

How to Develop a POWER Team®

by Isabelle Murphy



Many books and articles have been written by the most respected scholars and psychologists on the necessity of highly functional, management teams to provide the leadership and guidance to enable organizations to develop and successfully mature as the organization progresses through the growth cycle. Although many organizations have enjoyed initial success without the benefit of a strong directed management team, few have been able to continue to grow and meet the challenges of a changing organization, without a focused and driven group at the helm.

The task is a daunting one since so many disciplines and individual professional perspectives must come together to successfully establish a working, productive entity. The individual members must be able to have the view of a *Janus*¹, able to see forward; towards the future direction the organization must strive to, back; to understand the establishment of initial culture and success that established the foundation of the organization, and all the while, be in touch with and see the reality of the daily operations; that drive and determine the heart of the organization. To have the wisdom and perspective necessary to see and appreciate these varied perspectives, the team members must be willing and able to commit to the team's goals wholeheartedly. To accomplish these complicated goals, a successful organization needs to establish, build and support a management team that will provide the nucleus for the power that is needed to drive the organization and enable it to grow and develop.

Once in place and operational, the Nucleus POWER Team® infrastructure must be flexible enough to allow for and encourage continued development, so that the team can transform with the needs of the organization and the constantly changing external environmental pressures it must be cognoscente of, and prepared for. The success of this continued progression is dependent on the establishment of the infrastructure components with both the immediate and long term goals in mind. The POWER Team® infrastructure, must be seen as a constantly developing entity, and as such, must be revised, expanded and advanced as the needs of the team change.

There are five (5) critical components necessary to build the infrastructure of a POWER Team. Although they are represented as a building model, no one component is more important than the other.

These components and process steps are:

■ **Defining the team's Purpose.**

- Establishment of a Purpose Statement that outlines what the goals and objectives are for this specific management team. This includes time and group perspective.

■ **Identifying the team member's Ownership.**

- The roles and responsibilities that are needed to meet the team's Purpose.

■ **Creating the team's Working Processes.**

- All of the components of a well-designed working team including: communication models, decision making processes and criteria, and manner of operation, are examined and agreed upon by the team.

■ **Developing the team's Emotional Intellectual & Energy.**

- The often referred to, yet constantly sidetracked issue of team Emotional Intelligence. Using the Goleman² model, the individuals and team must self-evaluate their EI, and analyze it against the needs and goals of the group. Once developed, each team member develops an action plan to further develop these skills with the support of other team members.

■ **Defining the team and individual's Reliability expectations.**

- The psychological contract³, is explored and committed to on the part of both the team and the individual member. This also requires identifying obstacles that may get in the way of the team's individual and joint accomplishments and develop support resources that will prevent these issues from interfering.

Communication:

The key and underpinning of this POWER Team structure is the establishment and constant nutriment of open and honest communication. From the beginning both the leader and the team members much recognize the advantages of and commit to communicating in a manner that is truthful and authentic.

A team that is willing to establish these principles and commit to the work involved will quickly come to appreciate the benefits of being a POWER Team.

¹ Janus, an ancient Roman god, of beginnings, able to see the future, past and present aware of and able to perceive contrasting perspectives

² Daniel Goleman, author of: Emotional Intelligence, Working with Emotional Intelligence

³ Psychological Contracts, Edgar Schein, Organizational Development