

## Smarter Collaboration Insights

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Sharing ideas to accelerate smarter collaboration

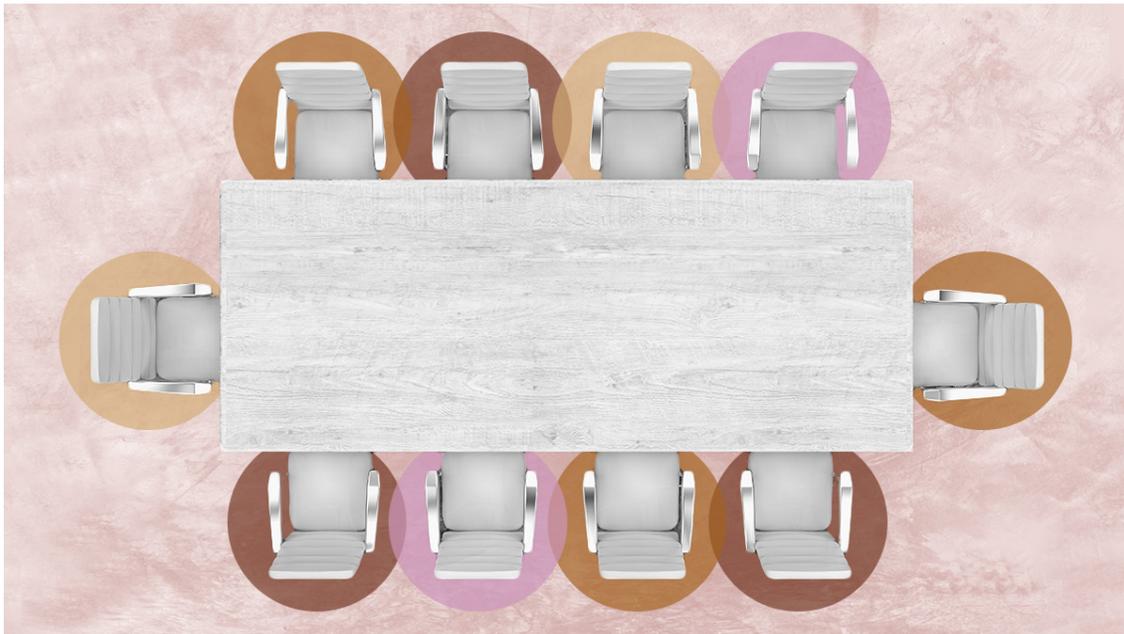
October 2022

### THOUGHT LEADERSHIP

#### **HBR Article on Inclusion on Corporate Boards**

In recent years, many boards have made substantial progress when it comes to increasing diversity. But Dr. Heidi K. Gardner's new Harvard Business Review article with Dr. Randall S. Peterson, "Is Your Board Inclusive - or Just Diverse?," [shows that simply increasing representation](#) of women or ethnic minorities isn't necessarily enough to achieve true inclusion in the boardroom.

Through an analysis of director diversity and financial performance of the FTSE 350 as well as a series of in-depth interviews with global board members, the authors identify common benefits and challenges associated with moving beyond representation on the board. They also offer several research-backed strategies to help boards become not just diverse but truly inclusive.



### **Think Your Board is Diverse? Inclusivity Can Be Counterintuitive**

In a related piece for Briefing magazine, Dr. Heidi K. Gardner [explains how if certain people](#) on a corporate board are discounted, the board is not only losing out on their wisdom but may also undermine the practice group or other set of people that board member speaks for. Here's an excerpt from the article:

*"In my upcoming book, **Smarter Collaboration: A New Approach to Breaking Down Barriers and Transforming Work** (coauthored with Ivan Matviak), we reference a study in which women members of parliament in Australia, the United Kingdom, and Canada were interrupted (mostly by men) more frequently than their male counterparts.*

*As a result, many women stopped participating in floor debates: not only those who were interrupted but also their peers, who wanted to avoid getting shut down. This phenomenon doesn't just affect these specific women: it has far-reaching implications for the constituents these MPs are representing."*

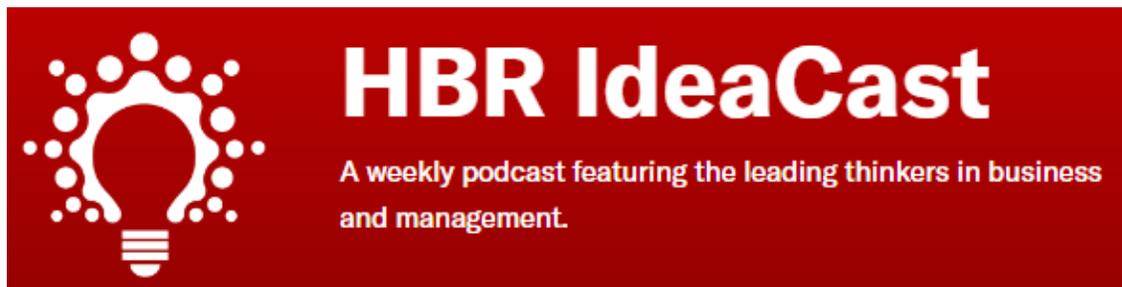


### **HBR IdeaCast on Performance Management**

For insights on how smarter collaboration intersects with performance

management, check out [Dr. Heidi's K. Gardner's interview with Curt Nickisch](#) on the HBR IdeaCast - based on [the recent Harvard Business Review magazine article](#) she co-wrote with Ivan Matviak. Here's an excerpt illustrating how KPIs shouldn't just be individual-focused but also shaped by customer satisfaction and other overarching, collaboration-dependent goals:

*“Right now what we find is a lot of people have goals that are sub-optimal. So take for example, a sales function. A lot of sales people are incentivized to simply increase revenue. But they might not necessarily be increasing revenue on the right set of products. Or they might be so far ahead of their organization that they are drumming up sales that their operations group can’t actually fulfil. So they might be behind production schedule but the sales people are still motivated to go out and sell more. But that’s not good for customer service because there’s going to be a big delay.”*



### **How HR Can Get a Seat at the Strategy Table**

Many HR leaders practice smarter collaboration—that is, teaming up with the right colleagues at the right time to achieve a better solution—within their HR department and with select business partners. But all too often, unless HR professionals instigate the collaboration, they are not brought into the company’s strategic conversations early enough to have the full benefit that their expertise offers.

In Dr. Heidi K. Gardner's new piece for Unleash, [she outlines five ways that HR leaders](#) can get a seat at the strategy table—and use it well. As a preview, here's one piece of advice:

*“The HR team can add remarkable value by helping their colleagues understand the commercial and strategic risks and opportunities of HR issues, but it requires wisdom and courage to address these possibilities.*

*Developing this perspective requires the HR team not only to follow the HR literature, but also stay close with peers across the industry, academics, and*

*government experts. And then the HR team can add value, in part, by helping business executives understand the future HR and business risks relative to each other, as aligned with corporate objectives."*



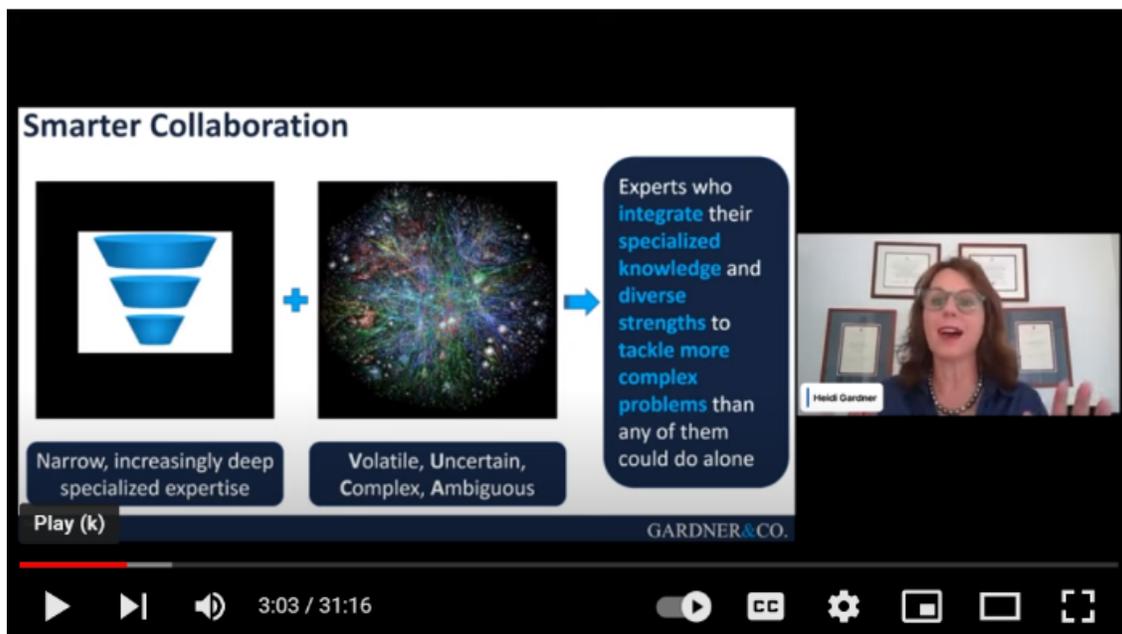
### **INSEAD Article - Balancing Compassion and Performance**

Dr. Heidi K. Gardner's latest collaboration with Dr. Mark Mortensen, "[How to Show Compassion Without Compromising on Performance](#)," explores how leaders can both deliver results and support employees' needs: for example, through giving employees the tools to help themselves. The article also looks at how one company - WD-40 Company - struck this balance. For more on handling these competing dynamics, see the co-authors' recent Harvard Business Review pieces: "[Leaders Don't Have to Choose Between Compassion and Performance](#)" and "[Managers are Trapped in a Performance-Compassion Dilemma](#)."



### **See Dr. Heidi K. Gardner in Action**

Check out Dr. Heidi K. Gardner's [2022 Leading Entrepreneurs of the World Conference keynote presentation](#), from earlier this year. She fits quite a bit into the half-hour segment, including the multi-faceted empirical benefits of smarter collaboration and how they can be achieved.



## NEW BOOK

### Key Endorsements

As the November 1 launch date of *Smarter Collaboration* draws near, co-authors Dr. Heidi K. Gardner and Ivan Matviak are proud to say that Ray Dalio, founder and co-chief investment officer at Bridgewater Associates and author of *Principles: Life and Work*, has endorsed the book. Here's what Dalio had to say:

*"An organization's culture determines its destiny. Smarter Collaboration does an excellent job of showing you how to get a great one." - Ray Dalio*



This month we are also featuring an endorsement from Nhlamu Dlomu, the global head of people at KPMG International:

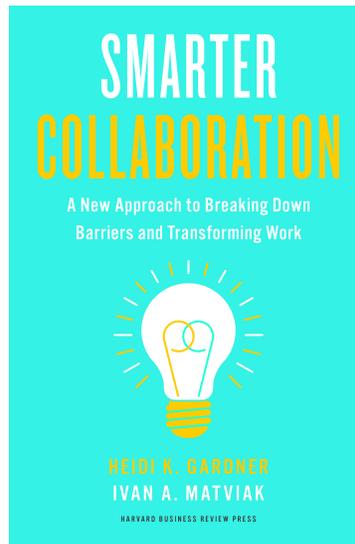
*"Gardner and Matviak provide leaders with a clear guide on making smarter collaboration happen. It's full of tips on today's most pressing topics, including hybrid working, inclusion, diversity and equity, and the role of technology and analytics. This is a must-read for any business leader." - Nhlamu Dlomu*



**Featured Chapter: "Watch Out: The Illusion of Inclusion" (Chapter 10)**

To whet your appetite even more for *Smarter Collaboration*, we'd like to share an excerpt from Chapter 10 - which is focused on how mismanaged diversity undermines collaboration. This chapter doesn't just explain how diversity without inclusion leads to all sorts of disastrous results, but also provides practical tips for ensuring that collaboration is truly inclusive. Here's a slice of this advice:

*"When leaders open up about their experiences—for example, involving race, disability, or gender identity—it makes the topic “discussable.” Microsoft, for example, runs stories in its newsletters featuring employees, including senior managers, who “go public” about their nonapparent disabilities. Colleagues with similar experiences are far more likely to open up, ask for what they need at work to thrive, and have more confidence in their own futures."*



## Book Tours

*Smarter Collaboration* co-authors Dr. Heidi K. Gardner and Ivan Matviak still have some open slots for their upcoming book tours. Initial tours are scheduled for Paris (November 8-9), Dublin (November 10-11), London (November 12-14), Mexico City (November 29-30), Dublin (February 2-3), Helsinki (February 6-7), and Aarhus/Copenhagen (February 8-10). They are also planning tours for Australia, Brazil, New York, San Francisco, and Washington D.C. in Q1 2023.

Please let us know if you are interested in a book launch event in one of these locations (one requirement is ordering 100+ books), by emailing Lea Haggerty at [lea@gardnerandco.co](mailto:lea@gardnerandco.co).



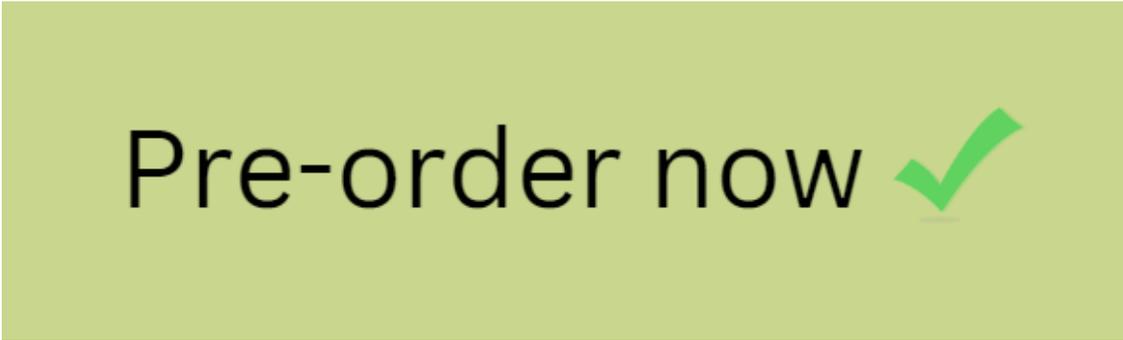
## Pre-Order Books, Get a Free Webinar or White Paper

Book pre-orders mean a lot to authors, particularly when it comes to paving the way for a book's success over time. Hence, we are offering Dr. Heidi K. Gardner's supporters two compelling incentives:

**1:** Pre-order 50 copies of *Smarter Collaboration*, and get a free 30-minute webinar (for your organization or four clients/customers) with Dr. Gardner. All you must do is show proof of your pre-order (for example, through sending a screenshot).

**2:** If you pre-order 10 copies of *Smarter Collaboration*, we'll send you an advice-packed white paper on how to develop collaborative capabilities. Initially intended as a book chapter, it was finalized too recently for inclusion.

If you have any questions, email Lea Haggerty at [lea@gardnerandco.co](mailto:lea@gardnerandco.co).



Pre-order now ✓

## CASE STUDIES

### **A Global Food and Beverage Company**

Sameer, a fast-rising leader in a global food and beverage company, was seriously stressed about a double whammy facing his business: soaring costs and erratic consumer behavior.

His first instinct was to pull in a huge range of people for problem solving. But fortunately, he paused to draw on a few of the techniques that his leadership team had worked on during a recent workshop with Dr. Heidi K. Gardner and her Gardner & Co. team. Sameer:

- stepped back to dissect the problem
- mapped out the specific kinds of expertise needed across disciplines
- developed a timeline to get the right people involved at the right moment, and
- practiced “diagonal leadership” to influence those experts to join forces (none of them reported to him)

In short, he put smarter collaboration into action. For more on this case study, see Dr. Heidi K. Gardner's [recent LinkedIn post](#).

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### **Travers Smith**

UK law firm Travers Smith [recently announced that they](#) have been shortlisted for four Financial Times Innovative Lawyers Awards delivered by RSGI. For one of these awards - the L&D (Learning and Development) Award - the company thanked Dr. Heidi K. Gardner and Csilla Ilkei, both of Gardner & Co., for their support and work with the partners at Travers Smith.



### **STAY CONNECTED**

#### **New Social Media Channels**

Follow Gardner & Co. on [LinkedIn](#) and [Twitter](#) for extra news and insights on smarter collaboration and our growing community of clients, partners, and accelerators.



### Share the Newsletter

Invite your fellow smarter collaboration supporters - whether business contacts, friends, or family - to sign up for this monthly newsletter by [sharing this link](#).

### Give Feedback

What else can we do together? We're open to your ideas, both for this newsletter and other business collaborations. We sincerely value our continued relationship.

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**Gardner & Co.**

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