

Course title: Creating Innovative Business Models

Lecture 2. Team Strategy

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T E A M W O R K

Teamwork.....Why?

Rationale for a Team Approach

- Teams are a part of everyone's life. You're a member of a family team, a staff team, school, health care and community teams.
- So it's appropriate that you understand how to function effectively as a team member.

Teamwork.....Why?

- The multi-dimensional and thus multi-discipline nature of many problems requires a team approach. This approach encourages you as staff with complementary skills and competencies, to coordinate your efforts.
- By establishing priorities, concentrating financial resources, and combining knowledge and expertise, you can have greater impact on serious problems through your program efforts.
- Such efforts can serve to:
 - 1) lighten your work load,**
 - 2) reduce duplication of efforts, and**
 - 3) produce a result greater than all of your separate efforts.**

Teamwork What Is It?

- A team is defined as a group (a collection of people) who interact to achieve a common goal, but an effective, well-functioning team is much more than this.
- Participants in an effective team care about the group's well-being. They skillfully combine appropriate individual talents with a positive team spirit to achieve results.
- Regardless of whether the program effort is that of an individual, several individuals or the entire county office unit, a climate of teamwork can exist.

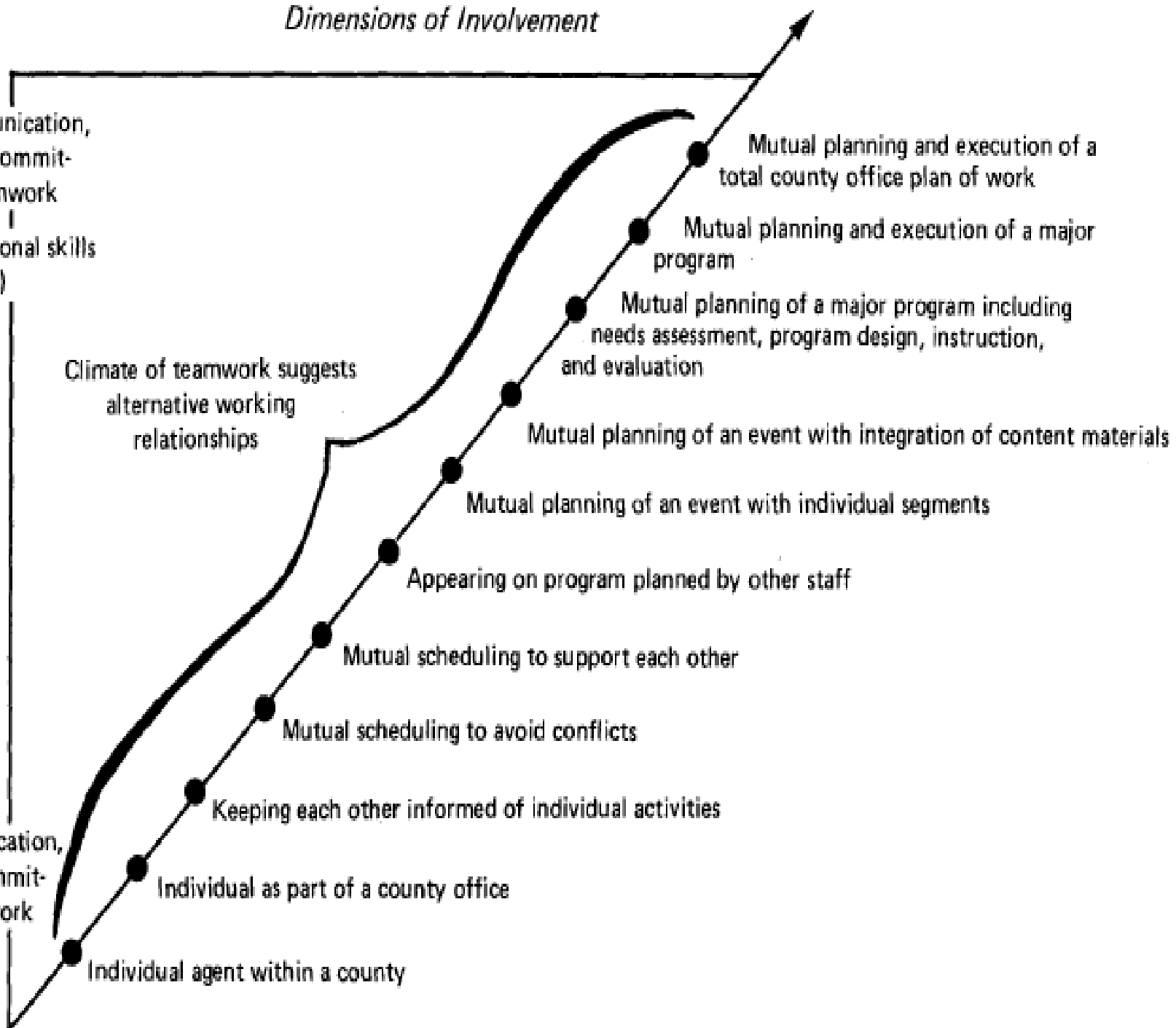
Teamwork What Is It?

- A variety of working relationships exist among staff. You might view these relationships as dimensions (levels) of involvement or as a continuum of relationships among agents. As you move along the continuum, the degree of communication, integration and commitment seems to increase.
- Greater interpersonal skills are necessary if you are to work together effectively at more complex levels. As your skills develop, more options become available to you regarding the dimension of involvement which you might select for any particular program effort.

Dimensions of Involvement

High level communication, integration, and commitment toward teamwork
(Greater interpersonal skills are needed)

Low level communication, integration, and commitment toward teamwork



Factors that promote good working relationships

- **Staff meetings-with agenda and sufficient time to discuss**
- **Job descriptions with annual review**
- **Knowledge of others' job descriptions and responsibilities**
- **Common criteria for personnel evaluation**
- **Openness and willingness to communicate-listening**
- **Trust, Courtesy and Loyalty**
- **Respect for others in spite of professional differences**
- **Respect for professionalism regardless of person's sex, age, and race**
- **Recognizing talents of the others**
- **Giving credit**
- **Recognizing a job well done**
- **Understanding and supporting others' programs.**
- **Agreed upon priorities**
- **Circulation of pertinent information**
- **Willingness to talk over problems**
- **Adequate facilities and supplies**
- **Cooperation**
- **Sincere caring for others with a respect for privacy**
- **Constructive criticism**

Factors that hinder good working relationships

- **Lack of understanding of others' jobs and responsibilities**
- **Lack of concern about total staff efforts**
- **Disregard for feelings of others**
- **Unwillingness to compromise**
- **Poor communication**
- **Competition among staff for individual prestige and recognition**
- **Negative and destructive criticism**
- **No involvement in administrative decisions**
- **Lack of leadership**
- **Over- sensitivity**
- **Lack of privacy**
- **Disregard for talents of others**
- **No job descriptions**
- **No opportunities for staff meetings**
- **Gossip, rumors**
- **Putting off decision making**
- **Inequities in facilities and supplies**
- **Lack of trust**
- **Negative and sarcastic remarks**
- **Lack of common goals and philosophy**
- **Disloyalty to staff and organization**
- **No evaluation and/or feedback from supervisors**
- **Limited understanding of total program**
- **Holding a grudge**
- **Poor job attitudes**
 - **Uneven work loads**
 - **Lack of confidence in fellow workers**
 - **Prejudice, racism, sexism**

Ask Yourself Before Starting: Team building and working in groups

1. Belief in Teamwork Approach

- Do you believe in the value of working together in a team effort?
- Do you believe that a team decision or product can be superior to the work of a single individual?
- Have you made a personal commitment to work with your colleagues in a team effort?
- Has the collection of individuals made a commitment to work together in a team?

2. Resources Available

- Do you know every member of the group and what they can offer to the group?
- Do you perceive certain individuals as playing only certain roles, having certain skills, and limited knowledge?
- Is the group a collection of individuals assembled because each member of the group has a different area of expertise?
- Is that expertise accepted by all members of the group?
- What are the areas of overlap and thus potential conflict in the areas of expertise?

3. Organization for Task Accomplishment

- Does the team take time to establish ground rules for the operation of the team, or is the team anxious to get on with the task?
- Has the group agreed upon:
 - goals and objectives
 - individual and team timetable
 - procedures for establishing an agenda
 - priority of efforts - individual and team
 - methods of conflict resolution
 - length of meetings
 - location of meetings
 - allocation of resources
 - leadership requirements

3. Organization for Task Accomplishment (cont.)

- Does the group understand that any team usually goes through several stages of development before a team spirit emerges?
- Do you have enough time - realistic deadlines – to enable you to operate as a team? It takes time for a collection of individuals to become a team.
- Has the group designated a team leader? A group of peers can still benefit from a leader. The group can make more progress if they will let someone guide the efforts of the team. A group lacking a formal leader will usually waste much time in a struggle for power among group members.
- Does the group take minutes for the meeting? Are accurate notes kept to avoid losing group decisions?
- Do you proceed on the basis of specific conclusions and delegation of responsibilities rather than on the basis of general understandings?

4. Maintaining the Team Effort

- Does the team have an open climate of trust and respect for all group members and their ideas?
- Has the group achieved an appropriate balance between the requirement for group productivity (task) and the satisfaction of individual needs?
- Do people in the group avoid breaking into subgroups of trusted friends to share rumors, complain, or form alliances that will affect the productivity of the team?

4. Maintaining the Team Effort (cont.)

- As a member of the team, do you assume a variety of roles?
 - Task Roles
Initiating activity, seeking information, seeking opinion, giving information, giving opinion, elaborating, coordinating, and summarizing.
 - Team Building Roles
Encouraging, standard setting, following and expressing group feelings.
 - Task and Team Building Roles
Evaluating, diagnosing, testing for consensus, mediating, and relieving tension

5. Decision-Making and Conflict Resolution

- Do all members of the group have an equal opportunity for participation or do dominant personalities and people with status and power control the participation?
- Have you identified your vested interests and the vested interests of other group members that may cause conflict in reaching a group decision?
- Are dissenting or minority viewpoints treated with respect?
- Is there an effort by the group to understand the reasons behind a dissenting opinion?
- Can the group work through differences of opinion and discuss conflicts rather than ignoring them?
- Can team members separate criticism of an idea from criticism of the person who had the idea?
- Does the group avoid a "wait until next meeting" attitude toward decision making and conflict resolution?

5. Decision-Making and Conflict Resolution (cont.)

- Does the team make an effort to understand the problem before finding solutions? Is the team cautious about proceeding on the basis of premature conclusions?
- Have problem-solving procedures been identified?
- Are all members of the team required to adhere to the group decision? Can individual members "opt out" of the group decision?
- What criteria will you use in determining your personal level of acceptance of the team product? Do other members of the team know, understand, and accept the criteria that you are using? Are you really honest about the criteria you are using?
- Is the team willing to take the time to reach a totally acceptable decision?

Teamwork ... How Does It Develop ?

- It's important to realize that the development of effective working relationships among staff is a gradual process which requires considerable time and skill.
- Number of stages or steps should be developed to have an effective teamwork.

1. Build the team

- Engage members as a team
- Spend time on team development – may use Belbin roles, outside consultancy
- Meet regularly and frequently for a purpose
- Determine and agree team values
- Determine and agree team roles – may use Myers-Briggs Questionnaire
- Spend time inside and outside work socially
- Spoil the team with comfortable surroundings and refreshments
- Discuss, determine and agree rewards for good performance
- Agree on approach to delegation and empowerment
- Promote the team and its work within the agency and partnerships

2. Engage team through work

- Delegate and empower appropriately
- Promote debate and discussion on where we are, where we want to be, and how we should get there – use brainstorming, lateral thinking
- Ensure that all the team has discussed, contributed to and committed itself to the work tasks and objectives
- Try to reach consensus decisions
- Make sure the combined purpose and importance of the team's work is understood by everyone Keep everyone informed on progress

3. Ensure clarity of definition of key roles and tasks

- Develop individual roles
- Ensure job descriptions and job plans are up-to-date and accurate
- Ensure goals are realistic and achievable

4. Develop the team and organization

- Ensure new staff are induced
- Identify individual and team training needs
- Ensure personal development plans are produced and implemented
- Engage others in wider organizational development matters

5. Foster a culture of innovation and creativity

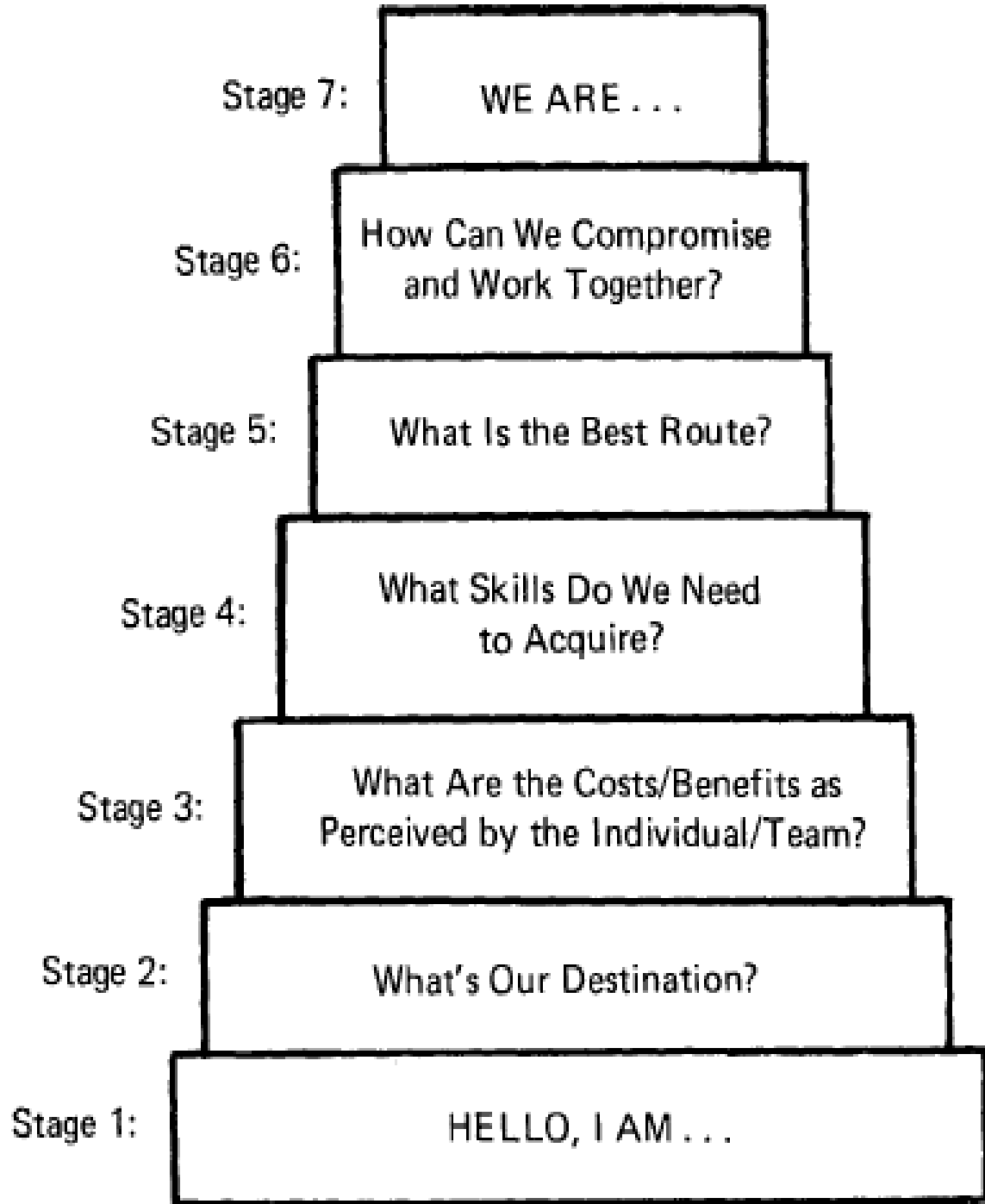
- Challenge the culture and values of the team and agency
- Encourage ‘thinking outside the box’, reframing the problem, and risk taking
- Minimize criticism of failure
- Reward and publicize innovation and creativity

6. Managing performance

- Ensure staff know the governance and accountability arrangements
- Ensure staff know how team and individual performance will be managed
- Ensure all staff are appraised annually

7. Knowledge of management theory

- Maslow's hierarchy of needs,
- McGregor's theory X and Y management styles,
- Herzberg's motivation-hygiene theory,
- Likert's participative-group research



Now, try to answer this question

- You have been appointed as the leader of a public health team.
- How would you motivate the team to ensure that the innovative and creative talents of all the team members flourish for the benefit of the health of the local population?

Implementation Overview

How will we use the plan as a management tool?

Definition:

Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals.

Outcome:

Synching checking in with your plan into the “rhythm of your business”

Common Pitfalls

- Lack of ownership/no accountability
- Lack of communication
- Getting mired in the day-to-day
- An overwhelming plan
- No progress report

Support

Self-help resources: Use our convenient FAQs and Web based tutorial to learn tips and tricks to make planning easier.

Dedicated Strategy Advisor: We have expert strategists on hand to help you create and execute great strategy.

Unlimited technical support: Use live chat to get instant answers to your technical questions.

Reference

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8. Competing Against Luck: The Story of Innovation and Customer Choice by Clayton M. Christensen, Taddy Hall, et al.