



Team Effectiveness

High-performing teams are groups of people who hold themselves mutually accountable for the achievement of a common purpose and who see to it that the talents of each member are fully utilized. These teams are more than the sum of their individual members. By working together, their members produce energy, creativity, inspiration, and exceptional outcomes. And yet, as the Center for Creative Leadership reports, most teams function well below their capacity.

Our coaches help teams realize their potential, working together to produce breakthrough results.

TEAM COACHING: Our team-coaching workshops are designed to improve the performance of teams at all levels of the organization. This demands a dual focus on the content of a team's work and on the interactions of its members. Team coaching is particularly effective when it's delivered "just in time" — when a new team is launching, when a team is experiencing high levels of conflict, or when a team must respond quickly to a new business opportunity. We don't subscribe to one-shot team-building events; instead we focus on building sustainable team performance over a 6- to 12-month period.

TEAMS AT THE TOP: Executive teams face unique challenges. In a rapidly changing business environment, their members are expected to adopt a common vision and strategy, coordinate the implementation of business plans, and be role models for the desired culture. At the same time, individual members are responsible for achieving the goals of their own business function, which often creates ambiguities and conflicts that can derail team and business performance. We coach executive teams to confront and resolve these inevitable tensions and build genuinely collaborative relationships. Beyond this, we explore each team's unique set of challenges, helping members clarify their purpose and ways of working so they can lead with new energy, insight, and skill.

CROSS-FUNCTIONAL AND VIRTUAL TEAMS: In today's complex business environment, most organizations rely on cross-functional and virtual teams. Yet almost every organization has problems with turf wars, information silos, and cross-boundary conflicts. The central issue here is diversity: Different roles, geographies, backgrounds, skills, nationalities, genders, ethnicities, and business priorities, all produce different sets of assumptions, beliefs, and perspectives. We confront these issues and help diverse cross-functional and virtual teams achieve their potential.

CLIENT SKETCHES

- **Moving from turf to collaboration**

- *Challenge:* The CIO of a financial services company introduced an ambitious new strategy to ensure that his IT organization was fully equipped to support anticipated business growth. The team supported the strategy in concept; but interviews revealed a major stumbling block — a silo mentality that prevented collaboration and teamwork.
- *What we did:* We began with frameworks and exercises on high-performing teams. Then we created a simulation, using a real project (the transition to a new data center) as a way to clarify roles and improve decision making, collaboration, and understanding among team members.
- *Payoff:* The team was able to grapple with and make significant progress on a real-time problem. In the process, the team created explicit new operating agreements that dramatically enhanced its performance.

- **Moving from conflict to leadership**

- *Challenge:* A top team in a health sciences company found itself paralyzed by internal competition and unresolved conflict. This did not go unnoticed by the rest of the organization; and it was manifesting in company-wide turf wars.
- *What we did:* We provided a structure and process for the senior executives to talk directly with one another about what was going on inside the team. Frameworks and tools gave team members new perspectives on the conflict. But mostly we encouraged open dialogue, knowing that this ultimately would lead team members to any necessary action and a resolution.
- *Payoff:* The painful examination of team behaviors and their impact on the organization created a more self-aware and purposeful team. The top team agreed on new operating norms and new accountability. Team members took immediate steps to fill the leadership void they had unintentionally created. This meant dealing rapidly and effectively with several business issues that had been eating away at morale and productivity.

Martha Miser is founder and president of Aduro Consulting, LLC. Aduro Consulting, named for the Latin word meaning to “light” or “kindle,” specializes in leadership and change for purpose-driven companies, organizations that want to have an impact beyond the bottom line.

By disrupting things in a way that helps people think differently about themselves and their relationships inside their companies, our clients are more awake, more passionate, more human, and more focused — all of which leads to better business results.

For more information, please visit our website at www.aduroconsulting.com