



One team toolkit

ONE TEAM

Transforming our culture with **Caring** and **Daring** to Deliver as **ONE TEAM**.

O Orientation

To lead with purpose, how can we align our teams on direction and meaning?

N Network

How can we strengthen partnerships and alignment with stakeholders?

E Energy

How can we create more self-awareness and wellbeing for ourselves and our teams?

T Trust

How can we build and sustain greater trust and security?

E Engagement

How can we engage and inspire our teams?

A Accountability

How can we take ownership to create value for our organization?

M Momentum

How can we drive our transformation and adapt to changing environment?

— Orientation

Do your people
have a sense of
purpose and
shared meaning?



WHY IS SHARED MEANING IMPORTANT?



“Those companies able to harness the power of purpose to drive performance and profitability enjoy a distinct competitive advantage.”

Valerie Keller

Global Lead, EY Beacon Institute

Organisations that embody **Purpose** see significant, measurable results

Get (and keep) the best
employees

1.4x

1.4 times more engaged and 1.7 times more satisfied¹



3x

3 times more likely to stay¹

Attract, retain and engage
customers

89%

of clients believe a purpose-driven company will deliver the highest quality products/services

72%

of global consumers would recommend a company with a purpose, a 39% increase from 2008²

84%

of emerging market consumers make cause related purchases at least annually²

Increase returns for
shareholders

10x

Purpose-led companies outperformed the S&P 500 by 10 times between 1996 and 2011³

120%

'Meaningful brands' connected to human well-being outperformed the stock market by 120% in 2013⁴

Source: 1. The Energy Project, What Is Your Quality of Life at Work, 2013. 2. Edelman, The goodpurpose study, 2013. 3. Raj Sisodia, Firms of Endearment, 2007. 4. Havas, Meaningful Brands Index, 2013

EY

How teams can formulate their WHY

Product development team

“Designing new features”



“Expanding customers’ possibilities for personal expression”



Finance team

“Managing the numbers”



“Being a trusted advisor to help ensure wise use of resources”

IT security team

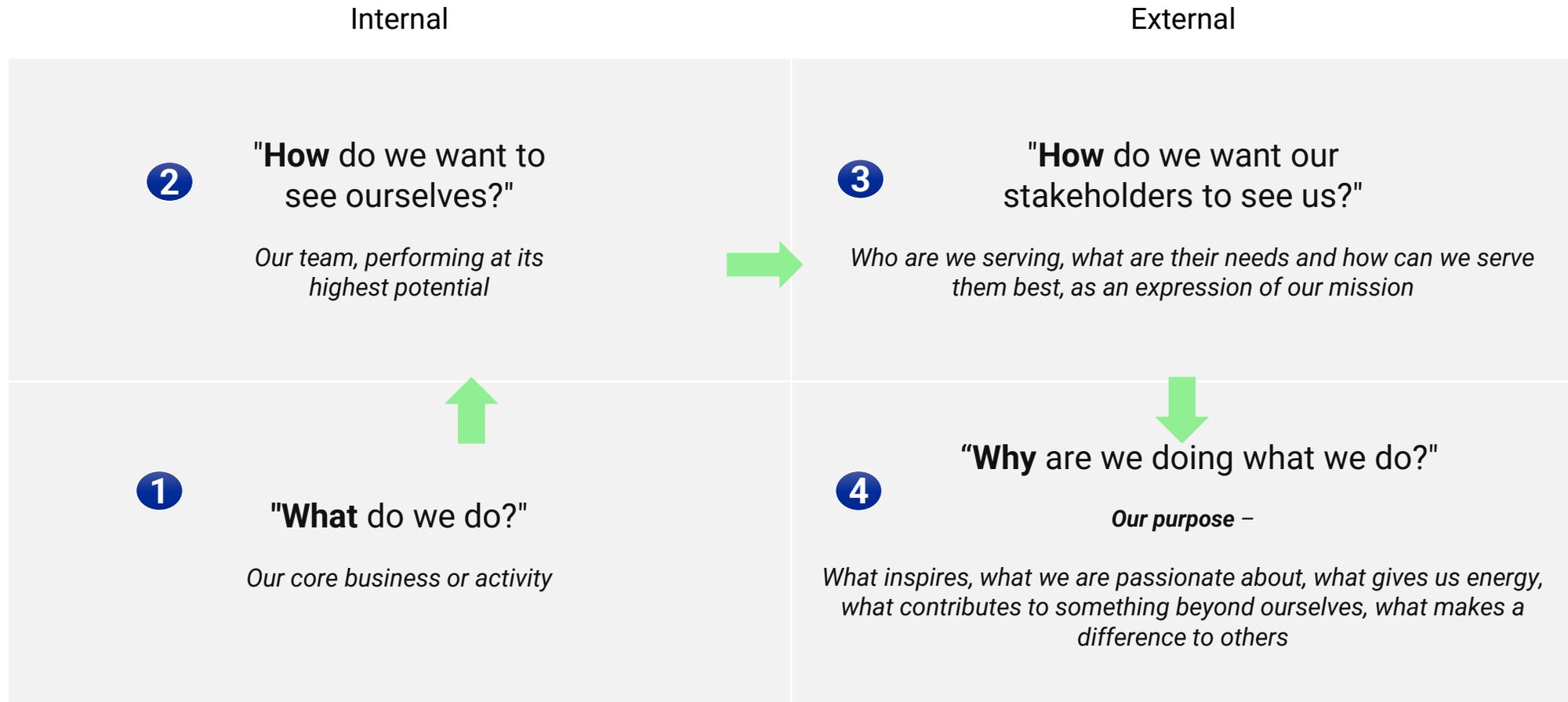
“Making our data secure”



“Helping people feel safe when communicating”

The Shared Meaning Matrix

Finding your deeper **WHY**



The Shared Meaning Matrix

HR Team Example



How to use the meaning matrix with your team

Tips

- Plan enough time (ca. 2,0 hours to complete – depends on group/team size also)
- Set the context. Show/share template/examples.
- Let team members fill out the meaning matrix individually (ca. 15 mins)
- Engage groups of 3-5 to share their findings & ask each small group to align/agree on one shared meaning matrix (ca. 45 mins)
- Report out findings of small groups. Create one version for the whole team (ca. 45 mins). Tip: wordsmithing might need to much time – could be done by a subgroup afterwards.
- Encourage reflections and take aways & celebrate a powerful team purpose! (ca. 15 mins)





Shared Meaning Matrix - Template

Template for Completion

Individually:

Reflect / fill out the matrix for your team (15 mins)

In small groups:

Share findings & align/agree on one shared meaning matrix for the team (ca. 45 mins)

Internal	External
<p>2 "How do we want to see ourselves?"</p>	<p>3 "How do we want our stakeholders to see us?"</p>
<p>1 "What do we do?"</p>	<p>4 "Why are we doing what we do?"</p>

— TRUST

How can we build and sustain greater trust and security?



WHY IS TEAM TRUST & SECURITY IMPORTANT?

Research – Harvard Business Review*

People at high-trust companies report

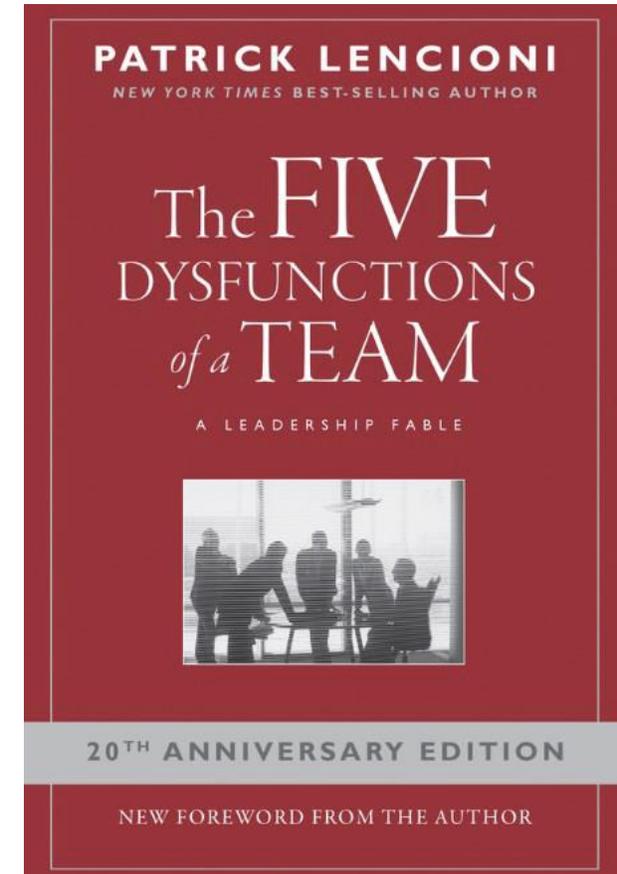
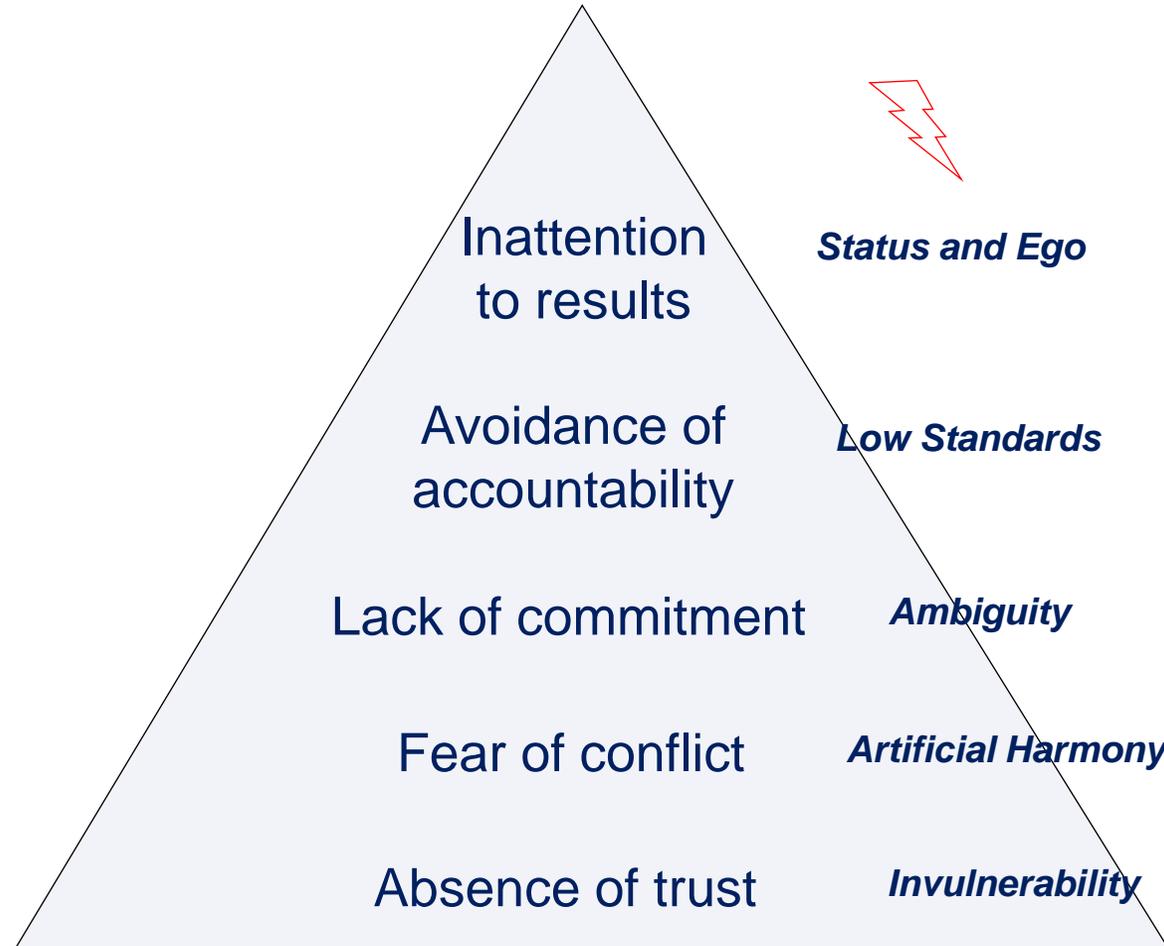
- 74% less stress,
- 40% less burnout,
- 106% more energy at work,
- 50% higher productivity,
- 76% more engagement,
- 29% more satisfaction with their lives

than people at low-trust companies.

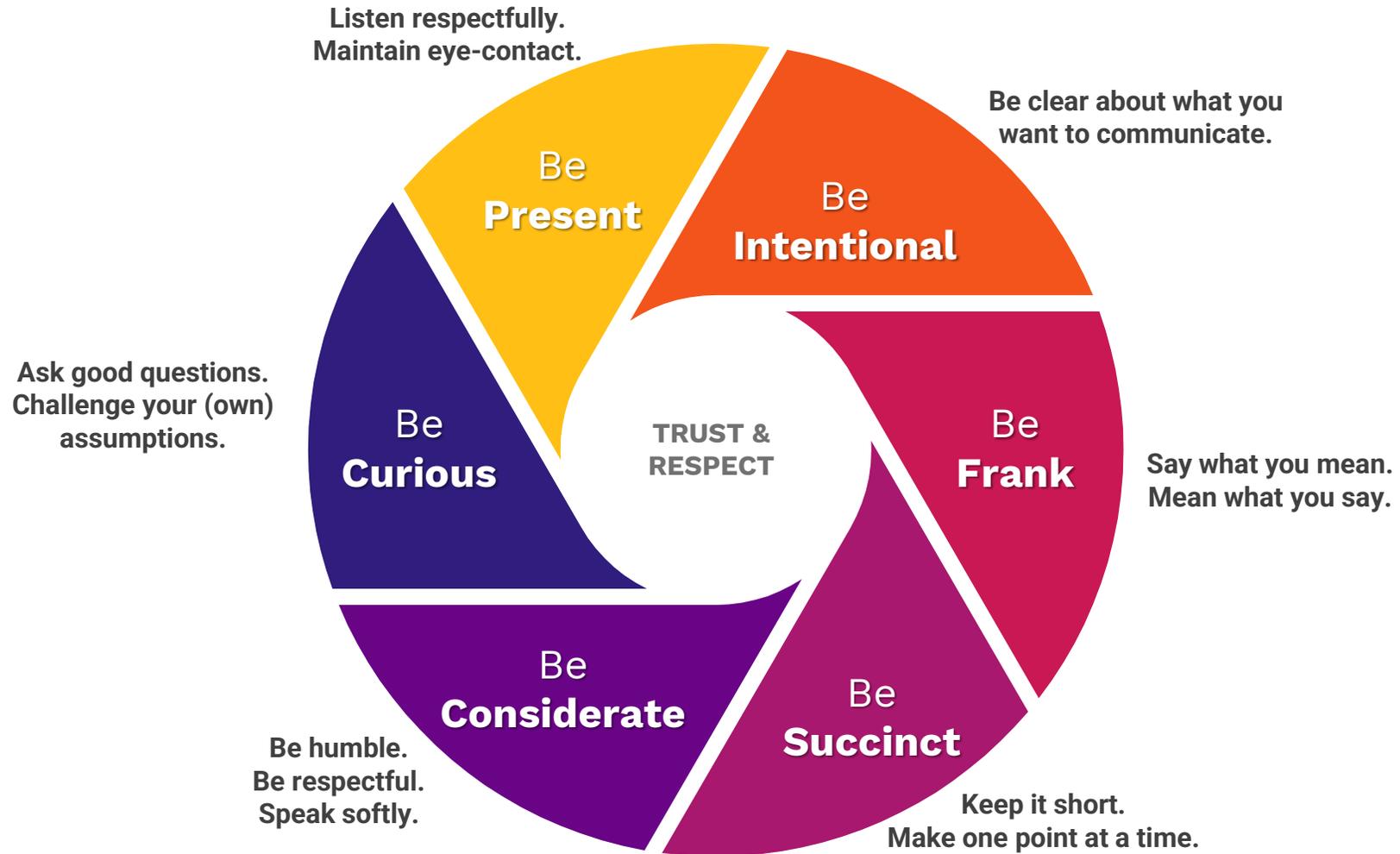


*Harvard Business Review: The Neuroscience of Trust

FIVE DYSFUNCTIONS OF A TEAM



COMMUNICATION CODE



How to use the communication code with your team

Tips

- Introduce the communication code to the team.
- Check in on applying the communication code via fist to five – each team member to give a hand signal – 1 finger: not applying well to five fingers: applying perfectly. Can be done for whole code and/or the 6 elements of the code.
- Check in on code regularly.
- Call out team members if not applied.



TEAM TOXINS

<h2>Blaming</h2>	<h2>Defensiveness</h2>
<p>Attacking someone's personality or character, usually with the intent of making someone right and someone wrong.</p> <p>For example: generalization "you always ...", bullying, domination, personal attacks.</p>	<p>Seeing yourself as the victim, warding off a perceived attack.</p> <p>For example: making excuses, refusal to take responsibility, disagreeing & cross complaining, yes-butting or whining.</p>
<h2>Contempt</h2>	<h2>Stonewalling</h2>
<p>Disrespecting someone in an attempt to hurt or insult.</p> <p>For example: insults, name-calling, sarcasm, gossip, undermining, tone of voice, body language.</p>	<p>Withdrawing from the relationship as a way to avoid conflict.</p> <p>For example: avoidance, changing the subject, disengagement, removing yourself physically.</p>

*The Gottman Institute

TEAM TOXINS - ANTIDOTES

<h2>Blaming</h2>	<h2>Defensiveness</h2>
<p>Attacking someone's personality or character, usually with the intent of making someone right and someone wrong.</p> <p>ANTIDOTES examples: talk about feelings in 'I' statements, soft-start-up (begin tactfully), express positive need i.e. form complaints into requests ...</p>	<p>Seeing yourself as the victim, warding off a perceived attack.</p> <p>ANTIDOTES examples: active listening, suspending assumptions (be/stay curious), 2% truth (find the 2% truth in what you hear), accept others' perspectives, offer apologies for any wrongdoing ...</p>
<h2>Contempt</h2>	<h2>Stonewalling</h2>
<p>Disrespecting someone in an attempt to hurt or insult.</p> <p>ANTIDOTES examples: respectful communication (e.g. avoid sarcasm), emotional intelligence: especially applying empathy, remind oneself of peoples' positive qualities, pause, breathe and check for emotional overwhelm ...</p>	<p>Withdrawing from the relationship as a way to avoid conflict.</p> <p>ANTIDOTES examples: transparency – explain why there is distance, make it safe for people to express themselves, take a break and do something soothing/distracting ...</p>

How to use the team toxins / antidotes with your team

Tips

- Introduce the concept of team toxins and their antidotes to the team.
- Encourage Individual Reflection (ca. 5 min)
 - Which toxin have you experienced in our team / work environment / personal environment?
 - Which toxin do you tend to apply yourself in crucial conversations / conflicts?
 - What are potential antidotes for the above and how would that look like?
- Sharing of insights in small groups (ca. 20 mins)
- Debrief findings with whole team (ca. 15 mins)





Thank you!