X-Teams: Leading Teams in a Changing World

INSEAD ALUMNI REUNION

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Propaganda of Leadership
Effective Leadership is Distributed
The small team is the fundamental unit of distributed leadership
“Madness is the exception in individuals, but the rule in groups”

Nietzsche
What’s A Good Team?

What are your goals?
Do you share them as a team?
Are they public?

What are your roles as team members?
Are expectations clear?

Do you agree on the process?
Rules of the game?
How to make decisions?

Do you trust each other as a team?
Do you respect each other?
It’s a dynamic world
In a Dynamic World

**Power Structures**
are fluid, unrefined and flattened.

**Work Structures**
are characterized by shifting interdependencies.

**Knowledge Structures**
(what we need to know about technologies, markets and competitors) are distributed and changing fast.
The Traditional Model

**Internal Focus**

... on their own **goals**
... on their own **roles**
... on their own **processes**
... on their own **interpersonal relationships**
## Research Approach

**> 1,000 Teams**

<table>
<thead>
<tr>
<th>Types:</th>
<th>Settings:</th>
<th>Data:</th>
<th>Action Research:</th>
</tr>
</thead>
<tbody>
<tr>
<td>sales teams, consulting teams, product development teams, oil exploration teams, in-licensing teams</td>
<td>telecommunications, education, energy, pharmaceuticals, biotech, computers, automotive, hospitals, financial services</td>
<td>qualitative and quantitative, logs, interviews, observation, archival, questionnaire instruments</td>
<td>intervention to create teams in organizations, &gt;100 teams (Bank of America, BP, CVRD, Li &amp; Fung)</td>
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The X-Team Model

“Be Political!”
AMBASSADORSHIP

“Beg & Borrow”

“Golden Rule 2.0”

TASK COORDINATION

SCOUTING
X-teams as a Vehicle for Distributed Leadership in Action
How to Make it Work

Principle 1  Choose team members for their networks

Principle 2  Make external focus a modus operandi from Day One

Principle 3  Ask questions and set milestones for timely transitions

Principle 4  Work with top leaders for commitment (think “power”)

Principle 5  Work with other groups (think “interdependencies”)

Principle 6  Update your map of the territory (think “knowledge”)

Principle 7  Build psychological safety
“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has”

Margaret Mead
X-teams: How to build teams that lead, innovate and succeed


x-teams.com
All other factors being equal, on average diverse teams under-perform homogenous teams.
What’s next:

Now

Free time

Head down to the Residence bar for drinks!

5:30pm

Meet at main reception

Departure of buses for class dinner.

7:00pm

Class dinner

VLV (Clarke Quay)

3A River Valley Road #01-02

Singapore 179020