3on13

Emanuelson-Podas produces the ***3on13 Newsletter*** on the 13th of every month in the hopes of putting in your hands three things that will help make your life better. Entries may include quotes, reminders, jokes, random recipes, book recommendations, advice, or anything else that might make you think, make you smile, or make you a better, happier human being. **Got something worth sharing? Send it to** *3on13@epinc.com*

1 | Disagree and Commit

Work is hard, complicated stuff. There will be tension (in fact, some respectful tension is a good thing). There will be debate. And there inevitably will be disagreement.

What happens when a team can't come to consensus on a decision? Healthy teams embrace the concept of "disagree and commit." The idea, attributed to Andrew Grove from Intel, argues that healthy discourse (and even vigorous disagreement) is an important part of the decision-making process… but only prior to a final decision being made. Once a decision is final, the team must commit to the course of action and row together.

Note that the concept isn't "disagree and say *I told you so*" if the decision proves to be wrong. Too many bide their time, quietly waiting to say, "Well, I never really liked that idea in the first place." In truly healthy teams, spirited debate leads to the passionate sharing of ideas, thoughts, and opinions. And once a decision has been made, the correct next question — whether you agree with the decision or not — is simply, "What do you need from me to make this work?"

Here's an excellent article on the idea by Itamar Goldminz, another one by Cal Zant, and a podcast from Patrick Lencioni, who helped bring the concept back to popular discourse.
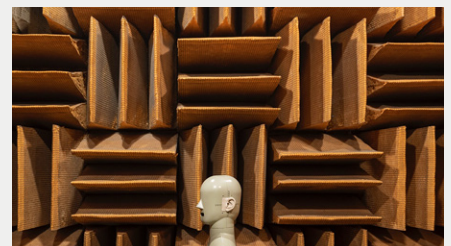
2 | Culture First, Tools Second

It's the beginning of the year, and many companies are just itching to roll out their newest and greatest this-is-gonna-fix-our-problem tool/platform/program/thingamabob. (Yes, thingamabob.) Sometimes it works. But more often than not it fails, and it fails because of a misalignment between the culture and the tool.

Want more collaboration? Before searching up the newest digital scrapbook, ask yourself about how your teams are organized. Ask yourself about how much trust exists between team members. Consider how willing people are to even share ideas in the first place. This excellent article by Dominic Price, the resident Work Futurist for Atlassian, breaks it down nicely. The difference between high-performing teams and dysfunctional teams isn't what tools they use. It's about the culture behind the tools.

3 | Odds and Ends

- If you haven't yet done so, check out *Craft in America*. Get ready to create!

- After the rush and crush and noise of the holidays, how about considering a visit to the Quietest Place on Earth, right here in Minneapolis…?