



POWERFUL TEAMS

Dave Winsborough



“No-one was ever praised for the rugged individuality of their rowing”

—Ralph Waldo Emerson

3 points

“Talent wins points, but teamwork wins games”

We rely on teams more and more

1. Suit modern workplaces
2. Cheaper, more flexible
3. Natural human work unit

Organisations do teams poorly

1. Atomisation of work
2. Fungible fallacy
3. Fish in water

Stupidly simple rules to get teams right

Hard

Soft

Deep

MORE TALENT!

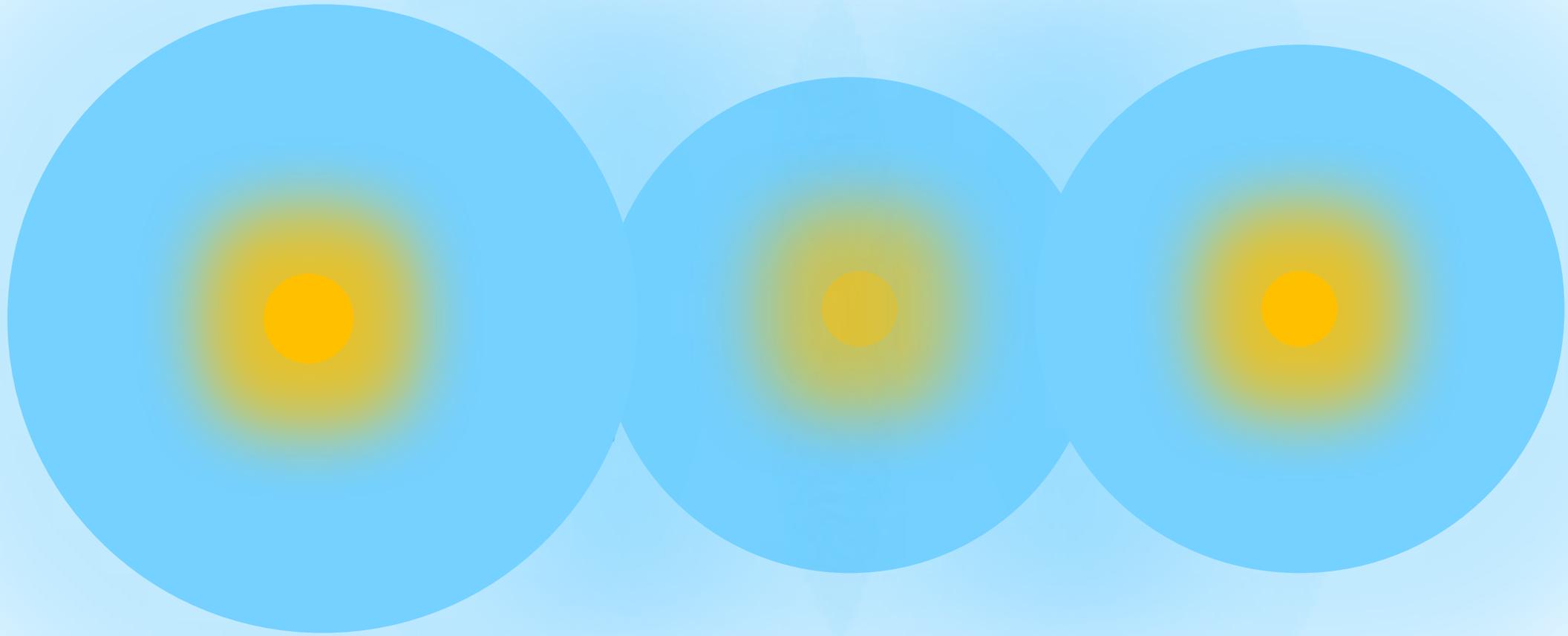


**THE CLEVELAND CAVALIERS
HAVE MORE TALENT THAN
ANY OTHER NBA TEAM**

(but they aren't performing like that)



PACERS 92 CAVALIERS 87 4th Qtr 10:42 14



Too much talent effect



How Henry Ford
Destroyed
Teams

7,882
tasks to build a
Model T

**“Why is it that when
I ask for a pair of
hands, a brain
comes attached?”**

Henry Ford

670 could be done by legless men

715 could be done by one-armed men

2 could be done by armless men

2,637 could be done by one-legged men

Fungible Fallacy

If team fit were only about skills, Donald Trump might invite Bernie Sanders to serve in his administration

BAD!

As a fish swims in water

We fail to notice the groupness of our
lives



The Rise of Teams

The image features a solid teal background. Two white circles are present: a large one on the left and a smaller one on the right. The text "The Rise of Teams" is centered horizontally and partially overlaps the right side of the larger circle.



Sovereign wealth funds

[+ Add to myFT](#)

NZ Super is the All Blacks of the sovereign wealth fund world

Fast-growing investment vehicle generated a 20.7% uplift in its last financial year

“FTfm



NZ Super has become the world's fastest-growing sovereign wealth fund since it was established in 2001



“We changed the definition of key talent from a few individuals to teams”

Adrian Orr
CEO, NZ Superfund

4

Teams are growing in importance as an organisational form for four basic reasons:

Teams provide organisations with flatter hierarchies at less expense.

As work becomes less structured and extends across geographies and organisational silos, even into other firms, teams intensify focus on the task, resulting in significant knowledge sharing, in productivity gains

Teams offer increased organisational agility and responsiveness, forming and de-forming quickly.

Teams increase employee engagement and outperform other organisation forms.

3 design rules:



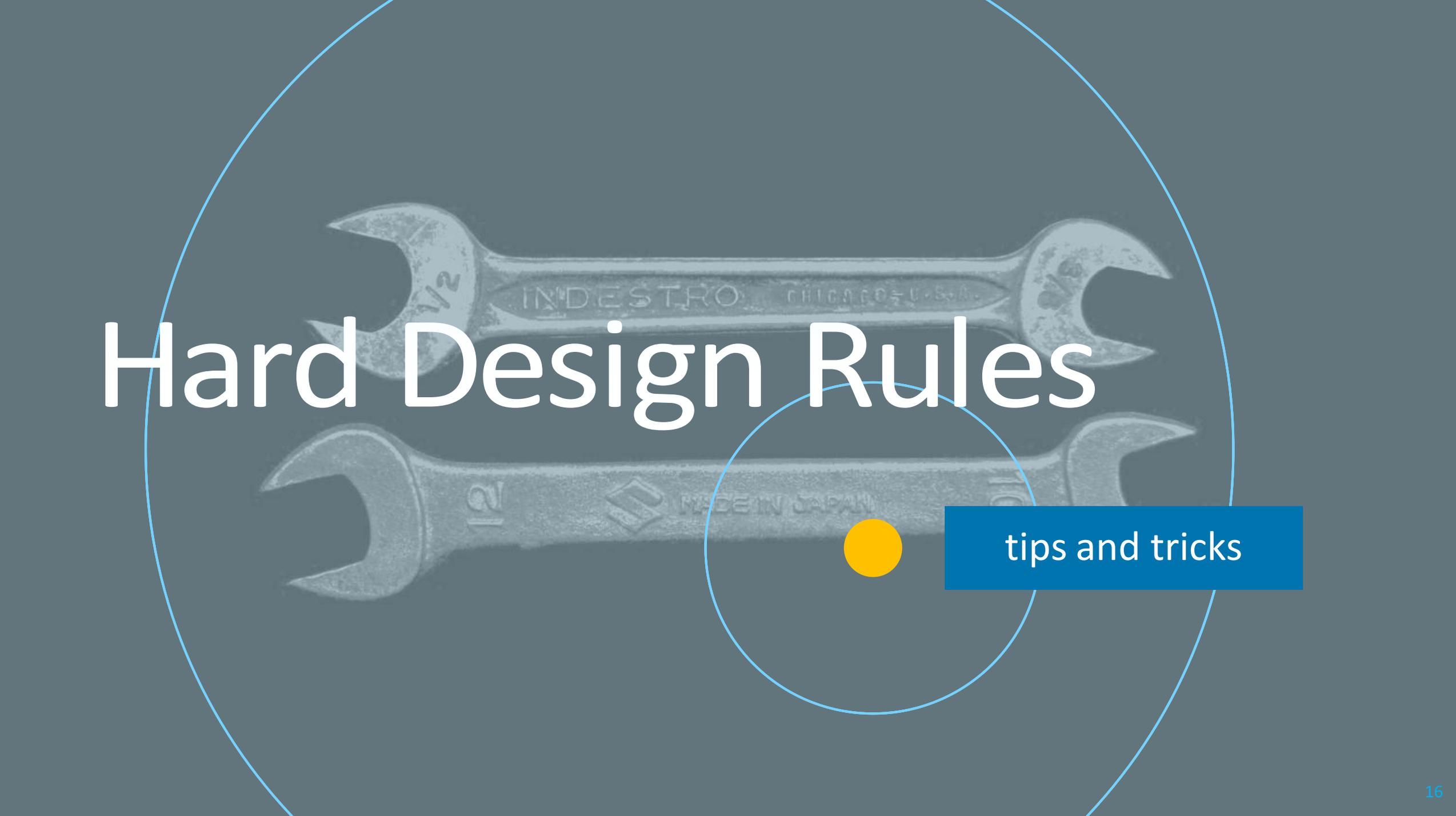
hard



soft



deep



Hard Design Rules

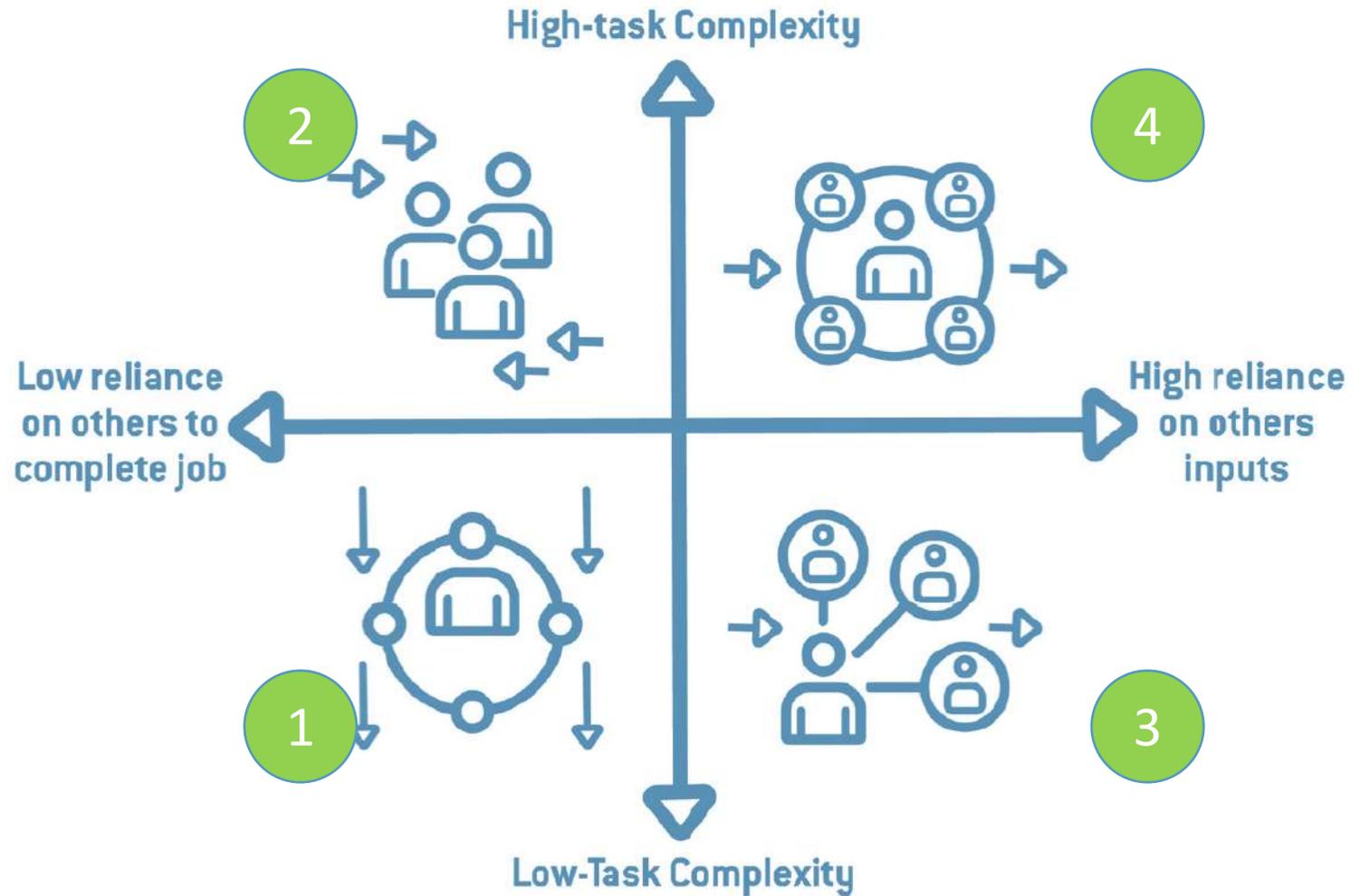
tips and tricks

Being clear about the task is
the most important thing

How will we
know we are
successful



Form follows the work!





Two Pizza Rule

“Any more than
can be fed from
two pizzas is too
many”

Jeff Bezos

- 2 is a relationship
- 3 is an affair
- Between 4 – 10 is about right
- Effectiveness decreases as size increases

An aerial photograph of a small boat packed with a large number of people, likely migrants, on the open sea. The image is overlaid with a semi-transparent blue filter. Two yellow circles are drawn over the image: a large one framing the boat and a smaller one overlapping the text area. A green circle is positioned to the left of a light blue rectangular box.

Soft Design Rules

tips and tricks

3

“Without trust, we merely co-ordinate”

Steven Covey

Cohesion

Trust

Communication





TASK

cohesion

SOCIAL



Bad Apples

Social Connection

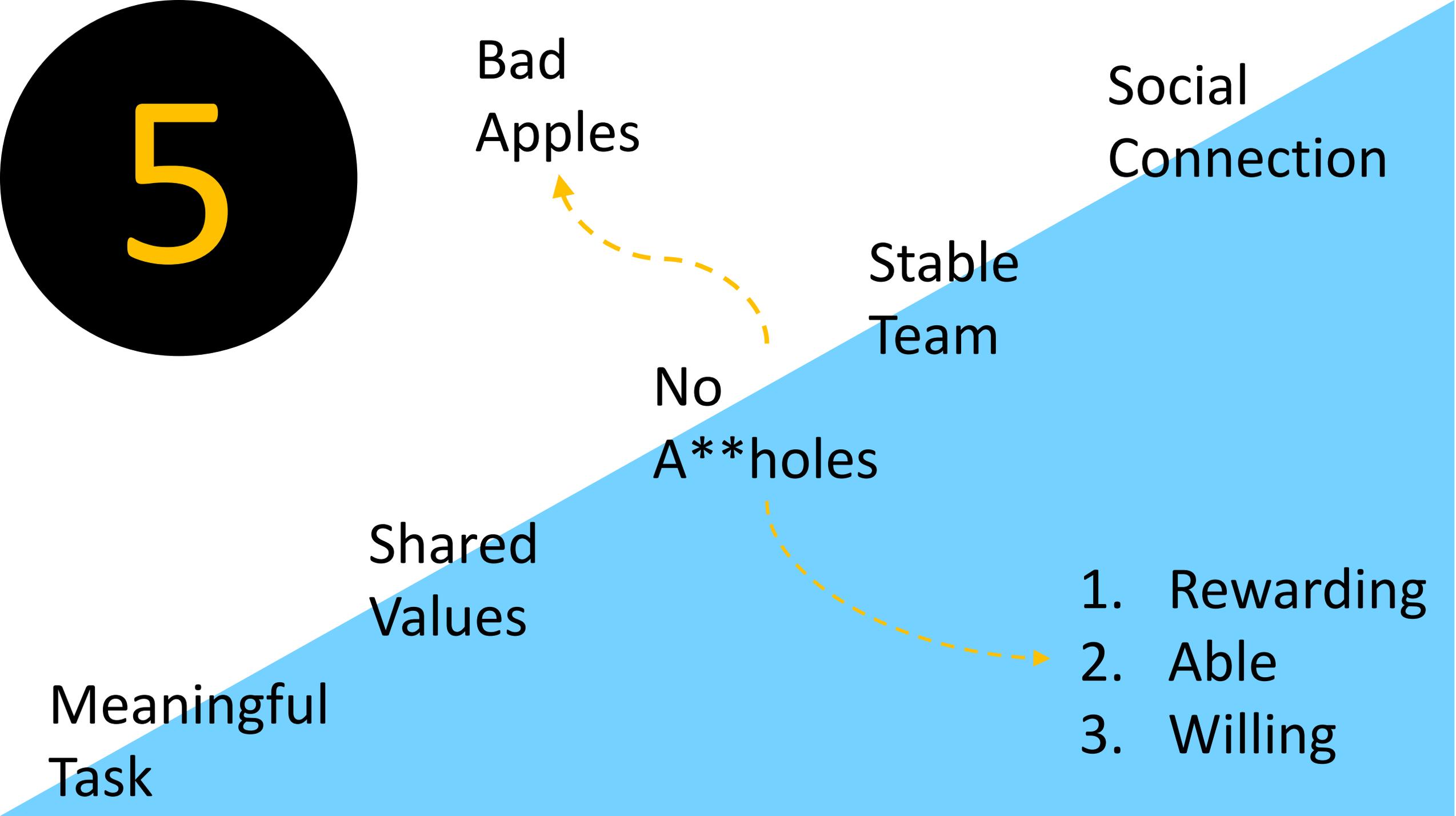
Stable Team

No A**holes

Shared Values

1. Rewarding
2. Able
3. Willing

Meaningful Task



Bad Apples

Moody, impulsive, poorly
organised and selfish

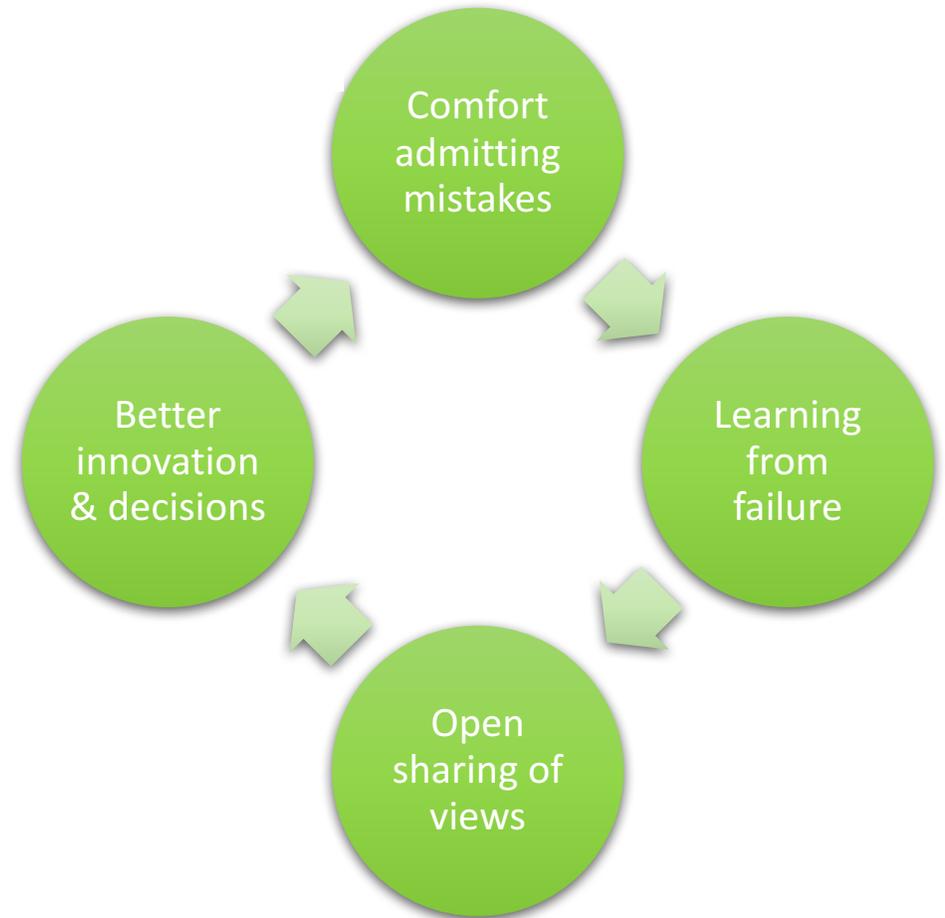




Psychological safety

Trust

Google

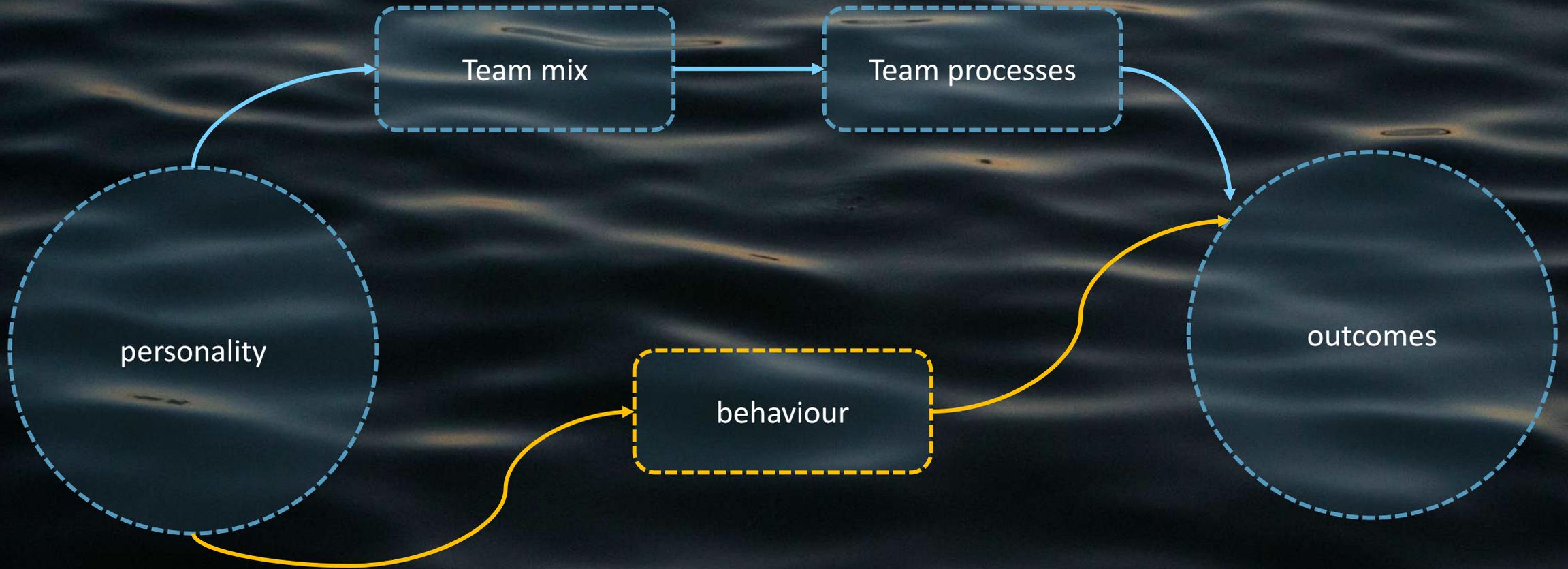




- 1.** Everyone talks and listens in roughly equal measure: contributions short and sweet.
- 2.** Members face one another, and conversations are energetic.
- 3.** Members connect directly with one another—not just the leader.
- 4.** Members carry on back-channel or side conversations within the team.
- 5.** Members connect outside the team, and bring information back.

Deep Design Rules

tips and tricks





Everyone plays two roles
in a team:

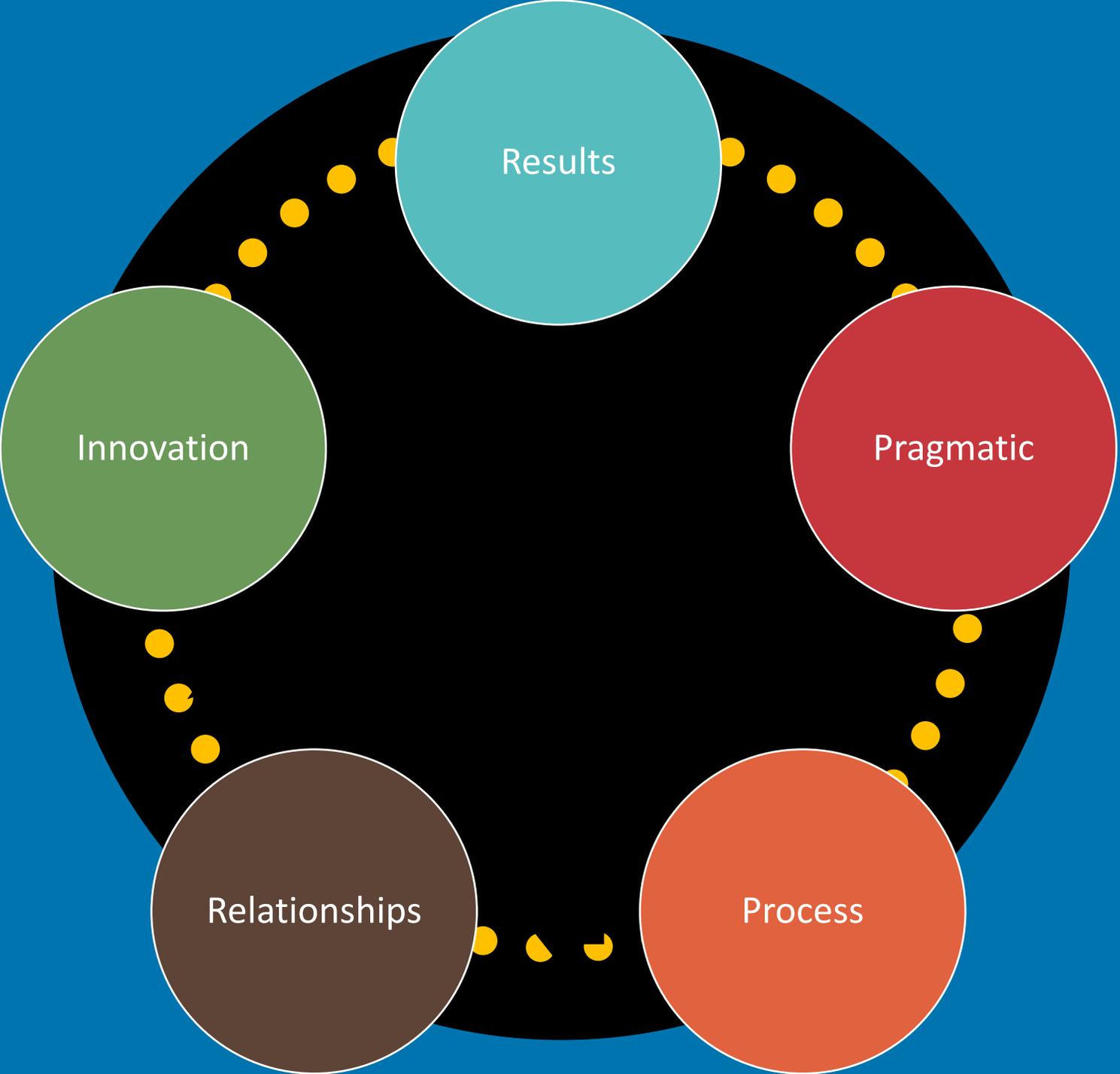
Functional role

Psychological role



5

Psychological
Roles



Results

Pragmatic

Process

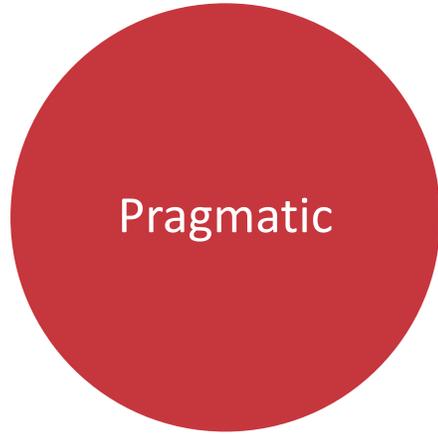
Relationships

Innovation



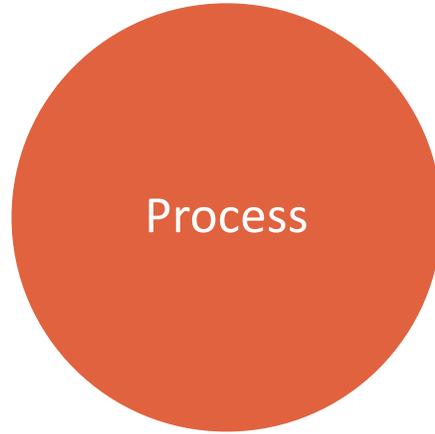
Results

organise work,
take charge, self-
confident,
competitive, and
energetic



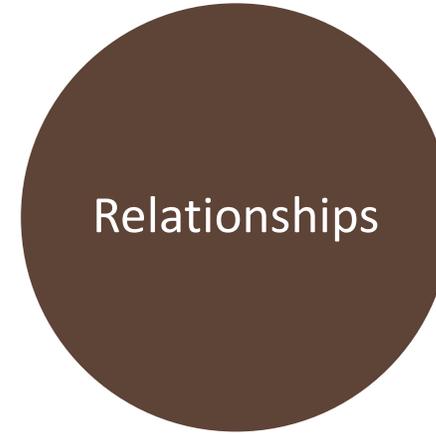
Pragmatic

practical, hard-
headed
challengers of
ideas and
theories tend to
be prudent,
emotionally
stable, and level-
headed



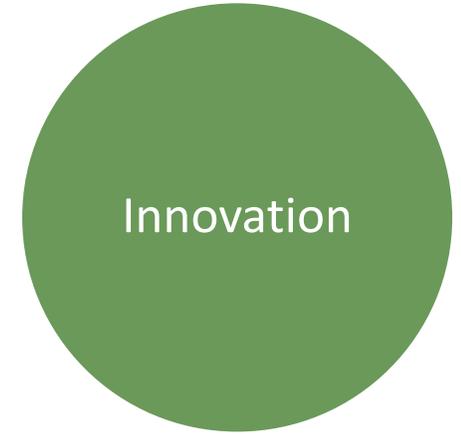
Process

details,
processes, and
rules tend to be
reliable,
organised, and
conscientious



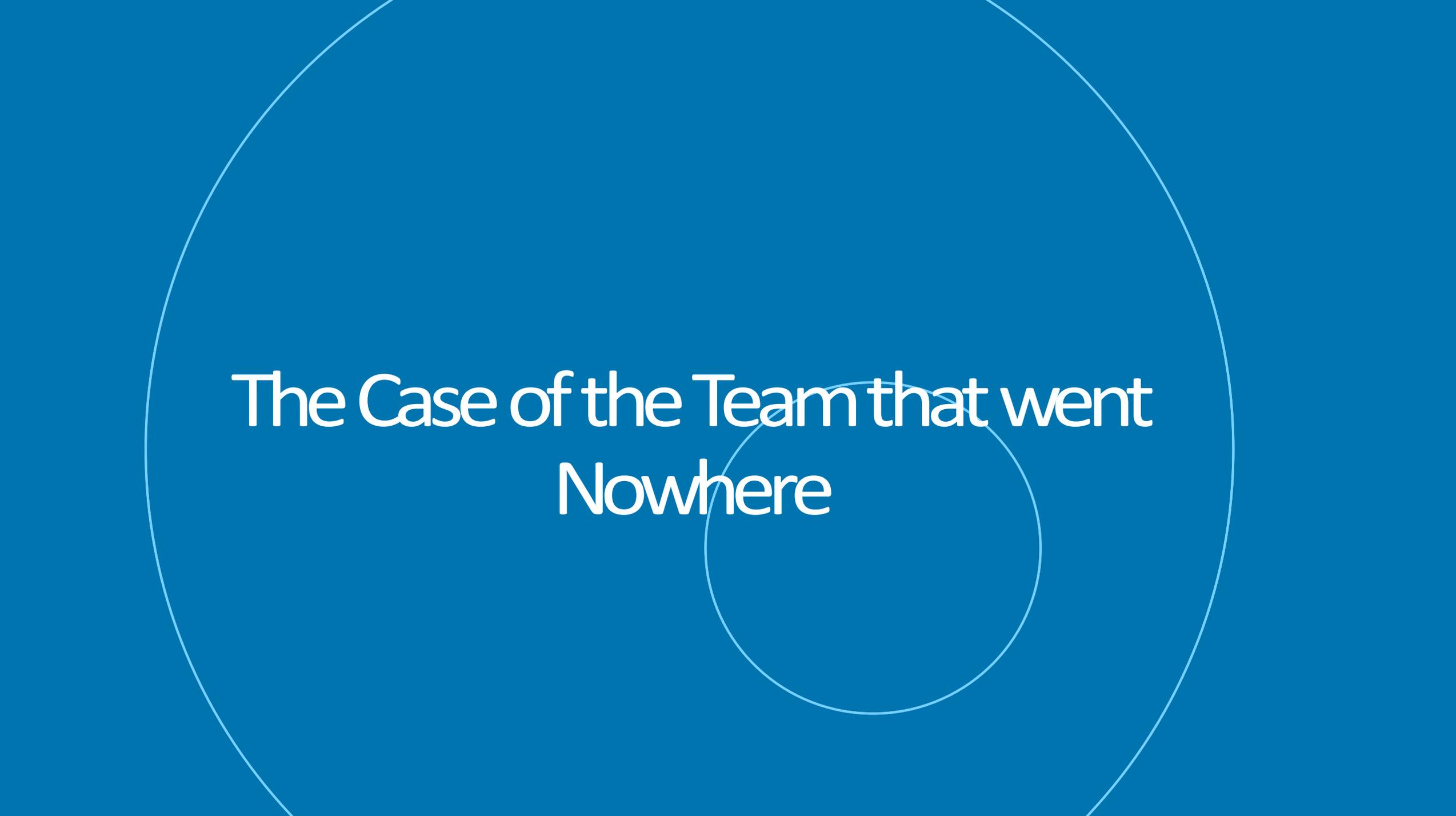
Relationships

attuned to
others', build
cohesion, warm,
diplomatic, and
approachable



Innovation

anticipate
problems, tend
to be
imaginative,
curious, and
open to new
experiences



The Case of the Team that went Nowhere

RESULTS



PRAGMATISM



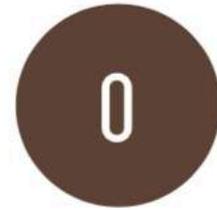
INNOVATION

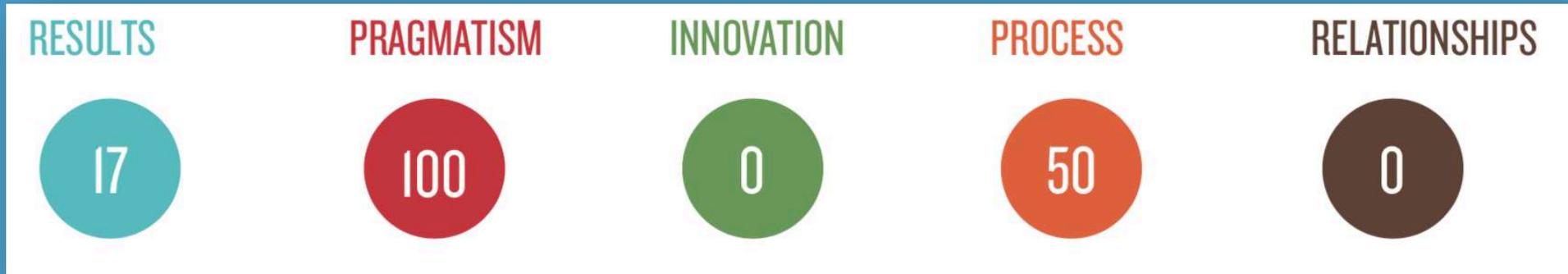


PROCESS



RELATIONSHIPS



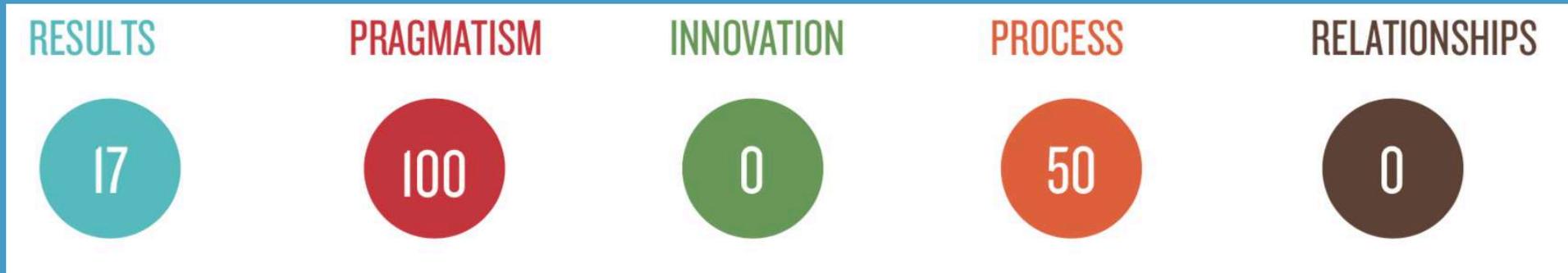


A team of followers, waiting for work to come to them.

The leader was low in this role



Poor internal connections, low interactions and zero external connections. Technically focused and emotionally illiterate.



Hard headed, skeptical and cynical. Change is unnecessary and gets in the way of doing what we always do.

Powerful Teams

Human psychology is founded in our groupness, which relies on three simple characteristics

Hard:

- Mission
- Form
- Size

Soft:

- Cohesion
- Trust
- Communication

Deep:

- Personality
- Values

teamfusionbook.com

THANK YOU

References

Google team research: <https://rework.withgoogle.com/blog/how-to-foster-psychological-safety/>

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