How to Raise the Collective Intelligence of Teams
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We are...

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• Leadership coach, trainer, and facilitator with over 15 years of experience leading teams in product development organizations at small and mid-size tech firms.

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• Leadership coach, team coach, learning program designer with 25 years experience advising fast-changing organizations on developing capability at the line, management, and leadership levels.

We provide evidence-based mindfulness training, team development, and executive coaching programs that integrate meditation practice, proven strategies for adapting to change in oneself and others, and practical applications in addressing common managerial challenges.
What we’ll do together

- Clarify what we mean by collective intelligence
- Define the characteristics of more intelligent teams, based on recent research
- Challenge a few assumptions
- Offer you a starter set of tactics for raising team (or group) collective intelligence
- Work with those tactics
- Start intelligence-raising action-planning for a team you’re part of
Can team members make us more intelligent together?

Higher collective intelligence driven by
• reading emotion in the faces of others
• more equal contributions to discussions
• including more women

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Analyzed 180 teams that...
• worked well
• delivered results
• reported a positive attitude about the team

Psychological Safety
Sense of confidence that the team will not embarrass, reject or punish someone for speaking up.

Google turned to the data

“When you have worked on high performing teams...”
Building team emotional intelligence


Participation, Cooperation, Collaboration

Trust, Identity, Efficacy

Group Emotional Intelligence

Building the emotional intelligence of groups. MBT, Wolff and Druset.

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Why acknowledge emotions at work?

Emotions...
- Are persistent, with a long half-life
- Shape team climate
- Enable creativity

How it works

To raise collective intelligence, develop emotional intelligence
- Read others' emotions
- Facilitate more equal contributions
- Be a woman

To develop emotional intelligence, deliberately address emotion, and see its impact on the work
- Recognize
- Name
- Regulate
- Check impact

To address emotion and see its impact on work...
- Use emotion-handling resources
- Regulate group emotions
- Develop norms
Regulate group emotions and establish norms

Teams and groups also experience moods, ups and downs in interest and energy:

• Moan and move on
• Go positive
• Hold up a mirror

Use emotion-handling resources and establish norms

People take emotional cues from those around them, so:

• Note other’s emotions, propose a label without judgment
• Reflect with curiosity
• Remember: How does this help or impair the work?
• Afterward: What effect does it have on the team?
Emotionally competent teams don’t wear blinders; they have the emotional capacity to face potentially difficult information and actively seek opinions on their task processes, progress, and performance from the outside.
Action planning

**Try it out**
1. Select a tactic. Describe specific actions you'll take.

**Define the test**
2. When will you use it? Choose a specific time and place.
3. How long will you use it?
4. What observations will you make to assess its impact?
5. What would ‘success’ look like?

**Make it a habit (norm)**
- How will you request that the team regularly use tactics that work?
- How will you remind people of it and reinforce it?
Remember: Emotion is present and powerful

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To address emotion and see its impact on work...

• Develop norms
• Use emotion-handling resources
• Adopt affirmative attitude
• Proactive PS

Want more?

We deliver half-day workshops and custom-designed programs focusing on team development for sustainable impact and a distinctive approach to team coaching

For more information contact us at info@executivedharma.com