3 THE CONCEPT
We have chosen ‘Get Connected’ to name this mindset for culture in teams. This choice is based on the mindset that we are part of a whole human system in an environment that is interconnected. And that we need to create both understanding and awareness of how all these things relate to each other. It is about connecting to different worldviews. Connecting the tangible and the intangible; to connect yourself, to connect with each other and to connect to other key players. The challenge when connecting is to respect that we as human beings connect through talking, through dialogue and through reflecting.

A team that has connected through talking about their purpose, ambitions, and what they agree is important will also create a stronger identity, spirit and meaning.

‘Get Connected’ consists of five fundamental areas that you continually need to invest time in and connect to, in order to build the foundation for a solid, shared and successful team culture. Some teams need to focus more on only a few of these fundamental areas, while others may need to work with them all. This much depends on the development stage, participants and contextual needs. All areas are addressing different parts of our whole human system and are interlinked and dependent on each other. You need to find out where you have a shared and strong connection already, and where you should strengthen your connection.

These connections must also be regarded as something that is growing or changing over time, which means that you must not only address these issues at the forming stage of a team, yet rather to approach it as a continuous learning.

Please take the time to reflect on the questions on the following pages with your team to find out where you need to invest more time to connect.

The five fundamental areas to connect to are:

1. Our **REALITY**
2. **ME**
3. Our **AMBITIONS**
4. **US**
5. Our **LEARNING**
We need to create an understanding of how our team contributes to the development of the internal and external business environment, society and in the world in general. It is about appreciating a more extensive purpose and meaning of the team, putting the work that needs to be done into a greater context.

It is about creating a holistic view of the position that a team has and takes in the corporate universe. Understanding the customer challenges and how the team can create value for all its stakeholders. It is about getting an understanding of the Whole Human System that the team is part of.

Optional Tools:

1. Stakeholder Analysis ..................... p. 60
2. Connect to the Customer ................. p. 62
3. Open Space ................................. p. 66
4. Important Questions ..................... p. 69
Questions to reflect upon could be:

1. Who are the team’s stakeholders and what specific dreams, expectations and demands do they have?

2. What contribution and value will the team add to its customers, partners and owners?

3. What environmental and/or societal impact will or can the team have in a long term perspective?
In this endeavor as a team, we have clear objectives: To understand who we are, what we believe in and strive for as individuals. And as individuals how we can connect and contribute to the whole system and bring our whole selves to work. To create a joint understanding of each other as individual team members by sharing who we are among the team members.

Optional Tools:

1. Core Motivation .................................. p. 71
2. Personal 4 Whys................................. p. 75
3. Personal Values & Hot Buttons .......... p. 81
4. From PVA to Action .............................. p. 89
5. From Fear to Trust .............................. p. 93
6. Manage your Energy ........................... p. 97
Questions to reflect upon could be:

1. What are your passions in life and what gives you energy?

2. Is who you are and what you stand for something you feel you can bring to this team?

3. Is what you find important being appreciated and recognised in this team?

4. What makes your “heart sing”? Does the team offer you this?

5. What personal values will you bring to the team and what do you want to get out of it?
Connect to our AMBITIONS… our goals!

We aim to create and maintain a shared understanding and team focus on the mission, vision, goals and strategies throughout the team life cycle. It is about making it possible for each and everyone within the team to understand and strive in the same direction, and through dialogue emotionally connect to the rational objectives.

Optional Tools:

1. Team 4 Whys ................................. p. 103
3. Internalisation of Team Ambitions ..... p. 115
4. AI to Free Collective Aspirations ...... p. 120
Questions to reflect upon could be:

1. How do we ensure that within the team we have a shared view on the business case?

2. How do we ensure that all stakeholders are clear on and share the team objectives?

3. What will it take for us to constantly prioritize and reach all stakeholders' shared ambitions?

4. How shall we work to ensure that our team ambitions are shared throughout the whole team life cycle?
The objective is to create a shared foundation for the team spirit, built on the team’s collective beliefs, principles and values with agreed wanted behaviours. Shaping an attractive and productive culture, built on trust, that will make our team a more effective and great place to work.

We also need to align our social structure (e.g., our organizational structure, decision-making process, recruitment criteria, follow-up focus, measurement systems, reward schemes, our heroes, etc.) with our wanted team values and beliefs.
Questions to reflect upon could be:

1. What are the shared values that we need for us to be successful in our team?

2. What are the values that create motivation and spirit in our team?

3. What behaviours will be critical in our interactions with the stakeholders to our team?

4. How do we ensure that we constantly align with our desired values and behaviours?

5. How is our level of trust within our team? Is it healthy and productive or does it need to be addressed?

6. How well is our current social structure aligned with our desired values and beliefs to make it possible for everyone to behave in a desired way?

7. Among all the teams I belong to, what is unique about this team for me? What would motivate each of us to give more of our time to this team vs. other teams?
GET CONNECTED

Connect to our LEARNING… how we grow and develop!

The purpose is to agree and create an environment for continuous reflection, transformation and learning throughout our daily work.

Learning and development are not only essential to our individual motivation and growth, but also to our agility and competitiveness as a team. How we work to learn and develop from our individual and collective experiences must be a natural part of our team culture.

Optional Tools:

1. Team Learning .......................... p. 165
2. Effective Feedback ....................... p. 173
3. Skilful Discussion ....................... p. 179
4. Culture Report .......................... p. 185
5. Creative Mind .......................... p. 190
Questions to reflect upon could be:

1. How shall we work to bring the collective team knowledge and experiences to the surface and benefit from it?

2. How can we learn from our experiences during our daily operations?

3. How do we ensure that we recognise and affirm each other’s individual and collective contributions (behaviours and results)?

4. How do we ensure that we give ourselves enough time to connect?

5. In what way could this team contribute to my personal and professional growth?