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INTRODUCTION



Recall a time when you were working in a team and had the feeling that everything was moving along just fine. The team was working well together; there was a sense of creativity and fun. You were producing great results. Remembering that time, ask yourself, 'What were the factors that made it all happen? How did it feel to work with the team?'

Take a few minutes and connect to that moment, and write down what made it happen? Who was involved? Describe it for yourself:

'Get Connected' has the ambition to recreate those special moments in teams and organisations that we all love to be part of. Times when you felt connected to the moment, the challenge, the task, the team and to yourself. It might have been a big challenge and at the same time was all understandable, meaningful and manageable. You felt connected! The goal of 'Get Connected' is to address the theory and the way of working to enable you to recreate the circumstances that resulted in such a successful and fulfilling work experience. Many leaders are waking up to the fact that the most important factor for the success of their team or organisation is culture (Culture = the values, beliefs and behaviours of a group). The way we behave together can make or break an organisation.



We know we want to transform the culture but we don't know how!

This is a statement we are hearing from more and more leaders. Get Connected provides simple and practical steps to navigate what many people see as uncharted, complex and even dangerous territory. There is no doubt that this will take courage, commit-

ment and a will to learn and grow. The good news is that others have managed to navigate this territory and report that the rewards far outweigh the costs. They even report that the journey brings new levels of fun, excitement, challenge and meaning to work. Are you ready for such an adventure at work?

In the closing years of the 20th Century, we did not know so much about the change process. When we entered this field some people thought that focus on values, vision and culture was a new age trend. It would come and go just as many other management theories and systems have done. Well it has not gone away; in fact the business world is waking up to the vital importance of this field of work for the good of all stakeholders and organisational success. Developing a culture is not like installing a machine. It is not static, but dynamic, something that is growing, very much like a garden. To grow a successful garden you must first prepare a good soil, plant the right seeds, and then maintain an environment which optimises the growth of healthy plants. For example ensure adequate water, sunlight and compost to stimulate strong growth and then also to root out the weeds which impede the growth of the desired plants.

You then nurture your chosen plants through to maturity and harvest. 'Get Connected' will guide you in the selection of the effective leadership model and in staff engagement (preparing the soil); in instilling the desired values (the chosen seeds); and give you tips on how to carry out an ongoing dialogue in order to develop and mature your team in an optimal manner

through to a successful roll-out (nurture through to harvest). Every culture is unique and it will grow differently depending on how you take care of it.

All gardeners and farmers know that manure is a great fertilizer so when issues and crises arise, you better be ready to work through them.

What is your vision for a connected and high performing team?

SCOPE & TARGET

The idea is that the leader (consultant or change agent) could use the 'Get Connected' concept and process (page 25-38) from start to finish. First, identify the desired vision, mission and values then instil and nurture them throughout the whole team or organisation. This work involves all stakeholders. You need to invest time to internalize and connect to each of these, which you do through dialogue workshops. Then you must make sure that the system and structure is aligned with the desired culture as measured and that you walk-the-talk. And last but not least you must take care of your culture by giving recognition to positive and wanted behaviour as well as acting firmly on unacceptable behaviour. In other words, this guide is not only about workshops and value statements. It is about daily operation that will help you develop your desired culture. This work is non-linear, to keep the flow of the book simple, we will describe it as more linear than we know it is.

You may be thinking that you are so busy that you can't afford to take time for developing your team and culture. Yes, this work does take time and commitment but you will soon discover the benefits in terms of improved relationships, productivity and outcomes far outweigh the time and effort.

How to use the book...

Some people will open this book and skim through looking for tools to help with specific issues or challenges in their team. Others will want the big picture and the deeper understanding that comes from the context and exploration of the topics in the early chapters. Both approaches are fine and yet ultimately your ability to facilitate transformation will be enhanced when the tools are used with the understanding that comes through deeper study and reflection. The most important thing that we learned about real transformation is that it cannot happen without dialogue. All these materials are designed to start new conversations and build understanding and trust.

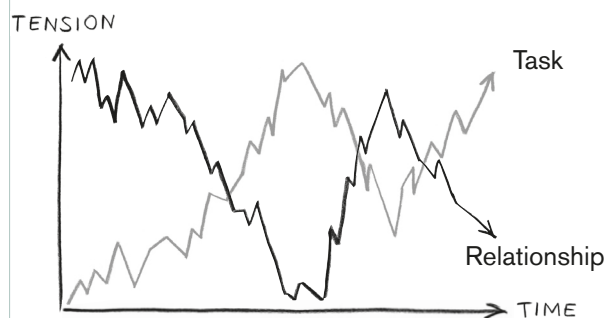
If you only have time to do one thing, the most accessible tool in this book is called. "Important Questions" on page 69. This quickly connects you to your thoughts and feelings, your colleagues and allows you to create clarity and next steps for the big challenges facing you today.

THE BUSINESS CASE

Today CEOs and leaders are struggling with big questions such as:

- How to attract, motivate and keep talented people?
- How to increase profitability, sustainability and be present to the needs of all stakeholders?
- How to increase innovation, creativity, productivity, quality and customer satisfaction?
- How to increase accountability, openness and trust?
- How to run more engaging and productive meetings?
- How to handle the inevitable disagreements and conflicts?
- How to improve co-operation between virtual teams spread across different locations and countries?

Inevitably when a new group of people is formed to carry out a task, there is always a certain level of tension in the group. Questions like, 'Who are my new team members? Who is the leader? How can I contribute/be of value? Will I fit in?' These types of questions occupy a lot of the group's time and attention in the beginning. It is only after some time when these relationship issues have become clearer to the team members, that the group focuses more of its attention to the business task.



By investing in activities that clarify our relationship issues up front and throughout the team life cycle, we will enable the team to better focus on the task.

Our Attention

Working with the culture in our teams and regarding it as an investment will have clear pay-back for engagement and performance. As concluded by many leaders, this investment creates trust. Not only within the team but also with all the stakeholders connected to the organisation. Regarding trust, Stephen M. R. Covey states in a very simple and straight forward way how strong and clear the business case is in his book "Speed of Trust".

Trust always affects two outcomes – speed and cost. When trust goes down, speed will go down and cost will go up. When trust goes up, speed will also go up and cost will go down. It's that simple, that real, and that predictable.

Investing time to connect the people to the team challenges, stakeholders and to themselves is vital for a successful performance. The importance of growing a shared culture and how this is a foundation for building trust and increasing productivity is also evident.

Commitment is enhanced when all those involved share a common vision and values. Shared values build trust, and trust gives employees responsible freedom. Responsible freedom unlocks meaning and creativity. True power lies not in the ability to control but in the ability to trust. (Richard Barrett, 1998).

If you want more information on the business case for such a change, you can find some inspiring

What is your team level of trust, and how does it impact your team?

stories of change in real teams and organisations here. Including, "Cultural Capital - A fundamental driver of financial performance"
www.valuescentre.com/resources



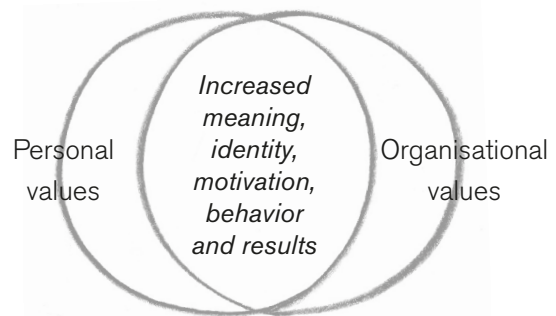
THE HUMAN PERSPECTIVE

Research within organisations has for a long time emphasized strategic technological, financial and organizational aspects and marginalized the psychological, though it is the human motivation and creativity that create the results.
 (Max Rapp Ricciardo, 2001).

It is easy to give all our attention to the rational and logical issues, like risk analysis, communication plans, gate structures, etc. because they are tangible and visible to everyone. These issues are also easy to structure, plan and follow up which in itself makes it easier for us to focus on them. However, even if it is not visible there is also an intangible and more subjective world that we have to learn to deal with. As human beings we have to recognize that we all have physical, emotional, mental and spiritual needs that we seek to fulfil. Based on thousands of culture surveys in recent years we can see clearly that the many cultures are focused strongly on the financial and efficiency/systems aspects of the organisation. But our personal values are more centred on making-a-difference and being part of something bigger than ourselves. There is also a high number of limiting values (e.g. blame, bureaucracy, hierarchy, exploitation, corruption) in the surveys that have a negative impact on the culture. These two issues create an unbalanced contract between the organisation and the people working in it. This in turn creates a stressful situation and in the long term could have an impact on both our physical and mental health.

Without doubt, this will also have an impact on the business performance and outcomes.

While it is tempting to think that these issues can be addressed by stricter control and work processes, the truth is that these issues need to be addressed directly. That is done by proactively and systematically working with the culture and the intangible assets. If we do, we will not only free the full potential of our people in the team, we will also create a much more attractive and successful team or organisation. In order for each of us to take our whole self to work and free our full potential we must be given the opportunity to connect our own individual needs with the organisation needs. We can call this our "psychological contract" that we have with the team or organisation that we work in. If your personal needs overlap the organisation needs, you have a strong psychological contract. This will create higher meaning, energy, commitment and at the end better results.



Another human perspective is health. It is important to build a healthy work environment that does not overstress our employees leading to burn-out. Having a strong psychological contract is one enabler for this. By applying the principles and tools presented in this guide you will create a healthier workplace from a mental and emotional perspective.

To what degree is the physical and psychological health of team members considered in daily operations and decision making? How does that impact your people and their ability to perform and grow?

COMMITMENT, KNOWLEDGE AND COURAGE

We have talked about the benefits of doing this work. It would be unfair not to mention that there are risks too. Many teams and organisations make a great start on this path with very good intentions. They go through the process of creating values and vision statements. This may create initial feelings of enthusiasm and hope for a better future but unless there is meaningful follow-through and action people quickly become disengaged and even cynical about the whole thing. We often tell leaders; “Unless you are committed to the long term process, please don't start. Doing half a job may even make things worse.”

We often see impressive looking vision and values statements on the wall and people walk past them every day and ignore them because they see that the leaders are not walking the talk. This would be like getting enthusiastic about redecorating a room in your house. You go to the store and buy new wallpaper, paint and brushes but then leaving them stacked in the corner of the room that remains undecorated. The materials become a visible reminder of how dirty and messy and unloved the room really is.

If this has happened in your organisation, you may have heard your staff saying things like “We tried that teamwork and culture stuff and it didn't work.” Let's take a moment to consider the reality and the most likely factors that may have led to failure.

If you have made a choice to change then you will need commitment, courage and knowledge in order to breakthrough and create the new way of being.

Lack of commitment

This work takes commitment and discipline. It takes

time and energy and since every team and situation is unique, there are no single right answers to how the process will go or how quickly the benefits will start to emerge. There will undoubtedly be challenges and setbacks along the way but you need to have the commitment and tenacity to stay with it.

Lack of knowledge

Leaders and change agents may get stuck or may not even know how to start because they simply don't know how to facilitate the change. This book is designed to help get you started on the path but there are many other tools and resources available. If you get stuck you can always ask for help. Asking for external help may be the right answer. Asking your team members for help may be just what they were hoping for. Engaging the team in the design and execution of the change will create far greater engagement and the results will be far more beneficial. It takes courage to show vulnerability and ask for help. Leaders who are willing to admit they don't know often create new levels of respect and trust.

Lack of courage

It is said that organisations are perfectly designed to get the results they are getting. If you want new or better results then you need to have the courage to challenge the status quo and create something new. This means you have to have the courage to challenge the assumptions of the organisation, challenge each other and most importantly challenge your inner processes and your beliefs and behaviours. Organisational transformation starts with the personal transformation of the leaders.

Reflecting on past experience can often help us to achieve greater success in the future. Failure is often a more powerful teacher than success.

In your experience of previous efforts to improve team culture and performance, what were the factors that created success or failure?

THE STORY BEHIND THE BOOK

This book was originally published in 2009. It was masterminded by Tor Eneroth who at the time was the Culture Manager of Volvo IT and co-written with Per Hellsten and Sasha Hamilton. It was written to help Volvo project teams achieve new levels of connection, performance and delivery. The fact that the book is alive, well and still being distributed and used on a daily basis in Volvo IT a testament to its value and success.

In 2011 Tor joined Barrett Values Centre as the Network Director and this book has been updated and re-written for a wider audience of leaders, consultants and change agents in all types of organisations; teams, small businesses, corporations, NGOs, governments, schools and even citizen groups with common aims in mind.

Barrett Values Centre believes in realizing the human potential and provides powerful metrics that enable leaders to measure and to develop the cultures of their organizations, and the leadership development needs of their managers and leaders.

The core products of the organisation are the Cultural Transformation Tools (CTT). The Cultural Transformation Tools have been used to map the values of thousands of organisations and leaders in over 80 countries. The Cultural Transformation Tools are used by corporations, NGOs, government and municipal agencies, communities, schools and nations. The CTT values assessment instruments are available in over 50 languages.

What gets measured gets done.

Barrett Values Centre has developed a set of models and tools to measure the values and culture of teams, leaders and the whole organisation. The measurement includes factors such as the strengths that form positive foundations, the dysfunction beliefs and behaviours that undermine performance and the desired direction for the future. The Cultural Transformation Tools (CTT) provides leaders, consultants and coaches with one of the most detailed and comprehensive cultural diagnostics and values assessment instruments available.

CTT surveys provide the input you need to plan and manage your change initiatives, your cultural transformation programmes, your diversity interventions, your talent management and leadership development initiatives, and your customer feedback. They make the intangibles tangible and provide lead indicators for measuring individual and collective performance.

CTT is not the only method of measuring culture and it is vital that leaders choose the tools that will help them in bringing meaningful change. What makes CTT unique is that it does not start with a predefined structure of what 'good' looks like and it provides the vital link between individual, leadership and organisational development. The CTT assessments allow teams and large groups to create their own picture of their own unique desired culture and measure where they are in their journey by understanding their current culture.

You can find out more about the Cultural Transformation Tools and the underlying Barrett Seven Levels of Consciousness model here: www.valuescentre.com

After all, a book is just a book unless you do something with it. Through Get Connected we intend to help you transform your leadership capability, team and performance.

Barrett Values Centre has been certified users of their models and tools since 1998, and today there is almost 4000 CTT consultants and users around the whole world. The intention with this book is also to support and facilitate this global network of practitioners in their endeavors to create a values driven society. The book is a practical part of the CTT certification training today.