

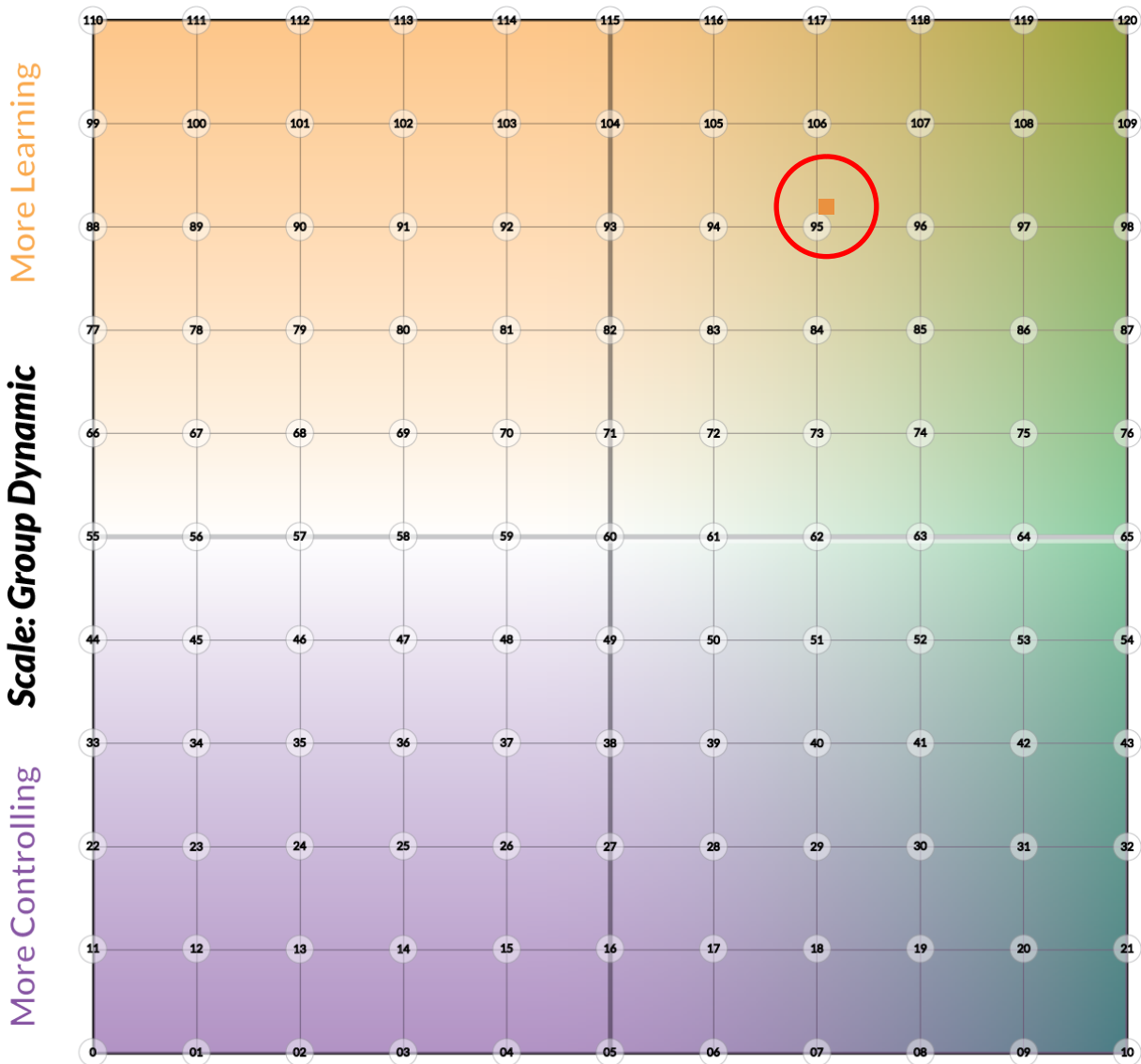
Collaboration Readiness Indicator Report

Participant: Rod Willis (rod.willis@assentire.net)

This report uses the online data supplied enabling you to explore the Group and Environment Dynamics in play in your Group(s) or Team(s)

NPS 9
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Readiness Indicator



Scale: Environment Dynamic

Introduction

Why was the Innovation Audit 3.0 created?

- In a fast changing and increasingly complex world, it is those teams that are agile and unafraid to try new ideas (to trip and learn) that will be most effective.
- Those able to flex and change quickly as the market requires, without losing cohesion and strategic direction will be the ones that lead the way.
- In order for this potentially different way of thinking & working to be most effective, the context in which the team operates needs to be supportive.
- To maximise this potential, the team and organisation need to be aligned and be able to work in both a high performance and a learning environment at the same time.

The theory behind the Innovation Audit 3.0

Alongside the insight from Assentire's own research and behavioural exploration, three ideas have influenced the design of this tool.

- The Unilateral Control Model explored by C Argyris & D Schön
- Relationship behaviours captured in The Human Element by Will Schutz
- Self-Determination Theory (SDT) by D Stone, E Deci and R Ryan for the organisational perspective, exploring autonomous motivation.

A principles we believe to be true.

Greater learning behaviours will directly support a more agile group or team. By knowing what type of Group Dynamic and Environment Dynamic you have in your organisation, you start to have the choice of changing, or maintaining what you have today.

Enabling any Organisation to become more agile.

Participant: Rod Willis

Exploring the Learning Dynamic - More agile Mindset

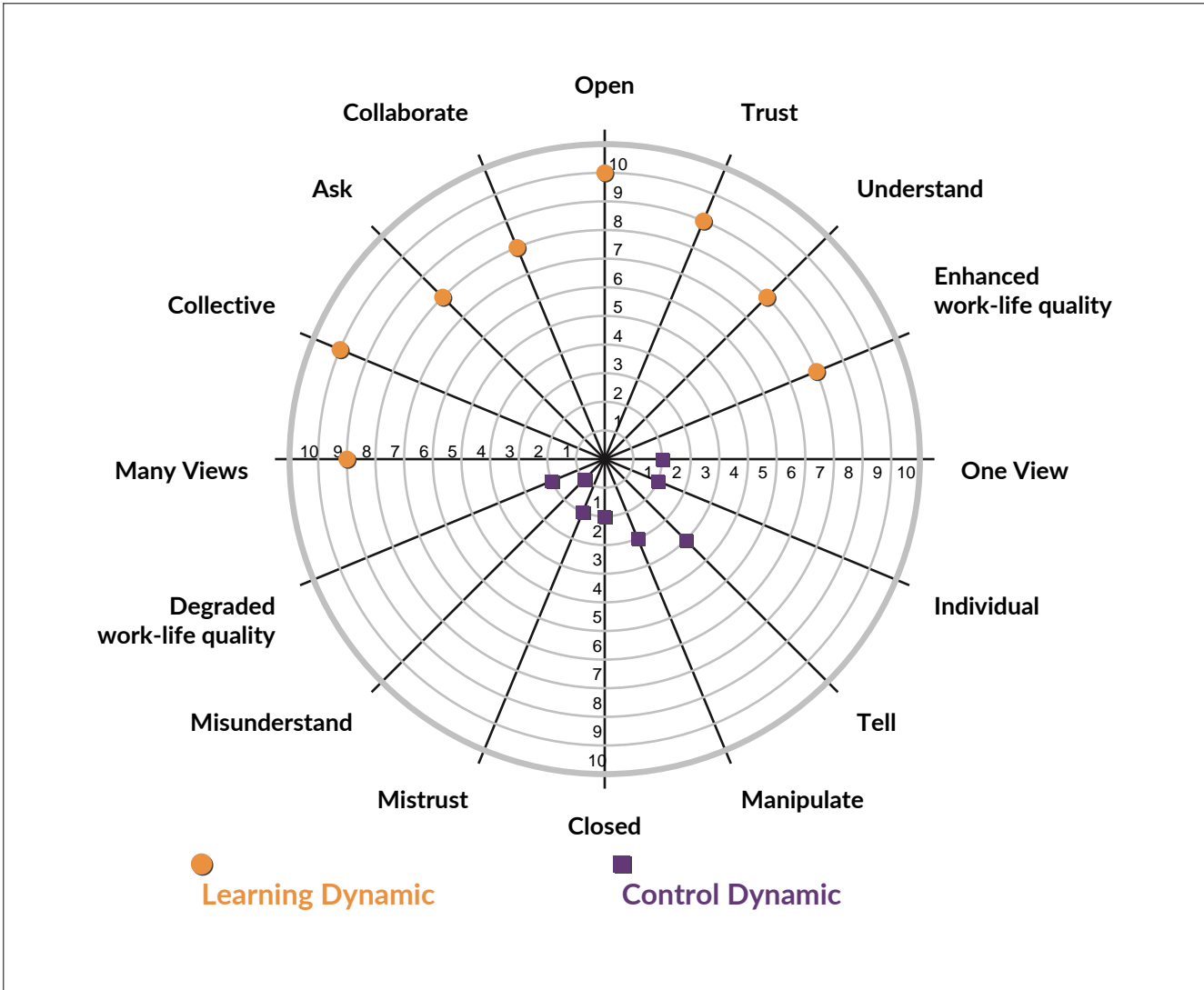
Many Views: When a group member expresses a different view or position, his or her reasoning is explored in an open and inquiring way	9	
Collective: Members of the group are keen to hear the views of others, even those issues that may be seen elsewhere as 'undiscussable', such as the 'Elephant in the room'	10	
Ask: I commonly hear members of the group testing their own assumptions and inferences as well as those of others	8	
Collaborate: It is common that members of the group explore and design different approaches jointly rather than individually	8	
Open: Members of the group around here are happy to share relevant information, not keeping it private	10	
Trust: There is quite a high level of trust across the group	9	
Understand: It is rare to encounter misunderstandings, unproductive conflict and defensiveness in the group	8	
Enhanced work-life quality: Over time, I have seen the quality of working life improve	8	
Alignment: There is a clear and common understanding how the group's purpose supports the organisation's purpose	7	
Recommend: I would recommend this group to a close colleague/friend, knowing their career depends on the success of this group's performance and you want them to be successful.	8	
A = Sum of above values	85	
A = Average of above values	8.50	

Exploring the Control Dynamic - Less agile Mindset

One View: When a group member expresses a different view or position, their reasoning is not explored or asked for	2	
Individual: Members of the group don't want to hear another's view in case they find theirs is not the best. I see this reluctance to listen all the time	2	
Tell: I commonly hear members of the group telling others what decision should be made, or which course of action should be taken	4	
Manipulate: It is common that members of the group seek to establish a shared narrative with undisclosed methods, for example, saying: Don't you think it would be a good idea if we outsourced the work?	3	
Closed: When a group member is advocating their position, they do not share their reasoning	2	
Mistrust: There is quite a high level of mistrust across the group	2	
Misunderstand: It is common to see misunderstandings, unproductive conflict and defensiveness in the group	1	
Degraded work-life quality: Over time, I have seen the quality of working life decline	2	
Misalignment: It is obvious to all, there is misalignment between the group's purpose and the organisation's purpose	1	
Warn: I would warn anyone from joining this group and especially a close colleague/friend as their career depends on the success of this group's performance and you don't want them to damage their prospects.	2	
B = Sum of above values	21	
B = Average of above values	2.10	

Participant: Rod Willis

Exploring the Group Dynamic



Dominant learning behaviours will directly support a more agile group or team.

- When learning dynamic (**orange round markers**) dominates, the group will be experiencing greater learning behaviours.
- When the control dynamic (**purple square markers**) dominates, the group will be experiencing greater controlling behaviours.
- Later within this report, you can see how these items can be grouped to show different aspects of relationship behaviours.

Participant: Rod Willis

Exploring the Environment Dynamic - the context

Collaboration: People openly ask questions and are invited to participate in problem-solving	8	
Communication: People actively listen and acknowledge perceptions of all group members	9	
Choice: Choices are offered within the organisation including clarification of responsibilities	9	
Motivation: Coercive controls, such as rewards and comparisons with others, are minimised	2	
Feedback: Sincere, positive feedback is provided that is intuitive, factual and non-judgemental	8	
Development: Talent is developed and knowledge shared to enhance competency and autonomy	6	
Monitoring: Monitoring and support is integrated at all times for all group members	6	
Support: There is awareness and control of the amount of action and learning required (assimilation demand), holding back where necessary	7	
Culture: People actively look for conflict of interests without judgements or blame and negotiate any changes	9	
Change: When people in the organization encounter opposition to change, they see this as an opportunity to learn, treating the objections as a form of organizational intelligence. They don't assume everyone is always resistant to change	7	
C = Sum of above values	71	
C = Average of above values	7.10	

Participant: Rod Willis

Exploring the Environment Dynamic

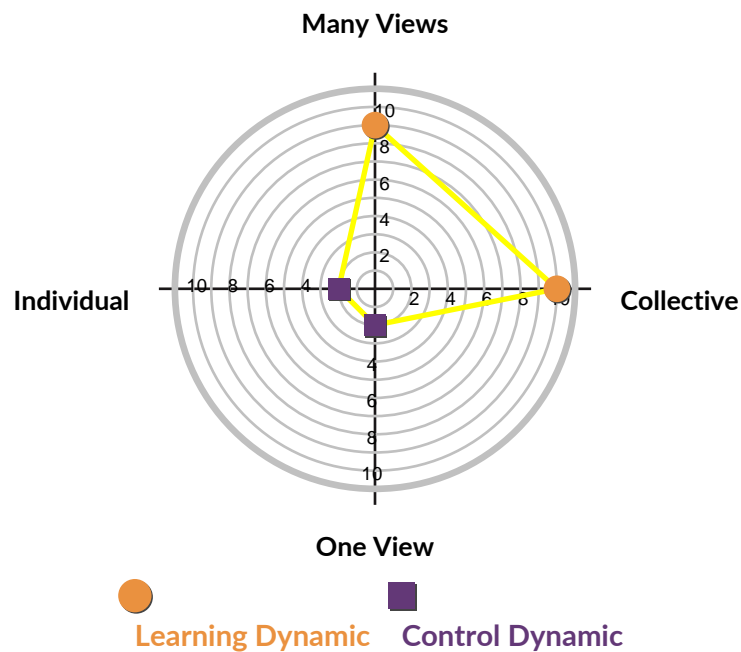


The Environment Dynamic is about the context in which the group operates within.

- In general, the higher the scores, the more these factors 'enable' greater collaboration, higher performance & effectiveness of the groups or teams.
- If you believe you are experiencing 'resistance to change' this is a good place to explore.

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Including Behaviours



These relate to achieving the desired amount of contact with people.

- Sometimes people like a great deal of inclusion; they are outgoing they enjoy doing things in a group and they tend to start conversations with strangers.
- At other times, people prefer to spend time alone; they are reserved, they seldom start conversations and they avoid parties.
- People differ as to how much they want to be with others and how much they prefer to be alone.

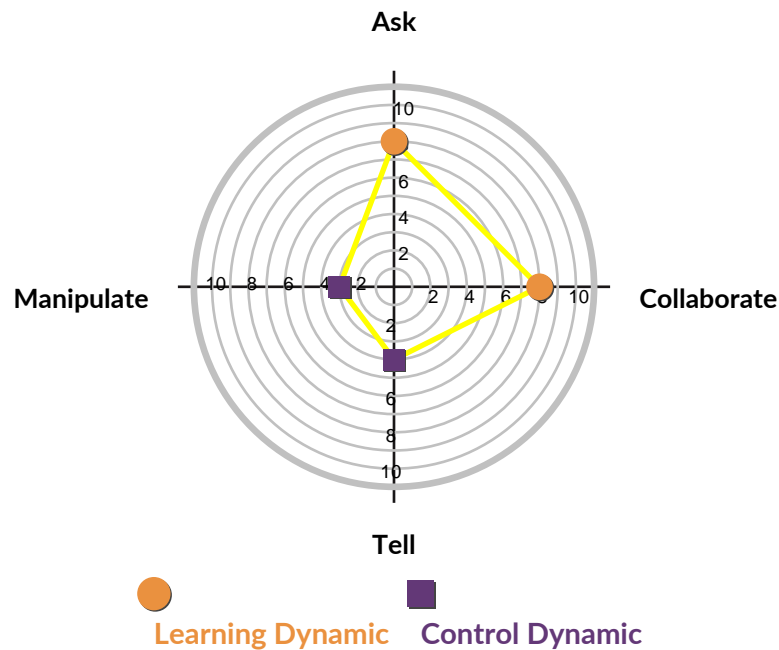
Based upon the work of Will Schutz who suggested 'Inclusion' is all about:

Am I 'in' or 'out'? Why am I here? How do I fit? First impressions. Being polite. Looking for similarities.

- Behaviour with Others: Inclusion
- Behaviour Toward Self: Aliveness
- Underlying Feeling: Significance

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Controlling Behaviours



These relate to achieving the desired amount of control over others.

- Some people are more comfortable when they are in charge of people; they like to give orders and to make decisions for both themselves and others.
- At other times, they prefer to be controlled by others; they may even seek out situation in which others will clearly define their responsibilities for them.
- Everyone has some desire to control other people and some desire to be controlled by others. In other words, people vary in the amount they like to be controlling and the amount they like to be controlled by others.

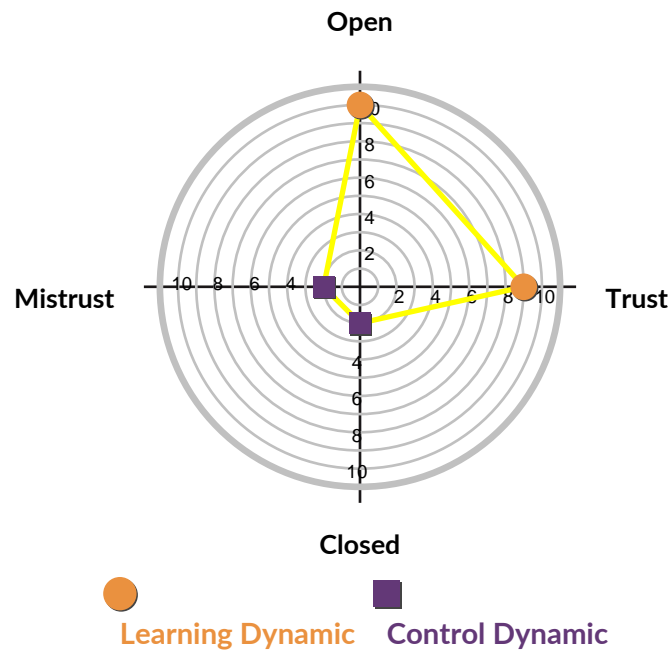
Based upon the work of Will Schutz who suggested 'Control' is all about:

Top – Bottom control. Who's in charge? Influence. Confrontation. Challenging the leader. Responsibility. Clique formation.

- Behaviour with Others: Control
- Behaviour Toward Self: Self-determination, Choice
- Underlying Feeling: Competence

Participant: Rod Willis

Openness Behaviours



These relate to achieving just the desired amount of openness.

- Some people enjoy relationships where they talk about their feelings and innermost thoughts; they enjoy having one person, at most, a few people in whom they confide.
- At other times, they prefer not to share their personal feelings with other people. They would like to keep things impersonal and they prefer to have acquaintances rather than close friends.
- Everyone has some desire for open relationships and some desire to keep their relationships more private. They differ in how much they like to be open and how much they like to be closed

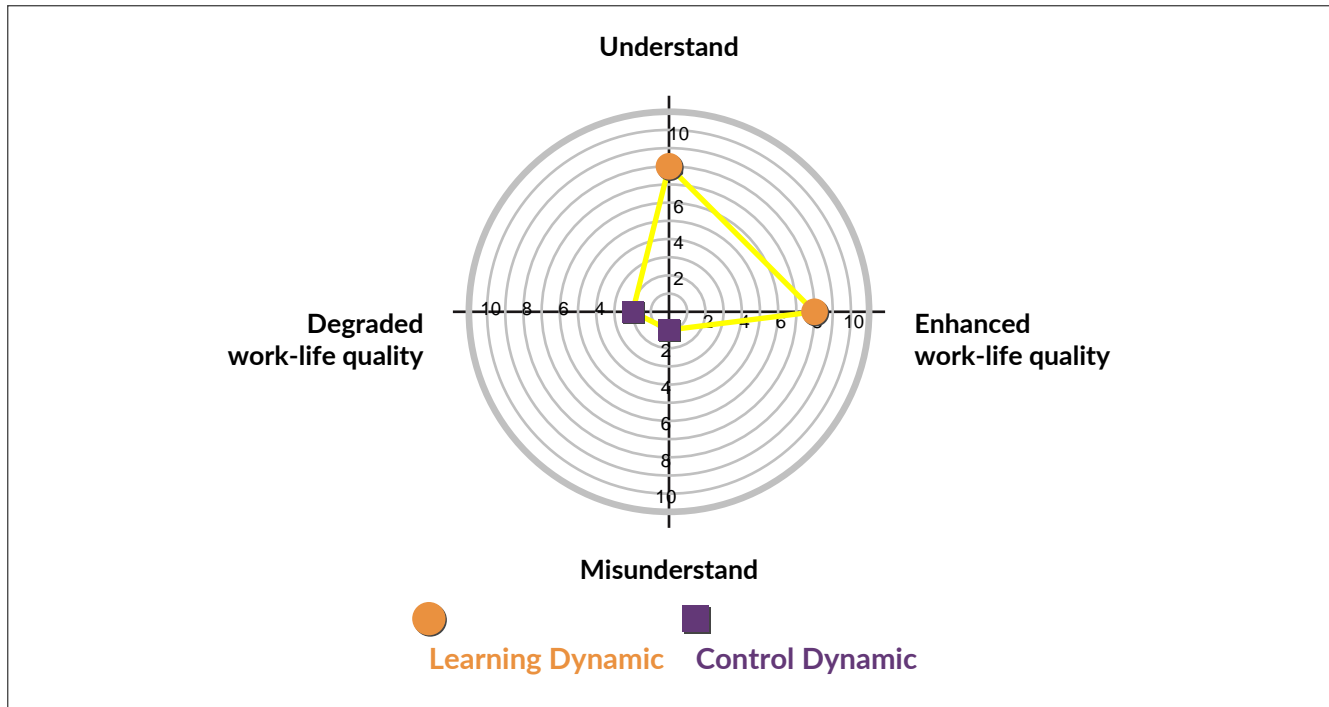
Based upon the work of Will Schutz who suggested 'Openness' is all about:

Open – Closed behaviour. Listening. Sharing. Self-disclosure. Loyalty. Trust.

- Behaviour with Others: Openness
- Behaviour Toward Self: Self-awareness
- Underlying Feeling: Likability, Lovability

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Group Outcomes

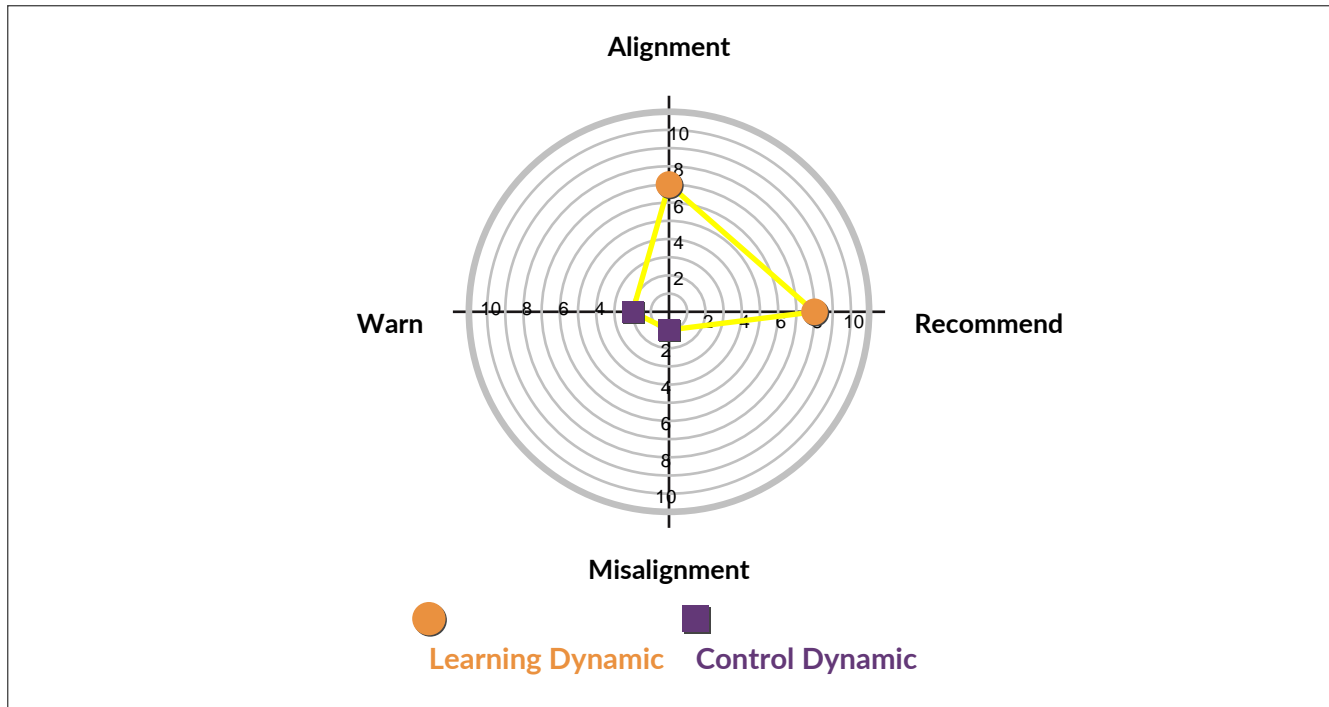


These relate to the outcomes members of the group or team perceive.

- At the end of the day, how well do members of the group or team really understand each other? Understanding each other can lead to highly productive working relationships, knowing how to manage inevitable conflicts that will arise. Doing so in a positive and constructive manner.
- When conflicts arise and if people do not understand each other, often defensive behaviours will unfold. These by definition will start to 'hide' what is really occurring and can result in a significant decline in a group's or team's ability to operate effectively together, ultimately compromising output.
- An important measure to reflect upon is the quality of ones working life. Is it enhancing or declining? We can sometimes directly influence our own environment. However, that is often quite a challenge so it is helpful to understand the influence of a group is much more likely to result in change.

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Group Prospects

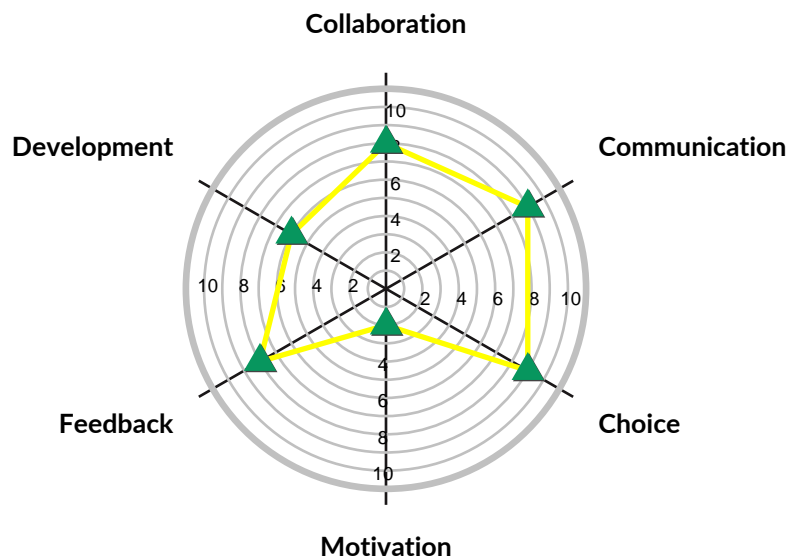


These items relate to the potential prospects of the group.

- Alignment** or **Misalignment**: These are explored via these two statements, '*There is a clear and common understanding how the group's purpose supports the organisation's purpose*' and '*It is obvious to all, there is misalignment between the group's purpose and the organisation's purpose*'.
- It is always interesting to see how people respond differently to opposite forms of a statement. It is also possible for there to be both alignment and misalignment in play within the group at the same time. By asking both statements, we can start to understand what might be helping and or hindering the group and its contribution to the organisation.
- Recommend** or **Warn**: These are explored via these two statements, '*How likely would you recommend this group to a close colleague/friend? Their career depends on the success of this group's performance and you want them to be successful*' and '*I would warn anyone from joining this group and especially a close colleague/friend as their career depends on the success of this group's performance and you don't want them to damage their prospects*'.
- It is always helpful to consider the difference between a neutral position and someone that would actively support a change (or not) in the group's membership. To decide to Recommend or Warn someone you care about as in this scenario, is likely to be an emotion based decision, backed up by rational thought. If you have group membership challenges, this is a key statement to pay attention to.

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Environment Dynamic - Autonomous Motivation



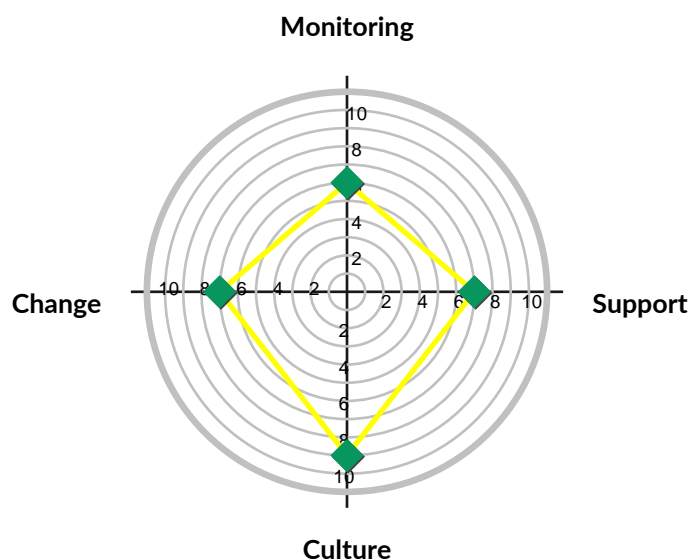
Elements that best position any organisation to enable Autonomous Motivation

- Robust **collaboration** and **communication** enable us to better understand what others and indeed ourselves need or want to do. As a result, we can better understand how well we RELATE to what is being asked of us.
- Robust understanding of how we can explore **choice** and **motivation** enables us to better align others, ourselves as well as resources. This in turn enables people to be AUTONOMOUS, at their best, rather than being coerced into certain behaviours which is known to sub optimise outcomes.
- Robust understanding of the positive and negative impact different forms of **feedback** can have on others and ourselves. This is in terms of daily outcomes as well as our ability to grow and **develop** in our roles within any organisation. This directly impacts the future talent potential for any organisation and can promote a sense of MASTERY.

By paying attention to these elements, you can maximise the opportunity for any group or team to develop and become **self-organising, self-motivating and self-developing**.

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Environment Dynamic - Mindsets



Elements that best position any organisation to evolve to a developmental mindset

- Monitoring** and **support** can be integrated at all times for all group members with conscious awareness and control of the amount of action and learning required (assimilation demand), holding back where necessary. By paying attention to these elements, we can come to learn how the context the organisation creates impacts people within the organisation (enabling or disabling). In some instances, some individuals may not be able to take full advantage of these enabling elements. In these instances, we recommend exploring Robert Kegan's work on **Competing Commitments** or Otto Scharmer's **Theory U** or Vlatka Hlupic's work with **The Management Shift**
- Culture** and **change** can be understood at a deep level. Understanding that when people actively look for conflict of interests without judgements or blame and with positive intent there is an enhanced ability to negotiate any changes required. A helpful 'test' of the prevailing mindset is to consider the following. When people in the organization encounter opposition to change, they see this as an opportunity to learn, treating the objections as a form of organisational intelligence. They don't assume everyone is always resistant to change. If you are new to this way of thinking, you may want to explore William Bridges work on **Transitions** or Otto Scharmer's **Theory U** or Vlatka Hlupic's work with **The Management Shift**

What to consider next?

What are relationship behaviours?

- ✓ When 2 or more people come together a 'relationship' is formed.
- ✓ The way in which these people interact can be described as relationship behaviours.
- ✓ We act or react to how we perceive the group or team we are in.
- ✓ Relationships can be the cause of our behaviour, or they can create an output, the effect.
- ✓ Behaviours include the language we use, how much information we like to 'share', how we make decisions, how we prefer to go about or work, how quickly we build trusting or caring relationships.

Why is this important?

- ✓ If we are aware and can recognise 'what behaviours works best' for ourselves and others in a relationship or group we are far more likely to be able to notice (and maybe more significantly) articulate both productive and unproductive behaviours.
- ✓ Having a framework and knowledge to think about ourselves, gives us a stronger foundation to be able to help others and if necessary alter our behaviours to work together more effectively.

Context

- ✓ The type of relationship will depend on the **context**, such as social, personal, professional, educational or community basis. The relationship may also apply to several contexts at the same time or they might change/develop over time.

Notes

- ✓ The Group Dynamic statements are informed by the work of Will Schutz and one of his models in particular FIRO Element B™ (an improved version of FIRO-B)
- ✓ He describes 3 main types of behaviours in a group: Inclusion, Control & Openness
- ✓ Assentire can support a deeper level of exploration using the FIRO Element B™ Profile, please make contact for more details

FIRO Element B™ is the trademark of Will Schutz Associates.

More information on this and other approaches we have developed can be found at our website <http://assentire.net> & <http://assentire.net/innovation-audit/> & <https://getcollaborating.com/>

Accelerating Collaboration Everywhere™ resources are available here
<https://marketplace.mimeo.co.uk/Assentire28112016>

You may also find our Blog of interest <http://resources.assentire.net/> and our free APP can be used/downloaded from our mobile site <http://innovationaudit.mobapp.at/>

Your Reflections!

What Actions have you or others performed that you would like to alter?

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What Thoughts did you have at the time, and maybe wonder why those thoughts?

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What Emotions did you have at the time, and maybe wonder why those emotions?

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What else did you sense at the time?

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Notes

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