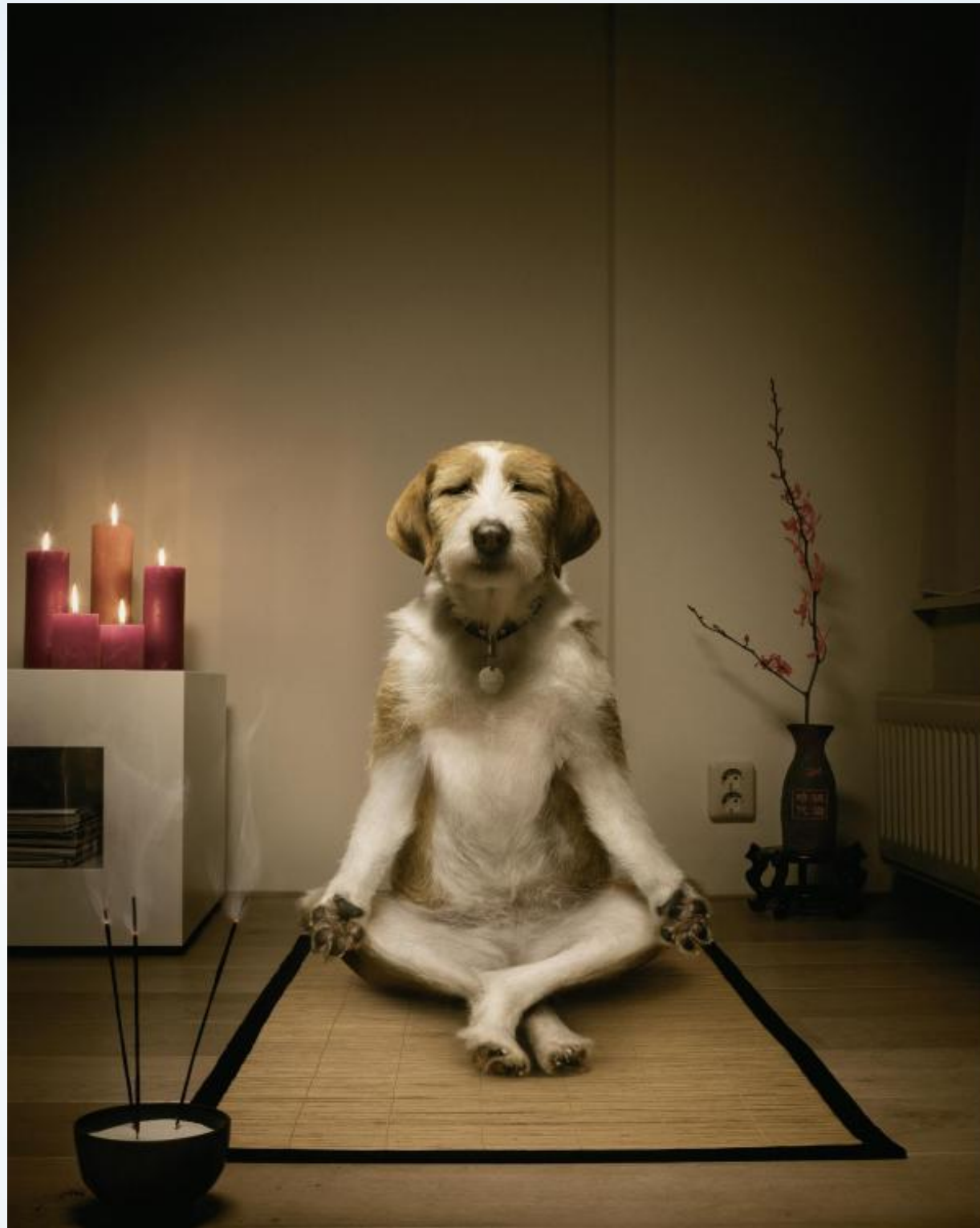


Enabling Collective Leadership



Dr. Patrick O'Neill - September 17, 2020



Be. Here. Now.

Principles of Being

Presence

Wholeness

Deep listening

Curiosity



Groups have...

- More resources than individuals
- Greater diversity of resources
- Many opportunities for collective learning
- Potential for “synergy”

...Yet their performance is often subpar relative to individuals.

Why?

- Groups used for work best suited to individuals.
- Groups structured and led in ways that cap their potential.
- Groups believe the myth of heroic leadership



Agenda

- Breakout group: Your team at its best
- Why individuals outperform teams
- Six conditions of high performing teams
- Breakout group: Explore one condition

Share stories of when your team was performing at its best.

1. What was unique about these experiences?
2. What conditions enabled these experiences to happen?



Team Effectiveness: Raising the Bar

- ✓ Does team output meet the standards of those who have to use it (**performance competence**)?
- ✓ Does the team experience contribute to personal well-being and development of members (**learning competence**)?
- ✓ Does the team experience enhance the capability of the members to work interdependently in the future (**growing competence**)?



What makes an effective team?

Essentials

1. Be a real team
2. Have a compelling purpose
3. Select the right people

Enablers

4. Enabling structure
5. Supportive context
6. Team Coaching

60/30/10



Real Teams Have...

- Stable membership
- Clear boundaries – under vs. over bounded
- Authority to manage own work
- Interdependent tasks and outcomes

Burning Questions:

What's the need for a team?

How interdependent a team do you need to be?

What are the tasks that are requiring collaborative intelligence?

How do you spend time in meetings?

- 60% updates
- 20% coordination and alignment
- 10% decision making & collaboration
- 10% consultation

How can we make better use of our time together?

Compelling Purpose

- Clear
- Challenging
- Consequential



Burning Questions:

What is the **role** of this particular team and why does it **exist**?

What can this team **uniquely** do that nobody else can do?

What is the **critical interdependent** work that needs to be done?

Select the Right People

Team composition matters

Diverse perspectives

Diverse skills



Enabling structure

- *Size: 5 +/- 2 is optimal*
- *Group norms of conduct*
- *Work design: autonomy, meaning, and performance feedback*



Burning Questions:

What *size* is best to achieve our purpose?

To what extent does the work is: *meaningful*; provides *autonomy* in exercising judgement; and trustworthy knowledge of *results*?

How clear are our *group norms* of conduct?

Supportive context

- Levels of **empowerment** (autonomy, impact, meaning and potency) dependent on:
 - Team **selecting** new members
 - Team-based **rewards**
 - Team-based **performance evaluation**
 - **Cross-training**
- Team **leader support** – resources, information, feedback, autonomy and recognition (Kirkman & Rosen,1999)



Team Coaching

Emergent Process Coaching

Team process and relational elements:

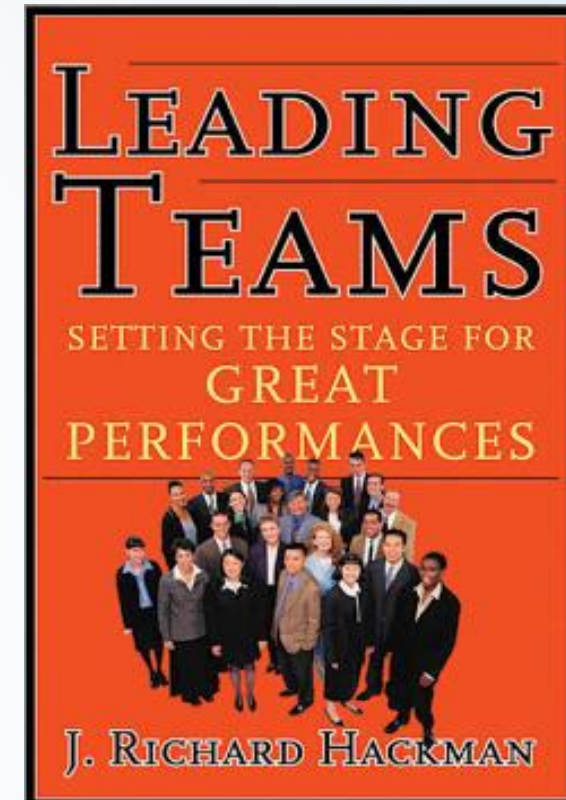
- Communication
- Conflict
- Decision-making
- Trust

Structural Coaching

Six enabling conditions:

1. Real team?
2. Clear purpose
3. Right people
4. Sound structure
5. Supporting context
6. Team coaching

Resources



Closing Circle

What are the gifts and takeaways from this session that you will bring to your work in organizations?

