

Beyond Managing Emotions in Teams

david@greatnessguild.org

WARNING!

This workshop is going to be
complex, not complicated!



Greatness Guild

<http://greatnessguild.org>

<https://www.youtube.com/watch?v=ipvo5TUevKs>

Tech Reckoning

Alessandro Perilli

Red Hat, @giano

The Reckoning 2015

Sept 13-14, 2015



Video Sponsor

Long time ago in a galaxy far far
away...



Free takeaway The Taste of Emotions

Beyond Managing Emotions in Teams

david@greatnessguild.org

COOL

WARM

HOT

DOCUMENT LOCK
Oval PROTECT

IF OK?
CREATE STRUCTURE
FOR WORKING
THROUGH ALL
BROKEN PAGES

DOCUMENT
AS I GO
Leave notes in
the discussion
page on SVN
- Mary lock down
- Change browser
- Links -

Lock Down THE
WIKI
- Allowance
- CHANGE ASSESSMENT
Repair all tickets
if possible

IF NOT OK?
STOP
INVENT PLAN
B.

DOCUMENT THE
FAILURE AND
HOW TO REPAIR
IT

DETERMINE CORRECTIONS
 Fix Discussion PAGE
 Fix INTERNAL PAGE
LINKS
 Fix ANCHORS
AND FRAGMENT
PERMALINKS
 OK TO PROCEED?

05-27
23:55 156.6
07:05
09:40

REGARD TO CHANGES
 What the rule
was to be.
 What the update
date
 The [username]
LINKS
 Find the change

definition needed
"MANAGE"

OASIS
Contact Mary
about the case
page glitches

SCOT CAT CARE
Dress Kitty Little
Clean up wild
spit behind
computer.

KANBAN PHOTOS
Put up some Flickr
Start next blog

EVONY
Update Research
data, future blogs
 Build spreadsheet
on Research.

UPDATE EVONY
Update misc
attack/scouting
records

CERAMICA PHOTOS
The plan
+ dinner
for the
Other Th.
CERAMICA PHOTOS
 Put up couple on
Flickr - photo?
 Take my books?
 Fix up what
my sub has.
Fill in pin.

PERSONAL KANBAN
 Radio Loged w/
Marking tape
 Get mind clip w/
button

Household - Yard Work
 Weed the yard
 Clean
 Prune
Oval's hair
 Add Coty's Lotion
to Shower
 Recycle Arching
move to separate
pots
 Sun of more
like this work
 Link to the site

OIC TC TEMPLATES
Do Template Scenario /
Review Template Material

NEXT CHECKS:
COTTAGE GETTERS -
Working tonight
Next build: [3:45]
[1:07] [12:58]
Then do the Workshop
Next: [12:00] [12:45]
[14:30] [16:30] [16:30]

Productivity:
PERSONAL KANBAN
1) Read Enough in
Productivity to see
what worked for me
[Productivity] link
2) Manage this +
create WIP



Manage THIS



<https://www.youtube.com/watch?v=WHayf000CIU>

Manage THIS

Anger



Fear



Disgust



Happiness



Sadness



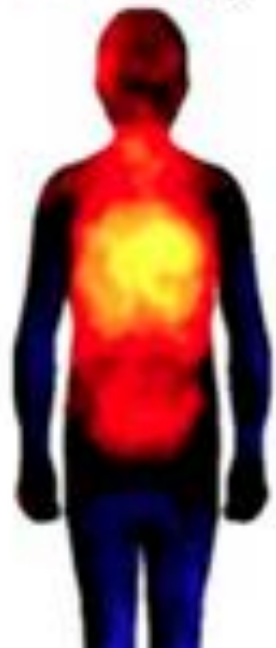
Surprise



Neutral



Anxiety



Love



Depression



Contempt



Pride



Shame



Envy



Manage THIS

<http://www.theatlantic.com/health/archive/2013/12/mapping-how-emotions-manifest-in-the-body/282713/>

1. [The human brain is on the edge of chaos](#) *
2. [You Don't Know What You're Saying](#) **
3. [Empathetically Correct Is the New Politically Correct](#) ***
4. [What Emotions Are \(and Aren't\)](#) ****
5. [The IOWA Gambling Task](#)
6. [The Iyengar/Fisman Speed Date study](#)

* Kitzbichler MG, Smith ML, Christensen SR, Bullmore E (2009) Broadband criticality of human brain network synchronization. PLoS Comput Biol 5: e1000314 doi: [10.1371/journal.pcbi.1000314](https://doi.org/10.1371/journal.pcbi.1000314)

** Lind, A., Hall, L., Breidegard, B., Balkenius, C. & Johansson, P. *Psychol. Sci.*
<http://dx.doi.org/10.1177/0956797614529797> (2014)

*** The Atlantic - May 23, 2014

**** [Lisa Feldman Barrett](#) is a professor of psychology at Northeastern University and the author of the forthcoming book "How Emotions Are Made: The New Science of the Mind and Brain."

<http://www.nytimes.com/2015/08/02/opinion/sunday/what-emotions-are-and-arent.html>

Manage THIS

1. Same dynamic of weather or fire: complex chaotic
2. Scientific research that demonstrates that our brain is not aware of what we say, before we say it
3. We are becoming so emotionally avoidant that we put emotional warnings at the beginning of books
4. There is no definitive scientific evidence of specific brain locations related to specific emotions. It may be that the brain is a risk predictor device and emotions are just predictions?
5. Our body feels right well before we know with frontal lobes
6. We have no idea of why we chose or leave our partners

Manage THIS



definition needed

EMOTION

Does emotional
intelligence exist?

Emotional IQ

To a large extent, emotional intelligence has become what its popularizers have wanted it to become – a commodifiable emotion funnel, profitable to sell, which promises a fast route to organizational success, even individual fame. It is able to engage its audiences because of the rhetorical force of its assertion and common discourse as an important part of life.

However, while commodification helps to distribute and sell an idea, it is also a **trap**. Emotional intelligence is imprisoned in a sales gloss that makes extravagant claims and promises, exercise its own tyranny by over-idealizing one particular form of psychological being over another (and a prescribed route to change), and is highly contingent upon a certain sociocultural frame of organizational success.

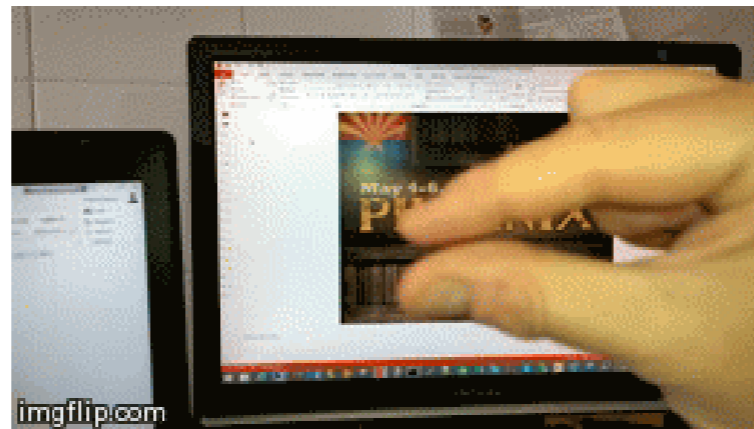
Stephen Fineman (School of Management, University of Bath, UK) – Appropriating and organizing emotion – in “Emotion in Organization” - 2000

A commodifiable emotion funnel



**What emotions are
INFORMATION, BODILY STATES, BONDS,
ORIENTATION**

Emotions are like our hands or our breath: the majority of us have them, but we use them without paying attention to them, until there is something wrong, making then a specific act of volition.



Opposable thumb



definition needed
TEAM



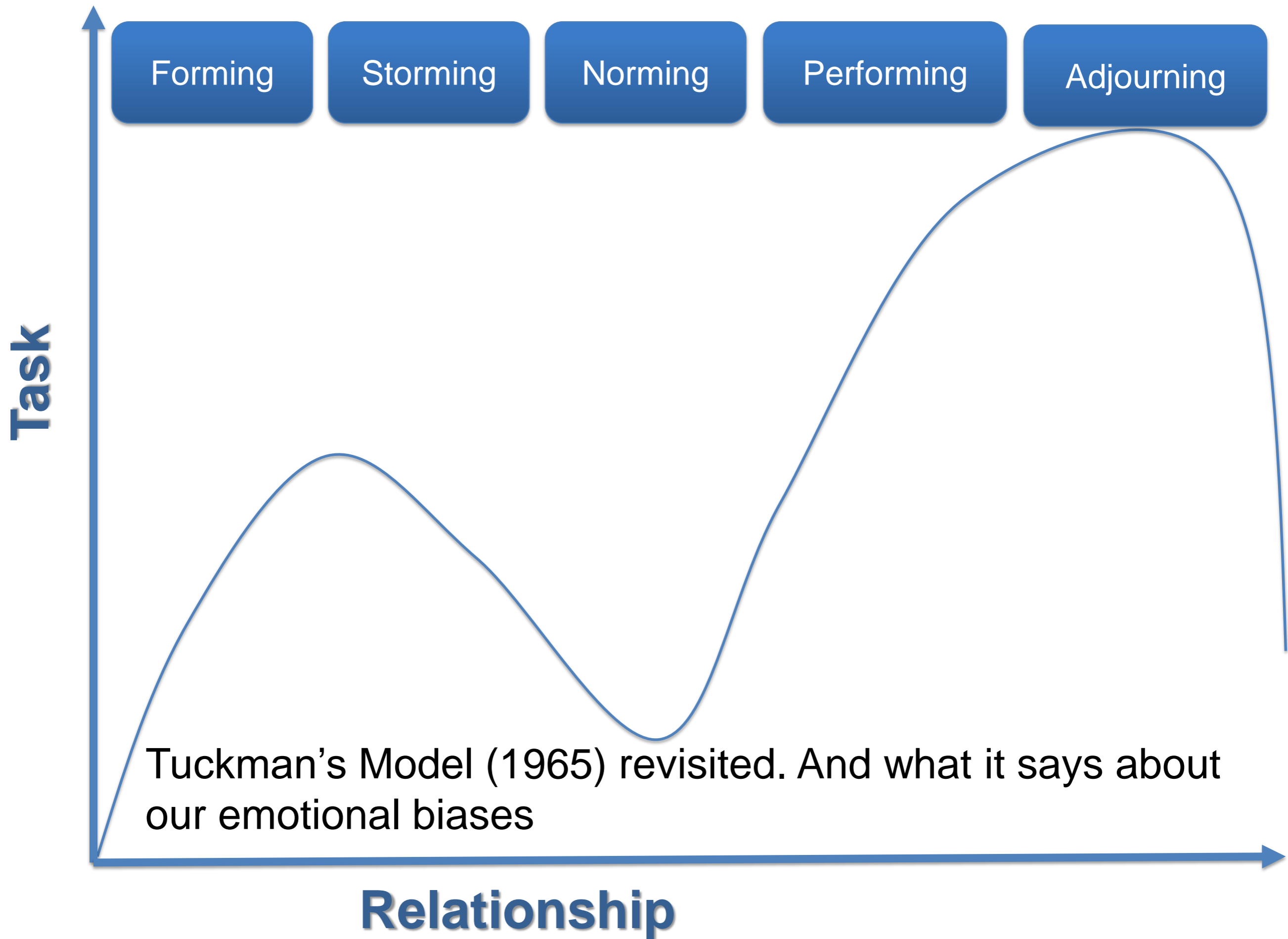
Manage THIS (Manage THIS (the minimal group paradigm – Henri Tajfel)



Hebbian Behavior

“neurons that fire together wire together”

D. Hebb, 1949





Manage THIS

Type I: Overestimations of the group — its power and morality

1. Illusions of invulnerability creating excessive optimism and encouraging risk taking.
2. Unquestioned belief in the morality of the group, causing members to ignore the consequences of their actions.

Type II: Closed-mindedness

1. Rationalizing warnings that might challenge the group's assumptions.
2. Stereotyping those who are opposed to the group as weak, evil, biased, spiteful, impotent, or stupid.

Type III: Pressures toward uniformity

1. Self-censorship of ideas that deviate from the apparent group consensus.
2. Illusions of unanimity among group members, silence is viewed as agreement.
3. Direct pressure to conform placed on any member who questions the group, couched in terms of "disloyalty"
4. Mindguards— self-appointed members who shield the group from dissenting information.

<https://en.wikipedia.org/wiki/Groupthink>

GroupThink (Irving Janis)



HOW ARE YOU?



HOW AM I?

1. emotions can be "disguised"
2. emotions cannot be changed
3. emotions are not thoughts
4. emotions re dangerous
5. we cannot think and feel at the same time
6. we need to be rational
7. expressing emotions can disturb
8. you make me feel
9. there is no reason to feel X
10. it's wrong to feel this
11. you are too emotional

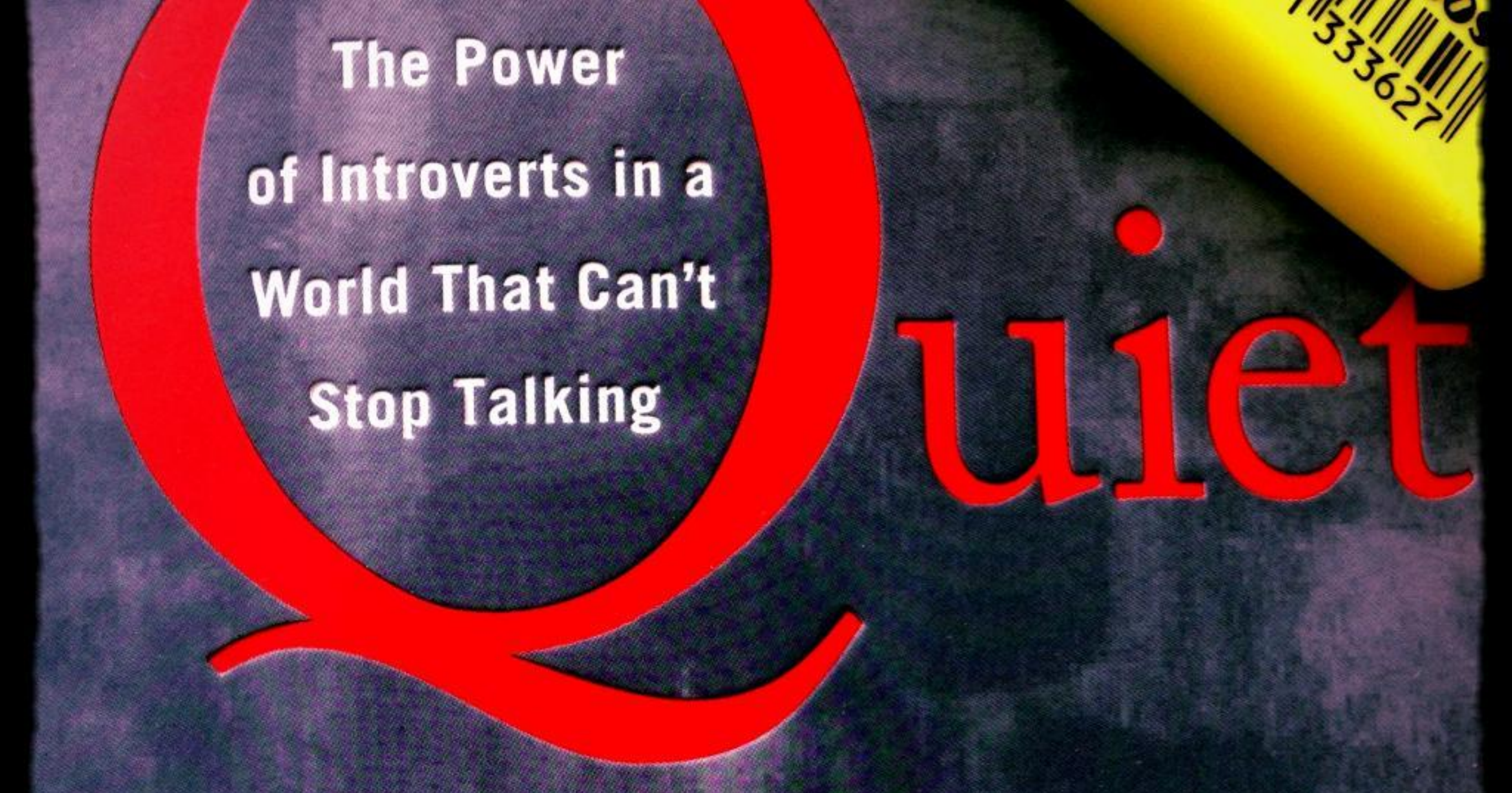
Misunderstandings about emotions (see "The taste of emotions")



how many introverts in your
team?



How many extroverts?

The image shows the cover of the book 'Quiet' by Susan Cain. The cover is dark blue with a large red speech bubble graphic. Inside the speech bubble, the text reads: 'The Power of Introverts in a World That Can't Stop Talking'. To the right of the speech bubble, the word 'Quiet' is written in a large, red, serif font. A yellow highlighter is visible in the top right corner, with a barcode and the number '333627' printed on it.

The Power
of Introverts in a
World That Can't
Stop Talking

Quiet

Susan Cain's Quiet

What is the best team you
were ever on?

How much better was that team
than others you've been on?

Why focus on great teams?

10x

Individuals
performance delta
Study of CS Students
at Yale

20000x

Teams
performance delta
Study of 3800

*Sutherland, Jeff (2014-09-30). Scrum: The Art of Doing Twice the Work in Half the Time (pp. 41-43).

Characteristics of great teams

What characteristics can you think of?

A long, sunlit walkway lined with white columns and a red pergola, with the text "Shared Vision" overlaid in the center. The walkway is paved with light-colored tiles and is flanked by a building with large windows on the left and a row of white columns on the right. The columns are decorated with string lights. The pergola is made of red wood and is supported by the columns. The scene is brightly lit, with long shadows cast across the walkway.

Shared Vision



Team == Product

Ingredients

1

2

3

4

Freedom

Self-Awareness

Connection

Productivity

Do emotionally perceptive
leaders motivate higher
employee performance?

The moderating role of task
interdependence and power
distance" by Vidhyarthi, Anand,
and Liden The Leadership
Quarterly 25, 2014, 232-244

- Speaker says, “I feel [one or more of MAD, SAD, GLAD, AFRAID].” Speaker may add a brief explanation. Speaker may say, “I pass.”
- Speaker says, “I’m in.”
- Listeners respond, “Welcome.”

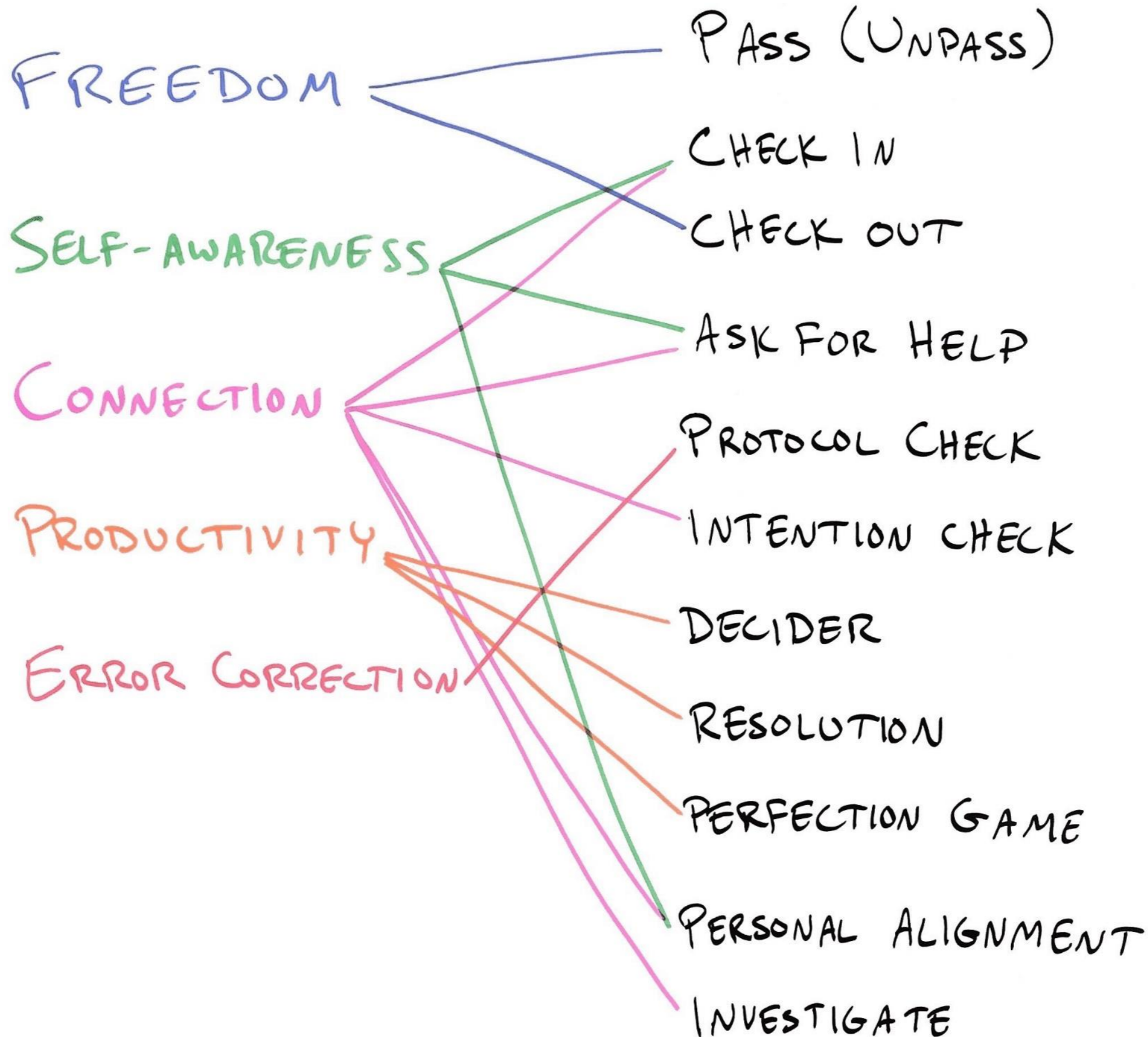
Groups of 3, 5 minutes

Activity: Check In

- Agile doesn't tell you how to build a great team—what are the steps?
- Scrum doesn't magically give you the skills to do great retrospectives and make amazing improvements.
- Don't settle for the default/incumbent culture.
- You need a toolset like the Core Protocols to get your team aligned and on the path to greatness, and then use Agile to execute with your great team.
- (Agile isn't broken. But you need additional skills to intentionally get your team into a state of shared vision, to be able to always design, implement, and deliver great products on time every time.)

Photo: http://s3.freefoto.com/images/13/04/13_04_67_web.jpg

Unintentional culture is broken!



Intentional behavior patterns & culture design for great teams and results

- 5 groups of protocols:
<http://thecoreprotocols.org>

The Core Protocols

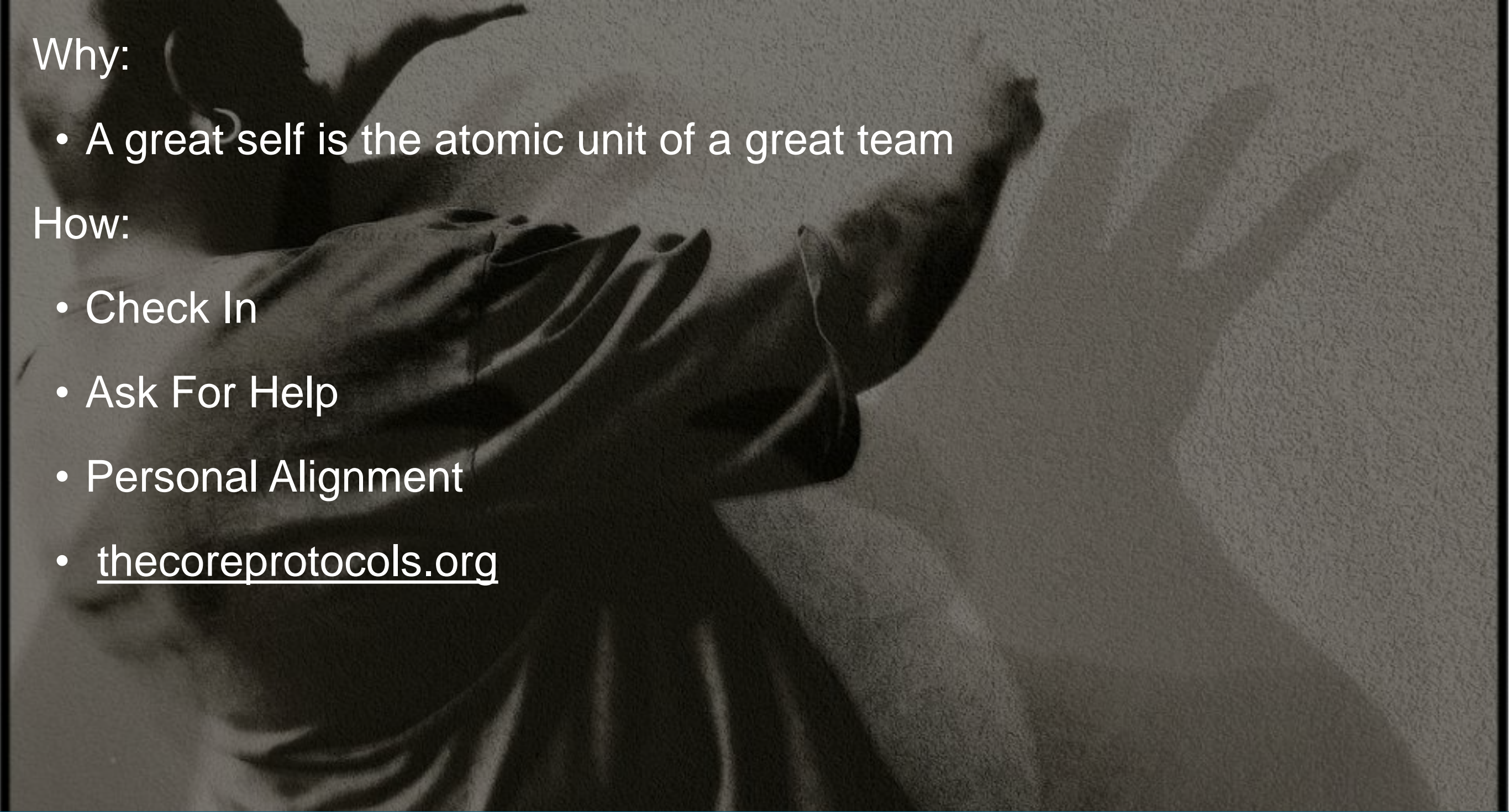
Why:

- Basis of great culture

How:

- The Core Commitments
- Pass (Unpass)
- Check Out
- thecoreprotocols.org

Freedom



Why:

- A great self is the atomic unit of a great team

How:

- Check In
- Ask For Help
- Personal Alignment
- thecoreprotocols.org

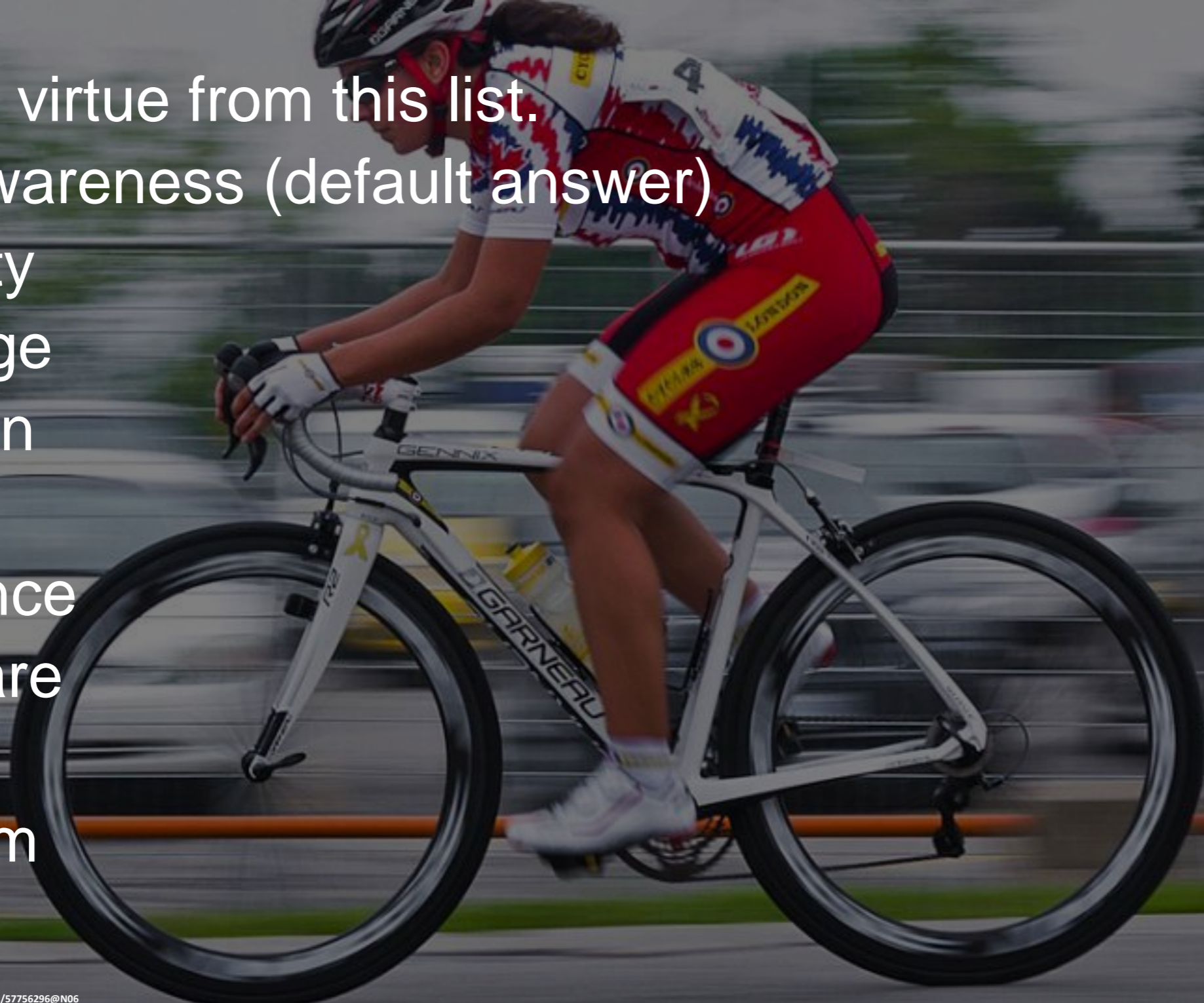
self-awareness

Personal Alignment

- What specifically do you want?
- What is blocking you from having what you want?
- What virtue—if you had it—would shatter the block?
 - Choose a virtue from this list:
 - Self-awareness (default answer), Integrity, Courage, Passion, Peace, Presence, Self-care, Fun, Wisdom, Health
 - Restate what you want: “I want *VIRTUE-NAME*.”
 - Your alignment is the virtue you selected.
- Give yourself an assignment to help you focus on and practice your Personal Alignment.
 - Default: “I will practice *VIRTUE-NAME* three times a day.

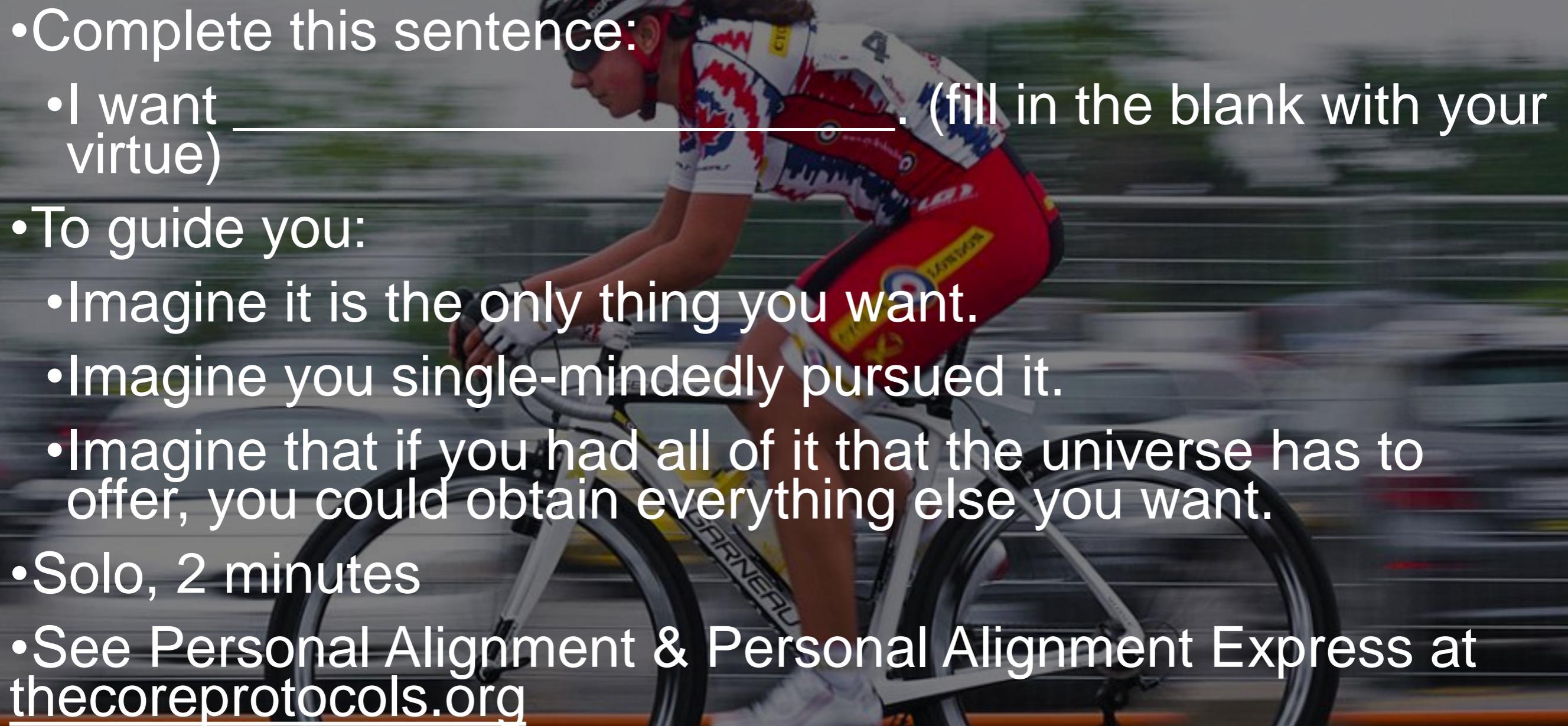
Activity: Personal Alignment

- Select a virtue from this list.
 - Self-awareness (default answer)
 - Integrity
 - Courage
 - Passion
 - Peace
 - Presence
 - Self-care
 - Fun
 - Wisdom
 - Health



cc: thelearningcurvedotca - <https://www.flickr.com/photos/57756296@N06>

Activity: super-fast personal alignment

- 
- Complete this sentence:
 - I want _____. (fill in the blank with your virtue)
 - To guide you:
 - Imagine it is the only thing you want.
 - Imagine you single-mindedly pursued it.
 - Imagine that if you had all of it that the universe has to offer, you could obtain everything else you want.
 - Solo, 2 minutes
 - See Personal Alignment & Personal Alignment Express at thecoreprotocols.org

cc: thelearningcurvedotca - <https://www.flickr.com/photos/57756296@N06>

Activity: super-fast personal alignment

WHY:

- Connect great people into a great team, totally cohesive and supporting each other toward shared goal

HOW:

- Check In
- Ask For Help
- Intention Check
- Personal Alignment
- Investigate
- thecoreprotocols.org

Connection

Investigate

- Learn about your partners' Personal Alignment
- Try asking, "What do you want?"
- Same group of 3, 5 minutes

Activity: investigate

WHY:

- Align together, deliver great products, achieve great results

HOW:

- Decider
- Resolution
- Perfection Game

thecoreprotocols.org

Productivity



- Decider

- Make as many 100% consensus agreements as you can in 2 minutes

- Groups of 5, 2 minutes

cc: Caelie_Frampton - <https://www.flickr.com/photos/28478278@N00>

Decider

WHY:

- Ensure we are maintaining freedom, self-awareness, connection, and productivity
- HOW:
- Protocol Check

thecoreprotocols.org

cc: S10N - <https://www.flickr.com/photos/85213235@N00>

Error correction

WHY:

- These recipes enable us to connect, to understand ourselves and each other.
- Eliminate Headgap
- Collective intelligence
- Group genius: total alignment, total trust, total vulnerability

HOW:

- Core Commitments & Protocols
- Web of Commitment
- Shared Vision

cc: Wavv1 - <https://www.flickr.com/photos/92688599@N00>

Shared Vision

- Web

- thecoreprotocols.org

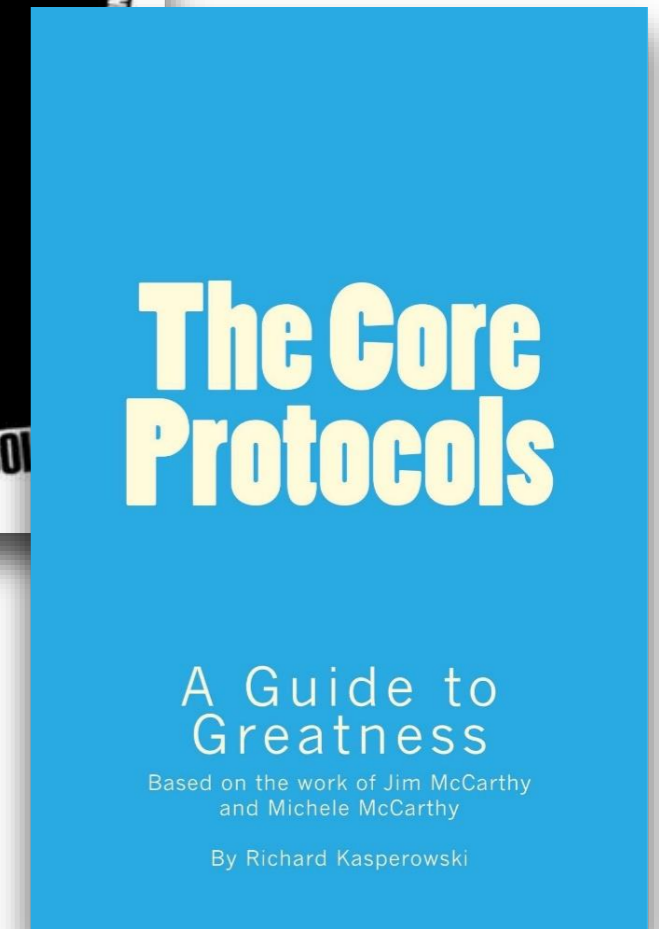
- greatnessguild.org

- kasperowski.com

- Books

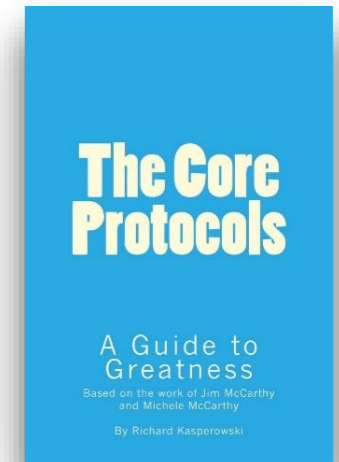
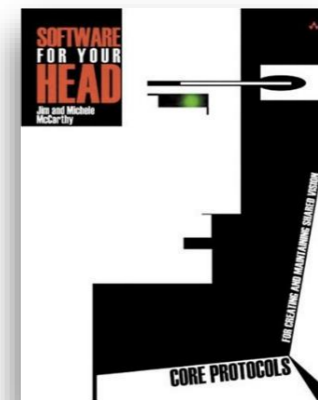
- *Software for Your Head* by Jim and Michele McCarthy

- *The Core Protocols: A Guide to Greatness* by Richard Kasperowski



To learn more

- Coaching
 - Learn and practice Core Protocols to get into a state of shared vision, then applying Agile to design, implement, and deliver great products and services
 - Wanted: great coaching client that wants to radically transform their team to be incredibly successful. Does that sound like you?
- Classes
 - 1 day to 5 days: learn, practice, and embody Core Protocols to be a great team
 - 5 day classes are “Core Protocols BootCamps” taught by Jim and Michele McCarthy



To learn more



What emotions/feelings do you need in teams?

A group of people are dancing at a party. The scene is lit with warm, golden light, and there are strings of small lights (possibly Christmas lights) draped across the floor. The people are in various poses, some with arms raised, suggesting a lively atmosphere. The background is slightly blurred, focusing attention on the dancers.

"I am unafraid to do anything with this team."

via @IvashinaJulia

Bottom line



if just one little group of people
decided to adopt a method which
favors a selective, voluntary,
visible and conscious elaboration
of emotional information...

WHAT WOULD HAPPEN?

- InstallShield
 - SIMs
 - Orcad
 - Arborsoft
- New York Presbyterian Hospital (IT group)
 - Halliburton

Some Booted Teams



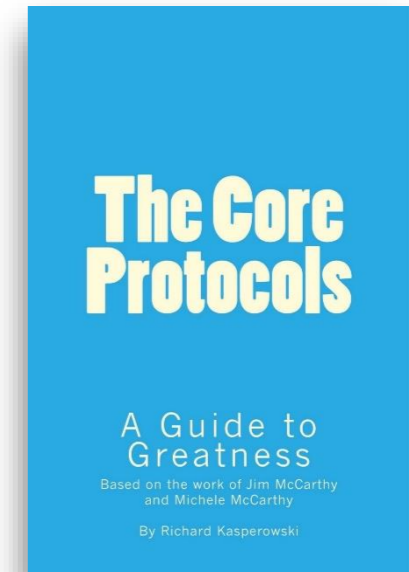
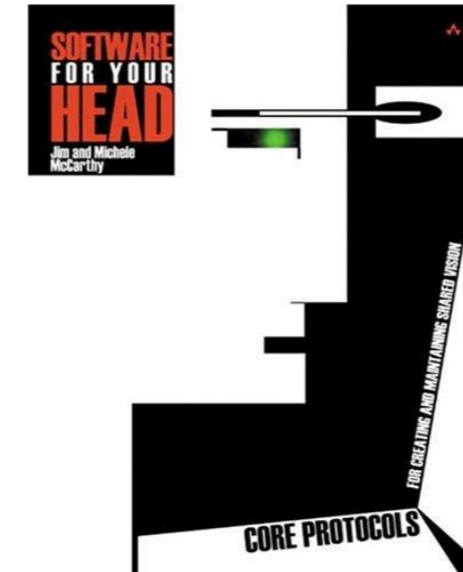
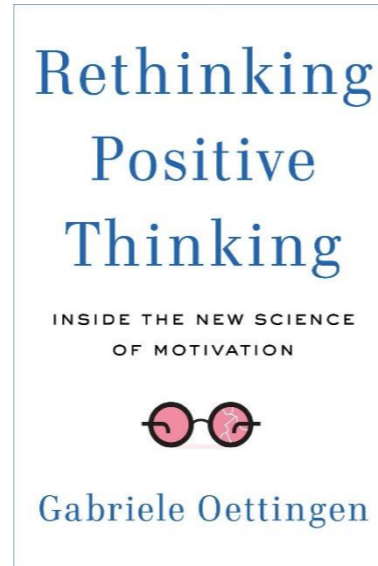
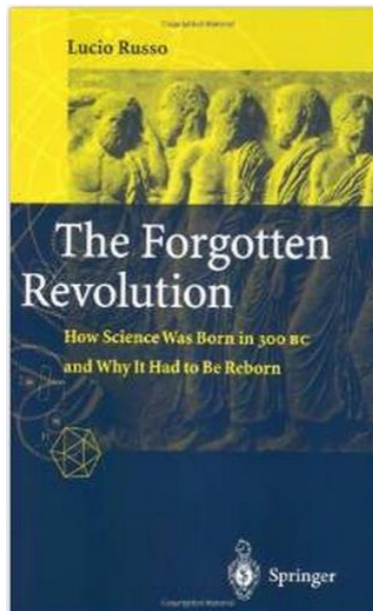
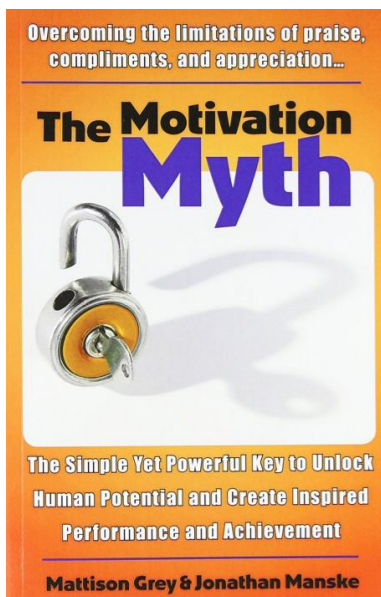
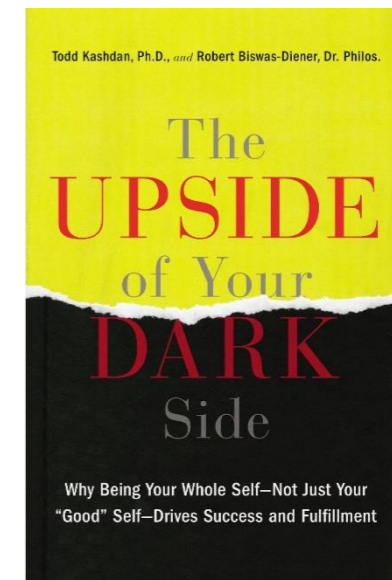
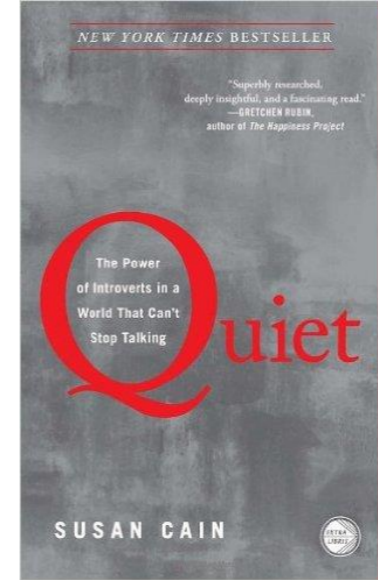
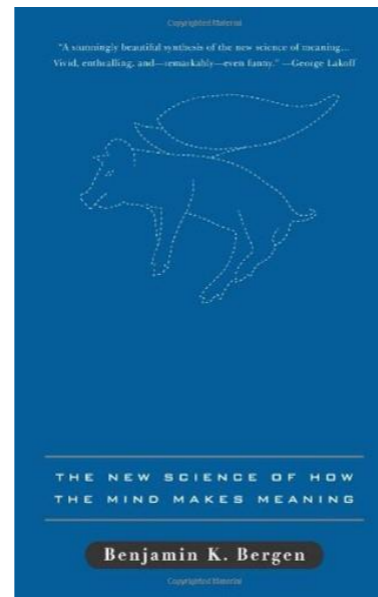
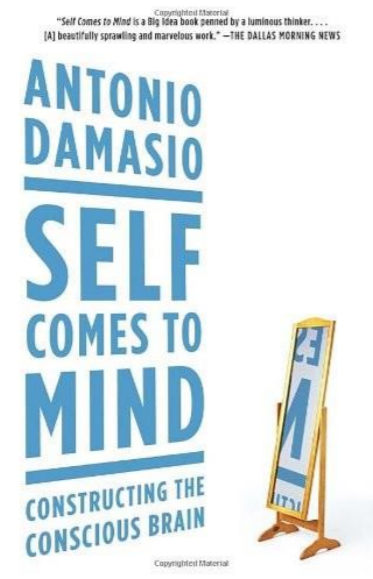
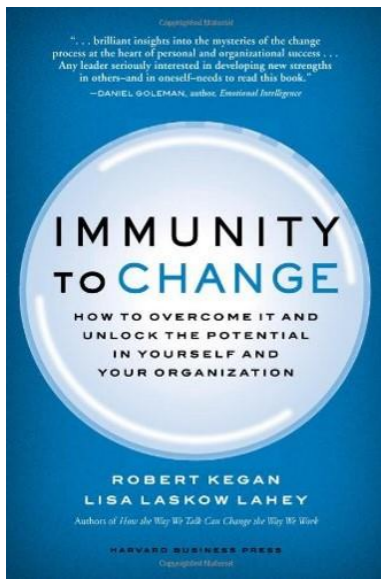
 davidpapini
 @dpapini
david@greatnessguild.org



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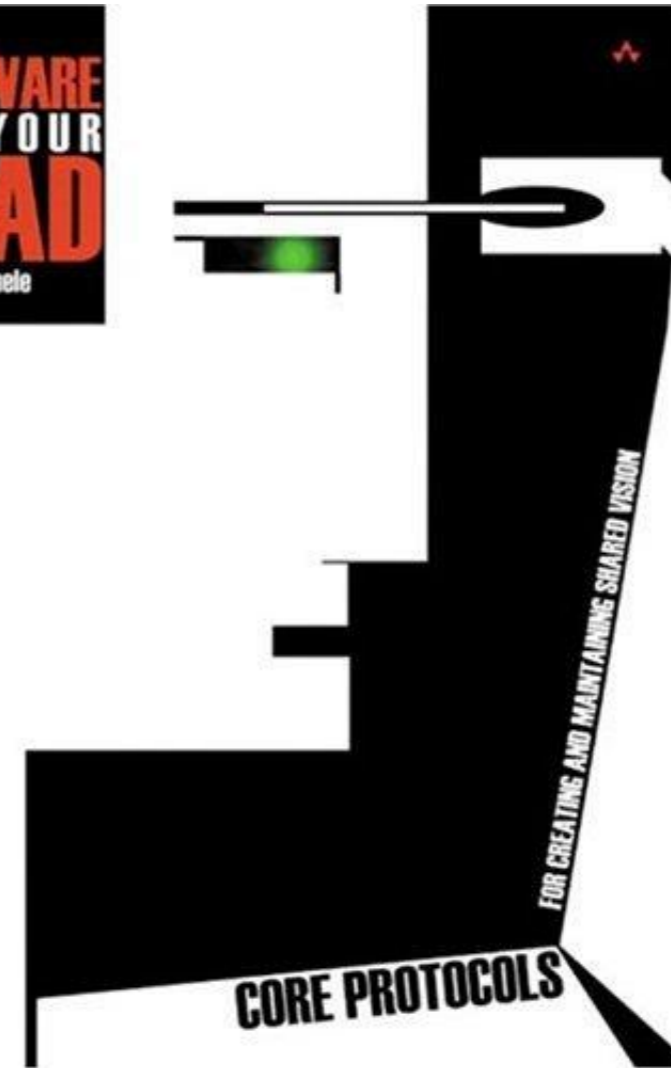
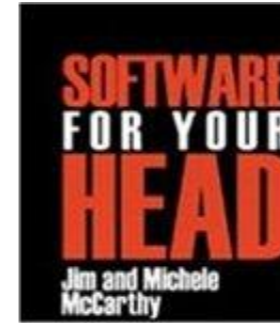
<http://greatnessguild.org>

Thank you



Ideas in this talk made possible by these great books

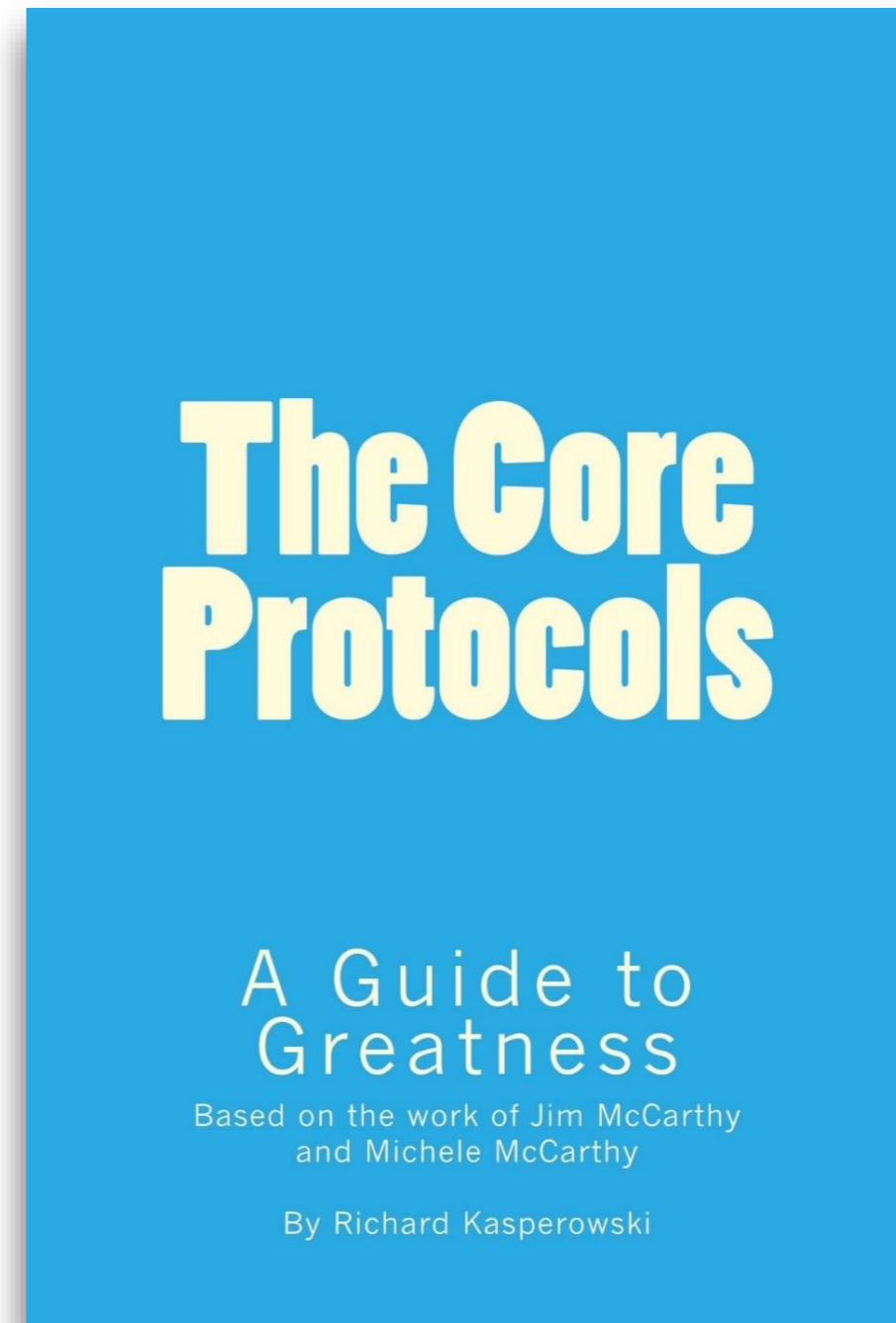
Software for Your Head: Core Protocols for Creating and Maintaining Shared Vision Jim & Michele McCarthy



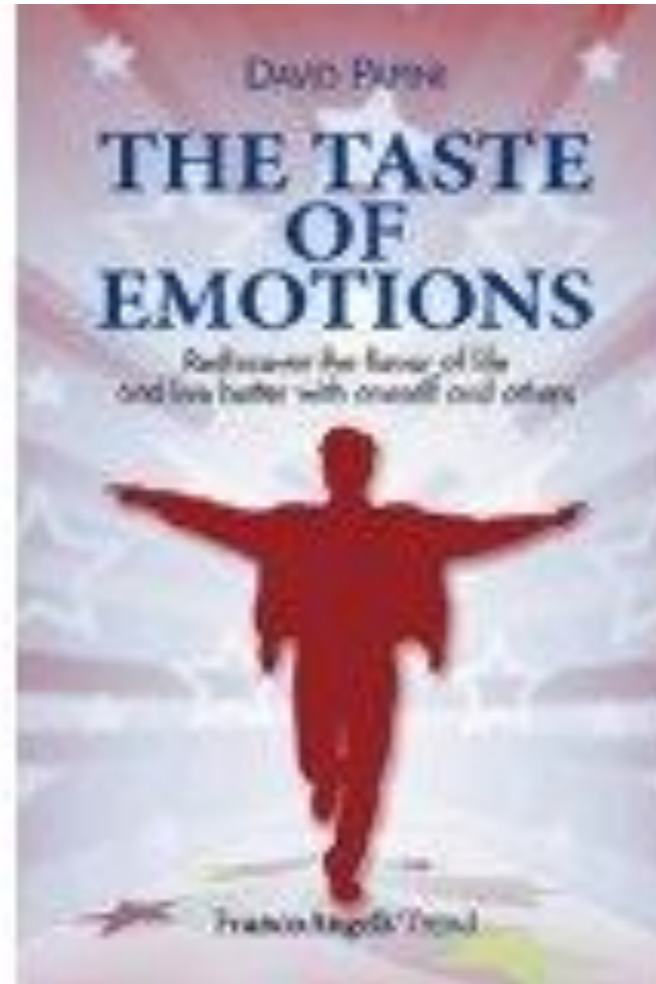
The Core Protocols: A Guide to Greatness

by Richard Kasperowski

gr8p.pl/corebook



*Rediscover the flavor
of life and live better
with oneself and others*



Still some free e-copies available: email me!
(otherwise [amazon.com](https://www.amazon.com))

The taste of emotions

- “Software for your head” (ISBN 0-201-60456-6), Jim & Michele McCarthy, Addison Wesley, 2001
- [Tuckman, Bruce](#) (1965). "[Developmental sequence in small groups](#)". [Psychological Bulletin](#) 63 (6): 384–99. [doi:10.1037/h0022100](#). [PMID 14314073](#). Retrieved 2008-11-10. "Reprinted with permission in Group Facilitation, Spring 2001"
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