

Smarter Collaboration Insights

Sharing ideas to accelerate smarter collaboration

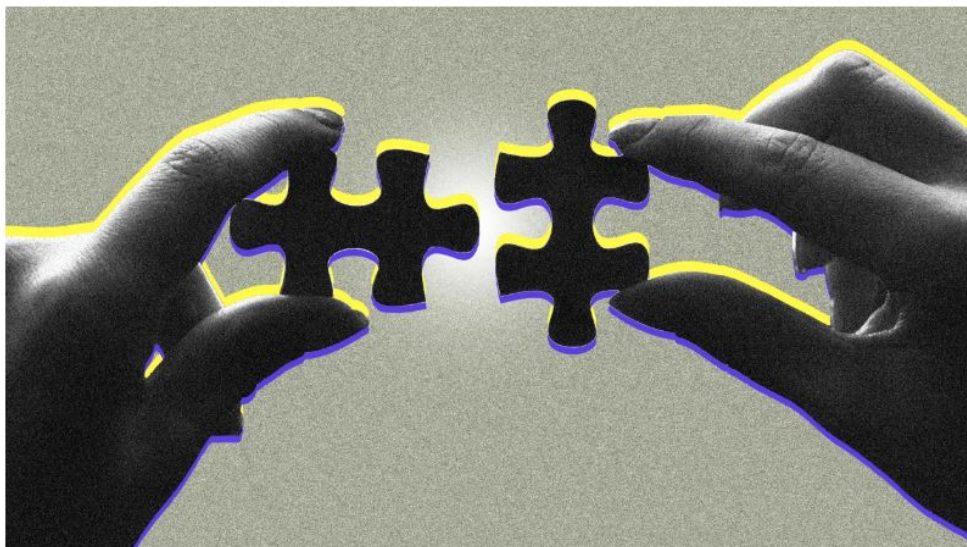
December 2022

FEATURED THOUGHT LEADERSHIP

See more thought leadership below.

"Fast Company" Article

Smarter collaboration produces higher revenue and profit, deeper customer relationships, faster innovation, greater efficiency, and stronger employee engagement. But if team members' differences are not skillfully and consistently managed, they can lead to workplace tension, which creates a whole range of dysfunction and inhibits smarter collaboration. Interviews and surveys with over 2,000 business professionals across sectors and around the globe turned up four common problems that emerge when leaders fail to actively manage diversity. This Fast Company article [explores these problems and highlights three ways](#) leaders can overcome them.



HBR Webinar

If you're looking to get a good handle on *Smarter Collaboration*, we recommend watching [this recent HBR webinar](#) featuring coauthors Dr. Heidi K. Gardner and Ivan Matviak. They explore various research findings and concepts from the book, including:

- Rich stories, new empirical research, and experience-driven advice
- Practical “how to’s” and real-world case studies
- Thorny challenges, like misaligned incentives and collaboration overload
- Inspiring examples of groups harnessing smarter collaboration to tackle some of society’s biggest challenges



SMARTER COLLABORATION BOOK UPDATE

Smarter Collaboration by the Numbers

Check out these key stats about the new book from Dr. Heidi K. Gardner and Ivan Matviak:

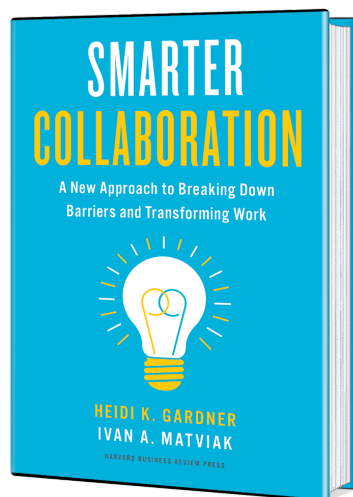
- **38** Amazon five-star reviews so far (we'd love one from you, too!)
- **5** countries in which Dr. Gardner has hosted a book launch event
- **26** live events since *Smarter Collaboration* was released
- **41** case studies in *Smarter Collaboration*
- **1** bestselling designation for *Smarter Collaboration*

Featured Book Review

What do readers think of *Smarter Collaboration*? Check out one of the early

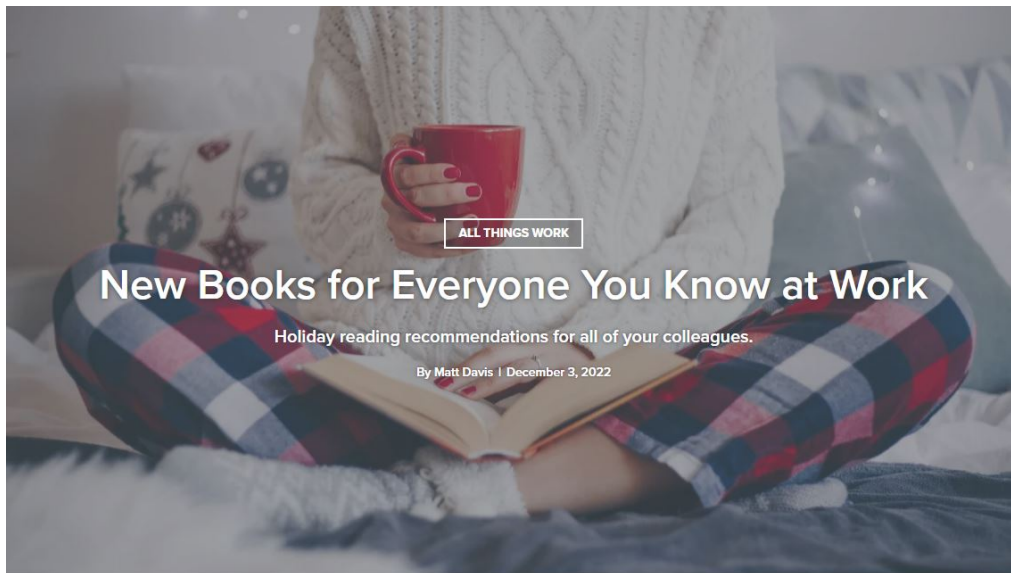
reviews on Amazon:

"I found this book to be absolutely in-tune with today's biggest sources of frustration in the workplace; I found it even applied to many relative parts of my personal life! How can we effectively work together with Covid, the Great Resignation, compromised wellness and mental health? Gardner & Matviak (professional collaborators (ah-hem) but also married IRL) find a way to take really good academic research about collaboration (much of it updated since her last very successful publication on the same topic) and give us tips and suggestions to implement it into our world. The authors ask us to first consider some important qualifying questions that set up our thinking and shift paradigms that may hold us back. Then, they really outline some fascinating research without getting mired in a 400-level stats class or some useless ivory tower hypothetical conversation in the clouds (not The Cloud mind you). From the research and thoughtful set-up, the authors actually provide good advice - 'here's how to collaborate better' - shockingly simple and gracefully practical!"



A SHRM Recommended Holiday Book

Smarter Collaboration is among the books recommended by Matt Davis, publisher of SHRM Books. [See what he had to say](#) about it as well as the other books on the list.



UPCOMING WORKSHOPS

Our Smart Collaboration Accelerator workshop is *the* opportunity to get accredited so that you can use this powerful psychometric tool with clients or inside your organization. The Accelerator is a research-based tool that helps individuals, leaders, and organizations understand their behavioral tendencies and use them as strengths to foster smarter collaboration.

We're offering the following:

- **A half-day online course** January 11 (from 10am-2pm EDT) to familiarize yourself with the tool and hear the latest insights and case studies from *Smarter Collaboration*
- **An option for a half-day online accreditation course** January 12 (from 10 am-2 pm EDT) that will certify you to deliver the tool to your clients or colleague

For more information, including pricing, [visit our website](#). For further details or to sign up, please email Lea Haggerty at lea@gardnerandco.co.



THOUGHT LEADERSHIP - PODCASTS

"Six Pixels of Separation" Podcast

In a discussion with Mitch Joel, Dr. Heidi K. Gardner [discusses a range of collaboration-related topics](#), including how leaders often focus on the wrong questions and premises about where people should work. Instead they should explore how their people need to work to achieve the organization's strategic goals. Here's an excerpt from Dr. Gardner:

"So leaders need to shift from merely saying collaboration is why we want to be back in the office to saying 'We want to be back in the office to achieve these specific aims, whatever they are. And collaboration in person is going to help us more effectively work faster, and conquer our objectives. And leaders need to be crystal clear in describing why it is that in person collaboration, what I would call smarter collaboration - the harnessing of very different kinds of perspectives, could be accomplished better face to face.'"



"The X Factor" Podcast

Smarter Collaboration coauthors Dr. Heidi K. Gardner and Ivan Matviak [had a blast recording](#) a podcast together with host Dr. Stephen Long. They addressed quite a few topics about their partnership and the book, including:

- How a financial quant paired up with an academic to write *Smarter Collaboration*
- Their process for writing *Smarter Collaboration*
- The role of conflict and psychological safety in effective collaboration
- Top barriers to collaboration, including compensation systems, trust issues, collaboration skills and confidence, and knowing who could help
- The importance of strategic goals that cut across business silos



"The Key Point" Podcast

In a podcast for the print technology sector, Dr. Heidi K. Gardner [shares several points from her new book](#), *Smarter Collaboration*. Among these are how smarter collaboration and its associated benefits hinge on the genuine inclusion of workers across settings (including remote environments), feelings of trust among colleagues, and a shared sense of purpose. In many cases, remote workers must make extra an effort to collaborate effectively:

"Part of the trouble with people not being in the office is first that they don't actually get to know their colleagues very well...So they neither know nor trust their colleagues as much when they don't have those personal, in-person connections sometimes. At least it's harder and more time-consuming to build those connections. And secondly, we tend to suffer from an out of sight, out of mind experience. And so in as much as collaboration - smarter collaboration - needs to be very deliberate about choosing whose expertise to draw in at the right time, we're all in a hurry. And we often take mental shortcuts. And when we think about who would be right to join in this team, we have a recency bias. And so our mind flags the person who might not be ultimately the best expert for the job but rather somebody who jumps to mind more quickly."



"Pioneers and Pathfinders" Podcast

In a conversation with Stephen Poor, Dr. Heidi K. Gardner [gives her take on a wide array](#) of topics: including why we should continue to cultivate “serendipitous encounters” at work, how organizations can better collaborate

with outside parties such as consultants and vendors, and why she was inspired to write her new book.



THOUGHT LEADERSHIP - ARTICLES

"Training Industry" Article

We find that one of the most significant barriers to collaboration is an employee's lack of confidence in their own ability to collaborate effectively: they are afraid they will disappoint their clients or colleagues, so they just hunker down and do things the same old way.

One piece of good news about this prominent barrier is that it can be addressed completely with the right program. This article [lays out a starting point for building smarter collaboration capabilities](#) in your organization: offering a two-step program that will lead to a significant return on investment (ROI). Here's an excerpt, focused on teaching agility techniques to mid-managers:

"Working with multiple professionals on a complex issue breeds ambiguity. Leaders and even front-line employees need to remain focused and effective, even when things are unclear and uncertain - seeing this lack of clarity as an opportunity for development and growth. Through this module, they can learn techniques for growing agility: like keeping a pulse on their quick-changing industry, learning how to pivot immediately, and leading others through change."



"Project Management Institute" Article

When people refer to “pressure,” what usually comes to mind is time pressure—that is, deadlines. But that’s not always the underlying issue. There are plenty of circumstances in which a team has most or all the time and resources it needs, and still faces unrelenting pressure from one or more directions—including from within. And when pressure is not well managed, it usually puts team dynamics at risk. [In this article for the Project Management Institute](#), *Smarter Collaboration* coauthors Dr. Heidi K. Gardner and Ivan Matviak address this kind of pressure, including what can be done to manage it.



"Training Magazine" Article

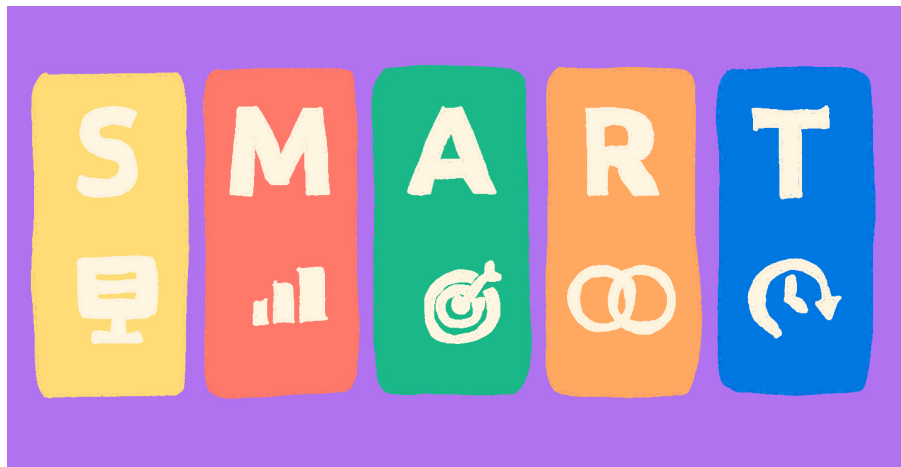
An excerpt from *Smarter Collaboration: A New Approach to Breaking Down Barriers and Transforming Work* published in Training magazine [highlights how the annual performance discussion](#) is a chance to use compensation to encourage a collaborative culture. More than just communicating *what* a person gets paid, a crucial part of this discussion is explaining how the subjective *elements were* assessed and precisely what behaviors informed the assessment.

training

"Hive" Article

In a piece for Hive, Dr. Heidi K. Gardner [looks at SMART](#) (specific, measurable, achievable, relevant, and time-bound) goals and how they tie into project management, people management, and smarter collaboration. Here's an excerpt:

"For example, one SMART goal for a client care representative might be to increase new-customer satisfaction ratings by 10% in six months—coinciding with their higher-ups' goals of doing the same," Gardner says. 'The representative would then be incentivized to use all the tools and resources at their disposal—including colleagues' relevant expertise—to boost satisfaction rates. This may involve reaching out to coworkers in research and design, supply chain, and manufacturing, for example, to answer pointed questions about a product's composition and functioning.'"



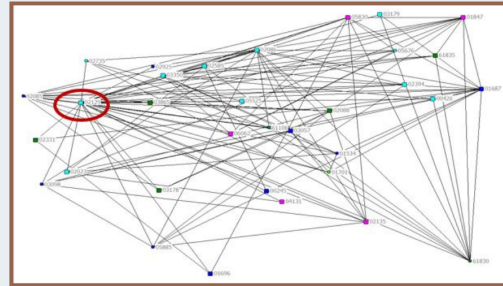
LinkedIn Article

Dr. Heidi K. Gardner [explains how a bigger network isn't better](#): a better network is better. She then provides four tips for cultivating a higher-quality network: 1) seek out a diversity of expertise, 2) foster connections across generations, 3) reach out to people with different behaviors, and 4) make sure these relationships are reciprocal. Here's what she has to say about reciprocal relationships:

"The best relationships involve give and take: whether it is a mutual exchange

of information, favors, or time. If you are always soliciting insight from your connections, but never supplying any or giving credit: this could erode the trustworthiness people feel toward you. Eventually these relationships will fizzle out, and you'll have few—if any—people to rely on. Keep in mind that reciprocity shows itself over time: you must keep a bigger-picture view, not letting a single request or moment determine the relationship's quality."

Visualizing smart collaboration



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. Please send your thoughts to Christine Dunne at christine@gardnerandco.co.

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