

contents

Foreword by Edgar H. Schein xi

Introduction 1

part one teaming

1 A New Way of Working 11

Teaming Is a Verb 12

Organizing to Execute 15

The Learning Imperative 19

Learning to Team, Teaming to Learn 24

Organizing to Learn 26

Execution-as-Learning 30

The Process Knowledge Spectrum 32

A New Way of Leading 38

Leadership Summary 42

Lessons and Actions 42

2 Teaming to Learn, Innovate, and Compete 45

The Teaming Process 50

Four Pillars of Effective Teaming 51

The Benefits of Teaming 56
Social and Cognitive Barriers to Teaming 60
When Conflict Heats Up 67
Leadership Actions That Promote Teaming 75
Leadership Summary 78
Lessons and Actions 79

part two
organizing to learn

3 The Power of Framing 83
Cognitive Frames 84
Framing a Change Project 89
The Leader's Role 93
Team Members' Roles 96
The Project Purpose 99
A Learning Frame Versus an Execution Frame 102
Changing Frames 104
Leadership Summary 111
Lessons and Actions 112

4 Making It Safe to Team 115
Trust and Respect 118
Psychological Safety for Teaming and Learning 125
The Effect of Hierarchy on Psychological Safety 131
Cultivating Psychological Safety 135
Leadership Summary 145
Lessons and Actions 146

5	Failing Better to Succeed Faster	149
	<i>The Inevitability of Failure</i>	150
	<i>The Importance of Small Failures</i>	151
	<i>Why It's Difficult to Learn from Failure</i>	154
	<i>Failure Across the Process Knowledge Spectrum</i>	160
	<i>Matching Failure Cause and Context</i>	164
	<i>Developing a Learning Approach to Failure</i>	168
	<i>Strategies for Learning from Failures</i>	170
	<i>Leadership Summary</i>	182
	<i>Lessons and Actions</i>	183
6	Teaming Across Boundaries	185
	<i>Teaming Despite Boundaries</i>	191
	<i>Visible and Invisible Boundaries</i>	193
	<i>Three Types of Boundaries</i>	197
	<i>Teaming Across Common Boundaries</i>	201
	<i>Leading Communication Across Boundaries</i>	212
	<i>Leadership Summary</i>	215
	<i>Lessons and Actions</i>	216

part three

execution-as-learning

7	Putting Teaming and Learning to Work	221
	<i>Execution-as-Learning</i>	222
	<i>Using the Process Knowledge Spectrum</i>	229
	<i>Facing a Shifting Context at Telco</i>	234
	<i>Learning That Never Ends</i>	240

	<i>Keeping Learning Alive</i>	252
	<i>Leadership Summary</i>	254
	<i>Lessons and Actions</i>	256
8	Leadership Makes It Happen	257
	<i>Leading Teaming in Routine Production at Simmons</i>	258
	<i>Leading Teaming in Complex Operations at Children's Hospital</i>	265
	<i>Leading Teaming for Innovation at IDEO</i>	276
	<i>Leadership Summary</i>	283
	<i>Moving Forward</i>	285
	Notes	289
	Acknowledgments	309
	About the Author	313
	Index	315

<http://www.pbookshop.com>