

# ANARCHY OR SYMPHONY?

THE UNDCONSORTEN TEAM ALIGNMENT PROCESS **&TAP**<sup>®</sup>

# TEAMS ARE THE KEY LEVER FOR MANAGEMENT SUCCESS

## TEAMWORK IS AN ESSENTIAL FACTOR FOR SUCCESS...

In today's business environment, teamwork is omnipresent, from the bottom to the top levels of an organization. Currently, teamwork is an essential part of everyday work life in three quarters of all European companies. Hence, effective teamwork has become one, if not the most, significant lever for management success.

However, since management teams often face situations which create a challenge, developing high-performing teams is no walk in the park. These challenges range from external influences like reorganizations to difficult changes in team composition:

UNCLEAR DIRECTION  
EFFICIENCY PROGRAM NEW TEAM LEADER  
PERFORMANCE GAP GROWTH CHALLENGES  
NEW CORPORATE INTERFACES TRANSITION  
NEW STRATEGY CONFLICTS OF INTEREST  
POST MERGER NEW TEAM SETUP  
NEW INITIATIVES MISSING INNOVATION  
REORGANIZATION CHANGE

## ...BUT TEAM BUILDING IS A CHALLENGE IN ITSELF

Some leaders and their teams are able to handle difficult situations and the challenges resulting in an effective way. However, due to many factors, others are not able to create a well-performing team. In fact, about half of all teams fail to achieve their goals.

Most of us have already experienced the consequences: never-ending team discussions which barely yield any results, personal conflicts hindering progress or the failure to implement decisions made. This is exactly where team alignment processes are needed.



Getting good players is easy; getting them to play together is the hard part.

— Casey Stengel

# TEAM ALIGNMENT REQUIRES BOTH DIRECTION AND COLLABORATION

## TEAM ALIGNMENT IS A MULTI-FACTOR GAME

To say high team performance is based on team alignment is almost a cliché - however, asking for drivers of team alignment usually draws blank looks. Team alignment does not suggest the blind obedience of all team members; rather, it is a constructive way to create a shared commitment and pursue the same path, thereby achieving visible impact within the organization.

## BUILDING BLOCKS OF TEAM ALIGNMENT

Two basic components are crucial for team alignment: in order to reach the goal, the team needs a strategic direction to follow as well as effective collaboration. Unless strong in both areas, the team will not deliver its top performance. Often teams focus on the content part of their work. However, even the greatest solution will not be successful if it is pursued with ineffective cooperation. Furthermore, success is influenced by each team member's respective competencies and attitudes, as well as the organizational context that defines access to resources or information, the overall strategic agenda, and the business needs of the organization.

## KEY SUCCESS FACTORS FOR TEAM ALIGNMENT AND PERFORMANCE



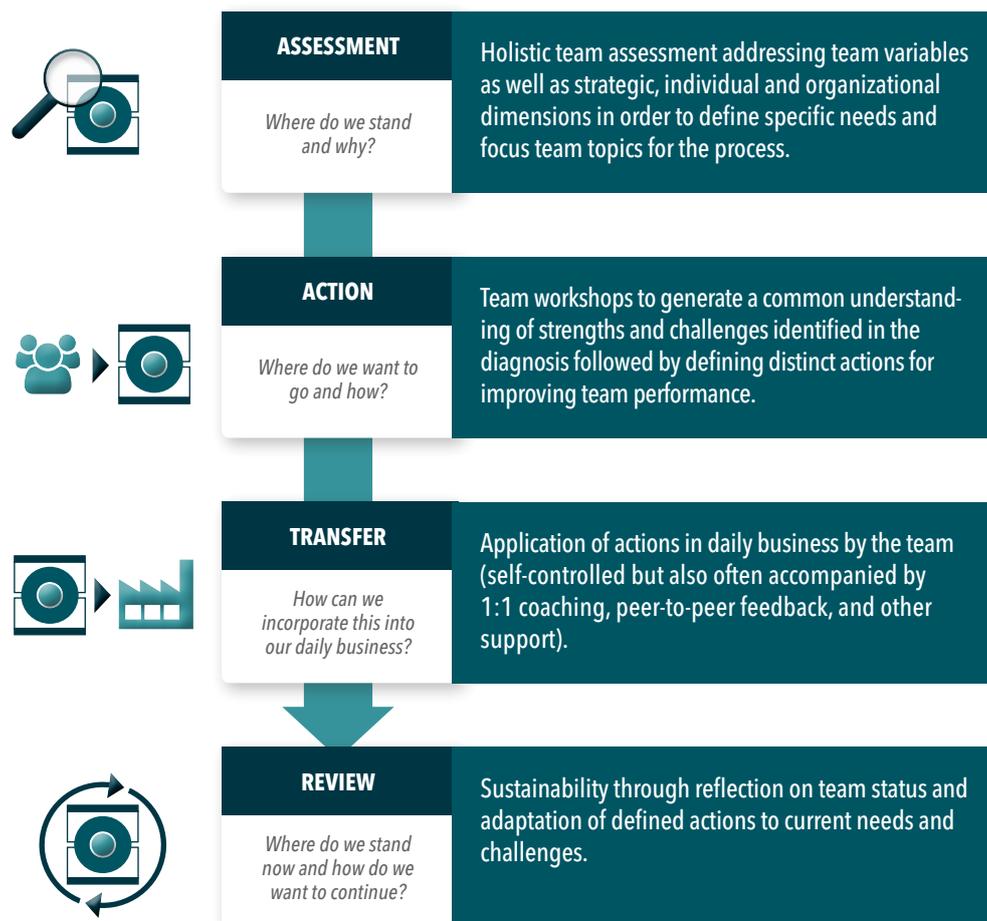
# CREATING AN ALIGNED TEAM IS A FOUR-STAGE JOURNEY

## NO TWO TEAMS ARE ALIKE - TEAM ALIGNMENT MUST BE CUSTOMIZED

Successful team alignment processes need to be more than just a mere one-off workshop or outdoor event in order to lead to sustainable change in everyday business. An important factor for success is realizing all teams are different; therefore, effective team alignment processes have to take into account the specific challenges, overall context as well as individual team composition.

However, though it is essential for the process to be customized, four key stages to effectively achieve and sustain team alignment are still necessary.

## FOUR KEY STAGES FOR ACHIEVING AND SUSTAINING TEAM ALIGNMENT



# &TAP<sup>®</sup> – YOUR WAY TO WIN THE TEAM CHALLENGE

## WE OFFER VITAL SUPPORT TO TAP YOUR TEAM'S POTENTIAL

Our undconsorten Team Alignment Process (&TAP<sup>®</sup>) offers you a customized approach for addressing team challenges. This process can be used for a single top management team as well as multiple teams within an organization. In our support to help you tap the strategic potential of your management team(s), we integrate four essential roles, the respective skills as well as tools:



## UNDCONSORTEN - YOUR TEAM ALIGNMENT PARTNER

undconsorten is a management consultancy serving more than half of the DAX 30 companies, leading family-owned businesses and public sector organizations in the fields of strategy, organization, HR and mobilization. We develop solutions with and for our clients to ensure and enable sustainable change.

*Let's tap the strategic potential of your management team!*

” You don't get harmony when everybody sings the same note.  
— Doug Floyd



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