



Handout: **Linear, systemic or complex adaptive systemic team interventions**

MODULE 1 - The role of a team coach

The table below illustrates how an outsider might see the teams' issues from linear, systems or complex, adaptive systems perspectives.

	Linear	Systemic	Complex, adaptive systemic
The tired team	Time has passed these people by. The leader needs to get tough with them	<p>What is it about this team's relationship to its stakeholders and the wider system that encourages and gives it permission to behave in this way?</p> <p>What conversation does the team leader need to have with his direct reports to move them from being a group to being a team?</p>	<p>What conversation does the team leader need to have with the team so that they engage with the needs of the wider system?</p> <p>What changes in the wider system would require the team members to either change or go?</p> <p>How can the team leader engage with the wider system so that it exerts an influence for change?</p>

Module 1 - Linear, systemic or complex adaptive systemic team interventions

	Linear	Systemic	Complex, adaptive systemic
The merged team	We have efficiency problems. They could be solved, if people talked together more.	<p>What holds these subgroups together? What do they have in common and differently?</p> <p>What happens in the triangular relationship of leader/subgroup A / subgroup?</p> <p>How could understanding those dynamics lead to better co-working?</p>	<p>How does this team mirror the intergenerational divide across society?</p> <p>What can we learn from other intergenerational situations that might inform our thinking? What learning might we be able to share with other such situations?</p>
The dispirited team	We have to motivate people	We have to find better ways to connect the team to the organizational purpose and the wider ecosystem	We have to find better ways to interweave our past, present and future narrative with those of our current and future stakeholders.
The too busy team	We can create more team spirit if we get to know each other better	Team spirit will be best generated by addressing the whole internal team system -- our purpose, how we work together and how we value and support each other	How can we extend our established greater collegiality and mutual support with the organization as a whole?
The Olympic team	We need to work together to wind up efficiently	How do we leave a lasting legacy for all those who helped make the Games a success?	How do we engage with and enhance future Games, including those not yet decided?