



Mastering Extra-Dependent Teams

Turning problems into productivity



Why it Matters to Master Extra-Dependent Teams

50% of Teams are Extra-Dependent

Our own research into teams in organisations found that Extra-Dependent Teams account for 43-69% of line-managed teams. This was much higher than we were expecting. Since this research we have found Extra-Dependent Teams in nearly every organisation. They differ from interdependent teams and need to be managed, developed and supported differently.

EDTs hold strategic power that isn't realised

EDTs often hold specialist capability that the organisation needs. Only by appreciating the nature of the team can its untapped potential be realised: driving consistency, raising standards, and learning to add greater value into the wider organisation. All EDTs can enhance the organisation's strategic value

People can't Distinguish Team Types

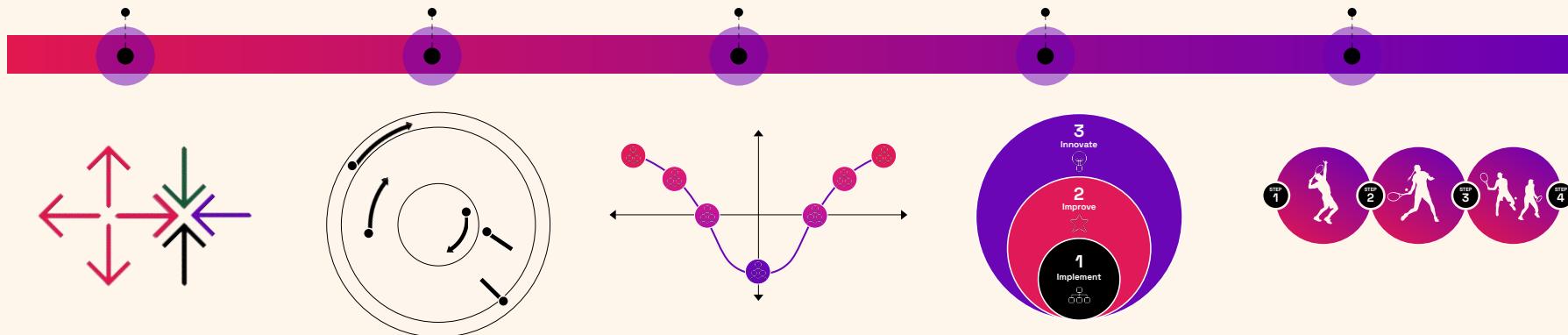
Because of this, people treat Extra-Dependent Teams the same as any other team. They treat normal EDT behaviour as dysfunctional; can't understand why it's hard to define a team objective, and use team development techniques which often makes things worse.

Ultimately time and money is wasted when there is a great deal at stake.



Programme Outline

Session 1	Session 2	Session 3	Session 4	Session 5
Mastering Extra-Dependent Teams in Organisations	Mastering the Dynamics of Extra-Dependent Teams	Mastering High Performing Extra-Dependent Teams	Mastering Leadership in Extra-Dependent Teams	Mastering Learning together as an Extra-Dependent Team



Monday 5th January

1530-1700 UK

Zoom

Tuesday 6th January

1530-1700 UK

Zoom

Wednesday 7th January

1530-1700 UK

Zoom

Thursday 8th January

1530-1700 UK

Zoom

Friday 9th January

1530-1700 UK

Zoom

S1 - Mastering Extra-Dependent Teams in Organisations

Learning Objectives

By the end of this session you will be able to:

- Understand the distinctions between different types of teams
- Understand why this matters to teams in organisations
- Understand what causes “blindness” to team distinctions

Topics Covered

- Case Study
- 3 different ways of understanding teams
- Distinguishing IDTs and EDTs
- IDTs - the cause of blindness
- EDTs and how they are different
- Implications on organisational working
 - Direct Reports
 - Inter-Dependent Teams
 - Extra-Dependent Teams
- Reflection and application to own context

Process

Presentation
Discussion and Q&A
Working on own context in pairs
Plenary discussion and close

Takeaways

- A map of the different teams in your own context
- Ideas for improving awareness in your own organisational context
- Access to the Team Dependency Diagnostic

S2 - Mastering the Dynamics of Extra-Dependent Teams

Learning Objectives

By the end of this session you will be able to:

- Map the dynamics of Extra-Dependent Teams
- Identify potential risks and opportunities from mapping the team dynamics
- Understand the importance of identity in creating team cohesion

Topics Covered

- The building blocks of an EDTs practice
- Skills, Bills, Thrills and Spills
- Creation of Value - Combined Capability
- Importance of Team Reputation
- Layers and Trajectories
- Elders and Newcomers
- EDT Team Archetypes

Process

Presentation
Discussion and Q&A
Working on own context in pairs
Plenary discussion and close

Takeaways

- A map of the dynamics in your team
- A list of risks and opportunities for that team
- Measures for a consistent shared practice

S3 - Mastering High Performing Extra-Dependent Teams

Learning Objectives

By the end of this session you will be able to:

- Appreciate how organisations can prevent EDTs from performing well
- Understand how performance management can better support EDTs
- Understand how synergy is created within EDTs
- Learn methods for generating learning, improvement and innovation in EDTs
- Appreciate the strategic impact EDTs can have on a system

Topics Covered

- Proving - performance management of EDTs
 - The challenge of performance management
 - Managing performance of individuals
 - 3-Way performance management
- Improving - developing EDTs for greater value creation
 - Learning together
 - The Tennis Sequence
- Return to Performance:
 - Combined Capability
 - Systemic impact

Process

Presentation
Discussion and Q&A
Working on own context in pairs
Plenary discussion and close

Takeaways

- The “Tennis Sequence” for EDTs to learn together
- The 3-way performance management process

S4 - Mastering Leadership in Extra-Dependent Teams

Learning Objectives

By the end of this session you will be able to:

- Appreciate why conventional leadership models don't support leaders of EDTs
- Understand the importance of identity in leadership [of EDTs]
- Learn the four practices of becoming an EDT leader

Topics Covered

- The challenge of leadership theory and EDTs
- Importance of identity in leadership
- 4 leadership principles / practices for EDT leaders

Process

Presentation
Discussion and Q&A
Working on own context in pairs
Plenary discussion and close

Takeaways

- The four practices of leading EDTs
- Ways to strengthen leadership of EDTs

S5 - Mastering Learning together as an Extra-Dependent Team

Learning Objectives

By the end of this session you will have:

- Experienced the EDT dynamics within the cohort community
- Experienced the methods and benefits of learning together as an EDT
- Built on the collective experience to benefit your own teams and organisation

Topics Covered

- Sharing insights and stories from the whole programme period
- Enacting the Tennis Sequence
- Building community

Process

Introduction
Tennis Sequence
Sharing the Repertoire
Plenary discussion
Evaluation
Close of programme

Takeaways

- Ideas and methods to address challenges within your own teams and organisation
- Confidence to use these methods
- Feel a sense of belonging to a wider community of practice



Organisational
Coaching Hub