

## Team Insights Challenge: Station 2 Instructions

### Goal

Identify the **top three symptoms** (what's not going well) that the Time to Innovate team is experiencing based on interviews with the team members.

### Background

Your consulting team will review candid, confidential interviews conducted with the four team members from Arden's "Time to Innovate" team. This team is responsible for planning and implementing a series of recurring events to support innovation (for example, cross-team brainstorming sessions, innovation week, etc.). These events support companywide collaboration, discovery, and invention. This newly formed team consists of four people representing different functional areas. These team members were nominated by their peers. The Time to Innovate team has no formal leader.



**Oliver**  
Sales



**Sofi**  
Technology



**James**  
Engineering



**Emma**  
Marketing

### Instructions

1. **All consulting team members:** Read the team background on [page 1](#) and use the [symptom list](#) on [page 2](#) to diagnose the symptoms. Also refer to your [Job Aid](#).
2. **Scribe:** [Download this document](#) and [save it](#) to your device. For best results, open it in Adobe® Acrobat® Reader.
3. **Each consultant** accesses and independently views [one](#) Arden team member's interview; for example, one consultant accesses Sofi's interview, another consultant accesses Oliver's, etc. Make sure each interview is accessed by [at least one consultant](#).
4. **Each consultant** reports back to the consulting team on:
  - What they [learned](#) from the interview.
  - What their [consulting teammates should know](#) about the interviewee's perspectives.
5. **As a team:**
  - [Discuss](#) the findings. You may refer to the [interview transcripts](#) on [pages 3–6](#) as needed.
  - [Diagnose](#) the [top three symptoms](#) based on the interviews.
6. **Scribe:** On [page 2](#), [check the box](#) for each of the three symptoms the team identifies.
7. You'll submit your responses and see your score when you return to the large group.

## Station 2 Symptoms Sheet

Select a **total of three symptoms** by **checking the box**.

Practical Needs	Personal Needs
<p><b>Shared Purpose Symptoms</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> 1. Ambiguous team mission</li> <li><input type="radio"/> 2. Unclear team objectives</li> <li><input type="radio"/> 3. Misalignment between team and organizational goals</li> <li><input type="radio"/> 4. Unclear understanding of team impact</li> </ul>	<p><b>Emotional Security Symptoms</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> 14. Lack of empathy or understanding</li> <li><input type="radio"/> 15. Excluding others</li> <li><input type="radio"/> 16. Disruptive team members</li> <li><input type="radio"/> 17. Ignoring Input</li> <li><input type="radio"/> 18. Lack of trust</li> </ul>
<p><b>Role Clarity Symptoms</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> 5. Poorly defined roles and objectives</li> <li><input type="radio"/> 6. Person–role mismatch</li> <li><input type="radio"/> 7. Unclear decision-making boundaries</li> </ul>	<p><b>Collaborative Spirit Symptoms</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> 19. Lack of interdependency</li> <li><input type="radio"/> 20. Repeated and unresolved conflict</li> <li><input type="radio"/> 21. Emphasis on individual success</li> <li><input type="radio"/> 22. Poor communication</li> </ul>
<p><b>Enabling Processes Symptoms</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> 8. Insufficient resources</li> <li><input type="radio"/> 9. Lack of workflow management</li> <li><input type="radio"/> 10. Poor meeting practices</li> <li><input type="radio"/> 11. Limited access to information</li> <li><input type="radio"/> 12. Unclear review and approval process</li> <li><input type="radio"/> 13. Lack of feedback on team experience</li> </ul>	<p><b>Growth Orientation Symptoms</b></p> <ul style="list-style-type: none"> <li><input type="radio"/> 23. Lack of coaching or mentorship</li> <li><input type="radio"/> 24. Overreliance on proven methods</li> <li><input type="radio"/> 25. Lack of proactive knowledge sharing</li> <li><input type="radio"/> 26. Lack of growth opportunities</li> </ul>

## Interview Transcripts

**Oliver**

Hey, I'm Oliver.



This Time to Innovate project is an amazing opportunity. Arden has never supported innovation like this, at least not in a focused way and not companywide. I think everyone on the team is really excited to be a part of it.

**Sales**

So, I'm in sales. I've had a few different roles over the last 10 years. Time to Innovate is the perfect opportunity to inspire and delight our clients. I guess we could innovate just about anything—and yeah, people on the team have different preferences—but to me clients drive revenue, so they need to be our primary focus.

I think it's important that our team shows results right away; maybe position this more like continuous improvement than innovation—get some short-term wins. Doesn't make sense to be too ambitious too soon.

Either way, it seems ironic that a team specifically created to support innovation isn't more open to taking some risks and trying new things. With just the four of us it should be easy to experiment, but some of the others seem worried about trying something that doesn't work. Seriously, though, isn't that what innovation is all about?

At least leadership trusts us. We have the latitude and freedom to make the decisions we think are best. After all, we've got the right resources—the people, funding, and the time we need to do something exceptional.

I want to get on with this. Emma does too. Right after that first team meeting, Emma and I met—just the two of us. We're both very experienced with Arden's processes and we work well together, so we've created a plan for going forward.

I'll email the rest of the team to let them know what Emma and I have decided. We should be on track for now. One meeting down; so far, so good!

**Sofi**

Technology

Hi, I'm Sofi, and I lead a team of five scientists in our technology group. I'm involved in this project because innovation is—well, it is what my team does.

Being on the Time to Innovate team gives all of us the opportunity to learn from each other and develop our skills. Everyone seems really willing to share their experiences.

Our planning team has an opportunity to set the example for what the others at Arden should be doing, like thinking very differently about how we communicate and how we collaborate. I'd like to try some new methods—just among the four of us—but seems like the others prefer to stick with what's worked in the past. Hmm. I'm hoping that will change.

We've only met once, and we are having a hard time agreeing on what we are supposed to accomplish. I really think that the company is pushing this initiative because employees are feeling like we've lost our edge. I don't want to lose any more people because they think Arden isn't open to new ideas. To me, the Time to Innovate team needs to achieve the larger goal of driving retention and engagement across Arden.

Some of the other team members have a more limited view. They just want to get some quick wins. For example, Emma and Oliver—they have a long history and they connected immediately. I just got their email about a plan they came up with on their own. And really—that's disappointing because I have a lot to offer—if they'll listen.

Even so, I'm really excited that we've been asked to stretch our skills, to take on new roles, meet new people, and get involved in ways we wouldn't normally. It's really nice. I'm looking forward to the next meeting.

Hope this helps!

**James**

Engineering

Hey. I'm James. I've been with Arden for about six months so the Time to Innovate project is my first big opportunity to work with people from other departments.

You wanted my opinion on the first meeting, right? I'd say it went okay, I guess. My teammates complimented me on a recent promotion, so that was nice.

I know I haven't been with Arden as long as others on the team, but I'm sure I can add value. I tried to share some of my experiences and offer my opinion. The others would nod gracefully but, seems to me, they weren't really interested in my ideas. Maybe they already had things figured out. I'm not sure.

Oliver and Emma mostly just acknowledged each other, and Sofi seemed a little distracted, like coming up with a lot of really bold, risky ideas. This is the first time I've been on a team like this—and there's a lot of visibility. So, for me, I say it's best to stick with approaches we know will work.

I think our goal is to come up with a broad plan—work on innovation at a strategic level. The way I understand it, we're supposed to identify big-picture innovations that will have a real impact down the road. But right now, our team seems more focused on tactics, like “just get something done.”

The good thing is that senior management promised to respond quickly once we submit the plans. They'll review and approve in two business days, so we should be able to make quick progress.

If you need any other information, just let me know. Thanks.

**Emma**

Marketing

Hi. I'm Emma. First let me say: Organizations can be really set in their ways, so getting an outside perspective on team effectiveness is a great opportunity. I'm happy to share what's going on.

Our Time to Innovate team met one time. The four of us established clear roles, like who would communicate with stakeholders, who would manage our files. We come from different backgrounds so it was pretty easy to make assignments that match our skills and expertise.

I'm still a little confused though: I thought we were a planning team, so we should establish the structure for how and when teams across Arden will focus on innovation. But others think our team is supposed to come up with the innovative ideas. We're just the planners, not the innovators, right?

We managed our time well but things felt—I don't know—a little tense, maybe? Teams across the organization can get deep into experimenting eventually, but for us—planning all of this—I say we stick with what works: Use the project management tools that have served us well for at least a decade. Some of the others wanted to try entirely new software and planning methods, but I'm just not convinced it's worth the risk.

Since Oliver and I have the most experience, the two of us met a few days ago to sketch out a plan. We based it on what we did with a similar team a few years ago—like before Sofi and James even joined the organization. That should help get things moving. We can work more efficiently now that we have a plan.

Okay. So that's it. Thanks again for helping us.