

X Teams: The external route to team performance

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Agenda:

- 1.) Your Views on Team Performance
- 2.) The X-Teams Framework
- 3.) Creating X-Teams in Your Organization
- 4.) Q & A

What Do YOU Think
Accounts for Strong
Team Performance?

Good Internal Process is Only
Half the Story and If You Have
Only Half the Story Right---You
Fail

Principles of X-Teams

#1--High-Performing X-Teams Combine
Extreme Execution Inside with External
Activity Outside

Example: Microsoft Netgen Team

What do teams do across their boundaries?

ambassadorial activity → power structure
task coordination → workflow structure
scouting → information structure

What predicted high performance?

High performing teams combined all three activities:

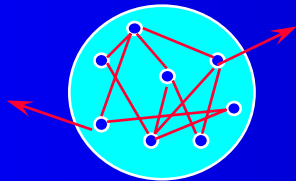
- ambassadorial
- task coordination
- scouting -- early on

#2 High-Performing X-Teams Shift Their Activities Over the Lifetime of the Team

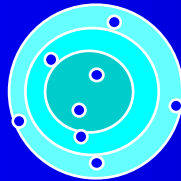
PHASES

- EXPLORATION
- EXPLOITATION
- EXPORTATION

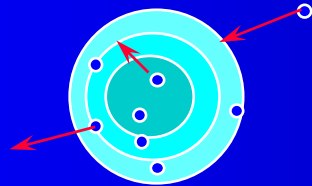
How does one structure a team to engage in external activity?



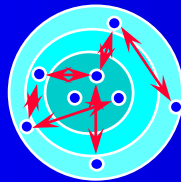
Extensive Ties



Expandable Tiers



Flexible membership



Extreme Execution

Why consider X-Teams in Your Organization?

- #1: We want to innovate but everyone is already overworked with day-to-day activities?
- #2: Top management has a vision and strategy but sometimes implementation lags behind?
- #3: Local line managers know the problems, the customers, the technology, the competition, and have ideas for change, but feel powerless to act.
- #4: Teams need information and expertise that lie outside their boundaries, but they cannot always access what they need.
- #5: The world is rapidly changing, problems are complex, and we need to find a way to adapt and work under these conditions.

Conditions for Effective X-Team Programs

- Commitment from the Top
- Launch—Content, Who Are We, Brainstorm Ideas, Plan of Action
- Stringent Structure
- Support and Feedback
- Ending in Style

What Do You Get?

- Individual Growth in Leadership and Teamwork
- Team Success
- Infrastructure for Innovation in the Firm

QUESTIONS ???