



# Mastering Extra-Dependent Teams

Turning problems into productivity



# Why it Matters to Master Extra-Dependent Teams

## 50% of Teams are Extra-Dependent

Our own research into teams in organisations found that Extra-Dependent Teams account for 43-69% of line-managed teams. This was much higher than we were expecting. Since this research we have found Extra-Dependent Teams in nearly every organisation. They differ from interdependent teams and need to be managed, developed and supported differently.

## EDTs hold strategic power that isn't realised

EDTs often hold specialist capability that the organisation needs. Only by appreciating the nature of the team can its untapped potential be realised: driving consistency, raising standards, and learning to add greater value into the wider organisation. All EDTs can enhance the organisation's strategic value

## People can't Distinguish Team Types

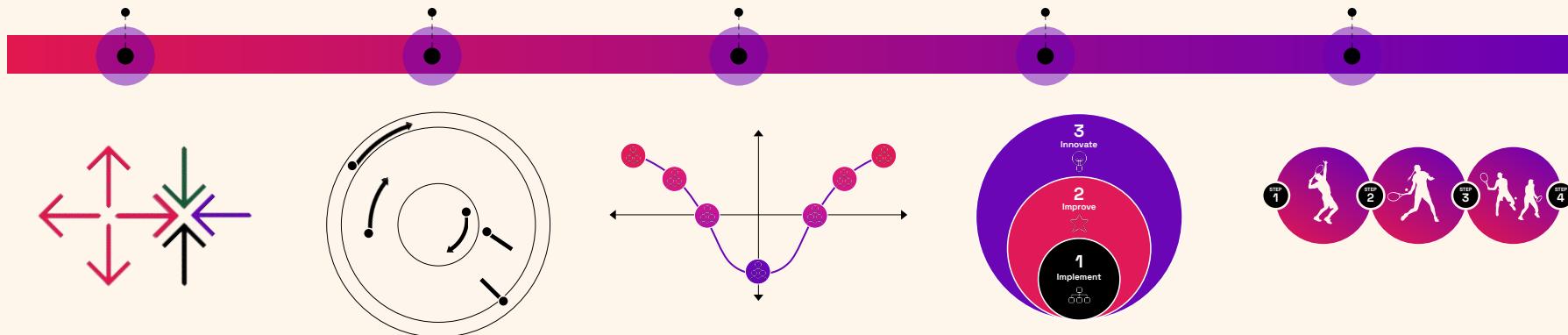
Because of this, people treat Extra-Dependent Teams the same as any other team. They treat normal EDT behaviour as dysfunctional; can't understand why it's hard to define a team objective, and use team development techniques which often makes things worse.

Ultimately time and money is wasted when there is a great deal at stake.



# Programme Outline

Session 1	Session 2	Session 3	Session 4	Session 5
<b>Mastering Extra-Dependent Teams in Organisations</b>	<b>Mastering the Dynamics of Extra-Dependent Teams</b>	<b>Mastering High Performing Extra-Dependent Teams</b>	<b>Mastering Leadership in Extra-Dependent Teams</b>	<b>Mastering Learning together as an Extra-Dependent Team</b>



**Monday 5th January**

1530-1700 UK

Zoom

**Tuesday 6th January**

1530-1700 UK

Zoom

**Wednesday 7th January**

1530-1700 UK

Zoom

**Thursday 8th January**

1530-1700 UK

Zoom

**Friday 9th January**

1530-1700 UK

Zoom

# S1 - Mastering Extra-Dependent Teams in Organisations

---

## Learning Objectives

By the end of this session you will be able to:

- Understand the distinctions between different types of teams
- Understand why this matters to teams in organisations
- Understand what causes “blindness” to team distinctions

## Topics Covered

- Case Study
- 3 different ways of understanding teams
- Distinguishing IDTs and EDTs
- IDTs - the cause of blindness
- EDTs and how they are different
- Implications on organisational working
  - Direct Reports
  - Inter-Dependent Teams
  - Extra-Dependent Teams
- Reflection and application to own context

## Process

Presentation  
Discussion and Q&A  
Working on own context in pairs  
Plenary discussion and close

## Takeaways

- A map of the different teams in your own context
- Ideas for improving awareness in your own organisational context
- Access to the Team Dependency Diagnostic

## S2 - Mastering the Dynamics of Extra-Dependent Teams

---

### Learning Objectives

By the end of this session you will be able to:

- Map the dynamics of Extra-Dependent Teams
- Identify potential risks and opportunities from mapping the team dynamics
- Understand the importance of identity in creating team cohesion

### Topics Covered

- The building blocks of an EDTs practice
- Skills, Bills, Thrills and Spills
- Creation of Value - Combined Capability
- Importance of Team Reputation
- Layers and Trajectories
- Elders and Newcomers
- EDT Team Archetypes

### Process

Presentation  
Discussion and Q&A  
Working on own context in pairs  
Plenary discussion and close

### Takeaways

- A map of the dynamics in your team
- A list of risks and opportunities for that team
- Measures for a consistent shared practice

# S3 - Mastering High Performing Extra-Dependent Teams

---

## Learning Objectives

By the end of this session you will be able to:

- Appreciate how organisations can prevent EDTs from performing well
- Understand how performance management can better support EDTs
- Understand how synergy is created within EDTs
- Learn methods for generating learning, improvement and innovation in EDTs
- Appreciate the strategic impact EDTs can have on a system

## Topics Covered

- Proving - performance management of EDTs
  - The challenge of performance management
  - Managing performance of individuals
  - 3-Way performance management
- Improving - developing EDTs for greater value creation
  - Learning together
  - The Tennis Sequence
- Return to Performance:
  - Combined Capability
  - Systemic impact

## Process

Presentation  
Discussion and Q&A  
Working on own context in pairs  
Plenary discussion and close

## Takeaways

- The “Tennis Sequence” for EDTs to learn together
- The 3-way performance management process

# S4 - Mastering Leadership in Extra-Dependent Teams

---

## Learning Objectives

By the end of this session you will be able to:

- Appreciate why conventional leadership models don't support leaders of EDTs
- Understand the importance of identity in leadership [of EDTs]
- Learn the four practices of becoming an EDT leader

## Topics Covered

- The challenge of leadership theory and EDTs
- Importance of identity in leadership
- 4 leadership principles / practices for EDT leaders

## Process

Presentation  
Discussion and Q&A  
Working on own context in pairs  
Plenary discussion and close

## Takeaways

- The four practices of leading EDTs
- Ways to strengthen leadership of EDTs

# S5 - Mastering Learning together as an Extra-Dependent Team

---

## Learning Objectives

By the end of this session you will have:

- Experienced the EDT dynamics within the cohort community
- Experienced the methods and benefits of learning together as an EDT
- Built on the collective experience to benefit your own teams and organisation

## Topics Covered

- Sharing insights and stories from the whole programme period
- Enacting the Tennis Sequence
- Building community

## Process

Introduction  
Tennis Sequence  
Sharing the Repertoire  
Plenary discussion  
Evaluation  
Close of programme

## Takeaways

- Ideas and methods to address challenges within your own teams and organisation
- Confidence to use these methods
- Feel a sense of belonging to a wider community of practice



Organisational  
Coaching Hub