

## MOBILISING TEAMS

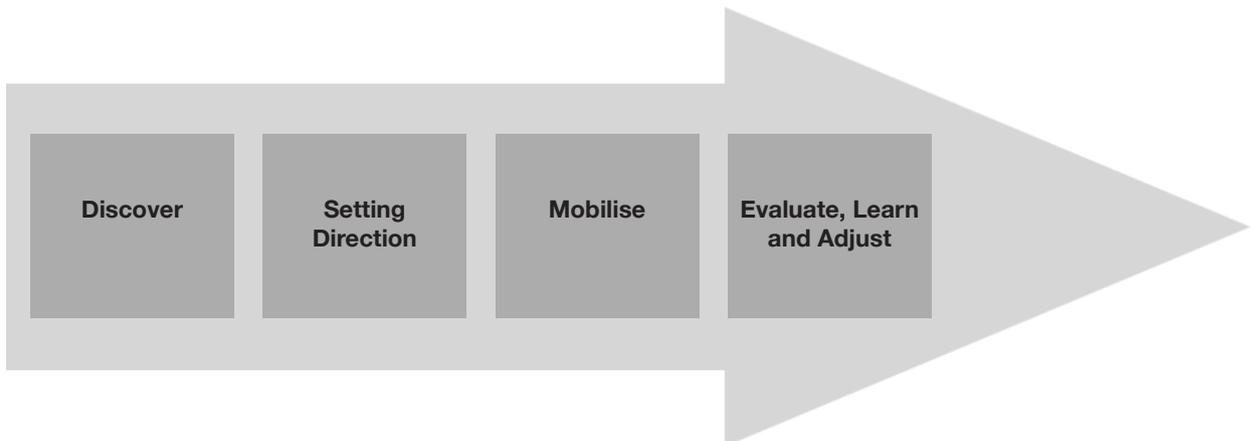
All teams are faced with challenges and opportunities that arise from a myriad of circumstances and need to review and adjust what they do and how they do it.

We believe that setting and implementing strategy for teams is about having well designed conversations that build trust, facilitate learning and that achieve outcomes that matter.

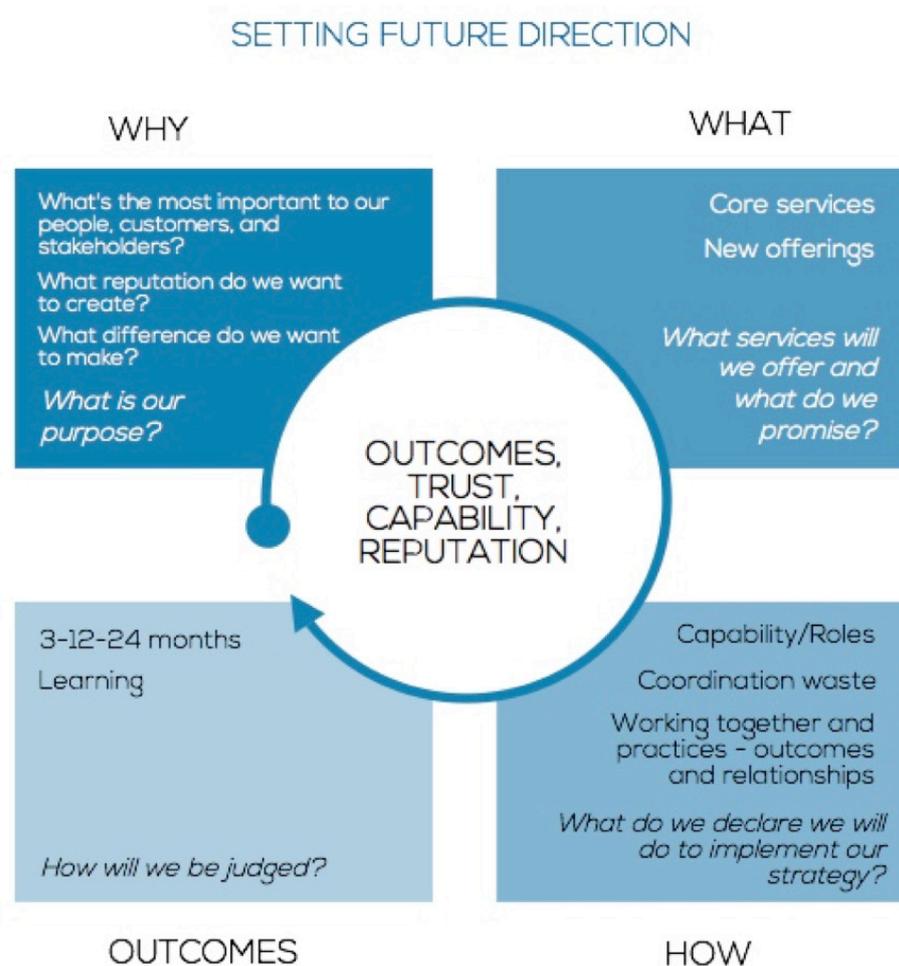
We provide a process that assists leaders to:

- Generate alignment between overall strategy and the team's role so that people know their part and feel that their contribution makes a difference
- Develop stronger team engagement, relationships and commitment
- Facilitate the airing of concerns in a way that is safe and supportive
- Identify and address coordination waste
- Monitor and support team learning over time using well-articulated and collaboratively developed success indicators that provide feedback on how things are tracking and what needs to be done to keep them on track
- Build skills and practices for teams to have more effective in how they work together

We work with teams in four phases:



1. **Discover.** We conduct interviews with clients, leaders and team members to understand what's important, to identify key organisational habits and practices, how work is coordinated from different people's perspectives, and where there is wasted effort and dissatisfaction.
2. **Setting Direction.** We facilitate the future direction workshop which usually takes 2-3 days spread out over 4-6 weeks. In this workshop we typically:
  - A. share and discuss findings from our discovery interviews including client perspectives
  - B. declare the team's purpose
  - C. agree on core services, new offerings and the service delivery standards on which the team commits to
  - D. set expectations of team members
  - E. design work practices that get things done, build relationships and that facilitate learning
  - F. declare what we will do to grow the business
  - G. agree on outcomes and indicators – we make explicit the evidence that will provide feedback on how the implementation is going over time



3. **Mobilise.** This is about implementation and following through on commitments that were made in direction setting. It also involves designing and implementing new work practices that reduce waste or create value. This is usually messy as new change is often complex and new things will come to light that were not anticipated. The key to mobilisation is developing work practices and having the kinds of conversations that allow you to stay on track, respond to changes and maintain and build moods that sustain the effort.

We can also help prepare and support teams so that they become more skilled in working together. We can run a twin agenda of implementing and learning, to achieve the outcomes while also building skills. We have a precise set of distinctions that help people to be more effective in conversations that generate action, build trust and that facilitate innovation and learning.

4. **Evaluate, Learn and Adjust.** Change is rarely easy, and we think it is important to assess success indicators, to identify where things are working and celebrate those, and to refine things when needed. Evaluating progress also provides the motivation and accountability that is often needed to sustain new work practices and have people re-commit to the change efforts.

## Testimonial

*“Mark worked closely with myself and my AsiaPac leadership team to develop the Agenda and objectives for our recent AsiaPac Conference. Mark worked seamlessly with my team and facilitated the Conference over its 2 days. He did a great job. He was across our businesses, what we were trying to achieve and skilfully weaved what was coming from the floor and sessions into a set of tangible, useful outcomes that we are implementing today.”*

### Jason Ricketts

Global Head of Finance, Real Estate & Projects  
Herbert Smith Freehills

*“We had Mark facilitate our strategic planning day for the management team. Mark’s skills were invaluable on the day. Mark was able to identify the relevant issues that were being discussed in order to bring us back on task so that the team could work through them on the day”*

### Sandra Campbell

Director  
RSM

## Clients



The  
Treasury



HERBERT  
SMITH  
FREEHILLS



**RSM Bird Cameron**  
Chartered Accountants



Department of  
Treasury and Finance