**To:** Aashna Sharma, NYU Stern | Antara Garg, NYU Stern | Aiden Abbott, NYU Stern | Dan Khaitov NYU Stern | Tom Reid, NYU Stern

**From:** Ramel Tranquille, NYU Stern School of Business

**CC:** Pooja Appanna at NYU Stern | Professor Adam Cataldo at NYU Stern

**Date:** March 09, 2022

**Subject:** TeamingRecommendation for OrgComm Groups According to the Professor of Leadership and Management at Harvard Business School

Dear Professor Cataldo and Group Members,

So far, working with my group this semester has been an opportune learning experience, with more lessons to come. After our first presentation, in an attempt to improve for the next assignment, I discovered a few insightful recommendations from the Harvard Professor of Leadership and Management, Amy C. Edmondson. With a background in engineering and design, her notable work includes her development of, and contribution to, psychological safety which expanded to a larger academic field. Her most relevant research in the field, for our group, is on *teaming:* how teams and organizations work together to succeed, learn, and innovate in a high-skill economy. After reading the *Forbes* article, I know that this will be an important factor in the performance of any team, and that the tenets of *teaming* will provide a key recommendation for our group.

**Importance of Teaming**

In firms, contemporary group structure is fast-paced, and interdisciplinary, as many different skills and fields must interact to produce quality innovations in short periods. Hence, team structure is not as “stable, well-designed, [or] well-composed, simply because of the nature of the work, which is more uncertain and dynamic than before.“ Edmondson notes. Today, large corporations like J&J are composed of numerous smaller teams, which include employees of different skill sets: software engineers, marketing directors, and graphic designers all play crucial roles in project development. A common issue in firms occurs when managers or designers relay instructions for an application to a software developer. On occasion, these directions are impossible to implement within context, thus requiring further communication and/or *off-the-cuff* heroism from an independent team member.

**Tenets to Teaming**

Honing this dynamic interdisciplinary communication is the central objective of Edmondson’s research of *teaming*. In addition, it could be foundational to our group's success this semester. The Professor defines the key tenets to *teaming* as such,

1. Reaching Out/Communication
2. Getting & Keeping up to speed
3. Establishing member’s values and interests within the group
4. Attempting to make progress without a preconceived plan

**Teaming from Our Perspective**

Overall, I believe our first presentation and essay were more than adequate. However, ideas from *teaming* can be implemented to improve performance. Communication was consistent throughout the process, in addition to our ability to work and research without a blueprint. From there on, we always caught up with each member's thoughts and research, providing feedback afterwards. In contrast, our understanding of each individual's skills and interests was lacking. This tenant is essential as it involves “skillful inquiry, and an ability to teach others what you know,” and could have improved our efficiency and performance. Social barriers and anxiety, which Edmonton also discusses, were the causes of this lacking feature. In hindsight, we only knew everyone’s skill level in public speaking. As a recommendation, each person should give a 30-60 elevator pitch including time for questions from other group members. This method is brief, allowing each member’s essential background information to come forth.

To conclude, Professor Edmondson’s extensive research is worthy of its notoriety. As she notes, as contemporary firms become more dynamic, fluid, and large, so will each of its teams and individuals. Moreover, her guidelines can be used in many of our academic settings to improve our performance, innovation, and learning. For our Organization Communications group, this research demonstrates areas of success, and others that could use improvement. Although I mention only one recommendation, the vast research on organizations and *teaming* can provide more solutions to our inevitable problems. After the first two assignments, I have no doubt that our continuous communication, cooperativeness, and willingness to learn will better our performance in future projects.

Original *Forbes* Article:

[Forbes: Why Leaders Need to Rethink Teamwork](https://www.forbes.com/sites/hbsworkingknowledge/2012/12/28/why-leaders-need-to-rethink-teamwork/?sh=3b376f205f66)

Onward,

**Ramel Tranquille**

New York University Leonard N. Stern School of Business

B.S. Class of 2023 | Finance, Computer Science

Phone: (347) - 496 - 9076

Email: [rt1734@stern.nyu.edu](mailto:rt1734@stern.nyu.edu) OR [tranquilleramel@gmail.com](mailto:tranquilleramel@gmail.com)