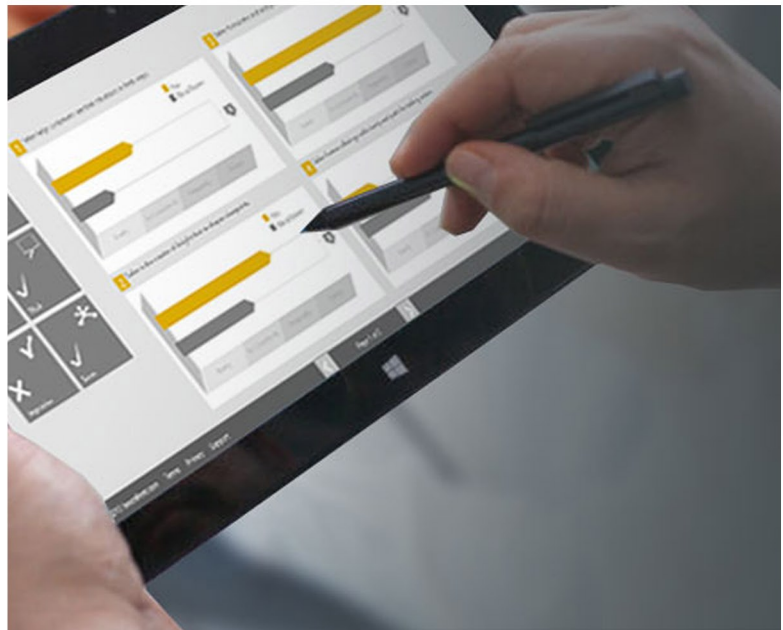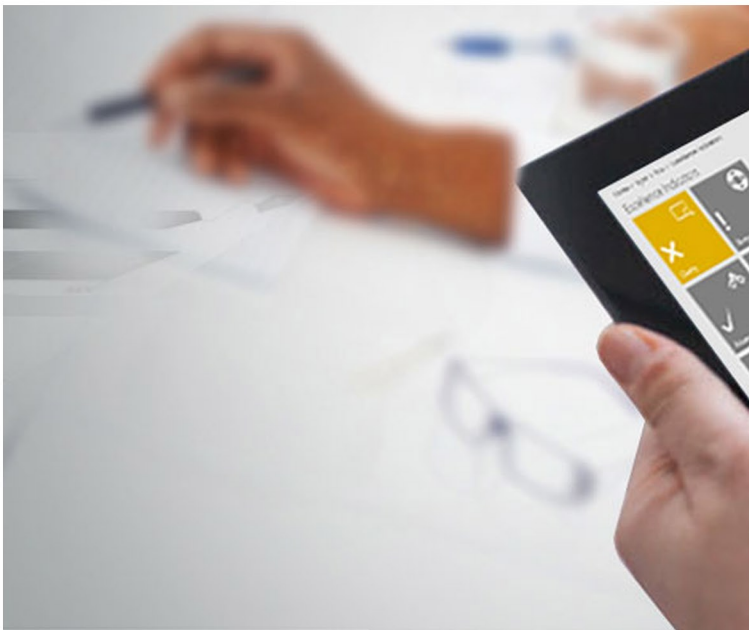# Kessaku

Is Your Team like **Germany** or **Argentina?**

New Cloud as Coach Technology Making all your people as good as your best

IS YOUR TEAM LIKE
GERMANY OR ARGENTINA?

Is your team like Germany or Argentina? Is your team comprised of a team of players who have collectively reached the very highest levels of performance? A total team that is technical, playing with tiki taka esque flair, is relentless, disciplined and uber-efficient or, is your team more like one that relies on the artistry of one or a small number of individual key players, leading to unhealthy levels of key player dependency. These key players are like having water in the desert

Consider the statistics of these two teams. For one team in their recent World Cup campaign including qualifying games, they scored a total of 43 goals. Of the goals scored 35% were scored by the top player, 58% by the next two best players and 70% by the three top players. The other team scored a total of 55 goals, playing 5 less games. Of the goals scored only 16% were scored by the top player, 33% by two top players and only 45% by three top players. The first set of numbers represented Argentina, the second set Germany. Germany, the total team, scored more goals, had more players reaching higher levels of performance as measured by goals scored and were far less dependent on a small number of key players.

What does this tell us about building winning teams?

If you are in the business of Talent Management, People Development or Improving Organizational Excellence with a focus on People you face many challenges every day. Challenges may include attracting the best Talent, addressing Talent shortages, improving the value of On-Boarding programs, addressing manager coaching in-consistencies, modernizing 360 Assessments, addressing discontentment with Performance Reviews and retaining the best talent.

All of these challenges are significant in their own right and demand the attention of People Managers. What we are finding is that dealing with these challenges singularly is masking a much bigger problem. What we have learned from our own research is that fewer and fewer people are reaching the very highest levels of excellence and the gap between those that do and those that don't is widening.

What this means is that there are more teams in the workplace that are profiled more like Argentina than Germany.

THE TALENT GAP

In a recent survey of 100 Global Business leaders for a large multinational company we found that the gap between those that reached the highest levels of excellence (as defined by a Profile of Excellence developed for their Business Leaders) and those that didn't was 30%. The excellent performers were 1.3x more effective. When we looked into the gap between those that reached the highest levels of excellence compared to peers that recorded the lowest levels of excellence, making up 40% of the Leadership group, the gap doubled to 60%. The excellent performers were two thirds or 1.6x more effective. What we found as surprising was only 11 out of the 100 leaders had reached the highest levels of excellence. But the biggest bombshell came when we overlaid the data with tenure. What we found was no significant difference in levels of excellence achieved by leaders who had been in role for less than 12 months compared to those that had been in role greater than 36 months (3 years). The New in Role leaders were at the same level of excellence as the Role Pro's.

What we found was a team that was failing in developing the highest levels of excellence beyond a few key players. A team more like Argentina than Germany.

10,000 HOURS TO MASTERY

According to Malcolm Gladwell in his book Outliers and quoting neurologist Daniel Levitins paper "10,000 hours to Mastery" It takes ten thousand hours of practice to achieve the level of mastery associated with being a world-class expert. Think of the significant gain in productivity for companies if they can reduce the 10,000 hours and increase the % of people that make it. Yet the data is telling us that few leaders are achieving world-class expert levels and the gap between those that do and those that don't appears to be significant. What's troubling is that there doesn't seem to be a discernable difference in the level of mastery between those that are New in Role compared to Role Pro's who have been around for 3 or more years.

The conclusion is that the March to Mastery has at best faltered or at worse stopped for large groups within the workforce.

In the same Global Business Leader survey we found that the Win Rates (goals scored) of the Key players was 11% greater than the Win Rates of everyone else. We completed an Impact analysis to understand the effect of improving the win rate of everyone else to be equivalent to the win rate of the key players. What we found was staggering. Sales in one quarter alone would increase by $20m and $75m for the fiscal year. What really made us stop and think was when we discovered the five year upside opportunity was $550m. This is at a time when most companies are focused on getting into new markets or finding new customers. If companies just focused on the road to mastery for everyone, on reducing the 10,000 hours and building total teams the business opportunity is massive.

THE PAIN CHAIN

WHO'S DOING THE COACHING?

If there's no "Jorgi" standing on the sideline, who's doing the Coaching? The place to start to answer this question is to understand how to impact the performance of everyone else, the Core Performers. One way to do this is to look through the lens of the factors that drive Core Performers to be successful. In his book "Drive" Dan Pink defined the four Intrinsic factors that drive people: Purpose, Autonomy, Mastery and Motivation. Purpose is to contribute to something meaningful. Autonomy is the desire to be self-directed. Mastery is the joy that comes from getting better and Motivation comes from the power of receiving recognition, especially from peers and people who matter the most. We believe that peoples drive for Purpose, Autonomy, Mastery and Motivation is a higher order view of what we refer to as the needs that drive excellence at work; Challenge, Feedback, Learning and Recognition.

The question is. If coaching is dropping to the bottom of Managers priority list can the Cloud be engaged to fill the void and play the role of Coach? The idea is that the Cloud takes on smart responsibilities for Coaching, enabling managers to maximize their focus on what matters a whole lot in today's environment; finding innovative new ways to develop, manage and close opportunities

What this really means is that technology becomes the Coach. Technology as "Jorgi" building the total team.

CLOUD AS COACH

MICROSOFT'S CLOUD AS COACH

BUILDING TOTAL PERFORMANCE

What sits behind Cloud as Coach is the vision that the Cloud can become the teams "Jorgi".

The Coach that makes smart recommendations about how everyone can develop based on a common hypothesis of what excellence looks like.

The Cloud raises the standards for everyone so that the sum of the collective reaches performance levels that are higher than the performance of any key player.

The Cloud sits behind the total performance team; technical, tiki taka esque, relentless and like the German Football team uber-efficient at Winning. Is your team?