Creating Intelligent Teams – a Systems Approach to Change

Success with Agile in Unpredictable Times
October 2017
What is a human relationship system?

A system is a group of interdependent people with a common purpose or identity - such as being in family, working in a company, being on a team.
A shift from coaching individuals to coaching the system...
The Principles of Relationship Systems Intelligence

1. Every relationship system forms its own powerful identity, known as the Relationship (Team) Entity.

2. Every member of the relationship system is an information carrier and a Voice of the System (VOS).

3. Relationships systems are naturally intelligent, generative and creative.

4. Relationship systems rely on roles for its organization and execution of functions. Roles belong to the systems, not to the individuals that inhabit the system.

5. Relationship systems are in a constant state of emergence, always wanting to manifest and express itself.
Four phases for working with team -circular
The foundation—about our team:

• What are strengths and challenges in our team?

• Production and positivity—where are we?
global leadership competence

(Source: Team Coaching International)
Productivity:

1. **Alignment**
   There is a sense of common mission and purpose. We value cooperation, cohesion and interdependence. The team collectively owns their results.

2. **Goals & Strategies**
   The team has clear, challenging objectives; there is alignment on strategies and priorities. Objectives are linked to recognition, rewards and compensation. The team is highly resilient and not easily defeated in their goals.

3. **Accountability**
   There is clarity of roles and responsibilities with high follow through. When problems arise the team responds. Team members actively hold each other accountable for team agreements.

4. **Proactive**
   Change is embraced and seen as vital to this team and to the larger organization. The team is nimble and flexible in addressing opportunities for change, responding positively and creatively.

5. **Decision Making**
   The team has clear and efficient decision making processes, which have proven effective over time.

6. **Resources**
   The team clearly requests, obtains and manages adequate resources and training to meet its objectives. There is sufficient expertise to accomplish the team’s objectives. There is an atmosphere of “win-win” rather than “zero sum game.”

7. **Team leadership**
   The team leader exercises a broad range of situational appropriate leadership styles and effectively addresses incompetence on the team.

   » (Source: Team Coaching International)
Positivity:

1. Trust  It is safe on this team to speak your mind, openly. We can count on each other; we are reliable. The team does not operate in a fear-based environment.

2. Respect  There is an atmosphere of mutual respect and genuine positive regard. Contempt and hostility are not tolerated. We empower other members of the team to contribute.

3. Camaraderie  There is a strong sense of belonging to the team. The team celebrates and acknowledges accomplishments. Empathy, playfulness and humor are present.

4. Communication  Clear and efficient communication is valued over less direct approaches such as politicizing, gossiping, or stonewalling.

5. Constructive Interaction  Conflict is seen as providing an opportunity for discovery, growth and creativity. The team avoids criticizing, defensiveness and finger pointing. We give and receive feedback well.

6. Values Diversity  The team is open-minded and values differences in ideas, backgrounds, perspectives, personalities, approaches and lifestyles. Diversity is considered vital.

7. Optimism  The team has an inspiring shared vision. They are enthusiastic, forward looking and appreciative of each other. There are low levels of cynicism, pessimism, helplessness, hopelessness or dwelling in the past.

» (Source: Team Coaching International)
Relationship Systems Intelligence

Emotional intelligence
- relationship with self

Social intelligence
- relationship with other

Relationship Systems Intelligence
– is the ability to see oneself, and others, as an expression of the system
Third Entity… aka…. Team Entity aka….
Team agreements

Given the tasks, strengths, challenges and opportunities in our team ....

1. What culture and atmosphere do we want to create and maintain while working together?

2. How can we make our team flourish?

3. How do we want to be with one another in the team when things get difficult?

4. What can we expect from each other?
Some reflection – ELA

E- What was my experience of this session?

L- What did I learn?

A- How and where can I apply this learning?
To create intelligent change we....

- Shifting the focus from individuals to team system
- Looking for the system`s own entity - the Team Entity
- Thinking of each team member as an information carrier
- Listening for the team system`s collective intelligence (1+1=3)
- Trusting the team system`s inherent creativity
- Accepting that change is constant, natural and inevitable
- Using Relationship Systems Intelligence
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Being conscious and intentional about change
Change process & dynamics

(global leadership competence)

(Source: Arnold Mindell)
Noticing signals

• What are the global signals from the system`s environment?
  • I.e. Changes in governmental regulations, economic recession, or new technology.

• What are the local signals that something different is needed?
  • I.e. Customer complaints, drop in sales, technology failures

• What are the internal signals from the system?
  • I.e. Poor morale, bad performance, gossip, conflicts or role confusion
global leadership competence
What am I and in which situations?

— An enthusiast

— A bridge builder

— A tradition holders
Let's get personal for a moment...

Imagine a change you are facing... First reflect on your own, and then share with the person next to you, answering these questions...

1. What are the signals that change is imminent in your life right now?

2. What is the “high dream” (the best future) outcome for the change you are facing?

3. What is the “low dream” (worst case scenario) outcome for the change you are facing?

4. Which dream are you closest to right now and why?
Some meta skills for navigating change consciously and intentionally

- Brave
- Open
- Step back (holonIc shift)
- Including
- Engaging
- Trustworthy
- Curious
- Blank
Meta skills wheel process

1. Each individual in the group picks one meta skill they find interesting with respect to navigating change
   – Find energetic expression/gesture
   – Discuss what it means, how used and the impact of it
   – Share with group

2. Each individual in the group picks one meta skill they are good at in dialogue;
   – Discuss what it means, how used and the impact of it

3. Each individual in the group picks one meta skill they are challenged at;
   – Discuss; what can be different by trying this on, possible impacts

4. A brief discussion about the implications of their meta skill, their individual learnings and commitments
Ground conditions for successful change

• New information must enter the system

• There is a sense of shared purpose about the change

• Everyone has the opportunity to give input about how the change will occur

• Everyone understands how input will be used and final decisions are made

• Identify thought leaders and early adaptors and enroll them in the change

(Source: Margareth Wheatley)
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