

Team cooperation: Build a network, not a hub

Adaptive module

~20 min

We collaborate more than ever, spending 85% of working time on it, yet one remote worker in two feels little connection to their team. Real cooperation is not a manager at the center redistributing work, but a horizontal network where everyone grows while staying connected to others. Beyond the manager's role, the module offers habits for team members and a practical facilitation tool, and it tackles the two hardest settings: remote work and competitive cultures.

LEARNING OBJECTIVES

- 01 Understand why a networked team grows and is more engaged when not everything goes through the manager.
- 02 Set up manager-led rituals that keep the conversation flowing, such as the 1-2-4-All method.
- 03 Develop three cooperation habits for team members that don't depend on the manager.
- 04 Keep cooperation alive at a distance and defuse competition with shared goals and evaluation criteria.

WHO IT'S FOR

Managers and team members who want to build a team where people really help each other, remotely and in person.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- 3 habits for team members, including daring to ask for help – Afthonios method, inspired by Amy Edmondson's work on psychological safety
- 4 managerial levers for cooperation – Afthonios method
- 1-2-4-All (Liberating Structures, Lipmanowicz & McCandless)
- Commitment to participatory decisions, inspired by Kurt Lewin and "fair process" (Kim & Mauborgne)

SOURCES & REFERENCES

- Gallup, Q12 meta-analysis, 2024: team engagement linked to 23% higher profitability
- Rob Cross et al., Harvard Business Review: collaborative work takes up at least 85% of weekly working time, up 50% in ten years
- Pew Research Center: 53% of remote workers say remote work hurts their connection with colleagues
- Suzanne Simard, Nature, 1997: mycorrhizal networks