Conference Paper

Analysing the Benefits of the Team-of-Teams Model in the Changing Work Environment at the Centre for English Excellence

Steven Teguh Hidayat*, Rosaly Franksiska

Economics and Business Department, Universitas Kristen Satya Wacana, 50711, Indonesia

ORCID ID
Steven Teguh Hidayat: https://orcid.org/0000-0002-9070-1825

Abstract.
In the current era, volatility, uncertainty, complexity, and ambiguity (VUCA) are common challenges that organizations face. To overcome these challenges, organizations need to develop a flexible organizational structure, one that offers flexibility and adaptability. This research aims to understand how the International Centre for English Excellence (ICEE) practices the Team-of-Teams (ToT) model in the currently changing work environment. Data was gathered using in-depth interviews with eight participants of ICEE members. The result showed that ICEE practices ToT by assigning roles to each individual, and all these roles would be switched between members. The ToT model is used because it gives flexibility and help member to adapt to changes. The benefits of using the ToT model are role switching, which enables swift substitution between members, better preparation and adaptation to changes, and improvement of other skills and knowledge. The primary challenge they face is in preparing the members to take on new roles. ToT models offer flexibility and adaptability to face VUCA and are good to use, especially for a startup, small company, and organization that needs more flexibility but is not suitable for a large company that needs specialization in a certain division.

Keywords: Organizational structure; Team of teams; Organization model; Pandemic

Corresponding Author: Steven
Teguh Hidayat; email:
212019502@student. uksw.edu

1. Introduction

Covid-19 pandemic or coronavirus has affected human life in every sector. Covid-19 was first identified in Wuhan, China December 2019. The outbreak failed to be handled, and it quickly spread to other parts of China and around the world, including Indonesia. The first case of covid-19 in Indonesia was recorded on 2 March 2020 and quickly spread to all 34 provinces in Indonesia. In response to the quick spread of the virus, the Indonesian government created a large-scale social restriction program. The program forced the companies to change their work environment from Working from Office (WFO) to Working from Home (WFH), but now some companies return to WFO again. This has caused huge changes in the employee's work environment.

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To survive in such drastic changes and conditions, companies need a good organizational model that offers the flexibility of people and tasks to accomplished organization goals (1), organizational structure can be seen as rules that control the relationships between people, resources, and the ability to help them adapt to changes more quickly. According to Leonard (2) and Vecht et al (3), the Organization model is a term used to describe the objective and the organizational structure, norm, culture, and relation between roles in an organization. Organizational structure is the combination of levels in an organization to achieve organizational goals, which makes it very important for companies or businesses that want to be productive in their daily activities (4), Wang & Yang (5) said that organizational structure is also used as a way to distribute task, responsibilities, and work procedure among member in the organization.

By the definition above can be concluded that organizational model and organizational structure are the same because both organizational model and organizational structure describe the organization hierarchy, roles, responsibilities, and line of command that exist in an organization, which are used to determine the relationship between people and their roles in the organization in order to control and distribute the responsibilities to each member. Finding the right organizational model is important because research by Eze et al (4) and Wang & Yang (5) shows that organizational structure has an effect on organizational performance, other research by Gaspary et al (6) said that organizational structure may affect work environment for innovation, other studies by Scott (7) said that organizational structure affects organizational culture and stating that different type of organizational structure will results in different organizational culture, the last study by Latifi & Shooshtarian (8) show that organizational structure has a significant effect to employee openness and trust. That is why it's important to understand the organizational model that can help organization in a fast pace and always-changing environment.

In this paper, the researcher will discuss the team-of-teams model. It's a model that focuses on decentralized autonomy, meritocracy, and a sense of partnership instead traditional hierarchical model (9). An illustration of the team-of-teams Model can be seen in Figure 1.

This research will be conducted at ICEE or International Centre for English Excellence. ICEE is a non-government organization (NGO) that is part of the global collaboration for community empowerment (GCCE). Non-government organization (NGO) definitions were varied due to the diverse nature of the organization that defies generalization (11), but they have four similar characteristics that unite them: they are voluntary, non-partisan, non-profit, and non-criminal organizations (12). Despite being a
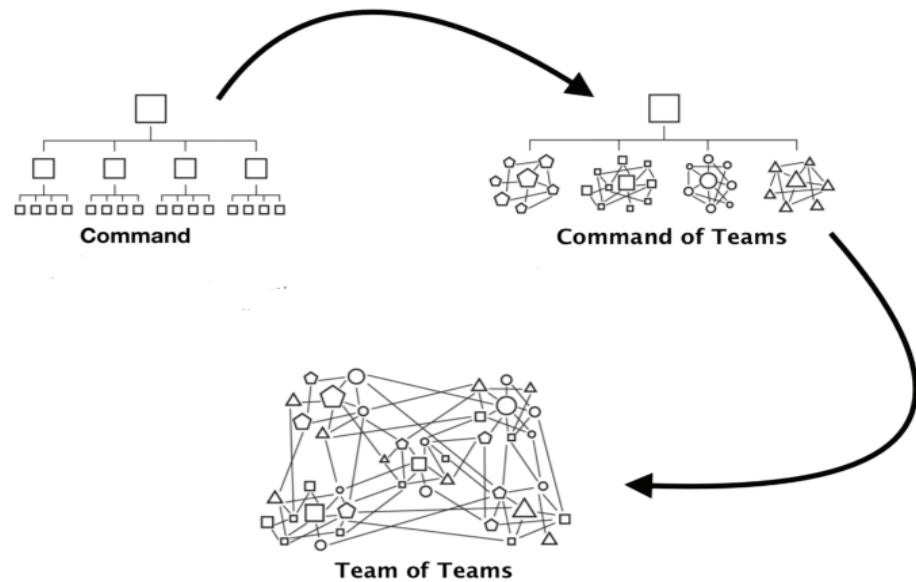
Figure 1: Organizational Model Type. Source: McChrystal et al. (10).

Non-government organization, ICEE faces similar issues that profit organizations have such as: managing their resource, recruiting and managing their employee (volunteer), changes in the work environment, expatriates, pandemics, and surviving in the fast pace and always changing environment. The research will be conducted at ICEE because it is one of few organizations that admittedly use the team-of-teams model and managed to survive during the pandemic.

A previous study by Carter (13), Clawson (14), Lunenburg (1), and Poli (15), agrees that organizational structure is the relationship between people and their roles to fulfill the responsibilities that are needed to achieve organizational goals. Other studies show that organizational structures have an effect on the organization's communication effectiveness (16), employee trust and effectiveness (8), organization culture (7), work environment to innovation (6), and performance (4,5). Lastly, there are other studies like Ashoka (17), and Meehan & Jonker (18), that discuss the definition of team-of-teams, and preparation to create the best work environment to practice team-of-teams

This paper aims to explore the practices of the team of teams-model, benefits, and weaknesses of the team-of-teams model. As a reference point, the previous study made by Carter (13), Clawson (14), Lunenburg (1), and Poli (15) focuses on explaining the organizational structure, the definition of organizational structure, the type of organizational structure, also the benefits and weaknesses of a certain type of organizational structure, but none of them discuss the Team-of-Teams model. Other study focus on the impact of organizational structure on the organization's communication effectiveness (16), employee trust and effectiveness (8), organization culture (7), work environment

to innovation(6), and organization performance (4,5), their study shows the importance and the impact of the organizational structure to the organization but none of them discuss Team-of-Teams model. The last study by Ashoka (17), Klooker et al. (19), Meehan & Jonker (9), and Reese (20), discusses what are the team-of-teams model, the benefits, challenges, and preparation before adopting the team-of-teams model, but they do not discuss the real practice of teamwork in an organization that used team-of-teams model.

To understand more about the practice of teamwork in the organization that practices the team-of-teams model, here are the research questions that will be discussed in this paper. 1) How does ICEE practice the Team-of-Teams model in the currently changing work environment? 2) Why did ICEE decide to use the Team-of-Teams model as their organization model? 3) What are the benefits of the Team-of-Teams model? 4) What are the challenges of using the Team-of-Teams model?

The purpose of this research is to answer the questions above while also exploring the practice of the team-of-teams model. This paper hopefully would be beneficial for ICEE by giving feedback and suggestion on how to improve their performance and to help the reader understand the practice, benefits, and challenges in using the team-of-teams models so that they can use this to improve their current model or practice this new model.

2. Method

This research study uses a qualitative method. A qualitative method is a repeated process that increases understanding of the scientific community achieved by making a new significant difference by getting closer to the phenomenon studied (21). More specifically, this research uses the exploratory qualitative method. The exploratory qualitative method deals with phenomena or unknown variables and is used to define the issues in more detail and to gain additional information and insight (22). This study aims to explore what the team-of-teams model is and how it affects the teamwork and productivity of ICEE, gain more insight into the team-of-teams model, and determine whether the team-of-teams model is still relevant to use during the pandemic situation.

This paper analyses the team and practice of teamwork in ICEE because ICEE used the team-of-teams model as their organizational model during the pandemic. The subjects that will be interviewed at ICEE are the program advisory committee and the teachers who volunteer at ICEE. The data is gathered using in-depth interviews. An in-depth interview is focused on interviewing individuals to get more depth to uncover deeper feelings and more detailed life experiences (23). In-depth interviews

produce qualitative data that will be used to uncover individual feelings and experiences toward the team-of-teams method, and the data validity is checked using the double triangulation method. The triangulation method is the use of two or more approaches to the research questions (24), and is used to increase the credibility and validity of research findings. The list of informants can be seen in Table 1.

TABLE 1: List of Informants.

Name	Position	Years Working At ICEE
Jeremy Bickle	*International Operation Director and Advisory Team*	6 years
Dina Bickle	*Lecturers and Advisory Team*	6 years
Sarah Bushey	*International Operation Director and Advisory Team*	10 years
Galuh Shinto	*Deputy of academic*	3 years
Elzon Pilon	*Academic Liaison*	5 years
Jenifer Bendulo	*Academic Coordinator*	3 years
Skythale Cruz-Pillo	Staff Mentor	6 years
Erick Ginting	Assistant Camp Director	4 years

To answer RQ1 on ways ICEE practice the team-of-teams model in the currently changing work environment, is taken from Meehan & Jonker (9), Daniels et al. (25). To answer RQ2 on the reasons ICEE uses ToT models, the interview questions were developed from Devaney (26), Jamison, et al. (27), Johnson (28). To answer RQ 3: on the benefits of using the Team-of-teams model, questions were developed from Meehan & Jonker (9), Clawson (14). To answer RQ4 on the challenges in using the Team-of-teams model, the questions were developed by Dean et al. (29), and Clawson (14).

3. Result and Discussion

3.1. ICEE Practice of Team-Of-Teams Model in The Currently Changing Work Environment

Team-of-Team is an organizational structure that offers flexibility and adaptability to face VUCA, one practice that differentiates this structure from other structures is the role-switching system, ICEE practice this system by switching the roles or/and the location of their members, ICEE members can become a team leader or place in other roles on different location depending on the organization needs.

".. Team of teams is more on empowering individuals and teams within the organiza-tion. So for example, a member can be in a leadership position and then next semester can be in another role, maybe academic, maybe in financial" (Skythale Cruz-Pillo)

"...they move from one location to another location, taking up the responsibility of a team leader, which is you're not the team leader from your location, from the previous location, but now you're transferred and become a team leader" (Elzon Pillo)

The role switching system includes all position in the organization except for the international director, due to the high standard and requirement to fill that position. The international director plays a great important in ICEE, she needs to supervise the whole organization, empower the ICEE members, and encourage collaboration between members, that is why not all people are able to become International directors in ICEE.

"I don't think that's going to switch anytime soon because I believe her role requires a level of and there's a level of like credentials that are needed. ... The team leader, she empowers the team leader to make decisions on her behalf... It's a role that welcomes and encourages collaboration." (Dina Bickel)

In deciding which member will fill certain roles, ICEE used a recommendation system, where a previous member that already in that position can give a recommendation on who will be the next candidate for that position, in certain cases when there is a new role that no one has to fill before, they will use volunteering system where members volunteer them self to fill the new position, the last method they use is for the international director to directly appoint the member to fill certain roles, but this method only for last resorts when there no recommendation and no one volunteer for the position.

"We make a recommendation, sometimes just like who wants to do this or we recommend each other or the international director could also decide who will fit in a certain role but a lot of it is just recommendation... so their recommendation and also opportunities to volunteer, does anybody want to do this? And so, it will create opportunity for someone who maybe wasn't recommended because there no one recommended at that time... and that creates an opportunity to grow" (Dina Bickel)

Before putting members into roles that are new for them ICEE will give them training and mentoring system to help new member prepare for their new role, in the mentoring system member who has expertise or experience in doing the roles will work alongside the new member to ensure that they understand and can do their roles properly. After the member understands and is able to work independently than the mentoring stops and changes into a routine check-up to ensure the member can work productively.

"Yeah, so oftentimes what we do before we put somebody into a role that especially something that's new for them is that we'll give them training, somebody who has expertise in that area will give training to that individual, and then they'll work alongside them at the beginning of their role to help them and make sure that they understand everything that they need to be doing. uhm... and then from that point, once they feel comfortable that they know everything and that they have all the tools that they need to be successful, then they can move away and maybe just check in every so often to see how, how's your job going, how's your role going? Any questions for me? And then that person is then fully equipped to be successful in their role. And after doing it for some time, then they're able to do the same with somebody else." (Dina Bickle)

During the pandemic ICEE facing change in their working environment from offline to online, this change also affects the practice of Team-of-Teams, while there is no fundamental change in the model itself, there are some changes happening in the practice such as condensing several teams with several team leader that stationed in several locations into one giant online teams with one team leader and several academic liaisons.

"Do I think that the team teams practice has changed because of the pandemic? I think fundamentally no Umm, I would say because of the pandemic. Perhaps our team has gotten even deeper and stronger into practicing using the team of team model I think we found that because of the effects of the pandemic on our organization and on the whole world it changed so much, you know, and it and it's almost like a test for us, are we going to just wait until it's over, or are we going to do something and try to keep accomplishing our goals? And so, of course, we chose to do our very best and to continue to accomplish our goals and to find the ways, the ways to do that and to be creative and to adapt and I think that really brought out a team of teams." (Sarah Bushey)

"Yeah, I think so because during the pandemic, you know, like before the pandemic, we are stationed in different locations, right? But during the pandemic, since we are working with several schools. Like in one time, you know like 7 schools one time. So, we only have like one team leaders only have one team leaders and everything connects with him... Before the pandemic, we have several team leaders, but during the pandemic, we only have one team leader and several academic liaisons." (Erick Ginting)

In recruiting new members ICEE uses the mouth-to-mouth system where members can recommend their friends and family to join ICEE, if they agree they will get recommended to the organization and begin working as an intern. Difference from Ashoka

company (18) and other organizations that also use the Team-of-Teams model that only focuses on recruiting employees based on the potential that the candidate understands and able to adapt to the company value system and culture, ICEE there are other standards that need to fulfill such as having a degree and fluent in speaking English.

"It's based on the recommendation... I think for me one of the criteria is not only English, but also the degree and how they are able to work in a team and how they are adaptable to, you know cultures, because this is an international team, so you know" (Erick Ginting)

Due to the organization standard, all member was obligated to have a degree to become a permanent member at ICEE, there no specific degree required to join ICEE but is obligated to have one degree from any major and able to speak English, this system allows ICEE to retained their personal standard while also having diverse intellectual property and skills due to people from different major and background.

"I think we, uhm, I think on our experience we are from different backgrounds. So, as for me, I'm not from a teaching degree or not in English. So, we have like from different backgrounds of degree so, yeah, it doesn't really matter as long as you have the ability to speak English because we are uh English speaking course." (Erick Ginting).

ICEE has mixed and diverse cultures due to its international aspect, people from lots of different backgrounds, different personalities, and different cultures gathered as one team. Despite the differences, they manage to unite under common goals and create a family-based culture where they support and grow together as a community to achieve their goals.

"Being an international team, you get to be exposed to your other team members... you know, with a different cultural background, people from different countries and with a different personality being in one mind, you know, one mind, same page, same goal. You know, help people with English. I think that's one of the cultures that I like most in this team. (Jenifer Bendulo)

"I think our culture is a very, very family culture. Umm, you know, it's funny. Even recently we had our English immersion camps and some of our interns ..., it doesn't really feel like just an organization or that you guys just work together. You seem like a family. And I would say that's a big part of our culture is that". (Jeremy Bickle)

"The ICEE is using the work using the job opportunity like working opportunities to make us better." (Elzon Pillo)

According to research by Daniels et al (25) Culture and organizational structure were affecting one another, this situation was also faced by ICEE, where the culture and the structure keep enhancing and affecting one another. Because of this, is a bit hard to determine whether ICEE culture exists before or after the Team-of-Teams model was implemented in the organization, this statement is also supported by the mixed response of ICEE members that said the culture exists before Team-of-Teams and vice versa.

"... so, the working environment we have is already here and we just need to verify it or we just need to make it into how you call that, put some label on it like yeah, this is actually what we're doing. We're doing a team of teams and we like that concept; we like that kind of working environment. So yeah, we stick to it." (Elzon Pillo)

"Hmm, so it's in the Team of Teams model, you know in a team of teams model if you can see we connect with each other, right? Connect with each other and help, so that's why even in one station we also have helping each other, that kind of culture that we want to keep, start from a team of the team and is like a family you know, like a circle so that culture comes from there" (Galuh Shinto)

Because organizational culture and structure affecting one another it will also affect the work practice and value that the organization believes, according to Daniels et al. (25), to understand the impact of Team-of-Teams model to ICEE culture and work practice, there are several aspects that will be discussed, such as 1) productivity and Leisure, 2) feminine and masculine index, 3) high and low power distance, 4) individualistic and collectiveness, 5) risk taker and avoidance, 6) low and high trust level, 7) high and low communication context.

According to Daniels et al (2019) productivity and leisure can affect how an organization motivated their worker, some culture value leisure where they offer more free time and shorter working hours while cultures that value productivity will be motivated if they have clear goals and focus on achieving their goals. In ICEE they value both productivity and leisure, they have a deadline system that ensures every task will be done on time, using the Team-of-Team model they can easily help or even replace members that having issues in doing their task, by doing this they manage to maintain their productivity, but they prioritize the health of their team over anything else, making sure they remain productive but not overworked and thus creating a balance between productivity and leisure

"Our organization is a professional so we also have deadline, if we need to finish work, of course, we finished together if someone like what I said before maybe someone sick or something like that. The system of team-of-team can really help us to

help that was sick or not able or need help to finish that, so we also value, like I said time is also a deadline so that work also needs to be done, is not always leisure time, it's like we value the health of our team, not overwork them… Balance is important" *(Galuh Shinto)*

Masculine and feminine index is used to measure attitude toward achievement, masculine culture focus on achieving goals is self-oriented, lack empathy for other, and is money oriented. While in the feminine culture they are more people-oriented, focusing more on quality of life and the environment (25). Team-of-Team create an environment where everyone knows and supports one another, in role switching system before they switch they will help one another adapt to their new roles, by doing this they improve the relationship between the member and help create family valued culture in ICEE, and so can be concluded that team-of-team bring feminine culture to ICEE

"So if you see the team-of-team system is kind of like relationship, right? like I said before we can replace someone with someone else easily, we can help someone who might have difficulty or change position. Like I said before I have been in different positions and someone else who different position than me can replace me or I replace them so you can guess right, we have in the relationship side" *(Galuh Shinto)*

Power distance is used to measure the employee preference to interact between superiors and subordinate, the higher the power distant, the less preferable for an employee to have interaction between boss and subordinate and vice versa. Team-of-Team bring low power distance to the organization, due to the Team-of-Team don't have a hierarchical system and by creating a work environment that supports one another is very easy for the member to interact without one another despite the difference in roles, even between teacher and student the power distant are still low because in certain case teacher and the student still interact outside class hour to improve English speaking and building relationship even if professionalism in the teacher-student relationship still remain.

"Within member like family, like relationship uhm, for the relationship between teacher and student is professional, as you see in many places we have that kind of boundaries where we are a teacher and they are student, it's common and happen everywhere… our goals and organization like helping other to achieve goals in their life so sometimes outside class we also help them with their English, sometimes we go together with the student to help them improving their English and help them with projects kind of like that" *(Galuh Shinto)*

Collectiveness is a culture that has high dependence to the organization through training, good work environment, and work benefits (25). Team-of-Team focus on community development and growth, doing role switching is ensuring every member will get a chance to improve and become a leader, they also create training and help each other to grow together as a team. ICEE never prevent their member to improve their skill individually but as an organization, they always grow together and that is why Team-of-Team brings collective value to ICEE

"for the organization, of course, we want to build our skill together, we want to help each other but also maybe outside the organization maybe someone wants to improve their own personal skill is up to them we won't stop them if they want to improve their skill, but inside the organization we want all our team to improve together, that why we have team-of-team that kind of helping each other" (Galuh Shinto)

Risk taker means the willingness to faced risk, they accept and readiness to adapt with changes. Team-of-Teams prepare members to face changes and adapt to uncertain situations by practicing switching roles, ICEE doesn't afraid to face change and risk, and in fact, they welcome them because they have been prepared by using the Team-of-Team.

"I think overall I'd say the organization is very open to change and to new situations and accepting challenges. We're not afraid of them. We like to jump into new things and try new things, so yeah." (Dina Bickel)

Trust level may vary between people, a high trust level indicate strong relationship and dependence on each other while a low trust level indicates more individualism and independence from other, In practice Team-of-Team obligated their member to trust and depend on each other because without trust the system won't work, in role switching trust is necessary, entrusting someone with the certain role and depend on them to fulfill their roles indicate high trust level

"…In the system of team-of-team we sometimes need to depend on each other, because we need to depend on other people we need to trust them in order to depend on each other… in a team of team system is really hard if we don't trust each other, you cannot give your work or share about your work to each other if we don't trust each other because it's already proven when we rolling that they can do it, that's why we trust them" (Galuh Shinto)

Communication can be divided into two categories, high context, and low context communication. In high-context communication, people tend to focus on indirect information like body language and tone, while in low-context communication they more focus on the information and the subject of the conversation (25). In ICEE they

have mixed communication due to ICEE have mixed culture in their team caused by their international background, but some member argue that in team-of-team practice ICEE tends to be direct in communication because is really important to have clear communication between members, without it hard for members to help and understand each other roles in the organization.

"So, I would say we probably have a mix of the two and that's because we have a mix of cultures on our team and it's kind of fun to watch sometimes, but yeah, I'd say. Yeah, we have. We have both on our team for sure" (Dina Bickel)

"For me and this organization we used direct communication because in a team of the team is really important to have good communication if we are not clear with our instruction they would not or cannot cover our jobs or from leader to member it will be hard or at least we really try to use the direct one" (Galuh Shinto)

To find out whether or not Team-of-Team can handle VUCA in the international work environment we need to know what factor cause changes in the international work environment, according to Daniels et al (25), several aspects that affect international work environment are culture, government and law, and economic condition. Those 3 factors are the cause of changes in the international work environment or the VUCA.

Cultural diversity basically a combination of different knowledge, culture, and background that offer diverse perspectives and experiences that can be used to the organization's advantage if managed well. Without proper management, cultural diversity can cause issues and conflict within the organization.

In ICEE they manage cultural diversity by communicating it between members, they talk about cultural differences to raise awareness between members and show that people have different cultures but none are better than the other just different. Team-of-Teams is like the glue that unites everyone under one common goal, there are some members that argue there is no direct connection between Team-of-Team and managing cultural diversity but agree that the Team-of-Team model improves communication in general and since ICEE manages cultural diversity via communication can be concluded that indirectly Team-of-Team help ICEE manage cultural diversity.

"I think because the teams of teams, even though we are from different cultures, different backgrounds at the end of the day what is the purpose? That we want to be successful, right? So uh, yeah, the teams of teams really help too, Umm. To Manage the diversity, to manage the different backgrounds because at the end of the day We have to come back like what is our goal, what is our purpose, so based on the diversity we are still in one goal, so like we are different but also we are on the same way, on the same page" (Erick Ginting)

"I don't think there's a direct connection between the team of teams model and how we are able to, you know, be successful interacting with each other culturally. And I don't think that the team of teams model causes any sort of hindrance or anything negative for it. It does foster more open communication in general". (Sarah Bushey)

"How do we manage cultural diversity? I would say that one of the things that we do is talk about it. We don't just pretend it's not there. We actually talk about it, and we mentioned that you know, we have a team from different cultures and to be aware of that that you know somebody from the Philippines is going to think a little bit different than somebody from the UK and just be aware of those differences., that one is different from the other, this one is not worse or this one not better It's just they're different that's all."(Jeremy Bickle)

Due to the role-switching system, some members will also be redeployed to another area that might have a different culture than the previous place, to prevent the member from getting culture shock, they prepare them by educating them about culture and how to survive in the culture, people who are more experienced with the culture can teach and help the other to adapt to the new culture. Team–of–Team help member adapts more quickly to the changes because Team-of-Team prepared the member to face change in the new place.

"...In Team-of-Teams we have, uhh, kind of like learning about the culture and how to survive the culture, and the one who knows the culture within members they can teach each other, that kind of things." (Galuh Shinto)

"...I think what's nice about the team in terms of the model is that you already know like you know your role. Umm. And so going into the new location, you're when you set up, you're like ohh Okay, I know, I know where I'm going and I know what I'm doing and there is a sense of like you kind of know. So maybe in some ways that prepare you with the team of teams model." (Dina Bickle)

Another factor that affects the work environment is the government system and law, ICEE travel a lot and thus they faced lots of different government systems and laws that always changing, one example of these changes is Indonesian law which obligates foreign people to return to their home countries and restrict travel. Stuff like this will also affect the ICEE work environment. To overcome this ICEE's switch from offline to online allow them to still educate people without the need to meet them face to face. This quick adaptation was caused by Team-of-Team keeping training to be aware and adapt to changes, to overcome different governments and laws same as before they educate their member, and because of that team-of-team indirectly create opportunities to adapt and understand the different governments and laws.

"Yeah, I think my answer would probably be the same for this, I think, yeah, I think it would just I think the team of teams model indirectly would create opportunities for learning about, you know, different government or different laws and different cities, yeah" (Dina Bickle)

Last factor that affecting work environment is economic condition and development, the economic condition can be divided into developed and developing economies, this economic condition causing difference city development, Team-of-Team already prepared ICEE members to face the different economic and city development, when ICEE member deployed to other cities or countries they will first be educated about the countries or city situation, ICEE will than discuss and prepare the accommodation they need for staying in the new area with the collaboration partner, so ICEE member can work more comfortably.

"Uh, I think like what I experienced, ICEE is very adaptable. So, if they know, but we always ask the school like this once again this is a collaboration. So, we always ask the school how to manage this and how to make it happen. So, we're not only like OK, we accept this but we try to discuss with the school, OK, how can we help each other, and so we'll make everything successful here" (Erick Ginting)

So based on the analysis above can be concluded that Team-of-Team mode practice are: 1) performing switching roles periodically depend on the organization need, 2) role assignment were based on recommendation from the previous person in that position, if there no previous person in that role than member can volunteer to fill that roles, last if there no recommendation and no one volunteering than the international director can appoint member to fill that position, 3) before assign or deploy to the new role or place member will be trained by expert or experience in that area, 4) In hiring new people ToT have tendency to recruit based on reference, 5) Team-of-Team practice give culture that align with Daniels et al.(25) theory such as balance between productivity and leisure, feminine culture index, low power distance, collectiveness, risk taker, high trust level, mixed communication with tendency to be low context, 6) in practice Team-of-Team model able to adapt to VUCA such as cultural diversity, difference culture when reposition to other area, difference government and law, and difference economic condition due to the training and used to changes and uncertainty.

3.2. Reasons ICEE Use Team-Of-Teams Model as Their Organization Model

ICEE choose the Team-of-Team model because it offers flexibility and adaptability for the organization something that is needed especially in facing the fast and always changing environment and other uncertainty or VUCA, that is why they think Team-of-Teams models are the best model for them.

"Yeah, I think it's the best model for ICEE because of its ability to adapt to different places, different circumstances, part of the reason why the team of teams model was originally created was that Companies need to be needed to make quick changes and they needed their people on the ground to be able to make changes on their own." (Jeremy Bickle)

According to Johnson (28), there are several factors that need to be considered before choosing or designing an organizational structure, such as vision & mission (goals), environmental factors, company size, and company age. The first factor in deciding an organization structure is the vision and mission of the organization, ICEE has the vision to help people learn and speak English, Team-of-Team model is able to support ICEE's goals or vision due to the flexibility and adaptability it was chosen by the international director and previous volunteer in the organization until now.

"Yeah, I would say definitely, due to the type of vision and the type of mission that ICEE has that's why we chose it, our director and volunteers in our organization before us chose the team with teams model typically because They believed and now we also believe it's going to be the most effective organizational strategy." (Dina Bickle)

Organization size also affect what kind of structure an organization should take, the bigger the organization the more mechanized and structural it becomes, while smaller organization tend to be more organic and flexible (28), ICEE the organization size were always changing due to the volunteering nature of the organization but despite that Team-of-Team still able to function and adapt with the always changing organization size and environment that faced by the ICEE.

"In Team-of-Team we easily replace and swap positions, also we can reduce the size of deployment... Team-of-Team really helpful even though the member will reduce team-of-team will help us because we can cover their position" (Galuh Shinto)

The last factor in deciding the organizational structure is age, the older the organization the more mechanized it becomes due to the added rules, and policy to the organization (28). And that caused the organizational structure to need to be changed and become less relevant over the years due to not being able to the newer need or

standards, but the Team-of-Team model is still relevant over the years, especially now during the pandemic where flexibility and adaptability really necessary to survive.

I would say, yeah, I think it is relevant even still today, I found a thing. It's even if anything, it's even more relevant now than ever because of, you know, how drastically and quickly things change. It's really allowed our teams to grow and adapt at the same time and to support one another in the midst of extreme challenges and changes like the COVID-19 pandemic. So, I'd say, if anything, it's it is still relevant and if not, even more than ever. (Jeremy Bickel)

Based on the answer above can be concluded, the reasons ICEE still chooses to use the Team-of-Team model are: 1) because it offers flexibility and adaptability that is necessary, especially during the pandemic, 2) ICEE supports the organizational goal or vision to help people learned and speak English, 3) Team-of-Team able to adapt with the always changing size of ICEE that caused by the volunteering nature of the organization, and 4) Team-of-Team model still relevance to used especially now during the pandemic situation.

3.3. The Benefits of The Team-Of-Teams Model

According to ICEE the main benefits of using the Team-of-Team model are flexibility and adaptability, this model trained the member to adapt and be ready for changes, other benefits of the Team-of-Team model is the supportive work environment that always helping and support each other, Team-of-Team also create community because it reminds them that they are on the same path and they need to help each other to reach the goals and open line communication that makes it easier for a member to contact the leader and vice versa.

"Whenever there changes you'll be ready, whenever there's a role, and you'll be stationed in another location you're ready, you know what you do, you know what to expect and Yeah, You can be assigned to any locations that you have to, so I think that's the of this structure." (Jenifer Bendulo)

"Yeah, I think some of the benefits would be, umm, its supportive work environment where people are interchangeable in different roles and everybody supportive of the person who's in a certain role. I'd say one of the other benefits is a community in the work environment. There's a real team spirit. Umm, because everybody is on the same path or the same mission together and so they're supporting one another to fulfill those goals, the other benefits would probably be just adaptability, changing quickly

to different work environments, there an open line of communication throughout the organization and that a huge benefit as well" (Jeremy Bickle)

According to Clawson (14) organizational structure have an impact on employee motivation, loyalty, and productivity, this argument was proven to be correct because despite not being the main reasons Team-of-Teams also help create a situation that indirectly makes their members more loyal, motivated, and productive. Team-of-Team encourages the member to grow and gives them chance to learn and become a leader, by doing this motivates the member to be better and improve their skill and knowledge for personal growth and to help other people.

"Yes, that is correct. Yeah. I feel like more motivated to learn to learn new things like to explore myself better, and to help others also" (Erick Ginting)

Team-of-Team model increase employee loyalty by giving the member trust and involving them in decision-making activity where they can decide what the best thing to do the role or task that was given to them, and that trust that encourage a member to be loyal and do their best.

"Yeah, I think I think that's true because the team of teams, I think it will just give you the trust when you're doing something, so I think it'll make you that you are OK. They trust you and you know, be loyal. "(Erick Ginting)

Team-of-Team create an environment where an employee can become productive without being stressed due to the jobs demand and it gives the employee a good experience, difference from other organization that sometimes focus only on productivity so worker was pushed and felt stressed to fulfill the demands of the jobs.

"I think I feel like different productivity. I feel like with the team of teams, I think the productivity is not stressful as with the nonteam teams if I compare it with the previous like when I was working at the time, I think the productivity is stressful. But I think for me here it's like it's just fun, you know like it's a nice experience. (Erick Ginting)

So can be concluded the main benefits of using the Team-of-Team model are 1) giving flexibility and adaptability to the environment, 2) producing a supportive and comfortable working environment that helps and support one another, 3) increasing the skill and knowledge to for self-development, 4) Team-of-Team also aligns with Clawson (2008) it makes the employee more motivated, loyal, and productive.

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3.4. The Challenges of Using the Team-of-Teams Model

One of the challenges in using the Team-of-Teams model is to prepare their members for the changes and facing their new roles, especially if they never had any experience in that area before.

"People have to get used to the team of teams' model that is so different from other models that have been used in the past, and so to me, that's the thing that comes to my mind and you say challenge that it's just so different and it takes some getting used to" (Dina Bickle)

Another challenge they faced is the structure complexity, due to the role changing system the organizational structure is always changing and thus making it complex and because of that some of the members said that the structure is too complex and hard to understand especially at first glance.

Yeah, I'd say that could be a factor that we experience sometimes if we're not clear in communicating who you're reporting, and who you report to. So yeah, I would say, to be honest, that could be a factor sometimes (Jeremy Bickle)

Last challenge that ICEE face while using the Team-of-Team model is to find a volunteer that can adapt to changes, due to the role-swathing nature of ICEE member will be deployed to other place depending on the organization need, it very rare for them to settle for a long time so since people especially older generation prefer stability, it's hard for them to get volunteer member that can easily adapt and ready to travel around

"because a lot of people especially the older generation, don't want change and they would prefer to have a little bit more stability and because we are moving from town to town and we're not in a location more than like two to three years, it's very rare to be in a location longer than that period Umm it can. Uh, it can be. It could be heartbreaking for them because like uh, I gave my life here and now I have to uproot and go somewhere else. I just got comfortable..." (Dina Bickle)

To overcome the issues with preparing their member ICEE creates a training session for all their members to prepare them before they start doing their roles in the organization, they also have a mentorship system where the previous person that done the roles can help and mentor the new members that want to take the roles, they also encourage their members to ask for help if needed.

"We would train and give all that information ahead of time to anticipate it, saying this is the person also the person who is in responsible, ... making sure that the team leader knows that they are empowered to take make decisions, sometimes you know the team leader may feel like they can't make a decision and so we have to empower

them, be like, no, make a decision, as a program advisor team we can empower them. And so, I think a big thing is empowering those who can make the decisions to help them and empowering them to communicate and so like, one thing that we constantly remind whoever a team I leader is you know what's happening. So, I'm going to trust your opinion over my own. And so, I think so, one thing is empowerment, empowering the person, that's the leader and also reminding them that they are in charge". (Dina Bickle)

For complex issues, ICEE solves them by communicating between members, ensuring that every member knows their roles and who to report to in daily practice, and who is in charge at this location or that location.

"We have to be in communication about, OK, here's who's in charge of this location and this location. Here's doing, you know, we have to be very clear with everybody about Umm, what roles and responsibilities everybody is taking on, so it just keeps us even more involved in communication than the not-so yeah, but that that's true.' (Jeremy Bickle)

Based on the analysis above can be concluded the challenges in using the Team-of-Team model are: 1) preparing the member to face changes in their roles and location, 2) complex organizational structure that make member confused about what their roles and who they should report too, 3) recruiting new member that highly adaptable to change and new culture, to overcome this challenge ICEE focus in training their member so they can be prepared to faced changes, they also train and communicated regarding the model to make it less complex so all member can understand about the model, their roles, and who to reports.

4. Conclusion

This paper focuses on exploring The practice of the Team-of-Team model in ICEE by answering several research questions, and here are the results: 1) ICEE practice the Team-of-Team model by doing role switching system where they will change roll periodically depending on the organization need, 2) ICEE choose Team-of-Team model because is offer flexibility and adaptability, something that necessary to have especially in current pandemic condition, 3) the main benefits of Team-of-Team model are the flexibility and adaptability to face VUCA, 4) The challenges in using Team-of-Team model is to prepare the member to changes and facing their new roles.

From this research can be lean that the Team-of-Team model can be used to overcome VUCA but it has some challenges that need to be faced such as preparing

members to face the challenges, practically Team-of-Team could be beneficial if used by an organization that wants the flexibility face VUCA, small medium enterprise, and startup, but is not recommended for a large company that after specializing worker due to cost of doing training and role switching. This research is not without limitation, it did not have a vantage point of view from customers. This research explores more from an internal rather than an external point of view.

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