

Team-CARE, together we win

THE ESSENTIAL TOOLKIT
for TEAM LEADERS,
COACHES, HR MANAGERS,
and EDUCATORS to identify,
develop, manage and value
TEAM COMPETENCES

Marco Laganà

THE ESSENTIAL GUIDE

Team-CARE

together we win

*Toolkit for Leaders, Coaches, HR Managers, Coordinators
and Educators*

to identify, develop, manage and value Team competences

*by Marco Laganà**

**TEAM COACHING, TEAM BUILDING, LEADERSHIP, HUMAN CAPITAL
REVOLUTION, TEAMSYSTEM OF STAKEHOLDERS, TEAM MEASURES,
EDUCATIONAL GAMES**

For those working in TEAM, who want to make it work. For anyone struggling in the team but who wants to make a contribution and meaning to the daily work. Particularly the leaders, the coaches but also those working in HR human resources. For those who believe that team human capital is worth much more of the sum of individuals and of their cost, as long as the team functions. But how to make the team functioning? We need to take care of!

People are not talents per se', but every person has talents, skills to be made available or at the service of others. It is up to us to discover, inspire, give them the right role and enhance them in the team, because together we win. If you have a problem at work, maybe you do not need to change individuals. You need to change the way you see, engage, manage and value them.

*About Marco Laganà. 20 years in international large private firms and public institutions of which 9 spent abroad as a civil servant at the European Central Bank. Professional experience as team leader and network coordinator. Volunteer experience as educator, personal and team coach. Coordinator for Italy of the European citizens' initiative 2013 "A high-quality European education for all", former Board Member of the European Association MEET, President of Association Talenti Cittadini. email: europa@marcolagana.eu. The author thanks in particular Anna Maggi, and his two beloved sons, as well as Davide Isabella, Elisabetta Fiorentino, Romano Garavaglia, Davide Lottieri, Fabio Montuori and Fabio Visser. Any mistake or omission is the exclusive responsibility of the author.

"Education is an act of love where someone tries to inspire someone else".

To my beloved family

<i>Introduction</i>	6
1. Do you know where you could find a real school of life and business management?	6
2. What does it mean: Together we win?	6
3. If we win, who will lose?	7
4. Is Together we win an evolution or a revolution?	8
5. Is Team-CARE more receptive to innovation?	8
6. Is Team-CARE targeted to meet stakeholders' needs?	9
7. Is Team-CARE close to the state of the art?	9
8. Team competences and the interdependence with individual competences	10
<i>Chapter 1 Team-CARE: why, what, how, who and when?</i>	12
A. Team-CARE: the conceptual framework	12
A1. What's new for "traditional" HR management?	12
A2. What's new compared to "traditional" team coaching?	13
A3. Overview of the Team-CARE framework	14
A4. How would Team-CARE review the HR service model?	22
A5. How does it fit in an HR service model?	24
A6. Conclusion: a Copernican revolution from the individual to the Team	25
B. Team-CARE actions for the HR Team Partner (HRTP)	26
B1 Action 1: Key role for the HRTP in Team-CARE	28
B2 Action 2: I-TEC Games	29
B3 Action 3: Team-CARE measurement	32
B4 Action 4: The HRTP: applying the Team-CARE toolkits	35
B5. Implementation Road Map	45
B6. Conclusion: a new job profile, the HRTP, with a comprehensive toolkit	46
C. Business case for Team-CARE vs individual coaching	47
C1. The Case in specialised reports and research	47
C2. A simple model to understand the Business Case for team vs individual	49
C3. Team-CARE meets some key HR objectives for Talent Management	50
C4. How does the Team-CARE business case compare to individual executive coaching?	52
C5. The request from Regulators and Supervisors: earning and re-establishing trust	56
C6. Conclusion: the distinctive features of Team-CARE	57
D. Conclusion	58
<i>Chapter 2 Educational Games to learn, train and value competences</i>	59
2.1. Background	59
2.2. What about gamification and educational games?	59
2.3. Why Educational Games?	59
2.4. When do we use Educational Games during the life cycle?	63
2.5. Where do we play Educational Games?	65
2.6. About the I-TEC Games	65
a. Mission and goals	65
b. High-level principles and criteria	66
2.7. Conclusion	66
<i>Chapter 3. Team-CARE and the Human Capital Revolution</i>	68
3.1. The working hypothesis: Is Human Capital a cost?	68
3.2 Capital K has a lot of advantages.	68
3.3. Is Capital K really so appealing? What is the engine for innovation and growth?	69
3.4. The new paradigm for unlimited potential Human Capital	69
3.5. Capital is a key enabler but the engine is collective intelligence and imagination.	71
3.6. How digitalisation is removing limits for unleashing potential Human Capital	72
3.7. Education fosters collective intelligence and unleashes the potential of Human Capital	74
3.8 Open space and smartworking: Team-CARE as a change management tool	75
3.9 Conclusion: Human Capital is potentially unlimited.	76
<i>Bibliography</i>	78
<i>Table of Figures</i>	79
<i>Index</i>	81

Introduction

1. Do you know where you could find a real school of life and business management?

Travelling! For instance, commuting everyday offers me a generous set of stories from a large variety of people. When speaking to friends or on the phone, people do not realise they are involuntarily disclosing personal facts, deep emotions and sorrows to neighbours who sit nearby. They often say what they would never say to their partners or colleagues. More real than reality? Each journey is a new story of real life at home or in the office.

Obviously I am not suggesting you spend your time on the train “spying” on others. Rather spend your time reading this book or writing a better one. And maybe treat all encounters, including those which you would like to avoid or cut short, as opportunities to learn something about people, and therefore life and business.

Why do I consider it so important to always be in a learning mood? I would (wish to) consider myself an educator. Actually, I believe each of us, maybe unconsciously, is an (dis-)educator. We should be trying to inspire, value and bring out the best qualities and talents from others. This should happen if you are a parent, a brother or sister, a friend, a colleague, a leader or a manager. Constantly learning about personal relations helps me in understanding why living and working together is, for many, so difficult and often painful. It helps me to understand why people lose everyday opportunities to be happy. Why people forget their vocation to contribute to their wellbeing or for the good of others. More importantly, it stimulates me into thinking what could I do to help for the better.

What could be the reason why people are often unhappy, angry or unsatisfied with their life and business? I would argue that many people were brought up to believe they have to win their personal competition, at all costs, with only secondary or tertiary regard for others, regardless of whether they are companions or opponents. As kids, many people competed at sport or in school. Life and business have been presented as football grounds, battlefields or Darwinian worlds. I think this is utterly misleading. Most people were told that only a few will succeed, like in a pyramid where the selection is merciless. Competition among individuals was presented as always healthy for society and the economy. Many, apparently, have not been educated to think first about those others who are in need. Or to think that playing together can be educational per se, regardless of the outcome.

Hence, from now on, please remind your friends to travel and learn about people. Let's speak or eat with somebody whom we do not know. It is in that situation that they can be less afraid of being open. Let's eat with somebody we know but try first to understand and then to be understood. Be empathic and trustworthy. Let's enjoy the beauty of human diversity and learn to respect different views and opinions.

2. What does it mean: *Together we win*?

First, it means to realise that I am not alone. Loneliness is an increasing human misery but it can be fought. I am who I am, because I am in relation to someone else. I am a husband because I have a (lovely) wife. I am an employee because I have an employer. I am a parent because I have (wonderful) children. I can be part of an association or an informal group. I am a citizen because I am part of a national state. Above all, I am a person because I am always part of a community. It may be my family, my schoolmates, my work team, my association, my firm, my village, my town, my country, my social network group, my world family...

Second, it means find the way to be happy and make others happier. Once I realise I cannot be happy alone, I should strive, in my life and at work, to pursue this objective. To put it differently: do I feel the need to discover how to make my little contribution, to leave the world better than I found it? To offer my little brick in the construction of Home? Easier said than done. This idea requires a cultural paradigm shift. I need to think about myself as immersed in larger communities or in teams. In this regard, I have a nice tablet

screensaver. It is a list of seven suggestions; this list was inspired by the Scout association named *Agesci*. These suggestions are very good habits that may help in conveying my meaning for *Together we win*, which is translated into practise by the Team-CARE approach.

Table 1 Seven ways to change my firm...and the world

1. Live for others and not only for yourself.
2. Accept others' opinions and do not impose your own ideas
3. Share
4. Take every opportunity to learn and be a good example to younger people
5. Value your qualities...and recognise those of others
6. Feel part of a team and a big community
7. Respect and listen to others

Third, once I realise I cannot be happy alone and I have read some good suggestions to do something for others, *find a way to put them into practise*. What shall I do in concrete terms? "I struggle to change my little workplace where we are a few people, let alone the world". I need some concrete tools to live happily and work together effectively with others. Chapter 1 provides us with concrete answers and a toolkit. This is designed in particular for Human Resource managers, team leaders, team coaches and educators. More humbly, the chapter might not be disregarded by each of us who is, or feels, part of a team as well as of a larger network or community. Chapter 1 presents Team-CARE, which tries to explain what it all means: shared values, mission and objectives; a team composition which unifies diversity; a well-functioning dynamic founded on collaboration, and mutual learning; engagement for co-innovation and co-creating value for stakeholders.

Hence, from now on, let's try enjoying working together and...put the "Seven ways to change my firm and the world" on the screensaver.

3. If we win, who will lose?

Together we win does not necessarily mean that everyone else will lose. It means that I will lose if I try to win alone, at all costs and regardless of others. Do you know any team player who can win alone against another team? I do not. No company manager or politician can win alone. I cannot be a happy husband if my wife is unhappy. A friend requires friends. A winning team is where the team value is greater than the sum of the individuals.

Can't I win alone? What can you learn when you hear a manager on the train aggressively complaining about his or her staff's laziness? You can easily tell that mistrust has crept into that team. Sometimes we can also infer whether the problem is perceived to be an active obstruction or indifference from some team members. At other times, I may be able to tell whether the manager is complaining about lack of coordination or cooperation. Who is losing? All those team members, including the manager, and the firm will lose too.

Why "We" and not "I"? Progress and innovation nowadays require collective intelligence and mutual learning. Albert Einstein worked alone, therefore it took some time to develop his immense theory. But this was how innovation was conceived a century ago. Today, there must be a process of creation within a team where co-innovation means that you "connect the different minds and create the future" (I like the fact that this is the Expo Dubai theme in 2020). In other words, innovation in many cases will no longer be the achievement of one individual but of teamwork, on-site or on-line. At a much faster speed and diffusion rate than Einstein's Theory of general relativity.

Why adding “together”? What can you learn if you hear an employee expressing anger at his/her boss or colleagues, or frustration or dissatisfaction that cannot be constructively channeled into the team? How depressing it is to hear a woman or man complaining to another person – or on the phone with their mother - about her husband or his wife. Why is it so increasingly difficult to talk and understand each other? Clearly the team - family or work team - including the leader, require some fixing. Otherwise, even if the team sold the best product, used the best systems and had the best manual of procedure, it would be doomed to fail. Even if their organization, governance or business model were the best, there would be a problem of sustainability because of team(s) malfunctioning.

The personal stories on the train teach us that we should never underestimate team difficulties, disengagement and lack of collaboration. We all know it is easier to control machines, rules, procedures and data than human beings. However unless one thinks that everything can be digitalized and human beings are redundant, we have to find a sustainable way to promote and motivate teams, networks and communities.

4. Is Together we win an evolution or a revolution?

It's just Team-CARE. In this book, I will present a paradigm shift towards an approach called *Team-CARE*. CARE stands for Competences, Achievements, Roles and Education. But it could also stand for Creativity, Adaptability, Responsibility and Engagement. Team-CARE is my personal contribution to my children and their generation. But also to HR managers, team coaches, team leaders, project managers, network coordinators and educators. This book offers a toolkit to identify, develop, manage and value team competences.

Why do I call it a paradigm shift? I am convinced that we should now move our mind-set from the individual to the team: from the ‘talent’ - an individual person - to talent as a competence. Therefore I will not talk about how to engage the individual talents but how to take care of a team of people with their respective talents. The good news is that each person has a portfolio of different talents; each of us has different competences. If you have a problem at work, maybe you do not need to change individuals. You need to change the way you see, engage, manage and value them.

What does moving from the individual to the portfolio mean? The focus would turn from the person (the talent) to team competences; from the individual CV to a portfolio of diversified and balanced team competences, preferences/attitudes and cultures. From “congratulating” a direct competitor on an individual promotion to celebrating the achievements and best practices of my Team. From individuals who work and cooperate mainly because they have to, to the respectful engagement of a Team of players who collaborate and enjoy their work.

Hence, from now on, prepare for a paradigm shift. Try not to think in individual terms but in team terms. And if you are eager to learn about the practicalities of Team-CARE and how it can be implemented...just jump to chapter 1.

5. Is Team-CARE more receptive to innovation?

Traditionally we have seen firms hunting for innovation turn to units dedicated to Research & Development (R&D) or to Business Development. In other words, innovation has often been functionally segregated into a dedicated department. Presumably such a department is a concentration of innovative brains, mandated to innovate. Team-CARE changes this centralised approach into a “federal” approach where R&D remains, but each team player has a role to play, bringing his/her contribution to promote co-innovation. We will see that *Co-innovation* is one of the four Team goals. It reflects the need for each Team to change mindset. Each Team should be willing, motivated and encouraged to pursue a continuous

improvement in Team procedures, processes, systems, products, communication, relations etc. This competence is not the kind of knowledge that you learn in a University lecture.

What are the preconditions for Co-innovation? Allow me to refer to the European Union motto: *United in diversity*. First the team should be diversified and united. Second, it should function well. In a nutshell, there should be collaboration between team members and a focus on *Co-creating* value for stakeholders. Relying only on the traditional concentration of innovative brains in a centralised business development unit may lose the necessary diversity. It may also focus only on a limited set of top-down priorities. The traditional approach hampers the autonomy and creativity of a decentralised network. Ultimately it leads other units to think that they are there only to implement rules; they should not innovate because someone else will take care of it.

If you are interested in innovation, you should be open to working together with others and discovering the unlimited potential for Co-innovation.

6. Is Team-CARE targeted to meet stakeholders' needs?

Team-CARE aims to be "obsessed" with understanding how to best serve the needs of stakeholders. The idea of *Co-creating value for stakeholders* is key to understanding Team-CARE and its ultimate aim. It is like applying to the Team as a whole - and not to a single person - the above list of the *Seven ways to change my firm and the world*. The team should not be closed, individualistically focused on its own needs. It should be guided and inspired mainly by the external stakeholders, in particular clients, supervisors and regulators. But it should also focus on internal stakeholders, meaning the network of colleagues and control functions (e.g. risk management, compliance and audit). In fact, any team is created to serve a mandate, a "commissioner". Otherwise it will be dysfunctional and self-referential.

Why is this *focus on stakeholders and the Teamsystem so crucial*? First, the team should pursue the highest *cooperation* but also the highest *competitiveness* to meet stakeholders' demands. These goals jointly lead to collaboration. Secondly, it is key to avoid possible degeneration of a well-functioning team. A team could score the highest in cooperation but have a criminal purpose. It could master obstruction or sabotage techniques. It could be well coordinated but lazy, and capable of impeding anyone from emerging and innovating. It could be effective in segregating the one who is different and put this person under a negative spotlight. Hence the external focus is also crucial to ensure that the team does not play in all the matches but only the right ones. The stakeholders commission the work to the team, entrust the team with a mission and allow the team to have a vision. The stakeholders decide which championship the team should play in.

High Team cooperation plus high competitiveness to meet stakeholders' demand equals team collaboration.

7. Is Team-CARE close to the state of the art?

What I will present in this book does not come out of the blue. Albeit limited and recent, there is some history and literature. I will keep it to the minimum necessary. I would nevertheless like to refer to a person who inspired me in various occasions. Stephen Covey passed away in 2012. He taught us the seven plus one habits for highly effective people. His genuine idea in 1989 was to move from dependence to independence and ultimately to interdependence. For the latter he referred to three principles: to understand and then be understood, to think win-win and to synergise. In his long career, he focused mostly on personal development, not on team development.

Attention has been drawn to team development only during the last few years. Hawkins (2014) noted the recent and continuous growth in team coaching. This was due firstly to the growing need for more collective,

shared and collaborative leadership in a more complex, globalised and interconnected world. Secondly, all companies have to do more, at higher quality with lower resources. They need effective teamwork as competitive advantage. Recent research shows that most teams perform at less than the sum of the parts. Finally, global firms need teams that can work in an integrated way across sectors, cultures and countries.

Team coaching is a new concept and the relevant Global Sherpa report started looking at it only in 2012 and 2013. Large firms have not yet taken the lead in design or development of team coaching. 37% of coaches offer established team coaching programs. 24% of HR and training professionals do so. (Data are based on 1000 respondents mostly from coaches, 10% from HR, 8% from business executives.)

Team-CARE is a new concept but its fundamentals are deeply rooted in the traditional concept of working and winning together.

8. Team-CARE focuses on Team competences and their interdependence with individual ones

If one was interested in the definition of competence, Wikipedia and other business dictionaries would provide plenty of results and they would generally refer to the individual competence of a person.

Let's take the definition of Competence provided in a Business dictionary which is applicable to a person, despite the fact it mentions in parenthesis an organisation, not a team. "*A cluster of related [1] abilities, [2] commitments, [3] knowledge, and [4] skills that enable a person (or an organization) to act effectively in a job or situation.*"

Team competences are much more than the sum of the individual competences of team members. Regrettably, in my experience this is rather the exception than the rule. In those cases where the team is malfunctioning, it is less than the sum, and vice versa when it is functioning well. During recent years there has been a lot of focus on how to improve team performance but, I think, the easy solution has been found in coaching the team leader and developing his individual competences.

In the next chapter, we will see the different actions included in Team-CARE. I believe that personal and team development are complementary and both necessary, not in opposition. Importantly, Educational games or other team actions to improve a well-functioning team could also be an excellent place for personal development. Psychology theory, in its evolution from *behaviorism*, to *cognitivism* (both focused on the individual person) and to *constructivism* (the person as part of a group) can confirm this.

Why is the focus on individual competences insufficient? First, the focus is on the person and his/her intrapersonal competences and not interpersonal competences. Second, individual coaching merely focuses on one dimension (x-axis): the team leader. You can see how limited individual coaching is if we could add two new dimensions (y and z axis). Team-CARE is a 3D competence framework. It adds the team (y-axis) and the Network of stakeholders (Teamsystem) (z-axis).

What do we mean by team competences? We should think about new competences which result from being a new entity. Think about mother and father, who generate a new creature. Or an idea that is made possible thanks to teamwork. Also, a team can co-create with team competences, a cluster of team abilities, commitments, knowledge and skills. For a team to function well, it needs team **abilities**: diversity and unity. The team **commitment** could be thought of as the state of functioning of the team; varying from obstruction or indifference, coordination, cooperation, collaboration and more. **Knowledge** should be thought of in terms of collective intelligence, which is one of the key distinctive features of humankind. Team **skills** refer to collaboration and mutual learning. All this refers only the second dimension. The 3rd Team-CARE dimension refers to the synergic interaction with the network of stakeholders, the *Teamsystem*.

Team-CARE moves from individual talent to a portfolio of talents, referred to as Team Competences.