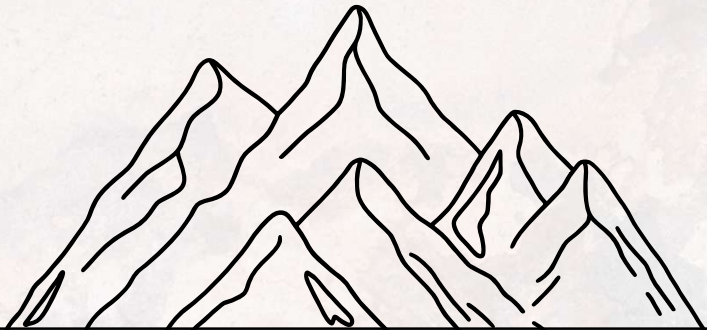


# **Leadership and Team Simulation: Everest V3**

## **Team 4:**

Parashar Kshitij  
Joshua Tolhurst Peden  
Enzo Bascunan Ruiz  
Sofia Matomaeki  
Tan Shu Gek  
Su Wenxin



# Our Roles



**KP**  
Leader



**Josh**  
Physician



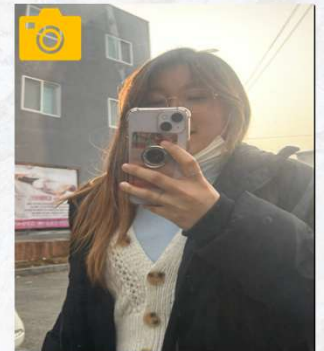
**Enzo**  
Environmentalism



**Sofia**  
Marathoner



**Shu**  
Photographer



**Wenxin**  
Photographer



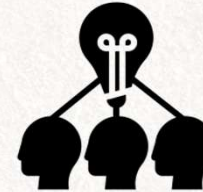


# **Goals & Collective Orientation**

# Our Goals

01

**Clear goals focused on collective achievement and solidarity.**



02

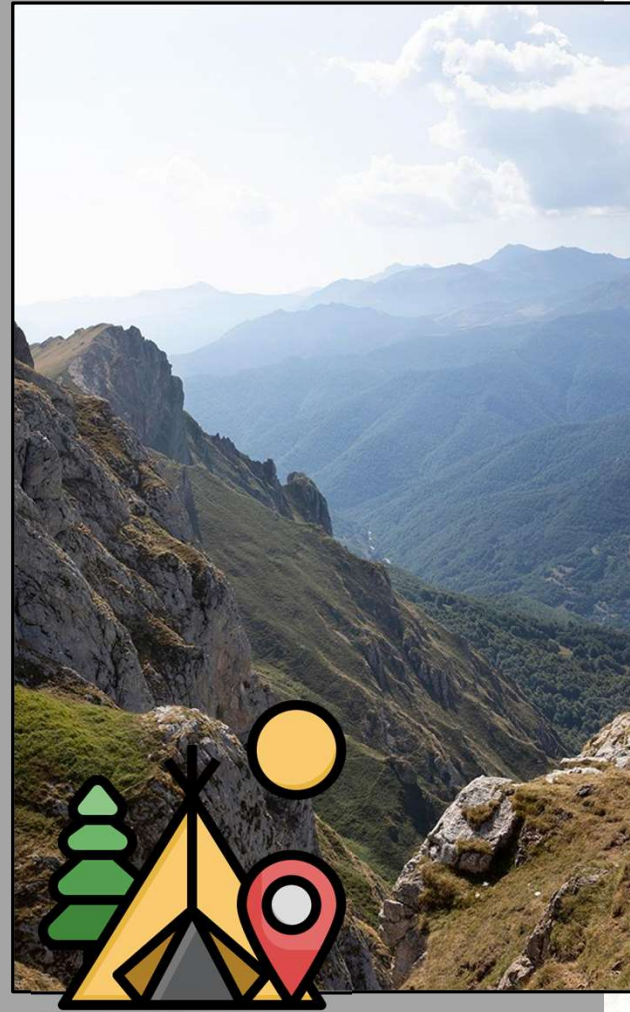
**Aimed to ensure that every member progressed together, without leaving anyone behind or needing rescue.**



# Our Strategy

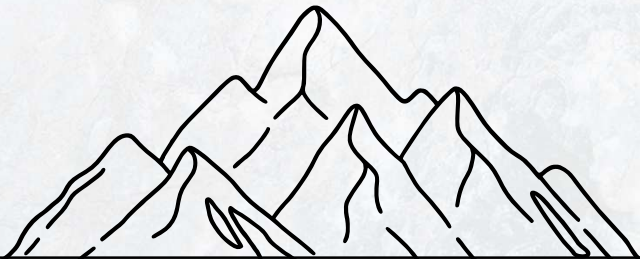
- **Prioritizing activities that would benefit the group.**

**Eg. Staying at camp to conserve energy and resources for the entire group.**

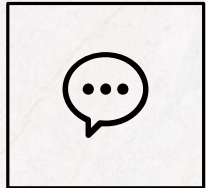




# Decision Making

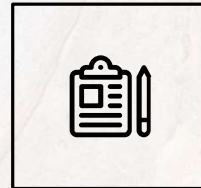






## **Consensus-based Approach**

Input of every member.



## **Distribution of Roles & Responsibilities**

Division of labor.



## **Time Constraints**

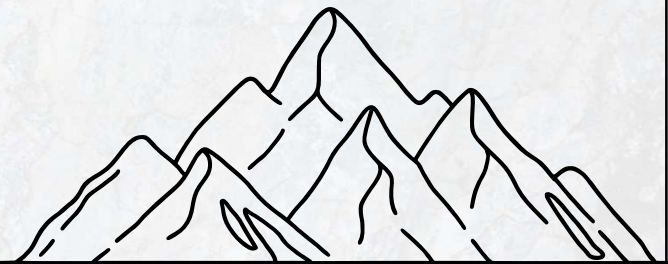
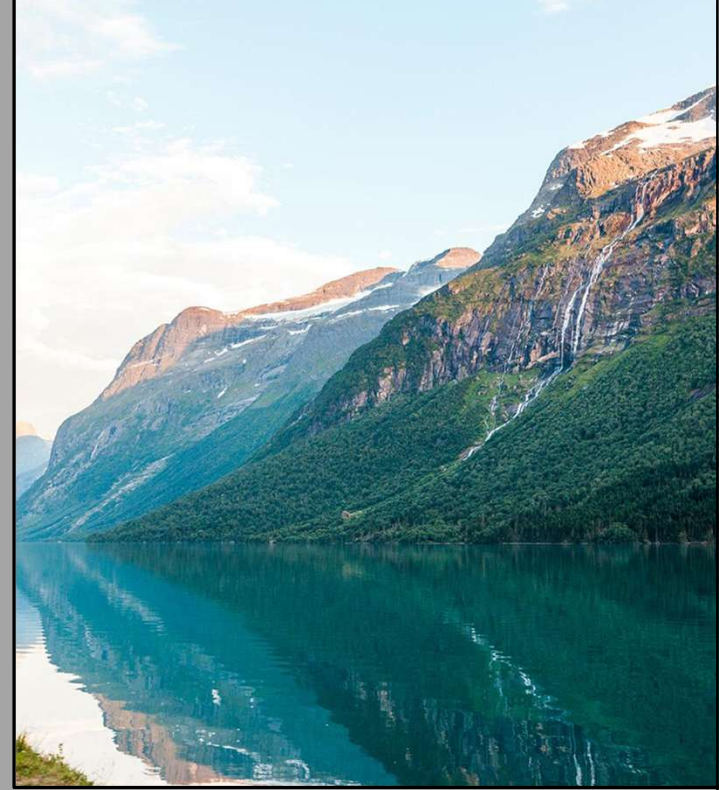
Affected our ability to explore potential strategies & decisions.



## **Indecisiveness**

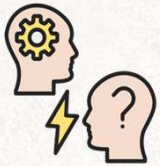
Struggled to reach consensus in critical matters.

# Conflict Management





## Conflict Management



01

**A team member arrived late.**

02

**Affected & delayed our start of stimulation.**

03

**Reassignment of roles. (Photographer > Marathoner)**

04

**Member has to **re-familiarize** with new responsibilities.**

05

****Missed opportunities** to act more decisively due to lack of time.**

06

**Lead to disappointing outcome of bonus challenge 3.  
(The Hillary step)**

# How did we manage?

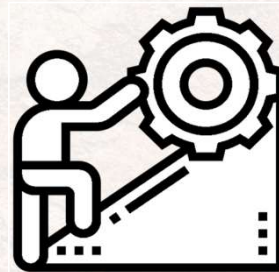
Replacement of member's role allowed for a **holistic oversight** of our activities, ensuring that no crucial information was overlooked.

This individual acted as a bridge between team members, **facilitating effective collaboration** and ensuring that everyone's contributions were duly considered.

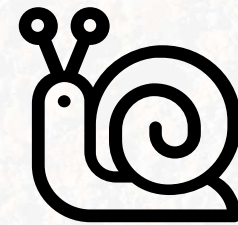




# Challenges



# **Slow Decision Making**

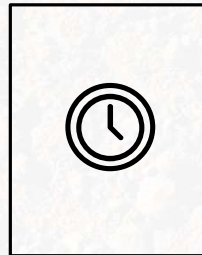






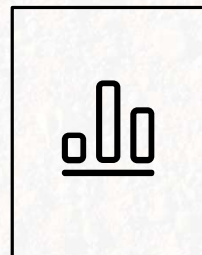
## **'Correct' over 'quick'**

High amount of **indecisiveness** as team wanted to make 'perfectly' correct decisions each day



## **Outcome**

Functionality and effectiveness impacted in later rounds as communication began to break down



## **Results**

Resulted in **crucial time loss**



## Getting everyone's input

Team operated with a **desire for uniformity** in decision making, rather than majority vote



## Outcome

Early round decisions required **long conversations** to reach consensus



## Results

Approach was **successful** but **slow** overall



# **Risk Tolerance**





## Allocating priority

Shared point-based goals of each character before round 1 to determine a **priority list**



## Low risk tolerance

**Targeted goals** with highest point values and overlap, and ignored ones that had large trade-offs and risks



## Hindered success

Able to gain **large number of points**, but **sacrificed** some on the final day



# **Time Management**





## **Time Imbalances**

Trying to make the 'correct' decision in early rounds lead to **less time** that could be allocated across tasks (Hillary Step)



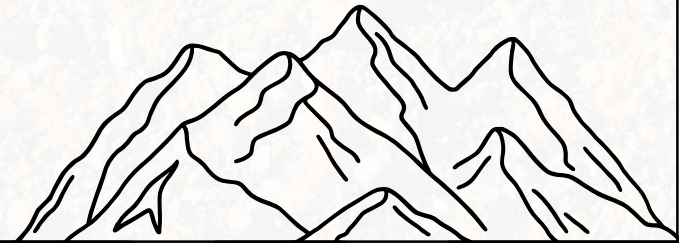
## **Oversharing Information**

Team was prone to **oversharing information** due to fear of missing information vital to making 'correct' decisions

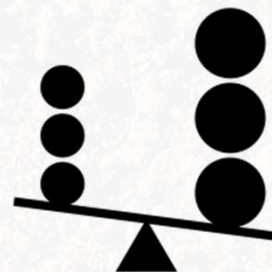




# **Analysis**



# **Interest/Goal Asymmetry**





01

### **Proactive Management of Interest Asymmetry:**

- Prioritized **transparency** regarding personal goals.
- Emphasized **collective success** over individual achievements.
- Fostered mutual understanding and **trust** among team members.

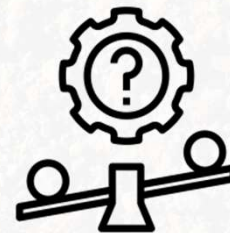
02

### **Addressing Potential Challenges:**

- Recognized that conflicting individual goals could hinder teamwork and coordination.
- Preemptively addressed potential conflicts through **open and transparent** communication.
- **Aligned individual goals** with the team's overall objectives.

**Key Takeaway:** *Prioritizing **transparency** and **collective success** helped mitigate the impact of goal asymmetry.*

# Information Asymmetry





01

### **Critical Decision Points Affected by Information Asymmetry:**

- Weather calculation
- Monitoring health conditions of team members
- Route planning, including the Hillary Step

02

### **Effects of Information Asymmetry:**

- **Potential discrepancies** in decision-making and risk management
- Challenges in **optimizing the team's collective response** to different tasks

**Key Takeaway:** *Promoting transparency, collaboration, and leveraging diverse sources of information to make informed decisions can help mitigate information asymmetry*

# **Effects of Common Information Bias & Discussion Bias**





01

### **Strategies Adopted to Mitigate Cognitive Biases:**

- Encouraged all team members to **contribute their unique insights** and perspectives during discussions.
- Sought input from **all members** before arriving at a decision and actively encouraged quieter team members to voice their opinions.

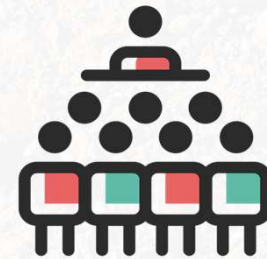
02

### **Balancing Participation and Comprehensive Evaluation:**

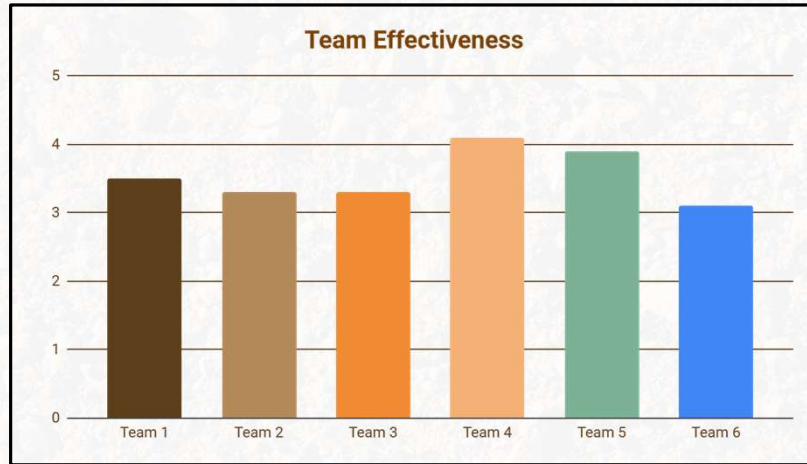
- Ensured that decisions were based on a comprehensive evaluation of **all available information**.
- Helped mitigate the potential influence of discussion bias on the decision-making process.

**Key Takeaway:** *Although not explicitly aware of the cognitive biases at the time, the team's efforts to promote inclusive communication and balanced participation inadvertently helped mitigate the impacts of the common information effect and discussion bias.*

# **Team Effectiveness & Leader Effectiveness**







# Team & Leader Effectiveness

To what extent should the team be valued to achieve goals efficiently ?

- Opposition between **individuality** and **collectivity**
- Leader success is judged by how the team collaborated and performed well together

**Key Takeaway:** Importance of balancing individual and collective goals



# **Assigned vs Emergent Leadership**





# Assigned vs Emergent Leadership

Inherent aspects of the simulation...

## Assigned Leadership

- Some roles **naturally had more leadership influence** due to their position (e.g. **physician** or the **leader**)

## Emergent Leadership

- Other roles had to **exhibit leadership** despite not being assigned a leadership position (e.g. **photographer**, **environmentalist**, etc.)

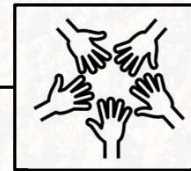
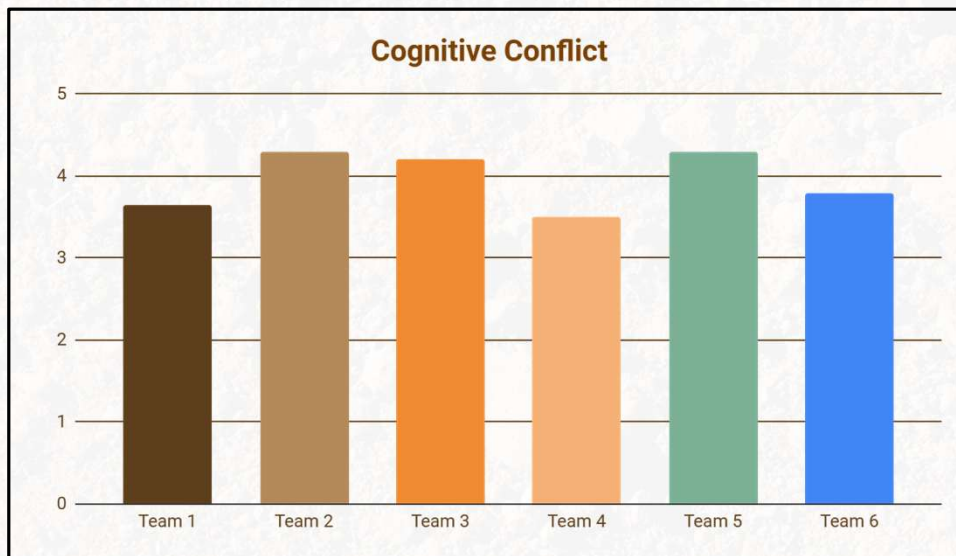


# **Cognitive Conflicts**



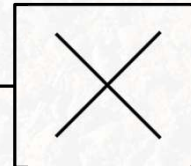


# Cognitive Conflicts



## **We encountered too little task conflict**

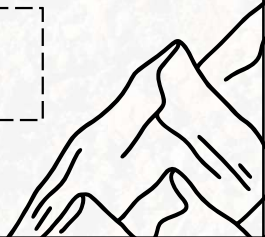
- Too focused on providing a great team experience and avoiding disagreements



## **Too little task conflict can be dysfunctional**

- Tends to lead to low team performance

**Key Takeaway:** Cognitive conflicts can help assess problems, expose assumptions, evaluate other options, identify solutions, and increase understanding

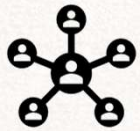




# Implications



# How Can We Improve?



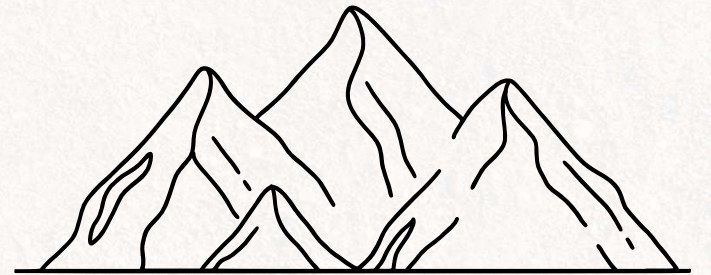
**Delegate Decision-Making**



**Don't Fear Task Conflict**



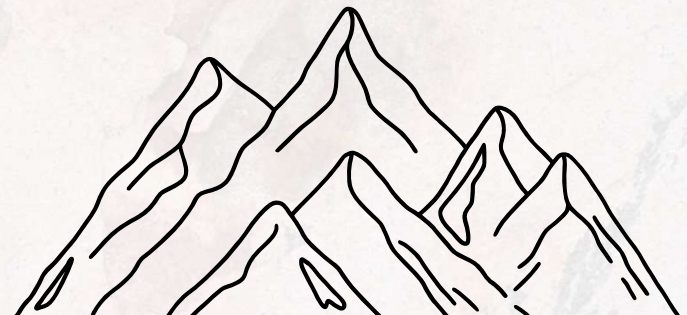
**Balance Inclusivity With Efficiency**





# Conclusion

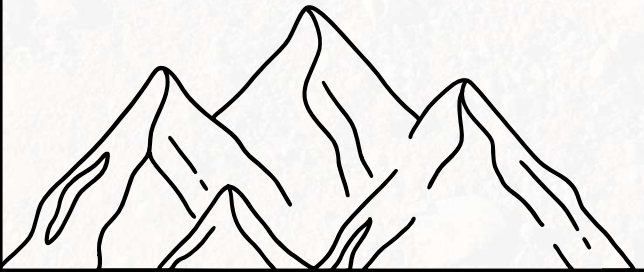
Some travel tips &  
Thoughts to ponder on.





# Thank You

Any questions?



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