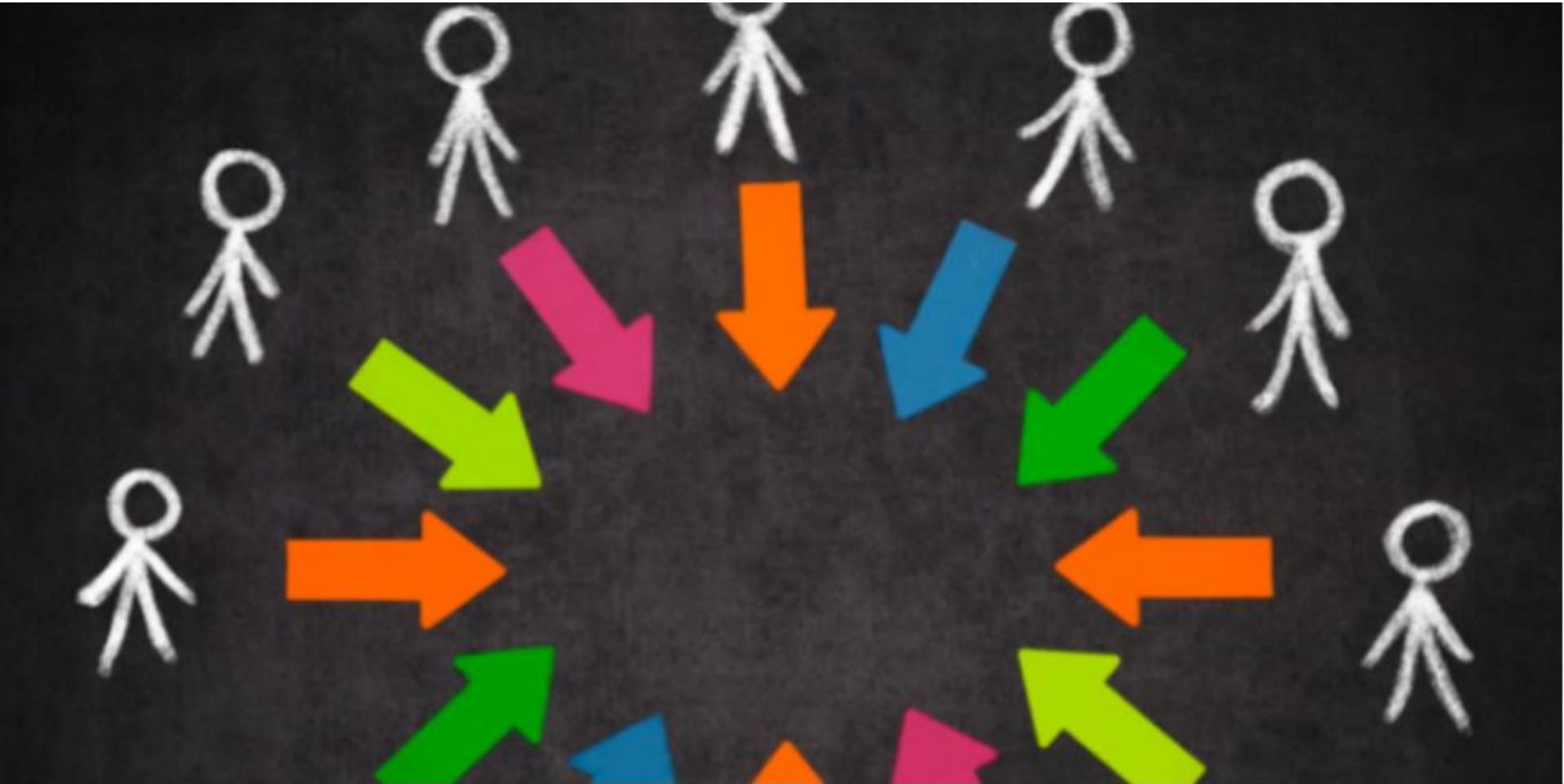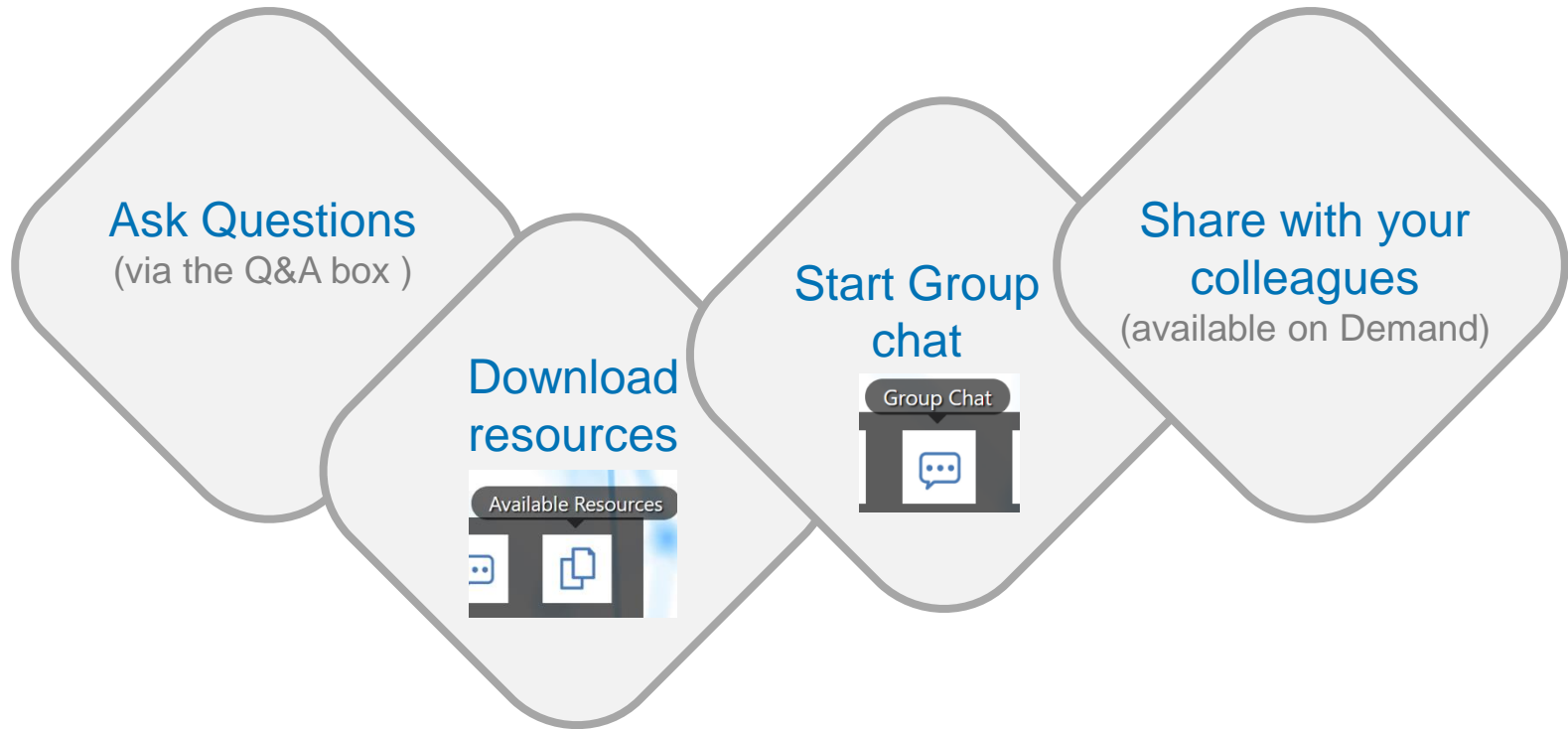# Time for a Radical Shift Towards Teaming

October 12, 2021 09:00 AM ET [09:00] (New York), 03:00 PM CET [15:00] (Brussels), 09:00 PM SGT [21:00] (Singapore)

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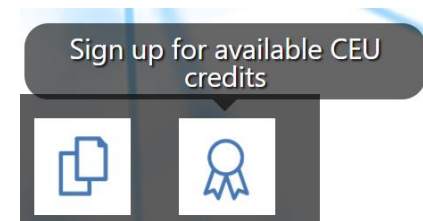
Panelists:

Prof. David Clutterbuck, PhD
Distinguished Principal Research Fellow
The Conference Board
Bio

Marion Devine
(Moderator)
Senior Human Capital Researcher, Europe
The Conference Board
Bio

Why organizations need more effective teams

- Complex tasks require greater and greater levels of collaboration

- The individual (heroic) leader model no longer functions

- Talent stays longer in effective teams

- As companies move to more virtual teams and matrix organizations, the overall performance of those teams often declines without effective teaming behaviours

Why society needs more effective teams

- The challenges facing society today have one characteristic in common – they are all too complex to be resolved without higher levels of collaboration within teams and between teams of teams

- We need to replace simplistic thinking with simplexity of thinking – and that can only come about through the combination of teams with a high level of diversity in the way they approach common issues
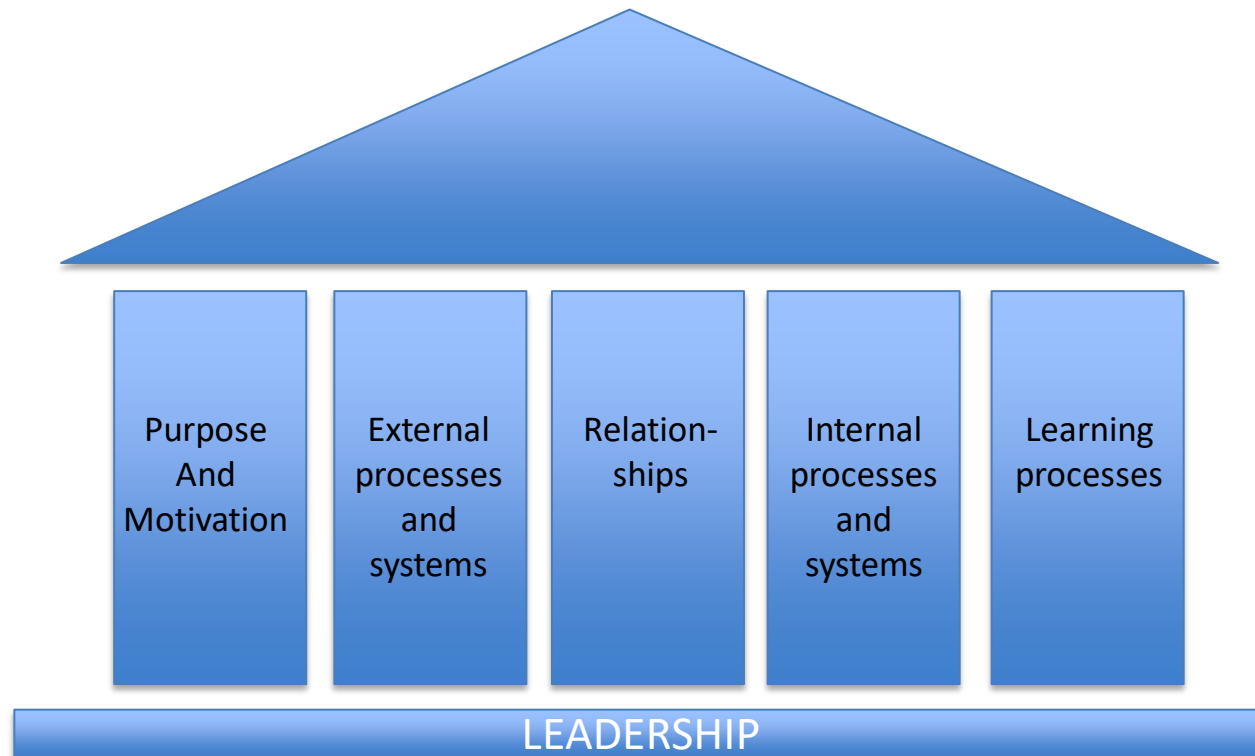
Linear vs. systemic thinking

Linear	Systemic
Fixing the problem	Understanding the context
Maintain control	Enable, liberate, empower
Discreet solutions	Interconnected solutions
Predicted outcomes	Emergent and evolving outcomes
Static processes and procedures	Evolving processes
Hierarchical communication	Unbounded communication
Seeking certainty	Living with uncertainty

A literature analysis of team performance factors

- Purpose and goals
- Role clarity
- Performance focus
- Skills
- Task clarity
- Relationship processes
- Collaborative processes
- Requisite diversity

- Decision-making
- Trust
- Psychological safety
- Communication within the team
- Leadership processes
- Conflict management
- Ownership

PERILL: 5 pillars of high performing teams

Purpose And Motivation

External processes and systems

Relation-ships

Internal processes and systems

Learning processes

LEADERSHIP

The PERILL model in full

LQB	Purpose & Motivation	Externally facing processes	Relationships	Internally facing processes	Learning
Purpose & Motivation	LQB	Alignment of values between the team and its key stakeholders	Working enthusiastically together towards shared goals	Clarity of priorities; putting collective priorities before personal	Actively seeking ways to leverage and expand team strengths
Externally facing processes	Stakeholders unclear what you stand for	LQB	Strong collaborative relationships with stakeholders	Rapid and effective response to quality issues	Rapid product and service innovation
Relationships	People pursue their own agendas	Conflict with stakeholders; disrespect for stakeholders	LQB	High level of psychological safety leads to constant questioning of what we do	People take active responsibility for supporting each other's development
Internally facing processes	Duplication and waste of effort	Quality issues not acknowledged or addressed	People avoid "interfering" in each other's territory. Large "elephants in the room".	LQB	Culture of continuous process improvement
Learning	Learning focused on the individual not the collective	Slow to innovate	People "hoard" knowledge and expertise	Resistance to change	LQB

Coaching and Mentoring International

Related Peer Networks:

Collective Leadership Council

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For more information contact:
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Related Resources:

Publications:

[DNA of Engagement: How Organizations Create and Sustain Highly Engaged Teams](#)

[C-Suite Challenge™ 2019: Building Team Engagement](#)

Blog Posts:

[Agile processes for stable teams](#)

Case Studies:

[GE: Mission-Based Teams (DNA of Engagement: Highly Engaged](#)

[Quicken Loans: Flat Organizational Structure Helps Teams Meet Shared Goals (DNA of Engagement: Highly Engaged Teams)](#)
[Teams—Implications for Asia)](#)