



This program is based on the Dr. Woolley's extensive research about organizational teams & what makes them successful.

People tend to focus on individual attributes when predicting team success, whether looking at hockey teams or presidential cabinets. Woolley argues that organizations need to look more closely at the value of collective intelligence and how team members perform together; her research shows that this is a much better predictor of team performance. Woolley finds that team diversity and social perceptiveness (the ability to pick up nonverbal cues from others) are critical ingredients of collective intelligence. Her recommendations: 1) Set egalitarian norms when you're convening a team; leave no room for stars or loafers. 2) Pay attention to the skills and collaboration abilities of the team and avoid hiring people who are particularly domineering or negative.

**In this program, you will:**

- Become familiar with recent research on collective intelligence in teams
- Review of three key components that are fundamental to smart teams
- Learn concrete actions that leaders can take to make their teams smarter

Where: University Club at the University of Pittsburgh  
123 University Place, Pittsburgh, PA 15260

Register: <https://icf-pittsburgh.org/making-teams-smarter/>

Cost: Members: \$30 Non-members: \$40 Light refreshments served



**SPEAKER: Dr. Anita Woolley** is an Associate Professor of Organizational Behavior and Theory at the Tepper School of Business, Carnegie Mellon University. She has a PhD in Organizational Behavior from Harvard University, where she also earned Bachelor's and Master's degrees.

Her research and teaching interests include collaborative analysis and problem-solving in teams; online collaboration and collective intelligence; and managing multiple team memberships. Her research has been published in *Science*, *Organization Science*, *Academy of Management Review*, *Journal of Organizational Behavior*, *Small Group Research*, and *Research on Managing Groups and Teams*, among others. Her research has been funded by grants from the National Science Foundation, the U.S. Army Research Office, and private corporations.

She is currently a Senior Editor at *Organization Science* and has been on the editorial boards for *Small Group Research* and *Academy of Management Discoveries*, and is a member of the Academy of Management, the Interdisciplinary Network for Group Research, and the Association for Psychological Science.