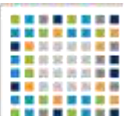




# Good Teams, Bad Teams What Makes the Difference

Gus McIntosh  
Winsborough Limited

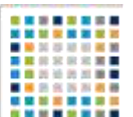
*I/O SIG (Auckland) Presentation, 13 October 2009*



# A “Team” being...

- » 3+ people
- » Common goal
- » Dependent on each other
- » Share common leadership
- » Share success & failure

*- A 'real' team is more than just the sum of its parts.*



# Do good teams matter?

1. Not always; good teams more important in some situations than others (e.g. senior teams)
2. Common sense observations; good teams can make a positive difference to outcomes, bad teams *definitely* undermine.
3. Research observations; up to 19% of an organisation's measurable outputs can be affected by performance of the executive team...



Org. Profit Variance	Contributing Factor
40%	<p data-bbox="1070 308 1663 368"><b>Industry and Country</b></p> <p data-bbox="1213 372 1518 401">(McGahan &amp; Porter 1999)</p>
20%	<p data-bbox="1039 555 1696 615"><b>Management Practices</b></p> <p data-bbox="1199 619 1534 648">(Bloom &amp; van Reenen 2006)</p>
19%	<p data-bbox="1188 802 1543 862"><b>Senior Team</b></p> <p data-bbox="1103 866 1628 895">(West, Patterson, Dawson and Nickell 1999)</p>
14%	<p data-bbox="1296 1049 1435 1109"><b>CEO</b></p> <p data-bbox="1288 1113 1443 1142">(Joyce 2003)</p>



# Winsborough Senior Teams Study

## 5 things in common with effective teams

1. Clear and shared sense of the task at hand
2. Take time to reflect on team performance
3. Have a framework for decisions and responsibilities
4. Trust each other; can surface conflict, admit mistakes
5. Everyone participates and holds up their end

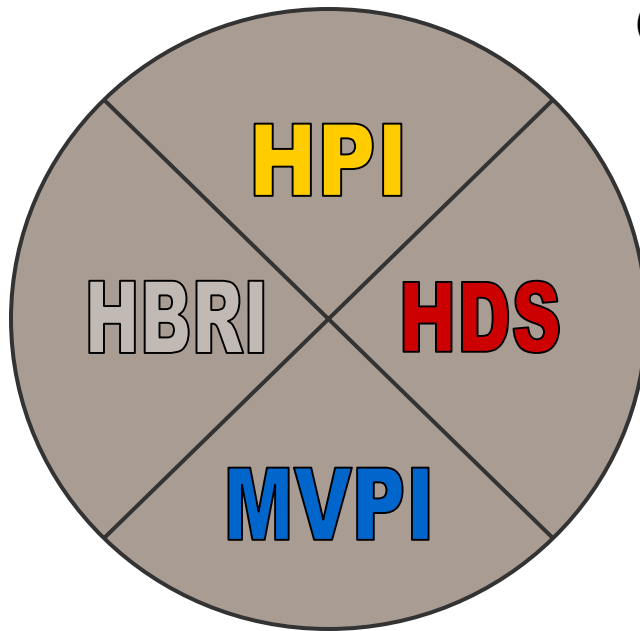
*“Happy families are alike; unhappy families are unhappy in their own way” - Tolstoy*



# “A Tale of Two Teams”

## Team Composition - Analysis and Measurement

Big 5 Measure, day-to-day behaviour  
(Team Roles and Focus)



Derailment Tendencies  
(Team Performance Barriers)

Motives and Drivers  
(Team Values and Culture)



# “A Tale of Two Teams”

Team A

Team B



Senior Team  
Manufacturing  
7 Members  
200+ Employees



Senior Team  
Banking & Finance  
8 Members  
<100 Employees

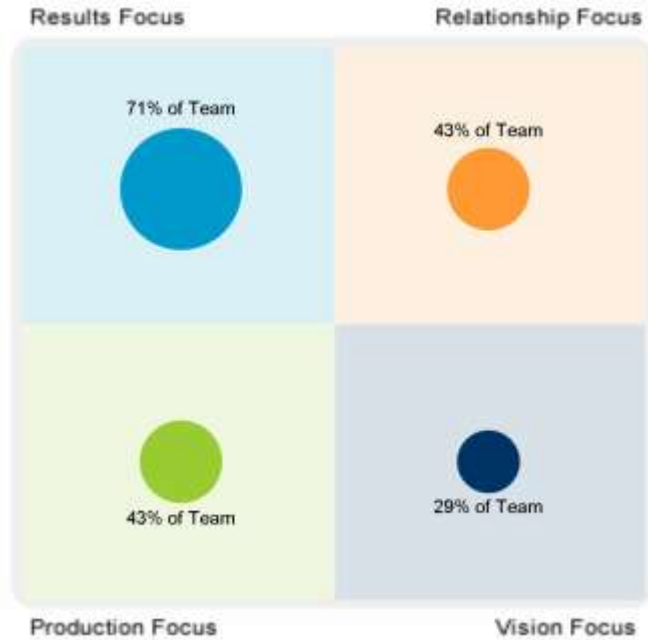
Merger between two company cultures  
Wanted to create a cohesive,  
high performance senior team

Relatively young company / team  
Wanted to develop team performance  
and set standard for rest of org.



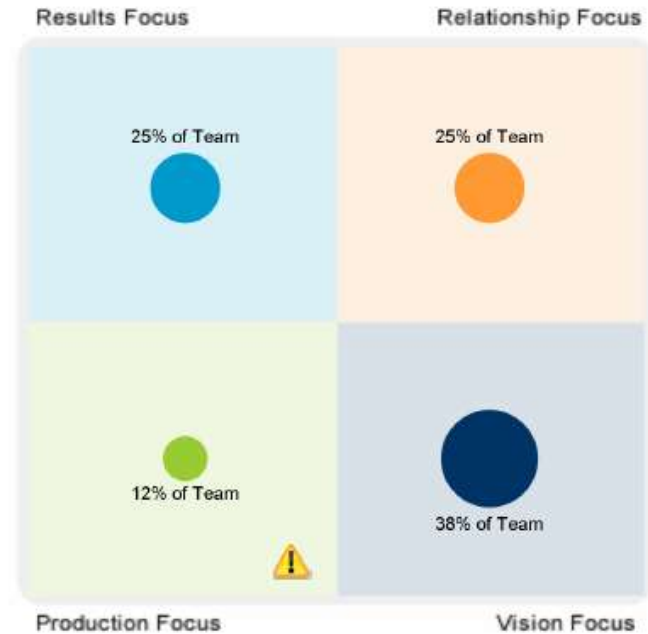
# “A Tale of Two Teams”: Style

A



Results (at expense of vision)  
Aggressive & competitive  
Higher staff turnover than industry avg.

B



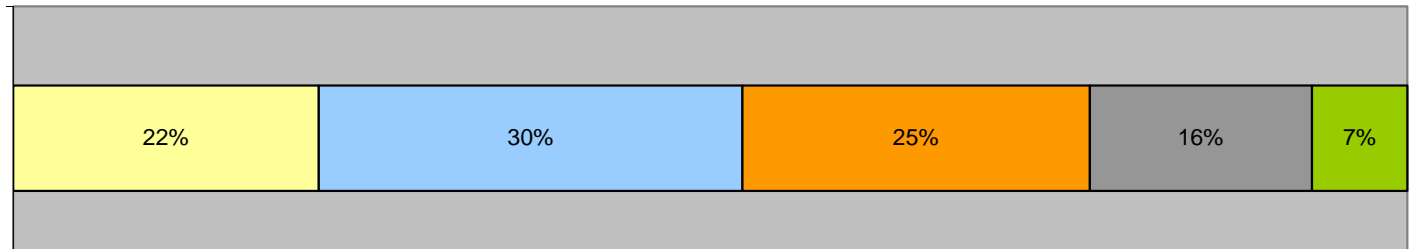
Vision (at expense of results)  
Lots of discussion, less defined processes  
Told “be more decisive” by Board



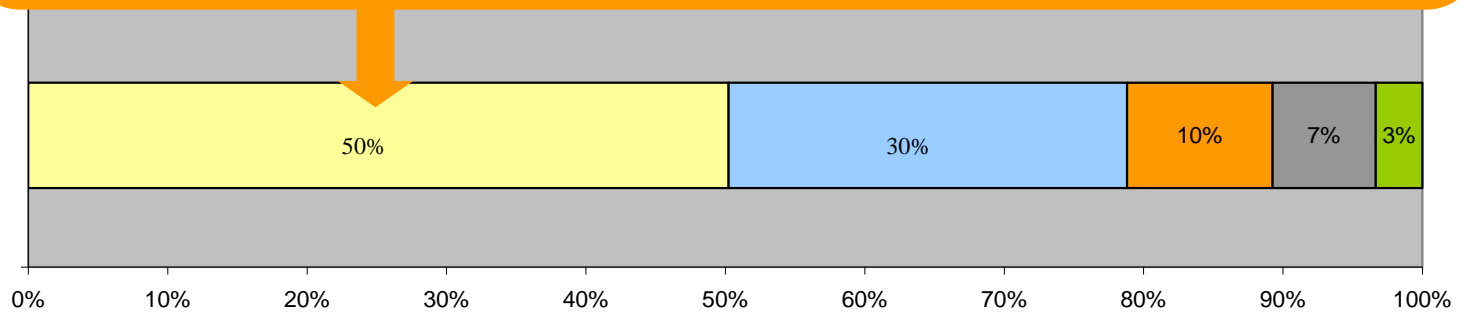
Sidebar:  
Time Horizons

# Lost in Transaction...

Strategic



Poorly performing teams easily identified by disproportionate focus on the short term.

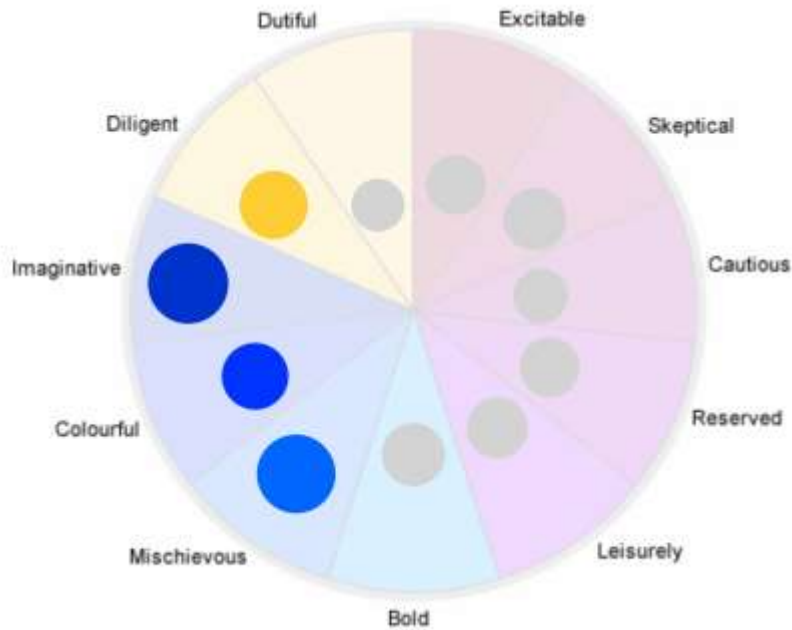


Transactional



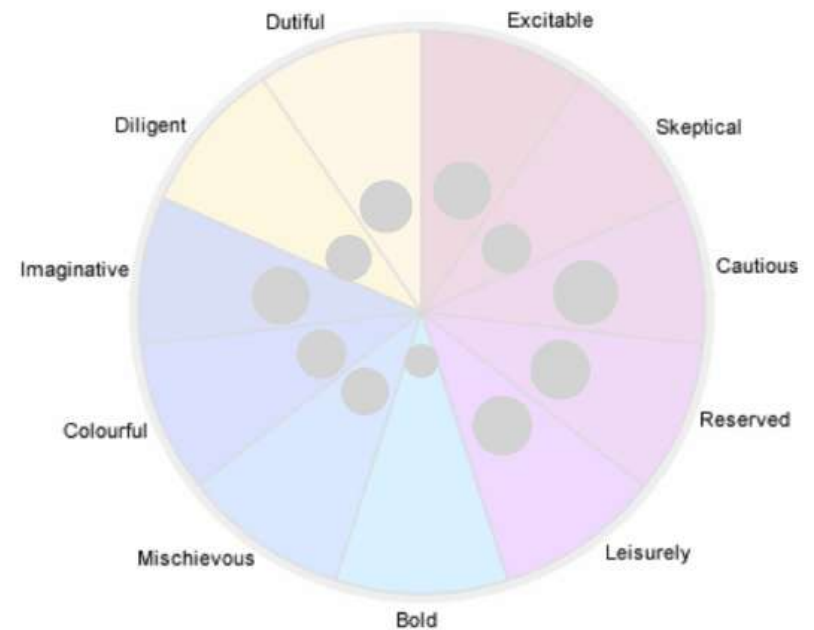
# “A Tale of Two Teams”: Derailers

A



Easily distracted by details + ideas  
Lots of melodrama  
Keep 'needling' each other

B

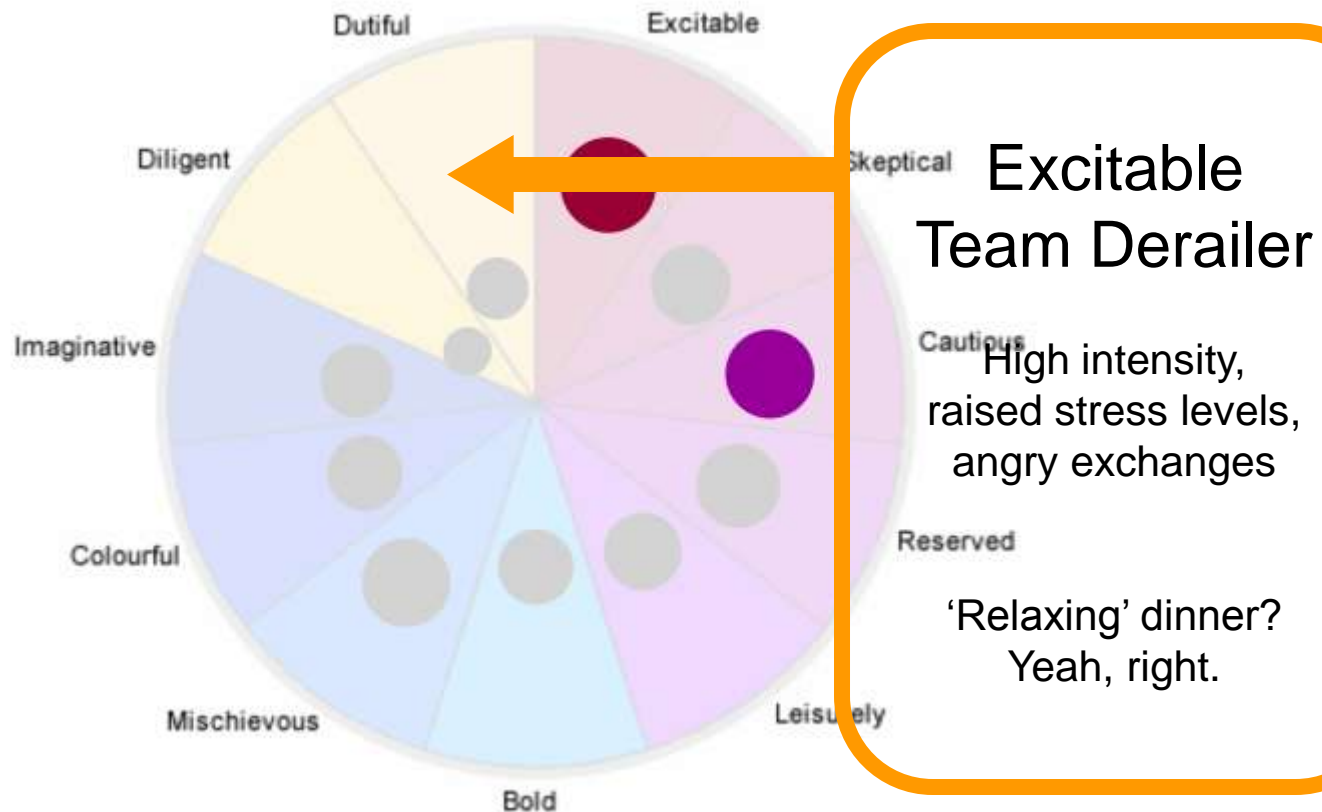


No obvious tension 'cracks'  
despite massive pressure  
during the recession



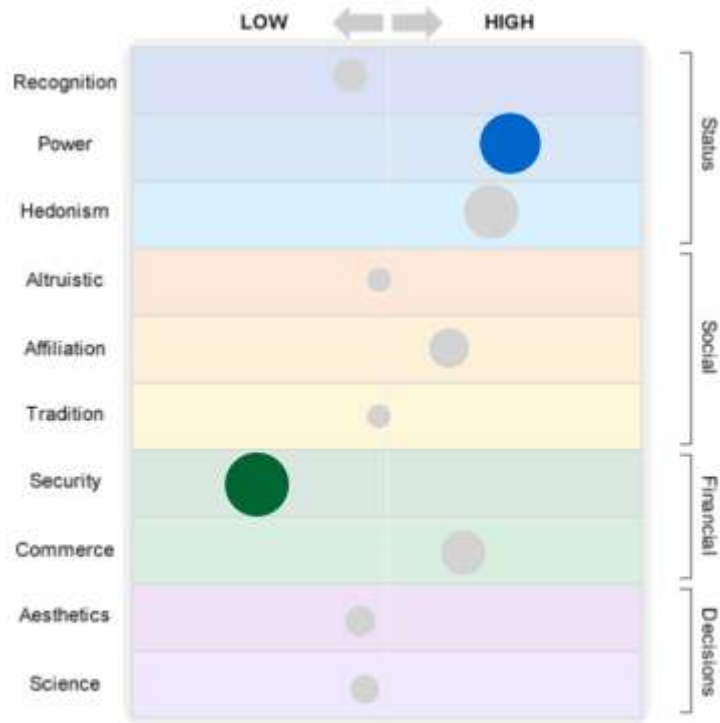
Sidebar:  
Team Derailers

# What happened at this team's offsite dinner?



# “A Tale of Two Teams”: Values

A

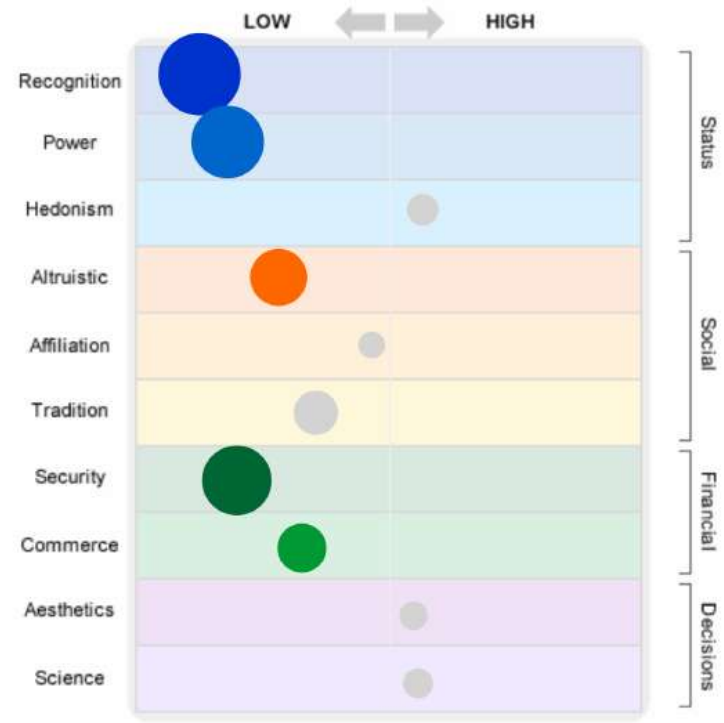


Moderate unity

Power struggles within team

Harder to define direction - what else is important (also exaggerated by lower vision focus as per earlier slide)

B



Strong team unity

Bit reactionary (e.g. low drivers) - very clear about what isn't important!

Good 'fit' to their context



## Sidebar: Values Alignment

# Quiz: who got 'managed' out of this team?

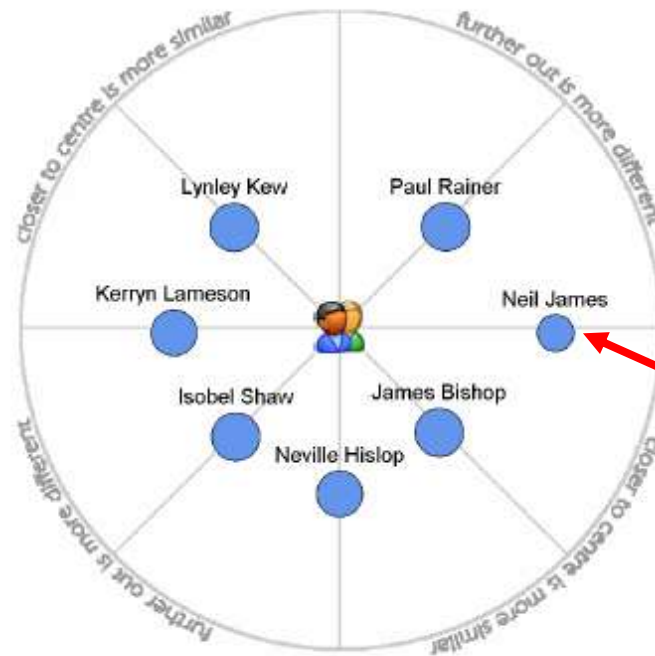


## Sidebar: Values Alignment

# Quiz: who got 'managed' out of this team?

### GROUP SIMILARITY

The following chart shows overall similarity between each individual and the rest of the group. Larger bubbles closer to centre indicate increasing similarity.



### Potential for Alliance

- Isobel Shaw & Kerryn Lameson
- Lynley Kew & Neville Hislop
- James Bishop & Paul Rainer
- James Bishop & Lynley Kew
- James Bishop & Neville Hislop

### Potential for Conflict

- Kerryn Lameson & Neil James
- Neil James & Neville Hislop
- Lynley Kew & Neil James
- James Bishop & Neil James



# What makes the Difference?

Bad Teams



Same styles  
Shorter Term Focus  
Lots of Team Derailers  
No Values Alignment



Lack of skill diversity  
Tailspin or keep 'stalling'  
Difficulty agreeing on what's important  
Caught up in the transactional

Good Teams



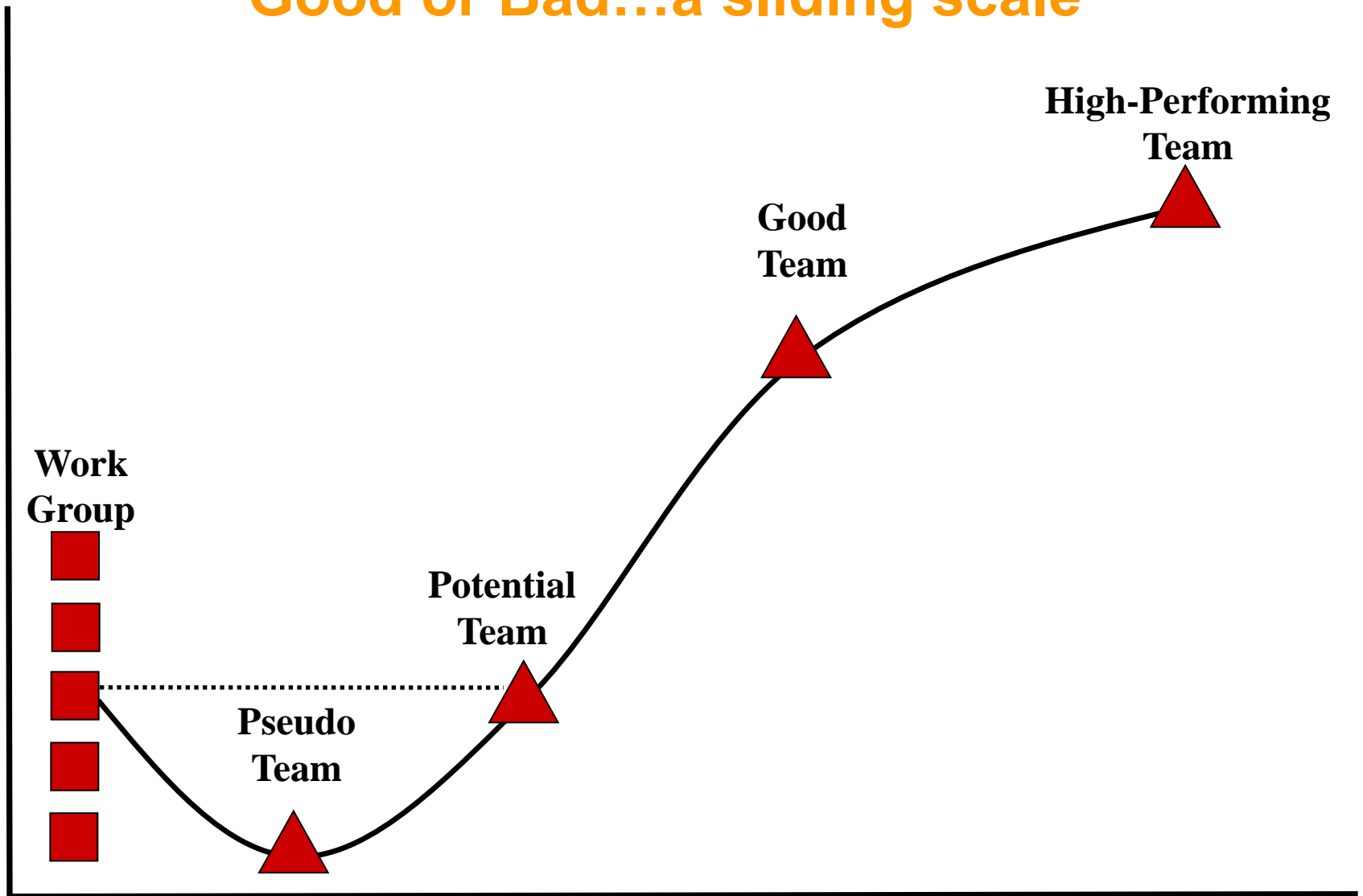
Complementary styles  
Longer Term Focus  
Minimal Team Derailment  
Values Alignment



People bring something different  
Don't fall apart when it gets tough  
Cohesive enough to share direction  
Focus on the strategic outcomes



# Good or Bad...a sliding scale



# Improving Team Performance

1. Get clear about roles
2. Ensure good processes in place
3. Keep focus on longer term
4. Manage team derailment
5. Make sure values are aligned  
...and fit for context





# Thank-you

[www.winsborough.co.nz](http://www.winsborough.co.nz)

