



NEWSLETTER

SYMBIOSIS

Working together ▫ CREATING RESULTS

● Issue 3

Symbiosis Business-based Adventures

Symbiosis creates, designs and delivers adventurous business improvement programmes. We are a team of experienced facilitators and coaches with a talent for helping people to learn, develop and get the best results for themselves and their organisations. Our track record is unrivalled and we have worked with some of the world's most prestigious organisations for a number of years.

"I have worked with the team at Symbiosis for over 7 years. On each occasion they have taken our brief and delivered distinctive, enjoyable and challenging events that have helped the development of our teams. They have a great ability to blend a variety of activities and through excellent facilitation help us realise our individual and team goals. I have no hesitation in recommending them."

*Andy Sowerby, Managing Director,
Martin Currie*

Some current Symbiosis clients

- Degussa
- GE
- INSEAD
- Investec Asset Management
- Lufthansa
- Martin Currie Investment Management
- Scottish Widows
- Skandia Investment Management
- Thus

We focus on creating, designing and delivering performance improvement at all levels through our series of four unique Business-Based Adventures:

- **Corporate Adventures:**
For large corporate teams. As a reward for hard work and excellent results, to build motivation for the future, to improve cross-functional working and to develop relationships that lead to improved organisational efficiency.
- **Team Adventures:**
For smaller and medium-sized teams. To build trust and create focus so that teams are committed and motivated to work together to achieve challenging, shared goals; to raise awareness of team members' strengths and ensure that the whole is greater than the sum of the parts; to develop the vision and clear outcomes required to lead change and seamlessly implement new initiatives and to accelerate the development of project teams.
- **Leadership Adventures:**
For leaders or potential leaders. To help leaders to realise their current leadership strengths, values and beliefs and how these impact on their leadership style; to help leaders focus on how they can put their strengths to work in practice and have a truly positive influence on other people.

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Symbiosis Business-based Adventures (cont'd)

- **Personal adventures:**

For individuals and small groups. This is personal coaching and an 'adventure' of the mind. To help people to re-focus on the things that are really important to them so that they can achieve their desired outcomes; to improve individual performance and re-energise.

Read on and learn about the team and leadership adventures we created for GE, Wharton and Degussa.



GE Energy - Building a virtual team at senior level

Objective:

The senior management team at GE Energy – Contractual Services, Northern Europe are a virtual team by geography. Often working remotely across Europe they needed to take time out to build the team so that they could support each other more effectively in developing and achieving their shared business goals.

Solution

Initial discussions highlighted the current stage of team development and how this could be built upon. Myers Briggs profiles of participants, shared across the team highlighted personal and team strengths and potential blind spots. A three-day workshop in the Lake District concentrated on.

- How to spot and tackle the major stumbling blocks to individuals working within groups and organisations
- Building trust through team activity, discussion and perspective sharing.
- Reviewing current customer relationships and planning improvements.
- Developing a greater shared responsibility for decision making and maintaining good results

Symbiosis facilitators introduced some current concepts of virtual team working and leadership to provoke discussion and signpost possibilities for further progress. These concepts and the teams' perceptions of its' performance were measured against team based problem solving exercises that matched some of the issues faced by the team. These exercises required the skills to communicate and make decisions in a highly uncertain environment, simulating the position at work. Facilitation concentrated on identifying strengths and defining issues for further discussion and action planning.

GE - Team leader feedback:

“The time we spent on sharing perceptions and gaining support for team-based decision making is really beginning to bear fruit. Members of the team have been more proactive in influencing others and we are making real progress as a team”

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Degussa Senior Executive Leadership Development Programme



Aresty Institute of Executive Education, The Wharton School, University of Pennsylvania

Objective

Degussa is the global market leader in specialty chemicals. It is a multinational corporation with 45,000 employees. Their senior executive leadership development programme was delivered by Wharton Executive Education, the first module in Philadelphia, Pennsylvania, and the second module in Shanghai.

Wharton designed the first module around learning needs in three key areas: growth strategies within a future global perspective; advanced essentials, a tool kit of finance and change instruments; and leadership competence. The leadership elements delivered by Wharton focused on ethics, style and decision making. The second Wharton module in China further developed learning around issues of leadership and organisational culture.

Degussa asked Symbiosis to deliver an experiential activity during the first module that would help senior executives to reflect on their personal development and the impact of their behaviour on other people. They also wanted to provoke discussion about the present culture of the business and on how this impacted on performance issues.

Solution

Symbiosis designed and facilitated a session based on the concept of a 'Leadership Laboratory.' Senior executives participated in challenging team-based exercises that provided an opportunity to display leadership and team working behaviours. The impact of these behaviours on other people were highlighted by Symbiosis facilitators during reflective sessions that followed each exercise. The potential impact of these behaviours on business culture and performance was revealed in a very powerful way. Executives were also introduced

to supporting material on the concept of emotional intelligence and its' effects on leadership performance.

Result

The Symbiosis 'Leadership Laboratory' delivered a very challenging session that took the senior executives to the edge of their comfort zones. It provided an opportunity for inter-personal interaction and raised awareness of the impact of personal behaviour on others in a leadership and team-working context. The effects of hierarchical structures and potential effects on communication, taking responsibility and performance were startlingly revealed. Discussion continued well after the formal end of the session. Everyone really reflected on the impact of their behaviour on others and on their performance.

The lessons for personal leadership behaviour and potential effects on the performance of Degussa people were very clear. These lessons and other learning from the module were taken into peer coaching sessions, using a model established by Wharton, that assisted executives to transfer their learning to work.

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