leading Action Learning (AL)...
Leaders employ AL methods/tools to set up teams, identify inquiry frameworks, plan try-out actions and run post-implementation reflection working on 'real-time' issues.</p> | <p><input type="checkbox"/> LCL-8: Leading through Conversations...
Leaders practise in a coaching clinic climate to diagnose discussions, raise the level of frank, open interchange and lead more productive, skillful discussion and dialogue.</p> |
| <p><input type="checkbox"/> LCL-9: Learning Leaders as Coaches...
Leaders apply a set of coaching models based on tools of the 5 disciplines to work through key coaching stages from diagnosis/goal setting to reflection/review</p> | <p><input type="checkbox"/> LCL-10: Mastering Personal Leadership...
Leaders look into the discipline of <i>Personal Mastery</i> to see how their own thinking and behaviour impacts their ability to lead and achieve higher levels of self-awareness</p> |
| <p><input type="checkbox"/> LCL-11: Mental Models for Managers...
Leaders use disciplines of <i>Mental Modelling</i> and <i>Systems Thinking</i> to enhance mental agility to map systemic relationships and grasp key Systems Thinking patterns and principles.</p> | <p><input type="checkbox"/> LCL-12: Leading with Emotional Intelligence...
Leaders explore links between emotional intelligence and productive leadership, dynamics of dissonant vs. resonant leadership and develop strategies for raising EI leadership levels.</p> |

➔ For a detailed Prospectus on **The Learning-Centred Leadership Series**, individual program Brochures or more information on our leadership learning, coaching, facilitation and change consultancy services, please contact **Bill Cropper** on:

TEL: **07-4068 7591** MOB: **0429-687513** FAX: **07-4068 7555**
EMAIL: leadership.clinics@thechangeforum.com WEB: www.thechangeforum.com



Use THIS FORM OR Register ON-LINE at

<http://www.thechangeforum.com/Registration.htm>

FEE DISCOUNTS: 21+ Days: \$770 per person (GST inc)
 FULL Fee: \$880 pp NFP/Schools: \$660 per person

All Fees GST inc.; NFP = non-Govt Community-based organisations - places may be limited; Max 18 places per event; Priority given to paid reservations; Fees current at time of printing but subject to review at discretion of The Change Forum; Fees due on registration, payable 14 days from Invoice & prior to attendance; EFT & Credit Card payment preferred; Fee non-refundable but is transferable up to 14 days prior to event; Substitute welcome; See website for full terms& conditions
 Fee covers course attendance, guidebook, lunch and refreshments only – travel, accommodation and sundries not included.

▶▶ **YES!** Please Register me for [] places to attend

Leading through TEAMS at...

- Brisbane Rockhampton Cairns Townsville
 Other: _____

on Dates: _____ **Month:** _____

** Special Offer Code (if any):

All participants receive a comprehensive Facilitator starter resource-kit at no extra charge

Venue details provided on confirmation of booking; Dates and venues subject to change or cancellation at discretion of The Change Forum. Confirmation of arrangements prior to attendance is the participant's responsibility.

Please come along by 8.30 am to meet others and be ready for a 9.00am session start
 (Timing may vary occasionally please confirm this with us prior to attendance)

▶▶ **Here are my Details...** (Please duplicate for multiple registrations)

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▶▶ **More Information?** Call **Bill Cropper** on 07- 4068 7591 Mob: 0429 - 687 513

Email: your interest to register@thechangeforum.com or FAX: 07-4068 7555