# Team Building - New Management Principles to Motivate Teams

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# Outline

➤ About us

➤ New Management Principles

➤  Empower Teams

➤ Grow Structure

➤ Energize People

➤ Develop Competence

➤ Q&A

# About Us

Advance our clients' organization performance by improving the effectiveness and efficiency of management of projects, programs, portfolios, and business processes through effective change management and project management practices to contribute immediately and directly to organization's bottom line through establishment of PMO's that helps the alignment of strategy and execution of clients' investments. Our quality tailored services, pragmatic hands-on approach, customized education programs, templates, tools and techniques, allow us to partner with our clients to improve their organizational performance.

- Waffa karkukly,PhD, PMP, ACP, CMP

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# Management Definition

"**Management…..** is about human beings. Its task is to make people capable of joint performance, to make their strengths effective and their weaknesses irrelevant. This is what organization is all about, and it is the reason that management is the critical, determining factor."

- Peter F. Drucker, Management Rev. Ed.

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# Team Definition

"A **team**….is a complex adaptive system (CAS), because it consists of *parts* (people) that form a *system* (team), and the system shows *complex* behavior while it keeps *adapting* to a *changing environment*.."

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# Top 10 Companies to work for

| Rank | Company Name | Job Growth | No. of Employees |
|------|--------------|------------|------------------|
| 1 | Google | 20.1% | 42,162 |
| 2 | SAS | 3.6% | 6,588 |
| 3 | The Boston Consulting Group | 10.7% | 2,552 |
| 4 | Edward Jones | 7.2% | 38,015 |
| 5 | Quicken Loans | 46.2% | 8,386 |

| Rank | Company Name | Job Growth | No. of Employees |
|------|--------------|------------|------------------|
| 6 | Genentech | 7.6% | 11,998 |
| 7 | Salesforce.com | 23.1% | 6,739 |
| 8 | Intuit | 4.4% | 7,728 |
| 9 | Robert W. Baird & Co. | 3.3% | 2,704 |
| 10 | DPR Construction | -1% | 1,356 |

Why Do you think these companies made top 10 to work for ?

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# Evolving Management models

## Management 1.0

- Hierarchical
- Designed and managed in a 'top-down' manner
- Decision making and responsibility in the hands of a few

## Management 2.0

- Hierarchical with 'add-ons'
- Balanced Scorecards, Six Sigma, Total Quality Management on top of traditional hierarchical structure
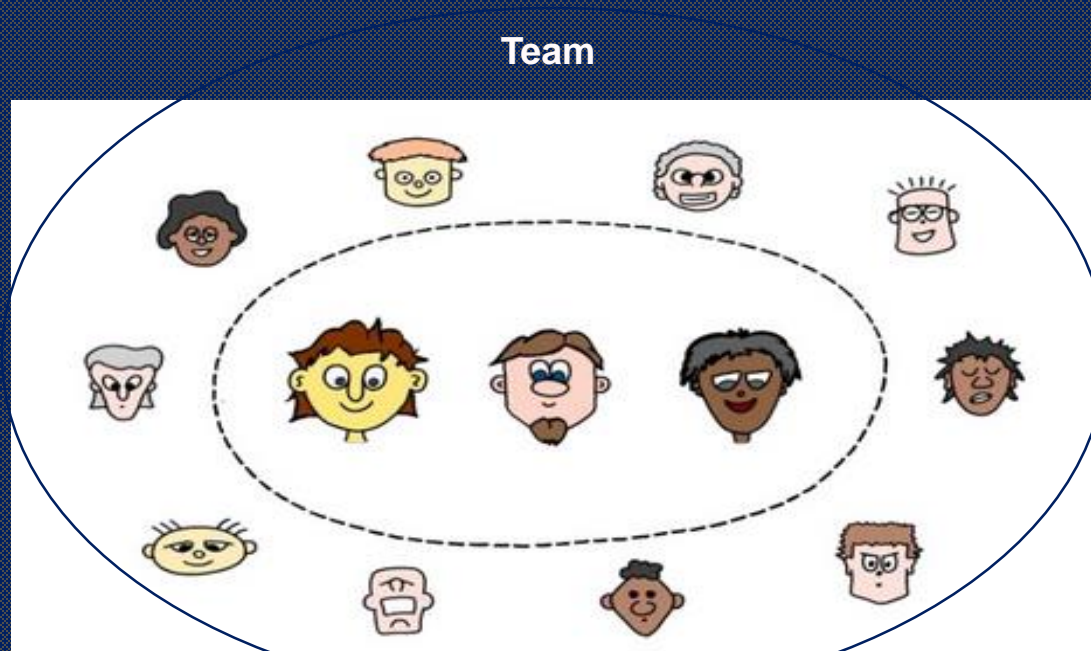- Mixed success …

## Management 3.0

- Models organizations as complex networks instead of hierarchies
- Emphasizes people and relationships over traditional structures / hierarchies

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# Empower Teams

# Traditional Management

**Team**



Traditionally we place control measures and bureaucracy in an effort to predict the outcome of a team .... but this often does not work.

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# Management Shifts

Adaptation:
Looking backward, reactive, responding to change

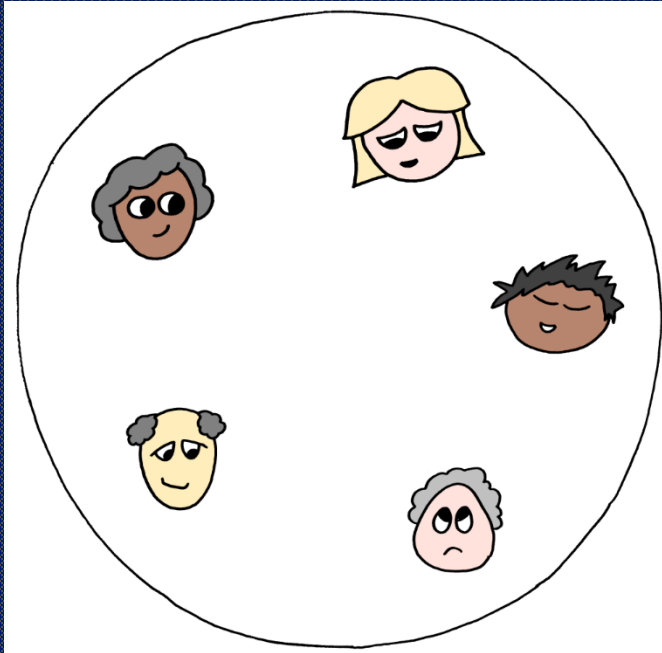Experimentation:
Trying things out, exploration, experience feedback

Anticipation:
Looking forward, proactive, imagining improvement

**Management must shift from containment to enablement of complex behaviour …**

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# Self-Organizing Teams



Teams can self-organize, and this requires empowerment, authorization, and trust from management.

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# Delegation Vs Empowerment

Empowerment:

Granting employees authority to take risks to improve their personal growth and influence cultural change.
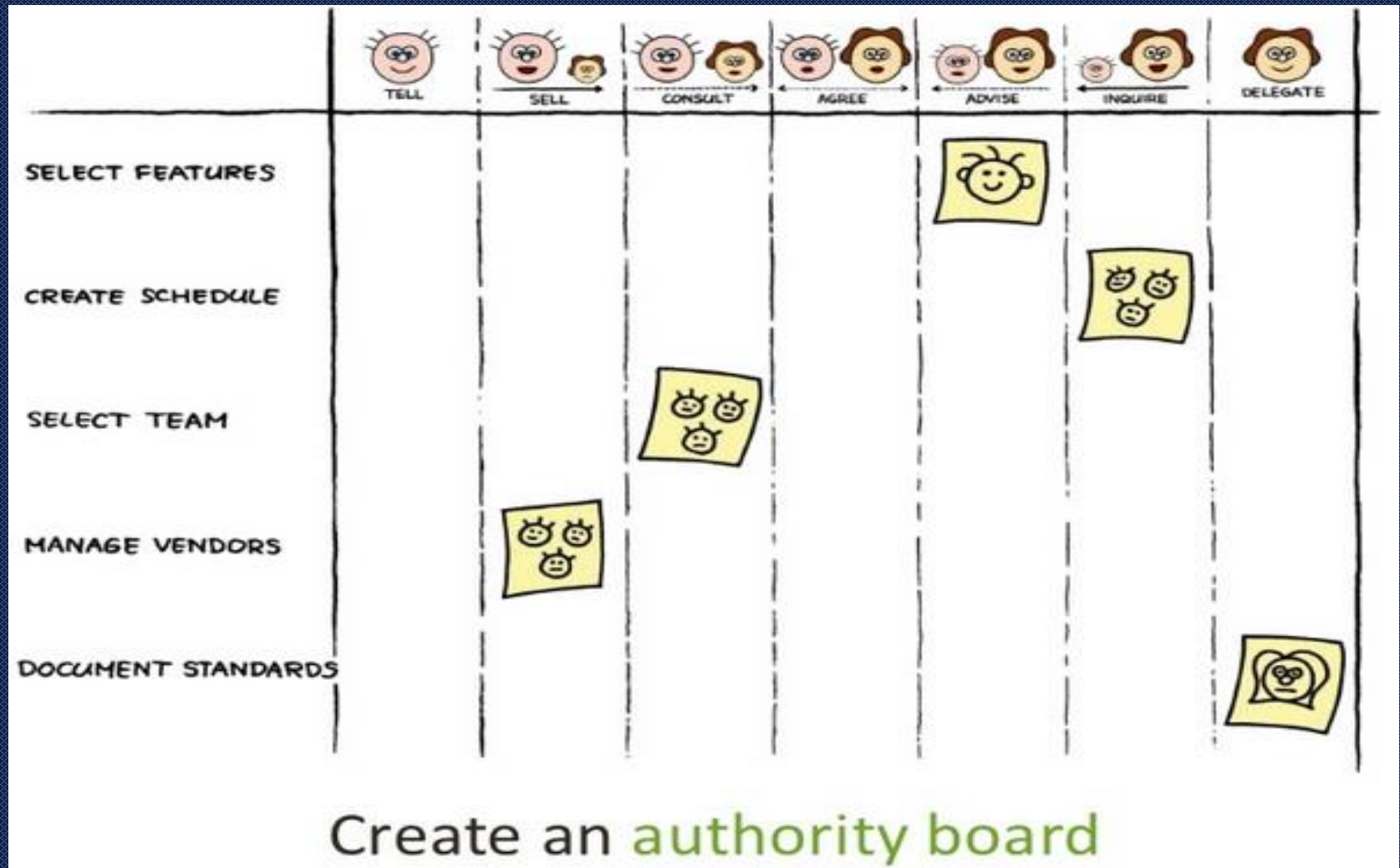
Delegation:

The act of handing over responsibilities for something to someone else while remaining accountable for that person's performance

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# Delegating Authority: 7 levels of authority
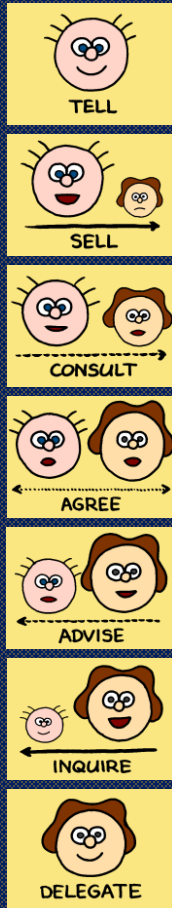
1. **Tell:** make decision as the manager

2. **Sell:** convince people about decision

3. **Consult**: get input from team before decision

4. **Agree:** make decision together with team

5. **Advise:** influence decision made by the team

6. **Inquire:** ask feedback after decision by team

7. **Delegate:** no influence, let team work it out

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# Delegating Authority: 7 levels of authority



Create an authority board

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# How Do We know What Level to Select

Use the delegation model on the previous slide to determine what level of authority would you choose based on the scenario provided.

Scenario 1:
A company is looking to change their logo. They hired a branding and graphic design company to help with the new logo. The CEO would like to involve teams in the company what level of authority would you apply ?

CONSULT / AGREE

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# How Do We know What Level to Select

Use the delegation model on the previous slide to determine what level of authority would you choose based on the scenario provided.

Scenario 2:
A company is hosting a fundraiser that include high impact clients and looking for their staff to help plan and manage fundraising event. what level of authority would you apply?

INQUIRE / DELEGATE

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# Grow Structure

**Many teams operate within the context of a complex organization, and thus it is important to consider structures that enhance communication**
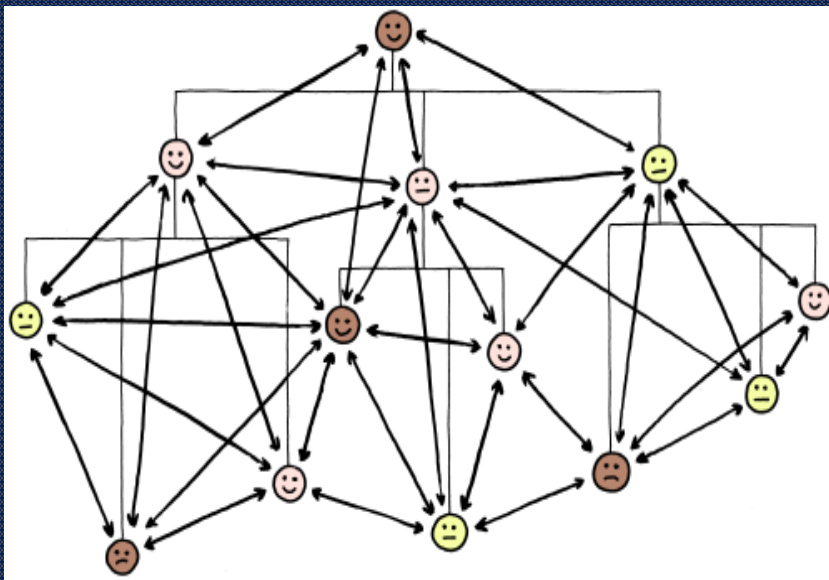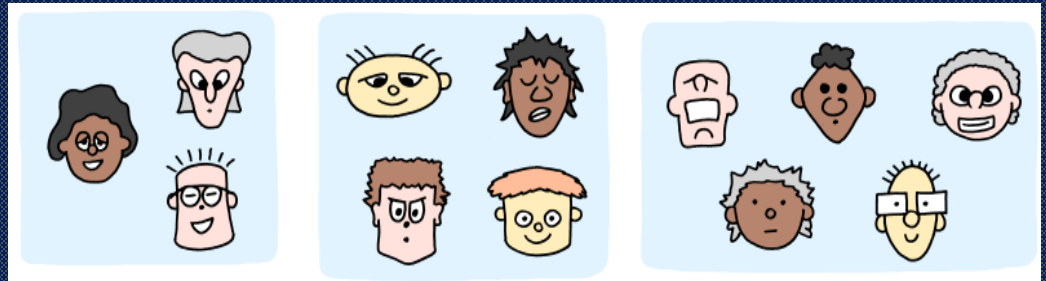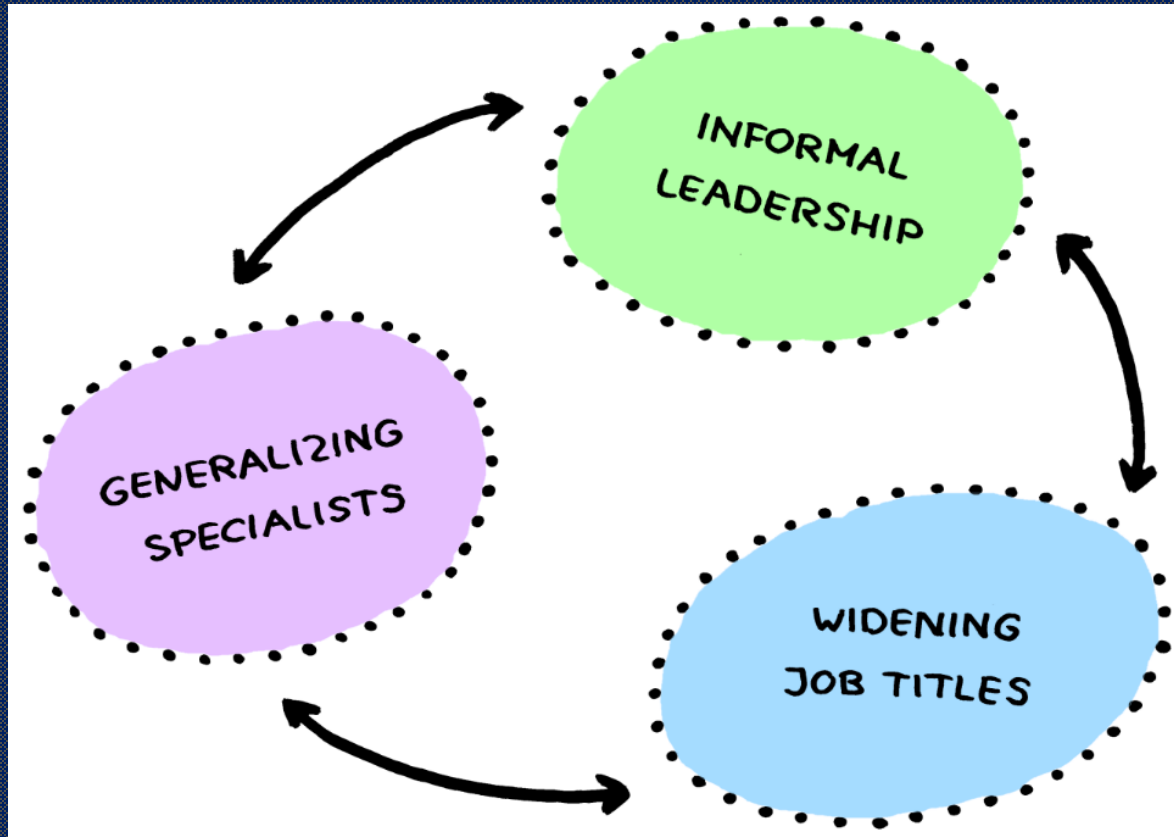
**Today's organizations do not operate as hierarchies**

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**Think about and manage the workplace as a network**

**These three tend to reinforce each other**



Make people's jobs dynamic

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# Energize People

# Understand people's intrinsic desires

**10 Intrinsic Desires of People within today's Organizations**



COMPETENCE    INDEPENDENCE    CURIOSITY    ORDER

ACCEPTANCE    HONOR    POWER    STATUS

RELATEDNESS    PURPOSE

**As Managers, we need to ask ourselves how are members of my team being intrinsically motivated and how do I increase my team's intrinsic motivation?**

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**People are the most important parts of an organization and managers must do all they can to keep people active, creative, and motivated**

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# Alignment of Motivators

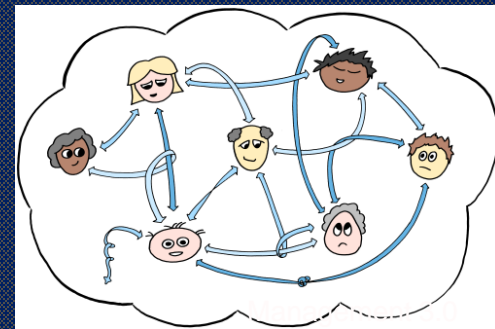| Extrinsic Motivation | Intrinsic Motivation |
|---|---|
| • Desire to achieve goal **G**<br>• Reward result **R**<br>• Assuming **R** leads to **G**<br>• Example: Reach your sales target X and get rewarded a bonus Y<br><br>*Problem with this method is motivation of R does not necessary lead to G (non linear effects)* | • Desire to achieve goal **G**<br>• Where **G** is its own reward<br>• Example: Developing a market for leading product<br><br>*Problem of non linear effects is non existent* |

**To energize a team managements needs to align work, goals, and the environment to the Intrinsic Desires of their people**

# Energize People – Reflection

**In your groups**

Review the list of ten intrinsic desires. Are you trying to address motivation of team members by relating your efforts to their basic desires? Discuss some real examples

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# Develop Competence

# Competency Development

- **Shu**
traditional wisdom, learning fundamentals
	**(apprentice)**

- **Ha**
detachment, breaking the tradition
	**(journeyman)**

- **Ri**
transcendence, everything is natural
	**(master)**
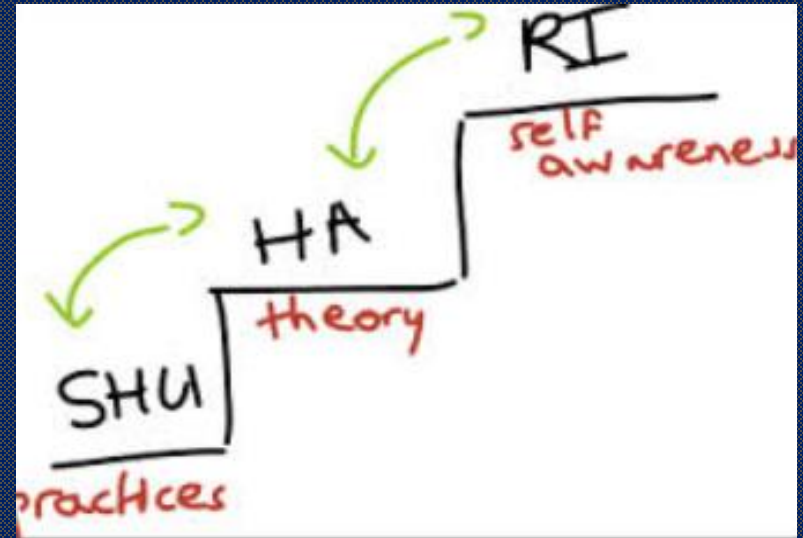


*Many Maturity Models exists, its important for managers to understand these to develop the capability of their team over time*

**Management must take care of developing its people competencies in an ever changing environment**

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# 7 Approaches to Competency Development

1. Self-Development

2. Coaching & Mentoring

3. Training & Certification

4. Culture & Socialization

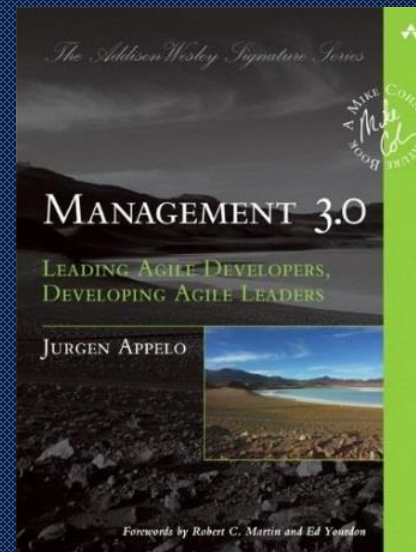5. Tools & Infrastructure

6. Supervision & Control

7. Management
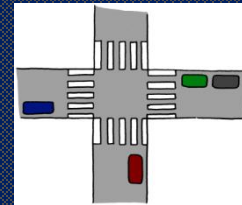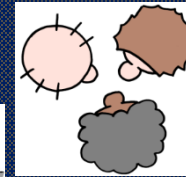
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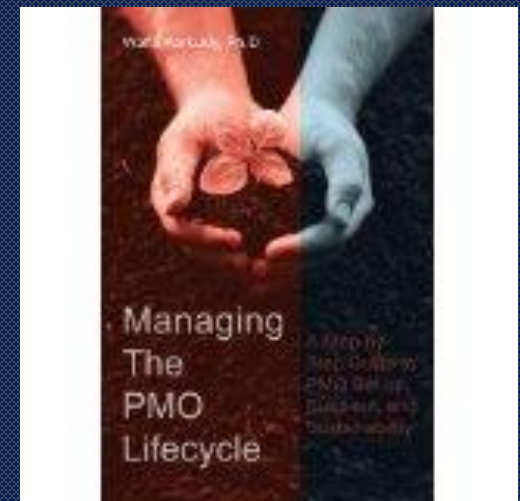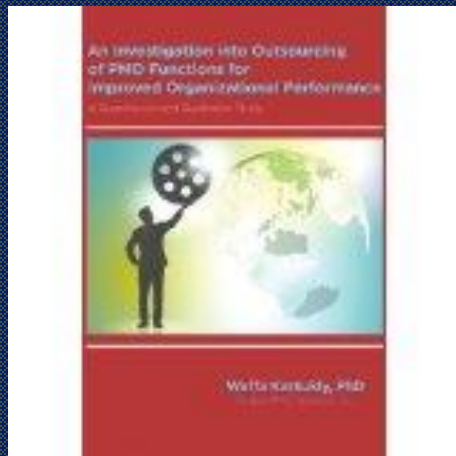# References

## The Management 3.0 model

Six organizational
views based on
complexity thinking



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# About Me

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# Questions