

**TEAM THAT TICK!**

# OBJECTIVES

- Review the teaching around traditional teams
- Understand an alternative model of teamwork-the Virtuoso team
  - What is a VT?
  - When would you use one?
  - How do they function?
  - What are the associated risks and leadership challenges?

# THINK OF A TIME

- That you were asked to contribute to a group, committee, or task force and you felt like you made a difference; that the team was “on task”. What made that experience special?

# The traditional team

- Share a common purpose, goal
- Build relationships for trust and respect
- Balance task and process
- Plan thoroughly before acting
- Involve members in clear problem solving and decision making

# Traditional wisdom

- Respect and understand the diversity of each team member's thinking
- Value synergism and interdependent
- Emphasize and support team goals
- Reward individual performance that supports the team
- Communicate effectively
- Practice effective dialogue instead of debate

# Teamwork by convention

- Identify and resolve group conflicts
- Vary intensity of work
- Provide a balance between work and home
- Critique the way they work as a team
- Practice continuous improvement

# Will the traditional team model allow us to be excellent?

- Maybe not
- Studies have looked at high performance teams with big ambitions, lofty goals and considerable talents that were very successful.
- They call these “virtuoso teams”

# “VIRTUOSO”

- vir-tu-o-so (vûrch-s, -z) Pronunciation Key  
Audio pronunciation of "virtuoso" [P]
- n. pl. vir-tu-o-sos or vir-tu-o-si (-s)
- 1. A musician with masterly ability, technique, or personal style.
- 2. A person with masterly skill or technique in the arts.
- 3. A person with a strong interest in the fine arts, especially in antiquities.
- 4. Archaic. A very learned person.

# Examples of VT

- West Side Story- bloody, racial tensions, cacaphanous music and dancing thugs in the placid 1950's
- Won 10 Oscars
- Team of Jerome Robbins, Arthur Robbins, Stephen Sondheim and Leonard Bernstein

# More VT

- Whiz Kids- 10 USAF officers in the 40's who pulled Ford motor out of the commode
- Microsoft's X Box team-design a game platform that put real heat on Sony Play station two

# What are the characteristics

- Elite experts
- Intense, intimate work
- Tight time lines
- Ambitious goals

**Let's compare Traditional  
teams (TT) with Virtuoso  
teams (VT)**

# **TT-Choose team members based on availability**

- Assign members according to the individuals availability and past experience with the problem
- Fill in the team as needed

# VT-Chose members for the skills

- Insist on hiring only those with the best skills-regardless of the familiarity with the problem
- Recruit specialists for each position on the team
- Thinking is more important than doing

# TT- Emphasize the collective

- Repress individual egos.
  - Build the group EGO
  - Herd the cats
- Encourage members to get along
  - Harmony is paramount
- Choose a solution based on consensus
- Assure that efficiency trumps creativity

# VT- Emphasize the individual

- Celebrate individual egos and elicit the best from each team member
- Encourage members to compete and create opportunities for solo performance
- Choose a solution based on merit
- Assure that creativity trumps efficiency
- SOUNDS LIKE ACADEMIC HEALTH CARE