



Smarter Collaboration Insights

Sharing ideas to accelerate smarter collaboration

November 2022

BOOK LAUNCH

The Book is Here

You might have heard: *Smarter Collaboration: A New Approach to Breaking Down Barriers and Transforming Work* has launched!

Co-authors Dr. Heidi K. Gardner and Ivan Matviak are thrilled with the reception to the book thus far. Between the Amazon reviews rolling in and the great feedback from clients and supporters, it's clear its themes have struck a chord with many business leaders and professionals.

Plus, one week post-launch the book was already in its second print run - with the first 12,000 copies selling so quickly. If you haven't already seen what the fuss is about, [order yours today!](#)



Featured Case Study: OceanX (Chapter 13)

One case study in *Smarter Collaboration* shows how OceanX and its leaders, including Mark Dalio, push the frontiers of smarter collaboration: by building and leading an ecosystem of players with radically different expertise who are joined by a common passion of oceanographic exploration, research, and conservation. Here's an excerpt from that chapter:

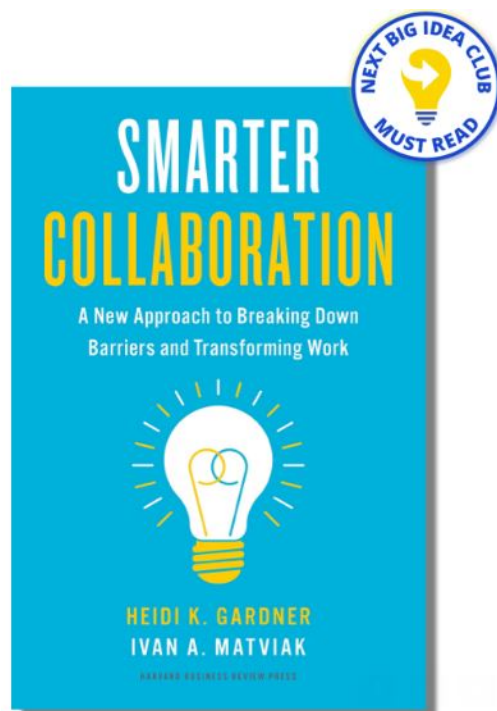
"...they purchased a former oil-support ship and retrofitted it to conduct serious scientific work. Meanwhile, they entered into a series of partnerships with established and respected oceanographic research groups, such as the National Oceanic and Atmospheric Administration (NOAA) and the Woods Hole Oceanographic Institute, to define and pursue their scientific goals. And only a few years into its work, OceanX has already racked up some impressive successes. The team was the first to explore the deep seafloor of Antarctica, the first to tag a deep-sea shark from a sub, and the first to film a giant squid in the deep. They have discovered 180 new species of biofluorescent fish and have worked with NASA's Jet Propulsion Laboratory to test equipment that one day may be used to study ocean worlds beyond our planet..."



Book Accolade

Smarter Collaboration has been nominated for Season 20 of the Next Big Idea Club. This means this renowned organization [considers Dr. Heidi K. Gardner and Ivan Matviak's new book](#), *Smarter Collaboration*, to be among the most promising, must-read nonfiction titles releasing in November of 2022.

All nominated books will be shared with the Next Big Idea Club curators—Susan Cain, Malcolm Gladwell, Adam Grant, and Daniel Pink—who will narrow the list down to a handful of finalists and, ultimately, two official season selections.



THOUGHT LEADERSHIP

TIGNUM ThoughtCast

Dr. Heidi K. Gardner [shares how leaders and other professionals](#) with narrow areas of expertise and different life experiences can collaborate more effectively to tackle problems of ever-growing complexity.



Financial Times Article on Trust in the Workplace

Dr. Heidi K. Gardner [was featured in the Financial Times' newsletter](#) and on its website about how to close the trust gap between leaders and staff. Here's an excerpt from the publication:

"But the trust gap between leaders and staff persists, even as we get more accustomed to hybrid work. According to Heidi K. Gardner, a distinguished fellow at Harvard Law School and author of a new book, Smarter Collaboration, the key to change may be for both staff and leaders to be clearer in their communication.

'Employees have an important role to play by sending clear and consistent signals that they can be trusted,' she says. 'Last week one of my employees emailed me that she needed to go to the dentist in the afternoon, so she offered to log on an hour early that morning to make up the time. That kind of openness goes a long way toward building trust.'

Meanwhile, on the leaders' side, Heidi endorses the need for clarity on what teams are supposed to deliver, and adds: 'Highly engaged people don't need to be monitored. They need to be challenged, coached, and recognised.'"



CEOWORLD Magazine Article on Collaboration

This excerpt from *Smarter Collaboration* [explores why smarter collaboration](#) should be at the top of every senior leader's agenda, focusing on the financial outcomes (that is, increased revenue and profit) of this way of working.



Chief Executive Article: 8 Ways to Beat Back Pressure in Real Time

Collaboration tends to suffer when it's most needed: in times of extreme pressure or crisis. A leader's first job is to reduce the unnecessary pressures and unhealthy fears that tend to undermine collaboration. How can they do that? This article from Dr. Heidi K. Gardner and Ivan Matviak [outlines the top eight actions](#) they can take to counteract the feeling of pressure, whether it is day-to-day stress or a real disaster.



Success Made to Last Podcast

In this interview with Rick Tocquigny, Dr. Heidi K. Gardner [discusses real ways to kickstart smart collaboration](#) within a company or community. From cultivating interpersonal and competence trust to preventing collaboration overload, practicing smart collaboration generates all kinds of benefits - including higher revenue and profit, faster innovation, and better employee engagement.



Canadian HR Reporter Article on Poorly Managed Collaboration and DEI

Many business leaders are realizing the benefits of diversity and inclusion but when it is done wrong in collaboration efforts, it can cause more harm than good. In this article, Dr. Heidi K. Gardner [gives examples of poorly executed DEI efforts](#) as well as solutions to these issues, including from an HR perspective. Here's an excerpt:

"Oftentimes, even at organizations that have 50-50 representation on certain teams, women end up making 20 per cent of the contributions, says Heidi Gardner, co-founder of Gardner and Co., a professional services consultancy in Boston."

'[That's] not because they're not willing to speak up but because they're overcommitted so they get peanut-buttered across all these initiatives and projects and recruiting teams and facing the public,' she says.

'Suddenly, they're spread so thin that they can't actually make the level of contribution that their position and expertise warrants.'"

HRReporter

Thinking Inside the Box Podcast

In this podcast interview, Dr. Heidi K. Gardner [delves into the business case](#) for smarter collaboration. She explains how embracing smart collaboration helps companies boost revenues and profits, jumpstart innovation, and recruit, engage, and retain great talent. Other topics covered include how collaboration shifts in a crisis, why smarter collaboration should be at the top of every senior leader's agenda before disaster strikes, and how to best collaborate in hybrid work environments. Here's a slice of Dr. Gardner's insight:

"We were able to measure how collaboration changed in different kinds of crises and the resulting effect on some outcomes like customer satisfaction, like revenues, et cetera. And so what we saw, Matt, is that people often have a misconception around what happens in a crisis.

People tend to think that everyone automatically kinds of links arms and says, 'Hey, we're all in this together. There's a common enemy, you know, let's band together and be better,' and that a crisis will provoke stronger, more effective collaboration. Unfortunately, the data doesn't show that happening."



Collaboration Superpowers Podcast

The focus [of this interview with Dr. Heidi K. Gardner](#) is collaboration overload: why it happens, how it can disadvantage certain groups of people, and how to overcome it. Here's a snippet from that conversation:

"Another problem with how we collaborate today is simply throwing a team at everything. Again, it's similar to the lack of intentionality. But the knee-jerk reaction is 'Hey, let's have a team for this. Teams are all the rage.' Well, that's not a great idea. Sometimes you just need to crack on and get something done very quickly or it's a routine problem and somebody knows what that routine is. 'Hey, just do that again.'"



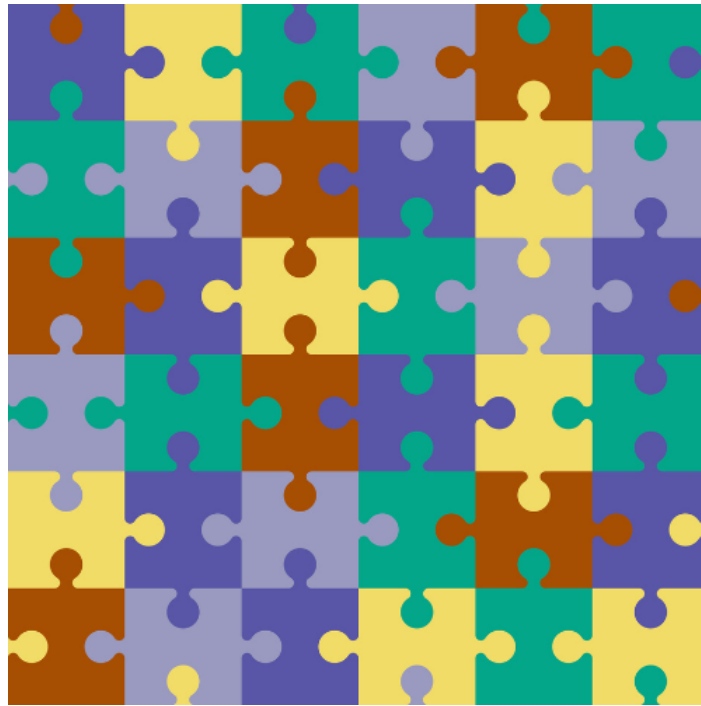
Work. Magazine Article: Lessons on Smarter Collaboration

In the [Autumn 2022 issue of Work.](#), a people management magazine from the Chartered Institute of Personnel and Development (CIPD), Dr. Heidi K. Gardner discusses how companies must make sure their culture, leadership, and incentives are aligned to support cross-silo working – otherwise people will see collaboration as a soft topic or as too risky to pursue.

CIPD

Why Collaboration Eats Cross-Selling for Breakfast

This article from Sue-Ella Prodonovich, a Smart Collaboration Accelerator accredited partner and principal of Prodonovich Advisory, [provides collaboration advice](#) for professional services leaders – grounded in insights and tools from Dr. Heidi K. Gardner. These suggestions include defining collaboration, identifying their own behaviors, shining a light on their firm, and building collaboration into their ecosystem.



UPCOMING WORKSHOPS

A number of workshops have been scheduled for the coming months:

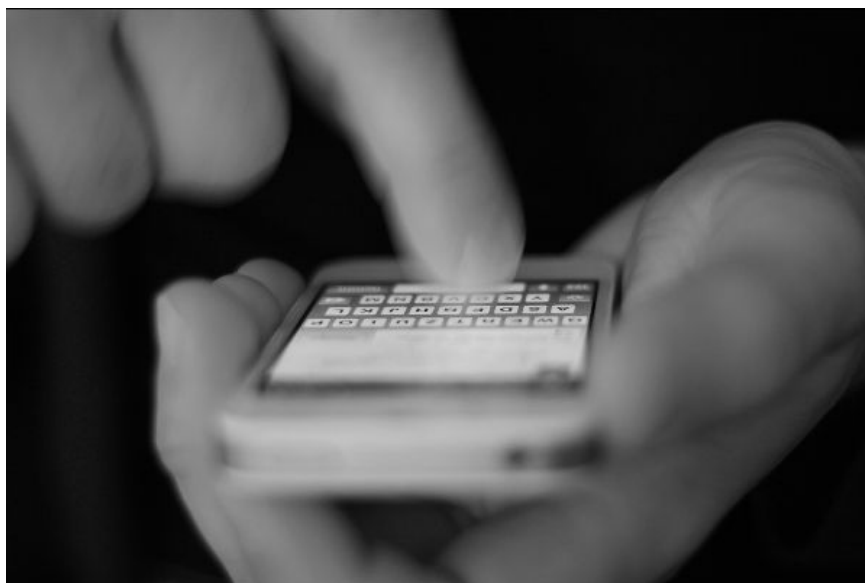
- [An online master class on November 21 or 22](#) for Smart Collaboration Accelerator accredited partners to deepen their knowledge of the tool and smarter collaboration
- [Two half-day online courses in January](#): one for familiarizing people with the Smart Collaboration Accelerator and the other for becoming an accredited partner

To register or for more information, please email Lea at lea@gardnerandco.co.

STAY CONNECTED

Keep in Touch

Follow Gardner & Co. on [LinkedIn](#) and visit our [website](#) 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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