

Can we make our teams SMARTER?



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* Disclaimer: The opinions expressed here are strictly personal and not that of Novartis

SMART










Leader or team?





Who will win the 2020 U.S. presidential election?

Contract	Latest Yes Price	Best Offer	Best Offer
 Donald Trump	40¢ 1¢↑	40¢ Buy Yes Buy No	61¢
 Elizabeth Warren	34¢ 1¢↑	34¢ Buy Yes Buy No	67¢
 Joe Biden	13¢ 1¢↑	13¢ Buy Yes Buy No	88¢
 Andrew Yang	8¢ NC	9¢ Buy Yes Buy No	92¢
 Bernie Sanders	5¢ 1¢↑	5¢ Buy Yes Buy No	96¢
 Pete Buttigieg	5¢ 1¢↑	5¢ Buy Yes Buy No	96¢
	4¢ 1¢↑	4¢ Buy Yes Buy No	97¢

WHY are teams SMARTER?



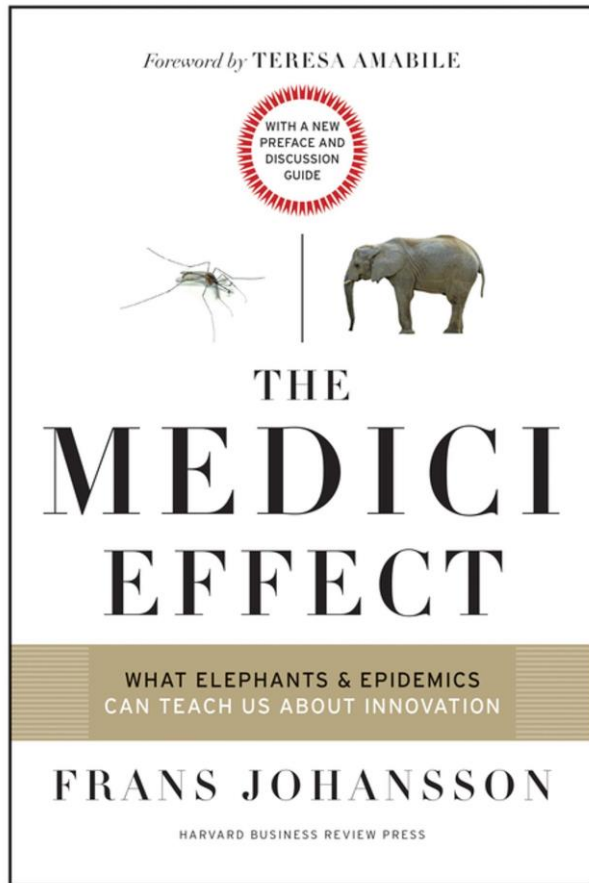


THE GODFATHER

BY FRANCIS FORD COPPOLA

What about **CREATIVITY?**





A NEW YORK TIMES BUSINESS BESTSELLER

"As entertaining and thought-provoking as *The Tipping Point* by Malcolm Gladwell. . . . *The Wisdom of Crowds* ranges far and wide."
—*The Boston Globe*

THE WISDOM OF CROWDS

JAMES
SUROWIECKI

WITH A NEW AFTERWORD BY THE AUTHOR

Cognitive diversity

Affinity bias &
groupthink

Fiercely independent

Matrix organizations

Incentive to get the
right answer

Be smart, not right

Cass R. Sunstein

Coauthor of the bestseller *Nudge*

Reid Hastie



GETTING BEYOND
GROUPTHINK TO
MAKE GROUPS
SMARTER

HARVARD BUSINESS REVIEW PRESS

SELECTED BY THE MIAMI HERALD AS A BEST BOOK OF THE YEAR

THE BRILLIANT DISASTER

JFK, Castro, and America's
Doomed Invasion of Cuba's
Bay of Pigs



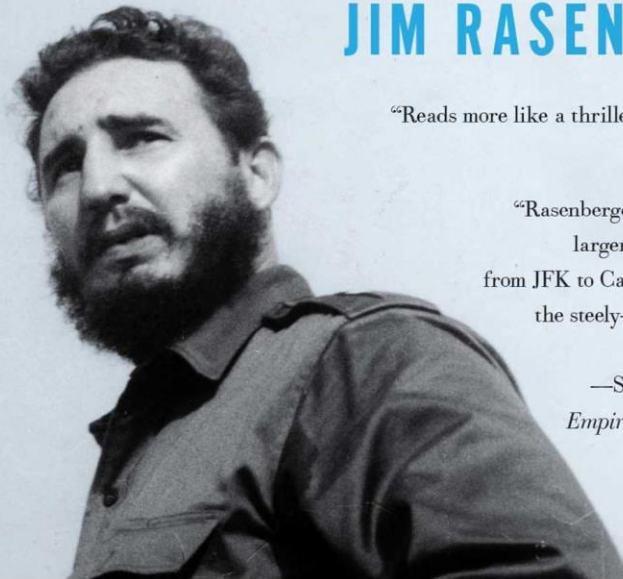
JIM RASENBERGER

"Reads more like a thriller than a history book."

—*The Daily Beast*

"Rasenberger's tale is chock-full of
larger-than-life characters—
from JFK to Castro, mafia bosses, and
the steely-eyed, hypersmart men
of the New Frontier."

—S. C. Gwynne, author of
Empire of the Summer Moon



WHAT
can we do
about it?



Hire people
different than you
at senior levels



Encourage
dissent





Hire people
different than you
at senior levels



Encourage
dissent



Leader
Speak Last



From **B-teams**
for important
actions



Use
Delphi/Betting
markets for
internal decisions



Start to Measure
Cognitive diversity





Novartis way for
facilitating
Cognitive Diversity

Unboss

Curious

Inspired

An illustration of an iceberg floating in a blue ocean under a blue sky with white clouds. The visible tip of the iceberg is white and jagged. Three blue rectangular boxes are placed on the visible tip, containing the words 'Gender', 'Ethnic', and 'Age' from left to right. A larger, darker blue rectangular box is placed on the submerged part of the iceberg, containing the word 'Aesthetic'. At the very bottom of the submerged part, a dark blue rectangular box contains the word 'Cognitive'. The submerged part of the iceberg is much larger than the visible tip, illustrating that the factors below the water are more significant. Small groups of fish are visible in the water on both sides of the iceberg.

Gender

Ethnic

Age

Aesthetic

Cognitive

Novartis at a glance

~105k
UNIQUE
PERSONALITIES

~140
NATIONALITIES

47
EMPLOYEE
RESOURCE
GROUPS



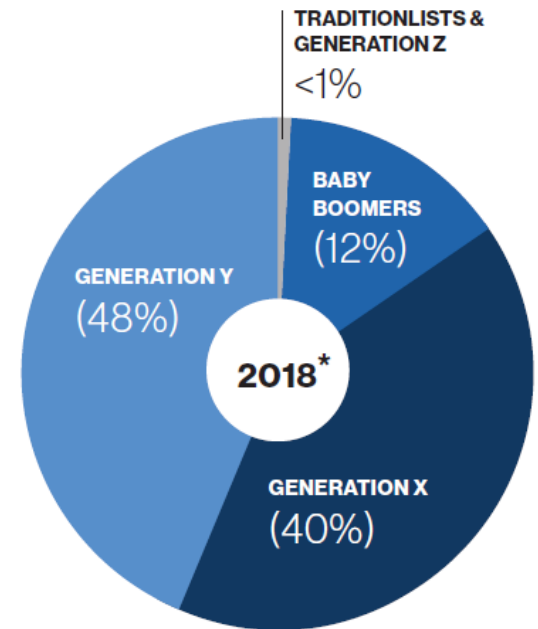
Men



Women



Females in
management



Thank You

