

By Margaret Heffernan, May 2015

## Key messages

- Success is not achieved by only picking the superstars and giving them all the power. The result of this is often aggression, dysfunction, and waste.
- So, what makes one team more productive than another? Research shows that three elements are characteristics of highly effective teams:
  1. High degree of sensibility toward each other.
  2. Equal time for everyone (no dominant voices, no passengers either!).
  3. More women in the team.
- The key is social connectedness. It allows ideas to grow and flow and people will then be willing to accept ideas and give help.
- Helpfulness always outperforms individual intelligence.
- People getting to know each other drives helpfulness.
- People getting to know each other does not happen by itself, people tend to focus on their own thing; you have to encourage it. Different examples of how to do this are given by Heffernan.
- Connection leads to social capital. It is the latter that creates momentum and makes companies robust.



Watch: TED talk by Margaret Heffernan:

[https://www.ted.com/talks/margaret\\_heffernan\\_why\\_it\\_s\\_time\\_to\\_forget\\_the\\_pecking\\_order\\_at\\_work#t-429044](https://www.ted.com/talks/margaret_heffernan_why_it_s_time_to_forget_the_pecking_order_at_work#t-429044)