



TOTEM

The Five Dials

Templates to complete for your weekly team ritual

1 TEAM

2 ORIENTATION

3 TASKS

4 EVOLUTION

5 MID-TERM



Why TOTEM : What is your experience of meetings?



Routines

Committees

Meetings



69% of meetings are ineffective (according to **participants**)
75% of meetings are effective (according to **facilitators**)

Too many: meetings, discussions, participants...

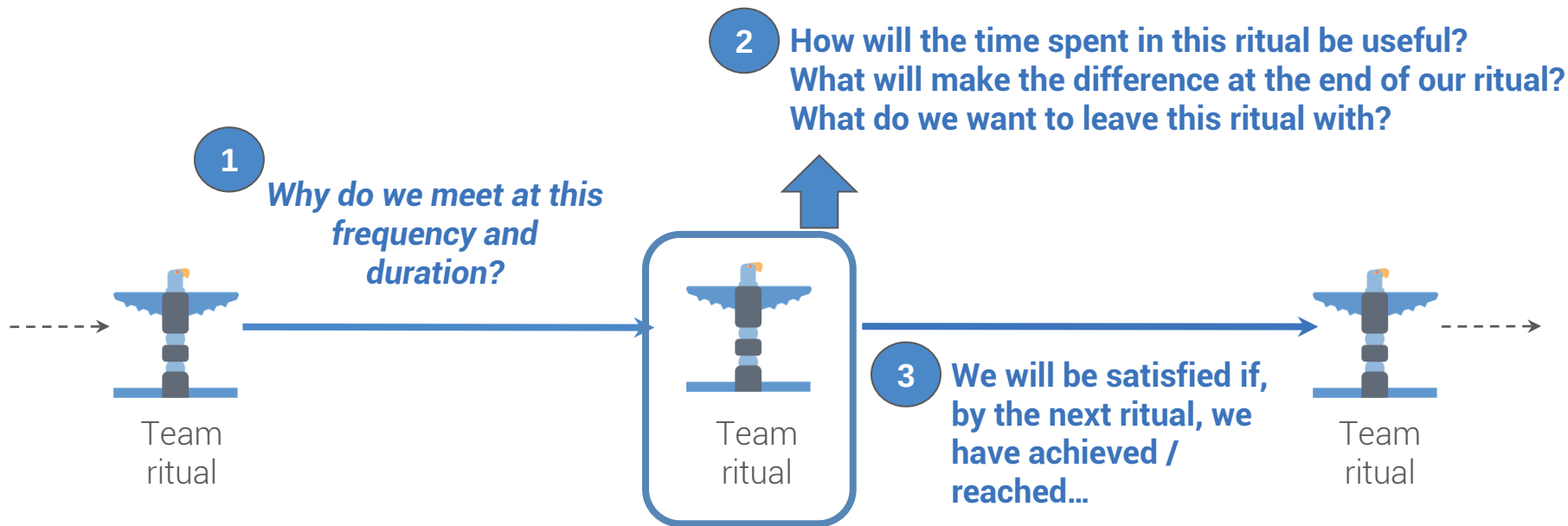
Not enough: framing, efficiency, follow-up...



Implementation : 3/ Totemize the ritual – the key questions!



What we expect from a ritual is the **team's collective response** to the **following key questions** :





What do we expect from a ritual is the **team's collective response** to the key questions:

- Why do we meet?
- What will make the difference at the end of our ritual? That the time spent was worthwhile?
- What do we want to leave with?

Adjust as a team a **scale of value and usefulness** – for example :

Uselessness

Usefulness



DISCUSSION

- Exchanging views and opinions
- Sharing thoughts and arguments

INFORMATION

- Reviewing the current situation – status update
- Taking ownership of the lines of thought

PRIORITIZATION

- Agreeing on priorities
- Setting key strategies together

DECISION

- Proposing alternatives
- Deciding and choosing the direction

ACTION

- Steering and implementing concretely
- Acting to achieve results

What is your scale of value and usefulness?



Team ritual : TOTEM, a key to escaping meeting overload



Reading key:

useless

meeting moment

useful

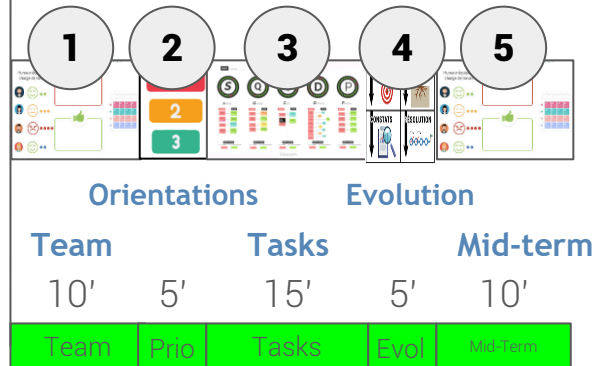
Moments

	1	2	3	4	5	6	7
activity	round-table	top-down info	discussion...	presentation A	open points	tensions	reflections
duration	20'	10'	20'	30'	20'	10'	10'
value/usefulness	round-table	info	discussion	presentation A	open points	tension	reflection



Duration : 2
hours
Value : low

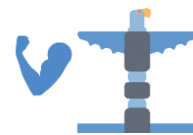
TOTEM



Duration :
45'
Value : high

Gain of 63% of time
Strong growth of Value

"More with less"
"Less is more"



TOTEM: the five dials assembled

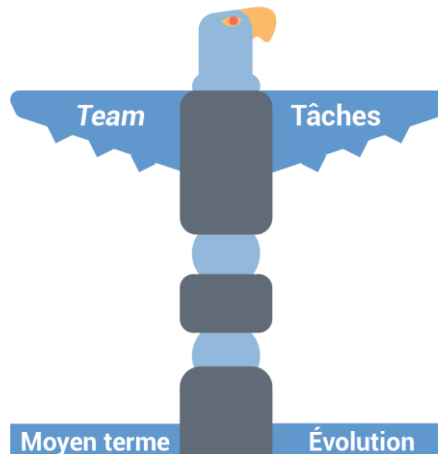
An overview of the ritual — 45 minutes weekly

1 TEAM 10 min			
QUI	Morale / Charge	TOP	FLOP
	★★★	Très bonne semaine, j'ai adopté un chat	—
	★★	—	Livraison des livres en retard
	★★	—	—
	★★★	—	—

5 MID-TERM 10 min		
PROJET	MÉTÉO	DÉBUT
Projet A		01-01-2022
Projet B		01-01-2022
Projet C		01-01-2022
Projet D		01-01-2022



Orientation



3 TASKS 15 min				
S	Q	C	D	P
Sécurité	Qualité	Coûts	Délais	Personnel
Objectif 0	Objectif <2 %	Objectif 200 k€	Objectif 100 %	Objectif <3 %
Réel 1	Réel 1 %	Réel 175 k€	Réel 123 %	Réel 2,7 %
1 accident rencontré	1 % de défaut	25 k€ d'économie	23,1 % en avance - 76,9 % dans les temps	90,4 % de présence

4 EVOLUTION 5 min				
PROBLÈME	ENJEU	CONSTAT	ANALYSE	RÉSOLUTION
Des fruits au sol et abîmés	S'assurer que la récolte est préservée	Une récolte abondante, plus que prévu, pèse lourd	Les tuteurs ne résistent pas au surpoids	Remplacer par des tuteurs plus solides

Total: 5 + 10 + 15 + 5 + 10 = 45 minutes weekly



WHO?	Morale	Workload	Team's TOPs	Team's FLOPs	Upcoming AGENDA		
Member 1			Write the TOPs here	Write the FLOPs here	Date/Time	Topic	Who?
Member 2			...	...	15.03 2-3pm	Quality: reporting	
Member 3					21.03 10-12am		
Member 4							
Member 5							
Member 6							

MORALE



Passionate



Joyful



Determined



Gloomy



Frustrated



Terrible

WORKLOAD

Underloaded

Light

Balanced

Heavy

Explosive



List the team's 3 priorities for the current horizon, and for each one, indicate the company strategic pillar it relates to.



Dimension (SQDCP)	Activity (What are we tracking?)	Indicator (Which indicator?)	Current (Where do we stand?)	Target (Where do we want to go?)	Weather (How is it going?)	Trend (vs last week)	Highlights (to remember)
S Customer satisfaction (or Safety)							
Q Quality							
D Delivery							
C Cost							
P People							

WEATHER



Cloudy



Rainy



Sunny



Clearing

TREND



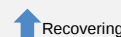
Falling



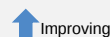
Declining



Stable



Recovering



Improving

TARGET



To address



OK



Irritant/Improvement idea (What is the problem or idea?)	Priority (Impact)	ECAR — analysis approach				Status (Progress)	Who? (Owner)	When (Deadline)
		Stakes (Why does it matter?)	Observations (What do we see?)	Analysis (Root cause?)	Resolution (Decision / action)			
	1							

PRIORITY

1

High

2

Medium

3

Low

STATUS



Cloudy



Rainy



Sunny



Clearing



Project (What?)	Activities	Next step (What/when?)	Priority (Impact)	Status (Where do we stand?)	Owner (Who?)	Key milestones (Important project markers)
						1 (Date) 2 (Date) 3 (Date)
						1 (Date) 2 (Date) 3 (Date)
						1 (Date) 2 (Date) 3 (Date)
						1 (Date) 2 (Date) 3 (Date)

PRIORITY

1

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Medium

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STATUS



Cloudy



Rainy



Sunny



Clearing



TOTEM : Building the first three dials



1. Xx
2. Yy
3. Zz

WHY?

PRIORITÉS

2
2'

STRATÉGIE

1. Xx
2. Yy
3. Zz

2- What can the team focus on for the greatest impact?

- > The team's 3 priorities
- > Connect these 3 priorities to the strategy

1



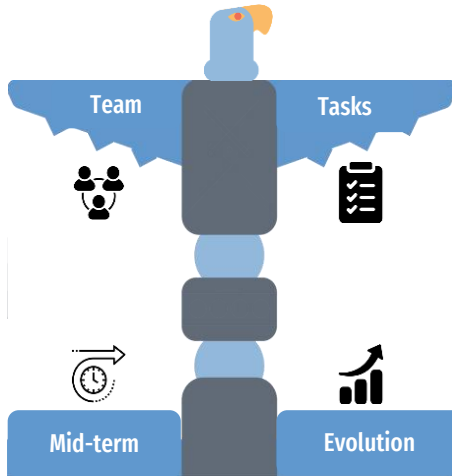
VIE D'ÉQUIPE

WHO? HOW?

10'



Orientations



Humeur et charge

XXX ☺ ●●●

XXX ☹ ●●●

XXX ☠ ●●●

YYYY

ZZZZ

* Rdv1
* Rdv 2

1- What are the highlights of the team's life?

- > Past — Top, Flop, key info
- > Present — Morale and workload
- > Future — the key agenda, upcoming meetings

5



NOS PROJETS

WHEN?

10'



Mid-term

Evolution



Projet 1 █ ↗ xxx

Projet 2 █ ↘ xxx

5- Which projects and developments will help us meet tomorrow's challenges?

- > Anticipate the challenges
- > Steer the projects
- > Make the key decisions and trade-offs

3



AMBIANCE ET ACTIVITÉS

18'

Météo des unités

1 █ ↗ xxx

2 █ → xxx

ACTUALITÉS & FAITS MARQUANTS à venir

- RH :
- Social :
- Prévention :
- Finances :

WHAT? HOW MUCH?

3- How do we measure the team's progress and success?

- > Which activities?
- > What status? (*outcome and means objectives*)
- > What progress? (*quantitative, qualitative, progress indicators*)



IRRITANTS ET RÉOLUTION

WHEN?

5'

Problème ⚡

XXX ! Non intuitif

Proposition action ⚡

Caractériser le pb

DC

S+2

4- What obstacles prevent us from reaching our goals? Apply a problem-solving method

- > Prioritize irritants
- > Decide, understand, and organize to resolve outside the ritual
- > New ideas?

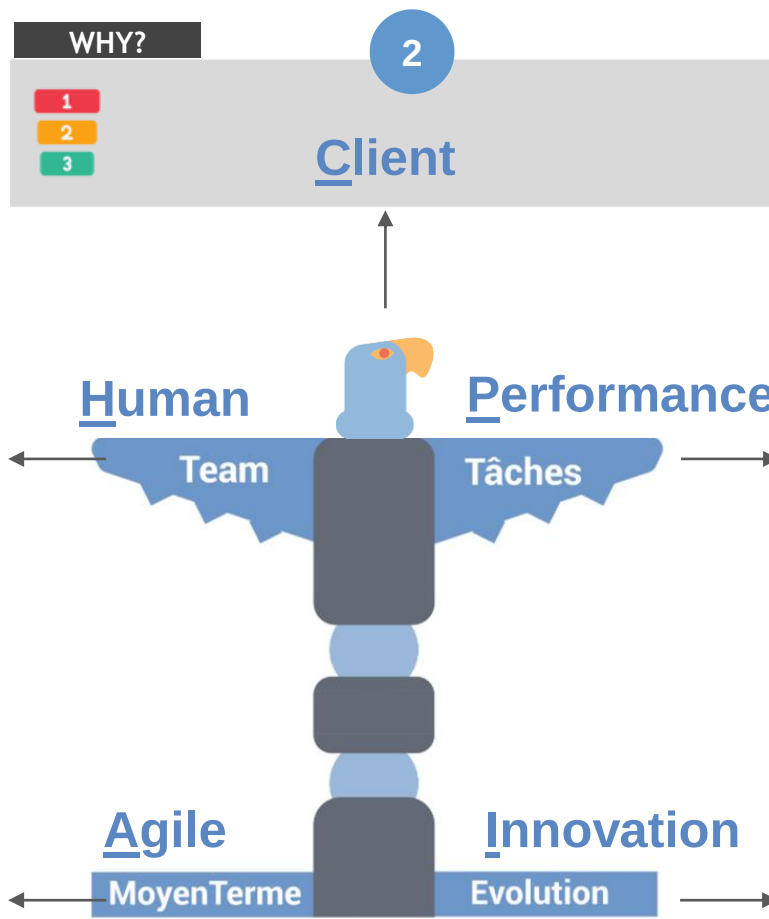


TOTEM : Cultural reflexes are reinforced through anchoring



The **APHIC** culture, an essential foundation for 21st-century companies

Anchoring happens through **repetition**, even more so when it is **collective**



WHO?
HOW?

1

QUI	MORAL/ CHARGE	TOP	FLOP
		Résultats +++ Assignment Tempo	Dossier pénible

5

WHEN?

PROJET	STATUT	QUI / QUAND
Projet A		02-09-2023
Projet B		02-09-2023
Projet C		02-09-2023
Projet D		02-09-2023

WHY?

2

1
2
3

Client

Human

Team

Performance

Tâches

Agile

Moyen Terme

Innovation

Evolution

3

What?
How much?

S	Q	C	D	P
SÉCURITÉ	QUALITÉ	COÛT	DÉLAI	PERSONNEL

4

Where

ENJEUX	CONSTATS	ANALYSE	RÉSOLUTION
Pb 1: Be OTD	Complex Org	Follow prio	Mg track