



soundview

Executive Book Summaries®

Extreme Teams

Why Pixar, Netflix, Airbnb, and Other Cutting-Edge Companies Succeed Where Most Fail

THE SUMMARY IN BRIEF

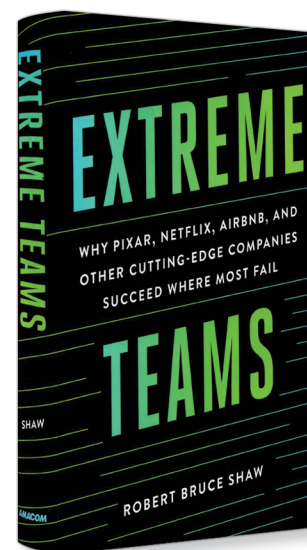
Great achievements are almost always the work of great teams. But most leaders rely on decades-old ideas and practices about teams developed by companies that have lost their edge. Times change and so must our teams. Those who cling to outdated views of teamwork and team-building will be left behind. So, what do you need to do to create a team that can successfully face the challenges of today's world?

To answer that question, Robert Bruce Shaw examines the work practices of innovative, high-growth companies such as Whole Foods, Pixar, and Netflix. These firms became ground-breaking leaders in their industries, in part, by boldly rewriting the rules of teamwork. *Extreme Teams* provides a detailed analysis of how the leaders at these companies think and operate — and, in particular, describes their approaches for creating high energy teams that deliver extraordinary results.

Filled with success stories from some of the most exciting firms operating today, *Extreme Teams* will push you to think about teams in new ways. It is filled with pragmatic suggestions that you can use to move your team to the next level of engagement and performance. It is for those who want to go beyond traditional approaches to teamwork and build truly great groups.

IN THIS SUMMARY, YOU WILL LEARN:

- How to build a new team or turn around an unproductive team.
- Establish clear, concise and obtainable team values.
- Create an innovative and cooperative company culture.
- Redefine and embrace conflict in order to produce results.



by Robert Bruce Shaw

CONTENTS

Revolutionizing the Way We Work

Page 2

Results and Relationships

Page 3

Foster a Shared Obsession

Page 3

Value Fit over Capabilities

Page 4

Focus More, then Less

Page 5

Push Harder, Push Softer

Page 6

Take Comfort in Discomfort

Page 7

Teams at the Extremes

Page 7

THE COMPLETE SUMMARY: EXTREME TEAMS

by Robert Bruce Shaw

The author: Robert Bruce Shaw is a management consultant focusing on the effectiveness of leaders and their teams. He earned his doctorate in organizational behavior from Yale University and is the author of numerous management books and articles including *Trust in the Balance* and *Leadership Blindspots*.

Summarized by permission of the publisher, AMACOM, a division of American Management Association from *Extreme Teams: Why Pixar, Netflix, Airbnb, and Other Cutting-Edge Companies Succeed Where Most Fail* by Robert Bruce Shaw. Copyright © 2017 by Robert Bruce Shaw. 247 pages, \$27.95, ISBN 984-0-8114-3717-9. Summary copyright © 2017 by Soundview Executive Book Summaries ® www.summary.com, 1-800-SUMMARY.

Revolutionizing the Way We Work

Whole Foods is a purpose-driven company that takes very good care of its people. Three guiding principles underlie the team environment at Whole Foods. First, the company believes that people are by nature social beings who feel most comfortable when part of a small group. From this perspective, building a company around teams is building a company based on human nature. Everyone in the company belongs to a team. Teams, when designed and staffed properly, also maximize what people can contribute to the success of a business. A second management principle shapes how teams operate at Whole Foods. The company believes teams function best when they embrace a set of companywide practices. Teams at Whole Foods have a great deal of autonomy to make decisions that benefit customers, team members and the company. A third guiding principle at Whole Foods is a belief in the benefits of being open and transparent as a company. The goal is to create a “no secrets” environment where information about its strategies and operations is available to all employees. The firm believes that creating a high-trust culture requires sharing information that is concealed in most firms — and working with people to ensure that they understand the implications.

Potential Problems in Designing Teams

Most companies view teams and teamwork as good things. As a result, the use of teams is on the rise across all companies, with collaborative activities increasing by more than 50 percent over the past two decades. Teams, without question, provide a competitive advantage when they operate well.

The problem is that designing and managing teams is a complicated undertaking requiring a level of creativity

and commitment that many firms, and their leaders, lack. The most basic, and common, mistake is to use a team when a team is not needed — that is, the work is better done by individuals not working as a team. The return on the investment of having a team needs to be greater than the benefit of not having a team at all.

A second mistake is failing to provide the support a team needs to be successful (such as group-level rewards). Companies often embrace teams, or at least the concept of teams, without providing attention to what is needed for them to be successful.

A final misconception about teams, or at least high-performing teams, is that they are easygoing places to work. Some companies, including Whole Foods, contribute to this belief by emphasizing the benefits of a friendly work environment. But what is often missing in the accounts of employee-friendly companies is the intensity of working in an environment where talented people, obsessed with their world, hold themselves and others accountable for producing results at a high level. Teams, when well designed, increase the pressure that their members feel to deliver for the group — to deliver for their peers.

Pixar believes that producing great films requires something beyond having highly talented and committed people. The firm believes, given the innovative and complex nature of its films, that success is unlikely if a team doesn't “gel.” A common assumption is that people will naturally bond when they become members of a team. Pixar takes care to staff its teams with people who have complementary skills and personalities — people who can work in the intense and often ambiguous environment that comes with producing one of its films. In fact, having people who are too similar may make it easier for them to work together, but it will most likely undermine



1-800-SUMMARY
service@summary.com

1-800-SUMMARY or order online at www.summary.com.

Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 511 School House Road., Suite 300, Kennett Square, PA 19348 USA. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2017 by Soundview, Inc. **Available formats:** Summaries are available in several digital formats. To subscribe, call us at 1-800-SUMMARY or order online at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Masiel Tejada, Graphic Designer; Meaghan Kelly, Contributing Editor

SUMMARY: EXTREME TEAMS

the team's creativity. The goal is to find a group of people who can bring their unique talents and experiences to a project and then come together as a team to produce something beyond what they could do as individuals.

Communal and Exchange Relationships

Pixar is unique in being softer than most companies (“The people at Pixar are my best friends”) and also harder (“We will fire best friends when needed to make a great film”). One way that academics look at the “hard/soft” dynamic is to distinguish between communal and exchange relationships.

Communal relationships are those based on supporting others without expecting anything in return. Exchange relationships, in contrast, are based on what others provide you and, in turn, what you provide them. These two types of relationships are viewed by most as mutually exclusive. This is the case because each operates with a different set of rules and expectations.

To say that cutting-edge firms and teams operate based primarily on the dynamics of exchange relationships is to miss the depth of communal bonds within these firms and, in particular, the importance that they place on relationships. These firms are hybrids — possessing both communal and exchange qualities. They blur in their own unique ways the distinction between exchange and communal relationships in a manner that combines the positive qualities of each. ●

Results and Relationships

The goal for Netflix, and other cutting-edge firms, is to create a culture obsessed with results without creating a culture that is too harsh. What is the point at which a firm or team pushes too far on results and, in doing so, undermines the very outcome it desires?

Let's start by defining results. Broadly stated, *results* means that a team delivers what is expected of it by those who benefit from its products and services. This is often seen as a team meeting the expectations of its customers or clients. These goals can involve financial targets (such as monthly sales), as well as growth targets (such as the percentage of customers using a firm's products). Viewing results only in terms of financial outcomes, however, is too limited. In some cases, teams work toward goals beyond, or even in conflict with, revenue and profit. Results, then, are much more than simply achieving financial targets — cutting-edge teams achieve results that move their firms closer to their stated reasons for being. The goal, according to the Whole Foods CEO, is to take the right action for

the right reasons — which are actions that advance the higher purpose of the firm.

Social Capital

Robert Putnam, a sociologist and the author of *Bowling Alone*, uses the term *social capital* to describe how relationships among members operate in a variety of settings, including nonprofit, public and private organizations. Social capital, in the simplest terms, is the “glue” that connects people together and, in so doing, helps groups, organizations, and society function more effectively. Social capital consists of three types of relationships: bonding, building and believing.

Bonding with Fellow Team Members: The connection among members within the same group. This includes the ability of team members to gel and produce something greater than the team members could produce working alone. It involves feeling connected to a group of people who share a common goal.

Building Partnerships with Other Teams: The connection among people who work in different groups. Team members need to work productively with other teams. This involves more than simply being aware of those in other groups — It requires a more personal awareness and investment in the relationship.

Believing in One's Company and its Leaders: This is the connection that people have to the organization that employs them. It is based on the belief that their organization is doing the right things and is worthy of their commitment. This results in an emotional investment in the firm and its reasons for being.

Results and relationships, then, are the two essential outcomes that firms and their teams need to achieve. However, both results and relationships have potential downsides. An excessive emphasis on results can embolden people to cross ethical and legal boundaries. Relationships, like results, can also be pushed too far. In particular, strong interpersonal bonds among teammates can lead to increasingly negative outcomes for a team. The bonds can become so strong that they result in viewing others as outsiders who are not to be trusted.

The goal, of course, is to create virtuous team cycles in which results and relationships operate in a manner to produce ever higher levels of team performance. ●

Foster a Shared Obsession

A paradox of cutting-edge firms is that they make more money because money is not what they care most about. In this regard, they don't act like the stereotype

SUMMARY: EXTREME TEAMS

of a firm focused only on quarterly earnings. They are not even fixated on growth. They make money because it allows them to do the work they love. Profit, in these firms, is necessary and important — but insufficient as a reason for being.

Obsession may not be healthy, but it describes a core attribute of great companies and teams. Obsession comes in three frequently interconnected forms:

- An obsession with the work itself and the resulting product. This is the most important form. In many cutting-edge firms and teams, people view work as central to their identities — not something they do but something they are. People and teams in these firms act with a relentless focus on getting it right.
- An emotional investment in building a great company. Cutting-edge teams want people to be equally obsessed with the culture of their firms. They want those who are consumed not only with their work; they want people who are consumed with creating relationships that are the foundation of a great company.
- The desire to have an impact on society — in most cases, this involves improving the world through one's products, services, and way of operating.

Obsessive teams can be so task focused, so lacking in empathy, that they damage relationships within the teams as well as with those in other teams. But far worse is a group where people are simply doing their jobs — even if they do them well. Obsession is the foundation for making great things happen. ●

Value Fit Over Capabilities

The stronger and more unique the culture of a firm or team, the more important fit becomes. Cutting-edge firms are passionate about their beliefs and have particular ways of operating. They would rather hire people who are “A’s” in regard to cultural fit and “B’s” in regard to their talent.

A leader's job, in large part, is hiring and motivating the right people for a particular task. The ability to assess the capabilities of individuals and then determine how they will work together to produce a desired outcome is more of an art than a science.

The simplest definition of *culture* is “the way things are done around here.” Each firm has particular patterns of thinking and behavior, which develop over time as a firm overcomes challenges in its efforts to survive and grow.

There are several risks when resumes become more important than cultural fit:

- Those who don't fully buy into a firm's mission and way of operating are, in most cases, less likely to give their all to make their company or team successful.
- Those who don't fit a firm's culture become toxic to that culture.
- People who don't fit a firm's culture are more likely to hire others who also don't fit the culture.
- Those at odds with a firm's culture will not be able to get things done within that culture because they don't understand how the culture works, or they understand it but devalue it.

Cultural fit is a key to influencing others and getting them to work with you in a collaborative manner. It is particularly important when staffing initial positions within a company or team. The tone set by early members of a group impacts subsequent hires and, as a result, has a disproportionate influence on the group's emerging culture. Therefore, great care is needed in selecting a group's first hires to ensure that these individuals fully embody what leaders want to see in their groups.

There are potential downsides to being too focused on hiring those who are a cultural fit. A team that values cultural fit over experience or capabilities may fail to hire or promote necessary talent. Most firms, cutting-edge groups included, look for a threshold level of capability before cultural fit is considered in the hiring or promotional process. The goal is to deliberately hire those who will challenge the status quo within the firm and, as a result, make the firm stronger. An emphasis on culture also requires removing those who, once hired, turn out to be a bad fit.

Developing Values

Most large firms have a set of values that define their ideal cultures. These values, however, often fall short on several fronts:

- Developing a set of values that are so general that they have no real impact on people or their behavior within a firm. There needs to be some authentic edge to the values that are essential to realizing the firm's purpose and values.
- A long list of values that cover everything that could possibly be important to a company or group. The result is a set of values that people either don't remember or don't use to guide their behavior (as there are simply too many to follow).
- A group's values are often defined at such a high level that people don't know what they look like in action.

SUMMARY: EXTREME TEAMS

Values should be defined in terms of expected behavior — both in positive and negative terms.

- A failure to link them to a firm's objectives and work practices.
- Articulating values and then working in a manner that violates them. That is, the company espouses one set of cultural beliefs but acts on a different set of beliefs.

Self-Awareness and Fit

The key is to find those who can partner with others to produce what is needed and, more generally, help build a sense of community within the company or team. Self-awareness is essential if people are to work well together. Cutting-edge teams, then, look for fit on three attributes in making their hiring decisions:

Belief in the Firm's Higher Purpose: Is the person "all in" in his or her support of the firm's core purpose? Does he or she have the necessary passion, if not obsession regarding the firm's reason for being?

Ability to Deliver Results: Does this person have the drive, temperament and skill needed to deliver necessary results at the highest level?

Ability to Build Relationships: Does the person have the drive and temperament needed to develop close, working relationships with his or her team members and with those in other teams?

Each firm or team needs to determine how to screen applicants for each of these three attributes, which will vary depending on the firm and how it defines success in each area. ●

Focus More, then Less

Every firm and team has limits in regard to staff, time, and resources — and thus needs to focus on the areas that have the highest return on investment in relation to its growth strategy. The other factor that makes prioritization difficult is the risk inherent in doing so. Focusing only on a few priorities means that those few priorities had better be the right priorities. Focus also requires that those selected priorities be executed at a high level. Otherwise, failure to do so will be evident to all.

Understanding Context

Getting everyone to align around a set of priorities begins with context setting. *Context*, a term that Netflix coined in regards to its culture, explains the "why" of a firm's specific priorities. The goal is to ensure that

everyone understands the environment in which a company operates as well as the strategies it will use to be successful in that environment. At minimum, people within a company need to understand the following:

- Why do we exist as a company — what is our reason for being?
- How do we make money? What drives our results?
- Who are our most important customers?
- What products or services do our customers value the most?
- Who are our competitors — existing and emerging? What threats do they pose?
- How do we measure our success as a company?
- What is our plan to win in the marketplace?
- What capabilities do we need to be successful?
- What values are most important to us?
- What behaviors are expected of us as members of the company?

Creating Context

Creating the right context supports how Netflix wants to operate in what it calls a highly aligned but loosely coupled organization. Netflix describes this as follows:

Highly Aligned means ...

- Strategy and goals are clear, specific, and broadly understood.
- Team interactions are focused on strategy and goals rather than tactics.
- Large investment in management time required to be transparent, articulate and perceptive.

Loosely Coupled means ...

- Minimal cross-functional meetings except to get aligned on goals and strategy.
- Trust between groups on tactics without previewing or approving each one — so groups can move fast.
- Leaders reaching out proactively for ad-hoc coordination and perspective as appropriate — occasional post-mortems on tactics necessary to increase alignment.

SUMMARY: EXTREME TEAMS

Developing Priorities

There are several guidelines for developing a clear set of aligned priorities:

Have a very simple and easily explained set of goals (which are often updated annually but can be longer or shorter in duration depending on the situation).

Spell out the desired outcome in clear and, if possible, measurable terms. These are the “success metrics” that delineate how progress will be measured for each priority over time.

Establish accountability. Decide if the group in total is responsible for each priority or, instead, if there is a point person or subgroup that takes the lead.

Review a group’s progress over time in each area. Have weekly, monthly or quarterly reviews in which progress is assessed using specific, numeric targets or a more general system of assessment.

Cutting-edge firms and teams relentlessly focus on executing a small set of key priorities. In so doing, they avoid being distracted — pulled into peripheral activities that take time, energy, and resources away from what is truly needed to achieve something extraordinary.

Innovations and Experimentations

The challenge is to keep one’s company or team resolutely focused on its key imperatives while also testing new and innovative ideas that will drive the firm’s future growth. One way to encourage experimentation is to bring outsiders into a company or team. Pixar will deliberately hire outsiders in order to bring new perspectives and ideas on how to make the firm and its films better. One way to encourage innovation within a larger enterprise is to use teams to experiment with different models and approaches as they go about their work.

Cutting-edge firms also productively defocus by encouraging people and teams to innovate outside of their core businesses. This allows for people to get out of their own areas of responsibility and learn from those doing very different work. This supports the development of people as well as the potential areas of innovation across groups. ●

Push Harder, Push Softer

Most firms operate with either a hard or soft edge. Those with a hard edge emphasize the need for clear performance targets, disciplined practices and absolute accountability for results. These groups are typically more formal and process driven. Think General Electric.

Firms with a soft edge emphasize the importance of strong bonds among people working in a highly creative, sometimes chaotic environment. They are more informal and talent driven. Think Google. No firm is entirely hard or soft, but most favor one over the other based on the demands of their business, their individual histories, and even idiosyncrasies of their leaders. The challenge is to create a work environment that embraces what is often a messy contradiction — a work environment that is at once both hard and soft. Cutting-edge firms, and their teams, do just that.

What is Culture?

Culture includes the core beliefs and assumptions that people have about their work, their company, and their competitive environment. These deeper-level elements of culture function at both a cognitive and an emotional level.

Cognitive beliefs center on what people think, particularly in regard to the factors that will result in success or failure within a team or company.

Emotional beliefs focus on “how we do things around here” or “what we think around here.” But more important is “what we feel around here.”

One reason why culture provides a competitive advantage is that it can’t be easily replicated. The fact that culture is difficult to build and sustain is what makes it valuable.

The Look and Feel of Cutting-Edge Cultures

Cutting-edge firms embrace, in various ways, each of the listed cultural attributes:

All in: Deeply committed to the firm’s purpose, values and successes; act with a high level of energy and ambition to make a difference.

Autonomous: Have the autonomy and authority needed to make decisions about how to achieve the group’s goals; flat organizational structure.

Transparent: Know what is expected in regard to performance and behavior; company and leaders share information in an open and authentic manner.

Accountable: Take full responsibility for the way they work and their performance; team-level rewards for superior performance and consequences for poor performance.

Playful: Find pleasure in the work itself; enjoy interacting with colleagues.

Communal: Share a sense of community and willingness to help others; high levels of trust.

The lesson from these firms and teams is the need to question one’s own culture, along with the relentless commitment to getting it right. ●

Take Comfort in Discomfort

In cutting-edge groups, a good meeting is one in which a healthy fight results in a healthy outcome. In more conventional firms, a good meeting is one in which people get along and everyone agrees on the best path forward. Conflict is viewed as a sign that the team is not working well. This is not to say that outcomes don't matter in more traditional firms, but the ability of people to work as a cohesive team and the willingness of people to be team players can take priority over everything else — including results.

Managing Conflict

Managing conflict within a team, however, is more complicated than removing those who can't operate in an open and intense environment. Team members are often on the receiving end of two messages regarding what is expected of them. These messages are conveyed in a variety of ways, sometimes subtle, from a team leader, peers or even the organization in which they work. They are as follows:

1. You must put forward your honest point of view on the decisions we face as a group and offer clear recommendations that help move us forward. If you fail to do so, you are not adding value as a team member and are increasing the likelihood that we will fail to achieve our goals.
2. You must operate in a highly collaborative manner and support your peers. If you fail to do so, you are not being a team player and are undermining our ability to work together as a group to achieve our goals.

Creating a Conflict-Friendly Culture

The first task in creating a conflict-friendly culture is redefining what it means to be comfortable. In many groups, comfort implies a lack of conflict or tension among team members. In cutting-edge teams, this definition is turned on its head — rejected in favor of surfacing or even creating tension among team members. These teams don't want their members to be too comfortable because that means that they have settled for the status quo. It means that they are not pushing themselves to achieve a higher level of performance and innovation. Comfort, then, is redefined as accepting the need to be uncomfortable. Cutting-edge firms are committed to deliberately creating conflict to produce better outcomes.

A second task is setting bold, even audacious, goals. These goals are not designed to produce conflict, but conflict is almost always the result. The pressure to meet high standards in itself results in conflict as team members work to find the best solutions to the tests that inevitably arise in the pursuit of their goals.

The third task is to focus the team's efforts on the areas that will make the greatest difference. In other words, not all conflict is equal. Many teams engage in a good fight, but they do so over the matters not worth fighting about. One of the most important tasks of a team leader is to focus his or her team on the "vital few" issues and not let the group be distracted by less important issues.

Productive conflict in teams requires the following:

1. An understanding that the discomfort that comes with conflict is necessary and productive. The enemy of high performance is not conflict — It's complacency.
2. Accountability for pursuing audacious goals that generate a healthy level of tension within a team.
3. An ability to focus the team's conflict on the "vital few" areas that will make the most difference in the achievements of its goals.
4. The group having the temperament and skill needed to have a productive fight. ●

Teams at the Extremes

Entrepreneurs are adept at managing newness — pushing the boundaries of what exists today. Cutting-edge leaders and their teams push both results and relationships further than traditional firms. But there are risks and sometimes a price to pay for doing so. Results, pushed too far, can produce a variety of unintended consequences such as a harsh company culture or unethical business practices. Relationships, pushed too far, can create a soft environment that lacks the drive and toughness needed to achieve success. The challenge is to drive results and relationships to the breaking point while managing the very downside of doing so.

There are two common challenges facing leaders who want to build extreme teams. The first is creating a team where no team currently exists. Leaders who are responsible for a new team will benefit from considering the following practices of cutting-edge firms:

SUMMARY: EXTREME TEAMS

Right purpose: The need to define a compelling purpose for one's team and taking that purpose to a higher level of intensity and dedication.

Right people: Hiring people who have the attributes needed for a group to be successful.

Right priorities: A leader needs to clarify the vital few priorities and success metrics.

Right practices: Leaders need to determine the desired culture of their teams by identifying the few essential beliefs and behaviors that will define what is expected of group members.

The second challenge is turning around a stagnant or failing team. This need becomes particularly salient when a new leader, often with no history with the group, is tasked with its revitalization. This need can also surface when a long-tenured leader feels that he or she is investing an inordinate amount of time and energy to get a team to perform at a high level. There are two key questions to answer at this point in the turnaround process:

- Does the team deliver results consistent with what is expected by its organization, leaders, and customers?
- Does the team foster productive working relationships among its members as well as with those in other groups?

The measure of a team's performance varies by team but often includes both outcome measures (i.e., sales and revenue) and process measures (i.e., milestone achievements and budget performance). The key is to look at metrics that are closely linked to the firm's purpose. These metrics should be augmented by more informal input from a team's customers as well as its members. The other factor to consider is the quality of the relationships among the members of the team.

The next task is to identify the causes of the team's poor performance, particularly in relation to the performance gaps uncovered in the above assessment. Leaders seeking to understand their underperforming teams need to look for the deeper issues that influence other, often more noticeable, behaviors or outcomes.

The key for those leading a turnaround is to recognize the value of contradictions in understanding what is going on within a team — paying particular attention to aspects of the team that are surprising or puzzling. The goal is to surface the group's contradictions, understand why they exist and analyze their impact on the group's results.

A final area to assess is the practices of the team and how they impact its culture. This is one of the most

challenging aspects of a team's turnaround because existing cultures are notoriously difficult to change. The leader of a team turnaround effort needs to be bold in changing the mindset and behavior of his or her group.

Starting a new team and turning around a stagnant team are challenges that most leaders will face at some point during their careers. Both situations underscore the importance to a leader of getting his or her team right in order to produce results. Organizations and their leaders value what teams can achieve and are quick to talk about the benefits of collaboration. But, many fail to provide the support that teams need to be successful. The problem, in most cases, is not a lack of knowledge but an unwillingness to give up control. Companies that want the benefits of extreme teams need to give them autonomy to do what they believe is needed given the challenges they face.

Why Teams?

Teams are seductive because they offer a clear advantage when designed and managed well — an advantage that is difficult for others to copy. But extraordinary teams are less common than we would think because they come with a steep price — notably the need for organizations and their leaders to give up control. We thus find people at all levels in a company who collectively support the idea of teams — but lack the commitment and creativity to make them work.

Almost all great achievements, in business and society, are the result of small groups of people working together to achieve ambitious goals. Teams, not individuals, make the difference. There is a deep human need to bond with others, often in a risky endeavor, in the pursuit of a larger or even heroic purpose. Extreme teams provide that opportunity. ●

MORE SV CONTENT ON MANAGING TEAMS

Access these and more in your Soundview Online Library:

Summary: *Great Teams* by Don Yaeger. Long-time *Sports Illustrated* associate editor Don Yager identifies 16 habits that drive high-performing teams. Discover how the same qualities that brought success to national champions and corporate leaders can propel your own team to new levels of achievement.

Webinar: *Developing a High-Performing Team That Delivers Results* by Mario Moussa. Mario Moussa presents a how-to guide that offers the pragmatic advice you'll need to gain buy-in for shared objectives, assign roles to the right people, and establish norms for effective collaboration.