



Lean Leadership

The Importance of Developing
Teams of Responsible Experts

TEAMS OF RESPONSIBLE EXPERTS

Create Empowered Teams of Responsible Experts with Clear Focus



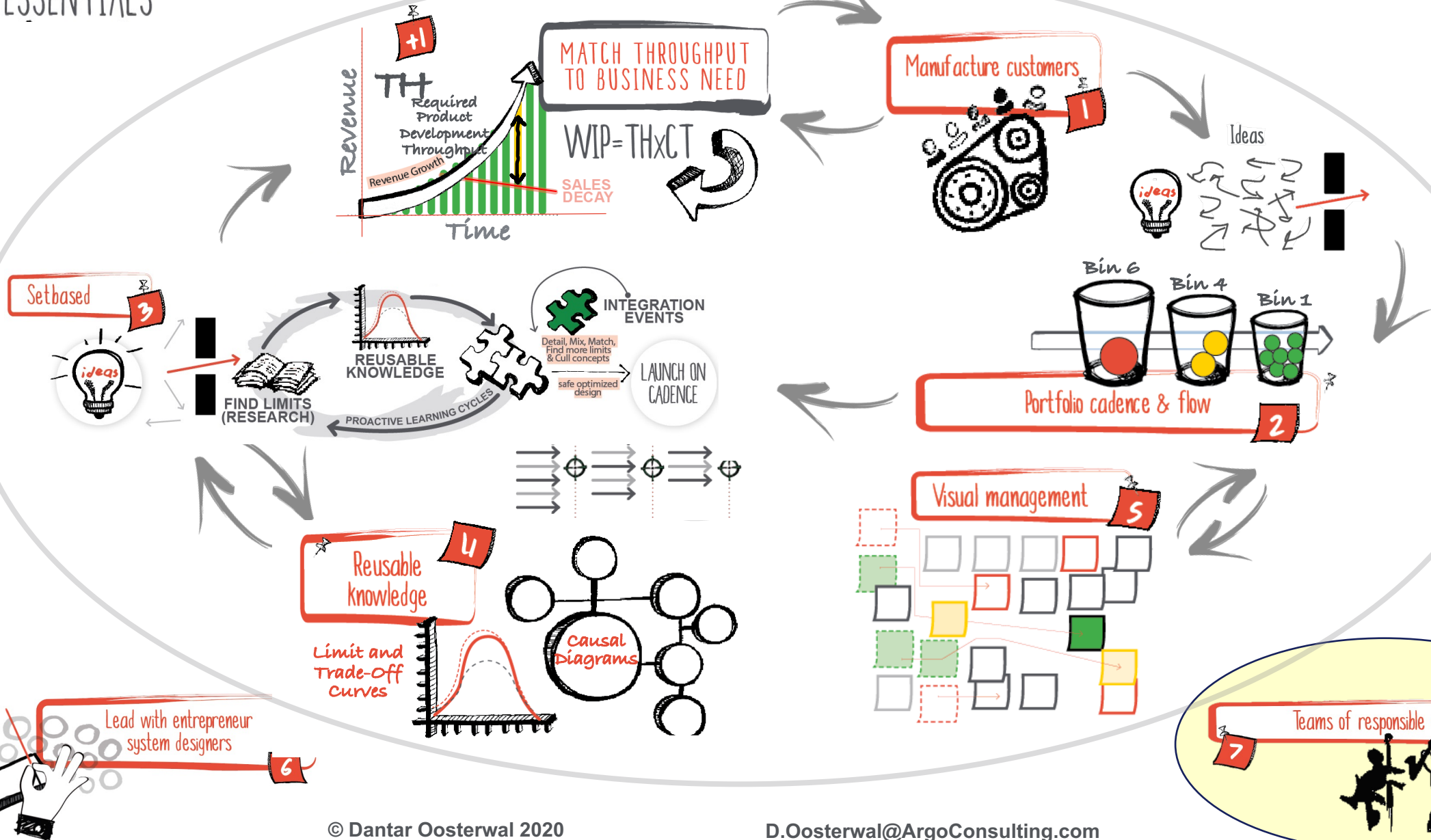
***Be a team player –
Work hard to be the best at your position***

- ***What***
- ***Why***
- ***How***

LEAN PRODUCT DEVELOPMENT (in a nutshell)

7 ESSENTIALS

PURSUE PERFECTION AND DRIVE IMPROVEMENT EVERY DAY



Developing teams of responsible experts



What Characterizes Teams of Responsible Experts?

- 1. Responsibility and Accountability:** Each team member takes ownership of their work and is accountable for their contributions to the team as a whole. They understand the impact of their work on the team's overall success and take responsibility for their role in achieving the team's goals.
- 2. Expertise and Specialization:** Each team member has a deep understanding of their area of expertise and brings specialized knowledge and skills to the team. They are respected experts in their field and are committed to continuous learning and development to stay .
- 3. Collaboration and Teamwork:** Team members collaborate effectively with each other, leveraging their expertise to achieve common goals. They are diverse, team players who value open communication, constructive feedback, and constructive conflict resolution in a safe, trusting environment.
- 4. Focus:** Teams of responsible experts are focused on their mission with clarity of purpose. In industry this includes a strong customer-focus, with a clear understanding of the customer's needs and requirements. They work together to develop solutions that meet or exceed customer expectations.
- 5. Continuous Learning & Improvement:** Teams of responsible experts are dedicated to learning and committed to continuous improvement. They constantly strive to find new ways to grow personally and help those around them grow. They seek to optimize their work and improve team performance. They regularly assess their progress and make adjustments as needed to ensure they are meeting their goals.

Developing teams of responsible experts



Why Develop Teams of Responsible Experts?

Some study Results:

1. A study by the **Harvard Business Review** found that teams with a high level of psychological safety (the belief that team members won't be punished for speaking up or taking risks) outperformed teams without this safety feature, with a **6-fold difference in average effectiveness**.
2. A study by the **National Bureau of Economic Research** found that teams with higher levels of diversity introduced **more new products and services**, and had **higher financial performance**, with a **19% increase in innovation revenues**.
3. A study by the **Center for Creative Leadership** found that teams with a high level of collective leadership (the ability of team members to lead each other – *Dynamic Subordination*) had higher performance, with a **28% increase in productivity** than teams with a traditional hierarchy.
4. In a study of software development teams, researchers at **Carnegie Mellon University** found that teams comprised of experts from multiple disciplines had **higher productivity, higher quality, and shorter development cycles** than teams composed of experts from a single discipline.
5. A study by **McKinsey & Company** found that organizations that used cross-functional teams to drive product development were **twice as likely to be top performers** as those that didn't.

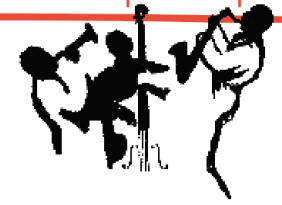
Principles for Teams of Responsible Experts



How to create Teams of Responsible Experts

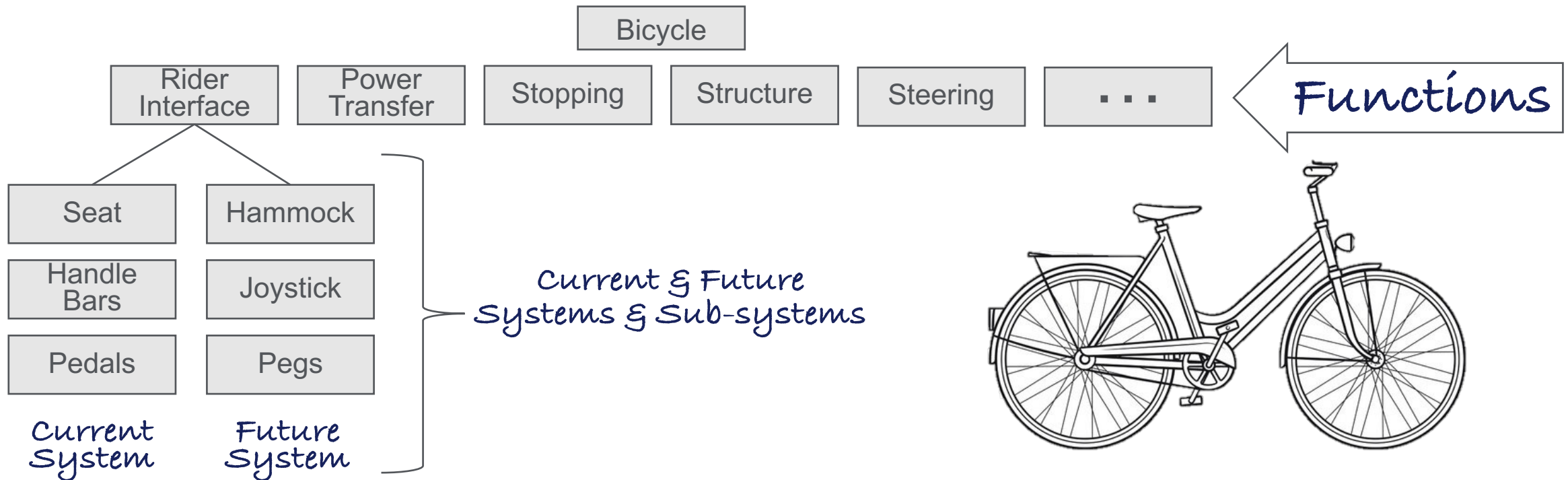
1. **Organize around critical product and process technologies:** Teams should be organized around the product and process technologies that are critical to the organization's competitive advantage.
2. **Draw on Cross-functional capability:** Teams should be cross-functional, consisting of experts from different areas, to develop a deep understanding of their respective domains.
3. **Create knowledge:** Teams should develop visible, reusable knowledge in their respective areas of expertise, which can be applied to future projects and used to communicate with others.
4. **Develop T-shaped experts:** Teams should develop T-shaped experts with a deep understanding of their area of specialty and a broad understanding of how their work fits into the larger picture.
5. **Build Empowerment:** Teams should be empowered to make decisions and take ownership of their work. Clarity of fences and decision boundaries are crucial to enable empowerment within the context of a larger organization. Practice 'Dynamic Subordination'.
6. **Establish Focus:** Teams should have a deep understanding of the customer's needs and expectations and use this understanding to guide their development process.
7. **Communicate:** Teams must communicate effectively across multidisciplinary teams to share knowledge and expertise.
8. **Continuously learn:** Teams should be encouraged to learn continuously and generate new knowledge that can be applied to future projects.

Principles for Teams of Responsible Experts



Organize around critical product and process technologies

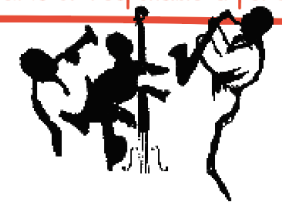
Define the Product and Process technologies that are critical for the organization's competitive advantage aligned with the overall strategy of the business. The size and make-up of blocks needs to be carefully considered as well as the interfaces between elements.



Principles for Teams of Responsible Experts

Teams of responsible experts

7



Establish teams that Draw on Cross-functional capability



1. Based on the the Product and Process technologies, Identify the skills and expertise required.
2. Identify potential team members from different departments or areas of the organization who possess the skills and expertise required. Ensure all aspects of the development stream or covered.
3. Define the roles & responsibilities of each team member. Ensure that each member is aware of their role, what is expected of them, their time commitment, how to engage, etc.
4. Provide training and development for team members to ensure their skills and knowledge are aligned to the principles of Teams of Responsible Experts. Provide guidance and coaching as this will not only benefit the team but also the organization as a whole.
5. Foster a culture of trust, collaboration, and teamwork within the organization. Ensure team members understand the expectation and how to share ideas, provide feedback, and work together towards a common goal.

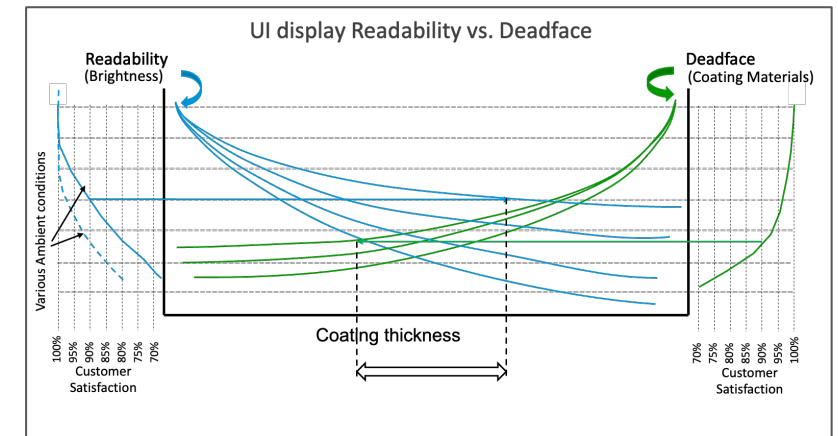
Principles for Teams of Responsible Experts



Create knowledge

Teams should develop visible, reusable knowledge in their respective areas of expertise, which can be applied to future projects and used to communicate with others.

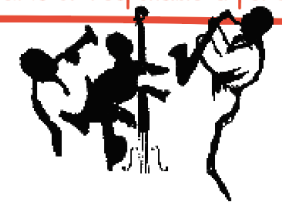
1. Identify the knowledge areas critical to the organization's success and sustainability within the Product and Process technologies block assigned.
2. Assign responsibility for developing and sharing knowledge related to these critical areas to the relevant teams & individuals. Make it clear that it is a part of their responsibility and a key expectation of their role. For large or complex organizations, individuals must be assigned to a 'home room' for guidance & coordination
3. Provide training and development opportunities to team members to enhance their skills and knowledge related to the critical knowledge areas. This includes formal training, on-the-job learning, and mentoring.
4. Intentionally and continuously create knowledge in a visible and reusable way. Work to discover the connection between design attributes and customer wants, then define safe design spaces with respect to each ownership area.
5. Communicate and share these design spaces cross-functionally so the team can collaboratively identify optimal designs.
6. Recognize and reward team members for how they contribute to the development and sharing of knowledge related to critical areas. Promotion should have a large component based on how well people create and share knowledge in the development of others.



Principles for Teams of Responsible Experts

Teams of responsible experts

7



Develop T-shaped experts



Specialist

(Deep understanding and expertise in a very narrow area)

Generalist

(Big-picture perspective, sees the connection to the whole)

T-shaped expert

(Expectation for Teams of Responsible Experts)

- A T-shaped expert is someone who has a deep understanding of a specific domain or area of expertise, represented by the vertical stroke of the letter T, and also has a broad understanding of other domains, represented by the horizontal stroke of the letter T. This person has a combination of skills and knowledge that enables them to collaborate effectively with other experts from different domains, facilitating communication and problem-solving across the organization.
- By developing T-shaped experts, organizations can create a workforce that is adaptable, collaborative, and capable of driving innovation and growth. These employees can bridge the gap between different domains, facilitate communication and problem-solving, and contribute to the organization's overall success.

Principles for Teams of Responsible Experts



What it takes to develop a T-shaped expert

1. **Develop a learning culture:** Encourage continuous learning and development across the organization. Employees should be given opportunities to attend workshops, seminars, and training sessions to gain new knowledge and skills.
2. **Encourage cross-functional collaboration:** Encourage employees to collaborate with colleagues from different departments and domains. This could be done through projects, job rotations, or cross-functional teams.
3. **Provide exposure to different domains:** Employees should be given opportunities to work in different domains, either through job rotations or by being assigned to cross-functional teams. This will give them a broader perspective and understanding of how different domains interact.
4. **Mentorship programs:** Implement mentorship programs where experienced employees can provide guidance and support to those who are new to the organization or their role. This can help to accelerate learning and development and promote the sharing of knowledge and expertise.
5. **Performance evaluation:** Incorporate T-shaped expertise as part of the performance evaluation process. This can encourage employees to develop a broader set of skills and knowledge and incentivize cross-functional collaboration.
6. **Reinforce the value of T-shaped expertise:** Managers and leaders should communicate the value of T-shaped expertise and how it can benefit both the individual and the organization. This will help to create a culture that values cross-functional collaboration and encourages the development of T-shaped experts.

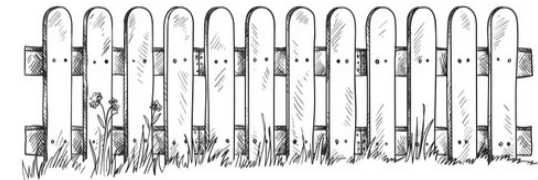
Principles for Teams of Responsible Experts



Build empowerment

Teams should be empowered to make decisions and take ownership of their work. Clarity of fences and decision boundaries are crucial to enable empowerment within the context of a larger organization.

- 1. Define clear boundaries and decision-making authority:** It's important to clearly define the scope of the team's responsibilities and decision-making authority, as well as the areas where they may need to consult with other teams or leadership. This ensures that the team can operate with autonomy and efficiency, while also ensuring that they are accountable for their decisions and outcomes.
- 2. Foster trust and transparency:** Establishing trust within the team and between the team and leadership is crucial for building empowerment. Trust is built through open communication, transparency, and a shared sense of purpose and values. Leaders can foster trust by providing clear guidance and support, while also giving team members the autonomy to make decisions and take ownership of their work.
- 3. Encourage ownership and accountability:** Teams of responsible experts thrive when team members feel a sense of ownership and accountability for their work. Leaders can foster this by setting clear expectations and goals, and by recognizing and rewarding team members for their contributions and successes.
- 4. Exercise Dynamic Subordination:** Organizations must develop a culture of dynamic subordination, where team members understand and embrace the importance of adapting to changing circumstances and being flexible in their approach to problem-solving. This 'Dynamic Subordination', where leadership is fluid and defined by conditions on the ground, is the foundation of accessing the performance potential of group flow, speed, and agility.

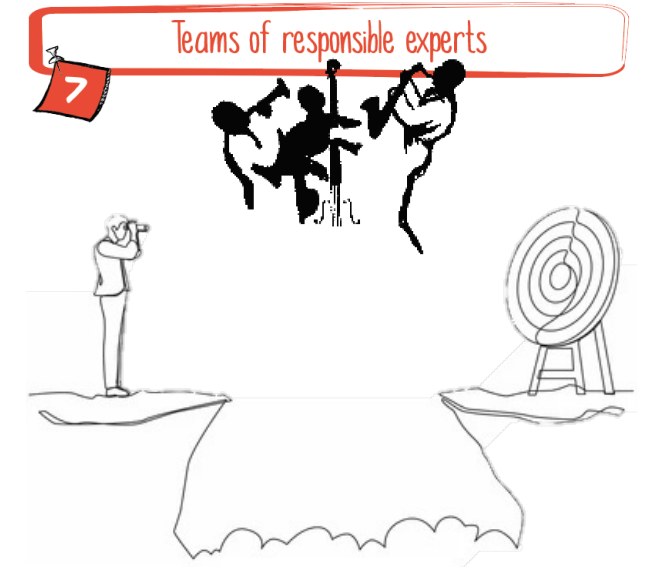


Principles for Teams of Responsible Experts

Establish Focus

Our fantastic ideas are useless if we are unable to convince others to join in the adventure.

The singular aspect of leadership that has inspired organizations more than any other throughout history has been the ability to establish a common picture of the future and a shared vision of what can be created collectively. A shared vision creates focus and the power to inspire, to motivate, to encourage experimentation and innovation in achieving extraordinary results.



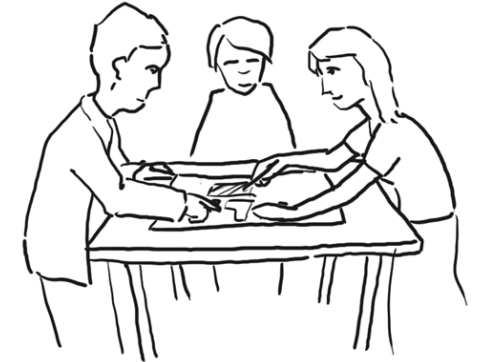
1. **Clearly define and align on the mission and goals:** The mission and goals must be clearly defined and aligned across the team members. This helps to ensure commitment and that everyone is focused towards the same objectives.
2. **Develop a customer-centric culture:** Teams of responsible experts must have a customer-centric mindset. This means that they must focus on understanding the needs and wants of the customer and how they can create value from the customer's point of view..
3. **Involve the customer in the development process:** Teams of responsible experts involve customers in the development process as a means to create focus on customer value.
4. **Use data to drive decision-making:** Data should be used to drive decision-making throughout the development process. This includes gathering data on customer needs, market trends, and the competition and documented in a visual way to facilitate communication. Decisions must be data inspired rather than emotionally triggered.
5. **Continuously iterate and improve:** Teams of responsible experts strive to continuously iterate and improve their products and processes. They are passionate about making what they have responsibility to deliver, better.

Principles for Teams of Responsible Experts



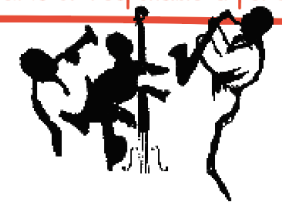
Communicate

Innovation is a team sport and requires excellent communication to be effective. Teams of responsible experts must communicate effectively across multidisciplinary teams to share knowledge and expertise.



1. **Establish a shared language:** Teams of responsible experts come from different backgrounds with their own jargon, which can hinder effective communication. Establish a shared language to ensure everyone is on the same page and understands each other.
2. **Create a safe environment:** Open communication is only possible in a safe environment where people feel comfortable sharing.
3. **Consider the medium of communication:** Visual knowledge is crucial in sharing perspectives and conveying complex ideas to facilitate understanding. This is especially important when communicating with lay-people who may not have the same level of expertise as the team
4. **Foster a learning culture:** Teams of responsible experts should have a continuous learning culture where they are encouraged to learn from each other and from external sources. This helps to ensure that everyone is up-to-date with the latest knowledge and can contribute to the team's collective expertise.
5. **Utilize visible knowledge:** Visible knowledge, such as limit and trade-off curves, can help to communicate complex information in a way that is easily understandable by lay-people. By using visible knowledge, teams can avoid emotional decisions at integration events and instead rely on data-driven decision-making.

Principles for Teams of Responsible Experts



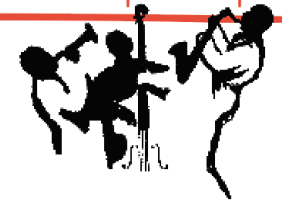
Continuously learn - Individual

Teams of responsible experts learn continuously and generate new knowledge that can be applied to future projects.

- 1. Personal Mastery:** Develop personal mastery where individuals are confident in their own abilities while acknowledging the expertise of others. Those who achieve personal mastery are not threatened by opposing views or strong opinions. They are proud of their strengths, accept their weaknesses and are open to improvement. Someone who achieves a high level of personal mastery lives in a continual learning mode with no end state.
 - *Encourage self-reflection:* Encourage individuals to reflect on their own learning and identify areas where they want to improve.
 - *Provide opportunities for skill development:* Organizations should provide regular training and development opportunities to help team members build their skills and knowledge in their areas of expertise.
 - *Foster a growth mindset:* Individuals with a growth mindset are more likely to view challenges as opportunities for learning and growth. Organizations should encourage this mindset through mentoring and rewarding calculated risk-taking & experimentation.



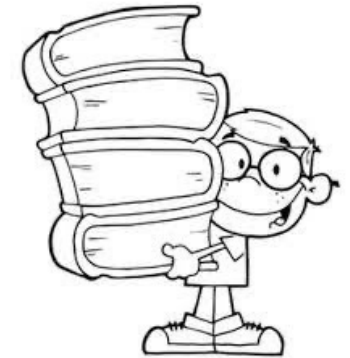
Principles for Teams of Responsible Experts



Continuously learn - Team

Teams of responsible experts learn continuously and generate new knowledge that can be applied to future projects.

2. Team Learning: Team learning is the process of aligning the collective knowledge and skills of a group of individuals to achieve a shared goal. Team learning thrives in an open environment. Willingness to engage in dialogue is the first step in moving a group toward a shared objective. Individuals must strive to openly talk about sensitive or controversial issues without launching into personal attacks.

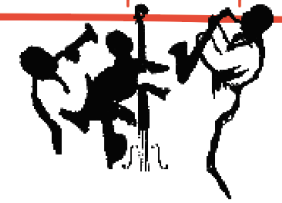


- *Foster a culture of collaboration:* Team members should be encouraged to share their knowledge and expertise with others, and to collaborate on projects and initiatives. This can be done by providing opportunities for cross-functional teams, regular team meetings, and brainstorming sessions.
- *Encourage open communication:* Open and honest communication is essential for effective team learning. Organizations should encourage team members to share their thoughts, ideas, and concerns in a respectful and constructive manner.
- *Create a learning environment:* Organizations should create an environment where learning is encouraged and celebrated. This can include recognizing and rewarding individuals and teams for their learning achievements, providing opportunities for continuous learning, and ensuring that mistakes are viewed as opportunities for improvement rather than failures.

Principles for Teams of Responsible Experts

Teams of responsible experts

7



Example of Teams of Responsible Experts

A surgical team is a great Example for Teams of Responsible Experts.

1.Responsibility and Accountability: Each team member takes ownership of their work and is accountable for their contributions to the team as a whole. They each understand the impact of their work on the team's overall success.

2.Expertise and Specialization: Each team member has a deep understanding of their area of expertise and brings specialized knowledge and skills to the team.

3.Collaboration and Teamwork: Team members collaborate effectively with each other, leveraging their expertise to achieve common goals. They are team players.

4.Focused: There is tremendous clarity of purpose. The customer is in the room. The objective for success is clear. There is no question in understanding of the customer's needs and requirements.

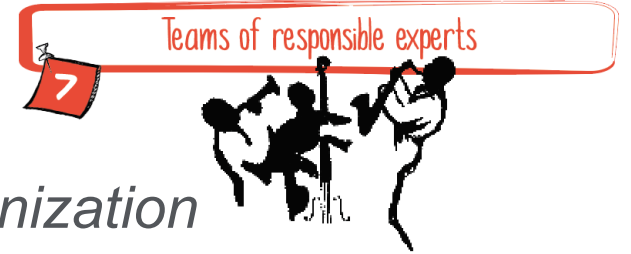
5.Continuous Learning & Improvement: They are each dedicated to learning and committed to continuous improvement. They constantly strive to be the best in their field and know they are stronger together.



They succeed or fail together.



Principles for Teams of Responsible Experts



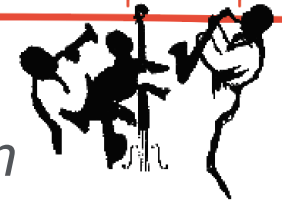
Teams of Responsible Experts are the foundation of a Learning Organization

Keys:

- Teams of responsible experts are cross-functional teams comprised of individuals who possess deep knowledge and expertise in their respective fields yet have broad perspectives to the whole.
- Building a learning organization with teams of responsible experts requires establishing clear boundaries and decision-making authority, fostering trust and transparency, encouraging ownership and accountability, and embracing dynamic subordination.
- Effective communication is crucial to the success of teams of responsible experts. This includes collaborative learning within the team, engaging in integration events, and using visible knowledge to communicate with others.
- Continuous learning is a critical component of building a learning organization with teams of responsible experts. Personal mastery and team learning are two important aspects of this, and require a willingness to engage in dialogue, be open to opposing views, and strive for improvement.
- The ultimate goal of building a learning organization with teams of responsible experts is to create a culture of continuous improvement and innovation, where individuals and teams are empowered to take ownership of their work, learn from their experiences, and contribute to the success of the organization as a whole.

Principles for Teams of Responsible Experts

Teams of responsible experts



Teams of Responsible Experts are the foundation of a Learning Organization

Takeaway Message :

Teams of responsible experts represent a powerful way to build a learning organization that can thrive in today's fast-paced and rapidly changing business environment. By fostering collaboration, encouraging continuous learning, and developing a culture of trust and accountability, organizations can create high-performing teams that are capable of driving innovation and achieving greater success.

Thank you

CONTACT:

Dantar Oosterwal

ARGO-EFESO Consulting

Sr VP & Partner

☎ +1 312 292-6148

✉ d.oosterwal@argoconsulting.com



Co-Creating the Industrial Future

ARGO-EFESO

WWW.ARGOCONSULTING.COM

455 N. Cityfront Plaza Dr., Ste 2750, Chicago IL, 60611