

# INDEX

- Adaptation, 48, 50, 120
- Ad hoc decisions, 100
- Ambidextrous leadership,
  - 127–131
- Architecture Company, 68, 69,
  - 70, 72, 80, 82, 83, 84,
  - 92, 93
- Assumption, 11, 22, 23, 42, 49,
  - 104, 115, 118, 128, 140
- ba* (space), 18–19
- Boundary; Boundaries, xiv, xvi,
  - xviii, xx, 6, 11, 14,
  - 17, 29, 44, 59, 63,
  - 93–96, 102, 105,
  - 109, 129
- Boundary objects, 53, 94, 96, 111,
  - 129
- Boundary objects, leveraging,
  - 93–95
- Builder Company, 69, 73, 80, 82,
  - 98
- Business group, 58
- Chilean mine rescue, 72
- Chilean mining, 7, 15
- Chilean rescue, 10
- Coca-Cola, xvi
- Cohesion, 63, 114, 135
- Collaboration, 11, 15, 19, 47, 48,
  - 65, 66, 67, 118, 119,
  - 129, 143
- Communication, 11, 16, 48, 49,
  - 57, 66, 77, 80, 82, 92,
  - 95, 118, 119
- Complexity
  - complex interdependencies, 95
  - complex problem, 4, 12, 13,
    - 14, 17, 19, 34, 44, 45,
    - 121, 134
  - complex product, 4, 91
  - complex task, 91, 120
- Coordination, 47, 48, 52, 88, 90,
  - 91, 99, 103, 122, 123,
  - 138
- Core decision-makers, 58
- Craft Company (CC), 77, 81, 104
- Creativity, 16, 17, 18, 20, 24, 79,
  - 99
- Cross-boundary collaboration,
  - 121, 131
- Cross-boundary innovation, 132
- Cross-boundary teaming, 29, 44,
  - 53
- Cross-boundary teams, 15–19, 22
- Cross-boundary work, 82, 96
- Cross-sector, 13, 39, 134, 137,
  - 138, 139
- Cross-training, 122
- Culture clash, 139–140
- Custom-developed scripts and tools, 93
- Data collection and analysis,
  - 57–59
- Decision-making, 48, 99, 102,
  - 103, 106, 127, 130
- Decisions, 68, 69, 85, 90, 93, 99,
  - 100, 101, 121, 124,
  - 125, 127, 130
- Design Company, 67, 85, 93, 103,
  - 105
- Divergence; divergent, 23, 47, 124
- Diverse mental models, 129

- Diverse teams, 16–17, 24, 43, 139
- Diversity mindsets, 53
- Ecosystem, xviii, 5, 11, 20, 138
- Ecosystems, from industries to, 11–15
- Effectiveness; leadership
  - effectiveness; team
  - effectiveness, xii, xiii, xxi, xxii, 27, 29, 34, 40, 53, 54, 59, 131, 132, 134, 135, 136, 139
- Emergent state, 41, 47, 51, 52, 59, 134, 135, 136, 137, 141
- Emotions and relationships, 45–48
- Empower agile execution, 97–105, 124–127
- Energy Company, 84
- Engaging vision, 63
  - articulating challenging target, 70–73
  - building, 112–114
  - leadership function, 64
  - making values explicit, 63–70
- Execution-as-learning, 97
- Expectancy-value theory, 114
- Experiment-and-learn approach, 111
- Experimentation; experimenting, 10, 44, 46, 86, 104, 115, 116, 127, 130
- Expert, 18, 27, 97, 98, 102, 106, 118, 124, 125
- Expertise, 3, 4, 5, 11, 19, 42, 52, 57, 66, 75, 87, 95, 96, 97, 100, 101, 102, 106, 111, 118, 122, 123, 125, 126, 130, 134, 140, 141, 142
- Experts, 3, 4, 5, 7, 8, 50, 51, 95, 100, 103, 109, 111, 120, 121, 126, 127, 137, 139
- Exploratory qualitative research, 139
- Extreme teaming, 136
  - ambidextrous leadership for, 127–131
  - challenges, 45
    - interpersonal challenges, 45–48
    - leadership and, 51–54
    - technical challenges, 48–51
  - conditional benefits of extreme teams, 41–45
  - example of, 5
  - future research and practice
    - culture clash, 139–140
    - implications for practice, 138–139
    - implications for research, 134–138
    - leadership, 140–142
    - mediated
      - leadership–performance relationship, 136
  - from industries to ecosystems, 11–15
  - innovation in cross-boundary teams, 15–19
  - leadership enabling, 10–11
  - methods
    - data collection and analysis, 57–59
    - focal projects, 56
    - research approach, 54–57
  - model of leadership for, 34–36
  - parallel teaming efforts, 7–9
  - senior leadership triggering, 6–7
  - teams developing over time, 39–41
  - unprecedented challenge, 5–6
- Facilitation
  - and interpersonal challenges, 115–119

- and technical challenges, 119–124
- Fostering coordination, 128
- Functional leadership, 21–22, 26–34, 133
- Goals, 11, 28, 41, 50, 75, 77, 112, 113, 114, 128, 131
- Goal-setting theory, 114
- Healthcare, 4, 18, 44, 71, 80, 94, 102, 103, 104, 137
- Healthcare Company (HC), 65–67, 71, 80, 82, 83, 84, 92, 94, 101, 102, 104
- Hierarchy, xvii, 78, 85
- Industries to ecosystems, 11–15
- Industry, xviii, 11, 50, 68, 69, 71, 134
- Innovation
  - in cross-boundary teams, 15–19
  - systems, 13–14
- Input-process-output (IPO), 40
- Interface management, 90, 91
- Interpersonal, xv, 10, 16, 41, 42, 45–47, 53, 55, 75, 112, 116, 127, 130, 131, 141
- Interpersonal challenges, 45–48
- IPO. *See* Input-process-output (IPO)
- IT Company (ITC), 77, 81, 94
- Knowledge
  - diagnosing interfaces for knowledge-sharing, 87
  - explosion, 3
  - knowledge-based diversity, 42
  - and skills, 48–51
- Knowledge integration, 4, 34, 124
- Knowledge representations, 53
- Knowledge sharing, 87–88, 96, 118, 121, 122, 123
- Leader–member exchange (LMX), 21, 22, 133
- Leadership, 21, 58, 140–142
  - assembling functions into coherent whole, 110
  - ambidextrous leadership for extreme teaming, 127–131
  - building engaging vision, 112–114
  - cultivating psychological safety, 115–119
  - developing shared mental models, 119–124
  - empower agile execution, 124–127
  - and challenges, 51–54
  - effectiveness, 53
  - enabling extreme teaming, 10–11
  - for extreme teaming, 109
  - functions, 52, 64, 135–136
  - model, 110
    - for extreme teaming, 34–36
    - senior, 6–7, 10–11
    - shared, 21–22, 25–26, 133
    - taxonomies, 134
- Leading teams and teaming
  - model of leadership for extreme teaming, 34–36
  - team leadership theory, 21–34
- Learning, 13, 43, 81, 82, 85, 86, 97, 111, 115–116, 117, 123, 127, 130, 131, 141, 142
- Learning behavior, 46, 47, 75, 115, 116, 117, 118, 124
- LMX. *See* Leader–member exchange (LMX)
- Mental models, 119–120
  - See also* Shared mental models
- Metaphors, 53
- Modularity, 11
- Modus operandi, 112

- Motivation
  - and interpersonal challenges, 112–114
  - and technical challenges, 124–127
- NASA, ix, 6, 7, 9, 113
- New product, xvii, xviii, 44, 45
- Norms, 27, 49, 112
- Objectives, 66, 121
- Objects, 35, 53, 93, 94, 95, 124, 132
- Open innovation, 14
- Open-ended problem solving, 18
- Openness, 21, 52, 68, 69, 119
- Open source, ix
- Operations, 7, 12, 48, 81
- Organizational behavior, 21, 35, 134
- Organizational boundaries, 14, 63, 109, 118
- Organizational learning; learning organization, 15
- Parallel teaming efforts, 7–9
- Personality traits, 21
- Perspective; perspective taking, xii, xiv, 4, 5, 11, 16, 17, 18, 25, 42, 47, 51, 58, 82, 84, 85, 117, 127, 129, 133
- Physical space, 104
- Primary leadership group, 58
- Problem-solving, 118
- Process models, 22
- Professional, xv., 4, 71–72, 84, 91–92, 102
- Project, 45, 52, 70, 75, 79, 80, 88, 90, 91, 92, 96, 99, 100, 101, 104, 114, 117, 123, 126, 127, 138, 141
- Project Anna, 56, 80, 93, 98, 102
  - field document from, 72–73
  - leaders, 68
  - leadership, 91
- Project Bianca, 56, 84, 91, 99–101, 102
- Project Fiona, 56, 69, 77–79, 81–82, 104
- Project Sofia, 56, 65–67, 71, 80, 82, 83–85, 92, 94, 103
- Project Willa, 56, 70, 72, 85, 89–90, 93
- Property Company (PC), 99
- Psychological safety, cultivating, 75
  - displaying authentic caring, 76, 79–82
  - framing cross-boundary work as resource, 76, 82–85
- R&D, viii, 44, 116, 138
- Real Estate Company, 91
- Research approach, 54–57
- Risk, 10, 46, 47, 52, 63, 69, 75, 103, 116, 125, 130, 141
- Risk taking, 125, 141
- Role, xvi, 25, 27, 41, 50, 51, 54, 91, 112, 114, 116, 124, 135, 140, 141
- Routines, 17, 41, 50, 54, 55, 112
- Senior leadership, 6–7, 10–11
- Shared leadership, 21–22, 25–26, 133
- Shared mental models, 87
  - developing, 119–124
  - diagnosing interfaces for knowledge-sharing, 87–92
  - leadership function, 88
  - leveraging boundary objects, 93–95
  - Project Willa, 89–90
- Similarity-attraction theory, 46
- Social categorization theory, 46
- Social identity theory, 46
- Social network theory, 16–17

- Software Company (SC), 65–67,  
71, 80, 82, 83, 84, 91,  
92, 95, 101, 102, 103,  
104
- Specialization, 3, 4, 12, 19, 24
- Stories, 18, 53
- Structural holes, 16
- Structure, xiii, xvii, 9, 12, 27, 71,  
102, 105, 120, 123
- Task-and person-focused  
leadership functions,  
128
- Team cohesion, 26, 40, 46, 48,  
52, 71, 112, 113, 114
- Team development, 27, 35, 39,  
40, 59
- Team empowerment, 33, 41
- Team leadership theory, 21  
functional leadership, 26–34  
LMX, 22  
shared leadership, 25–26  
transformational leadership,  
23–25
- Team learning, 24, 44, 115, 116,  
119, 131
- Team mental models, 40, 41
- Team performance, 22, 26, 32,  
33, 40, 41, 44, 59, 113,  
114, 136
- Team process, 35, 40, 43, 44, 51,  
59
- Team(s), 15  
cohesion, 26, 40–41, 112, 113  
developing over time, 39–41  
innovation in cross-boundary,  
15–19  
leadership, 133  
learning, 115  
members, 51–52  
team-diversity studies, 42  
team-member interactions, 50  
team structures, 27
- Technical, ix, 8, 10, 11, 48–51,  
54, 55, 103, 109, 111,  
121, 127, 130, 131,  
134, 137, 140, 143
- Technical challenges, 48–51,  
52, 53, 54, 111, 130,  
143
- Technology, 69, 82, 102, 105,  
141
- Technology Company, 70, 72, 81,  
82, 105
- TechnoServe, xvi
- Transformational leadership, 21,  
23–25, 133  
theory, 23–25  
*See also* Leadership
- Transparency, 68, 69
- Trust, 46, 53, 69
- Value, 11, 17, 49, 64, 67, 68–70,  
83, 92, 113, 139, 140,  
143
- Videogame, 44
- Workplace, xiv, xv