

PERFORM

Our Team Development Approach

01 BELONG

02 TRY

03 MATTER

04 SPEAK

05 PERFORM



**AUTHENTIC
ORGANISATIONS**

Helping you to be your best self

Dr Ruwayne Kock

*Founder & CEO, Authentic Organisations | Pan-African Leadership
Scholar & Practitioner*

*Most teams
never fully
arrive.*

*Not for lack
of capability.
For lack of
a clear foundation.*

The Team Problem Nobody Solves

01 Teams form — and stay stuck there.

You can train a team in every skill and watch performance stay flat. If people do not feel safe enough to belong, try, matter and speak — the skills never get used.

02 The blocker goes unnamed.

They work on processes, structures and competencies. None of those hold when the relational ground beneath them is unstable. The foundation is not a soft precondition. It is the work.

03 Leaders apply the wrong intervention.

A team needs completely different work at each development stage. Without a diagnosis, every programme is a guess — and most guesses are wrong.

The PERFORM CONDITIONS Model

Five foundations, not steps — each one makes the next possible. Teams often struggle at multiple levels simultaneously: start at the lowest unmet foundation and build upward.

Foundation	The question people carry	What blocks the team	What leaders must do
BELONG	<i>Do I belong here?</i>	Fear of exclusion	Make it safe to show up
TRY	<i>Can I try things here?</i>	Fear of judgement or failure	Make it safe to learn from mistakes
MATTER	<i>Does my work matter here?</i>	Work feels invisible	Make it safe to contribute
SPEAK	<i>Can I speak the truth here?</i>	Fear of consequences	Make it safe to challenge
PERFORM	<i>Are we performing together?</i>	Misaligned goals and egos	Make shared purpose felt

PERFORM CONDITIONS

Full capacity. High interdependence. Self-correcting.

The destination the four foundations make possible.

A team at PERFORM delivers together, corrects itself without waiting for a leader, challenges what is wrong, and holds its own standards over time. It did not arrive here by accident. It was built — foundation by foundation.



The social compact holds the PERFORM standard. The six-month review returns the team to its commitments. Performance is not a destination you reach once. It is a practice you return to.

Which foundation is your team building right now?

One signal per foundation. Read the column that fits. That is where the work begins.

BELONG

People give careful, hedged answers in groups.

No other foundation holds until people believe showing up honestly will not cost them.

TRY

The real conversation happens in corridors afterwards.

Productive disagreement is not aggression. It is the only route to real commitment.

MATTER

High performers quietly reduce effort to match the group.

When contribution is invisible, accountability becomes personal — not collective.

SPEAK

Honest challenge of strategy or leadership is rare or absent.

A team that cannot name what is wrong cannot correct it.

“

*Diagnostics are not the culture change.
They are an invitation.*

The real question is: who will lead differently, now that the truth has been seen?

— Dr Ruwayne Kock
Founder & CEO
Authentic Organisations

Consulting • Coaching • Development

How PERFORM Model works

1

Foundation diagnostic

Pre-engagement · 60 mins

A structured conversation to identify which foundation the team is building and which blocker is most active. This determines everything that follows.

2

Assessment

Individual · Asynchronous

Choose the appropriate assessment tool, like psychometric tests, interviews, or focus groups, to evaluate team roles at BELONG, TRY and values alignment at MATTER and beyond.

3

Facilitated session

Full day · On-site or hybrid

Built around the foundation model. Names the blocker directly, builds the relevant safety condition, closes with witnessed individual commitments.

4

Social compact

In-session + written

What leadership commits to do differently. What the team commits to in return. Specific, witnessed, reviewed. Not a values poster.

5

Six-month review

6 months post-session

The same people return to name what was honoured, what was broken, and what the gap reveals. Performance is measured in behaviour over time.

AO has developed leadership teams across the continent, in organisations, universities, and the public sector, grounded in African humanist values and decades of applied practice.

Consulting • Coaching • Development

Contact us

Start the conversation.

A 30-minute diagnostic call. No commitment. We listen to where you are, share what we see and explore what high-performing teams could look like for your organisation.

Book an appointment with Dr Ruwayne Kock

[30-minute Diagnostic Call](#)

Email us on:

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