

# Corentus Team Leadership Competency Model

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How leaders catalyze high performance in teaming

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# Effective leadership creates the conditions for effective teaming

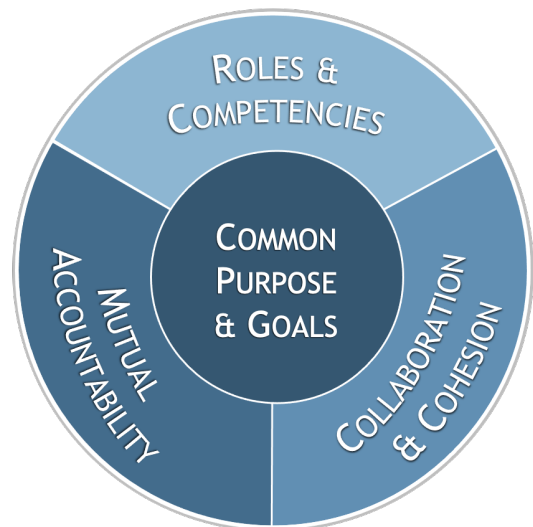
Effective leadership in today's world requires leaders to adapt to complexity and change all while leading others in various states of teaming to accomplish results and have impact within their organizations. We've found that leaders who understand the dimensions of teaming and are attuned to the ecosystem of their organization, are better positioned to create the conditions for effective teaming.

The Corentus Team Leadership Competency Model orients leaders as the catalyst for group and team performance. Using the Corentus Team Wheel™ as a guide, the model equips leaders to understand the competencies and pragmatic behaviors that enable effective teaming.

While the Corentus Team Leadership Competency Model is comprehensive, the aim is not for leaders to demonstrate 100% of the behaviors found in the model. Rather, the model provides a way for:

- Organizations to determine what competencies and skills are needed most from leaders given their context
- Leaders to understand their strengths and development opportunities in the key factors of teaming
- Practical skills and tools to be selected that will aid leaders in being more effective

## Corentus Team Wheel™



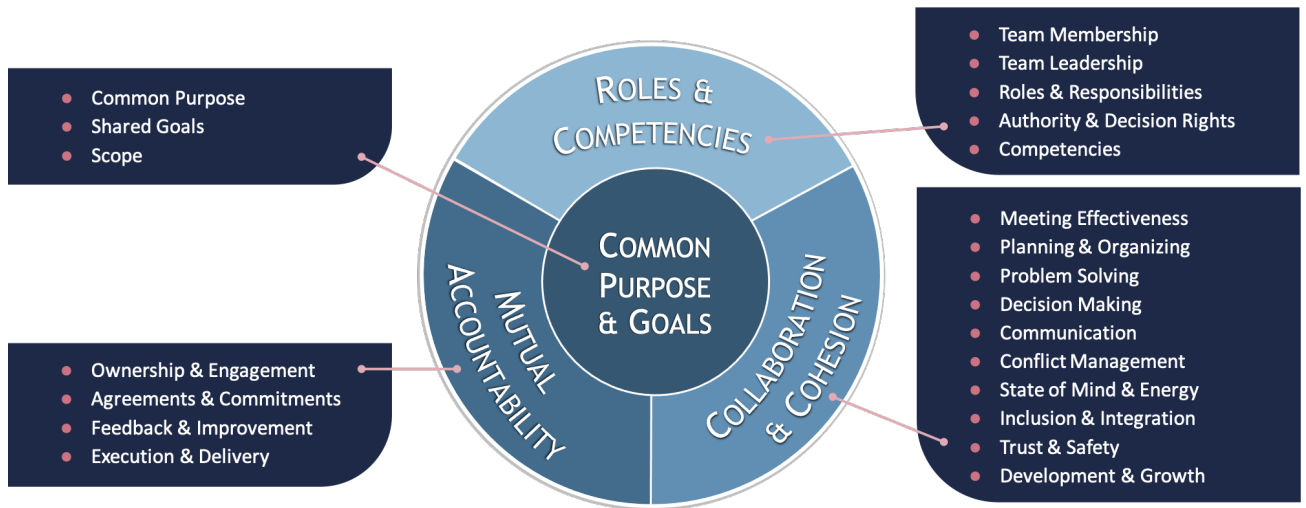
The Team Wheel depicts the key factors contributing to a team's **effectiveness**, **cohesion**, and **performance**.

# The Corentus Team Wheel™

## Key Dimensions of Team Effectiveness

### Team Wheel: Components

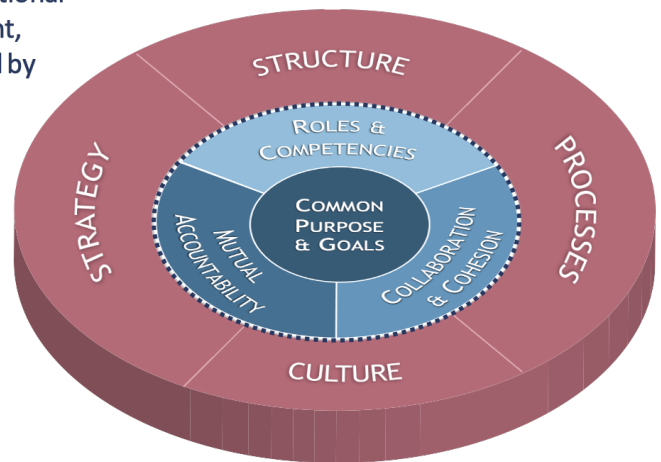
The **Components** are all core aspects of team functioning in each dimension that can affect a team’s effectiveness, performance, and results.



### Team Wheel: Ecosystem & Boundary

The **Ecosystem** represents the team’s organizational environment. A team’s formation, development, and potential for growth are deeply influenced by the larger context in which it lives—including the organizational strategy, structure, processes, and culture.

The **Boundary** is the interface between the team and its organizational environment. To ensure a constructive flow of information and resources that serves both the team and the organization, team boundaries need to be actively managed and maintained.



# The Corentus Team Leadership Competency Model puts leaders at the heart of team effectiveness

Aligning directly with the Team Wheel, the Team Leadership Competency Model depicts the **leadership competencies** that leaders need to catalyze performance in the in the dimensions of teaming.



## COMMON PURPOSE & GOALS

- Ensuring that the team has a common purpose and shared goals that are well aligned with the organizational impact needed, the broader ecosystem, and future possibilities

## ROLES & COMPETENCIES

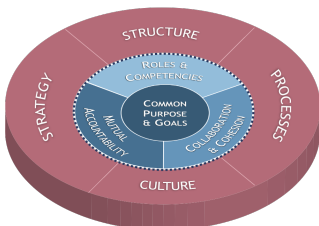
- Bringing together diverse, competent individuals with clearly defined roles and responsibilities that are well suited to the purpose of the team

## COLLABORATION & COHESION

- Ensuring that tools and processes that enable effective collaboration are used and continually improved upon
- Fostering trust, safety, and cohesion within the team through a focus on state of mind, inclusion, and productive interactions
- Fostering the development and growth of the team as a collective unit and team members as individuals

## MUTUAL ACCOUNTABILITY

- Fostering mutual accountability that enhances the team's ability to deliver results, productively manage breakdowns, and learn from experience



## BOUNDARY MANAGEMENT

- Fostering positive external perceptions of and relationships with the team, including productive exchanges of information and resources

## ECOSYSTEM MANAGEMENT

- Monitoring and influencing how the team is affected by, and aligned with, components of the broader ecosystem—including strategy, structure, processes, and culture

## RELATIONSHIP MANAGEMENT BEYOND THE ORGANIZATION

- Fostering strong and constructive relationships with individuals and groups external to the organization



# The Corentus Team Leadership Competency Model highlights the leadership behaviors that have real impact

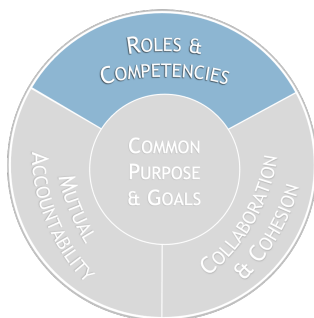


## COMMON PURPOSE & GOALS

Leaders ensure that the team has a common purpose and shared goals that are well aligned with the organizational impact needed, the broader ecosystem, and future possibilities.

## BEHAVIORS

- Act as the compass for the team, ensuring that the team's common purpose and shared goals are defined and aligned with the broader organization vision.
- Connect to a broader vision and sense of purpose in a way that inspires and motivates the team.
- Foster a collective sense of ownership of and commitment to the common purpose and shared goals.
- Ensure that the scope of shared goals and work products is appropriate for the team's position within the organization.
- Scan for opportunities that will keep the team engaged and relevant in the future.



## ROLES & COMPETENCIES

Leaders bring together diverse, competent individuals with clearly defined roles and responsibilities that are well suited to the purpose of the team.

## BEHAVIORS

- Build a team with diversity that aligns with the needs, values, and goals of the team and organization.
- Flex between operating modes and leadership styles in response to the evolving needs of the team and its members and to shifts in the team's stage of development.
- Ensure that roles and responsibilities within the team are clear, and that the influence of individuals' other roles or affiliations is as constructive as possible.
- Ensure that clear decision-making rights are distributed throughout the team as appropriate.
- Continuously evolve and prune the team to ensure it has the right roles, skills, and capabilities to fulfill its purpose and goals.

# The Corentus Team Leadership Competency Model highlights the leadership behaviors that have real impact



## COLLABORATION & COHESION (part 1)

Leaders ensure that tools and processes that enable effective collaboration are used and continually improved upon.

### BEHAVIORS

- Use and promote structured tools, methods, and practices to define, manage, and complete work.
- Ensure clear interdependency between team members and drive the team to complete real work together.
- Foster creative group problem solving and decision making with a preference to “take it to the team” to leverage the collective wisdom as appropriate.

## COLLABORATION & COHESION (part 2)

Leaders foster trust, safety, and cohesion within the team through a focus on state of mind, inclusion, and productive interactions.

### BEHAVIORS

- Enable productive communication, including constructive challenging conversations.
- Enable healthy, productive, task-related conflict.
- Model vulnerability and foster a climate of psychological safety and trust.
- Maintain awareness of, and ensure management of, state of mind and energy levels within the team.
- Foster a sense of connection and belonging across all team members.
- Acknowledge and share appreciation for each team member’s contributions.
- Navigate the polarity of focus on task and focus on relationships within the team.

# The Corentus Team Leadership Competency Model highlights the leadership behaviors that have real impact



## COLLABORATION & COHESION (part 3)

Leaders foster the development and growth of the team as a collective unit and team members as individuals.

### BEHAVIORS

- Ensure that clear expectations and goals for team and team member growth and development are set.
- Create opportunities for team and individual learning, experimentation, and continuous improvement.
- Promote measured risk-taking and leverage failure as a means to continually improve.



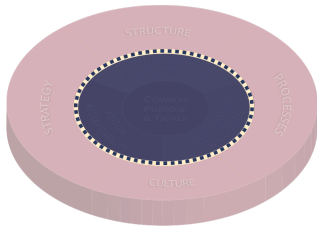
## MUTUAL ACCOUNTABILITY

Leaders foster mutual accountability that enhances the team's ability to deliver results, productively manage breakdowns, and learn from experience.

### BEHAVIORS

- Foster mutual accountability through clearly defined actions and agreements and a genuine sense of ownership.
- Ensure that clear performance measures are established and the team remains focused on delivery and results.
- Ensure that the team openly exchanges feedback and assesses its progress against the measures to uncover and overcome performance challenges.
- Acknowledge team successes and invest in the sharing of best practices and lessons learned to drive continuous improvement in execution.

# The Corentus Team Leadership Competency Model highlights the leadership behaviors that have real impact

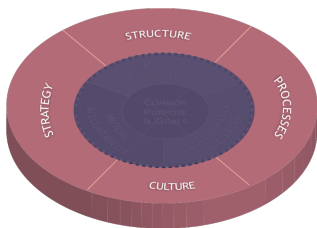


## BOUNDARY MANAGEMENT

Leaders foster positive external perceptions of and relationships with the team, including productive exchanges of information and resources.

### BEHAVIORS

- Ensure open and transparent communication of relevant information to and from other areas of the organization.
- Facilitate the exchange of needed resources and opportunities with other areas of the organization.
- Monitor and influence external perceptions of the team, including organizational awareness of the nature and value of the team's work.
- Take ownership of team challenges, failures, and development needs, overseeing the mitigation or repair of any damage to team relationships or reputation.
- Foster strong, constructive relationships between the team and other areas of the organization.



## ECOSYSTEM MANAGEMENT

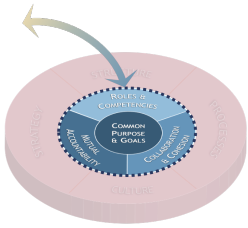
Leaders monitor and influence how the team is affected by, and aligned with, components of the broader ecosystem—including strategy, structure, processes, and culture.

### BEHAVIORS

- Ensure that the team's common purpose, shared goals, scope, and strategy are aligned with the larger organizational strategy.
- Track and manage the impact of structural factors, ranging from geographical distribution and/or office layout to hierarchy and role configurations.
- Support the team's ability to work effectively within organizational processes, including advocating for process changes if appropriate.
- Encourage the development and reinforcement of norms and values that contribute to a healthy team and organizational culture.



# The Corentus Team Leadership Competency Model highlights the leadership behaviors that have real impact



## RELATIONSHIP MANAGEMENT BEYOND THE ORGANIZATION

Leaders foster strong and constructive relationships with individuals and groups external to the organization.

### BEHAVIORS

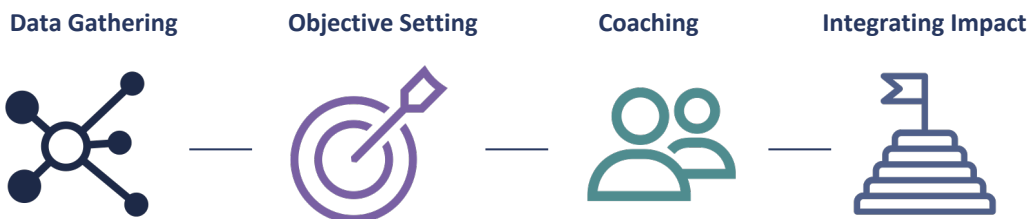
- Ensure that the team effectively establishes and maintains any relationships it needs to have with individuals and groups outside the organization.
- Facilitate exchanges of information, resources, and opportunities with individuals and groups outside the organization that benefit the team and its home organization.

# Corentus excels at building leadership capabilities needed for higher performance in organizational teaming

At Corentus, we work with organizations to optimize their performance by transforming their teams and the leaders that serve them. Our experience demonstrates that transforming leadership capabilities ultimately translates to more effective teaming. We partner with organizations in various ways to help grow leadership competence.

We help leaders become more competent and impactful in their teams and organizations through **Team Leadership Coaching**.

Our structured approach to leadership coaching enables leaders to become more impactful.



We help leaders become more adept at demonstrating leadership skills by using pragmatic **Team Tools** that boost levels of effectiveness, cohesion, and performance.

This is a sampling of our tools used most often by the leaders we partner with.

Common Purpose & Goals



Decision Making



Communication Essentials



State of Mind



# Contact us to learn more about how Corentus can partner with you to grow your leadership effectiveness

Corentus is a consulting, coaching, and professional development firm dedicated to helping organizations worldwide improve their performance and results through increased team and group effectiveness. Corentus professionals have worked with teams in more than 30 countries, across a variety of industries in the commercial, government, education, and non-profit/NGO sectors.

Corentus offers a comprehensive suite of services to support teams and team leaders in improving both relationships and results. Corentus team frameworks, tools, and methodologies have been tested and refined over more than 25 years with client teams worldwide. The Corentus approach to team development integrates multiple modalities, including consulting, facilitation, training, and real-time team coaching.

As thought leaders in team coaching and team development, Corentus professionals regularly write, teach, and speak on topics related to effective teaming.



## OUR VISION

A world where effective teaming helps drive the creation of a harmonious and sustainable future.

## OUR PURPOSE

To help teams maximize their positive impact by strengthening relationships and optimizing effectiveness.



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