

Team Scenario Planning

Preparing a Team for the future:

How does good look like for our Team?

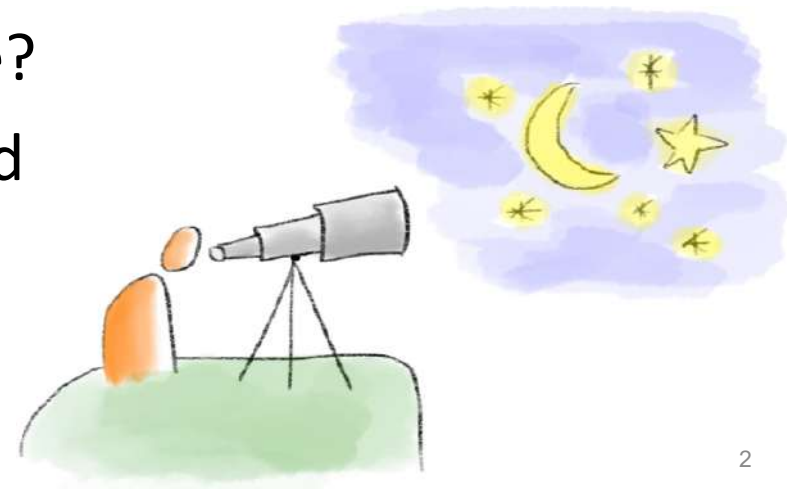
How do we as a team influence our best possible future?

The logo for bridgingpositions features the word "bridging" in a bold, orange font and "positions" in a bold, red font. A thin, curved orange line arches over the top of the word "bridging".

International Change – Consulting – Facilitation – Coaching

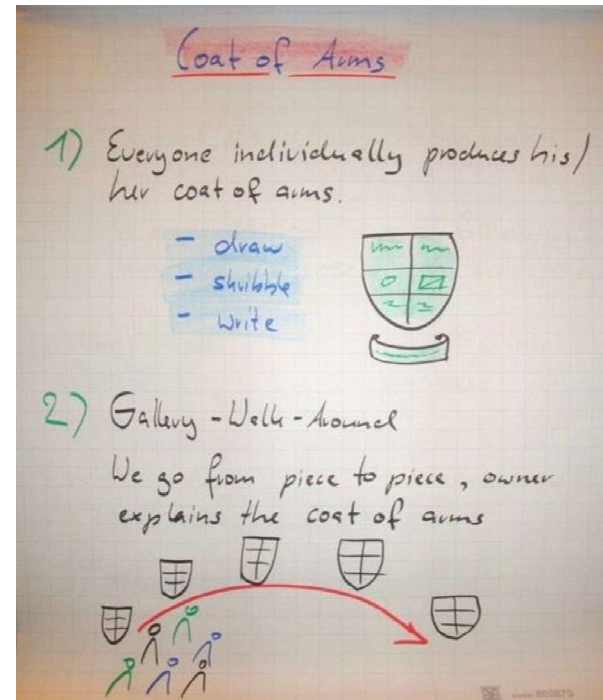
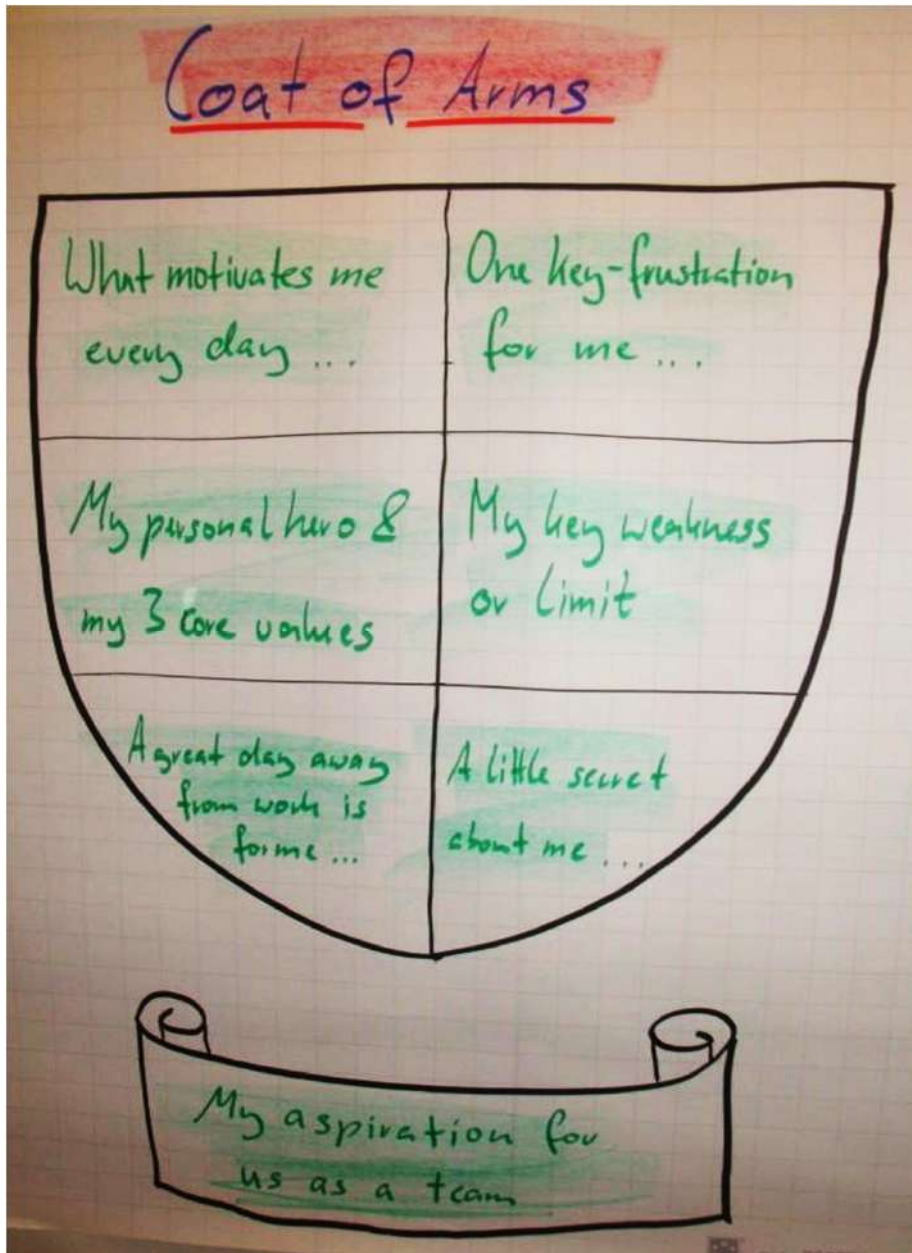
Team Scenario Planning is about:

- **Overcome future pessimism**
 - **Rebuild energy & optimism concerning teams future**
 - **Build momentum to take ownership of teams future**
 - **Team gives itself orientation and sets direction**
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- Shift team attitude from Re-active to Pro-active
 - How does a good or bad Team Future look like?
 - How can we actively move towards the desired Team Future?
 - Deriving a concrete action / measures - plan



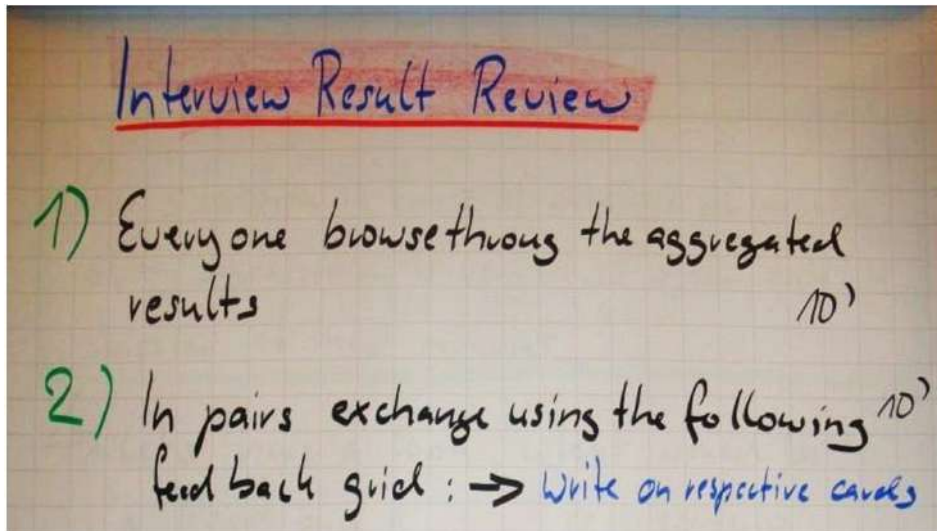
Day 1: Exploring our possible futures Levers for impact	Day 2: Preparing the team for action How do we collaborate in the future?
<ul style="list-style-type: none"> ▪ Welcome and Outlook 	<ul style="list-style-type: none"> ▪ Check in ▪ Management Buy-out
<ul style="list-style-type: none"> ▪ Review of current Situation ▪ History: Where do we come from? 	<ul style="list-style-type: none"> ▪ Team Activity
<p style="text-align: center;">Lunch</p>	<p style="text-align: center;">Lunch</p>
<ul style="list-style-type: none"> ▪ Team Strengths and Weaknesses ▪ Exploration of Future 	<ul style="list-style-type: none"> ▪ Expectation Exchange
<ul style="list-style-type: none"> ▪ Scenarios for the Team's Future. How would good / bad look like? 	<ul style="list-style-type: none"> ▪ Prioritize Actions and Choreography / Roadmap
<p style="text-align: center;">Dinner</p>	<p style="text-align: center;">End & Farewell</p>
<ul style="list-style-type: none"> ▪ Team Activity 	

Coat of Arms - What do I stand for?

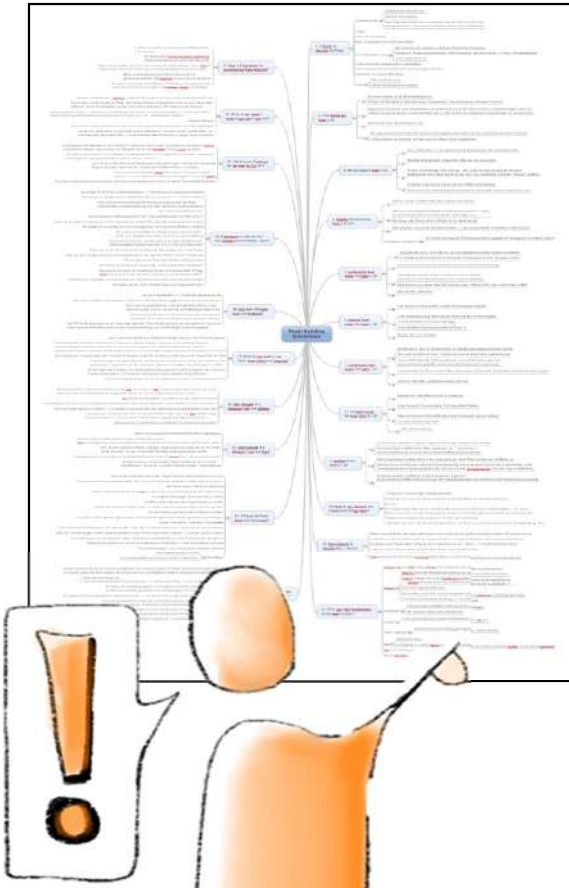


- ▶ Sequence designed to foster self-reflection, sharing of one's own self-perceptions.
- ▶ Participants learn about each other. This builds confidence among participants as everyone shares his/her Coat of Arms.

From a pre-interview: What do we build on as a team?



- Pre-interviews were held prior to workshop. The aggregated results are presented and processed in the team.
- Team is challenged with its own insights / feedbacks.



<i>What works well so far?</i>	<i>Where do we (continually) have problems?</i>
<i>Where do I wish to see change?</i>	<i>Which concerns / worries do I have?</i>

- ▶ Get all views/perceptions shared by the Team.
- ▶ Shared views bring a more realistic understanding of the current situation.
- ▶ Facing reality allows progression.

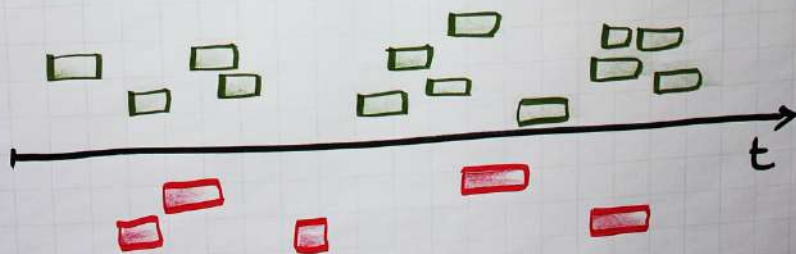
Our shared Past

We will look back at our years together and review **high** & **low** lights we experienced.

1. Gather in small groups and work on the past years - collect important



2. Share your insights in plenary while creating your Team Time Line



Understand the collective past to build on it

What was the team / organization going through in the past?

How does this play out today?

- What **highlights** and **lowlights** did we live in the past?
- What can we learn from that?

- ▶ Creates a shared sense of legacy and pride in the team.
- ▶ Brings conflicts and misperceptions from the past on the table.

Our Strengths & Weaknesses

What are our collective Strengths & Weaknesses as a Team?

Flow

1. Everyone chooses for him/herself:
 - ▷ 3 x personal Strengths
 - ▷ 2 x personal Weaknesses relevant to the Team
2. Collection of Team Strengths & Weaknesses in plenary
3. Dialogue: How do we use our Strengths & manage our Weaknesses?

Our Team's collective Strengths and Weaknesses

bridgingpositions

Our Strengths				Our Weaknesses		
Strength	Strength	Strength	Strength	Weakness	Weakness	Weakness
Strength	Strength	Strength	Strength	Weakness	Weakness	Weakness
Strength	Strength	Strength	Strength	Weakness		
	Strength	Strength		Weakness	Weakness	Weakness

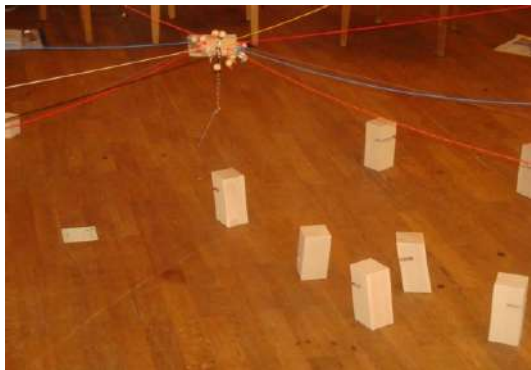
2x weaknesses / person

- ▶ Identifying the Team's strengths and weaknesses, shapes the team's identity.
- ▶ What is it, everyone brings to the mix?
- ▶ The Team aligns on how to capitalize on its strengths and how to overcome its weaknesses / dysfunctions.



Exercise our future collaboration

- ▶ Accomplish a task that is based on collaboration.
- ▶ Review current form of collaboration and roles that are present in the team.
 - What did work out well?
 - What obstacles did we face?
 - What does this experience mean for our everyday collaboration?



How would **good** look like?

Exploration of good / best Case scenario

1. Discuss and define scenario as concrete as possible - **How would good look like?**
2. Work on:
 - What would be the **consequences** for us?
 - What would be **possibly good** about these consequences?
 - What would be **possibly bad** about these consequences?
3. What would you therefore do as team?



Consequences / Impacts	What is good about this?	What is bad about this?
→ What do we do therefore as a team?		

- ▶ The team gets on the same page on how a good team future looks like.
- ▶ Team gains an understanding that each scenario has benefits and costs to it.

How would **bad** look like?

Exploration of **bad** / **worst case** scenario

1. Discuss and define scenario as concrete as possible -
How would bad look like?
2. Work on:
 - What would be the **consequences** for us?
 - What would be **possibly good** about these consequences?
 - What would be **possibly bad** about these consequences?
3. What would you therefore do as team?



Consequences / Impacts	What is good about this?	What is bad about this?
→ What do we do therefore as a team?		

- ▶ The team gets on the same page on how a bad team future looks like.
- ▶ Team gains an understanding that each scenario has benefits and costs to it.

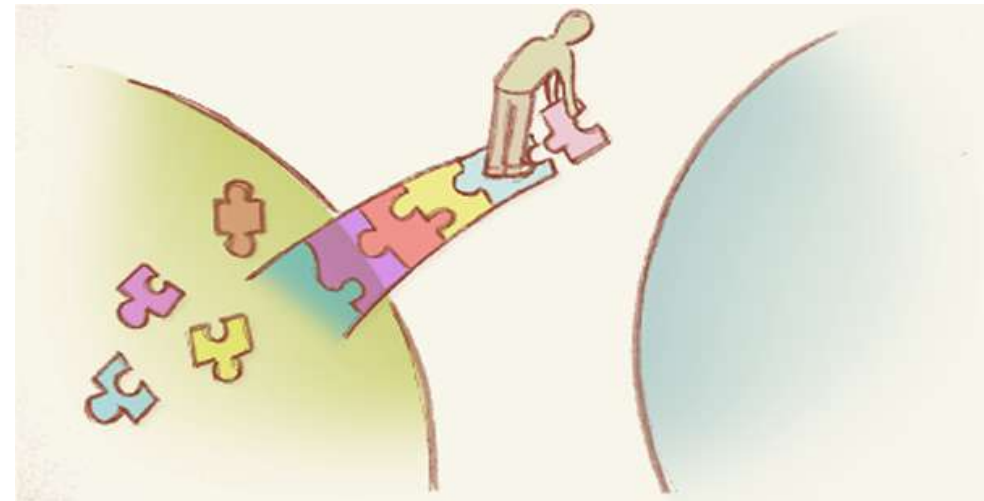
What would be **indicators** telling us a **Good** / **Bad** scenario is becoming reality?

1. **Worst Case Scenario:**

- What can we do to prevent the worst case from happening? [Reduce the likelihood of the bad scenario]
- What contingency measures can we put in place in case it happens, to reduce the severeness of the impact?

2. **Best Case Scenario:**

What can we do to increase the likelihood of the best case scenario?



- ▶ Team designs Action Plans to reduce the likelihood of bad scenarios to happen and increase the likelihood of the good scenario.

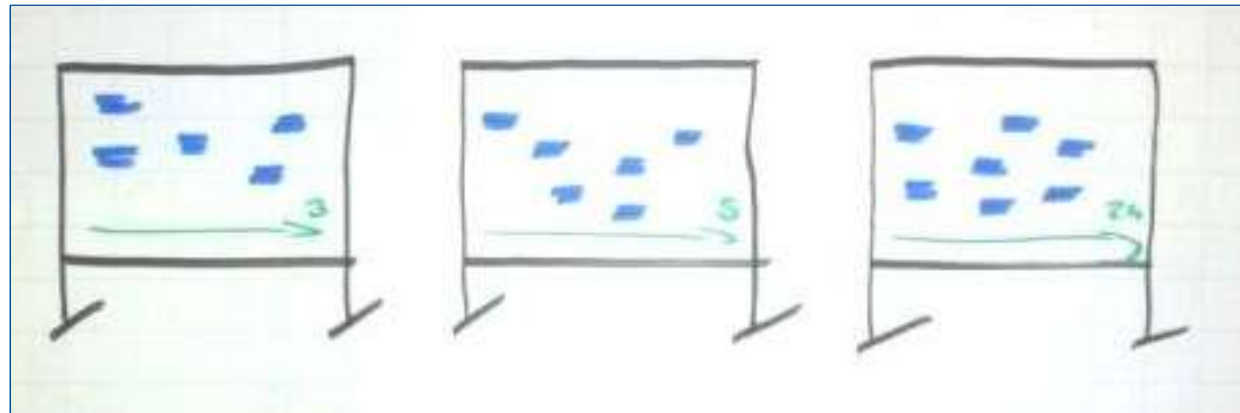
Management Buyout: Team Empowerment

Your CEO is offering you to carve out your Team / Department. S/he is guaranteeing the workload for the next 24 months.

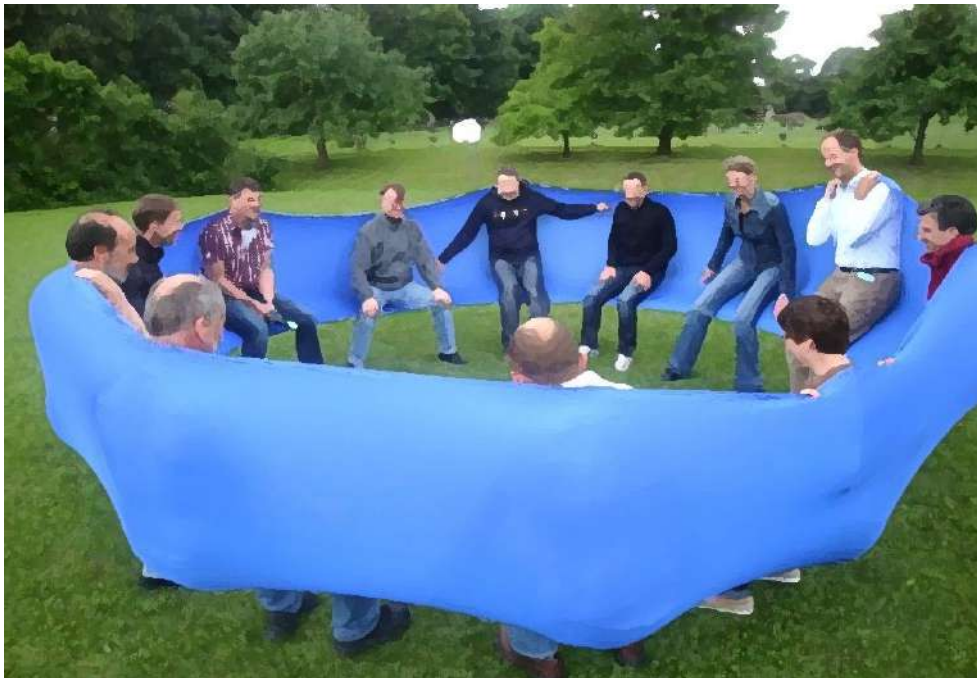
You have total freedom to operate, no restrictions in your decisions!

What would you do? What actions / measures would you take?

1. **Short term?** Next 3 months
2. **Mid term?** Next 9 months
3. **Long term?** 24 months

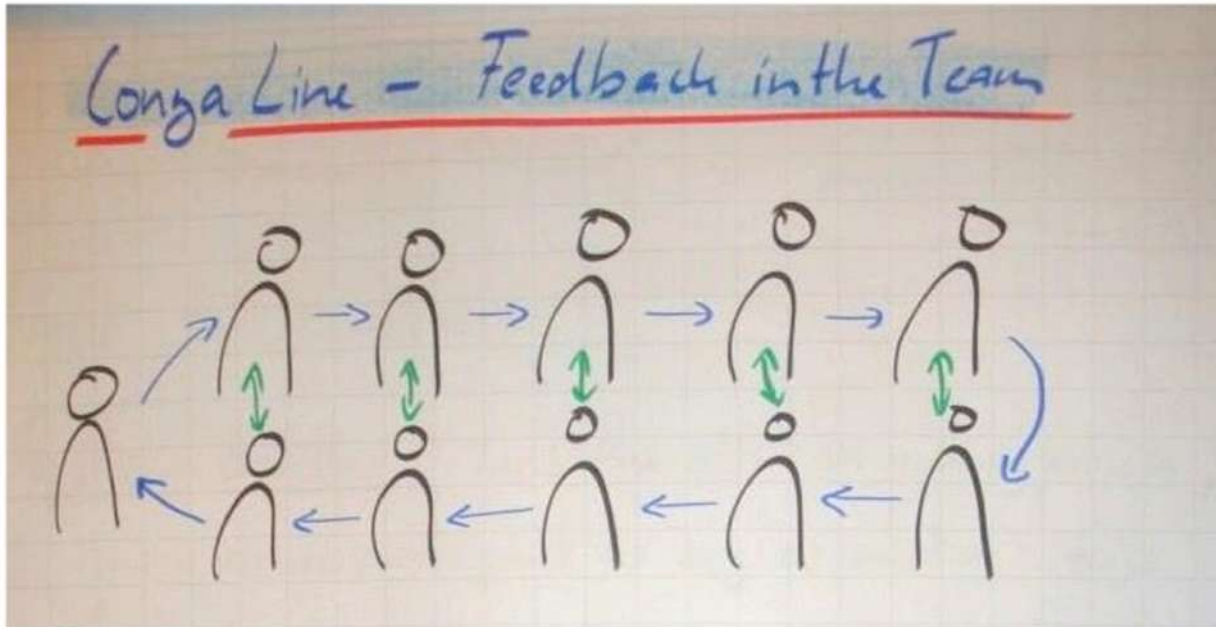


- ▶ This activity is designed to remove self limitations in respect to what is possible, can be done.
 - Discovering options for action concerning the team's Future
 - Increase the team's sense of power and ownership of its future
- ➔ Empower team to take actions instead of waiting for things to happen or decisions being made somewhere else



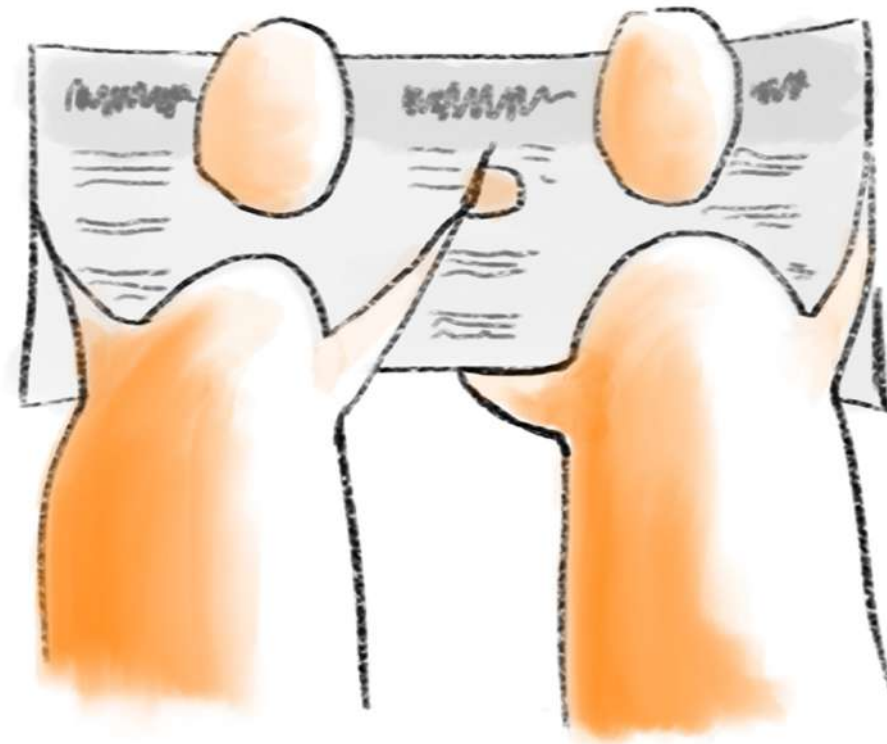
Mastering our future collaboration

- ▶ Accomplish a task that is based on collaboration.
- ▶ Review current form of collaboration and roles that are present in the team
 - What did work out well?
 - What obstacles did we face?
 - What does this experience mean for our everyday collaboration?



Speed-Dating Feedback:


What you should
Continue | Stop | Start
doing!



- ▶ Become familiar with constructive feedback.
- ▶ Team members learn to meet in-tension.
- ▶ Review and update mutual expectations between team members.

What actions do you as a team need to focus on when you leave here?

<i>Action</i>	<i>1 Steps</i>	<i>Who does</i>	<i>Until when?</i>
<ul style="list-style-type: none"> ▪ <i>Digitalize the results</i> ▪ <i>Set up new structure</i> ▪ <i>...</i> 	<ul style="list-style-type: none"> ▪ <i>Review protocol</i> ▪ <i>Make first draft</i> 	<ul style="list-style-type: none"> ▪ <i>Martin</i> ▪ <i>Paul and George</i> 	<ul style="list-style-type: none"> ▪ <i>2 weeks</i> ▪ <i>1 week</i>



- ▶ Collect the results from the previous exercises and gather all required actions.
- ▶ Decide and agree on which actions to be taken in the near future.
- ▶ Clear responsibility and accountability for each task.

Stems: Brief Bilateral Exchanges

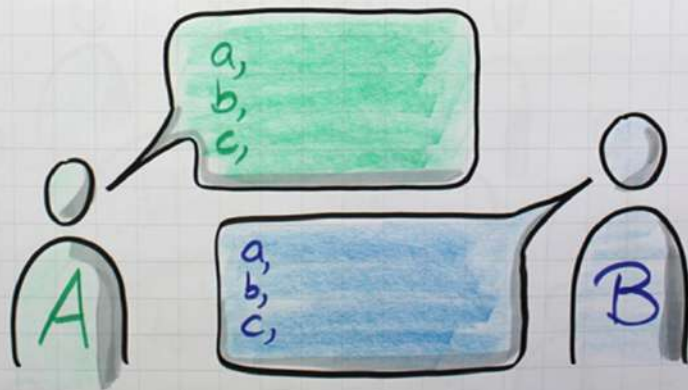
Stems

1. Meet with one person and exchange

a, What I recognized about myself engaging with you?

b, What I noticed about you is ...

c, What I feel you and I need to consider is ...



2. Find a new partner ↻ ↻ ↻



- ▶ It empowers team members to give and receive constructive feedback.
- ▶ It fosters a spirit of self-reflection, connection, exchange and momentum to move forward.




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