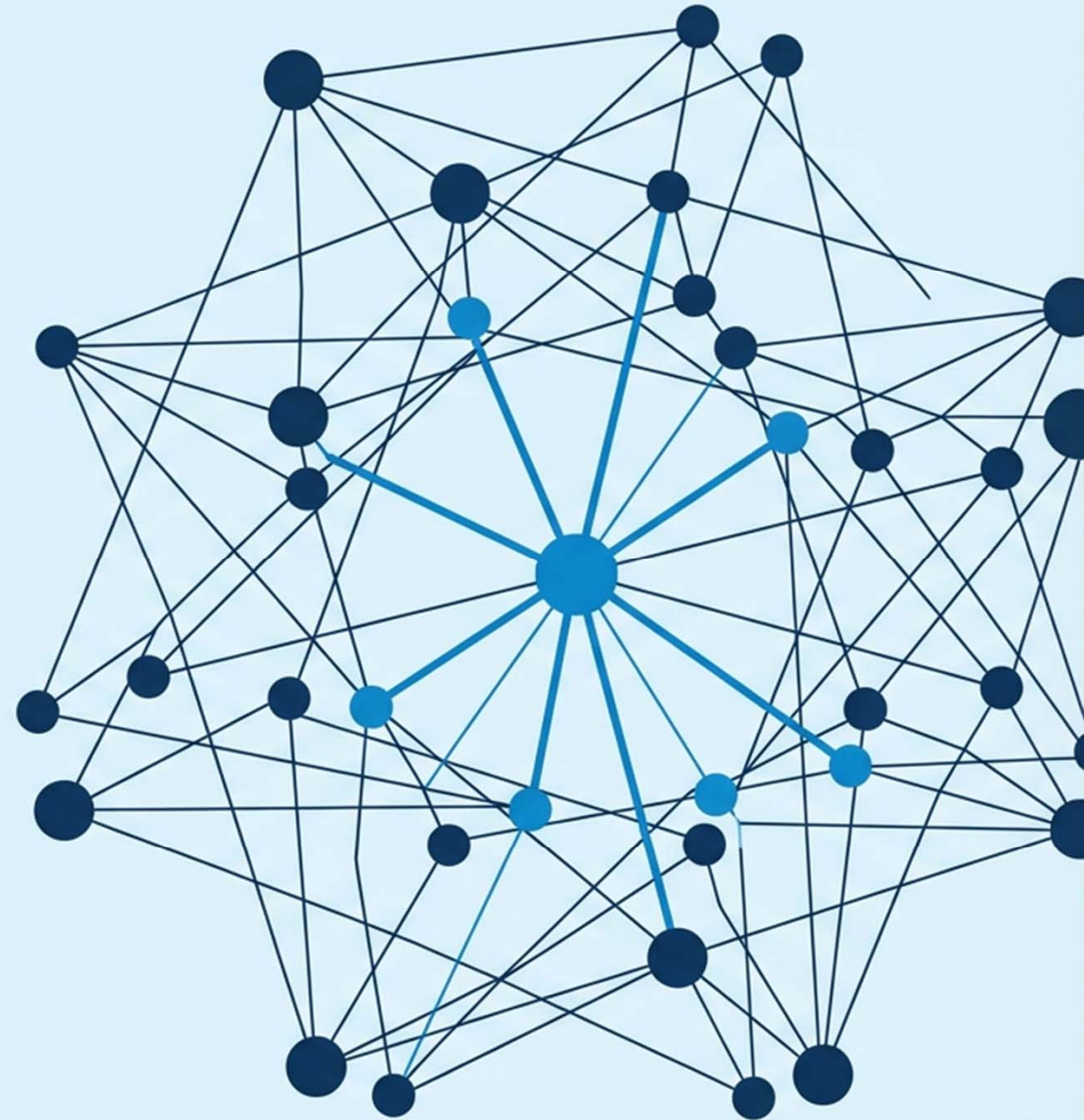


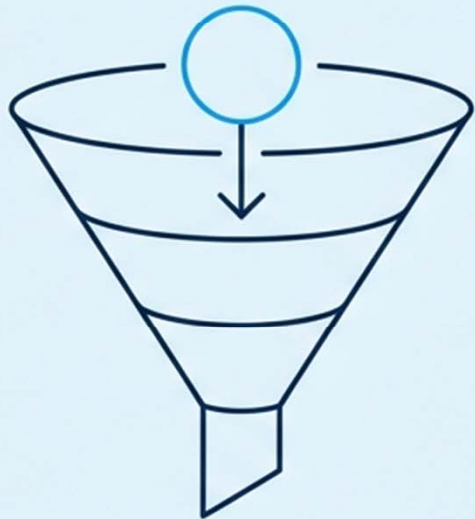
Rethinking Teams

Why the right fit matters more than the perfect résumé.

Univ.-Lekt. Mag. Dr. Josef Sawetz | josef.sawetz@univie.ac.at

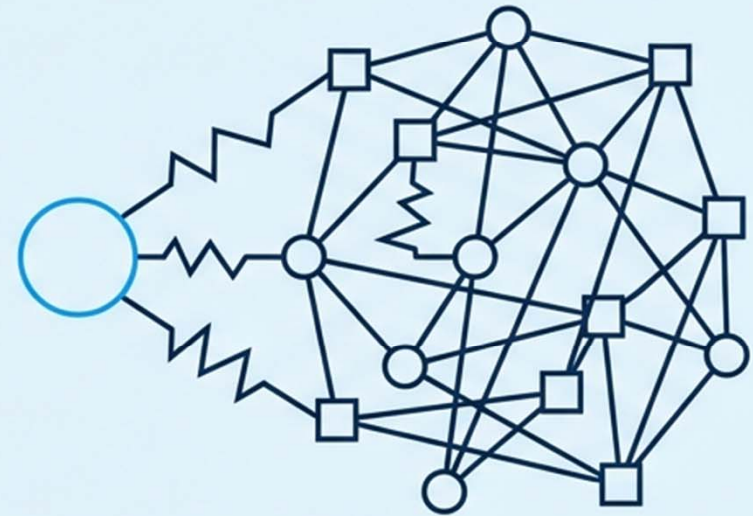


The Flaw in the Perfect Résumé



Vacancy -> Requirements Profile ->
Hire the best technical fit.

Teams rarely fail due to a lack of
technical expertise.



Teams fail because of:

- Unsuitable roles
- Unfavorable personality constellations
- Unclear task logics
- A fit for the position, but not the team.

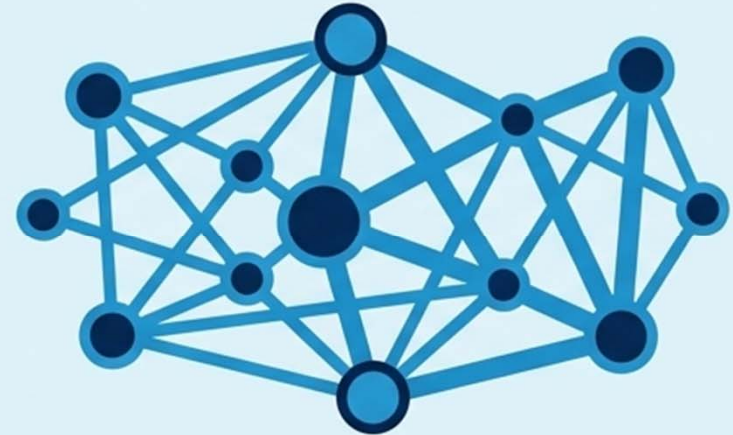
From Filling Gaps to Engineering Fit

The Legacy Question:



Who can do what?
(Search function)

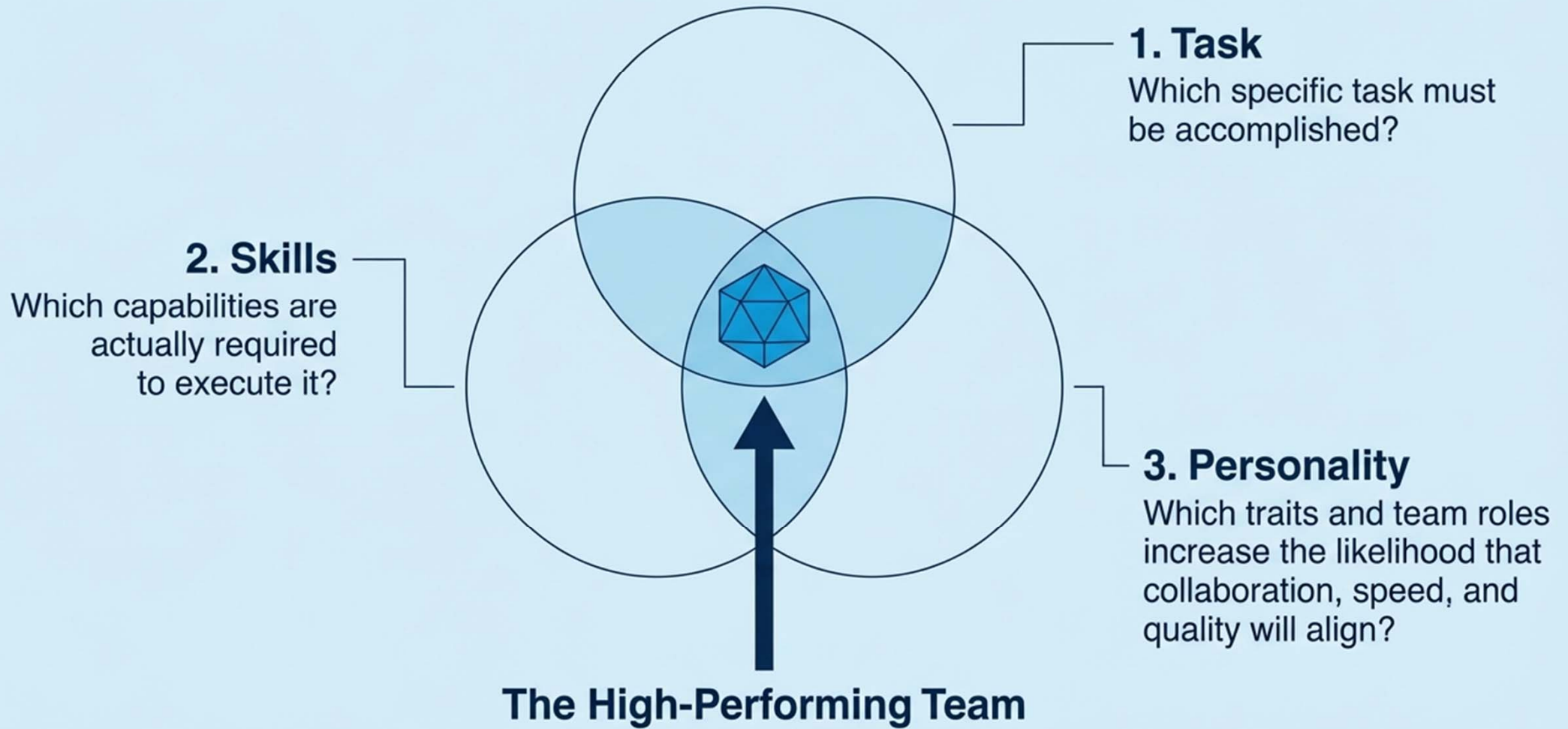
The Modern Mandate:



Who fits what, with whom, and
under which requirements?
(Design function)

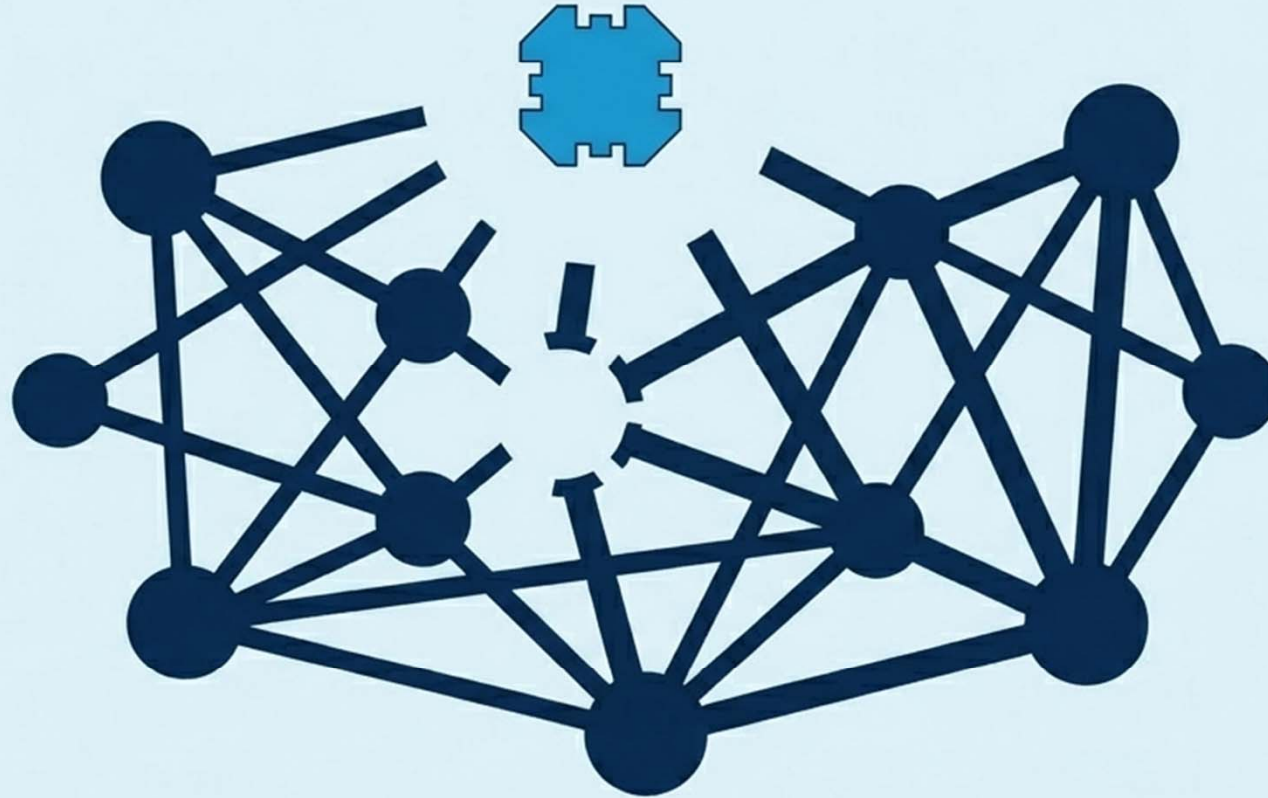
**Key Takeaway: Instead of merely filling a gap, modern talent management asks:
What element is this team missing to reach the next level of performance?**

The Threefold Fit



The Incompleteness of Skills

Skills are the visible currency of modern organizations. They show what people can do.



But skills do not show:

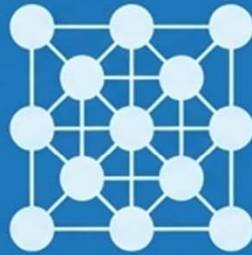
- How people work.
- How they react under pressure.
- How they make decisions.
- How they fit into an existing team structure.

Linking skill profiles with a personality logic does not reduce people to test results—it increases the quality of decisions by utilizing more relevant systemic information.

The Team Logic Matrix

The relevant question is not which team is better?, but which team logic fits the task?

Homogeneous Teams



Ideal For: Standardized or safety-critical processes.

Core Strength: Quick coordination; minimal friction losses.

Primary Requirement: Trust and reliability are central.

Heterogeneous Teams



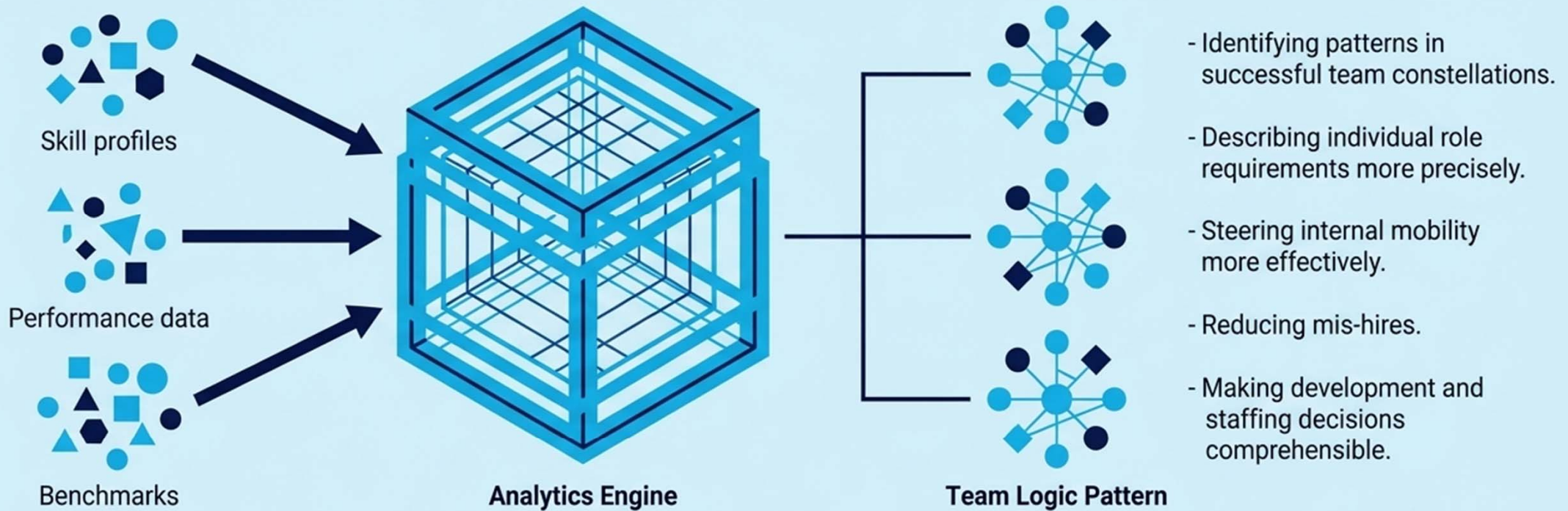
Ideal For: High uncertainty and change.

Core Strength: Complex problem solving; creative/new solutions.

Primary Requirement: Integrating different perspectives.

People Analytics: Translating Data into Team Logic

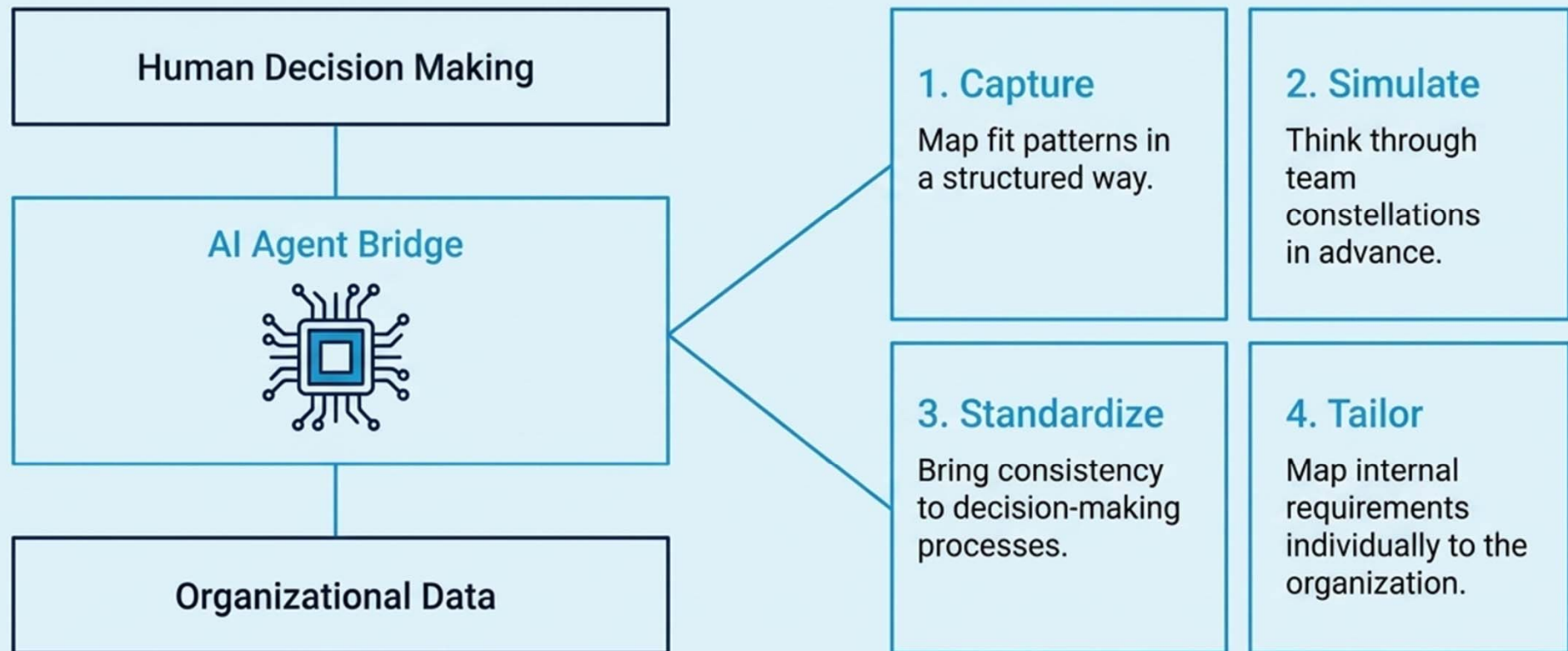
Many organizations have data, but fail to translate it into team configuration. Analytics creates value by:



The strategic lever is not collecting data, but linking it intelligently.

AI Agents in Team Configuration

Organizations must understand what constitutes good fit, and how to support these decisions scalably.



The Prerequisite: Data Protection & GDPR

As soon as personality, skill data, and analytics converge, data protection shifts from a side issue to the central foundation.



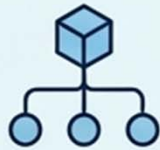
Acceptance of team configuration systems relies equally on **their precision** and **their legitimacy**. You must design for both: **Effectiveness** and **Responsibility**.

Who Needs This Capability?



Talent Acquisition

You fill roles and want to move beyond short-term vacancies to building effective teams.



Organizational Leadership

You are responsible for leadership and want to consciously shape team performance.



Transformation Leaders

You accompany systemic changes and need robust logics for new team configurations.



Project Managers

You manage agile formats where team composition directly dictates project success or failure.

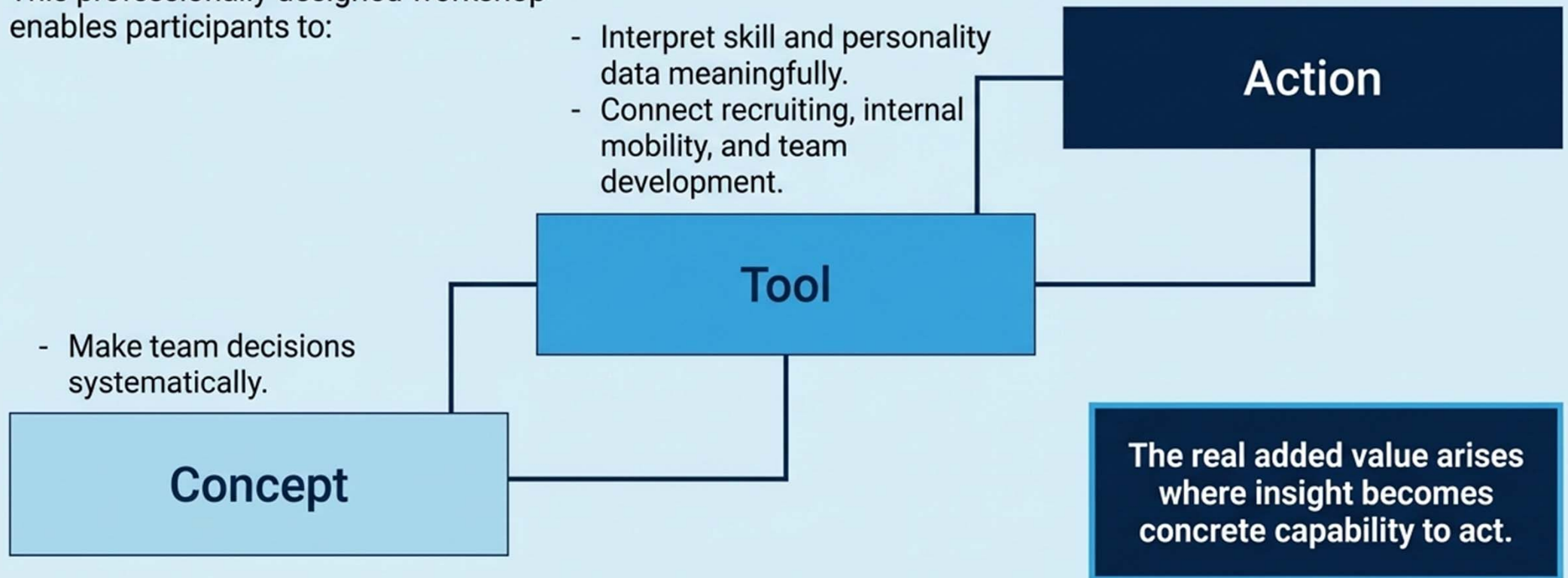
For professionals who refuse to leave team decisions to chance, intuition, or gut feeling.

Insight into Action: The Team Configuration Workshop

Good models exist, but everyday practice lacks translation and implementability. This professionally designed workshop enables participants to:

- Interpret skill and personality data meaningfully.
- Connect recruiting, internal mobility, and team development.

- Transfer this logic directly to your own organization.



The Future of Teamwork is Fit

