

IntensCare Proposal

MediSys Corp.

Executive Summary for Valerie Merz, Marketing Manager, IntensCare
December 12, 2019

Team Performance Metrics: ABC¹

- Affect – Sense of team, camaraderie, and shared energy
- Behavior – Coordinated effort and information sharing
- Cognition – Common vision, purpose, and direction

Recommended Short Term, Immediate Actions

- Prioritize the mission²: *Launch an innovative, world-class MediSys product by August 2009.*
- Affect
 - Prioritize the mission; President's charge as your guide
 - Team build; off-site retreat to develop trust and rapport³
 - Highlight individual contributions and strengths
 - Seek input from colleagues, respond constructively
- Behavior
 - Clearly articulate individual roles and responsibilities
 - Reorganize; sub-groups with cross-functional leaders⁴
 - Engineering team
 - Production team
 - Business development team
 - Shared deadlines; increase meeting frequency
- Cognition
 - Create psychological safety⁵; challenge ideas, not people⁶
 - Build shared mental models⁷
 - Create benchmarks
 - Meeting agendas shared in advance
 - End meetings with next steps

Recommended Mid-Term Action, May 1-August



- Own U.S. company status; bring work in-house for increased productivity
- Project engineers work only on IntensCare only
- Pause modulation⁸ for timeline and focus; deliver a quality, world-class product

Recommended Mid-Term Action, May 1-August



- Affect – Milestone celebration; off-site company dinner, company-wide announcement, etc.
- Behavior – Pilot team-based evaluations as a part of annual functional review
- Cognition – Full day all-team meeting; assess and recalibrate

Recommended Long Term Action, August and Beyond



- Celebrate as a company; your team has brought the company success!
- After launch, work on modulation when the team can devote energy
- Build out cross-functional project team evaluations company wide

References

- ⁷ Cannon-Bowers JA, Salas E, Converse S. 1993. Shared mental models in expert team decision making. In *Individual and Group Decision Making*, Castellan NJ (ed.). Book Chapter
- ¹ DeChurch, L. (2019). MSC 540: Leading Teams to Execute, week 7, session 1 notes [Course presentation]. Retrieved from https://canvas.northwestern.edu/courses/98761/files/7707894?module_item_id=1350097
- ⁶ De Dreu, C. K. W., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis. *Journal of Applied Psychology*.
- ⁸ Donnellon, A., Margolis, J.D. (2009) *MediSys Corp.: The IntensCare Product Development Team*. HBS N. 4059. Boston, MA: Harvard Business Publishing
- ⁵ Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 350-383.
- ⁴ Edmondson, A. (2016). Wicked Problem Solvers. *Harvard Business Review*, 94(6), 52-9, 117.
- ² Khalifa, A.S. (2012). Mission, purpose, and ambition: Redefining the mission statement. *Journal of Strategy and Management*, 5(3), 236-251.
- ³ Mortensen, M., & Gardner, H. (2017). The overcommitted organization: Why it's hard to share people across multiple teams - and what to do about it. *Harvard Business Review*, 95(5), 58-65.