

Leveraging Expertise to Drive Team Innovation & Performance: What Gets in the Way and How to Get Rid of It?

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*Much of this presentation was developed in conjunction with Lori MacKenzie & Stanford's Clayman Institute for Gender Research

What constitutes team innovation & high performance?

What does it mean to

Leverage Expertise?

How do power & influence impact your teams?

Power & Influence

Power is all about *potential*....

Influence is the active attempt
to.....

Power in Teams?

Formal Authority

Resource Control

BATNA

Reputation

Control of Information

Relationships (Inside & Out)

GROUP EXERCISE

Complete the assignment individually.

GROUP EXERCISE

Everyone take a “Role” card.

*-- Take 1 minutes to write down how
you will fulfill your role*

GROUP EXERCISE

Complete the assignment as a group.

- You have ten minutes*
- Each person, play your role*
- Don't reveal your role or share your card with anyone*

GROUP EXERCISE

Evaluate your results.

- ***Individual***, one point per each correct answer
- ***Team***, one point per each correct answer

TEAM KILLERS

TEAM KILLERS – Common Knowledge Effect

Voices heard: Airtime dominators, such as high-status, extroverted, more experienced team members

Voices not heard: Quiet experts, such as lower-status, introverted, less experienced team members

➤ Influence is incorrectly attributed

TEAM BEHAVIOR: THE SILENT EXPERT

Research shows a Common Knowledge Effect.

Groups will focus on the shared information and spend less time or effort on unique information an individual may possess.

This is can produce Groupthink.

TEAM BEHAVIOR: AIRTIME DOMINATOR

Research shows that airtime matters.

In a group of eight, three people will speak 67 percent of the time. That means five people in the group typically do not get their voices heard.

Although airtime does not equal influence, it is perceived as influence. So the loudest voice is seen as the most influential, even if that person did not contribute the most.

TEAM BEHAVIOR: THE INTERRUPTER

Research shows that men interrupt women significantly more than they interrupt other men.

Moreover, women are more often a target of interruptions than men.

So, whose voice gets heard?

TEAM KILLERS – Overweighting Status

Comments by high-status and inner circle team members can be overvalued.

Burris, Rodgers, Mannix, Hendron and Oldroyd (2009)

TEAM BEHAVIOR – Leader Domination

Leaders who dominate team discussion shut out other members and lead to poorer team performance

(Tost and her colleagues, 2012)

Powerful women talk less than powerful men

(Brescoll, 2012)

TEAM BEHAVIOR: DIMINISHED INFLUENCE

Research shows that women have less influence in team meetings. So good ideas are less likely to be credited to them, even if they make the point first. (Thomas-Hunt & Phillips, 2004)

- Why? Stereotypes and bias. Women are not automatically perceived as experts, especially in traditionally non-feminine domains (finance, technology, leadership, etc.), so their ideas are often overlooked.

Leaders must actively solicit differences of opinion, particularly from those of lower or unacknowledged status or expertise. (Kim, Phillips, Thomas-Hunt and Fleming, 2013)

- This is particularly important when for low status or unacknowledged members.

CURATING EFFECTIVE TEAMS

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- How can you pick team members to improve team outcomes?
- How much similarity vs. diversity creates an effective team?
- What structure is effective?

CURATING EFFECTIVE TEAMS

Composition: Similarity vs. Difference

- We often choose to teammates who are similar:
 - Looks
 - Education, functional expertise,
 - Gender
 - Geographical origins

... robbing teams of diverse information and viewpoints

CURATING EFFECTIVE TEAMS

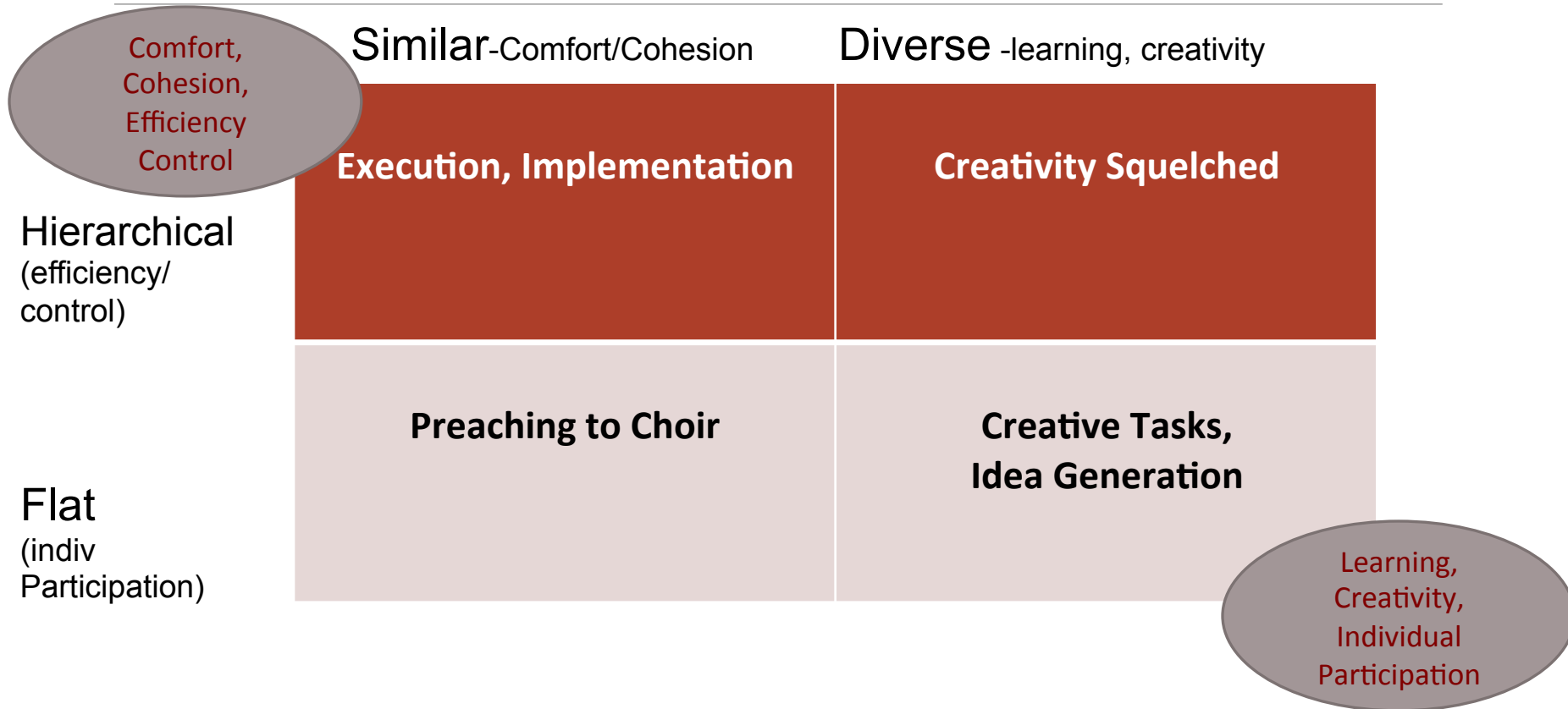
STRUCTURE

- Even when we say we're egalitarian:
 - Groups naturally form hierarchies
 - Status and full participation do not always go together

... robbing teams of diverse information and viewpoints

CURATING EFFECTIVE TEAMS

Structure & Composition



ESSENTIALS OF GREAT TEAM DYNAMICS

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Harness the contributions of all team members

Leaders must build trust in groups to effectively leverage divergent perspectives. Different ideas without trust leads to conflict which can harm team performance.

Simons & Peterson (2000)

ESSENTIALS OF GREAT TEAM DYNAMICS

Build awareness of type of expertise needed for each outcome and who possesses it.

Leaders need to help members figure out who knows what
--- this enhances performance

Fraiden & Hollingshead, 2004; Wegner, 1987; Larson et al, 1998

ESSENTIALS OF GREAT TEAM DYNAMICS

Leaders must also leverage their own expertise.

Leaders must both contribute their own expertise and also solicit and validate that of others.

Proell, Sauer, Thomas-Hunt & Burris (2013)

TIPS for GREAT TEAM DYNAMICS

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Establish and Use Ground Rules

Build good dynamics into a few simple ground rules. When dynamics go astray, point to ground rules as a way to get back on track - it's less personal than pointing out what each person is doing ineffectively.

TIPS FOR GREAT TEAM DYNAMICS

Solicit Input

Ask probing questions from quiet or overlooked team members. Soliciting input validates them and elevates you.

TIPS FOR GREAT TEAM DYNAMICS

Ask Framing Questions

Bring the conversation back to a higher purpose. Ask, “What is our bigger goal today? What can we do in this meeting to create more value?”

This re-frames the conversation as strategic if the conversation goes astray.

TIPS FOR GREAT TEAM DYNAMICS

Interrupt the Interrupters

Women are often the target of interruptions. Say, “I’d like to hear the end of what (*name*) has to say before we move on.”

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