

# Way of Work Teaming Structure\*

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The purpose of this guidance is to establish the appropriate teaming structure needed to implement a defined effort. A “defined effort” is the “topic name” or “subject name” of a large project or initiative that has been approved and/or has significant staff included in the effort (e.g., Employee Engagement Team).

## Guidance

A successful teaming structure ensures that the appropriate employees are selected and actively engaged in the planning, problem-solving, and decision-making process needed to implement a defined effort effectively. Outcomes of a strong teaming structure include:

- More support for and participation in implementation plans
- Increased contribution to problem-solving and decision making
- Increased understanding and ownership of decisions, processes, and changes
- Increased willingness to participate in performance evaluation and improvement

WoW recommends that defined efforts apply the following teaming structures as needed to implement efforts successfully. *It is important to note that these are recommended teaming structure names. The team may choose other names; however, using the name options selected below will help with consistency.* Additionally, this teaming structure is based on a larger team’s needs. In some situations, the planning team and the leadership team are combined and quite small. Think through the needs of the work to determine the number of teams that are needed. Larger defined efforts will more likely need a larger teaming structure.

- The (defined effort name) **planning team** – responsible for collaborating on and preparing for the leadership team, implementation team, and design group meetings. The planning team usually consists of 3-5 members and should include the meeting facilitator and individuals from the various teams. Members should have direct connections to the work and understand what needs to be accomplished in meetings to achieve the defined effort expected outcomes.
- The (defined effort name) **leadership team** - responsible for the governance of a defined effort. The Leadership Team consists of a diverse body of stakeholders (size depends on the size of the project and cross-office need). Members are carefully selected for subject matter content and implementation expertise. The team ensures the project has the necessary resources, professional learning, data, communication, and evaluation to be successful. The team is responsible for continuous improvement, monitoring action plans, and suggesting solutions when needed. This team should communicate with executive or senior leadership when appropriate. One lead or co-leads should be identified who will be responsible for managing the team. Administrative support should be identified as well.
- The (defined effort name) **implementation team** - responsible for implementing a defined effort. This team consists of a diverse body of stakeholders that supports the execution, maintenance, and scale-up of a defined effort. A lead should be identified who will be responsible for managing the team. The team reports to the leadership team. It usually includes a minimum of 3 to 5 members who have adequate and dedicated time to implement activities and supports, special expertise with regards to the defined effort implementation, and may want to include external subject matters when applicable;

and accountability for guiding the overall implementation from exploration to full, effective, and sustainable implementation. Administrative support should be identified as well.

- The (defined effort name) **design groups** - responsible for developing critical products/work needed for the implementation of the defined effort. Design groups are only necessary if there is substantial work that needs to be produced, and it would be difficult to be held by the implementation team. The number of design groups should be based on need. The design group reports to the implementation team. Design groups should have a diverse body of stakeholders. They are small groups of 3 to 5 members max with a specific timeframe. Members should have specific knowledge related to the product need. The lead for the design group should also be on the implementation team. Once product/s are developed, the design group should disperse.

### Recommended Teaming Structure

