Working Teams…. That's Culture.

human synergistics®
INTERNATIONAL

Changing the World –
One Organisation at a Time®

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*
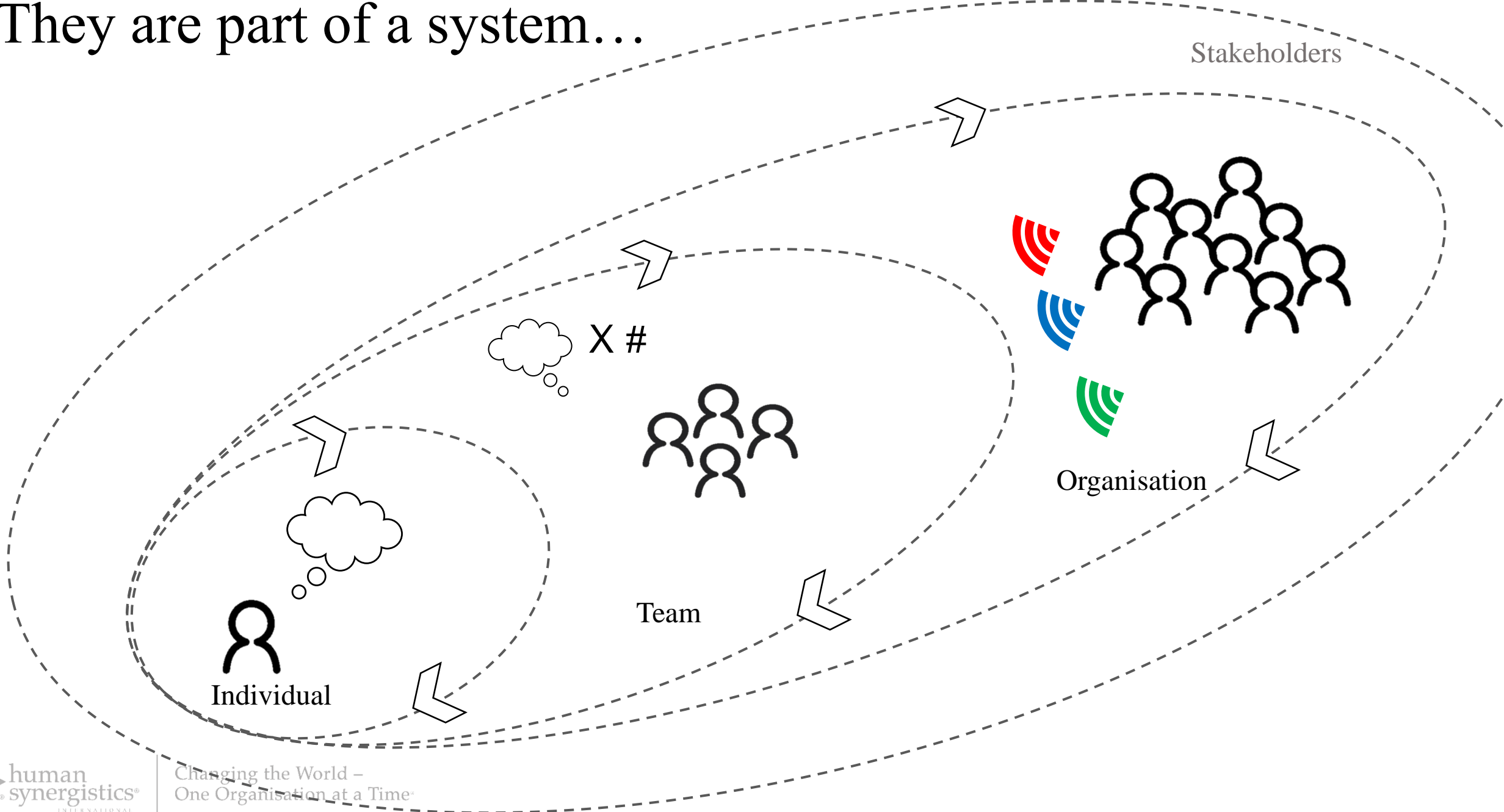
Hallmarks of effective teams….

- 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…

Stakeholders

X #

Organisation

Team

Individual
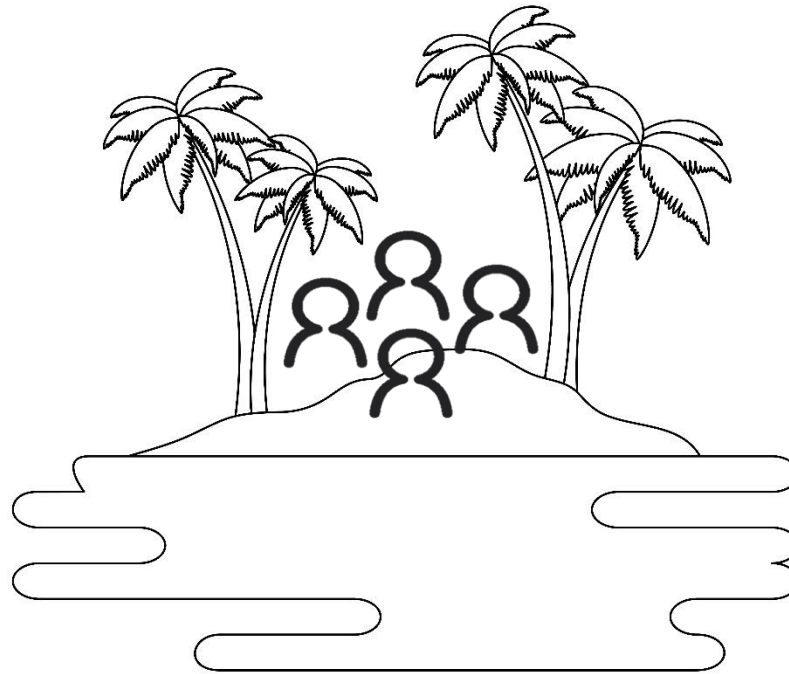
The 'I' in Team

- 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.
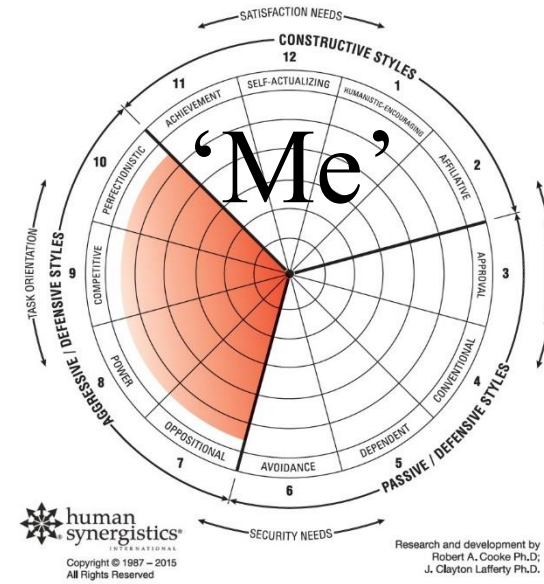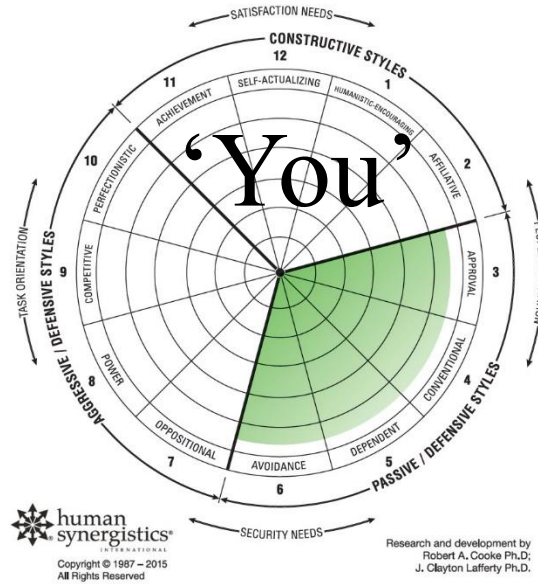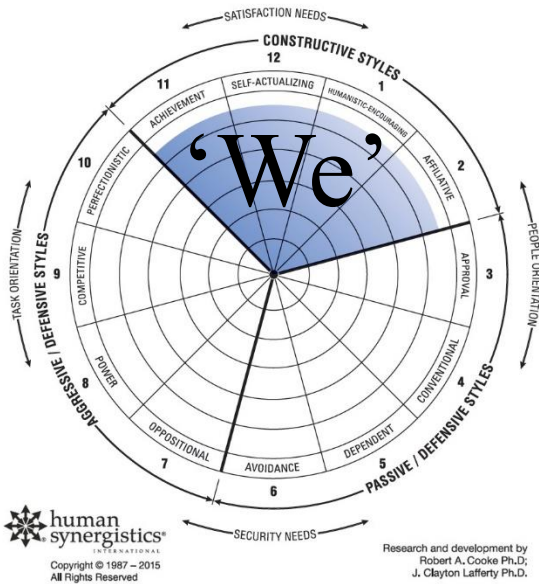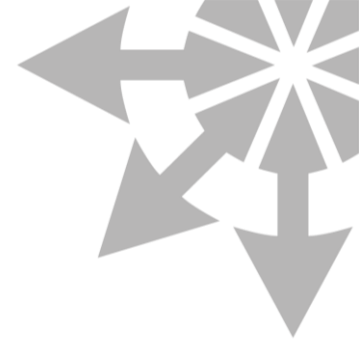
Organisation's impact on Team

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…
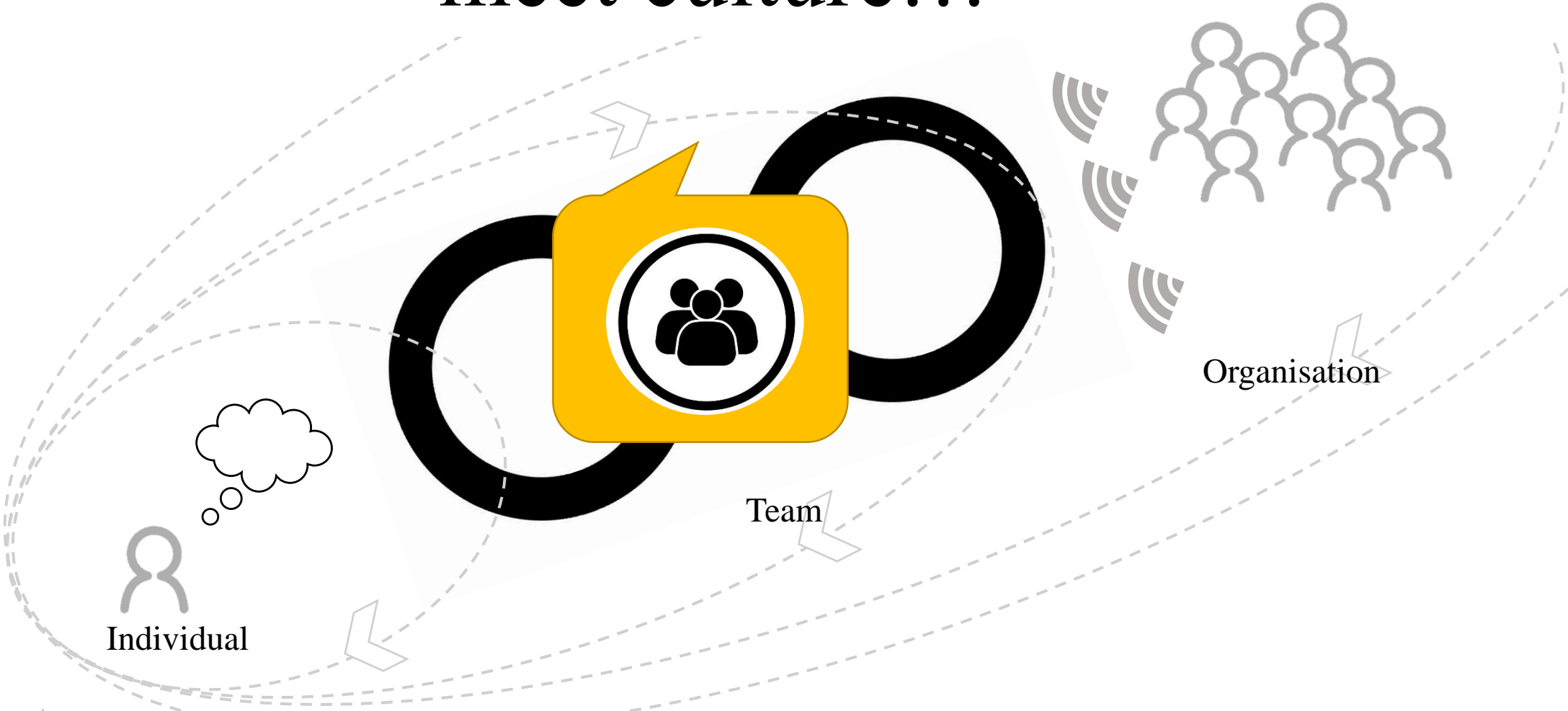
Holds the mirror up …

- 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

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
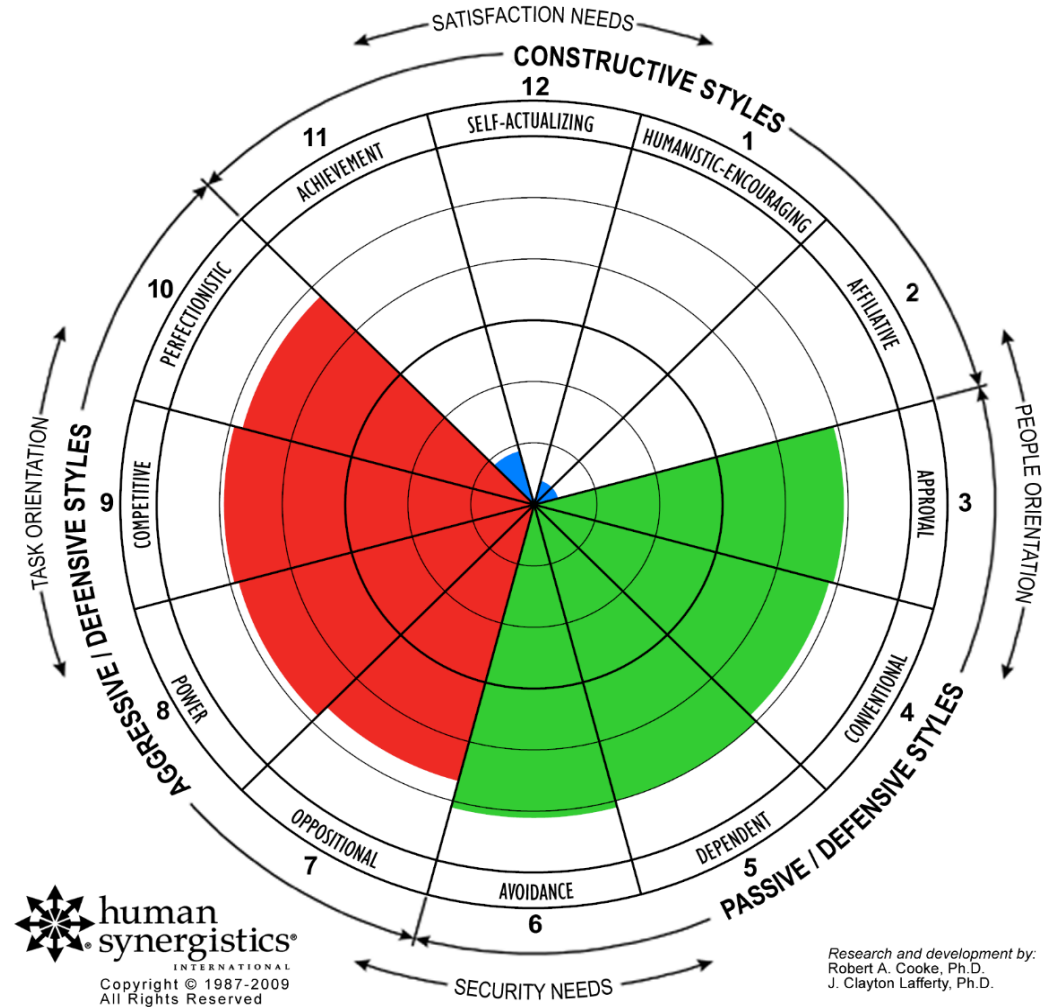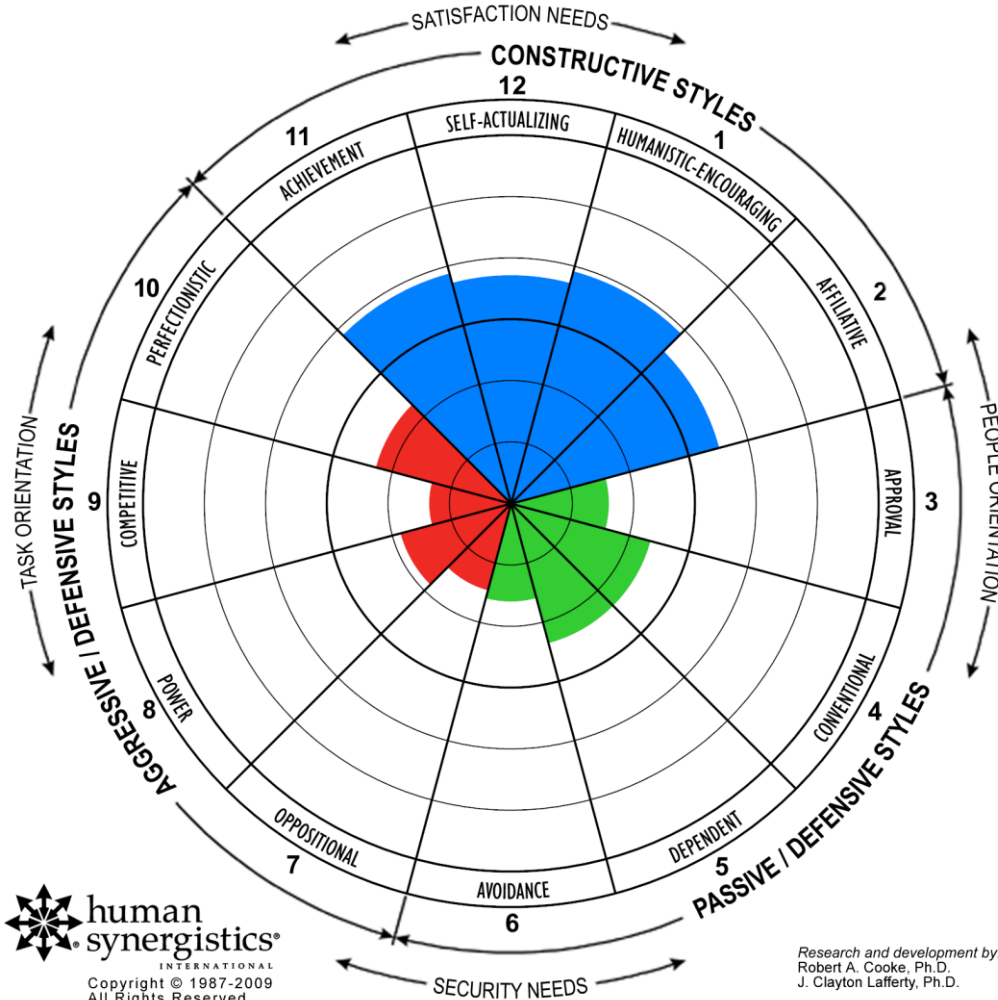
GSI – Comparison of Interactions

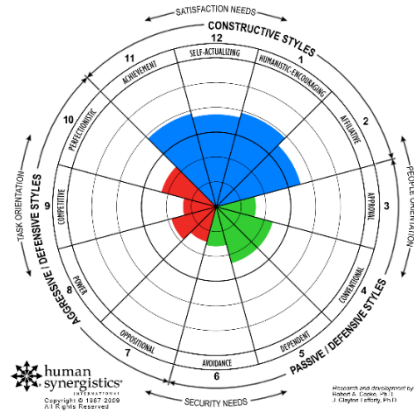86 teams representing over 1,385 total team members – isolating the top and bottom 10% of teams

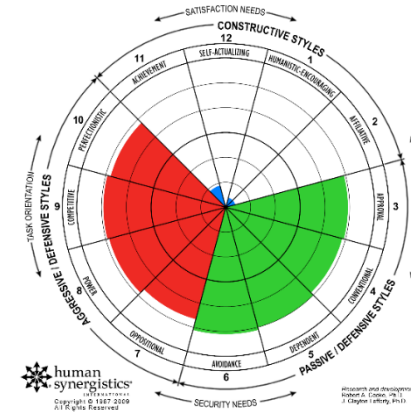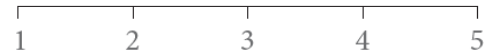# GSI – Comparison of Effectiveness

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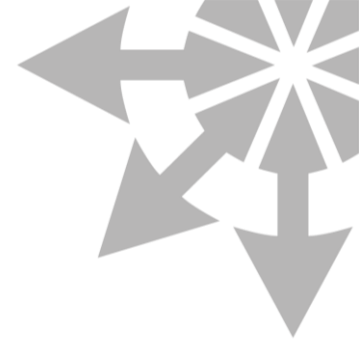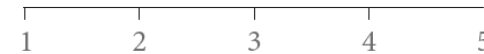
Most Constructive

Least Constructive

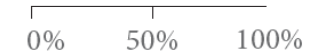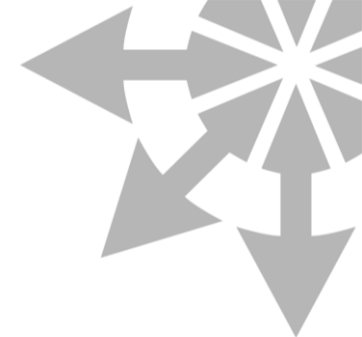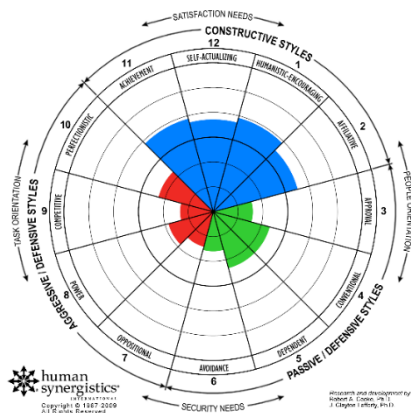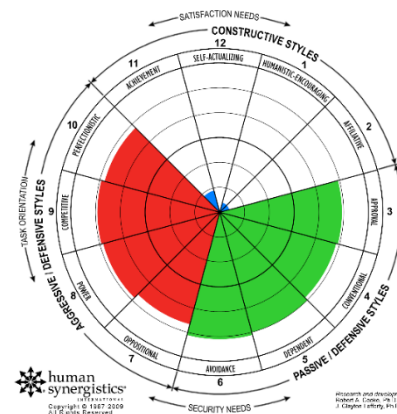| COMPARISON OF EFFECTIVENESS	Most Constructive Thinking	Least Constructive Thinking	Difference
Team Effectiveness			+96%
Time Wasted			-60%
Solution Quality			+69%

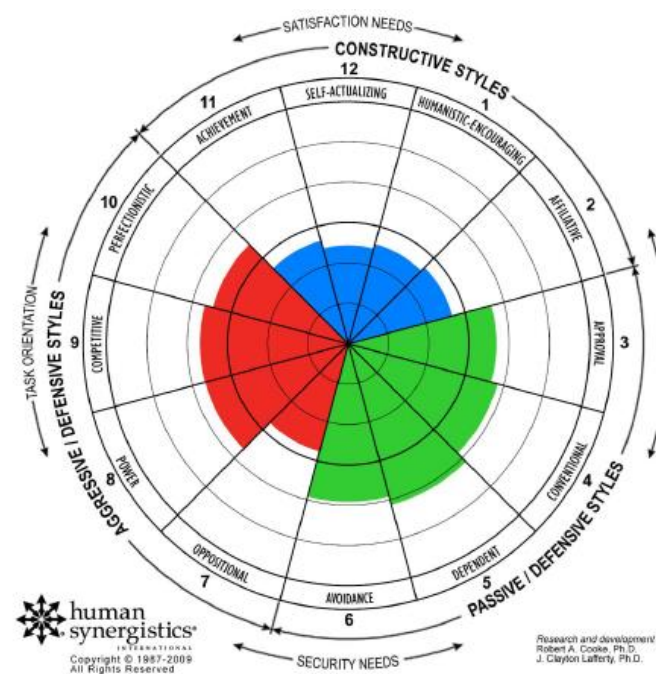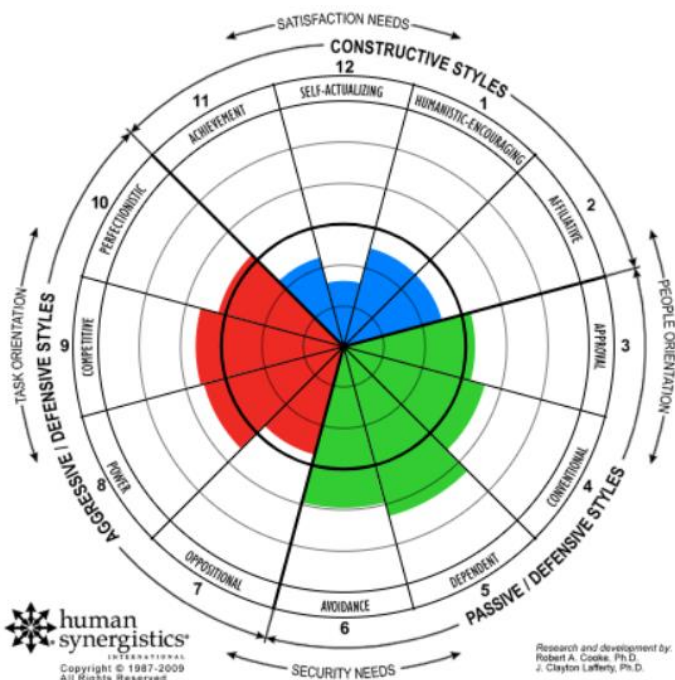Best outcomes are achieved by better conversations…in Realtime
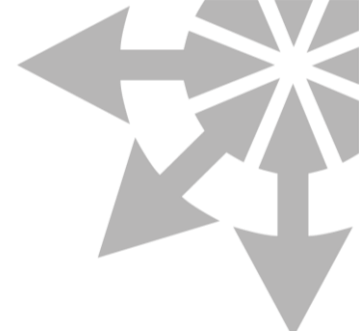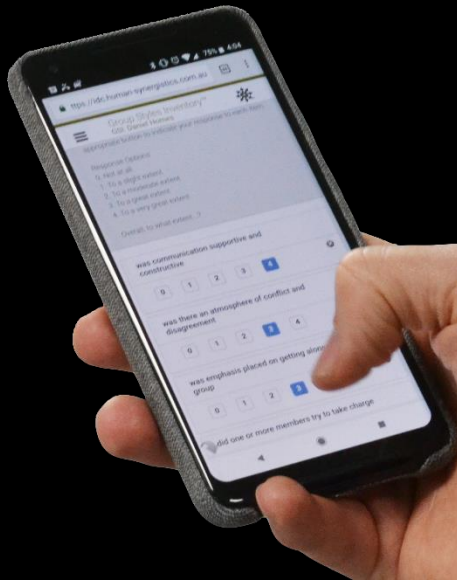
"How effective is your actual team ?"

Delegates at conference

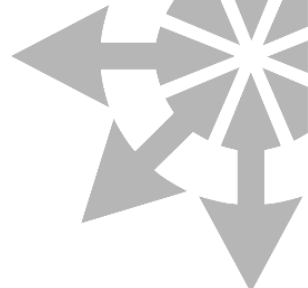## Total GSI RT : N=1604

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….

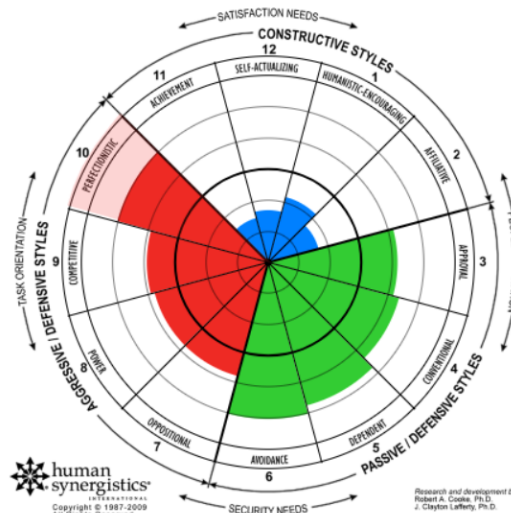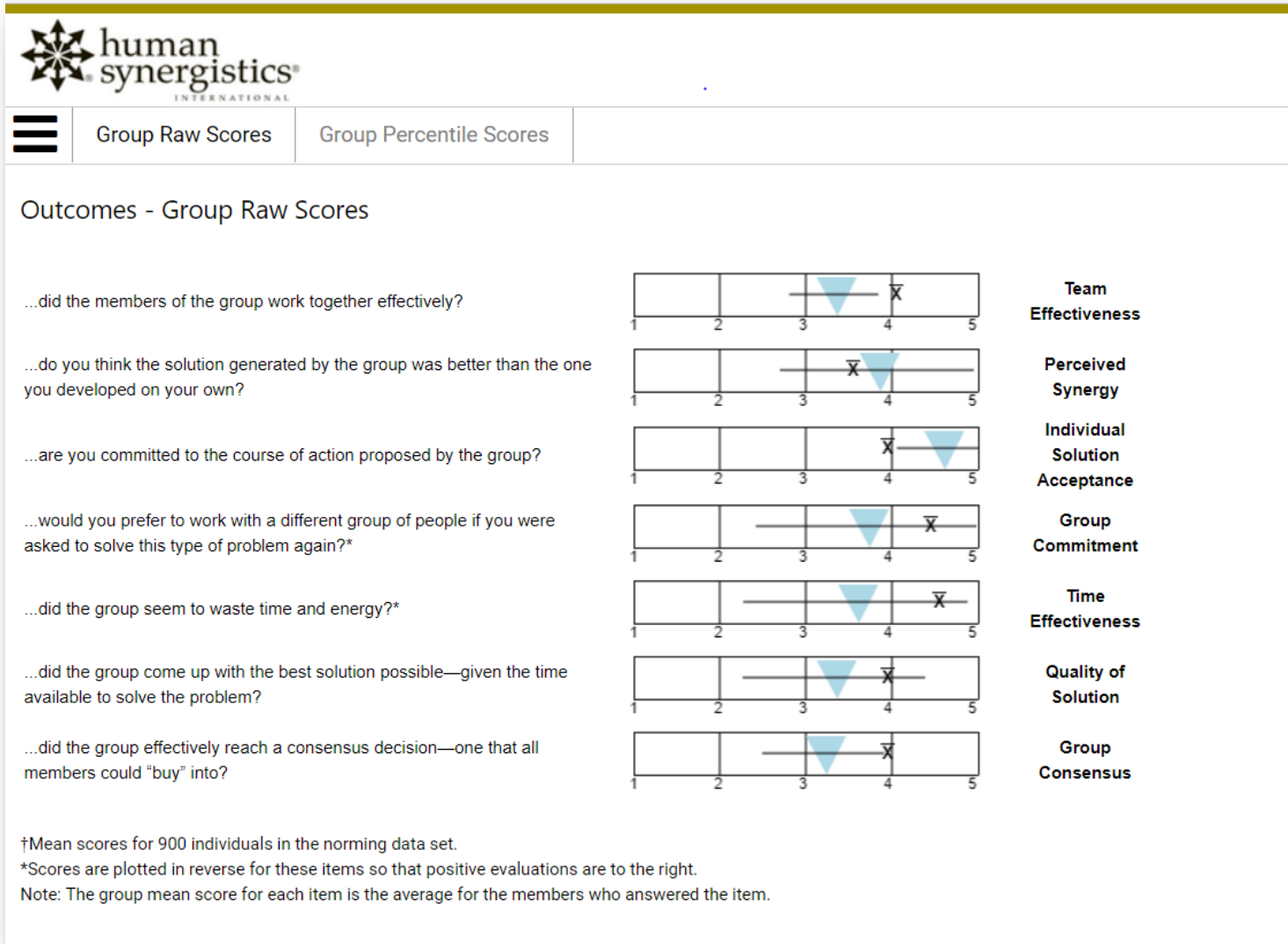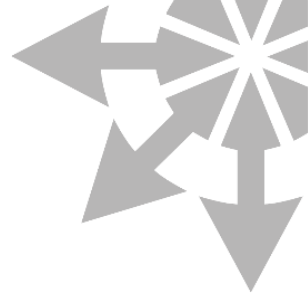- Stuck on discussing detail, missing the big picture

- 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