



INTERNALISATION OF TEAM AMBITIONS

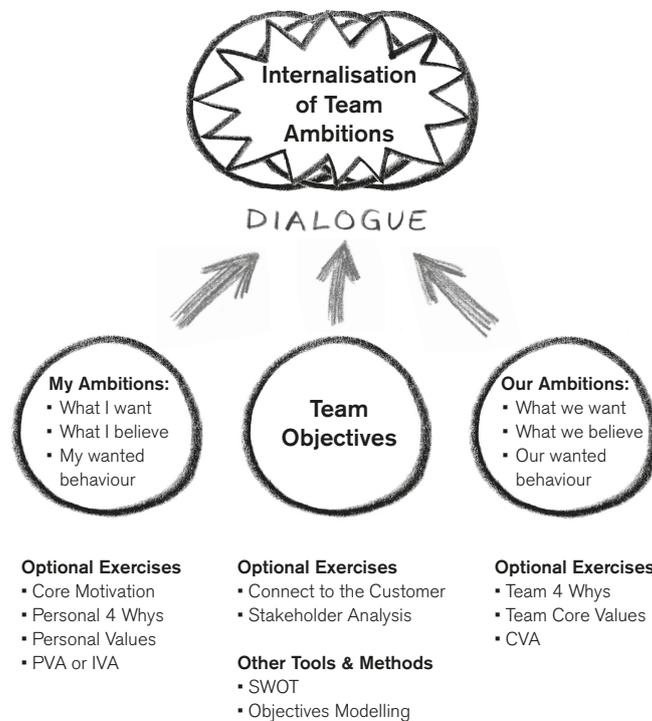
Session Leader Guide

Teams often have both direct and indirect consequences impacting a multitude of stakeholders. Awareness of the team's objectives and compatibility with the ambitions of the members and stakeholders is necessary to create a shared view and improve the level of consciousness from the key people needed to make the team successful.

This exercise sets out to raise a dialogue around the compatibility of team objectives with the ambitions of the key people needed to make the team successful.

You can do this on an individual level and/or a team level and the output from many of the other exercises within Get Connected can be used as input.

i.e. See the illustration below which shows the tools and exercises that can be used as input.



PURPOSE

To create a dialogue and bring to the surface, reflect upon and connect to the thoughts and feelings about our defined team objectives and deliverables.

OBJECTIVE

At the end of the exercise everyone should have a shared meaning and commitment to our team and deliverables.

TIME

Estimated time for this exercise is approx. 2 – 3 hours.

BEFORE THE SESSION

1. Anchor the decision to do the exercise with the group.
2. Read through the whole Session Leader Guide – the best thing is to try out the exercise yourself first so you know the key steps.
3. Optional: Run some or all of the optional exercises, tools and methods listed in the above illustration in advance so that their output can be used as input to this exercise. E.g.: Use Objectives modelling to break down the Team Objectives in to more manageable or meaningful parts. Use Stakeholder Analysis to understand the various forces and agendas of Key stakeholders. Use the 4 Whys exercises to help bring to light the driving forces behind the team's motivation, etc.
4. Book a meeting room that makes it possible to work two by two in an acceptable way. Select supporting slides to use at the workshop. Review speaker notes and add your own. You will find suggested slides at www.valuescentre.com/getconnected.
5. Send out the invitation for your group meeting at least two weeks before your meeting. Communicate Purpose and Objective, when, where and who will be involved.
6. If you intend to use a meeting evaluation or team reflection, have it prepared in advance (see page 172).
7. Try to come at least 20 minutes before everyone else.
8. Write the Purpose, Objective and Agenda on a flip-chart so that everyone can see them during the whole session.

DURING THE SESSION

1. Follow the proposed agenda.
2. Present the model illustrated above showing My Ambitions, Project Objectives and Our Ambitions. Include the details relevant for you project and team. i.e. What are your project objectives? What personal or group ambitions have been identified so far? (Input from the optional exercises, tools and methods can be used for this).
3. Present the reflection questions and distribute the hand-out detailing them (included at the end of this exercise):
 - What becomes clear to me when I read/hear about our team objectives and deliverables?
 - How do I feel and think in relation to the team objectives and deliverables?
 - In light of the above, what will be needed in order to make this a successful team for all stakeholders and team members?
 - Do we understand and connect to the team objectives? If there are gaps, what are the Actions needed?
 - Where do we have a positive or negative energy focus? What actions are needed?

4. Divide the group into pairs and let them share their reflections/conclusions/concerns with their partner.
5. Gather the group again for a whole group reflection.
6. Have a team reflection on the alignment of their personal ambitions with the ambitions of the team, and what actions may be needed. Write down the team reflections and actions on a whiteboard/flip chart so that everyone can see and build on each other's reflections.
7. Let the team conclude what they find as critical for them in order to align their personal ambitions with the team ambitions. Try also to come to an agreement of how to follow up the agreed intentions e.g. by planning a follow up meeting.

AFTER THE SESSION

1. Write and send out minutes as soon as possible after the meeting is concluded. Enclose the slides you showed (if requested by any of the participants).
2. In certain cases follow-up meetings may be required to discuss compatibility of the team and personal ambitions. Examples:
 - In the case of a team member who becomes aware that his or her personal ambitions do not align with the team ambitions, a one-on-one discussion between that team member and their team leader may be needed to identify a workable solution. I.e. Can an adjustment be made to the person's role or responsibilities to better align ambitions?
 - One or more important stakeholders may realise there are clashes in ambitions. Are follow-up meetings required to re-clarify or redefine scope?

Agenda

(proposal and facilitator notes)

1. Introduction	15 min
Go through Purpose, Objective and Agenda. Be open for questions.	
2. Reflection in small groups	30 min
Ask the participants to select a partner and share their reflections/ conclusions/ concerns with their partner.	
3. Group Dialogue	30 – 60 min
Make each small group share their reflections and conclusions in the big group. Let the group reflect over what has been presented and share their opinions of what actions they feel are needed to get aligned with the team ambitions.	
4. Reflection	15 min
Have the group reflect on what was their major learning and take-away from this exercise?	

Questions for reflection:

1. *What comes clear to me when I read/hear about our team objectives and deliverables?*

2. *How do I feel and think in relation to the team objectives and deliverables?*

3. *In light of the above, what will be needed in order to make this a successful team for all stakeholders and team members?*

4. *Do we understand and connect to the team objectives? If there are gaps what are the actions needed?*

5. *Where do we have a positive or negative energy focus? What actions are needed?*