

Smarter Collaboration Insights

Sharing ideas to accelerate smarter collaboration

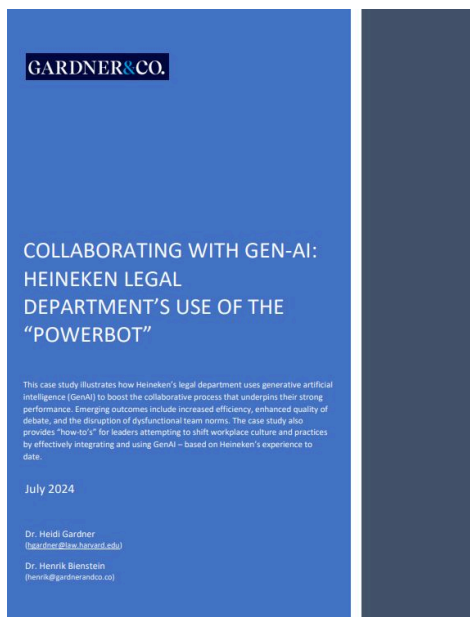
July 2024

FEATURED THOUGHT LEADERSHIP

Heineken Case Study

Building on our research about generative artificial intelligence ([GenAI](#)) as [a collaborative team member](#), we just published [a case study](#) showing how Heineken’s legal department uses GenAI to boost the collaboration that underpins their strong performance.

Emerging outcomes include increased efficiency, enhanced quality of debate, and the disruption of dysfunctional team norms. The case study also provides “how-to’s” for leaders attempting to shift workplace culture and practices by effectively integrating and using GenAI.



We'd appreciate hearing your thoughts on this topic, including how your teams are using GenAI as a real-time collaborative teammate. Click [here](#) to email Dr. Heidi K. Gardner.

Don't Let Analysis Paralysis Get in the Way of Smarter Collaboration

Are you a victim of analysis paralysis?

You're certain that a strategic change is critical. But you won't move ahead until all the data has been collected, crunched, and debated...countless times.

We are all for a data-based approach to client and customer service. But at some point – usually sooner than you're 100% comfortable – you need to move beyond the planning stage to action.

This is why we are strong believers in pilot projects. They allow you to test out new approaches in a low-risk environment, before committing to them company wide.

Pilots let you develop the proof of concept, make progress toward your goals, inspire others to follow suit, and learn from any setbacks. For example, they are a great way to start serving clients and customers more holistically – through smarter collaboration.

For Gardner & Co.'s new white paper on pilots, email christine@gardnerandco.co.



In a recent keynote address, Gardner & Co. CEO Dr. Heidi K. Gardner cautions

EVENTS

Leaders on Purpose CEO Summit in London

Ivan Matviak recently participated in a panel at the Leaders on Purpose (LOP) CEO Summit in London, which included former CEO of Avon, Andrea Jung. Panelists discussed LOP's new CEO study, which involved interviewing 14 CEOs of Fortune 500 and similar multinational companies that are delivering significant results through their purpose-driven agenda.

According to Matviak, one of the study's lead researchers:

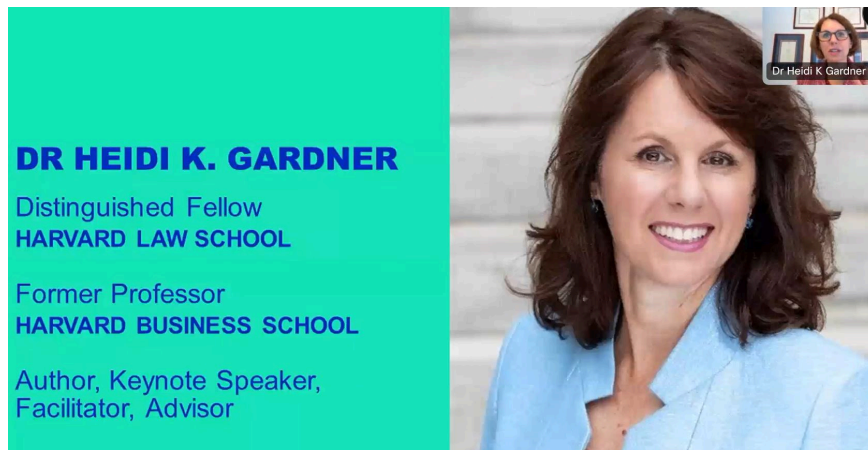
"One big takeaway for me was how these CEOs (of Gap, Verizon, IKEA, Danone, Arcelik, etc.) personally collaborate at every level of the organization to communicate and drive their mission – with the board, executive team, broader organization, and third parties. That helps them build trust, which is critical to sustain momentum on their mission, even in the face of short term financial pressures."



Webinar for Hi-Po Women at Global Consumer Goods Company

Dr. Heidi K. Gardner recently taught her latest cohort of high-potential women leaders at a global consumer good company, through a Harvard executive education program.

This group rated the session extremely highly. According to their feedback, they most appreciated tips on strategically building their network – inside and outside of the company. She is excited to teach the next cohort (her 10th plus) in the fall.



Full-Day "Mini MBA" Session for Senior Legal Professionals

At Cambridge University, Dr. Heidi K. Gardner and Ivan Matviak recently led a highly interactive full-day "mini MBA" session on smarter collaboration for senior legal professionals.

Building on our ConocoPhillips case study, participants (leaders from in-house legal teams at major corporations and law firm partners) debated root causes of collaboration challenges within legal departments including:

- trust issues
- remote working
- geographic disparities (cultures, ways of working, communication across languages)



Emerging solutions included strategic time blocking (agreed in-office days for particular kinds of work that benefit from collaboration), proactive information sharing to help people reduce meeting time and show up prepared, and thoughtful hiring focused on both expertise and collaboration skills.

We also used our new Smarter Collaboration Profile psychometric tool to help participants understand and make the most of their collaborative strengths.

For more ideas to boost smarter collaboration in and outside of in-house legal teams, email christine@gardnerandco.co for our ConocoPhillips case study.

Smarter Collaboration Webinar for Law Directors

After working with a Central American law firm's partners last year, Insights Director Csilla Ilkei is now helping their director and counsel colleagues embed smarter collaboration in their respective teams.

A recent workshop focused on how directors (who typically lead engagements on the ground) must be fully attuned to clients' VUCA challenges and needs – over and above their mere legal requirements. And the only way they can innovatively tackle these challenges is through smarter collaboration with fellow directors and subject matter experts - across roles and tenures.

This involves cultivating a safe environment for people to debate different ideas, and at times push back against them. This "conflict" must be thoughtfully handled (for example, focused on the subject, not the individuals involved).



Smarter Collaboration Keynote at Accounting Firm Retreat in Law Vegas

Dr. Heidi K. Gardner delivered the keynote address at a major accounting firm's recent annual retreat in Las Vegas. With our pre-event research diagnostic revealing a lack of time/inefficiencies to be a top perceived collaboration barrier in the firm, as well as many other key insights, we offered tailored strategies for boosting smarter collaboration - both with colleagues and with clients.



TOOLS

Launch Event

On September 19, we are holding a virtual launch event for our new Smarter Collaboration 360 development tool (a partnership with Smarter Collaboration International).

Through input from colleagues and even external parties such as clients, the SC360 allows people to understand their superpowers, undiscovered strengths, watch-outs, and growth opportunities - across nine core collaborative competencies. These insights, plus associated research-backed advice, can help them drive higher collaborative performance.

To accommodate multiple time zones, two launch sessions are available:

- 11:30 a.m. - 1:30 p.m. Eastern Daylight Time (click [here](#) to register)
- 7 - 9 p.m. Eastern Daylight Time (click [here](#) to register)

For more details, email christine@gardnerandco.co.



How *Not* to Use the Smarter Collaboration 360

360 feedback can be a powerful tool for development and enhancing collaboration. Or, it can be a disaster that undermines organizational trust and performance, as we've recently seen in some major companies.

We sometimes spot leaders making these mistakes:

1. Exempting the executive leadership team from participation
2. Using the data for pay or promotion decisions
3. Assigning raters who don't really know each other
4. Leaving out "I don't know" as a response option
5. Overloading raters

Here's what needs to be done instead:

1. The executive team needs to participate as a signal to the organization that the 360 is important and they are open to feedback. Plus, they almost always need candid feedback to improve their own effectiveness.
2. The feedback should be used for development purposes, not performance management, so that raters aren't afraid to cite areas for improvement.
3. Raters must know the person they are assessing well enough to provide accurate feedback. (Duh, right?)
4. It's better to have raters select "I don't know" than guess on how someone performs in a certain area.
5. Limiting the number of people an individual must rate (e.g., five colleagues) helps ensure they have enough energy and attention to answer accurately.

These best practices can help users of our new Smarter Collaboration 360 (and other 360s) make the most of the tool.



UPCOMING EVENTS & TRAVEL

Dr. Heidi K. Gardner in New York City for GC Summit

On September 5, Dr. Heidi K. Gardner will moderate a panel of elite leaders at the Economist Impact's General Counsel Summit US in New York City. In the session, "Breaking Down Silos: Collaboration Strategies for Success," they will explore:

- How in-house teams can make the most of tight budgets while delivering excellent performance
- How GCs can deliver strategic value across their larger company

Gardner & Co. has two complimentary passes, for the first two people who respond to this question (by emailing christine@gardnerandco.co):

How has your legal department achieved innovation through smarter collaboration across the "four vectors of collaboration" (within your department, with other departments, with the board/C-suite, and with outside partners – such as external counsel)?

For everyone else, the link to register is [here](#); our 20% off promo code is SP20. Let us know if you'll be there!

ECONOMIST IMPACT

Sept 5, 2:35pm

Panel. Breaking down silos: collaboration strategies for success

Heidi K. Gardner
Harvard Law School

Derek Windham
Tesla

Zac Katz
Grindr

Sara Morgan
Axiom

3rd annual General Counsel Summit US
September 5th 2024 | New York

More Travel Plans

Dr. Heidi K. Gardner will be in the following places at the following times, in case you'd like to schedule time with her while she's there:

- New York City: August 13 and September 4-5
- Phoenix: September 27-30
- London: October 6-10, October 28-31, and November 4-8
- Chicago: October 15-18
- Madrid: October 22-24

- Copenhagen: March 11-13, 2024

IN THE NEWS

Dr. Heidi K. Gardner Shares Career Highlights, Collaboration Lessons

In [a recent Access Your Leadership with Hakim Lakhdar podcast episode](#), Dr. Heidi K. Gardner shares several big decisions she made - throughout her life - to expand her perspectives, education, and experience. She talks about how she has listened to herself throughout her journey, not expectations from people around her. And she brings in many lessons about smarter collaboration, including the value of starting with the end/purpose in mind, positive energy, and diverse viewpoints.

STAY CONNECTED

Keep in Touch

Follow Gardner & Co. on [LinkedIn](#) and [YouTube](#), and visit our [website](#) for extra news and insights on smarter collaboration.

Give Feedback

What else can we do together? Please send your thoughts to Christine at christine@gardnerandco.co.

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