

The Rise of Dynamic Teams

Work now gets done outside of the traditional org chart through "dynamic teams"

TRADITIONAL HIERARCHY



DYNAMIC TEAMS



Only **24%** of large companies (>5,000 employees) claim to be **functionally organized**.¹

Dynamic teams are how work today gets done

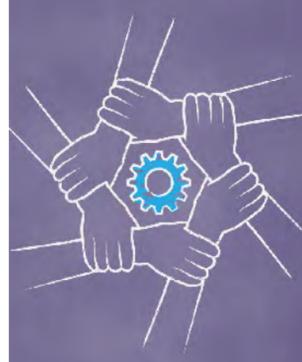
31% of respondents say that "most" or "almost all" work is done in teams²
How far along are you in the process of moving to a team/network-based organization?

Most work is organized along hierarchical function lines, but some cross-functional team-based work exists. **65%**

Most work is done in teams, in the framework of functional hierarchies. **23%**

Almost all work is done in cross-functional teams. **8%**

Don't know. **4%**



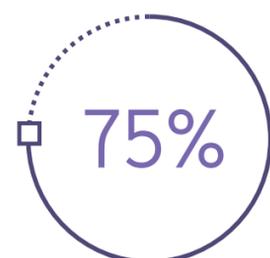
Teams are ubiquitous, but often hidden³



say they are on at least one team



say they are on more than one team

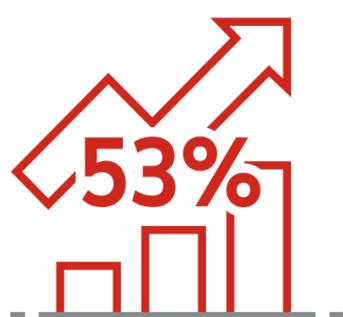


say at least one team is not reflected in the org chart

Those on a team are 2x more likely to be fully engaged

Team	Percent fully engaged
On a team	17%
Not on a team	8%

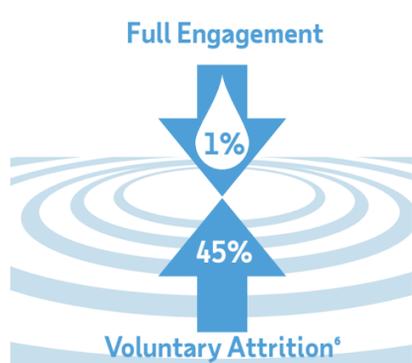
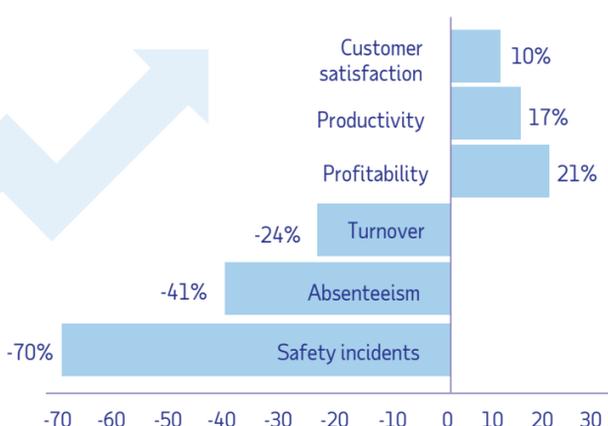
Teams contribute to performance improvements



saw a "significant improvement in performance" from the transition to a team/network-based organization.²

>80% of respondents in agile units report that overall performance increased moderately or significantly since their transformations began.⁴

...and drive business results when those teams are engaged and using their strengths⁵



¹Deloitte, Deloitte Human Capital Trends, 2016

²Deloitte, Global Human Capital Trends, 2019

³ADP Research Institute, 2019 Global Study of Engagement

⁴The Agile Manager, Aaron De Smet, McKinsey Quarterly, 2018

⁵Nine Lies about Work: A Freethinking Leaders Guide to the Real World, Harvard Business Review Press

⁶Gallup, State of American Workplace, 2016

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