



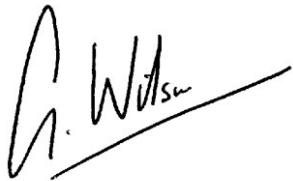
How to set up your team for success using the 6Ps Team Canvas

Team Canvas Facilitators Guide

The quality of leadership in an organisation can be a great source of competitive advantage. It has been shown to be a major differentiator between good companies and great companies. The 6Ps framework is a great tool to ensure your team is enabled and engaged for success.

As a leader in today's world it's important to be able to create and sustain team performance. This guide, based on Leadership Laid Bare, has been designed as a resource you can use to help achieve even greater success building teams and specifically running 6Ps sessions. It shows why the 6Ps is useful, how to use the framework and what to do during the kick off session.

Every success on your quest for extraordinary performance and results, and keep learning.



Graham Wilson
Leadership Wizard
Successfactory



WHY is the 6Ps tool useful...

As well as helping create a high performance environment the 3 main reasons are:

1. Our people and teams are our competitive advantage. As leaders we need to engage and enable our teams for success – 6Ps is a great tool to do this.
2. The speed of change is out stripping our ability to learn faster than it which means more ambiguity. So we need tools to aide with clarity and direction through the fog – 6Ps ensures your team is on the same page. This helps you to manage by exception and empower your team as long as they have the capability to perform.
3. In our fast moving competitive world we need agility and speed of decision making. Carrying out the 6Ps with your team gives you this. It should be used for decision making – having an agreed way of making decisions speeds up your team and reduces cost – i.e. less meetings!



What is the 6Ps Team Canvas?

Team Name:

CHANGEPRO 6Ps TEAM CANVAS

Purpose:

Why are we here? What difference are we making?

People:

Who's on the team and their roles and responsibilities?
What do we each need to be at our best?
What do we need to be careful of?
What are some of the obstacles we need to be aware of?
What skills and attributes do we have that we need to utilise?

Performance:

How do we know we are successful as a team?
What are the Key Success Factors?

Principles:

What are our guiding principles?
What do we stand for?
Team values?
What is important to do on this project?

Processes:

What are our ways of getting together, types of meeting, routines, decision making, team processes?
How do we execute and evaluate?

Pride:

What do we want to be famous for? How do we want to be described by others? Project brand?

6Ps example

Team Name: Project Leadership Team

CHANGEPRO 6Ps TEAM CANVAS

Purpose: Why are we here? What difference are we making?	Enabling store efficiencies and profitability by working as a high performance leadership team to create the environment for successful delivery of the new EPOS																													
People: Who's on the team and their roles and responsibilities? What do we each need to be at our best? What do we need to be careful of? What skills and attributes do we have that we need to utilise?	<table border="1"> <thead> <tr> <th>Name</th> <th>Rob</th> <th>Sue</th> <th>Tracey</th> <th>Alan</th> <th>Bill</th> <th>Sarah</th> </tr> </thead> <tbody> <tr> <td>Role</td> <td>Project Lead</td> <td>Finance</td> <td>Change Lead</td> <td>BA</td> <td>Technical Lead</td> <td>QA</td> </tr> <tr> <td>Dominant Behavioural Style</td> <td>Red</td> <td>Green</td> <td>Green</td> <td>Red</td> <td>Blue</td> <td>Blue</td> </tr> <tr> <td>Behaviour Under Pressure</td> <td>Blue</td> <td>Red</td> <td>Blue</td> <td>Red</td> <td>Red</td> <td>Yellow</td> </tr> </tbody> </table>	Name	Rob	Sue	Tracey	Alan	Bill	Sarah	Role	Project Lead	Finance	Change Lead	BA	Technical Lead	QA	Dominant Behavioural Style	Red	Green	Green	Red	Blue	Blue	Behaviour Under Pressure	Blue	Red	Blue	Red	Red	Yellow	Watch Points: <ul style="list-style-type: none"> • Make sure we make time to have good dialogue • Keep agile and flexible • Value and use differences • Allow all to have a voice and all feel included • Remember to have fun
Name	Rob	Sue	Tracey	Alan	Bill	Sarah																								
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Performance: How do we know we are successful as a team? Key Success Factors?	<ul style="list-style-type: none"> • Engaged and enabled team • Business confidence in what we are doing • Delivering what we said we will deliver 																													
Principles: What are our guiding principles? What do we stand for? Team values? What is important to do on this project?	<ul style="list-style-type: none"> • Collaboration • Ready For Anything • Making it Happen 																													
Process: What are our ways of getting together, types of meeting, routines, decision making, team processes? How do we execute and evaluate?	Project Meetings <ul style="list-style-type: none"> • Daily 10 min buzz group • Weekly 45 minute focus meeting • Monthly 3 hour review and learning session • Stage reviews and planning as per plan • Ad hoc problem solving meetings as required 	Admin <ul style="list-style-type: none"> • All information to be stored on Project X cloud drive • ChangePro methodology being used • All documentation stored @ <u>xxxxxx</u> • No documentation to be stored on individual pc's or laptops • All decisions to be made based on Project Canvas • Reporting as per plan 																												
Pride: What do we want to be famous for? How do we want to be described by others? Project brand?	One team, making it happen																													

How and what to do to create a 6Ps Team Canvas

The best way to complete the 6Ps is to plan, prepare and conduct a team workshop . Depending how big or complex your team is this can range from ½ a day to 3 days for a large global team. Always build awareness and desire before leaping into creating it.

Plan

- Clarify workshop purpose and outcomes
- Identify workshop participants
- Select methods/tools you are going to use to meet purpose and culture/personalities of group
- Decide if doing all 6Ps in one session or splitting them
- Always start with Purpose but can combine Principles and Pride in one session, People in another and then Process/Plan and Performance in last session
- Develop and distribute an invite
- Can get group to think about elements before they arrive
- Set up room

Start

- Review Purpose
- Establish WHY 6Ps is important
- Can ask the 6 questions to group to see if they know the answers and are aligned – good way to build the awareness and desire for change
- Can do Gap Leap exercise at start to build desire – if not fixed etc...
- Now WHY is established clarify the HOW and WHAT by doing Hopes and Fears exercise – kill any risks

Create

- Introduce 6Ps template
- Can share examples of other teams if appropriate
- Whatever the method you are using always include Purpose and the element to agree first
- World Café technique works well or flip charts around the room. See how to do this later in the guide
- Look for methods that splits the group into small teams as it is hard to do and get agreement of each element as one team
- Allow plenty of time for reflection – can plan activities/energised between each element
- Once you have agreement for an element always have a break and review when the group reconvenes
- Once all elements are complete sleep on it and review at a later date
- Keep it simple and top level – people have to be able to remember it in order to use it

Close

- Summarise decisions
- Review action items
- Evaluate the meeting
- Agree next steps
- Thank participants
- Urge for action

Follow Up

- Photograph or type up and email to participants before you leave the workshop
- Do next actions
- Wordsmith and refine and then resend out
- Review, Learn, Apply
- Hold each other accountable by using it at all future meetings and review sessions
- How are you going to display the output?
- How are you going to keep it alive?
- Could you turn the words into a pictorial journey map?

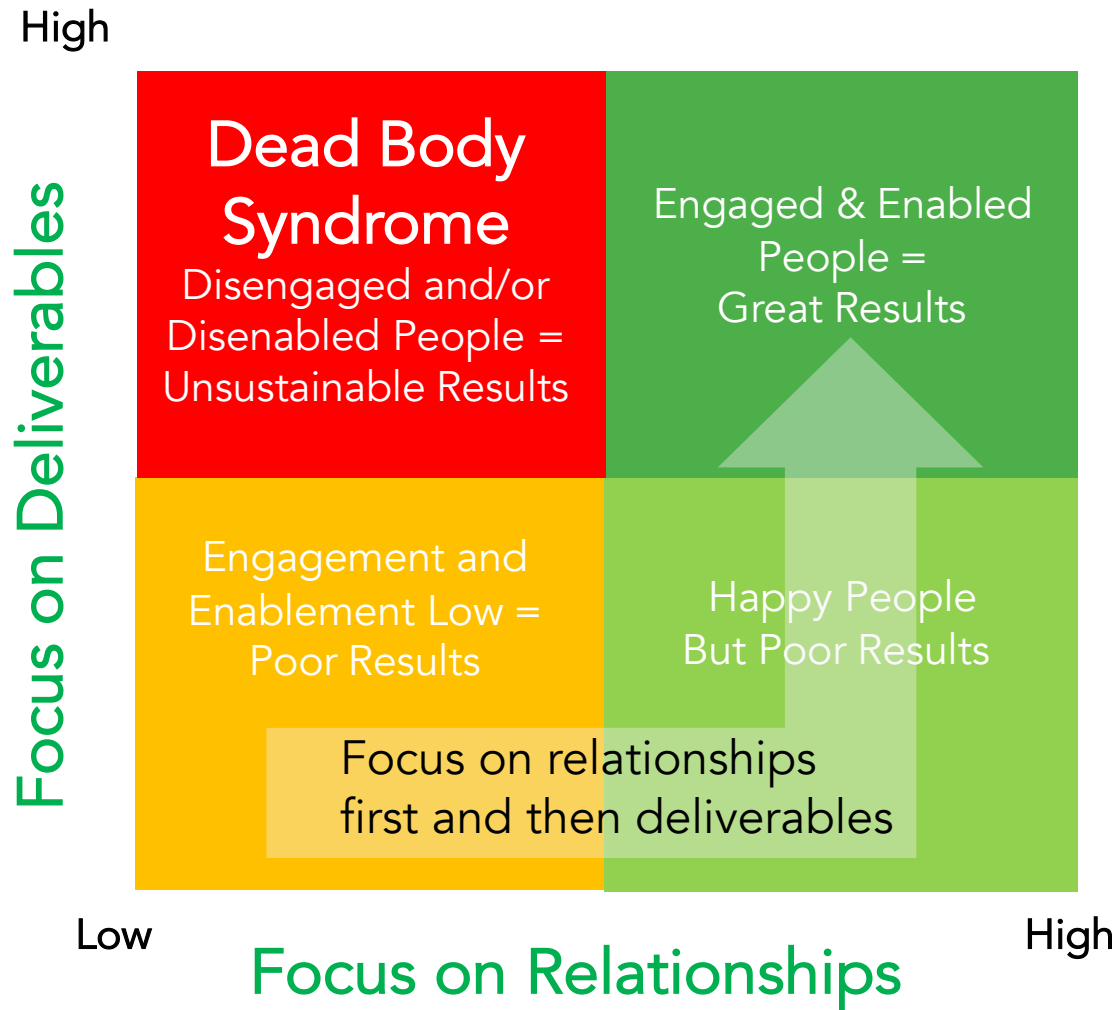
The 6Ps framework – Tips for each element

Team Name:

CHANGEPRO 6Ps TEAM CANVAS

Purpose: Why are we here? What difference are we making?	Keep it to one sentence starting with a verb.
People: Who's on the team and their roles and responsibilities? What do we each need to be at our best? What do we need to be careful of? What are some of the obstacles we need to be aware of? What skills and attributes do we have that we need to utilise?	Career journey exercise works well, i.e. what jobs have you done in your life, what have you learnt about xyz, etc. Any profiling such as Insights, Facet5, Realise2 etc is great, or what makes you mad sad glad exercise etc. Stakeholder mapping is also useful, as is agreeing customers. RACI charting works well.
Performance: How do we know we are successful as a team? What are the Key Success Factors?	Keep it project based and top level. What are our key measures? How will we keep the 6P's alive?
Principles: What are our guiding principles? What do we stand for? Team values? What is important to do on this project?	No more than 5 – 3 is ideal! People can't remember more than 3 usually. One way you can create and establish agreed principles is by getting the team to do it individually first, then in trios to agree top 3, then 6 etc. until full team.
Processes: What are our ways of getting together, types of meeting, routines, decision making, team processes? How do we execute and evaluate?	Keep it top level – what inputs do we need, what do we do with the inputs, and what are our outputs.
Pride: What do we want to be famous for? How do we want to be described by others? Project brand?	What do we want to be famous for? One sentence!

Avoiding the Dead Body Syndrome



Avoiding the Dead Body Syndrome

What is it?

- A tool to help understand why you need to build relationships first then focus on deliverables.
- It is easy to focus on deliverables first as this is what is usually measured. The danger of this is that the trust levels are low, clarity of what needs to be done is poor, and relationships haven't formed so there is a risk of failure.

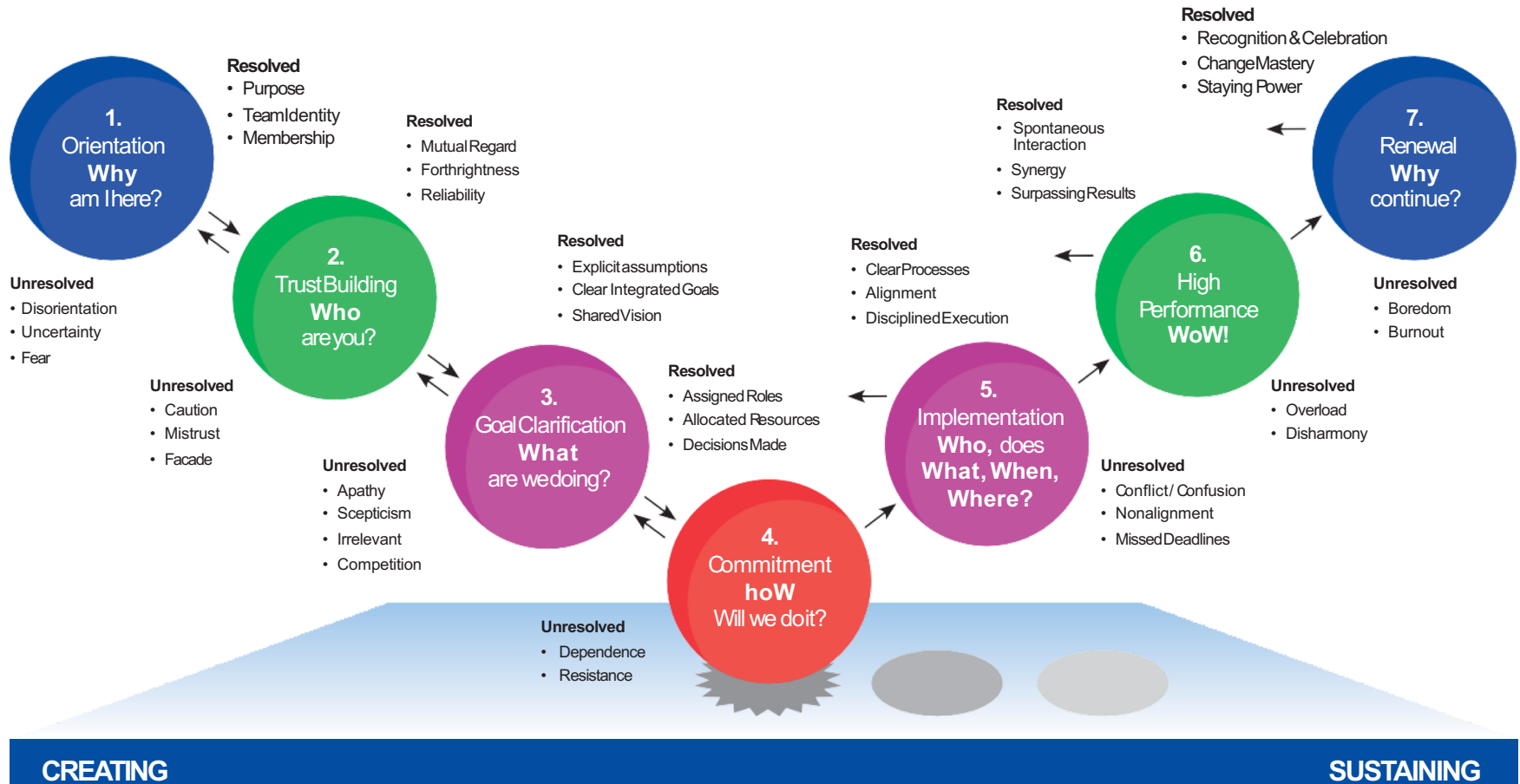
Where can I use it?

- Ensuring Engagement and Enablement
- Teambuilding
- Setting up and managing project teams

How do I use it?

- Plan relationship building activities early in the team forming stage.
- Carry out a 6Ps workshop with the team and stakeholders to build understanding and trust.
- Do behavioural/personality questionnaires such as Insights or MBTI and run a team feedback session.
- Plan together.
- Educate team around project management process and techniques, learning together builds trust.
- Do career journey exercise to share experiences
- Follow Team Performance Model pictured on the next page

Team Performance Model



Reference: Drexler/Sibbert

Team Performance Model

What is it?

Teamwork has a dramatic effect upon organisational performance. An effective team can help an organisation achieve incredible results.

The team development model illustrates the stages that every team must go through to reach high performance.

Teams don't become effective overnight. Team building is a process that requires due attention and care. If you skip over important development stages, you risk not forming the solid foundation needed when trouble or setback occur.

Where can I use it?

- To lead a new team through understanding their purpose to high performance and renewal.
- When a team is in trouble it's often because the creation stages need to be revisited.
- As a way of keeping a high performance team fresh and able to adapt quickly to change.
- Essential for all sorts of teams; working together day to day, geographically spread, project teams, virtual teams etc.
- As a change happens within the organisation to ensure renewed focus and clarity.

How do I use it?

Consider what could be done at each stage to ensure success, here are some ideas:

- 1.Orientation** – Explore team purpose (6 Ps template). Encourage individuals to brainstorm and explore the answer to 'why am I here?'
- 2.Trust Building** – Shared experience builds trust and openness, for example, going out for the evening, a team building event, having fun together, doing a fun activity as a team.
- 3. Goal Clarification** – The more concrete work begins with clarity about goals, what are the priorities? It's important to ensure goals link to delivery of the overall strategy.
- 4. Commitment** – Agreed roles are the key (6Ps again is great).
- 5.Implementation** – This stage is about timing and scheduling, being clear on who does what and when.
- 6.High Performance** – To capture what you're doing well and to flexibly respond to goal changes, it's important to review regularly and to celebrate successes, so you can carry on doing what's working well, as well as deciding what to do differently. How often will you review, when and where, what format? How will you celebrate?
- 7.Renewal** – How will you involve the team members to ensure they're part of the successful team as soon as possible? This stage is also about change mastery; reviewing goals against strategy and anticipating future changes.

Mad Sad Glad – creating a positive team climate by understanding and valuing difference

	Austin	Susan	Tam	Roberto
What makes you MAD	Avoidable surprises Problem stating Inaccurate/incomplete data Not going extra mile for our customers Not caring about losing good people	Surprises Missing deadline requests without explanation Being missed out of the loop Having agreed to plan then not completing Only getting part of the information	Digressing People spending too much time on themselves Lack of structure at meetings. Lack of 1:1 time Lack of trust in my ability Lack of direction Given tasks that aren't followed up	Being excluded when I could help Deadlines being missed Not being responded to Surprises Not doing what was agreed or re-negotiating Festering in the negativity
What makes you SAD	People who don't care Working too hard + long hours Spending lots of time on under-performers instead of high performers	Doing things the same Missing opportunities Missing deadlines Missed expectations Dissatisfaction over "trivia" Complaints	Lack of time Lack of time to 'develop' team Lack of 'Open Forum' time Lack of social aspects Work/Life Balance	Not being used as support Not being consulted Things not working well Irritating people when it's not my intention If team didn't see benefits of what striving to achieve
What makes you GLAD	Manage my expectation and keep me informed Ask me to make decisions having all info and facts Create a plan, do + get results. Using initiative A good debate + dialogue Having a laugh	Achieving deadlines Seeing teams develop Compliments Getting external recognition Getting internal recognition Being the best Problem solving not stating Being creative	Support Reassurance Advice/Guidance Friendship Using different strengths Knowledge base Positive, enthusiastic caring people	Getting together + agreeing way forward Working together to solve challenges Making a difference. Being useful + seeing integration/working closely. Having fun Recognition

Mad Sad Glad

What is it?

A useful tool to help you understand team members. It also guides you in how you communicate with each other and interact in the best way to achieve a positive team climate.

Where can I use it?

Areas it can be used are:

- Building trust
- Building awareness
- Project set up workshops
- Reviewing
- Understand why people are behaving like they are
- Creating a positive work environment
- Team building

How do I use it?

1. Invite team members to a workshop sharing the purpose of the session
2. Explain why this is useful and what the benefits are of doing it and what it can overcome. Use real live examples to illustrate if possible
3. Ask each person to think about what makes them Mad, Sad and Glad
4. Record on table and discuss information, learning and actions
5. Use on a regular basis as a review tool to ensure you are working well together

And remember to have fun!

