BOOK REVIEW

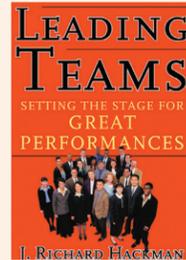### Leading Teams: Setting the Stage for Great Performances
J. Richard Hackman
Boston: Harvard Business School Press; 2002

This is a classic book on teamwork that will appeal to both practitioners and academics. Richard Hackman, a leading expert on group and organizational behavior, proposed that teams perform at their best when leaders create conditions that allow them to manage themselves effectively. It is not about subscribing to a specific formula or leadership style; rather, it is about applying a set of guiding principles to each team, drawing on the leader's unique strengths. Based on a rigorous research paradigm and using applied examples, Hackman outlines five essential conditions that foster work team effectiveness: having a real team (having the right people on the "bus"), a compelling direction, an enabling team structure, a supportive organizational context and expert team coaching. The implication for leaders is that by focusing on the right things, they can set the stage for great team performances.

OUR FAVORITE NON-PROFITS SERVING CHILDREN

PC Scholars – Working with high school counselors, a select group of sophomores is selected to participate in this Saturday program throughout the school year and into the summer. The program improves the lives of African-American students through academic preparedness, caree preparedness, leadership and life skills.

The Village Network – TVN is a multi-discipline inpatient and outpatient behavioral health organization helping to build brighter futures for Ohio boys, girls and their families recovering from abuse and neglect.

The Ohio Foundation of Independent Colleges – OFIC is an organization representing higher education in Ohio, providing unrestricted gifts and scholarships to students who would otherwise not be able to complete their degree.

FEATURED BOOK

Dyad Leadership in Healthcare: When One Plus One Is Greater Than Two
Kathleen D. Sanford, DBA, RN, CENP, FACHE, Stephen L. Moore, MD
Wolters Kluwer; 2015

Dyad is defined as "two operating as one". While the concept of co-leading or pairing two leaders to accomplish organizational goals is not new, the development of a model of leadership where two leaders from differing professional backgrounds are placed in formal management position is new. Dyad leadership, as a strategy for moving into the next era of healthcare, is explored in this practical and insightful "how-to" on creating shared health care management. For a healthcare view of collaboration, Sanford and Moore offer expert guidance from their first person view as a successful clinical dyad. A unique, forward-looking reference, the book maps the way to enacting clinical co-leadership, while avoiding the pitfalls of power imbalances, communication gaps, and lack of management training. Use the authors' tested methods and real life examples to build collaborative co-management among clinicians from a range of disciplines while reducing costs and improving patient outcomes.

We are proud to highlight this book in which Suzanne has a featured display titled Executive Assessment. The authors, two top Catholic Health Initiatives executives, helped bring the Dyad Leadership in Healthcare model alive and used assessment data as part of their success formula.

Strategies:SHOP TALK

oe Organizational Effectiveness
STRATEGIES
Work Better.

COLLABORATION

FROM THE PRESIDENT'S DESK
COLLABORATION AS A STRATEGIC INITIATIVE
Suzanne M. Miklos, Ph.D.

The more we know about one thing, the less we know about everything. The amount of data, technology and information available to improve our companies and the lives of those we serve is astounding. Psychology, economics, education and neuroscience provide essential multi-disciplinary views into how we change health behavior in our employee populations. Yet, no one has time to obtain that many advanced degrees. The only solution to information overload is to work more effectively across disciplines and functions. We can solve bigger problems better when we work together.

Many of our organizational dynamics work against the collaboration that is needed to innovate. Problem solving methodologies are frequently linear and designed to find one optimal answer. We look for solutions rather than possibilities. Research from the University of Michigan has shown that groups of highly adept leaders are less proficient at problem solving than groups with varying levels of skill and knowledge. The findings suggest that diversity trumps expertise.

In our assessment practice, we see leaders who have difficulty collaborating because they have not invested in building a peer network that allows the leader to draw on knowledge and resources throughout the company. We see leaders who are knowledgeable and passionate but who do not know how to pitch their ideas to managers and peers. There are also those who do not collaborate for fear of giving up control. Even though they may enjoy working with others, they may worry they will miss achieving an assigned goal.

Silos are the most commonly mentioned barrier to collaboration. Barriers can be caused by structure, time zone challenges, communication or incongruent goals. Silos are collateral damage of the specialization and efficiency gained from separating functions. When silos become competitive and even antagonistic towards each other, this creates a formidable impediment to collaboration.

Studies in professional services firms have shown that the value of collaboration across disciplines is measurable in client outcomes, revenues and growth of the firm. Better solutions are delivered through holistic thinking and approaches.

Companies wishing to increase collaboration should start with a goal and a rationale for developing that alliance. In education, technology departments must cooperate with curriculum departments because the lines between technology and learning are converging. In healthcare, the physical health, mental health and social context of an individual will determine his or her health outcomes. Value-based payments force a collaborative perspective. In the financial services world, consumerism, big data and technology have created the opportunity to reinvent products and services. For each individual company, there is a unique reason that teamwork is needed to advance its strategic goals through innovation.

Corporate organizational development and psychology can play a major role in shifting cultures toward being collaborative by helping the organization consider and remove barriers. Collaboration is a competence that can be assessed pre-hire, developed in current employees and taught to groups. Building specific goals and pathways for a partnership is a remedy for silos. The organizational environment can be re-wired through structure, space, technology and reward to encourage and celebrate group effort. While working together toward a common goal sounds great, to make it real, ask: "What big problems could collaboration solve for our organization and our customers?"
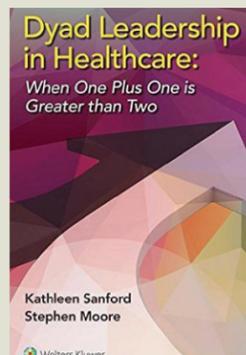
SUPERVISOR'S CORNER
WANTED: "WORKS WELL WITH OTHERS"
Diane Govern, Ph.D.

There is no doubt that collaboration – at both the individual and organizational level – is an essential element for being successful in business today. We are increasingly connected with others, and as technology continues to advance, individual workers will become more specialized. Therefore, collaboration is the norm for getting work done. The Cambridge Dictionary defines collaboration as the situation of two or more people working together to create or achieve the same goal. In a study of Canadian job postings, collaboration (or some variation of it, e.g., team work or working with others) is the most frequently requested skill, turning up in 93% of all job openings. What can a manager do to ensure that his/her team can win at the game of collaboration? Some suggestions include:

Hiring for Collaboration
People vary greatly in their preferences for engaging in collaborative work. According to Harrison's Enjoyment Performance Theory, the more someone enjoys collaborating, the more likely they will be proficient at it because they do it often. There are a number of good ways to measure collaboration during the hiring process.
- Situational-based interview questions (e.g., tell me about a time that you collaborated in order to drive results)
- Work style preference (e.g., Harrison Assessment)
- Reference checks (e.g., how well did this person collaborate with others?)

Creating a Common Purpose and Goal
A team works toward a common purpose. Ideas for creating a common goal include:
- Creating/reviewing the team's charter
- Discussing why the team exists
- Allowing each team member to express commitment
- Creating mottos, symbols, awards, or posters that portray the team as one unit
- Using the common purpose to prioritize team actions

Demonstrating Trust
Team members must trust each other if they are to work together successfully. Ideas for creating trust among team members include:
- Demonstrating trust in their capabilities (trust begets trust)
- Being honest
- Working to eliminate conflicts of interest
- Encouraging open dialogue rather than talking behind each other's back
- Expressing positive intentions

Clarifying Roles
Knowing each team member's role and being familiar with the responsibility of those roles creates efficiency and flexibility and minimizes turf wars. Ideas for clarifying roles on the team include:
- Reviewing team members' roles frequently (have any crept out of scope?)
- Relating team member expectations to the team's overall purpose
- Clarifying responsibilities when action planning
- Figuring out ways for team members to help each other

Communicating Openly and Effectively
Miscommunication can create hard feelings and undermine the success of the team. Ideas for improving communication include:
- Erring on the side of over-communicating
- Seeking to understand all angles
- Taking responsibility for being heard and understood
- Working to clear up misunderstandings quickly
- Reinforcing and recognizing team member efforts

Appreciating Diversity
Team members come from all walks of life with different backgrounds and perspectives. Ideas for taking advantage of team diversity include:
- Remembering that reasonable people can and do disagree
- Evaluating a new idea based on its merits
- Avoiding remarks that draw negative attention to a person's unique characteristics
- Recognizing the differences among team members

Rewarding Collaboration
What gets rewarded gets repeated. By carving out and measuring collaborative behaviors, you can send a strong message that you expect collaboration. Ideas for rewarding collaboration include:
- Holding team celebrations for achieving results
- Praising both individual and shared effort
- Designing individual performance goals that emphasize both results and collaboration

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RESEARCH ARTICLE
LEVERAGING THE BENEFITS OF DIVERSITY
Casey Onder, Ph.D.

How does your organization define diversity? Age, gender, ethnicity, sexual orientation? While the notion of diversity often goes hand in hand with concerns regarding fair and friendly treatment, stereotypes and equal opportunity, organizations have expanded the way they think about diversity beyond demographic factors. A growing body of research suggests that different forms of diversity have different implications for teamwork and the bottom-line. In contrast to popular notions of diversity in organizations, the research literature on performance outcomes of diverse groups and teams is actually quite mixed (Harrison & Klein, 2007). One reason is that diversity itself is a unique concept. Groups can be diverse according to any number of characteristics. Three broad categories of diversity include demographic, attitudinal, and functional diversity.

Demographic Diversity
Research suggests that demographic diversity has less impact than other forms of diversity on outcomes (Harrison et al., 1998). This should not come as a surprise. Decades of psychology research suggest that demographic traits are poor proxies for underlying psychological traits and behaviors; within-group diversity exceeds between-group differences (Eagly & Wood, 1999). Demographic characteristics do not tell us much about how someone will contribute to a team. An inclusive culture is what matters most.

Attitudinal Diversity
Attitudinal diversity encompasses differences in attitudes towards work and the organization. Job satisfaction, organizational commitment, and beliefs regarding what the group or organization's mission should be, fall into this category. In contrast to demographics, differences in attitudes and beliefs among group members are more likely to erode work group cohesion and performance outcomes as members collaborate over time (Harrison et al., 1998).

Functional Diversity
Functional diversity refers to differences in group members' work-related experiences and expertise. Of the three different forms of diversity, functional diversity has the greatest potential for positive upside. A key outcome of functional diversity is increased innovation. A recent review by Bell and colleagues (Bell, Villado, Lukasik, and Briggs, 2011) found that design and product development teams benefited from diversity in members' education and knowledge. The performance benefits of functional diversity appear to stem from a wider range of possible alternatives considered and an increased vetting of ideas (Kent & McGrath, 1969).

Finding Common Ground
While functional diversity can lead to major competitive advantages for organizations, it is not without its risks. If group members cannot speak the same language, differences in functional expertise will go unleveraged. There may be conflicts and in-fighting as group members attempt to stake out competing interests and points of view. This idea is supported by a study by Bunderson and colleagues, which found that functional diversity – in the form of large differences in functional background - was actually harmful for business unit performance. Instead, functional generalism or individuals' exposure to multiple business functions positively influenced outcomes. Likewise, the following support synergies between divergent functional perspectives (Homan et al., 2008):
- Group/team-based rewards
- A shared group identity that transcends individual differences
- An open attitude in the culture towards new and different ideas

Factors that encourage collaboration are critical for unleashing the powers of functional diversity and mitigating its risks. Foster diversity and collaboration in tandem for best results.

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