BUSINESS ADVISORY COUNCIL

Building Capability:
The Shift from Teams to Teaming

Spring 2013

Agenda

- Welcome
- Context & Background
- Talk About Teams
  - Teamwork on the Fly
  - The Future of Talent is T-Shaped
- Real World Case Study
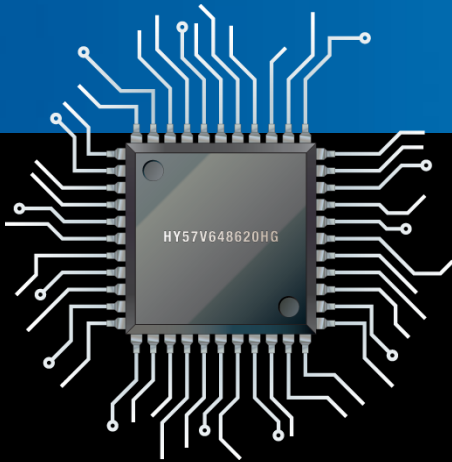- Implications
- Questions & Answers

Building Capability:
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"Shift Happens"

Gordon Moore
Co-founder and Chairman Emeritus
Intel Corporation

Moore's Law

The processing power of computer chips will double every 18 months.

Building Capability: The Shift from Teams to Teaming

Consulting Work Focus

Communications, Change & Teams

Get Attention | Build Awareness | Drive Engagement | Raise Performance

- Identity & Branding
- Employee Engagement
- Executive Communications
- Culture and Learning
- Workforce Productivity

Projects, Programs , Initiatives
- Stakeholder Analysis
- Communications & Change Strategy
- Digital Content & Packaging
- Launch Campaigns & Events
- Infographics
- Executive Blogs

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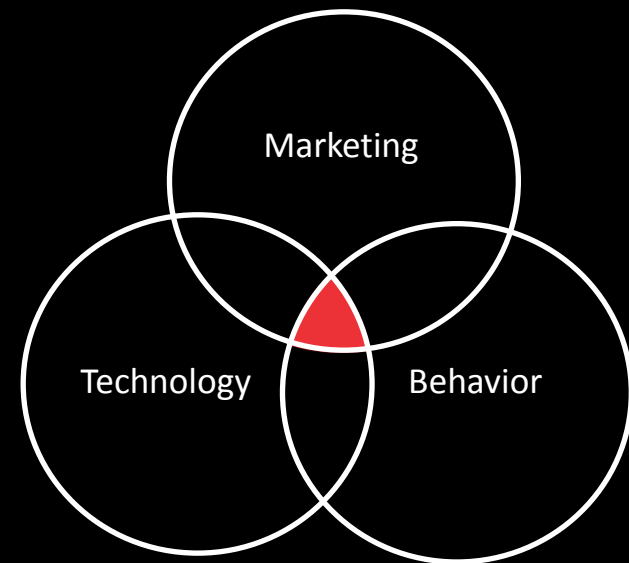
Past and Present Clients

* Selected Listing

Building Capability: The Shift from Teams to Teaming

High Level Shifts
Believing is Seeing

"Capability Focus"

- Building Capacity to Perform
- Company, Organization-wide Capability
- Technology Component (Systems; Toolsets)

"Teaming Capability"

- Push toward Collective, Group Work
- De-emphasis on Individual Competency
- Common Playbook for Execution
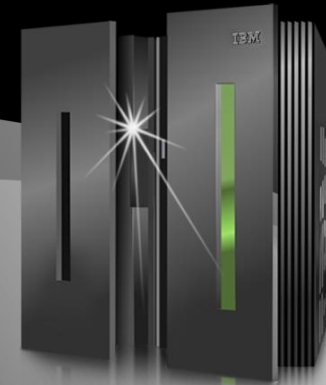
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What's Causing These Shifts?
Confluence of factors

Mobility

Platforms

Globalization

Speed

Networks

Connectedness

Social Media

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Adapting

"When the rate of change outside an organization exceeds the rate of change inside an organization – the end is near."

JACK WELCH
legendary CEO

Building Capability: The Shift from Teams to Teaming

Impact on Teams

"A team is a small number of people with complementary skills who are committed to a common purpose, performance goals and approach, for which they hold themselves mutually accountable."

From: Katzenbach & Smith, *The Wisdom of Teams: Creating the High-Performance Organization*

Team Types

- Organizational Teams
- Intact Teams
- Virtual Teams
- New Teams
- Cross-functional Teams
- Project Teams
- Self-Directed Teams

Game Changing Shift

Fast Forward to Teaming

"When companies need to accomplish something that hasn't been done before, and might not be done again, traditional teaming structures aren't practical. It's just not possible to identify the right skills and knowledge in advance and to trust that circumstances will not change. Under these conditions, a leader's emphasis has to shift from composing and managing teams to inspiring and enabling teaming."
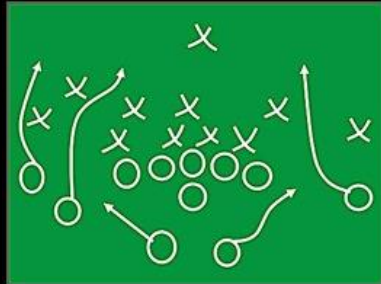
"Teamwork on the Fly"
How to master the new art of teaming
Amy C. Edmondson
April 2012

Making the Leap

FROM
Teams (Noun)

- Stable
- Predictable
- Defined

OLD WAY

- Top Down
- Functionally Driven
- Highly Directive
- Deliberate
- Linear
- Results by Telling

TO
Teaming (Capability)

- Complex, Uncertain, Unexpected
- Rapid course correction
- Crossing boundaries

NEW WAY

- Problem Centric
- Talent Based
- Highly Collaborative
- Intuitive
- Dynamic
- Solve by Doing

Speed

Not enough time to build traditional teams

Building "Teaming" Capability

"HARDWARE" (Project Management Principles)

Scope the Project
- Outline roles and Responsibilities
- Scout for talent (relevant expertise)

Provide Some Structure
"Scaffolding"
- Support improvisational, interdependent work
- Make it easier to coordinate distributed resources
- Purposeful co-location

Sorting Tasks & Interdependence
- Working across boundaries

"SOFTWARE" (Leadership Principles)

Emphasize Purpose
- Galvanize the 'Why'

Build Psychological Safety
- Make it 'Safe to say'

Embrace Failure
- 'Fail often to succeed sooner'

Putting Conflict to Work
- Healthy conflict
- Work through 'Dynamic Tensions'

The Behaviors of Successful Teaming

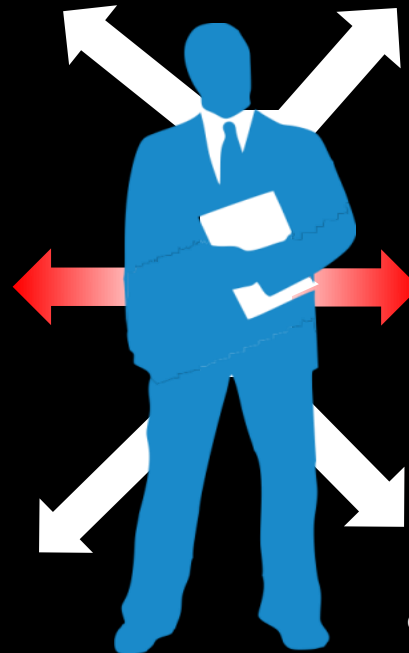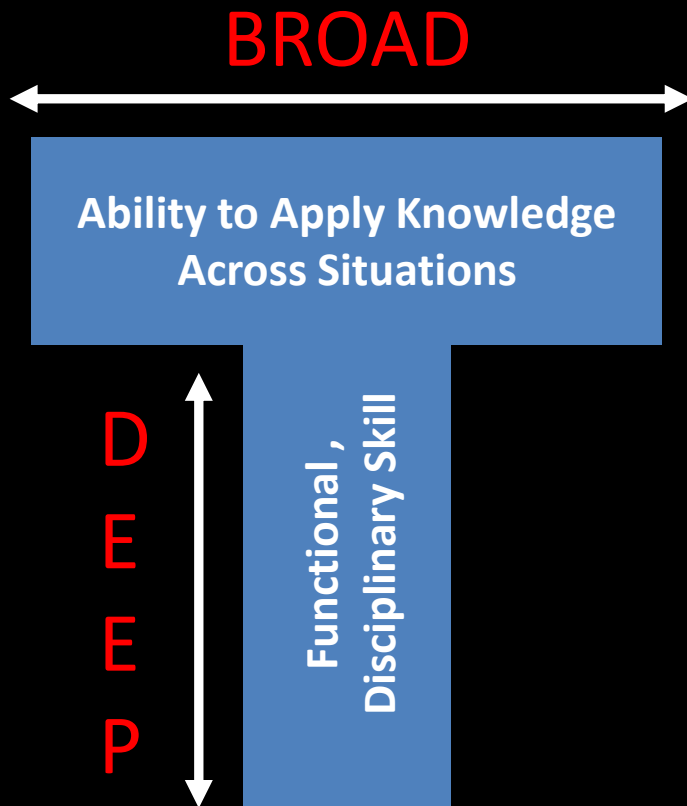| Speaking Up	Experimenting	Reflecting	Listening Intently	Integrating
Communicating honestly and directly with others by asking questions, acknowledging errors, raising issues and explaining ideas.	Taking an iterative approach to action that recognized the novelty and uncertainty inherent in interactions between individuals and in the possibilities and plans they develop.	Observing, questioning, and discussing processes and outcomes on a consistent basis that reflects the rhythm of the work.	Working hard to understand the knowledge, expertise, ideas and opinions of others.	Synthesizing different facts and points of view to create new possibilities.

Shift in Talent

The digital age has spawned a new type of employee: the T-shaped person.

BROAD

Ability to Apply Knowledge Across Situations

D
E
E
P

Functional, Disciplinary Skill

Capabilities

✓ Generate ideas
✓ Think laterally and creatively
✓ Cross-pollinate across disciplines

"T-shaped people: the new employees of the digital age"
Management Today
August 29, 2012

Building "Teaming" Capability

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The Payoff
For Individuals:
- Acquire Knowledge
- Expand Skills
- Build Networks

For Companies:
- Accelerate delivery of current offerings
- Respond more quickly to new challenges

The Behaviors of Successful Teaming

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Experimenting
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Reflecting
Observing, questioning, and discussing processes and outcomes on a consistent basis that reflects the rhythm of the work.

Listening Intently
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Integrating
Synthesizing different facts and points of view to create new possibilities.

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Harvard Business Review

Case Study

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Wrap-Up

Summary

- "Shift Happens" - accept it (it's less painful)
- Teaming is here to stay
- To be in the game we have to adapt
- Develop your T-Shaped self

Questions

Open Forum & Discussion

Thank you!

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