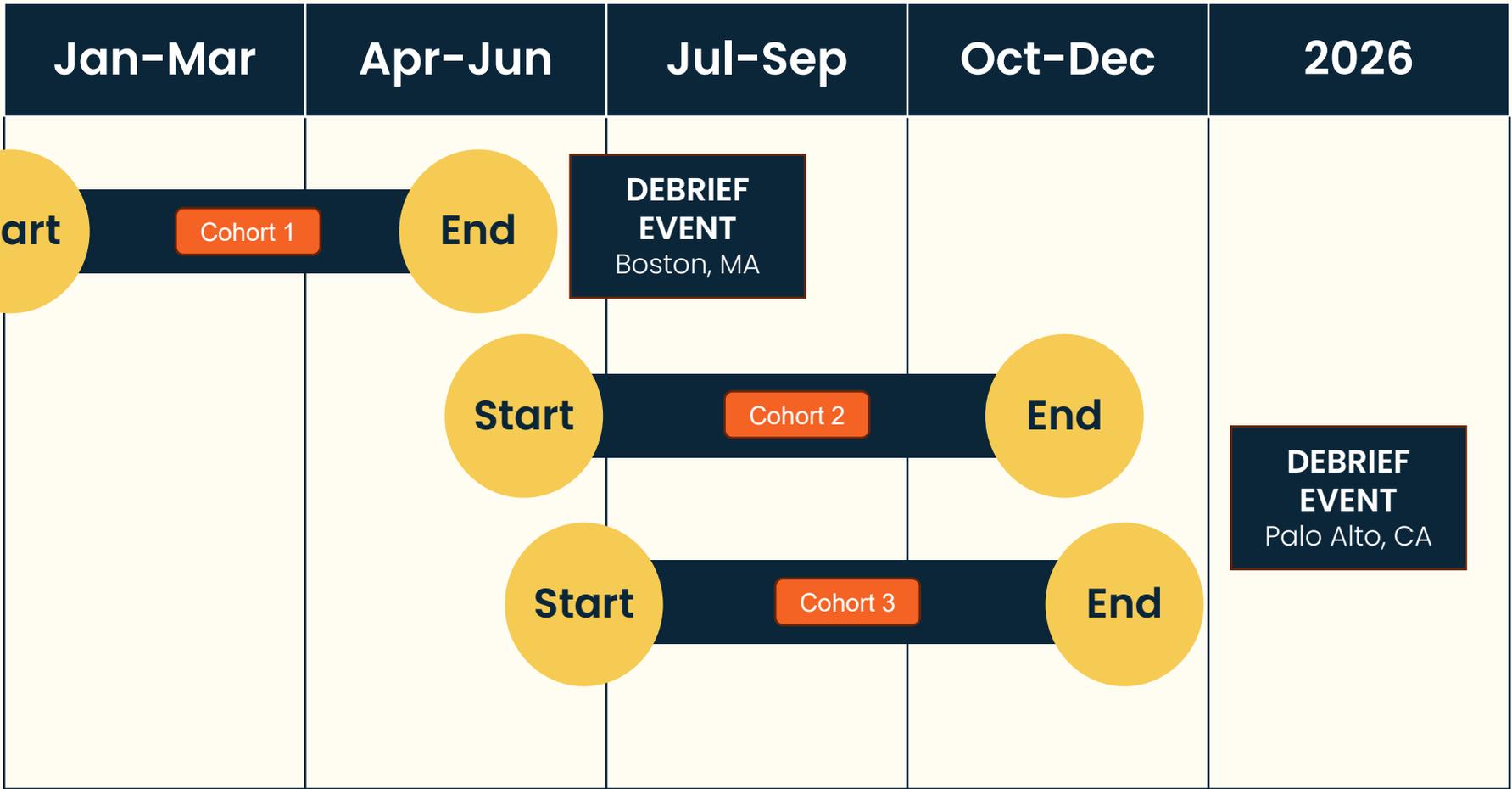


 teamraderie

# High-Performance Culture Program

Debrief Event

🕒 January 15, 2026



The logo for teamraderie, featuring a small icon of three colored diamonds (orange, teal, and blue) followed by the text "teamraderie" in a white, lowercase, sans-serif font.

teamraderie

8:45–9:30am

# What the Data Shows Across 200+ Teams

Can teams shift to **adopt**  
**high-performance behaviors**  
— quickly — in **real operating**  
**environments?**

# Can Team-Level Learning Can Change High-Performance Behaviors?

## 150+ teams

Intact + Cross-Functional  
 Exec + VP + Director  
 Forming + Storming + Norming  
 Stronger Managers + Weaker Managers

## 40+ companies

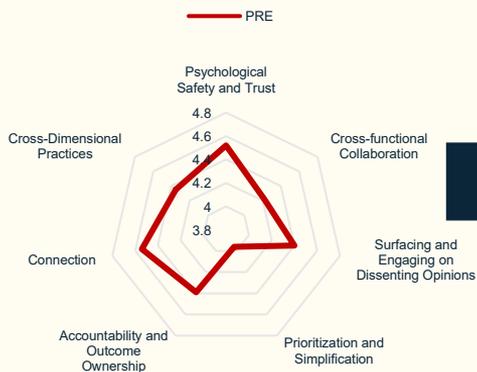


*150+ teams | 40+ companies | All functions, industries, and team types*

# You Ran the Same Experiment (In Different Conditions) with Same Metrics

Month 1

## PRE-SCAN



### Debrief to Win

Leverage U.S. Top Gun strategies for accountability and team execution

Accountability

55 min



### Rethinking Perfection

Discover the Olympic mindset with Nadia Comăneci and Bart Conner

Resilience & Agility

45 min

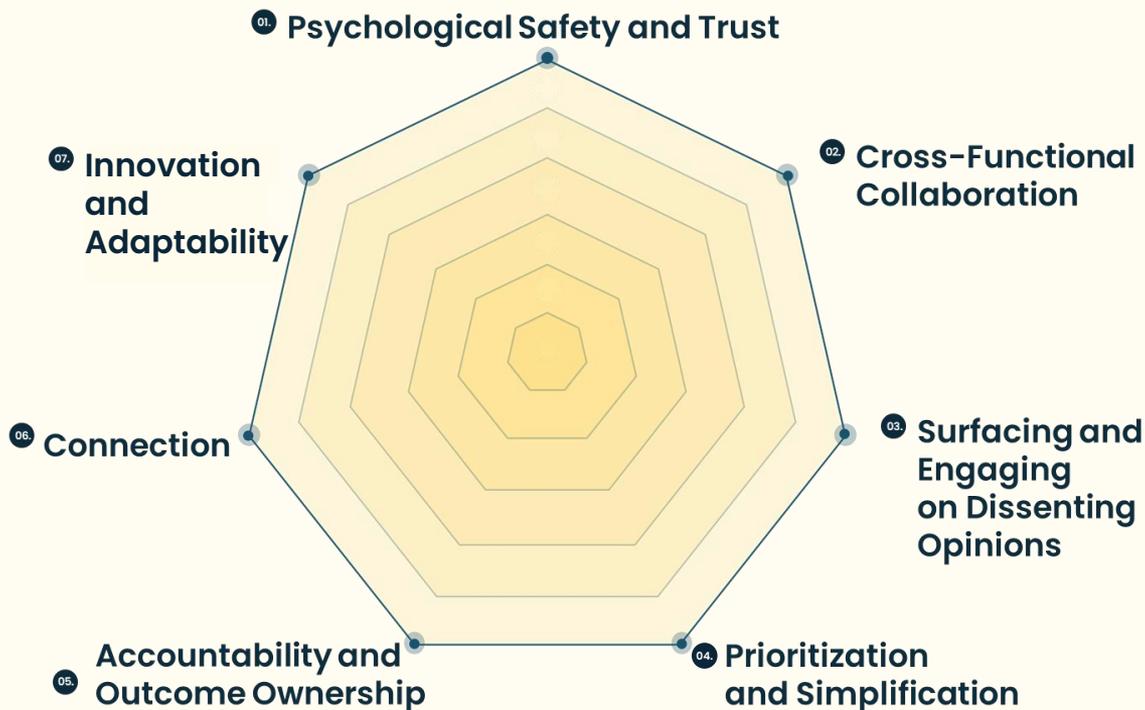
Month 6

## POST-SCAN



150+ teams | 40+ companies | All functions, industries, and team types

# High-Performing Teams Exhibit a Distinct, Research-Backed Set of Behaviors



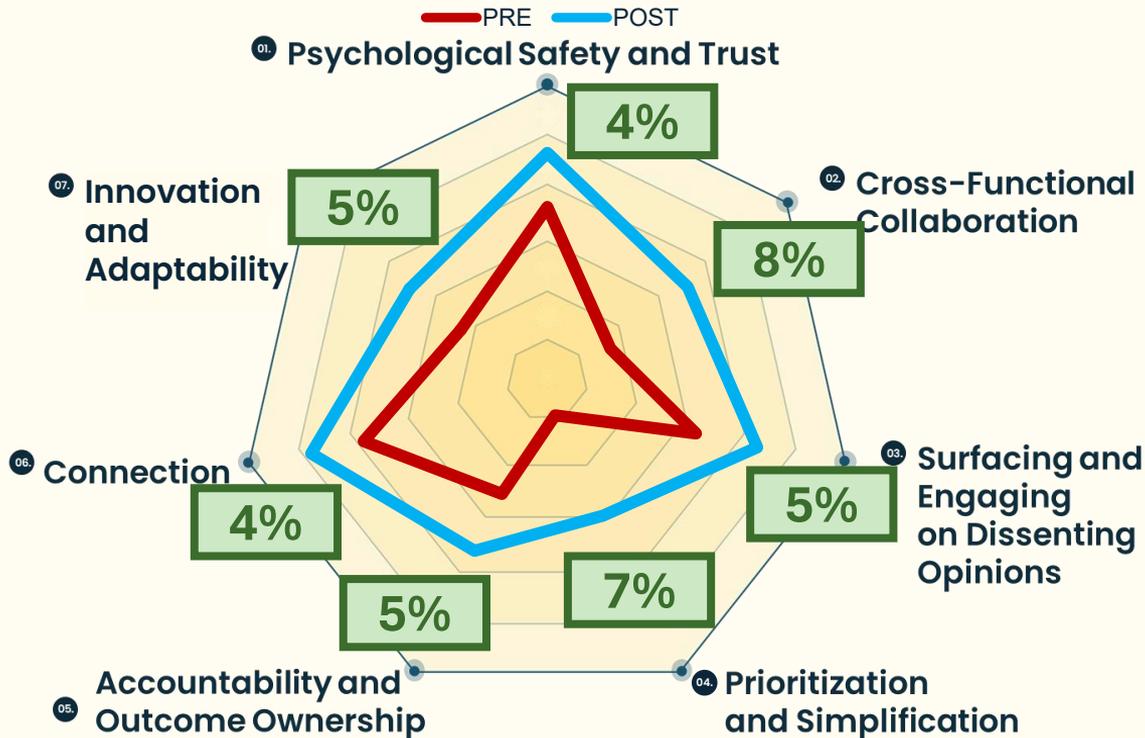
# This Is Paired, Team-Level Measurement

- Asked about others, not themselves
- 1–6 scale
- Same respondents pre and post
- Team-level averages
- Analysis set: teams with  $\geq 3$  post responses

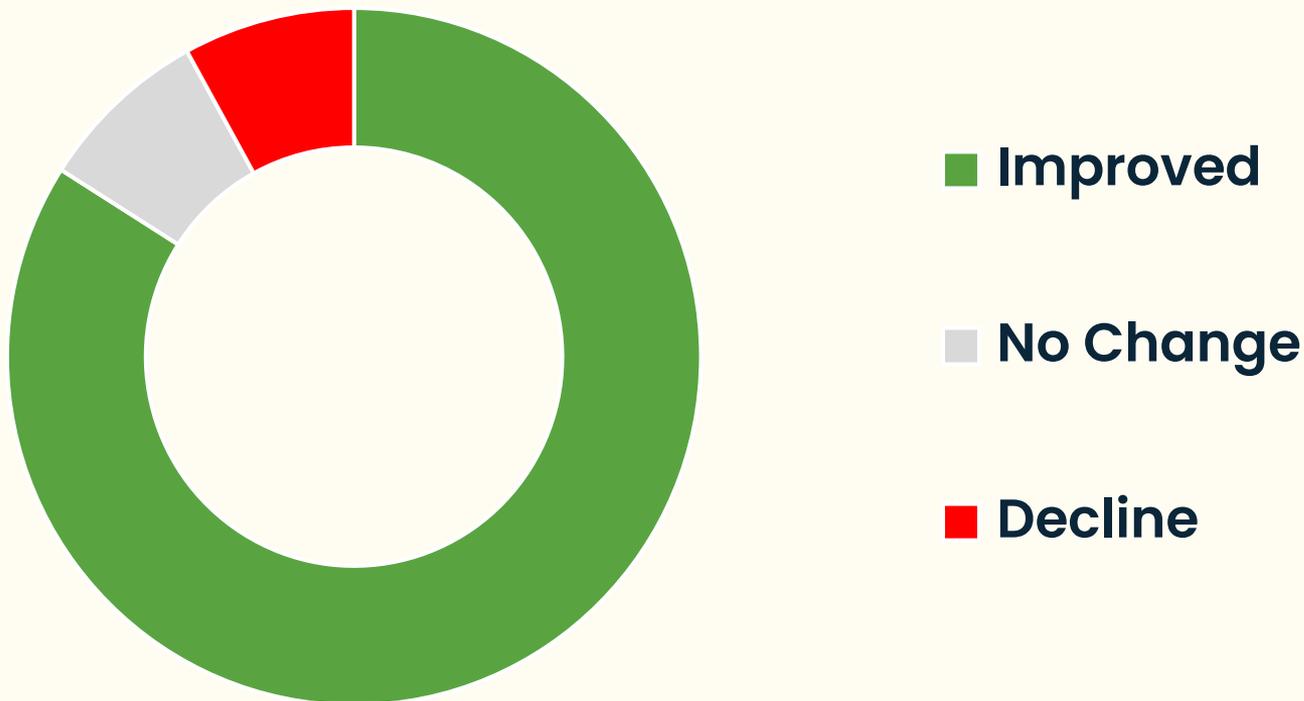
*Results are directionally consistent across alternative inclusion thresholds*

# High-Performance Behaviors Decisively Shift with Limited Stimulus

5.7 %  
OVERALL



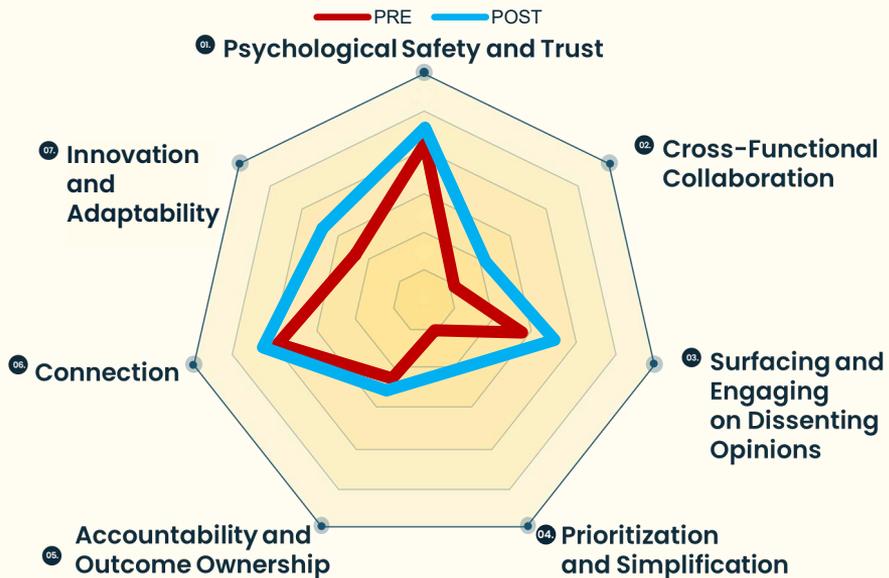
# The Effect Was Observed Across 85% of Teams



# More Impact When Leaders Lean-In to Weaknesses

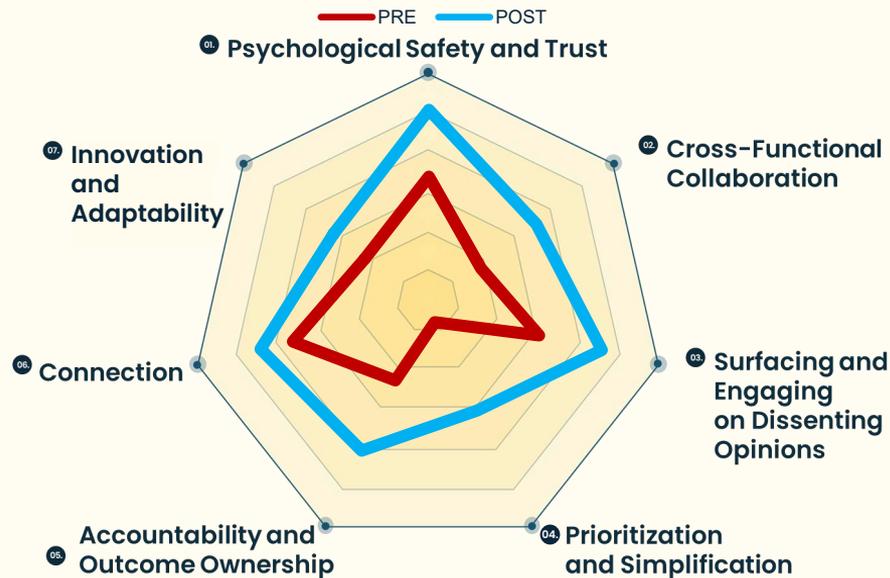
3.2 %  
OVERALL

## Manager Picks



6.9 %  
OVERALL

## Algorithm Picks



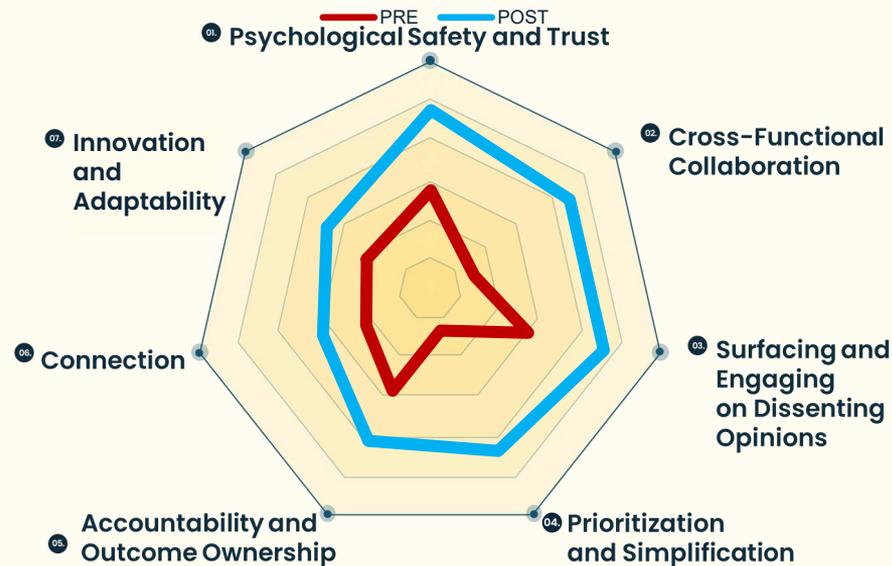
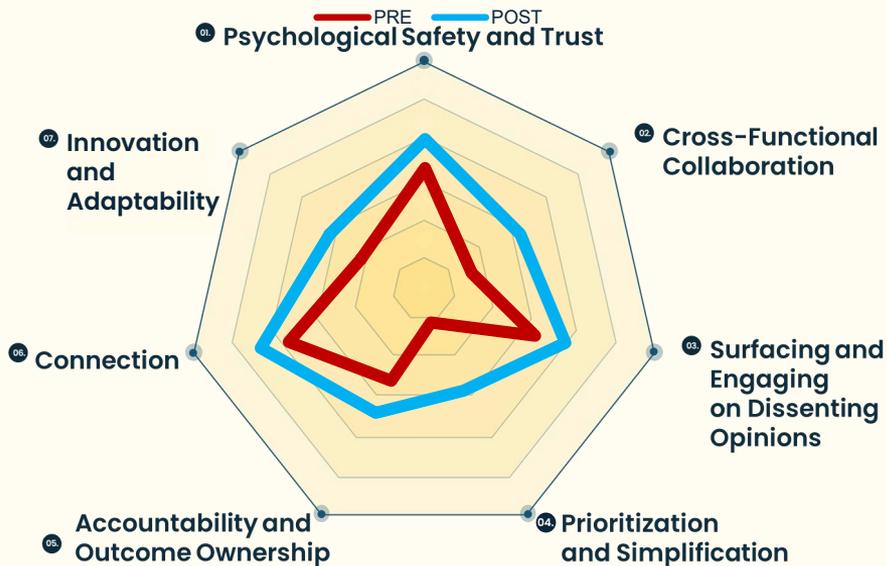
# Elevated Impact on Technical Teams (Scientists, Engineers)

4.8 %  
OVERALL

All Others

8.1 %  
OVERALL

Scientists, Engineers



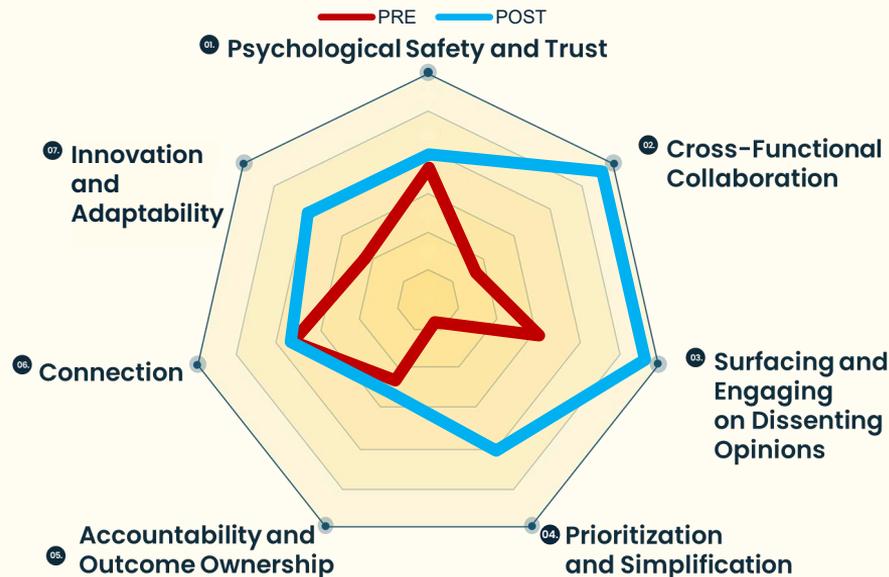
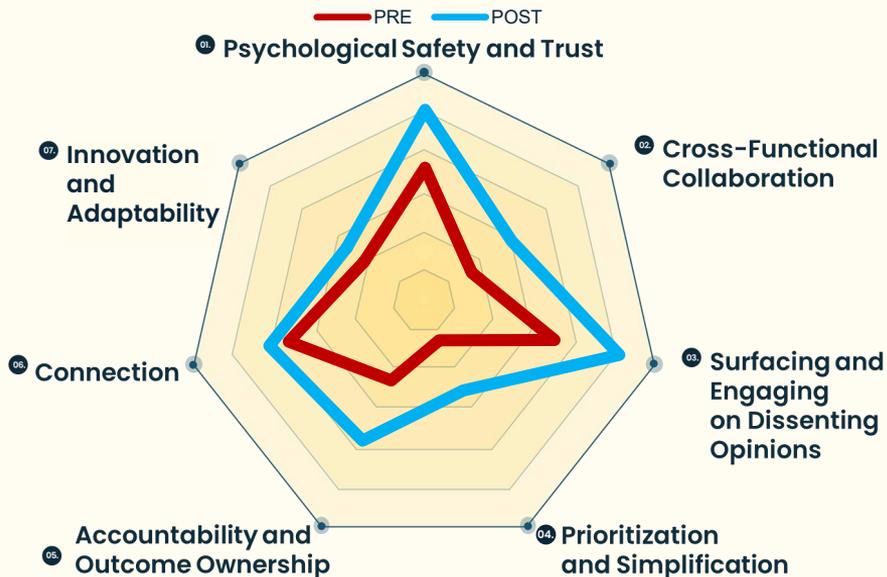
# More Impact on Senior Teams (Cxo+SVP, SVP+VP)

4.9 %  
OVERALL

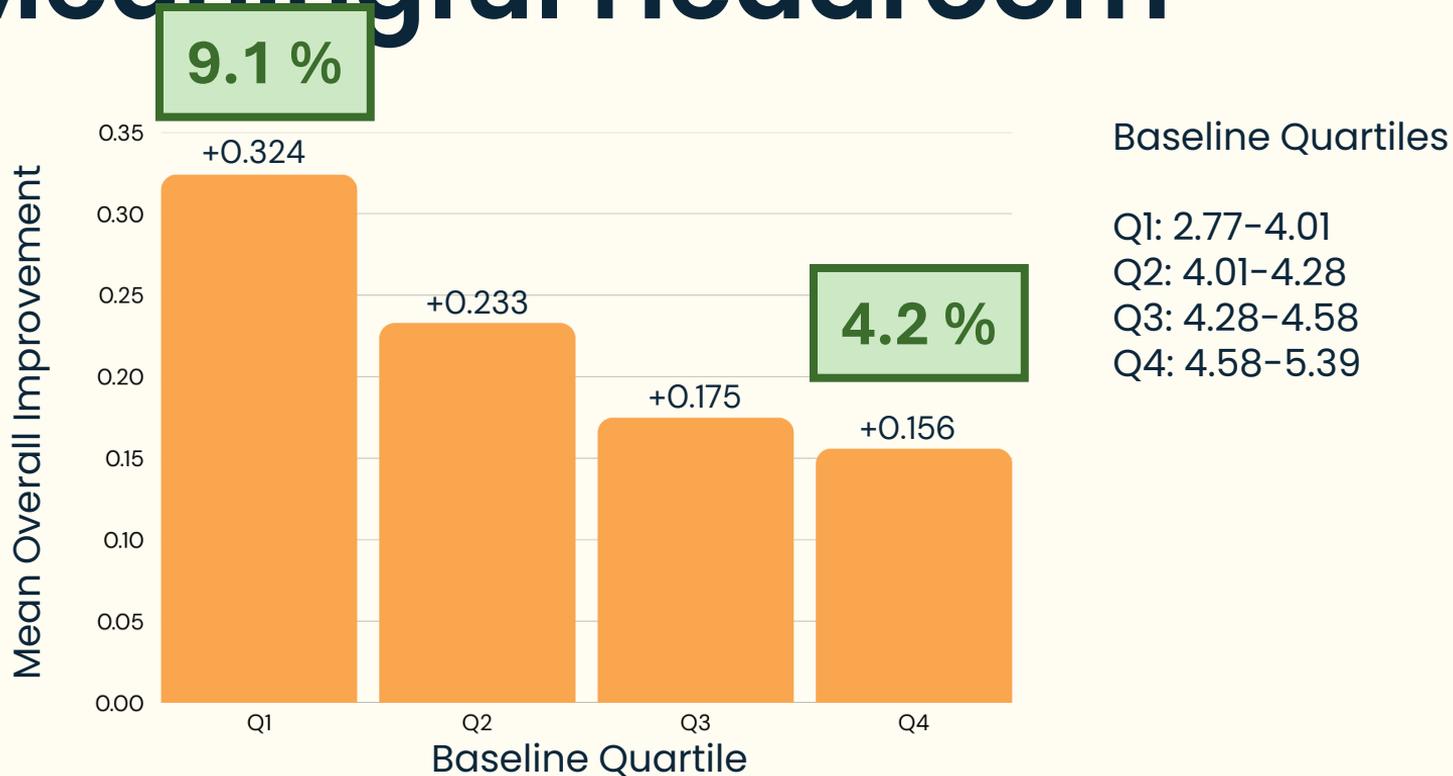
All Others

7.8 %  
OVERALL

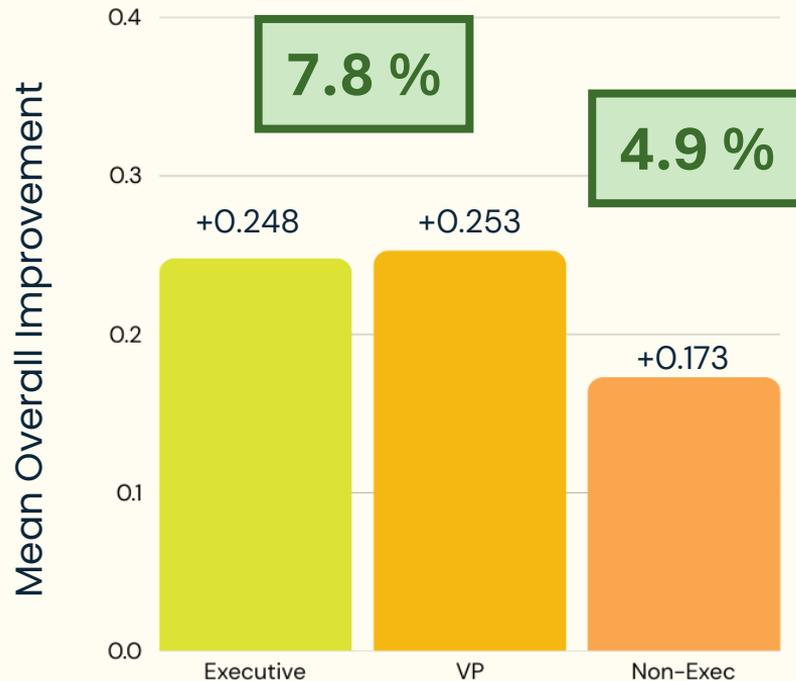
Cxo + SVP, SVP + VP



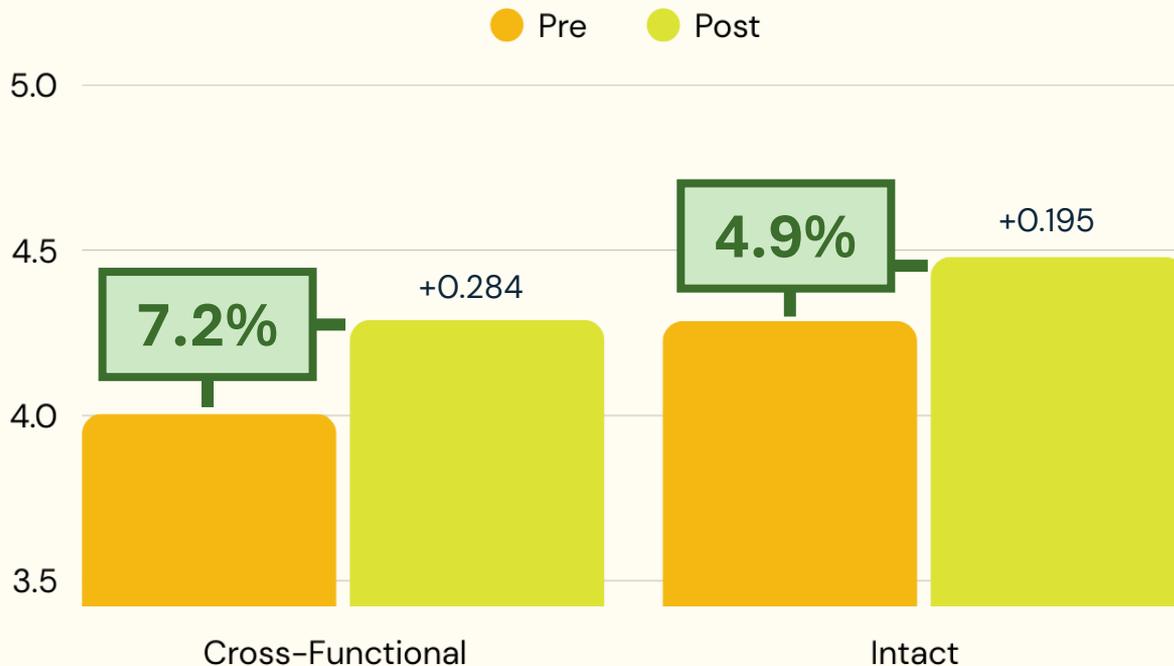
# Even Strong Teams Had Meaningful Headroom



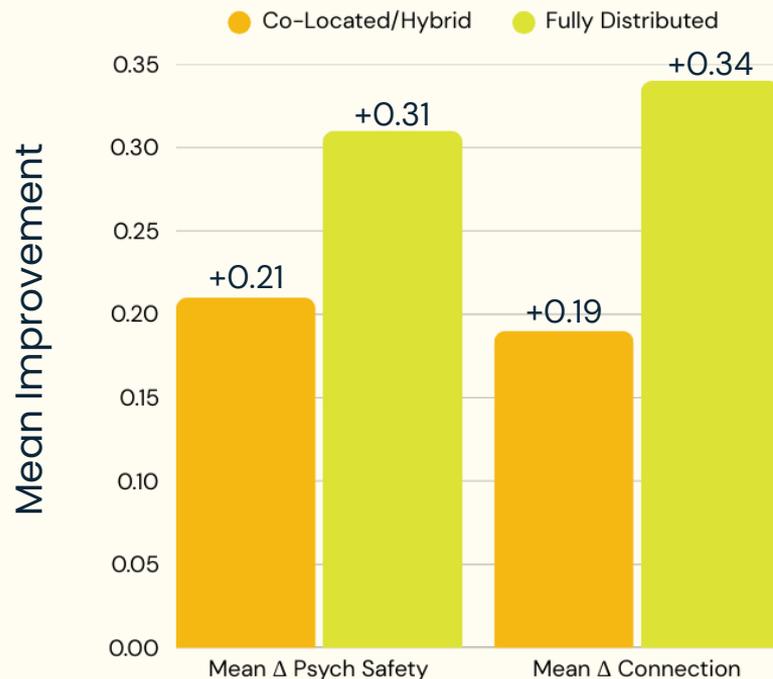
# Senior and Executive Teams Improved as Much—or More—Than Others



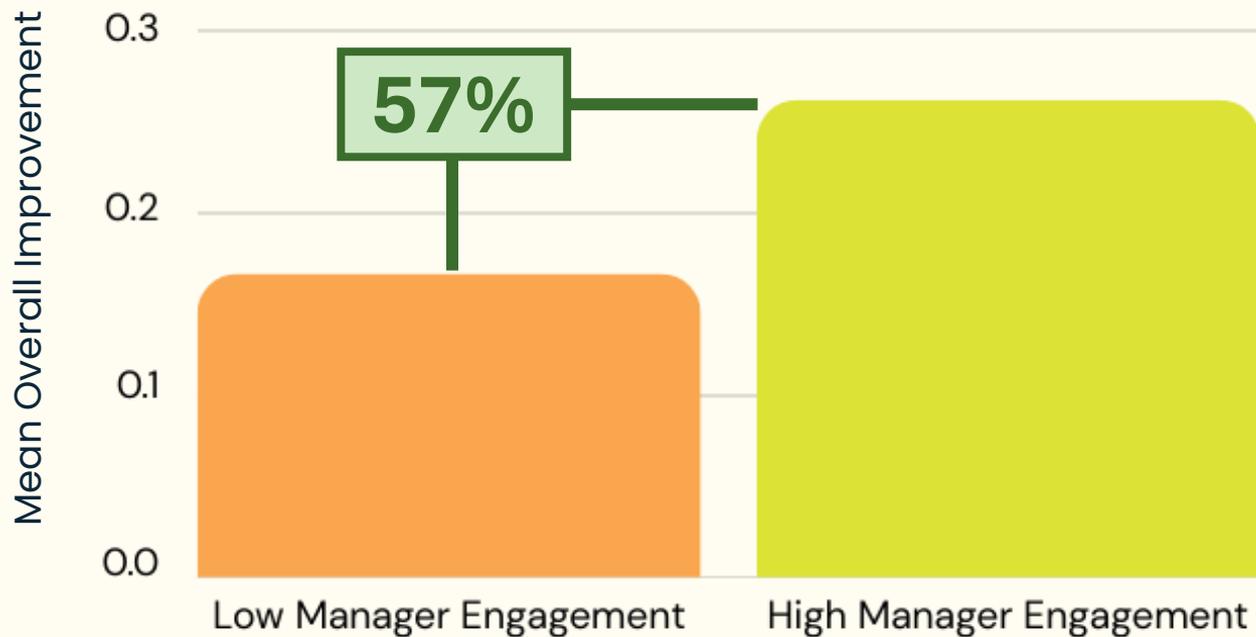
# The Hardest Teams to Run Often Improved the Most



# Structure Helps Distributed Teams Catch Up Faster



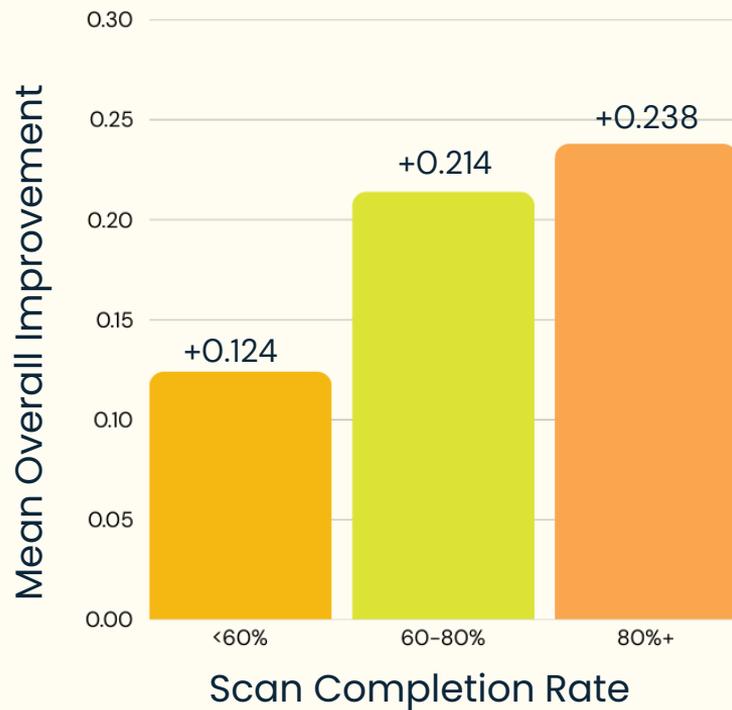
# Manager Engagement Multiplies Impact



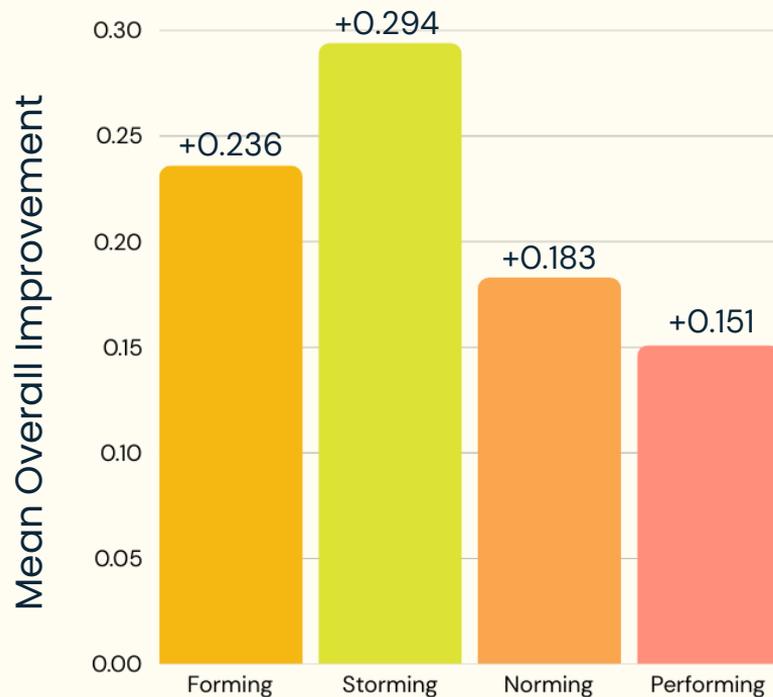
# Clear Program Signals Enable Stronger Behavior Change



# Buy-In Matters More Than Perfect Compliance



# Teams in Motion Improve the Fastest



# Newer Teams Show More Volatility and More Upside



(Variance is highest in the <1-year group.)

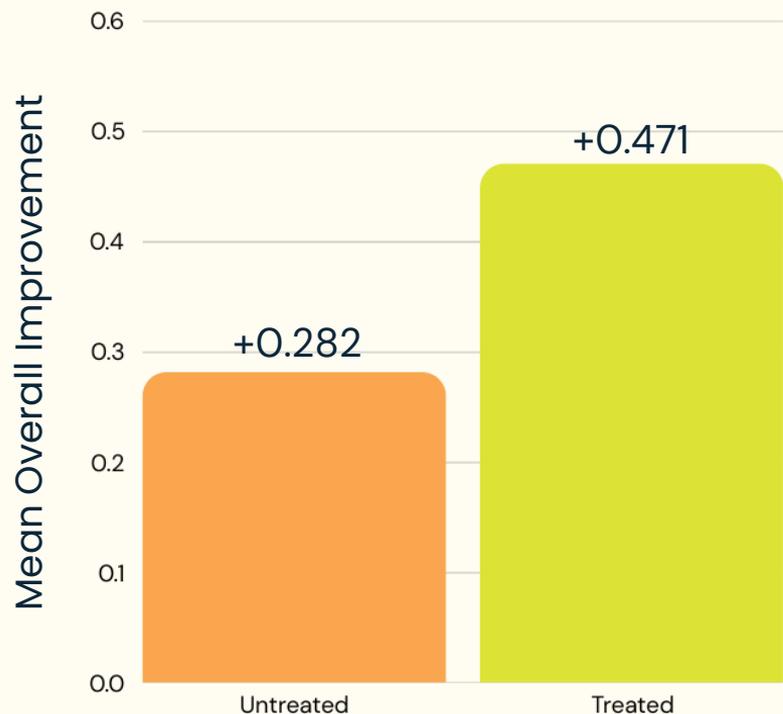
# Implications for Program Design

**Vital First Step  
for Newly-  
Formed/Stormed  
Teams**

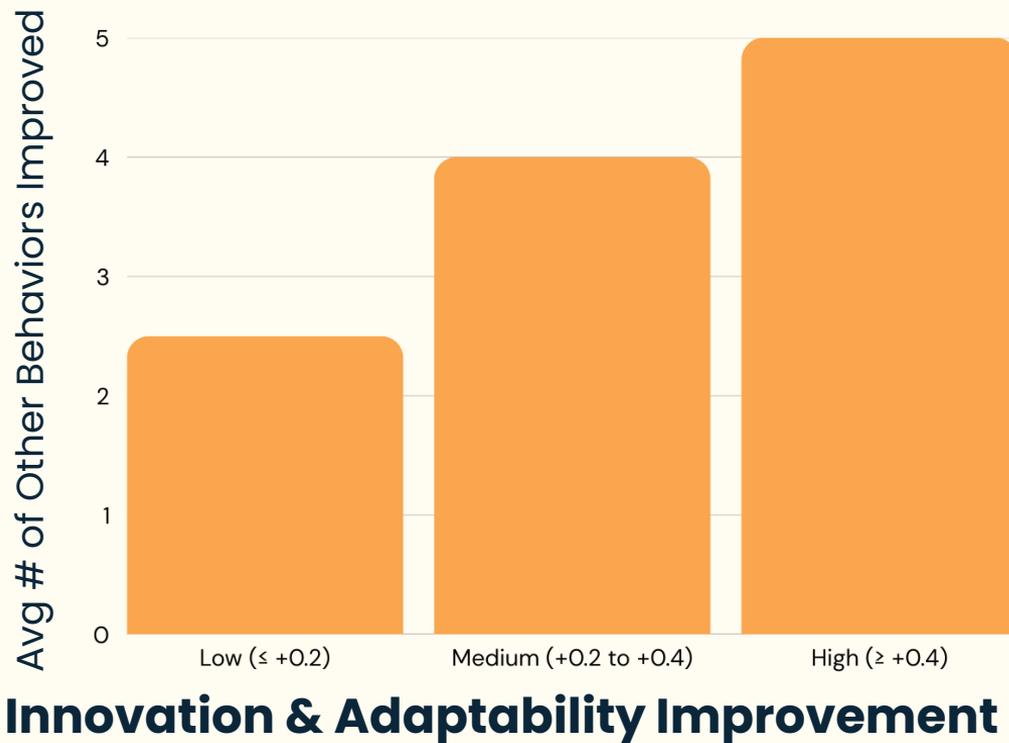
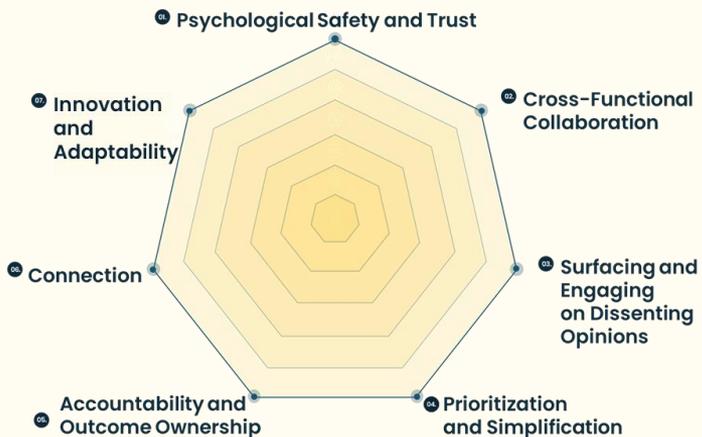
**Make Available  
Broadly and Let  
Managers Opt-In**

**Clear Framing  
to Managers  
and Their Teams**

# Targeted Behaviors Improved More Than Untreated Ones



# One Behavior Acts as a Multiplier Across the System



# Gary Pisano (HBS) on “Innovation & Adaptability”



**Harvard**  
Business  
School

**Tolerance for Failure**

paired with

**Intolerance for Incompetence**

**Willingness to Experiment**

paired with

**Rigorous Discipline**

**Psychological Safety**

paired with

**Brutal Candor**

**Collaboration**

paired with

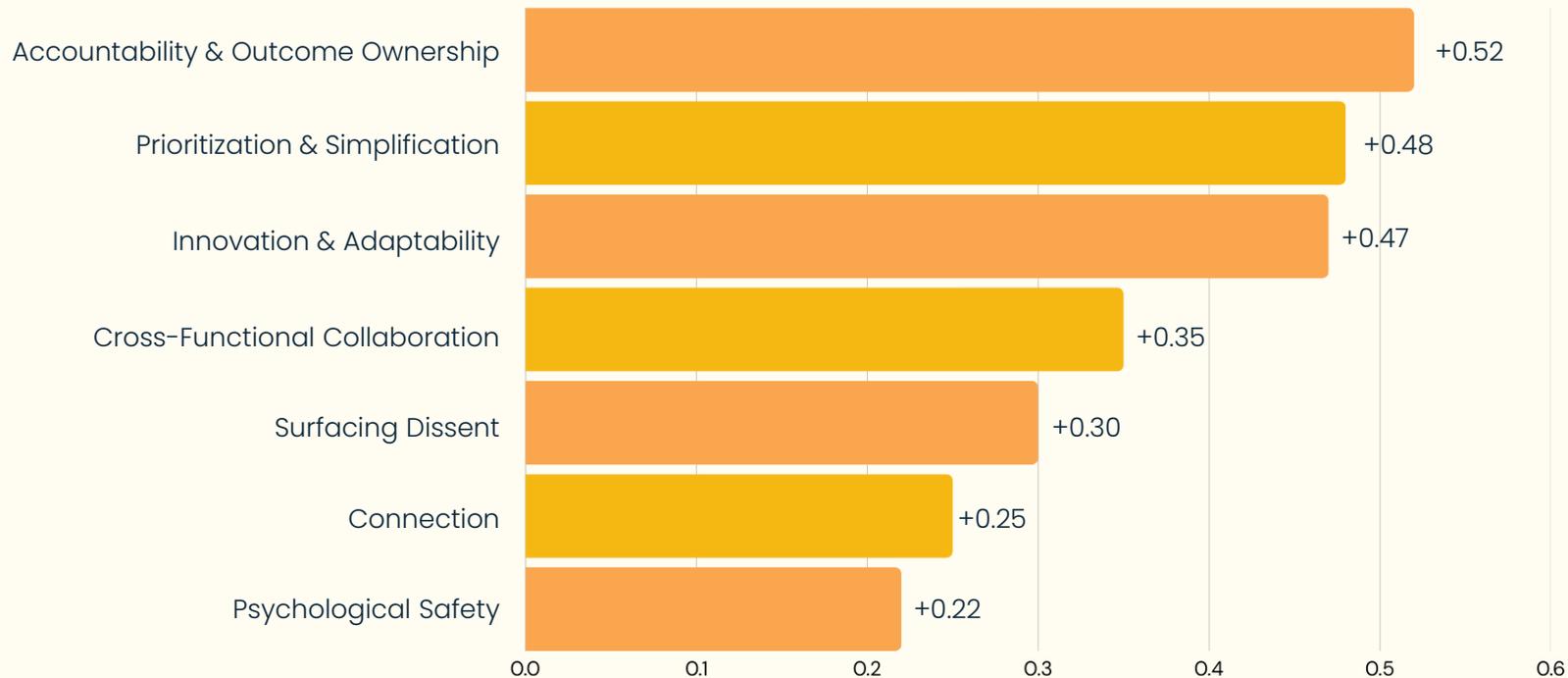
**Clear Individual Accountability**

**Flatness**

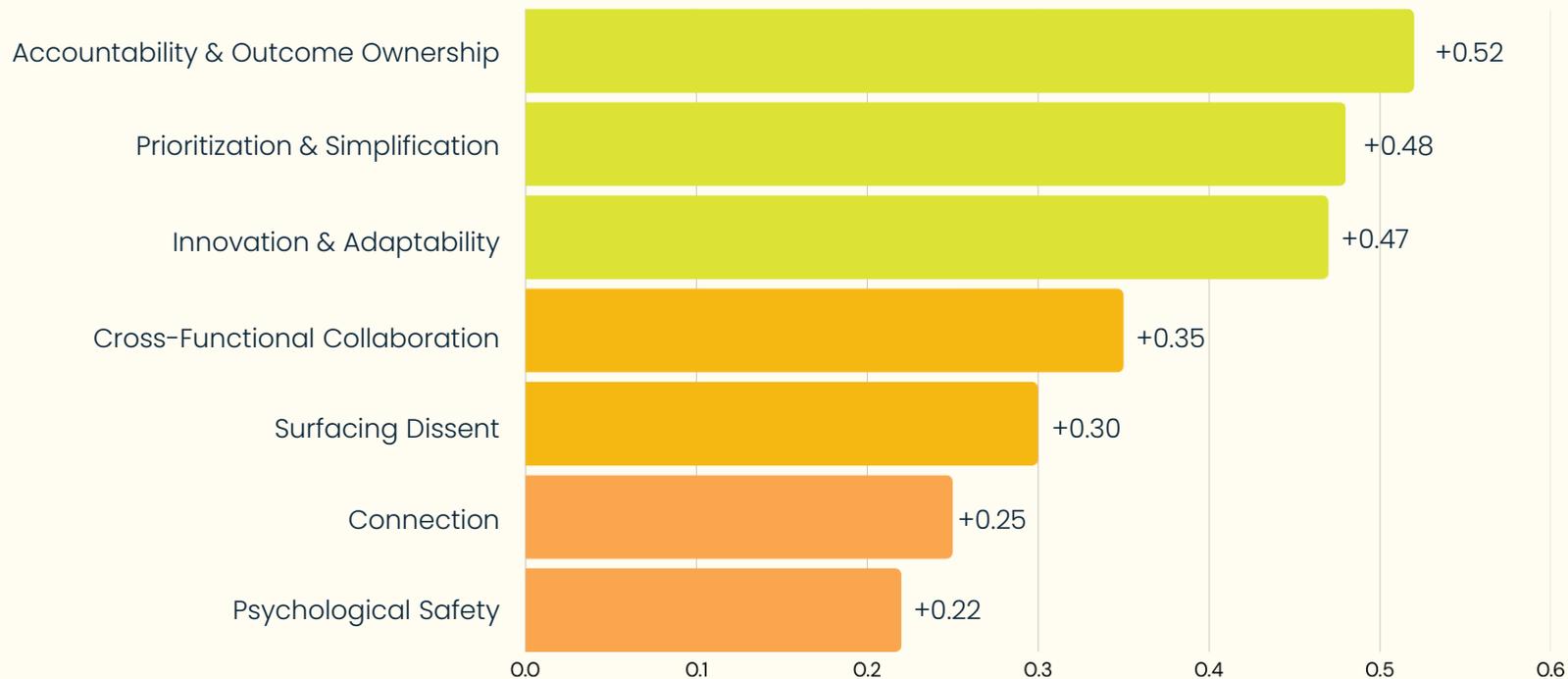
paired with

**Decisive Leadership**

# Every High-Performance Behavior Improved



# Some Behaviors Shift Faster Than Others—and That's Useful



# Some Factors Matter Less Than Expected

**No meaningful variance in improvement based on:**

- Industry
- Company size

Days between experiences **affects variance, but not direction.**

# What Drives Impact is Understandable and Designable

- Clear signals and reinforcement matter
- Timing affects consistency, not success
- Some practices compound impact

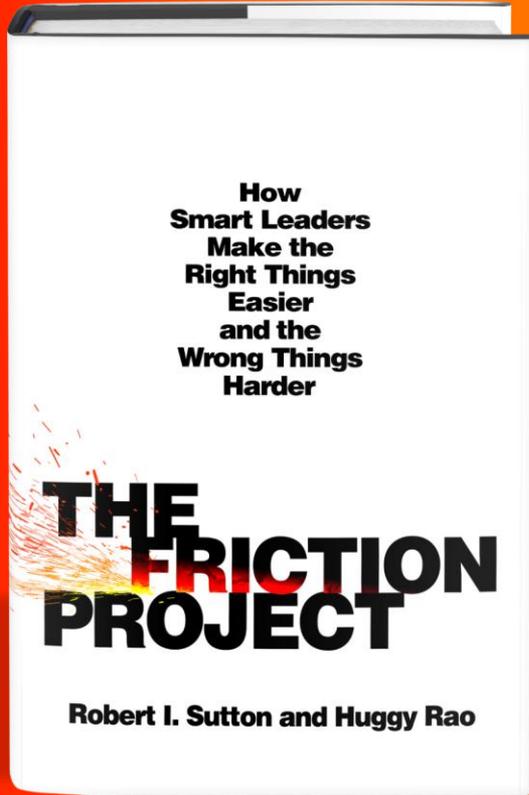
# The Data Points to an Operating Model Decision

# Moving Forward: Applying What Works

 teamraderie

9:25-9:50am

# Why Friction Is the Enemy of Performance – and Sometimes You Need It

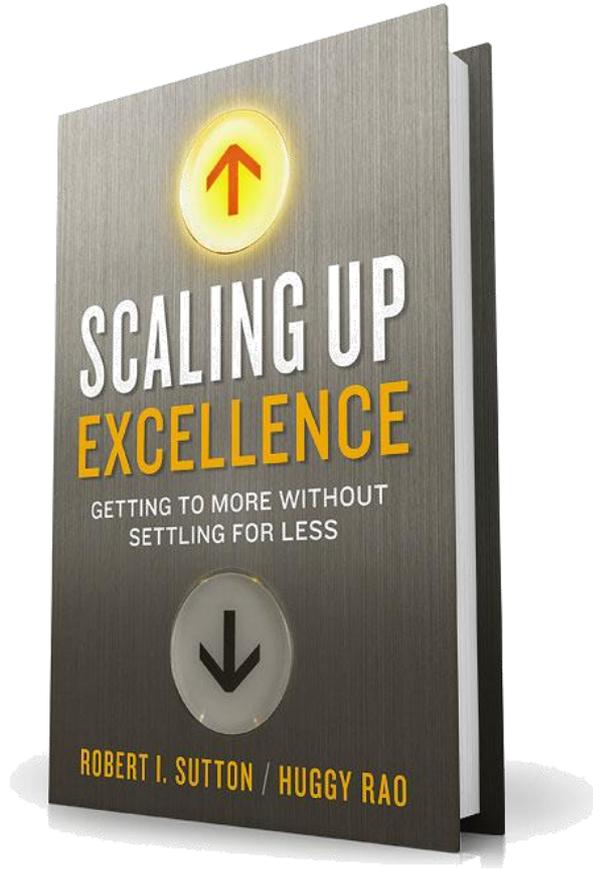


# The Virtues of Friction

---

How and When Smart Leaders Make Things Harder, Slower, and Downright Impossible to Do

*Robert Sutton | Stanford University*



## Leading at scale: A stream of research

---

*Growth Spread Size*

# THE FRICTION PROJECT

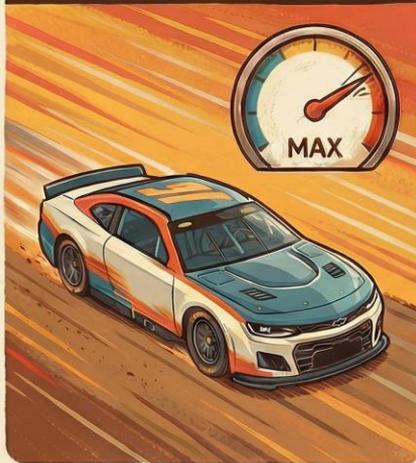
## The main idea

The best leaders are trustees of others time, friction fixers with the will and skill to make *the right things easier* and the *wrong things harder* for others



The **BEST LEADERS** are like **RACE CAR DRIVERS**: They win by knowing when to **SLOW DOWN, STOP, and QUIT**.

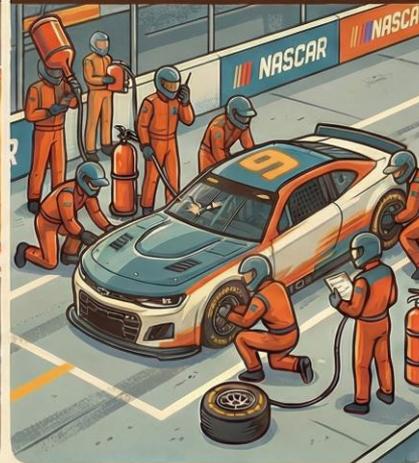
**PEDAL TO THE METAL**



**BRAKING & SLOWING DOWN**



**PIT STOPS**



# Paul Anderson takes over BHP a troubled massive mining and energy company in 1998



<https://www.theguardian.com/business/2020/oct/25/coalition-accused-of-ideological-wishlisting-after-bhp-pulls-out-of-multi-billion-dollar-project>

*Everyone wants you to do something, so the first thing you say, very calmly, is, 'We're not going to do anything today'*

Asked each of the top 80 people write him a two-page memo:

Who are you? What are your responsible for? What issues do you believe are most pressing? What would you do if you were me?

He interviewed all 80, then started taking decisive action

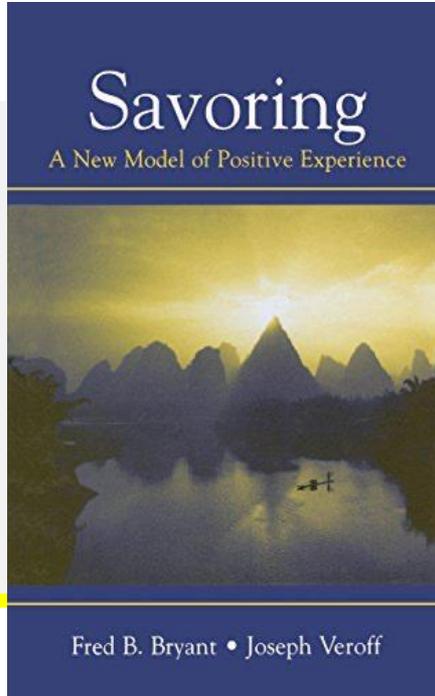
# Is it time to slow down, make things harder—or even stop? Some red flags.



1. You are in a “cognitive minefield” where people are confused, overwhelmed, or things are falling apart.
2. The problem is so complex, that you need to slow down and figure it out before acting.
3. Failure is very dangerous or expensive. AND difficult - or impossible - to reverse.
4. You are doing creative work.
5. Swift cognitive trust isn't enough. You need deep emotional trust and mutual understanding.
6. Time pressure is causing people to do sleazy or unlawful things.
7. It ought to be harder for people to add unnecessary friction.



# P.S. Do you want people to slow down and savor the good things in life?



*Slowing down to extend, enjoy, and “swish around” positive experiences in your mind linked to better relationships, mental and physical health, and creative problem-solving*

- Fred Bryant, co-author of *Savoring*



<https://scoop.upworthy.com/dutch-supermarket-introduces-a-unique-slow-checkout-lane-to-help-fight-loneliness-595693-595693>

## Slow checkout lanes at Jumbo supermarkets

Many lonely older customers enjoyed interactions with cashiers, felt such conversations were too brief

Jumbo tested “Chat Checkout” for customers who wanted to a leisurely conversation with a cashier in one store in 2019

Scaled to 200 stores in 2022

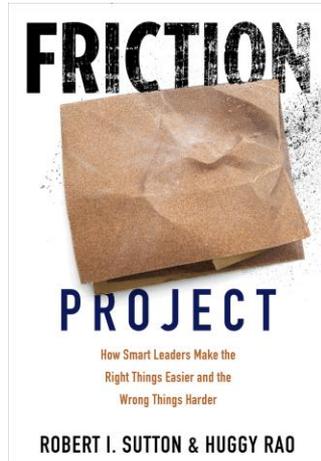
# Where would MORE friction help your organization?



Table talk in duos:

4 minutes: What should you make harder to do? Where might you gain by slowing down?

1 minute: Pick an example to share with the group

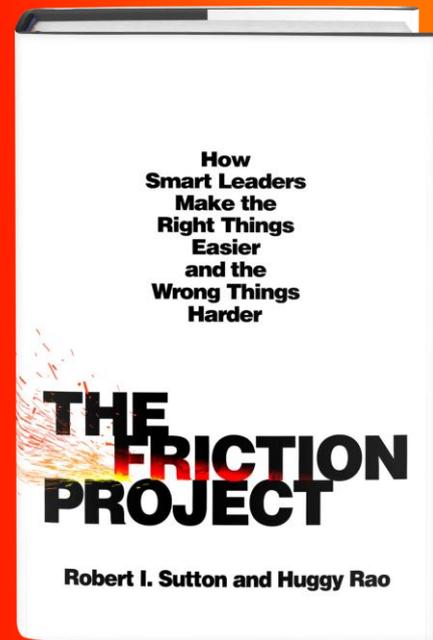


# Learn more, teach us more



**Email:** [Robert.sutton@stanford.edu](mailto:Robert.sutton@stanford.edu)

**Site:** [www.bobsutton.net](http://www.bobsutton.net)



 teamraderie

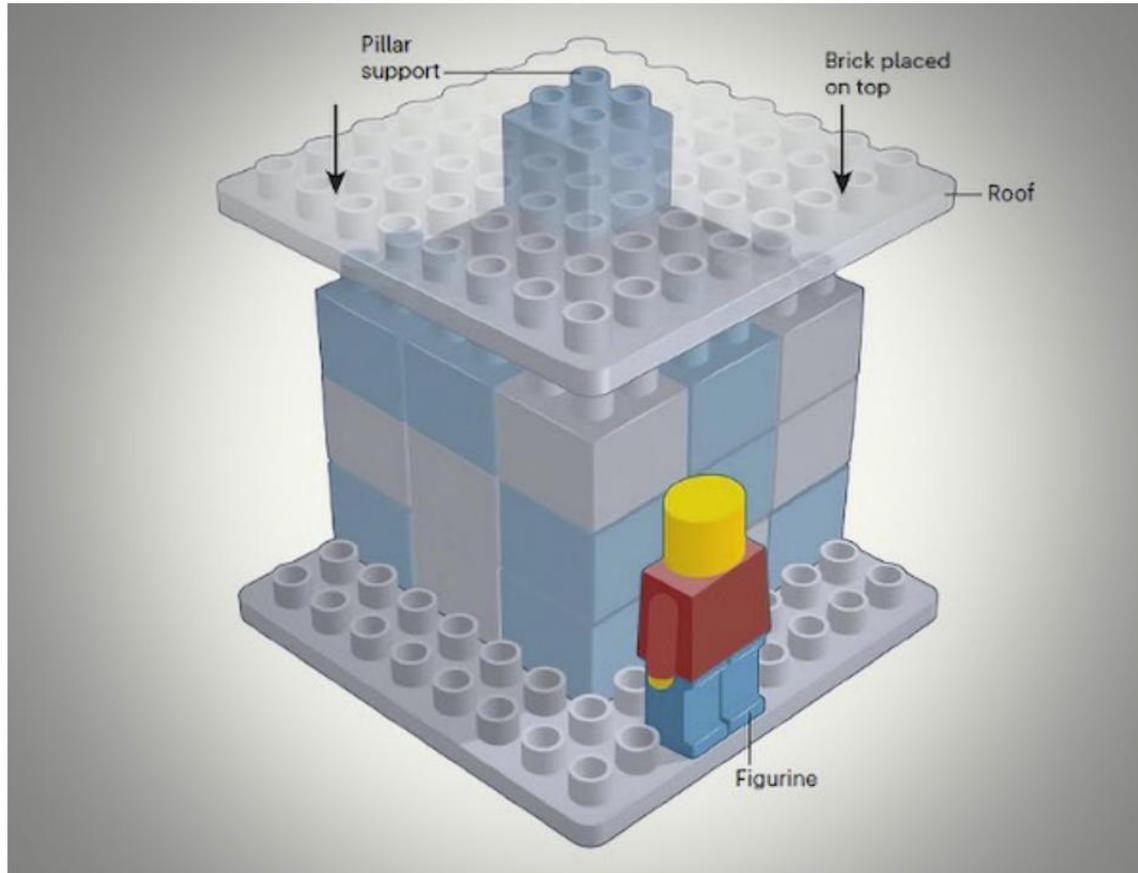
10:00–10:45am

# **Inside a Team Experience: “Prioritize to Accelerate”**



# **Inside a Team Experience: Prioritize to Accelerate**

**Anja Svetina Nabergoj, Stanford University**



*Improve this project so that it can hold a brick above the figure's head without collapsing.*



# Subtract: The Untapped Science of Less

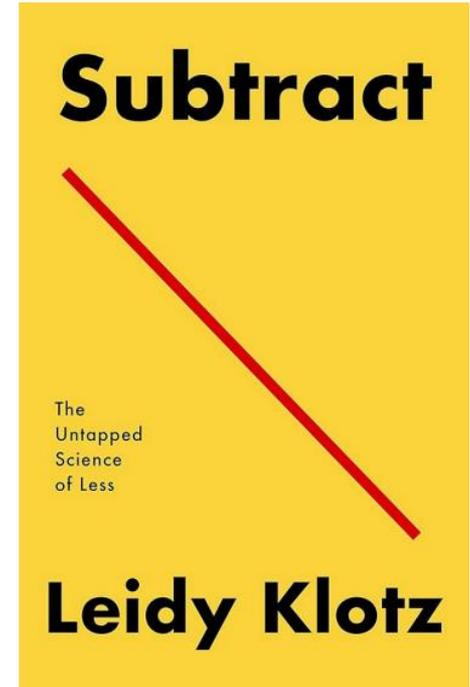
Leidy Klotz

## Core Insight

People instinctively **add** when trying to improve things (more features, rules, tasks, or ideas) but often overlook **subtraction** as a powerful alternative.

## Implication

By neglecting subtraction, we miss opportunities to make systems more effective, simplify lives, reduce unnecessary complexity, and better prioritize what matters.



### **CARD 1: The Zombie Meeting**

The recurring weekly meeting that stays on the calendar just because. It has no clear agenda, or the first part of the meeting is spent figuring out what to talk about.

### **CARD 2: The Layered Meeting**

Multiple people from the same team attend when one would be enough. People are invited for visibility or “just in case,” turning simple decisions into large, low-engagement meetings with a high cost per minute.

### **CARD 3: This Could Have Been an Email**

Meetings are scheduled to share information that requires no discussion. Synchronous time is used for updates instead of debate or decision-making, treating colleagues’ calendars as the easiest channel for information sharing.

### **CARD 4: The Slide Deck Factory**

Hours are spent creating bespoke internal slide decks. Teams repeatedly reinvent the wheel and prioritize formatting perfection over speed, clarity, and substance.

### **CARD 5: The Status Treadmill**

The same updates are shared in multiple places: meetings, emails, and project tools. Constant status checks and pings disrupt deep work, leading teams to spend more time reporting on work than actually doing it.

### **CARD 6: The Ping**

Workdays are fragmented by constant alerts, dings, and quick chat questions. A culture of immediate response has overtaken focus, leaving teams hyper-connected but struggling to concentrate and give proper attention to tasks and people.

# Rule

What's a rule we could adopt that helps us stop doing something that drains energy or slows us down?

# Role

Is there a role we could create to help us notice and eliminate things we no longer need?

# Ritual

Is there a small ritual we could introduce that helps us pause, reset, or consciously let go of stuff that doesn't serve us?

Subtraction is the act of getting to less, but it is not the same as doing less. In fact, getting to less often means doing, or at least thinking, more.

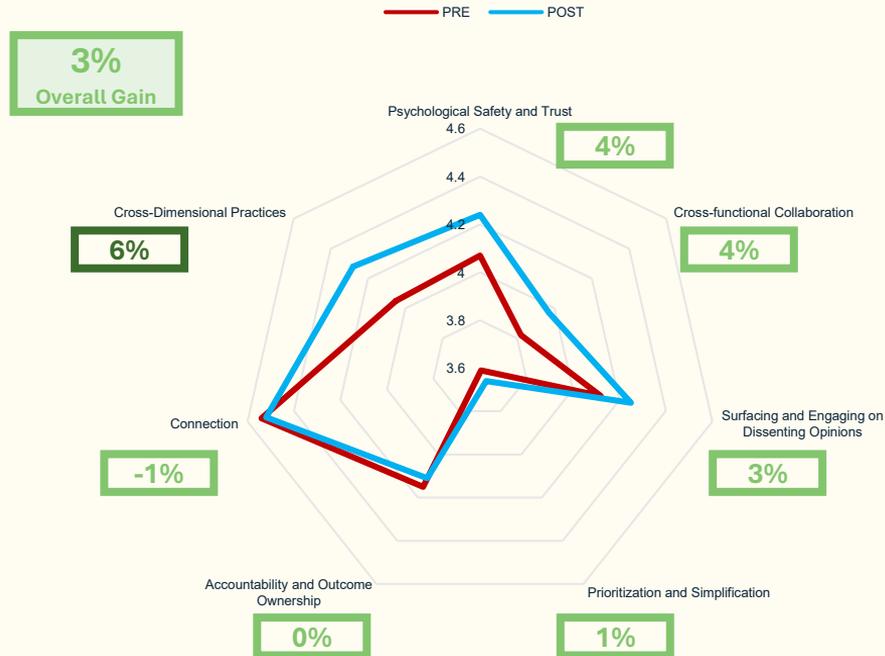
Leidy Klotz

 teamraderie

10:45–12:00pm

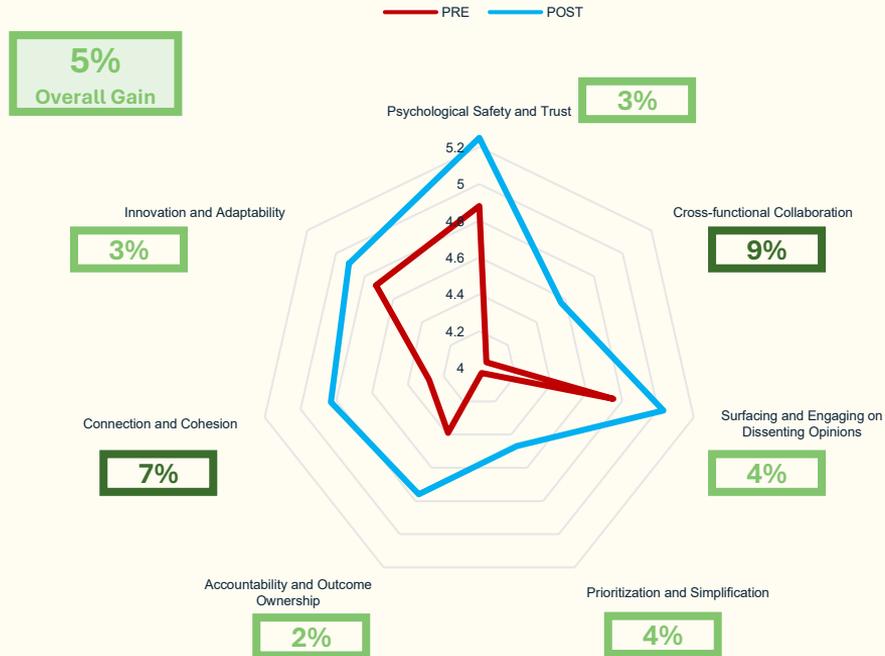
# Peer Spotlight from Six (6) Companies

# Post-Experience HPC Scan



- **3% overall improvement** with the largest gains seen in “Cross-Dimensional Practices.”
- **Largest Gains Overall:**
  - My team actively invests in the development of our members.
  - My team celebrates milestones in ways that reinforce motivation.
  - Members engage in active listening to understand differing perspectives.
  - It is safe to take a risk.
  - Members analyze both successes and failures critically for future learning.
  - There is a shared understanding of goals across functions.

# Post-Experience HPC Scan

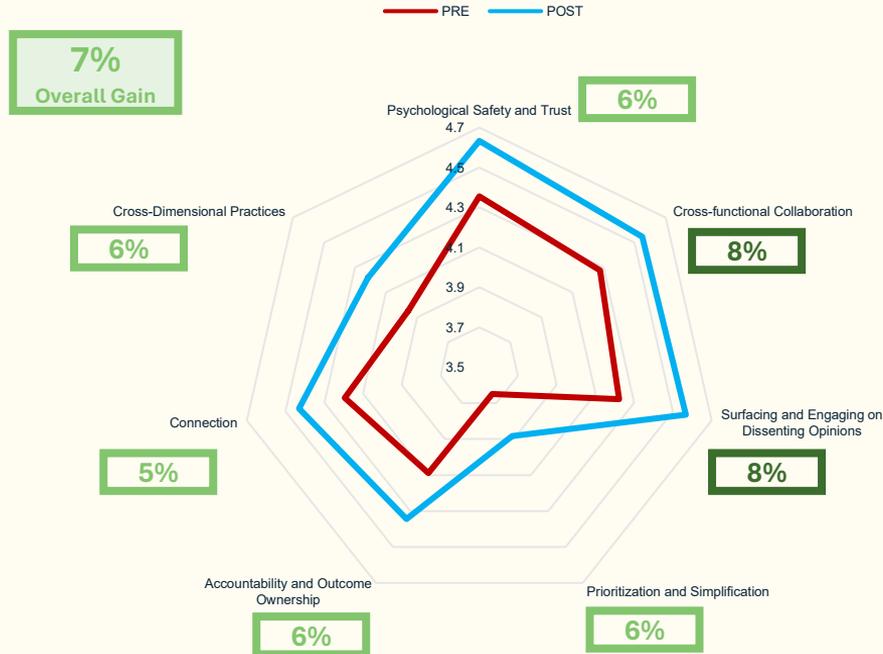


- **5% overall improvement** with the largest gains seen in “Cross-functional Collaboration” and “Connection and Cohesion”.

## • Largest Gains Overall:

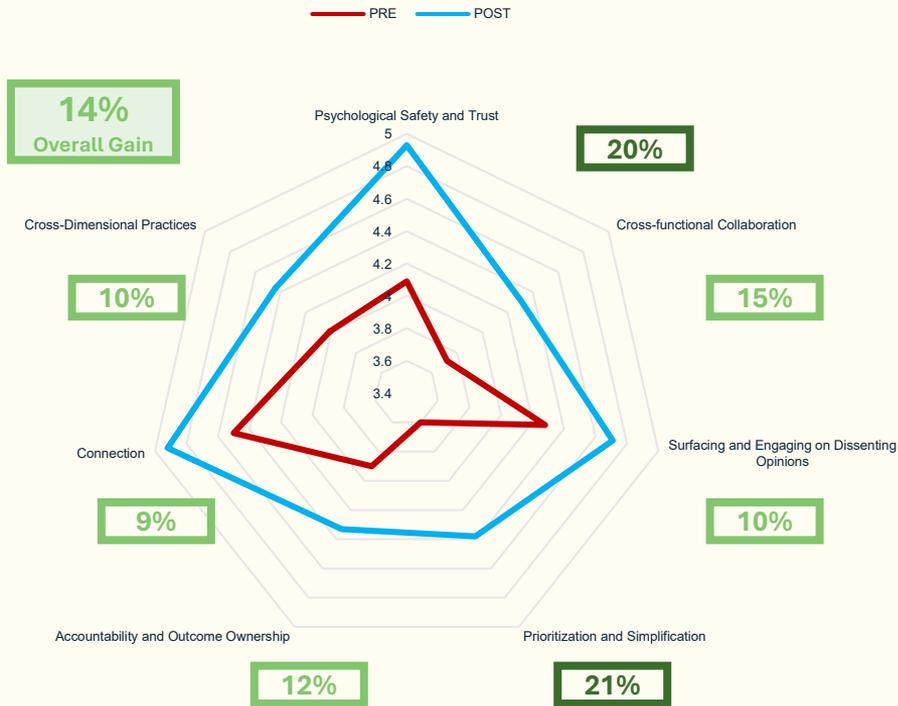
- There is a shared understanding of goals across functions.
- Cross-functional meetings result in actionable outcomes.
- Team members avoid spreading themselves too thin by committing to a manageable number of initiatives.
- Team members actively seek input from other departments.
- Teams celebrate milestones in ways that reinforce motivation.
- The team reflects on its purpose through shared rituals.
- Team members analyze both successes and failures critically for future learning.

# Post-Experience HPC Scan



- **7% overall improvement** with the largest gains seen in “Cross-functional Collaboration” and “Prioritization and Simplification.”
- **Largest Gains Overall:**
  - My team regularly improves its processes based on feedback and results.
  - Processes within my team are streamlined to minimize unnecessary complexity.
  - Members are skilled at resolving conflicts while maintaining positive relationships.
  - Collaborative efforts across departments are built on mutual respect and trust.
  - Dissenting opinions are treated as valuable inputs for better decision-making.
  - Members engage in active listening to understand differing perspectives.

# Post-Experience HPC Scan

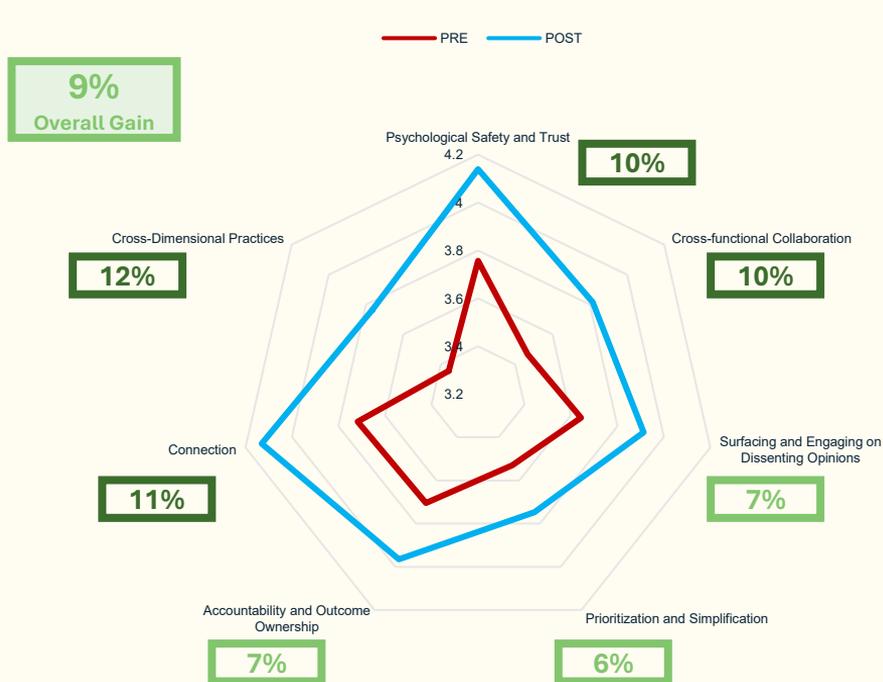


- **14% overall improvement** with the largest gain seen in “Prioritization and Simplification” and “Psychological Safety.”

- **Largest Gains Overall:**

- Members share ideas without fear of being judged.
- Members avoid spreading themselves too thin by committing to a manageable number of initiatives.
- Team members actively seek input from other departments.
- On my team, there is clarity on which goals take precedence over others.
- Processes within my team are streamlined to minimize unnecessary complexity.

# Post-Experience HPC Scan

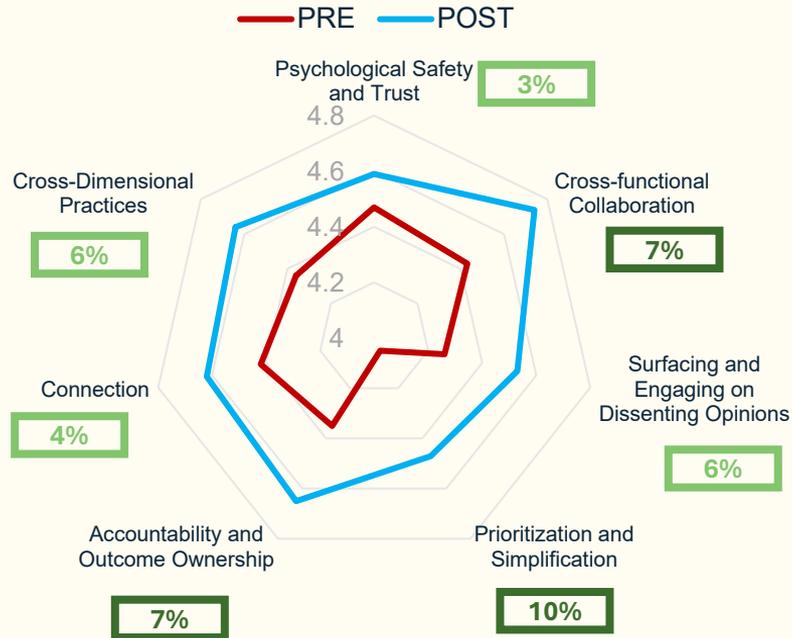


- **7% overall improvement** with the largest gains seen in “Connection” and “Cross-Dimensional Practices.”

- **Largest Gains Overall:**

- My team celebrates milestones in ways that reinforce motivation.
- Members feel their contributions are valued by others.
- My team actively addresses instances where accountability falls short.
- Team members actively seek input from other departments.
- Members are able to discuss difficult issues constructively.
- There is a shared understanding of goals across functions.

# Post-Experience HPC Scan



- **6% overall improvement** with the largest gains seen in “Accountability and Outcome Ownership”, “Cross-functional Collaboration”, and “Prioritization and Simplification.”
- **Largest Gains Overall:**
  - Members prioritize their work effectively.
  - My team adapts quickly to changing priorities or unforeseen challenges without losing momentum.
  - My team actively addresses instances where accountability falls short.
  - Team members hold each other accountable for their responsibilities.
  - Members engage in active listening to understand differing perspectives.
  - Members avoid spreading themselves too thin by committing to a manageable number of initiatives.

 teamraderie

# Team-Level AI Adoption Program

Research Day Event

🕒 January 15, 2026



**WELCOME!**



**Why  
We Are Here  
Today**

**Individual  
Experimentation**

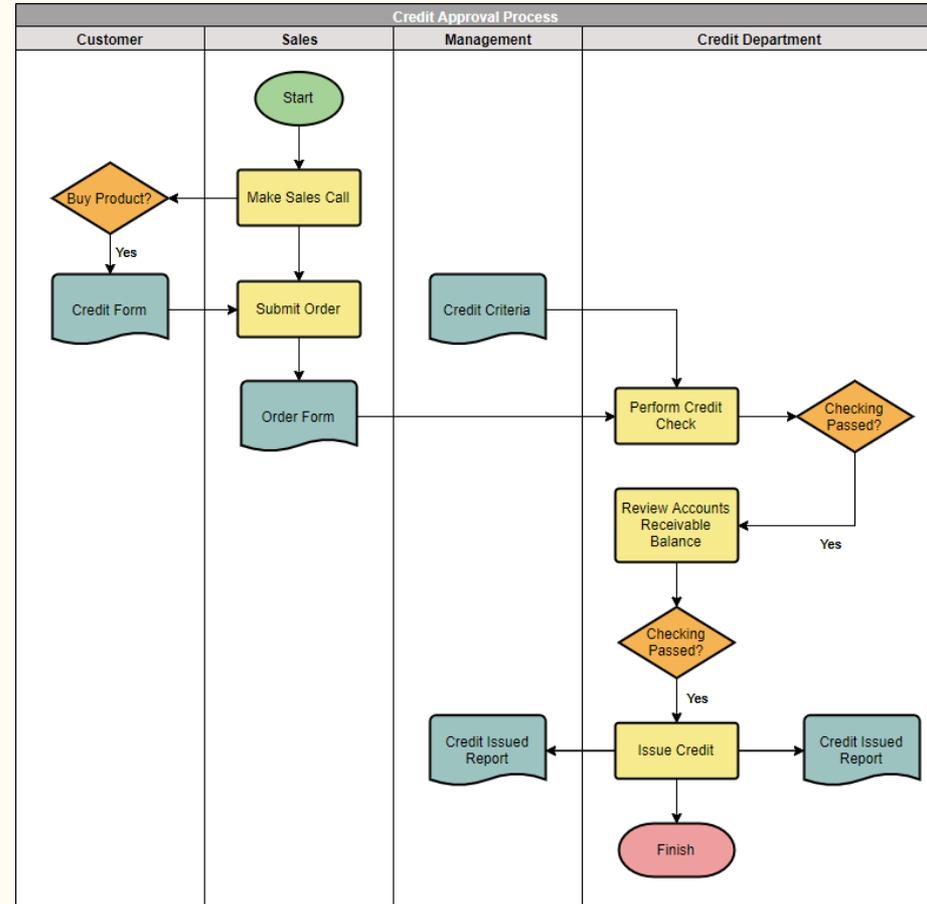


**Collective  
Change**

# Individual AI Adoption Is **Necessary** – but No Longer **Sufficient**



# Where Value Actually Compounds: Teams



# Why This Matters Now: Fragile “Middle” State

**AI usage is widespread**

**Expectations are rising**

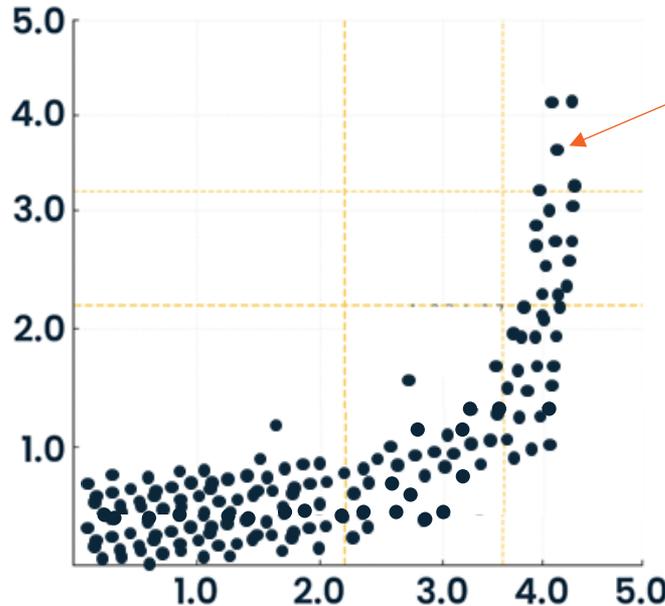
**Operating  
models  
haven't  
moved**

What the Data Shows:

# Teams **Build Capability** Before They Transform

## INSTITUTIONALIZATION (I-Index)

Ability to make AI into durable,  
metric-tracked process changes  
to workflow



Dots represent the measured status  
(over time) for teams that drove the  
**most successful (90<sup>th</sup> percentile)**  
**reinvention of their workflows,**  
**processes, and roles**

Usage, shared direction, use case  
clarity, experimentation quality,  
and learning cadence

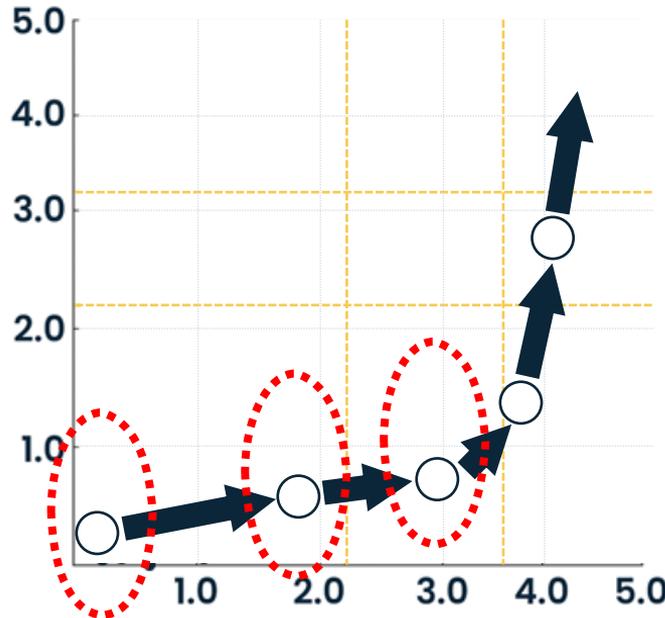
## ACTIVATION (A-Index)

What the Data Shows:

# Teams **Get Stuck** In Predictable Places

## INSTITUTIONALIZATION (I-Index)

Ability to make AI into durable,  
metric-tracked process changes  
to workflow



Usage, shared direction, use case  
clarity, experimentation quality,  
and learning cadence

## ACTIVATION (A-Index)

What Your Teams do with Teamraderie:

# 55-Minute Experiences to Help The World



### Amplify Teamwork with AI

Elevate teamwork and innovation with insights from a behavioral science expert

From \$2,000/team

🕒 45 min



### Scaling Up with Gen AI

Turn scattered wins into strategy with a Harvard-published framework

From \$2,000/team

🕒 45 min

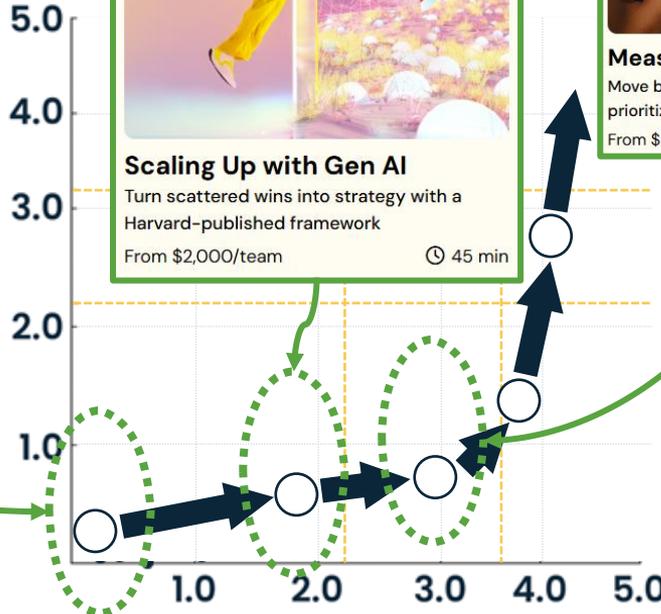


### Measure Twice, Spend Once

Move beyond "hours saved" to better prioritize how and where to apply AI

From \$2,000/team

🕒 55 min



Usage, shared direction, use case clarity, experimentation quality, and learning cadence

**ACTIVATION**  
(A-Index)

# What We Are Measuring Together:

# Our Metrics Across

# the Next Six Months

## January

### Baseline Five (5) Teams

Enrolled teams  
baseline current practices  
and status



#### SOPHISTICATION

### AI Scan (Team Maturity Index):

Measures how sophisticated a team's *collective use* of AI is—not just individual skill. It tracks progression in how groups integrate AI into workflows.

#### TRANSFORMATION

### Job Composition Shifts:

Tracks how team members' time allocation changes—what percentage of their work shifts from manual to AI-enabled tasks—indicating behavioral transformation.

#### IMPACT

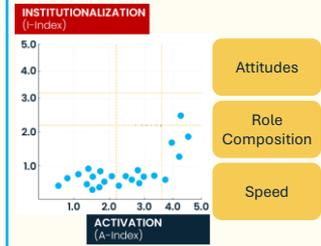
### Team-Level Business Outcomes:

Each participating team identifies 2-3 metrics they own (e.g., project delivery speed, client response time); these are tracked pre- and post.

## June

### Track Teams

Enrolled teams baseline current  
practices and status



**The New C-Suite Executive**

**Chief  
Work Officer  
(CWO)**

# Closing the Gap

**Individual  
Experimentation**



**Collective  
Change**



# From Individual Use to Team Transformation: How Teams Actually Get Started

Paul Leonardi, Univ of California

 teamraderie

# Designing the First Experiments That Actually Move the Needle

Anja Nabergoj, Stanford University



# Designing the First Experiments That Matter

Anja Svetina Nabergoj, Stanford University

# Why Move from Individual to Team AI Use

**Collective Intelligence & Prompt Libraries:** Team-based AI institutionalizes knowledge and good prompts become team assets.

**Consistency and Brand Voice:** Moving to team-based use allows you to define a team persona or define a custom instruction set, so that all AI-generated output sounds like your team, not like a generic robot.

**Workflow Continuity:** Individual treats AI as a task finisher. Team treats AI as a workflow accelerator. Team-based AI integrates tools into the process.

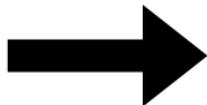
**Reducing Shadow AI Use & Risk:** Bringing it to the team level creates a culture of transparency where you can discuss which tools are safe and how to use them compliantly.

**Leveling the Playing Field:** In any team, there are AI power users and those who are intimidated. Individual use widens the skills gap. Team-based approaches rises AI literacy for everyone.

# The Agency Gap

**The Behavior:** Waiting for the perfect playbook.

**The Result:** Individual, secret, disconnected use of AI



**The Behavior:** Running small, safe experiments.

**The Result:** Shared, visible, scalable use of AI that transforms how teams work

**There is no playbook.**

**AI adoption = experimentation muscle**

# Choose a task or a workflow to fix

- It is repetitive.
- Everyone does it differently
- The output quality varies widely depending on who does it.
- It is currently manual, slow and painful.

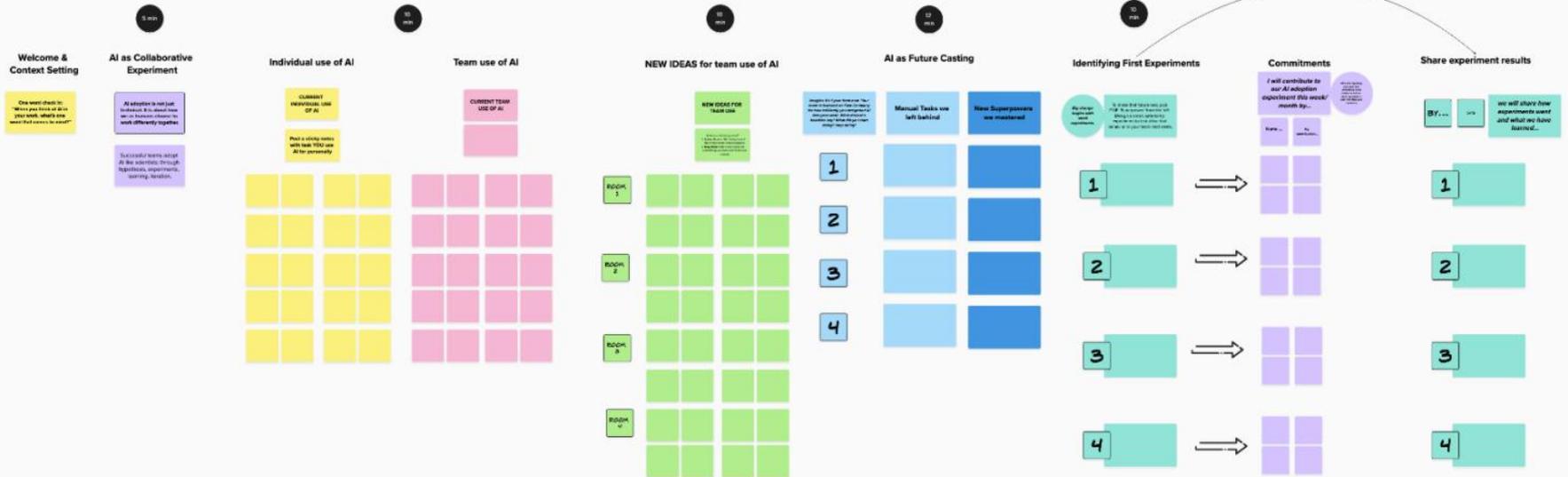
## Choose a task or a workflow to fix

- It is repetitive.
- Everyone does it differently
- The output quality varies widely depending on who does it.
- It is currently manual, slow and painful.

## Why does it require team approach?

- The Consistency Argument
- The Silo Argument
- The Workflow argument

# AI Pre-Victorem: Imagining and Designing Your Team's AI Future



# Craft Your Experiment

**THE EXPERIMENT:** We will use AI to...

*Critique our job descriptions before posting.*

**THE RULE :** For X Days, we agree that...

*No job description goes live without running it through our shared Brand Voice & Tone prompt first.*

**THE WIN:** We'll know we should continue working in this way if...

*The descriptions are 30% shorter, with no generic language, and sound like us.*

To unlock agency, leaders must provide:

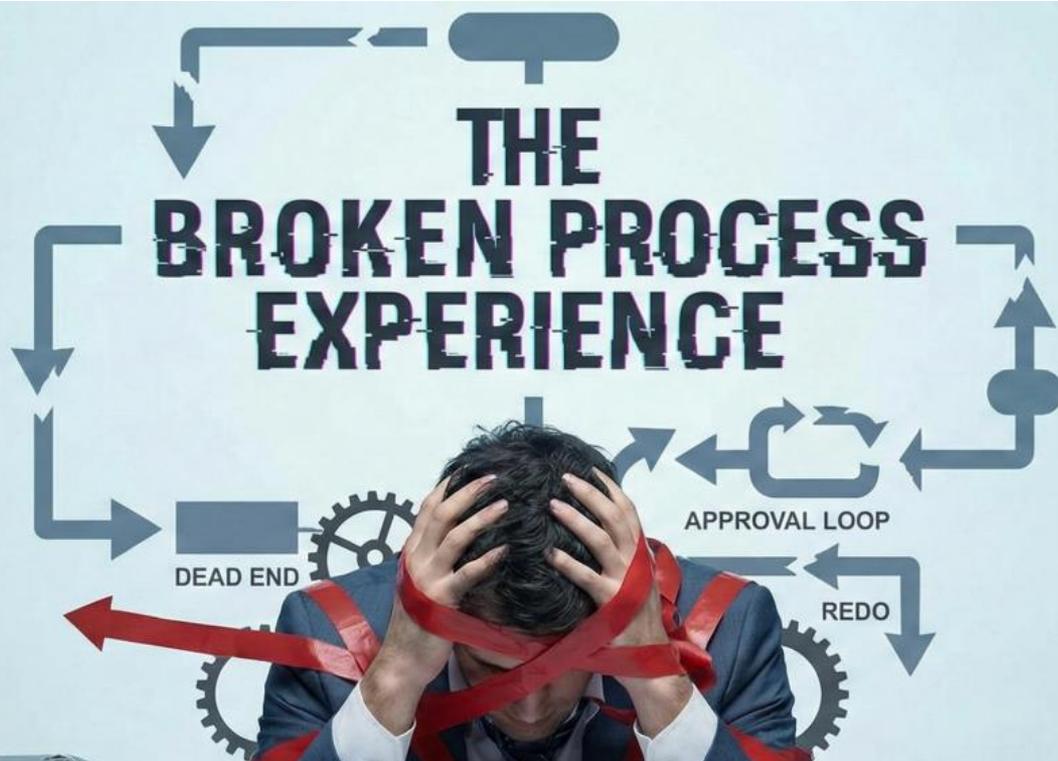
- Explicit permission to rethink how they do work.
- Safe process to explore and run experiments without chaos.
- Learn from these experiments.

 teamraderie

# Why Time Savings Fail—and What Real AI ROI Looks Like Instead

Matt Beane, Univ of California

# THE BROKEN PROCESS EXPERIENCE





# Matt Beane

## The Research

- 15 years studying work involving intelligent automation – robotic surgery, warehousing, software engineering. Same pattern: faster work, weaker workers. *Unless* you know where to look.

## The Book

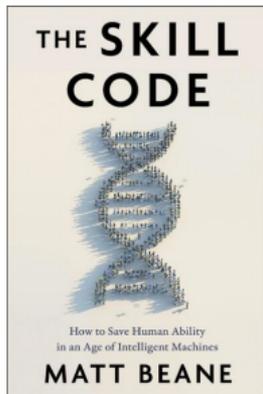
- What's at stake, who's defying the odds, and how to replicate success

## The Company

- SkillBench - Making AI transformation steerable
- Decompose your technical org into a task graph from job descriptions
- Capture and analyze dev telemetry: chat logs, code diffs (privacy-first)
- CTOs get a control panel: simulate reconfigurations, steer strategy
- Developers get career- and productivity-aligned guidance for AI use
- Same data answers both questions - that's why it works

## The Bet

- You can measure what matters. If you don't, AI will just be an expensive sugar high.



PERSONAL FINANCE

# Why AI may kill career advancement for many young workers

PUBLISHED THU, NOV 20 2025 2:43 PM EST



Greg Iacurci  
@GREGIACURCI

SHARE f X in

KEY POINTS

- Data suggest companies are cutting entry-level jobs and replacing them with artificial intelligence, especially in some white-collar industries.
- Experts say this upends the traditional career ladder, whereby young workers learn on-the-job skills, get promoted and climb through the ranks.
- Companies may find they have a limited talent pool from which to fill managerial roles in a few years.



**Matt Beane**  
Associate Professor  
University of California, Santa Barbara  
Author, "The Skill Code"

Companies are replacing entry-level jobs with artificial intelligence — and, in

ARTIFICIAL INTELLIGENCE NEWSLETTER

## Fox News AI Newsletter: AI job losses hit hard

Stay up to date on the latest AI technology advancements and learn about the challenges and opportunities AI presents

By Fox News Staff · Fox News

Published October 31, 2025 2:09pm EDT



AI-driven layoffs surge: Expert reveals the top 'superpower' to survive job cuts

University of California tech management professor Matt Beane joins 'Fox & Friends' to discuss the surge in layoffs as AI reshapes white-collar work and how workers can stay competitive in the new economy.

using\_ai\_to=  
"DETECT NATIONAL  
SECURITY THREATS  
6,000X FASTER")

Booz Allen

<its\_in\_our\_code>

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# What You'll Get Today

## **The Problem: AI**

- AI deployment is guided by surveys, token counts, and vibes

## **The Opportunity: AI!**

- AI is good for automating fuzzy jobs. Process improvement is one of those!
- AI can ingest work exhaust to measure workflows to guide improvement

## **But What to Measure?**

- Today you'll get a framework that – if measured and addressed – will drive strategic power
- Teams get – and use – the same one in “Measure Twice, Spend Once”

# AI-Enabled Process Analysis Demo

# MEASURE TWICE, SPEND ONCE

Using AI to Measure What Actually Matters—including What You're Sacrificing For Speed

Matt Beane | Author, The Skill Code | Associate Professor, UCSB | CEO, SkillBench

## Workshop Resources

Welcome! This site contains all the tools and guides from the "Measure Twice, Spend Once" workshop. Everything here is free to use for measuring AI impact on your workflows.

### Framework Guide

The complete framework for understanding the two measurement gaps (Process & Skills) and how to use AI to measure what's actually happening.

- The Two Measurement Gaps
- Skill Development Matrix
- Step-by-step measurement process
- Data sources and signals to look for

[View Framework](#)

### AI Prompt Library

18 copy-paste prompts for analyzing your workflow data through both the Process and Skill lenses.

- 8 Process Analysis prompts
- 10 Skill Development prompts
- Ready to use with Claude or ChatGPT
- No prompt engineering needed

[Get Prompts](#)

### Sample Workflow Data

A complete 15-day software feature workflow with real emails, Slack conversations, and meeting notes for practice analysis.

- Feature request → Customer deployment
- 5 people involved, \$500K account
- Use for demos and practice
- See what patterns look like

[View Sample Data](#)

### Process Selection Rubric

Interactive

Score your candidate workflows to pick the best one for measurement. Includes commitment section for accountability.

- 5 criteria scoring system
- Decision framework
- Commitment worksheet included
- Download as Word, PDF, or fill online

[Use Rubric](#)

### Synthesis Questions

Structured worksheet for capturing insights after analyzing your workflow data. Compare what you discovered to what surveys show.

- Process insights capture
- Skill insights capture
- Survey vs. reality comparison
- Action planning section

[Get Questions](#)

WORKFLOW ANALYSIS: Live Demo Test  
15 days → analysis complete

#### 🕒 CYCLE TIME

15 days  
+low

#### 👤 EFFICIENCY

Active  38%  
Wait  62%

#### 📊 SKILL YIELD

Stretch  64%  
Cruise  14%

#### 🚧 BOTTLENECKS

Top delay:  4.3 days  
(requirements/decisions)

#### 🔄 HANDOFFS

9 total, 6.5hr avg delay  
3 rework, 3 info loss

#### 🎯 THE 3 Cs

Challenge  71  
Complexity  55  
Connection  52  
OVERALL  58

#### 🧠 LEARNING CAPTURED

Edge work: 17h (growth zone)  
Learn-by-doing: 8 instances  
Warmth signals: 4 (trust/care)  
Graduation: 2 (→independence)

#### 📈 TRAJECTORY

Novice authorship: 2 instances  
Next challenges: 2 set up  
Direction: → Positive

#### ⚠️ VARIANCE

0 extraction failures  
• total\_approval\_wait  
• perfunctory\_approval  
• appropriate\_challeng  
+31 more

42/42 runs | \$0.074 | 11.6s avg

(workflow-analyzer) mattbeane@Matts-MacBook-Pro workflow-analyzer %

# Today's Two Lenses

## **Lens 1: Productivity (aka throughput \* quality)**

- Real cycle time breakdown (active vs. wait time)
- Actual bottlenecks and handoffs (not perceived ones)
- Where decisions stall
- Value creation vs. waste

## **Lens 2: Capability (aka skill development)**

- Complex vs. routine work
- Solo vs. collaborative work
- **High skill yield: Complex + Collaborative**
- **Medium skill yield: Complex + Solo**
- **Low skill yield: Routine work**

**We just extracted these from realistic work data!**

## Table Discussion

1. **What process in your organization deserves AI-enabled attention?**
  - **PAIN LEVEL** (Is this excruciating right now?)
  - **VISIBILITY** (Can you easily collect work exhaust / quant data?)
  - **BOTTLENECK POTENTIAL** (Does work pile up / stall here?)
  - **HANDOFF COUNT** (How many times does work pass between people/teams?)
  - **BUSINESS IMPACT** (Does this matter to revenue, customers, or strategy?)
2. **Share examples with each other**
3. **If we have time, let's hear a few**

~10 min

# **BUT WAIT, THERE'S MORE!!**

## **The Experience - What Your Teams Get**



Everything you got, **PLUS**



Using AI together in a defensible way to analyze process data



Experience applying the two lenses



Rubric-based commitment to tackle a process – together



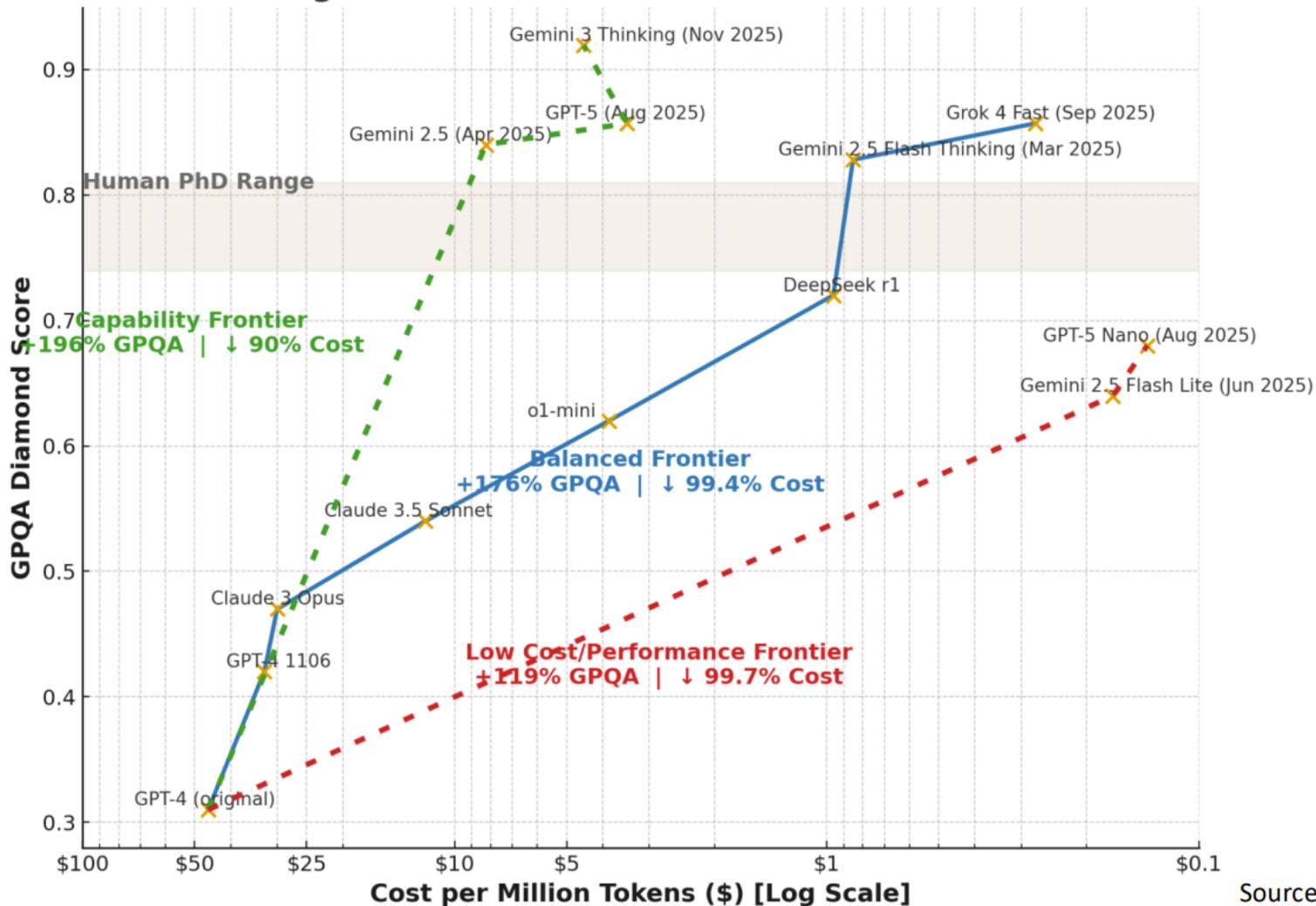
Template and prompt library – the website is their starter toolkit

# You Are Not Prepared

Or, more politely:

Firms are Slow, AI is Fast, Now is the Time for A+ Scenario Planning

# Shifting Frontier of AI Model Performance and Cost



# Possible Scenarios: Do Your Plans Stack Up?

## **As Good As It Gets**

- AI progress largely stalls after current systems
- Improvements are marginal and incremental
- Society adapts fully; disruption stabilizes

## **Slow Growth**

- AI improves linearly ( $\approx 10\text{--}20\%$  per year)
- Institutions, laws, and norms adapt in time
- Benefits accumulate gradually; humans remain clearly in control

## **Exponential Growth**

- AI capability accelerates rapidly via scaling and AI-assisted AI development
- Institutions lag behind technological change
- High upside and high risk; cyberpunk-like dynamics emerge

## **AGI / Superintelligence**

- AI reaches human-level general intelligence
- Recursive self-improvement leads to superintelligence
- Human agency, meaning, and governance are fundamentally challenged

## Measure Twice, Spend Once

1. **Work exhaust is plentiful and rich with potential process insight.**
2. **AI is a critical new tool to interrogate that data at scale.**
3. **Measure BOTH lenses - process efficiency and skill development.**

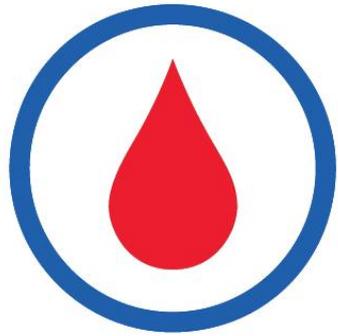
**Teams and firms that do all this will seize strategic power -  
capability that ensures success today and tomorrow**

 teamraderie

# Team-Level AI Adoption Program

Research Day Event

🕒 January 15, 2026



GUARDANT™



**What  
happens  
next**

# What Happens Next

- **[ By Fri 1/23 ] Identify teams and share with Teamraderie**
  - Roster and why selected
  - Identify teams for a “third experience”
- **[ Started ] Teams are engaged**
  - Step 1: Manager completes scan + receives experiences recos + schedules
  - Step 2: Team completes assessment
  - Step 3: Experience #1
  - Step 4: Experience #2 (6 weeks after)
  - Step 5: Post assessment

# What Happens Next

- **[ By mid-Feb ] Date for debrief event**
  - Mid-June
- **Two Options**
  - 20-min conversation on team selection
  - 20-min conversation on “Innovation & Adaptability” program (April)

# From Individual to Team-Level Use of GenAI

Paul Leonardi, Ph.D.  
UC Santa Barbara



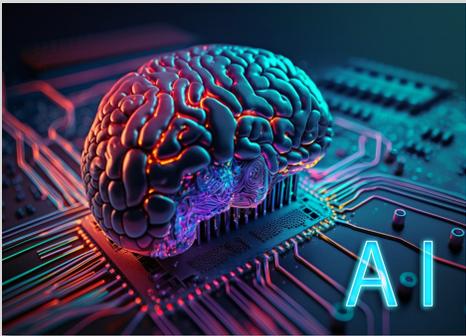


# 3 Observations

from 25 years of watching

1. Technology changes fast; organizations change slowly
2. Most organizations over-invest in technology and under-invest in good implementation
3. It is way too easy to confuse activity for meaningful improvement

# Act 1



## Framing the Conversation

Be careful about how  
(and how much)  
you talk about AI

# Act 2



## 3 Steps to Get Started

1. Experimenting
2. Adapting
3. Formalizing

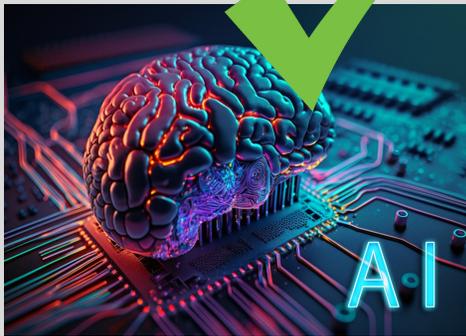
# Act 3



## Scale and Measure

Expand from local pilots to  
team/org standards and track  
what value you're creating

# Act 1



## Framing the Conversation

Be careful about how  
(and how much)  
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# Act 2



## 3 Steps to Get Started

1. Experimenting
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# Act 3



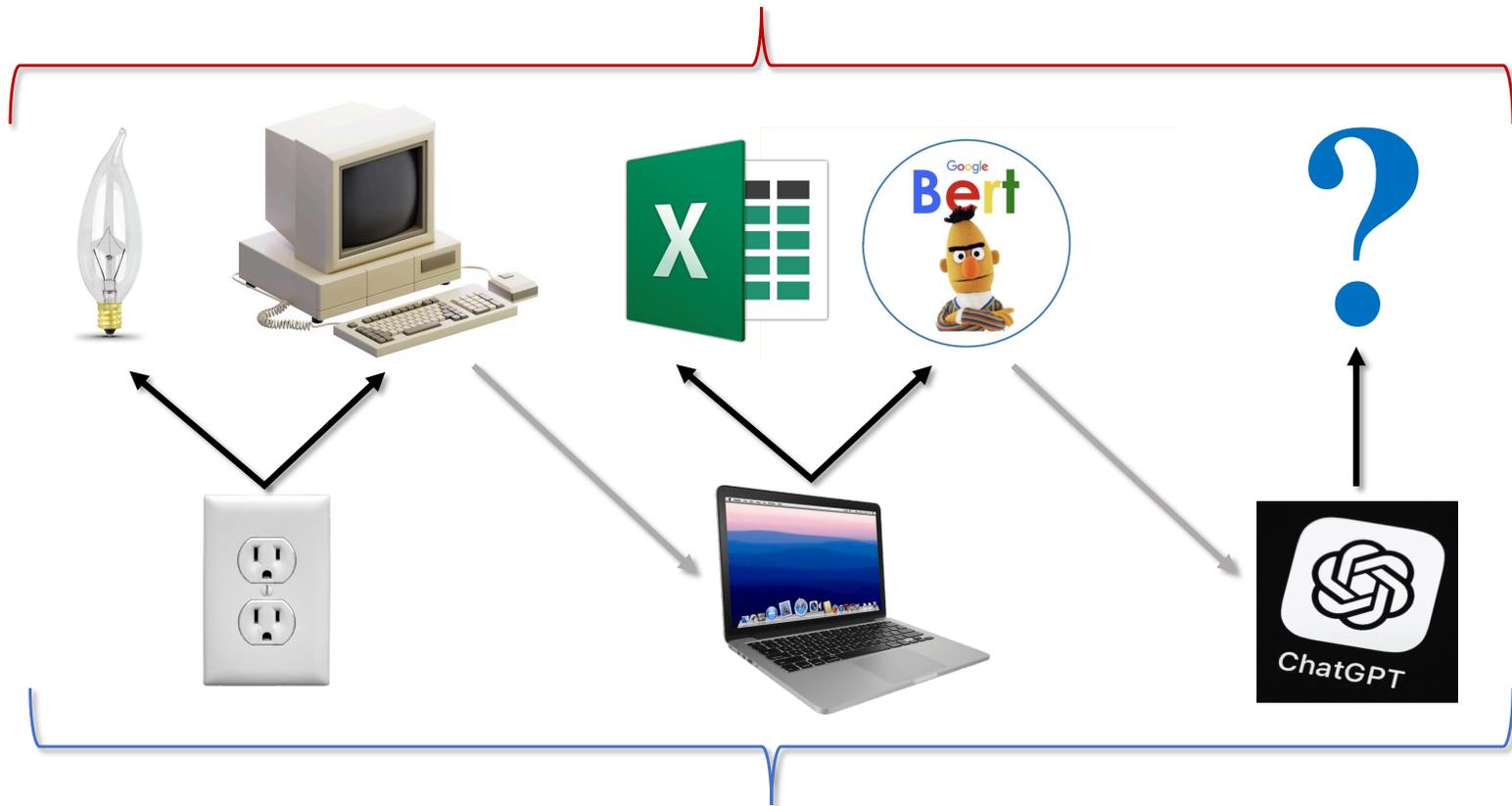
## Scale and Measure

Expand from local pilots to  
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what value you're creating



Uncertain

## Applications



## General Purpose Technology



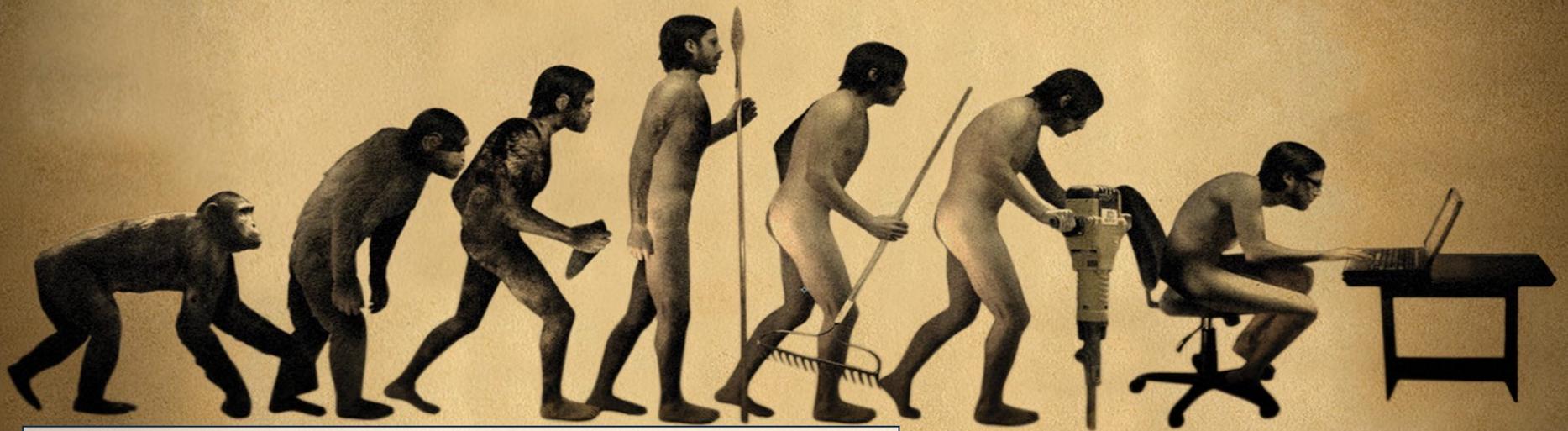
A.I. TURNS THIS SINGLE BULLET POINT INTO A LONG EMAIL I CAN PRETEND I WROTE.



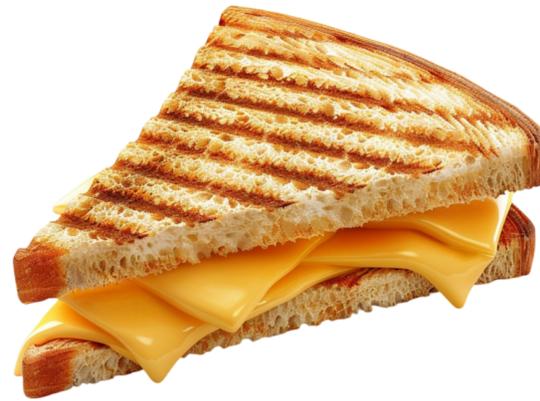
A.I. MAKES A SINGLE BULLET POINT OUT OF THIS LONG EMAIL I CAN PRETEND I READ.



© marketoonist.com



Always Evolving



Model: GPT-4

LE

There's a pirate named Ivan who has a cheese sandwich. Ivan decides he needs a drink to go with his sandwich, so he places it on top of a pirate chest. While he is away, the wind comes and blows the sandwich onto the grass. A second pirate, Joshua, comes along and he puts his sandwich on the pirate chest. Just like Ivan, Joshua then goes away to get a drink. Then Ivan returns. Which sandwich will he take?



Ivan will most likely take the sandwich that is on top of the pirate chest, as that is where he left his sandwich before going to get a drink. He would not be aware that his original sandwich had blown onto the grass and that the one on the chest now actually belongs to Joshua.



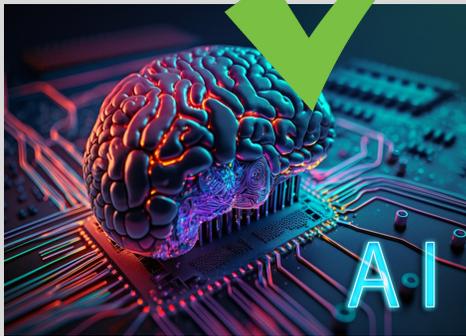


Just a Tool





# Act 1



## Framing the Conversation

Be careful about how  
(and how much)  
you talk about AI

# Act 2



## 3 Steps to Get Started

1. Experimenting
2. Adapting
3. Formalizing

# Act 3



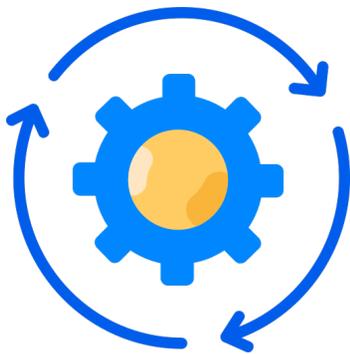
## Scale and Measure

Expand from local pilots to  
team/org standards and track  
what value you're creating



# 1. Experimenting

# Where do we start?



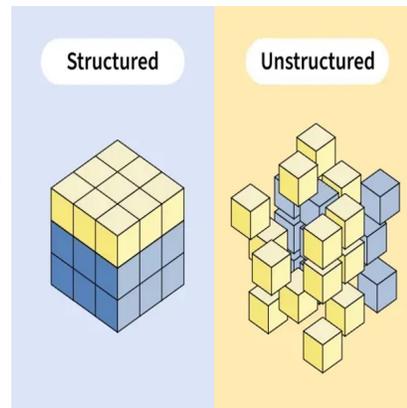
With specific, routine workflows (not jobs) and...

+



... an abundance of high-quality examples...

+



... that take advantage of underutilized, unstructured data...

+



...if there are opportunities to free people to do higher-value work.

EVENT PRESS RELEASE

**Contact Information:**  
[Organization]  
[Contact Name]  
[Phone Number]  
[Email]

**Release Date:**  
[Date]

LOGO

**FOR IMMEDIATE RELEASE**

**[[Organization/Person] Presents {Event Name/Description}]**

**[CITY, STATE]** — [Lead: {Organization/Person} will present {Event Name} at {Location} on {Date}, featuring {Highlights, performers, guests, etc.}]

[Why and details: Start with why it's newsworthy.] {Organization/Person} proudly presents {Event Name} for {the event's 20th anniversary, the first time, etc.} {Event Name} will feature {describe attractive highlights of the event}.

[Details: include pricing, ticket prices, and where to get tickets.]

[Quote from critics, guest, performer, prior attendees, or others]

[Boilerplate about the organization/person/event/lead performer(s)] About Guru

Guru is the collaborative knowledge management solution behind the next generation of knowledge workers. With hundreds of customers including leading enterprises such as Shopify, Square, and Zoom, Guru is reshaping the way teams create, find, and share institutional knowledge to deliver delightful customer experiences. Founded by enterprise software veterans Rick Nucci and Mitchell Stewart, Guru has offices in Philadelphia, PA, and is backed by leading venture capital firms Accel Partners, Thrive Capital, Emergence Capital, and FirstMark Capital, with additional funding from the Slack Fund. Learn more at [www.getguru.com](http://www.getguru.com) or follow @Guru\_HQ on Twitter.

[Call to Action] Learn more and get tickets at [www.getguru.com](http://www.getguru.com).

###

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COMPETITOR ANALYSIS

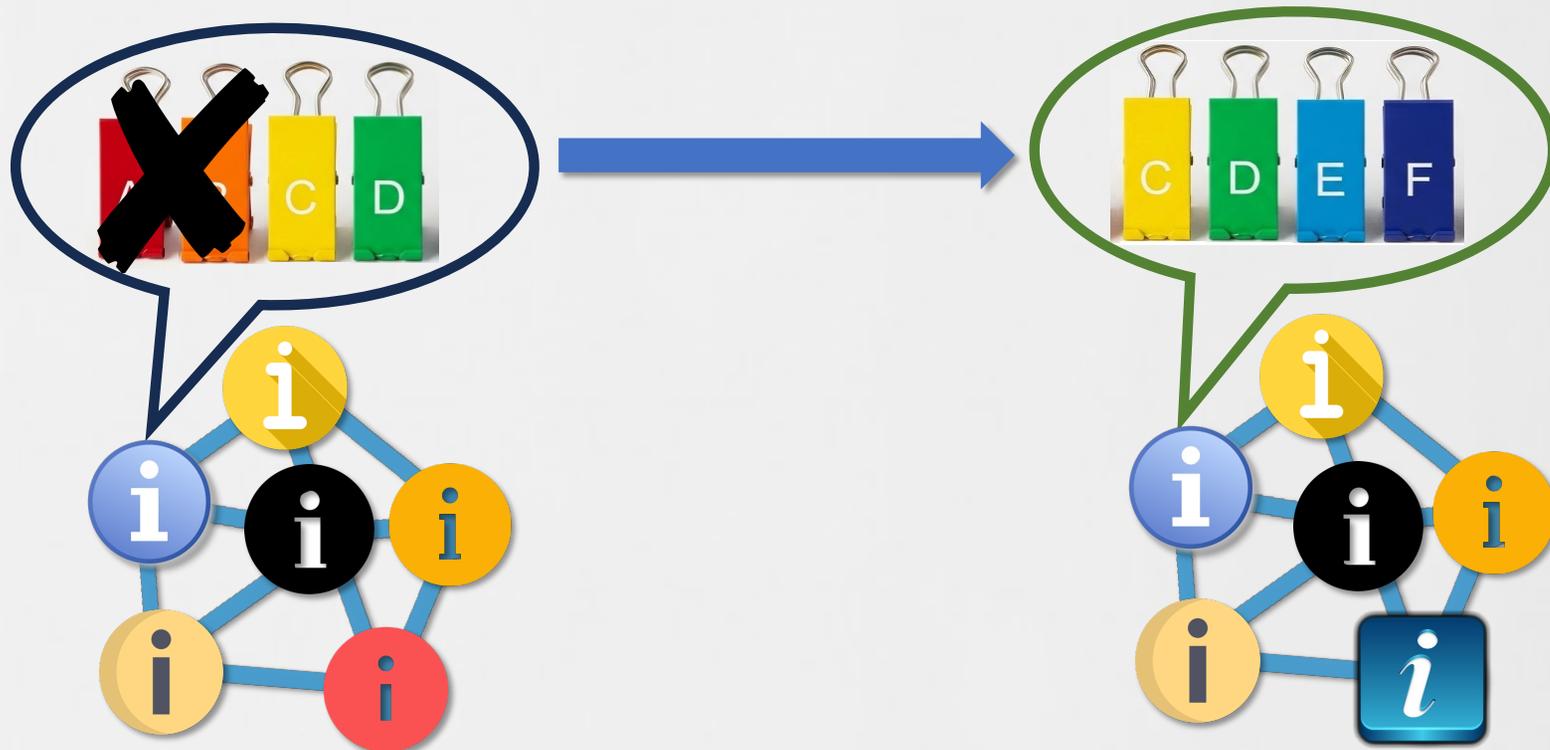
38%

Increase in media placements



## 2. Adapting

# 2nd order effects matter!



Age. Curt.	Per-sons.	Age.	Per-sons.										
1	1000	8	580	15	623	22	585	29	539	35	481	7	5547
2	855	9	470	16	622	23	579	30	531	37	472	14	4584
3	798	10	651	17	615	24	573	31	523	38	453	21	4270
4	750	11	653	18	610	25	567	32	515	39	454	28	3964
5	732	12	616	19	604	26	560	33	507	40	445	35	3504
6	710	13	610	20	598	27	553	34	500	41	445	42	3178
7	652	14	554	21	592	28	546	35	492	42	427	49	2709
43	417	50	345	57	272	64	202	71	127	78	75	55	2194
44	407	51	335	58	262	65	192	72	120	79	49	65	1574
45	397	52	324	59	252	66	182	73	100	80	41	70	1204
46	387	53	313	60	242	67	172	74	58	81	34	77	692
47	377	54	302	61	232	68	162	75	86	82	28	84	553
48	367	55	292	62	222	69	152	76	78	83	23	100	407
49	357	56	282	63	212	70	142	77	68	84	20		
												<hr/>	
												34000	
												<hr/>	
												Sum Total	

21%

fewer medical exams for routine applications

“ The work is harder now, but it’s a lot more interesting and fulfilling.

- Kristen, Underwriter

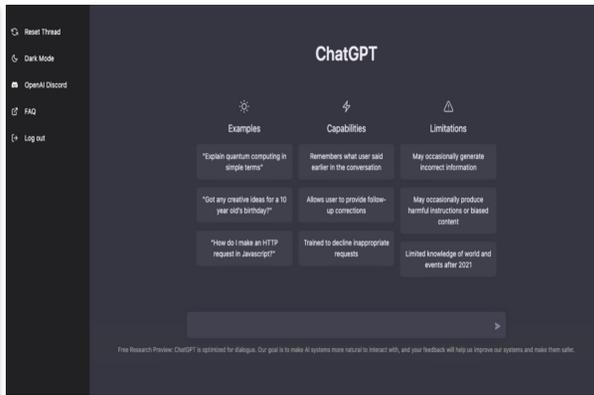
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### 3. Formalizing

# Phased Maturity

Agree on Potential Workflows      Experiment with ChatGPT and Co-Pilot      Find Vertical SaaS AI Tools to Implement



**AI Augments Sales, Marketing, CS, Finance**

AI-Native Workflow	Roles Augmented	Companies
Understands your customer target, develops a plan, writes personalized outbound emails, and converts new customers all via an AI agent.	Sales development representatives	11x, ACTIVELY AI, AISDR, clay, lyzr, ONESHOT, people.ai, regle.ai, IOX, unify
Ingests data from every customer touch point (social media, payments, bookings) to create personalized marketing campaigns and content for existing and target customers.	Marketing and social media managers	AgencyEngine, Coframe, daydream, Miltay, outset.ai, Reach, Twain, Validated, voicepanel, WRITER
Delivers exceptional customer service over any channel (phone, chat, email), including bookings/rebooking appointments.	Receptionists and customer support agents	Chima, crescendo, CRESTA, DECAON, Gradient Labs, Moven AGI, PYLON, WATRI, SIERRA, Slang.ai, yellow.ai
Performs data entry of subscriptions, receipts, bills, procurement, and completes reporting on business performance.	Finance back-office clerks	askLio, CONCOURSE, catarails, Equals, fintastic, Firebase, Puzzle, RUNWAY, truewind

### What to encourage:

- Teams to workshop “workflow opportunities”

### What to encourage:

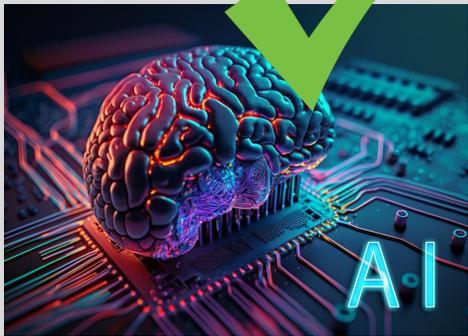
- Prototype automation/augmentation
- Build custom GPTs for others to test

### What to encourage:

- Seek out vertical solutions that build on experimentation success



# Act 1



## Framing the Conversation

Be careful about how  
(and how much)  
you talk about AI

# Act 2



## 3 Steps to Get Started

1. Experimenting
2. Adapting
3. Formalizing

# Act 3



## Scale and Measure

Expand from local pilots to  
team/org standards and track  
what value you're creating

- “AI Champions” in each Business Unit



**teamraderie**  
“Where to start?”

- Senior Leader Role Modeling

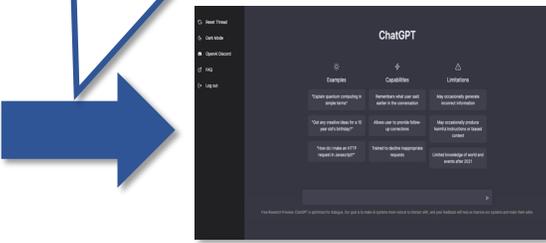
- Hackathons (quarterly)
- “Show and Tell” (monthly)

- “Score Cards” ROI Tracking
- Cross-functional evaluation teams
- Workforce Planning



**Measurement Ideas:**

- # of team workshops held
- # of ideas vetted



**Measurement Ideas:**

- # of use cases prototyped
- # GPTs built and shared



**Measurement Ideas:**

- # of vendor RFPs solicited
- # of implementations