

Creating Psychological Safety Using Conversational Intelligence (C-IQ) and Temperaments

BARBARA GUNNING
ROCKING YOUR TEAM FROM SAN DIEGO, CA

Barbara Gunning Rocking Your Team

Early career

- Education in Business (BA & MBA)
- Developer / Business Analyst/ Lead
- Gave notice with goal of finding new career

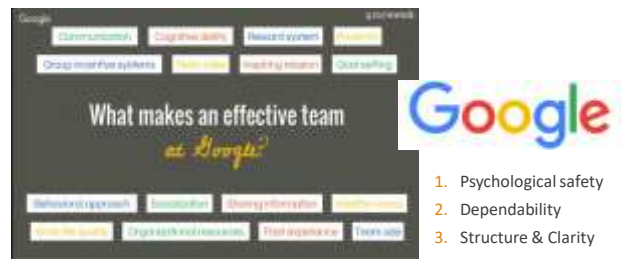
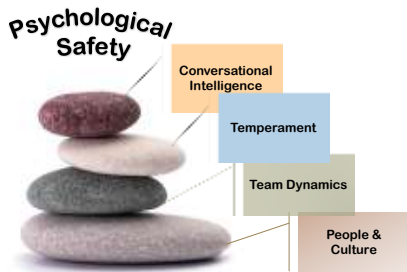


Middle: Project Leader

- 20+ years of project management
- Loved building connected teams and making things happen!
- 2004: attended Myers-Briggs which changed the way I lead people

Last chapter: Following my passion

- Rocking Your Team focused on impacting teams using Science of Personalities to build high performing teams
- Instructor at University of California, San Diego



Five common themes
shared by ALL effective teams Google studied



Google's People Analytics Team
Aberer Dubey and Julia Rozovsky
<https://rework.withgoogle.com/blog/google-on-what-makes-an-effective-team/>



Amy Edmondson
Harvard's Organizational Behavioral Scientist
Watch Amy Edmondson's TED Talk on [psychological safety](#)



Google was surprised by this discovery!

#1 Psychological Safety

Definition from Amy Edmondson

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

- Team member feel responsible for giving candid and honest **task related** feedback while respecting all team members



Sample Items:
-Group dynamics: I feel safe expressing divergent opinions to the team.
-Skill sets: I am good at navigating roadblocks and barriers.
-Personality traits: I see myself as someone who is a reliable worker (informed by the Big Five personality assessment).
-Emotional intelligence: I am not interested in other people's problems (informed by the Toronto Empathy Questionnaire).

- 115 engineering project teams / 65 sales pods
- Mix of high & low performing teams
- Varied team composition and team dynamics
- Demographic variable
- Used 250+ variable from existing survey data to find variables related to team effectiveness

Success Metrics:

1. Executive evaluation of the team
2. Team leader evaluation of the team
3. Team member evaluation of the team
4. Sales performance against quarterly quota

Google's findings - HOW over WHO

COMPOSITION

WHO?

- Individual performance of team members
- Colocation of teammates (sitting together)
- Team size
- Workload
- Tenure or Seniority
- Extroversion of team members
- Consensus-driven decision making

These factors were not statistically significant in Google's environment
Google emphasizes that these WHO factors may be important in other companies

Important findings

- Findings are for Google's environment and culture
- What didn't show up as a theme was as important as what did
 - Team size
 - Team leadership
 - Top performers
- Each key factor can be worked on and improved



Benefits of psychological safety

Most widely empirically supported benefits:

- ☐ Improves likelihood that an attempted process innovation will be successful
- ☐ Increases amount members learn from mistakes
- ☐ Boosts employee engagement
- ☐ Improves team innovation

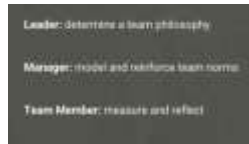
Strengthen safety:

A clear team structure where members understand their role on the team
 Strong relationships between cohesive team members



Advice From Google

- **Establish a common vocabulary** - Define the team behaviors and norms you want to foster in your organization.
- **Create a forum to discuss team dynamics** - Allow for teams to talk about subtle issues in safe, constructive ways.
- **Commit leaders to reinforcing and improving** - Getting leadership onboard to model and seek continuous improvement can help put into practice your vocabulary.



BOOKING YOUR TEAM

From Amy Edmondson

Five leadership behaviors that promote learning:

- **Frame the work accurately.** Is this task routine, complex, or innovative? The framing depends on the type of task you face.
- **Acknowledge limits,** and that you know that you're fallible.
- **Embrace messengers.**
- **Listen intently.**
- **Encourage dissent.** Alfred P. Sloan once said, "Gentlemen, I take it we are all in complete agreement on the decision...Then I propose we postpone further discussion of this matter until our next meeting to give ourselves time to develop disagreement and perhaps gain some understanding of what the decision is all about."

BOOKING YOUR TEAM

Putting it into action



BOOKING YOUR TEAM

Questions for your team

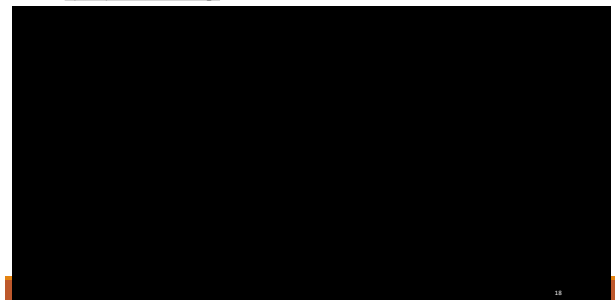
1. If you make a mistake on this team, it is often held against you.
2. Members of this team are able to bring up problems and tough issues.
3. People on this team sometimes reject others for being different.
4. It is safe to take a risk on this team.
5. It is difficult to ask other members of this team 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.

BOOKING YOUR TEAM

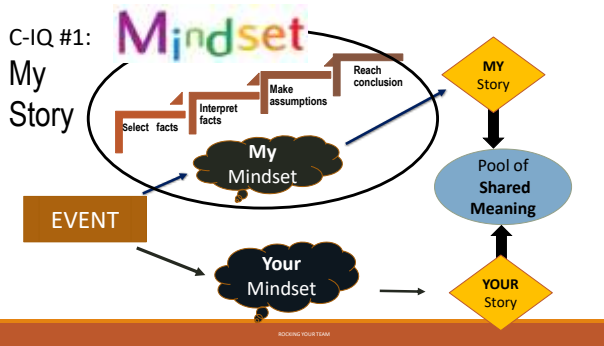


Count the Number of Ball Touches

https://www.psdirectory.com/11621002_01/



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Which Temperament best describes you?

Sit with your Temperament group

Improvser
Fun, freedom, and variety
Doing it with style
Making an impact

Catalyst
Feeling unique or special
Having a purpose and meaning
Making a difference

Stabilizer
Belonging and contributing
Taking responsibility
Productivity with concrete results

Theorist
Being competent and curious
Having intellectual independence
Finding a new and better way

What Super Hero depicts your group?

Improvser: the Flash
Fun, freedom, and variety
Doing it with style
Making an impact

Catalyst: Wonder Woman
Feeling unique or special
Motivated by purpose and meaning
Desire to make a difference

Stabilizer: Captain America
Belonging and contributing
Taking responsibility
Producing concrete results

Theorist: Ironman
Being competent and curious
Having intellectual independence
Finding a new and better way

Team success?

List four words that your Temperament group agrees is MOST important for team success



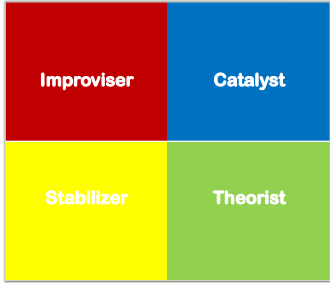
C-IQ #2: TRUST lights up your Prefrontal Cortex





Triggers and Stresses

What moves your Temperament away from trust?



25

C-IQ #3: Attribution Error

Double-clicking into Intention



Resources: ReWork by Google

- Psychological Safety:**
- Video: <https://rework.withgoogle.com/blog/google-on-what-makes-an-effective-team/>
 - Tools: <https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/>
 - <https://rework.withgoogle.com/guides/understanding-team-effectiveness/steps/introduction/>
 - <https://www.strivemarketing.com/blog/measure-psychological-safety-team/>
 - <https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?smid=pl-share>
 - Watch Amy Edmondson's TED Talk on [psychological safety](#).
 - Consciousness Research: <http://www.businessinsider.com/conscientiousness-predicts-success-2014-4>
- Conversations:**
- Book: Conversational Intelligence by Judith Glasser
 - Book: Crucial Conversations
 - Book: Difficult Conversations

ROUND YOUR TEAM