

How to shift the focus from individuals to team-centric organizations

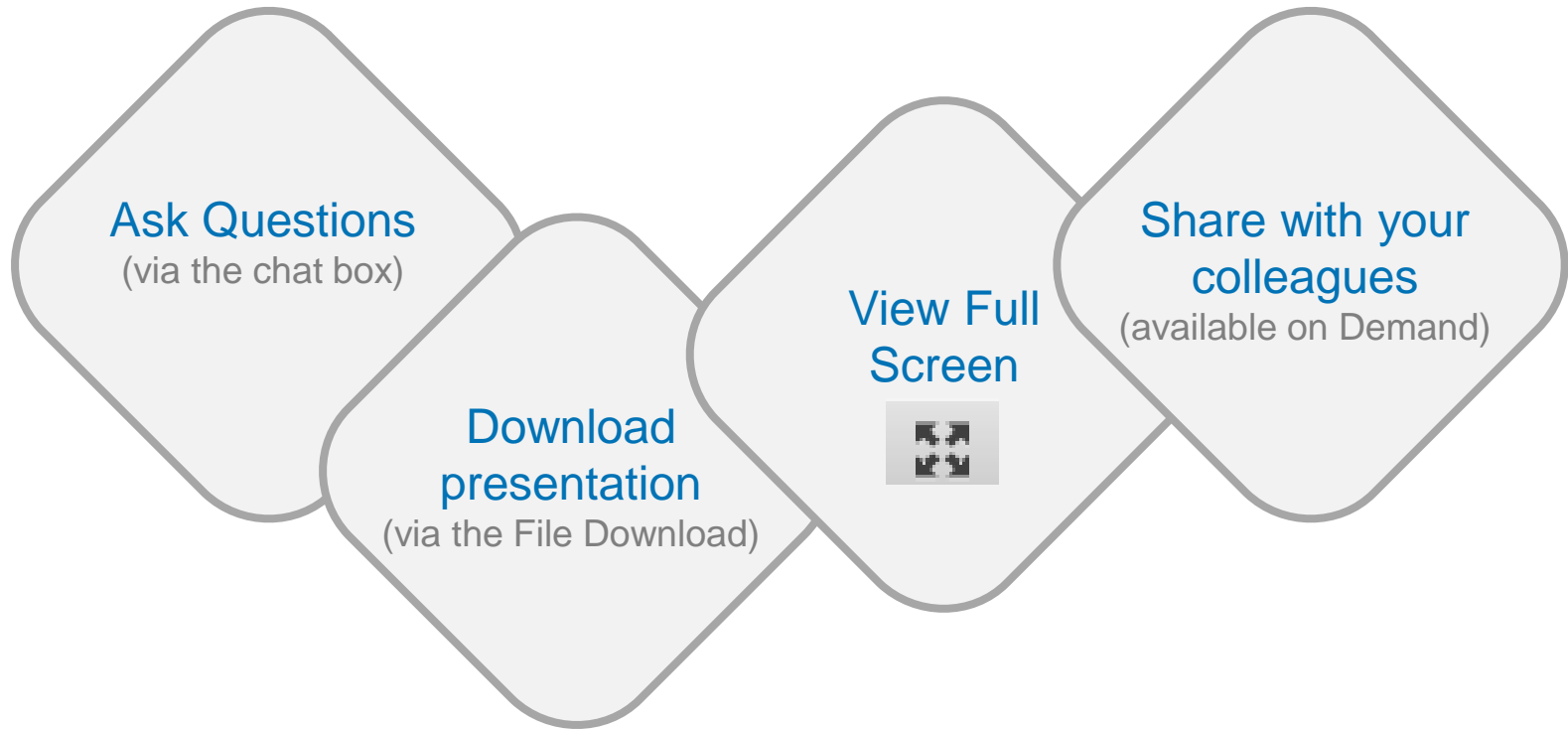
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Panelists:



David Clutterbuck, PhD

Distinguished Principal Research Fellow
The Conference Board

Professor David Clutterbuck is a Distinguished Principal Research Fellow in Human Capital at The Conference Board. He is one of Europe's most prolific and well-known management writers and thinkers. He has written some 70 books and hundreds of articles on cutting edge management themes. Co-founde...[Full Bio](#)



Marion Devine (Moderator)

Senior Human Capital Researcher, Europe
The Conference Board

Marion Devine is Senior Researcher in Human Capital for Europe, based in TCB's Brussels office. Marion brings a European perspective to TCB's HC work and contributes across a broad spectrum of HC topics in support of the various HC Centers.

Marion brings a wealth of expe...[Full Bio](#)



David
Clutterbuck
Partnership

**How to shift the focus from individuals to
team-centric organizations**

Prof David Clutterbuck

A coaching and mentoring culture is one where:

- Coaching is the predominant style of managing and working together, and where a commitment to grow the organisation is embedded in a parallel commitment to grow the people in the organisation.



Do we want a C&M culture?

- What kind of culture does a company in our business need to have to survive and thrive in the next 10 years?
- How different do we want our business to be from its current and potential competitors?
- What should be the source of that differentiation? Do we believe we can maintain long-term competitive advantage through the exceptional performance of our people?
- How much change in culture are we capable of undertaking? (Have we got the resilience to follow this path, wherever it takes us?)



**Is a focus on individual development now
part of the problem?**



Elements of a systemic approach to coaching within the team

- Everyone learns at least the basics of coaching
- Everyone learns how to **be** coached
- Learning about coaching takes place over time, with opportunities to experiment and practise
- There is a positive psychological contract
- Everyone may be coached by anyone (including the leader/manager)
- There is ample time for reflection together



Flocking

The synchronous movement of birds in flight, fish in schools, insects in swarms and land animals in herds

- Separation – avoid crowding neighbours (short range repulsion)
- Alignment – steer towards average heading of neighbours
- Cohesion – steer towards average position of neighbours (long range attraction)



- People make things happen. If they are not given the autonomy to make things happen within the confines of their existing organisation, they will find somewhere else to do it

-- Teppo Falin, Prof of Business Administration at Said Business School



Streams of connectedness

- Collective vision – the shared purpose that unites all the teams' efforts in pursuit of a commonly desired outcome
- Information or collective intelligence – what is happening within the internal and external environments of one team that is relevant to the decision-making and functioning of others. Sometimes referred to as collective intelligence
- Resources – how people, technology and other resources can willingly and rapidly be moved between teams to where they will have the greatest positive impact on achieving the team mission. (The opposite to the hoarding of resources that typifies most team structures.)
- Invention – how rapidly new ideas are disseminated
- Voice – how people with dissenting views can come together to express a collective view and exert collective, cross-team influence
- Regrouping – changing structures to create instantaneous new teams to tackle short term crises or opportunities



Thanks for taking part!

David Clutterbuck

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