

Create a More Innovative Culture for the Age of AI

Begins Thursday, May 7 | Cambridge, MA

<https://www.teamraderie.com/ic-program/>

At a Critical Juncture

Why Innovative Teams Matter Now More Than Ever

AI is reshaping competitive dynamics, compressing product cycles, redefining cost structures, and changing the nature of knowledge work. Boards expect speed. CEOs expect adaptability. Investors expect measurable transformation.

Yet inside many large organizations, teams are operating with norms built for a different era.

- Strategy shifts – but execution lags.
- Leaders encourage experimentation – but decision discipline weakens.
- Collaboration increases – but accountability diffuses.
- Empowerment rises – but priorities drift.

The issue is not talent, or intent, or investment. The issue is that **an era requiring innovation requires teams to operate in paradox which is hard (for many) to achieve or sustain.**

Harvard Business School research has shown that innovative organizations succeed because their teams manage a set of competing demands simultaneously:

- **Experimentation** *paired with discipline*
- **Psychological safety** *paired with candor*
- **Collaboration** *paired with individual accountability*
- **Empowerment** *paired with strong leadership direction*
- **Tolerance for failure** *paired with high performance standards*

When teams over-index on one side of these tensions, they do not produce better innovation. Instead, they produce drift, slow decisions, muted dissent, or risk aversion.

For Chief People Officers, this creates a clear mandate:

**Help teams understand where their culture is out of balance
— and help them correct it quickly, rigorously, and measurably.**

The Innovative Cultures Program

A Research-Based Approach to Team-Level Innovation


Teamraderie, in collaboration with **Harvard Business School faculty**, has developed a six-month program designed to help organizations recalibrate how their teams work — so they can innovate and execute effectively in the age of AI.

This program is:

- Research-anchored
- Time-efficient
- Diagnostic-driven
- Designed for measurable change



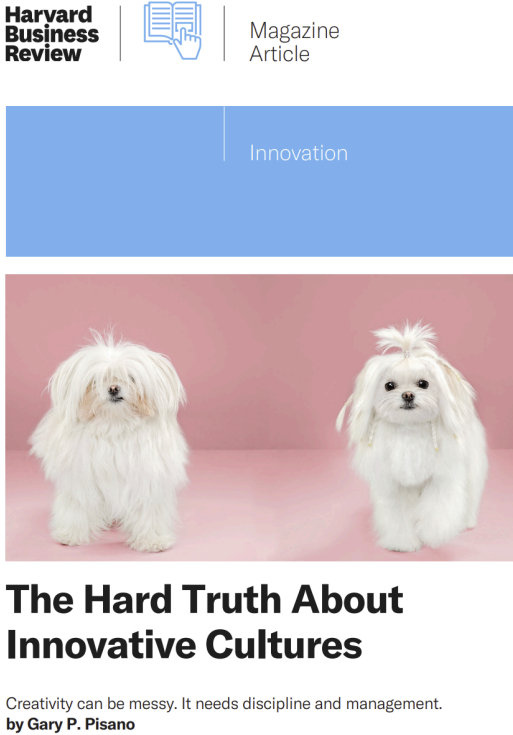
It helps teams do three things exceptionally well:

1. **Understand where their culture is off**
2. **Quickly adjust their operating norms**
3. **Do so using a rigorous, analytical framework**



Innovative Cultures Are the Result of Leaders Who Balance Five Tensions

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|---------------------------|-------------|---------------------------------|
| 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 |

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| <p>Based on the work of Harvard Business School's Gary Pisano and described in the popular Harvard Business Review Article</p>  <p>Harvard Business School</p>  |  <p>Harvard Business Review Magazine Article</p> <p>Innovation</p> <p>The Hard Truth About Innovative Cultures</p> <p>Creativity can be messy. It needs discipline and management. by Gary P. Pisano</p> |
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How the Program Works

Organizations enroll teams - generally, an exec leader (e.g., CTO, Product, Operations), each of their direct reports, and their teams. Each team proceeds through four structured phases:

1. Diagnostic: The Five Paradoxes Assessment

Each team completes a validated assessment grounded in Harvard Business School research. The assessment provides:

- Clear visibility into strengths
- Precise identification of imbalances
- Comparative insights across teams

Leaders receive actionable data — not abstract descriptors. **For many teams, this is the first time they can clearly see *why* their innovation efforts stall.**

2. Leader Interpretation Session

Each team leader meets with faculty advisors to interpret results, identify the most constraining paradoxes, and select two high-leverage adjustments. The focus is precision and prioritization — not broad culture conversations.

3. Two Expert-Led Team Experiences

(55 minutes each, approximately six weeks apart)

Each team participates in two highly structured, research-based experiences. These sessions:

- Translate research into concrete behavioral shifts
- Focus specifically on correcting identified imbalances
- Equip teams with practical operating adjustments
- Fit seamlessly within modern operating rhythms

Focused, high-impact intervention — embedded in real work.

4. Re-Assessment and Progress Review

Teams retake the assessment. Leaders see:

- Measured improvement
- Persistent imbalances
- Clear next adjustments

For CHROs, this provides analytic visibility across participating teams — enabling informed decisions about where to focus leadership attention.

What Is Different by Month Six?

Teams demonstrate:

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| <ul style="list-style-type: none">• Faster, clearer decision-making• Earlier and more productive dissent• Stronger alignment between empowerment and direction | <ul style="list-style-type: none">• More disciplined experimentation• Clearer accountability• More intentional integration of AI into real workflows |
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Innovation improves because operating norms improve.

Why This Matters for CHROs

You are being asked to help the organization:

- Move faster
- Adapt more intelligently
- Innovate under uncertainty
- Preserve standards while encouraging experimentation

Most culture interventions struggle because they lack three elements:

- Diagnostic clarity
- Targeted intervention
- Measurable re-evaluation

The Innovative Cultures Program **provides all three**. It is modern by design:

- **Short-form**, expert-led experiences
- **Data-driven insights**
- **Cohort-based scalability**
- **Embedded in real work contexts**
- Built on **highly-regarded academic research**

It enables you to help leaders adjust how their teams operate – quickly, analytically, and sustainably.

Research Event

Thursday, May 7 | Cambridge, MA

8:30am - 2:00pm

Join Gary Pisano and other Harvard Business School faculty that will take an assembled group of twenty (20) Chief People Officers and their team through the research on *how to rebalance leadership teams so that they become more innovative in the era of AI*.



Join CHROs and their learning leaders for a day with Harvard Business School faculty to learn more about the research on innovative cultures

Sessions are led by Harvard's most recognized faculty - who are eager to make the connection between their research and your goals





