

Welcome!

Containers, Differences and Exchanges
that influence
Resilient High-Performing Leaders and Teams

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HUMAN SYSTEMS
DYNAMICS INSTITUTE

www.hsdinstitute.org

CATHERINE NORTH
CONSULTING



Resilient . High Performing . Leaders & Teams

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The Purpose of this session: To explore Containers, Differences and Exchanges that influence Resilient High-Performing Leaders and Teams.

— CDE Model —

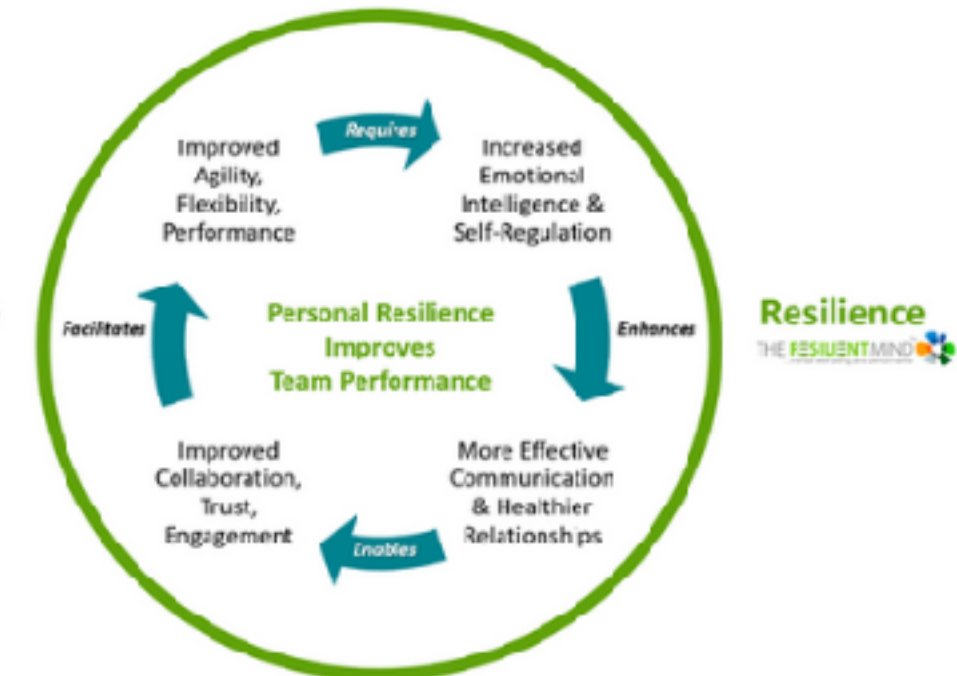


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The CNC
Resilience Performance Cycle

CATHERINE NORTH
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Performance
SupportingLines™
Leadership, communication assessment of
high performance culture





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Vision

People everywhere thrive because we see patterns clearly, seek to understand, and act with courage to transform turbulence and uncertainty into possibility for all.

Simple Rules

- ▶ Stand in Inquiry.
 - Turn judgment into curiosity
 - Turn conflict into shared exploration
 - Turn defensiveness into self-reflection
 - Turn assumptions into questions
- ▶ Find the energy in difference.
- ▶ Search for the true and the useful.
- ▶ Zoom in and zoom out.
- ▶ Connect with stories and impacts.
- ▶ Celebrate life!



The Power of Questions provides the framework for this CDE exploration



WHAT

- Explore CDEs relating to RESILIENCE
- Explore CDEs relating to HIGH PERFORMANCE

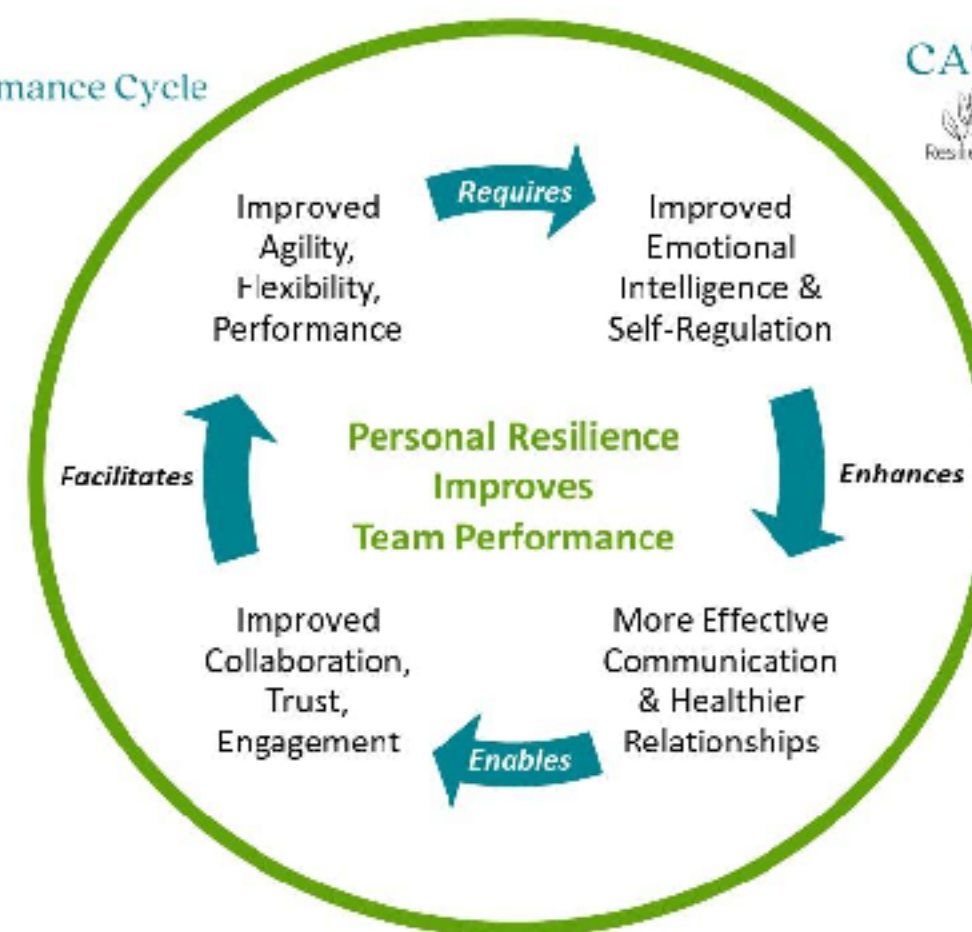
SO WHAT

- Notice patterns, hypotheses, assumptions, narratives

NOW WHAT

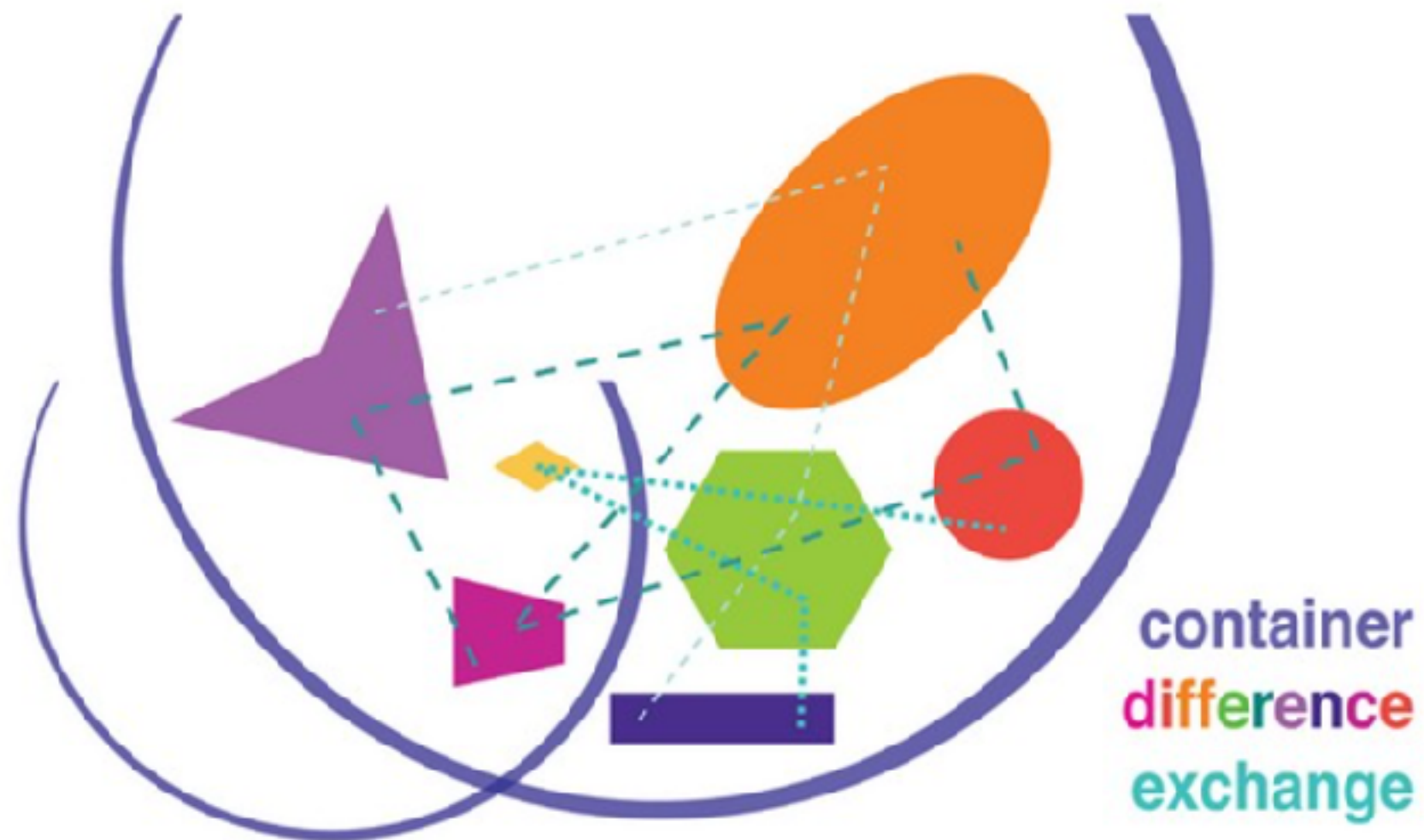
- Identify our next wise action

The CNC
Resilience-Performance Cycle



Using the CDE Model we can look deep into the dynamics of patterns around us.

— CDE Model —



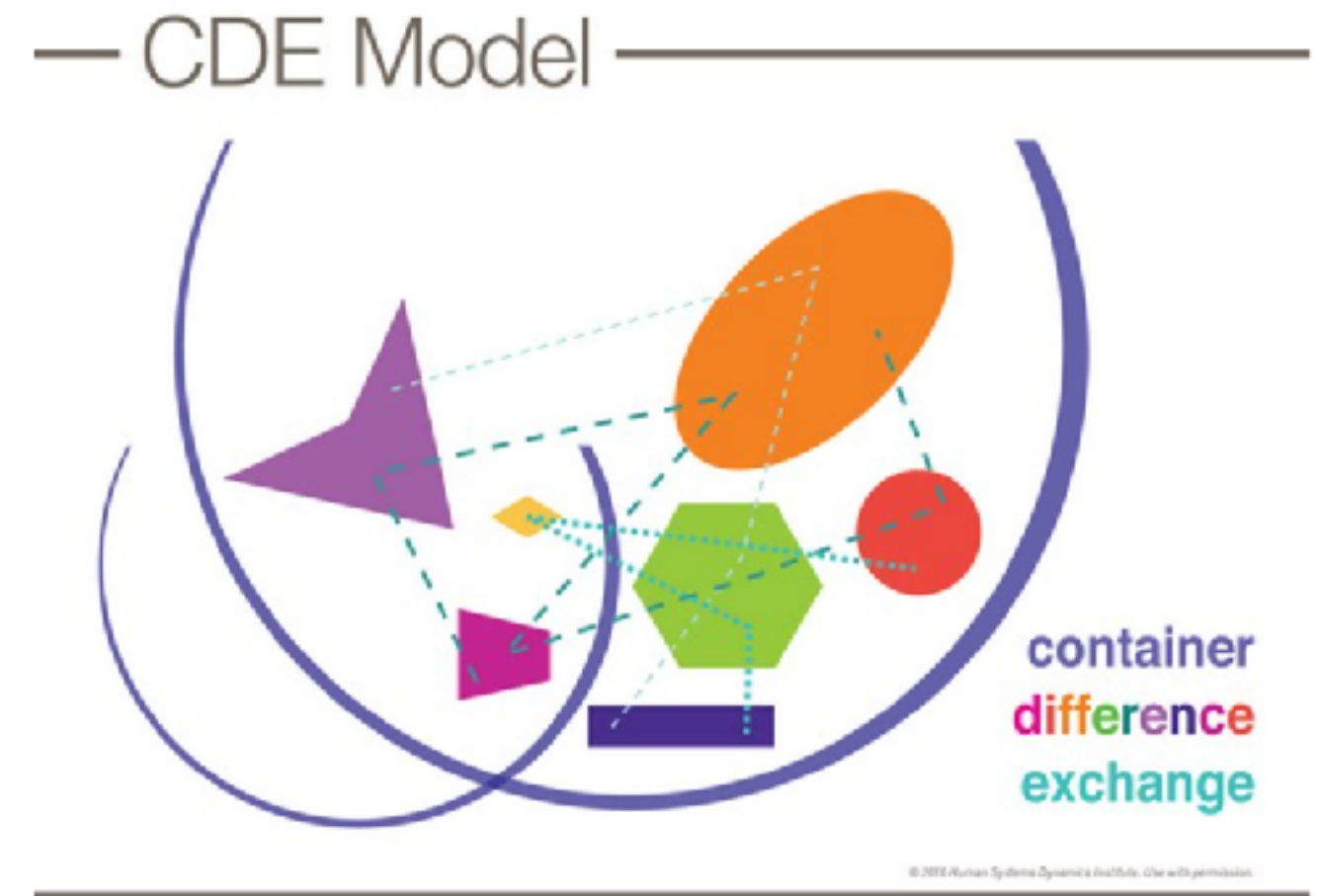
When we use the CDE Model to explore the patterns in our life and work, we can:

- 1) identify conditions that give rise to those patterns; and
- 2) speculate on how changing conditions can shift the patterns.



Definitions

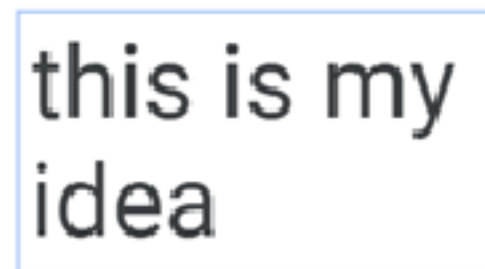
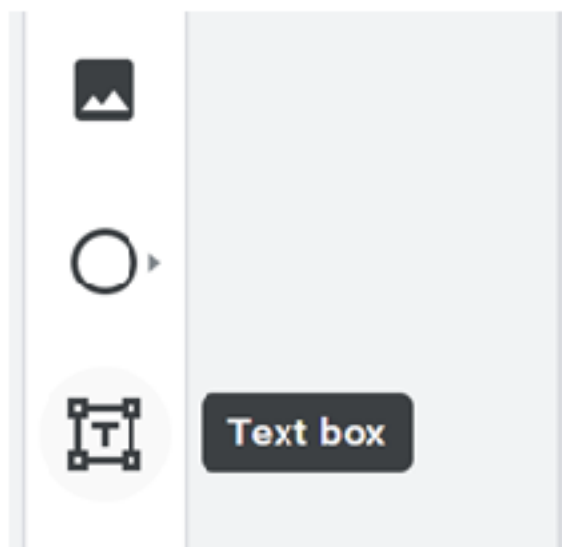
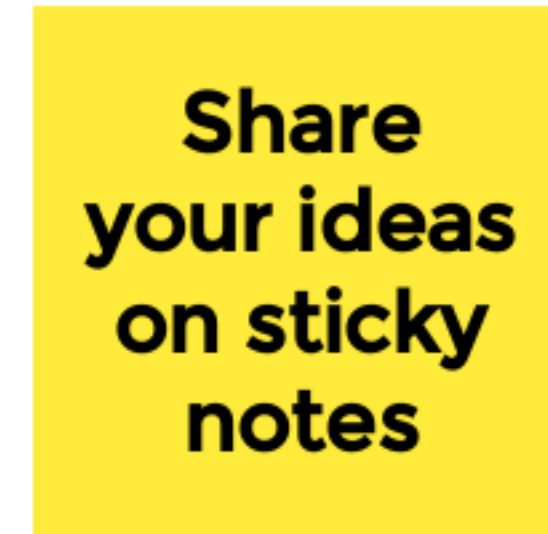
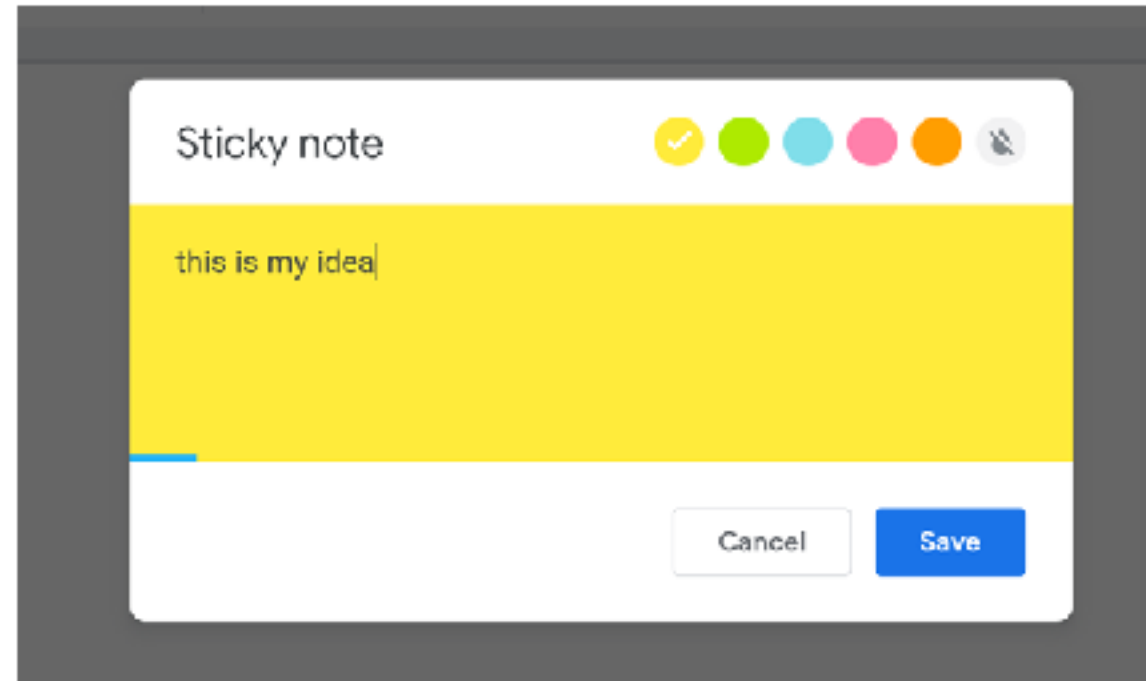
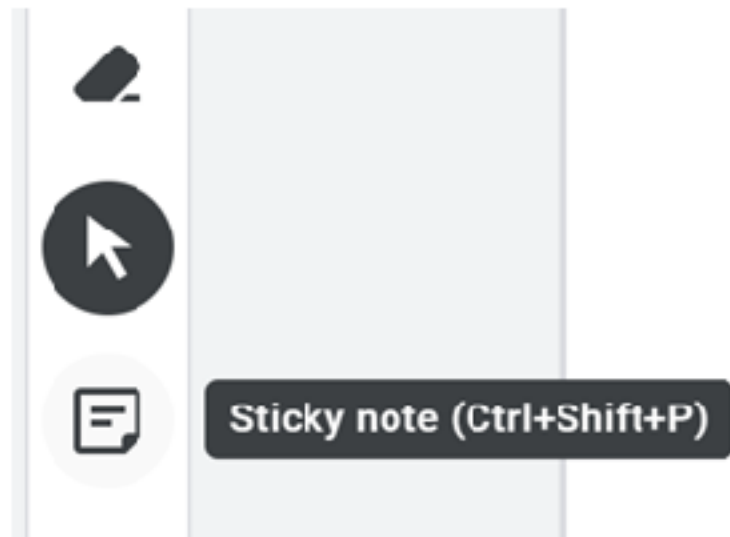
- Containers: Similarities that contain the system while patterns emerge (C).
- Differences: The significant distinctions that hold tension and have greatest influence on decision and action (D).
- Exchanges: Connections in the system that ensure the movement of information, energy, and other resources (E).



We are using Google Jamboard as an interactive tool so we can capture everyone's ideas.

Copy and paste this URL (also found in the Chat) to access the Jamboard.

https://jamboard.google.com/d/1teD8oEvyEtZ4kEzdyeR1y2BMHo0P_N_HPXDQJralWhg/edit?usp=sharing



Share your ideas as text.
You can use different colours
for different text boxes.

Take a moment to practice using the TEXT BOX feature.

**MORE
CDE--Woopie!**

**I'm feeling
excited about
the
discussion.**

Happy

**Happy to
get on
with my
weekend!**

Happy to
see these
people.

What **WORD** describes
how you are feeling
right now?

Open

Connection

Hopeful

Possibilities!

Possibilities!

Curious!!

Curious

relieved

**calm and
focused**

**fatigued
(allergies?)**

**A bit
tired**

a little tired

Really love this
platform!

ps - this is
cool!

I can use a text box
instead of a post-it!

Excited
about the
time.

Excited!

See others
using HSD

**Applied
learning
of CDE**

CDE

**Joyful
practice**

**I want to
practice
using
CDEs**

Practicing!

**Take a
moment to
practice using
the STICKY
NOTE feature.**

**What is one
thing you
hope to gain
from our time
together
today?**

**I am really enjoying
learning the CDE
model applied to
resilience, in
particular. (Not so
sure about the "high
performance")**

Learning!

Depth of
understanding

**I want to learn more
about your model,
hear what other's
thoughts are about
leadership, and see
how the CDE model
is applied to a
concept.**

using CDE's in
real life examples.

Interested to learn more
about CDE applications

**Interested to
map CDE on
high
performing
teams**

The Story of a Resilient, High Performing Team

Team Kinetic



Winner
Vic-Maui International Yacht Race
2016
Victoria, BC to Lahaina, Maui

2308 nautical miles
365+ days of preparation
8 days, 14 hours, 16 minutes, 46 seconds to complete
9 Crew members
3 Hurricanes
2 Watch crews (teams), each with a Crew Lead
1 Skipper / Owner
1 Navigator (no set crew)
1 Sailboat (TransPac 52)
1 Pacific Ocean



What is RESILIENCE?

The capacity to absorb disturbance without breaking down.



<https://www.navisyachts.com/202004131056/navis-april-/may-2020/sailing-the-storm.html>

The ability to recover quickly from setbacks.



Photo credit: © PAUL TODD/OUTSIDEIMAGES.COM

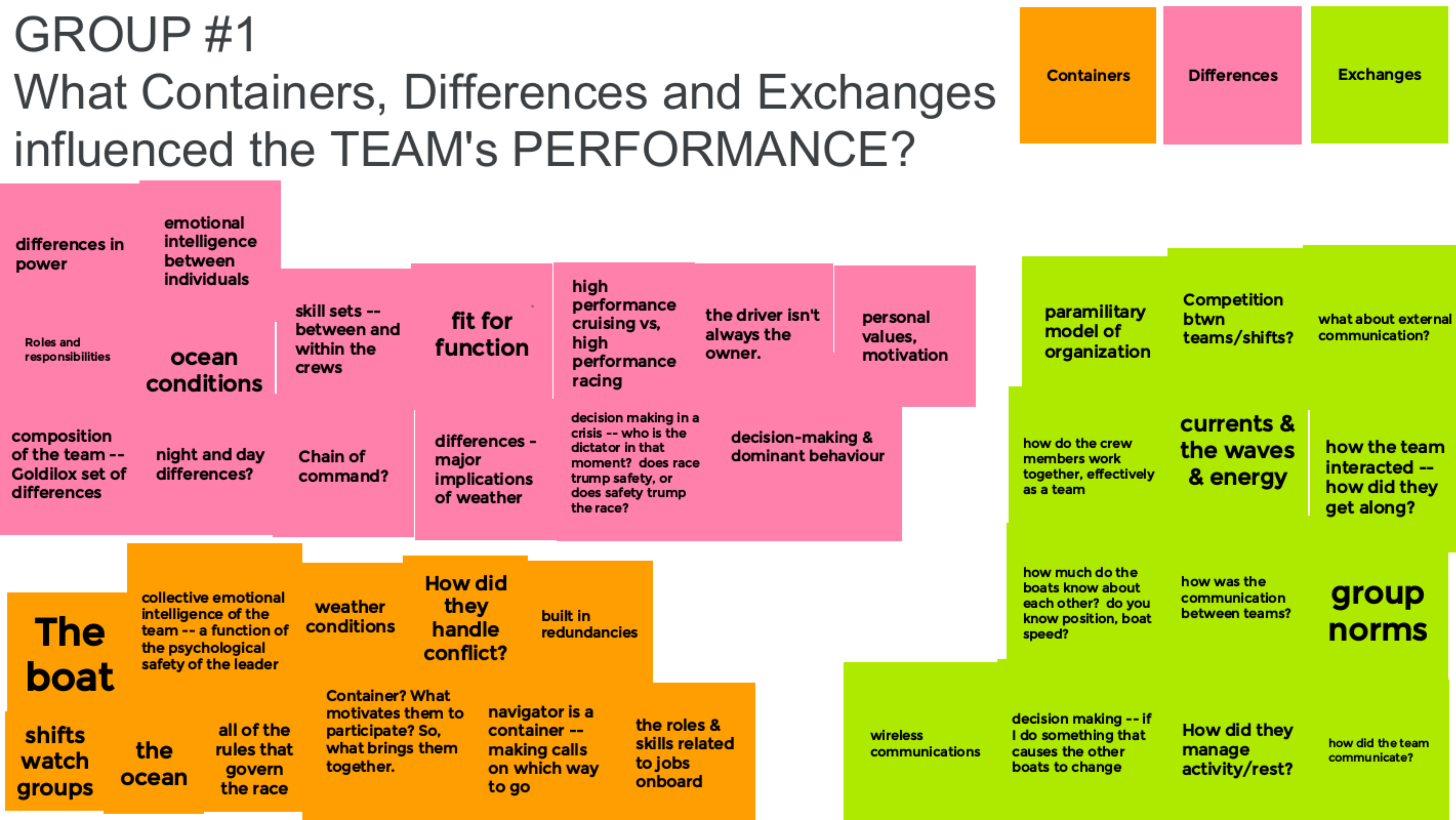
What is HIGH PERFORMANCE?



A modern, comprehensive assessment of
high-performance culture.

A high performance culture means that
we achieve more goals... while creating
a positive, fulfilling human experience.





GROUP #2

What Containers, Differences and Exchanges influenced the TEAM's RESILIENCE?

Containers

Differences

Exchanges

Ocean

bunk

History
of the
race

roles

The Skipper
and leaders on
board

The
boat
itself

The
shared
Goal

The
Goal

trust

Storm

Benefits
of
Systemic
Resilience

level of sleep
different
members of
the team are
able to get

Pace of
change of
wind, boat
response

Skills and
background of
the crew

Physical
fitness
levels

The
weather
conditions

D -
experiences of
team

roles

The GPS
location(s)
over time

trust between
team
members

Individual
ability to
anticipate
change

Capacity to
deal with
differences

The wind
direction and
intensity (on
the sails)

Weather
changes--wind, rain,
storms, hurricane

Ability to
execute the
process of
change

Responsiveness to
surroundings

Technical
protocols

support the
members of
the team

Shift
change

Handoffs
between
crews

Nonverbal
communication

Language

Briefs -
Debriefs

potential
simple rule:
open to
difference

potential
simple rule:
follow the
rules for
needed

So What?

potential
simple rule:
look after
others

potential
simple rule:
know yourself,
know each
other

Why are CDEs important to explore in this context?

What patterns or conclusions are emerging in relation to resilience and performance?

It is about Voice,
Power and Identity:
Containers=identity;
differences=power
and
exchanges=voice

Can CDEs effectively
be done from the
outside or is their
value to be
discussed
internally?

Resilience - internal;
high-performance -
external?

Within &
Between

Seems like the
resilience lists are
more about what is
inside the boat and
the performance
seems to be the
boat in the race.

I still have trouble
with what "high
performance" is -
according to whom?
And if not external,
seems high
performance blurs
into resilience.

**Can't
do it
alone.**

What hypotheses can we make about resilient,
high-performing leaders and teams?

What assumptions or narratives are we
holding on to, that we need to be mindful of?

how to pay
close
attention to
the captain of
the boat

What questions / reflections emerged for us, as we explored the CDEs of Resilient, High Performing Teams?

Can you have a high performing team that is not resilient?

Can you have a resilient team that is not high-performing?

Can resilience be subversive to the organization and therefore counter to high performance, but some external measure?

Where does the judgement come into play?

Which containers, differences ,and exchanges that are signs of high performing teams?

Maybe the determinant of high performance is which of these differences need to be wide and which narrow?
And that might depend on function?

To be tight or loose depending on conditions

I wonder how much of a high performing team depends on their awareness of the most important interdependent pairs and a shared understanding of how they are to be resolved -- even if not explicit. (I agree: we use resilience in social services as individual capacity to jump forward after an insult)

Does a team of resilient individuals add up to a resilient team?

What's the difference between an individual who is resilient and a team who is resilient

Are high performing teams always high performing, Or is it something that emerges and shifts?
What's the difference between a team and a group and a crew?

How can a group or team come together and execute

CONSIDERATIONS:

Risk assessment

Safety & winning

Individual skill & teamwork

Meals! Who cooks and how do they eat?

Important exchange if you're there for 9 days.

Stay in your lane :)

Self regulation and social emotional capacity --
and co-regulation

Know each other well

Look at figure 4 for constructional law: <https://jeb.biologists.org/content/208/9/1677>

Communication strategies

High performance in the quality of exchanges
makes a lot of sense to me

No flow unless there is a difference

Now What?

What actions make sense, in terms of sharing these learnings / discoveries with others?

Explore the four "SO WHAT" questions

Explore: What are the simple rules for resilient, high-performing teams?

Catherine will share the recording and Jamboard

What is your next wise action, in how you apply CDE to your work?

Expand this exercise to a really broad concept

Big Systemic Change - Integrate psychedelic medicine assisted therapy with the health care system.

Advisory committee / working groups made of ministry reps, health care leaders, nursing unions, indigenous groups, universities, industry organizations, community based organizations

Use Magic 21 after CDE, to funnel the questions

<https://www.hsdinstitute.org/resources/magic-21.html>

Thank you for participating!

Please share ONE
word to describe
how you are
feeling now.

Please share ONE
thing you gained
from our time
together.

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The CNC Resilience-Performance Cycle

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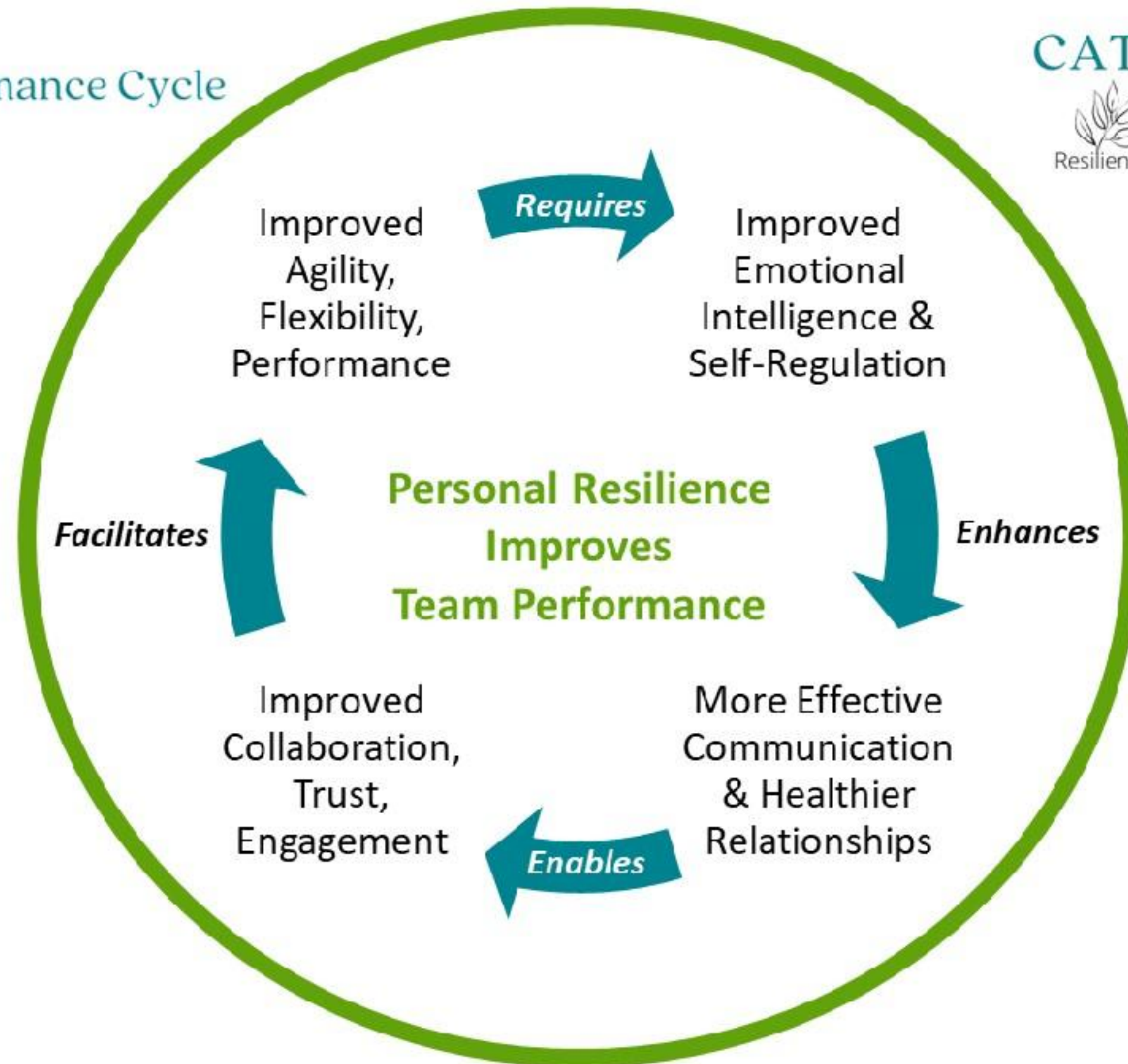


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Performance



A modern, comprehensive assessment of
high-performance culture.



Resilience
THE **RESILIENT** MIND™
...mental well-being and performance

