

London
Business
School



High Performance Teams

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Academic Director of the Leadership Institute

London Business School



london.edu



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Ground rules to get the most, inclusively

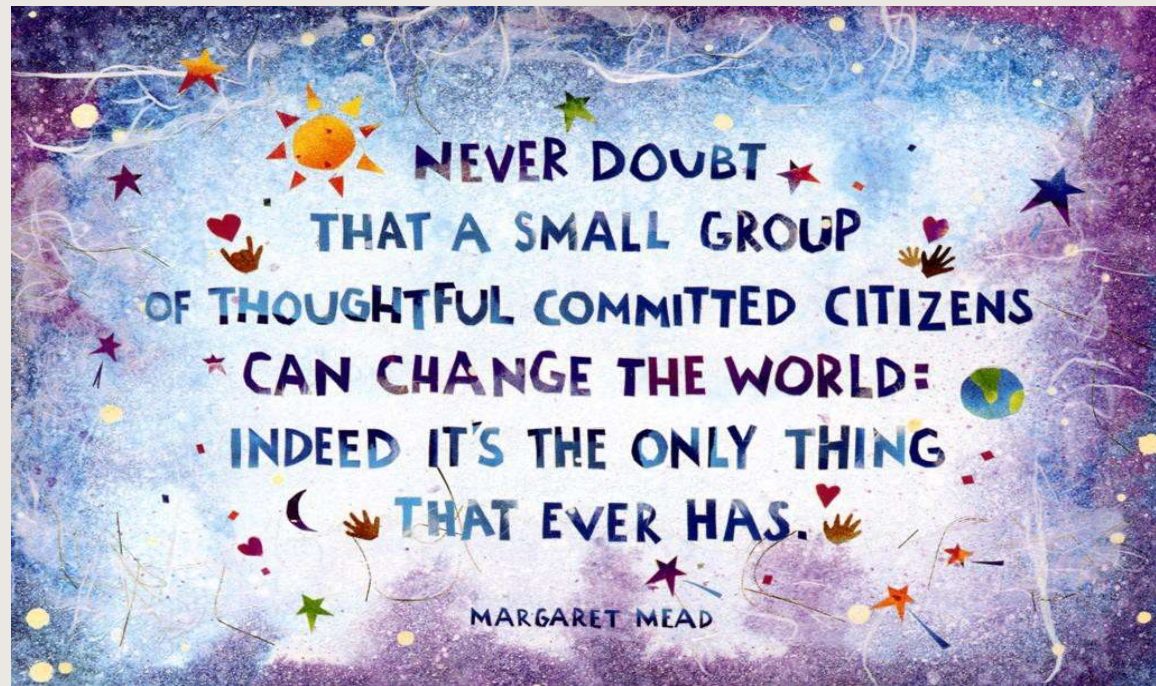
**Much to cover in a short period of time –
please be a good citizen to your colleagues**

**Everything is evidence-based on rigorous
quantitative research**

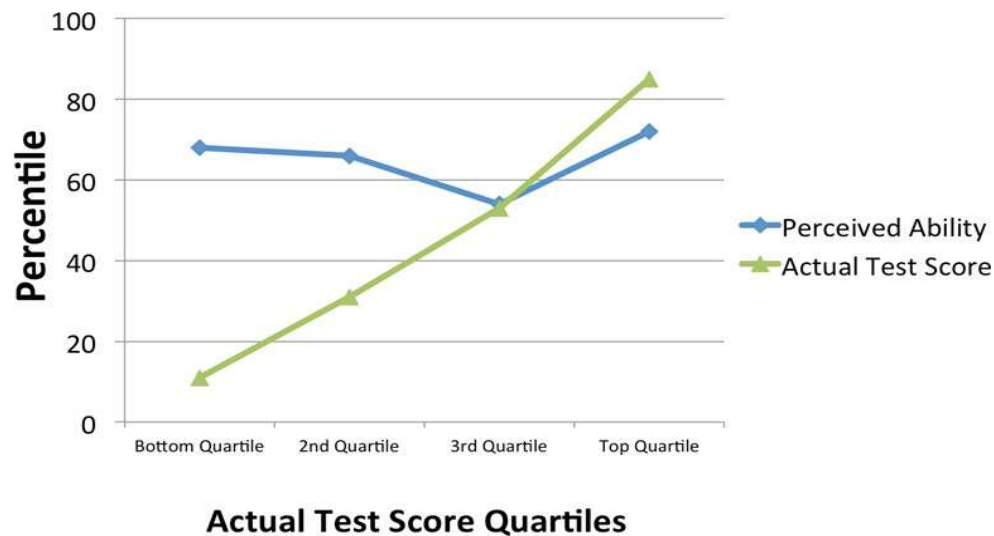
Long term success in business is...

- Equally predicted by technical skills (finance, marketing, etc.) and people skills (e.g., self-awareness about how others perceive you, influencing, etc.);
- Dependant on your ability to work well with a broad variety of people, including those who may not be 'your type' of people; and
- Usually made or lost when you are vulnerable (Do you know when you are at your worst and vulnerable?).

When luck goes against you, would your team step-up or step-back?



Biased self-evaluation (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



What does success look like in your team?

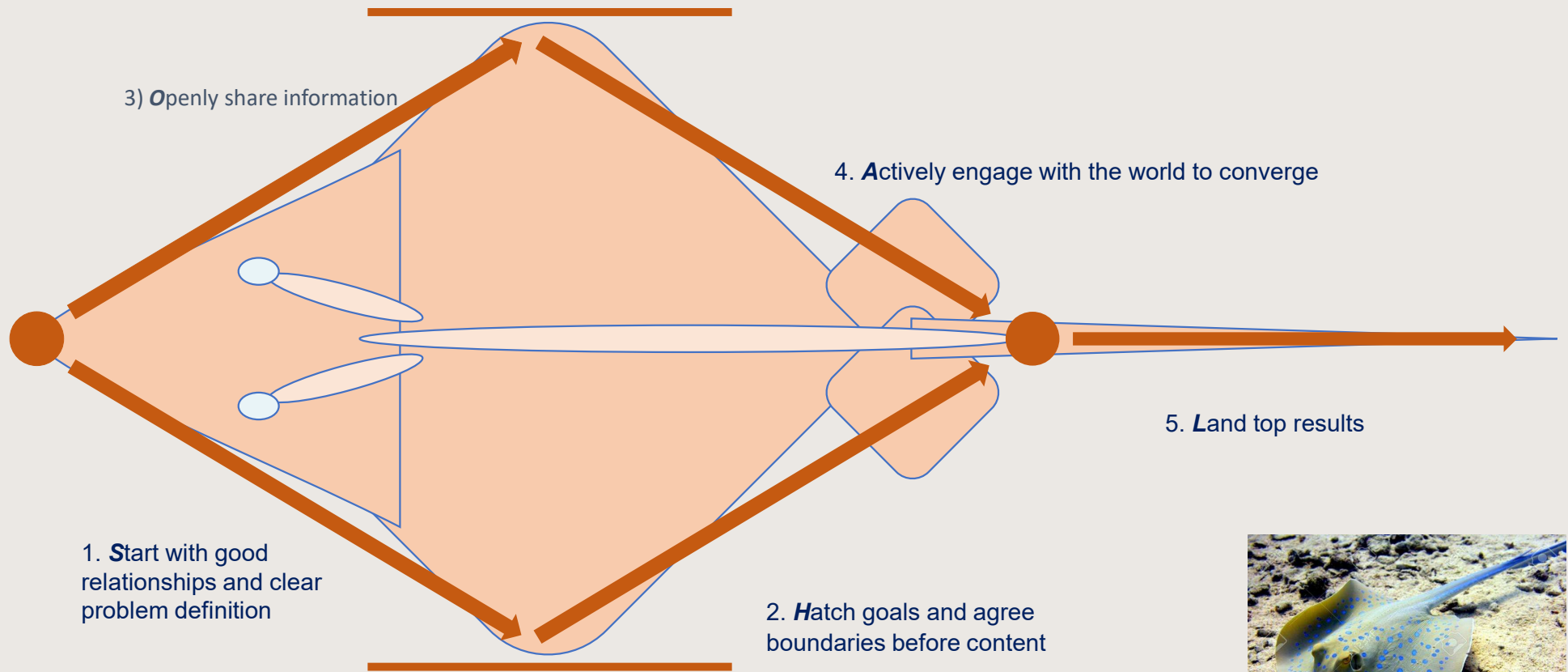
Take 2 minutes and think about what success means for you and the team you work with.

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



Managing Innovation Actions
Please put in best possible order...

A	Understand technical challenges in finding a solution to the market need.
B	Identify a project sponsor/champion to push the project through the organization.
C	Create a technical plan that takes account of the internal and external problems with the proposed solution.
D	Coordinate the technical plan.
E	Develop/propose a solution to address the market need.
F	Revise and correct problems with the product and process.
G	Identify a market need.
H	Identify the technical and human factors that challenge implementing the proposed solution.
I	Collaborate across silos in the organisation to understand how the proposed solution fits with the business.
J	Work with marketing to ensure the product need is developed.
K	Measure the performance of the product.

Managing Innovation (25 minutes)

- 1) Work in assigned teams
- 2) You must come to a decision as a team (no stalemates)
- 3) Prior to working on the task, decide (and agree) on how to decide
- 4) Averaging each team members' rankings is not the best way to make the decision
- 5) Don't change your individual answers after seeing your team's answers!
- 6) Return to break-out rooms – back in class at...

Actions		Step 1 Individual sequence	Step 2 Team sequence	Step 3 Suggested sequence	Absolute difference Column 1 versus 3	Absolute difference Column 2 versus 3
A	Understand technical challenges in finding a solution to the market need.					
B	Identify a project sponsor/champion to push the project through the organization.					
C	Create a technical plan that takes account of the internal and external problems with the proposed solution.					
D	Coordinate the technical plan.					
E	Develop/propose a solution to address the market need.					
F	Revise and correct problems with the product and process.					
G	Identify a market need.					
H	Identify the technical and human factors that challenge implementing the proposed solution.					
I	Collaborate across silos in the organisation to understand how the proposed solution fits with the business.					
J	Work with marketing to ensure the product need is developed.					
K	Measure the performance of the product.					
	TOTAL SCORE					





Lessons from managing innovation

1. Teams are *more effective* than individuals for making decisions – however, they are also *less efficient*.
 - a. Not everyone benefits from every team every time, but most of the time most people benefit, and the group almost always does.
2. Teams make better decisions than individuals on average because, for example, team members share insights into defining the task.
3. Group “synergy” is when the team does better than any of the individuals on the team. This is the ideal all groups hope to achieve.
4. The difference between an OK and a great team experience is in getting the dynamics of the group right: Great team dynamics leads to teams with engaged people and exceptional team performance.

Lessons from managing innovation

5. Teams are formed with the idea that each person brings unique information to the discussion and is collectively responsible. However, individual expertise and knowledge is often **not shared** because:
 - *teams decide on the first acceptable alternative (it becomes a contest of influence or who 'wins'), rather than looking for the best alternative;*
 - *teams spend most of their time debating the 'shared' information that everyone already knew before the meeting (because this increases individual status);*
 - *when a powerful boss/leader goes on record with an opinion, other team members often defer by withholding information to support that preference;*
 - *dominant and extroverted members tend to talk most in meetings, but do not necessarily have the most information to share; and*
 - *individual team members may withhold negative information about a candidate that they prefer, or positive information about a candidate they do not prefer.*



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

Oxford English Dictionary

A conceptual illustration of a single drop of water falling from a globe and forming an ocean. The globe is at the top, with a stream of water falling from it. The water forms a large, shallow ocean basin at the bottom. The background is a light blue gradient.

“Individually, we are one drop. Together, we are an Ocean.”
Ryunosuke Satoro



Standing Out While Fitting In

How can you be your authentic self while simultaneously fitting in at a company with a strong culture?

Kathleen M. O'Connor and Randall S. Peterson

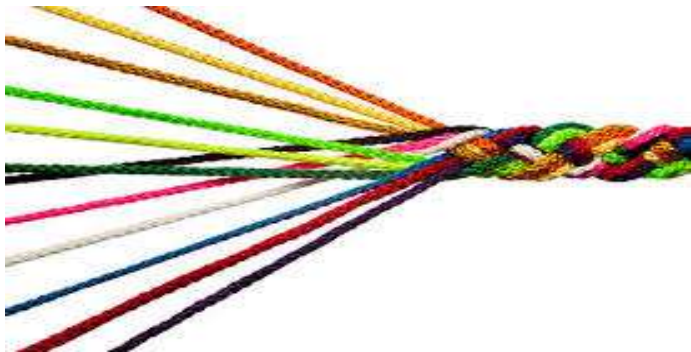
January 06, 2021

READING TIME: 8 MIN



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

Oxford English Dictionary



For organisations it 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.).



Collaborative



**Harvard
Business
Review**



Magazine
Article

Managing Yourself



When to Cooperate with Colleagues and When to Compete

by Randall S. Peterson and Kristin J. Behfar



A photograph of the Google logo in a dark setting. The logo is illuminated with its characteristic colors: white 'G', red 'o', yellow 'o', blue 'g', and green 'l'. The background is blurred, showing the silhouettes of people in business attire walking past the logo. The overall atmosphere is professional and dynamic.

Investing in better collaboration and teamwork

We are leading...

- In increasingly **unpredictable** environments.
- To solve increasingly **complex (integrated/cross functional)** problems.
- With teams that are curated to work on complex/cross functional issues in a diverse group of experts who need to **collaborate virtually**.

VUCA world
Climate change



Globalisation, AI,
Digitization



Manage Teams
Virtual Working





Teams are evolving from stable, clearly defined structures to dynamic, fluid ones. This shift presents opportunities and challenges for organizations worldwide.





Key differences: Stable vs dynamic teams

1 Membership

Stable teams maintain consistency. Dynamic teams have changing rosters.

2 Boundaries

Clear in traditional teams. Blurred in modern structures.

3 Focus

Single team focus vs multiple team involvement.

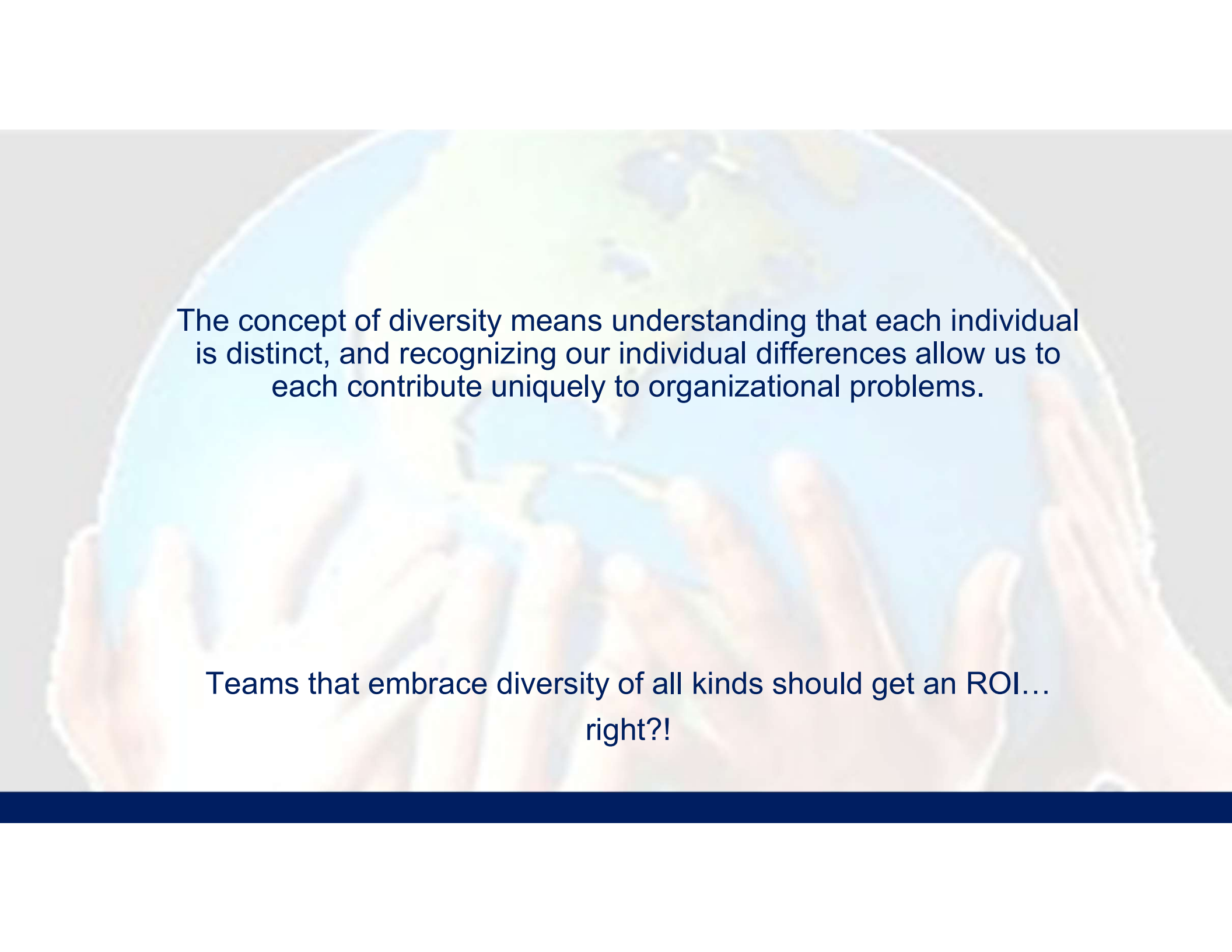
4 Location

Co-located vs geographically dispersed.

Advantages of Dynamic Teams (when they work well)

1. Diverse expertise leads to innovative solutions and creative problem-solving for the team.





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



Low

Medium

High

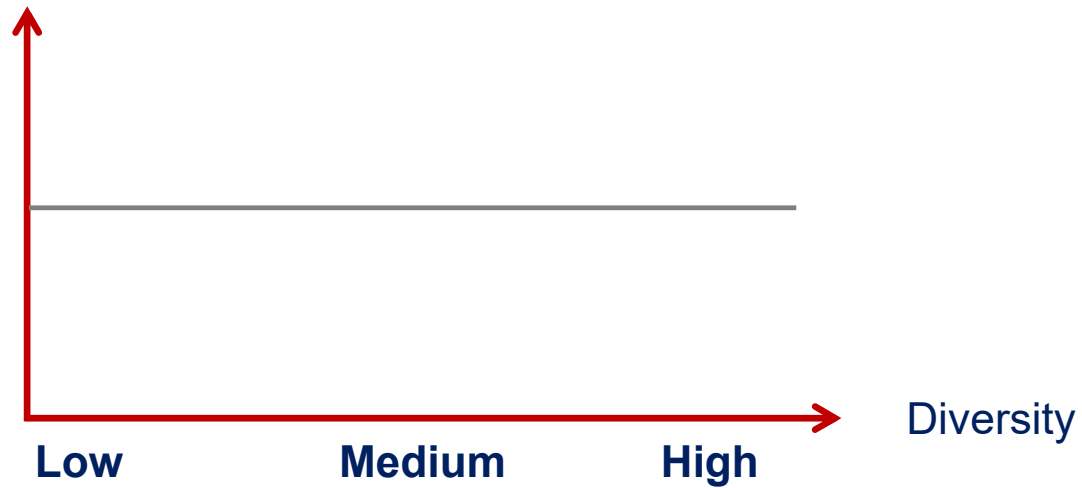


Diversity

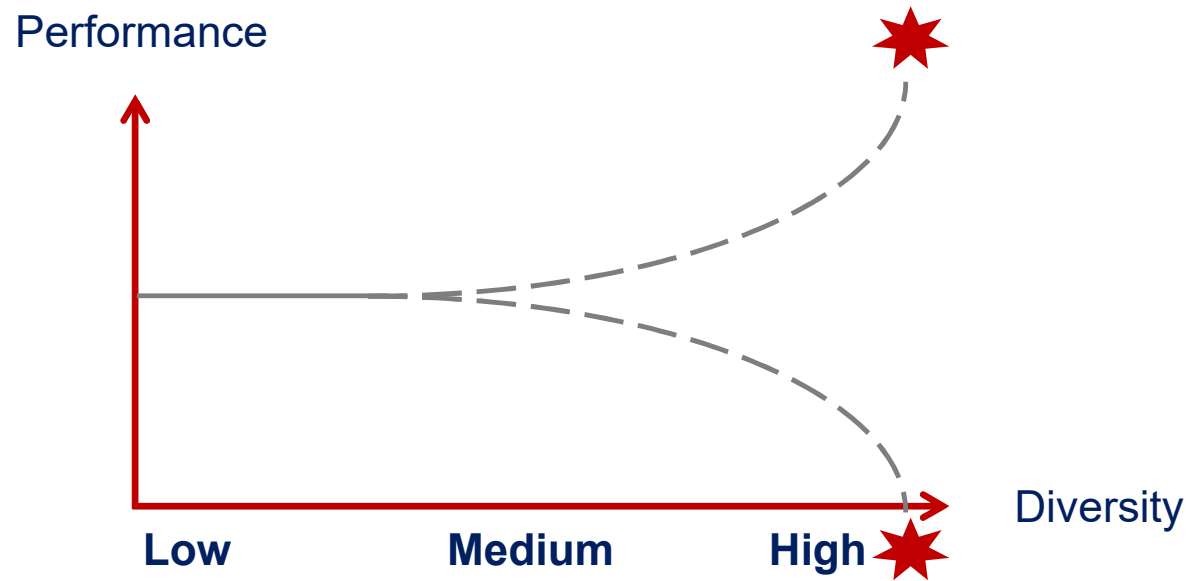
Double-Edged Sword Model of Diversity



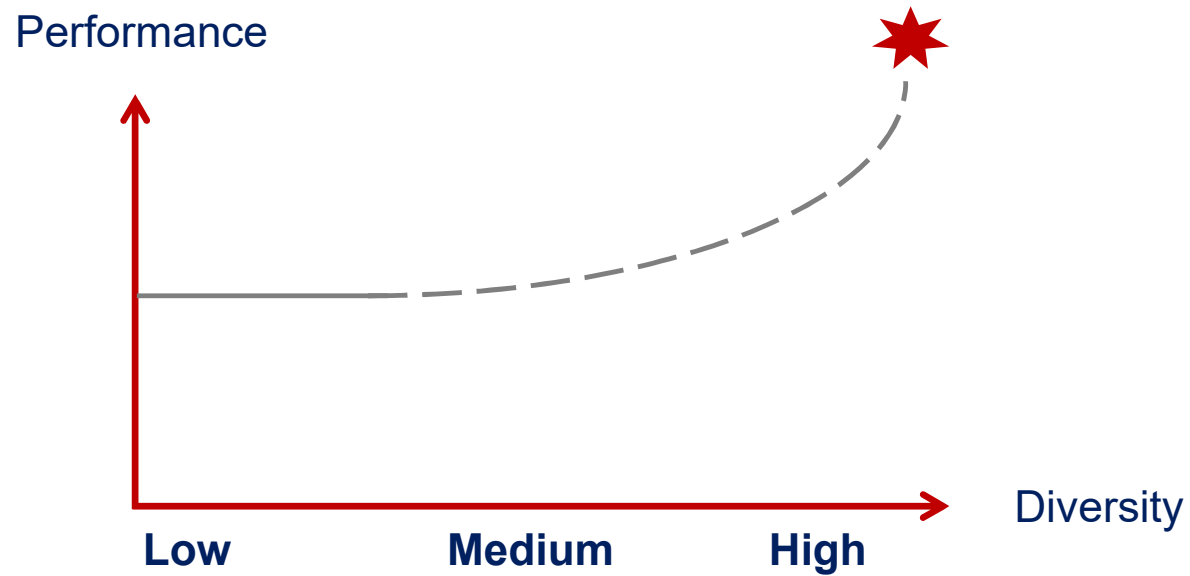
Performance



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



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



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

Advantages of Dynamic Teams (when they work well)

1. Diverse expertise leads to innovative solutions and creative problem-solving for the team.
2. Facilitates knowledge sharing and cross-pollination of ideas across the organization (team-to-team).



Teams do not always learn from others.



Advantages of Dynamic Teams (when they work well)

1. Diverse expertise leads to innovative solutions and creative problem-solving for the team.
2. Facilitates knowledge sharing and cross-pollination of ideas across the organization (team-to-team).
3. Quick assembly of teams with the right mix of skills for each project.



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.).

High Performing Team

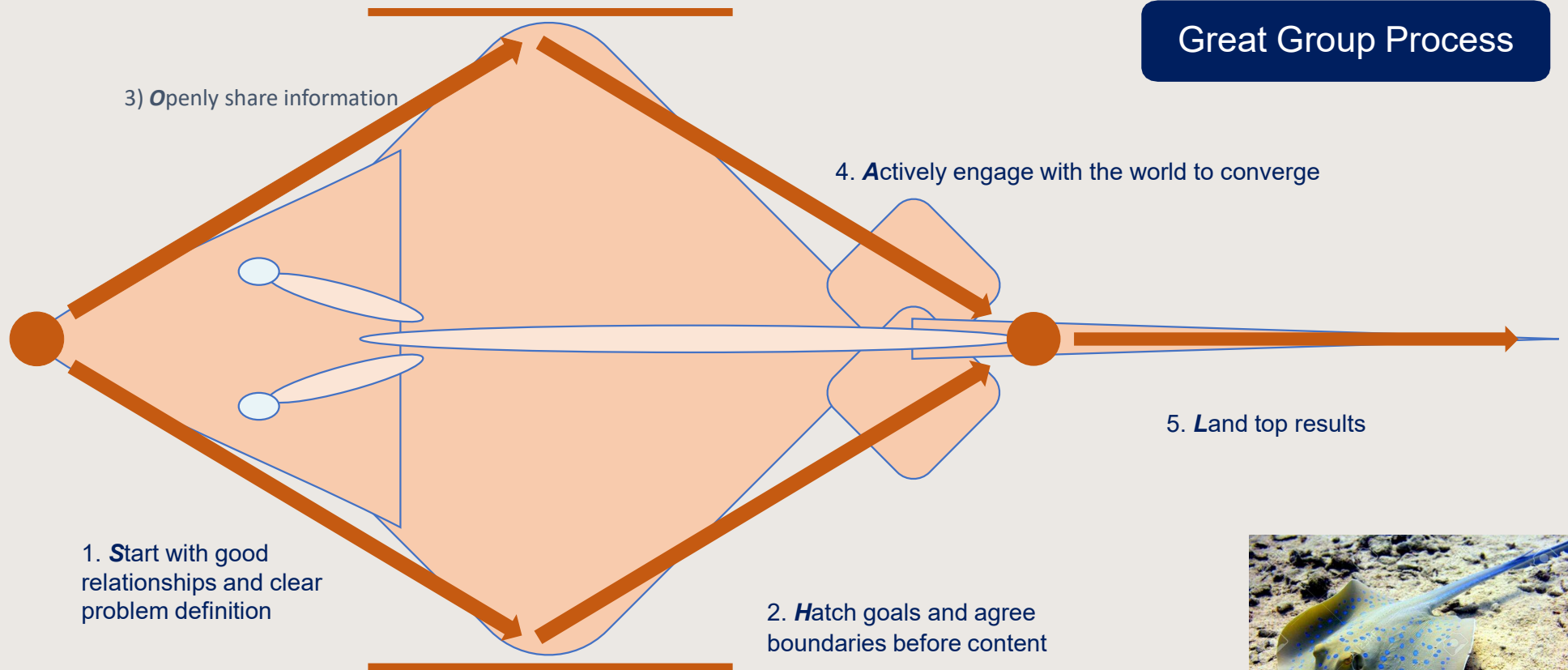
Ingredients

Skills Audit

Internal Process
Evaluation - AAR

External Feedback

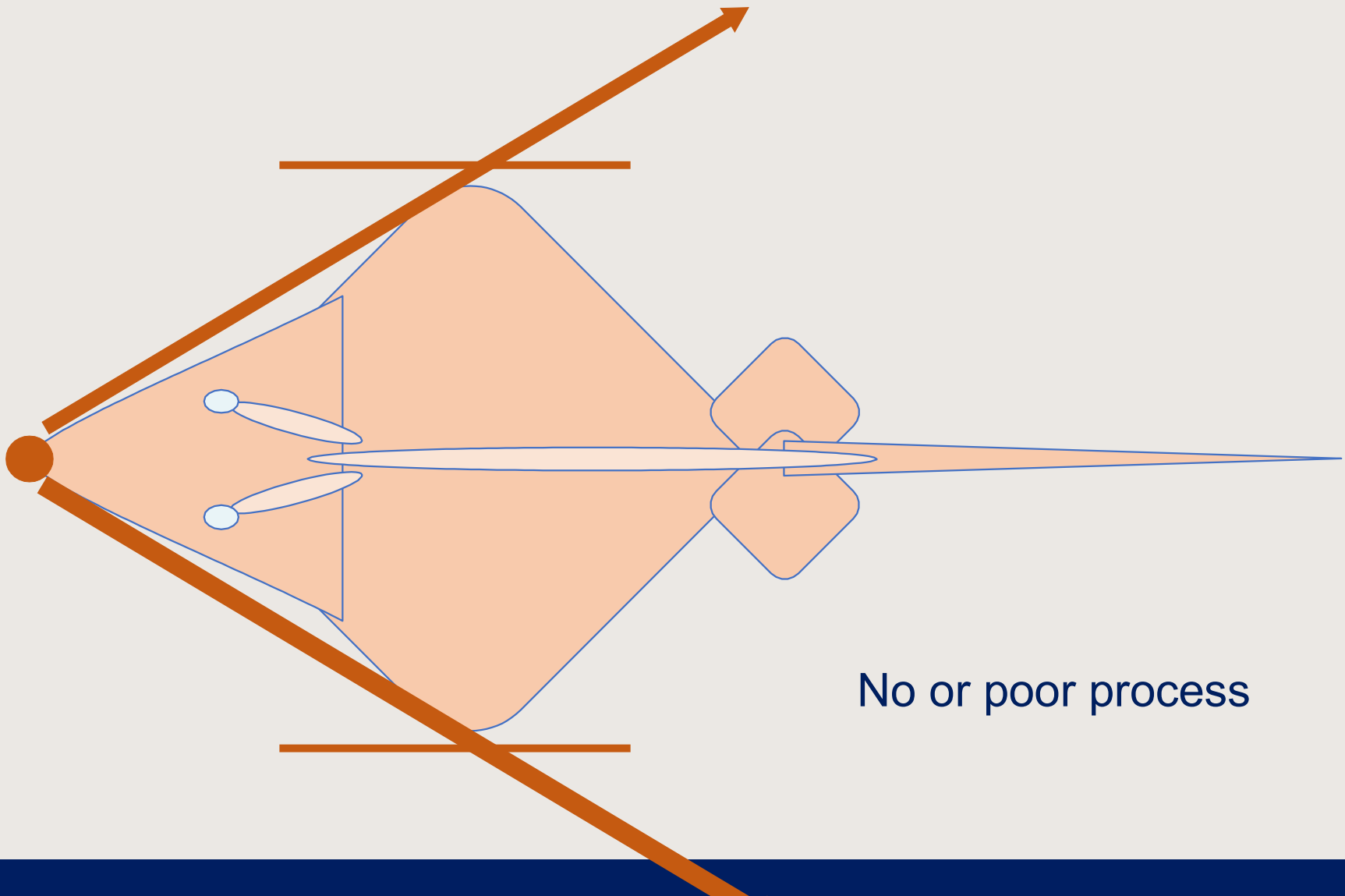
Great Group Process



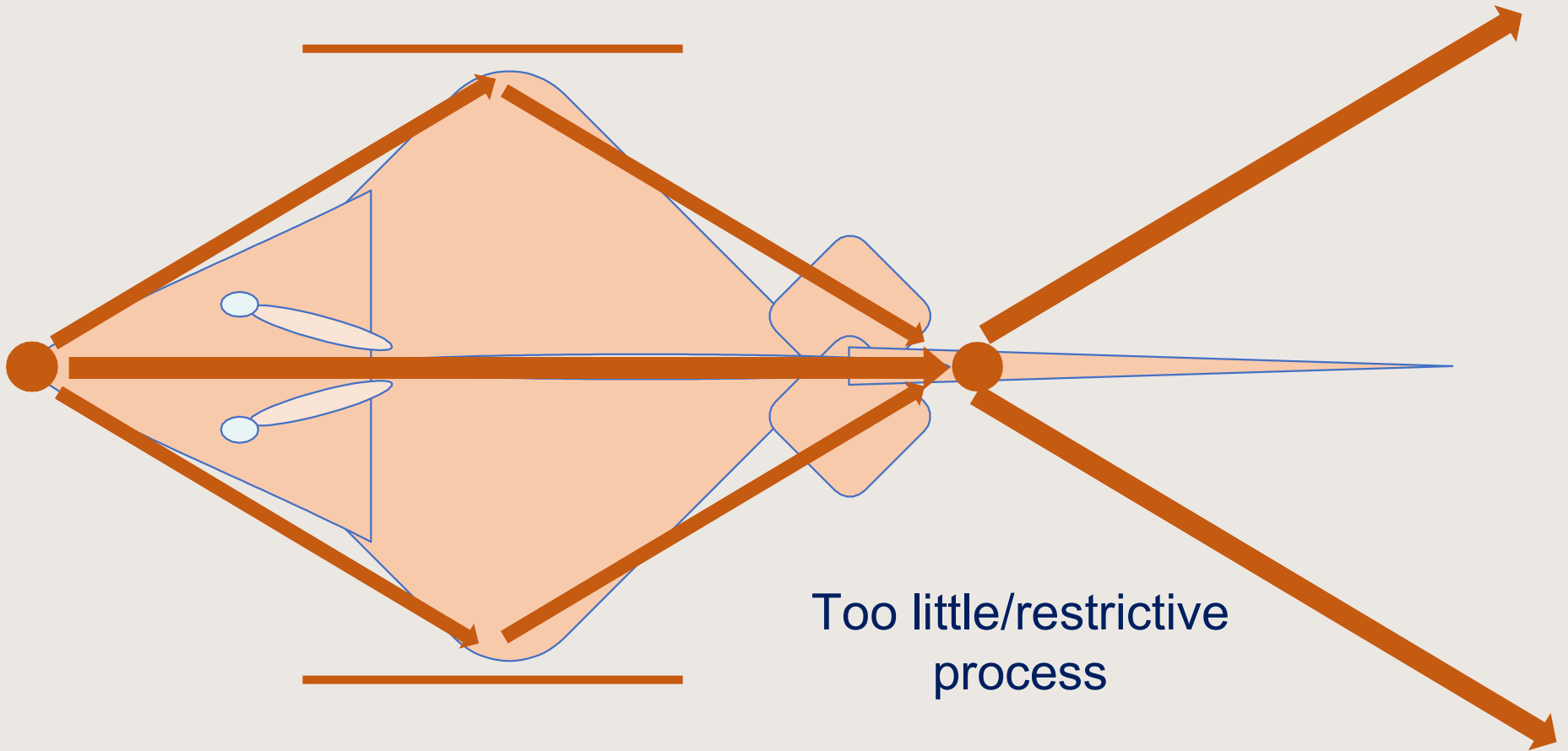


Challenges of dynamic teams

- 1 Consistent processes
Difficult to establish and maintain.



No or poor process

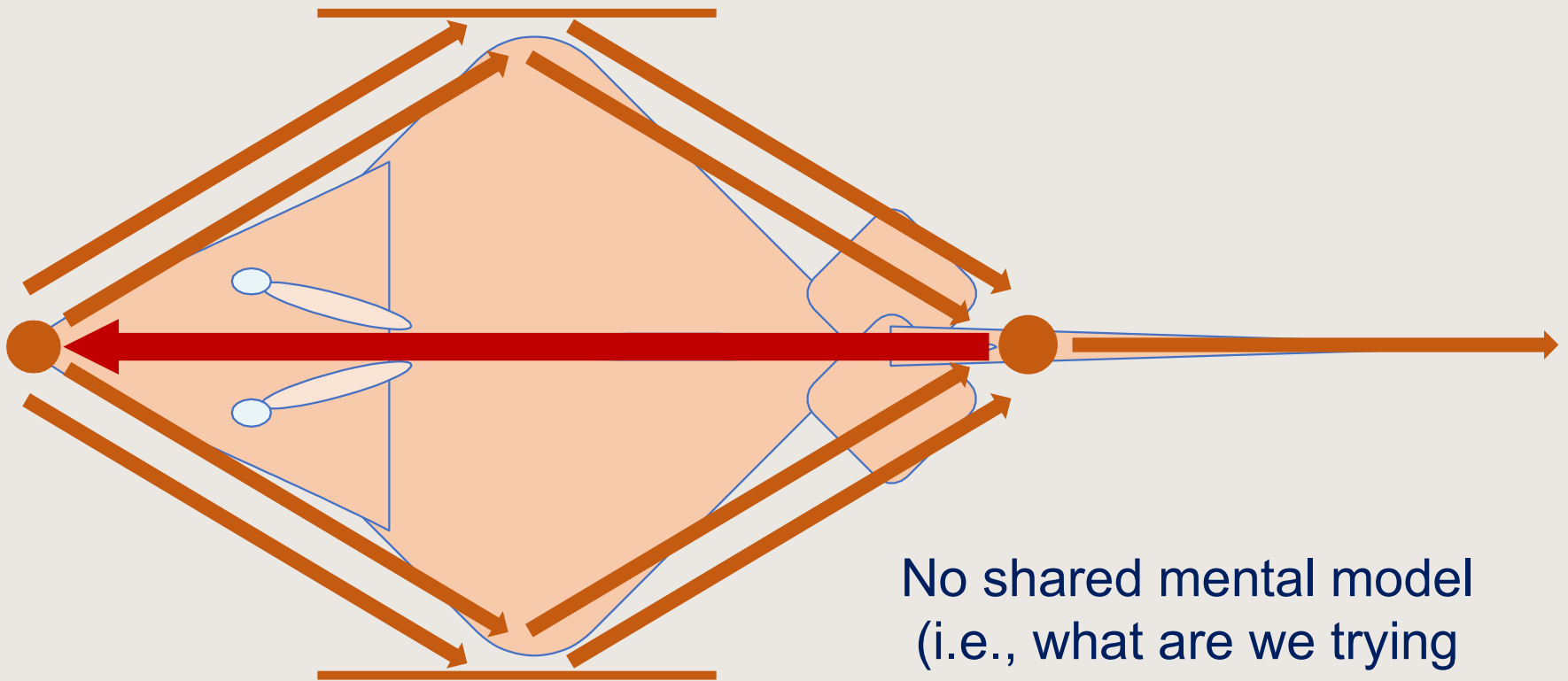


Too little/restrictive
process



Challenges of dynamic teams

- 1 Consistent processes
Difficult to establish and maintain.
- 2 Shared understanding
Struggle to develop shared mental models.



No shared mental model
(i.e., what are we trying
to achieve?)



Challenges of dynamic teams

- 1 Consistent processes**
Difficult to establish and maintain.
- 2 Boundaries**
Clear in traditional teams. Blurred in modern structures.
- 3 Divided attention**
Challenges in prioritising work across multiple teams (beware too much uncertainty).

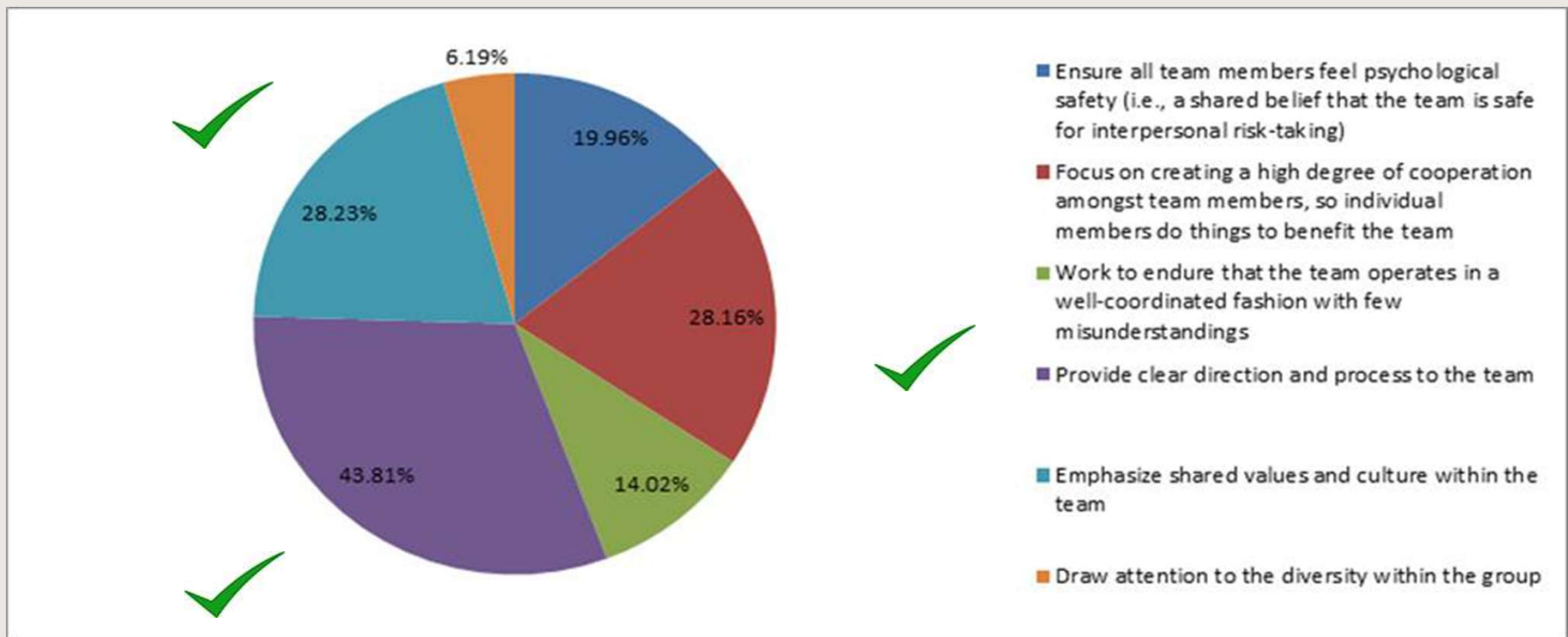
Question

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)?

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



London Business School Leadership Index



Question

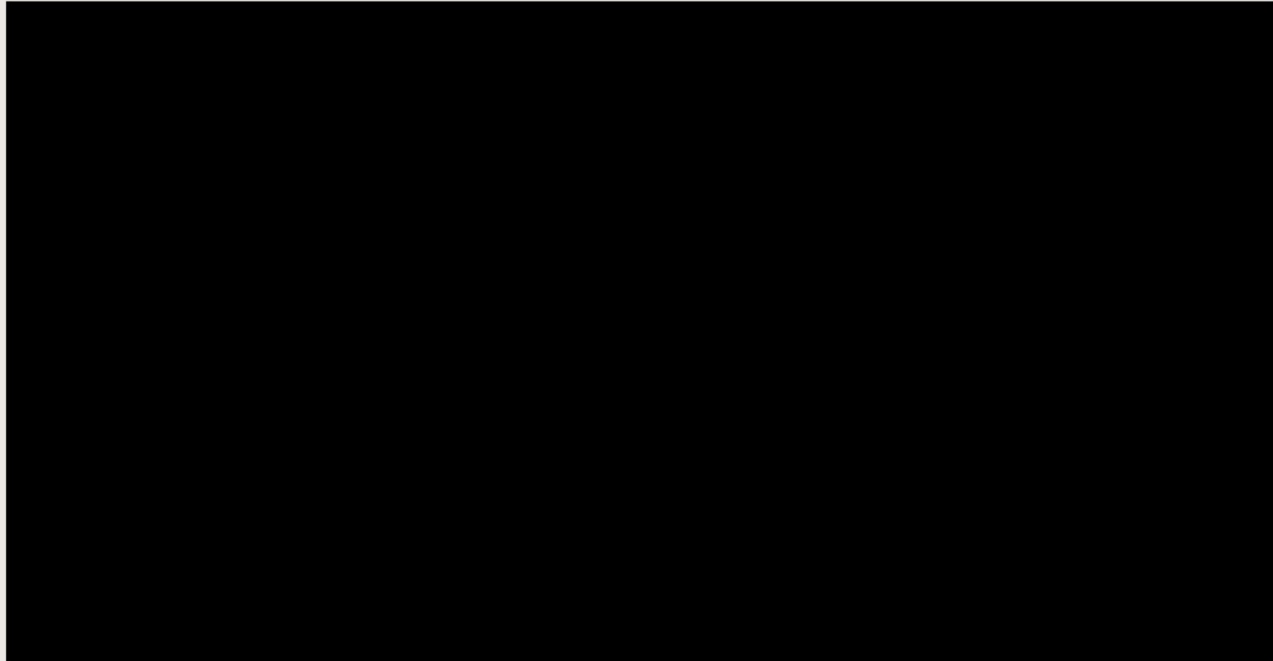
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Psychological
Safety?



Kill chaos with kindness: Agreeableness improves team performance under uncertainty



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²London Business School, UK

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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.

Keywords

Agent-based modelling, collaboration, computational modelling, evolutionary computation, genetic algorithms, particle swarm optimization, personality psychology, team performance, teamwork

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

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)?



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*



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 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

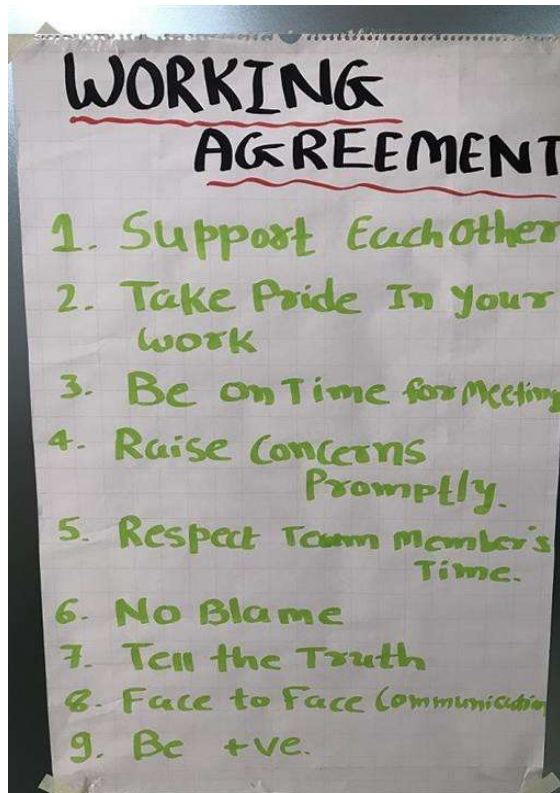
Research Findings from Past Core Teams

(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)



All directors agree to:

- Uphold the highest ethical standards of integrity and probity, including compliance with the company's Code of Business Conduct and Ethics,
- Support executives in their leadership of the business while monitoring their conduct;
- Question intelligently, debate constructively, challenge rigorously and decide dispassionately;
- Listen sensitively to the views of others, inside and outside the Board;
- Gain the trust and respect of other Board members;
- Promote the highest standards of corporate governance;
- 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
- 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*





Standing Out While Fitting In

How can you be your authentic self while simultaneously fitting in at a company with a strong culture?

Kathleen M. O'Connor and Randall S. Peterson

January 06, 2021

READING TIME: 8 MIN



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Leading diverse teams... in times of profound uncertainty

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5. Emphasize shared values and culture within the team
6. *Draw attention to the diversity within the team*
7. *When your team is virtual, find ways for people to get to know each other personally*
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))

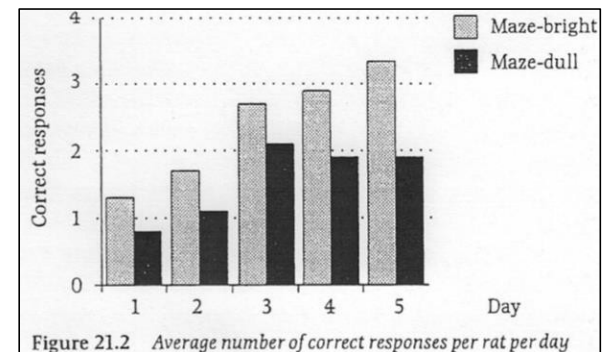


Figure 21.2 Average number of correct responses per rat per day

Leading diverse teams... in times of profound uncertainty

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

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GOVERNANCE

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Randall S. Peterson

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ILLUSTRATOR GIULIO BONASERA

Back Channels in the Boardroom



How to prevent side conversations
between directors from blocking progress

Leading diverse teams... in times of profound uncertainty

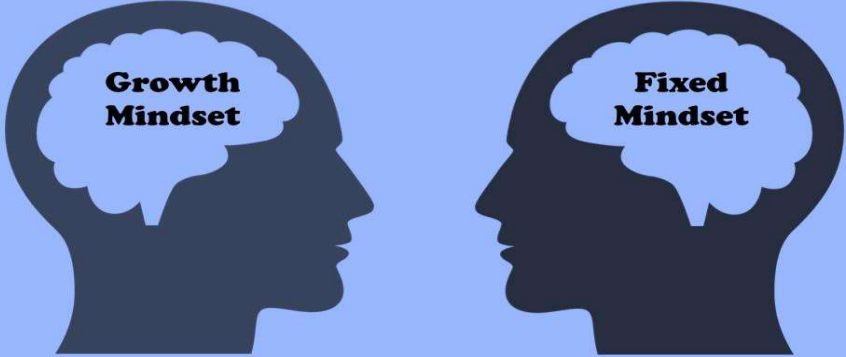
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8. *Believe in your people*
9. *Pro-actively manage side-conversations to focus on knowledge-sharing and avoid conflict*
10. *Focus on LEARNING*

A Learning Culture....

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

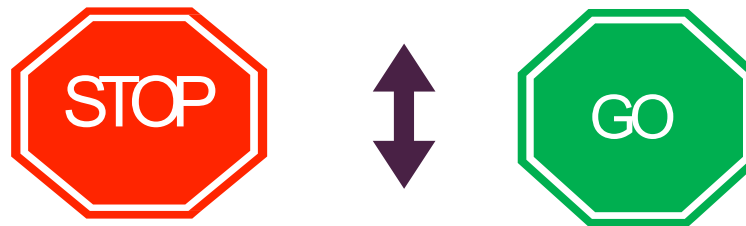
do not change - "have it or you don't"

Intelligence-Talent-Personality-Biases

GROWTH Mindset

malleable and can developed

How I think, feel, and perceive



My behavior, reactions, and performance

Goals/Culture

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

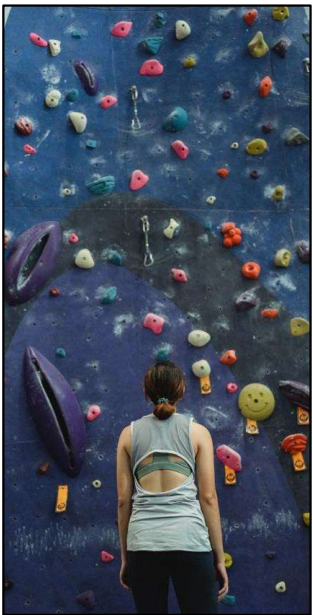


Photo by [Allan Mas](#) from [Pexels](#)

**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

**FIXED
Mindset**



Threatening

diagnostic of ability

reject or withdraw

**GROWTH
Mindset**



Helpful

diagnostic of progress

accept and engage

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



Photo by [Christina Morillo](#) from [Pexels](#)

Stress

**FIXED
Mindset**



Cannot control

push through

feel worse, burnout

**GROWTH
Mindset**



Can control

pause, reflect, change

feel better, hope

Stress (Romero et al., 2014; Tamir et al., 2007)

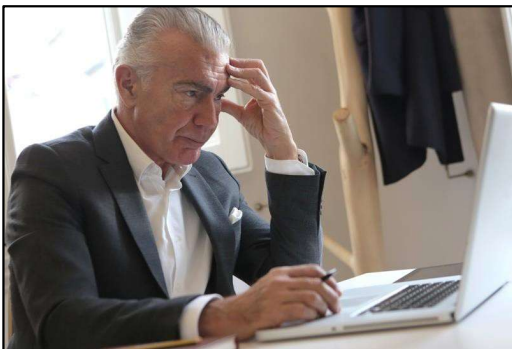


Photo by [Andrea Piacquadio](#) from [Pexels](#)

First 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
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

See work of Aneeta Rattan, Ph.D

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“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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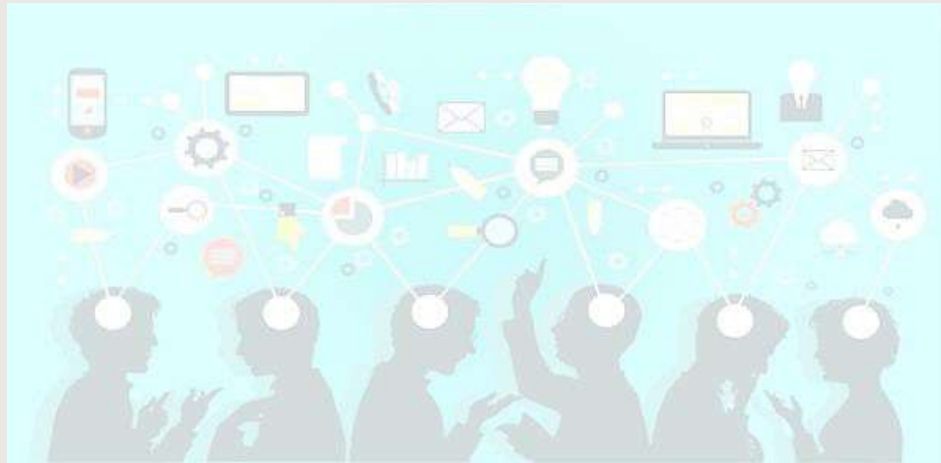
Bill Gates

Leading diverse teams... in times of profound uncertainty

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, **without a punishment focus**
5. Emphasize **shared values and culture for learning** within the team
6. *Draw attention to the diversity within the team*
7. *When your team is virtual, find ways for people to **get to know each other personally***
8. **Believe in your people**
9. *Pro-actively manage side-conversations to focus on **knowledge-sharing** and avoid conflict*
10. Focus on **LEARNING**



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 performance – when people are not scared of what they might lose they become much more open to the possibilities in diversity.



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 performance – when people are not scared of what they might lose they become much more open to the possibilities in diversity.

Good luck in your leadership journey
Go create yourself as the leader
you want to be!

London
Business
School

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.
5. Peterson, R. S. (2018). Majority rule voting in the boardroom is an unnecessary risk. *Strategy + Business*.
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:

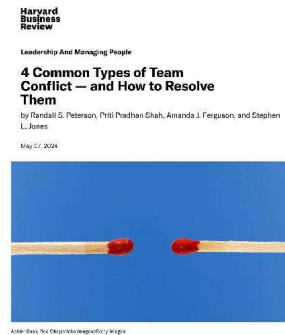
<https://vimeo.com/absolutefluidity/review/200579769/f31b109532>

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 most effective boards rely on evidence, rather than insider noise, to advocate for change.

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

"Culture eats strategy for breakfast."

Summary: Managers spend 20% of their time on average managing team conflict. Over the past few decades, the authors have studied thousands of team conflicts around the world and now identified four common patterns of team conflict. The first occurs when one team member is a single member of a team (20% of team conflict). The second is when two members of a team disagree the most common team conflict at 26%. The third is when one subgroup in a team and its leader (26%). The fourth is when all members of a team are disagreeing in a



**Rethinking Leadership.
Enhancing Leader Impact.**





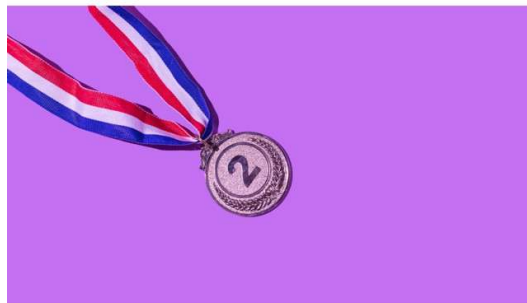
Sign In

Managing People

Let's Hear It for B Players

by Thomas J. DeLong and Vineeta Vijayaraghavan

From the Magazine (June 2003)



DBenitostock/Getty Images

Summary. In the much-heralded war for talent, it's hardly surprising that companies have invested a lot of time, money, and energy in hiring and retaining star performers. For most CEOs,... [more](#)

In the much-heralded war for talent, it's hardly surprising that companies have invested a lot of time, money, and energy in hiring and retaining star performers. Most CEOs find that recruiting



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