

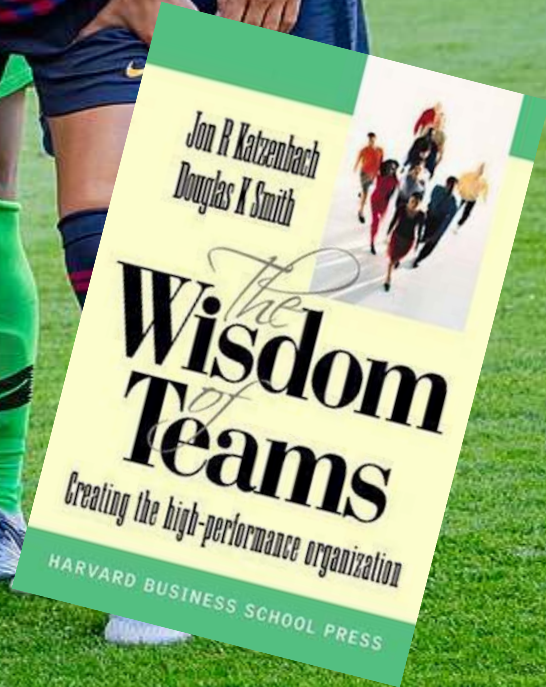
NOCA 15/3 2022

TEAMWORK AND LEADERSHIP REDEFINED

How to involve everyone in building shared direction, alignment and commitment

Anders Trillingsgaard, PhD, Head of research, UKON
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1993

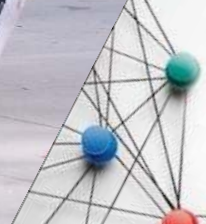




2017

ANDERS TRILLINGSGAARD
**TEAMWORK &
LEADERSHIP
REDEFINED**
How to build
and commit
tasks, me

AMY C. EDMONDSON
Foreword by HENRY W. CHESBROUGH
Author of *Open Innovation*
**EXTREME
TEAMING**
LESSONS IN COMPLEX, CROSS-SECTOR LEADERSHIP



1994

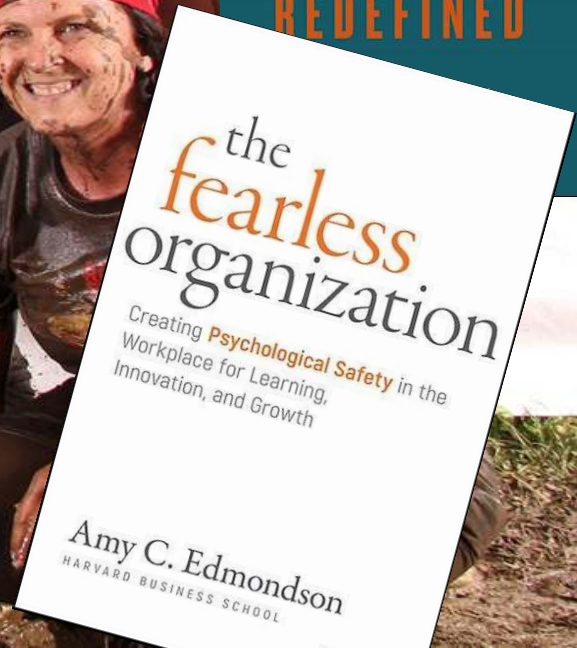
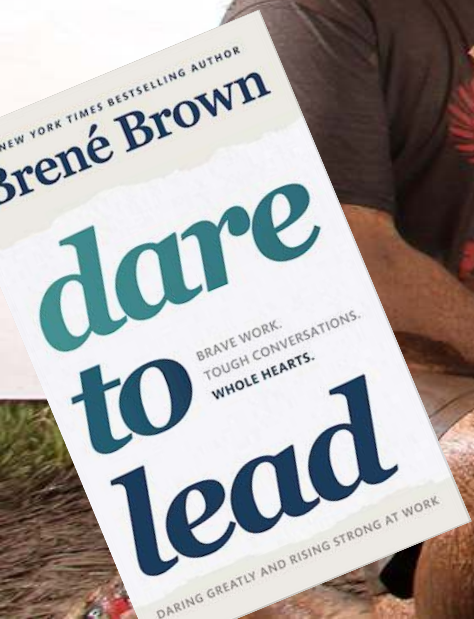


2018



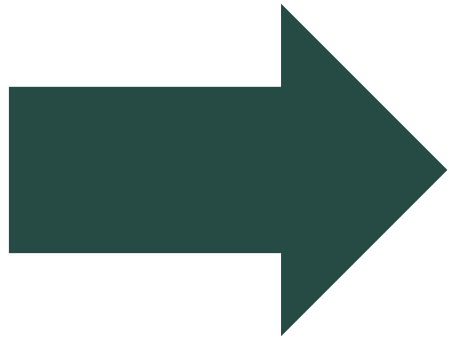
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TEAMWORK & LEADERSHIP REDEFINED



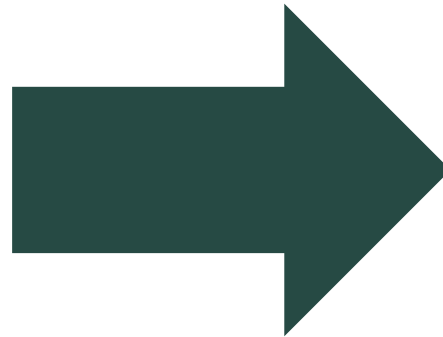


Leadership as an input
(personal traits)



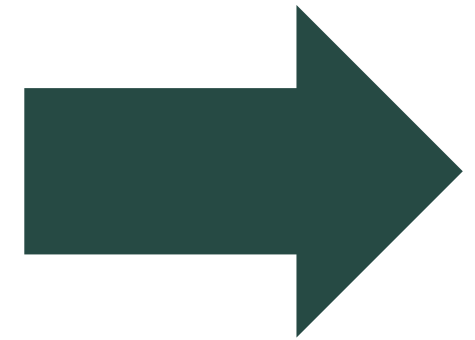
- Dominance
- Intelligence
- Personality

Leadership as a role
(it is a profession, what leaders do)



- Decisions
- Orders
- Hire and fire

Leadership as an outcome
(no matter who did it or how)



- Shared direction
- Alignment
- Commitment

SHARED DIRECTION, ALIGNMENT AND COMMITMENT

This model helps the management team to look at their internal and external work as a whole, and it gives specific directions for focus: They should produce leadership by establishing shared direction, alignment and commitment.

Direction

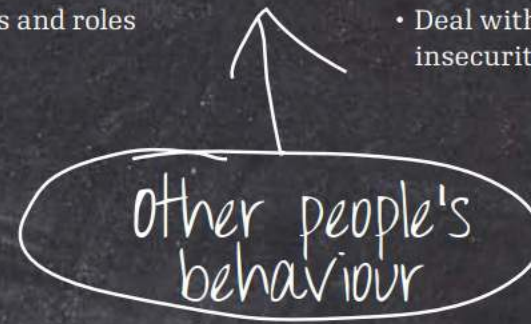
- Create shared, appealing and realistic visions, goals and assignments
- Deal with priority issues and competition between interests
- Establish strategic communication, involvement, monitoring and correction

Alignment

- Develop the organizational structures and collaborative interfaces
- Share and create knowledge, information, feedback, help and sparring
- Establish meeting structures, meeting culture, responsibilities and roles

Commitment

- Build mutual accountability, ensure that celebrations, rewards and disciplinary actions are carried out
- Create relationships, network, trust and loyalty
- Deal with well-being, doubt, frustration, insecurity and reservations



National culture(s) and organizational culture(s)



Redefined leadership
roles:

Team leader

Floor general

Coach

... responsible

Representative

Head of ...

Formal manager

Lead ...

Product owner

Process owner

Chair

Intermediary

Party organizer

Consultant

Coordinator

Chiefspecialist

Facilitator

Meeting facilitator

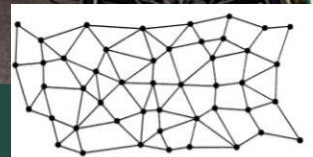
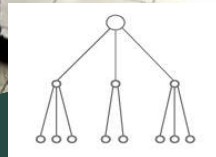
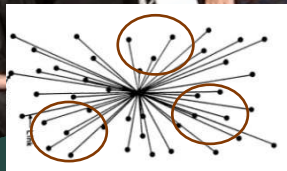
Meeting facilitator

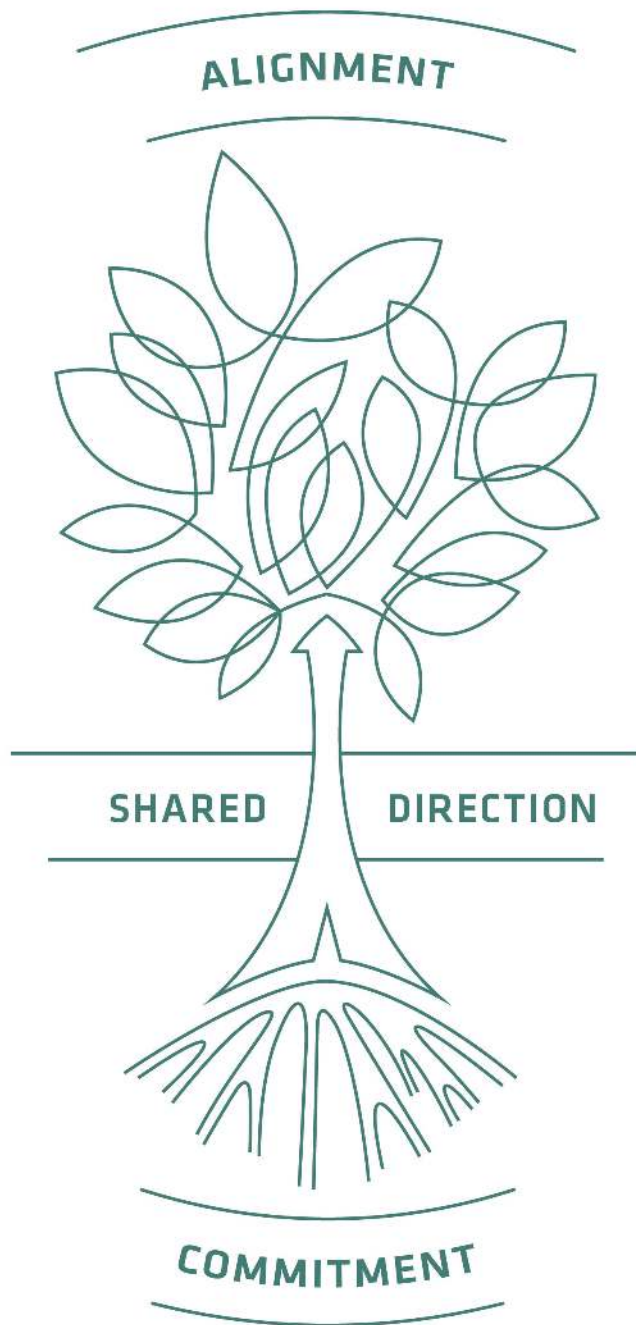
Mentor

Project manager

Deputy

Minute taker





1) How Leadership has already changed.

-and how new mental models of leadership work

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Max Weber

- The manager role:
- Sets the direction
 - Defines the tasks
 - Promotes and punishes



SHARED DIRECTION



Wilfred Drath



ALIGNMENT

The manager has special time and resources to find the best way to get:

- Shared direction
- Effective coordination and
- Commitment to the shared task



COMMITMENT

SHARED DIRECTION

Shared situational awareness

Identify leadership tasks for teams

Develop plans, subgoals and priorities

ALIGNMENT

Experiment with meeting types and facilitation

Continually clarify roles and structures

Practice leadership communication

COMMITMENT

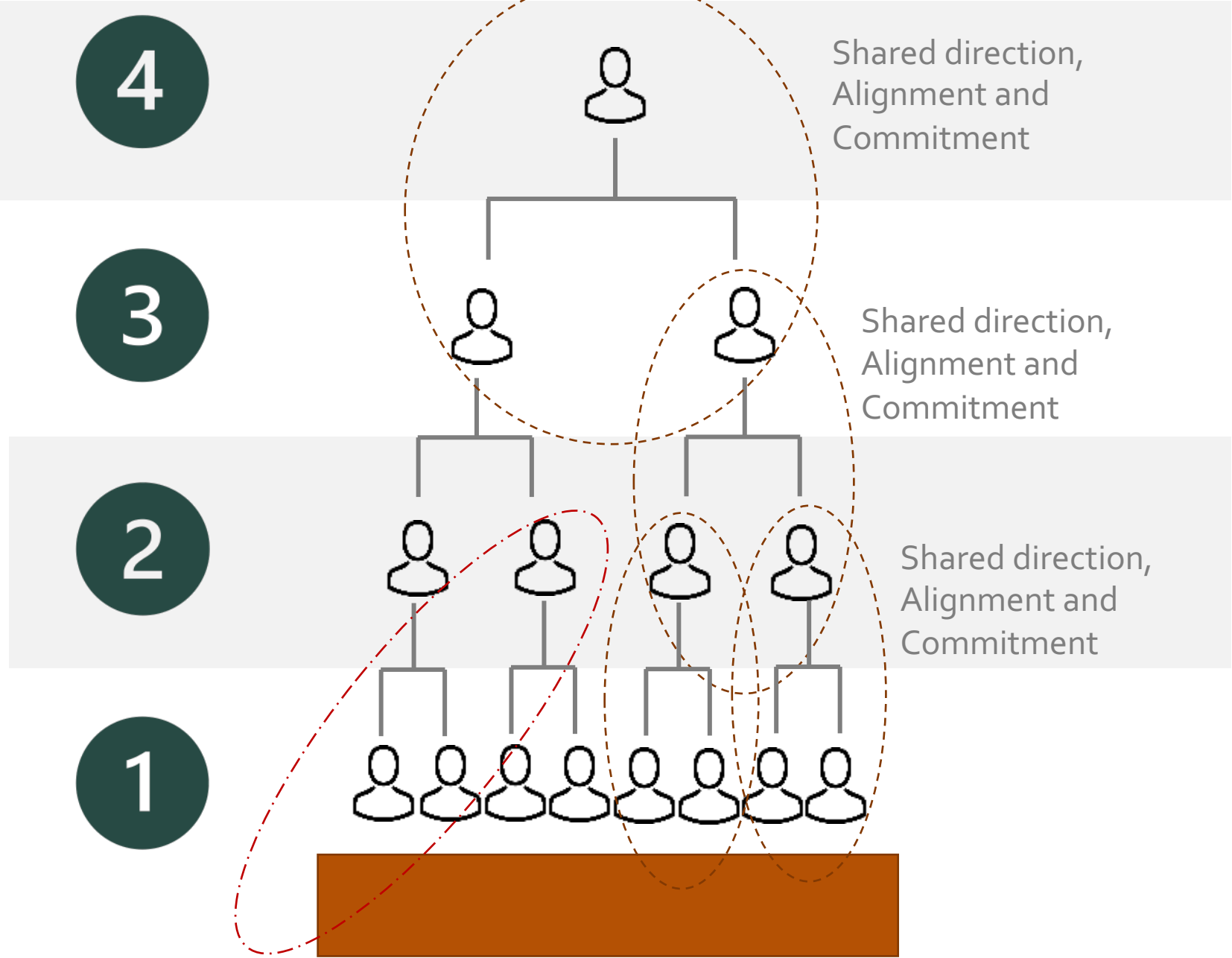
Breed individual success

Debate critical issues in a direct and exploratory manner

Build personal relationships

LEADERSHIP

RESULTS



STRATEGY AS MOBILIZING (NOT JUST A PLAN)

Implementing

Execute, live up to

Strategy is at text, a kind of plan

It is created through analysis. It is realized through implementation. This is done by translating it to make sense to different parts of the organization.

Strategy is primarily a matter of control. Targets, actions, follow-up, and evaluation are natural steps.

Demands strategic thinking by **a few**, followership by many.

+Mobilizing


Activate, make flexible

Strategy is an agile organizational movement

It mobilizes everyone to understand the situation of the work they are part of, develop shared strategic intentions, and invent the local actions necessary to realize them.

Strategy is primarily training. Its aim is to increase responsibility for the organization everywhere and enable members to act interindependently in the interest of the entire organization.

Grows as much strategic thinking, leadership and innovation as possible in **everyone**.



"We must hang together,
gentlemen...else, we shall most assuredly
hang separately." --Benjamin Franklin



” Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.”

Chefens nye
 kerneopgave:
professionel
forsimpling

Af Anders Trillingsgaard, cand.psych. aut., ErhvervsPsy-
 forskningschef og partner i konsulentvirksomheden UKON

Moderne organisat
 deres egen komple
 er man nødt til at fi

ANDERS TRILLINGSGAARD

LEDELSSES-
TEAMET
GENTÆNK

Sådan skaber I kurs
koordinering og commit

DANSK PSYKOLOGISK FORLÆG

ANDERS TRILLINGSGAARD

TEAMWORK &
LEADERSHIP
REDEFINED

How to build shared direction, alignment
and commitment through new approaches to team
tasks, meeting types and leadership roles

DANSK PSYKOLOGISK FORLÆG

Anders Trillingsgaard, Birgitte Karst, Ernie Stahl, Thomasen, Poul Thorsgaard Hansen, Helle Alse, Jacob Albertsen,
 Jesper Hørdum, Jelle Leifgaard, Steinar Schoumann, Kristoffer Lammbohm, Mikkel Brandt Christen, Mette Marie Lind,
 Michael Lisch, Morten Fogsgaard, Peter Hansen, Poul Steen, Poul Hønggaard Sørensen, Ulf Sørensen

Anders Trillingsgaard (red.)

FEED
BACK
GEN
TÆNK

Professionel feedback, der skiller sig ud

DANSK PSYKOLOGISK FORLÆG



[TRILLINGSGAARD](#)

