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Committed Teams

Three Steps to Inspiring Passion and Performance

THE SUMMARY IN BRIEF

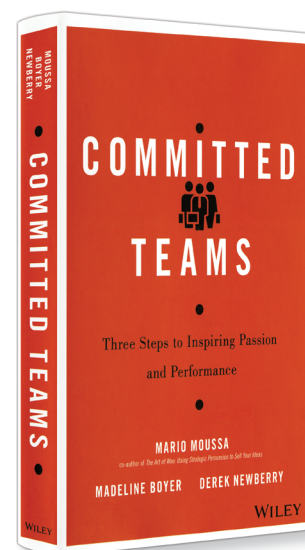
Committed Teams: Three Steps to Inspiring Passion and Performance is based on a deceptively simple philosophy: set a direction, try to stay on track and make adjustments when necessary. Easy to do? Hardly — especially when the typical workday is time-crunched, stressful and deadline-driven.

Drawing on research done at the Wharton School of Business, the authors reveal how to deliver results under these tough conditions. *Committed Teams* will help you gain buy-in for shared objectives, assign roles to the right people and establish norms for effective collaboration. Whether your team aims to execute a strategy, produce breakthrough innovations, collaborate across global boundaries or launch a new venture, this how-to guide offers the pragmatic advice you need. This game-changing book provides the tools for aligning every member of your team behind a motivating vision, making team meetings efficient and productive, and closing the gap between stated goals and actual behaviors.

If you want to be competitive in a demanding, fast-paced work environment, you need to rely on a high-performing team. *Committed Teams* is the indispensable resource for creating one.

IN THIS SUMMARY, YOU WILL LEARN:

- To establish goals, roles and norms in your organization.
- To adopt an observer's mindset and solve problems.
- To bridge key gaps between saying and doing.
- To establish and strengthen culture in different types of teams — even virtual teams and startups.



by Mario Moussa, Madeline Boyer and Derek Newberry

CONTENTS

Commit: To Know the Rules, You Have to Make Them

Page 2

Check: What You Don't Know Is Probably Hurting You

Page 3

Close: To Bridge the Saying-Doing Gap, Act Like a Star

Page 4

No Time for Teamwork? Lessons from Startups

Page 6

Why Are We Here? Engaging Committees

Page 8

THE COMPLETE SUMMARY: COMMITTED TEAMS

by Mario Moussa, Madeline Boyer and Derek Newberry

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Committed Teams: Three Steps to Inspiring Passion and Performance by Mario Moussa, Madeline Boyer and Derek Newberry. Copyright © 2016 by Mario Moussa, Madeline Boyer and Derek Newberry. Summarized with permission of the publisher John Wiley & Sons, Inc. 256 pages, \$30, ISBN 978-1-1191-5740-3.

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Introduction

Increasingly, being good at teamwork is synonymous with simply being good at work. And for a valid reason: The complexity of today's world — shaped by rapidly accelerating technological, economic and cultural trends — demands that organizations of all kinds seek out the synergistic potential of teams. But too often what teams deliver is a lot of talk and little accountability.

How do you create a team that is committed to high performance when few teams end up being truly greater than the sum of their parts? The answer is a simple framework: the 3×3. It is built on three foundations and supports an interactive three-step process. By helping you get better at leading teams, the 3×3 will help you get better at virtually all aspects of your work.

The first 3 stands for the Three Foundations of highperforming teams, or HPTs: clear goals, roles and norms. If you have read or heard anything about good teamwork, you are probably familiar with some version of these foundations. But even with the best of intentions, teammates quickly stray from commitments.

To address the issue of alignment, there is a three-step process for resolving differences and deepening commitment. The three steps are called Commit, Check and Close. In the 3×3 framework, (1) You first need to get your team to Commit to goals, roles and norms. (2) You need to regularly Check alignment with these commitments. (3) Finally, you need to Close the gap between saying and doing.

Let's now look at the tools and techniques to establish commitments on your team, check on the alignment of behaviors with the commitments and close the saying-doing

gap. The process will help your team stay deeply engaged and perform to the maximum of its potential. ●

PART I: THE 3X3 FRAMEWORK

Commit: To Know the Rules, You Have to Make Them

It's important to be explicit about the rules governing team behavior. It is just too easy to become committed to the wrong ones. So, develop the right rules collaboratively as soon as your team forms.

What rules should you establish? The first step in the process is all about committing to the rules that matter. Research on teams tells us that these fall into three categories, or the Three Foundations: Goals, Roles and Norms. HPTs establish those foundations by having a structured conversation. Research has shown that conversation is simply the best tool for organizing collaboration and making commitments.

The outcome of your conversation is what management scholar Leigh Thompson calls a *team charter*. A team charter can be something formal you write on a piece of paper and post, or it can be as simple as a set of verbal agreements. The key is having a conversation about concrete commitments you can refer to later and hold one another accountable for.

Goals

To be successful, every team needs strong, collective goals that members can rally around. In order for team



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SUMMARY: COMMITTED TEAMS

members to put the collective goals first, they have to feel there is a clear answer to the WIIFM question: What's in it for me? Team members are much more likely to embrace collective goals when they are aligned with personal goals and motivations. For just this reason, the goal-setting processes that are a critical aspect of team formation have to begin with a conversation — even a negotiation — about individual goals.

The process of checking and aligning individual goals with team goals thus does as much to support team performance as it benefits individuals. Of course, it is not always possible to close this gap completely, but even the act of trying will often foster engagement, honesty and trust among team members.

Even the most well-aligned goals will encounter barriers. As you set goals with your team, do more than write a set of milestones down on paper. Imagine the likely issues that could derail your success and create rules for managing them.

Roles: How Do the Pieces Fit Together?

In addition to goals, teams need rules determining what each person does within the team. Research on team performance and workplace productivity consistently finds that teams work harder and better when members have clear, interdependent roles that tap into their skills, expertise and sense of meaning.

To start, you should make sure you have the basics: the skill sets and kinds of expertise needed to achieve desired outcomes. Team members should also consider how they want to shape their roles based on how they derive meaning from work.

You should also consider how all of the roles fit together to form a team's structure. In general, team cultures are differentiated along two major spectrums:

- Are they more hierarchical or flat? Hierarchical teams give more authority to a strong leader, whereas authority is more widely distributed among the members in a flatter team.
- Are they more individualistic or more cohesive? This axis characterizes the team's working relationships. Individualistic teams tend to have more transactional exchanges, while cohesive ones interact in more personal ways.

Norms: Making the Behavioral Rules That Matter

If goals are about where your team is going and roles describe what you will do to get there, norms are the rules governing how you interact to fulfill both goals and roles.

These rules tend to fall into three major buckets, each of which prompts a question: How do we resolve conflicts? How do we communicate? How do we decide? Managing differences, sharing information and acting on it are the three fundamental processes in which teams engage.

How can you write effective rules for your team? Focus on the top three to five things that you think will be most important for the team dynamic based on what you know about your particular group. To determine what these might be, go back to the potential barriers you identified in your engagement-building process. Creating norms that head off those challenges are likely to be your most important priorities. ●

Check: What You Don't Know Is Probably Hurting You

For HPTs, reflection is the core activity in the second step of the 3×3: checking on alignment. Teams often underperform because people fall out of sync with one another and their environment. The result is a saying-doing gap: a disconnect between what a team says it is doing and what it is actually doing.

Research shows that the saying-doing gap is the most common explanation for poor teamwork. The saying-doing gap develops for two basic reasons. The first occurs when a team is conflicted about its commitments, while the second is related to a team's commitments being out of step with the external environment, such as other parts of an organization or the marketplace. What the two reasons have in common is misalignment with situational factors, caused by a lack of situational awareness.

How can you reveal saying-doing gaps and keep your team aligned with its internal commitments as well as its external environment? To bridge the gaps, you have to view yourselves as outsiders would. True, this is a tall order. But others have learned how to do it, applying a tried and true method of qualitative research: participant observation.

Learning to Become Your Own Observer

To find and close the deep disconnects embedded in this mundane interaction, you need to perform three tasks:

- Adopt an observer's mindset to view your own behavior the way others would see it.
- Collect data about situational factors that produce rule conflicts.
- Create a psychologically safe space for problem solving.

SUMMARY: COMMITTED TEAMS

Adopt an observer's mindset. To be able to identify the underlying misalignments on your team, you have to reduce the biases that distort your judgment and cause you to miss important cues. You can become an “outsider insider” by paying attention to two common conceptual biases that can blind you to the impact of your own behaviors. One of those biases leads to “overvaluing outcomes.” As Harvard professor Max Bazerman has shown, when a process results in a favorable outcome, we tend to ignore the mistakes or tensions that could cause problems in other situations. To overcome this bias when reviewing past decisions and actions on your team, even if you achieved desired outcomes, get in the habit of imagining what would have happened if a situation had taken a turn for the worse and how your team would have responded to the resulting problems.

Another common bias goes by the name of “motivated blindness.” In the famous words of Upton Sinclair, “It is difficult to get a man to understand something when his salary depends on his not understanding it.” To reduce the effects of this bias, actively seek out evidence that disproves your beliefs to ensure you are not letting your own preferences and interests cloud your judgment.

The power of systemic data gathering. Once you have created the observer's mindset, you should systematically gather data that helps anticipate potential situational conflicts that will sap your team's engagement and hurt performance. In your own team environment, you can anticipate conflicts by looking for the sources of similar tensions on three levels: interpersonal, team and environment.

Create the space for problem solving. Before teams can solve problems, they have to create a space for giving and receiving honest feedback. Teammates should feel that they can speak up about issues, admit mistakes and ask for help without being shamed or penalized by the group. Amy Edmondson calls this “psychological safety.” Her research demonstrates that teams with this characteristic communicate more openly, share information more freely and ultimately make better decisions. How do you foster psychological safety? Build individual relationships with one-on-ones. Taking the time for one-on-one conversations usually leads to a valuable outcome: a feeling that you are willing to walk the talk when it comes to hearing people out.

Since team discussions often involve negotiation, take account of individual bargaining styles to ensure that, as a group, you communicate in the most effective way. Using one-on-ones to discuss bargaining styles and clarify informal roles will help you develop strategies for having

productive discussions and encouraging team members to disagree constructively. ●

Close: To Bridge the Saying-Doing Gap, Act Like a STAR

Getting specific is the key to closing saying-doing gaps. Field research has shown that HPTs create the conditions for peak performance by acting like STARS.

- Be specific.
- Take small steps.
- Alter the environment.
- Be a realistic optimist.

Be specific. In order to make improvements, teams need to be hyper-specific about the changes they want to make. A powerful tool for helping your team drill down into specific changes is the Start/Stop/Continue exercise. It unfolds in simple steps:

- Divide a flipchart or white board into three vertical sections.
- Ask team members to write on individual Post-it notes the specific action they want to start doing, detrimental behaviors they think the team should stop, or positive practices the team should continue.
- Place each Post-it in its proper place on the board.
- Review the postings to see whether there are common themes, and consider collectively what you want to change or encourage in the group dynamic.

Resolve to take small steps toward improving. To work on small-step changes with your team, start by using “feedforward.” Leadership coach Marshall Goldsmith coined this term to highlight the importance of getting team members to look ahead toward specific ways to make positive change. To see how this works, consider a colleague who always shows up late to meetings. Rather than telling him, “You're always late and it prevents us from getting to important items on our agenda,” imagine saying something along the lines of, “If you aim to be at meetings 10 minutes early, it will help us make sure we can get started on time and hit every item on our agenda.”

Alter the environment. Research shows that pure willpower is unlikely to be effective if the environment encourages old behaviors. Simple reminders, or nudges, often make the difference between success and failure. One of the most effective nudges you can use is a checklist. Checklists help HPTs in cockpits, oil tankers and hospitals perform the right tasks in the right way at the right time.

SUMMARY: COMMITTED TEAMS

Another powerful type of reminder is an “accountability buddy.” If you are trying to set better deadlines, or be more transparent about your opinions, ask a team member to observe your behavior and remind you when you are falling back into old patterns. Accountability buddies are powerful because they leverage the power of positive social pressure.

Become realistic optimists. Everybody knows about the power of positive thinking, but an HPT goes out of its way to anticipate problems. HPTs from top military units to cyber security groups use so-called Red Teams to reveal all of the risks inherent in a given strategic direction. Red Teams are either groups of insiders or knowledgeable outsiders who test a strategy by trying their best to defeat it. Your own version of a Red Team could be someone in your group who is assigned the role of devil’s advocate in your meetings, or it could be an external party you consult. The point is to make sure your thinking stays grounded in reality and accounts for the inevitable barriers that could lead to failure. ●

PART II: FIVE COMMON TEAM TYPES

Making Virtual Teams Work

As technology continues to advance, virtual teams are becoming increasingly common. In today’s mobile world, you can communicate from just about anywhere, even if the conditions are often less than ideal. What you lose in nuance you gain in valuable flexibility, right?

Indeed, for individual team members, flexibility has lots of appeal. If you don’t have to drive or fly to meet regularly with your team in the office, you can build your schedule around chores, family obligations and personal time. For organizations, projects can be staffed with the most talented and best-suited employees and contractors, no matter where they are located.

In a virtual setting, you are likely to have a hard time with two teamwork essentials: trust and communication. Without the frequent opportunities for face-to-face contact that co-location affords, you have to tweak the 3×3 Framework to reduce the misalignments that so frequently occur.

Build Trust Early

Trust is one of the keys to success for any team, but for virtual teams trust is the essential glue to bind teammates together across distances and time zones. If people do not

trust others to deliver, they waste time on duplicate efforts, timelines are delayed, and creativity and innovation suffer.

Basic human connections are the foundation of trust, which in turn is the foundation of teamwork. It just takes more work to build those connections in the virtual world. The key is to use a mixture of both digital and face-to-face trust-building mechanisms. Let’s look at a few ways you can do this with your own team:

- **Build a reciprocity circle.** Easily performed on a digital platform, this simple exercise models the give and take team members should practice on a regular basis. Simply have people make requests of others by email or on a shared group document. The requests can be about anything from connecting with someone in another area of your organization to getting help with a programming problem. Encourage people to respond to as many requests as they can. The reciprocity circle exercise will deepen the bonds of mutual commitment among your teammates.
- **Make socializing an agenda item.** Make time during virtual meetings for teammates to catch up with each other. By formalizing this as an agenda item, you legitimize socializing and make it more likely that people will build trust-based relationships.
- **More frequent, shorter check-ins.** When your virtual team meets only once or twice a month on video, chat or conference calls, the amount of work that needs to be done can build up and create stressful real-time discussions. By touching base more often — either by having more meetings or communicating more frequently through chats — teams do better at staying in sync, emotionally and otherwise.

Use Your Channels Wisely

Good communication is tough for any team, but the distance created by virtual teams makes it harder. Finding the right channels and setting ground rules for virtual communication become even more crucial to staying in sync.

New York Times journalists reach a global audience, yet these high-profile writers were having trouble communicating with colleagues in their own organization. Employees in Manhattan felt disconnected from co-workers stationed in other parts of the world, struggling to keep abreast of fast-moving stories in far-flung regions. Texts were ignored, emails languished in inboxes and phone calls were tough to manage across international time zones. The *Gray Lady* was struggling with too many communication platforms to keep up with.

The app Slack was a godsend for the *New York Times* journalists. It is like Microsoft’s Yammer, AOL’s Instant

SUMMARY: COMMITTED TEAMS

Messenger (AIM) or the generic Internet Relay Chat (IRC). But Slack differs from those applications in that it archives messages, has a strong search engine and allows for easy file-sharing. It is also automatically synced across devices, and it promotes transparency and visibility in internal communications. After implementing Slack as an email replacement, the *New York Times* started to see the results. While Slack helped virtual teams at the *New York Times* feel closer together, some other channel may work better for your team. The point is that you need to discuss this question. ●

No Time for Teamwork? Lessons from Startups

What separates startups from other teams is the lack of a well-developed organizational context. This simple fact shapes everything that gives startups open space to make their own decisions even as they dangle on the precipice of bankruptcy.

Startups exist in an intense environment in which wild highs and lows are the norm. Teams are free to dream big and make radical changes. Energy can be poured into a single idea, unfettered by the demands of other projects in a larger company. Startup teams lack the resources of a larger company, too. And the comfort of knowing if a project fails you can return to your old job. Startup teams are a seatbelt-free roller-coaster ride. In this environment, reflection can go by the wayside. You may not have time for long corporate-style retreats to establish your culture, reflect and adapt.

Precisely in these times, the key is to devote as much energy as you can to managing your team culture. In a VUCA (volatility, uncertainty, complexity and ambiguity) environment, the best-articulated vision for your company is likely to be radically altered sooner or later. Only passion and commitment can pull you through the changes. For this reason, the 3x3 Framework is still crucial in a time crunch. But a modified process is needed — one that focuses on what are called “reflection triggers” rather than more elaborate steps. For startup teams, and other teams that need to move fast, focus on two teamwork tasks: creating a culture of resilience and identifying 3x3 checkpoints.

Building a culture of resilience. In forming a startup team, a general rule heard over and over from successful entrepreneurs is to find good co-founders before worrying about the fine details of your offering. When picking the members of your startup team, therefore, prioritize bringing people on board who have proven that they are

able to drive doggedly toward fulfilling a vision, even if they have to completely change how they approach it in the process. Take note of those who proactively reach out. Probe them in interviews on how they have responded to setbacks. Watch for red flags, such as blaming others rather than focusing on what they did to adjust. Forget about their past failures. Focus on what they learned from them. Hiring to fill specific roles is secondary. Like your product, chances are team roles will change, dramatically. Any role you hire for may become obsolete. What does not become obsolete is a team member who can adapt and learn a new set of tasks on the job.

Create 3x3 checkpoints. Typical startup teams evolve from groups of friends and work together more consistently than teams in large organizations. Because of this closeness, startup teams tend to fall into the trap of believing that everyone is in sync and that they can focus on executing without spending time thinking about alignment. Rather than thinking of the 3x3 Framework all the time, you should create predetermined triggers that lead to specific actions, such as a meeting or a decision-point. Establish checkpoints for three types of team issues: checking the participation and engagement of individual team members, flagging problems as they arise and making pivots when necessary. ●

Who Has a Good Idea? Insights on Innovation

Innovative team cultures have a few distinctive habits. You can help your teammates develop those habits by asking the right questions, or “kickstarters.” They will enhance the way you solve problems, conduct meetings and collaborate with people outside the team. The result: closing the saying-doing gap that frequently exists in innovation-related work. Each of the following sections includes a “kickstarter” question that you can put on the agenda of your next team meeting about innovation.

Define values. Innovative companies and teams are committed to values that everybody takes seriously. Values are like guardrails that keep ideas from veering off the path leading to core goals. IKEA employees are knowledgeable about what the company stands for. Many stores display an image of a stone wall as a reminder of the region where its Swedish founder, Ingvar Kamprad, was raised. Largely agricultural and poor, Smaland imbued Kamprad with an appreciation for innovative frugality. This value has driven the creation of myriad well-designed products, including a table that can be sold at a profit for five euros. Five euros?

SUMMARY: COMMITTED TEAMS

At a profit? Given the challenge of developing a prototype that met these specifications, team members networked with colleagues across the company and reached out to suppliers. The exploration led to an improbable source: door manufacturers. Cut a door in two — presto! You have a table. In retrospect, this makes perfect sense. But it took creative thinking to get there. A team that has committed to a well-defined set of values knows how to spend its creative energy. It also knows how not to spend it.

Multiply perspectives. Values help orient your team and guide exploration of multiple perspectives on a problem. Innovative teams encourage this sort of purposeful yet wide-ranging inquiry. There are several ways to do it. One way is to read — voraciously, widely and intensely. Bill Gates takes reading vacations, laying aside a diverse collection of books for most of the year and quickly working through them during a one- or two-week binge. When you immerse yourself in this way, you make connections that are harder to see when you read more slowly and forget details.

Chez Panisse founder Alice Waters creates an environment that promotes learning. She pays her chefs to visit local farmers markets and even to travel in search of innovative culinary ideas. Chefs can also take four months off, at full pay, to work as teachers in cooking schools. IBM organizes “jams,” using the Web to facilitate high energy interactive discussions involving thousands of employees. Topics range from business strategy to programming.

Tinker. Innovators tinker — or, in other words, they experiment. Innovation is messy. While you can use a highly structured activity like a tournament to generate ideas, the core process of creating a new product, a strategy, a novel or a symphony is always iterative. It happens in fits and starts. It involves serendipity. It requires that your team members listen to themselves think out loud, babbling half-sentences and nonsense. The innovation research shows that good ideas are cobbled together in just this way. You reach the same conclusion when you read about how creative people — artists, scientists, strategists, political leaders — actually produce their ideas. They do it little by little, experiencing equal amounts of confusion, disappointment and passion. ●

Lead or Follow? Guidelines for Leadership Groups

The same leadership teams have shown considerable strengths and shocking limitations. For this reason, top

teams never overcome the need to focus on the fundamentals of high-performance collaboration. While there is no guarantee that your top team will always make great decisions and avoid disasters, there are three questions that will help you stay on track. Devote part of a team meeting once a month to reviewing these essential questions.

Are we still having productive discussions?

Top teams produce mixed results. One reason is the predictable entropy that afflicts leadership groups. According to one study, less than 10 percent of top teams were prepared to make good decisions, and approximately a fifth of the teams were dominated by CEOs who made unilateral decisions. Even if norms were established in the first place, the findings indicate that most executive teams need to review how they make and communicate decisions.

Another closely related question you should consider is whether there is enough followership on your team. Just as some CEOs display subpar leadership skills, some team members are ineffective followers. Put a discussion of followership on your monthly agenda. A review of your norms might raise some difficult issues, but it will ultimately recharge your performance.

Do we need to realign our priorities? MIT researchers have shown that high-level agreements about goals can mask deeper misalignments that affect top team performance. These misalignments reflect naturally evolving differences over the relative importance of issues such as profit, corporate responsibility and customer satisfaction. When these differences go unaddressed, teams are slower to make decisions and implement them — or, often a worse outcome, implement them in the wrong way. During her tenure as Xerox CEO, Anne Mulcahy made a point of encouraging top team members to publicly discuss conflicting perceptions and interpretations of stated goals. The open exchange promoted engagement. As Mulcahy observed, leaders who “consider a diverse set of opinions... create ‘followership’ around decisions that might not come naturally.”

Have we become too isolated? Just as members of a top team need to make sure they are aligned behind shared priorities, the whole top team should ask whether it is aligned and connected enough with the rest of the organization and the broader environment. In this sense, every member of the team should make organizational relationship-building a priority. Studies reveal why these relationship networks are essential: 90 percent of the information a top team uses to make decisions comes through informal channels rather than formal reports. ●

SUMMARY: COMMITTED TEAMS

Why Are We Here? Engaging Committees

It is notoriously difficult to engage the right committee members in the right way. Here is how to do it.

The first question you should ask about your committee: Does it even need to exist? Getting rid of just one committee can have nearly transformative effects. Exaggeration? A Bain and Company study calculated the number of man-hours devoted to supporting one weekly executive committee meeting. In total, just one committee cost the company 300,000 hours per year. Keep this number in your head next time you think there is no harm in creating just one more committee.

To decide if a committee really is the most effective tool for your needs, ask yourself the following three questions:

- Would the decisions made by this committee materially affect the performance and objectives of the organization?
- Is there an existing standing committee whose purpose could serve this decision?
- Does this decision actually require diverse opinions and input from across the organization, or can it be made unilaterally?

Inspiring Passion

Let's assume you have reviewed the questions and decided that you do, in fact, need to create a committee to solve a problem. Now you face the daunting task of getting your members on the same page as part of a team that can often feel disconnected from "real work."

Get the right people in the room. Since committee members are often forced or assigned to serve on committees, it is critical for leaders to evaluate carefully whom they are choosing to serve. The key considerations for committees are the 5xS factors: size, schedule, skills, social capital and styles. They can be applied to any team formation but are especially crucial in the planning phase of committee work.

Figure out what's important. When it is easy for members to disengage and suffer few consequences, the WIIFM questions become even more important. You can start by asking a simple question: "What do you want to learn by participating in this committee?" Learning goals are powerful motivators. They focus members on developing personal skills and knowledge while contributing to the team.

Committees similarly need a central idea that guides their actions. In helping teams develop one, use the image of the Eiffel Tower. No matter where in Paris you are, you can look up to the tower and reorient yourself to find your way. That is what a central idea needs to do — orient the committee or board such that every decision can be measured against whether it takes them toward or away from the Tower.

Decide on roles. Role clarity is especially important on committees, because accountability can often be lacking and authority is often uncorrelated to seniority. Set clear expectations for participation and agree upon meaningful consequences for when it falls short.

Also, establish informal roles. Leadership scholars Green and Molenkamp define informal roles such as the caretaker, coordinator or antagonist who helps a team accomplish tasks and build relationships in ways that formal roles tend not to cover. Acknowledging and designating informal roles are helpful on committees and on any kind of team. Caretakers make sure that conflicts are handled productively. Coordinators make sure everyone understands what is expected of them. Antagonists challenge a team when it falls into groupthink.

Every team — now and in the future — needs to make commitments in the form of goals, roles and norms. Team members will need to be honest with themselves and each other about their abilities and their competing commitments. Fortunately, teammates will help get projects back on course when they have been properly prepared to identify and address misalignments. Successful teams will be disciplined about developing habits that support their commitments.

In the early 20th-century, William James said that habits are the great flywheel of society. That same flywheel will continue powering the age of digital communication, wide teams and project-based work. ●

RECOMMENDED READING LIST

If you liked *Committed Teams*, you'll also like:

1. ***Team Genius* by Rich Karlgaard, Michael S. Malone.** Karlgaard and Malone show how to build the dynamic, robust and great teams leaders need in order to compete in today's world.
2. ***A Team of Leaders* by Stewart Liff, Paul Gustavson.** Gustavson and Liff present the Five-Stage Team Development Model, which outlines the progression of creating teams of people who think and act like leaders.
3. ***The Synergist* by Les McKeown.** McKeown reveals a proven method to build highly successful teams while stimulating personal and organizational growth.