What I Know Now

• Communication & personality conflicts are code for everything wrong in teams

• Self-awareness = Able to leave HERE and go THERE

• New Habits create new Culture

Today’s Objectives

• Widen team building to team coaching
• Share 2 tools for your own team work

◆ Group Metaphors
◆ Team Habits
What does it take for a group to change its culture?

<table>
<thead>
<tr>
<th>Individual Mindsets</th>
<th>Tangible Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Self expectations</td>
<td>• Working Conditions</td>
</tr>
<tr>
<td>• Assumptions, values, norms</td>
<td>• Procedures and processes</td>
</tr>
<tr>
<td>• Beliefs</td>
<td>• Demonstration of change</td>
</tr>
<tr>
<td>• Standards</td>
<td>• Everyone’s actions, behaviours</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Collective Mindset within group</th>
<th>Integration outside of group</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Norms, conventions (covert and overt)</td>
<td>• Mutual understanding</td>
</tr>
<tr>
<td>• Professional roles</td>
<td>• Boundary’ porous-ness</td>
</tr>
<tr>
<td>• Expression of power</td>
<td>• Positions (status)</td>
</tr>
<tr>
<td>• Relationship boundaries</td>
<td>• Relational dynamics</td>
</tr>
</tbody>
</table>

It's an "inside-outside" job

Integral Theory & Effective Teams

**Awareness**
Is there meaning and purpose for each?

**Collective**
Are the interactions healthy?

**Context**
Is the impact on stakeholders positive?

**Actions**
Does work get done that meets criteria?

What is “Integral Team Coaching”?

BE THE CHANGE YOU WANT TO SEE
DROP BAD HABITS – CREATE NEW ONES
How to Transform TEAM Culture

1. Create Metaphors to OBSERVE & DREAM
2. Develop collective Habits/Practices to experience real CHANGE

Why Metaphors Work

- make our experiences coherent
- allow everyone to self-identify
- help to safely examine negatives
- become self-fulfilling prophecies

Leadership Team’s Goal

Executive leading a gov’t agency

We want to be a team that trusts each other enough to share joint ownership for the organization’s decisions and actions.
Team’s **Current** Way of Functioning
*The Polite Security Detachment Team*

Team’s **New** Way of Functioning
*The Winning Yacht-Racing Crew*

---

Thinking of Your Team: NOW and THEN
*Build a Metaphor with Go, See, Check*

<table>
<thead>
<tr>
<th><strong>Current Way of Functioning</strong></th>
<th><strong>New Way of Functioning</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>GO – Behaviours</td>
<td>GO – New behaviours</td>
</tr>
<tr>
<td>SEE – “If...then....”</td>
<td>SEE – “If.....then....”</td>
</tr>
<tr>
<td>CHECK – “It’s been a good day when....”</td>
<td>CHECK – “It’s been a good day when....”</td>
</tr>
</tbody>
</table>
The Power of Habit
Charles Duhigg

Metaphors help people “see” the change
• “When people join groups where change seems possible, the potential for that change to occur becomes more real.”

New practices replace old habits & become new habits
• “Small wins fuel transformative changes by leveraging tiny advantages into patterns...”

Warner Burke, Organization Development says:

“If one attempts to change an attitude or behaviour of an individual, without attempting to change the same attitude or behaviour in the group to which they belong, then the individual will be a deviate and will either come under pressure from the group to get back into line or will be rejected entirely. Thus, the major leverage point for change is at the group level; for example, by modifying a group norm or standards.”
Each day, find someone with whom you will share something you know.

Let’s Build a Habit: Six Steps

1. Improve what?
2. Focus on 1 capability
3. New DOING
4. New Observing
5. Reflect on?
6. Discuss

Rules for Building a HABIT or PRACTICE

• Doing
• On-the-job
• Physical
• Journaling
• Group Share
Comments: 6 months later

- More collaborative language
- I am able to manage my reactions
- I don’t get caught in the middle anymore
- More ease and comfort
- Fuller discussions
- Everyone heard
- Best meeting ever

3 Key Take-Away Messages

1. Sustainable culture change works best in teams.
2. Using metaphors frees people to make behavior changes.
3. Small habits change big systems.

Contact Information

Jill Malleck
Epiphany at Work malleck@golden.net
519-894-1198
MY BLOG: www.epiphanyatwork.com
Find me on Linked In & Twitter (@epiphanyatwork)