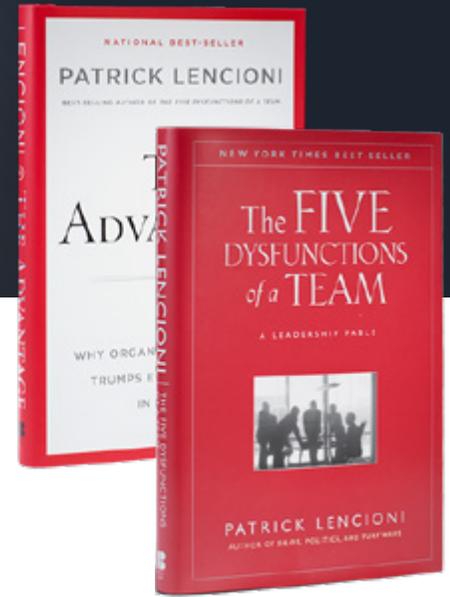# Two-day Executive Team Offsite

OVERALL OBJECTIVE

The Table Group Two-day Executive Team Offsite is the start of any organization's journey to becoming healthy.   It provides the opportunity for a leadership team to assess their organization's overall health, to meaningfully improve their team's cohesiveness and alignment, and to identify immediate actions which drive transformation.

SESSION OVERVIEW

This highly interactive, fast-paced session is designed specifically for senior leaders and their direct reports. During the offsite, a leadership team will put into practice the concepts outlined in Patrick Lencioni's ground-breaking best-sellers *The Advantage* and *The Five Dysfunctions of a Team*.

EXPECTED OUTCOMES

During our two-day offsite, 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 dysfunction.
- Address the effectiveness of the team's meetings and their contribution to the overall success of the group.
- Review and validate the organization's direction and ensure alignment exists among the team by addressing the six critical questions required for organizational clarity.
- Discuss the critical importance of effective internal communications and identify any necessary changes to create alignment throughout the organization.
- Identify a roadmap for the team to ensure a successful transformation to a healthy organization.
- Create a team playbook for leading the organization going forward.
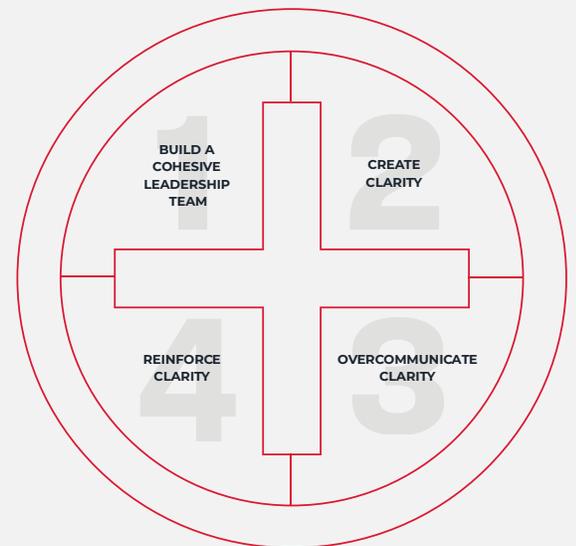
Team exercises and activities are always embedded into discussion of relevant business issues, so they never feel theoretical or 'touchy-feely.'

⊕ **table**group

Our executive offsites leverage a combination of lecturettes, working sessions, team exercises and discussions facilitated by our principal consultants to address the four disciplines of organizational health as outlined in *The Advantage*. Every offsite is customized according to the unique situation and goals of the participating team and organization.

1 DISCIPLINE 1: BUILD A COHESIVE LEADERSHIP TEAM

During the first part of the session, teams will learn and practice the five behaviors that determine a team's cohesiveness: trust, conflict, commitment, accountability and results. Consultants will begin to identify and address leadership or team dynamic issues that are holding the group back.

Activities Include:

- A detailed online assessment of how the team is currently performing against each behavior and a 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 each individual's ability to engage in and manage conflict.
- An open-ended discussion about the team's effectiveness, how each individual can continue to contribute positively, and what each team member can change to make the team more cohesive.

RESULTS

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST

Outcome: The team will become substantially more cohesive by improving trust and their ability to engage in unfiltered, productive conflict. This will help the team make better, faster decisions and eliminate any politics that may exist. Additionally, the team will resolve structural challenges that inhibit their ability to work together and walk away with a clear sense of what they can do differently—both behaviorally and operationally—to help their team succeed.

DISCIPLINE 2: CREATE CLARITY

During this portion of the offsite, the team will ensure their priorities are aligned by collectively answering the six critical questions required for organizational clarity.

The following areas will be discussed:

- **Why do we exist?** Identify the organization's core purpose.
- **How do we behave?** Establish the core values that all employees must share to thrive.
- **What do we do?** Create a statement that defines the organization's business.
- **How will we succeed?** Define the anchors and key strategies of the organization.
- **What is most important, right now?** Pinpoint the organization's rallying cry and the leadership team's shared overarching objectives.
- **Who must do what?** Determine the role of each leader in achieving those objectives.

Outcome: The leadership team will agree on the answers to these critical questions and understand how to use that information to drive decisions and manage the organization. Additionally, the team will recognize where in the organization these expectations may not be clear. Teams who already agree on the answers to these questions will be validated by this exercise. Ultimately, the team's answers to these six questions increase alignment and minimize silos throughout the organization.

DISCIPLINE 3: OVERCOMMUNICATE CLARITY

During this part of the session, we will discuss various approaches to communications, with primary focus on the importance of cascading communication as a means to embed clarity throughout the organization.

Outcome: The leadership team will agree on the answers to these critical questions and understand how to use that information to drive decisions and manage the organization. Additionally, the team will recognize where in the organization these expectations may not be clear. For those teams who have already addressed these critical questions, we will check for alignment. Ultimately, the team's answers to these six questions increase alignment, minimize silos throughout the organization, and ensure better execution.

DISCIPLINE 4: REINFORCE CLARITY

During this segment, we will discuss the importance of reinforcing the answers to the six critical questions outlined in Discipline 2 by implementing basic human systems and processes.

Since the meeting cadence of the executive team is the most important system for reinforcing clarity, we will address the central role meetings play in a team's cohesion and the overall health of the organization. This will include adjusting a team's meeting cadence and behaviors to maximize their effectiveness in dealing with the organization's everyday challenges. Without effective meetings, the organization's path to health will be difficult, if not impossible.

Outcome: The team will make significant adjustments to their staff meetings to ensure maximum effectiveness, including changes to timing, content and flow. Leaders will be given access to the Table Group's Meeting Advantage tool to manage their staff meetings.

ORGANIZATIONAL HEALTH ROADMAP AND NEXT STEPS

As we finish the offsite, we will talk through how to drive organizational health beyond these initial two days. Teams will debate appropriate next steps for their unique circumstances and determine the best way to move forward. Consultants will share a roadmap to organizational health that includes specific activities and milestones to help maintain the momentum gained during this session.

Outcome: The team will walk away with a clear sense of their next steps in transforming the organization's health, while the leader will understand his/her role in championing that overall effort.