

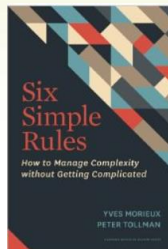
Dileme sodobnega vodenja

Bojan Brank, 19.9.2019

Spodbude prihajajo od zunaj, spoznanja od znotraj,
a le, ko oboje sovpade, dobimo razvoj (Seneca, 4 BC - 65 AD)

9. KONFERENCA KOMUNALNEGA GOSPODARSTVA

2019



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Yves Morieux:

As work gets more complex, 6 rules to simplify

TED@BCG San Francisco · 12:01 · Filmed Oct 2013
Subtitles available in 22 languages
View interactive transcript

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The two pillars of management

Hard: Structure, Processes, Systems, Metrics...

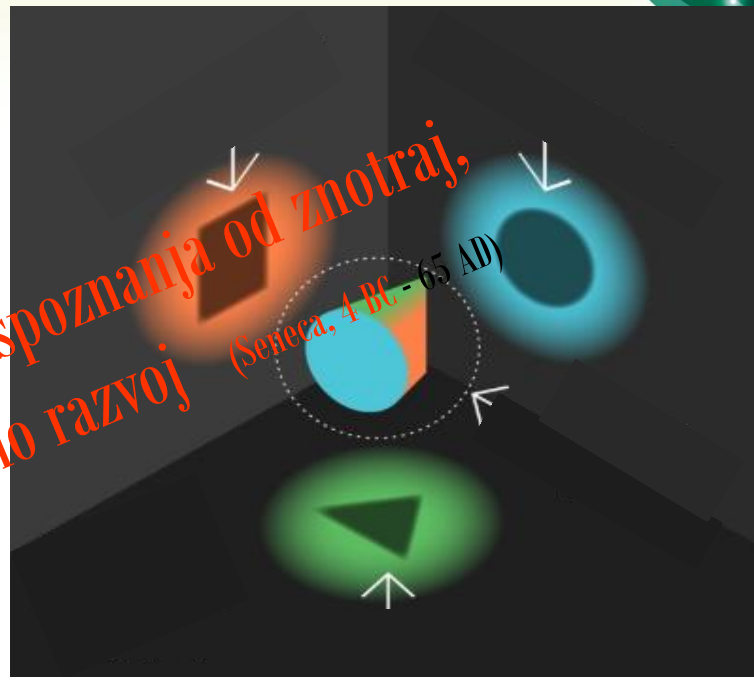
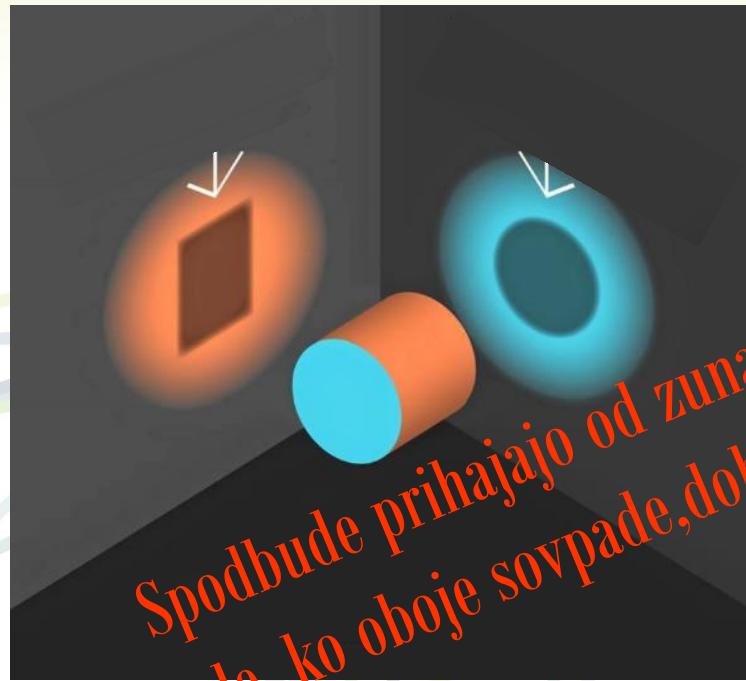
Soft: Feelings, Interpersonal Relationships, Traits...

Obsolete

Obsolete

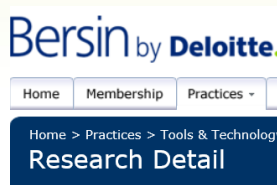


Spodbude prihajajo od zunaj, spoznanja od znotraj,
a le, ko oboje sovpade, dobimo razvoj (Seneca, 1 BC - 65 AD)



9. KONFERENCA KOMUNALNEGA GOSPODARSTVA

2019



<http://www.bersin.com>



<http://www.atkearney.com>



www.forbes.com



<https://www.fastcompany.com>



<http://www.adizes.com/news>



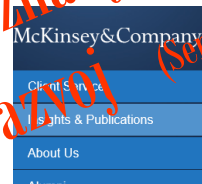
<http://www.marshallgoldsmith.com/library/>



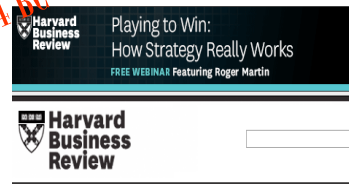
<https://www.bcgperspectives.com>



www.gallup.com



<http://www.mckinsey.com/>



<http://hbr.org/>



<http://fortune.com/fortune500>



<http://www.ted.com/>



<https://www.gartner.com>

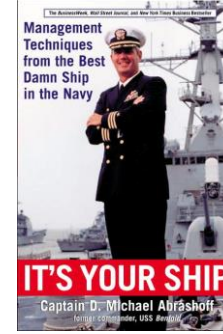
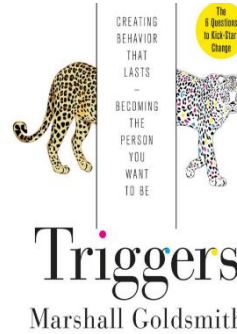
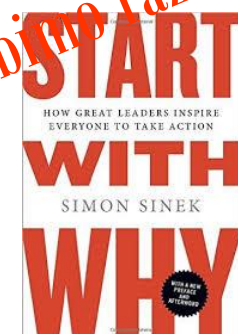
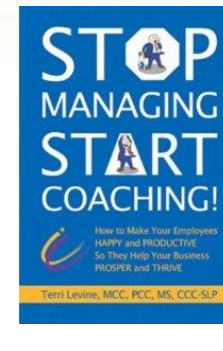
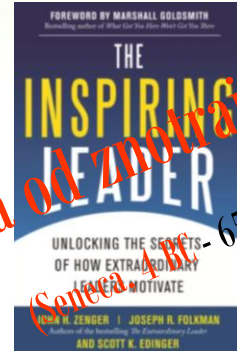
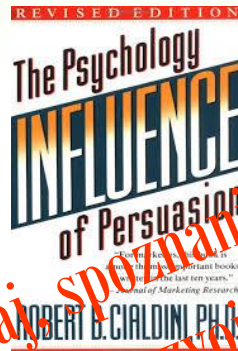
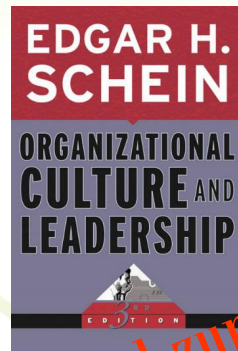
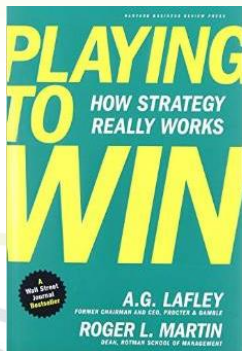
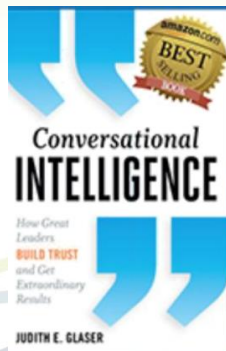


<https://www.weforum.org/>

Spodbude prihaja od zunaj, spoznanja od znotraj,
a le, ko oboje sovpadе, dobimo razvoj
(Seneca, 4 BC - 65 AD)

9. KONFERENCA KOMUNALNEGA GOSPODARSTVA

2019





Spodbude prihajajo od zunaj, spoznanja od znotraj,
a le, ko oboje sovpadе, dobimo razvoj (Seneca 4 BC - 65 AD)

ALI ?

Kako vidite sebe ?





Drucker, P. (1998): Training & Development

Ločevanje managementa in vodenjstva
je neumnost. Prav tako kot je neumnost
ločevati management od podjetništva. Vse
to sodi k opravljanju ene in iste službe.
Zagotovo se razlikujejo (seneca, 4 BC - 65 AD)
razlikujeta leva in desna roka — pripadata pa
istemu telesu.

Similarly, Drucker (1998) sees the interrelationship between the two. He does not believe that management and leadership can be separated. He states it is "...nonsense*as much nonsense as separating management from entrepreneurship. Those are part and parcel of the same job. They are different to be sure, but only as different as the right hand from the left or the nose from the mouth. They belong to the same body." <http://www.managementtraining.biz> & <https://changingwinds.wordpress.com>



.....

(Seneca, 4 BC - 65 AD)

[illegible]

Vodja nad katerim / katero sem bil navdušen

9. KONFERENCA KOMUNALNEGA GOSPODARSTVA

2019

The reality - Most companies don't have a winning strategy



> 50%
of executives do not think they have a winning strategy

Source: Strategy survey of more than 4,000 senior executives, 2012-2015

Many companies miss opportunities to win in the market



nine out of ten conceded that they were **missing major opportunities in the market**

Source: Strategy survey of more than 500 senior executives

And the path to creating value isn't clear

2/3

About two-thirds said that their **company's capabilities didn't support the way they create value in the market**

Source: Strategy survey of more than 500 senior executives

And there's confusion about overall company strategy

80%

About 80% said that their **overall strategy was not well understood—even within their own company**

Source: Strategy survey of more than 500 senior executives

Our strategy is not clear enough about how we create **unique value for customers**

70%

Our strategy is not meaningfully **differentiated** from our competitors'

73%

Our strategy is not **bold enough**

68%

Our strategy is **out of reach**

55%

We have not translated our strategy into **actionable actions**

74%

Our strategy asks us to work on **too many priorities**

74%

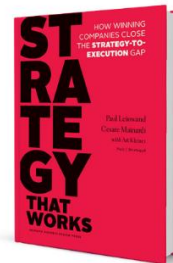
We do not allocate **sufficient resources** to implement our strategy

79%

Our **culture** is holding us back

68%

0% 50% 100%
% respondents



9. KONFERENCA KOMUNALNEGA GOSPODARSTVA

2019

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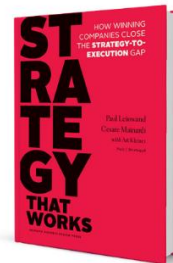
We do not allocate **sufficient resources** to implement our strategy

79%

Our **culture** is holding us back

68%

0% 50% 100%
% respondents



Did Peter Drucker actually say "culture eats strategy for breakfast" - and if so, where/when?

What's the history of this much used quote?

Want Answers | 21

5 ANSWERS



Joe Garonimo Martinez

The origin of the quote appears to be Mark Fields, at Ford Motor Company, in 2006, who attributed it to Peter Drucker, although I have not found that exact quote by him.

been able to source the quote, and neither has anyone else. Peter Drucker often argued that a companies culture would trump any attempt to create a strategy that was incompatible with it's culture. Drucker did say Company cultures are like country cultures. Never try to change one. Try, instead, to work with what you've got."

Kultura poje strategijo za zajtrk

*Spodbude prihajajo od zunaj, spoznanja od znotraj,
a le, ko oboje sovpade, dobimo razvoj (Seneca, 4 BC - 65 AD)*



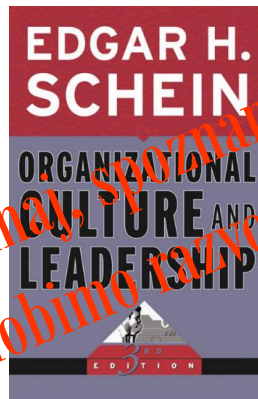
Trompenaars Hampden-Turner
Culture for Business



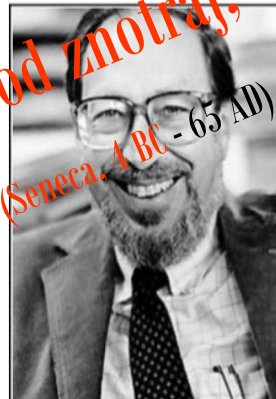
When strategy and
culture clash, culture
always wins

Charles Hampden-Turner

(Seneca, 1 BC - 65 AD)



Culture



The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.

— Edgar Schein —

AZ QUOTES

Organizacijska klima je skupno ime za način vedenja in zaznavanje medsebojnih odnosov v organizaciji.

Organizacijska kultura opredeljuje vrednote in temeljne predpostavke, pravil igre znotraj organizacije.

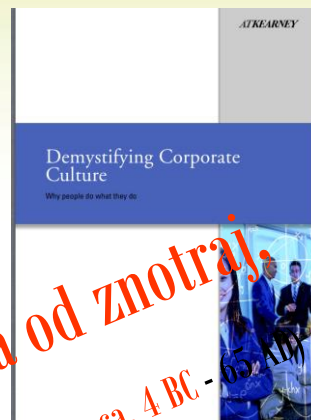


(Seneca, 4 BC - 65 AD)

Organizacijska kultura je delovni in korporativni sistem vrednot, norm, pravil, stališč, prepričanj, skupnih lastnosti, načinov izvajanja procesov in postopkov, vedenja in načinov delovanja zaposlenih, skupnih ciljev ter vrste in oblike interakcij tako znotraj poslovnega sistema kot z njegovim zunanjim okoljem, ki v sedanjosti odražajo prakso skupne preteklosti in so obenem tudi pod vplivom občutka predvidene skupine prihodnosti pripadnikov poslovnega sistema. Preko vseh navedenih elementov se neka organizacijska kultura tudi razvija, krepi, ohranja in obenem spreminja ter prenaša na nove pripadnike sistema. Predstavlja način, kako organizacija rešuje probleme, da doseže svoje zastavljene cilje in preživi skozi čas. V literaturi lahko, poleg pojma organizacijska kultura, naletimo še na nekatere druge pojme, kot so kultura družbe, kultura podjetja, korporacijska kultura, organizacijska identiteta itd., vendar jih zaradi majhnih razlik uporabljamo kot sinonime omenjenega izraza.



<https://hbr.org/2016/04/culture-is-not-the-culprit>



Vir: http://www.atearney.com/organization-transformation/ideas-insights/follow-up/article/-/asset_publisher/4rTTGHNzeaaK/content/demystifying-corporate-culture/10192

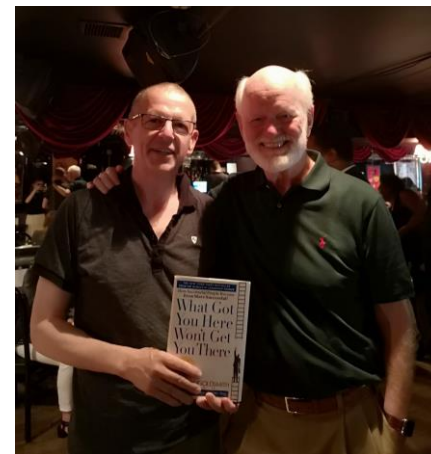
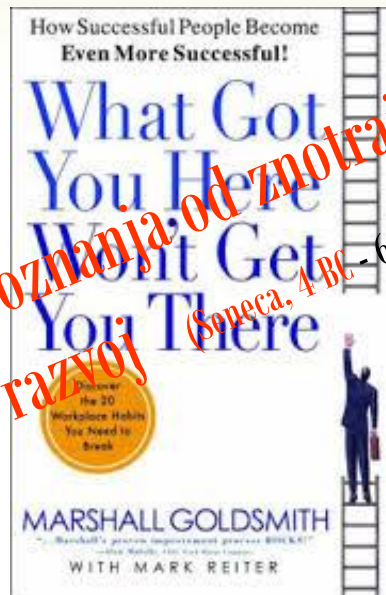
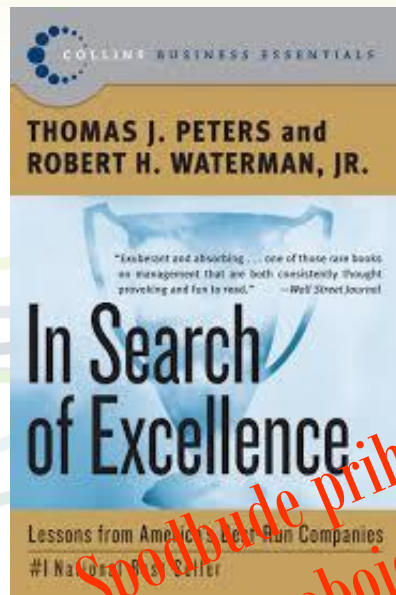
Theegee's CEO on Cleaning Up a Toxic Culture

ORGANIZATIONAL CULTURE MAGAZINE ARTICLE by Jeremy Andrus

The company's general had to start from scratch.

☐ Like ☐ Share

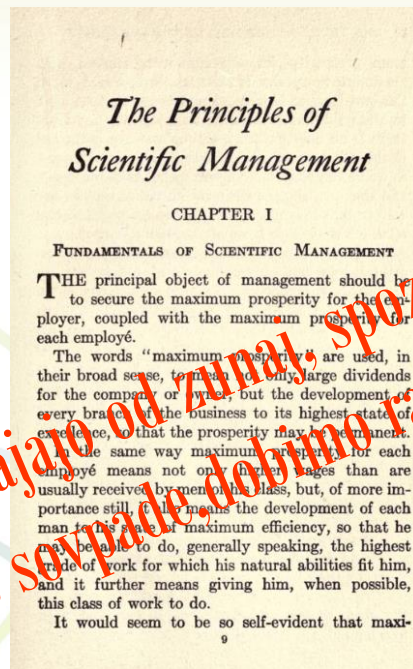
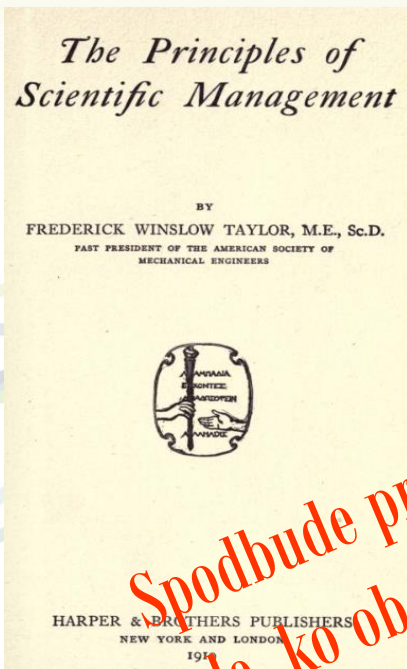




<http://www.marshallgoldsmith.com/library/>

Spodbude prihajajo od zunaj, spoznanja od znotraj,
a le, ko oboje sovpade, dobimo razvoj
(Soneca, 4 BC - 65 AD)

1982



lastnika / delodajalca

zaposlene

Razvoj podjetja: visoka stopnja odličnosti

Spodbude prihajajo od znotraj, od lastnika / delodajalca, ki zagotavlja razvoj (Seneca, 4 BC - 65 AD)

a le, ko oboje so v dobrih rokah

1911

9. KONFERENCA KOMUNALNEGA GOSPODARSTVA



08.2019

CORPORATE GOVERNANCE

Business Roundtable Redefines the Purpose of a Corporation to Promote 'An Economy That Serves All Americans'

AUG 19, 2019

Updated Statement Moves Away from Shareholder Primacy, Includes
Commitment to All Stakeholders

WASHINGTON – Business Roundtable today announced the release of a new Statement on the Purpose of a Corporation signed by 181 CEOs who commit to lead their companies for the benefit of all stakeholders – customers, employees, suppliers, communities and shareholders.

Since 1978, Business Roundtable has periodically issued Principles of Corporate Governance. Each version of the document issued since 1995 has endorsed principles of shareholder primacy – that corporations exist principally to serve shareholders. With today's announcement, the new Statement supersedes previous statements and outlines a modern standard for corporate responsibility.

Jeffrey P. Bezos
FOUNDER AND CHIEF EXECUTIVE
OFFICER
AMAZON

Doug Parker
CHAIRMAN & CEO
AMERICAN AIRLINES

Stephen J. Squeri
CHAIRMAN AND CHIEF EXECUTIVE
OFFICER
AMERICAN EXPRESS

Tim Cook
CEO
APPLE

Brian Moynihan
CHAIRMAN OF THE BOARD AND CHIEF
EXECUTIVE OFFICER
BANK OF AMERICA

Dennis A. Muilenburg
CHAIRMAN, PRESIDENT & CEO
THE BOEING COMPANY

Rich Lesser
CEO
BOSTON CONSULTING GROUP

Michael K. Wirth
CHAIRMAN AND CHIEF EXECUTIVE
OFFICER
CHEVRON CORPORATION

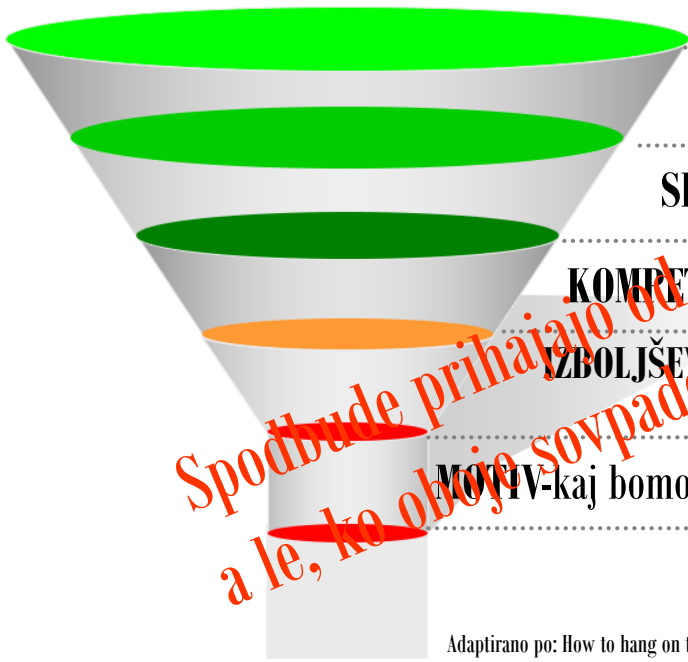
Chuck Robbins
CHAIRMAN AND CEO
CISCO SYSTEMS, INC.

Michael L. Corbat
CHIEF EXECUTIVE OFFICER
CITIGROUP, INC.

James Quincey
CHAIRMAN AND CHIEF EXECUTIVE
OFFICER
THE COCA-COLA COMPANY

Michael S. Dell
CHAIRMAN AND CEO
DELL TECHNOLOGIES

businessroundtable.org/business-roundtable-redefines-the-purpose-of-a-corporation-to-promote-an-economy-that-serves-all-americans



ZNANJE — kaj vemo ?

SPRETNOSTI — kaj zmoremo ?

KOMPETENCE - s čim razpolagamo ?

IZBOLJŠEVANJE VODSTVENIH KAPACITET

- neprestano učenje in razvoj,

MOČTV-kaj bomo dejansko storili (spremenili) ?



ZNANJE — kaj vemo ?

Spodbude prihajajo od zunaj, spoznanja od znotraj,
a le, ko obe sovpadajo, dobimo razvoj

MOVIV-kaj bomo dejansko storili (spremembe)



ZNANJE — kaj vemo ?



S čim bomo prenehali ?

S čim bomo nadaljevali ?

S čim bomo pričeli ?



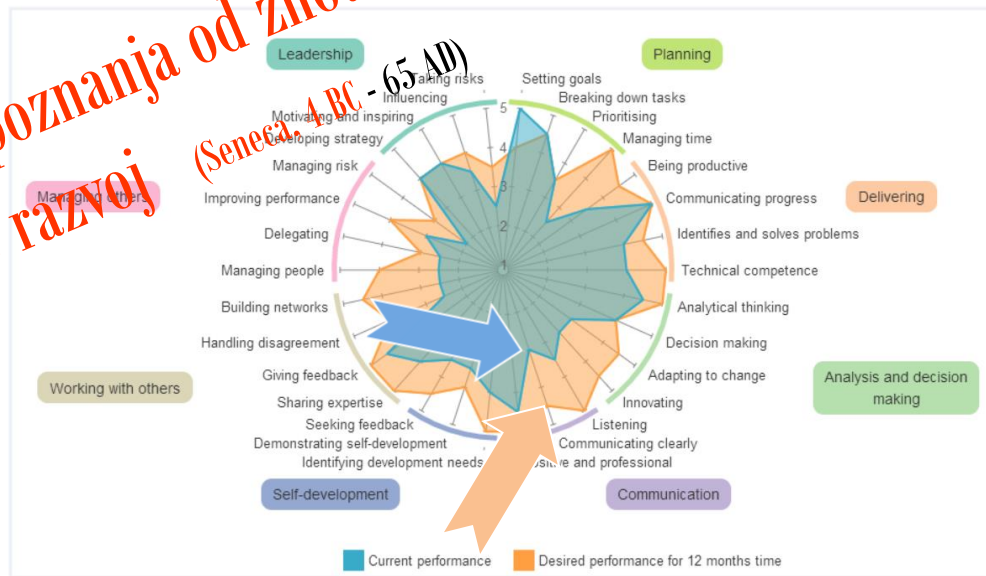
Spodbude prihajajo od zunaj, spoznanja od znotraj,
a le, ko obe sovpadeta, dobimo razvoj

Seneca, ABC - 65 AD)

Kotiv-kaj bomo dejansko storili (spremenili) ?



Spodbude prihajajo od zunaj, spoznanja od znotraj,
a le, ko oboje sovpade, dobimo razvoj



Spodbude prihajajo od zunaj, spoznanja od znotraj,
a le, ko oboje sovpade, dobimo razvoj (Seneca, 4 BC - 65 AD)



24. LETNA KONFERENCA SZKO

Portorož, 12.11.2015



Ulf Gustavsson
IKEA Systems B.V.

172.022

YOU DON'T
BUILD A BUSINESS
- YOU BUILD PEOPLE -
AND THEN PEOPLE
BUILD THE BUSINESS.
- ZIG ZIGLAR

ZIGLAR.COM



(Seneca, 4 BC - 65 AD)

Spodbude prihajajo od zunaj, spoznanja od znotraj,
a le, ko oboje sovpade, dobimo razvoj

2008 GOOGLE PROJEKT „OXYGEN“ m/ž

1. Je dober coach,
2. Opolnomoči team in ne mikromanagira,
3. Izraža zanimanje in skrb za uspeh članov tima in njihovo dobro počutje,
4. Je produktiven in usmerjen k doseganju rezultatov,
5. Je dober komunikator,
6. Pomaga pri kariernem razvoju,
7. Glede tima ima jasno vizijo in strategijo,
8. Ima pomembna tehnična znanja in spretnosti, ki mu koristijo pri svetovanju timu.

Google Manager Behaviors

1 Is a good coach	2 Empowers team and does not micromanage
3 Expresses interest/concern for team members' success and personal well-being	4 Is productive and results-oriented
5 Is a good communicator	6 Helps with career development
7 Has a clear vision/strategy for the team	8 Has important technical skills that help him/her advise the team

2018 GOOGLE PROJEKT „OXYGEN“ m/ž



Google Manager Behaviors

1 Is a good coach	2 Empowers team and does not micromanage
3 Creates an inclusive team environment, showing concern for success and well-being	4 Is productive and results-oriented
5 Is a good communicator – listens and shares information	6 Supports career development and discusses performance
7 Has a clear vision/strategy for the team	8 Has key technical skills to help advise the team
9 Collaborates across Google	10 Is a strong decision maker

1. Je dober coach,

2. Opolnomoči team in ne mikromanagira,

3. Kreira vključevalno timsko okolje, skrbi za uspeh in dobro počutje,

4. Je produktiven in usmerjen k doseganju rezultatov,

5. Je dober komunikator – posluša in deli informacije,

6. Podpira karierni razvoj in se pogovarja o uspešnosti / izvedbi,

7. Glede teama ima jasno vizijo in strategijo,

8. Ima pomembna tehnična znanja in spretnosti, ki mu koristijo pri svetovanju timu,

9. Sodeluje z drugimi znotraj Googla,

10. Sprejemnje odločitev je pomembna kompetenca.

Schmidt Everyone needs a coach Video Fortune - YouTube



www.youtube.com/watch?v=a7qnTMvw92U ▼

28. jul. 2009 - Prenesi EICoachDeNegocios

Google CEO Eric Schmidt: 'The one thing that people are never good at, is seeing themselves as others see them'. Check out what the CEO of ...

Best advice I ever got - Eric Schmidt: Hire a coach (14 ...

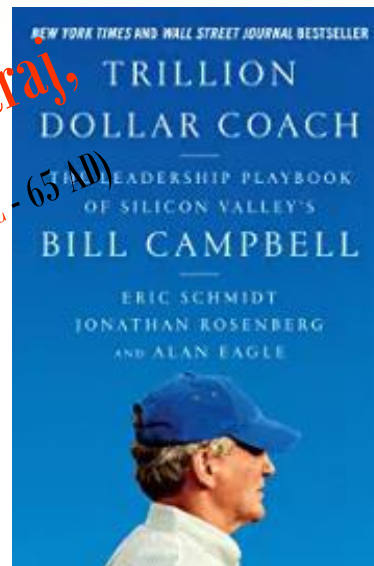
archive.fortune.com/galleries/2009/...best.../14.html ▼ Prevedi to stran

8. jul. 2009 - Age: 54. Chairman and CEO, Google. The advice that sticks out I got from John Doerr, who in 2001 said, "My advice to you is to have a coach."

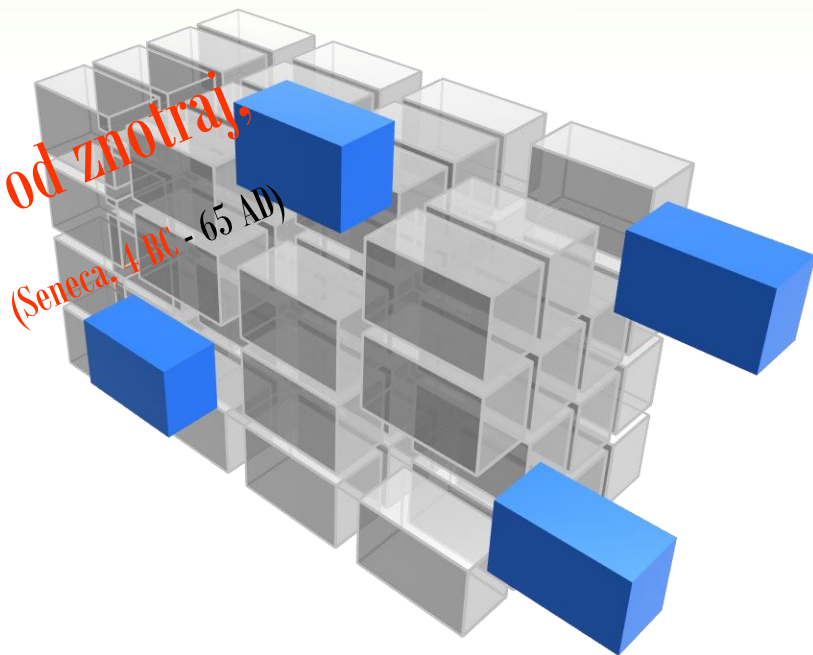
Google CEO Eric Schmidt Has an Executive Coach | Top ...

mayogenuine.com/...google-ceo-eric-schmidt-has-an-ex... ▼ Prevedi to stran

4. okt. 2009 - Eric Schmidt, CEO of Google, recounts the best advice he ever got: use an executive coach.



Coaching je ciljno usmerjen, sistematičen, sodelovalen in interaktiven proces med coachem in klientom (ali skupino, če gre za timski coaching) z namenom **razvoja** posameznika ali skupine. Posameznik ali skupina ob podpori coacha osebno raste, **preseže** svoje notranje **omejitve**, da lahko v polnosti **uresniči** in živi svoje **potenciale** ter dosega željeno ravnovesje na zanj pomembnih življenjskih področjih. Bistvo coachinga so ozaveščanje, raziskovanje, razumevanje, učenje, sprejembe, ustvarjanje novih vzorcev razmišljanja in delovanja.



The ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. The Core Competencies are grouped into four clusters according to those that fit together logically based on common ways of looking at the competencies in each group. The groupings and individual competencies are not weighted—they do not represent any kind of priority in that they are all core or critical for any competent coach to demonstrate.

A. Setting the Foundation

1. Meeting Ethical Guidelines and Professional Standards
2. Establishing the Coaching Agreement

B. Co-creating the Relationship

3. Establishing Trust and Intimacy with the Client
4. Coaching Presence

C. Communicating Effectively

5. Active Listening
6. Powerful Questioning
7. Direct Communication

D. Facilitating Learning and Results

8. Creating Awareness
9. Designing Actions
10. Planning and Goal Setting
11. Managing Progress and Accountability



Spodbude prihajajo od zunaj, spoznanja od znotraj,
a le, ko oboje sovpadе, dobimo razvoj
(Seneca, 4 BC - 65 AD)

2015

JANUARY 2015

McKinsey Quarterly

Decoding leadership: What really matters

Claudio Feser, Fernanda Mayol, and Ramesh Srinivasan

New research suggests that the secret to developing effective leaders is to encourage four types of behavior.

Telling CEOs these days that leadership drives performance is about like saying that oxygen is necessary to breathe. Over 90 percent of CEOs are already planning to increase investment in leadership development because they see it as the single most important human-capital issue their organizations face.¹ And they're right to do so: earlier McKinsey research has consistently shown that good leadership is a critical part of organizational health, which is an important driver of shareholder returns.²

Exhibit

Four kinds of behavior account for 89 percent of leadership effectiveness.

Top kinds of leadership behavior¹

- 1 Be supportive
- 2 Champion desired change
- 3 Clarify objectives, resources and consequences
- 4 Communicate frequently and enthusiastically
- 5 Develop others
- 6 Develop and share a collective mission
- 7 Influence others among followers
- 8 Facilitate group collaboration
- 9 Foster mutual respect
- 10 Give praise
- 11 Keep responsibilities organized and on task
- 12 Make quality decisions
- 13 Motivate and bring energy in others
- 14 Offer a unique perspective
- 15 Operate with strong results orientation
- 16 Recover positively from failures
- 17 Remain composed and confident in uncertainty
- 18 Role model organizational values
- 19 Seek different perspectives
- 20 Solve problems effectively

¹ Based on a survey of 81 organizations that are diverse in geography (eg, Asia, Europe, Latin America, and North America), industry (eg, agriculture, consulting, energy, government, insurance, mining, and real estate), and size (from ~7,500 to 300,000 employees).

Source: McKinsey's Organizational Health Index

<https://rework.withgoogle.com/guides/managers-identify-what-makes-a-great-manager/steps/determine-what-makes-a-great-manager/>

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Decoding leadership: What really matters

Claudio Feser, Fernanda Mayol, and Ramesh Srinivasan

New research suggests that the secret to developing effective leaders is to encourage four types of behavior.

Telling CEOs these days that leadership drives performance is a bit like saying that oxygen is necessary to breathe. Over 60 percent of CEOs are already planning to increase investment in leadership development because they see it as the single most important human-capital issue their organizations face.¹ And they're right to do so: earlier McKinsey research has consistently shown that good leadership is a critical part of organizational health, which is an important driver of shareholder returns.²

4 VEDENJA VODIJ / MANAGERJEV, KI PREDSTAVLJA 100% NJIHOVE UČINKOVITOSTI

1. Podpiranje sodelavcev,

2. Osredotočenost na rezultate,

3. Iskanje drugih perspektiv,

4. Učinkovito reševanje problemov.

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GOOGLE PROJEKT „ARISTOTEL“



https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?_r=1

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In 2012, the company embarked on an initiative — code-named Project Aristotle — to study hundreds of Google's teams and figure out why some stumbled while others soared. Dubey, a leader of the project, gathered some of the company's best statisticians, organizational psychologists, sociologists and engineers. He also needed researchers. Rozovsky, by then, had decided that what she wanted to do with her life was study people's habits and tendencies. After graduating from Yale, she was hired by Google and was soon assigned to Project Aristotle.

Project Aristotle's researchers began by reviewing a half-century of academic studies looking at how teams worked. "Were the best teams made up of people with similar interests? Or did it matter more whether everyone was motivated by the same kinds of rewards? Based on those studies, the researchers scrutinized the composition of groups inside Google: How often did teammates socialize outside the office? Did they have the same hobbies? Were their educational backgrounds similar? Was it better for all teammates to be outgoing or for all of them to be shy? They drew diagrams showing which teams had overlapping memberships and which groups had exceeded their departments' goals. They studied how long teams stuck together and if gender balance seemed to have an impact on a team's success.

No matter how researchers arranged the data, though, it was almost impossible to find patterns — or any evidence that the composition of a team made any difference. "We looked at 150 teams from all over the company," Dubey said. "We had lots of data, but there was nothing showing that a mix of specific personality types or skills or backgrounds made any difference. The 'who' part of the equation didn't seem to matter."

Some groups that were ranked among Google's most effective teams, for instance, were composed of friends who socialized outside work. Others were made up of people who were basically strangers away from the conference room. Some groups sought strong managers. Others preferred a less hierarchical structure. Most confounding of all, two teams might have nearly identical makeups, with overlapping memberships, but radically different levels of effectiveness. "At Google, we're good at finding patterns," Dubey said. "There weren't strong patterns here."

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As they struggled to figure out what made teams successful, Rozovsky and her colleagues kept coming across research by psychologists and sociologists that focused on what are known as "group norms." Norms are the traditions, behavioral standards and unwritten rules that govern how we function when we gather. One team may come to a consensus that avoiding disagreement is more valuable than debate; another team might develop a culture that

He began by asking everyone to share something personal about themselves. He went first.

"I think one of the things most people don't know about me," he told the group, "is that I have Stage 4 cancer." In 2001, he said, a doctor discovered a tumor in his kidney. By the time the cancer was detected, it had spread to his spine. For nearly half a decade, it had grown slowly as he underwent treatment while working at Google. Recently, however, doctors had found a new, worrisome spot on a scan of his liver. That was far more serious, he explained.

Spolhude prihajajo od zunaj spoznanja od znotraj, a te, ko oboje sovpadе, dobimo razvoj (Seneca, 4 BC - 65 AD)

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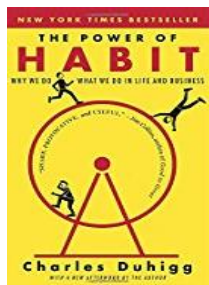
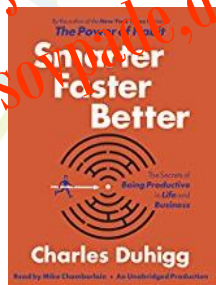
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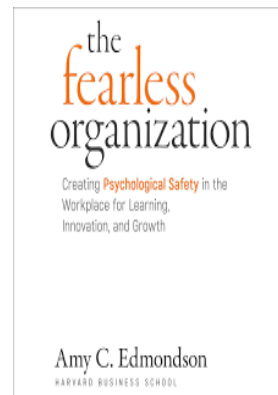
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Within psychology, researchers sometimes colloquially refer to traits like “conversational turn-taking” and “average social sensitivity” as aspects of what’s known as psychological safety — a group culture that the Harvard Business School professor Amy Edmondson defines as a “shared belief held by members of a team that the team is safe for interpersonal risk-taking.” Psychological safety is “a sense of confidence that the team will not embarrass, reject or punish someone for speaking up,” Edmondson wrote in a study published in 1999. “It describes a team climate characterized by interpersonal trust and mutual respect in which people are comfortable being themselves.”

But to Sakaguchi, it made sense that psychological safety and emotional conversation were related. The behaviors that create psychological safety — conversational turn-taking and empathy — are part of the same unwritten rules we often turn to, as individuals, when we need to establish a bond. And those human bonds matter as much at work as anywhere else. In fact, they sometimes matter more.



Naši kadri naj bodo:

kapitani, ki vedo kam, kako in zakaj krmarijo svoje ladje in
obenem razumejo, da potrebujejo prvovrstno posadko



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