Team Based Organization

Differences in team working

Moving away from Silos — to integration.

The Core Philosophies of the Integrated Method

Agency's have adapted to a point where separating work in silo'd manner process, or work types (interactive, data analysis, broadcast, social and traditional) no-longer make sense.

It is a way for agency's to coordinate marketing efforts across these platforms and to plan out how to share production resources (and creative assets) between all of these efforts.

In reality, the idea of integrated marketing is nothing new (it's about communicating across platforms, consumer marketing, and a client's internal communications), what is(was) new to your is the adoption of Integrated Process Methodologies as a process for managing projects.

Competencies Shift from Silos to Integrated Groupings.

In a team based environments;
Competencies or Departments (your functional silos) become "Areas of Excellence"

In teams we look to eliminate the hierarchy and remove "Manager" where possible.

As your maturity in team functioning develops, your account manager, designer, copywriter, front end developer, back end developer, strategist, project manger, go from being directed by functional leads and assigned to work, to a centralized resource person. Teams are selected based on complimentary skills and how the team would function best together.

Agency Shift

From running uncoordinated efforts within silos to launching integrated project teams. From heavy top-down functional leadership to operational leads focusing on excellence.

- Cross Functionality
- Enhanced Synchronization
- Democratic Functioning
- Enhanced Communication

# Team Based Organizations Embrace

a non-traditional work environment relying on teams to achieve objectives.

Major characteristics of a team-based organization:

• Mutual Trust

• Employee empowerment in planning, organization, and goal-setting

• Shared responsibility for self-management

• Shared accountability for performance

• Shared leadership.

Moving to an Integrated Teams

Require processes to facilitate understanding, awareness, learning, flexibility, help, trust & clear direction.
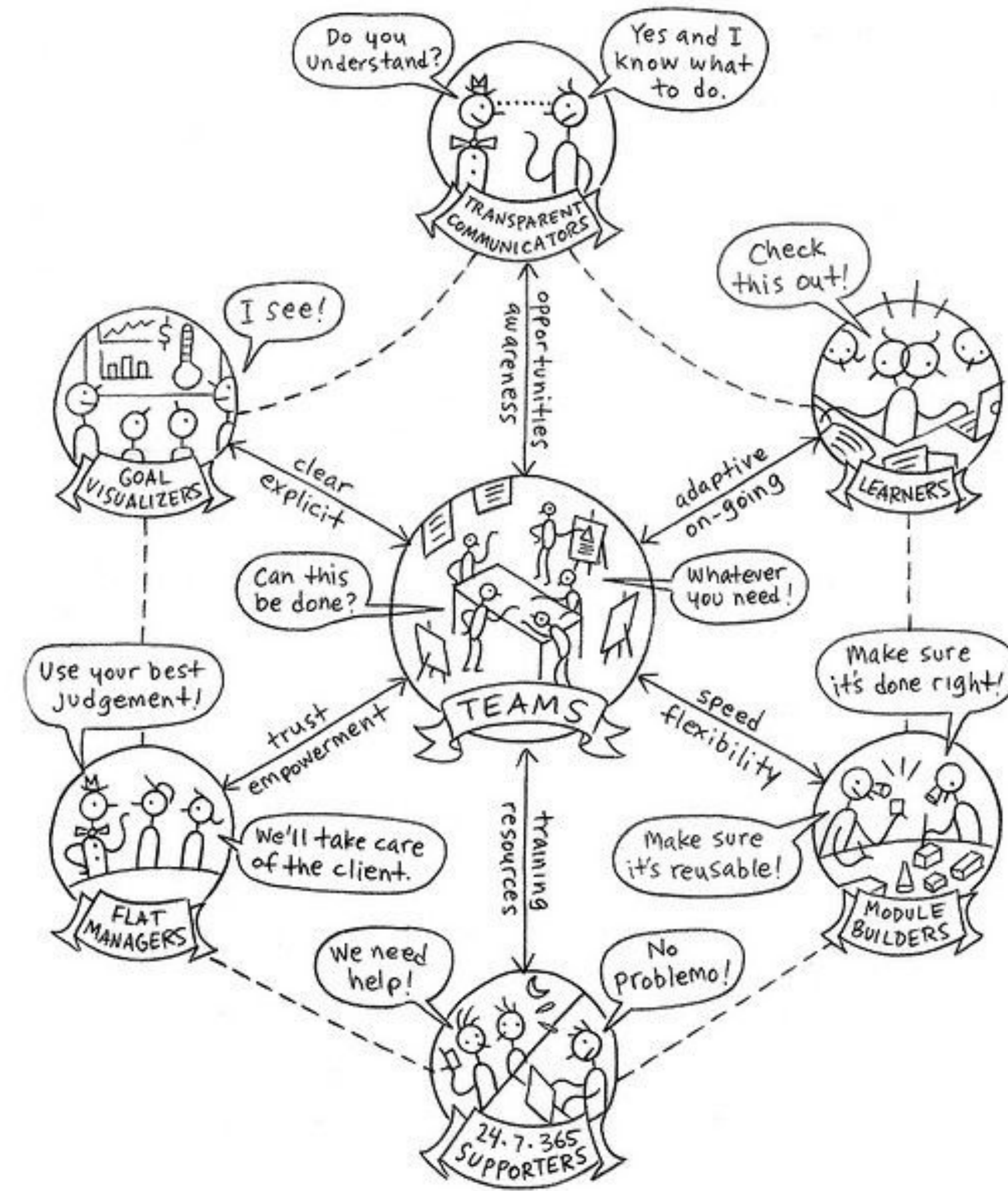
End-to-End Team Management

Projects run by (project managers) that act as client, agency and team advocates

Self-organized teams still need a component of project management for,

• Team facilitation and risk mitigation.

• Navigating the team through project maturation.

• Finances and Metrics

• Client engagement with the team in mind.

• Manages scopes-of-work.

• Manage end-to-end resources and costs.

• Critical thinkers who are experts in specific technical areas (CRM or Website, i.e.)

  · Servant managers to self-organized teams

  · Focus on executing at a high-level

  · Ensure planning sessions, team activity (tasks) and WIP meetings are working towards project and client end-goals

  · Remove team barriers to completing work

The Significance of Managing in an Integration Environment

Shaping ability

The ability to play a role in presenting strategic, creative ideation, execution and media decisions to the larger team, partners and client.

Set Process Expectations

Lay the groundwork for how everyone is going to work together, influencing process decisions across a large group.

Service Manager and Solution Maker

Help the team to move beyond road blocks, provide alternative ways of approaching projects to increase the project's success

The Role of the PM in the Integrated Model

Ensure Concurrent Engineering

Manage projects so they run parallel to each other under one umbrella, to save time, effort and money.

Multi-Discipline Mitigation of Risk

A PM has deep knowledge of execution in a broad area of deliverables, helping to prevent risk early.

Agency Teams

The producer determines the best specialists to work in self-directed teams, monitoring how they perform, handle resources and solve problems.

The Role of the Integrated Project Manager

Big Picture of Resources and needs

In an agency where there are deliverables that are intertwined, Pos are able to think about content from a program management perspective.

Overseeing the large story

The PM helps to develop content that is tied together across media, platforms and marketing, helping to develop, produce and ensure larger cohesive storytelling.

Agency **Shift**

From applying individual approaches or capabilities in a piecemeal manner to adopting multi-disciplinary thinking in sequence to achieve learning and to compound impact.

Resetting the New Rules

New Norms for Working

Teach Teams how to work, the rules for working, and methodologies to manage process within teams.

Mix of Methodologies

Develop road-mapping, scope workshops, scrums, stand-up meetings, backlogs and project planning tool kit for the team to use.

Get Great at Teams first.

Turn positive ways of working into agency ways of working.
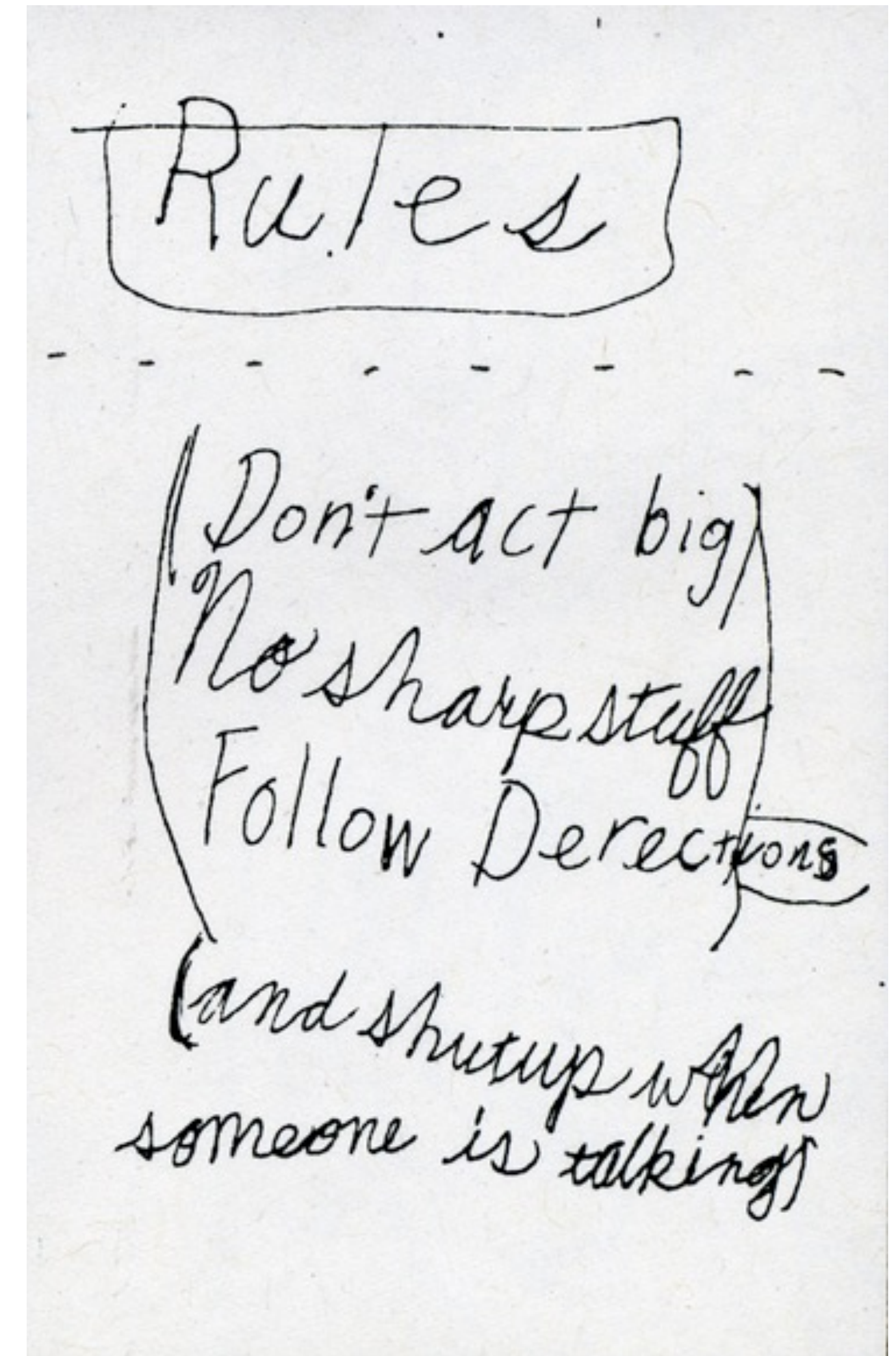
The shifts for optimizing team based working;

Activity	Silo'd Organization	New Team-Based
Decisions Made by	Many Stakeholders	Team Agrees
Getting Work Done	I lean on my department	I lean on my team
Client Knowledge & Access	Compartmentalized	All Team Members
Organization Culture	Command & Control	Team Problem Solving
Information	Tightly Controlled / Opaque	Transparent
Motivation	External	Internal
Project Objectives	Doing my part	Execution with Insight
Performance Indicator	Individual	Team Performance
Understanding of Objectives	Silo'd	Shared
Process	Segmented Steps (often unclear)	Team Roadmapping

Why integrated and self-organized teams are powerful.

Self organized teams **communicate more efficiently,** because they collaborate, they share ideas, they try out and test their ideas more because their work is complimentary within the larger goal the team has set for itself.

Teams function at a higher-level because there is a sense of a better quality of work-life because the team supports each other to accomplish common goals. They function more democratic, as people get to have a say in how work is done. Happy team — happy engaged team. I get to chose what I work on, I get to be heard.

Why integrated and self-organized teams are powerful.

Teams allow for **greater synchronization of work.** I know what your doing, I know what I'm doing, can we work on this together, hey have you thought about this idea. This allows for collaboration to move work along faster.

These teams take advantage of multiple perspectives and knowledge of team members to provide a deeper level of understanding of the problem, shaping potential solutions that consider many different views..

Behavioral Shifts.

What do we exhibit? Team members should;

Strive to constantly think beyond your immediate function, viewing decisions and implications from the total lens of the client.

Have the courage to make decisions that benefit everyone (and may be at odds with your own domain)

Shift focus to outcomes, always thinking about the customer, end-user, and the overall mission of the agency

Thank you.