



# Rethinking Teams: Accelerating Performance Through Purpose

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Organizations exist in a confusing and unpredictable world of change

Volatility  
Uncertainty  
Complexity  
Ambiguity

- focused on optimizing, not resiliency
- supported by slow moving tasks
- uneven information flows
- markets driven by technology
- untraditional competitors
- demanding customers
- forced changes in short intervals

“74% of over 500 respondents said that change fatigue exists within their companies; with 39% reporting that it’s highly pervasive.”

Daggarwing Liquid Change Study

Or put another way . . .

“ : Right now, your company has  
: 21st century internet-enabled business processes,  
: 20th century management processes, all built atop  
: 19th century management principles.

• **Gary Hamel**  
**Strategos**

The **gap** between leadership and workers is widening

## Leadership

- flattening the management pyramid
- still command-control
- not built for dynamic ever changing conditions

## Gaps

- mismatched skills and experiences
- lack of shared tools
- transactional culture
- command-control micro-managing
- broken communication
- weekly status reports

## Workers

- fewer managers to manage employees
- static legacy processes and protocols
- too many rambling meetings



Teams are often based on who is available to do the work

**“You’re a team. Now get to work.”**



photo credit : Comstock

**“I am Adam, what is your name?”**

A **group** is a collection of individuals who coordinate their individual efforts with little collective accountability.

# What is a team?

.....

Interdependent with respect to information, resources, and skills that combine efforts to achieve a common goal.

.....

Connected

.....

Skills  
Tools  
Space  
Culture

.....

Clarity

.....

Responsible  
Accountable  
Consulted  
Informed

What do people want when they are on a team?

**able to work autonomously**

**a believable goal**

**each member to help**

**distributed leadership**

**complementary skills**

**talented individuals**

**improvement over time**

**a sense of community**

Disempowered people wait to be given work.

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# Disempowered

..... ..  
Do and Due  
..... ..

- Be told what to do
- Being a resource
- Excessive meetings
- Power games or vacuums
- Badgering on “status”



Empowered people define their own work.

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# Empowered

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## Teamwork

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- Motivated individuals
- Self-organizing teams
- Being an owner
- Work together daily

.. .. . .

## Cadence

.. .. . .

- Simplicity
- Show frequently
- Maintain a constant pace indefinitely
- Reflect on how to become more effective

.. .. . .

## “Done”

.. .. . .

- Attention to technical excellence
- Working output is the only measure of progress

Teams feel the pressure to get things done fast, when it is about doing things well

.....  
**Speed**

.....  
describes only how fast an object is moving

.....  
**Mass**

.....  
the talent & ability of a team

.....  
**Trajectory**

.....  
to consistently get work completed to meet a goal

.....  
**Cadence**

.....  
predictable productivity in units of time

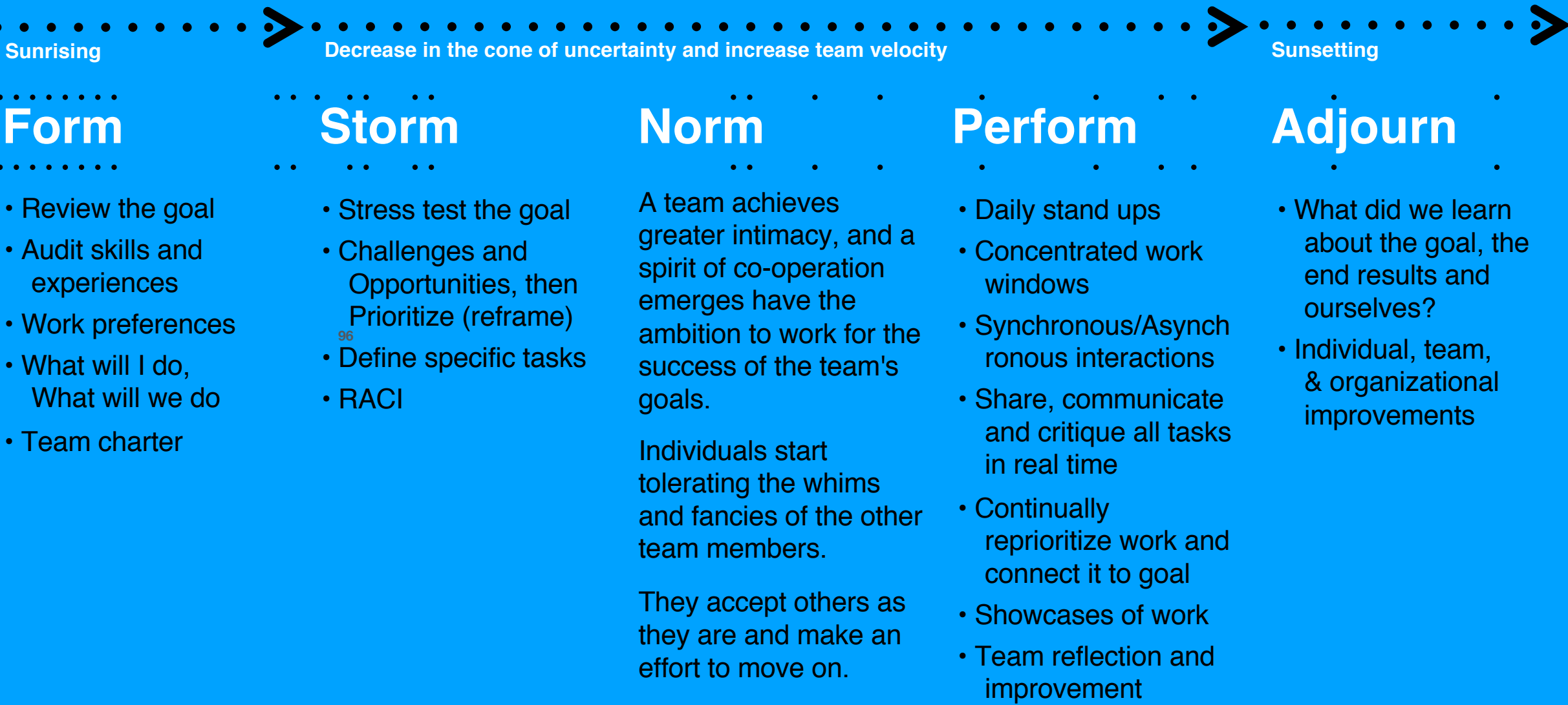
.....  
**Velocity**

.....  
is the combination of **cadence** and **trajectory** of **mass**

# What can improve a team's velocity?



# How to go from a group to a team?



# How to start

.....  
It begins with you.<sup>97</sup>

.....  
Start small, but just start.

Thank You



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