Or this…
Or this…

Or this?
Teaming is a Verb

Teaming is teamwork on the fly—coordinating and collaborating, across boundaries, without the luxury of stable team structures.

Teaming is especially needed when work is COMPLEX and UNPREDICTABLE.
Approaches to Execution

COMMAND & CONTROL

WORK TEAMS

TEAMING
CHILEAN MINING RESCUE 2010

Chilean Mining Rescue 2010
What does it take to do the impossible?
1. Are they still alive?
2. Where are they?
3. How can we get them out?
The Location Challenge

CHILEAN MINING RESCUE 2010

Ground Level

Drill precision: 95%
Drilling Depth: 700 meters
Deviation Range: 5%, plus/minus 35 meters

700 meters

70 meters

3850 sq. meter area

50 sq. meter refuge area

THE POWER OF TEAMING
André [Sougarret] has remarkable technical competence and is a man with a strategic view. He has a lot of patience, assertiveness, an exceptional ability to listen and reach conclusions after listening to all sides, and a tendency to speak frankly with everyone, whether they are above or below his authority.”

Ricardo Alvarez, Senior Executive at Codelco
“Estamos bien en el refugio, los 33”
3 Teaming Arenas
Teaming—within & between 3 arenas

1. THE MINERS
2. THE ENGINEERS & GEOLOGISTS
3. THE SENIOR EXECUTIVES

- Real-time innovation
- Persistence despite failure
- Process discipline
- Leadership that empowered and supported
Beijing Water Cube 2008
What does it take to build an icon?
Designing & Building the Beijing Olympics Aquatics Facility

- FOUR FIRMS
- THREE CONTINENTS
- DOZENS OF SPECIALTIES

- TWO LANGUAGES
- AN IMMUTABLE DEADLINE
BEIJING WATER CUBE 2008

“Of particular note was the wide range of engineering disciplines brought to the project and coordinated by one firm—Arup—ensuring the work was completed on time and within budget.”

Megan Motto,
ACEA Chief Executive

Water Cube Wins ACEA Project of the Year

Engineering and design firm Arup has again triumphed with its work on the National Aquatics Centre, aka the Water Cube. For two years running Arup has received the ACEA’s top prize, with Water Cube announced as Project of the Year at the 2008 Association of Consulting Engineers Australia (ACEA) Awards for Excellence.

In presenting the award, ACEA chief executive Megan Motto said, “It was obvious to the whole world that this project was extremely well executed to create an outstanding and iconic building... Of particular note was the wide range of engineering disciplines brought to the project and coordinated by one firm—Arup—ensuring the work was completed on time and within budget.”

The Water Cube also won the ACEA’s Gold Award for International/Export Projects. These prestigious awards are the latest accolades in a consistent stream of recognition this iconic building is receiving, coming just days after it was awarded the Sir William Hudson Award, the highest honour at the Australian Engineering Excellence Awards.

01 Dec 2008
Success through Teaming

- Teaming
  - WITHIN & BETWEEN MULTIPLE FIRMS
- Real-time innovation
- Persistence despite failure
- Process discipline
- Leadership that empowered and supported

Neither top-down, nor bottom up… but emergent…
Execution Facing Uncertainty

<table>
<thead>
<tr>
<th>EXECUTION-AS-EFFICIENCY</th>
<th>EXECUTION-AS-LEARNING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders have the <strong>ANSWERS</strong></td>
<td>Leaders set <strong>DIRECTION</strong> (strategy)</td>
</tr>
<tr>
<td><strong>STABLE</strong> work processes are put in place</td>
<td><strong>TENTATIVE</strong> work processes provide a starting point</td>
</tr>
<tr>
<td><strong>IMPLEMENTING CHANGE</strong> is a huge undertaking</td>
<td><strong>CONSTANT SMALL CHANGES</strong> are a way of life</td>
</tr>
<tr>
<td>Feedback is <strong>ONE-WAY</strong></td>
<td>Feedback is <strong>TWO-WAY</strong></td>
</tr>
<tr>
<td>Employee judgment is <strong>DISCOURAGED</strong></td>
<td>Employee judgment is <strong>ESSENTIAL</strong></td>
</tr>
<tr>
<td>Fear (of the boss) is <strong>NORMAL</strong></td>
<td>Fear inhibits <strong>EXPERIMENTATION, ANALYSIS, and PROBLEM SOLVING</strong></td>
</tr>
</tbody>
</table>

**GOAL** Be profitable today | **GOAL** Create value over the long term
Interpersonal Risk

<table>
<thead>
<tr>
<th>NONE OF US WANT TO LOOK:</th>
<th>IT’S EASY TO MANAGE!</th>
</tr>
</thead>
<tbody>
<tr>
<td>IGNORANT</td>
<td>DON’T ASK QUESTIONS</td>
</tr>
<tr>
<td>INCOMPETENT</td>
<td>DON’T ADMIT WEAKNESS OR MISTAKE</td>
</tr>
<tr>
<td>INTRUSIVE</td>
<td>DON’T OFFER IDEAS</td>
</tr>
<tr>
<td>NEGATIVE</td>
<td>DON’T CRITIQUE THE STATUS QUO</td>
</tr>
</tbody>
</table>
Psychological Safety

Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.

IT’S ESSENTIAL TO TEAMING.

What gets in the way?
Excellent. That’s four good guys for it and two bad guys against it.
A Lack of Psychological Safety at NASA

Contributed to Catastrophic Failure of the Columbia Shuttle Mission in 2003:

“I just couldn’t do it [speak up in a meeting about the foam strike risk]. She [senior manager Linda Ham] was way up here [gestures with hand overhead] and I was way down here [gestures with low hand].”

- Rodney Rocha, NASA engineer

(in ABC News interview, trying to explain why he didn’t speak up during the Columbia mission)

Hierarchy and Psychological Safety


N=1100 clinicians
Children’s Hospital & Clinics

The Patient Safety Initiative
It was difficult to broach the topic of safety because most people get defensive. Talking about safety implies that we are doing things, ‘wrong.’”

THE VISION
100% Patient Safety
Health care is a very complex system, and complex systems are, by their very nature, risk-prone. The culture of health care must be one of everyone working together to understand safety, identify risks, and report them without fear of blame. We must look at ways to change the whole system when we manage to zero defects.”
The “Worse Before Better” Problem

System-wide patient safety reports at Children’s Hospital
Sacrificing Accountability

Is it a matter of finding the right point on a balance beam?

PSYCHOLOGICAL SAFETY

ACCOUNTABILITY
Psychological Safety & Accountability

Psychological Safety

- Comfort Zone (high)
- Apathy Zone (low)

Accountability

- Learning Zone (high)
- Anxiety Zone (low)

The Power of Teaming
SUPPORTING
Team-based learning

► The Patient Safety Steering Committee
► Failure Event Analysis Meetings
► Safety Action Teams
Leading the Learning Organization

**VISION**
Set a clear direction that engages hearts and minds

**CULTURE**
Model and reward beliefs that make it safe for learning

**TEAMING**
Institute and support team-based processes
In organizations that learn…

PEOPLE MUST LEARN TO BE COMFORTABLE:

- Not knowing
- Not being right
- Asking for help
- Reporting mistakes
- Failing…
Nice idea. But, really, Amy...
Isn’t success better than failure?

Well, yes... but, actually, no. You See, it depends.
What does success mean in each context?

- **Factory**
  - Routine Production
  - Efficiency

- **Hospital**
  - Complex Service Operation
  - Safety & Quality

- **Research & Development**
  - Projects
  - Innovation

- **Laboratory**
  - Basic Science
  - Discovery

**Uncertainty**

- <1%
- 2-5%
- 20-50%
- 60-80%
Deliberate Violation of Procedure
Inattention
Lack of Competence
Process Complexity
Uncertainty
Experimentation
Re-framing Failure

**POTENTIAL CAUSES OF FAILURE**

- Experimentation
- Uncertainty
- Complexity
- Lack of Competence
- Inattention
- Procedural Violation

**QUESTION** Which of these antecedents involve blameworthy acts?

**QUESTION** What percent of failures in your organization are caused by blameworthy acts?

**QUESTION** What percent of failures does your organization treat as caused by blameworthy acts?
The Blame Game

POTENTIAL CAUSES OF FAILURE

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What Leaders Must Do To Make It Safe for Teaming

- Frame the work accurately
Frame the work accurately

- ROUTINE, WELL-UNDERSTOOD
- VARIABLE, UNCERTAIN, COMPLEX
- INNOVATIVE, NOVEL, UNKNOWN
Frame the work accurately

“Fail often in order to succeed sooner...”
What Leaders Must Do To Make It Safe for Teaming

- Frame the work accurately
- Acknowledge limits
What Leaders Must Do To Make It Safe for Teaming

- Frame the work accurately
- Acknowledge limits
- Embrace messengers
Embrace Messengers

FAILURE PARTIES AT ELI LILLY
April 2004: Celebrating a chemotherapy drug that failed
What Leaders Must Do To Make It Safe for Teaming

- Frame the work accurately
- Acknowledge limits
- Embrace messengers
- Invite dissent
“Encouraging dissent is a good way of finding out who the traitors are.”
Gentlemen, I take it we are all in complete agreement on the decision... Then I propose we postpone further discussion of this matter until our next meeting to give ourselves time to DEVELOP DISAGREEMENT AND PERHAPS GAIN SOME UNDERSTANDING of what the decision is all about.”

Alfred P. Sloan
“If something is worth doing it’s worth doing badly.”

G.K. Chesterton