Leading Top Performing Teams

December 2023

Dr. Randall S. Peterson
Professor of Organisational Behaviour and
Academic Director of the Leadership Institute

London Business School

19th **People Management**
Executive Seminar

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"

No matter how smart you are, if you never know how to work with people, you will never be successful

— Jack Ma

NEVER DOUBT
THAT A SMALL GROUP
OF THOUGHTFUL COMMITTED CITIZENS
CAN CHANGE THE WORLD:
INDEED IT'S THE ONLY THING
THAT EVER HAS.

MARGARET MEAD

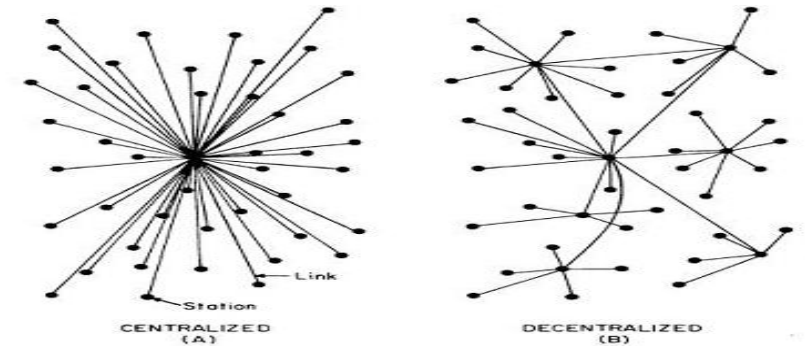# The Challenge is we are leading...

In increasingly **unpredictable** environments.

VUCA world
Climate change

To solve increasingly **complex** (**integrated**) problems.

Globalisation
Digitization

With teams that are curated to work on complex issues in a diverse group of experts who need to **collaborate**.

Hybrid Teams
Virtual Working

What makes for great team leadership in times like these?

• Discuss at your table groups for 5 minutes to answer the question.

"To lead people, walk behind them."
    – Lao Tzu, Chinese philosopher

"Courage is rightly esteemed the first of human qualities, because it is the quality that guarantees all others."
    - Winston Churchill, Prime Minister of the UK

"A leader sees greatness in other people. He nor she can be much of a leader if all she sees is herself."
    - Maya Angelou, Poet and Civil Rights Activist

"On a journey, the leader of the group is their servant."
    – Prophet Mohammed
        (Sunan Ibn Mâjah, Shu'ab Al-Îmân Al-Bayhaqî)

"If you want the cooperation of humans around you, you must make them feel they are important - and you do that by being genuine and humble."
    – Nelson Mandela, President of South Africa

"Great leaders have something in them which inspires a whole people and makes them do great deeds."
    - Jawaharlal Nehru, first Prime Minister of India

"If your actions create a legacy that inspires others to dream more, learn more, do more and become more, then, you are an excellent leader."
        -Dolly Parton, American singer, songwriter, record producer, actress, and businesswoman

"If you want to move people, it has to be toward a vision that's positive for them, that taps important values, that gets them something they desire, and it has to be presented in a compelling way they feel inspired to follow."
    - Martin Luther King, Jr., US Civil Rights Leader

"To me, leadership is about encouraging people. It's about stimulating them. It's about enabling them to achieve what they can achieve - and to do that with a purpose."
    - Christine Lagarde, President, European Central Bank

"Leadership is not about necessarily being the loudest in the room, but instead about being the bridge, or the thing that is missing in the discussion and trying to build a consensus from there."
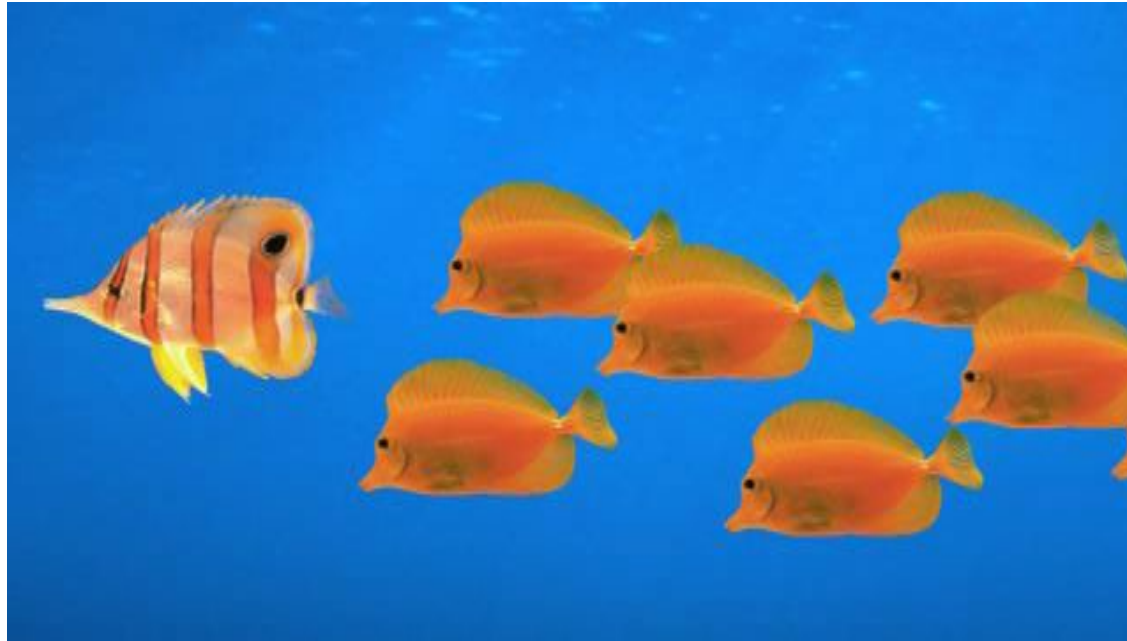   - Jacinda Arden, Prime Minister, New Zealand

slido

What makes for great team leadership in times like these?

What makes for great leadership in times like these?

- To an Anglo manager, this is a leader who is ahead of the crowd (individualist);

- To a Japanese/Chinese manager, this is a cohesive team working together who happen to be behind a single individual (collectivist);

- To a Singaporean manager, this is also about a cohesive team, but this could also be kiasu; the 'leader' is being competitive with their own team;

- Maybe the colourful fish is not leading at all…(maybe they *think* they're leading and the team is preparing to pull the colourful one back into the team).

Historical Frames for Understanding Leadership

1. Personal or Trait Frame (e.g., Great Man theory of leadership)

2. Situational Frame (e.g., One Minute Manager)

3. Positional or Hierarchical Frame

4. Political or Power Frame (e.g., Machiavelli)

5. Vision Frame (i.e., I have a dream….)

6. Ethical Frame (e.g., Servant Leadership)

7. Courage or Authenticity Frame (e.g. Authentic Leadership)

Leadership is about having the courage to be yourself, the willingness to put yourself at risk when you are needed by your group, and the ability to harness your position, power and insights in order to increase the positive impact of your group.

1) Who are you? What are the leadership skills you bring to the table?

2) Where do you want to take your team? What is the vision?

3) Why should your group be led **by you**? Why should you lead?

Why should anyone collaborate with you?

Managing Yourself

When to Cooperate with Colleagues and When to Compete

by Randall S. Peterson and Kristin J. Behfar

Collaboration is the action of working with someone to produce something.

-- Oxford English Dictionary

"Individually, we are one drop. Together, we are an Ocean."

Ryunosuke Satoro

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Collaborate

Congruence drives performance.
Lack of congruence explains performance problems

Team accountability

Strategy ▶ Results

Culture

Tasks

Policies, Processes, Systems

People

Role clarity

People inclined to cooperate
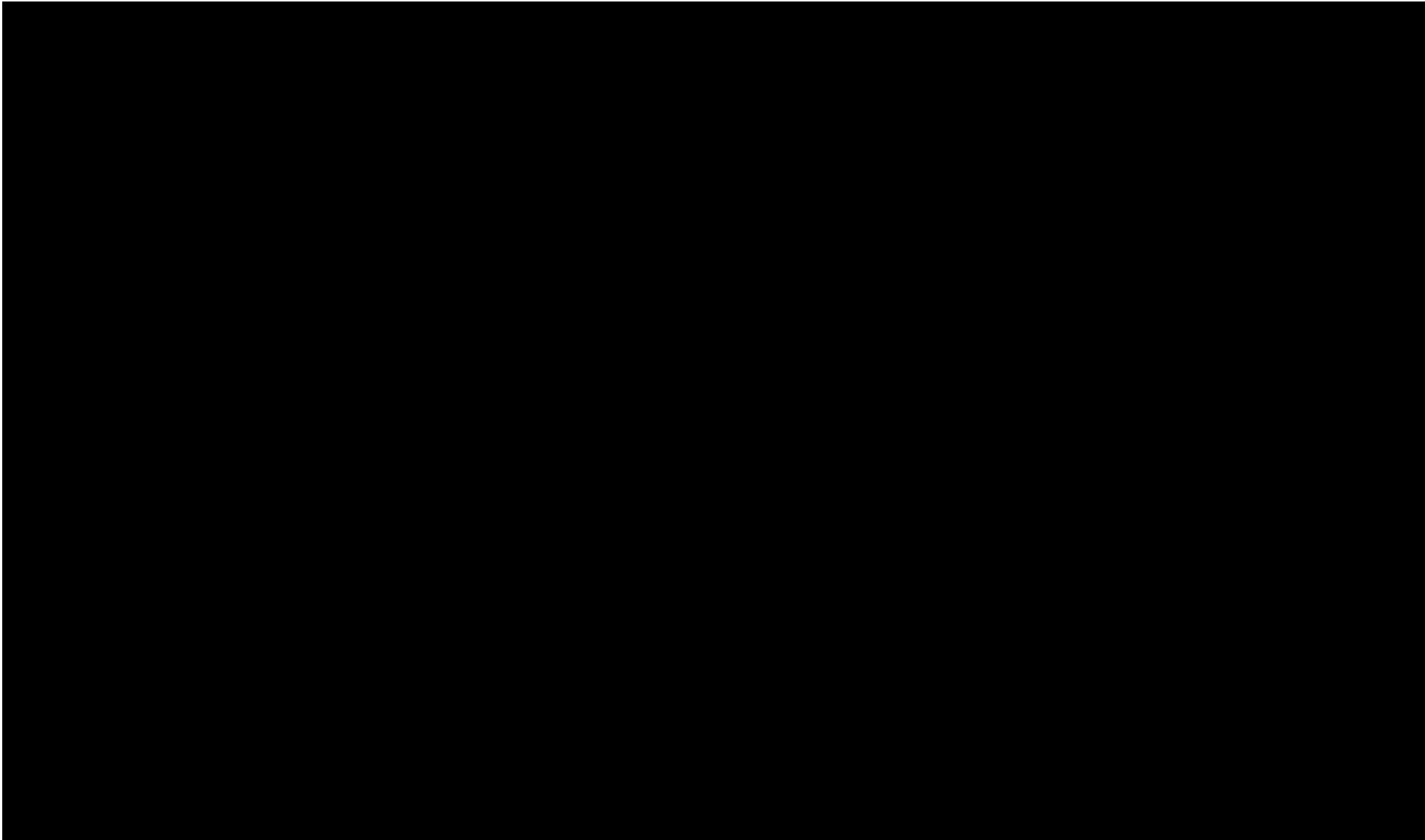
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Collaborate

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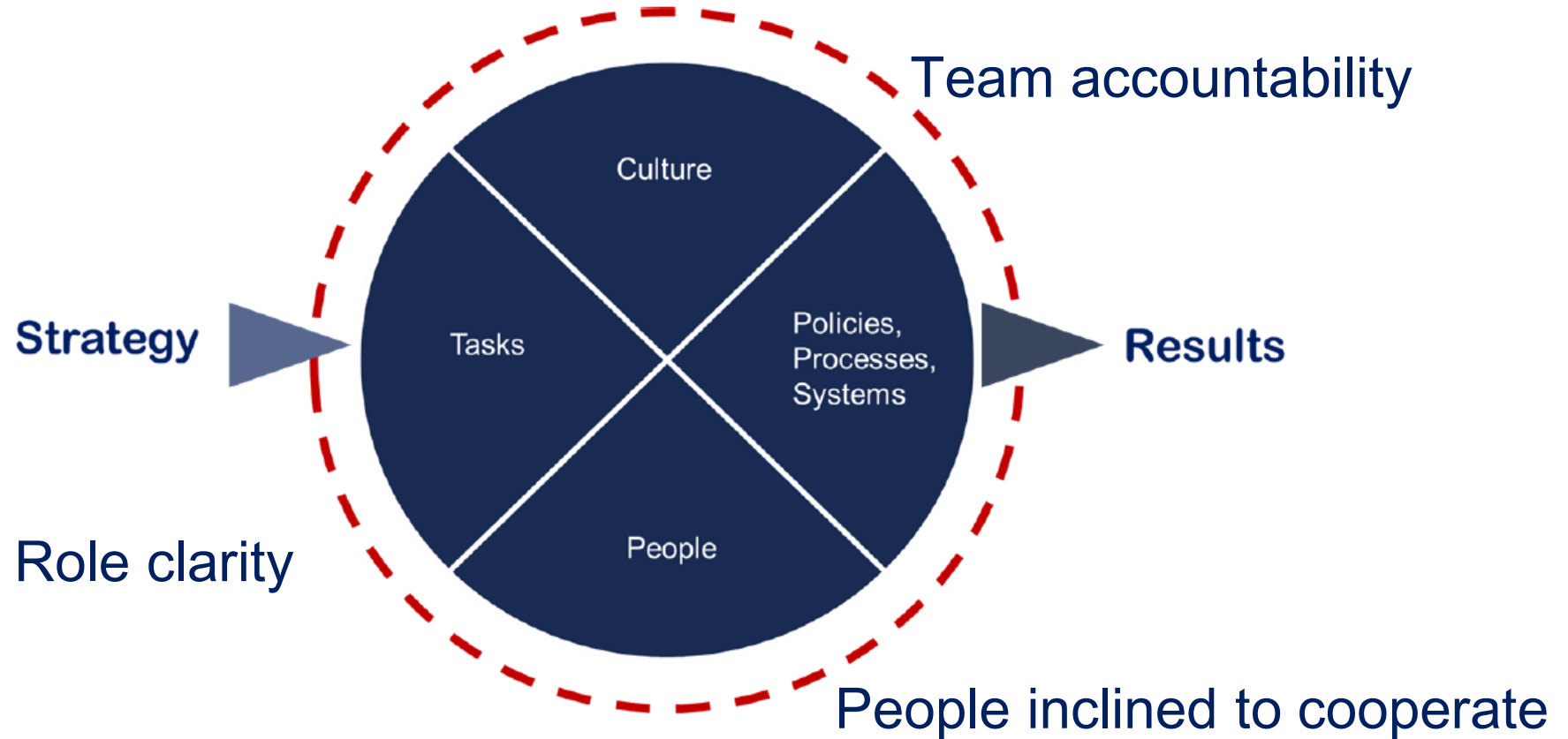
How Good Are Business Leaders at Motivating/Leading their team?

What percentage of middle managers say that their bosses are "poor", "do not help me", "de-motivate me", etc.?

Leadership Matters

What percentage of middle managers say that their bosses are "poor", "do not help me", "de-motivate me", etc.?

60-75%

What percentage of senior managers say that those same middle managers are "poor", "de-motivational", etc.?"

50-60%

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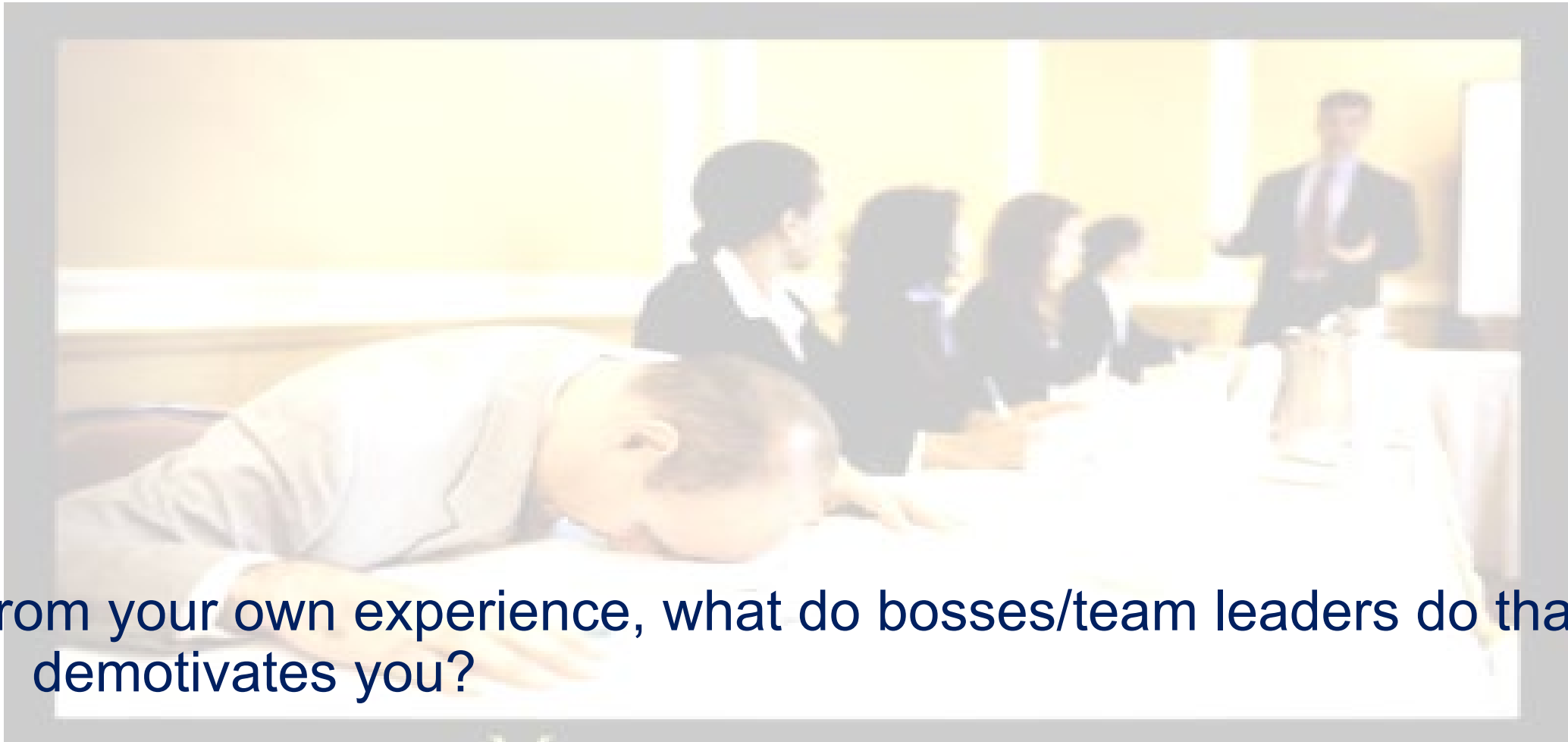
How many of you have had a bad boss (i.e., team leader) in your career? Someone who demotivated you.

From your own experience, what do bosses/team leaders do that demotivates you?

How many of you have had a bad boss (i.e., team leader) in your career? Someone who demotivated you.

Why does this happen? Why so much poor quality leadership out there? 4 Key Reasons

From your own experience, what do bosses/team leaders do that demotivates you?

Four reasons managers fail to motivate/fail to lead/fail to create an effective culture

1. Managers fail to make the transition from one level of management to the next as the job demands change.

2. Managers derail when the negative side of a strength shows through (i.e., for every strength there is a negative side in a different situation and/or on a bad day).

3. Managers don't hear others around them because they are focused on delivering results.

4. Managers have a fixed mindset rather than a growth mindset.

Four reasons managers fail to motivate/fail to lead/fail to create an effective culture

1. Managers fail to make the transition from one level of management to the next as the job demands change.

MIND THE PERFORMANCE GAP

**Executive Suite
(whole organisation responsibilities)**

Transition Challenge: make strategy decisions
without full information; setting the culture.

**General Management
(looking after more than one group)**

Transition Challenge: give-up technical mastery; manage people
who know more than you about a technical challenge.

Team or Group Manager
***Transition Challenge*: "people are a problem";**
cannot manage people like technical problems.

**Individual Contributor
(non-managerial level)**
***Transition Challenge*: demonstrate technical and/or functional**
competence.

Managers fail after promotion when the new demands of the higher-level job are not a good match with their current skillset.

What works at one level of management does not work at the next!

The best performer at a given level may _not_ have the skills for the next level of management.

What made you successful in your past job is unlikely to be enough to get you the next job you want.

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MIND THE PERFORMANCE GAP

Second Reason: Write down 3 strengths/superpowers that you believe you have

For example, are you:

Creative

Organised

Dedicated

Flexible

Enthusiastic

Calm

Reflective

Adventurous

…and so on…

What is your weakness?

All Advantages _can also be_ **_Weaknesses_**
Creative _can also be_ Disorganised
Organised _can also be_ Inflexible
Dedicated _can also be_ Stubborn
Flexible _can also be_ Inconsistent
Enthusiastic _can also be_ Obnoxious/Loud
Calm _can also be_ Emotionless
Reflective _can also be_ Shy
…and so on…

The negative side of your personality is most likely to be on show when you are not managing your "public image" such as when stressed, multi-tasking, when person/job fit is poor, and/or someone feels strongly empowered (i.e., feels power over others).

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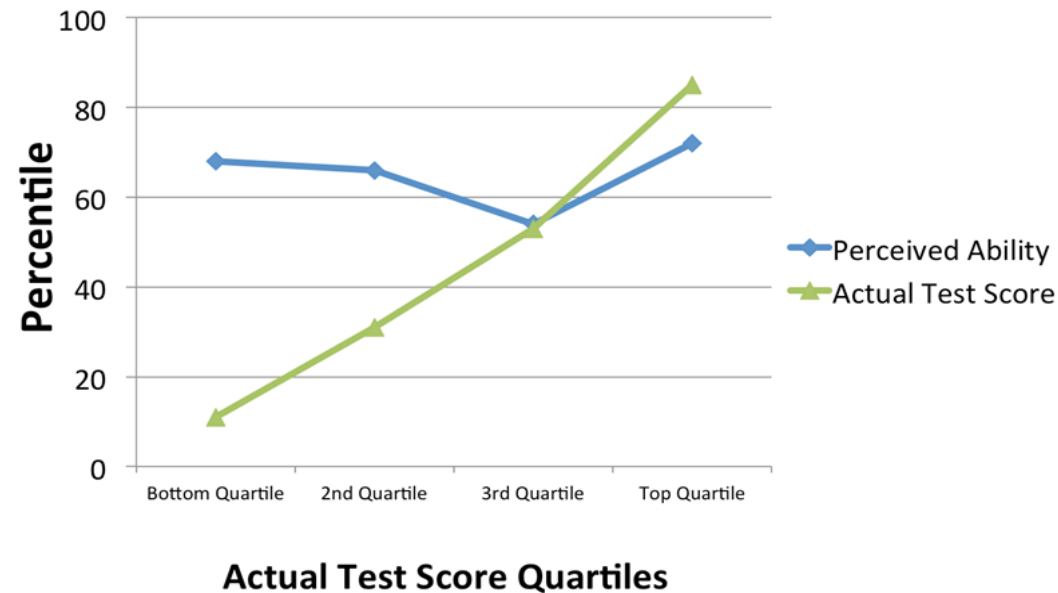
Question

How good of a listener are you?

1. Sorry, what did you just say? (i.e., worse than most people)

2. I can do it when I really concentrate, but normally I am only so-so

3. Average

4. Better than many

5. I am a role model for effective listening

Third Reason: Self-evaluation is hard (Kruger & Dunning, 2004)

The Dunning-Kreuger Effect: "If you're incompetent, you can't know you're incompetent…the skills you need to produce a right answer are exactly the skills you need to recognize what a right answer is." – David Dunning

Self-Evaluation in Hard

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Reflection Question

Think of a time you struggled when working on something important to you:

- How did it feel? What emotions did you feel?

- What did you think? What did the voice in your head say?

- How did you react? What did you do about it?

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Especially Important in Today's World….
Fixed versus Growth Mindset (Blackwell, Trzesniewski, & Dweck, 2007; Claro, Paunesku, & Dweck, 2016; Paunesku et al., 2015; Rattan, Good, & Dweck, 2012)

What Kind of Mindset Do You Have?

Growth Mindset

I can learn anything I want to.
When I'm frustrated, I persevere.
I want to challenge myself.
When I fail, I learn.
Tell me I try hard.
If you succeed, I'm inspired.
My effort and attitude determine everything.

Fixed Mindset

I'm either good at it, or I'm not.
When I'm frustrated, I give up.
I don't like to be challenged.
When I fail, I'm no good.
Tell me I'm smart.
If you succeed, I feel threatened.
My abilities determine everything.

Created by: Reid Wilson @wayfaringpath   Icon from: thenounproject.com

FIXED Mindset

GROWTH Mindset

Intelligence-Talent-Personality-Biases

do not change -"have it or you don't"

malleable and can developed

How I think, feel, and perceive

STOP

GO

My behavior, reactions, and performance

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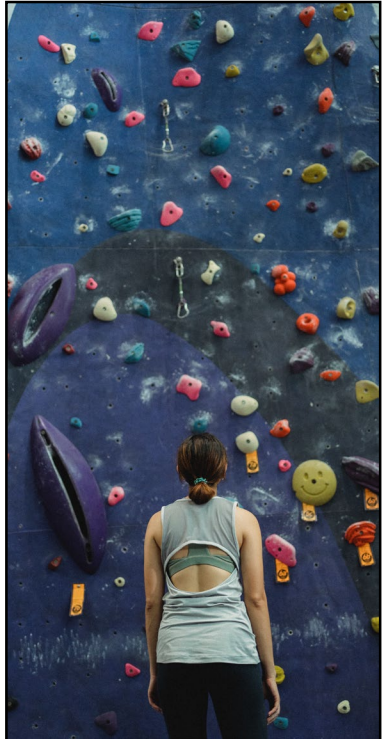
Goals

Goals (Dweck & Leggett, 1988; Dweck, 1999)

Photo by Allan Mas from Pexels

FIXED Mindset

← performance →

do what can show my abilities

achieve what I set out to (no less)

GROWTH Mindset

← learning →

do what offers chances to learn

achieve what I set out to do (and more)

Critical Feedback and Coaching

Feedback & Coaching (Heslin et al., 2005; Heslin, Vande Walle, & Latham, 2006; Rattan, Good, & Dweck, 2012)

Photo by Christina Morillo from Pexels

FIXED Mindset

⟷ threatening

diagnostic of ability

reject or withdraw

GROWTH Mindset

⟷ helpful

diagnostic of progress

accept and engage

Stress

Stress (Romero et al., 2014; Tamir et al., 2007)
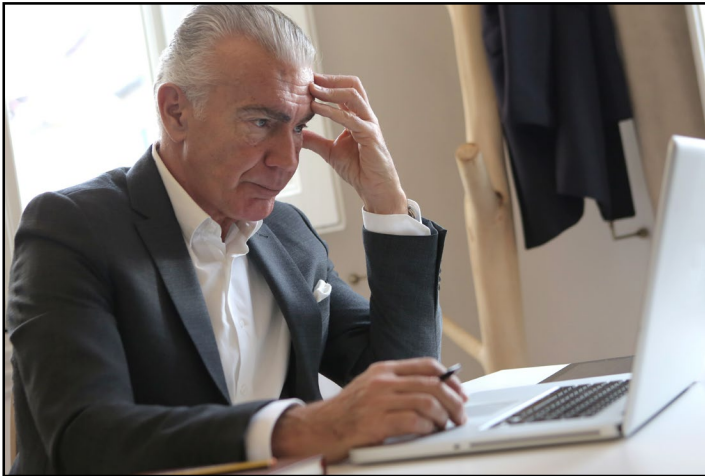
Photo by Andrea Piacquadio from Pexels

push through

FIXED Mindset ⬌ cannot control

feel worse, burnout

pause, reflect, change

GROWTH Mindset ⬌ can control

feel better, hope

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Steps Toward Creating a Learning Culture by encouraging a Growth Mindset

	You	Team Behaviors	Learning Culture/Norms
Goals	set goals for outcomes + learning	share both progress and setbacks, insights and honest mistakes	celebrate effort, progress, and potential in addition to goal attainment
Critical Feedback	seek, be open-minded, give and take constructively	continuous feedback - action loops	culture of supportive, safe, constructive feedback designed to help members get better in the future
Stress	proactive effort to manage, address, reduce	recognize and react to support each other	learn and respond to what group members need to succeed

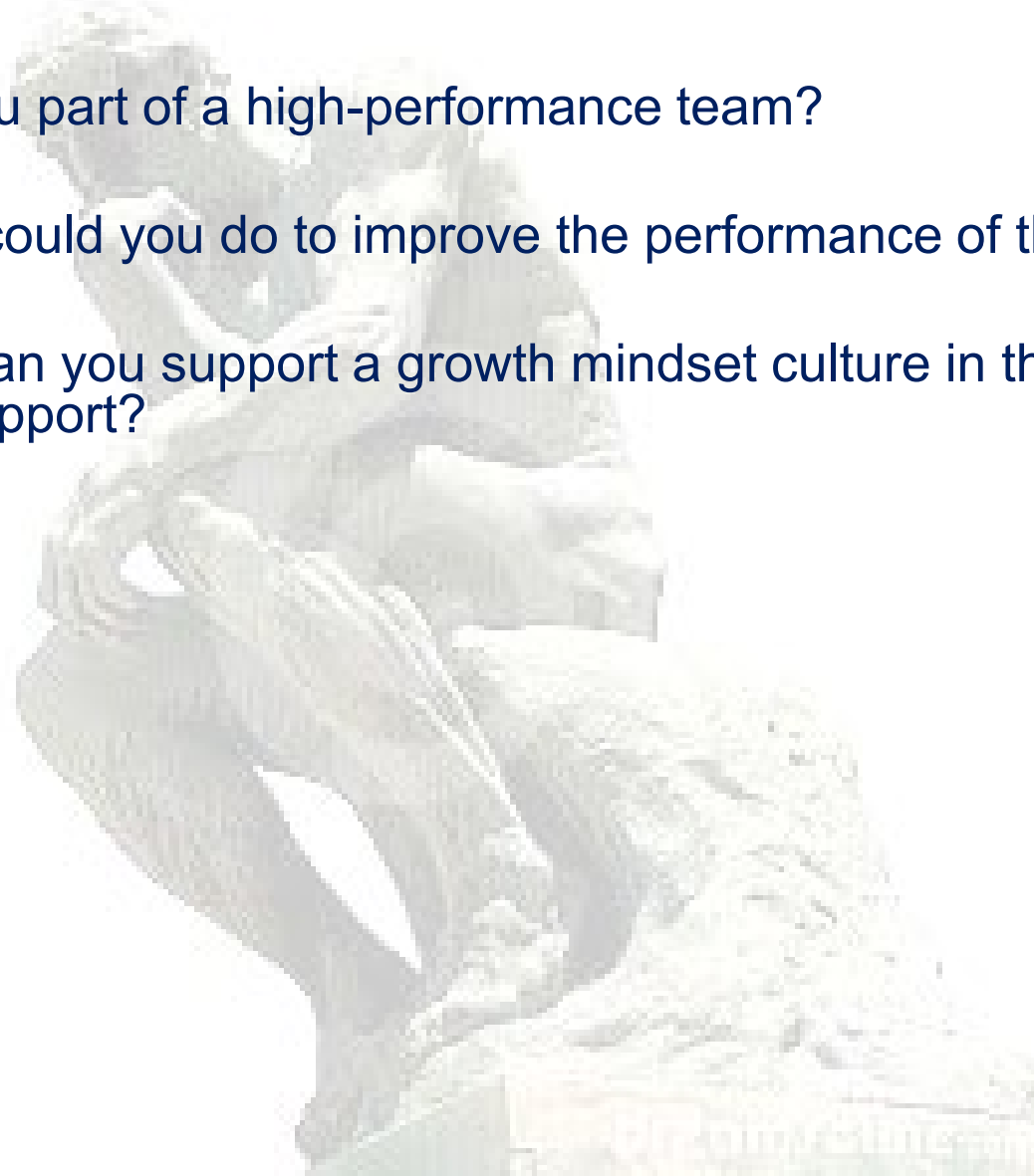london.edu

See work of Aneeta Rattan

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Questions to Think About for Third Session

o Are you part of a high-performance team?

o What could you do to improve the performance of the teams you are in?

o How can you support a growth mindset culture in the leaders and teams you support?

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What Else Can We Do To Build a Growth Mindset and Achieve High Performance Teams?

our quest to build the most
effective
teamS at Google

Matt Sakaguchi
QCONSF 09-Nov-2016

Investing in better collaboration

What does success look like in your team?

Take 3 minutes and think about what success means for you and the team you work with. How will you know you are successful? What would an observer see that tells them your team is successful?
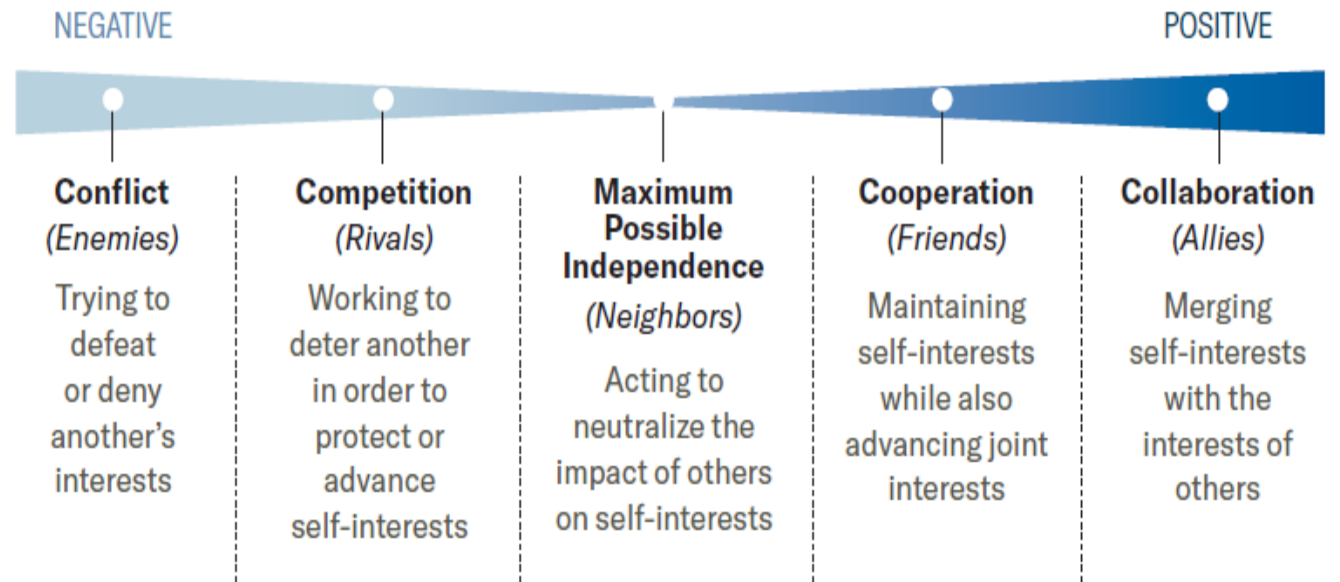
Best or High Performing Teams Share Three *Measurable* Qualities: (Hackman, 1998)

1) **Outputs are high quality/acceptable to those who receive them (stakeholders, such as employees, customers, patients, suppliers, taxpayer, etc.)**

2) The dynamics within the team are viable over time (i.e., a healthy culture)

3) Members feel they benefit individually from team membership

Self Interests
define the nature of work relationships

Harvard Business Review | Magazine Article

Managing Yourself

When to Cooperate with Colleagues and When to Compete

by Randall S. Peterson and Kristin J. Behfar

How Self-Interests Define Work Relationships

All work relationships fall into one of five categories, depending on the degree to which the two people's personal interests clash or are aligned. Managing each type has risks, and over time, as self-interests shift, the nature of a relationship might change.

NEGATIVE → POSITIVE

Conflict (*Enemies*)	**Competition** (*Rivals*)	**Maximum Possible Independence** (*Neighbors*)	**Cooperation** (*Friends*)	**Collaboration** (*Allies*)
Trying to defeat or deny another's interests	Working to deter another in order to protect or advance self-interests	Acting to neutralize the impact of others on self-interests	Maintaining self-interests while also advancing joint interests	Merging self-interests with the interests of others

Sources: Conflict Continuum, Joint Concept for Integrated Campaigning, March 16, 2018; "Cooperation and Competition," by M. Deutsch, *Conflict, Interdependence, and Justice*, Springer, 2011; and Brigadier David Hafner, Australian Army.

Building High Performance Teams

1) **The right people (e.g., the right mix of perspectives, expertise, working styles, etc. – NOT a collection of stars).**

+

2) A great group process (e.g., effective information sharing, learning from each other, etc.).
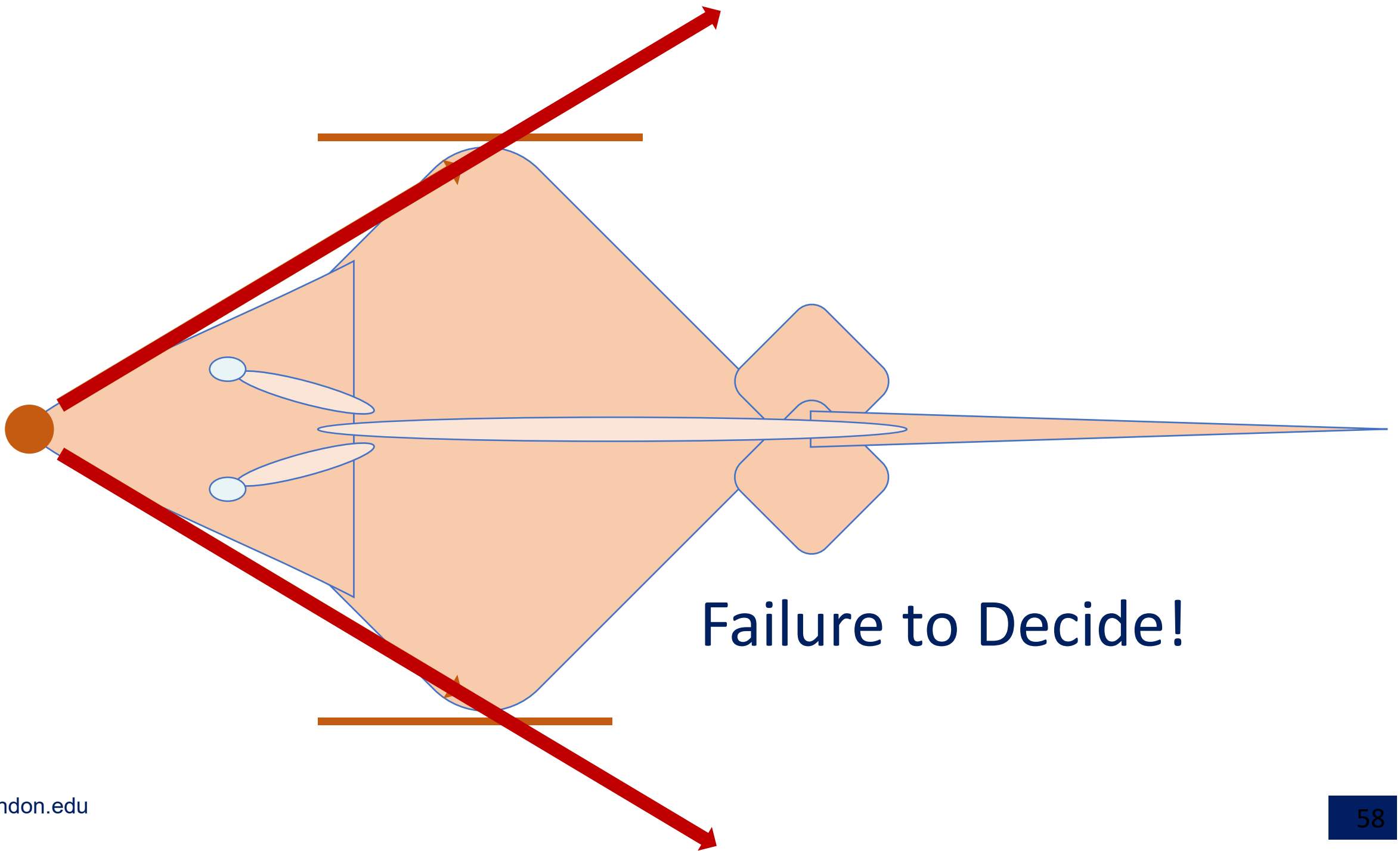
Building High Performance Teams

Ingredients

1) The right people (e.g., the right mix of perspectives, expertise, working styles, etc. – NOT a collection of stars).

Skills Audit

+

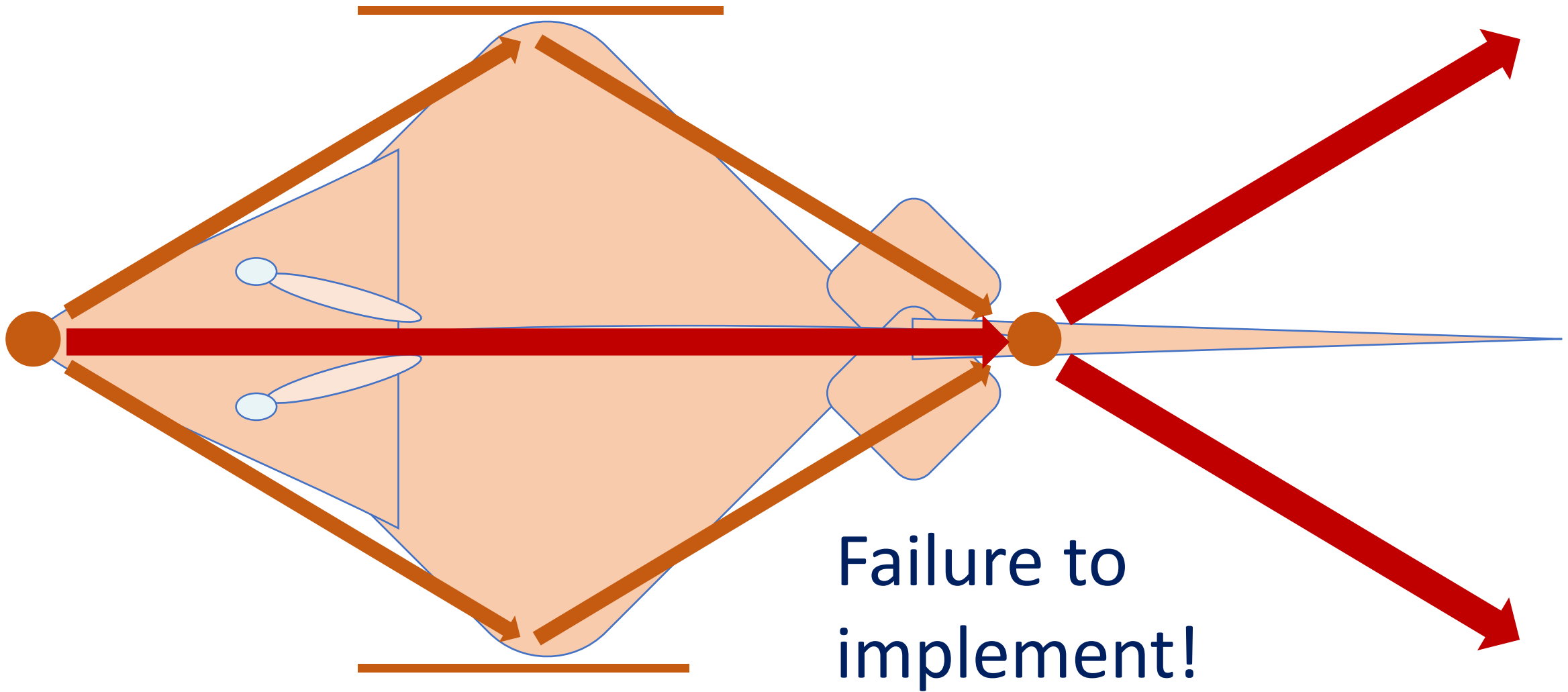2) A great group process (e.g., effective information sharing, learning from each other, etc.).

Internal Process Evaluation

_____

High Performing Team

External Feedback

Great Group Process

4) **A**ctively engage with the world to converge

5) **L**and top results

3) **O**penly share information

1) **S**tart with trust

2) **H**atch goals and agree boundaries before content

Randall S. Peterson

Failure to Decide!

Failure to implement!
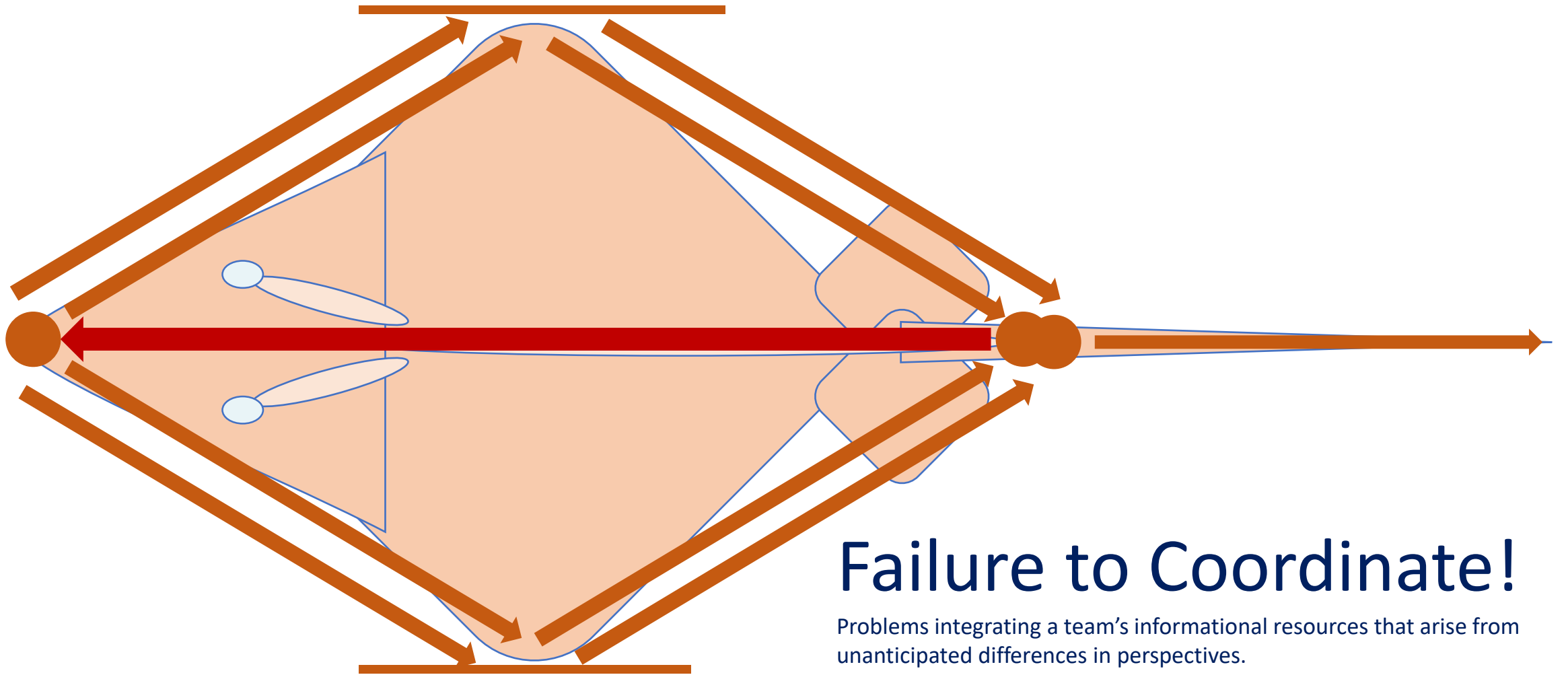
Failure to Coordinate!

Problems integrating a team's informational resources that arise from unanticipated differences in perspectives.

Randall S. Peterson

Failure to Deal with Interpersonal Diversity

Diversity in propensity to trust

Feelings of frustration; perceptions of low similarity

Low level of initial intragroup trust

Behaviours that continue the decline of trust

Low level of subsequent intragroup trust

Poor team performance

Figure 1. A downward trust spiral resulting from diversity in propensity to trust.

Ferguson, A. J., & Peterson, R. S. (2015). Sinking slowly: Diversity in propensity to trust predicts downward trust spirals in small groups. Journal of Applied Psychology, 100(4): 1012-1024. doi: http://dx.doi.org/10.1037/apl0000007

Peterson, R.S. (2015). Trust Us. London Business School Review, summer, p. 12-13.

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The concept of diversity means understanding that each individual is distinct, and recognizing our individual differences allow us to each contribute uniquely to organizational problems.

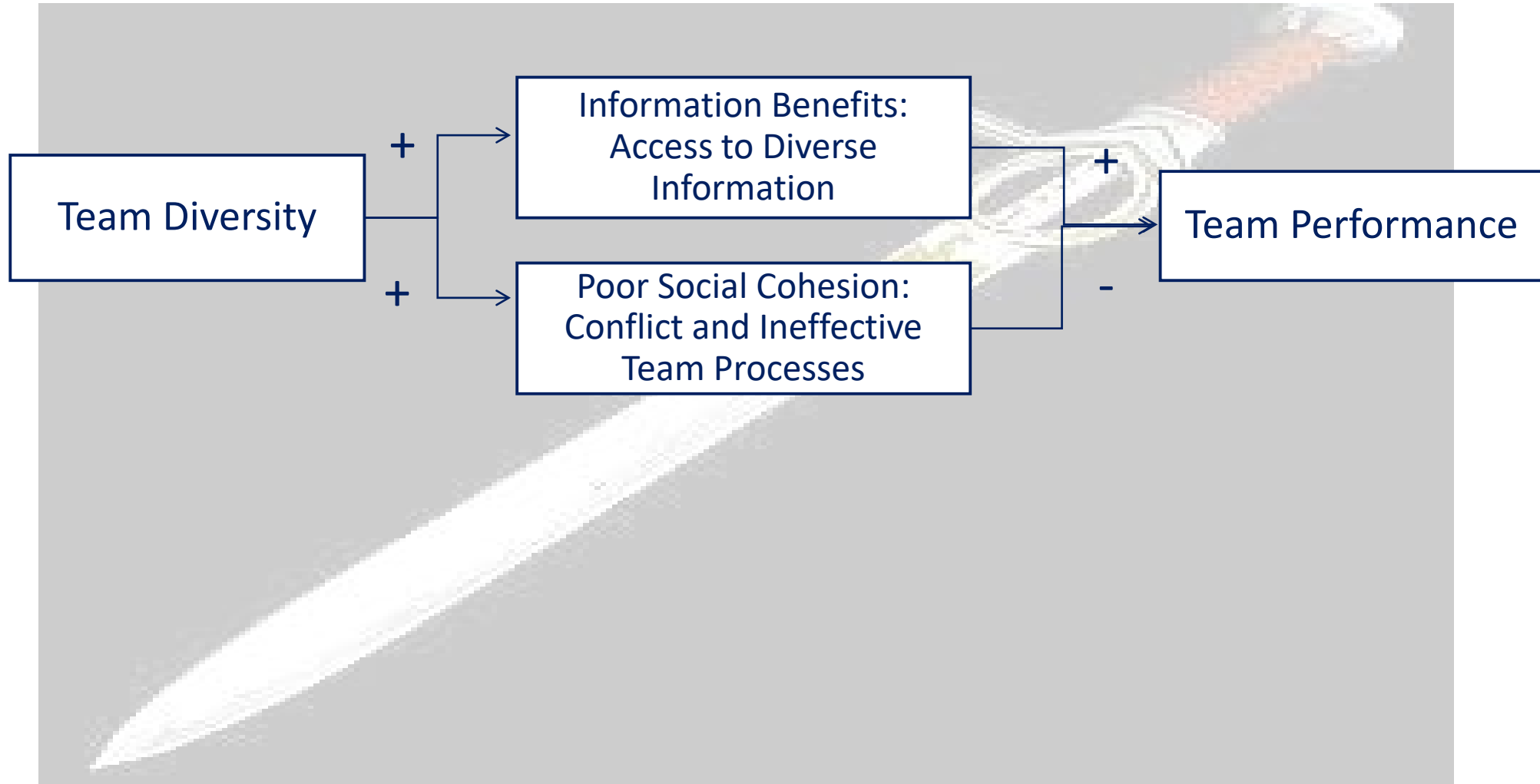Teams that embrace diversity of all kinds should get an ROI...right?!

Performance

Diversity

Low   Medium   High

Diversity can cause problems when it results in factions/coalitions/misunderstandings/conflict

Double-Edged Sword Model of Diversity

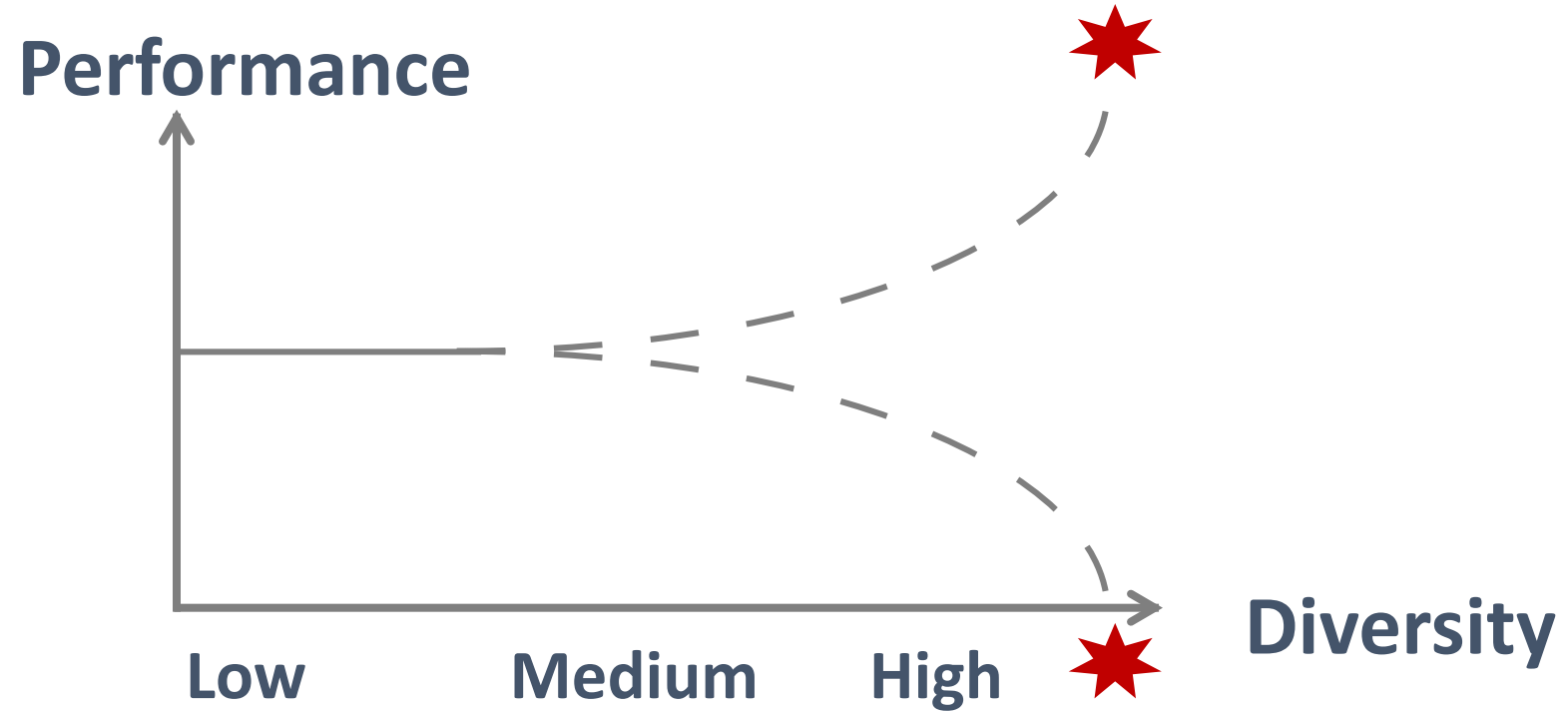Team Diversity

+ → Information Benefits: Access to Diverse Information

+ → Poor Social Cohesion: Conflict and Ineffective Team Processes

+ → Team Performance

-
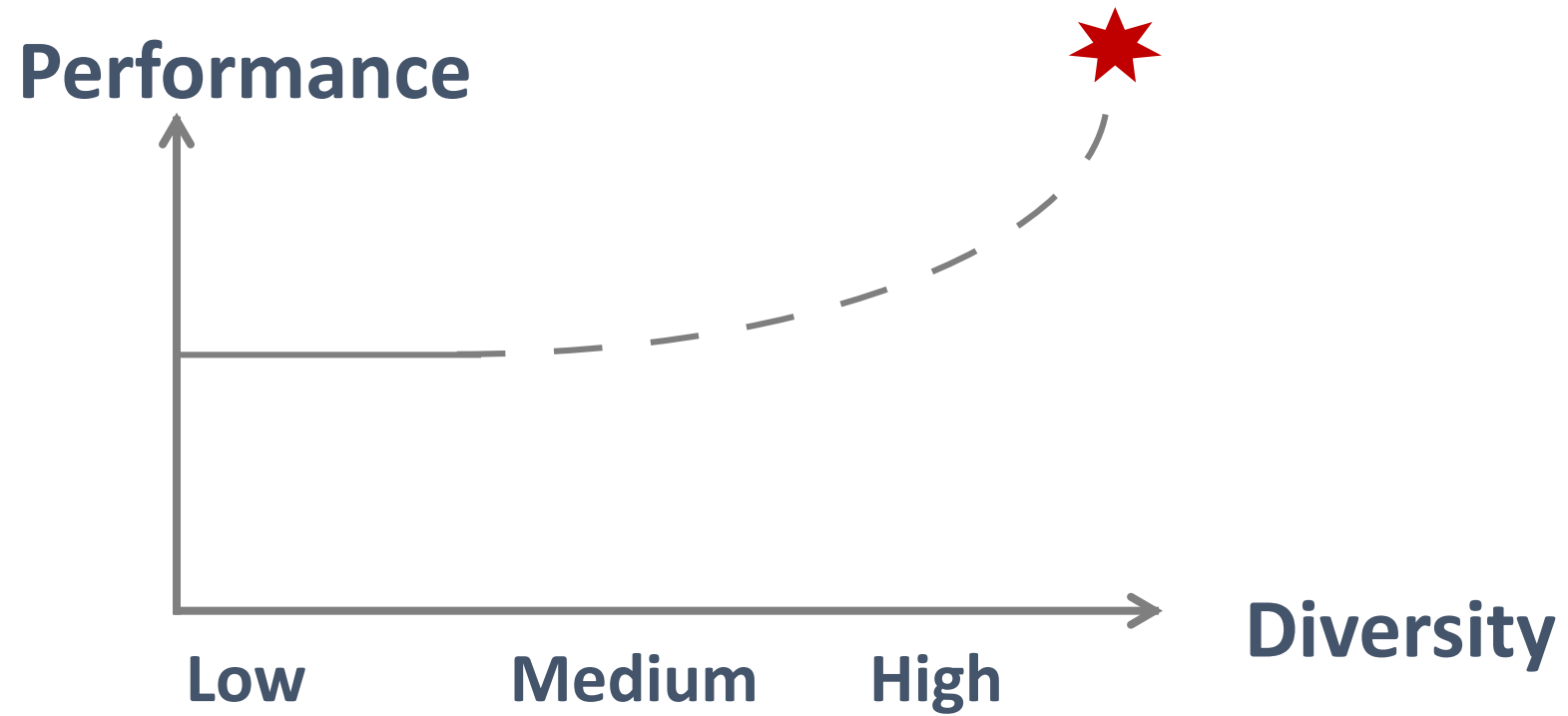
Performance

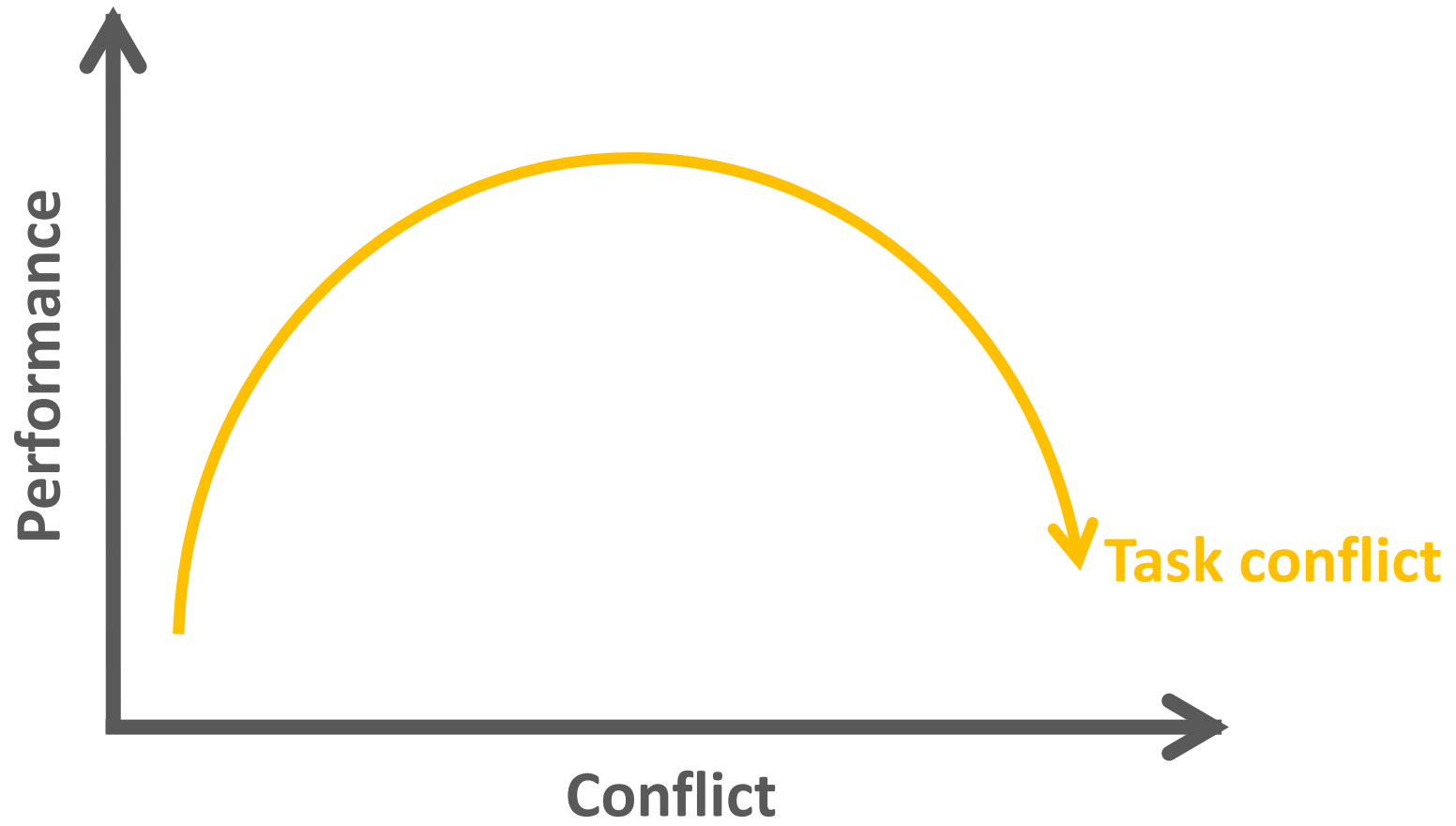**Diversity**

Low   Medium   High

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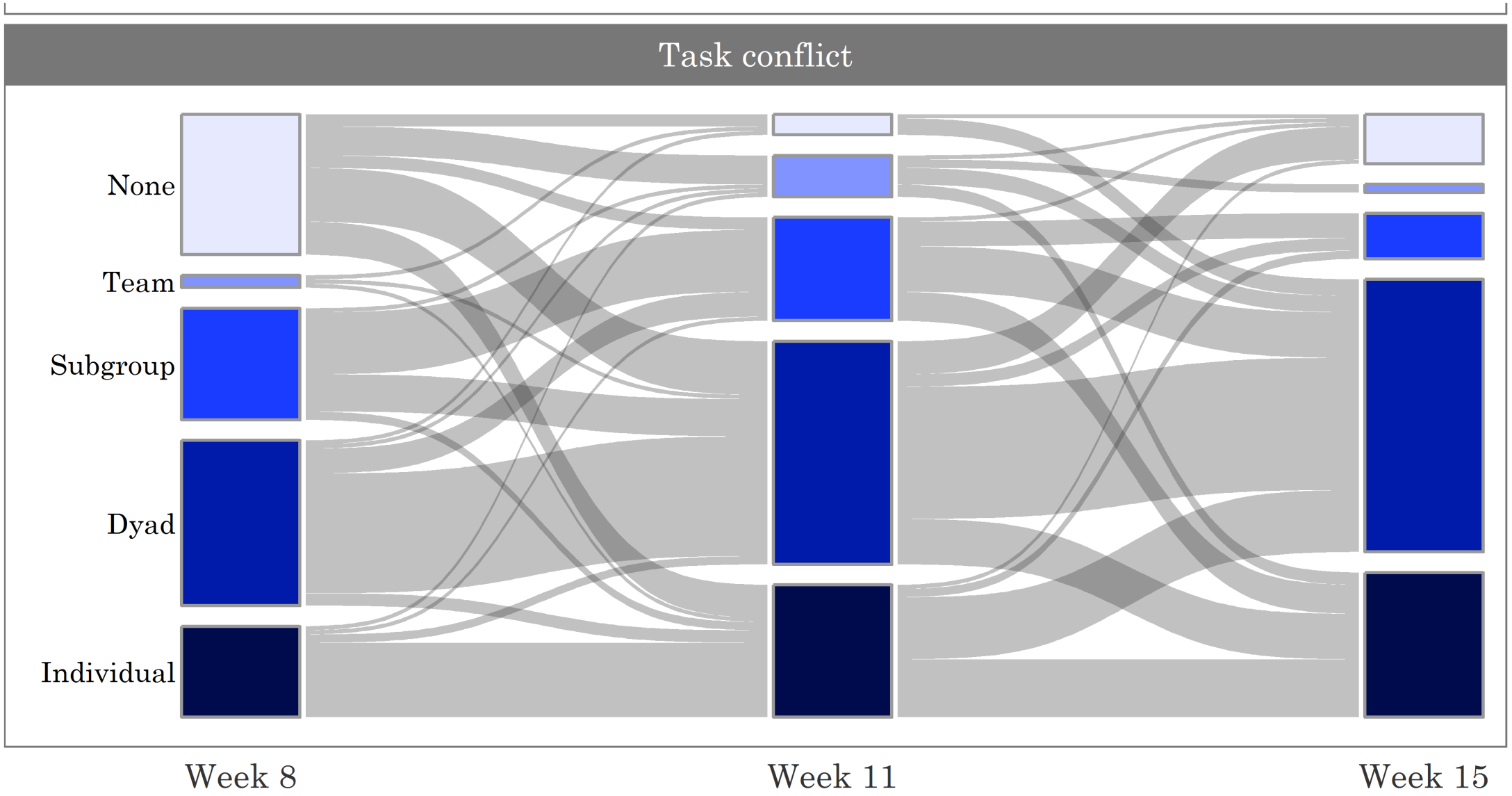
Diversity can cause problems when it results in factions/coalitions/misunderstandings/conflict

Diversity creates…**Task Conflicts** which entail disagreements among group members about the content and outcomes of the task being performed. Leading to…

Performance (y-axis) vs Conflict (x-axis). Inverted-U curve labeled **Task conflict**.

Task conflict

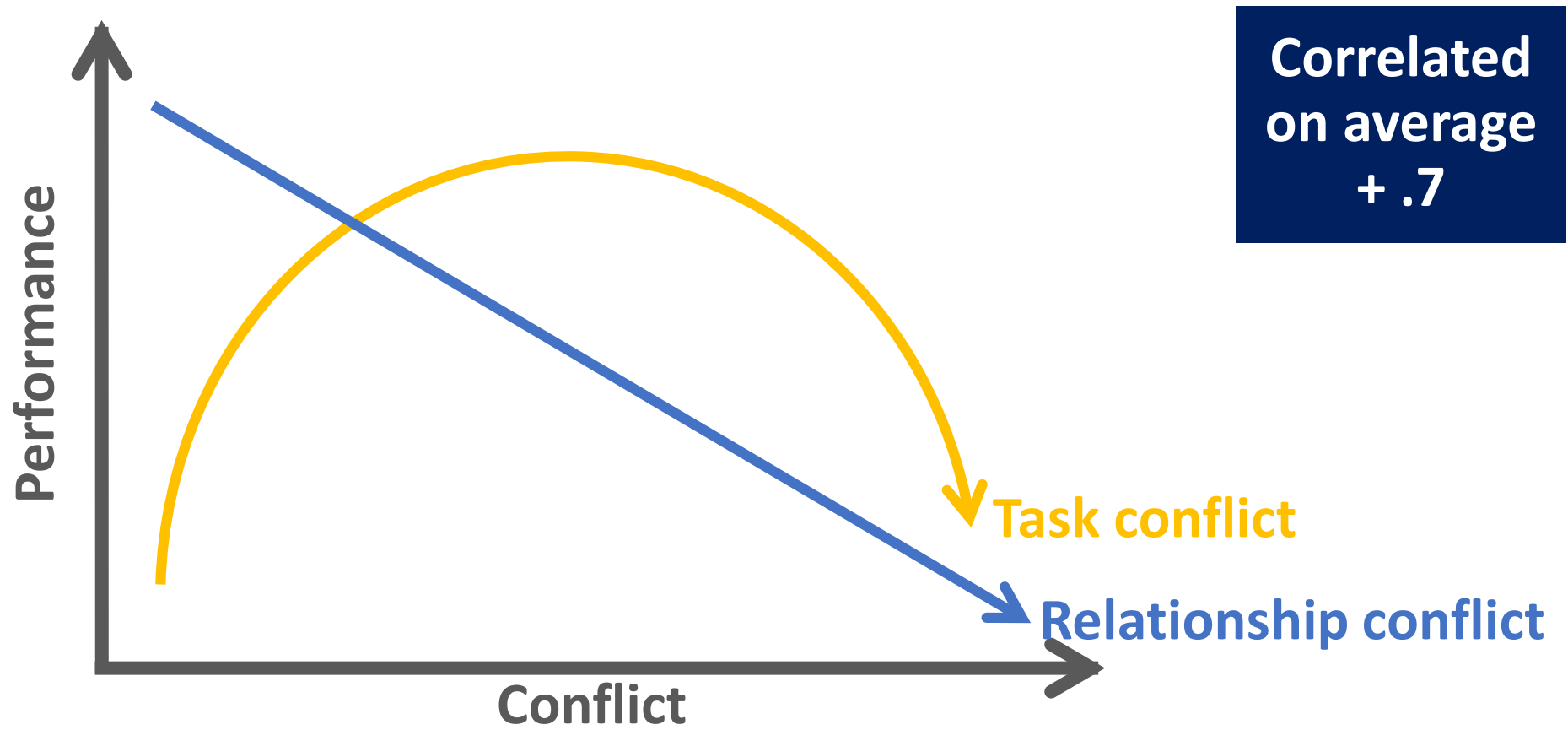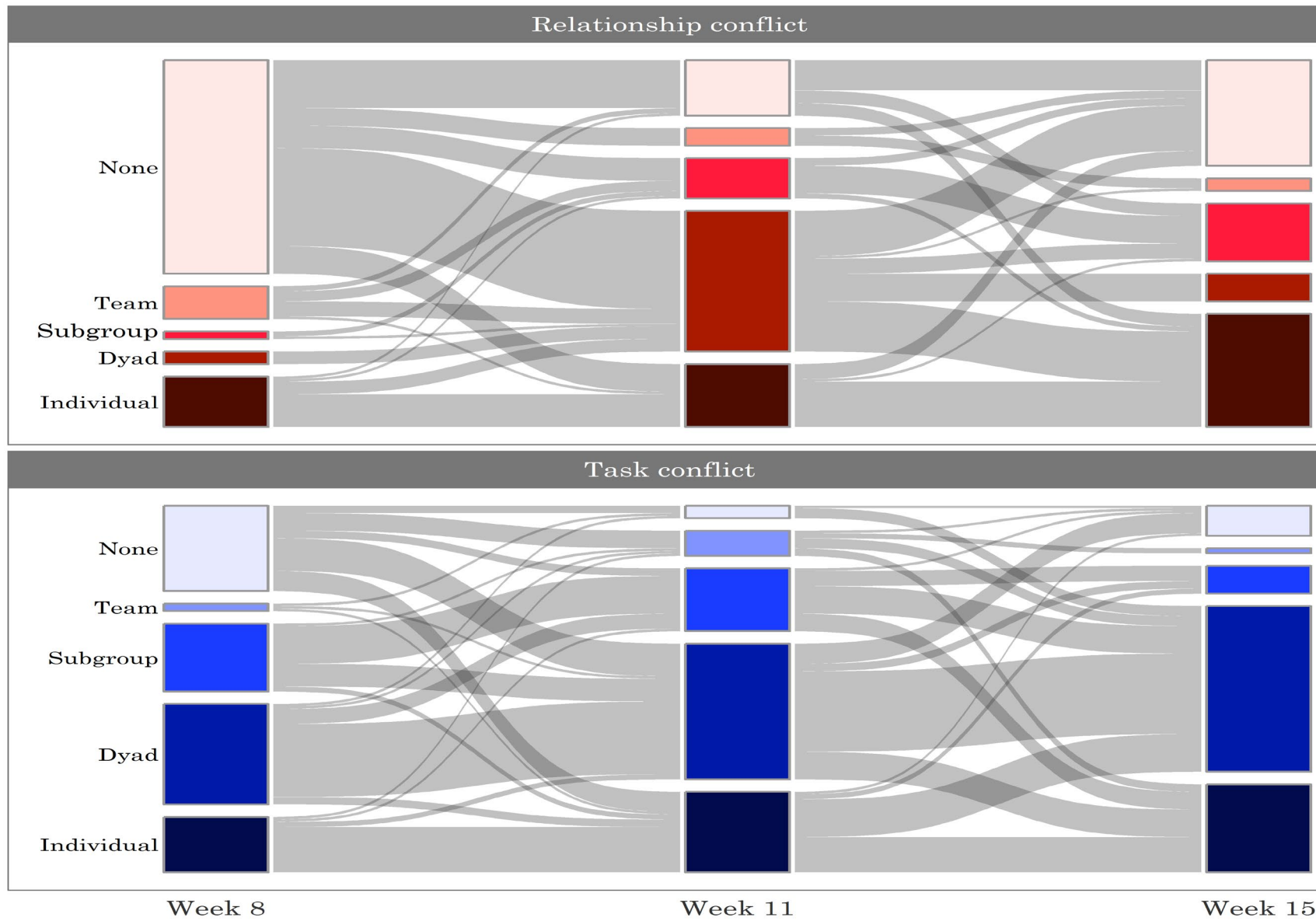Week 8   Week 11   Week 15

Diversity creates...**Task Conflicts** which entail disagreements among group members about the content and outcomes of the task being performed. Leading to...

Relationship Conflicts involve disagreements among group members about interpersonal issues, such as personality differences or differences in norms and values. Leading to...

Performance

Conflict

Task conflict

Relationship conflict

Correlated on average + .7

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Relationship conflict

Task conflict

None
Team
Subgroup
Dyad
Individual

Week 8   Week 11   Week 15

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Trust is a crucial variable to assess because:

- Where you have trust you can be more blunt and direct in how you express conflict.

- Where there is a lack of trust people are inclined to interpret most things in the worst possible light.

- However, trust means different things to different people.
    - * Behavioural Integrity
    - * Benevolence
    - * Competence

Diversity creates...**Task Conflicts** which entail disagreements among group members about the content and outcomes of the task being performed. Leading to...

Relationship Conflicts involve disagreements among group members about interpersonal issues, such as personality differences or differences in norms and values. Leading to...

Process Conflicts are disagreements among group members about the logistics of task accomplishment, such as the delegation of tasks and responsibilities.

Research shows that the best decision-making process for teams and groups:

- **When trust is high –** *most any process will work (BEWARE: Trust can be very difficult to assess!).*

When within team trust is unknown or low (in rank order):

- **Qualified consensus** – where everyone can "live with" the decision, but that takes time, so…

- **Leader decide** – once all the arguments are heard, the leader makes the decision.

- **Majority rule** – majority rule decision making in teams creates a subgroup whose interests are not aligned with the rest of the team.

Review: What Can We Do To Build a Growth Mindset and Achieve High Performance Teams?

1) Invest in better collaboration.

2) Ensure that helping others is recognized and rewarded

3) Avoid 'tyranny of the majority' in decision-making.

4) Get the right people (i.e., skills, knowledge, etc.) involved to facilitate learning across the team.

But that is not all…

Not Quite a Dream Team

This is a story about an HR team that never seemed to quite live up to its full potential. Everything worked well enough. There were never any mistakes in anything it delivered. In fact, sometimes it lived up to its potential as a strategic partner to the executive team, but too often it did not. The team consistently received good but not outstanding reviews, despite its make-up of individuals with deep HR experience, a commitment to supporting the business with its people needs, and a Department Head who had been in the role for over 20 years.

From the outside looking in, there were some puzzling inconsistencies. First, aside from the Head of Department and her deputy, the turnover was substantially above local industry norms. The Department Head and deputy consistently identified and successfully hired the most experienced people in the business, but they did not stay long in their roles, leaving after 2-3 years. These newer hires tended to leave for bigger roles in less prestigious organizations. The most common exit complaint was that they did not feel they had the opportunity to develop because the Department Head reviewed anything and everything that left the department in an effort to avoid any mistakes coming from HR.

The second reason some executives had doubts about the department is because of the lack of innovation or adaptation. Proposed changes were typically supported or not based on the evolution of best practice in the industry, rather than on related business strategy.

Please discuss: 1) What might be holding this group back?
2) What can be done to move the group forward?

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Critical Feedback	seek, be open-minded, give and take constructively	continuous feedback - action loops	culture of supportive, safe, constructive feedback designed to help members get better in the future
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Steps Toward Creating a Learning Culture by encouraging a Growth Mindset

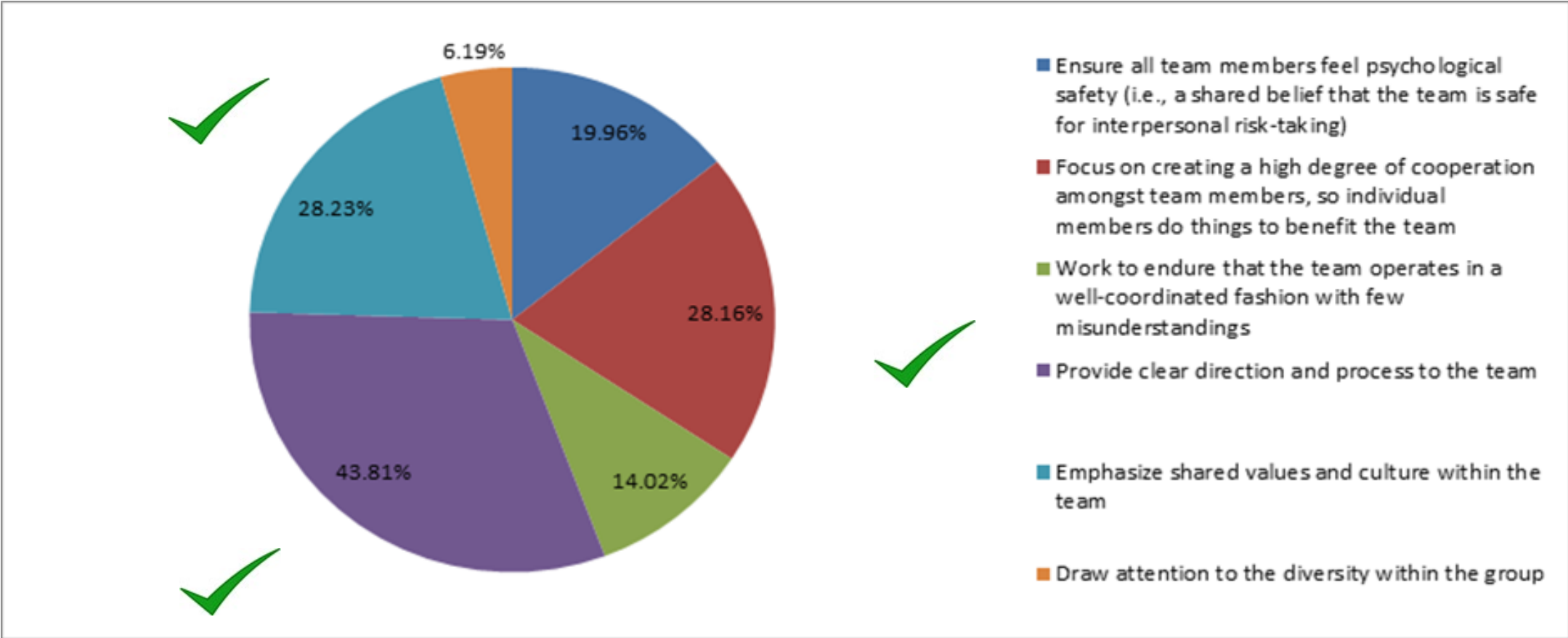|	You	Team Behaviors	Learning Culture/Norms
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Question Time

When working with a diverse hybrid team, which leader actions are most likely to help the team produce effective outcomes over time and in uncertain times in your experience (pick 1 or 2)?

1) Ensure all team members feel psychological safety (i.e., a shared belief that the team is safe for interpersonal risk-taking)
2) Focus on creating a high degree of cooperation amongst team members, so individual members do things to benefit the team
3) Work to ensure that the team operates in a well-coordinated fashion with few misunderstandings
4) Provide clear direction and process to the team
5) Emphasize shared values and culture within the team
6) Draw attention to the diversity within the team

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Pie chart segments:
- 19.96%
- 28.16%
- 14.02%
- 43.81%
- 28.23%
- 6.19%

Legend:
- ■ Ensure all team members feel psychological safety (i.e., a shared belief that the team is safe for interpersonal risk-taking)
- ■ Focus on creating a high degree of cooperation amongst team members, so individual members do things to benefit the team
- ■ Work to endure that the team operates in a well-coordinated fashion with few misunderstandings
- ■ Provide clear direction and process to the team
- ■ Emphasize shared values and culture within the team
- ■ Draw attention to the diversity within the group

Question

When working with a diverse hybrid team, which leader actions are most likely to help the team produce effective outcomes over time and in uncertain times in your experience (pick 1 or 2)?

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Research Article

Kill chaos with kindness: Agreeableness improves team performance under uncertainty

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Abstract

Teams are central to human accomplishment. Over the past half-century, psychologists have identified the Big-Five cross-culturally valid personality variables: Neuroticism, Extraversion, Openness, Conscientiousness, and Agreeableness. The first four have shown consistent relationships with team performance. Agreeableness (being harmonious, altruistic, humble, and cooperative), however, has demonstrated a non-significant and highly variable relationship with team performance. We resolve this inconsistency through computational modelling. An agent-based model (ABM) is used to predict the effects of personality traits on teamwork, and a genetic algorithm is then used to explore the limits of the ABM in order to discover which traits correlate with best and worst performing teams for a problem with different levels of uncertainty (noise). New dependencies revealed by the exploration are corroborated by analyzing previously unseen data from one of the largest datasets on team performance to date comprising 3698 individuals in 593 teams working on more than 5000 group tasks with and without uncertainty, collected over a 10-year period. Our finding is that the dependency between team performance and Agreeableness is moderated by task uncertainty. Combining evolutionary computation with ABMs in this way provides a new methodology for the scientific investigation of teamwork, making new predictions, and improving our understanding of human behaviors. Our results confirm the potential usefulness of computer modelling for developing theory, as well as shedding light on the future of teams as work environments are becoming increasingly fluid and uncertain.

CCS CONCEPTS • Computing methodologies—modeling and simulation—simulation types and techniques—agent/ discrete models • Computing methodologies—machine learning—machine learning approaches—bio-inspired approaches—genetic algorithms

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Team Agreement (agreed ways of working)

Team Agreement Activity

Teams typically bring more – and more diverse – resources to bear on difficult tasks than could any single performer. When teams work well, they outperform the best individuals – that wonderful state when a group "clicks" and members achieve something together that no one of them could possibly have accomplished alone.

To reap these benefits of teamwork, one must actually take the time to build a team. Teams are bounded social systems whose members are interdependent for a shared purpose, and who interact as a unit with other individuals and groups in achieving that purpose (Alderfer, 1977). To that end, we provide a team-agreement template to help you build the most effective team you can.

A team agreement will help you set goals, establish clear communication, give each other feedback for improvement, and establish fair division of labor. Establishing basic ground rules will not solve all of the challenges you face as a team, but research shows that it does help to pre-empt many of the common problems teams face (e.g., excessive conflict, uneven workloads, etc.) and improve group performance. Please follow these guidelines in developing your team agreement:

1) Most importantly, the team agreement should be a document that every member of the team actively endorses. It is not appropriate, therefore, for a team leader or any single member of the group to draft guidelines for other team members to simply read and sign. Assigning the responsibility to one member fails to get the necessary buy-in from team members, and does not reflect the thinking that everyone in the group can agree upon.

2) All group members should actively participate in the discussion. This will likely feel inefficient, time-consuming, and somewhat awkward. However, it will save time in the longer run because it results in a much more effective document. One method for doing this is for group members to take turns recording the group discussion in front all of the other members. Another method is to ask a non-group member (e.g., a secretary) take all of the notes. A third possible method is for all members to write their ideas on notecards and then group them publicly. From this initial list of ideas, a full group discussion can
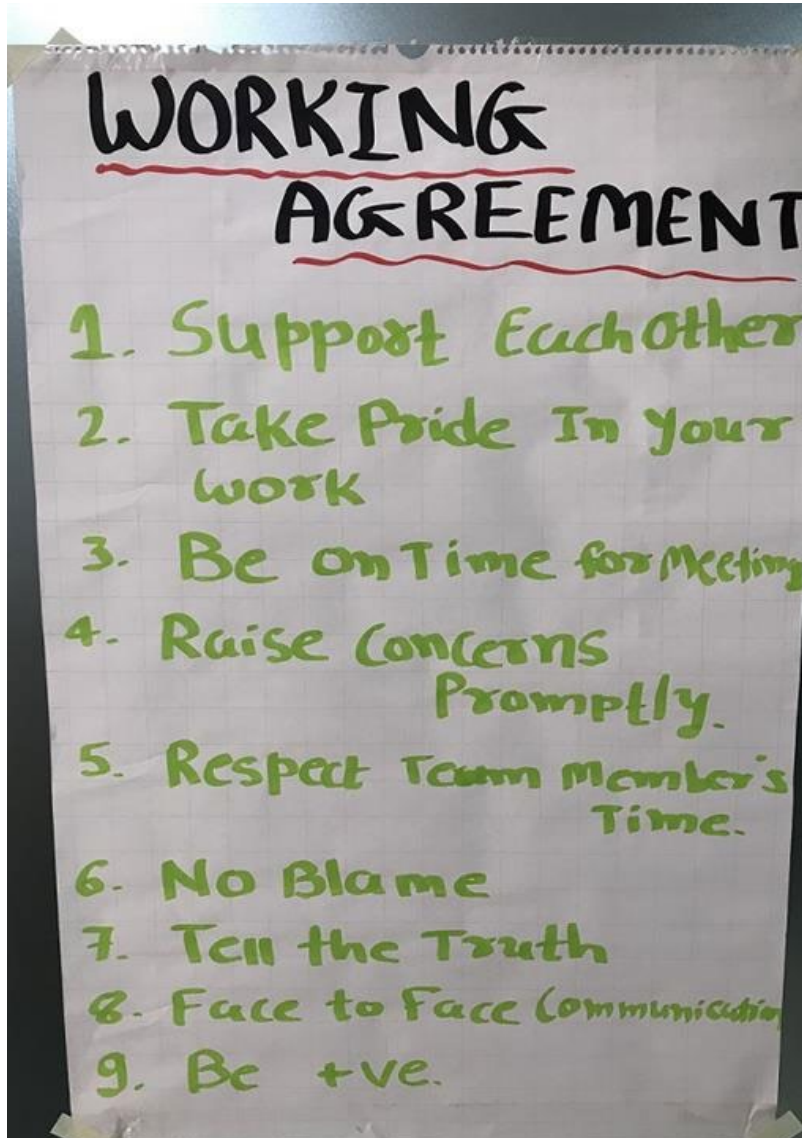
Research Findings from Past Core Teams
(Behfar, 2003; Behfar, Peterson, Mannix, & Trochim, 2008)

Best Practices – Teams That Received Good Performance Feedback and Members Were Happy

- Assigned work based on skill rather than convenience, or because members had not finished their work
- Foresaw and communicated about potential process problems (e.g. schedules, workloads) prior to making collective decisions
- All members understood the reasons behind their own and other member's compromises on task and process issues
- Evidence driven task discussion, not ego-invested in discussions (i.e., just go for the best ideas, regardless of where they come from)
- Worked around personality quirks and focused on content of what people were saying rather than style in which it was said (e.g., ignoring the overly aggressive style of one member who was making a good point)
- Got average to good initial feedback but did not let that make the team complacent about improving (i.e., the quality of work tends to improve over the course of the term and year and these teams were always one step ahead of their classmates)
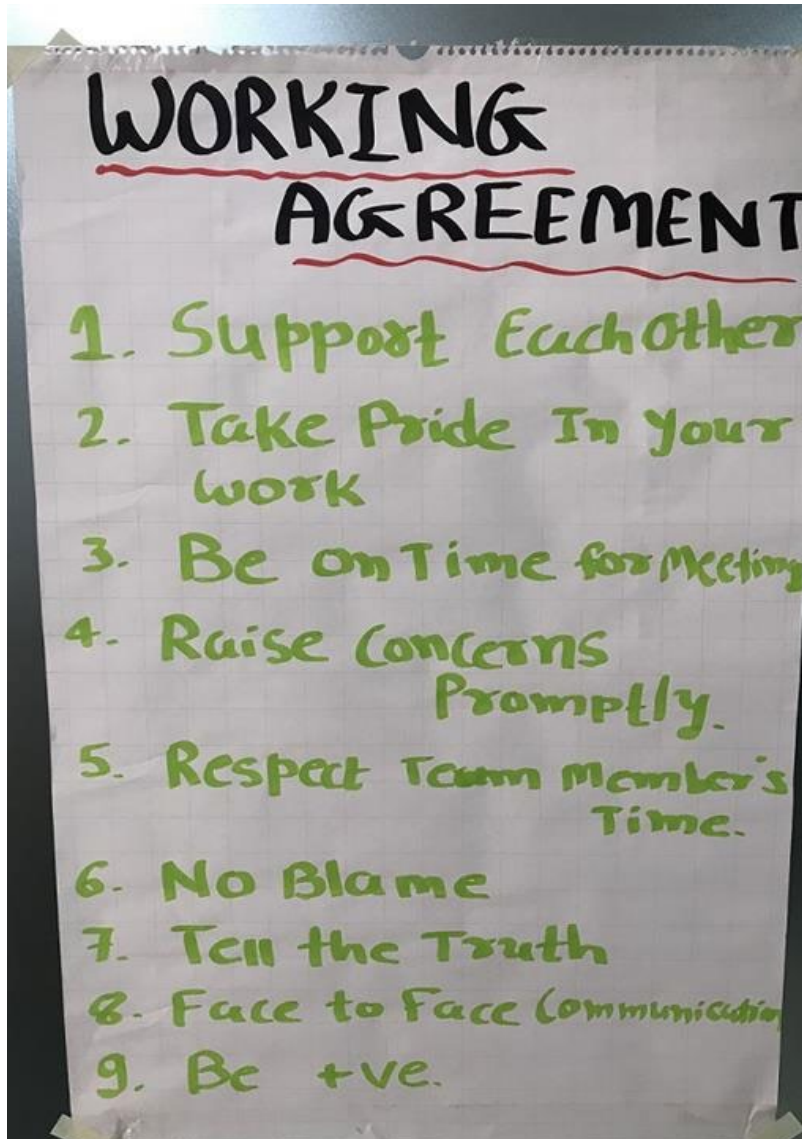
Team Agreement (agreed ways of working)

WORKING AGREEMENT

1. Support Each Other
2. Take Pride In your Work
3. Be on Time for Meeting
4. Raise Concerns Promptly.
5. Respect Team Member's Time.
6. No Blame
7. Tell the Truth
8. Face to Face Communication
9. Be +ve.

All directors agree to:
- o Uphold the highest ethical standards of integrity and probity, including compliance with the company's Code of Business Conduct and Ethics,
- o Support executives in their leadership of the business while monitoring their conduct;
- o Question intelligently, debate constructively, challenge rigorously and decide dispassionately;
- o Listen sensitively to the views of others, inside and outside the Board;
- o Gain the trust and respect of other Board members;
- o Promote the highest standards of corporate governance;
- o Devote so much of your time, attention and ability as is reasonably required by the company for the purpose of carrying out your duties; and
- o Not at any time make any untrue or misleading statement relating to the company.

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6) *Draw attention to the diversity within the team*

For organisations effective teamwork is about bringing the expertise and diversity individuals have to bear on critical problems – creating value for the benefit of the business (i.e., your customers, clients, etc.).

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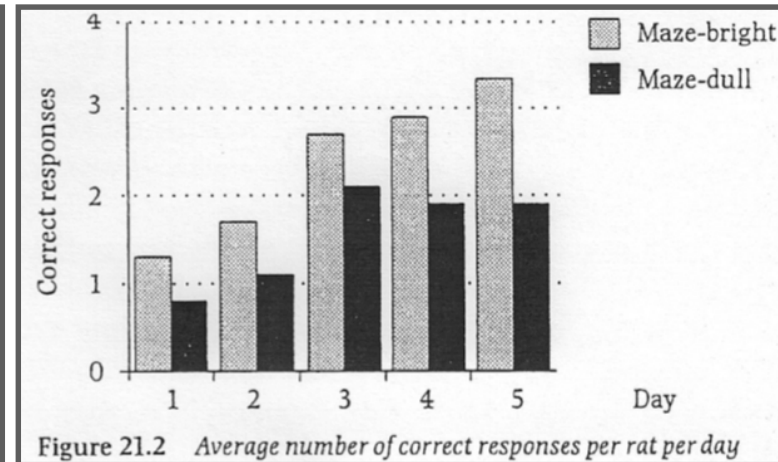6) *Draw attention to the diversity within the team*

Leading Diverse Teams...in times of profound uncertainty

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7) *When your team is virtual, find ways for people to get to know each other personally*

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8) *Believe in your people*

Don't talk yourself out of having great people!
Believe in Your People

1) "Self-Fulfilling Prophecy" is real!

2) Improvement happens when our beliefs shape our behavior, which
then elicit different behaviors from others, and thus reinforces our beliefs

3) When we expect greatness (or disaster) from others (e.g., pygmalion in the
classroom (Rosenthal & Jacobson, 1968; Eden, 2003))

Figure 21.2 *Average number of correct responses per rat per day*

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8) *Believe in your people*
9) *Pro-actively manage side-conversations to focus on knowledge-sharing and avoid conflict*

AUTHORS

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GOVERNANCE

ILLUSTRATOR **GIULIO BONASERA**

Back Channels in the Boardroom

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Leading Diverse Teams…in times of profound uncertainty

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9) *Pro-actively manage side-conversations to focus on knowledge-sharing and avoid conflict*

10) *Focus on LEARNING*

"Once you embrace unpleasant news, not as a negative but as evidence of a need for change, you aren't defeated by it. You're learning from it."

- Bill Gates

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Effective teamwork means effectively managing diversity in your team. Getting an ROI on that diversity is much more about creating a culture of learning rather than compliance or delivery – when people are not scared of what they might lose they become much more open to the possibilities in diversity.

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1

Practical Steps to Creating a Learning Culture

1) Invest in better collaboration.

2) Ensure that helping others is recognized and rewarded.

3) Avoid 'tyranny of the majority' in decision-making.

4) Get the right people (i.e., skills, knowledge, etc.) involved to facilitate learning across the team.

5) Ensure all team members feel psychological safety (i.e., a shared belief that the team is safe for interpersonal risk-taking)

6) Encourage a high degree of cooperation amongst team members, so individual members do things to benefit the team

7) Work to ensure that the team operates in a well-coordinated fashion with few misunderstandings

8) Provide clear direction and process to the team

9) Emphasize shared values and culture within the team

10) Draw attention to the diversity of perspective within the team

11) When your team is virtual, find ways for people to get to know each other personally

12) Believe in your people

13) Pro-actively manage side-conversations to focus on knowledge-sharing and avoid conflict

14) Focus on LEARNING

Additional Information
Find me on Linked-In, Twitter (@DrRSPeterson), online (www.randallspeterson.com) for advice (rpeterson@london.edu)

Written Work (Books):

1. Peterson, R. S., & Brown, G. (2022). Disaster in the Boardroom: Six Dysfunctions Everyone Should Understand. Palgrave MacMillan.

2. Peterson, R. S., & Mannix, E. A. (Eds.) (2003). Leading and Managing People in the Dynamic Organization. Erlbaum.

Written Work (Practitioner)

1. Peterson, R. S., & Behfar, K. (2022). When to Cooperate with Colleagues and When to Compete. Harvard Business Review. March/April Issue

2. O'Connor, K. M., & Peterson, R. S. (2021). Standing out while fitting in. Sloan Management Review, 6 January 2021.

3. Gardner, H. K., & Peterson, R. S. (2020). Executives and boards, avoid these missteps in a crisis. Harvard Business Review. Reprint HO5L5M

4. Gardner, H. K., & Peterson, R. S. (2019). Back channels in the boardroom. Harvard Business Review, September/October Issue, 104-111.

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6. Peterson R. S. & Wakeman, S. W. (2017). The type of narcissist that can make a good leader. Harvard Business Review. Reprint H03HIX.

7. Henderson, D. & Peterson R.S. (2017). The drive for strong leaders. Economist Intelligence Unit.

Written Work (Academic):

1. Shah, P.P., Peterson, R. S., Jones, S. L., & Ferguson. A.J. (2020). Things are not always what they seem: The origins and evolution of intragroup conflict. *Administrative Science Quarterly*. doi: 10.1177/0001839220965186

2. Peterson, R. S., & Ferguson, A. J. (2014). Strategies for Developing Trust Through Constructive Conflict Resolution in Teams. In N. Ashkanasy & K. A. Jehn (Eds), Handbook of Conflict Management.

Video Work (https://www.randallspeterson.com/videos)
TEDx LBS 2017: https://vimeo.com/absolutefluidity/review/217620294/2318ca120a

Leadership insights: What makes a great confidant? https://vimeo.com/absolutefluidity/review/218325266/946dd05116

Are you in the market for a narcissist? https://vimeo.com/absolutefluidity/review/205413733/1509d48997

World Economic Forum Davos, 2016: https://vimeo.com/absolutefluidity/review/200579769/f31b109532

Creating conditions for your dream team: https://vimeo.com/absolutefluidity/review/205419948/ca7f629f0a

Global Leadership Conference, 2015: https://vimeo.com/absolutefluidity/review/30602976/4f3939a081
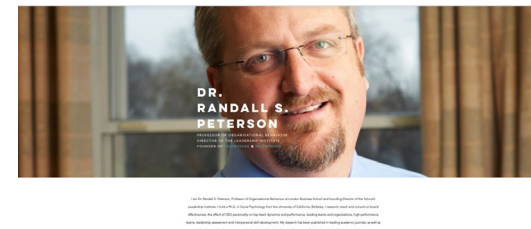
The science behind successful teams

Highly diverse teams can perform brilliantly – or fail spectacularly. Here's why

RANDALL S PETERSON 03 MARCH 2020

| Psychology | Power of difference |

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by Randall S. Peterson

October 24, 2018

ORGANIZATIONS & PEOPLE

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DISASTER in the BOARDROOM
Six Dysfunctions Everyone Should Understand

GERRY BROWN
RANDALL S. PETERSON

Harvard Business Review

Diversity And Inclusion

Is Your Board Inclusive — or Just Diverse?
by Randall S. Peterson and Heidi K. Gardner

September 28, 2022

HBR Staff/PixelJamaiPhoto/Getty Images

Dec 3, 2019, 06:16am

Boards Need To Get Serious About Managing Organizational Culture

London Business School Contributor
Leadership Strategy

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GETTY

by Randall S. Peterson, Professor of Organizational Behaviour and Academic Director of the Leadership Institute, London Business School

Harvard Business Review

CRISIS MANAGEMENT

Executives and Boards, Avoid These Missteps in a Crisis

by Heidi K. Gardner and Randall S. Peterson
APRIL 24, 2020

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