



Leading Effective Teams

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REAL-LIFE
SOLUTIONS



PRACTICAL
ADVICE



SOCIAL
SCIENCE



WOMEN'S LEADERSHIP
EDGE

An Initiative of the Equality Action Center @ UC Law SF

Leading effective teams

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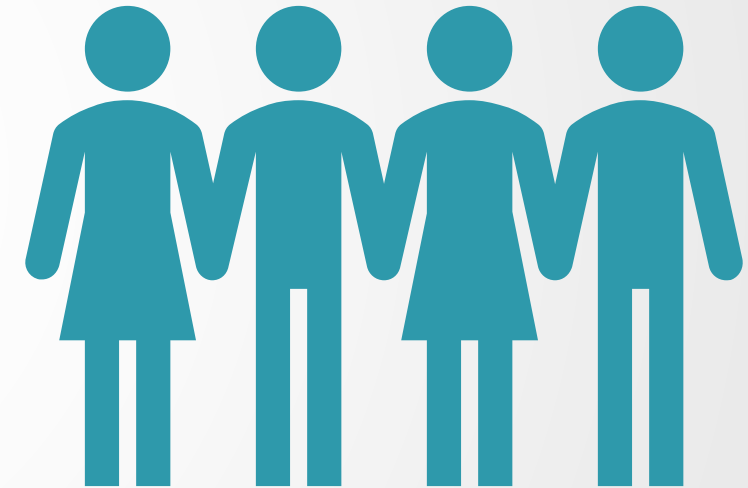
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Agenda

- Why teams matter
- Make meetings productive
- Tap the full expertise of your team
- Allow for fruitful conflict
- Train your team together
- Q&A

Why teams matter

Work is done in teams!

BUT team members' expertise is not always used effectively

- We discuss knowledge we hold in common less than 'uniquely-held' knowledge
- We inaccurately attribute expertise
- We stay silent, especially when it is not "safe" to speak up



Why teams are important

Collective intelligence is *more than twice* as important of individual team members' intelligence



CI= ability of a team to work together

Creative brainstorming
Verbal and mathematical reasoning
Negotiating over limited resources
Moral judgments

What predicts collective intelligence?

- More communication
- Even distribution of speaking turns
- Better at “reading the mind in the eyes”
 - Correlates with % of women
- Gender-balanced groups have higher collective intelligence”

What doesn't predict team performance?

- *Not* members' intelligence
- *Not* team satisfaction, cohesion, or motivation
- *Not* personality traits of individuals
- **What matters? A *well-managed* team**

Teams add value

Study of Indian software teams:

Experience working with
the same team members
improved team
performance

...but tenure at the org did not

Teams add value

Study of cardiac surgeons:

Mortality was lower with
time they worked in same
hospital & surgical team

... not with greater surgeon experience

Teams add value

Studies of teams on production tasks:

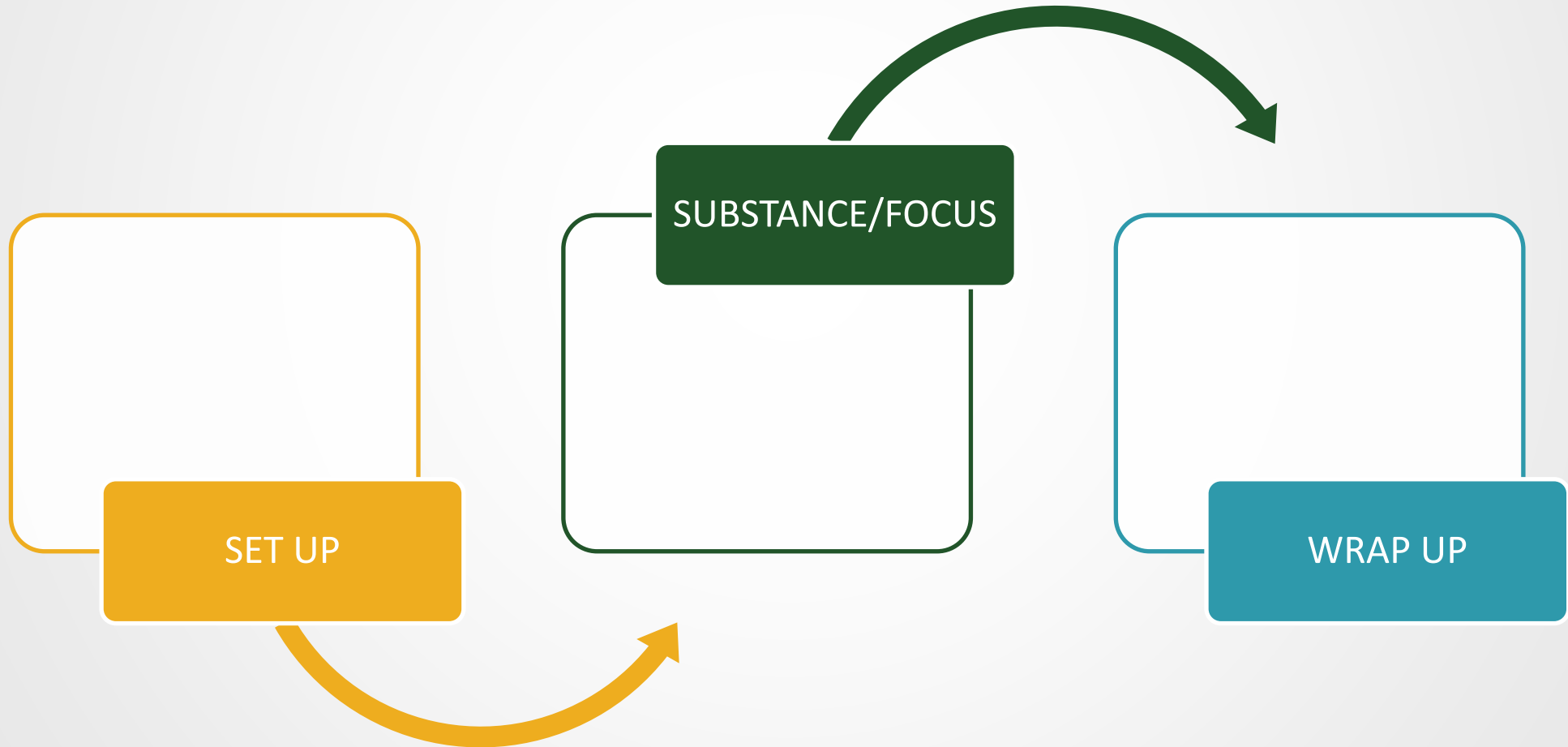
Performance was high when members learn and perform on the same team

...performance falls when membership is disrupted

Make meetings productive

Meetings 101

- 3 'Ps' of Meetings: **punctual, prepared, and present**



Introverts and extraverts

- Extraverts
 - Get energy from other people
 - Like to jump in and “shoot from the hip”
 - Their challenge: listening
- Introverts
 - Get energy from being alone
 - Like to process and completely think things through before bringing others in
 - Their challenge: speaking up in real time

Meetings 101



- **Share meeting agenda** prior to meeting
- **Greet** meeting invitees as they join the meeting
- Introduce what problem you are meeting to solve
- Introduce the outcomes you need

Meetings 101



Substance/Focus

- Identify and discuss **the ‘problem’**
 - Invite commentary including dissenting views
- Discuss the various **possible ‘solutions’**
 - Invite commentary including dissenting views
- Help group **narrow the possible solutions**

Meetings 101

- **Identify ‘next steps’** required and timeframes
- **Debriefing the meeting** process
 - Did invitees feel heard?
 - Did invitees have the opportunity to share their insights?
 - Share the meeting minutes and action items



Wrap up

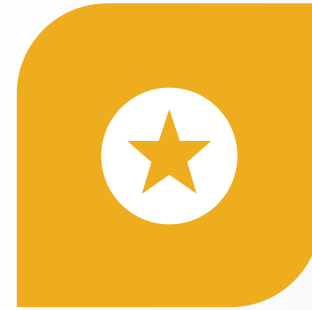
Tap the full expertise of your team



Who speaks?



Who listens?



Who gets credit?



Who dissents?

Who speaks (and who doesn't)?

- The “80/20” rule
- Remember!
 - Anyone who is not participating represents experience and expertise that the group is not learning from.



Who speaks?

Why don't people speak?

- Introverts may find it hard
- Imposter syndrome
- Lack of power
- No one is listening



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Why don't people speak?

- Prove-it-again bias
 - Presumption of incompetence
- Tightrope bias
 - Pushback for assertiveness



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Tightrope bias

Women are expected to be...

- Nice
 - Feminine
 - Warm and kind
 - Patient
 - Attentive to appearance
 - Polite
- Good team players

Men are expected to be...

- Competent
 - Self-reliant
 - Ambitious
 - Masculine
 - Decisive
 - Assertive
- Leaders

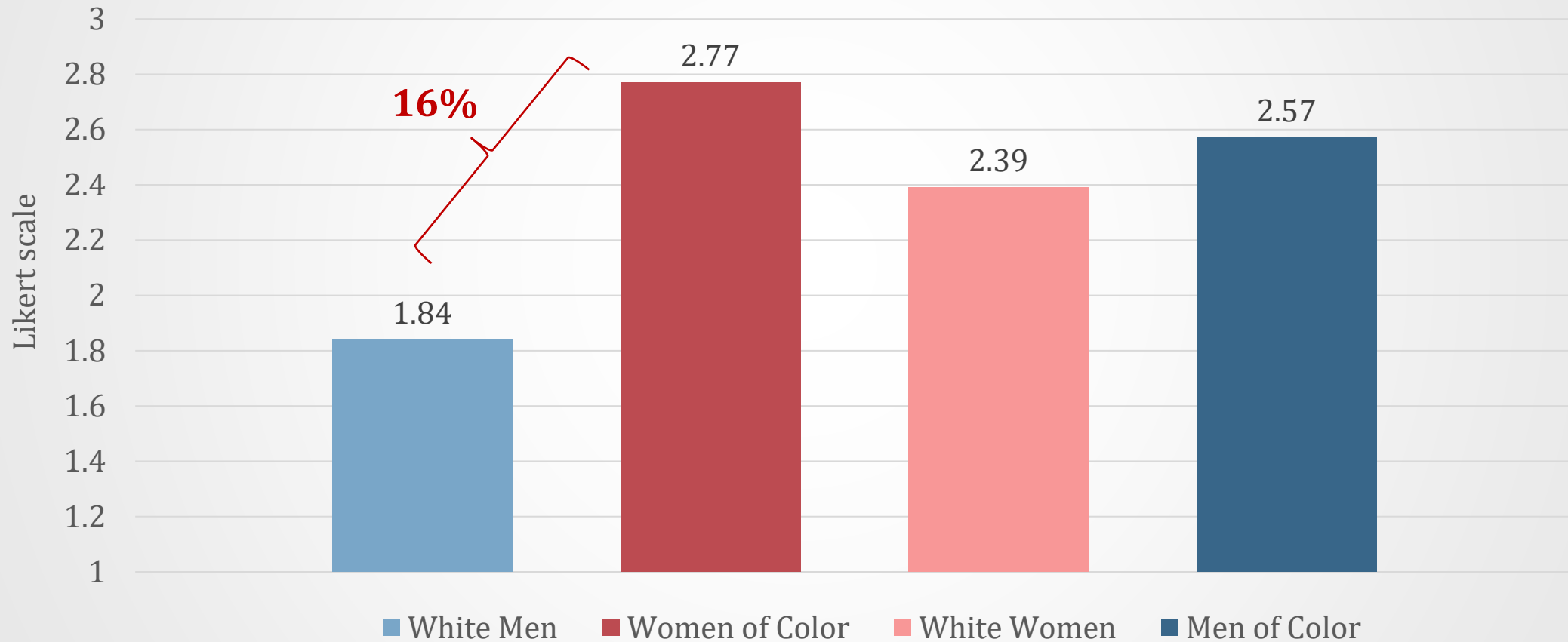
Prove-it-again bias

“Some people even think my research is better. Shortly after I changed sex, [someone] said, *‘Ben Barres gave a great seminar today, but then his work is much better than his sister’s...’*”



Presumption of incompetence

If you make a mistake on this team, it is often held against you.



Data is from an IT department

Pushback for assertiveness

“*I brought up a mistake in their analysis and when I argued for my point, I was labeled aggressive. Now I’m just bringing in baked goods and being agreeable.*”

Pushback for assertiveness

In group settings

- high powered-men talked **much more** than less powerful men BUT
- high-powered women talked **no more** than less powerful women

Why? Women who spoke a lot perceived as

- less competent & as lower in leadership skill

Men who spoke a lot are perceived as more competent and better leaders

You're at a team retreat...

You are at a team retreat and notice that Ned is looking out the window and secretly glancing at his phone. He looks uninterested in the team's discussion and distracted by something happening on his phone. This is happening more and more in team meetings. He rarely looks at the person speaking and hasn't made a suggestion for quite some time.

How do you intervene?

Engagement tools

- Practice active listening
 - Nodding and words like "yes" and "okay" invite someone to keep talking
- Invite input
- Hand out agenda beforehand
- Allow input afterwards



Who listens (and who doesn't)

- Those who don't listen, often interrupt
- Interruptions derail ideas, contributions and problem-solving
- Low status people interrupted more often



Who listens?

Assertiveness in women

- Displays of confidence, directness, authority *decrease* women's influence but *increase* men's
- Tentative language and warm cooperative style increases women's influence

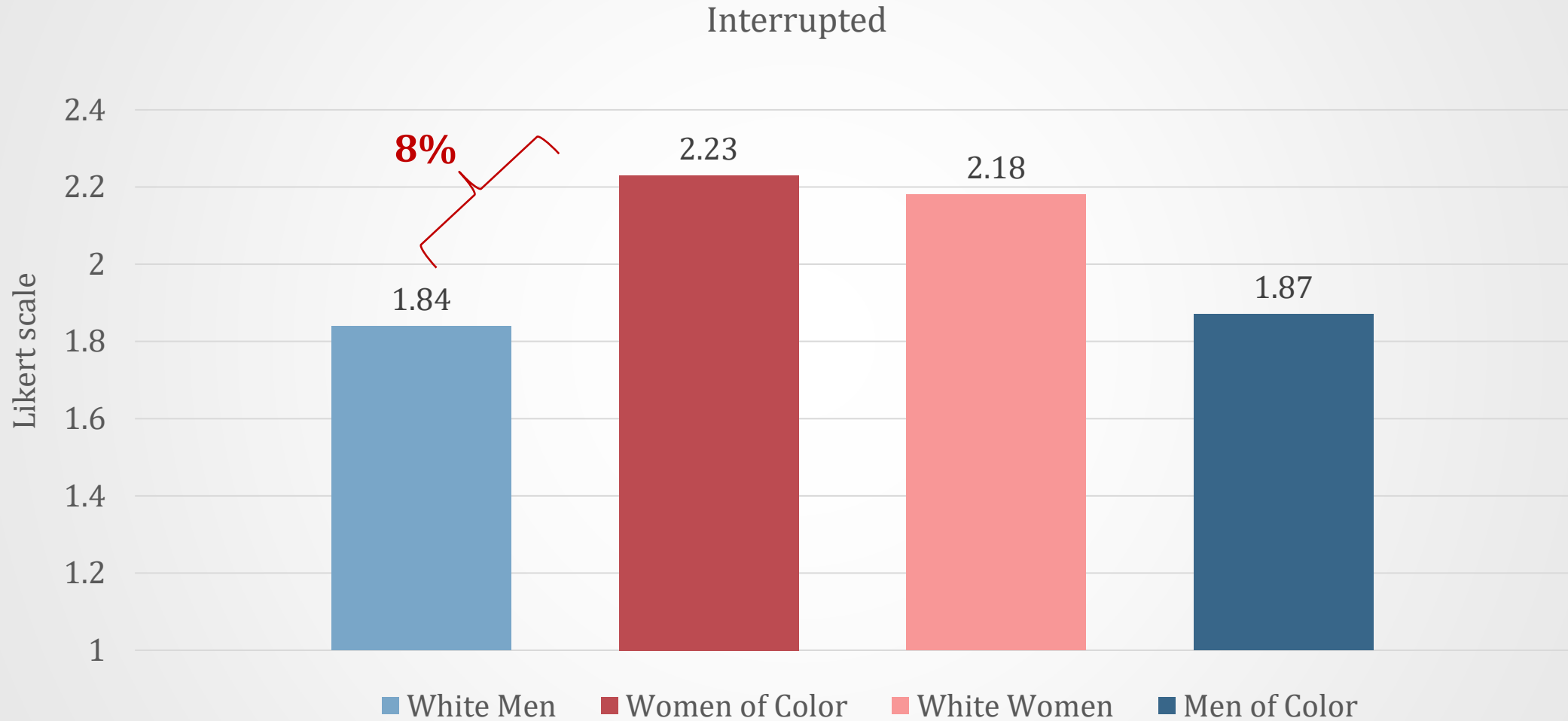
Assertiveness in men

- Men interrupt more
- Men participate more
- And get more encouragement to do so

“

By far, the biggest difference is that people treat me with far more respect. I can even complete a whole sentence without being interrupted by a man.” -Ben Barres

Women interrupted more



Data is from an IT department

Why do interrupters interrupt?

Let her finish: interruptions of female justices led to new supreme court rules

Justice Sonia Sotomayor said oral argument rules were revamped after a study found women were more prone to being interrupted



▲ Justice Sonia Sotomayor said the new rules had had an 'enormous impact': 'I ... found that my colleagues are much more sensitive than they were before.' Photograph: Erin Schaff/AP

Justice Sonia Sotomayor has revealed that changes have been made in the supreme court's structure of oral arguments following studies confirming what women on the court have long noticed - that female justices were more prone to being interrupted by male justices and attorneys.

- Egocentric bias/selfish urgency
- Power and status
- Being listened to → higher job satisfaction, psychological safety, trust

You're in a team meeting...

You're in a team meeting and Susan is sharing her ideas about the best way to streamline an upcoming software rollout project across multiple departments. She's interrupted several times by male members of her team. You begin to notice that women are being interrupted far more than men and talking far less in team meetings.




How do you intervene?

Interruption interrupters

- “No interrupting” rule
- Assign people to speak/report – specific issues
- Talk to interrupter off-line
- Allow people to contribute after the meeting
- Circulate the agenda beforehand

...will also help introverted men!

Online meeting dynamics

-  Meetings online can make it even harder for women, people of color, & introverts to be heard
-  But properly handled, online meetings can make it easier
-  If some people are dominating, use chat box as an equalizer

Who gets credit (and who doesn't)?

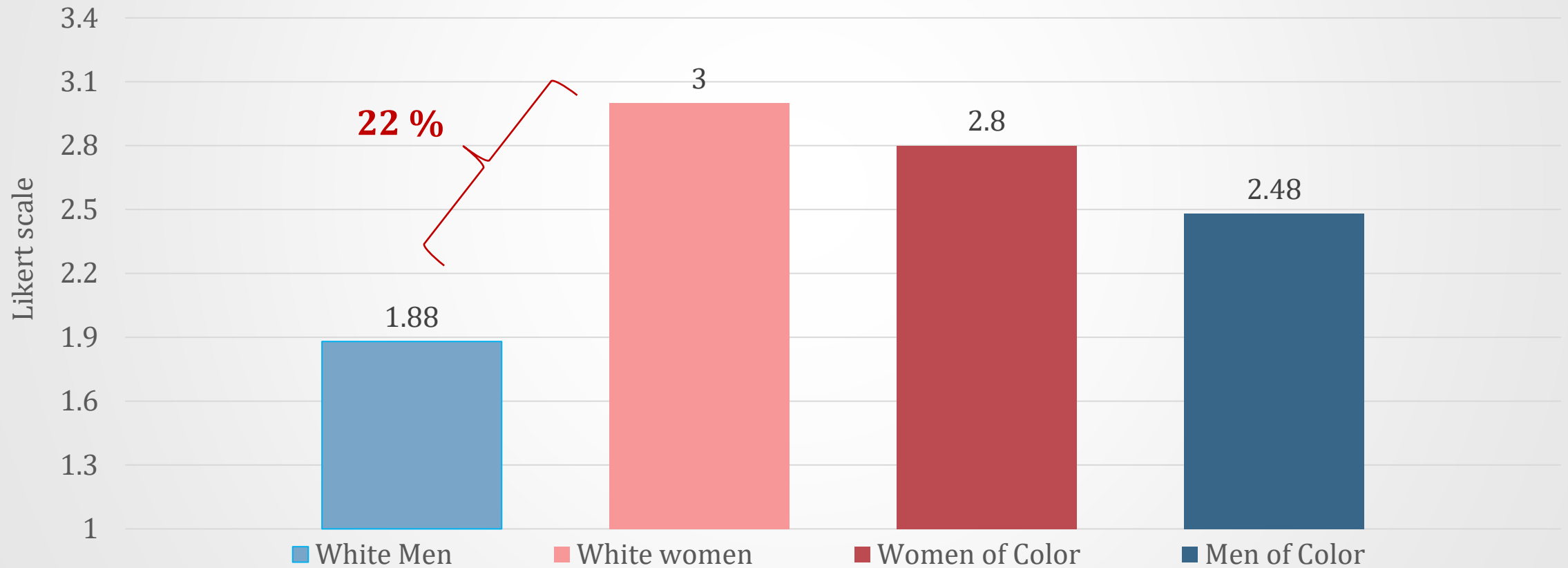
- Men often get credit for collaborations with women
- The stolen idea: “other people get credit for ideas I originally offered”



Who gets credit?

Misattribution of ideas

Contributions attributed to someone else



Data is from an IT department

Who speaks?

“

I've sat at a meeting and stated an idea and it was passed over, and the guy who was up-and-coming said the same thing and they went with it.”

Pushback for assertiveness

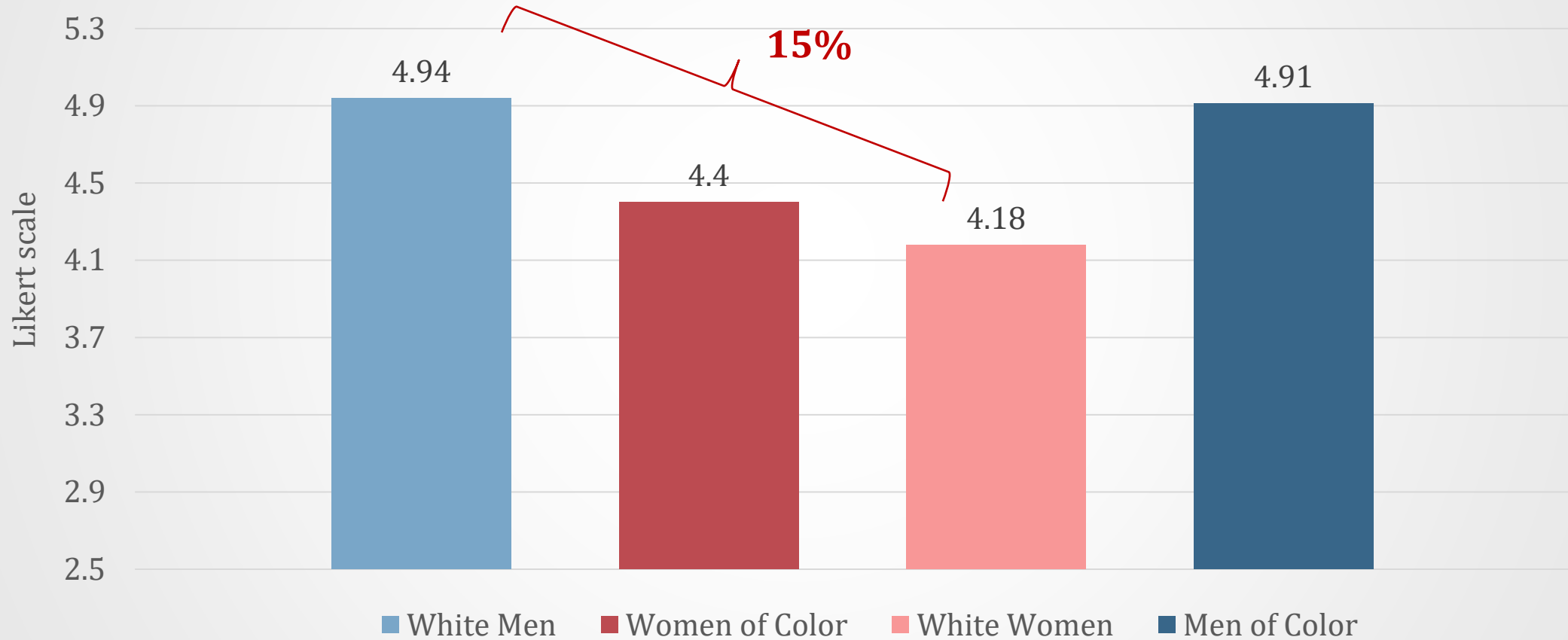
Having expertise increased men's influence *but decreased women's*

As a result, teams with a female expert underperformed compared to those with male experts

Doesn't make sense to hire women but then not listen to them!
Triggered by race as well as gender

Women's expertise tapped less

My expertise is utilized consistently in meetings I attend




Why don't folks get the credit they deserve?

- Misattribution biases
- Stereotypes about who's competent
- Modesty mandate
 - Within women, Asian-Americans, first-gen
 - Women more likely to *give* credit to male team member & less likely to *take* credit unless contribution irrefutably clear

BUSINESS

When the boss 'hears' men in the office — but not women

By Karla L. Miller
March 4, 2019 at 11:04 a.m. EST



The experience is so commonly reported by women in the workplace that it has nicknames like "hepeat" and "bropropriation" — even though it's not only men engaging in the behavior. (Sam Edwards/Getty Images)


Share Comment 103

Reader: I am a midcareer woman, recently promoted to management. While I love my job and genuinely like my peers, I am getting increasingly frustrated. At least once a week, I am in a meeting where I say something; my boss kind of nods; then minutes later or even immediately after, a man on the team (for example, "John") says the same thing, and my boss says, "What a great idea, John!" This has even happened with ideas I've sent out via email: When someone brings up "their" idea in the next meeting, I am caught between letting it go and appearing petty by pointing out that I'd emailed that idea a few days earlier.

I was promoted as part of a restructuring, so I suspect there is pressure for everyone to look smart in front of the new boss. But the idea stealing is getting to me. How do I bring this up to my co-workers without hurting relationships? And how do I address the issue with my boss, who seems to "hear" some people more than others?

Karla: This experience is so commonly reported by women in the workplace that it has nicknames like "hepeat" and "bropropriation" —

MOST RE



You're in a team meeting...

You see the stolen idea occur. Something Talisa said 10 minutes ago that was ignored, is now getting attention and validation after Mark repeats it. You look over at Talisa and notice she seems visibly deflated and appears to withdraw from her earlier excitement.

How do you intervene?

Stolen idea interrupters

- Attributing ideas as they are shared
- Acknowledging when ‘new’ ideas build on the foundations of others’ ideas
- Praise all new ideas



Who dissents (and who doesn't)?

- High status/power individuals
- Impassioned team contributors
- People with something to lose
- *Bottom line: most don't*



Who dissents?

Why don't people dissent?

Dissent feels **risky**

- Dissent represents conflict
- Dissent can be uncomfortable
- Dissent may be punished



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Make it safe to dissent

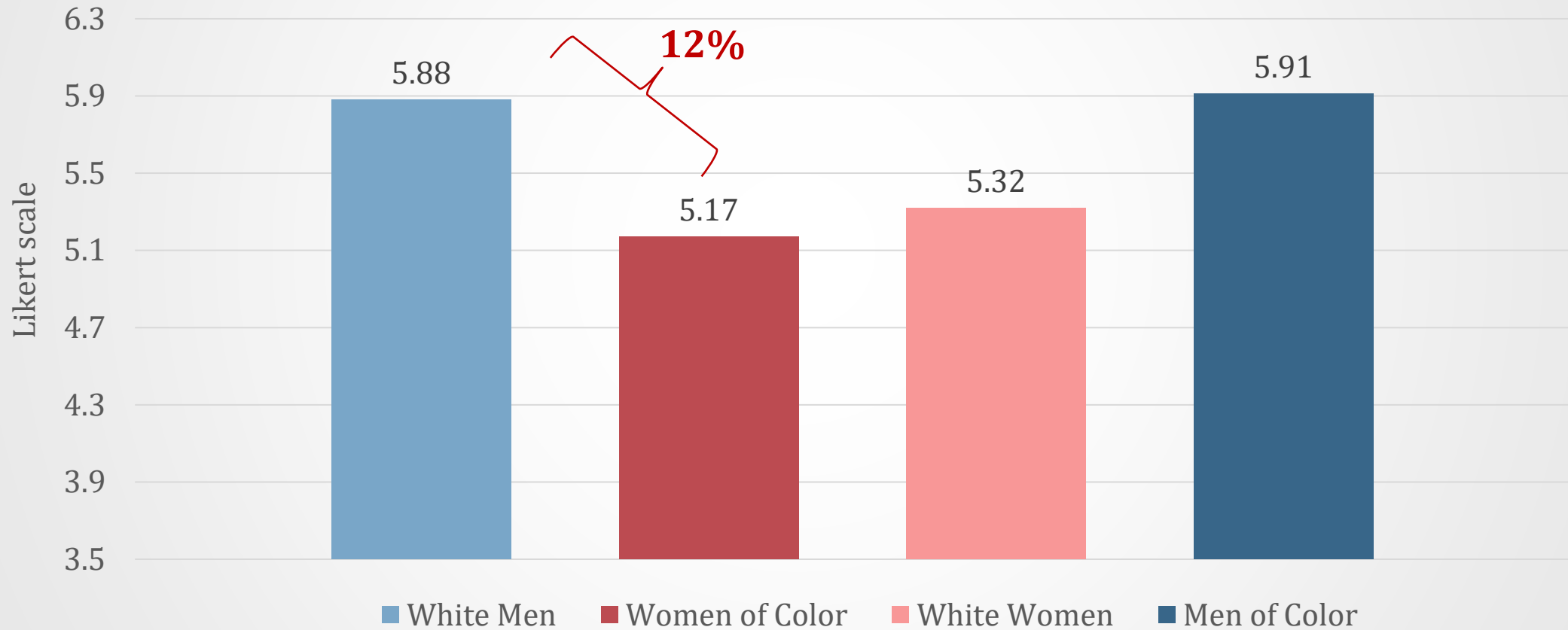
“I wasn’t angry; I just wasn’t deferential.”

“When I advocated strongly for my position, people said I was getting ‘too emotional.’”

Is deference the price of seeming “reasonable”?

Who dissents?

Members of this team are able to bring up problems and tough issues.



Encourage dissent

- Actively solicit dissenting views in the meeting
- Publicly reward the constructive expression of dissent



Personal reflection

What does **productive dissent** look like for you?

How can you **support productive dissent** in your team meetings?

Allow for fruitful conflict

Is conflict bad?

Depends on what kind:

- Values and personality conflicts corrode
- Task conflict can enhance team performance
 - Disagreements about how tasks are performed
 - Frequent *mild* task conflict engenders learning and increases job satisfaction
 - *Intense* task conflict hurts team dynamics

Is “losing it” okay?

Do people on your team lose it?

If so, typically there’s a demography to that:

“

You have to avoid the stereotype of the ‘angry Black female,’ which diminishes your opinion and the weight of your argument.”

- To level the playing field, *insist on civility*

Train your team together

Train your team together

- Teams perform better if trained together rather than apart (radio building task)
- “Transactive memory”: shared knowledge of who knows what
 - Remember procedures better
 - Made fewer errors

Creating space for teams to flourish



“A shared belief held by members of a team that the team is safe for interpersonal risk-taking”



Amy Edmondson 
@AmyCEdmondson

THANKS for understanding this as a misunderstanding! Psychological safety often confused with “safe space,” when it’s actually nearly the opposite...”Safe conflict” says it well: an atmosphere of healthy give-and-take, rather than tiptoeing around. See bit.ly/PTfly



David Sabine @DaveSabine · Jun 12, 2019

Hypothesis: All the talk of 'psychological safety' is back-firing. Rather than encourage safe conflict, it is misunderstood to mean 'a space in which people are safe from being offended'.

Further Reading

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Q&A