



LEADERSHIP & TEAMS

"If everyone is moving forward in the same direction, then success takes care of itself. Henry Ford



IPO + ES = IPESO Model of Teamwork



This model represents what a team system is comprised of and how also can be applied to changes.

Team “D” Case for Our Discussion on 11/7/25



Apply the IPESO Model to diagnosing Team D and the challenges it is facing.

Focus on I, P ES & O (see next set of slides)

Examine how this team system model works in real time.

Some Examples Relevant to CASE D:

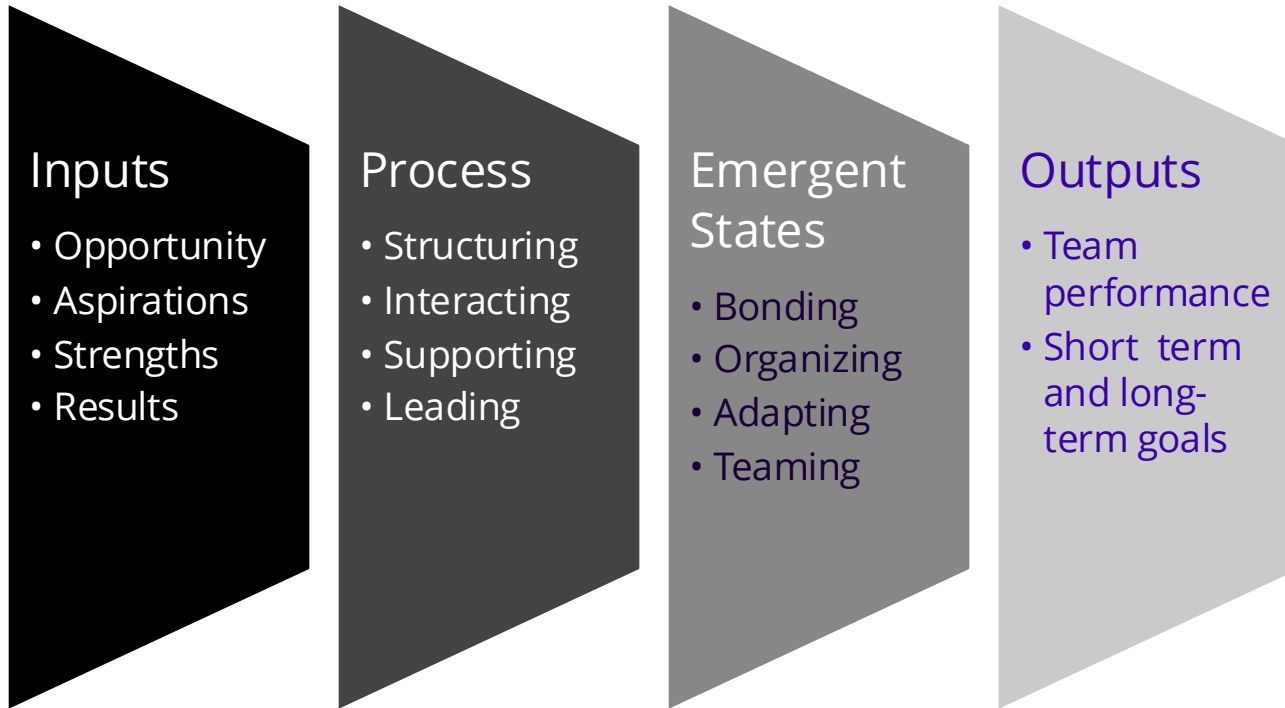
Inputs: The leadership of Sang & Individual Experts

Processes: How the team chooses to engage.

Emergent States: Lack of Team Cohesion/Conflict

Outcomes: Poor Collaboration on Innovating

Building a Purposeful Team “System”



Team “D” Case

Team D Mission: To promote innovation in their organization, by establishing itself as a thought leaders in advancing the most complex and innovative technology solutions.

Team Size & Composition: Team D is comprised of 6 senior technology leaders, who all have extensive expertise in their areas of engineering, technology, and IT security systems. Their charge is to become the “tip of the spear” for their organization’s focus on innovation.

Team D’s composition is comprised of varied cultures team members come from, ethnic and racial composition, and balanced in terms of gender. All Team D members have worked for this company for 2 years, although several joined Team D in the last 3 months.

Team Leader: The team’s leader Sang has worked in both large and branded successful technology companies and start-ups. Sang is seen by Team D members as thoughtful, fair, highly engaged with its mission, a conceptual thinker, technically competent, & relatable.

Sang’s mission is to have team members see themselves as being a motivational force for thought leadership. Engaging Team D in this directive has been challenging, seeing themselves as expert individual contributors, which results in conflict. Team meetings frequently result in disagreements that go unresolved. Sang is not comfortable with conflict so he tries to smooth things over.

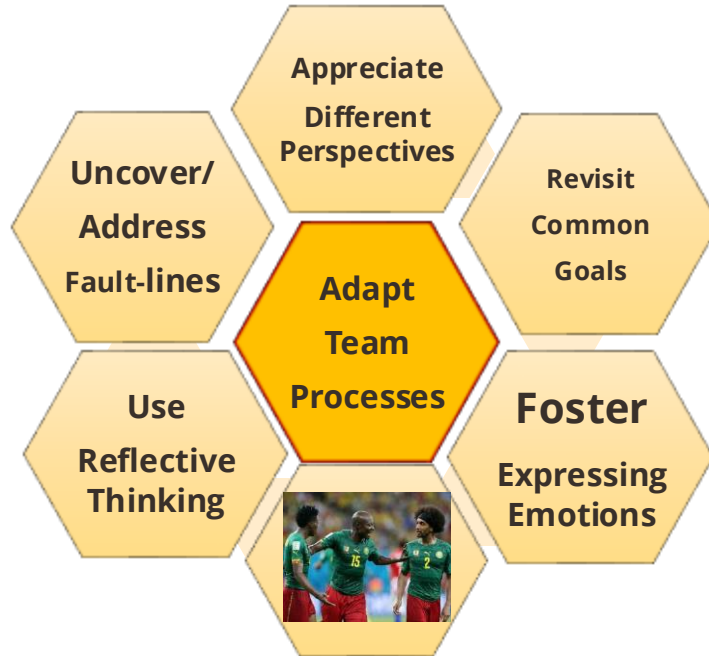
Team Challenges:

- The organization has championed an individual expert culture and now wants to build greater alignment.
- Team members don’t yet understand their collective role in driving innovation.
- Not all team members, feel comfortable voicing their point of view.
- Team D continues to be recognized as a collection of individual technology specialists.
- Sang is feeling pressure from the senior leadership to address these team issues.

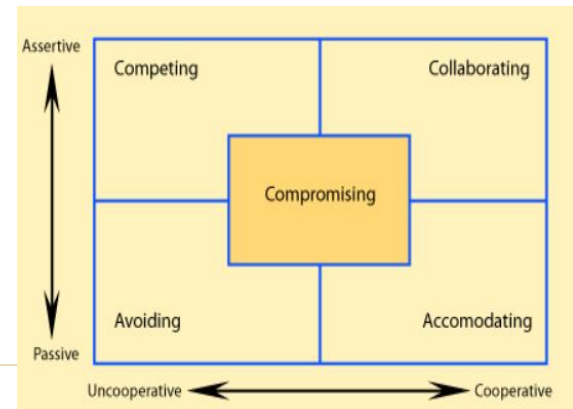
Discussion Questions: Please use the IPESO model to work thru your analysis of Team D

1. If you were coaching Sang, what areas of development would you focus on?
2. What processes would benefit Team D in creating more positive ‘emerging states’ -- **confidence, collaboration, and cohesion?**
3. How would you measure Sang’s success in terms of the team leadership’s development?
4. What do you think is the team’s #1 issue?

Strategies for “Lubricating” Team Conflict & Fault-lines



Which is more common in your own team experience?



Team Processes—Gains & Losses

Team Processes reflect the different interactions (good or bad) that occur within teams and contribute to their end goals.



Process Gains are getting more from a team than you would expect based on their potential.

Process losses prevents a team from achieving its full potential.

What were some of Team D's Losses?

3 Types of Process Losses

What's your example?

1. Motivational losses

- Lack of effort toward team goals

2. Teamwork losses

- Task & relationship disagreements that erode collaboration

3. Learning losses

- Unwillingness to speak up with concerns or try something new for fear of failure & negative evaluation

