



#GROUPDYNAMICS

01



#LEADERSHIP

# FUTURE-PROOF YOUR TEAM

START

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# About The Leadership Psychology Institute



**The Leadership Psychology Institute** was founded in 2007. Our organization specializes in **Leadership and Management Development Programmes, Group Dynamics for Senior Teams and Boards, Diagnosing and Changing Organizational Culture, HR Outsourcing Solutions, Development Centres**, as well as **Coaching Interventions** at an Individual and Team level.

Based in the UK, we operate internationally in various countries: UK, Luxemburg, Denmark, France, USA, Greece and others.

For more information please visit our site [www.leadershippsychologyinstitute.com](http://www.leadershippsychologyinstitute.com)

## **Indicative Clients include:**

Nike, PWC, Marks & Spencer, AstraZeneca, Coca-Cola HBC (Preferred Supplier), Novartis, GlaxoSmithKline, Takeda, Gilead, WIND, Chiesi, AMGEN, Leaseplan, KORREΣ, Rokas Group, Mediamarkt, Kotsovolos-Dixons, Qualco, Ericsson, Alcatel-Lucent, Chartis, Japan Tobacco International (JTI), British American Tobacco (BAT), Imerys, Foodlink, CSL Behring, Vodafone, Kylashipping, Printec, ELVAL - Viohalco, DESFA (National Natural Gas System Operator) , EverythingEverywhere (EE), Swarovski, and others.

## **UK & USA Strategic Alliances / Members of:**





# INDEX

Future-ready

What else?

Structural  
Dynamics

Psychological  
Safety

High-  
Performance  
Teams

2 Case-studies

Q&A





QUOTE

**WE CAN'T PREDICT THE  
FUTURE... WE CAN BUILD  
RESILIENCE, ATTITUDES,  
SKILLS, BELIEFS & STRUCTURES  
INTO THE DNA OF A TEAM /  
ORGANISATION**

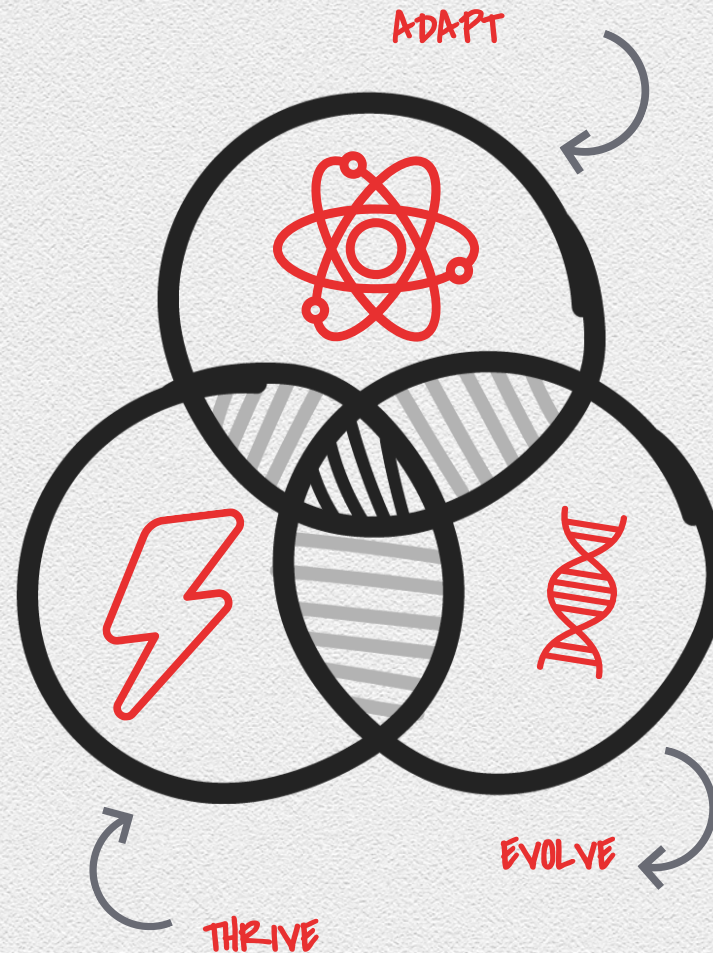


# FUTURE-READY TEAMS

## What?

Ability to **ADAPT, EVOLVE & THRIVE** in a rapidly changing and uncertain future.

It involves having the necessary skills, knowledge, mindset, and agility to navigate emerging trends, technologies and challenges.



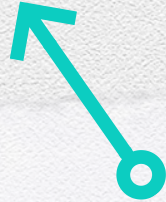
A future-ready team **anticipates** and **embraces change, continuously learns** and develops new competencies and is proactive in seizing opportunities and addressing **disruptions**.

It emphasizes **RESILIENCE, INNOVATION, COLLABORATION**, and a forward-thinking approach to ensure the team remains competitive and effective in an evolving landscape.

[+ INFO](#)

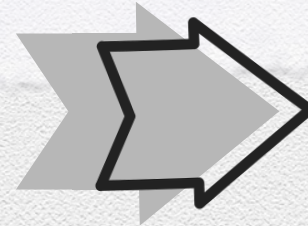


Is that it ??



# ARE WE MISSING SOMETHING?

What else?





**WHAT'S MORE  
CONTAGIOUS THAN  
COVID-19?**







Lets' talk about the  
"F" word....



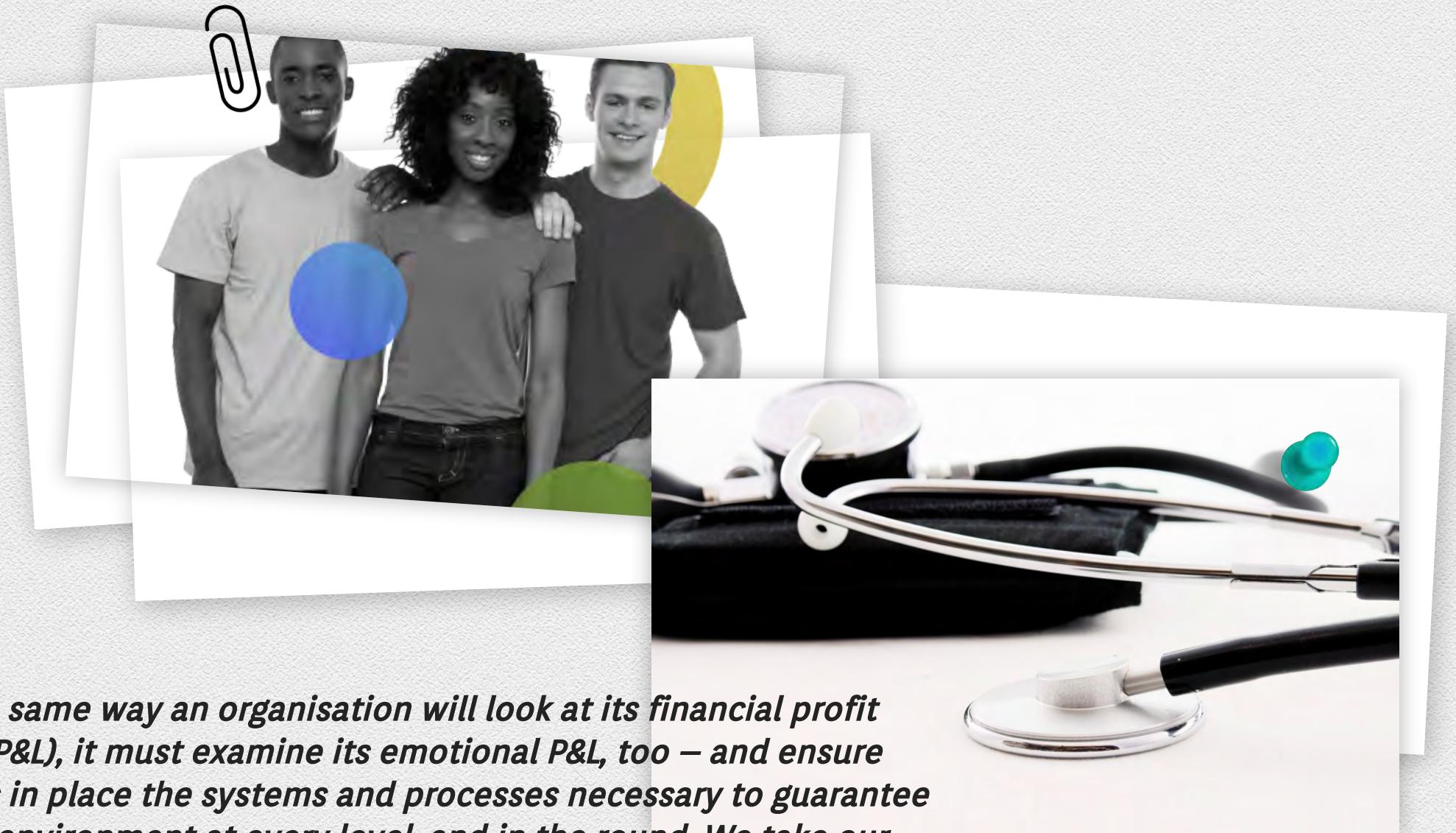
Emotions



Based on  
evidence from  
Neuroscience

As humans, we have an impact on each other at so many levels that we don't even realise.





***In just the same way an organisation will look at its financial profit and loss (P&L), it must examine its emotional P&L, too – and ensure that it has in place the systems and processes necessary to guarantee a healthy environment at every level, and in the round. We take our cars to an MOT every year for a reason. Teams (& Organisations) should be no different.***



# HOW?

We will review two ways today...



## STRUCTURAL DYNAMICS

### HIDDEN DYNAMICS

Deconstructs the hidden dynamics of group interaction and links them to observable behaviours in the room – ultimately creating the opportunity to change stuck patterns of behaviour which are not working.



## PSYCHOLOGICAL SAFETY

### CLIMATE

"Belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes" Amy Edmondson



Think of the decision-making process ...




BEHAVIOURAL  
PATTERNS

HUMANS

Reading Human  
Behaviour in  
Teams

Think of your own meetings when you know who the participants are ...

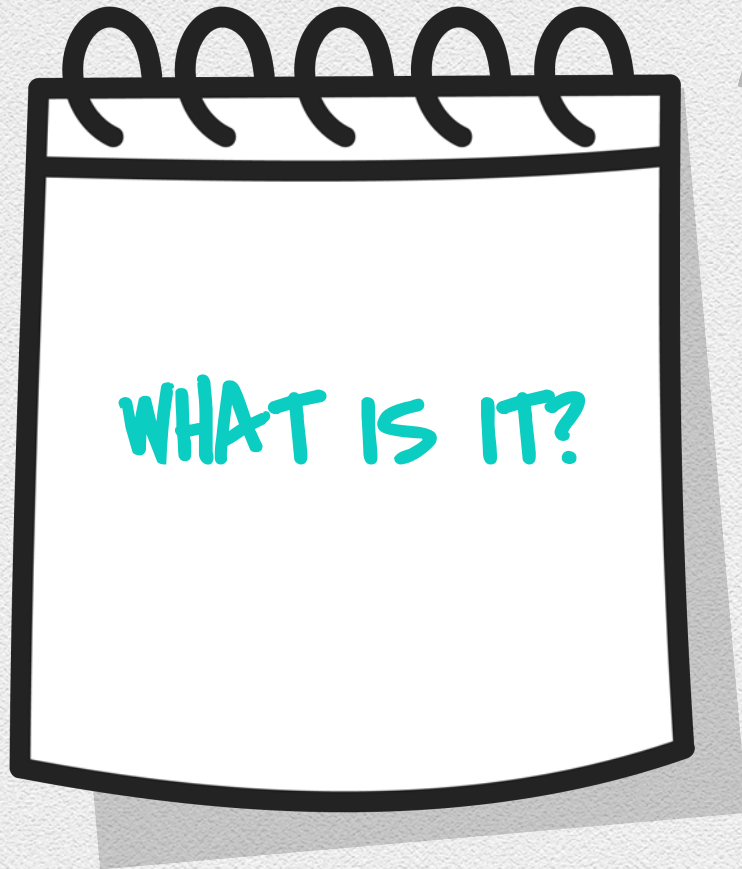




*The first step toward becoming  
a far more prescient and  
effective leader is being  
attuned to the signals  
of a conversational  
system, what we've  
determined as  
“structural dynamics”.*

— DAVID KANTOR





# STRUCTURAL DYNAMICS

## How to Read the Room

David Kantor's theory of Structural Dynamics describes the interplay of structures within a communication system and provides compelling insight into how individuals and teams can operate more effectively together.

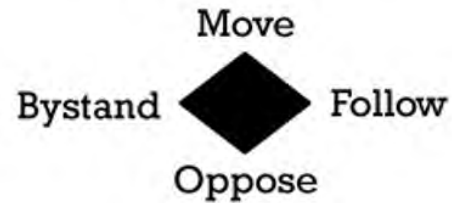
- Observable Behaviours
- Actionable Perspective
- Expansion of Behavioural Repertoire



# Action Modes – Level 1



## 4 player MODEL



- **Movers**  
*Initiate and provide Direction*
- **Followers**  
*Support and provide Completion*
- **Opposers**  
*Challenge and provide Correction*
- **Bystanders**  
*Observe and provide Perspective*



# Operating Systems – Level 2



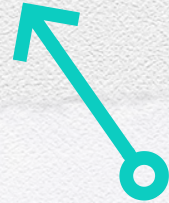


# Communication Domains – Level 3





Leadership Team



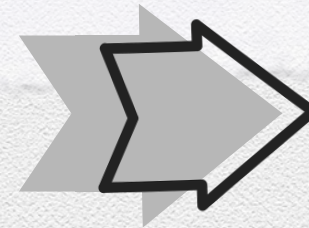
**PHARMACEUTICAL  
INDUSTRY**

# CASE-STUDY

*Objective: Become a High-Performing Team*



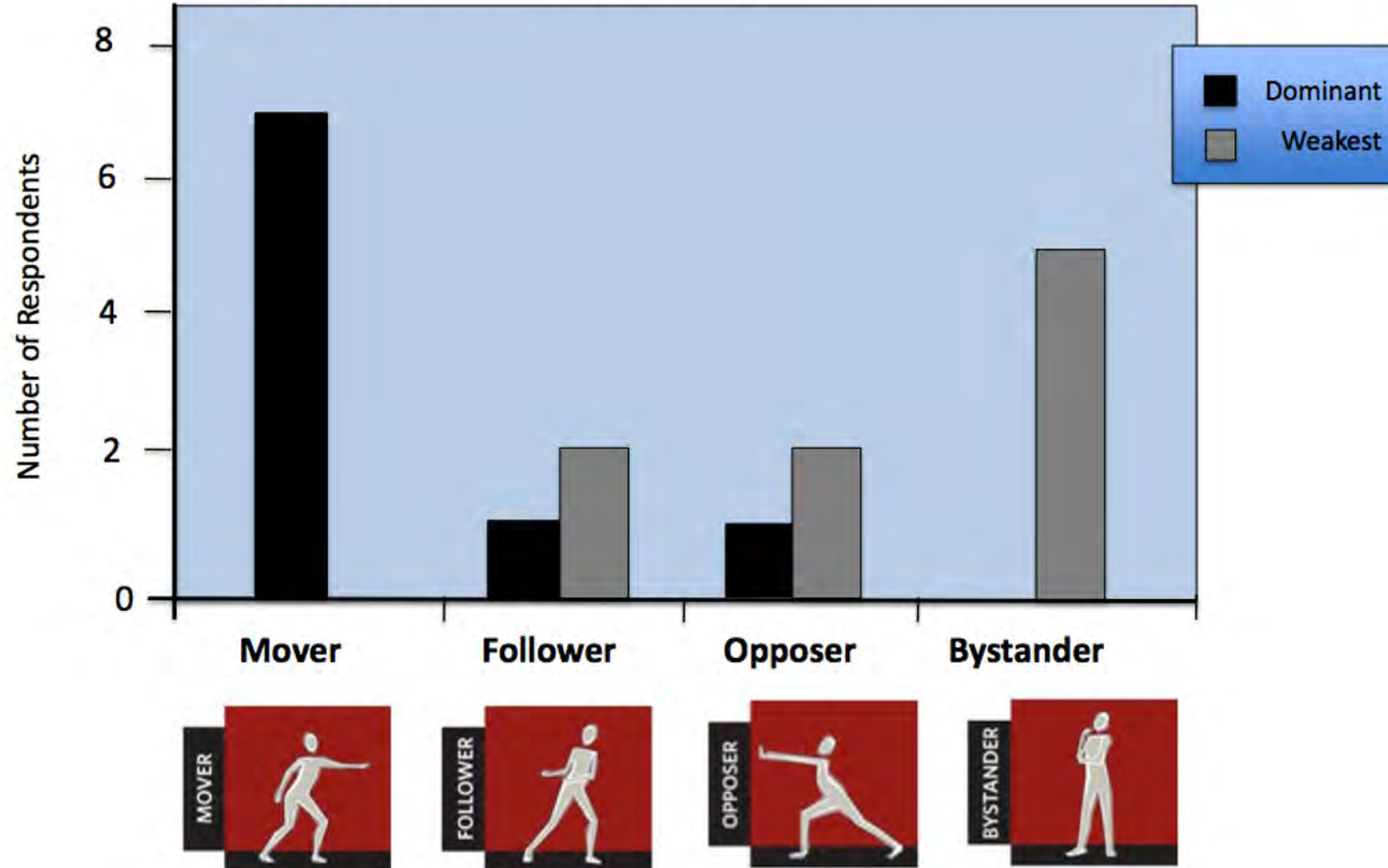
*1 People*





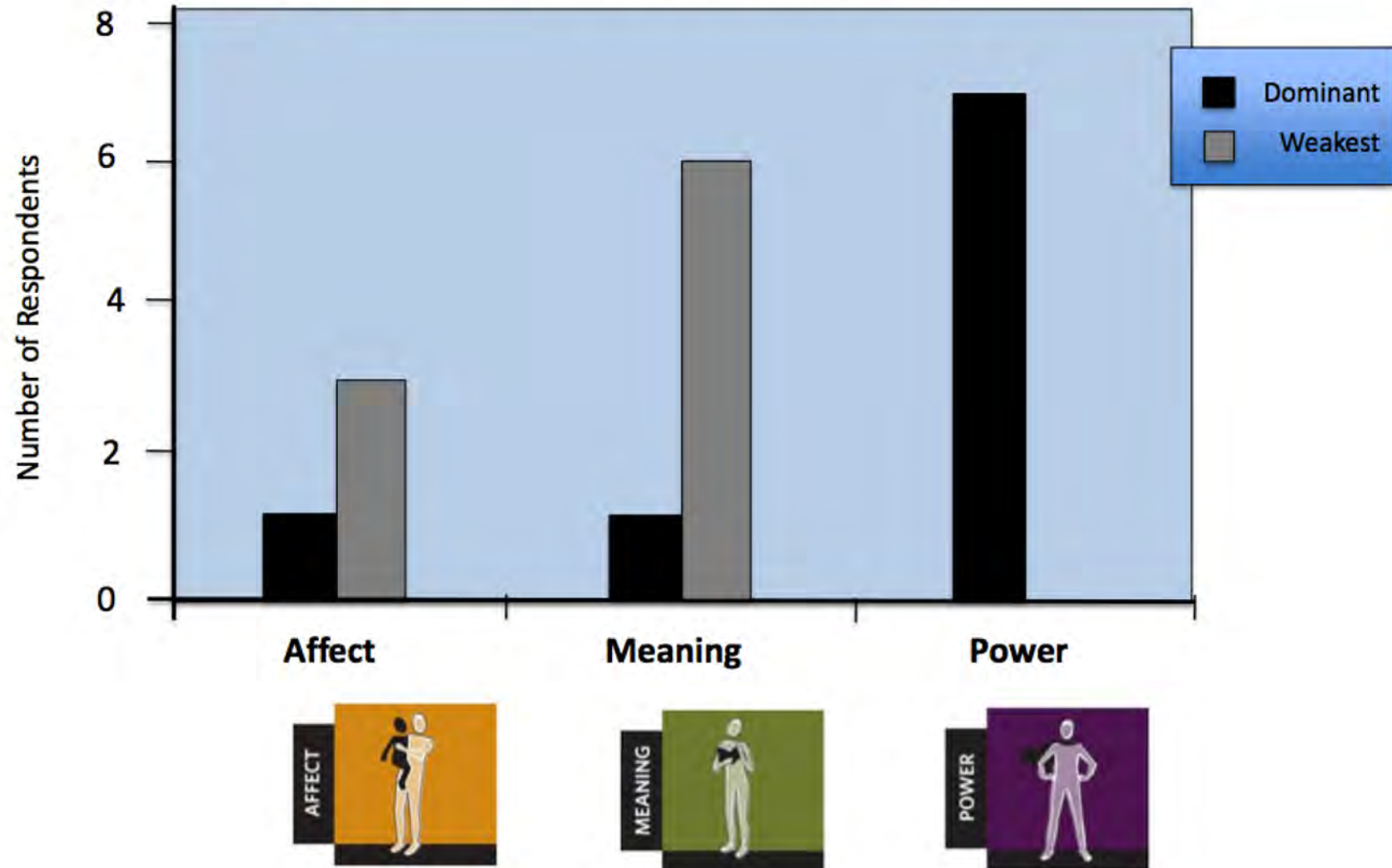


## Action Propensity Profiles



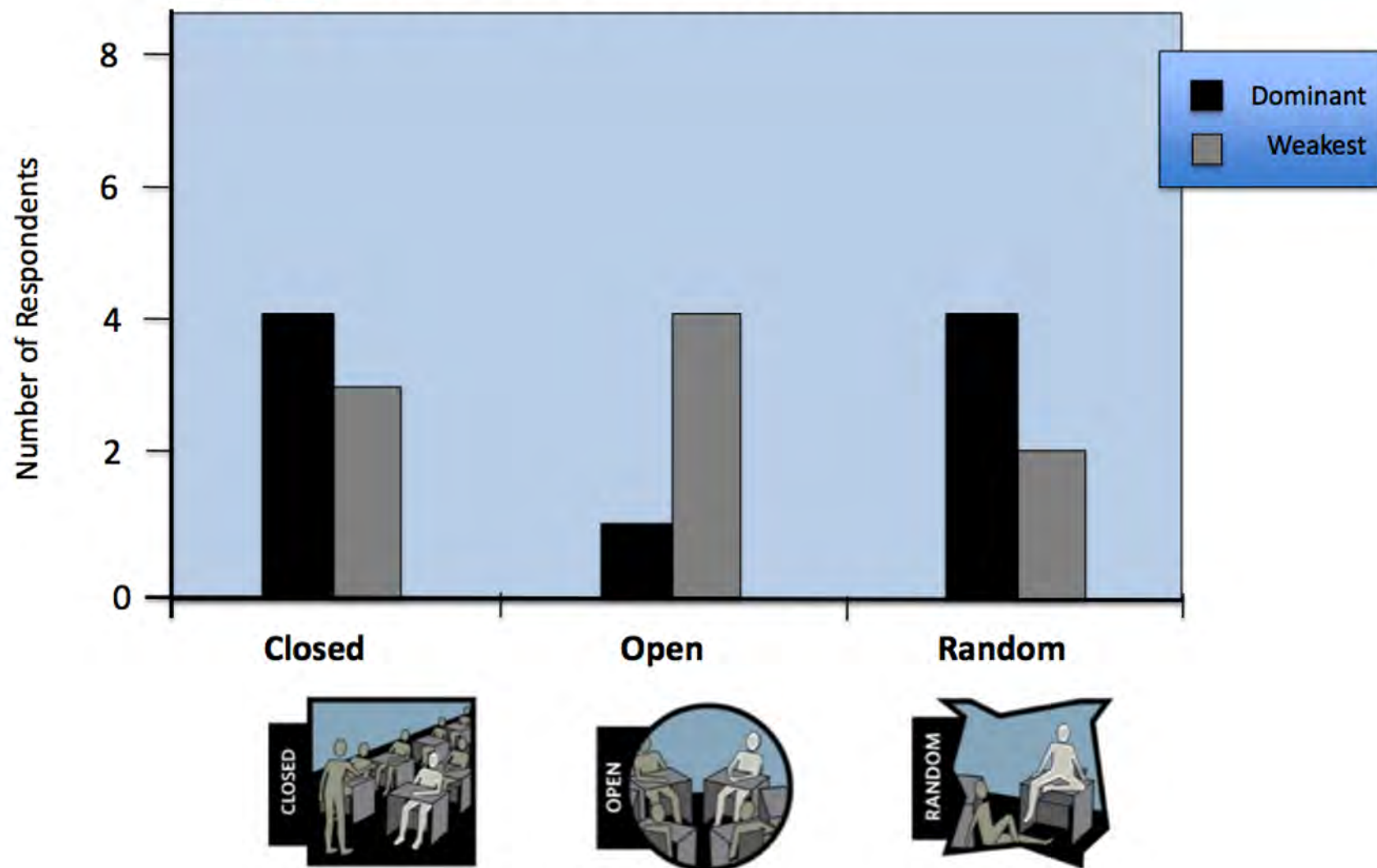


## Communication Domain Profiles





## Operating System Profiles





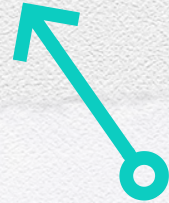
# THINK OF YOURSELF & A TEAM YOU BELONG TO...

- What's your default role?
- Any recurring themes?
- Have a chat with the person next to you / share as much / as little as you like.
- What happens in the team?
- What happens under pressure?





Measuring Trust



OXYTOCIN

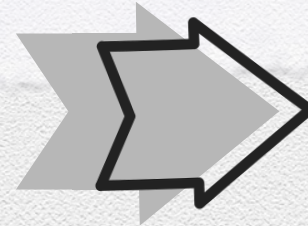


# SCIENTIFIC EVIDENCE

Quasi-Experiment



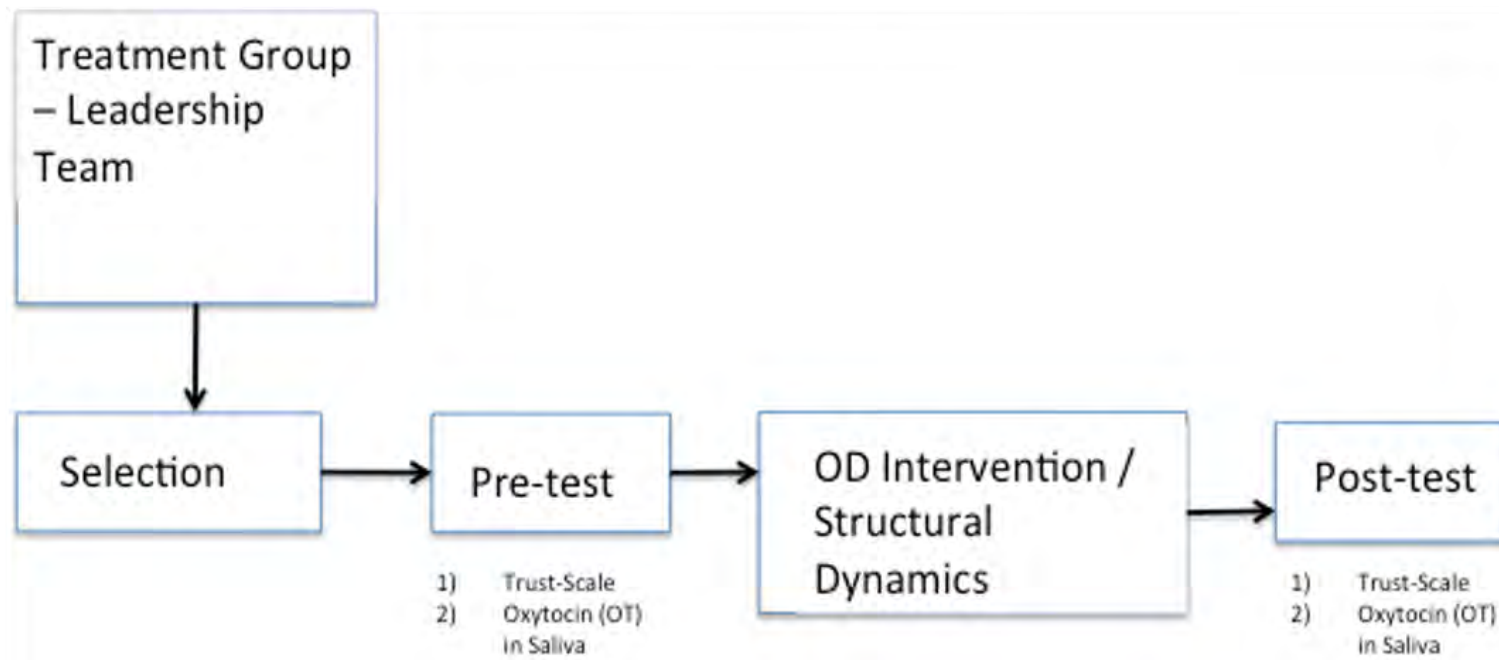
Intact Team





o **Quasi-Experiment** – no random sample, no control group

o Measures the **levels of Oxytocin and Trust** in an **intact Leadership Team** of an organization *before and after* a **Structural Dynamics Intervention**.





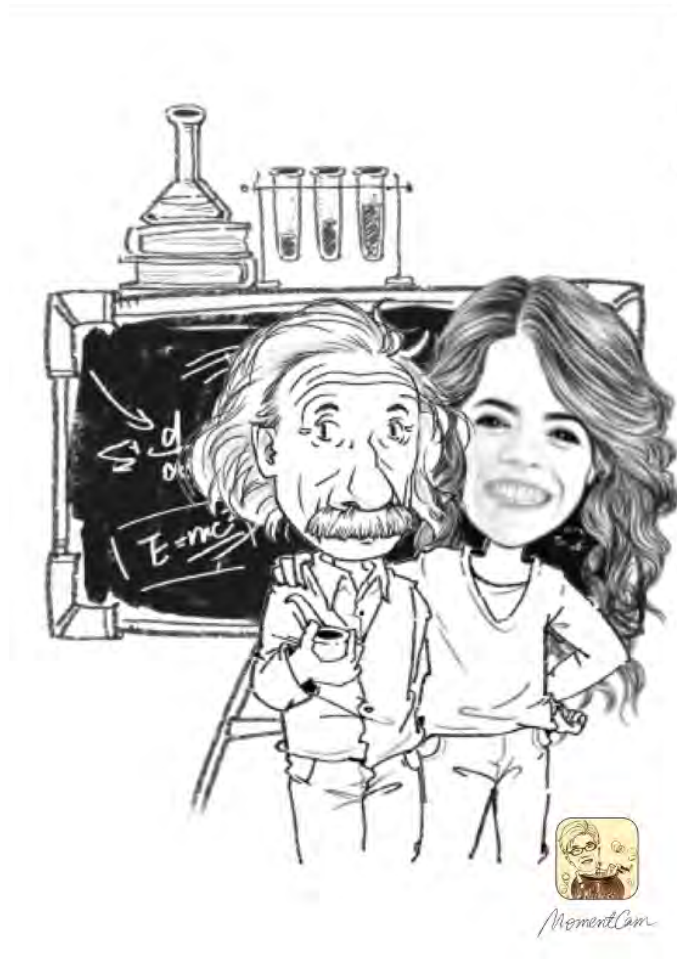
# Oxytocin Results

Participants	<u>Oxytocin Con pg/mL</u>		$\Delta$	% increase
	Before	After		
Participant 1	9.75	47.02	37.27	382.3%
Participant 2	8.31	23.51	15.20	182.9%
Participant 3	3.64	23.51	19.87	546.7%
Participant 4 (female)	6.03	64.76	58.73	973.3%
Participant 5 (leader)	2.75	29.49	26.74	973.3%
Participant 6 (female)	23.20	88	64.80	279.4%
Participant 7	3.27	36.99	33.72	1032.1%





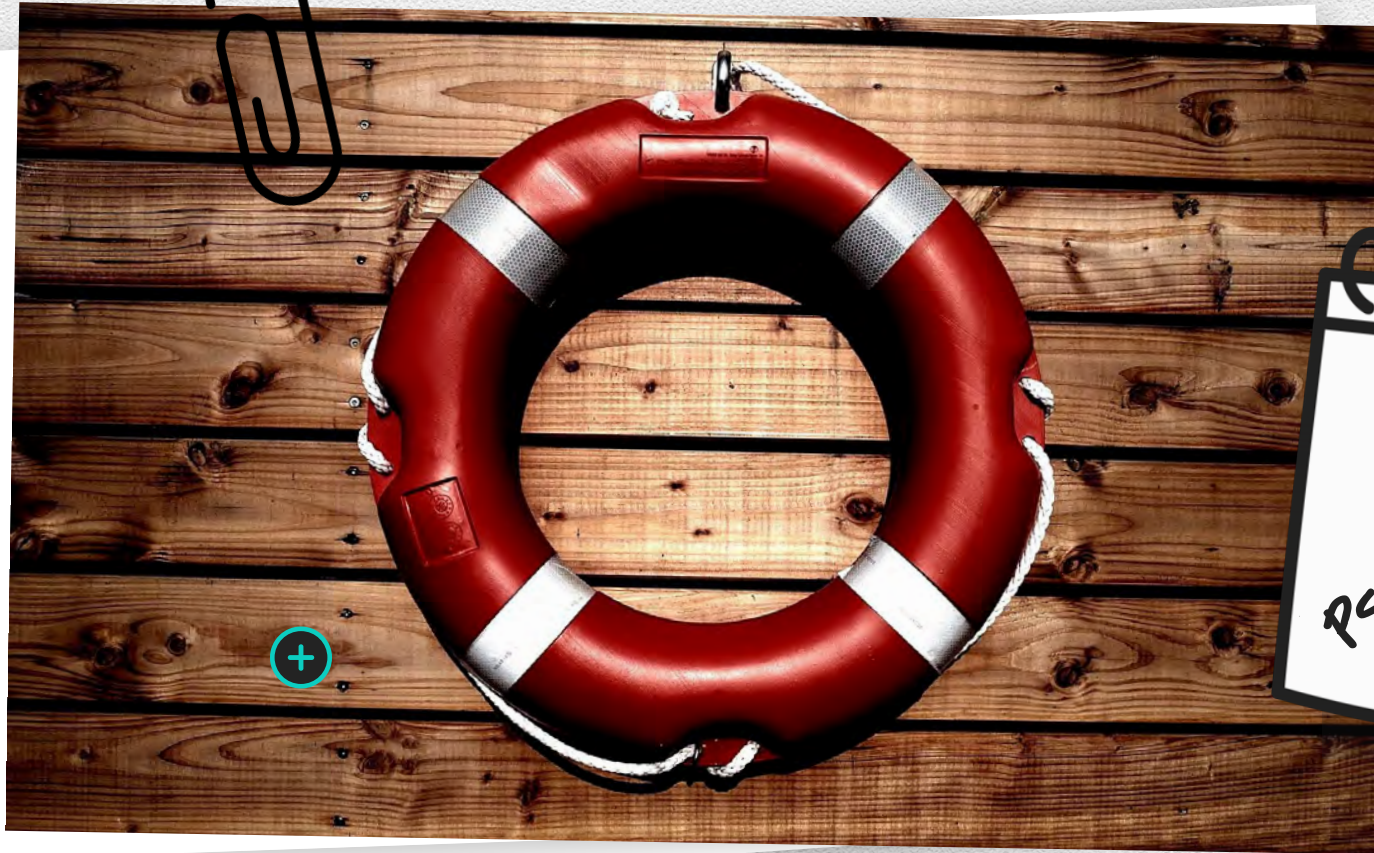
# My Oxytocin increased too!



Oxytocin Con pg/mL			
Before	After	$\Delta$	% increase
14.74	49.60	34.86	236.1%



What is it?



How can we  
measure it?



Is it the same as trust?





## QUOTE

**"THE BELIEF THAT ONE WILL NOT BE PUNISHED  
OR HUMILIATED FOR SPEAKING UP WITH  
IDEAS, QUESTIONS, CONCERNS, OR MISTAKES,  
AND THE TEAM IS SAFE FOR INTERPERSONAL  
RISK TAKING."**

Amy Edmondson



# WHAT IS IT NOT

❑ Being NICE

❑ A license to whine

❑ Touchy Feely

❑ Freedom from Conflict

❑ Consensus

❑ Oversharing

❑ Permission to slack off

❑ Everyone getting a trophy





***GOOGLE***

Project "Aristotle" 2012



# Psychological safety as gatekeeper to team effectiveness (Project Aristotle)

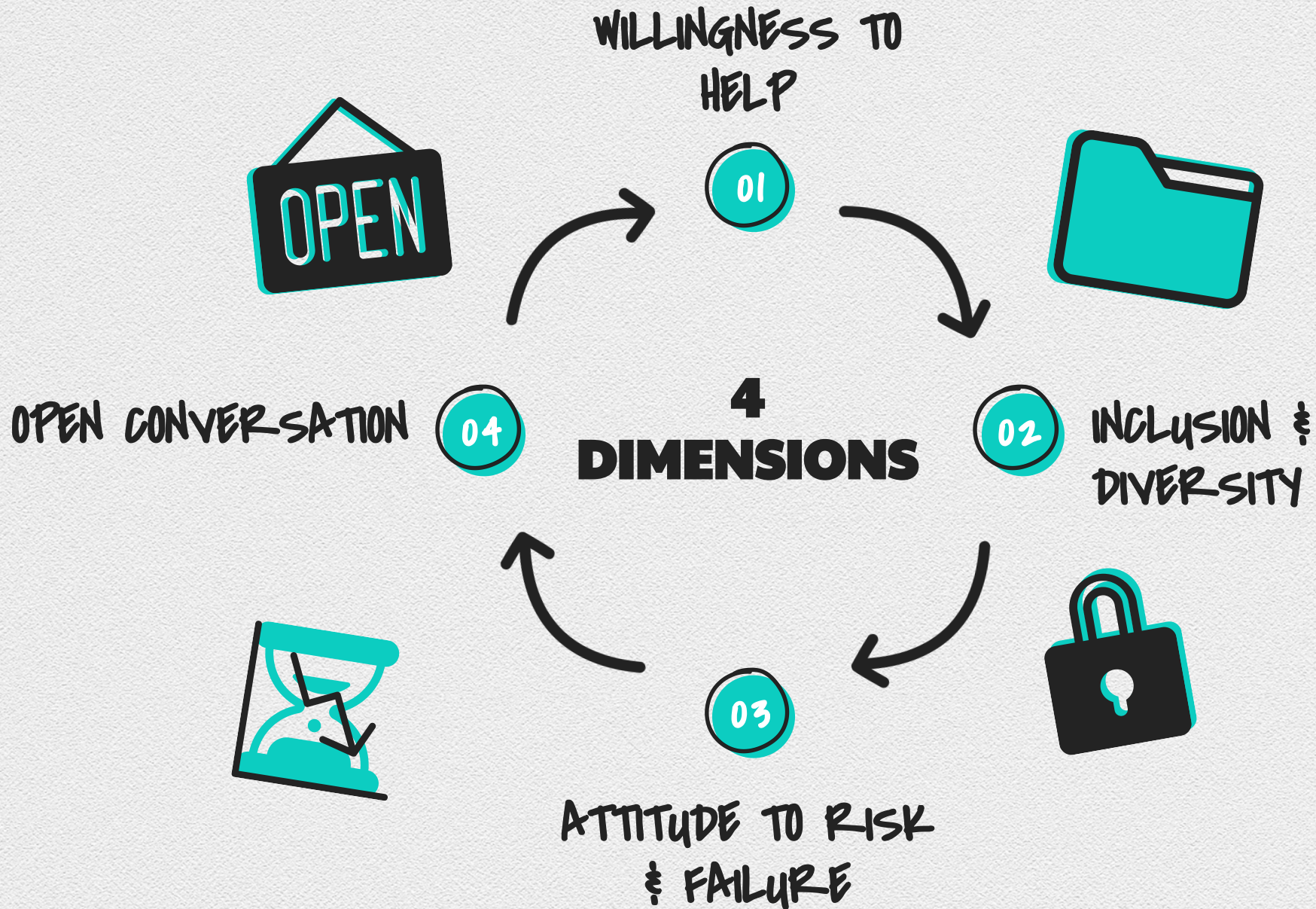
- The research led Google to five distinctive metrics that have a significant effect on team performance.
- Psychological safety is the essential parameter.
- The other four factors of team effectiveness only prove to be valuable when a team is psychologically safe.\*



\*The five keys to a successful Google team - Rozovsky, J.







# PSI breakdown into four domains



Teams become unsafe when people are not able to help to each other or feel appreciated by team members.



When team members feel included, they are more inclined to speak up, contribute and add to the group.



Teams that hold mistakes against each other risk a lack of control and forward momentum.



A team that has open and candid conversations is able to tackle hard problems better.



## THE ABSENCE OF PSYCHOLOGICAL SAFETY

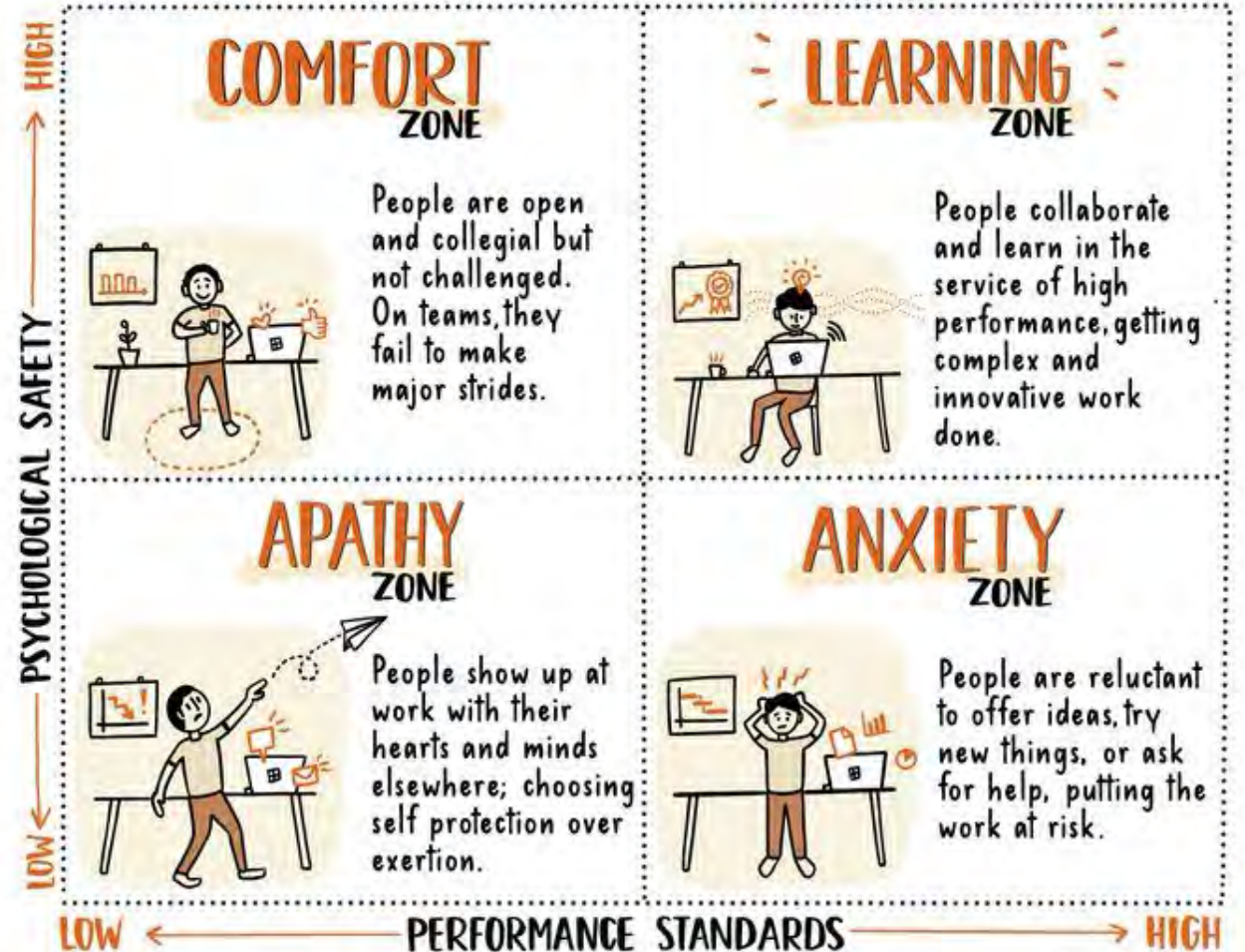


Where do you spend most of your time?



## HOW psychological safety RELATES TO PERFORMANCE STANDARDS

AMY EDMONDSON





# Psychological Safety Index (PSI)

Questions focus on how each **member feels** being part of the team.

Question 1 of 7

Answer this question in the context of **my work at x.org**

**If you make a mistake on this team, it is often held against you.**

- ☐ I strongly agree
- ☐ I agree
- ☐ I agree a little bit
- ☐ I neither agree or disagree
- ☐ I disagree a little bit
- ☐ I disagree
- ☐ I strongly disagree

1. If you make a mistake on this team, it is often held against you.
2. Members of this team are able to bring up tough issues.
3. People on this team sometimes reject others for being different.
4. It is safe to take a risk on this team.
5. It is difficult to ask other members of this team for help.
6. No one on this team would deliberately act in a way that undermines my efforts.
7. Working with members of this team, my unique skills and talents are valued and utilized.

# The Fearless Organization Scan Report

## Introduction

If you change the nature and quality of the conversations in your team, the quality of your outcomes increases exponentially.

*Psychological safety is the core component to unlock this.*

Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.

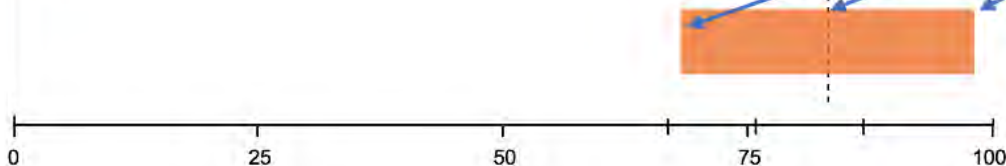
This is the definition of Prof. Amy C. Edmondson at Harvard Business School. She has been researching the effect of psychological safety or - rather the absence of it- on performance and effectiveness in teams and organizations for over 25 years.

This report debriefs the score for the context you completed the survey for, expressed as the Psychological Safety Index, the PSI. Low PSI indicates low psychological safety, high PSI indicates high levels of psychological safety.

The median PSI of this group is 83 out of a maximum 100

Current period

Aug 6th '21



Team members identities are protected due to the use of medians and means!



# ACTUAL RESULTS

## Willingness to help 81

- ✓ In doing my work at the Management Team meeting, it is difficult to ask other people for help. (R)
- ✓ At the Management Team meeting, no one would deliberately act in a way that undermines my efforts to do my work.
- ✓ Working at the Management Team meeting, my unique skills and talents are valued and utilized.



## Inclusion & diversity 86

- ✓ In my work at the Management Team meeting, people sometimes reject others for being different.



## Attitude to risk and failure 79

- ✓ If I make a mistake in my work at the Management Team meeting, it is often held against me. (R)
- ✓ It is safe to take a risk in my work at the Management Team meeting.



## Open conversation 86

- ✓ In my work at the Management Team meeting, people are able to bring up problems and tough issues.



**Sample: 75 people - Top Team of an Organisation (Tech)**

# EMOTIONAL P&L OF AN ORGANISATION

We have reviewed two ways today...



## STRUCTURAL DYNAMICS

### HIDDEN DYNAMICS

Deconstructs the hidden dynamics of group interaction and links them to observable behaviours in the room – ultimately creating the opportunity to change stuck patterns of behaviour which are not working.



## PSYCHOLOGICAL SAFETY

### CLIMATE

"Belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes" Amy Edmondson





What's your definition of "High-Performance" Teams?



THANK YOU

CONTACT US

