

Two-Day Leadership Team Offsite

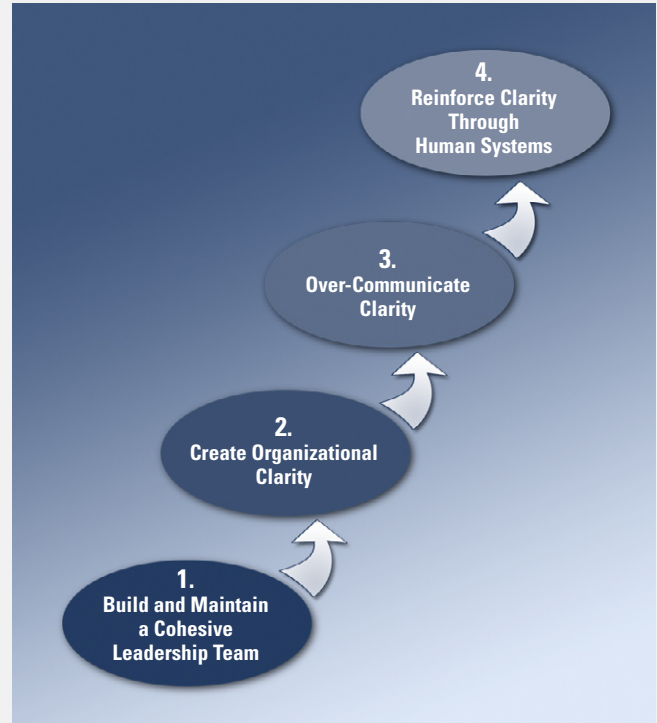
Overall Objective:

The purpose of The Table Group Two-Day Leadership Team Offsite is to provide the opportunity for a leadership team to assess their organization's overall health, including their team's cohesiveness, and to identify specific action items for immediate team improvement.

Workshop Overview:

This highly interactive, fast-paced session is designed specifically for leaders and their direct reports. During the offsite, a leadership team will put into practice the concepts outlined in several of Patrick Lencioni's books, including content from his *New York Times* bestseller *The Five Dysfunctions of a Team*, as well as *The Four Obsessions of an Extraordinary Executive*. Facilitated by The Table Group or a Table Group Consulting Partner, a leadership team will:

- Gain a thorough understanding of the expectations and challenges in building and maintaining a cohesive team
- Assess and make immediate progress in overcoming their team's potential dysfunctions
- Address the effectiveness of the team's meetings and its contribution to the overall success of the group
- Review and validate the organization's direction and ensure alignment exists among the team



- Develop and begin to implement the organization's Thematic Goal
- Discuss the implications of appropriate communication and what changes are necessary to ensure alignment throughout the organization

Because team-oriented exercises and activities are embedded in the discussion of business issues, participants never feel as though they are doing a touchy-feely or theoretical exercise.



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Session Details:

The offsite combines lectures, working sessions and discussions that are designed to address all Four Disciplines required for Organizational Health. Depending on the team's unique situation and the organization's goals, the following details may be included:

Discipline 1: Build and Maintain a Cohesive Leadership Team

During the first part of an offsite, teams will begin to learn and apply the model with a focus on leadership and team dynamics. Activities include:

- A detailed online assessment and discussion of the team's susceptibility to each Dysfunction
- An in-depth look at each team member's working style, using the Myers-Briggs Type Indicator, and the implications of those styles on the team's effectiveness
- An exercise to identify an individual's ability to engage in and manage conflict
- A discussion of the importance of meetings for a team's cohesiveness and a review of the principles outlined in *Death by Meeting*
- An open-ended discussion regarding the effectiveness of the team and how each individual can continue to contribute positively, as well as what each individual might change to make the team even more cohesive



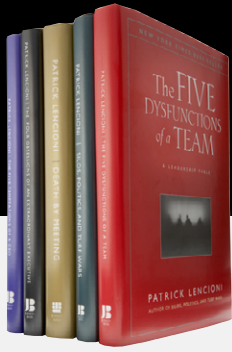
The Five Dysfunctions of a Team by Patrick Lencioni © The Table Group, Inc. All rights reserved.

Outcome: The team will make substantial progress toward becoming more cohesive – improving trust and their ability to engage in unfiltered, productive conflict. This will result in the team ultimately making better, faster decisions and eliminating any lingering politics that may exist. Additionally, the team will resolve any structural challenges that may inhibit the group's ability to work together. Team members will walk away with a clear sense for what they can do differently – both behaviorally and operationally – that will have meaningful impact on the team's ability to succeed.



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Discipline 2: Create Organizational Clarity

During this section of the offsite, the team will clarify organizational expectations to ensure a common understanding among the group. The following areas will be discussed:

- **Core purpose** – Why does the organization exist (beyond making money)?
- **Values** – What are the limits of diversity that can exist within the organization – the core values that all employees must share to thrive?
- **Business Definition** – What is a simple statement that defines the organization's business?
- **Strategy** – What are the core anchors that define the strategy of the organization?
- **Goals** – What organizational expectations exist? This includes developing the current period's Thematic Goal as discussed in *Silos, Politics and Turf Wars*.
- **Roles and Responsibilities** – What is the role of each leader? What overlaps or gaps in responsibility still exist?

Outcome: The leadership team will achieve a consistent understanding of the answers to the above questions and how to use those answers to drive critical decisions. Additionally, the team will recognize where, throughout the organization, these expectations may not be clear. For those teams where these questions have already been answered, this section will validate the team's understanding.

Discipline 3: Over-Communicate Organizational Clarity

As part of this section, we will focus on reinforcing Organizational Clarity, as outlined in Discipline 2, by discussing the importance of cascading communication and how to put it into action within the team.

Outcome: The leadership team will have a high-level understanding of how they might need to alter their current approach to internal communication to elicit greater productivity from their employee base. Additionally, it will reinforce the importance of consistent, simple and repetitive communication about key decisions.

Discipline 4: Reinforce Organizational Clarity Through Human Systems

During this segment, we will begin to discuss the importance of reinforcing the overall organizational expectations, as outlined in Discipline 2, by implementing basic Human Systems and processes – such as hiring, managing performance and rewards and recognition.

Outcome: This initial dialogue will begin to reinforce the importance of creating clarity and consistency in the way in which the organization interviews, hires and manages performance to ensure fit with the values, strategy and goals. The team will leave with a sense of the next steps required to fully implement the organizational clarity concepts successfully.



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