



DEVELOPMENT OF LEADERSHIP, COOPERATION AND TRUST IN TEAMS

The development and management of teams is not always easy, but with the right approach it can benefit you, the team and your organization.

INTRODUCTION

The current situation in the world is forcing teams to focus on their own development. What kind of leadership do we need, how to cooperate and how do we develop trust?

Mutual trust, personal leadership and a focus on team development ensure happier and more productive teams where hard work is done (co-operatively), more pleasantly and more efficiently. The difference in performance between teams that are in the right flow and those that are not, is enormous.

In this whitepaper we discuss different kinds of teams and their associated characteristics.

We then discuss the relevant personal and team development in the 4 types of teams and the implementation of their management processes and how to establish mutual trust.

Finally, four points for consideration to help in choosing the right approach.



DIFFERENT TYPES OF TEAMS

What's the best way to manage a team? You can only give a good answer to this question if you distinguish between different types of teams.

We use the following definition of the concept 'a group of people who work together and are to some degree dependent on each other to achieve success. We distinguish four different types of teams based on two factors. These factors relate to what a team does. This leads to a division into four categories of team. You can determine which type or category a team belongs to by asking the following two questions:

How complex and variable is the environment of the team and consequently, the work they do?

The more complex and unstable the environment of a team is, the more information must be processed within the team. And the more information that has to be processed, the less sense it makes to do this via one central position. It is better to share the information amongst each other. More complexity and variability often means people perform many different types of function and that people are also working cross functionally.

To what extent is achieving individual goals relevant within the team? Is the team's focus on achieving common goals or do individual successes play an important and major role within the team? A good example of this is a skating team versus a football team.

Based on these two factors, we can distinguish four different types of teams:

> Individual performance team

Low degree of complexity and variability, individual goals are important

> Production team

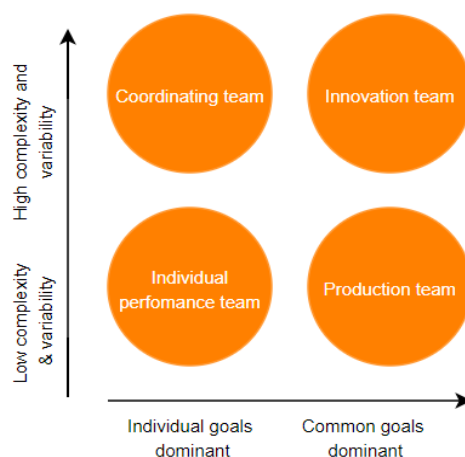
Low degree of complexity and variability, common goals are important

> Coordinating team

High degree of complexity and variability, individual goals are important

> Innovation team

High degree of complexity and variability, common goals are important



Of course these four team types are archetypes, reality is more complex and teams are often more hybrid. Nevertheless, the distinction between these 4 team types offers more insight into the challenges and success factors in managing and developing teams. We discuss this in more detail later in the whitepaper.

ONE OR MORE LEADERS

Social safety and inclusion are important to every team. A team must be a place where everyone can be who they are, where success is welcomed and where any concerns and uncertainties are attended to it.

It is poison for every team when there is subgroup formation or people feel left out. But how do you ensure that a team and the individuals that are part of it are properly managed and that there is sufficient attention for development and growth? Managing a team requires constant reflection. The best leaders are aware of what they are doing, make informed choices regarding their leadership, and also realize that at some point they need to make a change. Leaders grow or change with the team. This shifts the focus to certain aspects.

Other and teams have a range of different challenges. There are also teams where no leader or coordinator has been appointed, but which work together in a self organizing or self managing way.

Nevertheless, in any type of team there is a need for some degree of coaching, coordination and representation. Whether all those functions come together in one role or whether the team assigns some aspects of leadership to different people, management is still required within a team.

Leadership is much more than a position or a title, it is a choice. It is about how you behave in your function and these functions can be performed by one person or by several people.



CHARACTERISTICS OF THE FOUR TYPES OF TEAMS

The four types of teams all have their own characteristics. When leaders are aware of this, they can give an interpretation to their leadership in a way that matches the team's needs.

> Individual performance team

The individual performance team is the most disjointed team type. The team members individually achieve their goals but share certain resources they need to do their work. A sales team is an example of such a team, especially when the team members have individual targets.

However, the team members are dependent on each other as they share information, tools or other resources. Therefore, they need to cooperate to achieve their individual goals. Such a team cannot function without a coordinator or manager who directs the individual members and helps to resolve conflicts. Individual performance teams need structure, rules and agreements.

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> Production team

There is one major difference between a production team and the previous team: the team members have a common goal. There may be different specialists in this type of team, each making their own unique contribution to the team goals. However, that goal can only be achieved if all team members work together. Such a team needs leadership, but to a lesser degree than an individual performance team. In these teams, attention is focused on formulating a shared goal, agreeing on working methods and processes, optimizing the performance of the entire team and monitoring quality.



> Coordinating team

This type of team leads others, with the different members each representing their own department, team or stakeholder. A coordinating team has both shared and individual goals. Bringing these together and agreeing on a shared approach is a core purpose of such a team. The members of this type of team must have sufficient experience in solving problems and having constructive conflicts.

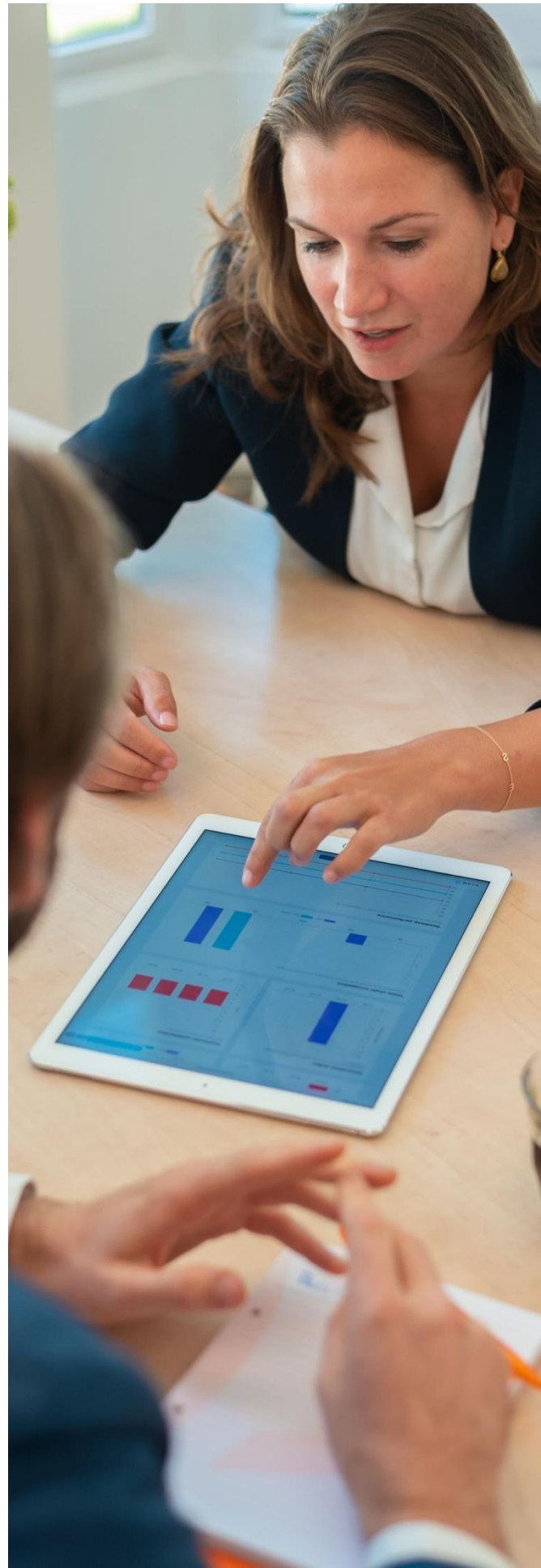
Courageous conversations, giving and receiving feedback and continuous learning are very important within a coordinating team.

The leader of a coordinating team focuses on the process instead of the content. He/she is more of a chairperson than a manager.

> Innovation team

This last type of team is characterized by a shared innovative goal, a high energy level and a high degree of commitment from all team members. This is common in, for example, an ambitious project or a start up. The team works as a network, whereby all team members know each other's added value. Such teams are often temporary, have an exciting vision and high ambitions. In an innovation team, formulating and committing to a shared vision requires attention.

The high workload, identification of team members with the objective and the team as well as the commitment that comes with it might cause intense conflicts. The team must learn to deal with this in a constructive way. Many innovation teams have a high degree of self management, which requires strong communication and problem solving skills.



DEVELOPMENT & MANAGEMENT FOR EACH TEAM TYPE

The four different team types have different factors for consideration in the development of the individuals and the team as a whole. In addition to these factors for individual and team development, we also discuss the style of leadership and, because both social safety and inclusion are an important foundation for every team, we also explain how mutual trust is established within the different types of teams.

> Individual performance team

This is a team that revolves around individual interests and sharing joint resources, one example being a skating team. In a commercial setting, a sales team or a call center team are good examples

Individual development

In this team type, the focus is on the individual's development of their own functional knowledge and skills. Skills that help achieve individual success. Coaching and the ability to transfer knowledge are also important. Team members in this team type learn from one another and help each other to grow. Collaboration and communication are therefore also skills that need development.

Team development

It's important for the team to have answers to questions such as "Who does what?", "Who can do what?" and "Who can use the common resources when and how?".

Clear agreements, rules, standards and processes ensure that a team can work together successfully. The aim is to have processes that work well and to provide the best quality resources. A smooth Learning Development process is also required for the team, so that everyone becomes better

in their profession. It is searching for a magical balance between fruitful competition (so that everyone focuses on performance) and good cooperation. It's a common mistake that so many explicit individual interests are not recognized or openly expressed.

Leadership

A leader of the individual performance team type is to a large extent (perhaps 50%) a coach for individual success. In addition, he/she is an initiator of cooperation when useful and necessary as well as a kind of referee. Attention needs to be paid to a clear demarcation of tasks and responsibilities. In principle, team members can be each other's competitor, a leader ensures that team members do not achieve success at one another's expense.

Mutual trust

It is important for mutual trust that everyone keeps to the agreements and plays the game fairly in an individual performance team. Team members trust that someone else will not run off with his/her customer. The work environment provides a context in which team members can be successful.

> Production team

This team type is all about joint success. That is emphatically different from the previous team type because in this team it's actually impossible to score individually. An example of a production team is one that builds a car together. The goal is achieved jointly. Unlike an individual performance team, this team type consists of people with different roles. They complement each other in the work they do. This team type can often be found in a factory/production environment. Everything is organized in such a way that there is not too much uncertainty and change. The work environment is therefore relatively stable.

Individual development

The members of this team type can work together, with their immediate colleagues and with people in a complementary role. They solve problems, seek coordination and implement improvements. In addition, they give and receive feedback, discuss bottlenecks and opportunities for improvement and learn to transcend their own silo/task and view the entire process (end-to-end awareness).

Team development

A lot of thought, especially at Toyota, has gone into how to get this team type to collaborate. Lean, Kaizen and KanBan are working methods that are set up around this team type. It's about visualizing work processes so that everyone can see them and join in thinking about them, making processes measurable and improving them. Shared goals where everyone understands how he/she can contribute to them are important. There should be sufficient attention for developing and maximizing synergy by knowing and utilizing the strengths of all team members and linking them to roles in a team.

Leadership

A leader of a production team is primarily a coach for the team as a whole. He/she directs the interaction and is responsible for formulating a common goal. The team leader has an overview of the entire process with sufficient attention to the weakest link. By strengthening the weakest link, the team as a whole is strengthened. He/she helps to clear up bottlenecks so that everything runs more smoothly.



Mutual trust

Within a production team, trust is built on the drive, competences and performance of others. If someone is unable to fulfill their role, the whole team falters. Perception and opinions about each other should not stand in the way of building and maintaining mutual trust. For this reason, feedback is shared with each other. Working together as a team creates strength!

> Coordinating team

A coordinating team brings more complexity and potentially, more change to a team. It is a cross functional team (different background, different department, different interests), which creates tension between individual and collective interests. This is not to say that the collective interests prevail, individual interests are also important and a well considered balance needs to be struck.



A coordinating team is, for example, a management team/leadership team. It is a group that manages, guides and supports others and ensures that the different interests, insights and points of view come together and are ultimately forged into one whole in a direction that everyone can move forward on. The function of this team is combining and harmonizing interests and reaching agreement together

Individual development

Team members learn to articulate their own insights and interests in a way that others, with a different background, can understand and work with. Extremely good communication skills are essential. In addition, attention must be paid to learning to negotiate, resolving conflicts and entering into challenging conversations. Team members also learn that the interests of the whole sometimes come before their own interests, and that it is important to communicate with one voice after team decisions have been made.

Team development

Openness and transparency are important within the team. Talking about it is talking to the team. The team is a safe environment in which you can disagree with one another. Discipline in meetings is also important for this team type.

Leadership

Here the emphasis is on guiding and supporting the process. The team leader is a facilitator for bringing together the various interests, for decision making, consultation, coordination and negotiation. He/she ensures that the different points of view come together as a whole.

Mutual trust

Team discussions must be treated confidentially by all members. The team can be confident that team members are transparent, that there is openness, that matters are discussed and that conflicts are tackled constructively. Everyone can speak freely, agreements are kept, team members support each other and the team communicates with one voice to the outside world.

> Innovation team

An innovation team works in a complex environment because, amongst other things, they are innovating, by definition, making something that does not exist yet. This usually requires multiple perspectives and specialisms. An innovation team is therefore also cross functional. This type of team builds something together. The start up of a new product or idea, for example Team members do not achieve results on their own, but, ideally, everyone is involved in aiming at the same goal. The goal is so exciting and magnetic that it ensures that everyone in the team is energized by it. Team members identify with the team and its success. There is connection and excitement because we are working towards something together. The degree of energy that goes into this process, and moreover the fact that innovation is by definition something that is not on going, means that these are temporary teams that give their all for a period of time after which the team disbands or is set up again in a different way.

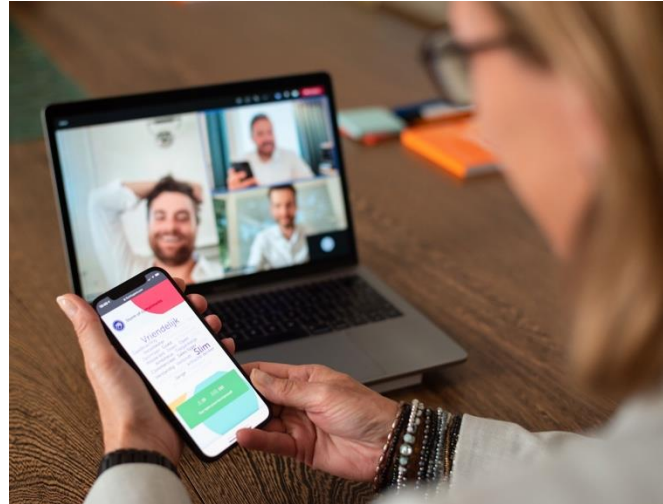
Individual development

Team members are creative on the one hand and curious on the other. A third element is that the team members often wish a day had twice as many hours to do everything they want to do. Self management is important prioritize well to get as much productivity as possible from the amount of time available.

Team development

Innovation team development mainly revolves around the quality and attractiveness of the vision. If that vision is strong enough, people get excited and it attracts new team members. Working in an innovation team is both exciting and challenging. Because it's exciting and a lot of energy goes into it, it can reach great heights, but it can also lead to very intense conflicts It is important that team members keep talking to each other and that the

energy is channeled constructively. Because it is so chaotic, radical, changing and fluid, it is very difficult to keep the different team members in contact with each other. To channel the radical fluidity and movement you also need a radical structure. No tight processes or control, but make sure that there is regular alignment and coordination.



Leadership development

The leader is the holder and proponent of the vision. At the same time, it is very important that he/she ensures regular communication, disciplined work and manages rhythm, focus and prioritizing.

Mutual trust

Trust is extremely important in this team type. Especially confidence in the WHY; the vision and purpose of the team. Another important element is confidence in the intentions That there is no dual or hidden agenda for anyone and no other goal besides the common goal Because team members give so much of themselves to the team, they link their identity to it, the team is part of their being. This means that if there are hidden or disguised goals, team members will soon drop out.

WHAT TO CONSIDER WHEN CHOOSING THE RIGHT APPROACH

The development and management of teams is not always easy, but if you choose the right approach, it can yield a lot for you, the team and your organization. Finally, four more points to keep in mind when thinking about the management and development of your team(s).

1. What is medicine for one team can be poison to another. Based on the nature of the work, consider what type of team you will be working with. Be aware that you manage and develop a team based on the nature of the team.
2. Team development is never fully completed. Take the time for a good dialogue and analysis and determine

what the team needs based on the outcome of these explorations.

3. If something really isn't going well within a team, it is important to address that first. Failure to do so will not only cost energy and motivation from the team members, but it will also affect the productivity of the team and the returns for the organization as a whole.
4. Team development is always tailor-made and never standard. Models and theories can be supportive but are never primary in determining the right appropriate approach. Be careful when applying the latest trends.



ABOUT INCONTEXT CONSULTANCY GROUP

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