

# TEAM DYNAMICS

COMMITTED AND COLLABORATIVE  
MANAGEMENT TEAMS!

Improve your team's results by modifying its dynamics.

To change the performance of a management team, quickly and consistently, it is better to modify the pattern of interactions and relationships than pretending to influence directly on its members. We will see how to unlock the elements that limit the contribution and commitment of team members, modifying the work context. Thus, we will influence the behaviour of people, redefining what can and what that cannot happen.

We are thinking of changing the systems, not because of a problem or an inappropriate person, but because of the set of conditions surrounding the individual and generating the problem. By changing working relationships, we will identify new ways of doing things to build trust and commitment around a common project.

## TALENT, TEAMS & CULTURE

MORE THAN FIVE YEARS OF RESEARCH AND FIVE YEARS OF GATHERING DATA WITH EXECUTIVE TEAMS, PLUS 25 YEARS OF TRAINING EXPERIENCE WITH HUNDREDS OF PARTICIPANTS FROM LARGE CORPORATIONS.

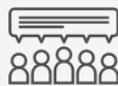
## THE PROGRAMME



### ANALYSIS

#### *Individual interviews and diagnosis*

We measure, through individual interviews with managers, some factors of their relationship as a team, to see what aspects of their working day-to-day must change. In a meeting with management, we set the development levers that have appeared in the diagnosis, resulting from previous individual interviews.



### WORKSHOP

#### *Action and commitment plans*

In a workshop with the whole team, we work on the development levers, to implement the changes that facilitate or unblock participation and commitment. The entire team participates in the final diagnosis of the problem, contribute with ideas and agree on a solution. Its sponsorship ensures involvement and commitment.



### FOLLOW UP

#### *Follow-up and final report*

Later on, we follow-up the implementation of the action plans and acquired commitment, through three subsequent sessions covering start-up, evolution and impact evaluation.

## BUSINESS CASES



The Information Systems and Technology Division members identify how to improve participation, autonomy and decision-making capacity.



The steering committee develops new working systematics to improve efficiency and cohesion.



The management team of multinational's main factory identifies the causes of a lack of coordination and proposes solutions while improving recognition.



The management team improves the unity of action and develops a quick decision-making capacity, facing an adverse market situation.

## SIX STRUCTURAL ELEMENTS THAT INFLUENCE BEHAVIOUR

### Information

1

Having access to the information, knowledge and necessary skills of the position, at whatever level you are, are the first step to excellent performance.

### People

2

Having access to other people, starting with the boss himself, and including external relations, is critical to understand the implications and efficiency of our decisions.

### Participation

3

Participating, taking initiatives and taking responsibility allows people to better contribute to decision-making and problem-solving.

### Recognition

4

The best recognition is the consideration that involves identifying participation and valuing it—people who feel that they are trusted and respected, effort further the average.

### Compensation

5

Compensation is the set of economic or emotional factors, that properly compensate someone for doing what they do.

### Development

6

The ability to develop personally, learning and acquiring new skills; or professionally, progressing in the position, makes the job interesting.