

Leading Effective Teams

1. What important kinds of work in your environment are done in teams?
2. Which challenges hold back or undermine the collective intelligence in your organization or team? How could you structure meetings to maximize collective intelligence?
3. Are women doing more than their fair share of the admin work and housework? How can you find out if they are? How can you intervene?
4. What is the glamour work in your environment? What's the work that's less valued, but still important? What's the scut work?
5. What kinds of conflicts exist in your team? Do you have norms to keep conflict civil? If not, how could you establish them?
6. Have you ever seen "The Stolen Idea" occur? Have you ever seen situations when men interrupt women more than vice-versa? How about situations when women receive pushback for behaving assertively? Have you seen any of these patterns of bias occurring by race rather than by gender?
7. What could you do when you see a colleague claiming credit for ideas that someone else originally offered?
8. What could you do if you see someone or a certain group who is consistently interrupted?
9. Is it possible to train your team together? What would that look like?

Summary – Strategies for Individuals

1. Establish norms: even distribution of turns
2. Establish and enforce “no interrupting rule”
3. Assign people to speak/report on specific issues
4. Allow people to contribute after the meeting
5. Circulate the agenda beforehand

Summary – Strategies for Organizations

1. Keep metrics (and keep at it until representation evens out)
2. Make sure people know the women/people of color who are qualified to join the team
3. Distribute less glamorous work by seniority
4. Have everyone do their own office houseswork
5. If women are under-represented, change the process
6. Make space for civil conflict
7. Clearly articulate goals, norms, values
8. Train your team together, if possible