Moderation techniques to support heterogeneous Top Management Teams

WORKSHOP ON TOP MANAGEMENT TEAMS & BUSINESS STRATEGY RESEARCH: CONTEXTUALIZING TMTs
Istanbul, 30 March-1 April 2011
EIASM – European Institute for Advanced Studies in Management

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Introduction Kerstin Pichel

Professional Career

1994-1996  Technical University Berlin, Germany, Project Leader of a universal lecture project on sustainable management

1997-2002  Free-lance trainer and consultant for strategic and organisational development

2002-2004  Migros, Switzerland, Corporate Development Department, Project Leader

2006 – 2007  E2 management consulting, Sustainable Strategy development and –implementation, Partner

2007 – present  Zurich University of Applied Sciences Winterthur (ZHAW) – School of Management, Lecturer at Center for Strategy and Operations

Project experiences

• Moderation of strategy development and implementation with BSC as well as organizational development and teambuilding for several companies: furnishing-, sports-, textile-, food- etc. division of Migros (biggest Swiss retailer), Zürich, Switzerland; Grisons Cantonal Bank, Chur, Switzerland; Hänseler AG (pharmaceutical-sector), Herisau, Switzerland; Pawi packaging-company, Winterthur, Switzerland; Zürich library

• Consultancy for sustainable management for varios companies: best GmbH, (printing plant); BPS (Balzers Process Systems), Liechtenstein; Hänseler AG, (pharmaceuticals), Herisau; Hattler & Sohn, (electroplating), Schwenningen; Mann + Hummel GmbH, (components supplier), Sonneberg; Rautaruukki , (metal processing), Werk Sundern; Stora, (paper manufacture), Werk Uetersen; Taifun, (tofu plant), Freiburg; Wofi (lamps plant), Sauerland

• Consultancy for ecological changes and strategies in tourism-, food- and textile sector

Research project

• Moderation techniques to support heterogeneous TMTs; cooperation with E. Lüthi (systemic consultant) and two organisations with heterogeneous TMTs
Our topic

Which moderation techniques can support efficient and effective strategy discussions with heterogeneous teams?
Reasons to support heterogeneous TMTs

Diversity advantages are at risk by Process-loss-disadvantages

- increased conflicts (Eisenhardt & Schoonhoven 1990)
- less communication (Smith et al. 1994)
- less strategic consensus (Knight et al. 1999)

Research within TMTs of 83 high-technology firms located in the mid-Atlantic region of the United States and a group of subsidiaries of U.S. multinational firms operating in Ireland. CEO interview, comprehensive questionnaires for members of the top management team at each company.

Moderators as scientific departure point to support heterogeneous TMTs

Moderation techniques + TMTs

TMT Diversity → Moderators → Result of Strategy discussions

Transformational Leadership (Kearny & Gebert)
(Skill building-) Trainings (Ladwig)
Collective team identity (Van der Vegt & Bunderson)

Worshipping of Individuality; collective identity, generalistic perspective (Gebert, Börner, Kearny)

Moderation techniques as practical departure point to support heterogeneous TMTs

Intervention methods for teams are implemented and their effect on team-behaviour is tested (Johnson & Tjosvold, 1983; Janis & Mann, 1977; Mason & Mitroff, 1981; Schwenk, 1988).

Six hats (De Bono) has positive impact on constructive debates (Treven & Mulej)

Appreciative Inquiry has positive effects on midtask group identification and posttask group potency (Peelle)

An overview of different methods from varying schools (communication, team development, system theory…) can be found in Lüthi & Oberpriller (2009), teamdevelopment with diversity management.

Our Research: Moderation techniques to support heterogeneous TMTs in strategy workshops

Research heuristic

Specific moderation techniques for strategy workshops with heterogeneous TMTs

- moderator 1 for utilization of team heterogeneity: Collective Identity
- moderator 2: Worshipping Individuality
- moderator 3: Generalist perspektive

More efficiency and effectivness in Strategy workshops

«Tool Box» of moderation techniques, structured according to their impact on the moderators

Assessment tool for moderators within a TMT

Evaluation tool for effects of moderation techniques on the moderators and efficiency and effectiveness of strategy workshops

Research «means»

Moderation techniques + TMTs
Pichel
# Structured moderation techniques

<table>
<thead>
<tr>
<th>Moderators on TMT diversity</th>
<th>Worshipping of Individuality</th>
<th>Collective Identity</th>
<th>Generalistic perspective</th>
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| Examples for supportive moderation techniques, structured according to their impact on the moderators of TMTs diversity | • Feedback with metaphors (Lüthi, Oberpriller)  
• Konstanzer Dialoge (Joester) | • Goal oriented communication (Van Gundy)  
• “Zunkunftswerkstätten” (Jungk and Müllert,) / appreciative inquiry | • Six Hats (De Bono; Jensen et al.)  
• Circular questions (Brown) |


Jensen, Dan; Feland, John; Bowe, Martin; Self, Brian (2000), A 6-Hats Based Team Formation Strategy: Development and Comparison with an MBTI Based Approach

Assessing moderators for TMT diversity

We use questionnaires and interviews for members of TMTs and participative observations for strategy workshops to assess the moderators for TMT diversity

<table>
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<tr>
<th>Moderators on TMT diversity</th>
<th>Worshipping of Individuality, 6 Items Cronbachs Alpha .86</th>
<th>Collective Identity 11 Items Cronbachs Alpha .82</th>
<th>Generalistic perspective 6 Items Cronbachs Alpha .87</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examples for items of our questionnaire, 5 point likert scales Integration of scales from Kearny, Gebert and Voelpel; van der Vegt &amp; Bunderson</td>
<td>“The members of this team carefully consider the unique information provided by each individual team member”</td>
<td>«Our team has a common goal» «In our team we search for collective solutions.» «Our team is experienced as a unity from external persons»</td>
<td>“The members of this team carefully consider all perspectives in an effort to generate optimal solutions”</td>
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Evaluation of moderation techniques

We use a before – after comparison of moderators and efficiency / effectiveness of strategy workshops to evaluate the effect of moderation techniques.

Assessment of
- moderators for TMT diversity and
- Efficiency and effectiveness of strategy workshops

Selection of moderation techniques that meet the needs for improvement of moderators in the team

Assessment of
- moderators for TMT diversity and
- Efficiency and effectiveness of strategy workshops

Moderation of strategy workshop including the specific moderation techniques

Prestudies with a municipality, a packaging company and a library

Studies with two organisations for extension studies
First findings

Moderation techniques are not omnipotent…

- If there is a resistance to change roles and find a productive way of working, moderation techniques may hardly change that

- For sustainable changes of group behaviour more time and constant intervention is necessary

- TMTs often consider diversity management a topic of operative work force

We do see positive effects of the moderation techniques during the strategy meetings, eg.:

- Konstanzer Dialoge: Explicit formation and in-group-characterisation of subgroups combined with explicit expression of prejudices and worshipping of the other subgroups helps to build up a commitment to the subgroups and the complete team and fosters collective identity.

- Circular questioning helps the team members to see and consider different perspectives of a topic