



# Team Backbone

**bridgingpositions**

International Change – Consulting – Facilitation – Coaching

Team Backbone is about:

**How do we truly align around our Team Purpose?**

- Shaping a Team's Identity
- Clarification and alignment of team direction
- Re-energize and rejuvenate a team



# What is the Team Backbone designed for:

- ▶ How to create the conditions for a group of people to discover and pursue their collective purpose and, by doing so, becoming a high performing team.
- ▶ All team members operate with the same sense of team purpose, pathway, ambition and the same set of values. Each individual is focusing on achieving a set of objectives that support the team's greater goals.
- ▶ It improves team performance and brings out the best of a team. ***Everyone gets on the same page and pulls the same end of the rope.*** This includes building alignment, increasing awareness for team issues and developing joint standpoints. A team going through this process develops a profound joint understanding and commitment to the central and cohesion-building team backbone elements.



Day 1: Our past that shaped us Our Purpose	Day 2: Our Ambition and Pathway
Welcome and Outlook	Morning Check In
<b>History:</b> Where do we come from?	<b>Values:</b> How do we do what we do?
<b>Brand:</b> What do we stand for?	<b>Ambition:</b> Where do we want to go?
<b>Lunch</b>	
<b>Purpose Sessions I, II, III</b> Who are we? What are we here for? What is the unique gift, we and only we can bring?	<b>Pathway:</b> How do we get there?
	Functional Self Analysis: Roles & responsibility clarification
Team Activity	<b>End and Farewell</b>

The Team Backbone Process is designed to build alignment and direction across a team. The elements we look into are:



5. **Ambition:** Where do we want to go?
4. **Pathway:** How do we get there?
3. **Purpose & Values:**  
Who are we? What are we here for?
2. **Brand:** What do we stand for?  
What are our Strength and Weaknesses?
1. **History:** Where do we come from?

The backbone is the central element of a skeleton from which every movement of the body originates. The Team Backbone is at the centre of the teams identity, it creates alignment and focus across the team.



# History: Continent Island Exercise of the Team

History

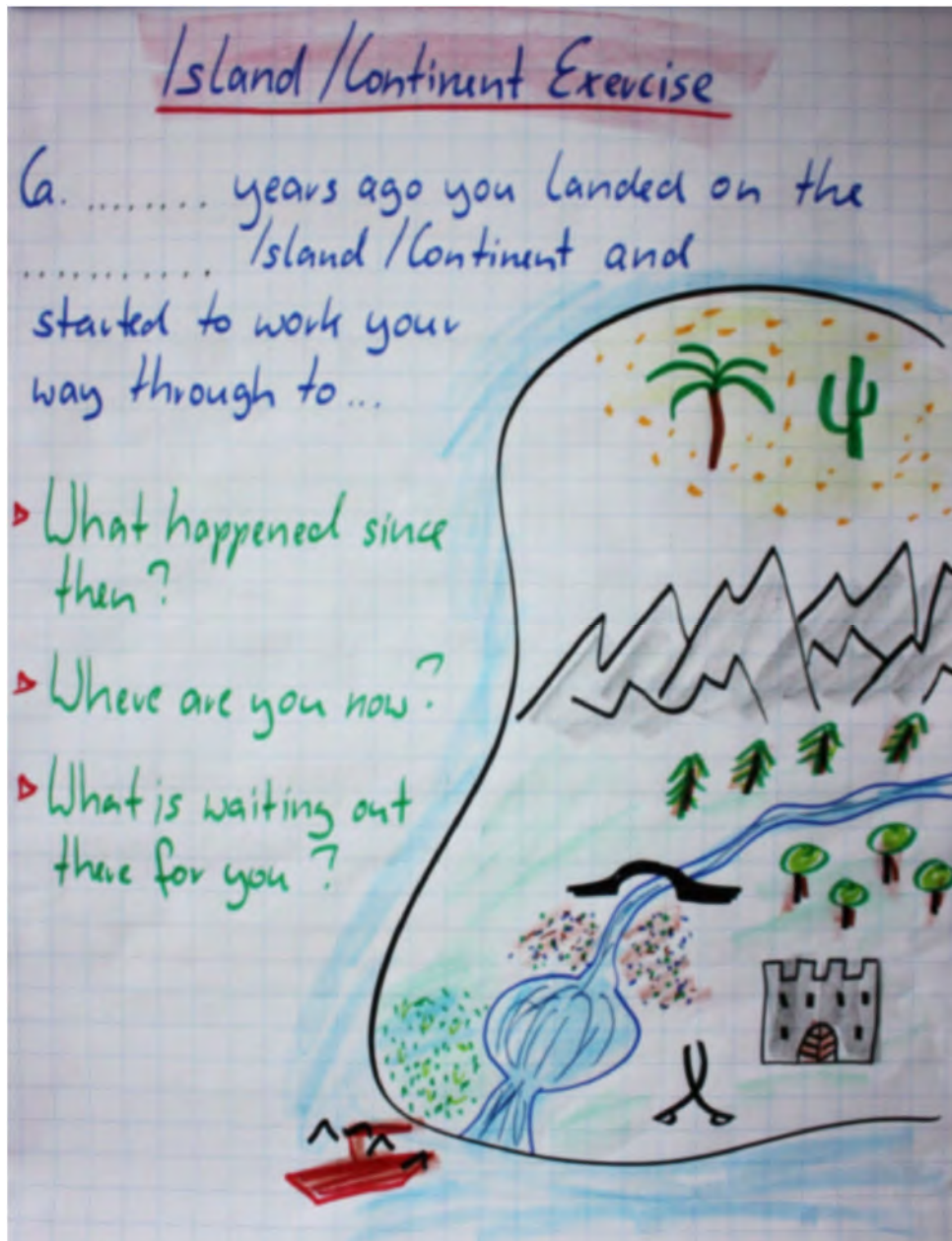
Brand

Purpose

Values

Pathway

Ambition



- ▶ This Team History Storytelling creates proudness and a shared legacy of the Team.
- ▶ The Team realizes where it is NOW and comes at Peace with its Past.

# Brand: Metaphor Exercise

History

Brand

Purpose

Values

Pathway

Ambition

## Metaphor Exercise

*Our Team is for me  
like ...*

**Complete the  
phrase 7x with a  
metaphor on cards**



- ▶ Through this exercise the Team's different Hats and Roles emerge, which the team uses to engage with its contexts and stakeholders.
- ▶ The Team becomes aware of the functional & dysfunctional Hats and Roles it is performing and consciously chooses to increase or reduce their application.



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## Brand

## Values

## Ambition



- 100



# Purpose: Beyond making Money

History

Brand

Purpose

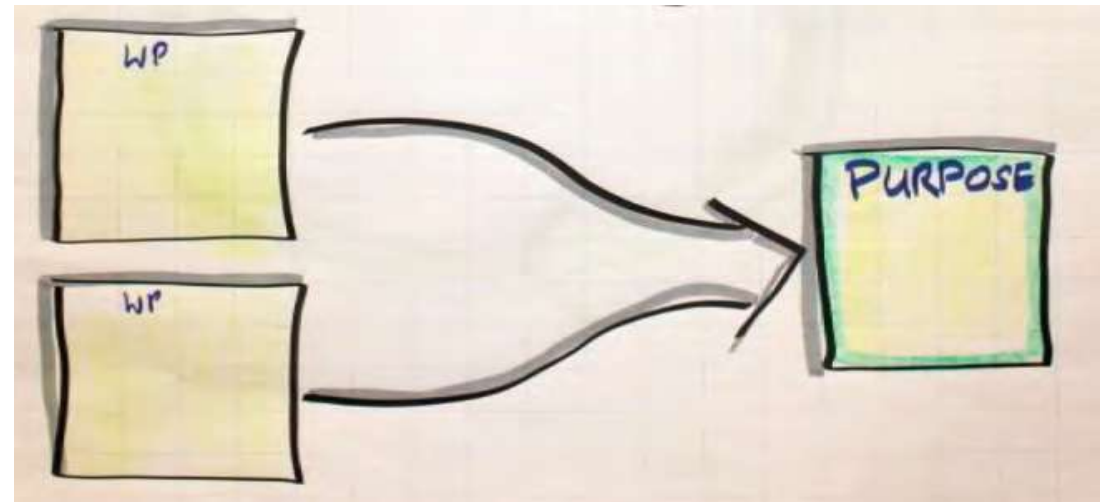
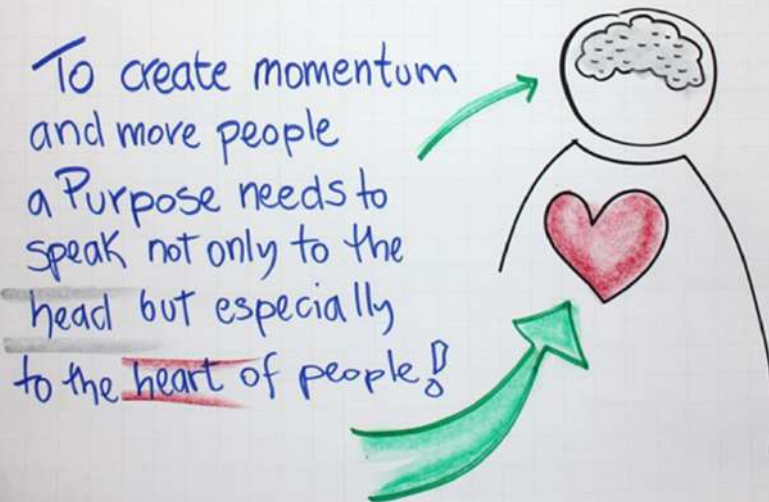
Values

Pathway

Ambition

## Purpose session

Our Goal is: to uncover a Purpose that is beyond making money, that Touches/speak to the heart (not only mind!). That deeply resonates inside of you and inside your people!



1. Individual work on the Purpose Wanted Poster
2. In pairs retreat and go deeper on the purpose
3. In 2 Groups work out a Purpose Statement

- ▶ The Team's Purpose Statement is the essence of the Team's Identity. It is the gravity center around which the Team aligns.  
*"What are we here for, beyond making money?"*
- ▶ It condenses everything important about the Team's Mission in one phrase.

# Values: How we do what we do?

History

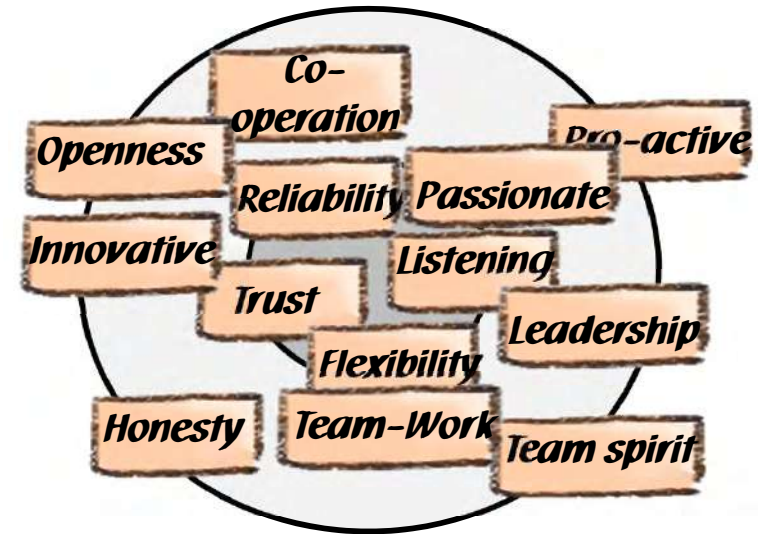
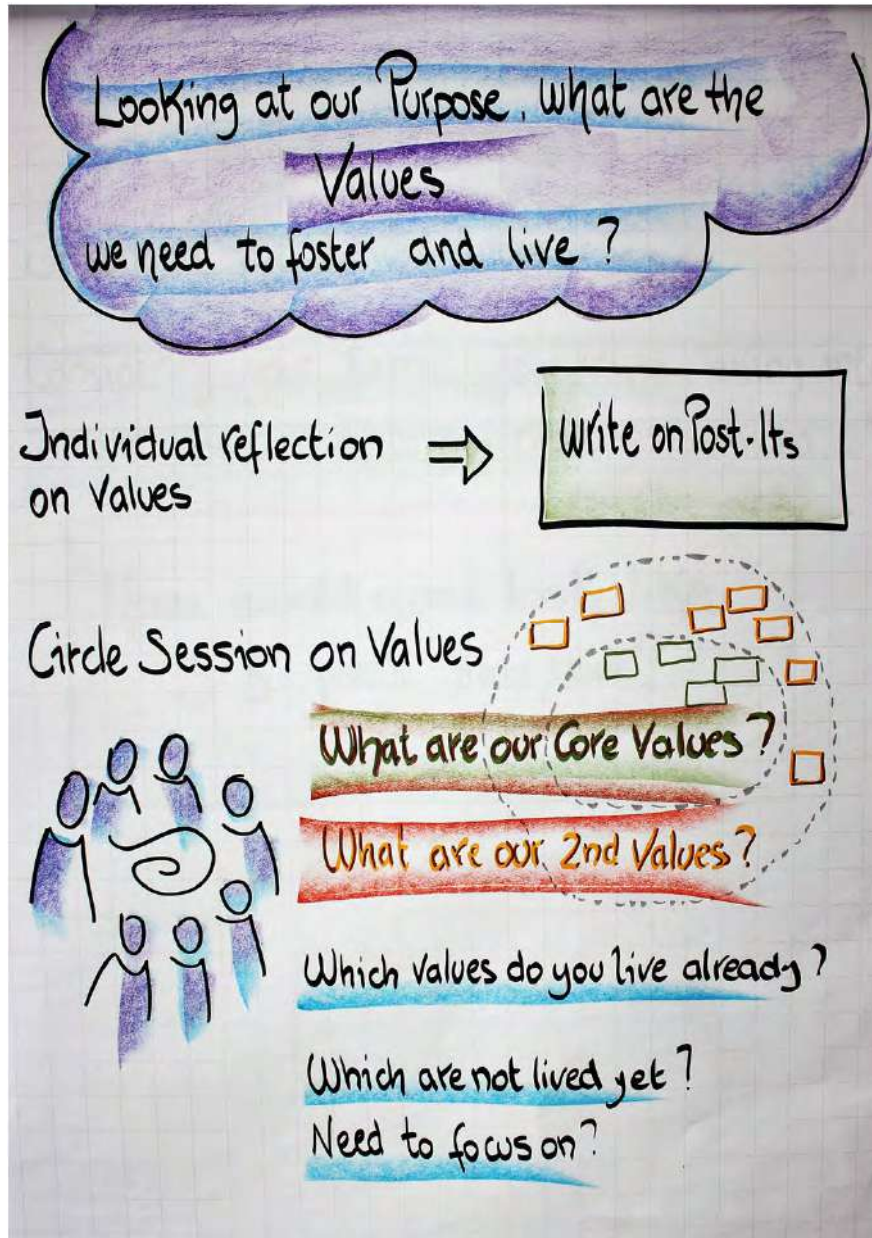
Brand

Purpose

Values

Pathway

Ambition



- ▶ Core values give definition and alignment to the Team.
- ▶ What values do we need to live, to bring our Team purpose to life?
- ▶ How do these Team Values translate into behaviors and attitudes towards the Team's stakeholders and context?
- ▶ The team members hold each other accountable to the values in their daily life.



# Ambition: Where do we want to go?

History

Brand

Purpose

Values

Pathway

Ambition

## Ambition

Inquiring the desired Future.

Considering your Purpose, your Values, Taking into account your current reality (challenges, workload, ...)

"How would good look like 3-5 years from now?"



- ▶ The Team collectively envisions its highest potential and propels itself into this desired future.
- ▶ How does good look like? How will it be when we live and integrate our Team purpose and values in our daily life?



History

Brand

Purpose

Values

**Pathway**

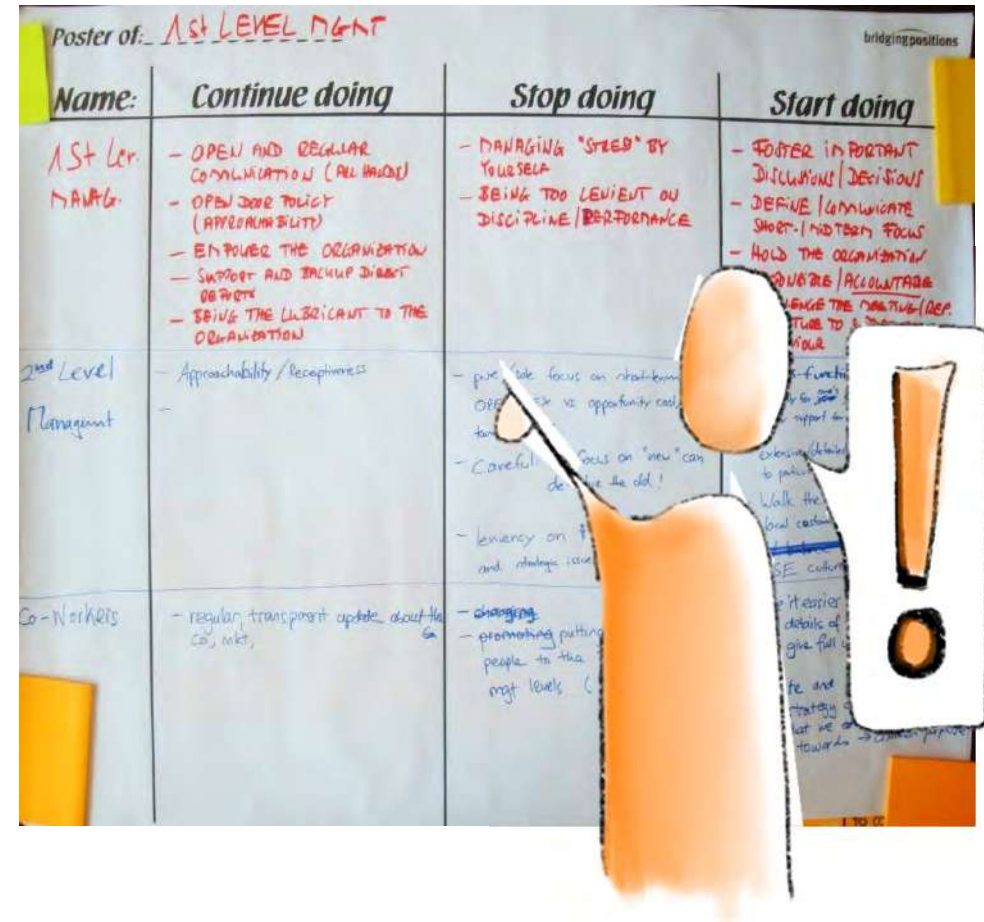
Ambition

***How do we bring  
our Ambition to life?***

**Work out:**

***What do we need to***

***Continue | Stop | Start  
doing?***



- ▶ Work out and define hands on actions and measures which bring the Team towards its desired Ambition.
- ▶ Collective and individual contributions are defined.
- ▶ A shared sense of accountability is generated.

History

Brand

Purpose

Values

Pathway

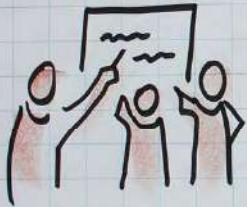
Ambition

## Macro Areas of Attention (MAOA)

... we need to focus on today, so tomorrow (or days after) we can deal well with them

Flow

1. In small groups: each group work out 1 MAOA using the provided Wanted Poster



on Post-Its

2. Presentation of Wanted Posters in plenary

I'm the MAOA

I need to be focused on because ...

When I am progressed you ...

Actions/Steps in order to progress me are.

Obstacles to advance me could be ...

Stakeholders to move me forward are...  
How to involve them ... ?

1. Out of the **Continue | Stop | Start - Maps**  
3 to 5 **Macro Areas of Attention** are deducted
2. These are worked out using the **Macro Area Of Attention-Wanted Posters**

**Wanted Poster Macro Area of Attention**

I'm the Macro Area of Attention .....

I need to be focused on because...

When I am progressed you...

Actions / Steps in order to progress me are...

Obstacles to advance me could be...

Key-Stakeholders to move me forward are ... How to involve them...?

Wanted Poster Macro Area of Attention

- ▶ **Macro Areas of Attention** → On what do we need to focus on today to be successful tomorrow?

# Pathway: How do we get there?

History

Brand

Purpose

Values

Pathway

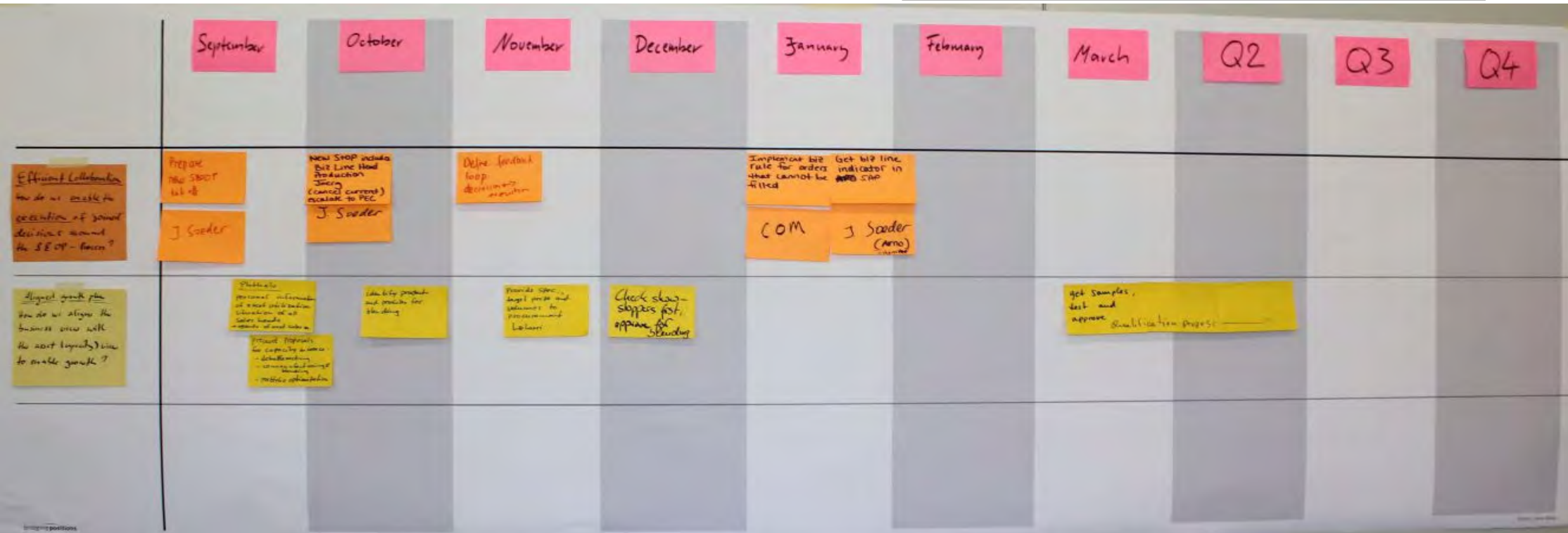
Ambition

From the Macro Areas of Attention a **Choreography** of interconnected activities across multiple stakeholders is built. Strategic actions, measures and milestones are described and agreed upon by the group.

Actions / Steps in order to progress me are...



Obstacles to advance me could be...



- ▶ A Choreography of activities is orchestrated in the team, agreeing on roles, responsibilities, interfaces and actions. Each person has the whole picture to move forward.



## 1. Reflection of own Function:




- *Our contribution*
- *Our main goals are*
- *If we mess up → ?!?*


## 2. Presentation of FSA-Posters

## 3. Gallery Walk around:

*Add what you miss or see differently on* **Post Its**

**Self Analysis for Function:**

<p><i>Our core Responsibilities &amp; tasks</i></p> 	<p><i>Main goals: We are successful when:</i></p> 
<p><i>Processes we are involved in, contribute 2</i></p> 	<p><i>Our Greatest Resources Challenges</i></p>
<p><i>Input we get from them:</i></p>	<p><i>Our Key-Stakeholders deliver:</i></p>



- ▶ Clarifying interfaces, roles, responsibilities, key-stakeholders, job descriptions ...
- ▶ Building a shared understanding of the broader team context.

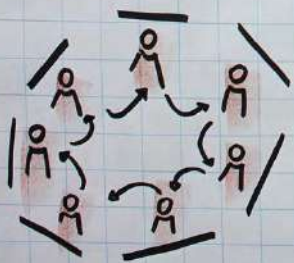
# Expectation Exchange

## Expectation Exchange

It is about openness, trust, understanding yourself better, improving communication, constructive + appreciative criticism.

Start on your poster and reflect on what you want / should continue, start & stop doing in the future to become more effective

Rotate on the signal to another poster and give your own feedback.



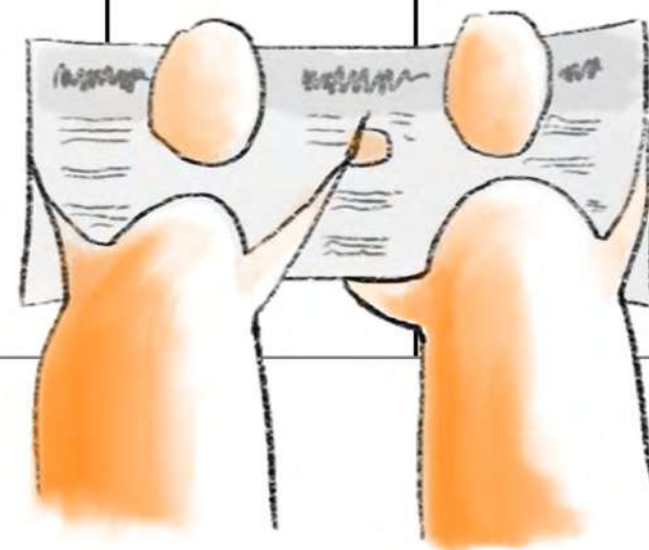
### Flow

1. Exchange on posters
2. Digest & reflect on your feedback
3. Speed dating / bilateral feedback talks

Poster of: \_\_\_\_\_

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Name:	Continue doing	Stop doing	Start doing



- ▶ All team members give constructive feedback with respect to future collaborations.
- ▶ Everyone discovers own personal contributions to improve the collaboration in the whole team.




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