BE LEADERLY | **The Power of Diverse Teams**
With Ann Quiroz Gates

* Corporate subscribers

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Jo Miller

- **Founding Editor of BeLeaderly.com**
- **Helps women break into leadership in industries such as technology, finance and energy.**
- **Delivers over 60 speaking presentations annually to audiences of up to 1,200 women for women's conferences and corporate women's initiatives.**
- **Loves to travel. Favourite destinations include Turkey, Tasmania, Peru and the Badlands.**

*Dr. Ann Quiroz Gates
Professor and Chair of the Computer Science Department
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Ann Quiroz Gates

- **Conducts research in software engineering and cyber-enhanced tools to support interdisciplinary research with an emphasis on workflows. ontologies, and software specification.**

- **Directs the NSF-funded Cyber-ShARE Center of Excellence.**

- **Leads the Computing Alliance for Hispanic-Serving Institutions (CAHSI) and is a founding member of the National Center for Women in Information Technology (NCWIT).**

#WLCWebinar

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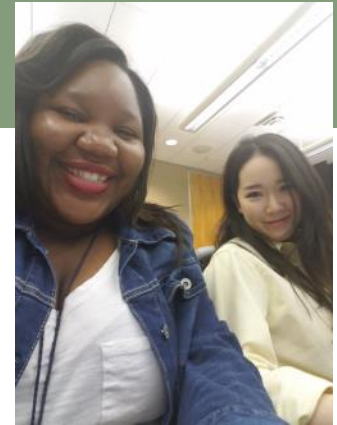
* **In This Webinar:**

    I.   Importance of team work

    II. Challenges

    III. How to build effective teams

* You have said, "Addressing complex problems requires contributions from different disciplines, communities and professions." Tell us why this is so.

Ann Quiroz Gates

- **History has shown that the quality of solutions improve when diverse teams are involved.**

- **Studies confirm that diversity drives market growth and trumps individual ability.**

* What are the implications for promoting diversity in corporate workplaces?

- The vital foundation for innovation derives from a diverse workforce.

- People see problems and solutions from different perspectives, accompanied by the heuristics that define how individuals search for solutions.

- When confronted with a problem, we encode our perspectives and then apply our particular heuristics to explore new and better resolutions.

- Inclusion of other perspectives extends the solution space.

* **There are different ways that teams can work across disciplines. Can you describe the different types (or levels) of teams? Do they vary in effectiveness?**

Ann Quiroz Gates

* 3 Types of Teams

- **Multidisciplinary:** teams that involve individual from two or more disciplines working independently

- **Interdisciplinary:** teams in which individuals work together to integrate information, data, techniques, tools, perspectives, concepts and theories across disciplines

- **Transdisciplinary:** teams in which members integrate and transcend disciplinary approaches to generate fundamentally new conceptual frameworks, theories, models and applications

What are the factors that impact the efficiency, productivity and effectiveness of large, diverse teams?

Ann Quiroz Gates

- **Our education typically does not include frameworks for learning and practicing how work in teams: we are expected to know how to do it.**

- **Knowing the essential elements of a cooperative team is paramount.**

- **You cannot become more effective if you do not reflect on what's working and what's not working.**

* **Where Teams Break Down**

- **Not recognizing the one's success depends on the success of other members of the team**

- **Not acknowledging what each member brings to the team**

- **Not listening to team members**

- **Not accepting constructive critique**

Challenges

Poll 1: What challenge does your team face with working in diverse teams?

* **What are some of the key challenges faced by diverse teams?**

Ann Quiroz Gates

1) **Knowledge negotiation and communication**
2) **Shared resources**
3) **Team effectiveness**

* **What are some ways to work effectively in a group that has a large number of team members?**

Ann Quiroz Gates

* Possible Strategies

- Small groups—A large group could be broken into smaller groups based on affinity
  - Small group meetings are intermixed with large group meetings at appropriate intervals to communicate and perhaps critique constructively what is being done with the smaller groups
- Problem solving—break larger groups into randomly assigned smaller groups and pose questions (same question to all groups)
  - Report out and integrate what has resulted (may use different methods to prioritize and come to consensus.)

* **How can organizations build communities and share data and knowledge across different units within an organization?**

Ann Quiroz Gates

- **Communities of practice- a group of individuals, who share an interest, concern, or passion, interact regularly to improve what they do.**

- **Intent is to encourage sharing and motivate action to address challenges and opportunities collectively.**

- **Example: UK Knowledge Hub.**

* What suggestions do you have for breaking down silos within an organization and get people communicating across those barriers?

Ann Quiroz Gates

- **Brown bag lunches that focus on a theme**
- **Wine and cheese mixers**
- **Events such as "speed dating"**
- **Engagement encounters**

Building Effective Teams

* What are the 5 elements that are necessary for being a team?

Ann Quiroz Gates

* 5 Elements Necessary for Being a Team

1. Positive interdependence
2. Promotive interaction
3. Individual accountability
4. Practice professional skills
5. Group processing

* **What is the Affinity Research Group (ARG) Model and how can we apply it's lessons in the corporate world?**

Ann Quiroz Gates

- **Focus is on the *deliberate development* of professional skills and cooperative team work**

- **Managers and leaders can incorporate the elements into how they run meetings and engage team members; the approach can be used to develop skills in employees.**

* Elements of the ARG Model

1) Establish core purpose
2) Structure positive interdependence
3) Practice promotive interaction
4) Teach professional skills
5) Ensure individual accountability
6) Reflect on how well or poorly the group performs

Poll 2: Which element of the ARG model would your team benefit from focusing on?

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* Are these skills that can be learned or taught?

Ann Quiroz Gates

- Yes!

* **What can our listeners do to promote virtual, interdisciplinary communities and projects?**

Ann Quiroz Gates

- Consciously and deliberately think about a *problem* to be solved at your organization and *bring together people who normally are not included*.

- Plan activities that promote interactions that lead to an exchange of ideas.

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    II. Challenges

    III. Building effective teams

Q&A

Ann Quiroz Gates

Jo Miller

Poll 3: What action will you take to build a high-performing, diverse team?

* To Learn More …

- **Gates, A., Roach, S., Villa, E., Kephart, K., Della Piana, C. and G. Della Piana (2008).** *The Affinity Research Group Model: Creating and Maintaining Effective Research Teams*, **Los Alamitos, CA: Computer Society Press.**

- **Collins, J. and J. I. Porras.** *Built to Last: Successful Habits of Visionary Companies*. **New York: Harper Business, 1997.**

Closing Thought

Ann Quiroz Gates

* Questions That Leaders Ask Themselves and Others
Tuesday, October 25, 2016 *New Date*

Jo Miller

The best leaders do more than give direction. They ask great questions—thought-provoking questions that inspire themselves and others to think creatively, get engaged, be accountable, and take action.

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*Discussion Questions

1. What are some of the key teamwork challenges faced by the teams you work in?

2. What suggestions do you have for breaking down silos and getting people communicating across those barriers?

3. Review the 5 elements necessary for being a team. Which could your team improve on?

4. Which element of the ARG model would your team benefit from focusing on?

5. Identify a problem in your organization. How could you bring together people, who are not normally included, to address it?