Article Notes

Gardner, K. (2012, April 1). *Coming Through When It Matters Most*. Harvard Business Review. Retrieved January 26, 2023, from https://hbr.org/2012/04/coming-through-when-it-matters-most

When the stakes are high, teams sometimes resort to tried-and-true approaches rather than coming up with creative solutions to their client's challenges, blocking off critical information in the process of securing agreement. People give in to the temptation to achieve and go for the simplest, most straightforward solutions when the stakes are highest. By carefully constructing their organizational structure and attentively observing the efforts of each member, teams can avoid the conundrum of performance pressure.

While most people would like to think that pressure allows them to produce their best work, the truth is that when a customer is putting the pressure on, they frequently revert to tried-and-true techniques. Teams frequently have all the resources and time necessary to finish the task at hand when they are under pressure to perform, but they frequently waste these resources. Expecting less from people under stress goes against basic logic. Stakeholders in high-stakes initiatives frequently experience anxiety (including team members, managers, and customers). Teams adopt a risk-averse mindset and opt for defensive methods when using particular KPIs.

In high-stakes circumstances, team members rely on complicated, typically quantitative information rather than anecdotes and comparisons to support their arguments. If you advise someone to follow the simple route, they won't provide any original suggestions. They won't even attempt to argue their case if you ask them to give in after being denied. If your manager is also a paying customer, you will need to adjust your expectations for involvement.

When things get tough, teams cease attempting to include everyone's ideas and instead fall back on more conventional, hierarchical arrangements. Leaders frequently take on more duties by themselves. Teams rarely take the time to ponder when their performance is under examination. They have several possibilities for how to accomplish this aim, which is good news.

Article Notes

Frisch. (2008, November 1). *When Teams Can’t Decide*. Harvard Business Review. Retrieved January 26, 2023, from https://hbr.org/2008/11/when-teams-cant-decide

The CEO is frequently charged with adopting an autocratic position when team members are unable to come to an agreement. Businesses can battle the dictator-by-default mentality by taking action to fix the issue rather than wasting time on pointless psychological exercises. When selecting how to rank three or more possibilities, the voting paradox can emerge. It is still possible to find a majority for each choice, even if preferences are cyclical. In politics, economics, and even some theories of organizational structure, circular majorities are a recognized problem. Using a business case, which constrains choices within a binary framework, will not solve this problem.

A business case takes six months to prepare, yet the team only meets to discuss it for thirty minutes. Dissident team members may find it challenging to speak up as a result. As a result, the bloc remains silent, thereby solving the voting issue. Groups typically start by stating the things they are unable to do when asked to explore prospective outcomes. When team members specify a boundary, it's a good idea to inquire as to whether it's a wall (which cannot be changed) or a fence (which can be).

The company's leadership never gave the notion any thought since they always considered corporate policy barred them from expanding into banking services. The board of directors was thus permitted to evaluate strategic alternatives with some banking features without circumventing any further limits when the division head confirmed this notion with her superior.

In business, a supporter of a particular course of action may frequently make a presentation that, while it may include some risk, is primarily the work of someone who is already 100 percent convinced. The executive group should either accept the business argument or vigorously refute it in response.

By assigning a devil's advocate to assess each suggestion and encouraging each team member to offer two or three ideas from the perspective of his functional area, you can depersonalize the discussion and generate more options. Despite the leadership team's best efforts, executives may come to a standstill. They should resist the urge to force choices into an either/or paradigm by continuing to reframe their alternatives in ways that preserve their original meaning.

Article Notes

Kolb, M. (2015, November 1). *Be Your Own Best Advocate*. Harvard Business Review. Retrieved January 26, 2023, from https://hbr.org/2015/11/be-your-own-best-advocate

Even if the majority of seasoned managers are skilled in formal discussions, how do they perform in less formal situations? Sales manager Charlotte was curious about how she may improve her chances of getting hired for a regional post. The $4 billion division's chief financial officer, Marina, believed she had to choose between her family and her job. She worked for a multinational industrial manufacturing corporation. Understandably, the thought of negotiating on her behalf overwhelmed her.

Executives should constantly strive for better working conditions, such as more appealing jobs, objectives, resources, flexibility with their schedules, and compensation. These informal agreements are essential, perhaps even more so than formal "N"-type agreements. Not every situation calls for negotiation, but there are a few typical ones where it would be wasteful to avoid it. For instance, if you are requested to take on a new responsibility, you can ask for assistance.

You may build a successful negotiation by being aware of what other people have requested and received at work as well as the preferred mode of communication for the parties you will be negotiating with. The final piece of advice is to use flexibility as an anchor. Consider your conversation partner's priorities and come up with a strategy that will make both of you happy.

Negotiators frequently take the initiative and go on the offensive to achieve their goals in a negotiation. Asking what you can do to make things work is preferable to taking the defensive stance. Breakthroughs in talks can occur when an interruption causes parties to pause and reflect.

Hypothesis-testing questions include those that Marina asked Robert about having two offices and those that Kevin asked his coworkers about taking official responsibility for their domain's work. Kevin used them to discuss the benefits of continuing to work with Dorothy, and Marina used them to discuss the price of having a split office setup with her boss.

Article Notes

Brett, M., Friedman, & Behfar. (2009, September 1). *How to Manage Your Negotiating Team*. Harvard Business Review. Retrieved January 26, 2023, from https://hbr.org/2009/09/how-to-manage-your-negotiating-team

Team members frequently compete with one another, which has a negative impact on the efficacy of the team's overall table tactics. We reviewed methods for overcoming internal conflicts over priorities and a lack of focus, which are the two main obstacles that could cause a negotiation team to fail.

Companies can only send teams to the negotiating table when the issues are politically sensitive or complicated and call for input from numerous technical experts, functional groups, or geographical regions. A team may come to a compromise that helps some business units but hurts others. If the team maps out each component for debate, they can understand the internal trade-offs they need to make to unite around the highest-margin offer. Participate in public outreach.

Access to crucial information is frequently denied to members of numerous groups with conflicting interests. Ad hoc groups or consultants may be formed by leaders to gather and analyze data from multiple departments. Team members may have emotional outbursts that cause them to become unreasonable and intransigent toward the opposing side or to say, "We can do that," without requesting the other side to make a comparable compromise. Competent teams simulate the sections of the discussion they expect will be difficult to avoid conflicts during the actual negotiation. Although a team needs a leader to take the reins, the most effective team leaders assign duties to others. They sent out an expert, and a senior negotiator and strategist was in charge of adjusting the strategy.

Managers responded that caucusing meant the plan needed to be altered when we questioned them about why they avoided it. Instead, people developed new, overt, covert, electronic, or non-technology means to express their feelings to one another. The modern techniques for off-screen conversations include texting, internet chat rooms, and video conferences. It is essential to engage in internal negotiations before your team sits down at the table to avoid starting a negative cycle that is challenging to break.

Article Notes

Brett, J., Behfar, K., & Kern, M. C. (2006). Managing multicultural teams. In Managing Global Teams. Harvard Business Review. (pp. 84-91).

This article, written by Jeanne Brett, Kristin Behfar, and Mary C. Kern, focuses on the challenges and strategies for managing multicultural teams. The authors draw on their extensive research and practical experience in the field to provide insights on how to effectively lead and manage teams that are diverse in terms of culture, ethnicity, and nationality. The authors begin by outlining the unique challenges that multicultural teams face, such as communication barriers, conflicting values and norms, and power imbalances. They then provide a framework for understanding and addressing these challenges, highlighting the importance of clear communication, active listening, and cultural sensitivity. They then explore the impact of diversity on team processes, such as communication, decision-making, and conflict resolution. The authors also examine the ways in which teams can leverage diversity to improve performance and innovation. They conclude by discussing the implications of diversity for team leaders, managers, and practitioners, and provide recommendations for building and managing diverse teams.

The authors draw on their extensive research and practical experience in the field to provide insights on how to effectively lead and manage teams that are diverse in terms of culture, ethnicity, and nationality. They suggest four key strategies for dealing with the challenges of managing multicultural teams: adaptation, structural intervention, managerial intervention, and exit. Adaptation: The authors suggest that one of the most effective strategies for dealing with the challenges of managing multicultural teams is to adapt to the cultural differences within the team. This can be done through active listening and effective communication, as well as by being sensitive to cultural norms and values. By adapting to cultural differences, team members are more likely to feel comfortable and respected, which can lead to improved performance and greater trust within the team.

Structural intervention: The authors suggest that structural interventions, such as creating roles and responsibilities specific to cultural diversity, can be effective in addressing the challenges of managing multicultural teams. This can include creating roles or positions within the team that are specifically dedicated to promoting cultural diversity and inclusivity or implementing policies and procedures that are designed to support cultural diversity. Managerial intervention: The authors suggest that managers can play a critical role in addressing the challenges of managing multicultural teams. This can include providing training and support to team members, as well as fostering a positive and inclusive team culture. Managers can also play a key role in mediating conflicts within the team and addressing power imbalances.

Exit: As a last resort, the authors suggest that exit strategy, such as reassignment or termination, may be necessary in certain cases. However, they stress that this should be used as a last resort, and only when all other strategies have been exhausted. Generally, this article provides valuable insights and practical guidance for leaders and managers working with multicultural teams. The four strategies highlighted in this article can be used as a framework for effectively addressing the challenges of managing multicultural teams and promote a more inclusive and high-performing team.

Article Notes

Edmondson, A., Bohmer, R., & Pisano, G. (2019). Speeding Up Team Learning. Harvard Business Review. (pp. 46-53).

In "Speeding Up Team Learning," Amy Edmondson, Richard Bohmer, and Gary Pisano explore the concept of "team learning" and how organizations can improve it in order to better adapt to change and achieve success. The authors begin by defining team learning as "the process by which a group of individuals improves its collective ability to perform over time by acquiring, integrating, and applying new knowledge and skills."

The authors argue that team learning is crucial for organizations in today's fast-paced business environment, where change is constant, and success depends on the ability to adapt quickly. They note that traditional approaches to team learning, such as training programs and knowledge management systems, are often slow and ineffective. Instead, the authors propose a new approach that focuses on "speeding up" team learning through four key strategies: creating a culture of psychological safety, fostering constructive conflict, encouraging experimentation, and promoting diversity.

The authors argue that creating a culture of psychological safety is essential for team learning. They explain that when team members feel safe to speak up and share their ideas, they are more likely to take risks, ask questions, and share new knowledge. The authors also emphasize the importance of fostering constructive conflict within teams, as this allows team members to challenge each other's ideas and perspectives, leading to new insights and better decision-making. The authors also argue that experimentation is key to team learning. They explain that teams must be willing to try new things and make mistakes in order to learn and improve. The authors also note that diversity is essential for team learning, as diverse teams tend to have a wider range of perspectives and experiences, leading to more creative and innovative solutions.

The authors conclude by emphasizing the importance of "speeding up" team learning for organizations in today's fast-paced business environment. They argue that by creating a culture of psychological safety, fostering constructive conflict, encouraging experimentation, and promoting diversity, organizations can improve their team learning and better adapt to change. Overall, this article provides valuable insights into the concept of team learning and how organizations can improve it. The authors' proposed strategies for "speeding up" team learning are well-supported by research and offer practical advice for organizations looking to improve their ability to adapt to change and achieve success. The article is well-written and easy to understand, making it a valuable resource for managers and leaders looking to improve team learning within their organizations.

Article Notes

Zak, P. J. (2017). The Science of Trust: Management Behaviors that Foster Employee Engagement. Harvard Business Review, 85(5), 85-90.

In this article, Paul J. Zak examines the relationship between trust and employee engagement. He argues that trust is an essential ingredient for creating an engaged workforce, and that managers can take specific actions to foster trust and engagement. The article begins by defining trust and explaining how it differs from other concepts such as confidence, loyalty, and commitment. Zak argues that trust is a belief in the integrity, reliability, and benevolence of another person or institution. He then goes on to explain how trust is important for employee engagement, and how it can lead to improved performance, creativity, and innovation. Zak argues that trust is a crucial component of effective management and that it is essential for creating a culture of engagement and motivation within an organization. He presents research on the neuroscience of trust and its effects on employee behavior and provides practical strategies for managers to foster trust and engagement among their teams.

The article then presents research findings on the specific management behaviors that foster trust. Zak argues that managers should focus on three key behaviors: competence, communication, and care. He argues that managers, who demonstrate competence, communicate effectively, and show care for their employees will be more likely to foster trust and engagement. The article also discusses the importance of emotional and social intelligence for building trust. He also highlights the importance of transparency and open communication in building trust and engagement. Zak argues that managers, who are able to understand and manage their own emotions, as well as the emotions of their employees, will be more effective in building trust. He also argues that managers who are able to build strong relationships with their employees will be more effective in fostering trust and engagement.

Overall, this article provides a valuable perspective on the importance of trust for employee engagement and provides specific management behaviors that can foster trust and engagement. The article is well-researched and includes several studies and examples to support the argument. It is a useful resource for managers and leaders looking to improve employee engagement in their organizations. This article provides valuable insights into the importance of trust in the workplace and how it can impact employee engagement. The author presents research on the neuroscience of trust and provides practical strategies for managers to foster trust and engagement among their teams. It is a valuable resource for managers and leaders looking to improve employee engagement and motivation within their organizations.

Article Notes

Toegel, G., & Barsoux, J.-L. (2016). How to Preempt Team Conflict. Harvard Business Review, 94(3), 79-83.

In this article, Ginka Toegel and Jean-Louis Barsoux argue that team conflict can be prevented by focusing on five key categories: look, act, speak, think, and feel. They argue that by paying attention to these five areas, team members can avoid conflicts before they occur. The authors begin by discussing the importance of looking for potential conflicts. They argue that team members should be aware of the signs of conflict, such as communication breakdowns, lack of trust, and power imbalances. By being aware of these signs, team members can take steps to prevent conflicts from escalating. The authors then discuss the importance of acting to prevent conflicts. They argue that team members should take responsibility for their own behavior and take steps to avoid conflicts. They suggest that team members should be willing to compromise, seek feedback, and be open to different perspectives.

The authors then discuss the importance of speaking to prevent conflicts. They argue that team members should be clear and direct in their communication, and that they should avoid using language that is likely to provoke conflict. They also suggest that team members should be willing to admit when they are wrong, and that they should be willing to apologize when necessary. The authors then discuss the importance of thinking to prevent conflicts. They argue that team members should be able to think critically and objectively, and that they should be willing to challenge their own assumptions. They suggest that team members should be willing to consider different perspectives and that they should be willing to change their minds when necessary.

Finally, the authors discuss the importance of feeling to prevent conflicts. They argue that team members should be aware of their own emotions, and that they should be willing to express their emotions in a constructive way. They suggest that team members should be willing to share their feelings with others and that they should be willing to listen to others' feelings as well. Overall, this article provides a valuable perspective on how to prevent team conflict. The authors provide specific strategies for avoiding conflicts and give examples of how to implement them. The article is well-researched and provides a detailed explanation of the five categories. It is a useful resource for managers and leaders looking to improve team dynamics in their organizations. Leaders should promote a positive team culture by recognizing and rewarding good work, and by fostering a sense of belonging among team members. It provides valuable insight into the importance of preventing team conflict and provides practical strategies for doing so.

Article Notes

Martine Hass and Mark Mortensen (2016) The secrets of great teamwork. (2023). Retrieved 26 January 2023, from <https://hbsp.harvard.edu/product/R1606E-PDF-ENG>

A study on the elements influencing effective teamwork is presented in "The Secrets of Great Teamwork" by Martine Haas and Mark Mortensen. The authors contend that successful teamwork is vital for organizational performance and that good teamwork is influenced by a number of crucial aspects. It's important to have roles and goals that are defined. Teams, according to the writers, need to understand their objectives and the parts that each member will play in reaching those objectives. This makes it easier to make sure that everyone on the team is accountable for their duties and that they are all working toward the same goal.

Open and efficient communication is another important component. Teams, according to the authors, need effective avenues for communication, and members need to be willing to speak up and contribute their thoughts. The authors also recommend that teams have open procedures in place for making decisions and settling issues. The authors also stress the significance of teamwork and mutual respect. They contend that for a team to function well, members must respect and trust one another. According to the authors, teams should foster a culture of collaboration and cooperation where team members are encouraged to cooperate and assist one another.

The authors also touch on the value of inclusivity and diversity in teams. They contend that inclusive and varied teams are more likely to be imaginative and creative as well as better equipped to adapt to changing conditions. The need of strong leadership in teams is finally emphasized by the authors. They contend that teams require captains who can set a clear course and instill a sense of purpose among the team's members. Additionally, the authors advise leaders to promote a culture of learning and development where team members are motivated to constantly advance and evolve.

The paper examines the components of effective teamwork in its conclusion. The authors contend that effective teamwork is crucial for organizational success and that a number of important factors, including clear goals and roles, open and effective communication, trust and cooperation among team members, diversity and inclusivity, and effective leadership, contribute to effective teamwork. The piece also underlines how dynamic teamwork is and how it calls for constant effort and focus. To make sure the team is effectively pursuing its objectives, it is crucial for team members and leaders to regularly evaluate the team's performance and make adjustments as necessary. The authors also advise teams to regularly engage in team-building exercises and retreats in order to promote a sense of cohesion and togetherness among team members.

Article Notes

#### Charles Duhigg (2016) What Google Learned From Its Quest to Build the Perfect Team. (2016). Retrieved 26 January 2023, from https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html

In an article titled "What Google Learned from Its Quest to Build the Perfect Team," the company explains the results of a study it did on the elements that make up successful teamwork. The study, which involves examining data from hundreds of Google teams, was carried out by Google's People Operations division, better known as "Google HR." The most successful teams have a high level of psychological safety, which is one of the study's major conclusions. Psychological safety is the conviction that one can speak up and share their opinions without worrying about repercussions. According to the study, teams with great psychological safety had a higher likelihood of being effective, creative, and successful.

Teams require varied members with a range of perspectives, abilities, and experiences, according to another important conclusion. The research discovered that diverse and inclusive teams were more likely to be imaginative and creative, as well as better equipped to adjust to changing conditions. The study also discovered how crucial team membership and structure are. According to the study, smaller teams with distinct roles, responsibilities, norms, and processes performed better than bigger teams. The study also discovered that teams that had a distinct purpose and set of objectives performed better than those that did not.

The study also emphasized the need of having an effective team leader. According to the study, teams with charismatic leaders had a higher likelihood of being effective, creative, and successful. Influential leaders were described as those who could establish a shared purpose, give clear guidance, and promote a culture of growth and learning. The study also discovered that constant support and feedback are essential for effective teams. The study discovered that teams with regular feedback and chances for growth and learning were more likely to be effective, creative, and successful.

In conclusion, the paper outlines the outcomes of Google's investigation into the elements that make up productive teamwork. According to the study, teams with high psychological safety, diversity and inclusivity, smaller size, clear structure and composition, a strong team leader, and frequent feedback and support were more effective, creative, and productive. The best teams are made up of individuals who trust, respect, and support each other, the study concluded. It also revealed the importance of the relationships between team members. The study also emphasized how crucial it is to foster an atmosphere in which team members feel free to express their opinions, share ideas, and take chances. Team leaders must develop an inclusive environment and actively hear the opinions and concerns of team members if they want to promote this type of culture. Teams can increase their effectiveness, output, and general success by concentrating on five key areas.

Article Notes

#### Keith Ferrazzi (2019) A New Social Contract for Teams. (2022). Retrieved 26 January 2023, from <https://hbr.org/2022/09/a-new-social-contract-for-teams>

The author of "A New Social Contract for Teams" explores how the nature of work is evolving and how this affects teams. As work grows increasingly complex and dynamic, the article makes the case that teams must adapt to be productive. According to the essay, this necessitates the creation of a new social compact for teams that is built on trust, independence, and accountability. Teams must be founded on trust, according to one of the article's main principles. The essay makes the case that for teams to be successful, there must be mutual trust, and that this trust can only be developed through open communication, vulnerability, and openness. The essay also contends that leaders should be open and accountable in order for teams to be able to trust them.

The necessity of team autonomy is a further crucial element. According to the text, teams must be capable of acting independently and without frequent management direction. Clear objectives, roles, and responsibilities are necessary for this, as well as the required tools and assistance. The text also emphasizes the value of team accountability. The essay makes the case that in order to hold teams accountable for their deeds and decisions, there must be clear expectations, measurements, and feedback. The essay also says that teams need to be held responsible for their work, and that this calls for a culture of ongoing development and learning.

The value of inclusivity and diversity in teams was also covered in the article. It makes the case that inclusive and varied teams are better able to adapt to shifting conditions and are more likely to be creative and inventive. The paper concludes by arguing that businesses should support teams working to develop a culture of trust, autonomy, and accountability. The article makes the case that organizations must give teams the tools and resources they need to succeed, and that they must be open to trying new things and taking calculated risks.

It covers the evolving nature of work and how teams may be affected. The article makes the case that in order for teams to adapt, they must increase their levels of trust, autonomy, and accountability. This, it is argued, necessitates the development of a new social contract for teams, one that is based on these values as well as diversity and inclusiveness, and is supported by organizations that are dedicated to fostering such a culture.

Article Notes

Lynda Gratton, Andreas Voigt, and Tamara Erickson (2007). Bridging Faultlines in Diverse Teams. Retrieved 26 January 2023, from https://sloanreview.mit.edu/article/bridging-faultlines-in-diverse-teams/

"Bridging Faultlines in Diverse Teams" by Lynda Gratton explores how diverse teams can be managed effectively. The paper argues that diverse teams have the potential to be highly productive and creative but that they also face unique challenges. One of the key challenges is that diverse teams often have "faultlines" that can divide the team and impede communication and collaboration.

Gratton defines "fault lines'' as "the invisible boundaries that separate groups within a team. “These fault lines can be based on race, gender, age, culture, or even personality. She argues that these faultlines can be particularly challenging for diverse teams, as they can lead to misunderstandings and conflict. The paper suggests several strategies for addressing and bridging these faultlines. One of the key strategies is to actively promote communication and collaboration across different groups within the team. This can be done by encouraging team members to share their perspectives and ideas and by creating opportunities for team members to work together on projects. Additionally, Gratton suggests that team leaders should actively seek out and address any issues arising from fault lines.

Another strategy is to ensure that the team is inclusive and respectful. Gratton argues that team leaders should actively promote an inclusive culture that values and respects diversity. This can be done by creating a code of conduct for the team and addressing any discrimination or bias. Gratton also suggests that team leaders should provide training and development opportunities for team members, particularly those from underrepresented groups. This can help close the skills gap and ensure that all team members can contribute to the team's success.

To Conclude, Gratton also recommends that team leaders encourage team members to take on leadership roles. This can create shared ownership among team members and promote a more collaborative culture. The paper argues that diverse teams can be highly productive and creative but face unique challenges. By understanding and addressing these challenges, teams can effectively bridge the fault lines that can divide them and achieve their full potential. Finally, Gratton emphasizes the importance of creating a sense of belonging among team members. This can be achieved by encouraging team members to share their personal stories and experiences and creating opportunities to bond and build relationships. Regular team-building activities can also build trust and cohesion among team members, making it easier to bridge faultlines and work together effectively.