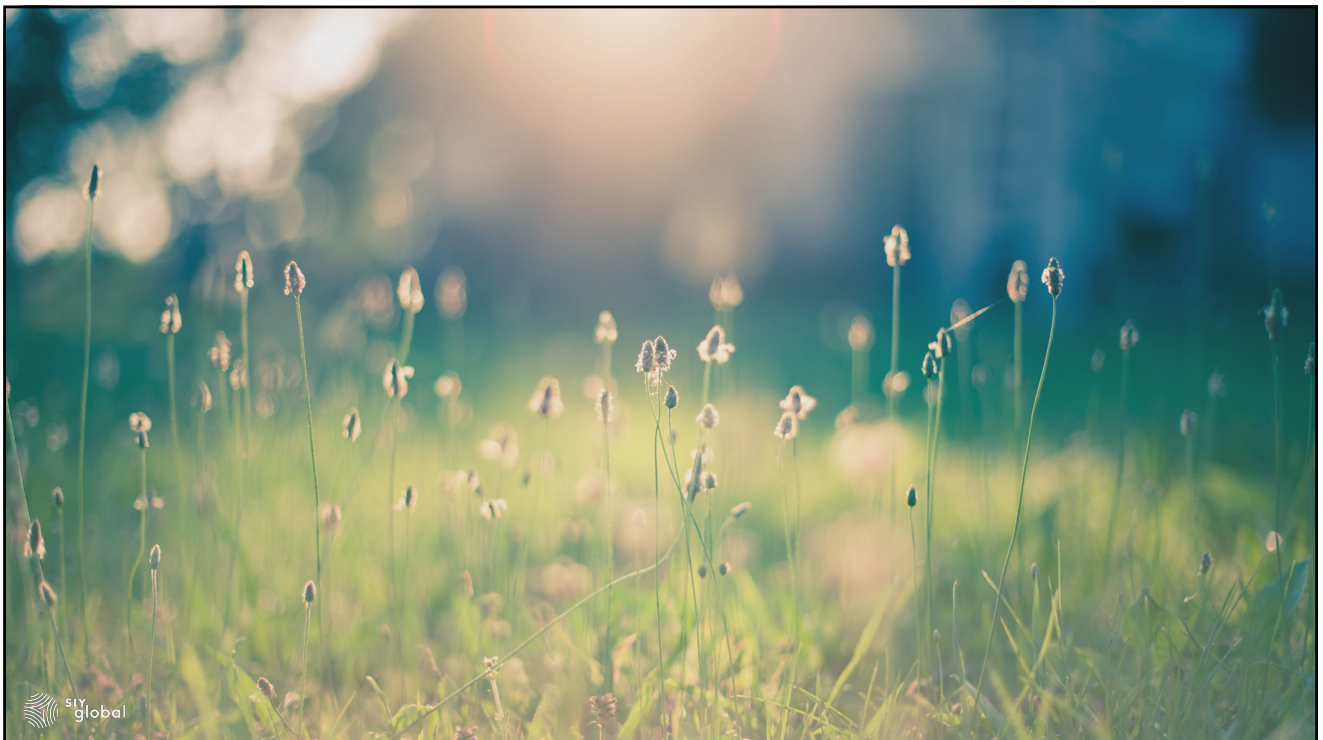# effective teaming

Leveraging Mindfulness & Emotional Intelligence to Improve Team Performance

micropractice

MINUTE TO ARRIVE

A quiet moment to fully arrive before starting a meeting

hallo
xin chào
helo
سلام
bonjour
χαίρε
ahoj
नमस्ते
שלום
ciao
안녕
olá
hola
hello!
szia
hej
สวัสดีค่ะ
cześć
sawubona
مرحبا
Здравейте
வணக்கம்
kia ora
zdravo
你好
こんにちは
merhaba

agreements

- Presence
- Technological equanimity
- Confidentiality
- Speak from personal experience
- Learning together
- Self-care

zoom tips

- Cameras on & headphones in
- Side-by-side Mode
- Need help? Chat Zoom Manager

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why are we here?

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what is a team?

- Two or more people working toward a common goal
- Highly interdependent
- Dynamic (vs. static)
- Team vs. Teaming

share in pairs

- Free flow conversation

- What makes a team effective?
- What makes a team ineffective?

what makes a
team effective?

what makes a
team ineffective?

what do we mean by "effective"?

An effective team has the ability to:

- Accomplish its established goals or objectives

- Learn and iterate in dynamic environments

- Create conditions for personal growth and engagement

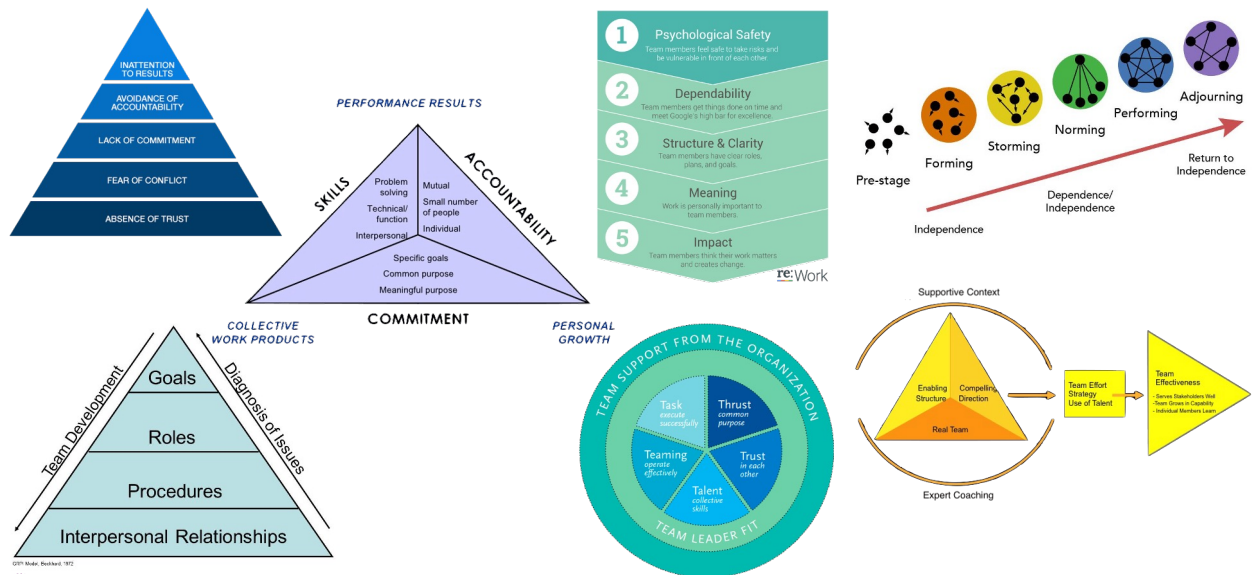- Increase intellectual friction and decrease social friction

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outcome

vs.

process

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team effectiveness **theories & models**

team effectiveness **competencies**

- Trust
- Psychological Safety
- Feedback & Accountability
- Dependability / Reliability
- Collaboration
- Managing Conflict
- Authenticity

- Vision & Purpose
- Diversity & Inclusion
- Align & Influence
- Role clarity
- Decision-making
- Talent development
- Organizational Savvy
  … and so many more!

EI applied to teams

	self	other / team
recognition/ awareness	**Self Awareness** • Emotional self-awareness • Accurate self-assessment • Mindset	**Social Awareness** • Empathy • Inviting diversity • Organizational awareness
regulation/ action	**Self Management** • Emotion regulation • Trustworthiness • Transparency • Vulnerability	**Relationship Management** • Collaboration • Feedback • Conflict Management • Inclusion

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Application & Integration
Putting the Pieces Together

Communication
Working Skillfully with Others

The "We" in Team
Awareness of Others

The "I" in Team
Awareness of Self

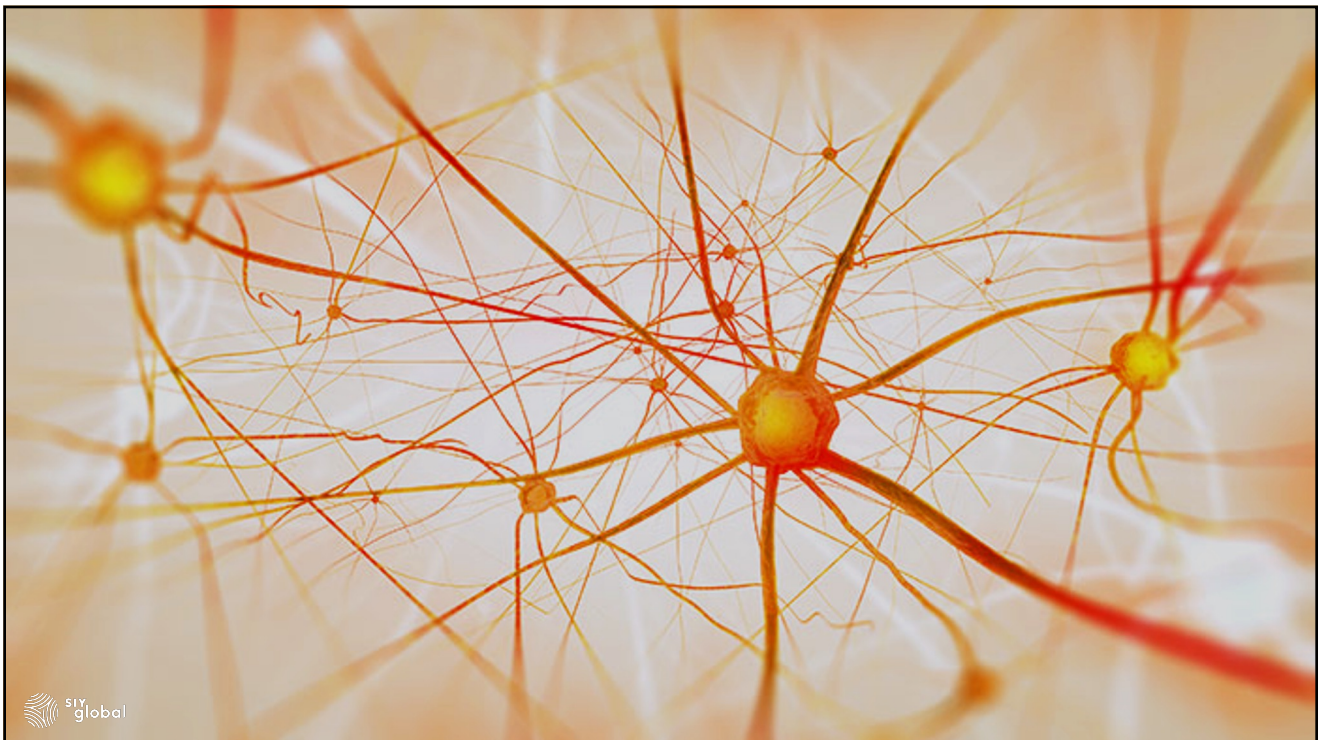**program**
roadmap

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program
roadmap

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internal

&

external

intention

attention

attitude

intention

attention

attitude

---

intention

- Intention primes action
- Supports movement from auto-pilot to aware
- Clarifies expectations
- Growth mindset: learning vs. proving

> "I think being a good-ish person is a higher standard than being a good person."

Dolly Chugh

intention microractice

What's Important Now?

1. Attention to breath

2. Relax Body

3. Ask: What's important now?

What is a specific intention you can set at the beginning of a meeting to encourage...

_____

effectiveness?
learning?
trust?
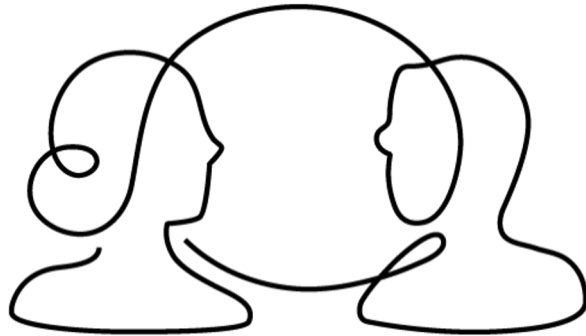**curiosity?**

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intention

attention

attitude

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mindful listening

- **A** talks and **B** practices mindful listening

- Switch roles

- Who is someone that gave you their full attention and what did that feel like?

comments
& questions

intention

attention

attitude

attitude

- Curious
- Non-judgmental
- Humble
- Flexible
- Approachable
- Collaborative
- Willingness to admit mistakes

"Without humility you are unable to learn and grow."

Laszlo Bock
Former SVP Google People Ops

same side **mindset**

attitude micropractice

Same Side Mindset

1. Take a deep breath

2. Visualize yourself sitting side-by-side

3. Shift language from "I" to "We"

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key points

Bringing mindful awareness to our intention, attention, and attitude help us show up in ways that support team effectiveness

- Intention primes our action
  How would I like to show up?

- Attention guides our focus
  What am I paying attention to?
  How can I broaden my attention?

- Attitude influences how others receive us
  How is my way of being encouraging others to show up?

| Application & Integration |
| Communication |
| The "We" in Team |
| **The "I" in Team** |

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THE "I" IN TEAM

___

reflection questions

- How can I help create the conditions for effective teaming by the way I show up? (Intention, Attention, Attitude)

- What intentions can my team set together?

- What would "goodish" look like as a team?

- How can I increase intellectual friction and decrease social friction?

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THE "I" IN TEAM

___

practices recap

- Intention:
  What's Important Now?

- Attention:
  Mindful Listening

- Attitude:
  Same Side Mindset

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break

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the "we" in team

1. **psychological safety**

2. **trust**

3. **empathy & perspective-taking**

psychological safety

psychological safety:

"A shared belief held by members of a team that the team is safe for interpersonal risk taking."

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Amy Edmondson

psychological safety:

"a condition in which you feel...

- included,
- safe to learn,
- safe to contribute, and
- safe to challenge the status quo- all without fear of being embarrassed, marginalized or punished in some way."

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Timothy R. Clark

qualities of **psychological safety**

is...

- Candid
- Open
- Humble
- Curious

is not...

- Being Nice
- Being "Soft"

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Google's **well-being** manifesto

It's ok to...

have dodgy wifi
stand, sit or lie down for meetings
switch off your camera to have a stretch or eat an apple
have your pets, partner, housemates or children gatecrash your video conference
turn (another) video conference into a walk and a phone call instead
not check email or ping out of hours
add some gaps and pauses to your day to think and rest
put your family before your work
not know everything
be confused
say "I don't know"
ask for help
have a cry
talk about it
not talk about it
challenge things you're not comfortable with
feel like these are crazy times, because they are crazy times
have a crappy day
have a great day
share things that have helped you
smile
say you're not OK

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psychological safety **at work**

Increased Psychological Safety led to:

- **27%** reduction in turnover

- **40%** reduction in safety incidents

- **12%** increase in productivity

Gallup, 2019

"The uncertainty and rapid iteration necessary to survive and thrive in the covid era requires skill development in empathy and psychological safety to support 'failing fast'"
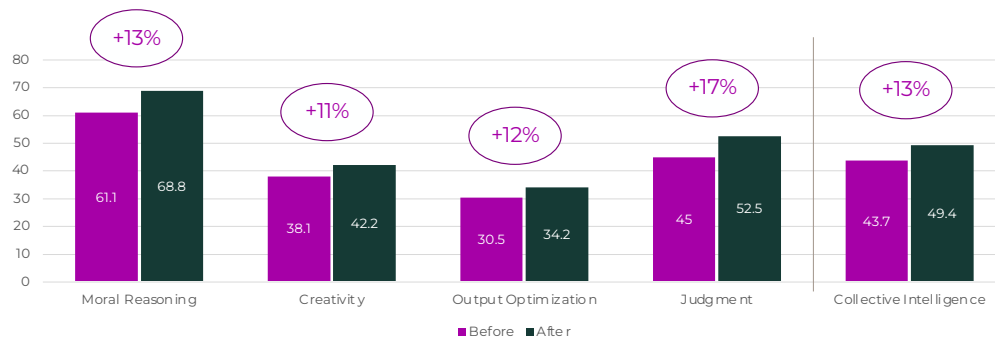
McKinsey, 2021

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collective **intelligence**

Mindfulness Practice Improves Collective Intelligence

Performance in Four Tasks Measuring Teams' Collective Intelligence Before & After a Ten-Week Mindfulness Program

+13% +11% +12% +17% +13%

61.1 68.8	38.1 42.2	30.5 34.2	45 52.5	43.7 49.4
Moral Reasoning	Creativity	Output Optimization	Judgment	Collective Intelligence

■ Before ■ After

Source: Awaris & BCG Study
Note: The study measured the teams' performance of four problem-solving tasks, covering major aspects of collective intelligence. The scores are normalized based on maximum scores per task. The overall collective intelligence score was calculated as the arithmetic mean of scores achieved for the four tasks. n=31 teams with a total of 196 members

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trust

what are some ways that teams struggle with trust?

trust equation

Credibility   Reliability   Intimacy

$$T = \frac{C + R + I}{S}$$

Trust

Self-Interest / Self-Orientation

---

trust equation

- **Credibility** refers to the words we speak

- **Reliability** refers to our actions.

- **Intimacy** refers to the safety we feel when sharing with others.

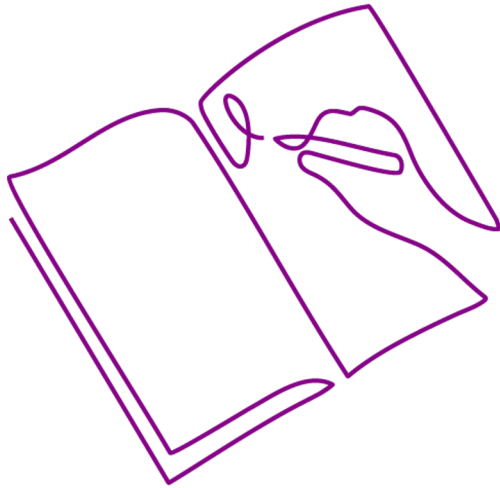- **Self-Orientation** refers to a person's focus

journaling

I can rely on my coworkers when...

I feel safe **asking for help** when…

Ways I can **inspire more trust** at work are…

journaling

comments
& questions

trust micropractice

Ask:

"How can I inspire more trust in this moment?"

trust in
virtual teams

- Workers' trust in others is impacted by their ability to observe what others are doing

  Aubert & Kelsey, Mayer et.al.

- Nuances of informal interactions and nonverbal communications are lost in web-based communications

  Kasper-Fuehrer & Ashkanasy

empathy & perspective-taking

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empathy is...

- the ability to experience and understand what others feel

- while maintaining a clear discernment about your own and the other person's feelings and perspectives
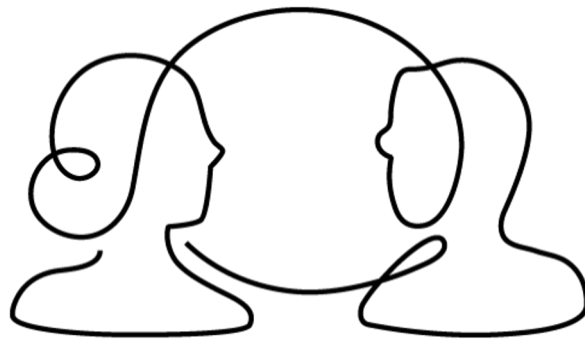

Thompson, 2001, Journal of Consciousness Studies 8, 1-32

"Attention without feeling... is only a report... Empathy is necessary if the attention is to matter."

Mary Oliver

empathetic listening

- **A** talks and **B** listens. (3min)

- **B** says "What I heard you feel is ..." then **A** gives feedback and **B** responds until **A** is satisfied. (2min)

- Switch roles

- Share a time when your trust was broken and how that impacted you.

- Who is someone who makes you and others feel included at work? What is it they do that makes a difference?

comments
& questions

key points

- Effective Teams consciously focus on building psychological safety, trust, empathy, and inclusion

- We can increase trust by being credible and reliable, and by putting attention on our connection with and consideration of others

- Empathy & perspective-taking allow us to increase connection by actively understanding another's experience

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Communication
The "We" in Team
The "I" in Team

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THE "WE" IN TEAM

reflection questions

- How can I help create the conditions for psychological safety on my team?

- If my team adopted a well-being manifesto, what would we want on it?

- How can I inspire more trust in my work relationships and within my team?

- Are there any practices that my team can adopt to support working together more effectively in a virtual setting?

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THE "WE" IN TEAM

—

practices
recap

- Trust Micropractice
- Empathetic Listening

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break

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Putting the Pieces Together

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Awareness of Self

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communication
shapes us

Communication that is clear, non-blaming, warm, present, and diminishes stress... impacts the biology and behavior of your teammates
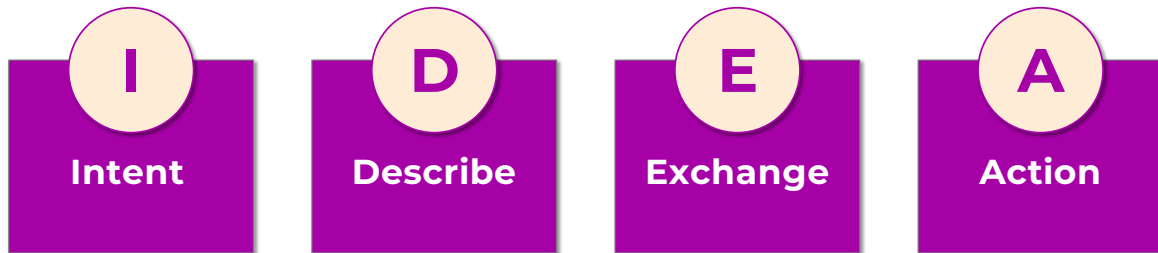
Lisa Feldman Barrett

IDEA model

I — Intent

Lead With Compassion

Establish a positive intention – there is a reason you're sharing this feedback with someone.

How will the feedback you share help the other person be successful?

D — Describe

Behavior + Impact

Describe the observed behavior in a way that is neutral and factual.

Share the impact of that behavior on the results, the team, others, and yourself.

E — Exchange

Discuss / Listen / Explore

Invite them to respond. Perhaps you missed something? What is their perspective?

Listen fully and partner with them in conversation to reach a shared understanding and willingness to move on to next steps.

A — Action

Agree To Act

Make clear agreements on next steps and make a commitment for follow-through.

Arrange a follow-up conversation, if needed.

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feedback practice

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IDEA example

I	D	E	A
Intent	**Describe**	**Exchange**	**Action**

---

role play

- Person **A** practices giving feedback with IDEA while Person **B** listens. (**3 min**)

- Person **B** shares how it was to receive that feedback. (**2 min**)

- Switch, and repeat process.

- Free flow (**2 min**)

- Feedback to a peer about negative behavior or comments.

- Feedback to a coworker to reinforce good teamwork.

- Or, practice with feedback that you have given recently or may need to give soon.

comments
& questions

---

communication **& ei**

How we communicate

vs.

What we communicate

- Mindfulness
- Self-Awareness
- Self-Regulation
- Empathy
- Perspective-taking

key points

- Communication is a powerful shaper of the behavior and bodies and brains of our teammates

- How we communicate is as important as what we communicate

- The IDEA model supports clarity for essential communications, such as giving feedback

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Communication
The "We" in Team
The "I" in Team

COMMUNICATION

practices recap & reflection question

IDEA Communication Model

Are there opportunities to offer positive or developmental feedback that I haven't been taking?

program
roadmap

Application & Integration
Putting the Pieces Together

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Awareness of Self

---

key points

- Effective Teaming requires increased intellectual friction and decreased social friction

- Effectiveness is shaped by personal and interpersonal dynamics which impact psychological safety, trust, empathy, and inclusion

- Skillful communication is foundational for teams learning, performing, collaborating and growing together

Application & Integration

Communication

The "We" in Team

The "I" in Team

APPLICATION & INTEGRATION

practices
recap

Self Awareness:

- What's important now?
- Mindful Listening
- Same Side Mindset

Team Awareness

- Psychological Safety
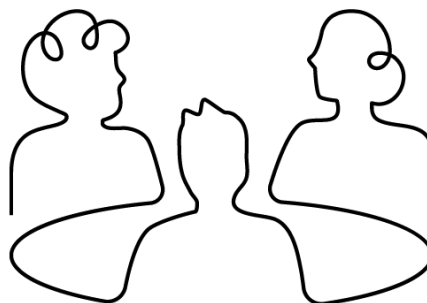- Trust Equation
- Empathetic Listening

Communication

- IDEA Model

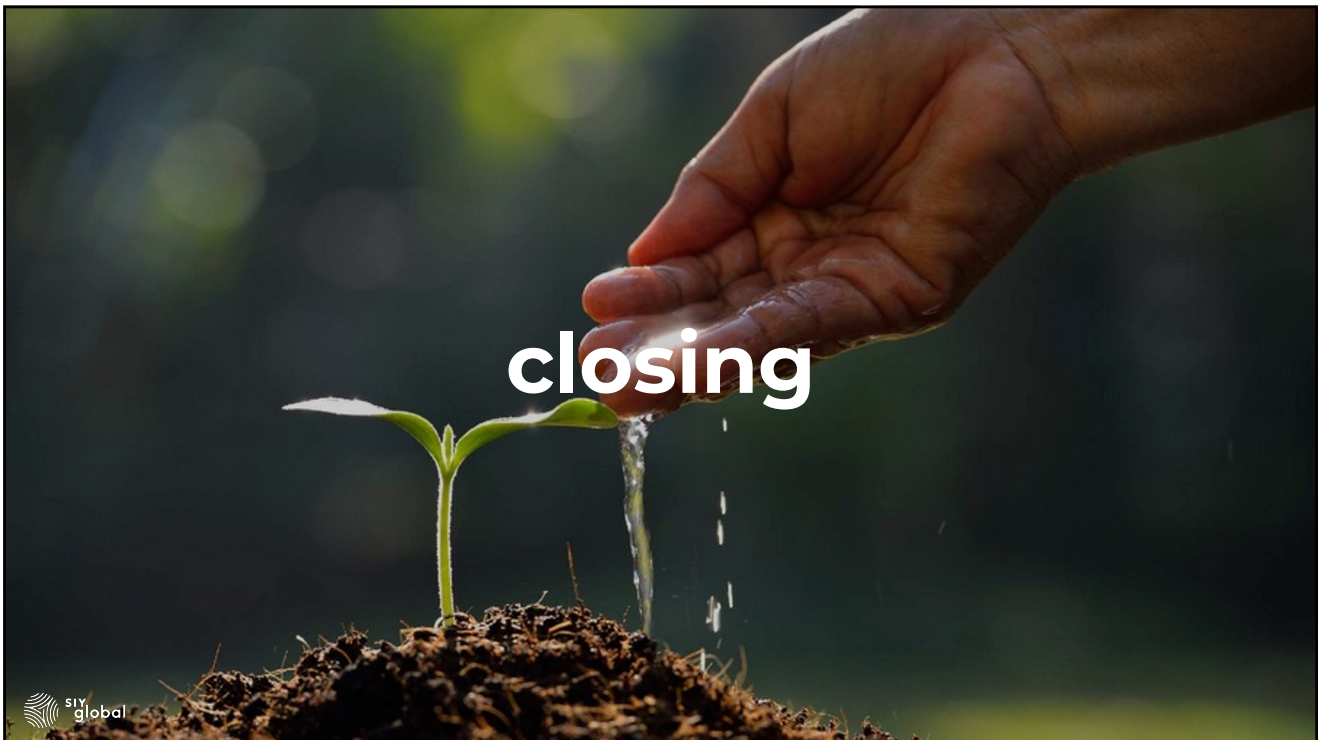### Team Practices

- Minute to Arrive

---

triad discussion
questions

- What are your key take-aways from today?

- Which practices will you commit to trying?

- What impact will these practices have on your team(s)?

comments
& questions

closing

"If we want people to fully show up, to bring their whole selves... so that we can innovate, solve problems, and serve people - we have to be vigilant about creating a culture in which people feel safe, seen, heard, and respected."

Brené Brown

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siyglobal.com