

Coaching Intelligent Teams; *Leading with Relationship Systems Intelligence (RSI)*

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Relationship Matters



Digital World of Work Has Shaken the Foundation of Organization

Among 7,000+ companies responding in over 130 countries, the #1 issue on leaders minds is...

“how to redesign our organizational structure”

Why Systems Inspired Leadership Now?

A new organizational model is emerging: a “network of teams” with people coming together to tackle projects, then disbanding and moving on to new assignments.

- Just 21% of executives feel expert at building cross-functional teams
- Only 12% understand the way their people work together in networks

A New Normal...

- Processing speed is shrinking time
- Connectivity is shrinking the globe
- Intangible products and automation is shrinking time-to-market
- The Foundation of organizational structure is shifting from functional hierarchy to “webs of teams”
- 92% of all companies surveyed cited “redesigning the way we work” as one of their key challenges

Relationship Matters



Coaching and Leadership Now is a Team Sport!

“Leadership is not about knowing the answer; it is the capacity to release the collective intelligence and insight of groups and organization”

Living Leadership Book and Research by George Binney,
Collin Williams and Gerard Wilke

Now What?

- What then is required from Coaches to meet Leaders in this critical and urgent demand?
- How does the 21st century leader include what currently is operational and transcend into the next evolution of leadership and corporate management?
- What is your role as coach and consultant in this?

Shift Focus from ME > WE > IT

- Expand “Intelligence” Knowledge and leverage different intelligences
- Shift the focus from the Individual to the System
- Hold the System Itself as Creative, Generative and Intelligent

Expanding the Range of “Intelligence”

- Researchers have documented the existence of collective intelligence among groups of people who cooperate well, showing that such intelligence extends beyond the cognitive abilities of the groups' individual members.

“There is a general effectiveness, a group collective intelligence, which predicts a group's performance in a lot of situations.”

MIT Sloan School of Management

Findings: Collective Intelligence in Research

- Collective Intelligence stems from “social sensitivity;” how well group members perceive each others’ emotions.
- Groups dominated by one person were less collectively intelligent than those in which conversational turns were more evenly distributed.
- Teams containing more women demonstrated greater social sensitivity and in turn greater collective intelligence.
- Having a bunch of smart people in a group does not necessarily make the group smart!

MIT, Carnegie Mellon University and College Researchers

ESI > Collective Intelligence > RSI

Relationships Systems Intelligence is the ability to view personal experiences (and those of others), as expressions of the human relationship system. The experience is both personal and, belongs to the system.

If the system/team itself is the client (instead of the problem team member) how can we gather new information?

- «See» the system
- «Hear» the system
- Critical to all of this is holding leadership as a role that belongs to system

Principles of RSI

- Each system forms its own unique entity (easier to see in self as first system. We call that ‘personality’)
- Players within the system are seen and heard as voices for the system
- A system relies on roles for organizational structure and effective execution (Leadership)
- The system itself – beyond its members/parts – is naturally creative, intelligent and generative
- Systems are in a constant state of emergence, ever evolving towards its next evolutionary stage

First System is Self (ME)

- Relationship matters. And right relationship starts with being in right relationship with Me.
- Personality, Individual profiles, etc. is made up by individual voices/selves creating its own unique entity called “Me”
- As with external systems and teams, this particular “Me” third entity consist of different roles through which tasks are completed... and sometimes sabotaged
- As with external systems and relationships, being in right relationship demands Deep Democracy

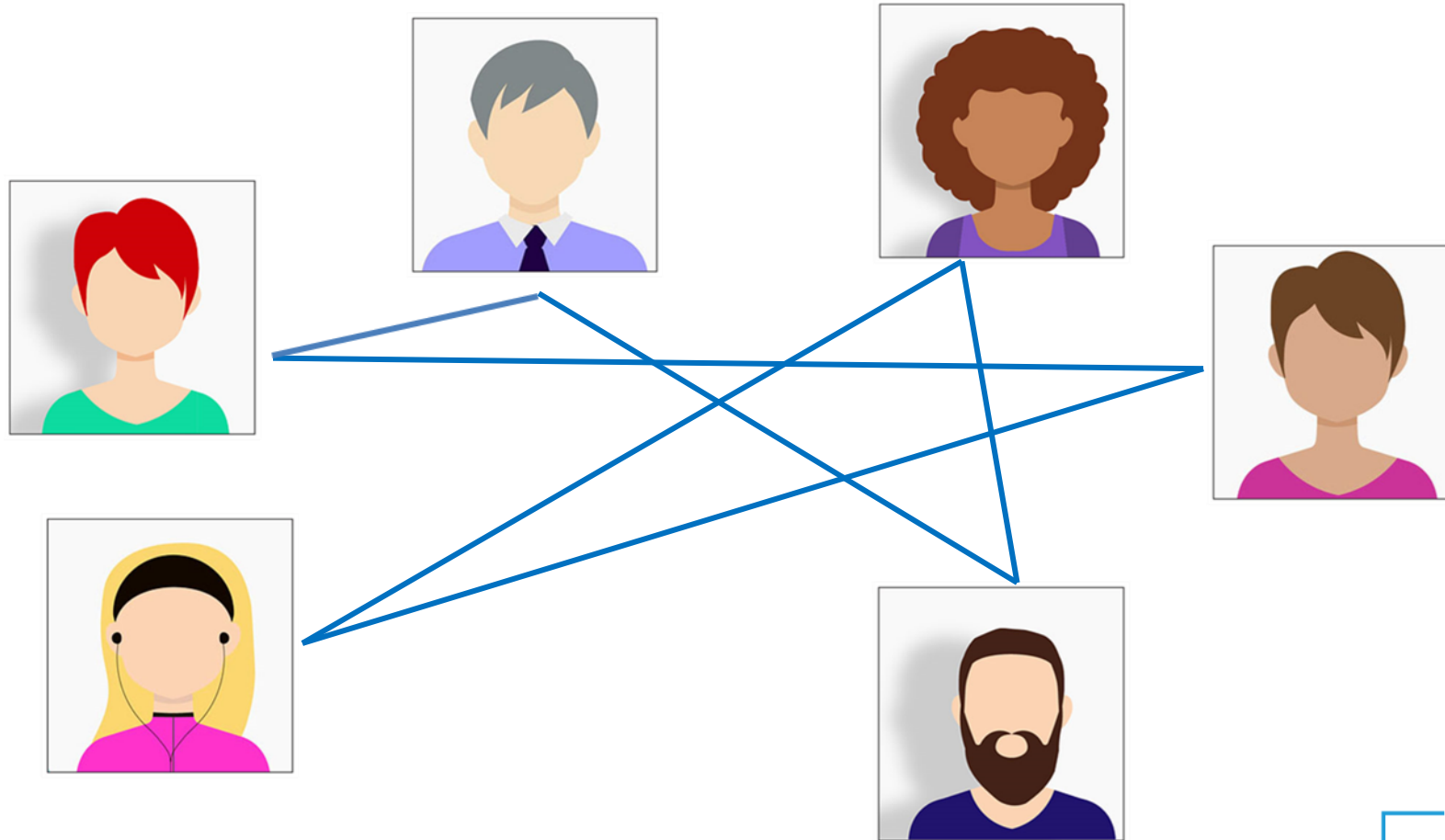
Wanting some New Information about YOU?

Lets Constellate and Reveal the System!

Examples of Internal Roles

- Nay-sayer
- Advocate
- Perfectionist
- Champion
- Petulant 5-year old
- “Who do you think you are?”
- Pessimist
- Optimist
- Super hero
- Parent

The Holonic Shift (ME > WE > IT)



Systems Inspired Leadership (SIL) Competencies

Systems Inspired Leaders and Team Coaches

- Celebrate and Honor Diversity
- Create We-Centered Cultures
- Embrace Conflict
- Hold Leadership as a role that belongs to the system
- Shift focus from the speed of change to the speed of evolution

Celebrate and Honor Diversity

Practice

- Mind the gap – between your perception of power and awareness and the team or system's perception. Practice observing from the outside in.

Create We-Centered Cultures

Tool:

- Use input model
- Create Designed Team Alliances

Skills:

- Curiosity
- Deep Democracy
- Respect

Embrace Conflict

MetaSkill:

- Conflict is the midwife to constructive change

Tool:

- Alignment work
- Courageous Conversations

Emergence



Systems are in a constant state of Emergence

- What are the challenges your clients are facing currently in their life and career?
- What are the challenges NOT chosen in their careers?

Leadership is a Role that Belongs to the System

MetaSkills:

- Open to influence
- Share power
- Be open to crazy wisdom

Skills:

- Practice the pause
- ***Ask powerful questions***
- Call forth solutions
- Time block for task performance

From the Speed of Change to the Speed of Evolution

Evolution:

A process of continuous change from a lower, simpler or worse to a higher, more complex or better state...the process of working out or developing...process in which the whole universe is in a progression of interrelated phenomena.

Longevity Research

- Julianne Holt Lundstadt, Brigham Young University Utah
- Ted Talk re above, Susan Pinker YouTube April 2017
- Top 2 Predictors:
 - #1 Social Integration
 - #2 Important relationships – spouse, trusted friend
- Most significant requirements are a sense of belonging, not solitary, life shared with others.

Ancient Wisdom Becomes Modern Practices

Wisdom Practices:

- Dialogue with questions
- Failure Conversations
- Replay in slow motion
- Ask “what's trying to happen?”
- Gratitude Practices

What Becomes Available Through RSI?

Enhanced creativity; a deeper awareness of something bigger to be in relationship with in search for success

New and different perspectives are embraced and combined (Infinite Diversity In Infinite Combinations)

Individuals and teams navigate change better; it becomes easier to align with what is trying to happen

Co-creation and innovation for a joint future



The System Itself, Beyond the Different Roles and Voices are Intelligent and Creative

- IF we practice deep democracy
- IF we allow ourselves to see the constellation of internal selves
- IF we allow ourselves to hear the different voices
- IF we take responsibility to act and re-design based on what we see and hear...

Purpose

Each of us is put here
In this time and in this place
To personally decide the future
of humankind.
Did you think you were put here
for something less?

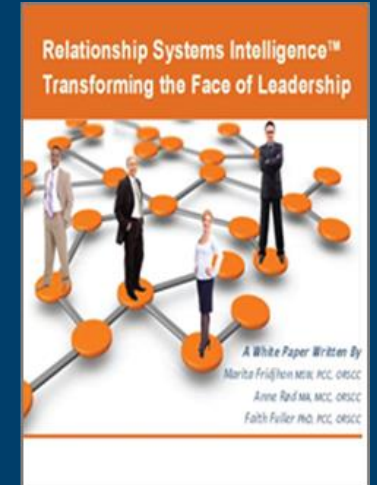
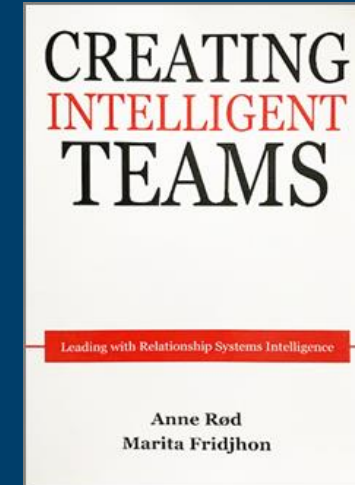
Chief Arvol Looking Horse

And so the Journey Continues...



“If you want to go fast, go
alone.
If you want to go far, go
together.”

Ubuntu Saying



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