

ODD

The New Organization of Today: Designing a team-based culture

INTRODUCTION



90% of what we do in organizations happens through collaborative effort creating an imperative for effective teams.

No.1 Deloitte's global human capital trends surveys (2016, 2017) positioned organizational redesign as the number one concern for businesses.

INTRODUCTION

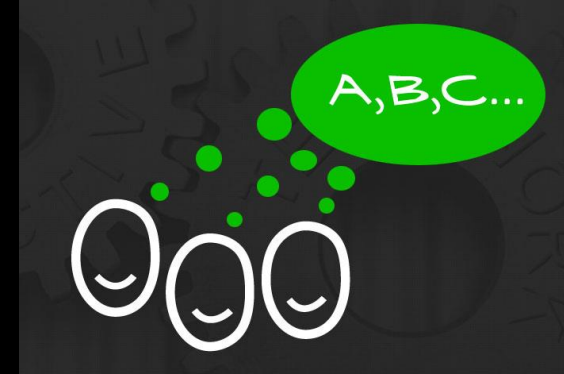
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This redesign focus is the creation of networks of teams delivering team effectiveness at all levels of the organization.



An organization with a defined strategy for teams can drive 10 to 20% improvement in effectiveness and productivity.



There is new thinking about teams and organizations who want to be competitive tomorrow need to take note today.

WHY THE NEED FOR ORGANIZATIONAL REDESIGN?



There are multiple challenges facing the organization of today which an effective teaming culture can support and/or make a substantial contribution to meeting these challenges

- Realizing the power of teams
- The gig economy
- Millennials
- Psychological safety
- Diversity and inclusion
- The search for team based assessment

REALIZING THE POWER OF TEAMS

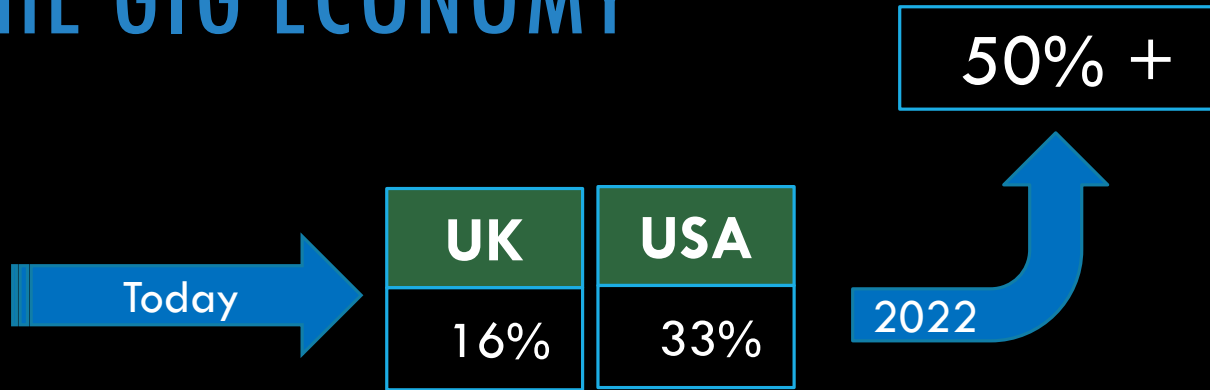


Teamwork is extremely powerful and drives benefits for both the individual and the organization. This creates an imperative for organizations to take the issue of teamwork in a more serious and focused manner. The benefits include:

Efficiency	Innovation and creativity	Enhanced working environment	Risk	Learning and talent
Teams create quality outcomes over and beyond the capacity of an individual	Teams are more creative and risk-oriented. <i>They are more likely to think outside the box</i>	Teams provide a better work experience that can help foster motivation	Teams spread risk and have built-in flexibility	Teams deliver exponential learning compared to an individual working on their own

THE GIG ECONOMY

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The exponential growth of the workforce employed on a contingency basis.

The challenges include

- Rapid integration to the organization
- Motivation and retention
- Productivity and accountability

The giggers experience, endured or enjoyed, matters as much for employer brand as do full time employees

Effective teaming culture is essential to a rapid socialization and integration to ensure effective gigger contribution

MILLENNIALS



The millennials have a very different disposition and approach to work than preceding generations that can only be met through a teaming culture.



Today they represent **40%** of the workforce and **75%** by 2025.

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MILLENNIALS



They present the following challenges that can only be met by a teaming culture

Collaboration

Collaborative environments with leaders working in the group setting and not directing from a distance

Status

Rejection of titles and status in favour of experience and knowledge

Variety

Flexibility in role rotation and the richness of project variation

Feedback

Real time feedback and communication - rejection of traditional PA

Coaching

Direct and personal coaching and mentoring, appropriate to an individual's needs

DIVERSITY AND INCLUSION



Inclusion is what enacts diversity, building a culture of involvement, respect and connection for employees.

It is seeking out and enabling different perspectives, ideas and backgrounds to drive innovation and business value.

What better way is there to deliver this inclusion than through a team-based culture?

The benefits of D&I are as applicable to the team as they are to the overall organization. Inclusion is best delivered at the team level.

Delivering inclusion through a teaming culture is a very effective means of realizing this element of a D&I strategy.



DIVERSITY AND INCLUSION



Inclusion is about

- common decency
- respect
- acceptance
- welcoming dispositions
- listening skills
- valuing individuals
- engagement
- participation
- basic good human relations

For the organization of today and tomorrow, delivering inclusion as the enabler of diversity, there is a need to focus on teamwork and more precisely view a **teaming culture** as a key element of any D&I strategy.

It does not matter if the lens is one of diversity or effective teamwork, the result is the same.

PSYCHOLOGICAL SAFETY



Psychological safety is essential for **productivity** and **innovation**.

It frees individuals to focus on **collective goals** and **problem prevention**, rather than self-preservation.

If its not apparent at the **team level**, it will never be apparent at the organizational level.

The challenge for the organization is to create an environment at the team level where employees:

- Do not suffer the negative consequences of speaking up
- Express new ideas openly
- Seek new ways to improve the company
- Enjoy equality of “airtime”
- Are not at the risk of being ridiculed
- Are encouraged to contribute

Only a teaming culture can deliver these conditions

THE SEARCH FOR TEAM BASED ASSESSMENT



Only **10%** of teams are high performing

A frightening **40%** are dysfunctional, detrimental to the staff experience.

The remaining **50%** can at best be described as performing marginally and never producing more than incremental results.

In a teaming culture the organization is challenged with identifying appropriate team metrics to correlate with a team assessment tool. E.g.

- Financial performance
- Cost savings
- Absenteeism / attrition / retention
- Performance management
- Customer satisfaction
- Cross functional cooperation
- Training validation

With the demise of PA, the millennial demand for immediate feedback, the need for team based assessment is critical.

DELIVERING THE NETWORK OF TEAMS



So how can an organization **address these issues** and **capitalize** on the benefits of effective teams?

How does one develop **organizations of networked teams**, an agile workforce that can not only keep pace with the challenges of a fluid, unpredictable world, but also meets the needs of the new workforce – the giggers and the millennials?

The answer lies in a concept called Corporate Team Strategy (CTS).