

## Leadership Tips: Vol. 1210

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Reframe your brainstorming in four steps: (1) Start with a specific goal. For example, instead of "Improve flying experience," write "Improve experience of coach travelers from the moment they step on the plane until they exit." (2) Plan your session, so it isn't open-ended. (3) Move things along quickly. (4) Create an output worksheet, so participants have a format in which to place raw ideas. Finally, turn skepticism around by updating your team on where their ideas are and what's being done to move them forward.

— Adapted from "Reframe Your Brainstorms," Futurethink, [getfuturethink.com](http://getfuturethink.com).

What makes teams smart? A new study in *Science* magazine found that groups with two to five members performed better on tasks if they had three things: strong social skills, more women on the team and conversations reflecting many members' ideas. Interestingly, some things didn't predict team intelligence, such as the intelligence of the smartest person in the group, the group's motivation or its cohesion.

— Adapted from "What makes teams smart," Thomas W. Malone, MIT Sloan Management Review.

Increase employee engagement by lifting the curtain. Wharton research shows that one five-minute interaction with those who benefit from an organization's products and services can produce up to a 500% increase in employee productivity. Examples: Volvo collects stories from drivers and passengers about how the company's safety designs have saved their lives. At Medtronic, patients who use the company's medical devices are invited to tell their life-changing stories at an annual party.

— Adapted from "Employee Engagement: Making a Difference," Adam M. Grant, Wharton at Work.