

# THINK ONE TEAM THE ESSENTIAL GUIDE

Leverage the power of teamwork and collaboration.  
A simple, practical and innovative way to unite leaders, build collaborative high performing teams, and support transformational change.



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UNITED  
LEADERSHIP

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COLLABORATIVE HIGH  
PERFORMING TEAMS

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TRANSFORMATIONAL  
CHANGE



There are countless processes out there to develop leaders, build teams and manage change. But you may have heard of a newer approach that's quickly gaining followers across the world: Think One Team.

## **WHAT IS IT?**

Here's what you need to know about Think One Team and why it is creating such a re-think of the way enterprises develop their people.

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Use the *Essential Guide to Think One Team* to learn more about how companies, governments, universities and social enterprises are using this action-learning approach to develop essential leadership and team capabilities, while delivering business results at the same time.

## THE WHAT... OF THINK ONE TEAM

'Think One Team' is a lot more than an inviting tag line and a best-selling book. In a nutshell it's a simple, proven and easy-to-apply way to unite leaders, build collaborative, high performing teams and support transformational change.

The power of Think One Team lies in the practical method and disarmingly simple suite of tools. Instead of complex models and concepts, people learn and apply engaging and practical tools to align, collaborate and learn together.

Whether tackling a single project, developing a leadership team or transforming the business culture, Think One Team develops new capabilities of adaptive teamwork and collaboration, while delivering business results.

## THE WHY... OF THINK ONE TEAM

Like most business leaders, you work in an increasingly complex workplace and are constantly juggling three challenges: **DELIVERING** results, **TRANSFORMING** work practices and **ENGAGING** staff and other important partners.

Meeting these demands requires different and deeper capabilities than those gained from the traditional leadership development, team building and change management approaches.

Think One Team was created to meet this need to build deeper capabilities, particularly in collaboration and co-creation, and to do this through an action-learning program that delivers business outcomes at the same time.

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IMAGINE THE  
POSSIBILITIES  
WHEN EVERYONE  
IN YOUR  
ENTERPRISE  
THINKS AND  
ACTS AS ONE  
UNITED TEAM...

## A 'ONE TEAM' ENTERPRISE?

This model highlights the differences between one team behaviours and the more 'silo-based' behaviours that reduce agility and performance.

### ALIGN



### COLLABORATE



### LEARN



#### SHARE THE BIG PICTURE

- We share a common vision and direction
- We are committed to a core set of values / principles
- We work with an understanding of wider context, including how we impact each other

#### SHARE THE REALITY

- We put the difficult and controversial issues on the table and discuss them respectfully
- We seek, give and welcome constructive feedback
- We make the hard decisions and act on them quickly

#### SHARE THE AIR

- The lines of communication are open in all directions
- We co-create by sharing thoughts and ideas about problems and opportunities
- We genuinely seek and value diversity of views and approach

#### SHARE THE LOAD

- We regularly get together to plan and prioritise
- We accept accountability to engage early and often with key partners
- Our roles and expectations are clear and aligned

#### SHARE THE WINS AND LOSSES

- We consistently learn together by reflecting on (and debriefing) our activities and experiences
- We reinforce each others' strengths and contributions
- We are nimble in applying learnings and adapting to change

#### PURSUE OTHER AGENDAS

- We lack a shared vision or purpose
- We allow conflicting agendas to thrive
- We miss opportunities because our focus is inside the 'silo'

#### AVOID AND DENY

- The difficult issues are usually unspoken, so they remain as the 'elephant in the room'
- Feedback is rarely sought or given in a constructive way
- Decisions tend to be postponed or they are difficult to get to

#### STIFLE COMMUNICATION

- We are too guarded, which inhibits trust
- Alternative views get dismissed or criticised
- Problems and opportunities tend to get tackled inside the silos, not openly

#### LOOK AFTER YOUR OWN TURF

- Planning and prioritising mostly happens in isolation
- Tasks tend to be tackled by technical experts or management, with little consultation
- We lack clarity and understanding of roles and expectations

#### PLAY 'I WIN, YOU LOSE'

- Disciplined and intensive debriefing rarely happens
- People look to blame when things go wrong, rather than reinforce when things go well
- We are slow to learn and adapt

# WHY A ONE TEAM MINDSET MATTERS

## CHALLENGES

Think One Team Facilitators regularly begin new projects by asking participants to list their biggest challenges – and to write them as questions.

The lists usually contain questions such as:

- How do we get products and services to market faster?
- How do we engage our key partners and stakeholders?
- How do we juggle the short and long term priorities?
- How do we engage a diverse workforce?
- How do we accelerate change?
- How can we achieve synergies across the business?

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You are facing complex adaptive challenges when... there is no single-best solution; every option has trade-offs; there are differing points-of-view; emotions are interwoven; new beliefs and assumptions are needed; and there is ambiguity and squirming.

## COMPLEX AND ADAPTIVE

The amazing thing is over 95% of these questions are **COMPLEX ADAPTIVE CHALLENGES**, which means they require people to collaborate and co-create solutions from across the boundaries of hierarchy, function and culture - instead of working as 'experts in silos'.

Not surprisingly, these people are attracted to an approach that moves away from a 'technical mindset', where problems and opportunities are tackled by 'experts in silos' and everything is fully scoped and managed in a linear fashion.

And that's why Think One Team has grown into a method and toolkit to unite leaders and connect teams so they are equipped and empowered to address the big challenges together.

## WHAT THINK ONE TEAM ACHIEVES

Think One Team targets three specific needs to achieve for today and tomorrow ...

1

### — UNITE LEADERS

Develop the leadership unity and capabilities to lead in complex environments.

2

### — BUILD COLLABORATIVE, HIGH PERFORMING TEAMS

Instil the capability to build and connect nimble, high performing teams.

3

### — EQUIP PEOPLE TO LEAD TRANSFORMATIONAL CHANGE

Replace the methods of change management with the skills and tools of adaptability.



# HOW DOES THINK ONE TEAM ACHIEVE OUTCOMES?

The Think One Team method developed from two insights gained from studying those leaders and teams in professional sport, emergency medicine, special military services and agile businesses who are most successful at cross-boundary collaboration.

## INSIGHT #1

### ONE TEAM BEHAVIOURS

People and teams who successfully collaborate and learn across silos display five distinctly different behaviours and practices to their more traditional counterparts.

These are called the **FIVE SHARES** and you saw them in the model earlier in this guide:

- Share the Big Picture
- Share the Reality
- Share the Air
- Share the Load
- Share the Wins and Losses

These behaviours and practices are the foundation principles of a one team culture and provide both a guide and also framework to measure progress.

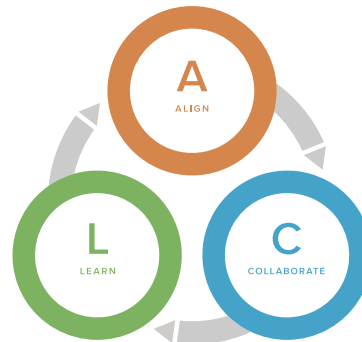
## INSIGHT #2

### THE LEARNING LOOP

The high performing teams who thrive in uncertainty display a **LEARNING LOOP** that enables them to navigate through adaptive challenges.

This loop of Align – Collaborate – Learn actions and conversations enables these teams to drive an operating rhythm for planning, meeting, communicating, measuring and reviewing.

The best teams vary the 'spin' of the loop to ensure they learn and adapt faster than the challenges in their environment.



Think One Team gives leaders and teams the shared tools and practices to align, collaborate and learn in complex, rapidly changing environments.



## WHAT MAKES THINK ONE TEAM SKILLS AND TOOLS EFFECTIVE?

At the outset of any Think One Team program, the participants define their business project / initiative, then learn and select from a 'menu' of eight micro-skillsets, each with accompanying tools to execute that initiative.

Under the guidance of a coach they practice these skills and tools using a defined process of deliberate practice to accelerate development. Let's explore some examples:

### ALIGN

Business plans are notoriously complicated and KPI-centric which means they often hide in electronic files, rather than provide a clear 'game plan' to drive alignment and performance.

Think One Team provides two tools to disrupt this thinking:

The first tool cuts through complexity and detail to define absolute success and the 'mission critical' priorities for each team. This is called a '[Team Diamond](#)'. It is invaluable in defining the 'deep work' that generates real value.

The second tool is the [Team 90 Day Plan](#), based on the Performance Partnering™ definition of high performance: Achieve-Develop-Enjoy-Partner. This 'ADEP' framework gives everyone a shared plan for sustainable high performance.

### COLLABORATE

Most organisations encourage collaboration, however Think One Team gets 'hands-on' to make it happen.

For example, the [Collaborative Problem Solving](#) skillset provides a simple and shared language and tool for problem solving. When applied to real business problems, this means people learn and practice collaboration while getting a business result at the same time.

Two core partnering skillsets address real day-to-day needs to engage staff and colleagues. Here a tool called the [Partnering Quadrant](#) guides leaders and teams to form strong, effective team-to-team partnerships that connect the silos.

Leaders then use a tool called the [Performance Partnering Loop](#) to engage and develop staff.

### LEARN

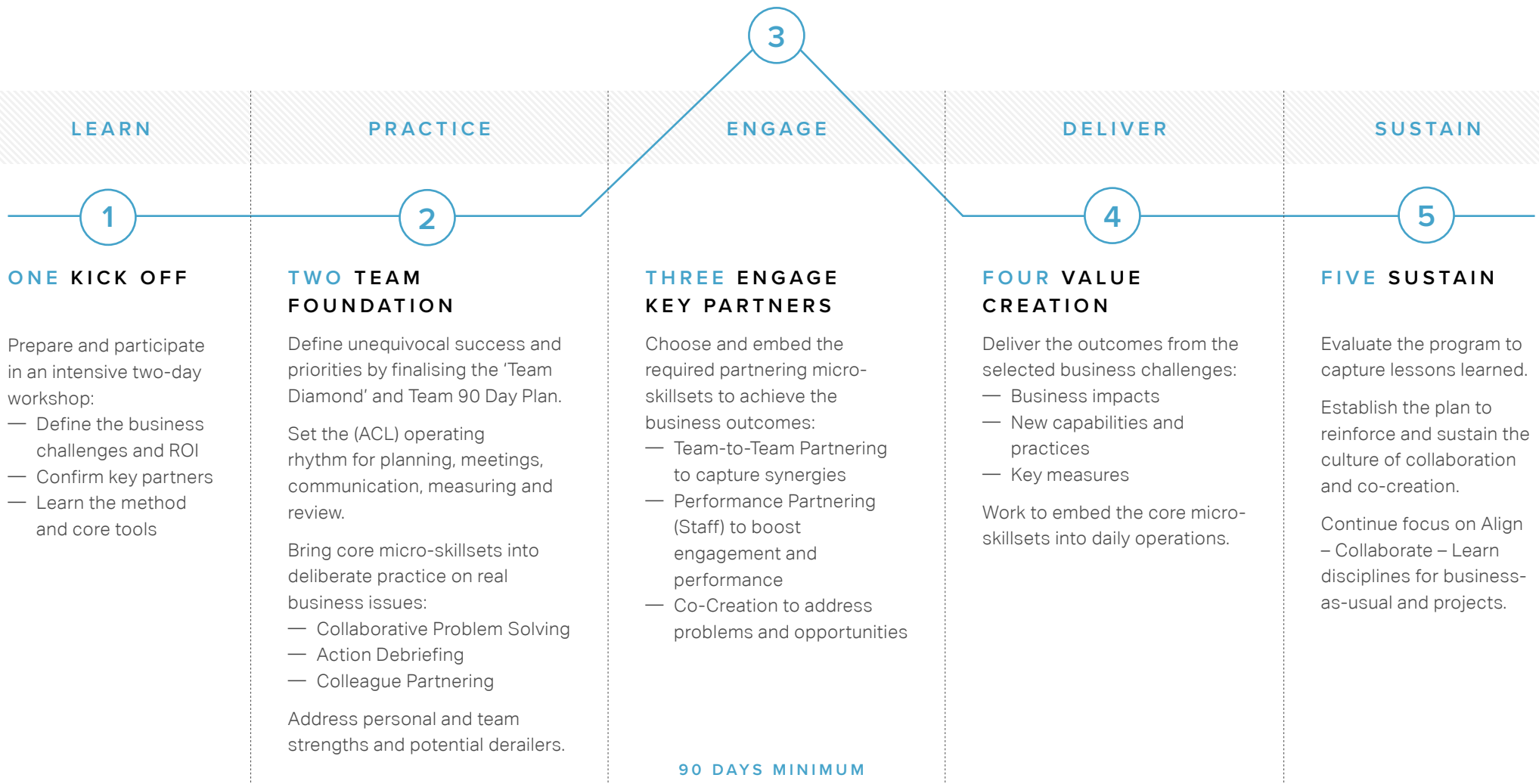
Nothing is more important in a rapidly changing business world than embedding the habit to reflect, learn and adapt.

Think One Team does this through a focus on deliberate practice and applying the tools of [Action Debriefing](#) to make self reflection and feedback a part of the regular operating rhythm of people and teams.

Another key aspect of learning and adapting is awareness of personal and team style and impact on others. Think One Team weaves insights from a Team Profile into all activities to bring out the best in individuals and teams.

The online Think One Team Collaboration Space supports all aspects of the learning by providing a shared platform to accelerate people development and business outcomes.

# HERE'S A TYPICAL ONE TEAM JOURNEY WHERE A TEAM IS APPLYING THE METHOD TO LEADING A COLLABORATIVE CHANGE INITIATIVE



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An international Manufacturer successfully transitions from nine global sites to five in less than a year using Think One Team to engage and equip 11,000 people with collaborative tools and practices.

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A 'tiger team' formed to meet a Community Health crisis, attributes their team unity and effectiveness in building trust with the community and stakeholders to Think One Team.

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A fast growing Infrastructure Business embeds a shared approach to collaborative problem solving and partnering that creates breakthroughs in business development and OH&S.

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A large Government Agency facing major budget cuts sustains service levels by uniting the senior leaders and using Think One Team to co-create innovative solutions across their operations.

**ON ANY DAY  
ACROSS THE WORLD  
PEOPLE ARE USING  
THINK ONE TEAM  
PRINCIPLES AND  
TOOLS TO DELIVER  
BETTER BUSINESS  
OUTCOMES.**

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The Senior Leadership cohort of a fast growing publicly listed company engaged Think One Team to design and facilitate what the CEO described as the "best ever company conference".

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The Executive Team of a world-renowned Automotive Company confronts conflict and disunity. The MD describes Think One Team as taking the team to a "new level of trust and confidence".

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A mid-sized Bank successfully moves 1,000 people into an automated, activity-based working environment. Think One Team provides all managers and team leaders with the method and toolkit to instil change readiness and resilience.

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A University uses Think One Team to facilitate a 'student-centric' approach to a major property transformation. The Vice-Chancellor describes the outcome as "awesome".

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A University transforms its entire services model and structure in less than nine months using a One Team Benefits model which the Head of HR acclaims as a "breakthrough and cost saving".

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A market-leading Software Development and Consulting business boosts employee engagement by embedding Think One Team tools into performance conversations. Internal certification then spreads the approach across global sites.

## HOW TO BEGIN

Starting the Think One Team journey is easy and risk free - you can test it out and then scale up as needed. Just follow these four steps ...

1

### SELECT A TEAM OR GROUP WITH A NEED

Choose team or group that needs to deliver performance and drive transformation, while engaging colleagues and stakeholders. This might be a leadership team, project team or cross-functional group of leaders.

2

### BEGIN WITH A 'CHEMISTRY CHECK'

Lock them in for a brief workshop to make sure the team and the method are the right fit – then we collect data and define the ROI. The design of this initial workshop can fit into a team meeting, regular development activity or even a full-scale conference.

3

### LAUNCH THE PROGRAM - NOTIONALLY FOR 90 DAYS

We begin with an intensive kick-off activity to learn the method and basic tools. Then it's game on with deliberate practice to build capability and get a business outcome. Every program is different because of the adaptive nature, however the framework and deliberate practice method is proven across multiple industries.

4

### SCALE UP AND BUILD INTERNAL CAPABILITY

At any time we can bring more teams 'on-board' and that's the perfect time to build the in-house capability to deliver Think One Team skills and tools. This can include equipping performance coaches, upskilling facilitators or developing consulting capability.

## FAQ

### WHO CREATED THINK ONE TEAM?

Think One Team was designed by Graham Winter, an Australian Psychologist with a unique blend of experience in performance psychology including as Chief Psychologist, Australian Olympic Team and with global business consulting firms.

### WHAT IS THE BOOK ABOUT?

The best selling Think One Book (2nd edition) is written in the form of an engaging and entertaining narrative. It uses the story of a business transformation to highlight the key practices, behaviours and tools to create a one team culture.

### WHAT RESOURCES DO PEOPLE USE IN A PROGRAM?

The full suite of Think One Team includes a detailed Resource Guide with associated Guidesheets and tools in the form of easy-to-use templates.

An online Collaboration Space then provides all the core tools, together with a place for teams to discuss issues and practice using tools such as collaborative problem solving and action debriefing.

### WHAT SUPPORT IS AVAILABLE?

Throughout the 90 Day journey, the team is supported by a Workshop Facilitator / Performance Coach.

### HOW MANY PEOPLE CAN DO A PROGRAM?

Full programs are usually conducted for group sizes up to 16 people. Larger groups usually focus on just one or two skillsets and tools.

We have also designed and facilitated conferences for leadership cohorts for a number of large public companies and universities. These apply the basic principles of Think One Team and weave tools into the conference activities to create practical and engaging activities that reinforce shared values and practices.

### DOES IT WORK ACROSS INDUSTRIES?

Yes, the range of organisations using Think One Team extends across government, most industry sectors and social enterprises. In fact, many companies use the partnering tools to engage with suppliers and partners in other industries.

### CAN WE DEVELOP IN-HOUSE COACHES AND FACILITATORS?

Absolutely. We love developing inhouse capabilities and have designed the method and resources to make that as easy as possible.

### WHERE IS THINK ONE TEAM AVAILABLE?

We are based in Australia, however Think One Team has been deployed on all continents and in multiple languages through interpreters.



Whether tackling a single project, developing a leadership team or transforming the business culture, Think One Team develops the essential capabilities of adaptive teamwork and collaboration while delivering a business result at the same time.

Think One Team unites leaders, connects teams and drives successful transformation

#### PROVEN TOOLS

Simple, shared tools to make teamwork, collaboration and adaptive change easier

#### BUSINESS IMPACT

Action learning with on-the-job coaching and real business projects to deliver ROI

#### NEW CAPABILITIES

Transfer of skills and capabilities so leaders embed the practices in the culture

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