4 IN PRACTICE
You may think, "Well this is a nice concept, but how do I make it all happen in my team?" First of all you have to accept the fact that you are dealing with the subjective intangible aspects of life when you wish to address, influence and grow a desired culture in a team. In practice this means that you need to understand that you are dealing with something that is often not so rational, logical and predictable.

A culture is influenced and based on human needs and emotions that are constantly moving and changing. In order for you to work practically with your culture you must define your current reality, so that you can start your journey from where your team is now.

This chapter describes a few practical perspectives that impact team culture development:

- Team vs. Working Group
- Dynamics of Power
- Management vs. Leadership
- Cultural Heritage
- Operational process and culture
- Directions of Energy
- Rational and Emotional Phases
- To measure and grow your culture
- Assessment of needs

TEAM VS. WORKING GROUP

The word of team is used loosely in today’s workplace to define a variety of structures when a group of people are working together under a set of goals and objectives. Yet most of the so called “teams” do not qualify as teams but working groups only. A team must exhibit a minimum set of behaviours, such as co-operation, information sharing and team work, which is built on a foundation of shared vision, values and positive relationship qualities. There is an element of bonding within a team, both on a rational dimension and an emotional plane.

It is not necessary to always strive to build a team, a working group may be more appropriate under certain circumstances, such as working together for short term projects or to complete simple operational tasks. The importance thing is to first decide if you need a team or a working group. You then set realistic expectations among its members, call a spade a spade and not use the label of team to confuse matters and relationships.

If a team is necessary, then the team leader must put time aside to think through how to build it and make conscious choices about its developmental pathway. “What is in it for me?” is an essential question for a team leader to contemplate on behalf of each team member. To build a strong team, the factor of “what is in it for me” must be strong both at a rational level and an emotional level for each member. A team leader may need to make the tough choice of who should be on the “bus” to start with, to ensure there is a solid foundation for shared motivations. A sidelined team member could be quite destructive if left
GET CONNECTED

What are the compelling reasons for us to build and sustain a team? What time, energy and resources would this process take?

What is the current reality of this team? Is it a team or a working group?

What are the compelling reasons for us to build and sustain a team? What time, energy and resources would this process take?

What is the level of engagement of each member? Who should be on the bus; who should be off?
What holds this team together? How does each member rates the level of bonding of this team vs. other teams they are part of?

How does this team behaviour align with timelines and deliverables? What is their passion and how are they developing?

**DYNAMICS OF POWER**

The “what is in it for me” factor is often linked to and amplified by the structure of power, i.e. who holds the authority over each member, who the stakeholders for the outcome of this team are and what strategic importance in the organisation this team holds. The power structure, both formal and informal, sets the tone for the motivations of a team as well as its operational context, and often has a key impact to the success or the failure of a team.

The formal reporting line is a typical stream of power. The team leader who has singular, formal authority over his/her members could demand time and attention from his/her team, and may consider strengthening the reporting power line with leadership qualities. When there are dual or multiple reporting lines involved for team members, a team leader must carefully consider the underlining power dynamics and formulate effective influencing strategy. Good leadership by itself is not enough. Asking people to go extra miles without good pay back shall not sustain, and may be experienced as manipulation over time.

One common challenge for the development of a team culture is the culture of the organisation it belongs to and the power structure of this organisation. In a highly hierarchical organisation, formal power structure is a critical success factor for an effective team. In large organisations, there is often the power tension between centralisation vs. localisation, group structure vs. functional structure and direct line vs. dotted line etc. A team leader needs to be realistic with its operating environment and be mindful of the impact this team has on its members in their power status within the power structure of an organisation. The power dynamics include formal power status, influence level of key stakeholders, potential recognition involved and general look good factors. The team leader needs to actively link the work demand from this team to the strategic outcomes of key stakeholders, and continuously look after and even promote the "look good" factors for the team members involved. This is important for all sorts of teams, be it direct report or cross functional as well as intact or new.
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the power hierarchy in our organisation? How does that impact the operation of my team?</td>
<td></td>
</tr>
<tr>
<td>Who are the key stakeholders for the success of my team? How could I engage them to promote the strategic importance of our team?</td>
<td></td>
</tr>
<tr>
<td>How could I effectively influence this team? What is the power dynamic within my team?</td>
<td></td>
</tr>
<tr>
<td>How do I give back to my team members? What can I do to make them look good?</td>
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</tbody>
</table>
In order for a team to be successful, we need to go beyond just managing the goals, the gates and the deliverables. Growing a healthy team culture with a strong and shared sense of direction and values will call for leadership skills rather than only management skills. Managers tend to focus more on time, quality and cost, making sure we meet the defined goals and deliveries. In contrast, leaders give more attention to set directions, motivating and aligning people to a shared purpose, helping them to grow and develop and to feel valued, resulting in a stronger sense of belonging and meaning.

Leaders are also conscious of their own values and behaviours and what impact these will have on the people around them. Leaders make sure they walk the talk and lead by example. That is why the ‘Get Connected’ concept not only addresses the team collective aspect but also enables you as a leader to connect to yourself. To be genuine and align what you think and feel with what you say and do.

A strong recommendation for you who have the role of building and leading a culture is to start with yourself before you bring this to your team. This will not only connect yourself within but also give you a better understanding and confidence when you lead your team through the exercises.

Remember though, you do not need to be an expert to connect your team and grow a desired culture. All you need to do is to do the right thing by people for people and trust the process. Invest in circle time, set the stage, listen and be open to what happens, and make sure you reflect and learn from it. But do not be afraid to call for help. Ask consultants (internal or external) to come and facilitate dialogue sessions with you and your team, when needed.

**What is your dominant leadership style – Manager, Leader or both?**

**What are your core motivations, vision, mission and values? How may these influence you in your role as a leader?**
CULTURAL HERITAGE

Everyone has a history with different traditions, patterns, habits, etc that has shaped us. Your parents, schools, friends and the country that you grow up in shape your fundamental beliefs, values and principles, which in turn impact your attitudes and behaviours. You could call this our cultural heritage. It forms part of our “filters” from which we see the world around us. It could be of importance to pay attention to our individual and collective cultural heritage when trying to understand your current culture.

In many cases when we talk about ‘culture’ we think only of our country cultural origin or ethnicity. For example, “Swedes are very consensus driven – their decisions are always unclear”, or “Koreans do not have any clearly expressed opinions – they are always so quiet”. These quick judgments are based on stereotypes. These often very wrong assumptions can cause a lot of confusion and wasted energy in a team.

Nevertheless, it is important to recognise our country cultural heritages in order to understand, accept each other and work better together. If your team consists of members from different countries, then you need to invest in gaining awareness of the different country cultures. It is of great benefit that everyone understands their own country culture and themselves in relation to it before they start to learn about each other.

Remember when you invest in your culture you must start in defining your desired culture (vision, mission and values). Then you can invest circle time to understand each other’s cultural heritage, for example our country culture. The other way around, it will most likely divide rather than unite your team.

“

To reduce time and space for reflection in development work, depletes the innovative ability, vitality, and in the long run also competitiveness. (Max Rapp Ricciardo, 2001)
It is necessary and important to have well defined operational process describing the different project phases. A well-defined process with clear milestone targets helps enable all stakeholders to get connected to the project and to focus attention on the right issues at the right time. By doing this we also shape a culture built on the belief that having good order and discipline as part of all our tangible and rational project issues will make a successful project.

But such a process does not help us with everything that we need to grow and create an attractive and competitive project culture or healthy and efficient working climate. We have to understand that our structure is only an outcome of our beliefs and principles. To attain the desired culture we need to view it as based on our shared beliefs, values and principles. And since this is dependent on the human dynamics and not the predefined structure it can be illustrated by the level of relationship tension in a project.

See the conceptual illustration below;

In the beginning of a project it is very common that we have higher relationship tension due to the fact that the people in the team have not connected to each other and the task yet. To reduce the relationship tension to a healthier level we need to invest in some dialogues where we can connect. However, high relationship tension is not always negative. It could be quite productive and constructive to have a high relationship tension, provided that it is built on mutual trust amongst the team members. A tension based on uncertainty and disrespect will never be effective.

What current level of relationship tension do you feel that you have with your team today?
Are you all aligned and pulling towards the same direction?

What are your shared values at this moment? What values and behaviours are currently at play and are they the same as your desired values? Are there any gaps?

DIRECTIONS OF ENERGY

A team culture can also be defined by its energy. Where and how you place your individual and collective energy tends to get the focus and priority. What captures our attention and what do we tend to prioritize and focus on? It would be best of course, if everyone in the team focuses their attention on the shared task we are all here to do. But we know that things happen that take our attention off the task. Below, are some typical examples of scenarios and challenges that could occur at different stages of a team, and that have an impact on the direction of energy. Use them to identify what challenges there might be on your agenda at this moment, and to determine what questions or tools would help to connect your team on an individual or collective level:

**Poor alignment:**
- Conflict(s) within team, with customer, with Steering Committee, with the line organisation
- Conflicting needs/demands
- Lack of trust among stakeholders
- Your stakeholders don’t share the same agenda
- Different view on deliverables
- Conflicting requirements/directives
- Lack of aligned line management commitment

**Lack of energy and flow:**
- Team members unhappy – leave the team
- Lack of motivation or/and drive
- Attitude problems – morale is low
- Energy level fades out
- Lack of initiative and involvement

**Getting people “on board”:**
- Selecting your team members
- Introducing new team members
- Agreeing on shared objectives
- Integrating people and task

**Communication problems:**
- Lack of open and honest communication
- The team members and/or different sub-teams do not co-operate/communicate
- Information hoarding
- Relationship conflicts and/or political agenda leading to blame and manipulation in communication
What is the energy direction in your team? What do you tend to focus your attention on?

Do you have positive and high energy in your team? Why/why not?

**RATIONAL AND EMOTIONAL PHASES**

The culture is unique for every team and every situation in any projects or initiatives. This is why we need to understand that it is not enough to only initiate but also to grow our desired culture. We also need to constantly review, nurture and develop our current culture during the whole process a team remains together, as well as throughout the different phases it goes through.

Clearly, projects go through phases when passing through defined gates in the project management process of an organisation. But these different phases often call for new tasks and challenges to reach our final goals and in many cases also call for new members with new ideas, and beliefs and values. These changes will also impact the subjective side of your reality and thereby the group dynamics, energy and flow. It is important to recognise that these types of emotional phases do not always follow one’s pre-defined and planned visible phases. They are instead more governed by our emotional and spiritual state, but could still be defined even if they may be intangible and invisible for our eyes.

We have chosen to use two existing models that may be well known to you already. However, by reviewing your own team in relation to these models, you will better recognise your current team dynamics and culture and determine what desired culture would be relevant for you and your team to grow.

**FIRO Model**

One method of defining the phases that a team goes through is the FIRO model (Fundamental Interpersonal Relations Orientation) developed by the American psychologist Will Schutz.

According to the FIRO Theory, a group goes through the following development stages over and over again throughout its life cycle:

1. **The Inclusion stage**
   The Inclusion stage is the first development stage of a newly established group. All members in the group are very anxious about being accepted by the others or about whether they really want to belong and adapt themselves to the group. Other common ques-
tions are how well they fit into the group and who
the others are. The norms within the group, how to
communicate and the different roles, are still unclear.

1b. The transition phase - “artificial cosiness”
This phase offers a short pause for breath, a sort of
rest before the demanding role-searching stage. The
members still try to please the others as they are
feeling more relaxed with and are getting more and
more engaged in the group.

2. The Role Searching stage
This stage is the most demanding in the group de-
velopment process and takes the longest time to get
through. The members of the group are no longer
quiet, confrontations and trials of strength appear
constantly and the disputes are normally about
knowledge, leadership and competence. Sub groups
are often formed, the atmosphere can be obviously
aggressive and questions arise regarding who the
leader is, how much influence each person has and
how your competence is utilized.

2b. The transition phase – “idyllic atmosphere”
Before the next real stage a shorter phase of relief
appears. The underlying conflicts come to the surface,
the group starts to develop a common identity and the
group members begin to understand their roles.

3. The Opening stage
Now the group functions as a unit and the members
can focus their energy on the common goals. The
group members are getting closer to each other,
the atmosphere is more open and the prerequisites
to manage problems that arise have improved. The
members of the group reflect over what the others
think of them, who they have the closest relations
with and what level of openness and tightness in their
relationships is allowed.

The group will sooner or later go back to a new Role
Searching stage. If problems are not solved in a
stage there is a risk that the group reverses one or
more stages. The introduction of a new member or
when groups are merged, are examples of when a
group goes back from the Opening or Role Search-
ing stage to the Inclusion stage again.

Tuckman Model
The Tuckman Model talks about team development
phases as FORM – STORM – NORM – PERFORM.
A team gets together around a shared purpose (they
FORM). When they start to work they realize that they
have different perceptions of the project’s ambitions
and on how to reach them, which creates tension in
the team (they STORM). After some time they reach
a more shared understanding and respect for each
other (they NORM) and their productivity and abil-
ity to work together functions well (they PERFORM).
This is illustrated in the picture below.

Research shows that successful teams do not FORM
to STORM, instead they STORM to FORM. In prac-
tice this means that they invest in activities to un-
derstand and connect to each other’s personalities, ambitions, etc. up front. The exercises presented in this book give guidance as to how this is carried out. You need to do regular checks to connect to your team and where they could be in their development.

This is essential if you would like to know where to start and what to do in order to grow your team's wanted culture.

What emotional phase is your team currently in? What is your expected next phase and what impact will it have on your performance?

What is the desired emotional phase for you to effectively achieve your goals/objectives? How big is the gap and what are your leverage points to move your team forward?
Just as there are many ways to plan and execute a strategy, there are many ways to plan and deliver a cultural transformation program too. Barrett Values Centre provides models and tools for how to measure and grow a desired culture, called CTT (Culture Transformation Tools).

This process is based on a few fundamental principles, like “What gets measured gets done (and can be managed)”, and “Cultural transformation starts with individual transformation (especially the leader)”. At the same time it is important to recognise that this process is only a start, and in order to grow a desired culture you need to be prepared to work consistently and persistently with your culture over a longer period. Sometimes it can take years to get your culture to where it needs to be. Or, even more rightly it is a never ending story to work with your culture. Having said that, the process presented below provides you with a great start, and could also serve as a way to constantly follow up and review your cultural evolution.

By measuring the values you can make the invisible culture visible. This is done by collecting the perception of values and behaviour in your team. However, it takes almost no time to set up and measure your culture, but the important part of this “journey” is the way on how you work with the results after the measurement.

The intention here is to provide a high level outline of these steps so that you can understand what and how you could measure and grow your culture with the use of CTT. To work with CTT you need to be a trained user, or work with a CTT Certified consultant. However, you could also use the tool “Core Values & Wanted Behaviour”. This does not provide you with all the information about your culture, but good enough to get you started. The tool “From CVA to Action” gives a more detailed description of the steps to take.

Here is an overview of the 6 basic steps for using a Cultural Values Assessment (CVA) and working in a practical transformation process.
1) Values Assessment (All employees)
Contact a certified CTT consultant to help you set up the CVA survey. Usually you need to start 3-5 weeks before you want to have a report. In this preparation you will define and adjust the values list to be used, the demographic cuts you would like to see, and languages to be used.

The assessment is done on-line via a website and takes normally 15-20 minutes to answer. The benefit here is that you can (which is recommended) ask and involve all members in your team and/or organisation.

There are three simple questions asked:

<table>
<thead>
<tr>
<th>Question</th>
<th>What this tells us</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Personal Values - Please select ten of the following values/behaviours that most reflect who you are, not who you desire to become.</td>
<td>The values that are important to your people in their personal lives? This is vital data that allows you to build a culture where people feel they belong.</td>
</tr>
<tr>
<td>2. Current Culture - Please select ten of the following values/behaviours that most reflect how your team / organisation currently operates.</td>
<td>How do your people experience the team / organisation now? What is working well? What is undermining engagement and performance?</td>
</tr>
<tr>
<td>3. Desired Culture - Please select ten of the following values/behaviours that you would desire for your organisation to achieve high performance.</td>
<td>What your people believe are the next steps (values and behaviours) to drive engagement and performance.</td>
</tr>
</tbody>
</table>

Within 5 days after the survey has closed you will get the report via mail in Word and PowerPoint.

The example on the right shows the 2012 values assessment for Barrett Values Centre. You will notice that the current culture includes all 4 of the organisation’s core values. (see page 55)
This is a sign that the values are alive and well and form the basis for daily decision making. It is also a strong indication that the leaders are walking the talk.

2) Share the results and start the dialogue (All employees)
The values assessment results are just a start point for a conversation. Now you need to invest circle time to sit and open a real dialogue. Listen to ideas that all your employees have to improve the way you work together. Help them to solve their own problems and frustrations. Your cultural transformation starts right here, at this moment in this conversation. The way to listen and involve and build in trust into this conversation will lay the foundation to your desired culture.

Here are some questions to help open the inquiry:
- What are the good news / what is to celebrate in these results?
- What challenges, problems, frustrations does this show? (Dig deeper to get examples and allow people to speak openly.)
- What is missing?
- What are the requests for transformation that become clear and what are your ideas to bring them to life?
3) Prioritise key focus values or choose Core Values
If your organisation or team does not have a set of core values, this could be good input to choose and define your core values that you want to become the foundation of your culture. If your core values are already defined then you have an opportunity to see if they are really being lived. It may be time to focus on some new values and behaviours to take your teamwork and performance to the next level, and/or to better align your culture with your strategy. The following steps will then be based on exploring, developing and living those values.

4) Explore key values and behaviours (All employees)
Use the worksheets on page 140 to engage your people in a dialogue to explore the core values (or new focus values). Work in smaller groups of 3-5 people, with one value at the time. Remember that the dialogue is not only to reach an agreement of actions; it is more to help your team to form a shared understanding and bond together around what they have defined as important to best work together, and what motivates and gives them energy.

5) Create a Culture Development Plan (Small team)
If you have a team that is more than 10 people, you need to select a cross-department team to create a simple and practical Culture Development Plan for the year. Their task is to develop a draft plan which you as a leader then can present, adjust and agree with your whole team. The input to the plan is coming from all the suggested behaviours and actions that emerged from the step 1-4 above. This is also a good time to make sure that these suggested actions are aligned with your customer promise and strategy. Ideally this should be short enough to fit on 1 piece of paper. See template on page 136.

6) Live the values and grow the wanted Culture (All employees)
The values must be woven into the day to day decision making and behaviours. It is critical that leaders walk-the-talk and set an example for everyone else. This will show people that you are serious and create new levels of trust.

Feedback is key! It reflects what you have your attention on and how you look at what is important to you. If team members are not living the values you must have the courage to challenge them and help bring them and their behaviours into the desired culture. As much as you constantly need to provide positive feedback, catching people doing things right!

Don’t forget to celebrate along the way!

It is recommended that you plan for a follow up within 6 to 18 months (it depends: if you have a lot of energy leakages and dysfunction in your current culture you need to do follow up sooner). By measuring again, you will be able to see your progress and learn from what works and what still needs to be worked on. It also signals that you are concerned about your culture and that you are being consistent and persistent in your ambition to grow a better culture.
### Barrett Values Centre - Values & Behaviours
This is a live example of a values statement that shows the work in action.

<table>
<thead>
<tr>
<th>Value</th>
<th>Definition</th>
<th>Behaviours</th>
</tr>
</thead>
</table>
| **Commitment**         | We bring a willing spirit to the work we do. We support the organisation in delivering our mission and vision. We are dedicated to performing to the best of our abilities, even in difficult circumstances. | • Deliver on promises and maintain high standards in all professional endeavours.  
• Go beyond the call of duty to benefit the greater good of the organisation, the network and the end clients.  
• Keep the Barrett Values Centre vision, mission and values front and centre in making decisions.  
• Bring issues to the table and suggest ideas for improving our organisation. |
| **Customer Satisfaction** | We are dedicated to serving our customers’ needs. We strive to help our customers grow and learn by keeping them informed and providing innovative products and services. We seek to make the customer an extension of our own organisation and keep them coming back for more. | • Set expectations with customers, and then work to meet or exceed them.  
• Seek to continually improve our customer experiences.  
• Be open, realistic and honest with customers. Work to meet immediate needs and provide alternative solutions when obstacles arise.  
• Listen to customer needs and collaborate with customers in an effort to support mutual learning and growth. |
| **Employee Fulfilment** | We strive to align our personal and organisational motivations. We understand that people have a need to grow as human beings, to expand their horizons and to meet new challenges. We seek opportunities to nurture each employee’s gifts and sense of purpose within the context of the organisation’s needs. | • Seek to grow and develop professionally and personally.  
• Support co-workers in their personal or professional development.  
• Demonstrate respect in relationships with colleagues and customers.  
• Strive to maintain realistic goals that support balance between work and home. |
| **Shared Vision**      | We understand where we are going and the strategy for how we are going to get there. This understanding serves as a guide for bringing each other along and ensures we are moving forward in an all-inclusive manner. | • Be aligned with the purpose of the organisation and understand how your work supports the vision.  
• Seek to build a collective understanding of how projects and initiatives contribute to the company vision and mission.  
• Align day-to-day goals, actions and decisions with the company strategy.  
• Advocate and demonstrate the company vision, mission and values to all customers and strategic partners. |
One way to connect to your team’s current status and energy is to do a dialogue-based assessment. By this you will find the specific needs that your team has today. You can choose to do this by involving either a smaller core of team members or the whole team as well as key stakeholders in a reflection session where you start by presenting the ‘Get Connected’ concept.

This is how you do the dialogue based assessment:

1. Hand out a copy of the whole of chapter 3 "The concept" to everyone to read before the reflection.

2. Divide your team into small groups of 3 - 4 people and ask them to define through dialogue which of the ‘Get Connected’ five areas that they feel they have a good connection to and where they need to improve.

3. Ask them to reflect on one or two of the questions that they find most interesting in the area they selected.

4. Get all groups together to share their reflections and find where you need to invest more circle time to get better connected as individuals and/or as a team.

5. Optional: Select appropriate tool(s) to work with to get better connected.

Another suggestion to get a picture of your team’s level of connection is to let them read the whole book and select the reflection questions they feel are important to work with. Alternatively, you could get your team to do the same reflections via picture images such as visual explorer, see website: www.valuescentre.com/getconnected