

CRF 2017



# THE ART OF TEAMING: PERFORMANCE IMPROVEMENT THROUGH COLLABORATION



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## CONFRONTING A NEW REALITY

- **Volatile:** Rapid changes, ups & downs/big swings
- **Uncertain:** Difficult to predict future events/values
- **Complex:** Multiple interconnected elements
- **Ambiguous:** Unclear meaning of signals/events

= V.U.C.A.

*Consider: Which of these attributes is most relevant in your current work – in Novartis today?*

# EXCELLENCE IN A V.U.C.A. WORLD

*What must leaders do differently to bring this about?*

What it used to take	WHAT YOU NEED TODAY
People who conform	PEOPLE WHO EXPERIMENT
Production scale	PROBLEM-SOLVING SPEED
Market dominance	MARKET CREATION & INTEGRATION
Efficiency	INNOVATION
Homogeneity	DIVERSITY
Functional Excellence	CROSS-BOUNDARY TEAMING

## WHOM CAN YOU RELY ON AT WORK?

**“In a survey of nearly 8000 employees in over 250 companies, only 59% of respondents reported they can rely on people in other units all or most of the time to follow through on what they promised to do.... This compared to 84% reporting they can rely on people upward and downward within their chain of command.”**

-Sull et al, (*HBR*, March 2015) “Why Strategy Execution Unravels—and What to Do About It.”

**THINK OF A TEAM...**



**A TEAM IS A (1) STABLE, (2) BOUNDED GROUP OF INDIVIDUALS WHO ARE (3) INTERDEPENDENT IN ACHIEVING A (4) SHARED GOAL**



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**OR THIS...**



**OR THIS?**



**A TEAM IS A (1) STABLE, (2) BOUNDED GROUP OF INDIVIDUALS WHO ARE (3) INTERDEPENDENT IN ACHIEVING A (4) SHARED GOAL**

# TEAMING IS A VERB

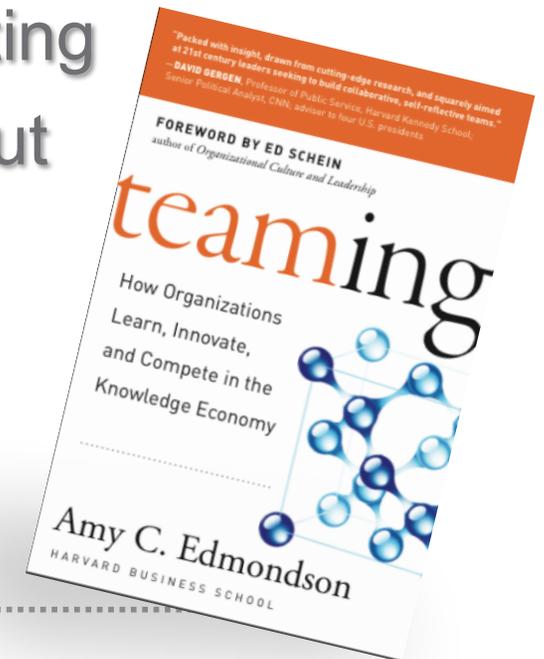
## *team • ing (v.)*

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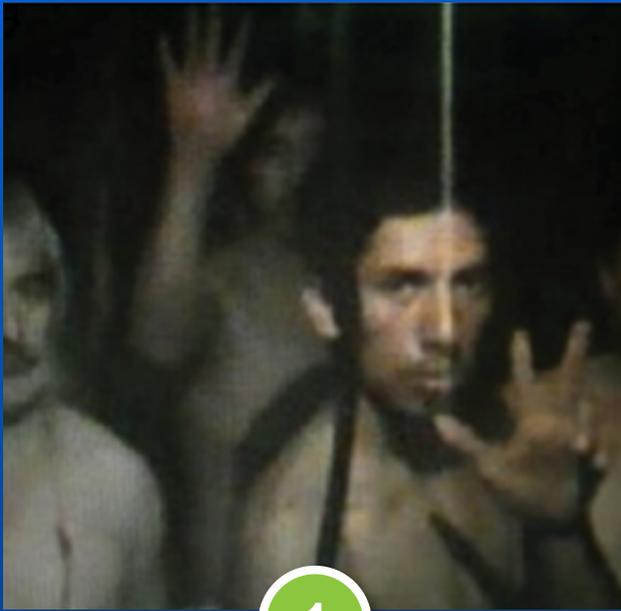
Teaming is teamwork on the fly—coordinating and collaborating across boundaries without the luxury of stable team structures

Teaming is especially needed when work is **complex** and **unpredictable**

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## 3 TEAMING ARENAS



1

**The Miners**



2

**The Engineers**

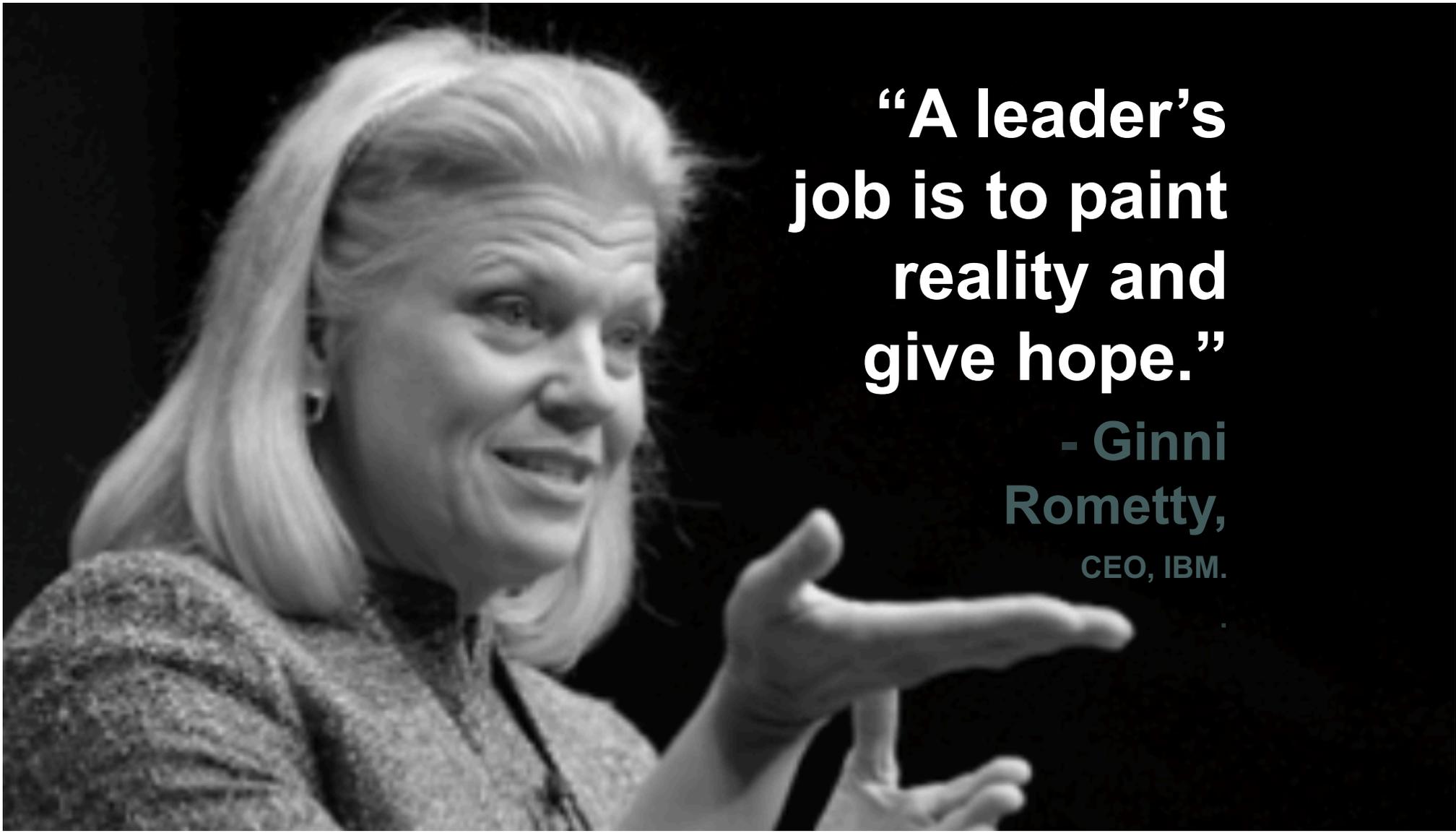


3

**The Executives**

## HOW DO SENIOR EXECUTIVES CONTRIBUTE TO SUCCESS?

- **TAKING OWNERSHIP**
- **REACHING OUT**
  - “Humble enough to ask for help”
  - Leveraging the “cosmopolitan” network
- **A CLEAR VISION**
  - “We will bring the miners home, dead or alive, sparing no expense”



**“A leader’s  
job is to paint  
reality and  
give hope.”**

**- Ginni  
Rometty,  
CEO, IBM.**

## ONE UNSOLVABLE PROBLEM



Can we **extract 33 men** trapped under 700 meters of rock **before they die?**

## TWO EXTREMELY CHALLENGING PROBLEMS



1) Can we **locate and reach** them before they die?

2) Can we get them **out**?

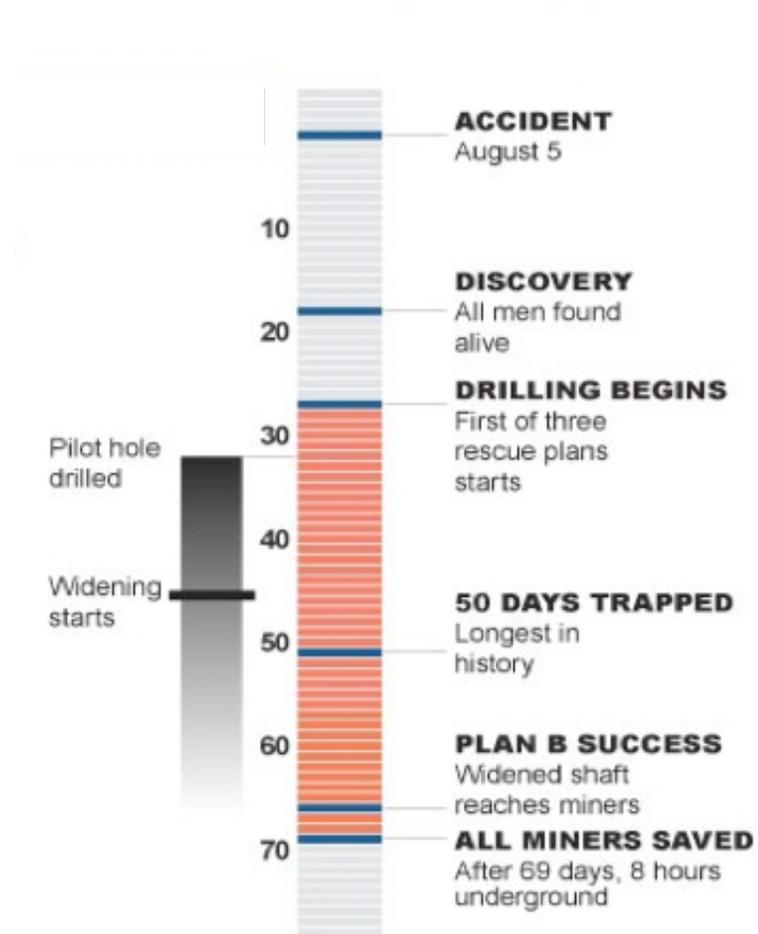
**A PROBLEM WELL PUT IS HALF SOLVED.**

John Dewey



## CHALLENGE 2: THE RESULT

Against all odds,  
In the face of  
unimaginable  
technical challenges,  
All 33 miners are saved.



## **HOW DID THEY DO IT?**

- **Cross-boundary teaming to generate and test new solutions**
- **Powerful shared identity – despite competing groups**
- **Distinct but flexible roles**
- **Expertise is respected; ideas are welcomed**
- **Process discipline**
  - **Powerful, enabling routines**
  - **Parallel processes to learn fast**
  - **Frequent transparent communication**
- **Persistence through failure; fast learning from failure**

## **THIS WAY OF WORKING IS CALLED “EXECUTION-AS-LEARNING”**

To deliver a value proposition to customers in a complex, uncertain, dynamic context, you must:

- Team across disciplines, regions, functions, and hierarchical levels
- Innovate as you go
- Experiment relentlessly at the right scale
- Persevere in the face of failure

**It Takes Leadership...**

# LEADING FACING EXTREME UNCERTAINTY

“



André [Sougarret] has remarkable **technical** competence and is a man with a **strategic** view. He has a lot of patience, assertiveness, an **exceptional ability to listen** and reach conclusions after listening **to all sides**, and a tendency to **speak frankly** with everyone, whether they are above or below his authority.”

Ricardo Alvarez, Senior Executive at Codelco

**EXPLAINING WHY HE CHOSE SOUGARRET TO LEAD THE RESCUE**

**Is this a case of directive leadership or inclusive leadership?**

# A LEADERSHIP TENSION

## Many leaders experience a tension:

I can make the decision myself and risk being seen as dictatorial **OR**

I can open it up to consensus and risk loss of time or a worse decision

## This is a false dichotomy!

Effective leaders can *and must* invite input from the team –

**AND** they can (and often must) reserve the right to make the call

## REFLECTION FOR THE BREAK

- **Think about the people to whom you report and those who report to you:**
  - Let's call these “vertical” relationships.
- **Now think of people in other units, functions, or locations whose work responsibilities may touch, overlap with, or depend upon yours:**
  - Let's call these “horizontal” relationships.
- **Which relationships get prioritized in your day to day work?**
- **Which relationships matter most for delivering value to customers?**
- **What can you do to prioritize and leverage horizontal teaming?**