

# Teaming with Knowledge: Harnessing the Strategic Potential of Teams of Specialists in Organisations

## Masterclass

### Inter-Dependent Teams are not the only answer

Is the Team you are in behaving more like a group than a team? If so, all the books, consultancies and training courses involving teams will provide you with variations of the same answer – you must make them all work together to achieve a common goal. Teams promise synergy, achieving more with less – that means groups are a problem. At least that's the conventional thinking

The challenge with this conventional thinking is that research still indicates that only about 50% of teams in organisations actually match this structure. The inference is that the remaining groups are not reaching their potential.

But new thinking and research indicates that many Teams in organisations don't actually team around working together because they are structured fundamentally differently. Instead, they are structured around working with people outside the team. Teams like this are typically made up of people who all do very similar things and don't actually need each other to do their work. Such teams are called Extra-Dependent Teams because individuals in them perform by depending on people outside the team rather than inside.

### Extra-Dependent Teams

Teams made up of people with similar roles and similar skills are prevalent in organisations. Organisations put managers in charge of sales people, product managers, project managers, risk managers, engineers, country managers, matrons and surgeons. This list goes on but such people all do similar things and rarely work with their team peers. Achieving synergy from those teams is not through *working* together, but instead through *learning*. Such a difference allows meetings to be run fundamentally differently, the team dynamics to be appreciated fundamentally differently and for performance management to be thought of fundamentally differently. Treating Extra-Dependent Teams fundamentally differently provides new solutions to the same old troubling problems for managers who think they manage a group rather than a team. But Extra-Dependent Teams aren't just good for the manager, they can be engaging places to belong in and as a concentration of specialist knowledge they have a unique potential to provide strategic value to any organisation.

### Masterclass

David Kesby has researched this convention-busting approach for over 10 years. He has worked with this model to develop teams in Risk, Financial Crime, Consultancy, Project Management, Hospitals, and even with a team of Vicars. He will provide an engaging interactive masterclass exploring the issues around teams and will explore the example of a 2<sup>nd</sup> line risk team within a major bank.

Dave will take you through how to assess if you are in an Extra-Dependent, the power that bonds such teams together, and how to harness the unique knowledge within the team to realise strategic value.

**David Kesby** is an organisational development consultant and executive coach with over 20 years' experience. He spent 7 years in The Parachute Regiment including in two operational theatres. He has developed hundreds of managers in dozens of organisations. He is currently writing a book on Extra-Dependent Teams to be published next year by Routledge. He is Chief Consultant Coach with the AoEC's Consulting Team.



#### Date

8<sup>th</sup> November 2017

#### Times

6.00pm for 6.30pm start  
Networking from 8.00pm

#### Fees

Free for BSCC members  
40CHF for non-members

#### Venue

The British-Swiss Chamber of  
Commerce | Bleicherweg 12 |  
8002 Zurich

#### Booking Procedure

Follow the link via the website