

PERFORM

Our Team Development Approach

01 BELONG

02 TRY

03 MATTER

04 SPEAK

05 PERFORM



**AUTHENTIC
ORGANISATIONS**

Helping you to be your best self

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*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 at BELONG needs completely different work from a team at SPEAK. Without a diagnostic, every programme is a guess — and most guesses are wrong.

The PERFORM Model

Five foundations. Each one builds on the last. Each one answers a question people carry — and names the blocker that stalls the team when it goes unaddressed.

Foundation	The question people carry	What blocks the team	What leaders must do
BELONG	<i>"Do I have ground here?"</i>	No trust	Make it safe to show up
TRY	<i>"Can I take risks here?"</i>	Fake harmony	Make it safe to disagree
MATTER	<i>"Does my work count here?"</i>	No accountability	Make it safe to hold each other
SPEAK	<i>"Can I tell the truth here?"</i>	No shared purpose	Make it safe to challenge
PERFORM	<i>"Are we delivering together?"</i>	—	Hold the standard over time

01 BELONG

Finding each other. Rules unclear. People cautious.

The question people carry

“Do I belong here?”

This is not an individual question. It is what the environment is or is not yet providing.

Assessment lens: Personality and thinking-style profiles. Who is in the room and how do they work?

What blocks the team

No trust

People protect themselves rather than each other. Vulnerability is rare. Mistakes are hidden rather than shared.

The team cannot move from Forming into productive Storming until people believe that showing up honestly will not cost them.

What leaders must do

Make it safe to show up

Treat every person — regardless of rank, history or confidence — with full dignity from the first interaction.

Use psychometric profiles to surface what each person brings and how they prefer to engage. Name difference as a resource, not a risk.

02 TRY

Navigating tension. Conflict surfaces. Roles contested.

The question people carry

“Can I try things here?”

This is not an individual question. It is what the environment is or is not yet providing.

Assessment lens: Team-role profiles. Who drives debate, who avoids it, and where the balance is off.

What blocks the team

Fake harmony

Artificial agreement suppresses productive disagreement. The real conversation happens in corridors, not meetings. Decisions feel vague and are constantly revisited.

Without real conflict, there is no real commitment. The team cannot norm around agreements that were never genuinely made.

What leaders must do

Make it safe to disagree

Actively protect those who name what others won't. Make clear that raising a concern will not result in being sidelined or penalised.

Team-role profiles reveal who naturally drives debate and who avoids it — and where the team's conflict capacity is unevenly distributed.

03 MATTER

Settling into rhythm. Patterns established. Cohesion building.

The question people carry

“Does my work matter here?”

This is not an individual question. It is what the environment is or is not yet providing.

Assessment lens: Values alignment mapping. Where do our non-negotiables converge — and where do they silently conflict?

What blocks the team

No accountability

Low-standard behaviour goes unchallenged. The burden of accountability falls on the leader alone. High performers quietly adjust their effort downward.

Peer accountability — teams holding each other without requiring a leader to intervene — is the defining capability of a norming team that is ready to perform.

What leaders must do

Make it safe to hold each other

Build peer accountability as a team norm, not a leadership task. Name low standards directly and specifically — not as criticism but as care for shared standards.

Values alignment mapping surfaces where team members' non-negotiables converge — and where unspoken divergence is producing friction.

04 SPEAK

Full capacity. High interdependence. Self-correcting.

The question people carry

“Can I speak truth here?”

This is not an individual question. It is what the environment is or is not yet providing.

*Assessment lens: Social compact review.
What did we say we stood for — and what does the gap between then and now reveal?*

What blocks the team

No shared purpose

Individual status, team politics or departmental interests override the collective goal. People perform alignment while privately disengaged.

A performing team knows when it is not performing — and names it without waiting for a leader to. That capacity requires challenger safety: the belief that speaking truth will not end the relationship.

What leaders must do

Make it safe to challenge

Name what is wrong and stay with it. Model the willingness to raise difficult truths in full view of the team — including truths about your own leadership.

The social compact and six-month review hold the performing team’s commitments over time — making the standard visible and returnable to.

04 SPEAK

Operating honestly. Truth-telling as standard. Challenge as care.

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05 PERFORM

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?

Three signals per foundation. Read the column that fits. That is where the work begins.

BELONG

- People give careful, hedged answers in groups
- Mistakes are explained away, not shared openly
- No one admits uncertainty or asks for help

Build inclusion safety first. No other foundation holds until people believe showing up honestly will not cost them.

TRY

- Meetings end in agreement that dissolves within 24 hours
- The real conversation happens in corridors afterwards
- Decisions get revisited without ever resolving

Name fake harmony directly. Productive disagreement is not aggression — it is the only route to real commitment.

MATTER

- Low-standard behaviour goes unchallenged unless a leader acts
- High performers quietly reduce effort to match the group
- Follow-through on commitments is inconsistent and unremarked

Build peer accountability as a norm. Holding each other is an act of care, not aggression.

SPEAK

- Individual or team wins celebrated over collective results
- People perform alignment in meetings but disengage privately
- Honest challenge of strategy or leadership is rare or absent

Anchor to a shared definition of success. Make the scoreboard visible, specific and returnable to.

“

*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
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Consulting • Coaching • Development

How PERFORM 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

The right psychometric tool for the identified foundation — not a fixed battery. Personality profiles at BELONG, team-role at TRY, 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 leaders
across the continent, in
organisations, universities,
and the public sector,
grounded in African
humanist values and decades
of applied practice.

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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](#)

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