ARTICLE NOTES

COMMUNICATION AND COLLABRATION - 2

NAME: SREEKAR BATHULA

MASTER'S IN BUSINESS ANALYTICS
HULT INTERNATIONAL BUSINESS SCHOOL

<u>Zak, P. J. (2017). The neuroscience of trust. Harvard business review, 95(1), 84-90.</u>

Team leaders tried different approaches and incentives to improve employee engagement. Most strategies have little effect on organizational performance and retention. But for now, neuroscience offers some solutions. Based on the paper, Zak analyzed the chemical oxytocin in the brain. The study aims to facilitate teamwork and cooperation. From the analysis, however, Zak created the foundation to create a culture of trust that improves the productivity of the workforce within the organization.

By analyzing an individual's oxytocin levels under various conditions (first in the lab and finally in the workplace), he deduced 8 key behaviors in management that boost production. oxytocin and build trust:

i)   Demonstrate vulnerability

ii)   Facilitate inclusive human development

iii)   Build internal relationships

iv)   Share information widely

v)   Enable job matching

vi)   Allows individuals to decide for themselves how they perform their jobs

vii)   Induces "stress of challenge"

viii)   Recognition of excellence.

From this article, Zak deduced that managers can build trust by adopting effective leadership and mapping employee needs to help improve engagement. Thus, neuroscientific analysis suggests that more proficient workers are more likely to eat to stay motivated (Zak, 2017). However, these employees achieve high levels of performance whenever the work

environment is threatening and rewarding. However, neuroscience shows that recognition within organizations has the greatest impact on trust. As a result, recognition gives more confidence when it is tangible, comes from peers, and occurs shortly after a goal is achieved.

The article shows us that individuals become more trustworthy when they feel trustworthy. As a result, oxytocin levels increased in their brains, boosting self-confidence. Thus, neuroscientific analysis shows that workers who perform more proficiently are more likely to eat to stay motivated. However, these employees achieve higher levels of performance whenever the work environment is threatening and rewarding.

Edmondson, A., Bohmer, R., & Pisano, G. (2019). *Speeding up Team Learning.* **Teams That Learn.**

Amy Edmondson, Gary Pisano and Richard Bohmer wrote an article titled "Accelerating Team Learning" in which they discuss the importance of group learning in a business or other organization, as well as as strategies to make it more effective. The authors argue that team learning is necessary for organizations to maintain a competitive advantage and adapt to a changing environment (Edmondson et al., 2019). They suggest that teams need to effectively identify errors, fix them quickly, and share newly acquired skills and knowledge.

The authors identify a number of key factors that can help teams gain insight in a more realistic way. These are the following:

1. Diversity of team:

In this scenario, teams consisting of members with different experiences and perspectives are better able to identify and solve problems.

2. Mental security:

In this situation, teams need to feel safe to talk about their ideas and ask questions without fear of punishment or negative feedback.

3. Learn from failures:

According to this understanding, teams must quickly recognize and better understand their mistakes to avoid making the same mistakes in the future (Edmondson et al., 2019).

4. Team leader:

In this strategy, good team leaders can help develop a culture that values education and encourages other team members to share their ideas and information (Edmondson et al., 2019). Companies or organizations can also encourage team learning by providing support and resources for training and development and creating opportunities for teams to share and collaborate on knowledge their (Edmondson et al., 2019). Overall, the article highlights the importance of companies investing in team training for their employees and offers practical advice on how to do it. Therefore, individuals learn from this article that companies should implement group education programs to further educate their workforce on recent developments.

Brett, J., Behfar, K., & Kern, M. C. (2006). *Managing Multicultural Teams* (pp. 1-91). Harvard Business Publishing.

In the book "Managing Cross-Cultural Teams," authors Jeanne Brett, Mary Kern, and Kristin Behfar explain the challenges of managing and leading diverse teams and the benefits of doing so successfully. Any leader or manager who wants to lead and create effective cross-cultural teams should read this book as it is a useful and comprehensive resource. The first part

of the book examines the importance of successfully closing the cultural gap in the workplace and the challenges this can bring. The book argues that cross-cultural groups can have many benefits, such as increased innovation and creativity, but they also face unique challenges, such as difficulties with trust and communication (Brett et al., 2006). The authors present a framework for thinking about how cultural differences affect group dynamics and suggest methods that promote clear communication and mutual respect among members of the group. multicultural groups.

The book discusses the different stages of team development and the effects that cultural differences can have at each stage, which will be covered in the next chapter. The authors present practical tips and strategies for managing cross-cultural teams at every stage, including dealing with obstacles and making the most of opportunities. They also discuss how to get the most out of the options. This book discusses power dynamics, conflict resolution, and bias management in multiethnic workplaces (Brett et al., 2006). The authors explain how to overcome such challenges and build a supportive and open team environment for communication.

In short, those in managerial or managerial positions will find the book Managing Cross-Cultural Teams invaluable. This is an in-depth guide to managing cultural differences, including tips for cultivating trust, improving communication, and motivating team cohesion.

Gratton, L., Voigt, A., & Erickson, T. (2007). *Bridging Faultlines in Diverse Teams***. MIT Sloan Management Review.**

Lynda Gratton, Tamara Erickson, and Andreas Voigt wrote an article titled "Bridgeing the Flaws in Diverse Teams" for the Harvard Business Review. This article looks at how groups

with a lot of demographic representation can improve their performance by recognizing and addressing "error lines" (invisible boundaries within a group based on factors such as race and ethnicity). , gender and ethnicity). The authors warn that ignoring these rifts can negatively affect team morale and performance (Gratton et al., 2007). They argue that teams can work more effectively if they take steps to identify and close these gaps, such as adopting holistic leadership approaches and clear lines of communication.

Rather than forcing all team members to think alike, the authors argue that diverse teams can be more successful by drawing on the multiple perspectives and expertise expressed within the group (Gratton et al. events, 2007). They also recommend that teams take time to evaluate their functioning and development and that managers take responsibility for fostering an environment of tolerance for all employees.

The article "Bridging Faultlines in Diversity Teams" highlights the need to see and manage invisible boundaries in diverse teams to be more effective. The authors argue that correcting these flaws requires leaders to adopt more holistic approaches that prioritize open channels of communication and give team members time to reflect on their experience. Therefore, the article guides individuals to embrace diverse teamwork as it helps the organization achieve its goals successfully.

Duhigg, C. (2016). What Google learned from its quest to build the perfect team. *The New York Times Magazine***, 26(2016), 2016.**

As we all know, today's technology has developed and become a part of life. However, the high promotion rate is due to the higher number of spins globally. In this regard, Google has

become one of the most famous and famous companies in the world. For example, some analysts have noticed that Google encourages teamwork within the company.

Based on the article, Charles presents several strategies to improve the effectiveness of a team in an organization. He demonstrated how individuals work in groups by describing different situations that occurred in Rozovsky Julia. In this article, Charles shows that Google has organized itself to achieve the effective team that Google created, the niche that Google once had. In addition, the author finds that whenever an organization wants to outperform its competitors. In doing so, it impacts not only how individuals perform their duties, but also how they embrace teamwork.

Recently, Google launched a self-help code called Project Aristotle. The need for such an initiative code is to investigate different groups and think about why some spike while others stumble. Charles Duhigg determined that Project Aristotle-based analysts began by revisiting half a century of scholarly investigation. In such research, the researcher emphasizes analyzing the activities of groups.

From the article, it can be inferred that Google may inadvertently demonstrate the importance of imperfections in building a perfect team. Hence, from the article we can know that every individual feels safe from the fascinating risks surrounding their team members. Therefore, whenever an organization wants to outperform its competitors, it is necessary to deploy Google to help adopt teamwork within the enterprise.

Gardner, H. K. (2012). *Coming Through When It Matters Most*. Harvard Business

       Publishing.

"Going Through When It Matters Most" is a book written and printed by Heidi K. Gardner. The book focuses on the role leaders play in a business or organization and how they can control and guide their team during difficult times, such as economic downturns and natural disasters. The book begins by emphasizing the importance of leadership in difficult times and how a lack of strong leadership can lead to adverse outcomes for employees and their organizations. which (Gardner, 2012). Gardner then offers concrete examples and practical advice to demonstrate how leaders can build trust and communicate effectively, and encourage their teams to successfully achieve their goals. organization, even in difficult times.

The main theme of the book is the importance of adaptability and resilience in leadership. Gardner emphasizes that leaders must adapt to changing circumstances and stay calm under pressure to lead their team through a crisis. She also stresses the importance of empathy and emotional intelligence, saying that leaders who can understand and connect with their employees' emotional needs will be better equipped to guide them through it. difficult times (Gardner, 2012). Along with offering practical advice, Gardner explores the psychological and emotional aspects of leadership in times of crisis. She examines the effects a crisis can have on leaders, including feelings of stress, anxiety, and burnout, and offers strategies for managing these emotions.

The book also delves into the importance of communication and transparency in leadership, emphasizing the need for leaders to be open and honest with their team, especially in uncertain times. sure. Gardner suggests that leaders who are transparent and deliver clear and consistent messaging are more likely to build trust and inspire trust in their teams. Throughout the book, Gardner draws on real-world examples, including case studies and interviews with leaders from different organizations, to illustrate the concepts and strategies she discusses

(Gardner). , 2012). This makes the book relevant and understandable to the reader and provides concrete examples of how the techniques discussed can be applied in the real world.

Overall, "Get Over It When It Matters Most" is a comprehensive guide to leadership in times of crisis. The book provides practical advice and practical examples to help leaders navigate and lead their teams through difficult times. It emphasizes the importance of adaptability, resilience, and emotional intelligence in leadership. The book aims to help leaders become more effective in managing and leading their teams through difficult situations, and is a valuable resource for anyone in a leadership role.

Toegel, G., & Barsoux, J. L. (2016). How to preempt team conflict. *Harvard business review*, *94*(6), 78-83.

In today's organizations, group conflict can destroy or add value. Effective conflict often fosters respectful discussion and often produces effective joint solutions that lead to satisfying decisions. However, bad conflicts arise when specific members of the organization are able to resolve mutual disputes with the organization. For example, the most negative conflicts arise spontaneously from a perceived incompatibility between the way a particular group member acts or thinks (Toegel & Barsoux, 2016). Thus, the result of bad conflict is simply to spread the useful and stifling inventions of the organization.

A bad contract strategy for conflict resolution is to mirror conflicts as they are described. However, this strategy often fails because it can create frustration in the long run. Therefore, it is difficult to restore trust and rearrange undesirable impressions in a given organization.

Based on the paper, Ginka Toegel and Jean-Louis Barsoux conducted an analysis of team dynamics and experience working with members of the management team. From their analysis, they come up with a more appropriate proactive strategy. The article describes a process that focuses on how individuals feel, think, talk, act, and look. Additionally, in this article, team leaders describe five common conversations. One of the chats highlights each class before the members hit the road. Thus, conversations lay the foundation for proper collaboration within the organization. These conversations help shape a shared understanding of group conflict. Hence, from the article, we can know that group conflict can destroy or increase the value of the organization. Therefore, it is necessary to reduce these conflicts, especially the bad ones, which will help bring about change and innovation in the organization.

Brett, J. M., Friedman, R., & Behfar, K. (2009). *How to Manage Your Negotiation Team*.

Jeanne Brett, Kristin Behfar, and Ray Friedman wrote an essay titled "How to Manage Your Negotiating Team," detailing the most effective strategies for leading a negotiating team. According to the authors, an effective negotiating team needs an assertive leader, open channels of communication, and a transparent decision-making process. They also mention the importance of considering the abilities and weaknesses of each team member when deciding who should do what. In addition, the authors verify that the teams perform a thorough analysis of the negotiation conditions, create goals and objectives, and develop a negotiation plan to resolve the issue (Brett et al., 2009).). They also stress the importance of continually reviewing progress and making adjustments to ensure the team meets its goals.

The main points of the article are:

1. Visual exchange:

According to the authors, an effective communication method is the key to successful negotiation. Purposes and objectives, roles and responsibilities, and the decision-making process must all be defined from the outset.

2. The team leader must be someone who can make tough decisions and confidently lead the team through negotiations. They must also know how to handle arguments and delicate situations.

3. The team must have an established procedure for gaining selections. This involves analyzing the context of the negotiation, deciding what you want to achieve, and developing a strategy to get there.

4. The authors recommend that when dividing tasks among a group of people, they should take into account the specific talents and weaknesses of each person. As a result, the team will be able to make the most of everyone's skills while making up for any limitations.

5. The team must create a unique trading strategy for the case. The opposing party's interests and positions, as well as the group's strengths and weaknesses, must be considered carefully.

6. Team performance should be regularly evaluated and necessary adjustments should be made (Brett et al., 2009). This process includes reviewing successes and failures to determine how to improve in the future.

The authors present a high-level overview of effective negotiation team management, emphasizing the value of open communication channels, authoritative leadership, and a systematic approach to decision-making. determined. Another point to be emphasized is the

importance of getting to know your team members well in order to tailor your trading strategy to their specific skills and shortcomings. In addition, regular testing and adjustments are important to improve team effectiveness.

Kolb, D. M. (2015). Be Your Own Advocate: How to Size Daily Negotiation Opportunities at Work. John Wiley & Sons.

Most seasoned managers demonstrate effective refusal skills in the workplace. They know how to accept formal negotiations, especially with employees on salaries, with bosses on budgets, and with contract clients in the organization. Therefore, effective negotiation is seen as an important contributor to the enhancement of existing workplace knowledge.

However, from my analysis of executive coaching and negotiation, I have learned that many people don't know how to handle formal negotiation from a variety of angles. As a result, most people have an unusual interpretation of bargaining in the workplace. Based on the article 'Negotiating at Work' by Deborah m. Kolb, one might agree that negotiation is certainly essential to navigating work organization. According to Kolb, D. M., (2015) Effective negotiation in the workplace provides accessible and engaging advice on appropriate negotiation strategies. Therefore, it is important to focus on a necessary approach to negotiation strategy that enhances support, flexibility and opportunity in the workplace. So this guide describes specifically the obstacles that successful individuals face and how people navigate and avoid these obstacles through the right negotiation skills.

Negotiating in the workplace has earned the respect of the article, which has been analyzed as having an important influence on the current literature on negotiation in the workplace. In fact,

the author of the article captures the long and important issue of women's leadership. Therefore, negotiation is a practical tool to help create the possibility of success for both the individual leader and the organization as a whole. Both genders will readily embrace positive changes and innovations in the workplace. Therefore, from my analysis, I learned that negotiation has the potential to create positive change in the working environment.

Frisch, B. (2008). When teams can't decide. *Harvard Business Review*, *86*(11), 121-126.

In today's leadership, management teams play an important role in management. This group often thinks about a serious approach within the organization. However, no matter how much effort and time the executive members put in, it takes time for them to come to a reasonable decision. In most cases, all eyes are on the CEO. The organizational team often waits for the boss to make a final decision, and when a conclusion is reached, few people accept it (Frisch, 2008). In many cases, there is still a lot of unspoken blame that often exists. For example, the CEO may blame the management team for their indecision. Therefore, they resent the CEO for adopting a dictatorship. Such situations have been identified as problems of teamwork or leadership within a particular organization.

The problem of bias in scoring decisions arises because team members try to reach consensus based on their preferences. For example, when a manager or CEO is forced to make a choice, only a minority of the organization's members will abide by that decision. However, regardless of the type of alternative chosen, there is always the possibility that another minority group will prefer a different outcome. Therefore, understanding this paradox can affect how management members make organizational decisions.

To combat teamwork or leadership issues in an organization, CEOs need to first look at the team to get a clear picture and the conditions that lead to that disparity. Therefore, to avoid some organizational problems, companies are implementing effective communication and team building exercises to teach management team members how to have a confident conversation that will brings trust and positive feedback within the organization. Thus, once the leadership team understands the collective preferences based on their own, they can stop spending a lot of time on unrelated psychological practices and instead implement effective measures of communication. results to help the team move past criticism toward a satisfactory decision.

Haas, M., & Mortensen, M. (2016). The secrets of great teamwork. *Harvard business review, 94*(6), 70-76.

For decades, teams have evolved thanks to a high degree of technological advancement. As a result, teamwork and cooperation become increasingly complex. However, even though teams face various problems, their performance depends on good habits of fundamentals (Haas & Mortensen, 2016). Thus, based on group research described by Hackman Richard in the 1970s, it has been determined that the behaviors or personalities of group members are not very important to the success of the 'team'. However, it is important if a group has; Supporting context, chain structure, and compelling instructions.

Additionally, based on the paper, Mortensen and Haas deduced that teams needed the three mentioned conditions (favorable context, Chain structure, and attractive leadership) more than before. However, their research also revealed that today's teams are particularly susceptible to two major corrosion challenges: incomplete information and "us versus them" thinking.

Therefore, overcoming such problems requires an effective new condition, for example, a suitable shared mindset.

Building on this article, we explore some strategies that team leaders can implement to drive success across four bases. For example, applying strategies such as "structure time unstructured" leaders to increase understanding and shared identity among team members and promote shared thinking. Additionally, the article describes how to determine team effectiveness by providing an assessment of how leaders help bring about effective collaboration and improvement in an organization. Hence, from our analysis, we know that favorable context, Chain structure and direction of persuasion greatly influence team success.

Ferrazzi, K. (2022). *A New Social Contract for Teams.*

In his article "A New Social Contract for Teams", Keith Ferrazzi presents some innovative ideas for improving teamwork in the workplace. Teams typically follow a hierarchical organizational model, with each member responsible for a specific task within the collective. On the other hand, Ferrazzi claims that this strategy is useless in today's dynamic trading environment because it cannot keep up with changes. Ferrazzi argues for a new "social contract" that emphasizes cooperation, transparency as well as individual responsibility (Ferrazzi, 2022). The new strategy places more emphasis on individual responsibility, open communication, and shared responsibility to achieve team goals.

Ferrazzi emphasizes the importance of developing a sense of trust among team members to foster cooperation and effective communication among these members. Encourage open communication and develop a safe environment where team members feel comfortable

expressing their thoughts. Here's one of his tips for establishing credibility, also included in the previous recommendation. The paper concludes that a reconstructed group social contract benefits all participants (Ferrazzi, 2022). When teams are encouraged to work freely together and take responsibility for their activities, it can boost their productivity, creativity, and adaptability to new conditions.

In summary, the thesis in Keith Ferrazzi's book "The New Social Contract for Teams" is that the traditional, hierarchical-based model of groups is ineffective in today's modern workplace (Ferrazzi, 2022). Instead, Ferrazzi offers a new team model based on shared values, collaboration, transparency, accountability, and trust-building strategies to foster effective communication and collaboration.

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