

BETTER TOGETHER

*Why In-Person Teams
Outperform Remote Workforces*





A SIMPLE TRUTH



Humans are social animals who thrive when working, living and playing in teams. Athletes, musicians, actors, servicemen, families and many other groups are evidence that mankind has developed, competed and evolved together in groups for thousands of years.

As organizations evaluate the future of work and leaders consider how (and where) teams will collaborate in a post-pandemic world, it is helpful to consider a simple, fundamental truth...

TEAMS PERFORM BETTER WHEN THEY ARE TOGETHER.

GREAT THINGS IN BUSINESS ARE NEVER DONE BY ONE PERSON. THEY'RE DONE BY A TEAM OF PEOPLE.

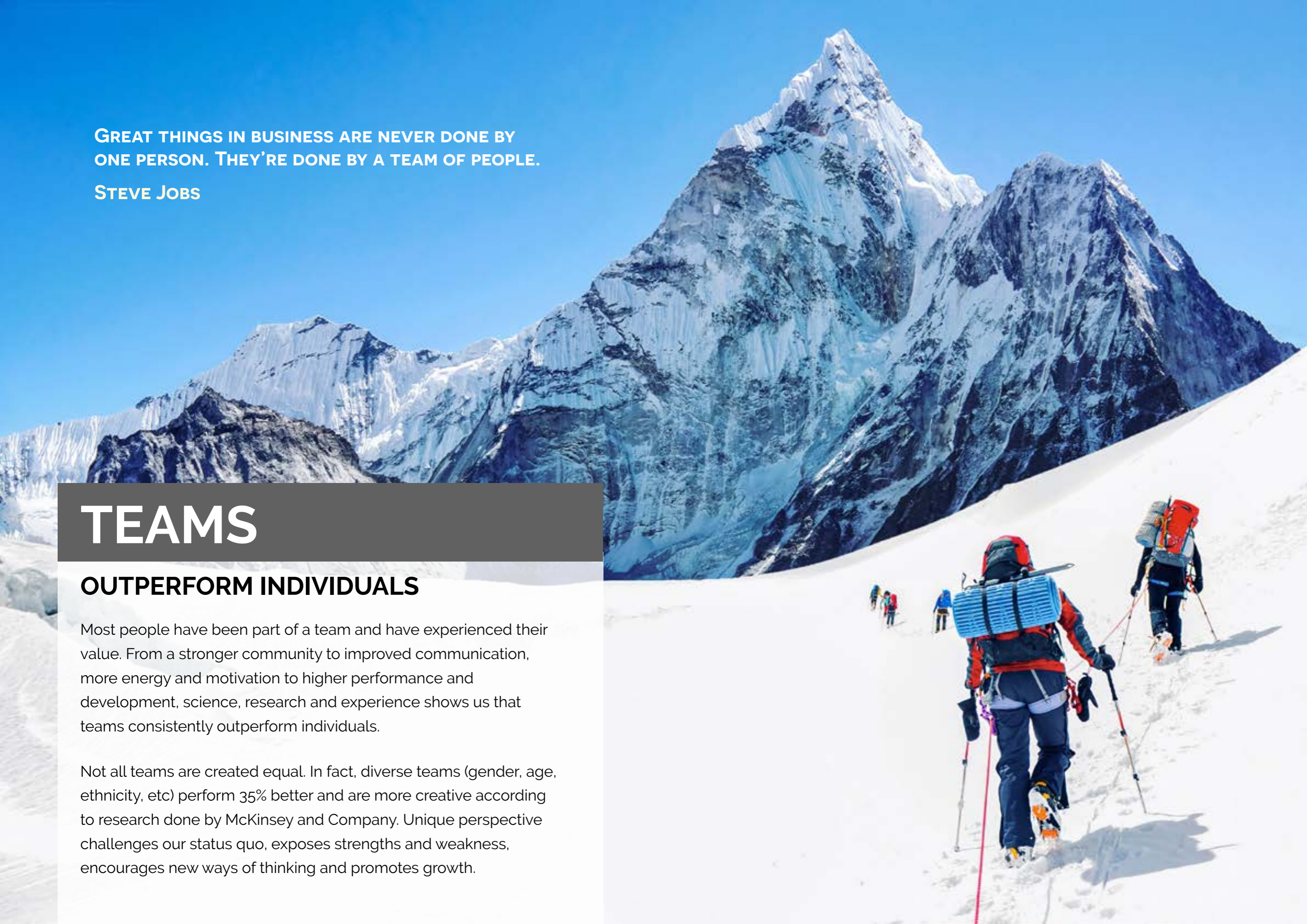
STEVE JOBS

TEAMS

OUTPERFORM INDIVIDUALS

Most people have been part of a team and have experienced their value. From a stronger community to improved communication, more energy and motivation to higher performance and development, science, research and experience shows us that teams consistently outperform individuals.

Not all teams are created equal. In fact, diverse teams (gender, age, ethnicity, etc) perform 35% better and are more creative according to research done by McKinsey and Company. Unique perspective challenges our status quo, exposes strengths and weakness, encourages new ways of thinking and promotes growth.



SYNERGY

MUST BE LEARNED

From the star soccer player to the 4th chair violinist in an orchestra, each team member has a role to play as the group strives to achieve a goal. Individual skill matters, but how the team comes together as a whole is more significant.

If the team can't function cohesively, its capacity for success is greatly diminished. For this reason, teams train and practice together in order to reach their highest potential. Rehearsal, simulation and repetition builds the trust, experience and collective skill a team needs to win. Teams learn to act, react, lead and follow as a unit. Their ability to analyze, adapt and execute is developed through shared learning. Synergy is not inherent, nor is it a product of luck or circumstance. Synergy must be learned.

THE STRENGTH OF THE TEAM IS EACH INDIVIDUAL MEMBER. THE STRENGTH OF EACH MEMBER IS THE TEAM.

PHIL JACKSON





INDIVIDUALS PERFORM BETTER

IN GROUPS

Even athletes that compete individually know the benefits of training together. Swimmers, runners, weightlifters, golfers, boxers and dancers all frequently practice in groups to advance their personal capabilities. Working with peers can be highly motivating, may increase output and encourages breakthroughs.

Take, for example, a cyclist who trains with a small cohort of riders. Time spent practicing could increase through group accountability. Training may be more enjoyable and less stressful due to the social benefits afforded by comradery and shared achievement. Physical boundaries might be pushed and exceeded through encouragement or technical capabilities like drafting. Even in competition, the peloton shows how a group performing together is often more powerful than an individual.





TEAM

SIZE MATTERS

Research has found that for some tasks, team size matters when it comes to performance. Research done by Dr. Patrick Laughlin from the University of Illinois at Urbana-Champaign found that groups of three, four and five consistently outperformed the best individuals. "We attribute this performance to the ability of people to work together to generate and adopt correct responses, reject erroneous responses, and effectively process information."

FOLLOW THE TWO PIZZA RULE. IF TWO PIZZAS CAN'T FEED THE WHOLE GROUP, THE GROUP IS TOO LARGE.

JEFF BEZOS



BEING TOGETHER DRIVES

PERFORMANCE



When we work alone, risk taking is more challenging as we feel less connected to our teams and less willing to fail. A recent McKinsey study found that 97% of employees and executives attribute alignment with their team to the outcome of a project. Being together means higher engagement, better communication and a greater sense of community through loyalty and respect. In a TINYpulse survey of more than 200,000 employees, respect for peers was the number one reason participants went the extra mile at work.

IN-PERSON PRODUCES THE BEST RESULTS

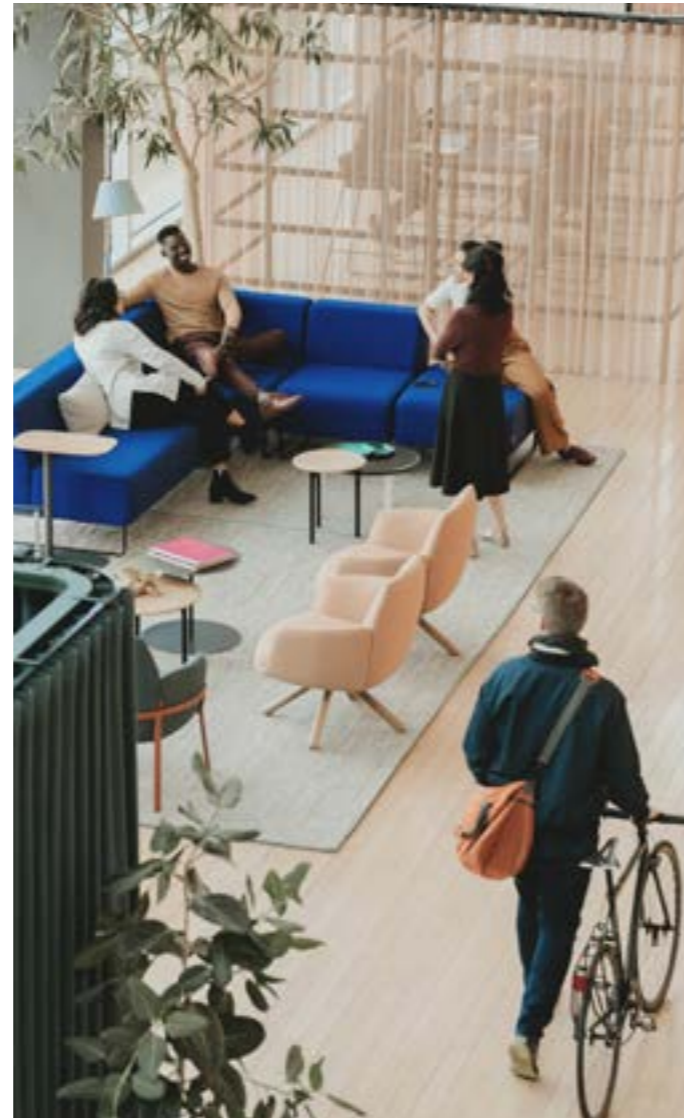
From community and culture to innovation and collaboration, communication and training to loyalty and engagement, research shows that team benefits increase when working together in-person compared to being isolated in a remote environment. Supporting findings are abundant and continue to emerge.

- More than eight in ten executives prefer in-person meetings over virtual meetings (Forbes)
- Face-to-face requests are 34 times more effective than emailed requests (Harvard Business Review)
- The most valuable communication is done in-person, and that typically 35 percent of the variation in a given team's performance can be explained by the number of times team members speak face-to-face (MIT)

IN-PERSON MEETINGS PROVIDE A SENSE OF INTIMACY, CONNECTION AND EMPATHY THAT IS DIFFICULT TO REPLICATE VIA VIDEO.

PAUL AXTELL





PLACE

MAKES A DIFFERENCE

The places teams gather have a major impact on their performance. Just as a quality training facility benefits an athletic team, a well-designed, modern workplace impacts a business team. Workspaces that support organizational culture and goals can amplify the benefits of team members coming together to collaborate in-person.

Creating a great place to work and a space people want to come to is also the best way to capitalize on the benefits of working in-person. Mandates and policies will never be as effective as providing a working environment that teams desire and value using.

BRINGING IT ALL

TOGETHER

From medical units to dance troops, juries to movie production crews, we can examine all sorts of teams to understand why getting together in-person yields the most desirable results. While the pandemic has shown the world that we can work remotely and technology has enabled us to do so, we now know it is not the best option for most organizations. Hybrid working affords flexibility and choice (both good things), but a fully-remote world is an isolated and disconnected one.

Take the most intimate and important human team as a guiding example – family. Our relationships with our parents, children, siblings and relatives grow and prosper when we spend time with one another. Teams at work require the same in-person connectivity and togetherness to succeed.

**BOS CAN HELP YOU CREATE A SPACE THAT
EFFECTIVELY BRINGS YOUR TEAM TOGETHER.**

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NEXT STEPS

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