

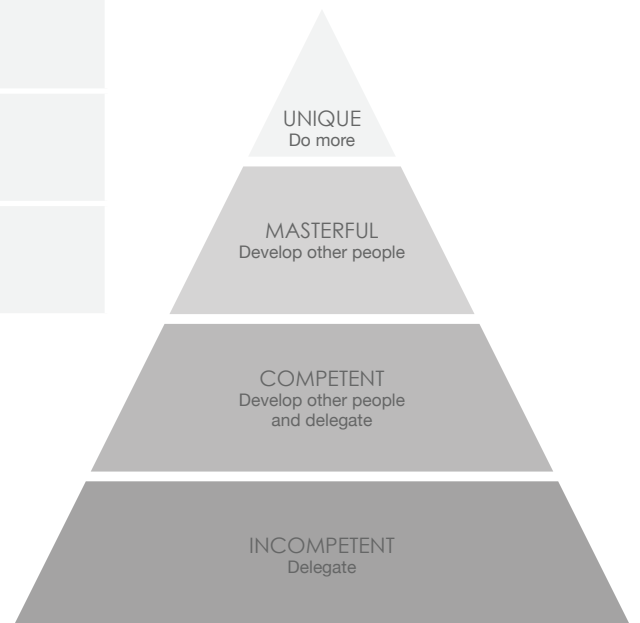
HOW TO CREATE HIGH PERFORMING TEAMS

Depending on your innovation initiative, you will need to enlist the help of people with particular skills at different points in time. Some team members will rotate in and out depending on your needs. The most important element in building a team is to establish a strong relationship among the team members, especially in your core team.

Step 1: Reflect on Your Capabilities

Think of all the skills you will need on this project and assess your own capabilities. It can be difficult to assess your own skills. You may want to ask people who know you best (family, close friends, and colleagues) to help you with this step.

| My Skill Level | Tasks | Potential Team Members |
|---|-------|------------------------|
| Unique Do more | | |
| Masterful Develop other people | | |
| Competent Develop other people and delegate | | |
| Incompetent Delegate | | |



Step 2: Find Out Your Teammates' Innovation Style

Have your potential team members take the Innovation Genome online assessment at www.innv.at/O-Assess, and note their innovation leadership style. Assign the appropriate role for each.

| Collaborate | | Create | |
|----------------|-------|----------------|-------|
| Team member 1: | Role: | Team member 1: | Role: |
| Team member 2: | Role: | Team member 2: | Role: |
| Control | | Compete | |
| Team member 1: | Role: | Team member 1: | Role: |
| Team member 2: | Role: | Team member 2: | Role: |

CONSIDER THE FOLLOWING PEOPLE:

Collaborate

- Teachers
- Communicators
- Counselors
- Listeners
- Conflict mediators
- Community builders

Create

- Dreamers and visionaries
- Fashion trendsetters
- Creative actors
- Big picture thinkers
- Experimenters
- Energizers

Control

- Planners
- Organizers
- Analysts
- Technicians and scientists
- Methodical problem solvers
- Professionals

Compete

- Competitors
- Decision makers
- Goal oriented achievers
- Sprinters
- Political game masters
- Deal makers

Step 3: Consider What Type of Team You Need When

| Lightweight | Heavyweight |
|--|---|
| <ul style="list-style-type: none">• Team members have a regular job• Team members need to influence the organization• Team members request resources• Team membership can be indefinite | <ul style="list-style-type: none">• Team members' only job is the project• Team members have power over the organization• Team members have a budget and return-on-investment goals• Team membership has an end date |

Your team will work more efficiently and productively if the team members can trust, rely on, and support each other. There are many team building exercises, including rope courses and survival camp. But you don't need to invest in a fancy exercise. What you need to do is focus on creating a situation that is not familiar to the participants where they need to try new things, fail, learn, and make adjustments to be successful. The following is a simple tent exercise that is intended to encourage teams to learn about themselves and to understand what it means to lead change and innovation.

TENT EXERCISE:

1. Set up:
 - a. If you have a large number of participants, break them to groups of six to eight people
 - b. Each group will need a tent, so make sure you have enough tents in hand
 - Use the same exact tent for every group
 - Use smaller tents
 - c. Make sure that you have enough space for each group; breakout rooms or separate corners will work
 - d. Spread all equipment in different places across the floor
 - e. Gather the participants in a different room so they do not see the equipment yet; do not tell them what they will be building
2. Each group has three minutes to generate a set of guidelines on how to function as a high performing team
3. While the groups are planning their guidelines, select one person for every four team members to be your volunteers
4. At the conclusion of three minutes, distribute blindfolds; make sure everyone is sitting and instruct all non-volunteers to put them on
5. Give the following instructions to all groups:
 - a. Everything you do will be as a team
 - b. You will be given a destination, and you will travel there as a team
 - c. There will be equipment on the floor
 - d. Find the equipment and build the object well (good quality); do not tell them that they are building a tent
 - e. When it is complete, return here as a team
 - f. When everyone is sitting in the chairs you are now sitting in, you may take off your blindfolds
6. Instructions to the volunteers:
 - a. You are a safety engineer
 - b. Your job is to hover over your teammates to prevent any potentially dangerous situation
 - c. You are not to help them solve the problem; do not lead them or instruct them (don't talk to them)
 - d. You are to be a historical observer; note all the key events so you can discuss them later
7. Instructions to the entire group:
 - a. Tell the group that they have three more minutes to plan and not to leave their chair yet
 - b. Give instructions on how to get to the other room where the equipment is set up
 - c. Answer all questions and clarify any confusion
 - d. Tell them to start
8. Once the exercise is over, lead the participants to process their experiences:
 - a. Each team needs to spend five minutes recounting the history of their tent exercise
 - b. Have the teams spend another five minutes to answer the following:
 - What worked; what didn't?
 - Who played what role?
 - How well did the members work together?
 - Was there any conflict; how was it resolved?
 - How were decisions made?
 - Were any norms or rules set during the process?
 - What would you do differently if you could do the exercise again?
 - c. Bring the groups together and ask them what the key learnings are from this experience?

Step 4: Refine the Roles and Responsibilities of Team Members

Based on the team building exercise, review the current roles and responsibilities of each team member and revise and refine them as necessary.

| Collaborate | | Create | |
|----------------|-------|----------------|-------|
| Team member 1: | Role: | Team member 1: | Role: |
| Team member 2: | Role: | Team member 2: | Role: |
| Control | | Compete | |
| Team member 1: | Role: | Team member 1: | Role: |
| Team member 2: | Role: | Team member 2: | Role: |

CONSIDER THE FOLLOWING IN PUTTING YOUR INNOVATION TEAMS TOGETHER:

Do You Have All of the Colors Represented?

- Who is playing the Green role?
- Is there a Blue/Yellow to lead the team?
- Who are the versatile Reds?

Do We Have Expertise and Competency?

- Do we have diverse perspectives/ disciplines?
- Do we have deep domain experts to initiate ideas?
- Do we have doers to run the experiments?

How Do You Energize the Team?

- Allow players to platoon on and off the team
- Add and remove deep domain experts as needed
- Have a draft; trade for core players

Step 5: Creating Team Norms and Expectations

Teams need to set some ground rules or norms. Revise and refine these rules as you move forward.

| Issues | Norms |
|--|--|
| Conflict Resolution | Example: communicate openly in a meeting and create a compromise. Focus on the issues only, not personality. |
| Decision-Making | |
| Inclusion of Team Members | |
| Communication | |
| Feedback and Criticism | |
| Measurement of Progress and Success | |
| Other Key Ground Rules | |

TEAM DEVELOPMENT PROCESS:

Forming

- Teams depend on leaders for guidance
- Little agreement
- Roles and responsibilities unclear
- Lots of questions
- Processes ignored
- Members test tolerance
- Leader directs

Norming

- Agreement and consensus forms
- Roles and responsibilities become clear and are accepted
- Big decisions are made by entire group, small decisions by sub groups
- Strong commitment is made
- Working process and style established
- Mutual respect emerges
- Leader facilitates

Storming

- Decisions difficult to make
- Team focuses on goals
- Members vie for power
- Clarity of purpose increases
- Factions emerge
- Compromise on emotional issues required to make progress
- Leader coaches

Performing

- Team strategically aware
- Shared vision and values emerge
- Focus turns to overachieving goals
- High autonomy established
- Conflicts resolved by teams
- Relationships and teamwork strengthen
- Team members develop personal skills
- Leader oversees