



# LEADERSHIP HEADQUARTERS

## Team Visions & Values.

### DEVELOPING ALIGNMENT MAPPING

If values are the basis for a team's culture, the first step is to decide the types of values that you are going to embrace as a team. Aligning the values of people within the team is fundamental to establishing the right behaviours. Values underpin beliefs that shape attitudes that lead to behaviour.

#### EXERCISE: DEVELOPMENT OF TEAM VALUES

In this exercise we look at the different methods of introducing in an alignment meeting the development of team values. Describe how you would undertake this exercise.

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Alignment is very important for the successful interface between leadership and management. It is the key gauge a leader has to check the team is working effectively towards common goals.

A structured alignment process ensures that a team is able to move into effective operation immediately to help start the development of the team capabilities.

#### EXERCISE: TEAM ALIGNMENT

In this exercise we look at your current team situation. What are the key areas on which your team should be aligned?

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### TEAM ALIGNMENT PROCESS

What is included in the process will depend on how important the relationship of team members is to the success of the organisation. Complete the following exercise.

#### EXERCISE: DEVELOPMENT OF TEAM ALIGNMENT

List what you would include in a complete list of elements for the development of your Team Alignment. Some suggestions are provided below.

Concepts, processes and items that should be included in an overall Team Alignment

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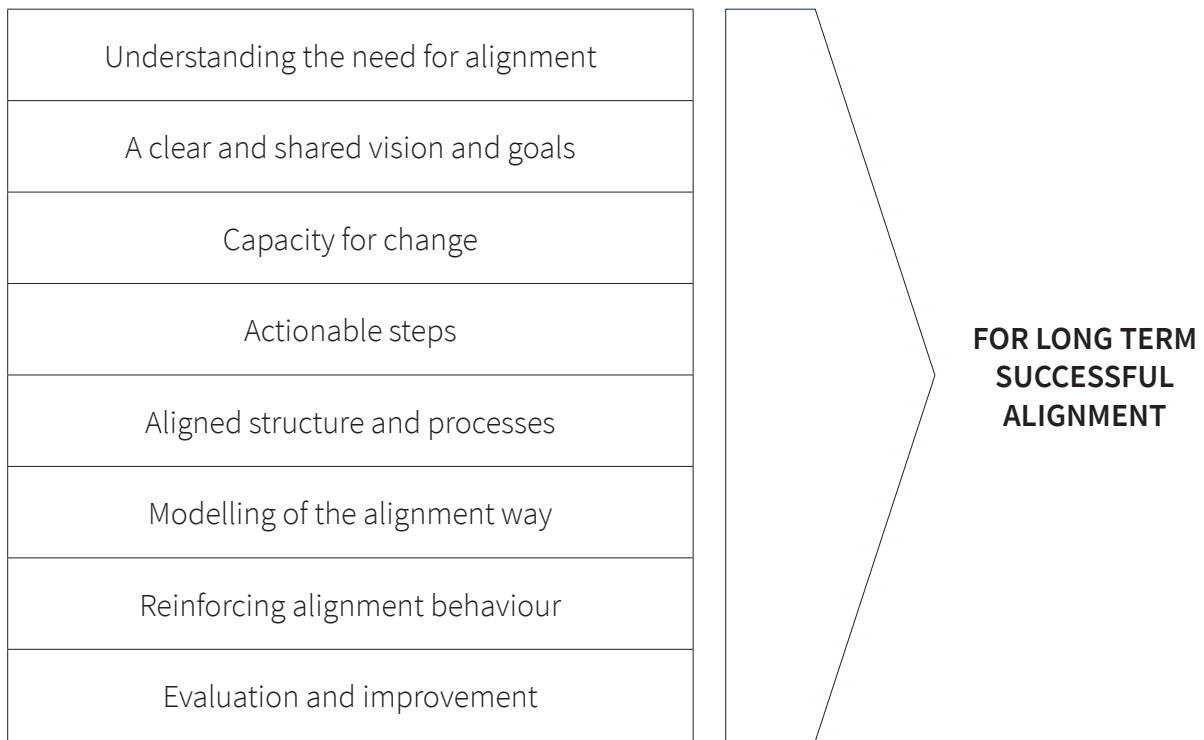
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CLEAR OBJECTIVES	CLEAR ROLES AND RESPONSIBILITIES
Vision	Schedule, Key Milestones
Mission	Strategic Issues
Values	SWOT Processes
Product	Commercial Awareness
Purpose	Execution Strategy
Expectations	Good understanding of Risk
Monitoring Progress	Reward and Other Incentives
Behavioural and Process Ground Rules	Leadership Style and Intent
Criteria for Success	Risk Identification
Organizational Structure	Management Processes



There are eight elements necessary for alignment, and often these constitute the fundamentals required for any team effort to be successful. Every change process must have all of these elements to ensure that the change is implemented and sustainable overtime. The three catalysts for cultural change are necessary to accelerate

and permeate the entire alignment process. They act as boosters; they energise and motivate the process. If these catalysts are not present, or if they are out of balance, the alignment process could run into covert resistance, could become distracted, lose energy or fade out.



**ELEMENTS NEEDED FOR SUCCESSFUL CHANGE**

**THE EIGHT ELEMENTS NECESSARY FOR ALIGNMENT**

1. Understanding the need for alignment helps team members to give priority to achieving this. Managers and employees have many demands on their time and the many objectives they are working towards. Unless senior managers take definite action to ensure alignment behaviour occurs, employees may be sidetracked by other demands.

2. So that people feel their effort is contributing value, team members need to feel a sense of involvement and to identify with the vision and goals rather than having it imposed on them. The vision and goals should be worthwhile and team members must be able to challenge and test its sincerity and suitability. It is important to communicate the vision fully to all employees. A vision that is not clearly understood or shared can fizzle out quickly.

**EXERCISE: CULTURE FIT**

Where does culture fit in here?

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3. Capacity for change refers to the resources and skills necessary to sustain alignment and necessary behaviours adequately. This includes providing appropriate training and allowing adequate time to do what is required. Managers need to plan and budget for the implementation of the alignment process, including the time needed to for managers to participate in the associated activities.

4. Actionable steps and targets give team members specific steps to progress the project schedule and tangible outcomes to work towards. Sometimes actionable steps are referred to as milestones. Many organisations want alignment to occur but do not develop the specific steps and timelines for various stages that allow that to happen. Milestones should include the criteria for success against which the project is measured. Alignment should be one of these.

EXERCISE: TEAM PLANNING

Where does team planning fit in here?

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5. It is essential for organisational structure and systems to be aligned so that the procedures and processes encourage, rather than inhibit, progress towards vision and strategic goals. If systems are aligned, changes can be made efficiently, supported by proper procedures and adequate resources. Reward and recognition systems, performance management, performance criteria, customer service and accounting procedures must operate to help achieve and enhance the strategic goals and change management actions. A regular communication system, such as a team briefing that communicates key information and seeks feedback, should be introduced to ensure staff are informed and feel involved. If systems are not aligned, overall alignment does not get enough traction to be effective over a longer time.

EXERCISE: CULTURE FIT

What successes have team meetings had in informing and involving team members in your workplace?

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6. 'Model the way' refers to the leaders of the organisation putting into practice the values and behaviours that reflect the vision. A senior manager's actions must be consistent with his or her words, or employees will be cynical or distrustful. Managers need to operate with integrity and sincerity so that employees see the actions of their managers as examples of what is expected of them. If customer service is part of the vision of the organisation, managers need to be responsive, positive and willing to make an extra effort themselves for their internal and external stakeholders if they expect their team members to act that way also. It is vital that the Board is committed and involved with that alignment intent. If the Board does not give its personal support and time for the change, employees will give other activities higher priority. There is no room in successful alignment for lip service

EXERCISE: MODELING THE WAY

Where does integrity and sincerity fit into your current role as a leader in modeling values and behaviours?

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7. The next element that is necessary is the reinforcement of the change.

EXERCISE: REINFORCEMENT OF ALIGNMENT

Within the team what opportunities are there for reinforcement of alignment?

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How often is each opportunity taken by senior leaders?

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Reinforcement can occur by terminating, transferring or demoting employees who continue to resist the change of behaviours. If the senior executive does not model the way, employees will revert to the old way fairly rapidly.

8. The last element for successful change is to thoroughly evaluate and improve the alignment program by regularly evaluating the processes. Alignment processes that are not evaluated, or are evaluated in ways that are sloppy or superficial, risk being continued or abandoned based on personal feelings, changes in management, the state of the budget or interest in a new idea that captures the attention of the senior managers, rather than measured outcomes. Establishing before and after measures linked to team KPI's and criteria for success is away to prove the value of an alignment program, and avoid people becoming skeptical and the program stagnating

**CREATING A TEAM VISION**

The importance of a team vision includes such factors as motivation, giving measures to the workers, projecting future states that help bond the team members and move them towards the common goals. Evidence (and logic) points to the vision being the most important factor in transformational leadership. Vision refers to compelling future states that help bond employees through the alignment of commitment for those objectives.

**EXERCISE: CREATING YOUR VISION**

In this exercise, write down cue words rather than sentences that depict the vision that you communicate to others within your organisation

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**EXERCISE: COMMUNICATING THE VISION**

If vision is the substance of transformational leadership then communicating the vision is the process. Essentially transformational leaders give meaning to employees in their work. They frame their message around an important purpose with emotional appeal that will provide impetus to the employees' motivation.

How and when do you communicate your vision?

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**EXERCISE: MODELING YOUR TEAM VISION**

How do you model your team vision?

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**EXERCISE: BUILDING COMMITMENT TO THE TEAM VISION**

Transformational leaders create stories, legends and rituals to help obtain commitment from their employees.

Detail the practices that you use to build commitment to your vision. Detail how, as a transactional leader, you monitor the progress towards and the attainment of the vision.

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