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
   The Inevitability of Failure  150
   The Importance of Small Failures  151
   Why It’s Difficult to Learn from Failure  154
   Failure Across the Process Knowledge Spectrum  160
   Matching Failure Cause and Context  164
   Developing a Learning Approach to Failure  168
   Strategies for Learning from Failures  170
   Leadership Summary  182
   Lessons and Actions  183

6  Teaming Across Boundaries  185
   Teaming Despite Boundaries  191
   Visible and Invisible Boundaries  193
   Three Types of Boundaries  197
   Teaming Across Common Boundaries  201
   Leading Communication Across Boundaries  212
   Leadership Summary  215
   Lessons and Actions  216

part three
execution-as-learning

7  Putting Teaming and Learning to Work  221
   Execution-as-Learning  222
   Using the Process Knowledge Spectrum  229
   Facing a Shifting Context at Telco  234
   Learning That Never Ends  240
Keeping Learning Alive 252
Leadership Summary 254
Lessons and Actions 256

8 Leadership Makes It Happen 257

Leading Teaming in Routine Production at Simmons 258
Leading Teaming in Complex Operations at Children’s Hospital 265
Leading Teaming for Innovation at IDEO 276
Leadership Summary 283
Moving Forward 285

Notes 289
Acknowledgments 309
About the Author 313
Index 315