Module 2. Principles of Connections
Module 2. Principles of Connections

• Build, Fight & Unite
Module 2. Principles of Connections

- Build, Fight & Unite
- Discipline Collaboration
Build, Fight, and Unite

Prof. Morten Hansen
MIIC 2014
Hypothesis
Hypothesis

• All else equal, people who follow the BFU (Build, Fight and Unite) principle for running teams are more likely to achieve extraordinary results than those who do not
Hypothesis

- All else equal, people who follow the BFU (Build, Fight and Unite) principle for running teams are more likely to achieve extraordinary results than those who do not.
- BFU: builds a team for diversity of perspectives and unity (and not just talent); instills a process of intense debate; and unites the team behind decisions made.
Hypothesis

• All else equal, people who follow the BFU (Build, Fight and Unite) principle for running teams are more likely to achieve extraordinary results than those who do not

• BFU: builds a team for diversity of perspectives and unity (and not just talent); instills a process of intense debate; and unites the team behind decisions made.

• Extraordinary results: top 10% in domain or achieved a remarkable result in non-defined domain
Hypothesis

• All else equal, people who follow the BFU (Build, Fight and Unite) principle for running teams are more likely to achieve extraordinary results than those who do not

• BFU: builds a team for diversity of perspectives and unity (and not just talent); instills a process of intense debate; and unites the team behind decisions made.

• Extraordinary results: top 10% in domain or achieved a remarkable result in non-defined domain

• Plausible alternative: Teams built with exclusive focus on individual talent do better.
Empirical Evidence
## Empirical Evidence

### Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Variable</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Tolerance</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.367</td>
<td>.024</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>AgeInYears</td>
<td>.000</td>
<td>.000</td>
<td>-.012</td>
<td>.15</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>gender</td>
<td>-.031</td>
<td>.005</td>
<td>-.084</td>
<td>-.80</td>
<td>.423</td>
<td>.845</td>
</tr>
<tr>
<td></td>
<td>JobTenureInYears</td>
<td>.004</td>
<td>.001</td>
<td>.063</td>
<td>4.26</td>
<td>.000</td>
<td>.850</td>
</tr>
<tr>
<td></td>
<td>EducationInYears</td>
<td>.012</td>
<td>.001</td>
<td>.132</td>
<td>9.59</td>
<td>.000</td>
<td>.968</td>
</tr>
<tr>
<td></td>
<td>HoursWorkedPerWeek</td>
<td>.005</td>
<td>.000</td>
<td>.234</td>
<td>16.87</td>
<td>.000</td>
<td>.961</td>
</tr>
<tr>
<td>2</td>
<td>(Constant)</td>
<td>-.084</td>
<td>.013</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>AgeInYears</td>
<td>5.84E-006</td>
<td>.000</td>
<td>.000</td>
<td>.045</td>
<td>.964</td>
<td>.842</td>
</tr>
<tr>
<td></td>
<td>gender</td>
<td>-.006</td>
<td>.003</td>
<td>-.015</td>
<td>-2.16</td>
<td>.031</td>
<td>.965</td>
</tr>
<tr>
<td></td>
<td>JobTenureInYears</td>
<td>.003</td>
<td>.000</td>
<td>.056</td>
<td>7.49</td>
<td>.000</td>
<td>.843</td>
</tr>
<tr>
<td></td>
<td>EducationInYears</td>
<td>.002</td>
<td>.001</td>
<td>.027</td>
<td>3.85</td>
<td>.000</td>
<td>.940</td>
</tr>
<tr>
<td></td>
<td>HoursWorkedPerWeek</td>
<td>.001</td>
<td>.000</td>
<td>.047</td>
<td>6.48</td>
<td>.000</td>
<td>.886</td>
</tr>
<tr>
<td></td>
<td>BiggerDreamsSum</td>
<td>.239</td>
<td>.011</td>
<td>.241</td>
<td>20.87</td>
<td>.000</td>
<td>.353</td>
</tr>
<tr>
<td></td>
<td>OccamsRazorSum</td>
<td>.252</td>
<td>.010</td>
<td>.230</td>
<td>24.94</td>
<td>.000</td>
<td>.554</td>
</tr>
<tr>
<td></td>
<td>ForcefulChampionSum</td>
<td>.230</td>
<td>.016</td>
<td>.202</td>
<td>14.72</td>
<td>.000</td>
<td>.250</td>
</tr>
<tr>
<td></td>
<td>TeamSum</td>
<td>.036</td>
<td>.015</td>
<td>.033</td>
<td>2.34</td>
<td>.019</td>
<td>.234</td>
</tr>
<tr>
<td></td>
<td>Disciplined</td>
<td>.128</td>
<td>.017</td>
<td>.092</td>
<td>7.39</td>
<td>.000</td>
<td>.307</td>
</tr>
<tr>
<td></td>
<td>CollaborationSum</td>
<td>.153</td>
<td>.014</td>
<td>.144</td>
<td>11.19</td>
<td>.000</td>
<td>.286</td>
</tr>
<tr>
<td></td>
<td>FerocityOfLearningSum</td>
<td>.075</td>
<td>.016</td>
<td>.061</td>
<td>4.73</td>
<td>.000</td>
<td>.280</td>
</tr>
</tbody>
</table>

a. Dependent Variable: PerformanceSum
## Empirical Evidence

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>0.367</td>
<td>0.024</td>
<td>0.012</td>
<td>15.186</td>
<td>0.000</td>
</tr>
<tr>
<td>AgeInYears</td>
<td>0.000</td>
<td>0.000</td>
<td>-0.012</td>
<td>-0.802</td>
<td>0.423</td>
</tr>
<tr>
<td>gender</td>
<td>-0.031</td>
<td>0.005</td>
<td>-0.084</td>
<td>-6.120</td>
<td>0.000</td>
</tr>
<tr>
<td>JobTenureInYears</td>
<td>0.004</td>
<td>0.001</td>
<td>0.063</td>
<td>4.266</td>
<td>0.000</td>
</tr>
<tr>
<td>EducationInYears</td>
<td>0.012</td>
<td>0.001</td>
<td>0.132</td>
<td>9.595</td>
<td>0.000</td>
</tr>
<tr>
<td>HoursWorkedPerWeek</td>
<td>0.005</td>
<td>0.000</td>
<td>0.234</td>
<td>16.876</td>
<td>0.000</td>
</tr>
<tr>
<td>2 (Constant)</td>
<td>-0.084</td>
<td>0.013</td>
<td>0.000</td>
<td>-6.284</td>
<td>0.000</td>
</tr>
<tr>
<td>AgeInYears</td>
<td>5.84E-006</td>
<td>0.000</td>
<td>0.000</td>
<td>0.045</td>
<td>0.964</td>
</tr>
<tr>
<td>gender</td>
<td>-0.006</td>
<td>0.003</td>
<td>-0.015</td>
<td>-2.160</td>
<td>0.031</td>
</tr>
<tr>
<td>JobTenureInYears</td>
<td>0.003</td>
<td>0.000</td>
<td>0.056</td>
<td>7.490</td>
<td>0.000</td>
</tr>
<tr>
<td>EducationInYears</td>
<td>0.002</td>
<td>0.001</td>
<td>0.027</td>
<td>3.857</td>
<td>0.000</td>
</tr>
<tr>
<td>HoursWorkedPerWeek</td>
<td>0.001</td>
<td>0.000</td>
<td>0.047</td>
<td>6.487</td>
<td>0.000</td>
</tr>
<tr>
<td>BiggerDreamsSum</td>
<td>0.239</td>
<td>0.011</td>
<td>0.241</td>
<td>20.871</td>
<td>0.000</td>
</tr>
<tr>
<td>OccamsRazorSum</td>
<td>0.252</td>
<td>0.010</td>
<td>0.230</td>
<td>24.946</td>
<td>0.000</td>
</tr>
<tr>
<td>ForcefulChampionSum</td>
<td>0.230</td>
<td>0.016</td>
<td>0.202</td>
<td>14.727</td>
<td>0.000</td>
</tr>
<tr>
<td>TeamSum</td>
<td>0.036</td>
<td>0.015</td>
<td>0.033</td>
<td>2.341</td>
<td>0.019</td>
</tr>
<tr>
<td>DisciplinedCollaborationSum</td>
<td>0.128</td>
<td>0.017</td>
<td>0.092</td>
<td>7.397</td>
<td>0.000</td>
</tr>
<tr>
<td>FerocityOfLearningSum</td>
<td>0.153</td>
<td>0.014</td>
<td>0.144</td>
<td>11.194</td>
<td>0.000</td>
</tr>
<tr>
<td>ChangeAgentSum</td>
<td>0.075</td>
<td>0.016</td>
<td>0.061</td>
<td>4.732</td>
<td>0.000</td>
</tr>
</tbody>
</table>

*a. Dependent Variable: PerformanceSum*
Build
Very good at picking team members who have the right attitude and values, not just the right skills

Fight
Very successful at making sure a team debates issues really well
Extremely good at making people feel it is safe to speak up in meetings

Unite
Makes sure everyone buys into decisions, once they are made
Goes to great lengths to eliminate politics that would prevent a decision from being implemented
Encourage debate for an appropriate amount of time, but if the team can’t agree, will make the decision
RECKITT-BENCKISER

£ 9 BN

£ 6 BN

£ 3 BN

RECKITT-BENCKISER

£ 9 BN

£ 6 BN

£ 3 BN

RECKITT-BENCKISER

Total shareholder return (TSR) above market
FROM LOTS OF BRANDS...
19 POWER BRANDS
CHASE DIVERSITY

EXECUTIVE COMMITTEE

• DUTCH
• INDIAN
• SOUTH AFRICAN
• BRITISH
• ITALIAN
• GERMAN
TEAM MEETING NORMS

- “MENTAL FIGHT”
- DIVERSE PEOPLE
- 100% PREPARED
- MINORITY VIEWS
TEAM MEETING NORMS

- “MENTAL FIGHT”
- DIVERSE PEOPLE
- 100% PREPARED
- MINORITY VIEWS

“How we get there might not always be the prettiest way.”

~ Bart Becht, CEO
TEAM MEETING NORMS

- DECIDE IN MEETING
- SENIOR PERSON CALLS IT
- FALL IN LINE
- NO POLITICS

“I think politics is poison.”

~ Bart Becht, CEO
TEAM MEETING NORMS

- DECIDE IN MEETING
- SENIOR PERSON CALLS IT
- FALL IN LINE
- NO POLITICS

FIGHT
TEAM MEETING NORMS

- FIGHT
- UNITE

- DECIDE IN MEETING
- SENIOR PERSON CALLS IT
- FALL IN LINE
- NO POLITICS
EXEMPLARY. THAT'S FOUR GOOD GUYS FOR IT AND TWO BAD GUYS AGAINST IT
3 PARTS

Build: chase diversity
Fight: constructive conflict
Unite: decide, move quickly
Need to create teams of competent and diverse people => potential to bring different perspectives vs.

Just hire for smarts (war for talent)

<table>
<thead>
<tr>
<th>Talent</th>
<th>Diversity</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Club of same talents</td>
</tr>
<tr>
<td>Low</td>
<td>Club of Fools</td>
</tr>
</tbody>
</table>
1. **Build** for diversity, not just talent

Need to create teams of competent and diverse people

=> potential to bring different perspectives

vs.

Just hire for smarts (war for talent)

\[
\begin{array}{c|c|c}
\text{Talent} & \text{High} & \text{Low} \\
\hline
\text{High} & \text{Club of same talents} & \text{Diverse talents} \\
\hline
\text{Low} & \text{Club of Fools} & \text{Diverse Fools} \\
\end{array}
\]
2. Fight, not about liking

Avoid Groupthink

“‘groupthink’... refer(s) to a mode of thinking that people engage in when they are deeply involved in a cohesive in-group, when the members’ striving for unanimity overrides their motivation to realistically appraise alternative courses of action... Groupthink refers to a deterioration of mental efficiency, reality testing, and moral judgment that results from in-group pressures.”

Janis, Victims of Groupthink, p. 9
How to inject constructive conflict

**Consensus:**
Debate one solution
Strive for unanimity and harmony

**Devil’s advocacy:**
First sub-group develops a solution
Second sub-group criticizes the developed solution
First sub-groups modifies solution in response to criticism

**Dialectical inquiry:**
First sub-group develops a solution
Second sub-group develops an alternative solution
The two sub-groups come together and develop a joint solution
Two types of conflict

**Cognitive Conflict:**

Generally task oriented and focused on judgmental differences about how to best achieve common objectives

**Affective Conflict:**

Tends to be emotional and focused on personal incompatibilities or disputes
Assessing two types of conflict

**Cognitive:**

3. How many disagreements over different ideas about this decision were there?

4. How many differences about the content of this decision did the group have to work through?

**Affective:**

5. How much personal friction surfaced within the group during the decision making process?

6. How many personality clashes became evident during the decision making process?
Affective Conflict

https://www.youtube.com/watch?v=ghPGMM9psqc
Stimulating Cognitive Conflict ...

Devil’s advocacy

Stimulate conflict and debate

Cognitive conflict

Debate alternatives, Deep analysis, New ideas

Better decisions

Dialectical inquiry

0.22/0.28
Also Getting Affective Conflict ...

- Dialectical inquiry
- Devil's advocacy
- Stimulate conflict and debate
- Cognitive conflict
  - Debate alternatives, Deep analysis, New ideas
  - Better decisions
  - 0.28/0.35
  - 0.59 to 0.73
- Affective Conflict
Stimulate conflict and debate

Cognitive conflict

Debate alternatives, Deep analysis, New ideas

Better decisions

Devil’s advocacy

0.28/0.35

Dialectical inquiry

Stimulate conflict and debate

Affective Conflict

Personal animosity, Less group harmony, Poor decision acceptance

Poor implementation

0.59 to 0.73

-0.48 to -0.50

key is to break this path

Resulting in Poor Implementation
3. Unite, not about ego

Scottie Pippen refuses to go into game because the final play wasn't designed for him.
3. How to Unite
3. How to Unite People
3. How to Unite

People
- get rid of prima donnas (select for unity)
3. How to Unite

People
- get rid of prima donnas (select for unity)
3. How to Unite

People
- get rid of prima donnas (select for unity)

Fighting
3. How to Unite

People
- get rid of prima donnas (select for unity)

Fighting
- reduce affective conflict (eg inflammatory language)
3. How to Unite

People
- get rid of prima donnas (select for unity)

Fighting
- reduce affective conflict (e.g., inflammatory language)
- make sure all viewpoints are really heard (fair process)
3. How to Unite

People
- get rid of prima donnas (select for unity)

Fighting
- reduce affective conflict (eg inflammatory language)
- make sure all view points real heard (fair process)
3. How to Unite

People
- get rid of prima donnas (select for unity)

Fighting
- reduce affective conflict (eg inflammatory language)
- make sure all view points real heard (fair process)

Commitment tactics
3. How to Unite

People
- get rid of prima donnas (select for unity)

Fighting
- reduce affective conflict (eg inflammatory language)
- make sure all viewpoints real heard (fair process)

Commitment tactics
- clearly state mission and allegiance to that mission (subordination of ego)
3. How to Unite

People
- get rid of prima donnas (select for unity)

Fighting
- reduce affective conflict (e.g., inflammatory language)
- make sure all viewpoints are really heard (fair process)

Commitment tactics
- clearly state mission and allegiance to that mission (subordination of ego)
- ask each for personal commitment
3. How to Unite

People
- get rid of prima donnas (select for unity)

Fighting
- reduce affective conflict (eg inflammatory language)
- make sure all view points real heard (fair process)

Commitment tactics
- clearly state mission and allegiance to that mission (subordination of ego)
- ask each for person commitment
- do not tolerate other channels
Build a team not just for talent, but also for diversity and unity.

Fight for the best decisions. Debate hotly the issues on their merit; reduce affective conflict.

Unite the team to increase maximum commitment and effort in execution.
Build, Fight & Unite

**Build** a team not just for talent, but also for diversity and unity

**Fight** for the best decisions. Debate hotly the issues on their merit; reduce affective conflict

**Unite** the team to increase maximum commitment and effort in execution