

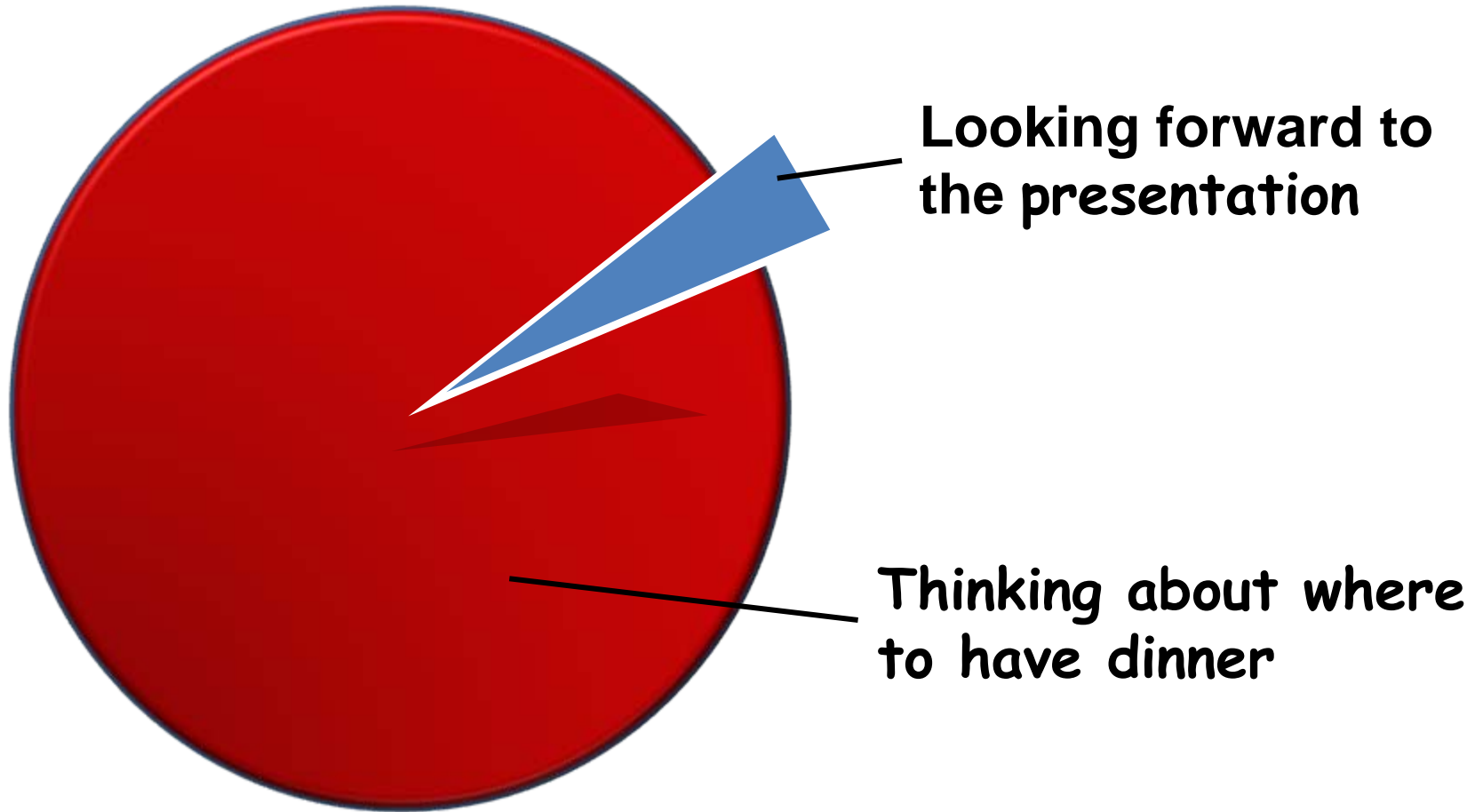
# ***High-Performing Teams of Leaders***

***and the Military***

 **Enterprise 2.0**  
CONFERENCE  
Boston, MA • June 22–25, 2009

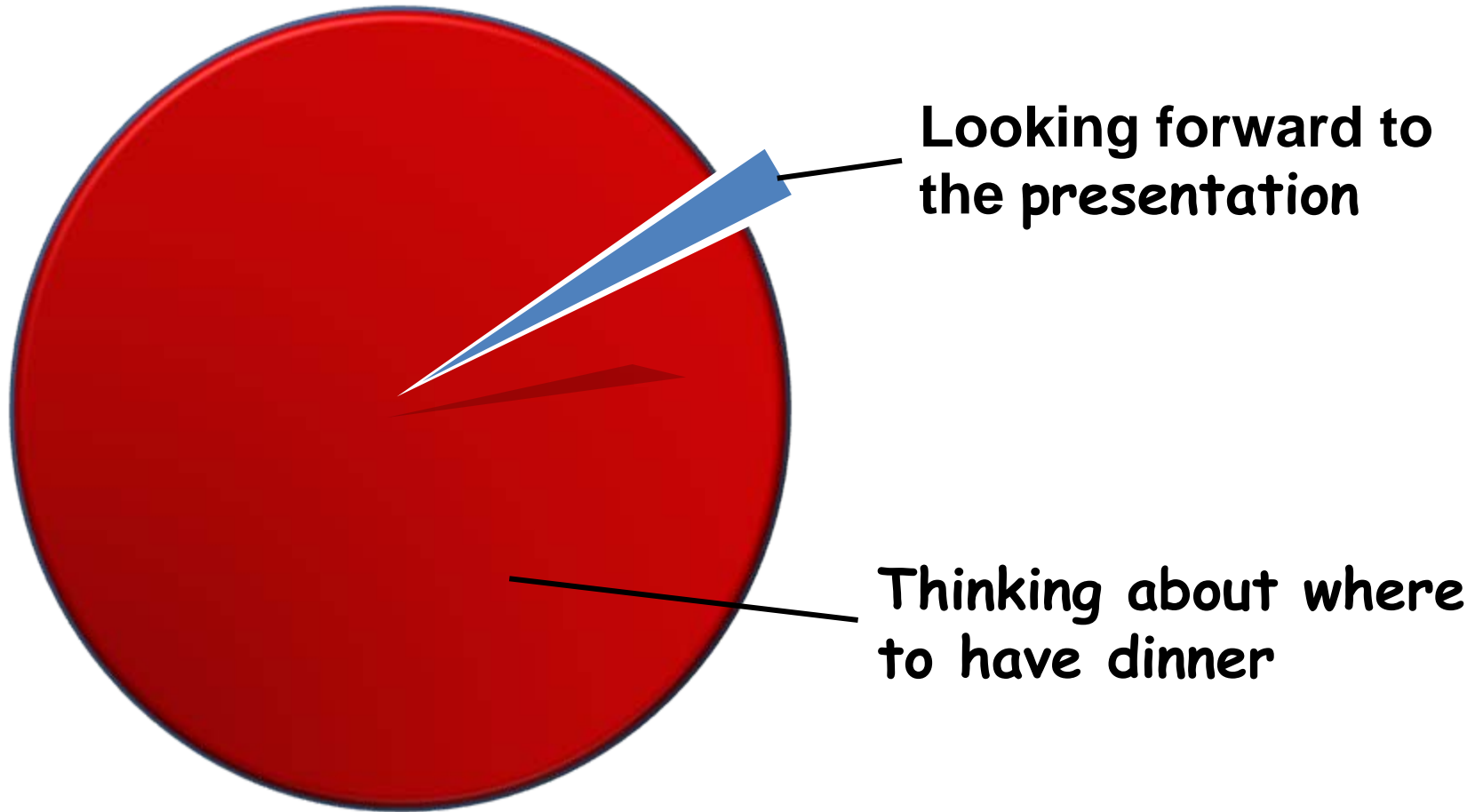
***Mike Prevou***  
***24 June 2009***

# 95% of you are....



**Ok, I'm exaggerating...**

# Its actually 99%



**“11 men—one mind...”**

A group of soldiers in a snowy mountain landscape. One soldier in the foreground is carrying a large green pack. The soldiers are wearing tan uniforms and helmets. The background shows snow-covered mountains and evergreen trees under a blue sky.

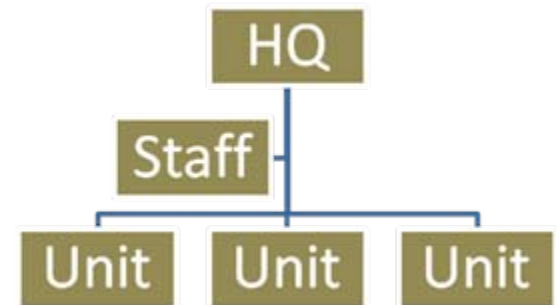
**Shared: Trust  
Purpose  
Competence  
Confidence**

**we do teams...<sub>5</sub>**

# Those teams are...



- Hierarchical
- Collocated
- Homogeneous



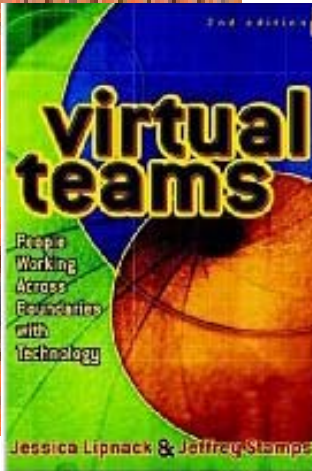
# We don't do ...



- **Joint**
- **Intergovernmental**
- **Interagency**
- **Multinational**
- **Cross boundary**
- **Multi Functional**
- **Virtual**
- **Cross Functional**
- **Teams of Leaders**

**...as well.**

# Teams are where work gets done...



## High Performing Leader Teams have:

- ✓ Shared Purpose
- ✓ Shared Trust
- ✓ Shared Competencies
- ✓ Shared Confidence

- ✓ High performance is enabled by IKM & technology
- ✓ The ART & science
- ✓ Recognition of the "work around"
- ✓ The ability to connect with expertise
- ✓ Tools to help teams communicate, build relationships, and develop team qualities
- ✓ Integrated with communities of practice, knowledge networks, and structured learning
- ✓ Virtual



**Collaborate, Collaborate, Collaborate**



# High Performing Team Qualities

**Vision**

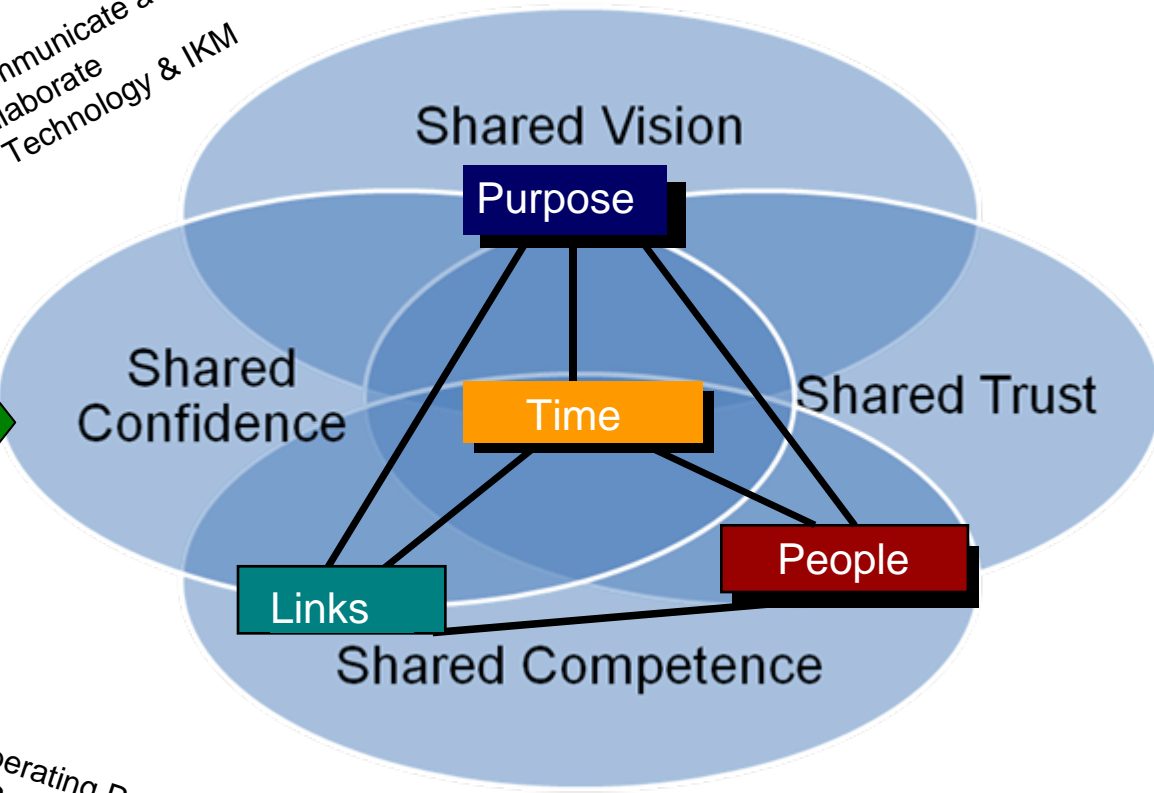
**Trust**

**Competence**

**Confidence**



*Ability to Communicate and Collaborate Enabled by Technology & IKM*

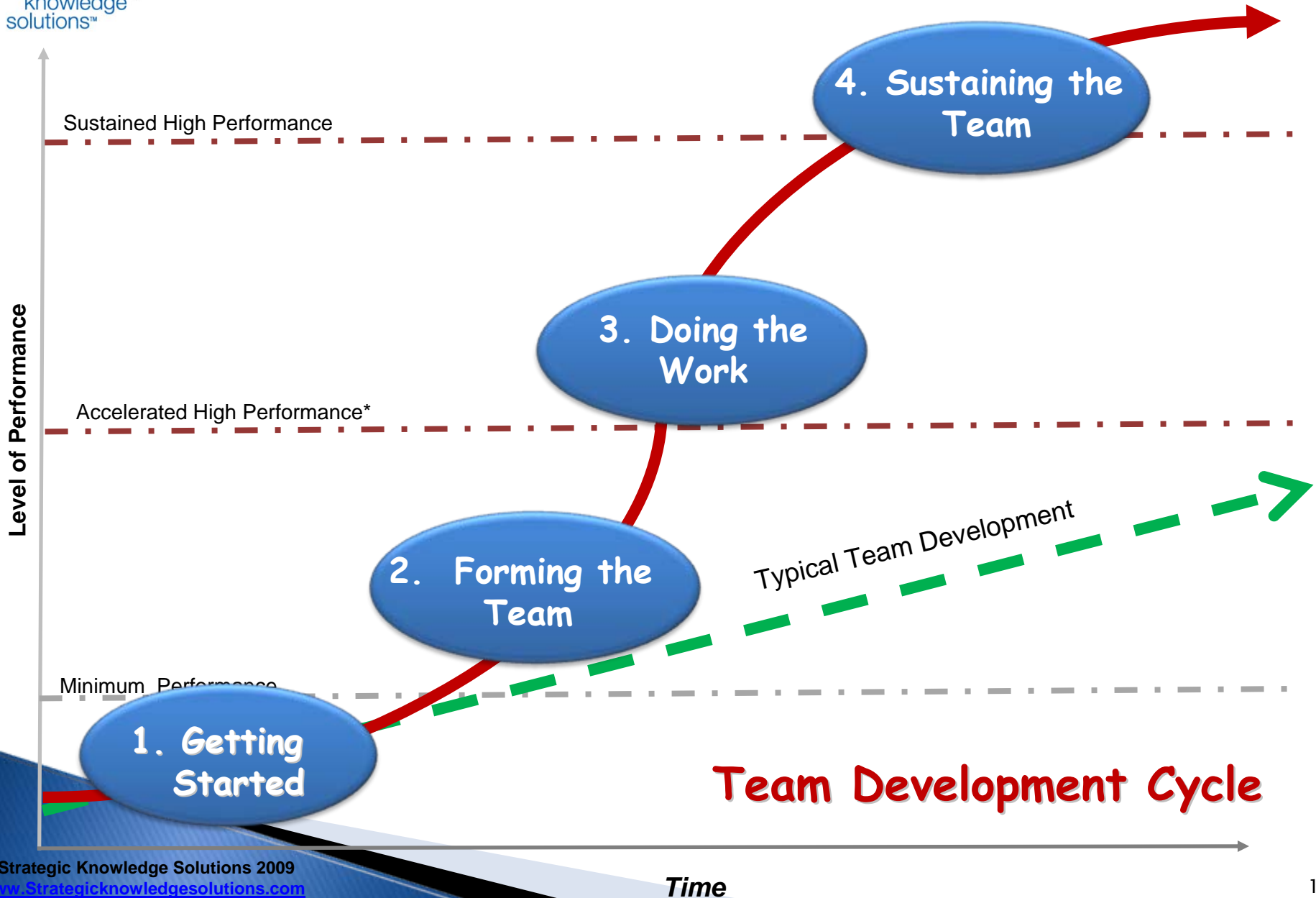


*Common Operating Procedures  
Build Relationships  
Expanded Shared Rolodex*

**= Ability to perform at a higher level**



# All teams go through stages...



# The synergy of the ToL approach

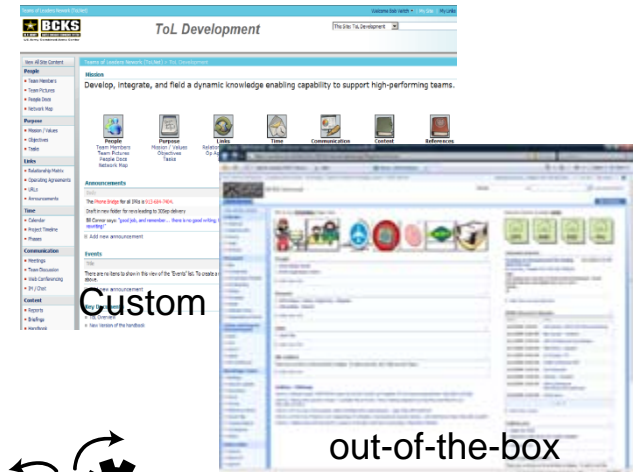
## Technology

- ✓ Increase communication & collaboration
- ✓ Enables larger extended teams
- ✓ Virtual membership
- ✓ Opportunity for increased understanding
- ✓ Synchronous & Asynchronous



## Information Knowledge Management

- ✓ Processes
- ✓ Team Room Design-Architecture
- ✓ Content Management structure
- ✓ Team Launch
- ✓ Expert locators
- ✓ Day-to-day operations



## Development HP Team Qualities

- ✓ Thinking exercises
- ✓ Increase :
  - Communication
  - Collaboration
- ✓ Develop shared :
  - Purpose/Vision
  - Trust
  - Competency
  - Confidence

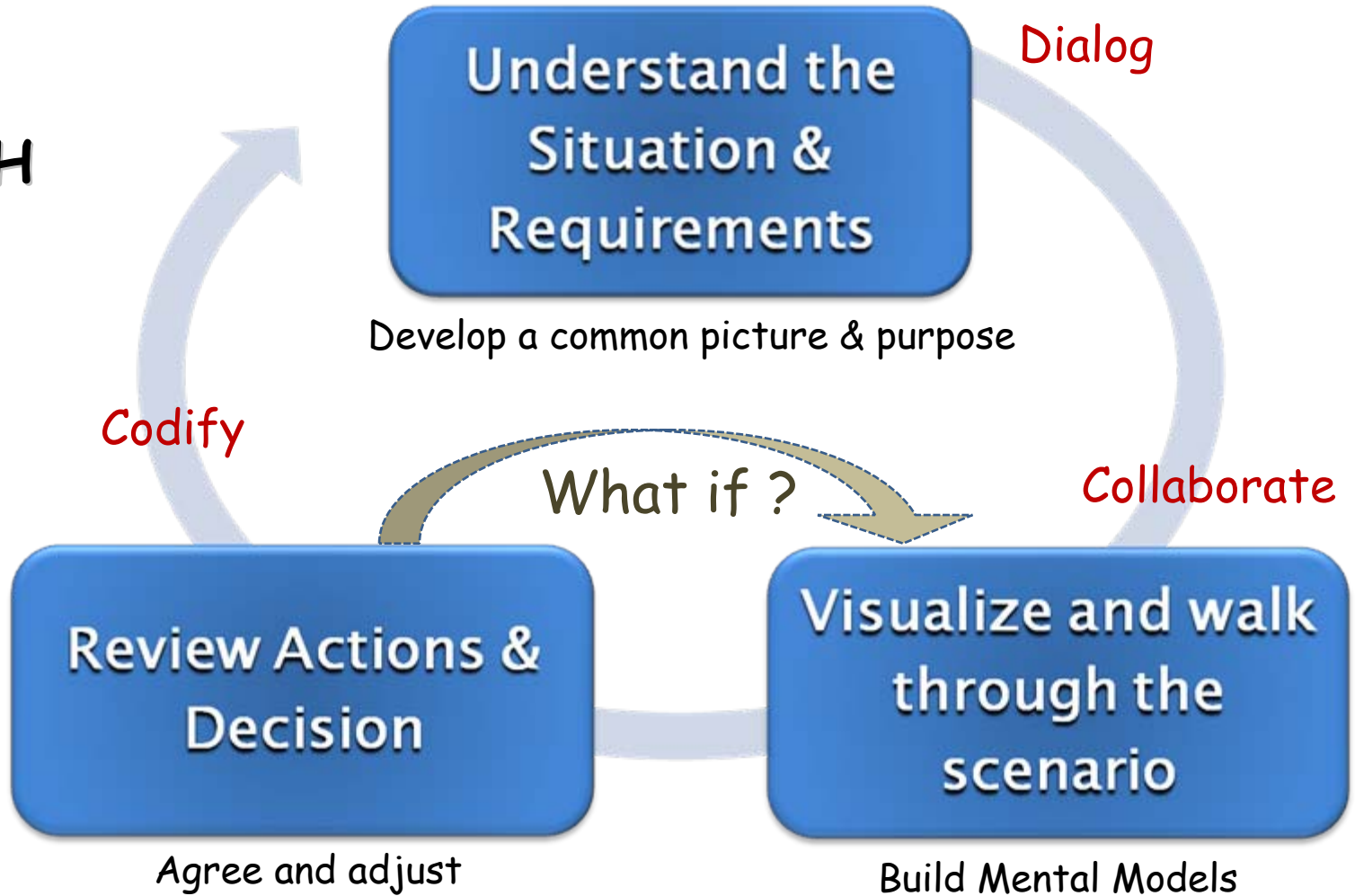


A way of thinking

**GOAL:**  
**Actionable understanding**

# Leader Team Exercise (LTX)

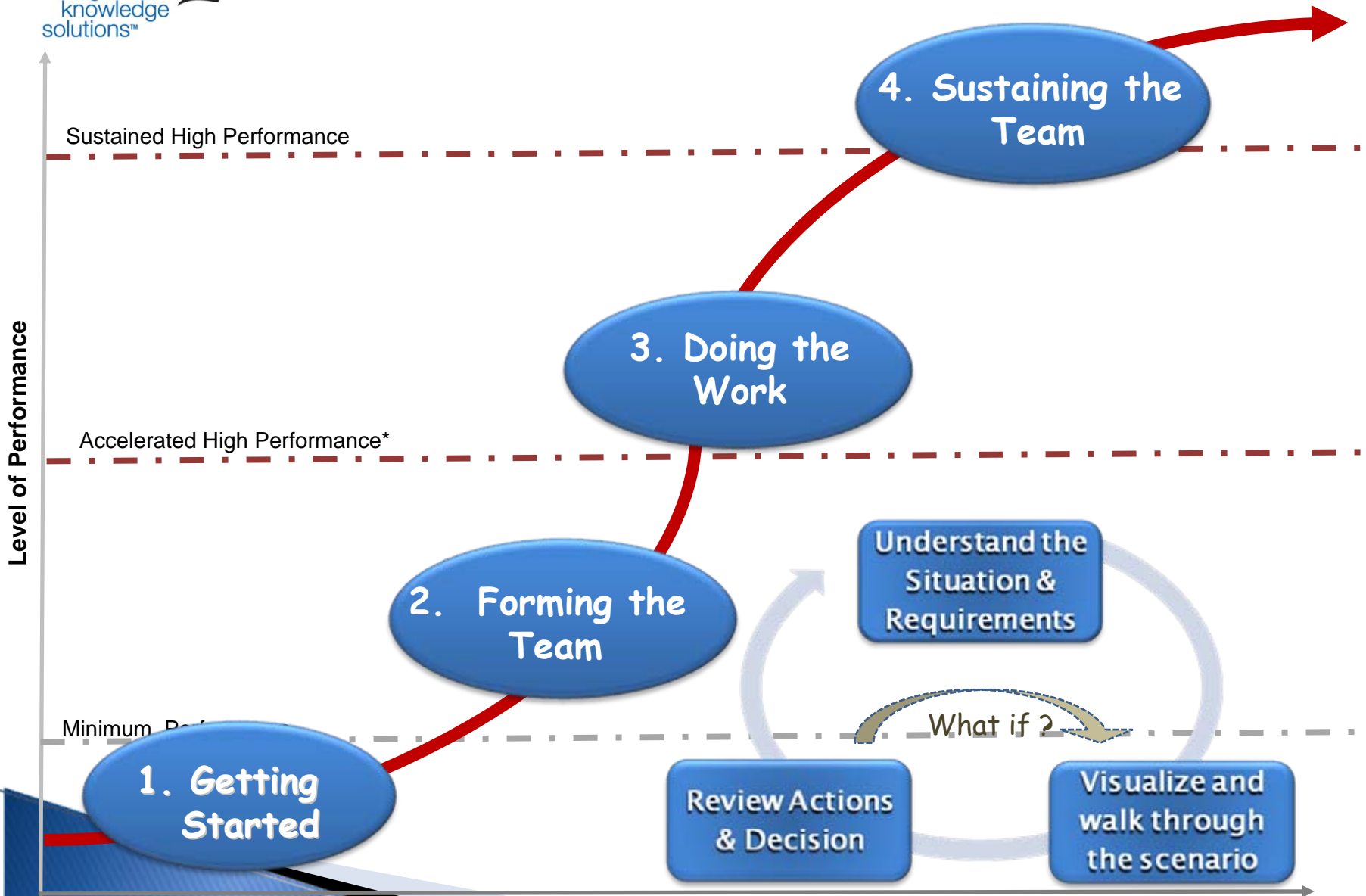
The **COACH**





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# The LTX as an accelerant...





strategic  
knowledge  
solutions™

# Interagency Team Development

Pilot with Interagency Teams April-May 2009

Team 1/2	Control - No ToL
Team 3	Treatment - Coaching
Team 4	Treatment - Coaching
Team 5	Treatment - ToL + > Coaching

Level of Performance

Accelerated High Performance\*

Minimum Performance

Typical Team Development

Time

1. Getting Started

2. Forming the Team

3. Doing the Work

4. Sustaining the Team

Team 5

Team 3

Team 4

Team 1 & 2



# ToL - Filling the Gap

**Extraordinary**

Filling the gap...



## Today's Typical Team

- Differing views of team mission / purpose
- Vague goals, responsibilities and assignments not defined
- Misunderstanding between team members
- Availability is a skill (location)
- E-mail is only form of communication
- Disorganized content
- Lack of common workspace

## High Performing Teams of Leader

- Shared Vision / Purpose
- Shared trust and respect between team members
- Team competence more than the sum of individuals. Responsible and mutually accountable
- Confident team members have greater trust. Tackle harder problems more quickly
- Effective Communication skills
- Increased collaboration
- Established procedures
- Organized content
- Effective virtual teaming

**... changing behaviors  
Improving performance**

**simple, inexpensive and effective**

# Teams of Leaders:

## An approach for the whole of government

# Questions ?







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# BACKUP SLIDES



# Teams of Leaders (ToL) Workshops

## DAY 1 (approx 4-5 Hours)

- ToL Introduction
- Staff directorates provide an overview of their major issues and challenges
- Identify and discuss potential applications

## DAY 2 (approx 4 Hours)

- Directorate/Division Directors discuss with the coaching staff ways to apply ToL in solving the major challenges
- Coaches serves as an advisor to the Directors/Team Leaders during operations to insert ToL

## PURPOSE

Introduce ToL and develop a common understanding of ToL concept throughout the organization.

Introduce Coach to organization and potential team members. Identify current challenges and allow for a ToL discussion to learn and enhance understanding.

Discuss team stages and LTX and situations where ToL could apply.

Deliberate practice of the Leader Team Exercise

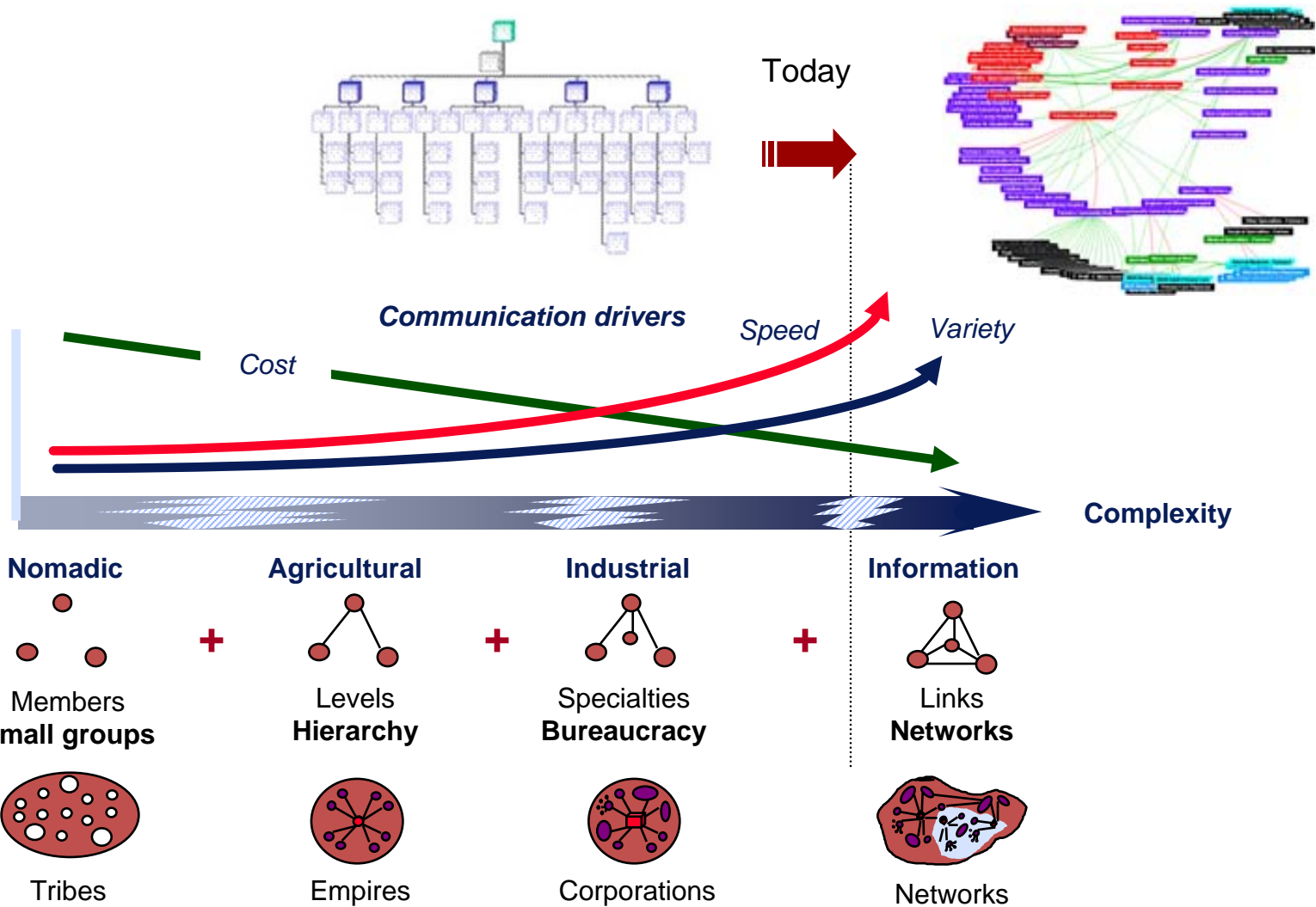
Apply ToL within their organizations and gain guidance and approval to proceed.

To teach the organization how to apply ToL as a “way of thinking”



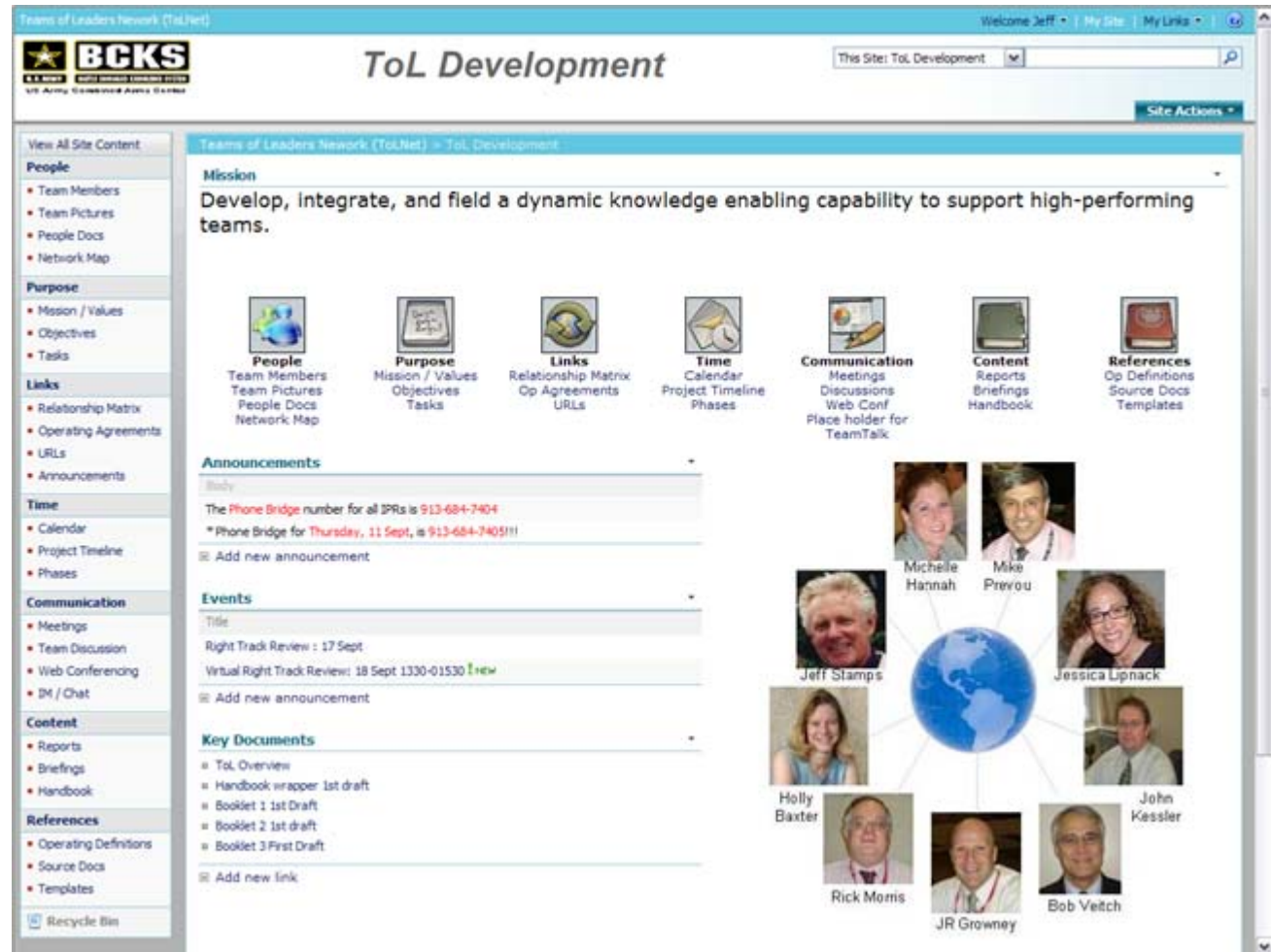
strategic knowledge solutions™

# Context of Organizational Transformation



© NetAge

# ToL Team Room Template in SharePoint



Teams of Leaders Network (ToLNet) | Welcome Jeff | My Site | My Links

**BCKS** U.S. Army Combined Arms Center

## ToL Development

The Site: ToL Development

Site Actions

View All Site Content

**People**

- Team Members
- Team Pictures
- People Docs
- Network Map

**Purpose**

- Mision / Values
- Objectives
- Tasks

**Links**

- Relationship Matrix
- Operating Agreements
- URLs
- Announcements

**Time**

- Calendar
- Project Timeline
- Phases

**Communication**

- Meetings
- Team Discussion
- Web Conferencing
- IM / Chat

**Content**

- Reports
- Briefings
- Handbook

**References**

- Operating Definitions
- Source Docs
- Templates

Recycle Bin

Teams of Leaders Network (ToLNet) > ToL Development

**Mission**

Develop, integrate, and field a dynamic knowledge enabling capability to support high-performing teams.

**People**  
Team Members  
Team Pictures  
People Docs  
Network Map

**Purpose**  
Mission / Values  
Objectives  
Tasks

**Links**  
Relationship Matrix  
Op Agreements  
URLs

**Time**  
Calendar  
Project Timeline  
Phases

**Communication**  
Meetings  
Discussions  
Web Conf  
Place holder for TeamTalk

**Content**  
Reports  
Briefings  
Handbook

**References**  
Op Definitions  
Source Docs  
Templates

**Announcements**

Body

The **Phone Bridge** number for all IPRs is 913-684-2404  
\*Phone Bridge for **Thursday, 11 Sept**, is 913-684-7405!!!

▣ Add new announcement

**Events**

Title

Right Track Review : 17 Sept  
Virtual Right Track Review: 18 Sept 1330-01530 **new**

▣ Add new announcement

**Key Documents**

- ToL Overview
- Handbook wrapper 1st draft
- Booklet 1 1st Draft
- Booklet 2 1st draft
- Booklet 3 First Draft

▣ Add new link

Michelle Hannah

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Holly Baxter

John Kessler

Rick Morris

JR Gowney

Bob Veitch



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solutions™

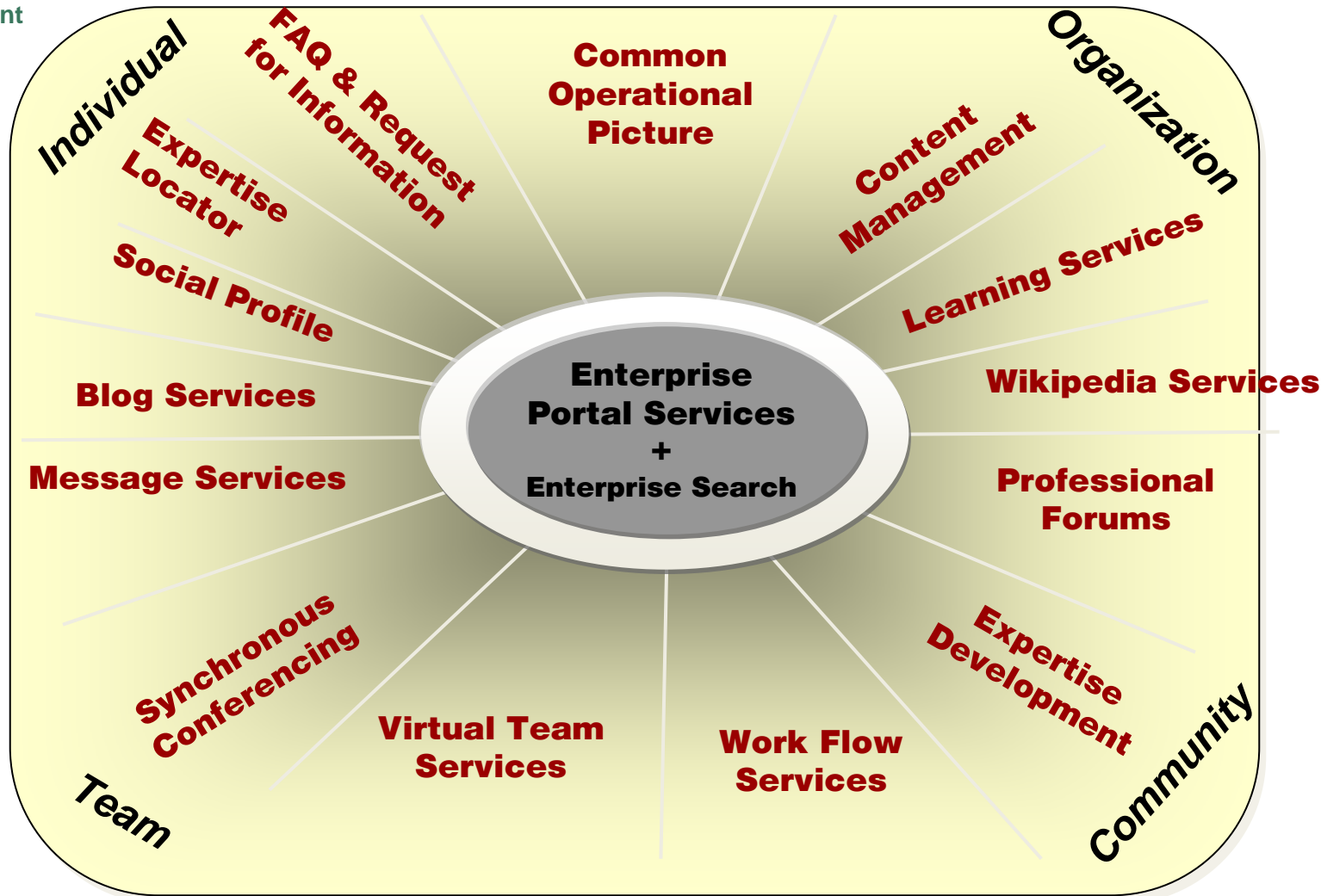
# Information Services Framework

Transparent

PUBLIC

PRIVATE

Opaque



A framework for Team Room architecture

© 2008  
Mike Prevou &  
Jeff Stamps

# Metrics for HP Teams

How will we know if teams are performing at higher levels?

- Leader-team members feel connected and challenged by their work and take pride in it.
- Leader-team members feel empowered to try new approaches to their work.
- Leader-team members can make decisions and take actions across boundaries increasingly in the face of uncertainty.
- Leader-team members encourage one another and their ideas across boundaries, grouped or virtual.
- Leader-team members constructively discuss and challenge one another's ideas and approaches.
- Leader-team members feel comfortable collaborating and coordinating pre-decisional across boundaries, including levels—both bottom up and top down.
- Leader-team members are quick to resolve differences and find common ground.
- Leader-team members feel safe sharing ideas and collaborating with one another. Sharing, sharing, sharing.
- Leader-team members feel confident to brief superiors about their levels of informal coordination across boundaries.
- Leader-team members have and use standard operating agreements (ROE) for how to work formal and informal collaboration, particularly across boundaries.
- Transition and succession plans within leader-teams are understood and facilitate smooth handoff of responsibilities across boundaries.
- Leader-team members quickly identify barriers and obstacles to collaboration and find effective workarounds.
- Leader-team members do not feel that “everything must go through the boss” before it is shared, particularly across boundaries.