



## Pariveda: Big Ideas from Small Teams

At Pariveda, we are powered by small teams. They are integral and missional to our entire firm — to grow individuals to their fullest potential. What is a small team? It has two to fifteen members. Social connectivity, learning and individual growth are highest within this range. At more than fifteen, social dissatisfaction starts to break the unit down into multiple, smaller ones.

We utilize small teams to deliver client solutions and mentor people's development, which is in the best interest of the individual Fin and client. They are imperative in serving client needs for innovative change in their organizations.

When the unit is small, members can have roles rich in learning and coaching while making meaningful contributions to project outcomes. High-potential individuals experience their most rapid learning in this type of structure as client breakthroughs occur at a faster speed. Learning, coaching and contributing happen faster due to trust earned through self-reliance, caring for others and enduring challenges together. Communication is more transparent with direct feedback and less filtering through hierarchies. Unit composition is equally important. When the group consists predominately of high-potential people, team effectiveness compounds diverse strengths.

The best practice in our industry is to grow a project team as large as the customer allows. Many times, this swells to 100 or more people, maximizing short-term profit. However, we have another driver trumping short-term profit: our desire to serve the client and develop people. Our clients benefit from small teams, in the same way we do. They reap value quickly and develop trusted lifetime relationships between their people and our Fins through shared challenges and successes.

Project size is integral to our sustainable mission to grow people to achieve their fullest potential, ours and our client's. When you see the linkage between our mission and organizing for effectiveness, it is evident why we power our organization by small teams to produce individual growth, trusted lifetime relationships and long-term, sustainable profitability.

Bruce Ballengee, CEO

