



University of St.Gallen

Research Institute for
International Management

Competence Center for Top Teams (CCTT) At a Glance

From insight to impact.

Research Institute for International Management



Agenda

- 1 CCTT value add
- 2 CCTT's perspective on teams
- 3 CCTT services
- 4 Our team



*“Not finance, not strategy. Not technology. It is **teamwork that remains the ultimate competitive advantage, both because it is so powerful and rare.**”*
- Patrick Lencioni (American Author)



The Competence Center for Top Teams (CCTT) is a strong partner for you to assess and unfold your team's potential

A Proprietary team management tools

Self-developed **St. Gallen Top Team™ Model** and **analysis tools** enable identification and assessment of most critical **team challenges**

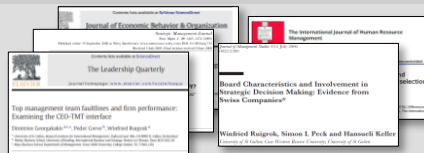
Tools cover **entire spectrum of team challenges**, from objective setting, to team composition, team conflicts, and team outcomes



B Broad excellence in academic research

Experts on the **management of high-performance teams** from **renowned universities**

Academic contributions published in **top international scholarly journals** (e.g., Strategic Management Journal, Journal of Management Studies, The Leadership Quarterly)

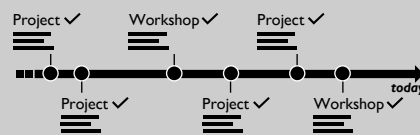


C Extensive project and facilitation track record

Multiple projects on managing high-performance teams with **leading international companies**

Workshop series on leading high-performance teams in **today's market environment** with well **over 1000 participants** to date

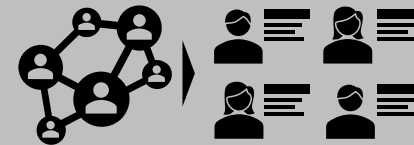
Continuous dialogue with (prospective) **board members**






D Unique global network of experts

Extensive CCTT network of **experts and board members** from virtually all industries

Unrestricted access to **unique expert network of the University of St. Gallen** (external experts and alumni)



We have answers to the most pressing challenges that teams face today

 Challenge	 Solution (CCTT tool)	 Tool description
1 Team members are very different (socio-demographically & psychologically)	Deep Level Diversity	Measures team members' personality traits, motivation and needs
2 Team members do not understand or agree on team objectives	Objective Setting	Measures extent to which team members agree on team objectives
3 Team dynamics often lead to conflicts	Team Conflicts	Measures team members' conflicts and conflict resolution skills
4 Teams search for a strong team spirit (fostering development and performance)	We Consciousness	Measures the " team spirit " on a cognitive and emotional level
5 Teams are not living up to their potential	Subjective Team Performance	Measures team members' perceived team performance

Three shifts in today's market entail distinct consequences for organisations

Overview of today's market

The Triple Shift

Competition shift



Competition **continuously intensifies** with **new markets** being developed, **new players** entering, and **new strategies** leveraged

Technology shift



Ever-evolving technology allows for **new products, improved processes**, as well as **innovative business models**

People shift



Workforces become increasingly **specialised and diverse**, experience a **demographic change**, and follow **new working modes**

Consequences for organizations

Non-linearity



As tasks grow increasingly **complex and intertwined**, their successful completion is less linear and strongly dependent on **collaboration**

Obsolete organisational structures



Excessive hierarchies and organisational silos increasingly impair **knowledge sharing** and **coordination**

Dynamic demands

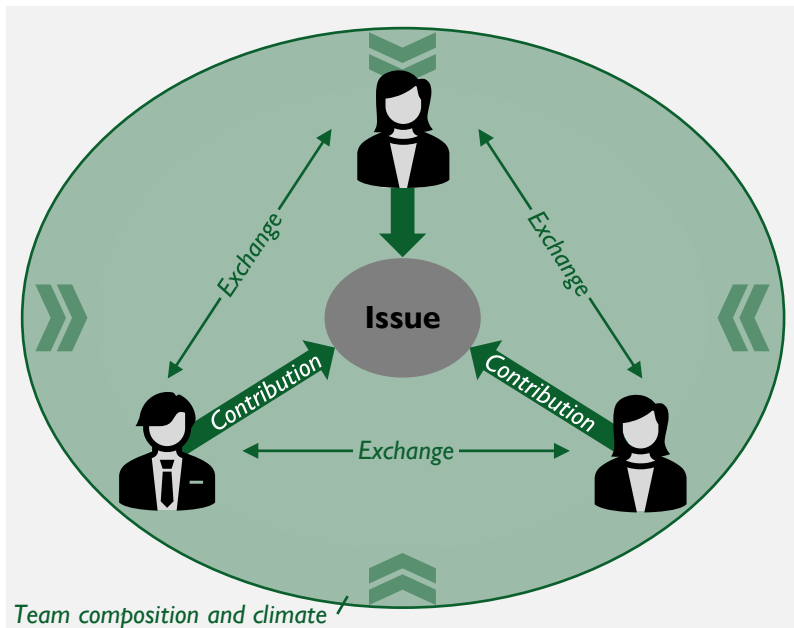


The **requirements of customers** concerning products and delivery models are **increasingly dynamic**, especially for **younger generations**

High-performance teams are a viable means to address the consequences of market shifts

Advantage of high-performance teams

Anatomy of high-performance teams



Main advantages



Engagement and health

Team members are more **motivated** and **engaged**; **turnover intention** is reduced; **health** is improved



Learning and creativity

Knowledge exchange and **information sharing** is intensified which aids **learning**, **creativity**, and **problem-solving**







Performance

Average individual and **overall team performance** is improved

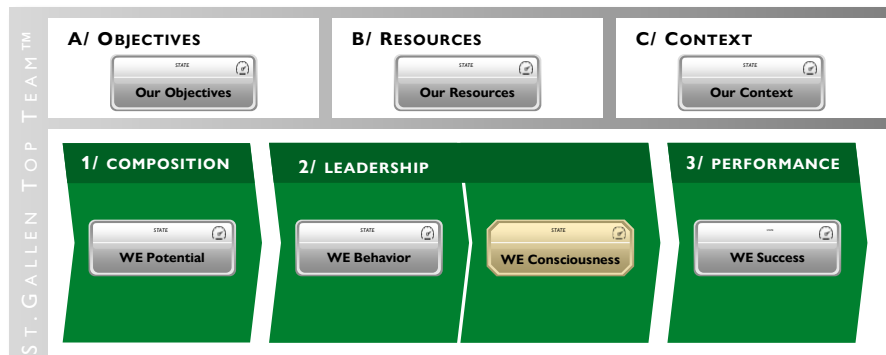
We offer services in the areas of analytics as well as teaching & facilitation

CCTT service offering

Category	Analytics <i>Deep dive</i>		Teaching & Facilitation	
	Executive Reports	Team Reports	Lectures	Workshops
Service				
Description	<ul style="list-style-type: none"> Report pre-selected aspects of team dynamics based on quantitative analytics 	<ul style="list-style-type: none"> Holistically report the dynamics of a single team based on quantitative analytics 	<ul style="list-style-type: none"> Interactive modules on selected topics as part of executive education programmes 	<ul style="list-style-type: none"> Series of interactive sessions on top team management based on latest research
Purpose	<ul style="list-style-type: none"> Supply top management with transparency on how their teams work and compare to each other Provide selected industry trends and insights 	<ul style="list-style-type: none"> Supply team leaders with transparency on their team's strengths, weaknesses, opportunities and threats Provide hands-on knowledge of potential action levers 	<ul style="list-style-type: none"> Convey latest knowledge of topics important in a team- and leadership context Provide participants with profound understanding and levers for action 	<ul style="list-style-type: none"> Convey latest knowledge of creating and managing effective teams Provide participants with applicable frameworks and toolkits to improve teams
Delivery format	<ul style="list-style-type: none"> Written reports In-person presentation of results and discussion 	<ul style="list-style-type: none"> Written reports In-person presentation of results and discussion 	<ul style="list-style-type: none"> Slide decks, training material 	<ul style="list-style-type: none"> Slide decks, training material Series of workshops including specialist trainers

Our proprietary St. Gallen Top Team™ Model delineates the most critical team dimensions for analysis

St. Gallen Top Team™ Model



Affective variables: “How do we feel as a team?”

Include, for instance, cohesion, psychological empowerment, trust



Cognitive variables: “How do we think as a team?”

Include, for instance, psychological safety, shared mental model



Team composition: “How diverse are we?”

Include, for instance, surface-level diversity, deep-level diversity



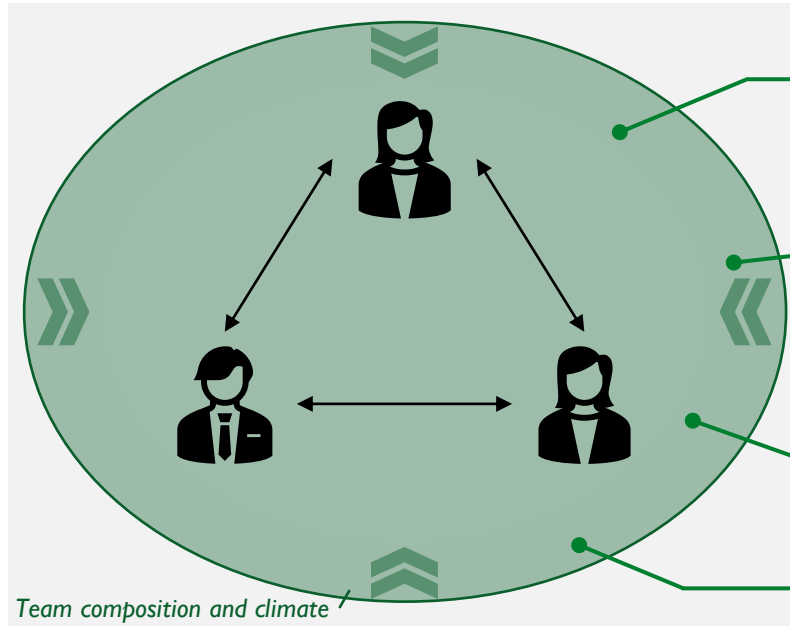
Objective setting: “Are our objectives clear and agreed-upon?”

...

We quantify and benchmark all important team dimensions using the latest academic analytics

Team dimension quantification

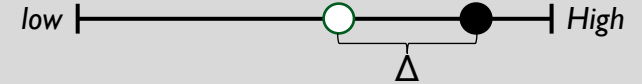
Subject team



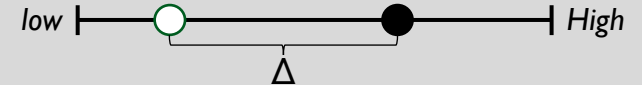
Team analytics



Trust



Psychological Empowerment



Team Conflict



○ Team score

● Benchmark

△ Gap to benchmark

Results and potential improvement levers are compiled in dedicated benchmark reports and provided to the client

Analysis deliverables

Deliverable







Contents

- 1 **Explanations**
Includes definitions and detailed descriptions of each benchmarked dimension/ variable
- 2 **Quantitative results**
Provides in-depth results of each investigated dimension and illustrates how they compare to relevant peers
- 3 **Potential levers for action**
Based on benchmark results, identifies directions for improving team dimensions and performance
- 4 **Contact information**
Includes contact information of designated experts for each dimension in case of questions/ additional input required

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Deep dive

The St. Gallen Top Team™ Model is taught in globally top-ranked and prestigious programmes of the University of St. Gallen

Overview programmes and workshops

Master of Arts in Strategy and International Management (SIM)



#1 worldwide 2022



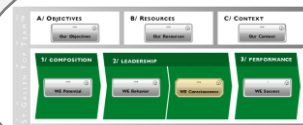
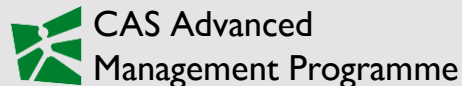
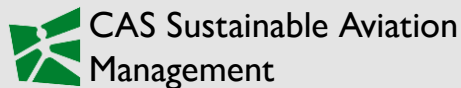
#2 worldwide 2019

EMBA ETH HSG (emba X)



ETH Zurich + University of St.Gallen

Open programmes (Executive School)



Leading High-Performance Teams in the Digital Age (Executive School)

Deep dive



Universität St.Gallen

Executive School of Management,
Technology and Law

Our workshop series “Leading High-Performance Teams” provides you with the necessary mindset, knowledge, and toolbox to succeed

Programme overview: Leading High-Performance Teams

Objectives



Create mindset

Participants are supported in developing the correct mindset for creating and managing high-performance teams



Convey knowledge

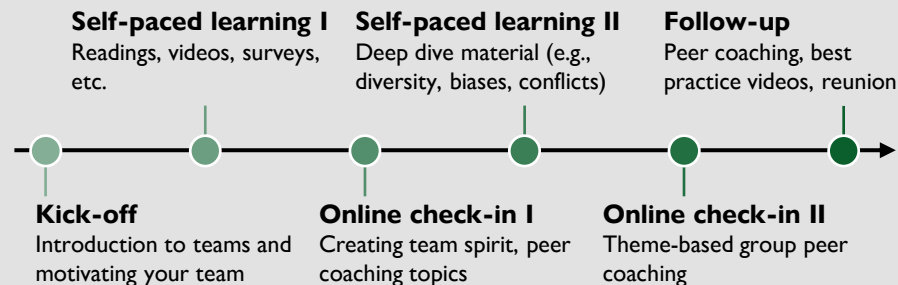
The latest, academically-based knowledge on the most crucial team dimensions is conveyed and internalized



Provide tools

Actionable tools for measuring team processes and manuals on when and how to use them are provided

Format and timeframe



Featured experts beyond CCTT



Claudio Feser

Senior Partner Emeritus,
McKinsey & Company



Maximilian Strecker

Executive Coach,
University of St. Gallen



Anna-Christina Leisin

Managing Director,
syspilot Consulting



Patricia Widmer

Vice Director,
University of St. Gallen



More information under: <https://es.unisg.ch/en/executive-programme/leading-high-performance-teams/>

University of St. Gallen

Research Institute for
International Management

Research Institute for International Management

In addition to our standard service portfolio, we offer custom programmes tailored to the wishes of our clients

Custom programmes



Custom content

We offer a wide variety of contents from strategic (team) management that can be freely mixed and matched.



Custom format

Teaching formats range from in-person lectures and interactive workshop series to hybrid or entirely remote formats.



Guaranteed quality

We leverage our network to provide you with globally renowned HSG- or external experts on each and every topic.

Our expert team is ready to support you on your journey toward building better teams



"In great teams people are different"

Prof. Dr. Winfried Ruigrok

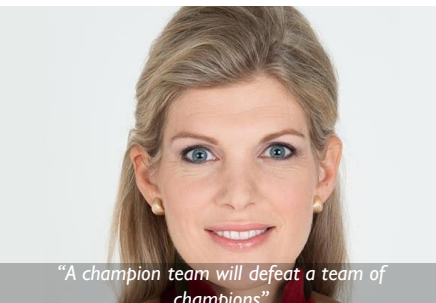
Director FIM-HSG, Founding Director CCTT
Dean Executive School

Overview

- Professor of International Management, 12 years as Dean; Univ. of Amsterdam grad
- Research focus on top management teams, multicultural management, and corporate governance

Selected practical experience

- Worked with dozens of seasoned and future board members of Europe's largest companies
- Consulted numerous boards of directors and executive committees



"A champion team will defeat a team of champions"

Dr. Stephanie Schoss

Founding Director CCTT
Director Open Programmes Executive School

Overview

- Studied business administration at HSG, Harvard University and Singapore Management University
- Research focus on team effectiveness, team composition, and deep-level diversity

Selected practical experience

- Serial entrepreneur (e.g., IPM, 1PlusX, C-Talks)
- Coached team development at, for example, Deutsche Telekom, Vodafone US, Cartier, and further banks and hotel chains



"Top teams strive to bring each team member to their full potential"

Anne-Sophie Bacouël

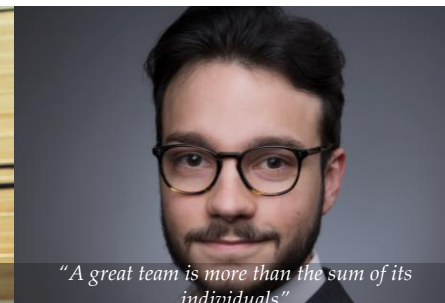
Research Assistant and Doctoral Student

Overview

- Studied business administration at, e.g., WHU, Rotterdam School of Management and WU Vienna
- Research focus on faultlines

Selected practical experience

- Developed internal communication plan for a leading Swiss industrial conglomerate
- Developed and implemented a graduate and medical recruitment strategy within the German branch of a leading global FMCG



"A great team is more than the sum of its individuals"

Nico Schäfer

Research Assistant and Doctoral Student
Strategy Consultant with Kearney

Overview

- Studied business administration at, e.g., WHU and Università Bocconi
- Research focus on psychological safety in teams

Selected practical experience

- Introduced communication and change strategy at tier 1 automotive supplier
- Performed sophisticated benchmark analyses while managing client teams of multiple telecommunication operators

Our expert team is ready to support you on your journey toward building better teams



Affiliate

Dr. Tomas Casas i Klett

Founding Director CCTT

Director China Competence Center (CCC)

Overview

- Professor of International Business; Wharton Business School and HSG grad
- Research focus on multicultural management (esp. Asia) and high-performance team management

Selected practical experience

- Entrepreneur in China for 15 years
- Coached numerous top executives and founders at leading global institutions
- Former member of the World Economic Forum's Global Future Councils ('16-'18)



Your team matters! Reach out anytime!

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Research Institute for International Management

International Accreditations

