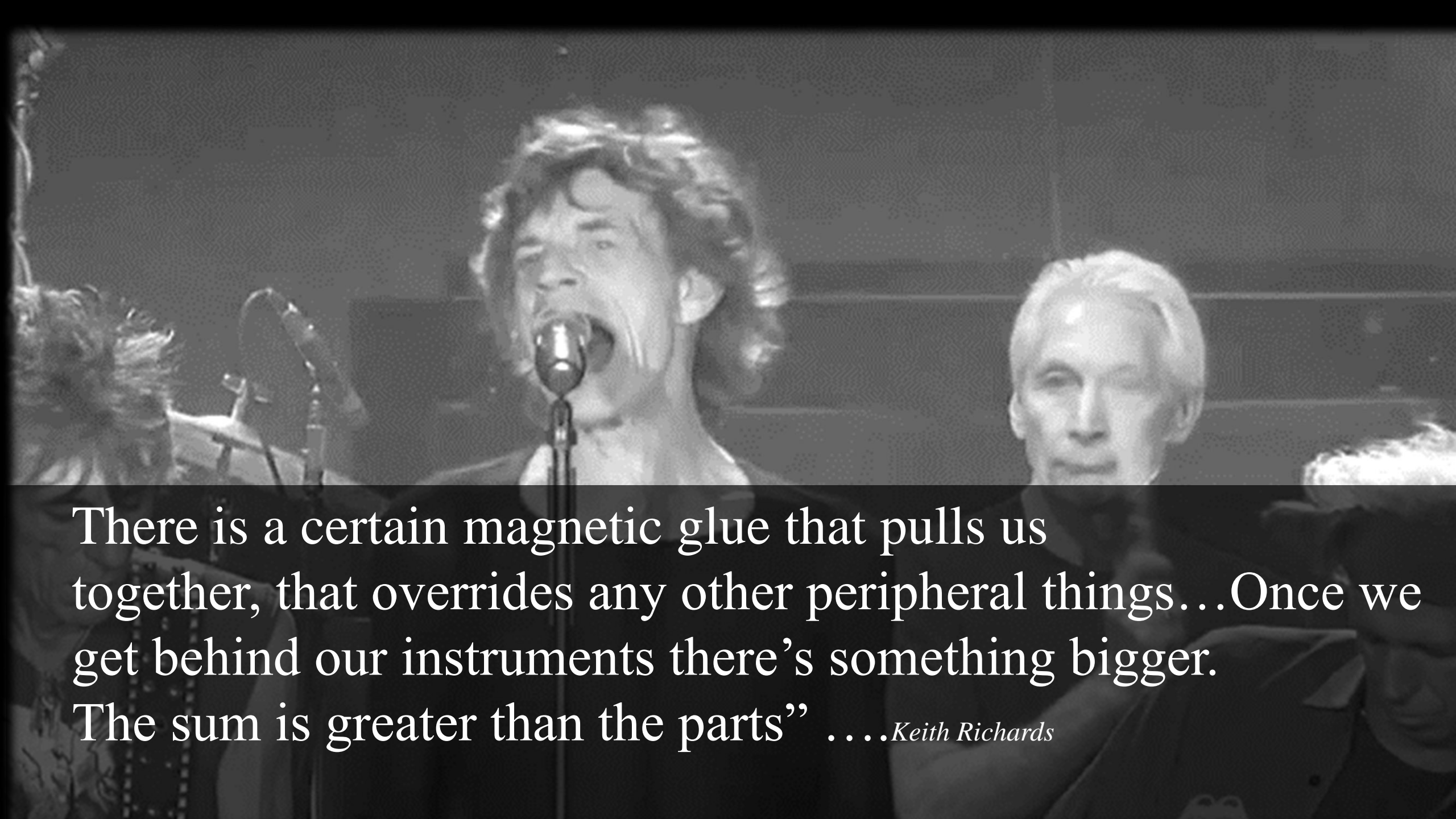


Working Teams....



That's Culture.

20<sup>TH</sup> ANNUAL AUSTRALIAN CONFERENCE ON CULTURE AND LEADERSHIP | 2018

A black and white photograph of Keith Richards performing on stage. He is in the center, singing into a vintage microphone with his mouth wide open. He has his characteristic wild, wavy hair. To his right, another man with short, light-colored hair is looking towards the camera with a neutral expression. The background is dark and out of focus, suggesting a stage setting.

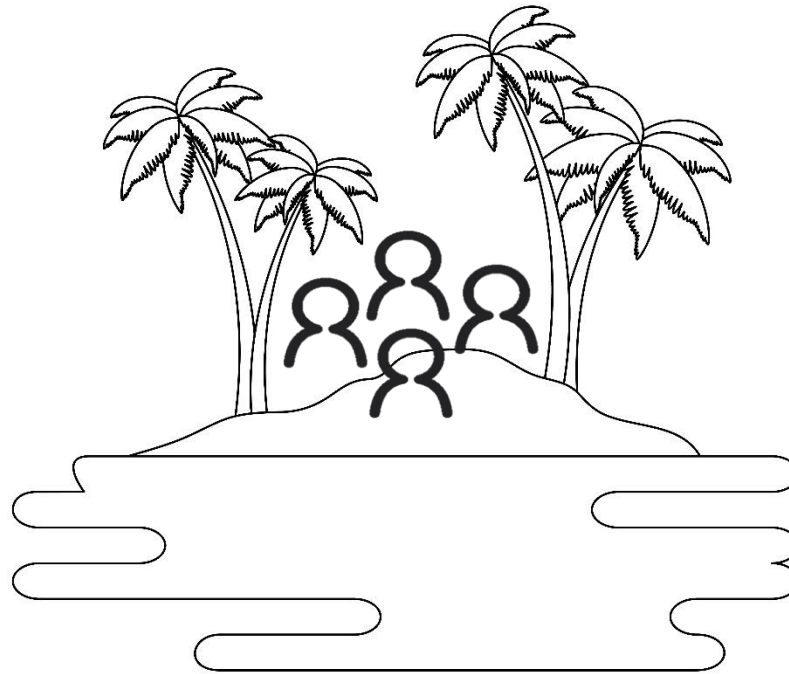
There is a certain magnetic glue that pulls us together, that overrides any other peripheral things...Once we get behind our instruments there's something bigger. The sum is greater than the parts" . . . .*Keith Richards*

# Hallmarks of effective teams....

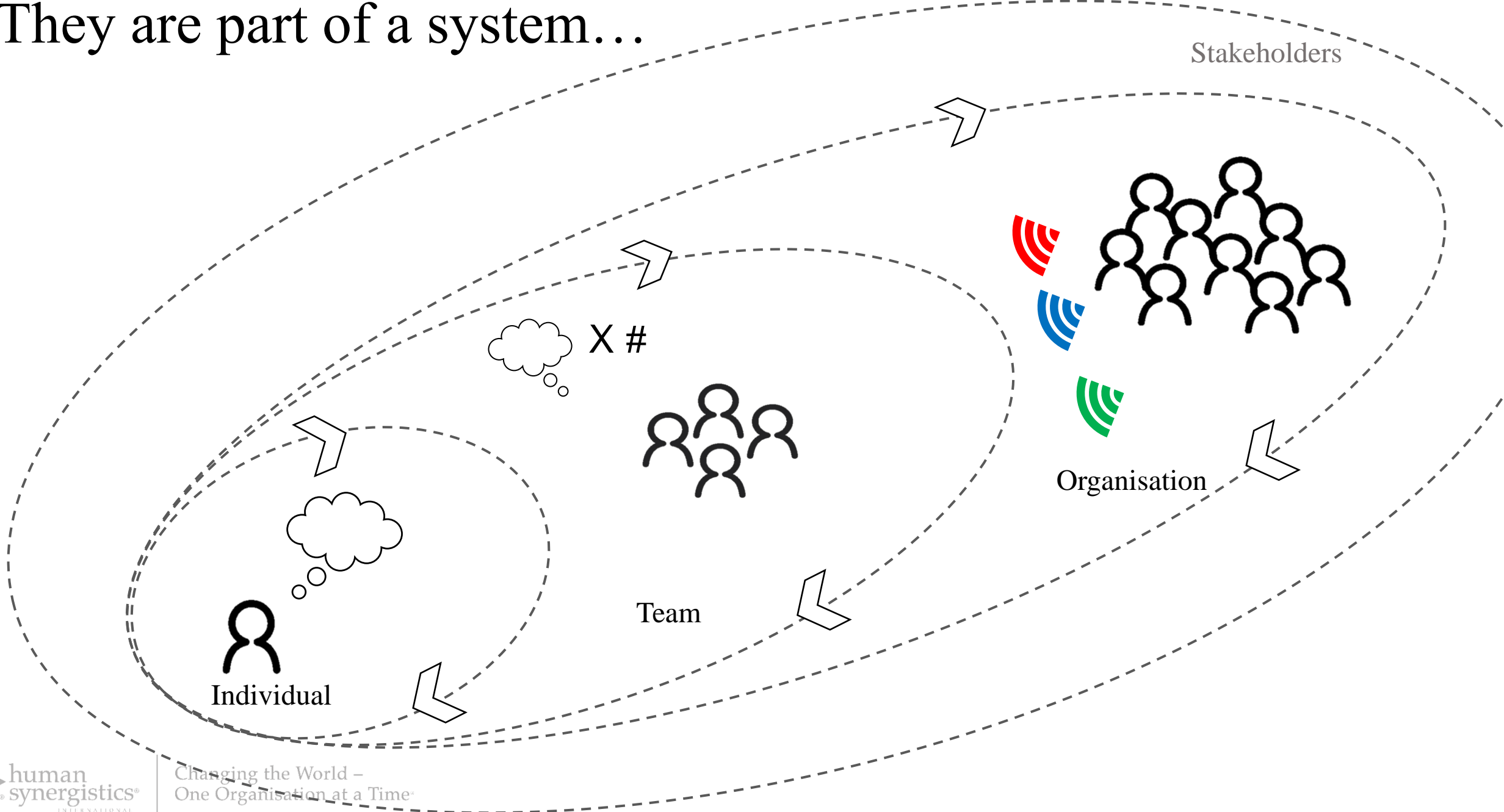


- They are a team ...
- A compelling purpose | common goal
- Right number, right people, right roles,
- Cohesiveness (Membership)
- Effective ways of working
- Trust
- **Conversations that matter**

# Teams are not islands ...



# They are part of a system...



# The 'I' in Team



- Staying true to self while being able to compromise when it is needed
- Having a voice, expressing difference and challenging without losing acceptance
- Holding a point of tension between independence and interdependence.

# Organisation's impact on Team

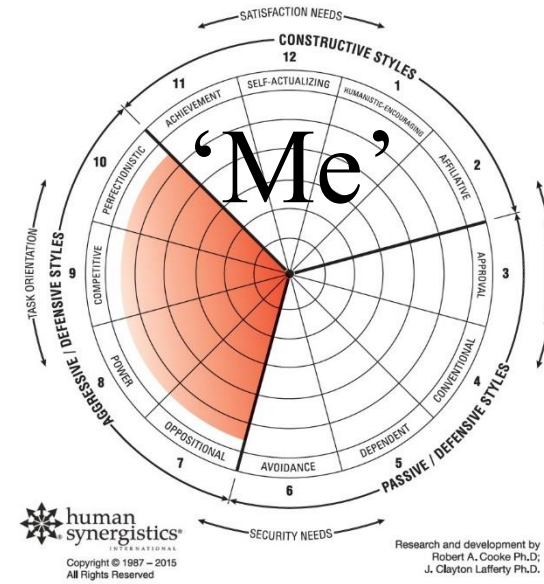
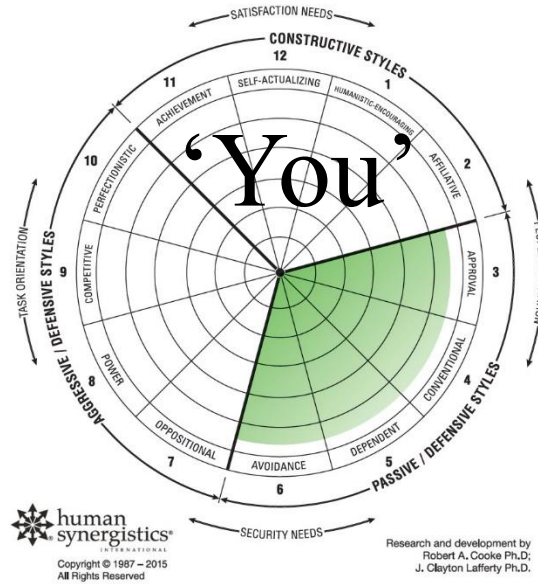
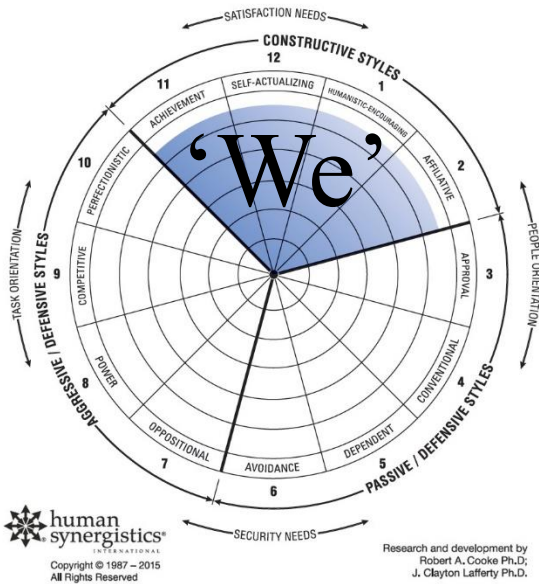
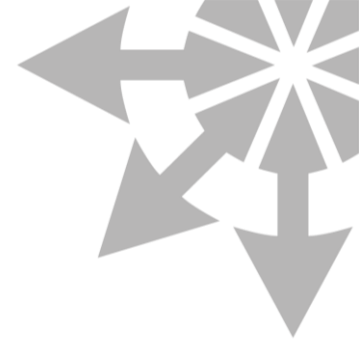


## Constant interplay

- Mission | Purpose impact on shared goals
- Leadership
- Systems and processes
- Norms and values



# How cultural norms impact teams



## Constructive norms encourage

- Set and accomplish goals
- Pursue excellence
- Work well with others
- Share responsibility
- Cooperate

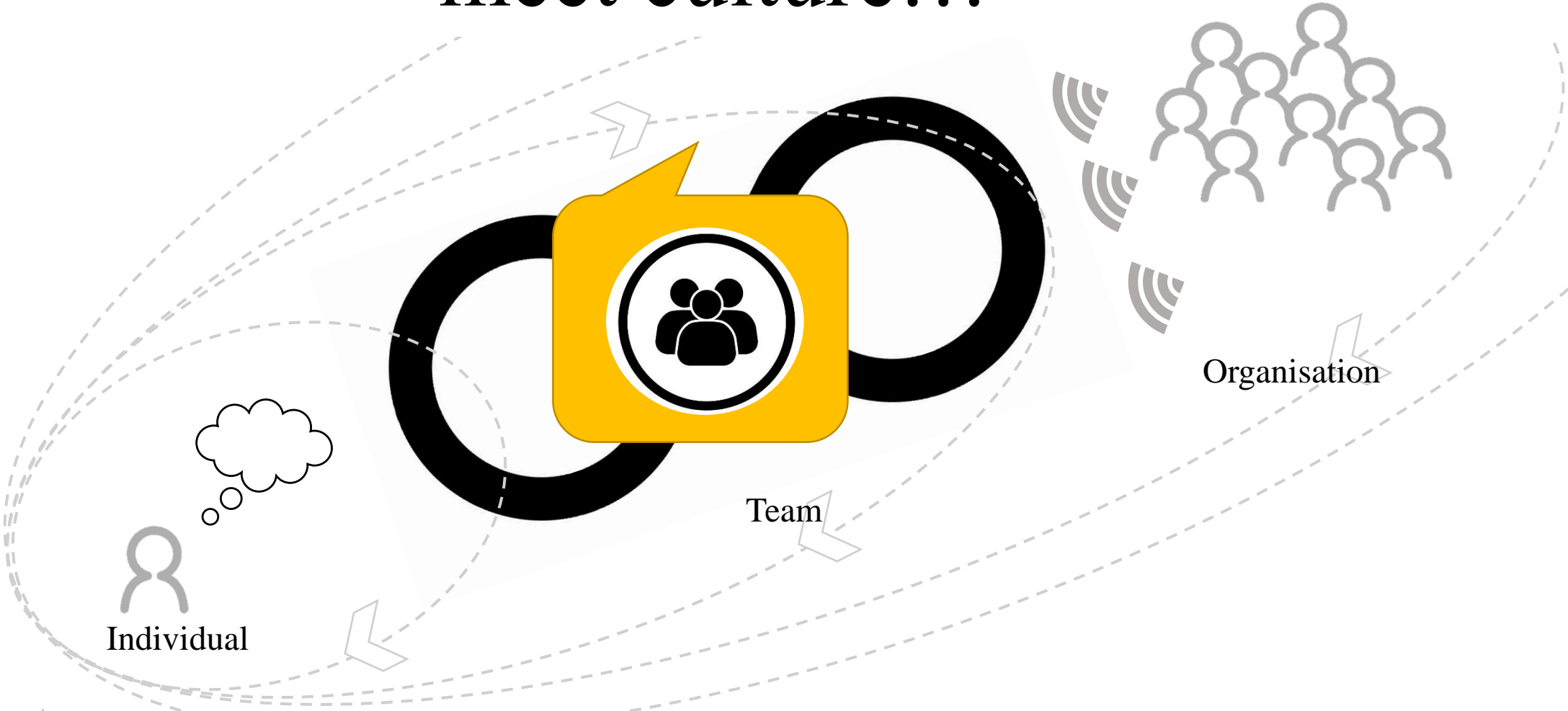
## Passive/Defensive norms encourage

- Keep out of trouble
- Avoid conflict
- Be 'nice'
- Don't rock the boat
- Preserve the status quo

## Aggressive/Defensive norms encourage

- Prove yourself
- Stand out amongst your peers
- Critique ideas and others
- Keep tight control
- Maintain superiority

# Teams are at the nexus of where individuals meet culture...





## Hold the mirror up ...

- Visually maps each person's experience of the team's process
- Provides team with common language to explore what they did well and when ,
- What behaviours that supported and those that derailed them or inhibited their effectiveness
- Explore similarities and differences in their experiences

Group Score
3.53
3.6
4.20
3.67
4.00
3.86

## Provides feedback ...

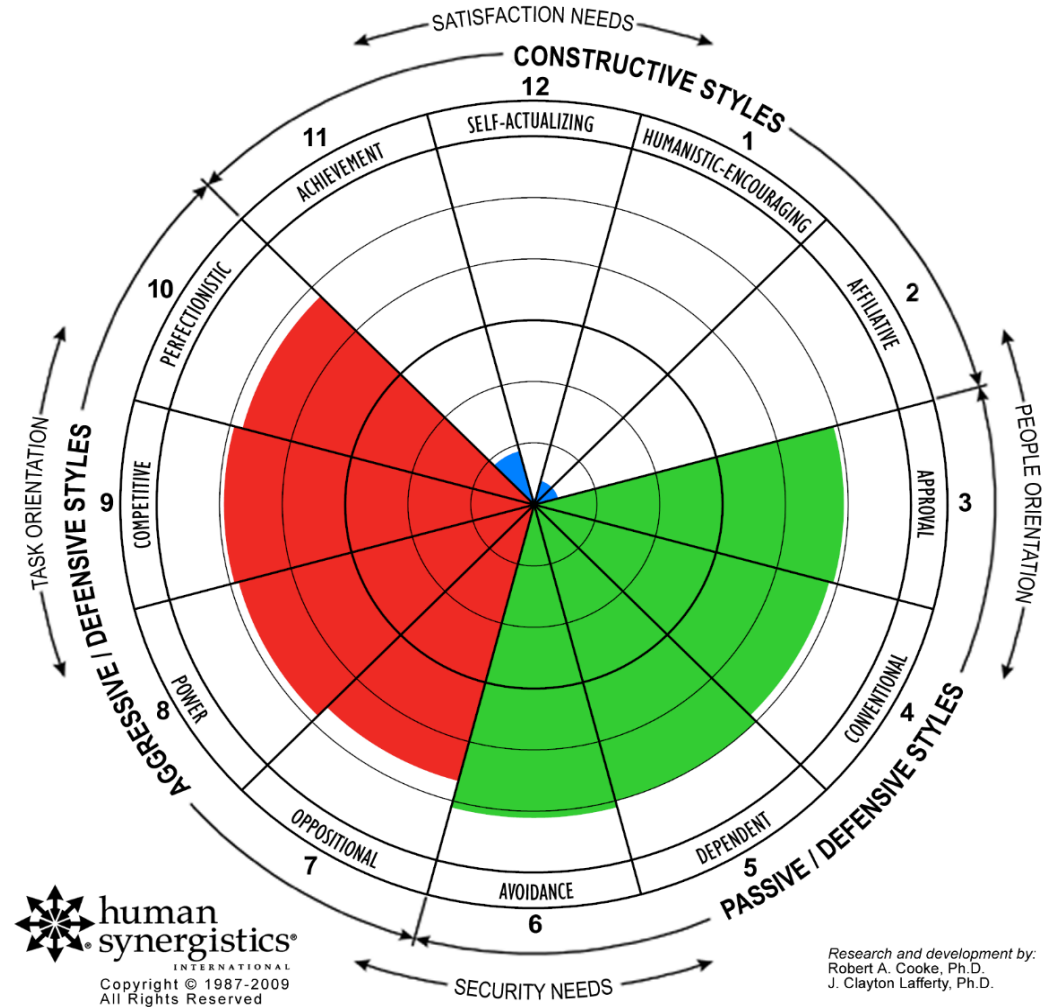
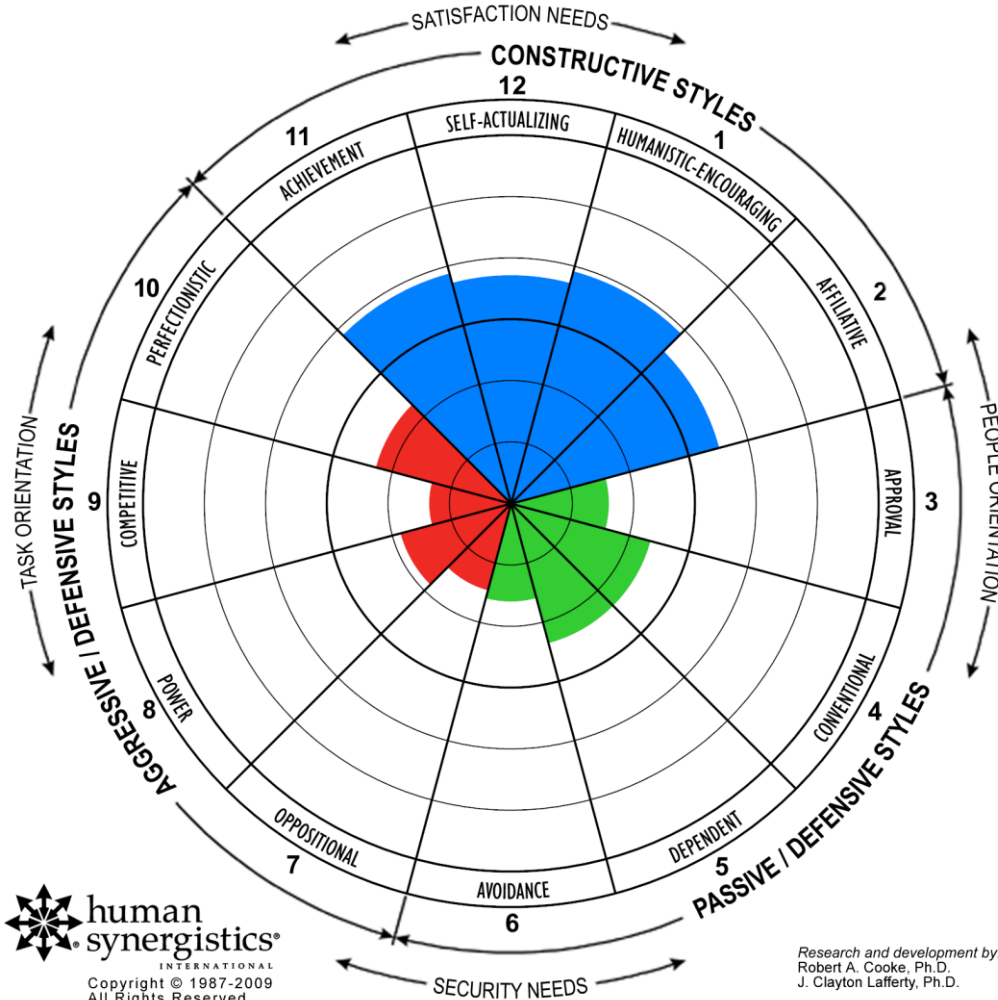
- Effectiveness of the team during the exercise
- Quality of Solution
- Level of Commitment to the team's solution
- Perceived level of synergy
- Degree to which time was wasted



# What it feels like when teams are...

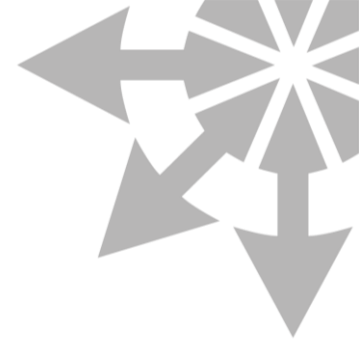
Effective

Less Effective

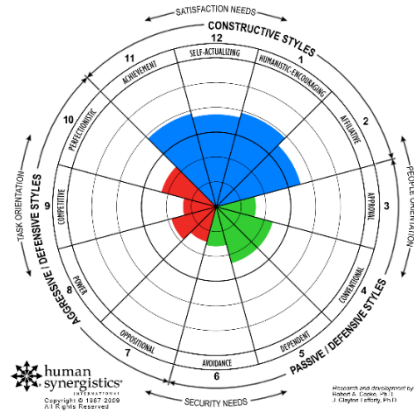


# GSI – Comparison of Interactions

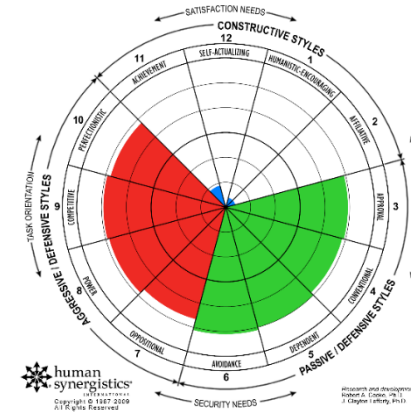
86 teams representing over 1,385 total team members – isolating the top and bottom 10% of teams



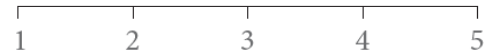
Most Constructive



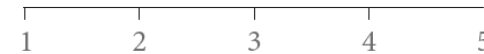
Least Constructive



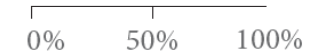
Most Constructive Thinking



Least Constructive Thinking



Difference



## COMPARISON OF INTERACTIONS

*Perceived Synergy*



+62%

*Group Commitment*



+48%

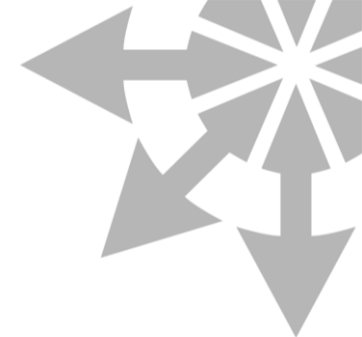
*Group Consensus*



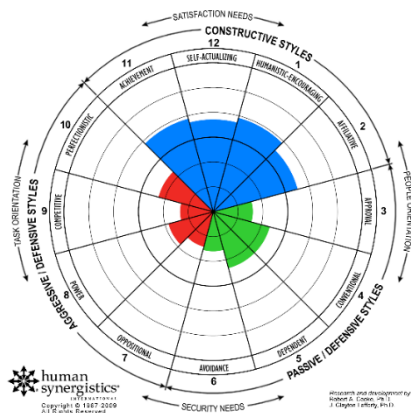
+97%

# GSI – Comparison of Effectiveness

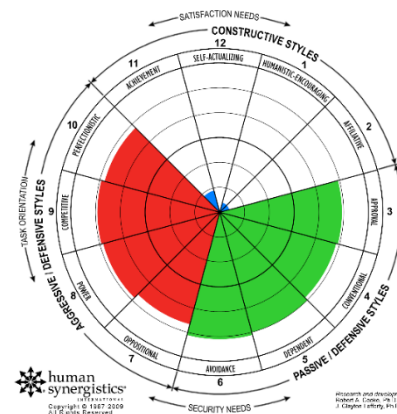
86 teams representing over 1,385 total team members – isolating the top and bottom 10% of teams



Most Constructive



Least Constructive



## COMPARISON OF EFFECTIVENESS

*Team Effectiveness*

*Time Wasted*

*Solution Quality*

### Most Constructive Thinking



### Least Constructive Thinking



### Difference

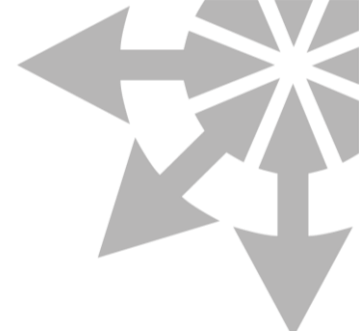




A group of four people (three women and one man) are sitting in a modern, well-lit office lounge. They are engaged in a conversation. One woman on the left is holding a tablet and speaking. The others are listening attentively, some with pens in hand. The setting features large windows, a wicker chair, and a coffee table with papers on it.

Best outcomes are achieved by better  
conversations...in Realtime

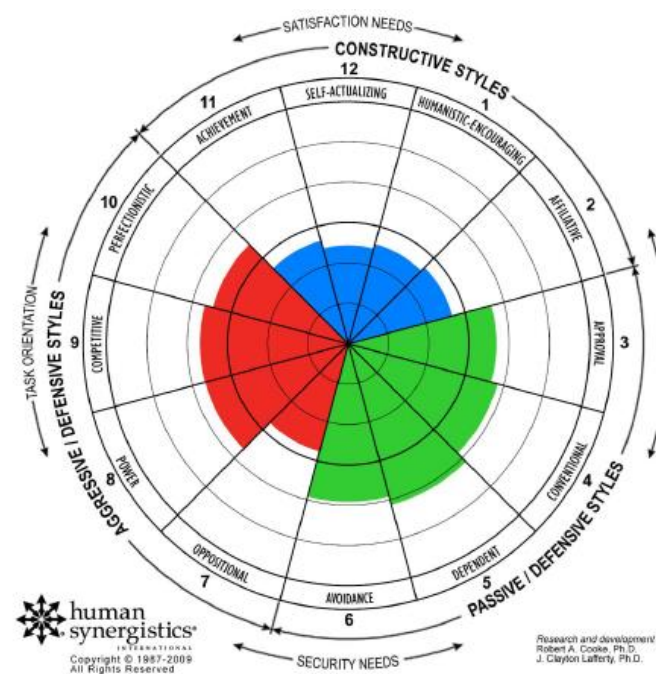
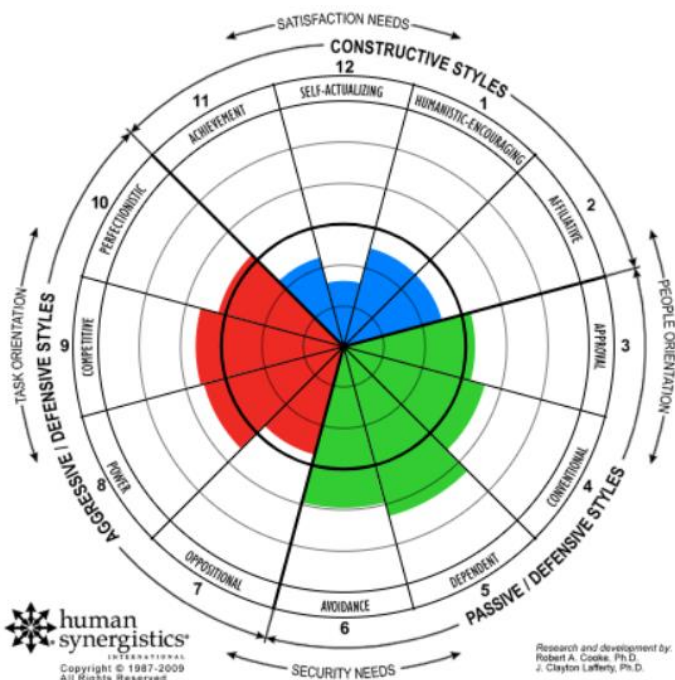




# “How effective is your actual team ?”

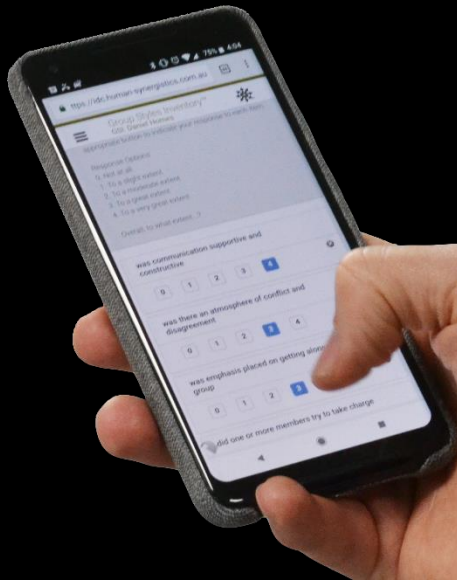
*Delegates at conference*

*Total GSI RT : N=1604*





# Executive Team



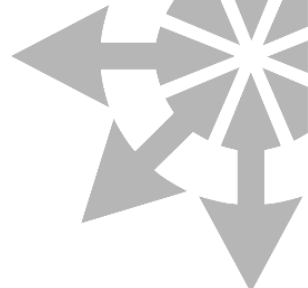
## CONTEXT

- Business emerging from a 2 year period of disruption
- Large team : 8 members
- Stable during disruptive years
- Some undercurrents present
- Goal : Increase alignment and honest conversations

## PROCESS

- Team workshop problem solving of some complex business issues.
- GSI™ Real Time Feedback completed by each team member on their own device
- Each individual circumplex visible on their device as soon as completed
- Debriefed results end of meeting

# Real time feedback, real conversations....



Group GSI Profile



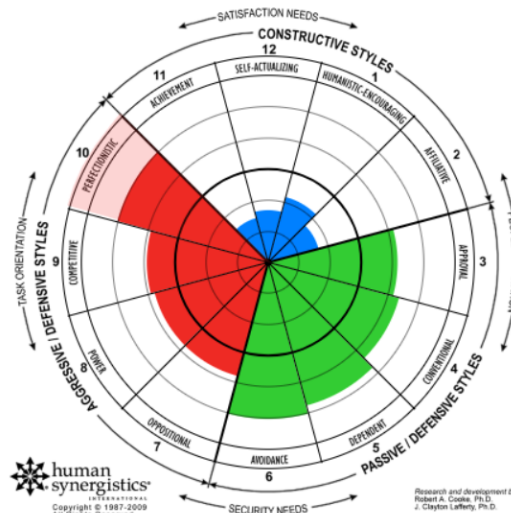
## Perfectionistic

The Perfectionistic group makes every effort to come up with the best solution and avoid any and all mistakes. Members get hung up on details, place too much emphasis on minor issues, and are never completely satisfied with any idea. The highly Perfectionistic team will often spend too much time on the first part of a problem and then have too little time to finish it properly. Members will be quite pleased with the part they agonized over and intensely dissatisfied with the part they rushed through.

Compared to 900 others describing their groups, your group is in the **High** range (Percentile Score = 90%).

View Items

Item	Group Score
was too much time and attention devoted to the issues discussed early on	2.00
did every aspect of an idea need to be examined before it was accepted	1.75
did the group get "hung up" on details	2.75
did the group seem to lose sight of the "big picture" (the larger problem)	2.38

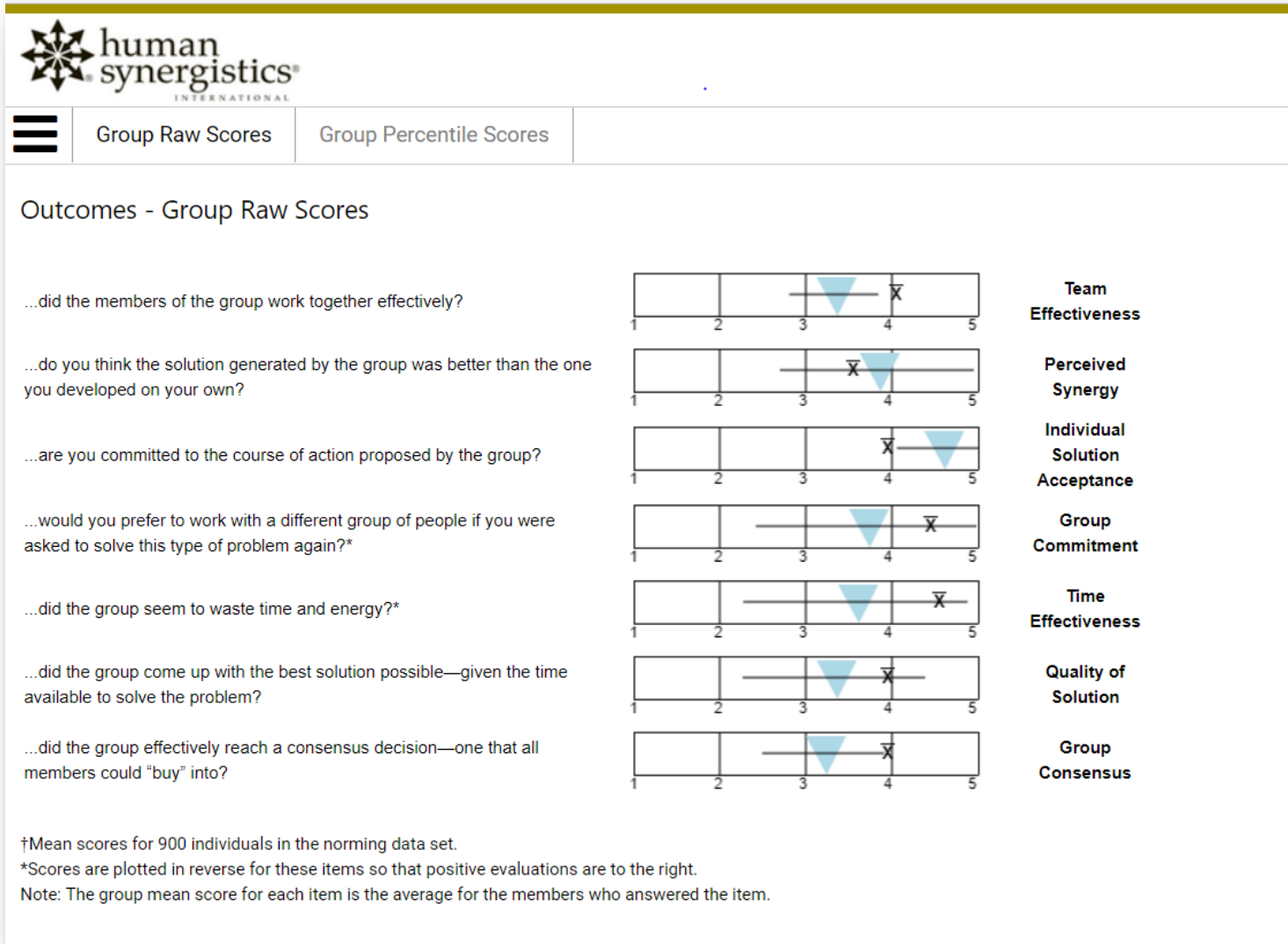
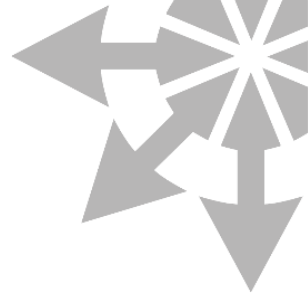


N = 8

- Stuck on discussing detail, missing the big picture
- Lack of challenge and constructive differing
- Nice vs authentic
- Ducking the elephants
- Pleasing vs performance



# Real time feedback, real wake up....



The **right conversation** creates trust and clarity by inviting sincerity, plain speaking and offering a real connection .

In the end it is one of the most potent tools teams have to help them to reach peak performance