



Team Synergy Unleashed: Amplify Performance and Cultivate Collective Intelligence

May 29, 2024

Ann Herrmann-Nehdi

Chair of the Board & Chief Thought Leader

**TedX Talk: The One Thing You Need to Know about your
Brain that will Change you Life**





VS.



Ultimate Teams: A New Playbook for Performance in a Disruptive World

- 1 Difference is the Secret Sauce
- 2 Need for Speed? Get a Common Language
- 3 Trust: More than a Buzzword. The Secret to Innovation
- 4 Leadership: Makes it or Breaks it
- 5 The Myth of the Offsite: Forget One and Done
- 6 Whole Brain Thinking: The Ultimate Operating System





Why Teams? Why Now?

The average percentage of time employees spend in teams?



50.66%

By country (2019)

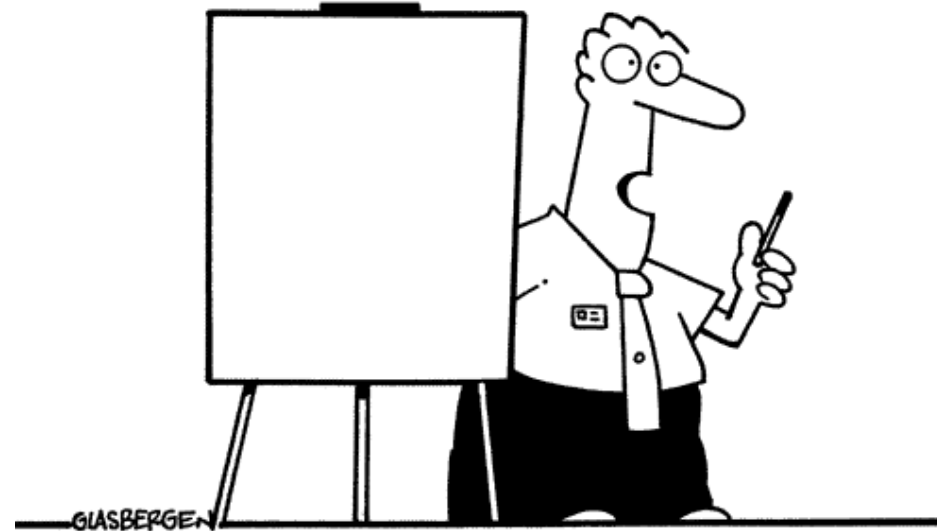
- China 64.8%
- India 59%
- Germany 58.7%
- Russia 58.6%
- France 56.9%
- Brazil 55.8%
- Argentina 54.5%
- UK 52.8%
- Italy 52.8%
- Australia 52.6%
- Indonesia 51.8%
- **United States 51.4%**
- Japan 48.3%
- Canada 47.5%
- South Africa 47%

Teams are the engine of how work gets done. Why?



Copyright 2002 by Randy Glasbergen. www.glasbergen.com

- Technology has made the sharing of ideas and information easier
- The degree of change and uncertainty has made it very difficult for **individuals** alone to solve tough challenges.
- Research shows that teams are better at solving complex problems. **Collective intelligence trumps individual know how.**



What percentage of teams are high-performing?

Only

30%

of 2,650 global leaders
across 15 countries
exceeded their goals
(high-performing)





The cost of bad teamwork?

52% say employee burnout

45% say employee turnover

31% say missed goals

30% say missed deadlines

18% say lost business

63%

[Mural Study on Team Effectiveness](#)

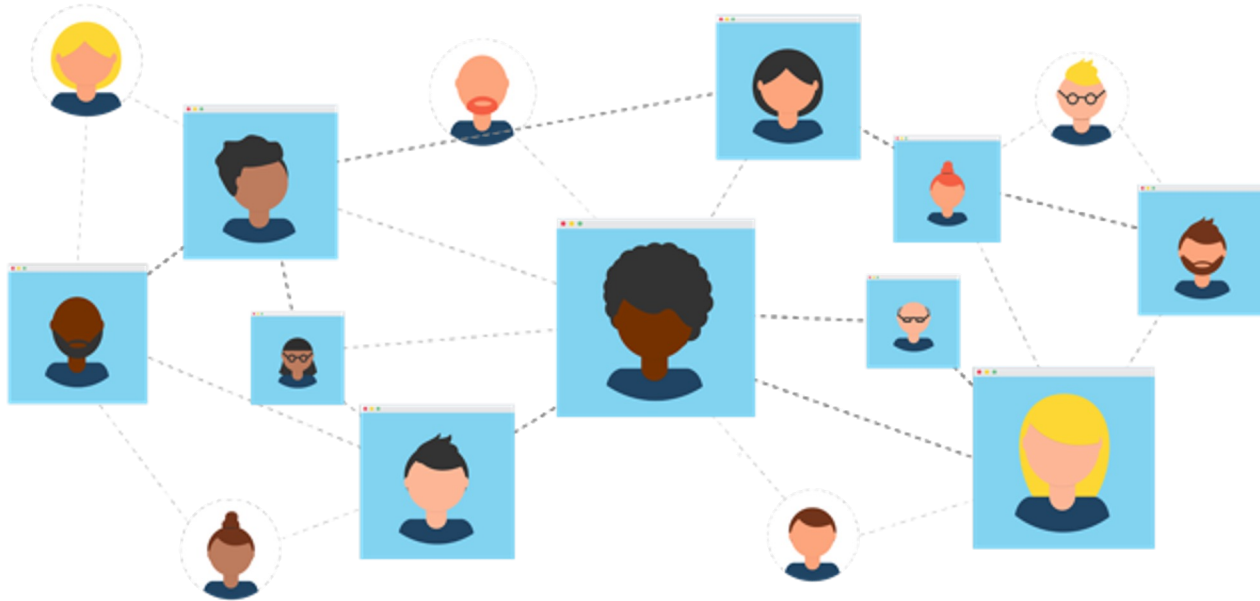
of knowledge
workers are eyeing
the exit when they
haven't seen
teamwork improve

How many of your teams have experienced:

Constant change

New roles & structures

Distributed work



What is going on?



VUCA

Volatility,
Uncertainty,
Complexity,
Ambiguity

Brittle,
Anxious,
Non-linear,
Incomprehensible

BANI



**Why Teams?
Why Now?
But How....?**

Ultimate Teams: A New Playbook for Performance in a Disruptive World

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1 Difference is the secret sauce



Examples...

**Harvard Business Review**

DIVERSITY

Teams Solve Problems Faster When They're More Cognitively Diverse

by Alison Reynolds and David Lewis

MIT Sloan
Management Review

The Trouble With Homogeneous Teams

Diversity in the workplace can increase conflict. But research also suggests that if teams lack diversity, they will be more susceptible to making flawed decisions.

Bartleby

The Economist

In praise of dissenters

It pays companies to encourage a variety of opinions

Print edition | Business >
Oct 10th 2019

Twitter Facebook LinkedIn Email Print

"How many companies have ploughed ahead with expensive projects that were favoured by the chief executive, even when other managers have had doubts ... the key to dealing with this problem is "cognitive diversity". In other words, assembling a team of people with different perspectives and intellectual backgrounds."

Carnegie Mellon University

June 28, 2019

Researchers Say Most Productive Teams Include Different Kinds of Thinkers


Forbes

5,551 views | Apr 4, 2018, 12:33pm

How Diverse Teams Produce Better Outcomes

To solve problems best, look to smaller groups with bigger diversity.


As a cognitive scientist, I am constantly presented with puzzles of the mind – how does anxiety affect how we think? What classroom environments are most conducive to learning? To

**Psychology Today**

US

Cognitive Diversity

What's often missing from conversations about diversity and inclusion

**Harvard Business Review**

DIVERSITY

Why Diverse Teams Are Smarter

Create “D by D Teams”: “Diverse by Design” Teams



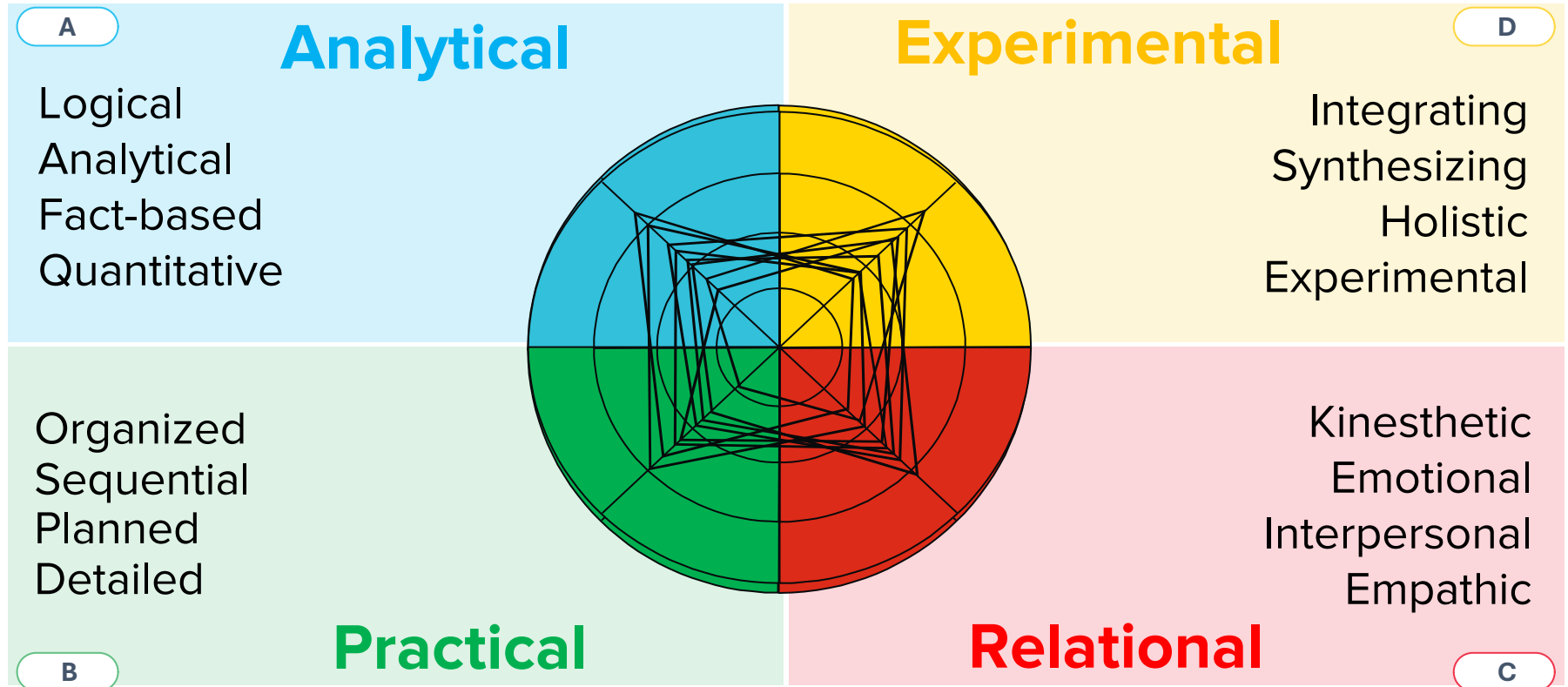
*“Cognitive diversity allows us to configure teams that generate superior economic value by generating better solutions **to real business problems.**”*

— Fred Keeton, Former Vice President, External Affairs, Caesar's Entertainment

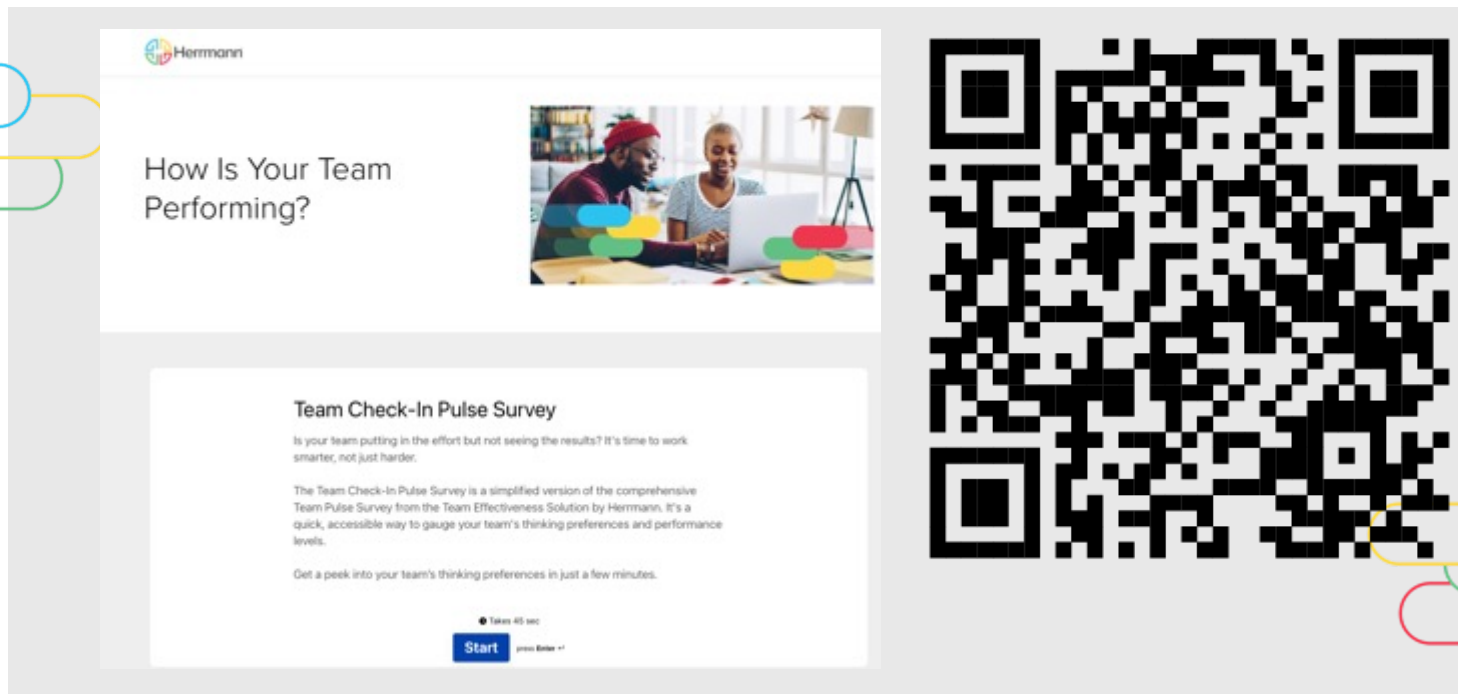


Focus on real business problems, provide them with training and ensure you have a mix of functions involved.

The HBDI®: An Assessment



Let's get personal: What is your perception of your team's thinking?



The image displays a screenshot of a web interface for a survey titled "How Is Your Team Performing?" by Hermann. The interface includes a header with the Hermann logo, a main title, and a sub-header "Team Check-In Pulse Survey". Below the sub-header, there is a brief description of the survey and a "Start" button. To the right of the survey interface is a large QR code. The entire graphic is decorated with colorful, overlapping circles and lines.

Hermann

How Is Your Team Performing?

Team Check-In Pulse Survey


Is your team putting in the effort but not seeing the results? It's time to work smarter, not just harder.

The Team Check-In Pulse Survey is a simplified version of the comprehensive Team Pulse Survey from the Team Effectiveness Solution by Hermann. It's a quick, accessible way to gauge your team's thinking preferences and performance levels.

Get a peek into your team's thinking preferences in just a few minutes.

● Takes 45 sec

Start press Enter +1



Two of you will win a free comprehensive HBDI® Team profile for your team!

Team Check-in Sample results:



Opportunity area: Analytical thinking

Your team scored lowest in the blue quadrant. This team might give less preference for logical and methodical thinking. As a result, you might struggle with making decisions, problem solving, or using facts to guide work.

We can help. **Here are a few tips to support your team in Analytical thinking:**

Make Meetings Matter: Start by stating the "What". What's the purpose of this meeting? What are we trying to accomplish? Time is a limited resource for teams, but taking time to ensure alignment will save time down the road.

Balanced Decision Making: It's often easy to go with a "gut decision", but bringing facts into the process balances the scales. What data is being consulted? Are we relying on the right figures and research? What story do the numbers tell?

Poll:

What is the thinking opportunity/gap for your team (your perception)?



A. Analytical?

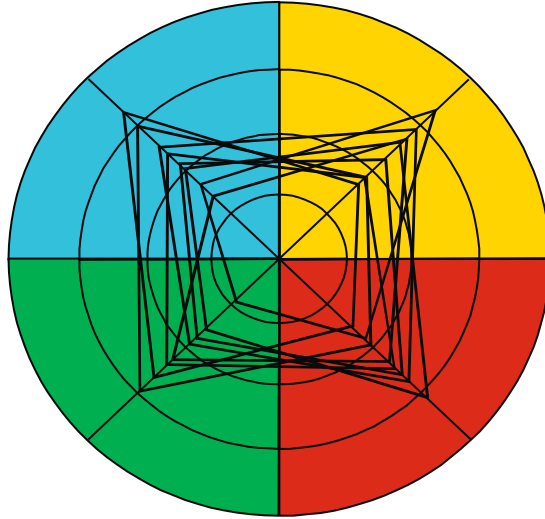
B. Practical?

C. Relational?

D. Experimental?



A Six-Year Study on Team Productivity



- Teams with diverse thinking are more effective
- Whole Brain[®] Teams were 66% more efficient
- 70% or more of the Whole Brain[®] Teams were successful



1 Difference is the secret sauce



Leverage and stretch your team's thinking as needed:



1. *Create “Diverse by Design” teams*
2. *Assess the degree of cognitive diversity*
3. *Define what kind of thinking is required for the project/ situation at hand*
4. *Invite/assign team members to “bring” the required thinking*



Communication...



**"The single biggest problem in communication
is the illusion that it has taken place."**

George Bernard Shaw,
Irish Playwright

Collaboration **Overload**:

Time spent by managers and employees in collaborative activities has ballooned by **50%** or more.



Communication is on the rise. In the past 12 months:



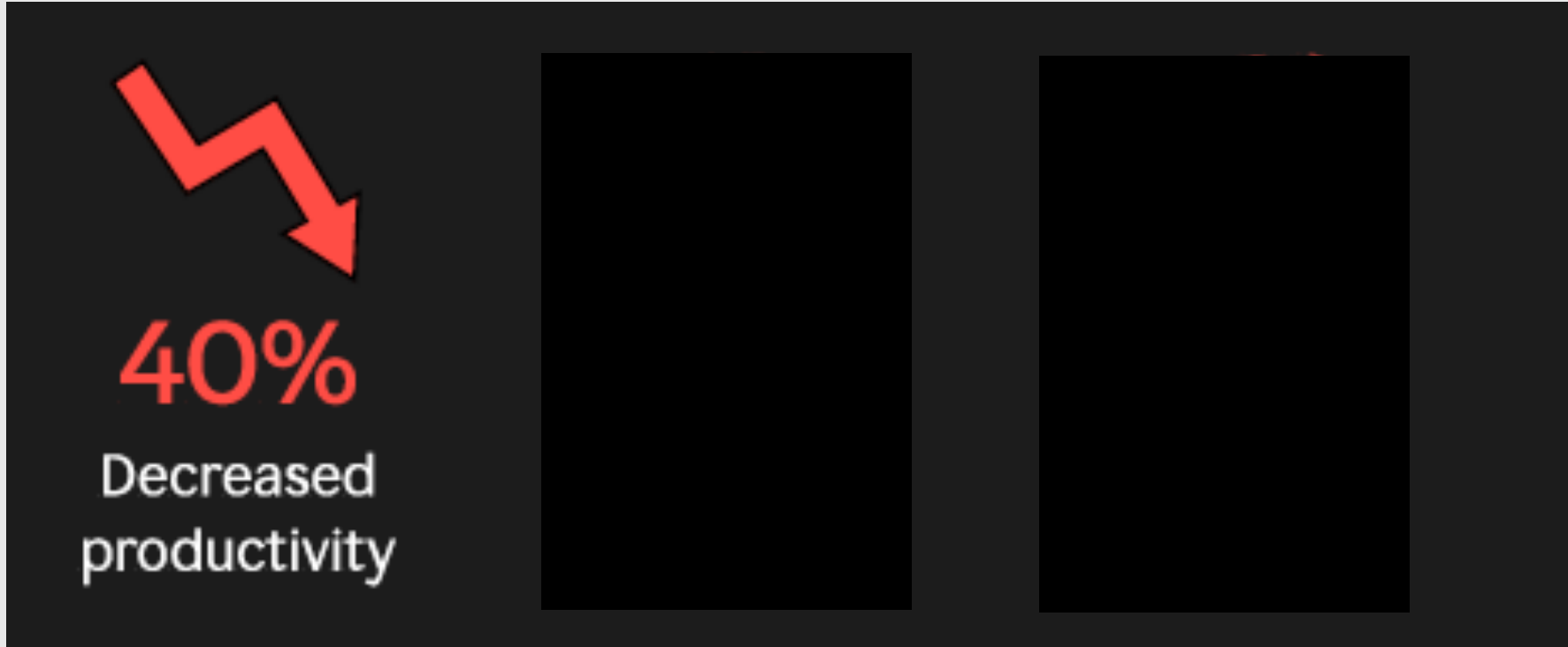
Communication
frequency



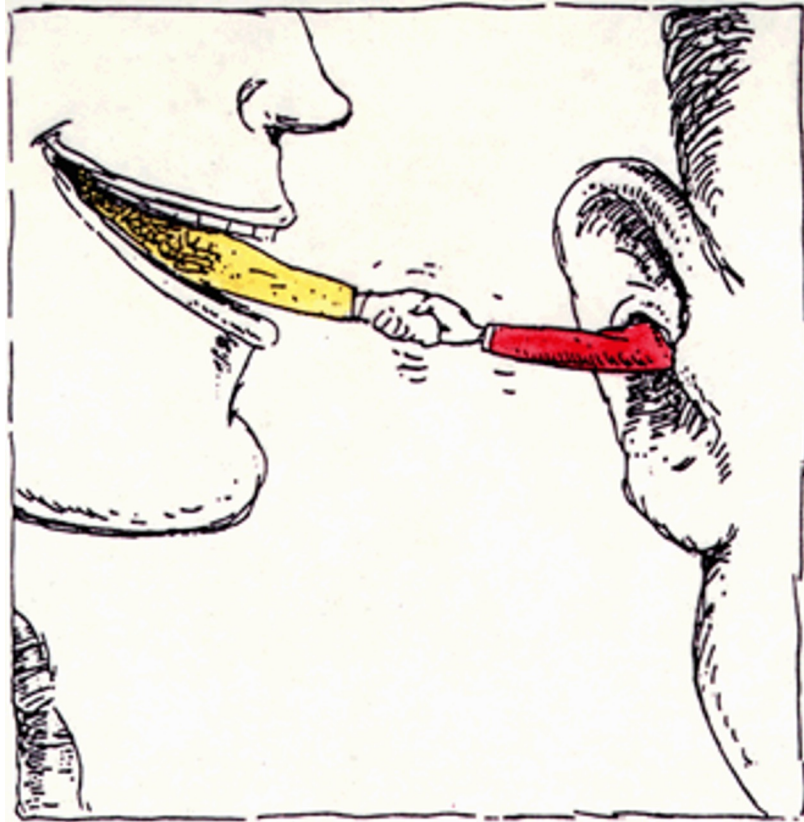
Variety of
communication
channels



Poor communication leads to:



Communication That Works

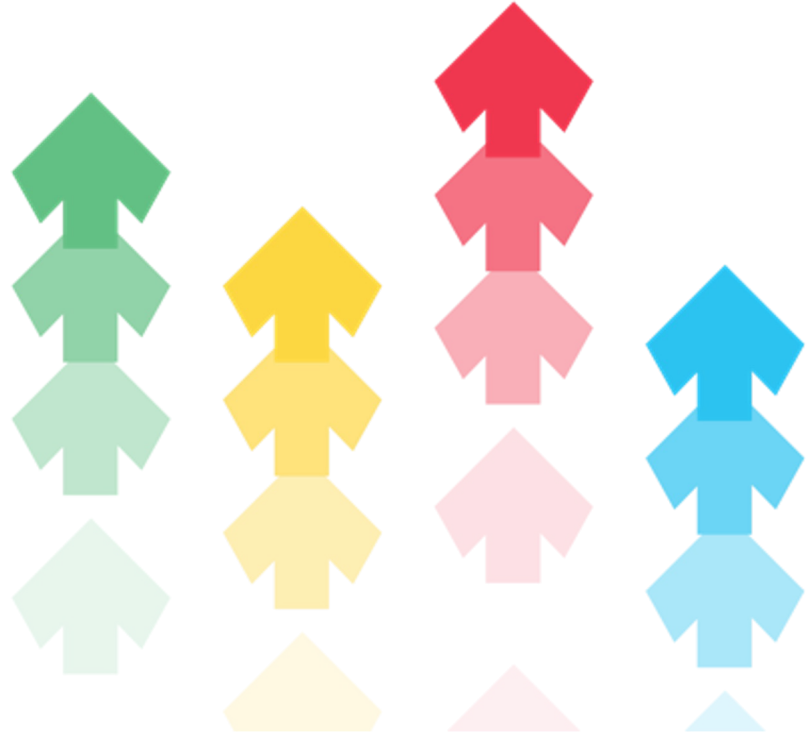


Need for Speed? Get a Common Language.



Examples?

- Values
- Company Lingo
- Acronyms



Advantages? A common language creates:



- A “shorthand”
- Greater clarity
- Consistency
- Sense of culture
- Accelerated knowledge transfer
- Speed to understanding



Need for Speed? Get a Common Language.



- *Assess what are the core elements of your existing common language*
- *Introduce frameworks (like Whole Brain[®] Thinking) to provide a non-judgmental, safe and easy to use common language.*



3 Trust: It's More than a Buzzword. It's the Secret to Innovation



**“Trust is the
bedrock of
a great
team.”**

Patrick Lencioni

Trust **starts** with Psychological Safety:



A shared belief held by members of a team, that it's ok to:

- take risks
 - express their ideas and concerns
 - speak up with questions
 - admit mistakes
- **all without fear of negative consequences.**

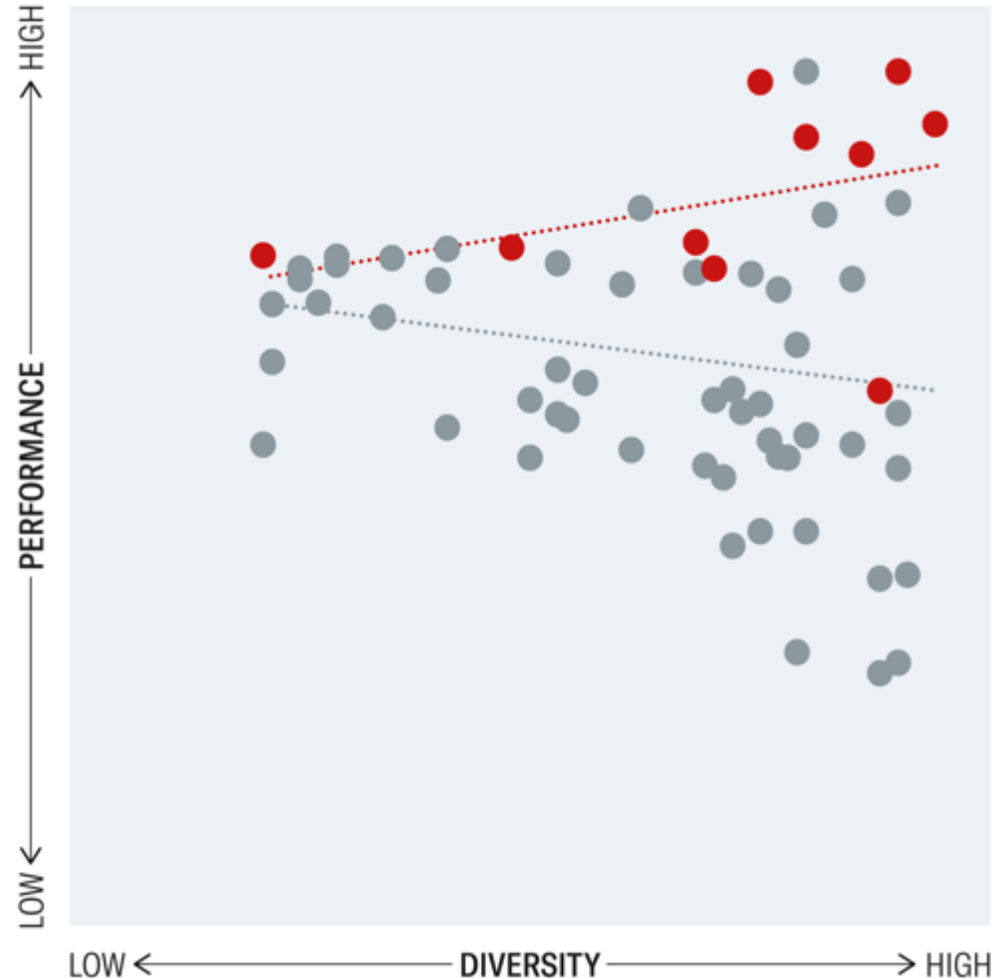


Amy Edmonson

**Harvard
Business
Review**

Psychological Safety Improves Team Performance in Diverse Teams

- Teams with high psychological safety
- Teams without high psychological safety



Link to Innovation?

~~Safe~~ BRAVE enough to

- Share ideas
- Challenge assumptions
- Push boundaries
- Take risks
- Fail!

Brene Brown



Build an Inclusive Culture!

3 steps to improve the psychological safety & bravery of teams:



Amy Edmondson

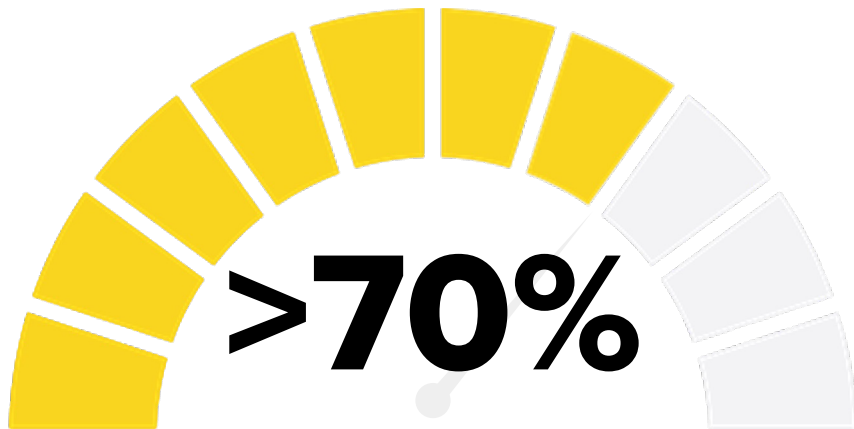
1. View work as a learning opportunity rather than an execution opportunity.
2. Admit that you are wrong.
3. Express your curiosity and **actively ask questions.**

Leadership and management can make or break it



It's all about the manager....

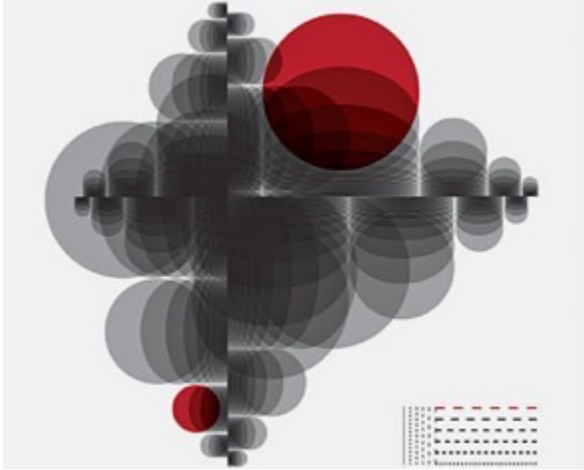
Managers account for



**of the variance in team engagement,
retention & performance**

A good manager:

**Harvard
Business
Review**



What Google's Best Managers Do

1. Is a good coach
2. Empowers the team; does not micromanage
3. Expresses interest in and concern for team members' success and personal well-being
4. Is productive and results-oriented
5. Is a good communicator—listens and shares information
6. Helps with career development
7. Has a clear vision and strategy for the team
8. Has key technical skills that help him or her advise the team

Ensure managers know how to manage for output vs activity!

It starts with Training and Development!



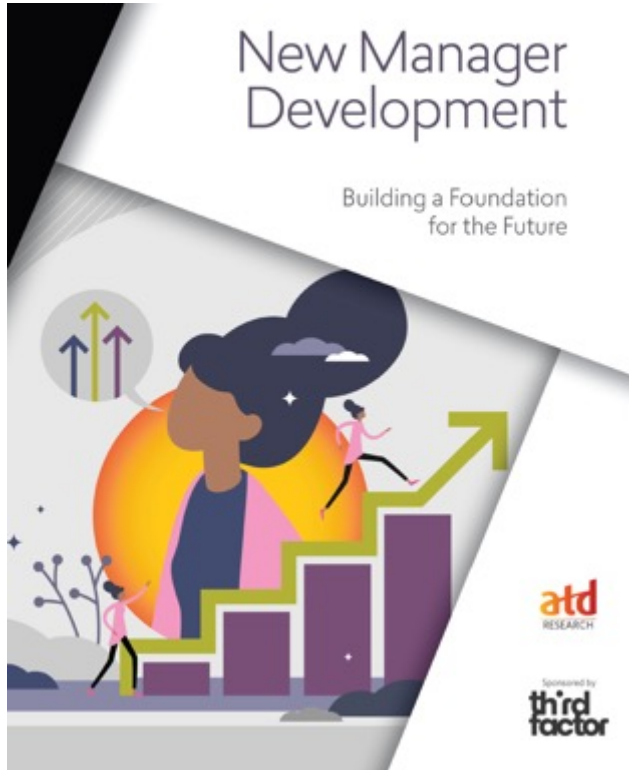
Among managers who oversee 1-2 people, 59% received no managerial training at all, along with 41% of those who oversee 3 to 5 people. (2018)



- 60% of new people managers under perform in their first year
- 85% of new people managers receive no formal training prior to becoming a new manager



Ninety-Eight Percent of U.S. Managers Want Better Management Training (2016)



**87% of respondents
cite a lack of metrics
to track the program's
results!!!**

Leadership and management can make or break it



- *Do an audit of your current development.
Enough? Still current? Right format?*
- *Align leader/manager development with team development!*
- *Track ROI!*



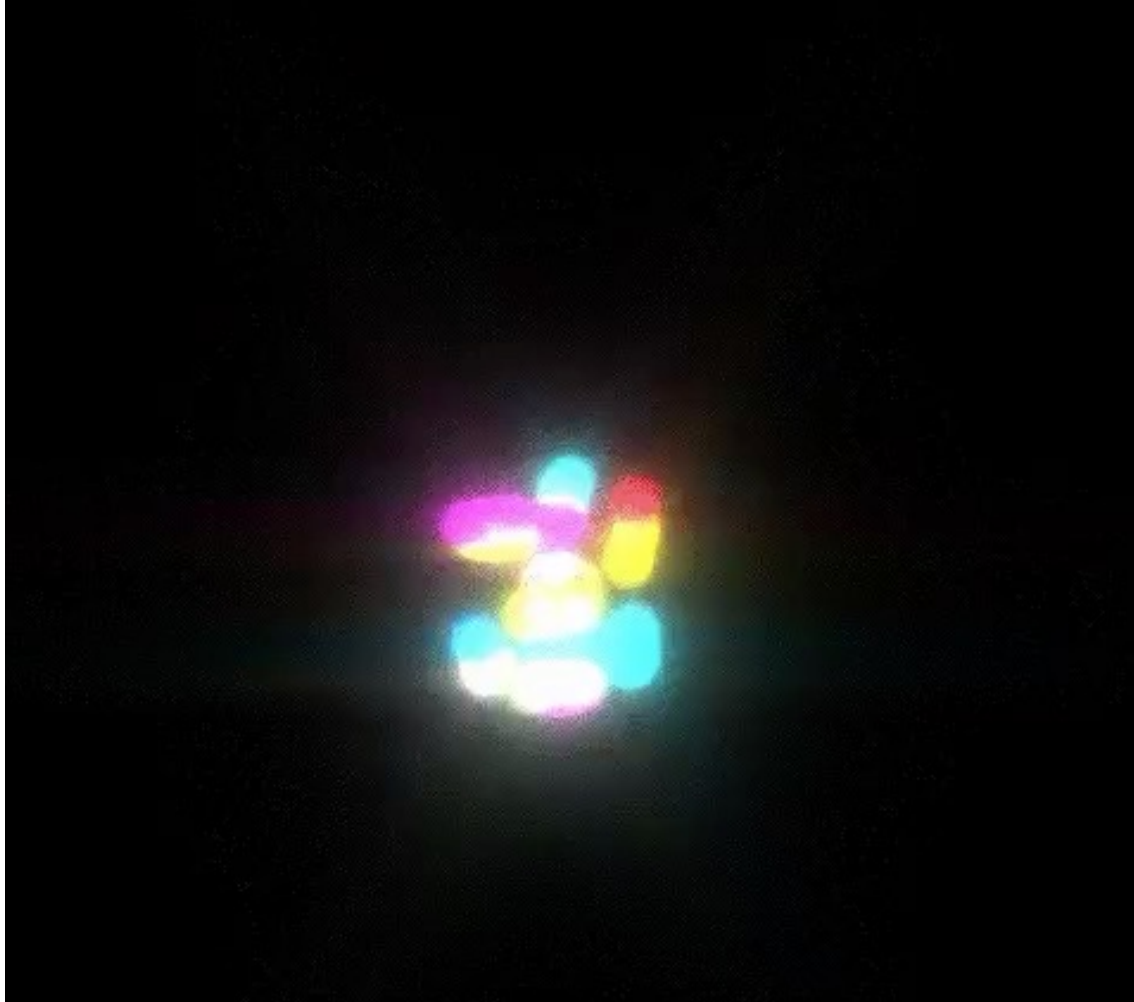
Reality: Learning in the Flow of Life....



Think of a time
when you had to
learn something
outside
of work to solve
a problem...

Share in chat!

Teams develop best over time: Tuckman's 5 Stages





© MARK ANDERSON, WWW.ANDERTOONS.COM



"I'll team build you!"

70:20:10 Learning & Development Model





$J^3 =$

Just Enough
Just in Time
Just for Us



- *Get programmatic—vs. reactive*
- *Plan for and get commitment to staggered learning*
- *Use offsites strategically and design **application** in between*
- *Build in team performance measurement!*





Apple



Microsoft



MacTM OS



Linux[™]



MS
DOS



ubuntu.

Whole Brain[®] Thinking: the Ultimate Operating System



In your opinion, what is most important for high-performing team success?

- a. **Clarity:** goals, roles, purpose, reality, *a results orientation*
- b. **Commitment:** process, plan, accountabilities, follow through, *an action orientation*
- c. **Caring (Enough):** trust, communication, psychological safety, inclusion, *a relationship orientation*
- d. **(Co-)creation:** vision, big and new ideas, blameless problem solving, flexibility, *a growth mindset orientation*

4 Critical Steps to Whole Brain Development: The 4 C's

1. Clarify

2. Commit

3. Care Enough

4. Co-create

Tool to Create the Operating System: Action Checklist for Teams to Build their Collective Intelligence:

A. We have clarity on...

- ☐ The purpose of our team
- ☐ The goals and results *we must* achieve
- ☐ Our specific roles and responsibilities
- ☐ Our team's 'reality': resources, challenges, truths
- ☐ Ways to best leverage data and technology

B. We all commit to...

- ☐ Alignment around team norms, process(es) and plans
- ☐ Timely execution
- ☐ Deciding & prioritizing (even in uncertainty)
- ☐ Individual and team accountability
- ☐ Follow through and closure on commitments

D. We co-create...

- ☐ A strategic, shared vision of our future
- ☐ Big ideas and new ways of thinking
- ☐ A flexible, open-minded work environment
- ☐ A collaborative, blameless approach to problem solving
- ☐ A collective intelligence and growth mindset

C. We care enough to...

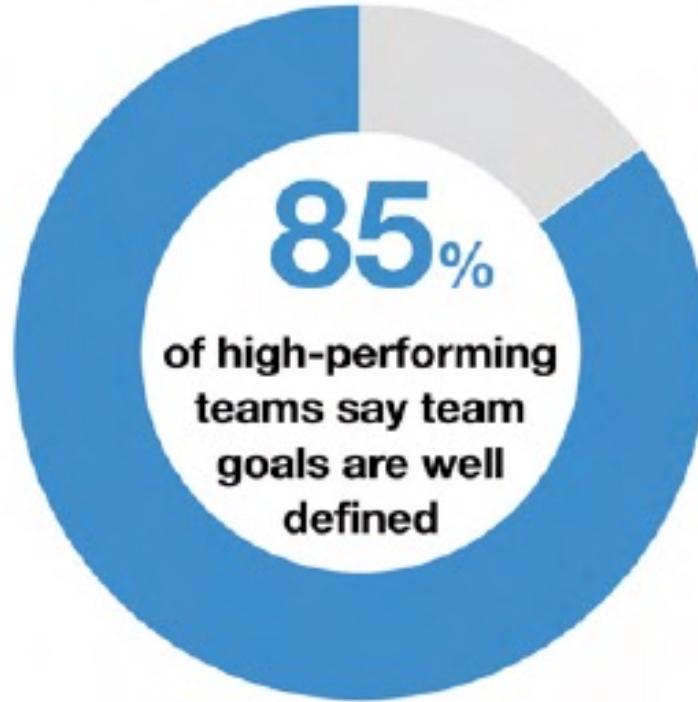
- ☐ Build relationships so we know each other well
- ☐ Trust each other, assuming positive intent
- ☐ Create a safe and 'brave' space for dialogue
- ☐ Communicate directly, openly and truthfully
- ☐ Ensure every voice is included and heard

4 Steps to Build a Teams' Collective Intelligence: Clarify

1. Clarify...

- ☐ The purpose of your team **(and link to mission)**
- ☐ The goals and results *you must* achieve
- ☐ Your specific roles and responsibilities
- ☐ Your team's 'reality': resources, challenges, truths
- ☐ Ways to best leverage data and technology

High-Performing Teams



[Dale Carnegie Study on Team Performance](#)

Project Aristotle (Oxygen): Best Teams Possible?

“THE WHOLE IS MORE THAN THE SUM OF THE PARTS.”

Goals can be set at an individual or group level but must be specific, challenging, **and achievable**.

Google uses Objectives and Performance Measures (OKRs) to set goals.



4 Steps to Build a Teams' Collective Intelligence: Commit

2. Commit to...

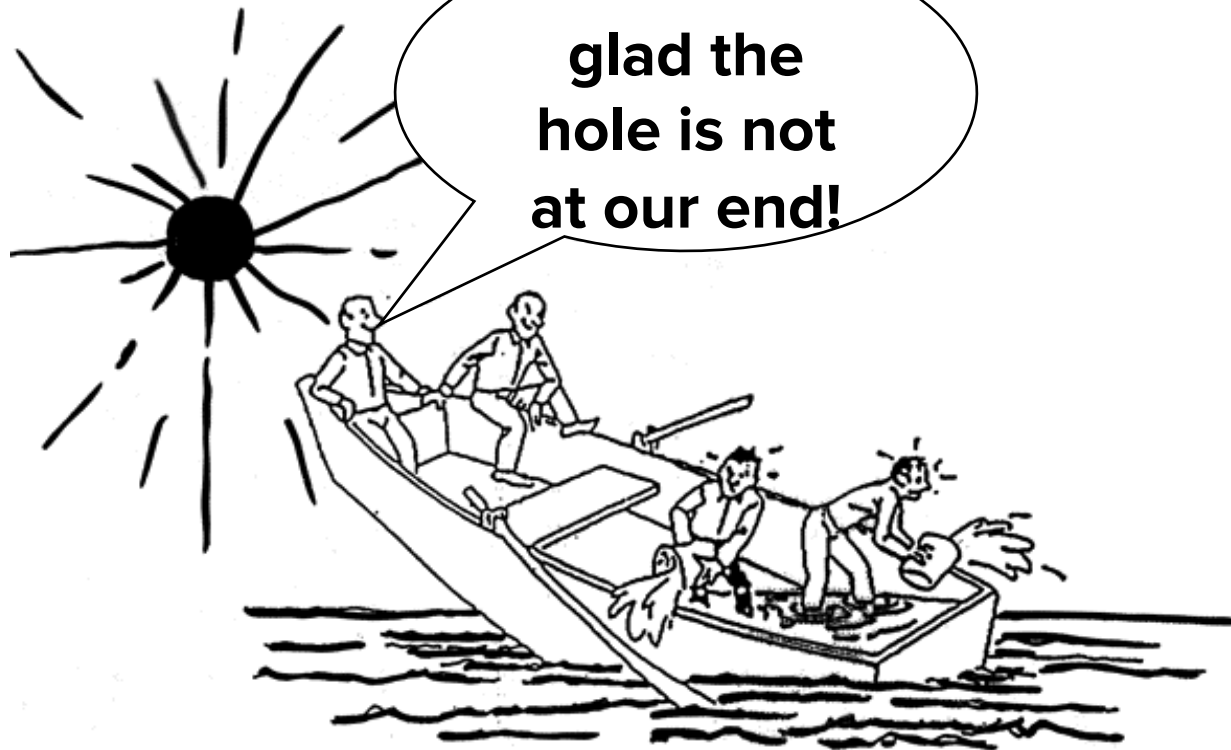
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Whole Brain® and the four color, 4 quadrant graphic is a trademark of Herrmann Global. © Herrmann Global 2014.

<https://reworkwithgoogle.com/in/guides/understanding-team-effectiveness#introduction>

<https://www.cipd.org/en/knowledge/evidence-reviews/high-performing-teams>

**I'm sure
glad the
hole is not
at our end!**



Alignment is key!



Create team norms
Common language
Shared vision

Source: McKinsey

4 Steps to Build a Team's Collective Intelligence: Care (Enough)

3. Care (Enough) to...

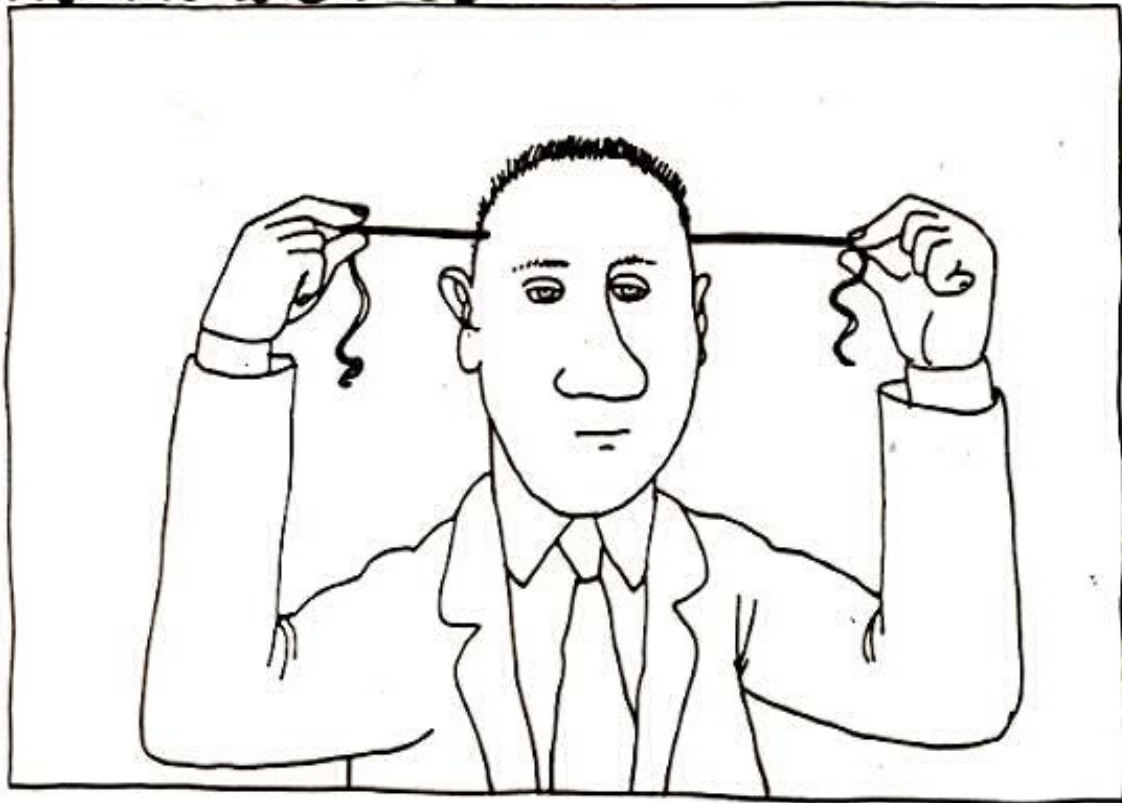
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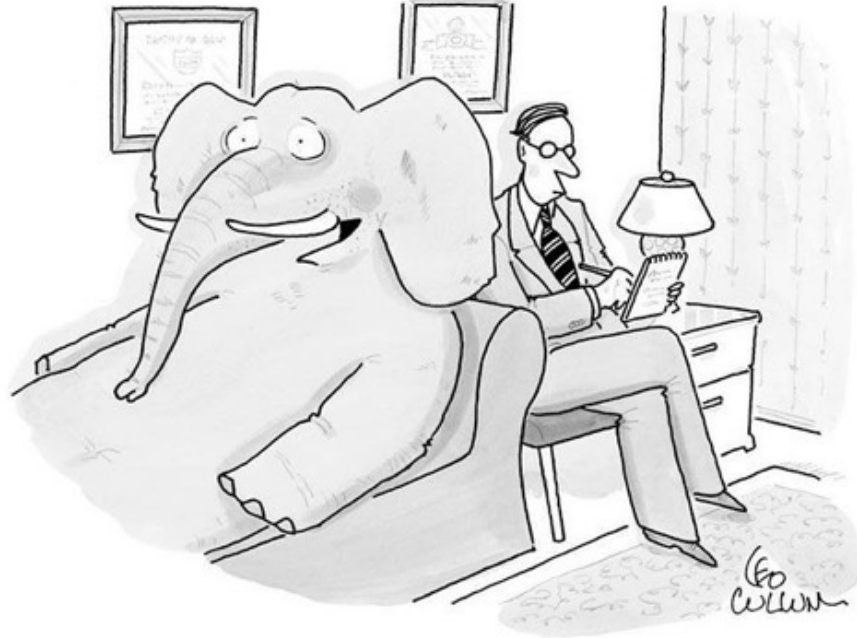
<https://www.cipd.org/en/knowledge/evidence-reviews/high-performing-teams/> <https://www.cipd.org/en/knowledge/evidence-reviews/high-performing-teams/>

Mental Floss



Contrapuntal Speaking (Chatting)

Reminder about Psychological Safety...



“I’m right there in the room, and no one even acknowledges me.”

4 Steps to Build a Teams' Collective Intelligence: Co-Create

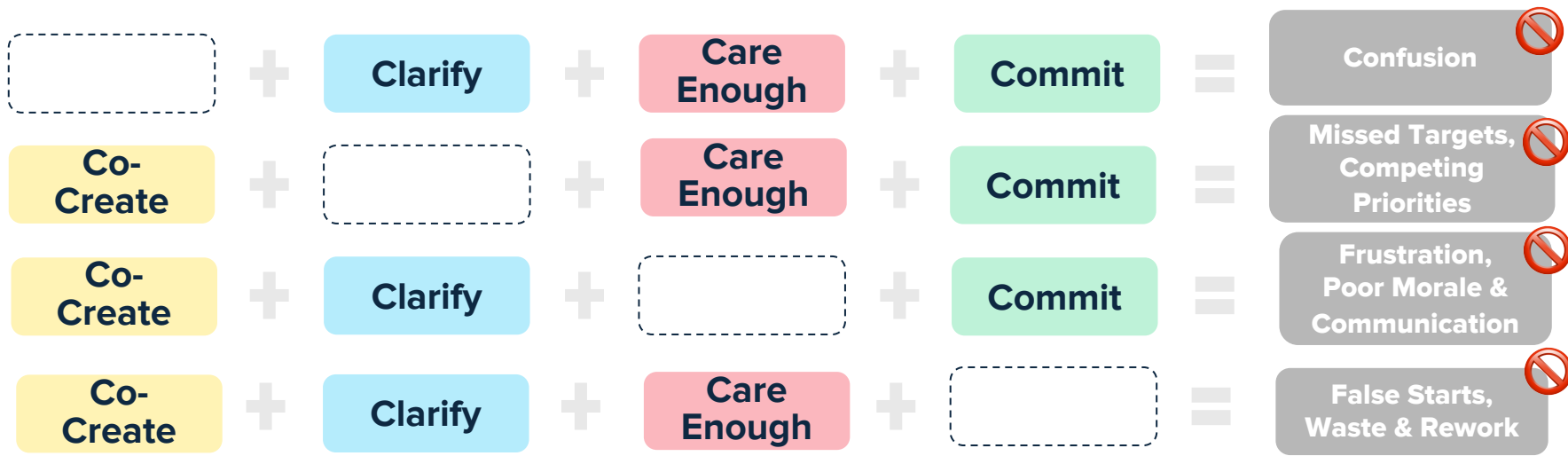
4. Co-Create...

- ☐ A strategic, shared vision of the future
- ☐ Big ideas and new ways of thinking
- ☐ A flexible, open-minded work environment
- ☐ A collaborative, blameless approach to problem solving
- ☐ A collective intelligence and growth mindset

Building Collective Intelligence for Teams Requires a Whole Brain® Approach



Otherwise...



Whole Brain® Thinking: the Ultimate Operating System



- *Use the Action Checklist with your teams to apply the 4 C's:*

A. We have clarity on...

- ☐ The purpose of our team
- ☐ The goals and results we *must* achieve
- ☐ Our specific roles and responsibilities
- ☐ Our team's 'reality': resources, challenges, truths
- ☐ Ways to best leverage data and technology

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- ☐ Communicate directly, openly and truthfully
- ☐ Ensure every voice is included and heard



But Wait...
**THERE'S
MORE!**

3 other factors you need to account for:



A case example:



The Challenge: Help teams improve specific performance outcomes *over time* by using Team Accelerator Whole Brain Thinking® tools *in the flow of work*.

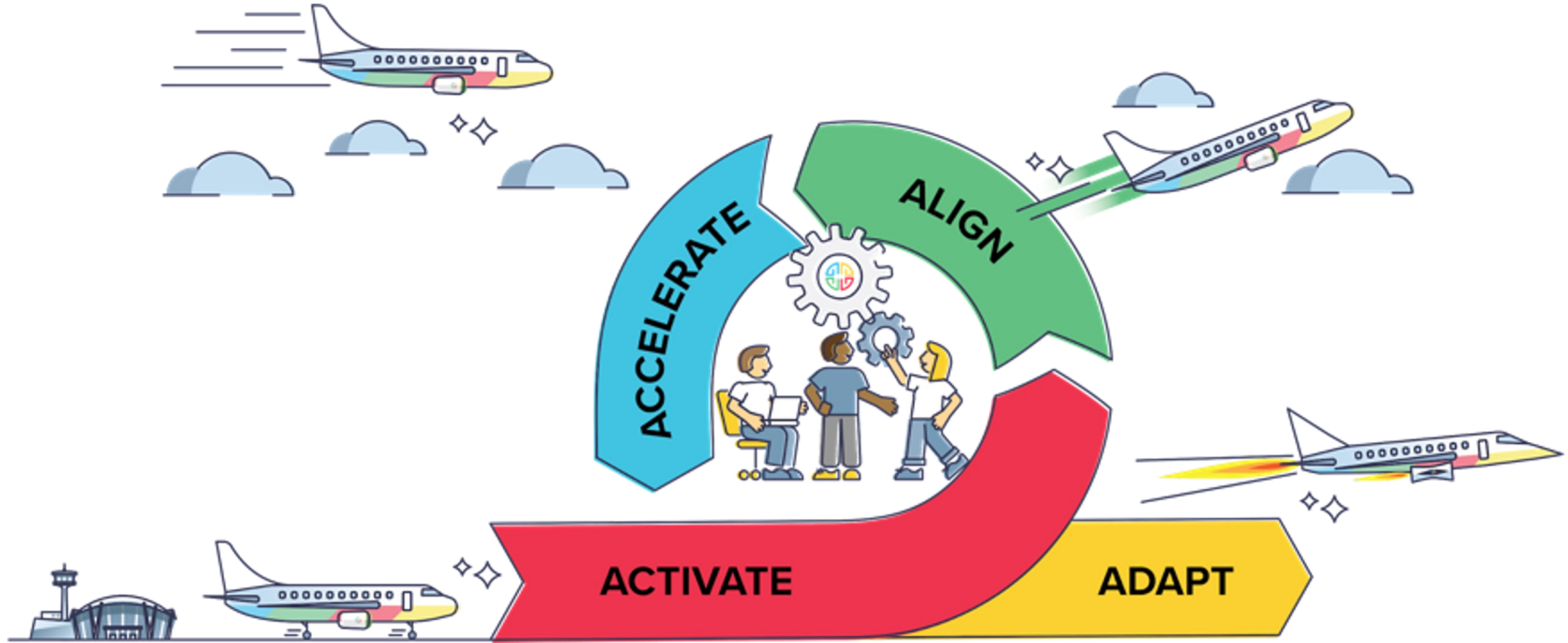


The Team's Moments of Pain While Working

- Adding new team members
- Launching a new team effectively
- Managing project scope
- Addressing 1:1 challenges
- Managing meetings well
- Having tough conversations



Team Effectiveness Solution: Development Over Time



Team Pulse Survey: Baseline and then retaken at regular intervals over time



Activate



This stage of the program is designed to activate your team and guide you through the process of becoming a high-performing team. Together, you'll get to know each other better, define the attributes of a high-performing team, and establish baselines for team dynamics and performance.

Creating a baseline measure and regularly checking progress helps teams understand where to focus during a project or team process. Please complete the team pulse check survey.

1. Complete the Team Pulse Check Survey



Team Pulse Check Survey for Sample Team

To evaluate our team's process, please take a few minutes and share your perspective on how you think your team is doing.

By clicking start, I agree to the privacy policy and terms and conditions, and I

It takes 45 sec

Start

press Enter ↵

MS Teams (or App)



Teams

Search

General Posts Files Stop & Think +

Stop & Think

Getting Unstuck With Another

Misunderstanding is the cause of a lot of waste and rework. It can sometimes feel like getting "stuck" or not being able to move forward in your collaboration. By sharing your own thinking and understanding more about how other people think, you can generate better questions and conversations. Swipe through for some ways to get unstuck.

Select a team member:

Cal Ender

My Profile

2221
Extrovert
Spiritual

General Profile
Under Pressure

View Full Profile

Cal Ender

2121
Ambivert
Spatial

General Profile
Under Pressure

View Full Profile

Why we might be stuck

Look at US!

Often we are stuck because we don't understand the different thinking and perspective. Compare your profiles and think about:

- Where are we stuck?
- How are our profiles similar?
- How are our profiles different?
- What happens to each of us under pressure?

Stop & Think
Stop & Think

Ambivert | Mathematical

“ I'm more about the people and the vision than the technical details or the plan. B is obviously my least preferred quadrant so... [Read more](#) ”

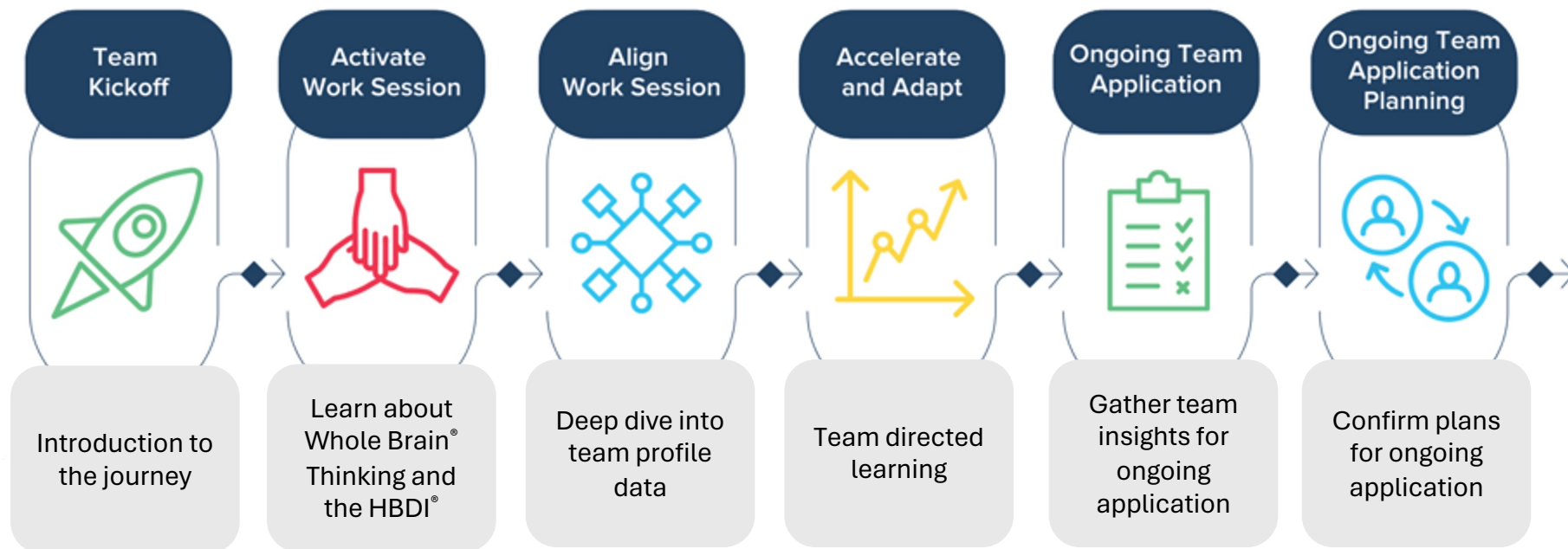
A

analytical
logical
rational
quantitative

D

synthesizing
conceptual
holistic
creative

The Team Effectiveness Solution: A Whole Brain® Team Development Journey



◆ This symbol highlights team or Champion led ongoing learning between stages.

6 Step Approach

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Learn More About Our
Team Effectiveness Solution



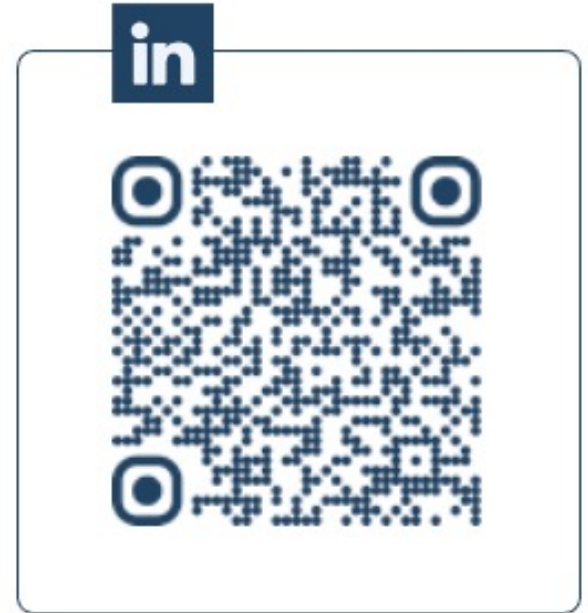


**"Alone we can do
so little; together
we can do so
much."**

Helen Keller

Contact Us

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ThinkHerrmann.com