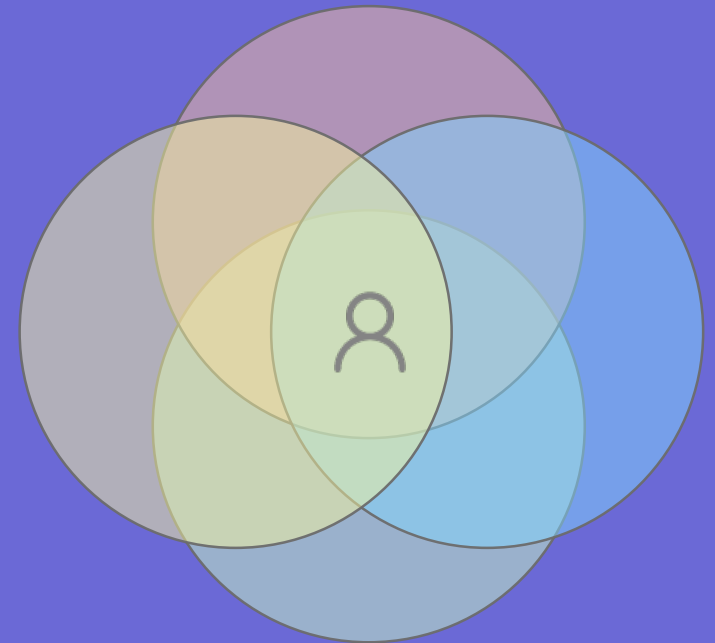


The Power of Venn: Using Teams to Maximize Our Impact

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Disclaimers and caveats

- #MyThoughtsAreMyOwn (I'm not speaking for an employer today)
- #ExceptWhenTheyAren't (I'm indebted to many others)
- I'm a practitioner, curator, and facilitator—not a researcher

Join the conversation on the Roundtable Forum




Home › Forums › Roundtable

This forum contains 19 topics

Forum

Content Strategy & Education


We will look at what content strategy to consider incorporating content strategy to bridge content strategy, and how of a content strategy, and how



Home › Forums › Roundtable

This forum contains 3 topics, 0 replies

Viewing 3 topics - 1 through 3




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Home › Forums › Roundtable Monthly Topics › Leadership and Teams › Leadership/personality traits and their impacts

This topic contains 0 replies, has 1 voice, and was last updated 5 days, 17 hours ago.

Viewing 1 post (of 1 total)

Author	Posts
 cventura	June 5, 2019 at 11:35 AM #14536 In week 2, we'll be talking about several personality/behavior/leadership assessment tools (like Meyers-Briggs, StrengthFinders, Kolbe, Thomas-Kilmann Conflict Mode Instrument, and others). Have you taken one of these assessments? If so, did they results make sense to you? Were they useful in helping you understand your natural strengths or behaviors--and were you able to use that understanding to work more effectively with others?

Topic	Voices	Posts
Leadership/personality traits and their impacts	1	1

Why focus on teams?

1. Work is changing



*For many companies, the amount of time employees spend engaged in collaborative work—in meetings, on phone calls, or answering emails—has increased roughly 50 percent and takes up 80 percent or more of their time. **We are on twice as many teams as we were five years ago.***

- Lori Wright and Natalie McCullough, “New survey explores the changing landscape of teamwork,” emphasis added
Posted on Microsoft.com, April 19, 2018

*As **teams are empowered** to make more decisions and rely less on hierarchy for control, they will trend toward “pull-based” workflows. Instead of waiting for a manager...to tell them what to do, **teams will seek out the most valuable work they can find**—from their own backlog, a shared space, or simply by sensing and responding.*

- Greg Petroff (my boss), “The Future of Workflow,” emphasis added
Posted on Forbes.com, February 27, 2019

1. Work is changing

- More technologically enabled
- More collaborative
- More cross-functional
- More distributed
- More remote
- More diverse
- More competitive





2. We can do better

- Be more intentional about how we form and work on teams
- Provide better support and training for collaborative practices
- Spread the teamwork/collaboration load
- Incentivize and reward teamwork

*...many helpers underperform because they're overwhelmed.... But we also find that roughly 20% of organizational "stars" don't help; they hit their numbers (and earn kudos for it) but don't amplify the success of their colleagues. In these cases, as the former Goldman Sachs and GE chief learning officer Steve Kerr once wrote, **leaders are hoping for A (collaboration) while rewarding B (individual achievement).***

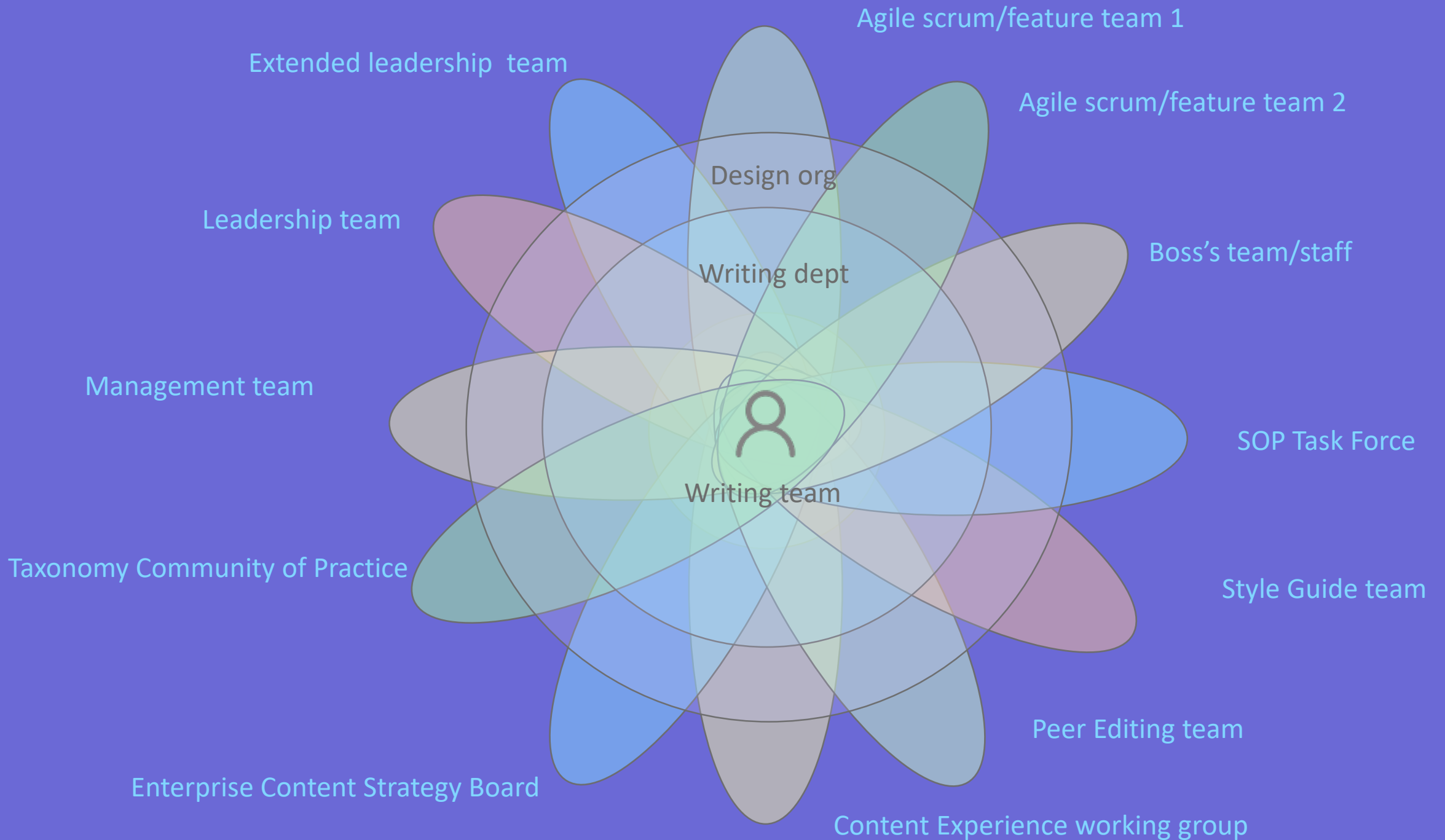
- Rob Cross, Reb Rebele, and Adam Grant, "Collaborative Overload," emphasis added
Posted on HBR.org, January 2016

3. Teams amplify impact

- Benefit both the organization and individuals
- Foster creativity and innovation
- Provide learning opportunities
- Facilitate exposure to ideas and people
- Create opportunities for unplanned discoveries and connections



Tech comm teams and collaboration



Personal impacts of the proliferation of teams

Advantages

- Variety → Engagement
- Exposure to other disciplines, functions, parts of the business
- Expanded networks, influence
- Increased visibility, opportunity
- Serendipitous discoveries and connections

Dangers

- Overcommitment → disengagement or underperformance
- Individual contributions possibly unrecognized/unrewarded
- Lack of focus
- Burnout
- Conflicts over prioritization, domain, etc.
- Dilution of purpose/identity

*...groups are being told to break down walls, divulge information, sacrifice autonomy, share resources, or even cede responsibilities that define them as a group. All too often, **groups feel threatened** by such demands, which seem to represent openings for others to encroach on their territory. **What if the collaboration is a sign that they've become less important to the company? What if they give up important resources and areas of responsibility and never get them back? What will happen to their reputation?** Nagged by concerns about their security, groups that have been asked to collaborate often retreat into themselves and reflexively **assume a defensive posture.***

-Lisa B. Kwan, "The Collaboration Blind Spot," emphasis added
Posted on HBR.com, March 2019

Forming teams with intent

1. Determine if/why a *team* is needed

- For administrative or operational reasons (people or work management, policy management, communication, training, supervision, etc.)
- For person-power/capacity – more people are needed
- To bring a mix of skills, experience, perspectives together
- To increase efficiency and quality
- To increase agility, velocity, and/or resiliency
- To foster creativity and innovation
- To address a problem or complete a specific project
- To engage and develop employees

*Not all work is made better by teamwork.
Two heads are not always better than one.
Every team should have a clear sense of why a team is
needed, what the benefits of being a team
are—and should use that understanding to select
who is on the team and to inform how the team works.*

2. Consider what type of team is needed

- Duration – Fixed period (short or long) or ongoing?
- Location – Co-located? Distributed/virtual?
- Membership criteria – Specific mix of skills, talents, or experience?
- Size – Large enough to meet the other requirements and get benefits of team, but small enough to be efficient, effective.
- Type and degree of leadership – Formal or informal? Centralized or distributed? Hierarchical or grass-roots/self-managed?
- Nature of the work – Project-based, domain-based, operational?
- Structure/key roles – A representational or inclusive model?
Decisionmakers on team?

3. Clearly articulate the purpose of the team

Include the “what,” the “how,” and the fundamental “why.”



4. Select team members with care

- Consult your “team requirements”
- Ensure appropriate representation for efficiency of decision-making
- Make employees’ overall portfolios a consideration
- Avoid always relying on “the usual suspects”
- Communicate team purpose and the likely degree and length of commitment up front

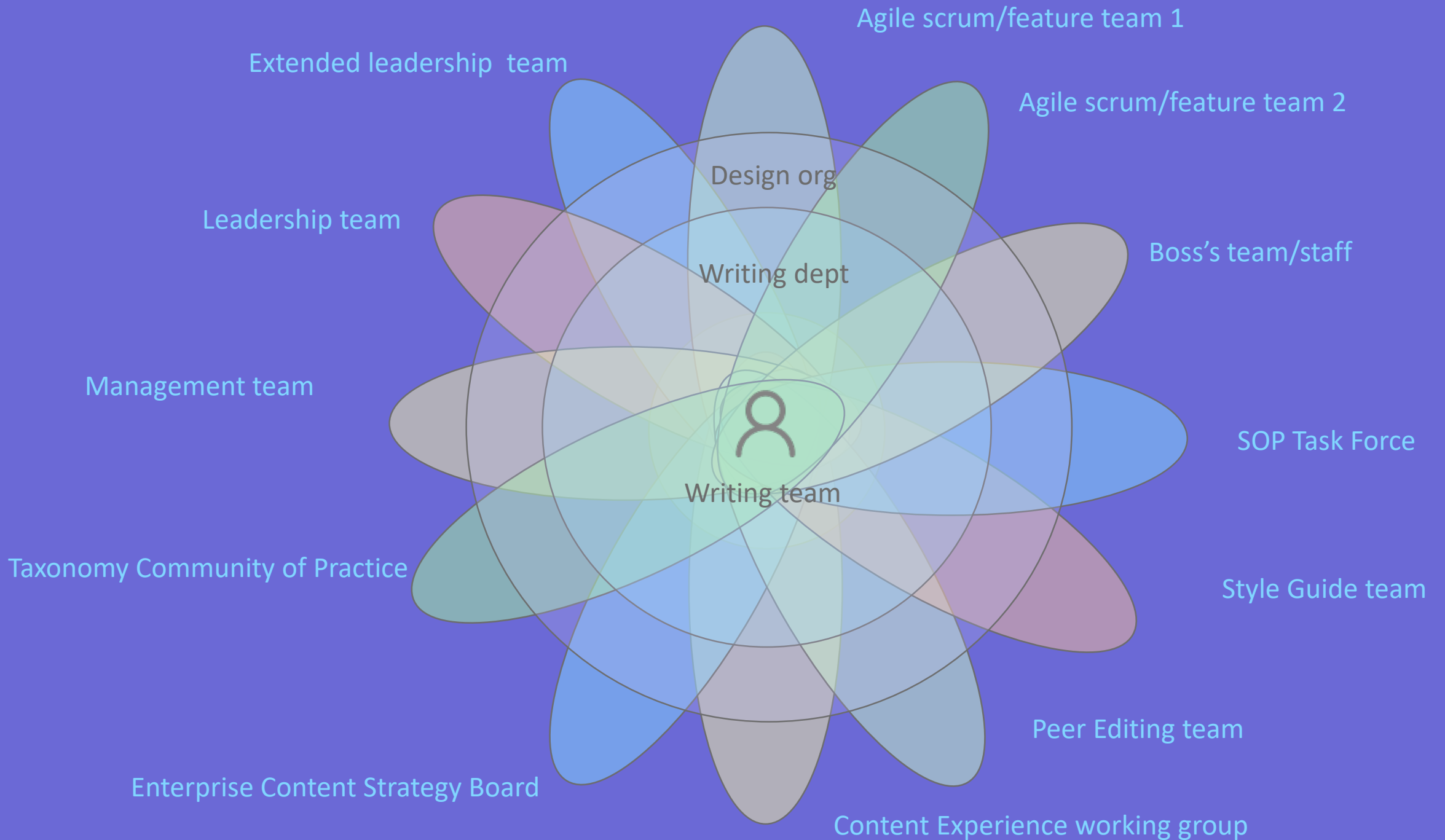


5. Tailor team structure and processes

- Where appropriate, let the team determine processes
- Clearly articulate and publish team purpose and ways of working—including the logic of the team's membership and structure
- Set clear expectations about individual contributions
- Provide training and support for collaborative work



Making the most of your teamwork

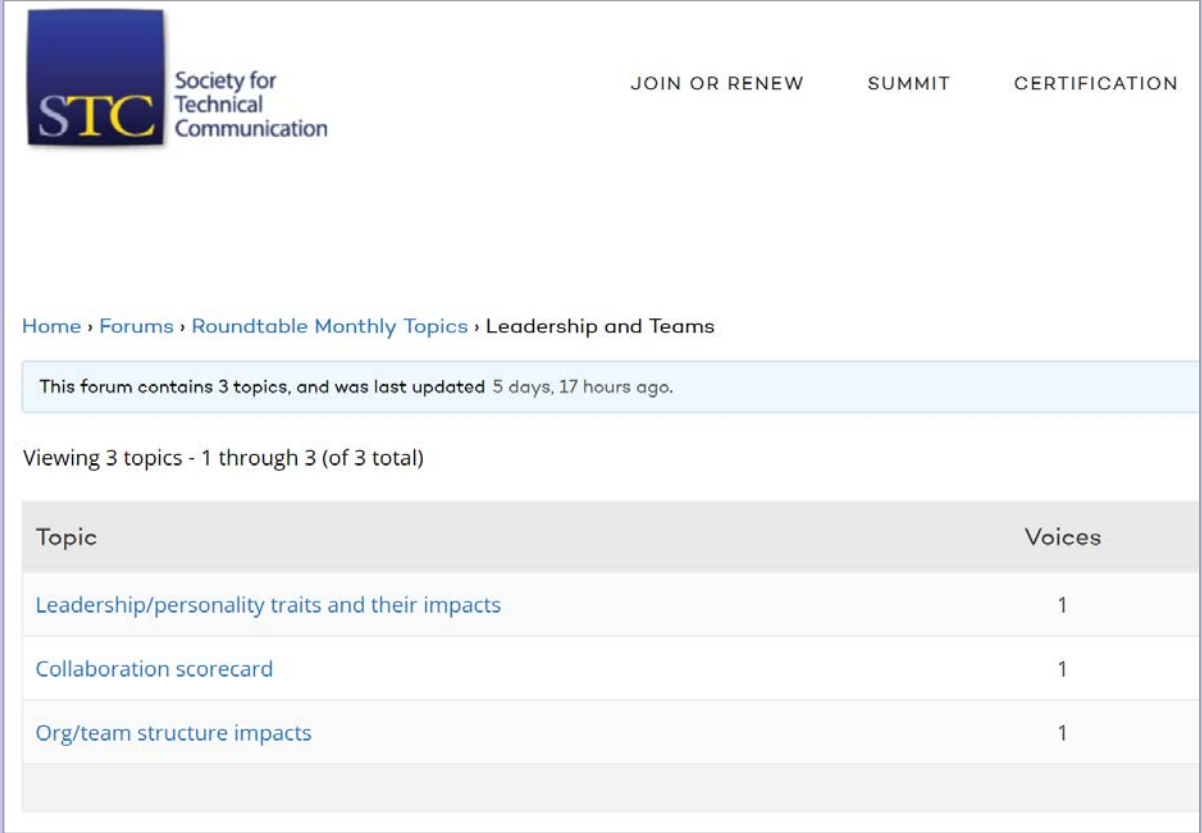




Taking stock

- Do you know the why, what, and how for each team/collaboration you work on?
- Given the why, what, and how, are you the “right person” to be on each team? Are you adding or receiving value? If not, is there a better use of your time?
- How are you using the power of Venn to make connections and expand your influence?

Chime in on the Forum



The screenshot shows the STC website header with the logo and navigation links: JOIN OR RENEW, SUMMIT, and CERTIFICATION. Below the header is a breadcrumb trail: Home > Forums > Roundtable Monthly Topics > Leadership and Teams. A light blue box indicates: "This forum contains 3 topics, and was last updated 5 days, 17 hours ago." Below this, it says "Viewing 3 topics - 1 through 3 (of 3 total)". A table lists the topics and their voice counts:

Topic	Voices
Leadership/personality traits and their impacts	1
Collaboration scorecard	1
Org/team structure impacts	1

<https://www.stc.org/roundtable/forums/forum/roundtable/leadership-and-teams/>

References and resources

- Lori Wright and Natalie McCullough, “New survey explores the changing landscape of teamwork,” on Microsoft.com, April 19, 2018
- Greg Petroff (my boss), “The Future of Workflow,” on Forbes.com, February 27, 2019
- Lisa B. Kwan, “The Collaboration Blind Spot,” on HBR.com, March 2019
- Rob Cross, Reb Rebele, and Adam Grant, “Collaborative Overload,” on HBR.org, January 2016

More resources here: <https://www.stc.org/roundtable/leadership-and-teams/#1553784544818-e835b9cf-9632>

June STC Roundtable on Leadership and Teams

- Week 1: Introductory webinar: Using teams to maximize our impact
- Week 2: Tools for identifying and leveraging individual strengths within teams
- Week 3: Panel on teams, leadership, and collaboration
- Week 4: Interview: What we can learn about teamwork and leadership from sports

