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BARRIERS AND FACILITATORS OF TEAMING

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WHAT LEADERS CAN DO TO PROMOTE TEAMING

- Competing priorities
- Risk aversion
- Impression management

Instill an enterprise mindset

Embrace intelligent failure

Build psychological safety

AN ENTERPRISE MINDSET

INADVERTENT LEADERSHIP FRAMES

AN ENTERPRISE MINDSET: GREATNESS THROUGH COLLABORATION

Competitive Mindset	Enterprise Mindset
Overlearned	Must be Adopted on Purpose
Success as Zero-sum	Success as Shared & Expansive
Focus on Self	Focus on the Work
Fosters Comparisons	Fosters Relationships

An enterprise mindset consistently asks: "What's best for the enterprise?"

REFLECTION

- **Which mindset best characterizes your organization?**
  - **Competitive Mindset (silo mindset)**
  - **Enterprise Mindset (teaming mindset)**

- **What is your role in shaping the mindset?**

PROMOTE INTELLIGENT FAILURE

3 TYPES OF FAILURES

Preventable Failures
1

- **Where we know how to do it right**

Complex Failures
2

- Complex factors (internal, external, or both) combine in novel ways to produce failures in reasonably familiar contexts

Intelligent Failures
3

- Undesired results of thoughtful forays into novel territory

THE TELCO DSL

launch

WHY DIDN'T THE PILOT PREVENT THE SERVICE FIASCO?

Because, this pilot (like most pilots) was designed   to succeed

For maximal learning – that is, for a useful and effective pilot – *design it to fail…*

INTELLIGENT FAILURE: SMART PILOTS

Managers of effective pilots can answer "yes" to the following questions:

1. Is the pilot program being tested under typical circumstances instead of optimal conditions?

2. Is the goal of the pilot to learn as much as possible, rather than to demonstrate to senior managers the value of the new system?

3. Is it clear that compensation and performance ratings are not based on a successful outcome of the pilot?

4. Were explicit changes made as a result of the pilot?

ELEMENTS OF INTELLIGENT FAILURES

1. **The opportunity explored is significant**

2. **The outcome will be informative**

3. **The cost and scope are relatively small.**

4. **Key assumptions are explicitly articulated.**

5. **The plan will test those assumptions**

6. **The risks of failing are understood (and mitigated to the extent possible)**

PROMOTE INTELLIGENT FAILURES

- **Reduce Preventable Failures through vigilance and training**
- **Mitigate Complex Failures through anticipation and vigilance**
- **Promote Intelligent Failures through effective design**

The Telco Launch? A preventable (complex) failure, which could have been a success had the launch employed a series of small intelligent failures

BUILD PSYCHOLOGICAL SAFETY

INTERPERSONAL RISKS AT WORK

No One Wants To Look	It's Easy To Manage!
Ignorant	Don't Ask Questions
Incompetent	Don't Admit Weakness or Mistakes
Intrusive	Don't Offer Ideas
Negative	Don't Critique the Status Quo

IMPRESSION MANAGEMENT IS SECOND NATURE

THE PSYCHOLOGY OF SPEAKING UP

"I just couldn't do it. I was too low down in the organization and she [senior manager Linda Ham] was way up here."

Rodney Rocha, NASA engineer

A SENIOR LEADER'S VIEW

"You are duty bound, as a member of this team, to voice your concerns. … quite frankly, you stand up and you say, here's my concern, here's why it's my concern, and I'm not comfortable..."

Leroy Cain, Columbia Flight Director, NASA

How comfortable are YOU with a reliance on courage or duty as means for ensuring voice?
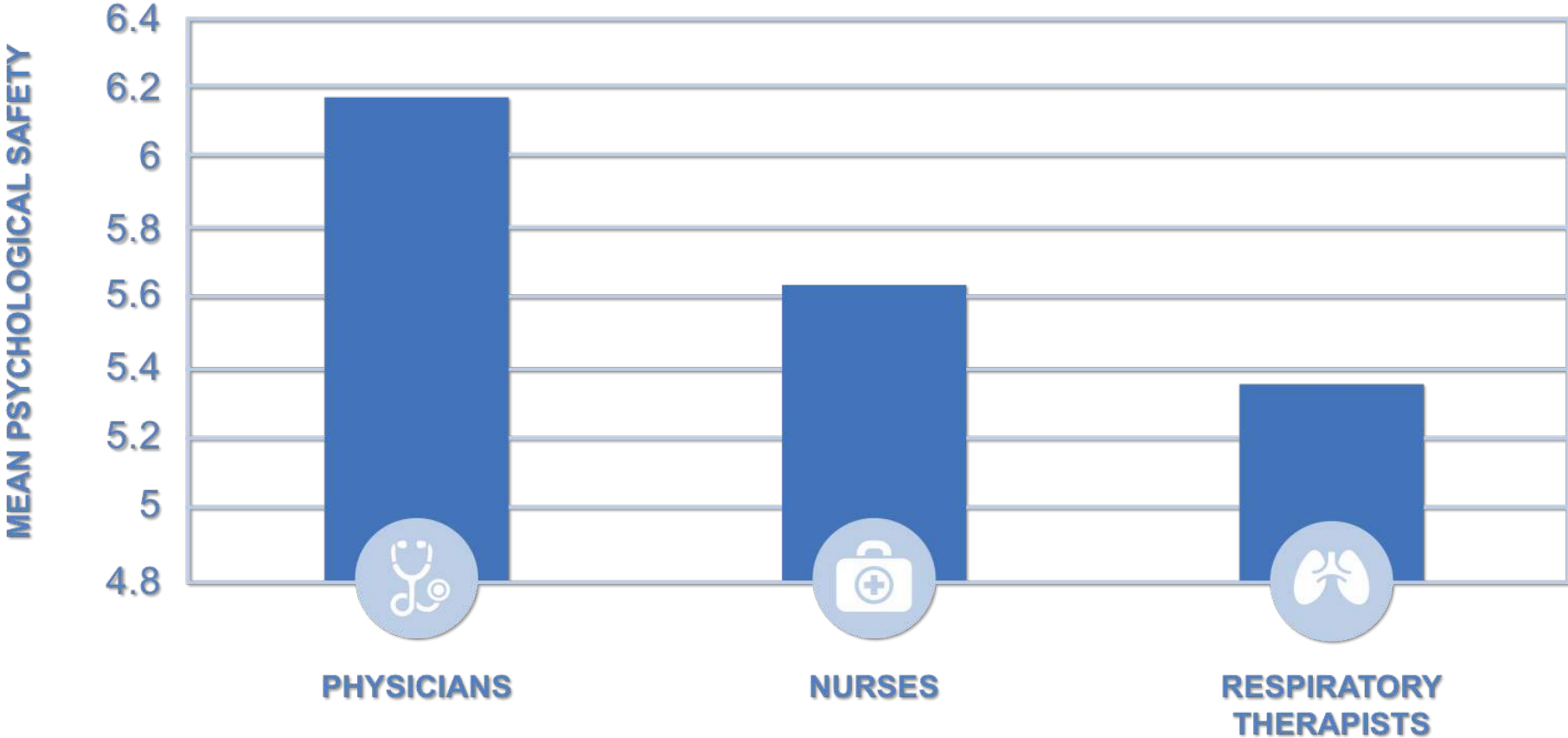
MAKING IT SAFE FOR VOICE

Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.

THINK OF IT AS FELT PERMISSION FOR CANDOR

PSYCHOLOGICAL SAFETY AND HIERARCHY

N=1100 clinicians

Nembhard, I. and Edmondson A.C. (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in healthcare teams, *Journal of Organizational Behavior*.

FRAMING DISSENT AS DEPTH

> **" Gentlemen, I take it we are all in complete agreement on the decision...**
> Then I propose we postpone further discussion of this matter until our next meeting to give ourselves time to develop disagreement and perhaps gain some understanding of what the decision is all about. **"**

– Alfred P. Sloan (1946). My Years with General Motors.
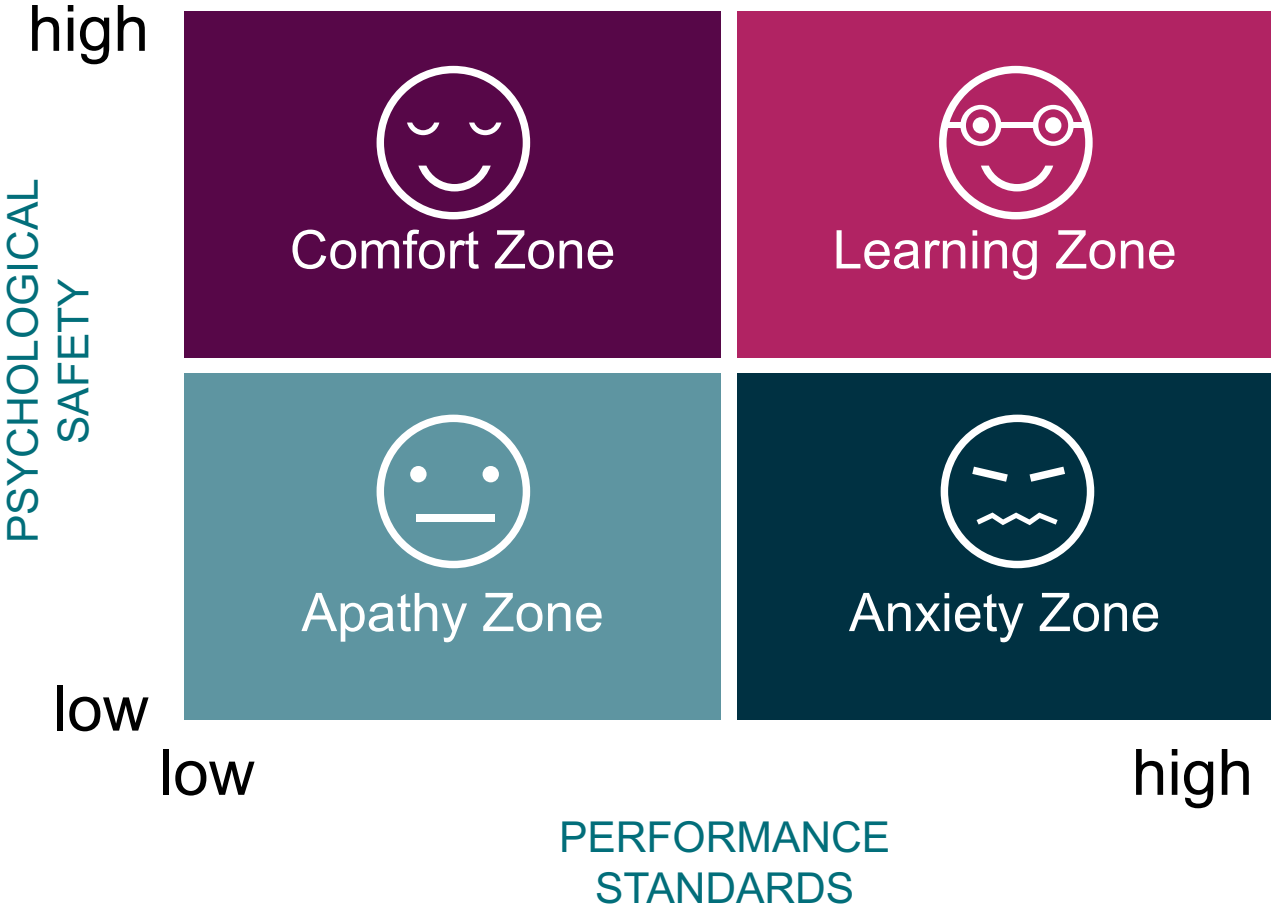
PSYCHOLOGICAL SAFETY: WHAT WE KNOW

- **Psychological safety is fostered by explicit recognition of the complex, interdependent nature of the work**

- **Psychological safety is not about being nice**

- **Psychological safety "lives" at the group level**

  - *that is, it varies across groups within organizations*

- **Psychological safety enables learning behavior …**

  - *Error reporting (Edmondson, 1996)*

  - *Quality improvement (Tucker, Nembhard & Edmondson, 2007)*

  - *Innovation, and more (see Edmondson & Lei, 2016 for a review)…*

- **What about performance?**

SACRIFICING PERFORMANCE STANDARDS?

Psychological Safety ? **High Standards**

Is it a matter of finding the right point on a balance beam?

NO TRADEOFF BETWEEN HIGH STANDARDS & PSYCHOLOGICAL SAFETY

FACING UNCERTAINTY OR INTERDEPENDENCE

PSYCHOLOGICAL SAFETY

high

low

Comfort Zone	High-Performance Zone
Apathy Zone	Anxiety Zone

low — high

PERFORMANCE STANDARDS

WHAT'S THE TACIT QUESTION EVERY NEW EMPLOYEE ASKS?

Where's 6 around here?

WHAT'S THE EXPLICIT QUESTION EVERY LEADER MUST ASK?

How do I elicit 8-9-10?

What Google Learned From Its Quest to Build the Perfect Team
New research reveals surprising truths about why some work groups thrive and others falter.
By CHARLES DUHIGG Illustrations by JAMES GRAHAM

When Rozovsky and her Google colleagues encountered the concept of psychological safety in academic papers, it was as if **everything suddenly fell into place**…

The New York Times

February 28, 2016

EXPLAINING TEAM PERFORMANCE

"Psychological safety was far and away the most important of the five dynamics we found -- it's the underpinning of the other four."

TOO MUCH PSYCHOLOGICAL SAFETY?

Or, not enough discipline…

DISCUSSION

- **Which of the four quadrants best characterizes the part of your organization where you work most often?**
  - **Apathy Zone**
  - **Comfort Zone**
  - **Anxiety Zone**
  - **Learning Zone**

- **What are the implications of your response for what needs to be done to shift the culture?**

HOW DO YOU BUILD PSYCHOLOGICAL SAFETY FOR TEAMING?

1. **Set** the stage

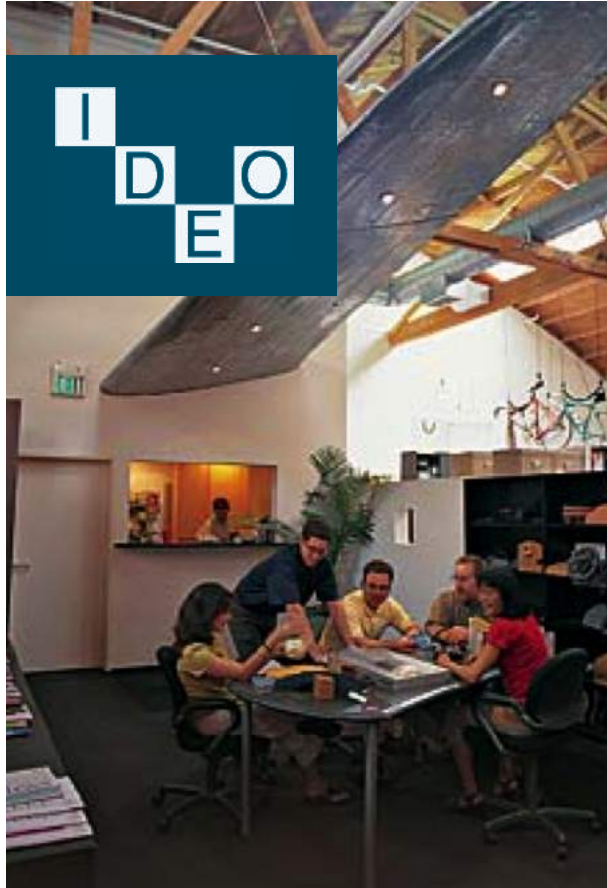2. **Invite** participation

3. **Respond** appreciatively

SET THE STAGE BY FRAMING THE WORK

3 ESSENTIAL DIMENSIONS

- Interdependence
- Uncertainty
- Rate of change

Consider the implications of high values on any (or all) of these dimensions….

FRAMING THE WORK

" Fail often in order
to succeed sooner…"

FRAMING THE WORK

from **BLUEPRINT**   **to**   **BRAINSTORM**

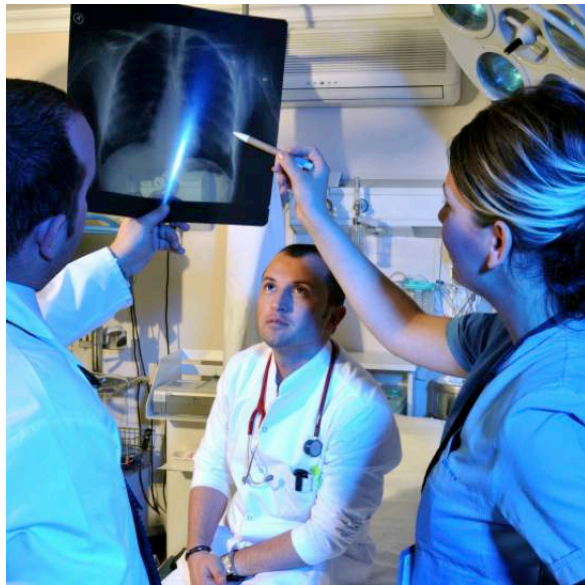**ROUTINE, WELL-UNDERSTOOD**   **VARIABLE, UNCERTAIN, COMPLEX**   **INNOVATIVE, NOVEL, UNKNOWN**

Uncertainty →

Failure Rates →

HOW DO YOU BUILD PSYCHOLOGICAL SAFETY FOR TEAMING?

1. **Set the stage**

2. **Invite participation**

3. **Respond appreciatively**

ACKNOWLEDGE YOUR LIMITS

"I may miss something. I need to hear from you."

"I'm new to this role. What are you seeing out there?"

"I'm not an expert in X; I need your help.

GOOD QUESTION!

- To broaden the discussion
  - What do others think?
  - What are we missing?
  - What other options could we consider?
  - Who has a different perspective?

- To deepen the discussion
  - What leads you to think so?
  - What's the concern that you have about that?
  - Can you give us an example?
  - Can you explain that further?
  - What do you think might happen if we did X?

When should you go broad, and when should you go deep?

HOW DO YOU BUILD PSYCHOLOGICAL SAFETY FOR TEAMING?

1. **Set the stage**

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3. **Respond appreciatively**

ALAN MULALLY AT FORD

The next week, the charts looked like a rainbow.

RESPOND APPRECIATIVELY

Praiseworthy

Blameworthy

POTENTIAL CAUSES OF FAILURE

- Experimentation
- Uncertainty
- Complexity
- Incompetence
- Inattention
- Deliberate Violation

QUESTION Which of these antecedents involve blameworthy acts?

QUESTION What percent of failures in your organization are caused by blameworthy acts?

QUESTION What percent of failures does your organization *treat* as caused by blameworthy acts?

RESPOND APPRECIATIVELY: CELEBRATE INTELLIGENT FAILURES

Failure Parties at Eli Lilly

FAILURE AWARDS

- Grey (New York Ad Agency): Heroic Failure Award

- PR Firm Delahaye Group: Mistake of the Month Award

- NASA: Lean Forward, Fail Smart Award

- Tata Group: Dare to Try award

"We want people to be bold and to not be afraid to fail."

Sunil Sinha, head of Tata Quality Management Services

HOW DO YOU BUILD PSYCHOLOGICAL SAFETY FOR TEAMING?

1. **Set the stage**

2. **Invite participation**

3. **Respond appreciatively**

1. **Setting the stage** by framing the work accurately –ensuring shared understanding of the reality of complexity and uncertainty;
2. **Inviting engagement** by acknowledging limits and asking good questions;
3. **Responding** in a way that embraces messengers and fosters learning.