

**HOW TO BUILD TEAMS THAT  
LEAD, INNOVATE AND SUCCEED IN  
AN AGRICULTURAL ORGANIZATION IN THAILAND**



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**HOW TO BUILD TEAMS  
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AN AGRICULTURAL ORGANIZATION IN THAILAND**

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## **HOW TO BUILD TEAMS THAT LEAD, INNOVATE AND SUCCEED IN AN AGRICULTURAL ORGANIZATION IN THAILAND**

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### **ABSTRACT**

This research aims to study the approach of how the selected teams perform to contribute to the success of the organization, the team performance with distinctive modus operandi in terms of traditional model and X-Team model, and the possibility of team development to enhance the organization performance of the two teams working in the head office of an agricultural organization in Thailand. All interviewees in each team are selected based on types of members: core member, operational member and outer-net member.

The results of this research indicate that the effective team that possibly innovate and lead success to an organization should manage team with the similar approach of X-Team model. Although the extreme execution in the team “T1” was not in high level, there would be a possibility to develop in this area further. Additionally, the intensive implementation of X-Factor in every phase was quite distinctive. Every team member shared the same opinions, as everyone performs tasks with multi functions. To execute in this working style, the team demonstrated that leadership was distributed to all levels of the team members significantly. Finally, the new working process and solutions occurred to help execute projects more smoothly and faster among this innovative-driven world of business.

**KEY WORDS:** effective team / X-Team / distributed leadership

63 pages



## **CHAPTER I**

### **INTRODUCTION**

In the rapidly changing environment due to globalization, many companies listed in Fortune 500 as measured by gross revenue, have shorter corporate longevity. Around fifty years ago, the life expectancy of Fortune 500 companies was 75 years. Today that number is showing signs of decline. This information reflects that the business world is becoming volatile and uncertain. Moreover, it would be more complex and ambiguous in terms of economic outlook, market requirements and business competition. As we have encountered the slower economic growth in the global scale, it is obviously shown that the business cycle has shifted into another pattern named as the “new normal” – response to the trauma of the financial panic, the European debt crisis, deleveraging, and downtrending demographics, summing to a suggestion of slower growth. (Swanson, 2017)

The agribusiness in Thailand, known for playing an important role in serving global demand being highly competitive, diversified and specialized is especially affected by this phenomenon. (Food and Agriculture Organization of the United Nations, 2017) In other words, Thailand has faced increasingly rapid changes which made many organizations adapt themselves in order to properly address the change impact. There is an obvious attempt to transform Thailand’s economic structure to “Thailand 4.0” emphasizing on promoting technology, creativity, and innovation in focused industries; and from a production-based to a service-based economy. (Thailand Investment Review, 2017) In addition, the vision, mission and strategies might be redesigned to align with the new global challenge in the marketplace.

As a result, challenges demand multidimensional solutions and require more than just basic applications of current products and services. To stay relevant, organizations must embrace the rapid change by innovating without disruption to drive growth and profitability for many organizations in private sector. However, the key factor to drive for company’s accomplishment is related to effective teams in the

operational level. In large and complex organizations, the most important work including the critical work of generating new products and services is done in teams. (Ancona & Bresman, 2007) This implies that organizations not only need to restructure the organization design to be flatter but also deploy distributed leadership into teams. Furthermore, collaboration in cross-function team is necessary as this could pursue competitive advantages as well as the success throughout the organization sustainably.

The aforementioned premises bring the objectives of this thematic paper: to study how to build, innovate and lead success in an agricultural organization in Thailand as this could be one of the great interventions to strengthen Thai economic growth in the South East Asia region.

## **1.1 Research Objectives**

1. To study the approach on how selected teams perform to contribute success to the organization.
2. To study the team performance with distinctive ways to operate in terms of traditional model and X-Team model.
3. To study the possibility of team development to enhance organization performance.

## **1.2 Scope of Research**

### **1.2.1 Scope of Content**

The effective team approach aligning with X-Team model that focuses on high level of outward execution.

### **1.2.2 Scope of Population**

Two teams are selected based on their distinctive team performance assessment result. Each team includes three types of members as interviewees: core member, operational member and outer-net member

### **1.2.3 Scope of Time**

This research time frame is three months starting from October until December, 2017.

## **1.3 Expected Outcome**

1. To understand the approach on how selected teams perform to contribute success to the organization.
2. To understand the team performance with distinctive modus operandi in terms of traditional model and X-Team model.
3. To obtain the possibility of team development to enhance the organization performance.

## **1.4 Definition**

There are two key words with operational definitions that are used in this paper:

### **1.4.1 An effective team**

It is defined as a group of people working to complete tasks to achieve common goals together. All of team members visualize the same directions to lead innovate and succeed in an organization.

### **1.4.2 An agricultural organization**

It is defined as the organization operating business in the agricultural private sector in Thailand. This could be related to one of the top agricultural commodities distributed domestically and internationally.

## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter presents full understanding of various aspects regarding teams in an organization as follows:

- Teams in an Organization
- Understanding of Team Dysfunctions
- The Vicious Downward Spiral of the Traditional Model
- X-Team model in an organization

#### **2.1 Teams in an organization**

“A team is a group of people with different abilities, talents, experience, and backgrounds who have come together for a shared purpose. Despite their individual differences, that common goal provides the thread that defines them as a team.” (Maginn, 2004). This implies the idea of the majority of people who are able to bring productivity, maximize profits and create more competitive advantages to an organization.

#### **2.2 Understanding of Team Dysfunctions**

As Patrick Lencioni composed in the book entitled “The Five Dysfunctions of a Team,” five distinct issues are addressed in the interrelated structure barricading a team’s success.



**Figure 2.1** The five dysfunctions of a team concept

*Note.* From *The Five Dysfunctions of a team: A Leadership Fable* (p.188), by Patrick Lencioni, 2002, San Francisco: Jossey-Bass.

The first dysfunction is *an absence of trust* within a team. These are team members who are unwilling to open their minds to one another. They don't share their weakness and faults and that lead the team into disengagement. Finally, they cannot create trust as the key foundation of the great team with mutual commitment.

The second dysfunction is *fear of conflict* that is sequentially affected by the absence of trust. As a result, team members are unable to argue and incubate for the best ideas in their projects. They also oppose to other's comments and discussions impeding the high performance of the team.

Basically, a healthy conflict could bring achievement to the team. When team members deny confronting the conflict, it is one of the problems because it causes the third dysfunction of a team: *lack of commitment*. This situation happens when all of team members don't dedicate themselves to exchange their passions and opinions to find-tuned decision and agreement. Thus, there is no buy-in and unfeigned consensus during meetings.

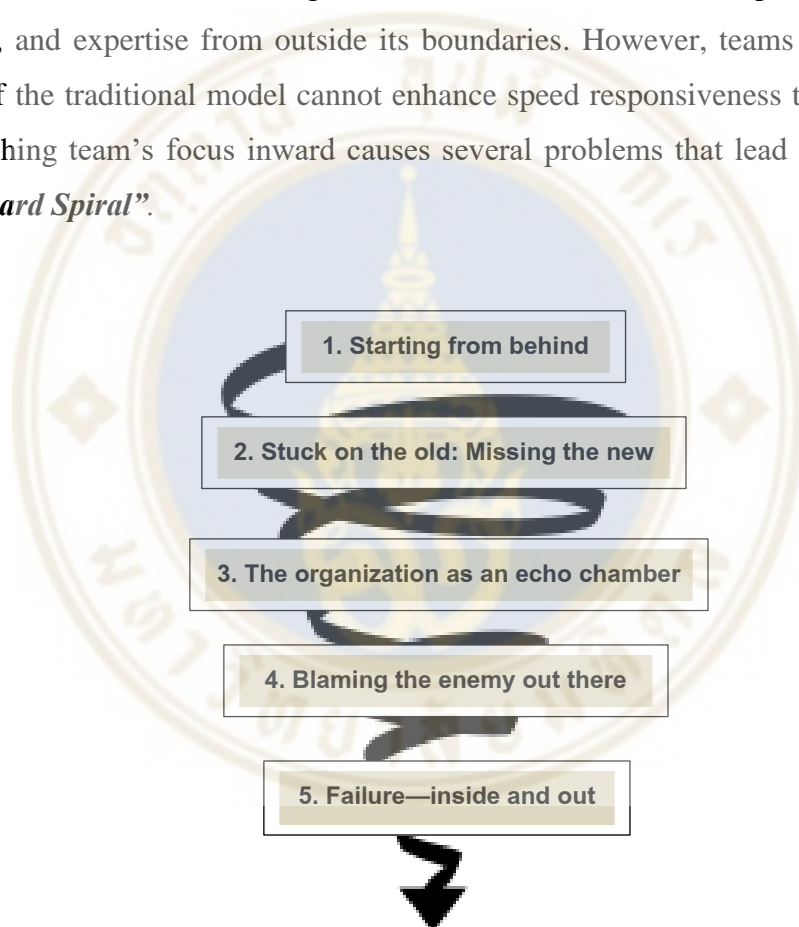
Additionally, *an avoidance of accountability* as the fourth dysfunction is the effect of the lack of commitment. The unclear action plan as well as unproductive behavior of team members could halt the project progression.

Finally, this unhealthy environment inside the team brings the fifth dysfunction as *Inattention to results*. This condition takes place as long as team

members concentrate on their individual requirements such as ego and career benefits instead of the collective goals of the team.

### 2.3 The Vicious Downward Spiral of the Traditional Model

Nowadays, most organizations have encountered the fierce competition in current business world. There are some important factors needed to drive an organization's sustainable growth such as information, cooperation, resources, support, and expertise from outside its boundaries. However, teams with an internal focus of the traditional model cannot enhance speed responsiveness to that condition. Establishing team's focus inward causes several problems that lead to *"The Vicious Downward Spiral"*.



**Figure 2.2 The vicious downward spiral of the traditional model**

*Note.* Adapted from *X-Teams: How to Build Teams that Lead, Innovate, and Succeed* (p.32), by Deborah Ancona and Henrik Bresman, 2007, Boston: Harvard Business School Press.

### **2.3.1 Starting from behind**

Team members cannot acquire and analyze the expectations and requirements from stakeholders. They don't make relationship with others outside their team so that the team may lack of experts with functional skills to solve problems effectively. Also, the team cannot engage others to contribute to organization's targets.

### **2.3.2 Stuck on the old : Missing the new**

Contingency factors including technology, markets, competition, and the organization may be obsolete as they are not updated into the current trends. In addition, there is no collaboration with other parts outside the organization so that organizational interrelationship doesn't occur to gain mutual benefits in terms of knowledge sharing with other organizations as business allies.

### **2.3.3 The organization as an echo chamber**

Other departments of the organizations perceive that team members cannot perform tasks that align with others' requirements to serve the current directions. This reflects the unsatisfied notoriety of the team performance throughout the organization.

### **2.3.4 Blaming the enemy out there**

When an undesirable result happens, team members primarily assesses their colleagues outside the team as the enemy. This incident shows that team members don't accept others' opinions, so they oppose others who share different ideas.

### **2.3.5 Failure – inside and out**

Not only negative feedback but also underperformance drives a team into failure. All team members express destructive feedback to one another. Moreover, they become pessimistic to the outsiders as others don't understand them.

## 2.4 X-Team model in an organization

In general, there are many types of teams in an organization such as self-managed team, virtual team, project team etc. All of them have a common goal to achieve the ultimate organizational targets so that the concept of an effective team could be considered as the top reason to reinforce growth and benefits beyond the uncertain challenges in the current industrial age. As a result, an inward focus of the traditional model is not sufficient to construct the speed responsiveness to those difficulties. In a traditional team, internal coordination is mostly concentrated. It requires a clear task with fixed and small number of members. In contrast, X-Team model as the effective team approach involves more members with diversity of skills and knowledge to apply the best solution to this volatile circumstance. Fundamentally, there are some essential components detaching X-Team model from the traditional model: external activity, extensive ties, expandable structure, flexible membership and internal mechanisms for execution.

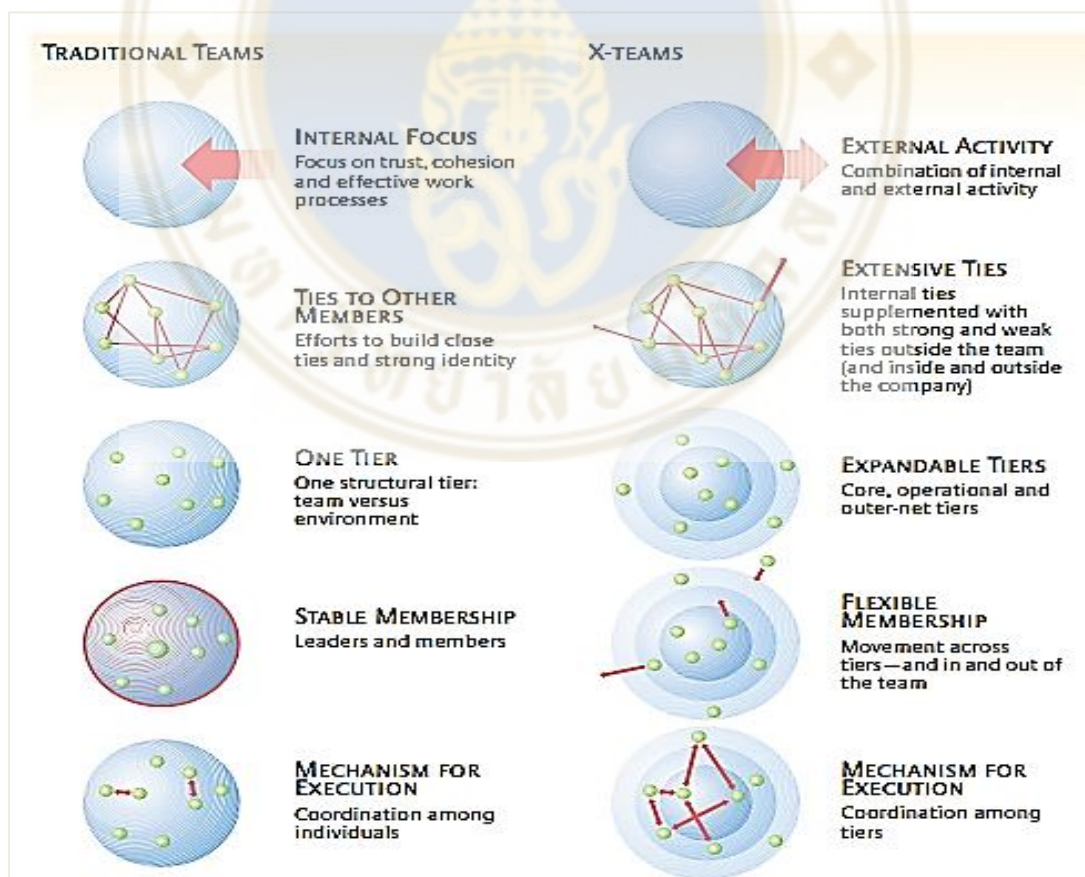


Figure 2.3 The five distinctive components of X-Team and traditional team



*Note.* From “The Comparative Advantage of X-Teams,” by Deborah Ancona, Henrik Bresman, and Katrin Kaeufer, 2002, *MIT Sloan Management Review*, 43, p.37.

The high level of external activities with extreme execution inside the team is integrated. Whenever team engagement in some degree of external activity occurs, there are some activities such as central to their mission, their mindset, and their modus operandi. In terms of X-Team concept, “Going outside” becomes the prime priority from the beginning phase that the team members are selected to work together. Similar to other teams, the eligible members of an X-team possess the necessary content expertise, specific skill sets, appropriate personality, and motivation to work together. Moreover, they are also chosen because they have their personal relationship to other groups inside or outside the company that supports the team’s achievement.

X-teams can be systematically created through setting up a comprehensive X-team program. It is important to recognize the well-planned management and required support. Critical success factors comprise of commitment, buy-in from the top management and a concrete launch that engages all levels of the organization to achieve the common goals. Another critical factor is reassuring that team attempts are in the appropriate level.

**Table 2.1** The process of X-Team model activities

<b>Phase</b>	<b>Exploration</b>	<b>Exploitation</b>	<b>Exportation</b>
<b>Tasks</b>	<u><b>Discovery</b></u> - investigate external environment and current trends - get inspired; obtain the political issues, and the customers’ requirements	<u><b>Design</b></u> - launch planning and the execution. - seek for the best solutions to any particular problems or conflicts.	<u><b>Diffusion</b></u> - foster the proactive attribute to the people who will perform duties in the team. - obtain response and feedback from top management and the customers.

**Table 2.1 The process of X-Team model activities (cont.)**

<b>Phase</b>	<b>Exploration</b>	<b>Exploitation</b>	<b>Exportation</b>
<b>Tasks</b>	<u><b>Discovery (cont.)</b></u> - enhance understanding and potential possibilities - gain trust and buy-in from top executives		
<b>Key Leadership activities</b>	- sensemaking - relating	- visioning - inventing	- relating
<b>Core X-Team activities</b>	- scouting - ambassadorship	- ambassadorship - tasks coordination	- tasks coordination - ambassadorship

*Note.* From *X-Teams: How to Build Teams that Lead, Innovate, and Succeed* (p.122), by Deborah Ancona and Henrik Bresman, 2007, Boston: Harvard Business School Press.

According to the table provided above, there is the combination of external and internal activities that are executed simultaneously through changing emphases and flexible phases. Primarily, an X-team explores the external environment to assess the customers' expectation, market competition, supports from the top management and where to find the resources. Investigating outside at beginning phase, the team could build the external focus awareness and allow innovation begins through understanding of particular problems.

During cycles of activity, team members transfer across the team's core, operational, and outer-net tiers. All of them are able to change their roles as needed in each phase of action. Also, the team periodically adjusts the number of members as new skill sets are required. This exchangeable membership as well as external activities could enhance the team's performance extending the team's innovative thinking. It is

obvious that X-teams could bring high success in the aspect of effective change agents together with innovation across the organization.

#### **2.4.1 X-Team Principle**

Having high performance across their boundaries, teams have to begin tasks by seeking the necessary information in order to understand the context related their work. Furthermore, they need to get support from the top executives, and coordinate with other groups so that they could be able to manage the politics and difficulties around community that lead a team's success.

Firstly, the high level of *External Activities* could be considered as the top priority to operate in three main sub-dimensions: scouting, ambassadorship and task coordinating. An X-team's external activity is related to scouting in terms of seeking for new ideas, opportunities, and resources. This also means finding expertise and information through observation, conducting a survey, hiring a consultant, interviewing customers and investigating customers and competitors in the current trends. During the period of scouting, the information analysis could be conducted to initiate the best solutions for the particular challenges. In other words, scouting is the versatile activity including the organizational terrain investigation, external trends monitoring and vicarious learning of others outside the team. Another crucial external activity is ambassadorship that emerges during the meeting with management to obtain support and sponsorship from potential protesters. While the team members are developing relationship with others as an ambassador of the team, the team could receive funding and resources. Especially, they could assist the team's work closely aligned to the company's strategic directions. This turns into a bureaucratic procedure short-cut that alleviates political issues, and move more nimbly through business development. Additionally, outward focus of working involves task coordination that engages with others in both internal and external sections so that feedback, critical resources, and buy-in from others could be received to help complete the team's missions.

Second, *Extreme Execution* is another principle that emphasizes the internal coordination among the team as the significant factor compelling the high performance. By the time team members conduct all aspects of the external activities, it becomes a higher intense of critical job to integrate the productive results. Gathering

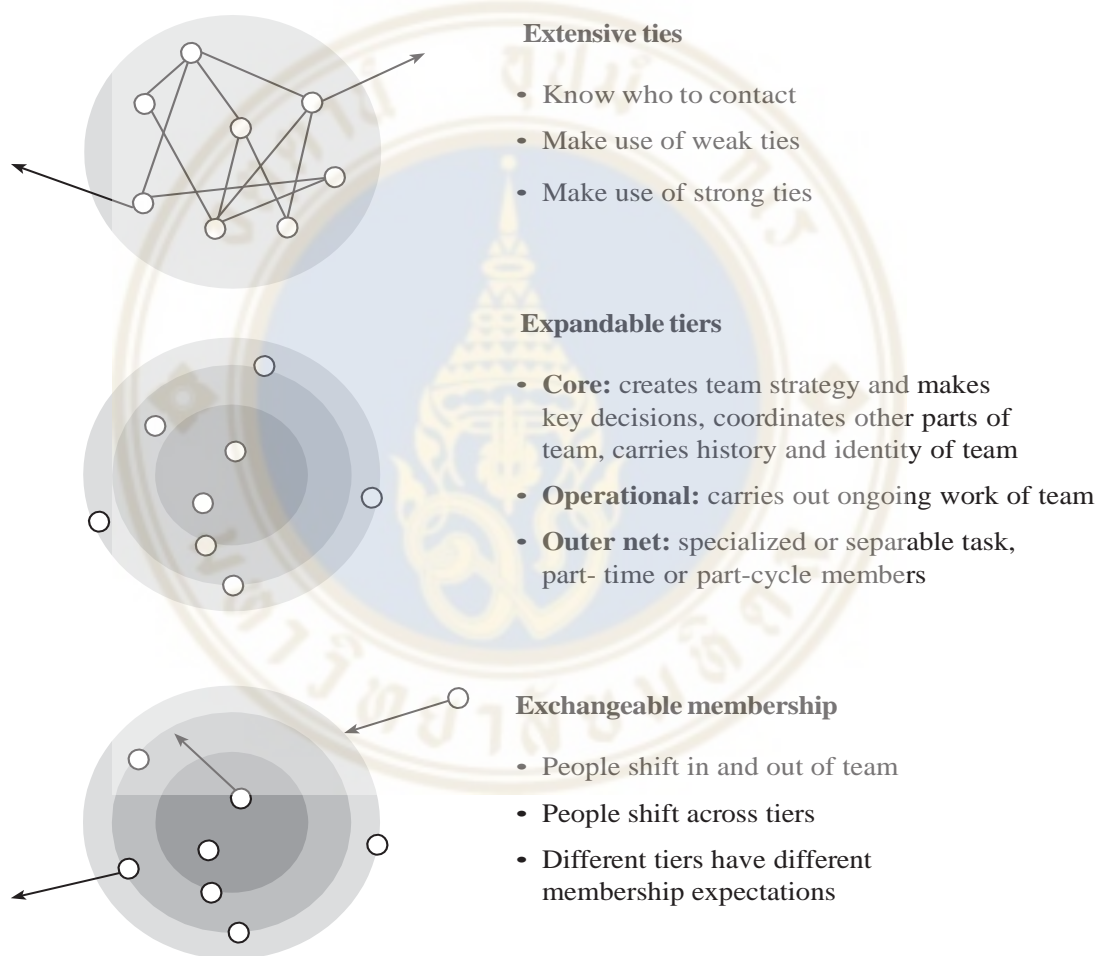
a lot of data and demands from the outside, all team members need to help one another evaluate and consider for the final decisions. Some external conflicts including divergent political interests can become the challenge of the team to create some ideas for these conflicts. To interact with these difficulties, it is very important to form healthy culture of the team that comprised of psychological safety, team reflection, and knowing what others know. Moreover, team members need some specific tools to coordinate during execution in X-Teams: integrative meetings, participatory and transparent decision-making procedures, heuristics, shared timelines, and information management system. Also, the positive environment of the team could be promoted through all of these tools fostering X-teams to accomplish their tasks and projects smoothly.

Finally, *Flexible Phases* is the last principle of the X-Team model that teams have to adjust their core tasks consistently. This could reassure that any mode of operating is not suspended. Specifically, effective teams execute tasks through three phases with a different focus: exploration, exploitation, and exportation. As the demands of the tasks are altered, team members have to be flexible to launch changing program with clear objectives and procedures. Teams have to manage themselves to explore the world around them, generate ideas in new directions, and figure out multiple possible options in the exploration stage. In the exploitation stage, they must select a direction to organize themselves for internal execution effectively. Last but not least, it is necessary that teams should redesign their process and focus toward their work in the current situation of the larger organization in the exportation stage.

The key point is that team members would be able to shift away to other parts instead of only focusing on an exploration emphasis that fosters their understanding of the product, process, and opportunity. They need to be able to shift into exploitation stage that all members compile the information from exploration to innovate ideas into the exportation stage. During this stage, they can transfer team member specialists together with passions to others to continue the team's tasks and also bring the team's product into the organization to the marketplace timely. Every different phase needs a diverse focus and different types of X-team activity.

### 2.4.2 X-Factor

X-Team possesses crucial elements to integrate in high levels of external focus. Responding to up-to-date information and new coordination requirements, X-teams assist in terms of exchangeable membership and a structure with multiple tiers and flexible roles. To gather information through multiple activities, team members have to coordinate with others with extensive ties – weak tie and strong tie. While X-Team Principles are considered as the key processes to drive success, X-Factors could establish the structure to assist all processes that link in every phase of execution.



**Figure 2.4 X-Factors of high performing team model, X-Team**

*Note.* From *X-Teams: How to Build Teams that Lead, Innovate, and Succeed* (p.140), by Deborah Ancona and Henrik Bresman, 2007, Boston: Harvard Business School Press.

2.4.2.1 Extensive ties involve different kinds of relationships that the team needs to build with a large number of people with both weak ties and strong ties in multiple locations. In this aspect, weak ties mean the acquainting relationship with others while strong tie means the close relationship with others.

2.4.2.2 Expandable tiers enable team members to perform tasks effectively and flexibly to shift activity through several stages in the fast changing environment. The different roles and levels of commitment in the team exist in the team. Each of team members are in charge of multi functions in the team. For example, a core member could be an operational member to finish the same project.

2.4.2.3 Exchangeable membership encourages team members to shift over time with different tiers and different expectations of membership. Thus, the appropriate mix of skills and abilities is available for changes in team's tasks.

### **2.4.3 Distributed Leadership**

Currently, organizations have to confront more complex problems with the dispersed resources. This condition leads to reconsider that leadership could be cascaded down in every level throughout the organization. Especially, it must be shared with teams in order to empower all members' execution with the best results timely. An X-Team links to distributed leadership through the new procedure of imposing corporate strategies. It embeds in the internal and external activities with flexibility, passion of people and bottom-up opinions towards the big picture on high level of distribution all around. This could imply that only executive leadership is insufficient for organizational achievement. As leadership is empowered at all levels of the firm, the sense of owner could be established as a healthy culture. Thus, everyone is willing to contribute to the organization with a leadership role. Increasingly, companies have an effort to provide distributed leadership to all level in the authority of hierarchy to develop working process, initiate innovative new products, and solve complicated troubles. Furthermore, distributed leadership brings a great benefit of a broader pool of expertise to figure out the most suitable solutions to particular problems as one of the organization's competitive advantages.

In an array of distributed leadership, the capabilities consist of sensemaking, relating, visioning, and inventing that spread across units, and levels of the organization

to acquire essential capacities such as the intellectual attribute, interpersonal skill, rationality and creative thinking. This model promotes distributed leadership in the team members to work concurrently with experts throughout the organization.

2.4.3.1 Sensemaking: Karl Weick refers this capability as it involves making sense of the context in the organization that means the ability to anticipate the opportunities and threats of an uncertain environment.

2.4.3.2 Relating: This is related to crucial relationship development within and across organizations. It also brings mutual commitment to complete tasks with trust and constructive feedback in the context of effective communication.

2.4.3.3 Visioning: This is the capability to visualize possibilities in the future. It is an apparent process of things to be created by an organization's members in the future. Significantly, it is necessary that the vision has to be established and communicated clearly so that the organization's values and direction could be conveyed through leadership empowerment.

2.4.3.4 Inventing: The last leadership capability refers to initiating innovative solutions and adjusting new methods of working together that align with the vision. This connects to designing creative modus operandi against roadblocks as well as fostering the organization growth in the new directions among the volatility of today's world.

X-Team possesses crucial elements to integrate in high levels of external focus. Responding to up-to-date information and new coordination requirements, X-teams assist in terms of exchangeable membership and a structure with multiple tiers and flexible roles. To gather information through multiple activities, team members have to coordinate with others with extensive ties – weak tie and strong tie.

X-teams blend high levels of external activity with “extreme execution” inside. They follow well-established guidelines for building the collaborative culture, a transparent decision-making structure, and open information processing as well as communication systems necessary to make full use of outside ideas and resources, and they keep the work moving forward. (Ancona & Bresman, 2008)

In conclusion, the effective teams that lead, innovate, and succeed are derived from the integration of X-team principles, X-factor and distributed leadership

in all level so that teams in an organization could be transformed into the high performance ones. The development processes involve the five key success factors: external focus, extensive ties, expandable tier, flexible membership, and mechanism for execution in terms of coordinating among tiers. All of these should be implemented through exploration, exploitation and exportation stage in order to strengthen the teams' efficiency that enhances competitive advantages of an organization.



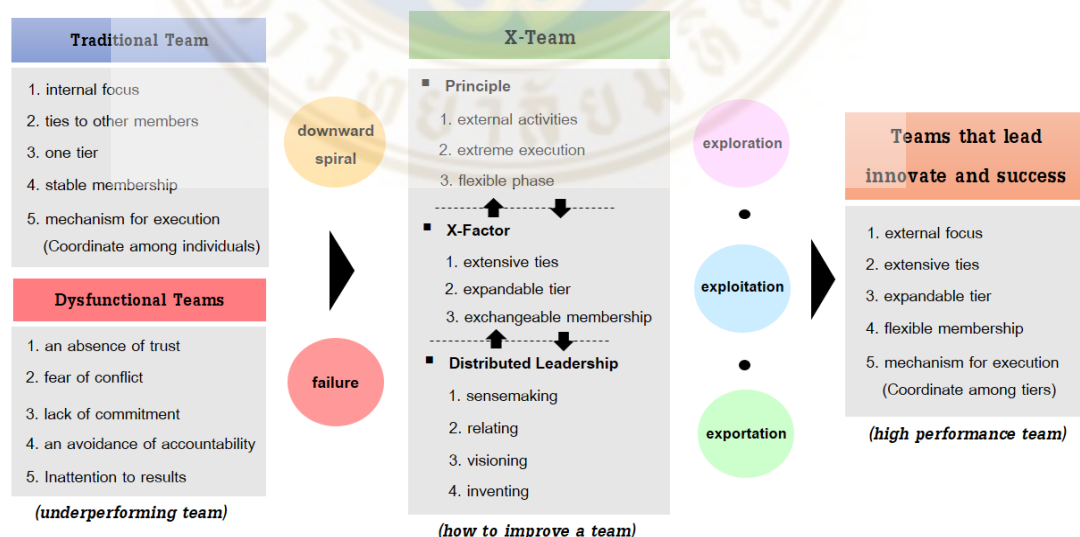


## CHAPTER III

### MATERIALS AND METHODS

This chapter presents the research method with rational explanation of the six significant categories: conceptual framework, research hypothesis, data collection, population and sampling, and data analysis. This qualitative study collects data from the interview protocol. The findings will be revealed the interviewees' experience together with various perspectives on how their teams lead, innovate, and succeed in an organization. The interview questions assist the interviewees specify the information with their own words so that the source of primary information could be delivered. Then, the researcher could tailor questions in order to seek for in-depth information (Merriam, 2009) as the two-way communication occurs.

### Conceptual Framework



**Figure 3.1** Conceptual framework of the X-Team model linkage

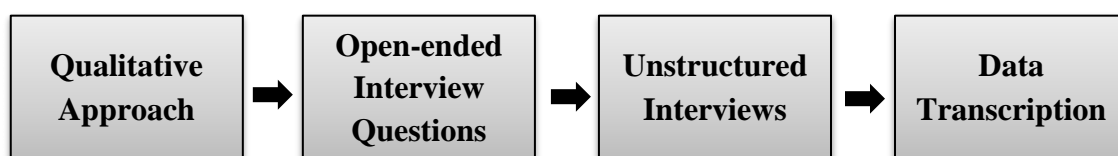
The conceptual framework shown above illustrates the holistic view of X-Team model linkage among the factors of underperforming team including underperforming team characteristics and dysfunctions of the team, and X-team approach and key factors of high performance team.

### 3.1 Research Design

The qualitative research methods is chosen as it had become increasingly important modes of inquiry for the social science and other applied fields such as education, regional planning, nursing, social work, community development, and management (Marshall and Rossman, 2006). The interview was an alternative method of collecting data survey (Babbie, 2007) Moreover, it could help provide information related to the topic “how to Build Effective Teams that Lead, Innovate, and Succeed in an Agricultural Organization in Thailand” in details.

Prior to the development of interview questions, the researcher had explored the theory of effective teams “X-Team” in an attempt to review literature related to the research objectives. During this stage, the researcher had studied and discussed with some colleagues to gain more understanding and expand the knowledge regarding effective teams in the organization. This had been purely explorative to scrutinize the insight information of the following research questions:

- Does X-Team model help a team perform effectively that enhance the innovative organization? How could it contribute greatly to the team?
- How are the traditional team model and X-Team model dramatically different?



**Figure 3.2 The logic of the research design**

The logic of the research design shown in Figure 3.2 portrays the holistic view of methods adopted in this chapter. As the qualitative approach is selected, there

are open-ended questions constructed to obtain the in-depth information related to team performance in both underperforming and high performing aspects. Apart from the research questions mentioned earlier, the interview questions would be formulated in accordance with the key success factors of high performance team as X-Team. Moreover, there are unstructured interviews in order to allow all respondents reveal the insight details about their teams. Lastly, the interview recording voice will be transcribed into the documents that is analyzed to answer the study's objectives.

### **3.1.1 Research Hypothesis**

#### **Group 1: Aspect of underperformed team**

**Hypothesis 1:** Dysfunctions of a Team significantly affects the failure of the team performance.

**Hypothesis 2:** Traditional Team Model could lead to the downward spiral that leads a team to the unsatisfied performance.

#### **Group 2: High performance team**

**Hypothesis 3:** X-Team model could create the characteristics of the high performance team that lead, innovate and succeed in an organization.

## **3.2 Participant**

The participants of the study included two groups of HR departments from the head office base of an agricultural organization in Thailand, which both groups are different in terms of the team characteristics and outcomes. There are three types of members in each team included as the respondents of the study: a core member, an operational member, and an outer-net member.

All participants were purposively selected based on the following criteria. First, there are three types of members from each group included, which are a core member, an operational member, and an outer-net member. Second, the participants have to possess the expected characteristics. All names are changed into pseudonym. The first team, T1, performs duties representing X-Team model. T1 consists of one manager and two officers. T1 executed all tasks and assignments as a business

partner in three functions: human resource management, human resource development and employee engagement.

Both two teams aim to achieve the common goals as they have the similar performance indicators regarding the core functions of Human Resource department. In the scope of HRM function, all tasks are mainly related to the execution of turnover rate and the overtime payment. The turnover rate of employees will reduce at least 5%, while the overtime payment will be managed to decrease 6.5%. In terms of HRD function, all training courses in the annual plan will be completed 90 % within the current fiscal year. All training attendees will be able to pass the learning assessment at least 80%. Finally, in the part of Employee Engagement, the bottom-three of engagement issues of the particular BU will be improved at least 50%. Over all, comparing to the previous year, the quality of support for the particular business unit will increase dramatically.

Having been assessed in above expectation, the team performance was approximately 10% higher than the previous year. The second team, T2, consists of one manager and two officers in charge of as similar job descriptions as the T1 team. However, T2 provides HR service for new business units. T2 team's goal is to achieve all projects and routine tasks in appointed functions including human resource management, human resource development, and employee engagement. Unfortunately, the unsatisfied results took place with roughly 8% lower than average that reflects the inappropriate team management.

### **3.3 Research Instrument**

To develop the interview protocol, the questions were deliberately designed to investigate the real management of the selected teams in an organization. There are three main dimensions to be focused: the principles of x-team model, X-factors, and distributed leadership. After the extracts from the interviews are quoted, the interviewees and mentioned names are changed into pseudonyms in order to cover the identities of the interviewees. The full detail of the interview protocol is shown in the

appendix. All interview questions were categorized into three main dimensions with their sub-dimensions as follows:

#### Dimension 1: Principles of X-Team Model

There are six questions based on three sub-dimensions including external activities, extreme execution, and flexible phase in order to scope the content during the interview sessions with the respondents in two teams. Firstly, in terms of external activities, the questions are designed to explore the real practices of scouting, ambassadorship, and task coordinating. Secondly, the extreme execution refers to psychological safety, team reflection, and knowing what others know. Lastly, the questions related to flexible phase investigate the team management through the shift of core tasks across the team's lifetime.

#### Dimension 2: X-Factor

This part of the protocol consists of three sub-dimensions including extensive ties, expandable tiers, and exchangeable membership. The questions in the extensive ties were intended to ask about the social connection in both close relationship and acquaintance. Also, there are some questions to seek for the information regarding expandable tier as it involves all types of team members: a core member, an operational member, and an outer-net member. Finally, some questions are provided to investigate the status of exchangeable membership that members of each team could be rotated to other departments in order to enhance that particular team's efficiency and effectiveness.

#### Dimension 3: Distributed Leadership

It is undeniable that distributed leadership seems important to drive business performance of an organization. Hence, the last main part of the interview questions intends to probe into the team management empowering leadership to all types of members with four characteristics: sensemaking, relating, visioning, and inventing.

**Table 3.1 The Scope of the Interview Protocol**

<b>Dimensions</b>	<b>Sub-Dimensions</b>	<b>Referred Theories</b>	<b>Numbers of questions (item)</b>
<b>Principles of X-Team Model</b>	external activities	X-Team	2
	extreme execution, task coordination	model	4 1
<b>X-Factors</b>	extensive ties,	X-Team	2
	expandable tiers,	model	2
	Exchangeable membership		2
<b>Distributed Leadership</b>	sensemaking, relating, visioning, inventing,	X-Team model	2

The Table 3.1 represents the details of interview protocol as a data collection instrument. This illustrates the structure of questions used during the interview.

### **3.4 Data Collection**

This qualitative research was conducted to collect information in both primary data and secondary data.

#### **3.4.1 Primary data**

The sources of information were derived from the one-on-one interview by phone and in person to investigate and identify the scenarios on how the teams formulate and perform their roles and responsibilities. It helped the researcher get more understanding and more in-depth information to integrate with the concept of the effective team, X-Team model. The researcher conducted interviews using the interview questions containing three dimensions as the main scopes of contents. In the interview sessions, team members of each department were interviewed. They were contacted via

e-mails and telephones to make appointments. The researcher physically visited the respondents in order for them to be able to express their own thoughts freely with some guidance from the researcher in order to get the best possible answers aligning to the research objectives.

### **3.4.2 Secondary data**

This part of information was crystalized from several sources in the scope of team management comprising the fundamental understanding of a team, dysfunctions of a team, and X-Team as a high performance team model. Primarily, a team is defined as a group of people working for the common goals. Although most organizations aim to have teams perform tasks effectively, there are some unpleasant factors leading teams into underperformance as described in the dysfunctions of a team theory. In addition, the principles of X-Team model were used to explore the external activity, extreme execution as an internal process of each team and flexible phases to complete projects. During this stage, the X-Factor is another key interesting area to be studied in terms of extensive ties as the relationship outside the team, expandable tier as the team members' management, and exchangeable membership as the flexible method to form an effective team. Finally, the distributed leadership is also one of the key scopes to analyze the basis team members' attributes in terms of sensemaking, relating, visioning, and inventing.

## **3.5 Data Analysis**

After the data was collected through the interview session with two selected teams, the analyzing process was executed. During the in-depth interview in each session, the conversations were audio recorded and kept in audio files. They were transcribed into the summary notes prior to the analysis of the main contents. However, some parts of the transcription are examined thoroughly to extract the key points aligning to the areas of interests referring to “How to build an effective team to lead, innovate, and succeed in an organization”

Namely, all open-ended questions were constructed with the main purpose, which is to receive the empirical information in details. The data were analyzed and discussed following the theories mentioned in the literature review.

In conclusion, this chapter describes a research design and methodology adopted to achieve objectives of the study aiming to understand how to create of an effective team that leads, innovates, and succeeds at an agricultural organization in Thailand.





## **CHAPTER IV**

### **RESULTS AND DISCUSSION**

This chapter presents the research findings derived from the interview sessions with the selected teams from an agricultural organization in Thailand. The interview questions were deliberately designed in the dimensions of X-Team principles, X-factor and distributed leadership. All findings have been narrated in terms of the comparison between the X-team and the traditional model. As a result, the modus operandi of two teams has been explored and scrutinized as follows:

#### **4.1 Findings of X-Team principles**

Apparently, there were different mechanisms between the two selected teams regarding the X-Team principles: external activities, extreme execution and flexible phase. The team “T1” obviously shared more similarities with X-Team model, while the team “T2” tended to emphasize internal execution as the following details.

##### **4.1.1 External Activity**

Both two selected teams did not show the high level of extreme execution in their real practice of team management. In the team “T1”, all team members revealed that they had an attempt to acquire the information outside the team to execute internally further. In fact, there was no concrete evidence during the conversation that they performed their roles and responsibilities in the scouting mode to seek essential information. Moreover, it was also implied that there was less degree of ambassadorship to get a great support from senior executives. This was clearly shown in the message from the core member who is one of the respondents: “My Team starts a project with in both external and internal execution. There are some requirements as well as expectations from the executive meeting and investigating the outsiders’ needs. The most important part that my team concentrates on is the understanding within our team

members.” In the perspective of the outer-net member, he revealed that “It’s very important to communicate within our team and related units so that everyone will be informed the goals and directions from the senior executives as well as our clients (employees) clearly.” This reflects the reality that the message derived from the top management or the outsiders was not communicated to other types of team members. Although the team “T1” did not develop the scouting activities and ambassadorship in routine implementation, task coordination was encouraged to be performed intensively by all team members. Responding to the questions of their approach to get help from others outside the team in order to complete a project, a core member of the team exposed that “Perhaps my team members are not good at some areas of work. At first, I have to think about the expertise outside my team. Then, I have to analyze the task content and my team’s capability in order to ask for help from others suitably.” Also, the operational member added that “When we have to ask for others’ help, the purposes and details are the first priority to communicate. We should clarify that others’ contribution influences our work. This kind of message could convince them to assist us intentionally.” This could be the confirmation that this team tried to develop the team management as all team members reached the principle of task coordination, which is one of the integrated team approach, X-Team model. On the other hand, the team “T2” unveiled the team management that mismatched with all elements of external activities. It was also obvious that the members of this team completely lacked trust among themselves, as each team member expressed the different aspects of team management. Articulately, one of the team members revealed that “When the objectives and goals are assigned to our team, we internally execute in detail to complete them. The plan should be managed and controlled by the manager or project owner.” This message could be considered as the internal focus approach of the traditional model of his attitude towards the team, while other team members demonstrated that “To complete a project, my team and I should try to reach for others’ help because we sometimes need an expert to get things done excellently.” This dissimilarity of the perception of team members reflected the absence of communication to reach mutual agreement.

#### **4.1.2 Extreme Execution**

Apart from the first principle known as external activities, the positive

internal environment should be established appropriately. It means the teams should adopt the principle of extreme execution that covers psychological safety, team reflection, and the concept of “knowing what others know.” In fact, the two teams communicated with different approaches to manage and perform tasks. Particularly, there was the dissimilarity in the cultural aspects between these two teams distinctively. The team “T1” expressed the healthy culture implanted inside itself as the core member stated that “I encourage my team to work in brotherhood relationship atmosphere. I also suggest them to behave in four traits of our team’s culture: leadership role model, hands-on accountability, integrity and team dedication. The first one, my team members have to represent the leadership style as the standard image to the outsiders. Second, they should possess a sense of owner to draft a plan for their own projects. Third, they should not gain only their own benefits from others. The last one, they should sacrifice themselves to others. That’s all I would like them to bear these attributes for the sake of them and our team.” It apparently signified the psychological safety that encouraged all team members to share their creative ideas as well as lessons learned in their forays. When an operational member of this team was asked to share how important the information of the assigned tasks has been perceived by the rest of the group, he narrated the situation supporting the team reflection as “We arrange the frequent meetings to update our projects progress so that we could help figure out the possible solutions for every project.” This could reassure the effective internal execution of the team without fear of conflicts and destructive feedback. Regardless of the dysfunctions of the team, all team members were confident to express the individual obstacles so that they could discuss their refined ideas to find mutual agreement for the best solutions. The team “T2”, however, portrayed the opposite circumstances, as the core member of this team revealed that “My team has an attempt to build the brotherhood atmosphere. Unfortunately, we have a lot of tasks to manage, then we rarely talk to one another.” This might be the same as the message derived from the operational member that “All members have to understand the same picture of projects targets and expected results. Everyone needs to coordinate with each other. In fact, we have different perspectives on our work that it’s very difficult to build the comfortable working atmosphere.” It implied the meaning of some traits in terms of team’s dysfunctions: absence of trust, lack of commitment, avoidance of accountability, and inattention to result. It would be

more obvious when the operational member respond to the question of how the team members perceived important information about assigned tasks: “There is no need to have a frequent meeting as some of our team members have a lot of working experience to finish tasks. We usually prepare everything around three to four days prior to the due date.” In this part, it is unfortunate that this team could not execute to reach the both traditional model and X-Team model, as all team members were stuck by some troubles concerning team’s dysfunctions, which could be the main barriers to the team’s success.

### **4.1.3 Flexible Phase**

Basically, the flexible phase is related to execution with a different focus through the stage of exploration, exploitation, and exportation. In the aspect of flexible phase as the last principle of X-Team model, these two teams initially expressed the same attitude to emphasize flexibility for the sake of the teams’ benefits. In fact, both of them deployed their strategies differently. The team “T1” primarily engaged all team members with the healthy culture in an array of leadership in all levels that promoted decision-making inside the team. There is an answer from one of the respondents in this team that “At first, we are trying to complete every project perfectly. When our team unfortunately meets the unsatisfied result, we accept that this could be our lesson learnt. The self-reflection might help to shape our ideas and exchange the constructive feedback in our team to think about the preventions for other projects.” This message could reflect the linkage of all principles of the X-Team model. The effective team management required the integration processes to enhance strength of each dimension. In contrast, the team “T2” exhibited the team execution in terms of the flexible phase, as a team member explained that “There are some obstacles during working in my team. Sometimes we fail to solve problems, but the team leader needs to encourage and inspire subordinates in the team.” This might reflect that there is not only ineffectiveness of flexible phase but also the absence of trust occurring in the high degree.

## 4.2 Findings of X-Factor

Importantly, X-factors become the crucial supportive structure of X-team principles. It is very necessary that all of team members be assigned to build broader relationship with others, to perform multiple roles in their projects, to be transferred to another team flexibly. Fundamentally, there are three elements of X-factor: extensive ties, expandable tiers, and exchangeable membership.

### 4.2.1 Extensive Ties

There were similar evidence of the two teams regarding this factor, extensive tie. In the team “T1”, there is the team management with effective techniques. All types of members always share their information and knowledge to one another, as the core member mentioned that “I have learnt from my experience that connection is highly important for teamwork. It is said that collaboration could bring success to the team because most teams need support from others. Then, I always introduce my team members to know and make the relationship with others outside the team. Sometimes, I also use my own personal reference for benefits of my team.” This also enhances trust and engagement that could lead to higher performance of the team. Additionally, when the team had to coordinate with others in order to achieve project accomplishment, a team member expressed his point of view that “The way that our team makes relationship with others is to behave like a good neighbor. We never deny assisting other’s work as we understand others’ urgency and concerns. Then, we make friends with others in all functions and levels.” According to these two aspects of some team members, there were both the weak tie, which is loose relationship, and the strong tie, which is close relationship, adopted in this team. In the team “T2”, the team had an attempt to build the weak tie (loose relationship) at work, together with the strong tie (close relationship) with others outside the organization. One of the team members stated that “There are many ways to learn more about working as a team. We could learn from others’ failure as a shortcut to prevent mistakes. Then, personal relationship in both internal connection and professional career network could benefit our team.” This could be a great sign of this team to deploy a strategy of this X-factor even though X-Team principles were not launched in the team management.

#### **4.2.2 Expandable Tiers**

Generally, this factor refers to the different types of team members existing to be assigned roles and responsibilities flexibly. The results derived from the interview with all respondents reflected the dissimilarities of two teams distinctively. The team “T1” could manage based on the diversity of skill sets and fields of interest among team members. All of the team members could be assigned to perform duties to complete projects, taking roles as both core members and operational members. It was obvious when one of the team members explained that “I think that there should be more than one type of team members. Also, it would be great that a member could perform in multitask. It shows that one of the team members is able to make a strategic action plan and coordinate all process at the same time.” Unfortunately, there was an obstacle in terms of current organizational structure, as a team member added in more detail that “In fact, to have many types of members in the team seems difficult in our company because the current hierarchy is unmatched with that condition. In my team, there are a manager and two officers to perform duties. Everyone can propose their own ideas as some solutions so that we can make a decision together.” It showed that the concept of expandable tiers could be informally executed in the team. However, the team “T2” was unable to implement tasks to match with this factor as a team member provided his answer that “Everything depends on the objectives of each project, then we should let all team members to participate in some specific processes based on their roles.” This message contained the key word “specific” signifying the fixed role to perform tasks inside the team. It would be clearer in the following answer derived from one of the team members as “We have to use some techniques to coordinate with others. One member could stick to his or her role to perform tasks professionally.” This could reflect the old paradigm of team management that the team is more concerned with the specific role than with multi-tasking.

#### **4.2.3 Exchangeable Membership**

The last trait of X-factor known as exchangeable membership refers to the mix of skills and abilities of the team members, as they are able to be transferred to another function based on the purpose of each task and projects in general. Both the two teams illustrated the different execution in terms of this factor. The first team “T1”

showed the credible implementation of flexible membership, as the core member mentioned that “All team members could be delegated to take responsibility of variety of tasks and projects based on their interest and skills. Everyone can be developed so that good communication about career growth could help manage expectation of team members.”, while another team member revealed that “Everyone has both strength and weakness. It is great to embrace the strength as it benefits to our team, while we should develop the weakness. Then, we can manage the expectation of our team members.” This positive attitude towards other team members could promote the supportive atmosphere in the team along with the elasticity of team members’ roles. In contrast, the team “T2” displayed the stable membership as a team member replied that “With all conditions in my team, it would be great to manage team with the motto “learning together” in order to persuade everyone to learn continuously. Moreover, people come to work with different agenda, background and private issues, so we have to accept this limitation in our team.” There is only one team member who answered that “I wish that everyone were delegated to take responsibilities in both routine tasks and project-based assignment. Then, all of them could pursue the career growth as they have expected.” Provided with this positive perspective, this team might have the potential possibility to develop this factor inside the team further even though it was shown from only one of the team members.

### **4.3 Findings of Distributed Leadership**

In terms of distributed leadership, the degree of empowerment inside the team depends on the norm of each team. The informal leadership could be embedded into the team “T1” regularly. All team members are confident to propose their ideas based on individual interests and skills, as a team member stated that “During the planning stage, our team arranges meetings to plan an action plan together. All members with different levels could propose some creative ideas, new possible ways to work and suitable time frame to complete projects. Then, we all get the fine-tuned planning of our team to execute tasks afterwards.”, while another team member added that “As a team member, everyone should be allowed to express opinions willingly. The senior members

should suggest some practical guidelines to the junior ones in a positive way. Also, we could build trust and engage our members simultaneously.” These two points of view apparently presented the high performance of the team to enhance the real practice of leadership delivered in all levels. Nevertheless, the team “T2” provided a different view, as a team member presented that “my team members and I prefer to have a brainstorm session to set up the project plans together. In fact, there are a lot of tasks to complete. Then, we have to fix all problems with the specific skills of some members.” Also, there is a dissimilar attitude towards distributed leadership in the team, as another perspective shown as “In the past, our team has only one generation to perform duties that we have the same point of view. Now, we have more team members with different generations to share various new perspectives to complete missions. I personally think that we need more time to let all of them share their own ideas because it’s the new kind of working style in our team.” This could be the great signal to develop the team management that contributes to the team’s success in the future.

In other words, the performance of those two teams in HR departments is dramatically different. The team with pseudonym “T1” takes responsibilities in the HR field to support existing business units of this organization. The main task of this team covers three functions: human resource management, human resource development and employee engagement. Mostly this team has highlighted performance to initiate projects of knowledge management tools, to arrange training sessions as well as to promote self-learning system to support employees’ fundamental business knowledge and functional knowledge. The team “T1” has revealed their working styles and processes that are similar to the X-Team concept. All interviewees of this team consisted of a core member, an operational member, an outer-net member to contribute to the team’s success. To form a team with different types and levels of members could be flexible in terms of execution. As multitasking together with a sense of belonging is promoted, the project owner becomes not only a core member but also an operation member to run tasks as planned. In the aspect of X-Team principle, this team is attempting to execute in both external and internal focus. When the core members have obtained the clear directions, objectives and requirements from line managers, the team members adopt the leadership style to coordinate with others so that they deserve trust, buy-in and supports from the senior executives and colleagues of other teams. This reflects the

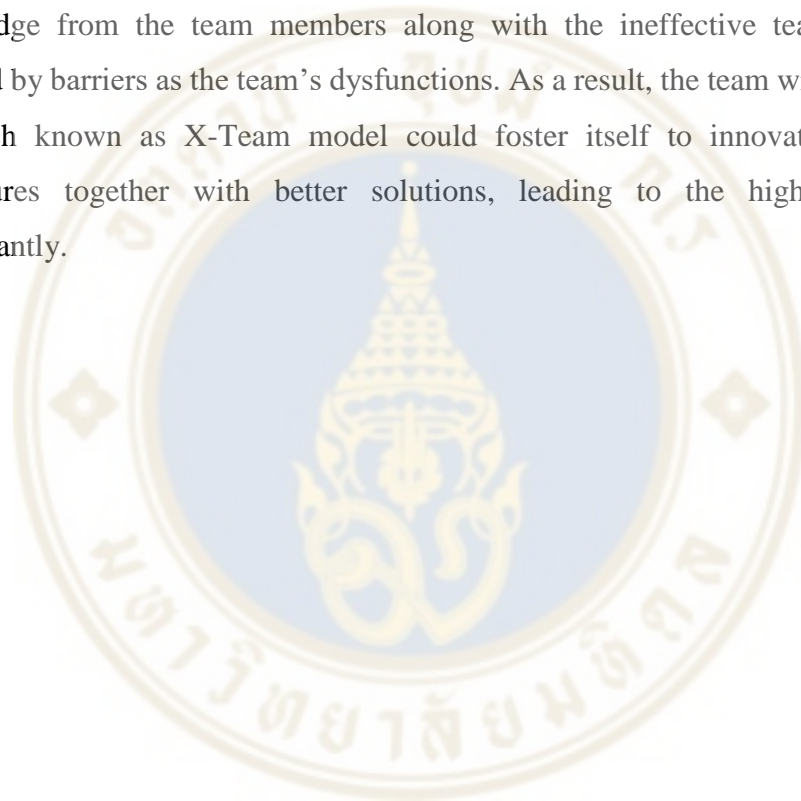


ambassadorship and task coordinating as the representatives of the team apparently. Then, the extreme execution happens to make an action plan for any particular projects. At this stage, the decision making is empowered to all types and levels of members. Whenever the team faces problems, they usually brainstorm their ideas to find out the best solutions to accomplish targets timely. Then, the safety psychological working atmosphere is established. Also, it is very essential for them to bring knowledge management tools to their team. All members can share some lessons learnt along the tasks progress with one another. It obviously shows that distributed leadership is adopted to manage the team deliberately. As a result, the team “T1” as the collaborative team management aligning with X-Team model could pursue the satisfied performance score at approximately 10% higher than that of the past performance in the previous year.

On the other hand, the other team with pseudonym “T2” manages all tasks and project for the new business unit. Although this team might face the different context of employees, the main tasks in a job scope remains mostly similar. All members in this team have been delegated to be responsible for three functions: human resource management, human resource development and employee engagement. Compared with the highlight performance of the first team, they basically executed tasks in the human resource development field through training sessions based on the annual training plan in order to develop skills of employees. The other part of the job scope in human resource management function is mainly managed by other HR shared service teams. In terms of the team management, the performance assessment score is roughly 8 % lower than expected. The main reasons leading dysfunctions into this team could be described in three aspects. Firstly, the team “T2” consisting of members with distinct characteristics could not bring benefits to the team. One of them is energetic, while others are inactive and introvert. Most members hardly share their ideas, background knowledge with one another. This could be related to some areas of the Dysfunctions of a Team theory that the team lacks trust and commitment. Second, the core member initiates projects with external focus, though some members neglect to coordinate with the outsiders. This reflects that there is an avoidance of accountability as well as inattention to results happening in the team. Last but not least, one of the team members could not perform tasks flexibly owing to his bias and negative attitude towards his own

assignments. Then, the distributed leadership could not be deployed suitably to foster team's achievement.

Consequently, all findings shown above could depict the explanation to the research questions. The team management of these two selected teams was different in various ways. The internal and external focus as well as the dysfunctions of the team differed in terms of particular execution. Furthermore, they were dissimilar in the degree of external interaction and information gathering procedures. The first team searched for the up-to-date information from the outsiders, while the other team used the existing knowledge from the team members along with the ineffective team management affected by barriers as the team's dysfunctions. As a result, the team with the integrated approach known as X-Team model could foster itself to innovate new working procedures together with better solutions, leading to the higher performance significantly.



## CHAPTER V

### CONCLUSION

This research entitled “How to build an Effective Team that Lead, Innovate and Succeed in an Agricultural Organization in Thailand?” has three main objectives of study as follows:

1. To study the approach on how the selected teams perform to contribute success to the organization.
2. To study the team performance with distinctive modus operandi in terms of traditional model and X-Team model.
3. To study the possibility of team development to enhance the organization performance.

The sample of this research comprises of two teams working in the head office of an organization. All interviewees in each team are selected based on types of members: a core member, an operational member, and an outer-net member.

#### 5.1 CONCLUSION

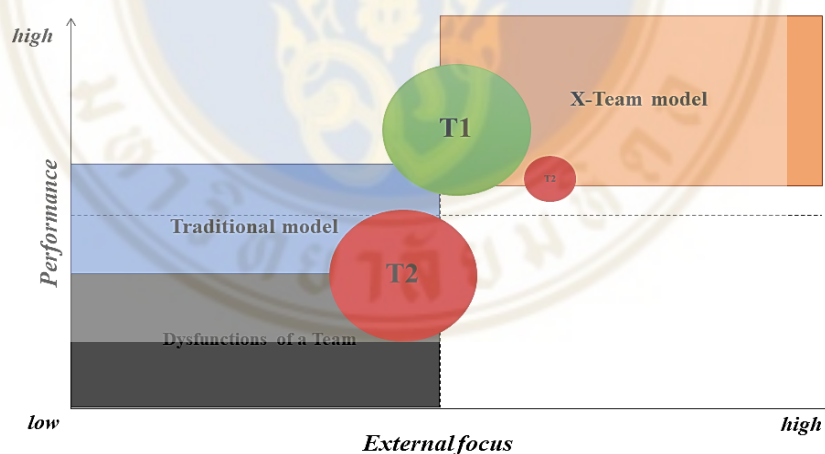
##### **5.1.1 To study the approach on how the selected teams perform to contribute success to the organization.**

The approach to build an effective team to lead, innovate and succeed in an organization is related to the integration of internal and external focus. Also, the diversity of members with multi skills, the exchangeable roles, and expandable relationships could be considered as the requirement of becoming a great team. The selected team with higher performance executes tasks aligning with almost dimensions of X-Team model. Namely, the team “T1” as the high performance team focuses on extreme execution and flexible phase as the X-Team principles. There is the healthy atmosphere that allows all team members share their creative ideas among

one another. Moreover, they concentrate on the extensive ties as the social relationship, expandable tier of team members and exchangeable membership. Lastly, this team adopts the distributed leadership to all level of the team members so that the culture of the high performance team is established effectively.

### 5.1.2 To study the team performance with distinctive modus operandi in terms of traditional model and X-Team model.

Primarily, there is the similarity between two teams in terms of external activity and X-Team principles. The team members rarely mentioned about the scouting, ambassadorship, and task coordinating during the interviewing period. This could be implied that the external activities are not clearly shown in the maximum scale of execution. Both teams demonstrate how they perform the assigned tasks without intensive focus on expectations, comments, and recommendations from others outside the team. The objectives together with the requirements are mostly delivered in the top-down communication as the chain of command provided for them.



**Figure 5.1** The chart of team performance findings based on team theories

The figure provided above illustrates the current status of two selected teams that align with some areas of three theories of team management: X-Team model, Traditional Model, and Dysfunctions of a Team. The team management and performance of the team “T1” tended to reach some areas in X-team model and a few areas in the traditional model. There was no scouting activities as well as

ambassadorship mentioned in details, while task coordination was shown articulately. Nevertheless, the team “T2” showed the evidence matching with fewer areas of X-Team model and more executions in the traditional model, as well as higher degree in terms of dysfunctions of a team management theory.

### **5.1.3 To study the possibility of team development to enhance the organization performance.**

The effective team that possibly innovates and leads success to an organization should manage the team in congruence with the approach of X-Team model. Although the extreme execution in the team “T1” was not in the high level, it is possible to develop this area further. Additionally, the intensive implementation of X-Factor in every phase was quite distinctive. Every team member has shared the same opinions because everyone performs tasks with multi functions. To execute in this working style, the team demonstrated that leadership was distributed to all levels of team members. Everyone could propose the rational ideas reflecting the concrete purposes of that particular method. Then, the new working process and solutions occurred to help execute projects more smoothly and faster among this innovative-driven world of business.

## **5.2 DISCUSSION**

This research covers X-Team principles, X-Factors, and distributed leadership of the selected team. It aims to study the techniques that teams opt to execute in order to build effective teams that lead, innovate and succeed in an agricultural organization in Thailand. According to the research findings, there is the possibility to develop team management in the larger area of business units. The results of this study portray the potential characteristics of effective team management aligning to all dimensions of X-Team model. It seems that the team “T1”, which adopts some key elements of an integrated approach, could perform another function as a change agent of high performance team development. Finally, a number of high performance teams could be able to enhance the competitive advantage contributing the sustainable growth to the organization.

### **5.3 RECOMMENDATION**

Referring to the research summary, it implies that the concept of an effective team in the workplace has not implemented dispersedly throughout the organization. It could be anticipated that only a few teams could perform tasks and initiate projects through the effective team approach aligning to the X-Team model, while other teams tend to serve their roles and responsibilities with the traditional model style. Moreover, there are some evidences that the team management contains dysfunction issues needed to be considered closely. In particular, it is important to consider some environmental factors supporting high performance team: nonhierarchical structure, leadership support, and appropriate reward system. This could take the tremendous advantages to promote willingness, to share information, and to collaborate across organizational boundaries and employee empowerment. As a result, organization could adapt the internal working procedure into an external focus and encourage the distributed leadership to all levels of employees in response to the current business challenges appropriately.

### **5.4 LIMITATION**

Although this study was timely conducted as planned, there were some limitations during the research process. Firstly, the previous studies related to the external-focus approach in team development were scarcely found. There is no various research papers to study prior to continuing other processes further. Second, the research design is limited to the existing teams because the new team development requires more time for team forming and requires more time for data collection in each process. Lastly, some part of the primary data tends to be confidential as it is related to the team performance affecting team members' attitude among one another. This aspect of the limitation could obstruct the data collection process.

### **5.5 FUTURE RESEARCH**

Overall, several aspects of effective team based on X-Team model and dysfunctions of a team theory were presented in terms of real practice of two

distinctive teams with different outcomes in an agricultural workplace. The research findings as well as in-depth analysis provided in the previous chapter could cover all questions and objectives of the study. However, not only could an effective team but also other factors contribute success to a high performance organization such as leadership style of top executives, corporate culture, organization structure, and strategy. Consequently, other factors should be explored and studied in order to get in-depth understanding among all dimensions related to the high performance organization more apparently.



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## APPENDIX A

### INTERVIEW PROTOCOL

The following questions will be used during the interview session to investigate the way that teams create and perform tasks. A 30-minute interview session is set-up by the researcher (interviewer). Interview content will be transcribed and reported in a manner that the identity of participants will not be revealed. If extracts from interviews are quoted in research reports, the names of interviewees and of people they have mentioned will be changed into pseudonyms.

How to Build Effective Teams that lead, innovate, and succeed at an agricultural organization in Thailand	
Dimensions	Interview Questions
<b>1. Principles of X-Team Model</b>	
<u>External Activity</u> - Scouting - Ambassadorship - Task coordinating	<ul style="list-style-type: none"> <li>▪ Please tell me how your team members start a project. What do they focus on?</li> <li>▪ Please tell me how to get help from others outside the team in order to complete a project.</li> </ul>
<u>Extreme Execution</u> - Psychological safety - Team reflection - Knowing what others know	<ul style="list-style-type: none"> <li>▪ Please describe a team working atmosphere? How do you develop a healthy culture of your team?</li> <li>▪ Please share how to pull all information and work that has been done by the rest of the group?</li> <li>▪ Please tell me how to encourage knowledge sharing within your team.</li> <li>▪ Please specify which activity could help strengthen your team's synergy and effectiveness.</li> </ul>

<p><u>Flexible Phases</u> <i>Changing core tasks over the team's lifetime</i></p>	<ul style="list-style-type: none"> <li>▪ Please describe a situation where a project did not go as well as planned. How could your team deal with it?</li> </ul>
<b>2. X-Factor</b>	
<p><u>Extensive ties</u></p> <ul style="list-style-type: none"> <li>- know who to contact</li> <li>- make use of weak tie</li> <li>- make use of strong tie</li> </ul>	<ul style="list-style-type: none"> <li>▪ Please specify what connections the team needs to get started a project and who might bring access to those connections.</li> <li>▪ Please explain how your team coordinates with others for the sake of a project achievement. How does the network of your team members contribute benefits to your team's success?</li> </ul>
<p><u>Expandable tier</u></p> <ul style="list-style-type: none"> <li>- core member</li> <li>- operational member</li> <li>- outer-net member</li> </ul>	<ul style="list-style-type: none"> <li>▪ Please specify types and participation of the members within your team and outside the team.</li> <li>▪ Please tell me how to set roles and responsibilities of your team members in each task.</li> </ul>
<p><u>Exchangeable Membership</u></p> <ul style="list-style-type: none"> <li>- People shift in and out of a team</li> <li>- People shift across tiers</li> <li>- Different tiers have different membership expectations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Please describe the key characteristics of the members needed in your team.</li> <li>▪ Please tell me how to manage team members with diversity of skills as well as their different expectation.</li> </ul>
<b>3. Distributed Leadership</b>	
<ul style="list-style-type: none"> <li>- sensemaking</li> <li>- relating</li> <li>- visioning</li> <li>- inventing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Please share how your team performs tasks that match with the senior executives' expectation.</li> <li>▪ Please identify the most important role of the team members to help contribute team's success? How do they initiate new idea, solutions as well as preventions for any particular problems?</li> </ul>

## APPENDIX B

### INTERVIEW TRANSCRIPT

#### Dimensions 1: Principles of X-Team Model

- **External Activity** (scouting, ambassadorship, task coordinating)

1. Please tell me how your team members start a project.

What do they focus on?

#### Answers derived from T1

<u>Interviewee 1</u> (core member)	My Team starts a project with both external and internal execution. There are some requirements as well as expectation from the executive meeting and investigating the outsiders' needs. The most important part that my team concentrates is the understanding within our team members.
<u>Interviewee 2</u> (operational member)	We concentrate on internal management to serve external environments. Our responsibilities are project-based assignments that could be well-planned.
<u>Interviewee 3</u> (outer-net member)	It's very important to communicate within our team and related units so that everyone will be informed the goals and directions from the senior executives as well as our clients (employees) clearly.

### Answers derived from T2

<p><u>Interviewee 1</u> (core member)</p>	<p>Each project begins with the senior management of the business unit considering as our key account to take care of. He always tells us about his own positive working attitude “never give up” that reminds me to put a lot of effort to support this group of employees.</p>
<p><u>Interviewee 2</u> (operational member)</p>	<p>When the objectives and goals deliver to our team, we internally execute in details to complete it. The plan should be managed and controlled by the manager or project owner.</p>
<p><u>Interviewee 3</u> (outer-net member)</p>	<p>We always start a project with the clear goals and directions from the management level. Then, we operate further in details to reassure that we could complete all projects effectively.</p>

2. Please tell me how to get help from others outside the team in order to complete a project.

### Answers derived from T1

<p><u>Interviewee 1</u> (core member)</p>	<p>Perhaps my team members are not good at in some area of work. At first, I have to think about the expertise outside my team. Then, I have to analyze the task content and my team capability in order to ask for help from others suitably.</p>
<p><u>Interviewee 2</u> (operational member)</p>	<p>When we have to ask for others’ help, the purposes and details are the first priority to communicate. We should clarify that others’ contribution</p>

	influences our work. This kind of message could convince them to assist us intentionally.
<u>Interviewee 3</u> (outer-net member)	As a team, I have been invited to help contribute for team's success. In my opinion, some parts might be related to other functions because there is no expert in some specific area. Then, full understanding about assigned tasks is very necessary.

### Answers derived from T2

<u>Interviewee 1</u> (core member)	To complete a project, my team and I should try to reach for others' help because we sometimes need an expert to get things done excellently.
<u>Interviewee 2</u> (operational member)	We have a shared service team to coordinate with others in order to contribute some processes in our projects.
<u>Interviewee 3</u> (outer-net member)	I think that everyone is delegated to work separately based on his role. Then, a project owner deserves right to coordinate with others on his own.

- Extreme Execution (psychological safety, team reflection, knowing what others know)

3. Please describe a team working atmosphere? How do you develop a healthy culture in your team?

### Answers derived from T1

<u>Interviewee 1</u> (core member)	I encourage my team to work in brotherhood relationship atmosphere. I also suggest them to behave in four traits of our team's culture: leadership role model, hands-on accountability,
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	<p>integrity and team dedication. The first one, my team members have to represent the leadership style as the standard image to the outsiders. Second, they should possess a sense of owner to draft a plan for their own projects. Third, they should not gain only their own benefits from others. The last one, they should sacrifice themselves to others. That's all I would like them to bear these attributes for the sake of them and our team.</p>
<p><u>Interviewee 2</u> (operational member)</p>	<p>I can feel the positive working atmosphere as everyone can propose his ideas in every stage of project execution – especially in the planning stage.</p>
<p><u>Interviewee 3</u> (outer-net member)</p>	<p>While I am joining in this team, all members are open-minded. Then, I am confident to express my ideas and comments to others in the team. Everybody can learn from other perspectives among one another.</p>

#### Answers derived from T2

<p><u>Interviewee 1</u> (core member)</p>	<p>My team has an attempt to build the brotherhood atmosphere. Unfortunately, we have a lot of tasks to manage, then we rarely talk to one another.</p>
<p><u>Interviewee 2</u> (operational member)</p>	<p>All members have to understand the same picture of projects targets and expected results. Everyone needs to coordinate to each other. In fact, we have the different perspectives in our work that it's very difficult to build the comfortable working atmosphere.</p>

<u>Interviewee 3</u> (outer-net member)	As my working experience is less than others in the team, I am not confident to express my opinion. I feel that there is a lot of pressure while working with my team colleague.
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4. Please share how to important information about the work that has been done by the rest of the group?

#### Answers derived from T1

<u>Interviewee 1</u> (core member)	Alright, there are frequent meeting to update the projects progress within our team. Everyone has to perform as a key person in each project. I also use the social network like Line App as well as One-Drive, the online data access tool to share necessary information among us.
<u>Interviewee 2</u> (operational member)	We arrange the frequent meetings to update our projects progress so that we could help figure out the possible solutions for every project.
<u>Interviewee 3</u> (outer-net member)	All team members need to understand among one another. Everyone might have a different working style so that the process to update work status should be adaptive and flexible.

#### Answers derived from T2

<u>Interviewee 1</u> (core member)	To achieve goals, it is very important to update status of all projects among the team. We are trying to improve this inside the team because we have to complete a lot of missions at this time.
<u>Interviewee 2</u> (operational member)	There is no need to have a frequent meeting as some of our team members have a lot of working experience to finish tasks. We usually prepare



	everything around three to four days prior to the due date.
<u>Interviewee 3</u> (outer-net member)	Our team members used to perform duties with his experience. I just follow his suggestions as I think that it is the practical way to do. Then, we update the progress when he asks me to provide him.

5. Please tell me how to encourage knowledge sharing within your team.

**Answers derived from T1**

<u>Interviewee 1</u> (core member)	I usually delegate my team members to prepare some lessons based on their own interests and skills to share with one another. If there are some lessons learnt from the previous projects, we can analyze through the knowledge management tool “BAR (Before-Action-Review). After that, we can find the solutions and preventions for the next project.
<u>Interviewee 2</u> (operational member)	We are trying to share knowledge in our team every morning – like a coffee talk. That could be the knowledge from minor mistake or book briefing in some chapters.
<u>Interviewee 3</u> (outer-net member)	I personally think that a project owner is a role model in knowledge sharing sessions. He is open-minded to accept others’ ideas and his specific background of knowledge. Then, everyone is willingly share knowledge in the team.

**Answers derived from T2**

<u>Interviewee 1</u> (core member)	I personally think that there is no specific method to share knowledge in the team. Everything is like
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	arts to manage flexibly. We all should be encouraged to learn new things around us.
<u>Interviewee 2</u> (operational member)	As I have experienced in working as a team, I think that communication in the team is important. I try to manage some sessions to share tacit knowledge with my colleagues, especially the junior level. Actually, it rarely happens because of many tasks and projects that the team takes responsibilities.
<u>Interviewee 3</u> (outer-net member)	I have been shared some useful tips to work in this team because many of team members have more experience.

6. Please specify which activity could help strengthen your team's synergy and effectiveness.

**Answers derived from T1**

<u>Interviewee 1</u> (core member)	I promote the team synergy and effectiveness with bonding relationship at work. The field trip in the rural area scarcely happens in my team because of our personal style.
<u>Interviewee 2</u> (operational member)	We could share the topic of interest among us such as figure model, exercising activities, etc. Also, we occasionally have lunch together. During that time, the senior colleagues advise some professional working techniques to the junior ones.
<u>Interviewee 3</u> (outer-net member)	Recognition should be considered as a key factor to help team's success. It shows that we accept other's members' attributes in both strength and

	weakness of them. This also inspires all members of our team.
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### Answers derived from T2

<u>Interviewee 1</u> (core member)	We are trying to have outing activities in the upcountry and have a dinner talk together. Then, I hope these all activities could help synergize our team as much as possible.
<u>Interviewee 2</u> (operational member)	We have to understand one another. Moreover, we should recognize the team members whenever they contribute success for our team.
<u>Interviewee 3</u> (outer-net member)	I seldom join the team activities that are not related to job scope because I have my personal business with my family.

- Flexible Phases : Changing core tasks over the team's lifetime
7. Please describe a situation where a project did not go as well as planned.  
How did your team deal with it?

### Answers derived from T1

<u>Interviewee 1</u> (core member)	I sometimes found out that our projects didn't reach the target as planned. Actually, there were a lot of activities to be arranged, but it was unachieved. Then, our team has been trying to adjust our action plan to create the focus area better than that time.
<u>Interviewee 2</u> (operational member)	We rarely encounter the situations that we cannot reach targets as planned. All of us are educated to be self-disciplined to complete tasks and projects on time. In case of unexpected circumstances,

	we accept all mistakes and use them as our lessons learnt.
<u>Interviewee 3</u> (outer-net member)	At first, we are trying to complete every project perfectly. When our team unfortunately meets the unsatisfied result, we accept that this could be our lesson learnt. The self-reflection might help to shape our ideas and exchange the constructive feedback in our team to think about the preventions for other projects.

#### Answers derived from T2

<u>Interviewee 1</u> (core member)	There are some obstacles during working in my team. Sometimes we fail to solve problems, but the team leader needs to encourage and inspire subordinates in the team.
<u>Interviewee 2</u> (operational member)	We have to accept all mistakes as our lessons learnt, then we can prevent those issues for next projects.
<u>Interviewee 3</u> (outer-net member)	There is a meeting after we complete projects in order to review every process that we have done. I think this could help us redesign for the better execution in the future.

#### Dimension 2: X-Factor

- Extensive ties : know who to contact , make use of weak tie, make use of strong tie
8. Please specify what connections or network does the team need to have to get started in a project and who might bring access to those connections.

### Answers derived from T1

<p><u>Interviewee 1</u> (core member)</p>	<p>I have learnt from my experience that connection is highly important for teamwork. It is said that collaboration could bring success to the team because most teams need support from others. Then, I always introduce my team members to know and make the relationship with others outside the team. Sometimes, I also use my own personal reference for benefits of my team.</p>
<p><u>Interviewee 2</u> (operational member)</p>	<p>Connection with acquaintances is very crucial for our team. The expert for some specific skills should be invited to join our team in some process in order to reach targets. Moreover, social media could be a great source to contact some specialists to contribute the important components in our projects.</p>
<p><u>Interviewee 3</u> (outer-net member)</p>	<p>We should consider the type of connections first. When we have to contact with the senior executives, we have to choose the appropriate approach to reach them. This kind of relationship needs the connection with a group of personal assistants who could help manage schedule for us to meet our clients (senior executives).</p>

### Answers derived from T2

<p><u>Interviewee 1</u> (core member)</p>	<p>Besides the internal connection in our company, I think that the professional career network is also beneficial to our team.</p>
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<u>Interviewee 2</u> (operational member)	A great team needs to make a good relationship with others outside the team. Currently, my team members are the newcomers so that they could not coordinate with other smoothly.
<u>Interviewee 3</u> (outer-net member)	Our team firstly figures out the best plan and solutions within our team. When we need to contact the outsiders, the close relationship within our department is the first priority.

9. Please explain how your team coordinates with others in order to achieve accomplish projects. How the network of your team members does benefit your team's success?

#### Answers derived from T1

<u>Interviewee 1</u> (core member)	I concentrate the concept of "give and take" to my team members. It is important for my team to deliver tasks and projects with great quality along with accuracy to others. They have to approach to the outsiders politely and appropriately.
<u>Interviewee 2</u> (operational member)	The way that our team makes relationship with others is to behave like a good neighbor. We never deny to assist other's work as we understand others' urgency and concerns. Then, we make friends with others in all functions and levels.
<u>Interviewee 3</u> (outer-net member)	I think that the close relationship with colleagues could help our team complete projects easier.

#### Answers derived from T2

<u>Interviewee 1</u> (core member)	There are many ways to learn more about working as a team. We could learn from others' failure as a
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	shortcut to prevent mistakes. Then, personal relationship in both internal connection and professional career network could benefit our team.
<u>Interviewee 2</u> (operational member)	We should observe other's team in the organization so that we could get approach to them appropriately.
<u>Interviewee 3</u> (outer-net member)	We have to evaluate the social connection that might be related to our projects. Then, we can approach them with the good friendship.

- Expandable tier : core member, operational member, outer-net member
10. Please specify types and levels of participation of members within your team and outside your team (other departments).

#### Answers derived from T1

<u>Interviewee 1</u> (core member)	In fact, to have many types of members in the team seems difficult in our company because the current hierarchy is unmatched with that condition. In my team, there are a manager and two officers to perform duties. Everyone can propose their own ideas as some solutions so that we can make a decision together.
<u>Interviewee 2</u> (operational member)	I think that there should be more than one type of team members. Also, it would be great that a member could perform in multitask. It shows that one of the team members is able to make a strategic action plan and coordinate all process at the same time.

<u>Interviewee 3</u> (outer-net member)	Everyone in the team should switch role in the assigned tasks in order to help projects run smoother.
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### Answers derived from T2

<u>Interviewee 1</u> (core member)	In my team, there are some members with different skills and experience. One of them is proactive with multi skills, while others are not. It might depend on the members' interest of career path to work in specialist or generalist field.
<u>Interviewee 2</u> (operational member)	We have to use some techniques to coordinate with others. One member could stick on his or her role to perform tasks professionally.
<u>Interviewee 3</u> (outer-net member)	Everything depends on the objectives of each project, then we should let all team members to participate in some specific processes based on their roles.

11. Please tell me how to set roles and responsibilities within your team.

### Answers derived from T1

<u>Interviewee 1</u> (core member)	I allocate roles and responsibilities based on job scope and key account (business unit) of employees that we take care of.
<u>Interviewee 2</u> (operational member)	In my team, the scope of tasks is managed on an agreement of the team members. It is based on working experience and interest diversity of our members.



<u>Interviewee 3</u> (outer-net member)	It should be the clear roles and responsibilities in our team. Then, everyone could be delegated to perform duties suitably.
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### Answers derived from T2

<u>Interviewee 1</u> (core member)	All projects need a champion to contribute success. Team members could be assessed their capabilities by the time they are delegated in different roles and responsibilities.
<u>Interviewee 2</u> (operational member)	The potential of team members is very crucial. We could be assigned based on particular interests and skills respectively.
<u>Interviewee 3</u> (outer-net member)	I always believe in the statement “put the right man to the right job”.

- Exchangeable Membership: People shift in and out of a team, people shift across tiers, different tiers have different membership expectations
12. Please describe the key characteristics of the members needed in your team.

### Answers derived from T1

<u>Interviewee 1</u> (core member)	The key characteristic of my team members are positive attitude, advocacy quartier, responsibility. Thus, our team could set high standard to deliver the impressive projects that reach the senior executives' expectation.
<u>Interviewee 2</u> (operational member)	There are three expected attributes that are essential in the team: leadership, eagerness to learn, mutual respect.

<p><u>Interviewee 3</u> (outer-net member)</p>	<p>In my mind, the appropriate characteristics to work as a team should be cover some aspects: open-minded to accept minor mistake, positive attitude towards tough situations, positive sharing to one another. These could help the team overcome all obstacles.</p>
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### Answers derived from T2

<p><u>Interviewee 1</u> (core member)</p>	<p>The necessary characteristics of our team members should be positive attitude, communication skill, service mind and functional competency related to assigned tasks. All of these could be useful if we can find the right people as expected to join our team.</p>
<p><u>Interviewee 2</u> (operational member)</p>	<p>We derive an idea about right attribute of team members from the senior executive. Whether we encounter the tough situation, the only thing that helps us overcome all difficulties is the right attitude and passion in our work.</p>
<p><u>Interviewee 3</u> (outer-net member)</p>	<p>Personally, I think that the important characteristics are related to specific skills in specialist filed as well as leadership.</p>

13. Please tell me how to manage team members with diversity of skills as well as their different expectations.

### Answers derived from T1

<p><u>Interviewee 1</u> (core member)</p>	<p>All team members could be delegated to take responsibility of variety of tasks and projects based on their interest and skills. Everyone can be</p>
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	developed so that good communication about career growth could help manage expectation of team members.
<u>Interviewee 2</u> (operational member)	Team members need to understand and accept the different working style of other members. Having been given constructive feedback, we should adjust some processes to bridge some gaps in our team
<u>Interviewee 3</u> (outer-net member)	Everyone has both strength and weakness. It is great to embrace the strength as it benefits to our team, while we should develop the weakness. Then, we can manage the expectation of our team members.

#### Answers derived from T2

<u>Interviewee 1</u> (core member)	With all conditions in my team, it would be great to manage team with the motto “learning together” in order to persuade everyone to learn continuously. Moreover, people come to work with different agenda, background and private issues so that we have to accept this limitation in our team.
<u>Interviewee 2</u> (operational member)	I wish that everyone were delegated to take responsibilities in both routine tasks and project-based assignment. Then, all of them could pursue the career growth as they have expected.
<u>Interviewee 3</u> (outer-net member)	Mostly, team members are asked about what they are good at. I have made my self-assessment in order to development for the sake of my career growth.

### Dimension 3: Distributed Leadership

(sensemaking, relating, visioning, inventing)

14. Please share how your team performs tasks that match with the senior executives' expectation.

#### Answers derived from T1

<p><u>Interviewee 1</u> (core member)</p>	<p>All members should understand all contexts of each project. We get some information and requirements, but we should find out more in details to make it clearer. Then, everyone possesses sense of ownership in the assigned scope of task.</p>
<p><u>Interviewee 2</u> (operational member)</p>	<p>Actually, it is quite difficult to meet the expectation of senior executives in every aspect. Sometimes, it is unpredictable to execute our projects to reach targets so that our action plan should be flexible enough to be adjusted any time.</p>
<p><u>Interviewee 3</u> (outer-net member)</p>	<p>The importation thing I always keep in mind is the speed of response or feedback to update news and progress in our team. Whenever the unpredictable issues happen, we could solve all of them promptly.</p>

#### Answers derived from T2

<p><u>Interviewee 1</u> (core member)</p>	<p>Prior to the meeting, I always perform duties as a representative of our team to explain all details and critical issues to the senior executive. Then, I think that it could help reach our targets.</p>
<p><u>Interviewee 2</u> (operational member)</p>	<p>We should have an internal communication about strategies and expectation from the senior executives within our team.</p>

<u>Interviewee 3</u> (outer-net member)	The project owner in our team should provide several alternatives to senior executives so that we could reach their expectation.
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15. Please identify the most important role of the team members to help contribute to the team's success? How do they initiate new idea, solutions as well as preventions for any particular problems?

**Answers derived from T1**

<u>Interviewee 1</u> (core member)	There is the empowerment in our team as everyone can propose ideas while brainstorming at the beginning stage to run a project. Team members can utilize their problem-solving skill in our work.
<u>Interviewee 2</u> (operational member)	During the planning stage, our team arranges meetings to plan an action plan together. All members with different level could propose some creative ideas, new possible way to work and suitable time frame to complete projects. Then, we all get the fine-tuned planning of our team to execute tasks afterwards.
<u>Interviewee 3</u> (outer-net member)	As a team member, everyone should be allowed to express opinions willingly. The senior members should suggest some practical guidelines to the junior ones in positive way. Also, we could build trust and engage our members simultaneously.

**Answers derived from T2**

<u>Interviewee 1</u> (core member)	My team members and I prefer to have a brainstorm session to set up the project plans
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	<p>together. In fact, there are a lot of tasks to complete. Then, we have to fix all problems with the specific skills of some members.</p>
<p><u>Interviewee 2</u> (operational member)</p>	<p>In the past, our team has only one generation to perform duties that we have the same point of view. Now, we have more team members with different generations to share various new perspectives to complete missions. I personally think that we need more time to let all of them share their own ideas because it's the new kind of working style in our team.</p>
<p><u>Interviewee 3</u> (outer-net member)</p>	<p>Everyone thinks about solutions based on his or her working experience. In fact, most team members have different background and less leadership in junior level. I hope that we could share some ideas in the future.</p>