



**TOGETHERNESS**



# PERSPECTIVES



"All I am asking...is for a little respect.." - Aretha Franklin

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## SECTION 1 - SESSION CONTENT

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- ☰ Convergent Facilitation
- ☰ 5 Dysfunctions of a team
- ☰ High-Performance Teams
- ☰ Persuasion
- ☰ Psychological Safety
- ☰ Using zoom with your teams
- ☰ Books to Explore
- ☰ Clips to view
- ☰ Articles to read
- ☰ Perspectives Magazine - Week 11

## Convergent Facilitation

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**Below is a downloadable e-book which full describe the entire process of Convergent Facilitation - 'The highest Common Denominator'**

### Overview

The below covers:

- Why convergent facilitation?
- Facilitation and group function
- The art of transparent facilitation
- toolkit
- facilitation principles for efficient collaboration
- creating breakthroughs
- attending to power differences



[The-Highest-Common-Denominator-PDF-ac3c7i.pdf](#)  
18.7 MB



[CONTINUE](#)

## 5 Dysfunctions of a team

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**"Trust is the glue of life. It's the most essential ingredient in effective communication. It's the foundational principle that holds all relationships." – STEPHEN R. COVEY**

 YOUTUBE



### THE 5 DYSFUNCTIONS OF A TEAM by Patrick Lencioni | Core Message

1-Page PDF Summary: <https://www.productivitygame.com/upgrade-five-dysfunctions/> Book Link: <https://amzn.to/2UsZFG> Audiobook Trial: <http://amzn.to/2ypaVsP...>

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## High-Performance Teams

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### Rethinking Business

Most companies have adjusted to pandemic life--they've refitted their existing organization to the new environment. But rather than simply adjust, think about the giant opportunity you now have to completely reboot--to take all the promise and unfulfilled potential of your team on a six-month journey toward 10x transformation.

Before the pandemic, you were hopeful, but hungry for fast and focused collaboration and constructive and candid discussion. You were eager, but impatient to see signs of agility from your senior team in the face of change--or to initiate disruptive change. The potential for exponential growth and unrealized innovation maybe felt just out of reach. Look back on the past six months and your team likely did some extraordinary things.

But what about the next six months? There will be great fortunes lost and great fortunes gained in this time of disruption. The world is still waiting for you to fundamentally transform. In the next six months, you and your team can take a 10-year leap forward. We are going to show you how to land it.

1

#### The Future of High-Performance Teams: Co-Elevation

Imagine if the ownership of your organisation's success switched from you, the leader, to your team--if your management overload were a shared load. The highest-performance teams we have coached at Ferrazzi Greenlight have delivered billions of dollars of value, ignited innovation, and accelerated growth. Why? They have a team-first approach. They practice safe candor, are committed to peer-to-peer co-creation and collaboration, offer a service mindset that cuts across silos, and have a relentless focus on results and winning--but winning together. Our research institute has spent 20 years defining the behaviors and practices behind these optimal teams--what I call co-elevation in my book *Leading Without Authority*.

Co-elevation happens when a team is committed to organizational growth and team members are committed to one another: They climb higher together. They will challenge one another, give one another feedback, and coach one another. Accountability and productivity no longer need be the leader's burden, but will become a peer-to-peer attribute of how the team operates. Pivoting the business will emerge in the fabric of the team rather than waiting for the leader to call the play.

The move to new behavioral norms is called recontracting--the collective negotiation of a new team social contract. For example, failing to say what needs to be said in meetings is a low-integrity behavior that erodes value. To learn how to lead your team to commit to co-elevating behaviors, you can watch our recontracting video and get our recontracting white paper at [keithferrazzi.com/recontract](http://keithferrazzi.com/recontract).

2

#### Innovation Through Inclusivity

Unseen possibilities come into view only if a team is deeply engaged in new ways. Step one is to redefine team to include the most inspiring experts, your advisers, and, of course, the organizational colleagues beyond your direct reports. Remote work and blended work have created new opportunities to "team out"--to draw in expertise and insight from outside your organization. The team is whomever you need to reinvent and open up great possibility. If you're not thinking of Inc. 5000 CEOs as a network of expertise to draw on, aren't you missing the point?

But teams also need to create more value from their interdependencies. Today, most teams live in co-existence, with individuals earnestly doing their jobs. That is insufficient for a 10x organization. A practice that delivers innovation through inclusivity is called collaborative problem-solving (CPS).

Take a business-critical question and invite the team to focus on it over a 60-to-90-minute session, breaking out into smaller groups and then reporting back. Using breakout rooms--whether co-located, virtual, or blended--keeps engagement high and conversation bold and candid. CPS questions include:

- What North Star mission are we all striving for as a team?
- What are the biggest hills we need to take to achieve success?
- What are the greatest risks we face and how can we safeguard against them?

Everyone preps for the meeting. Everyone's voice is heard. The owner of the question characterizes the response to each idea as a yes, a no, or a maybe, if the suggestion merits more research. Too many senior teams have lost sight of collaboration in today's era of report-out meetings. But I've seen CPS help startups pivot to ensure they do not erode the money they have raised. I've seen CPS redefine the solutions of Fortune 500 companies. Even through the difficulties caused by Covid-19, CPS has fueled product reinvention and process reengineering.

3

### Bulletproofing

If CPS helps identify the biggest hills, then a leadership team needs to sprint to take them. Most companies leverage the Agile process in project management, but it needs to rise to the level of Agile executive teams. At meetings between sprints, the team should follow a process I call bulletproofing. The sprint owner reports in no more than 15 minutes: what we have done since the last sprint, what we are struggling with, and what we are planning next. The team then breaks into smaller groups with a brief to report back to the meeting:

- What risks do we see to success?
- How could we be bolder and more innovative? Give specific innovation suggestions back to the sprint owner.
- How could we be helpful to the sprint owner? Figure out ways.

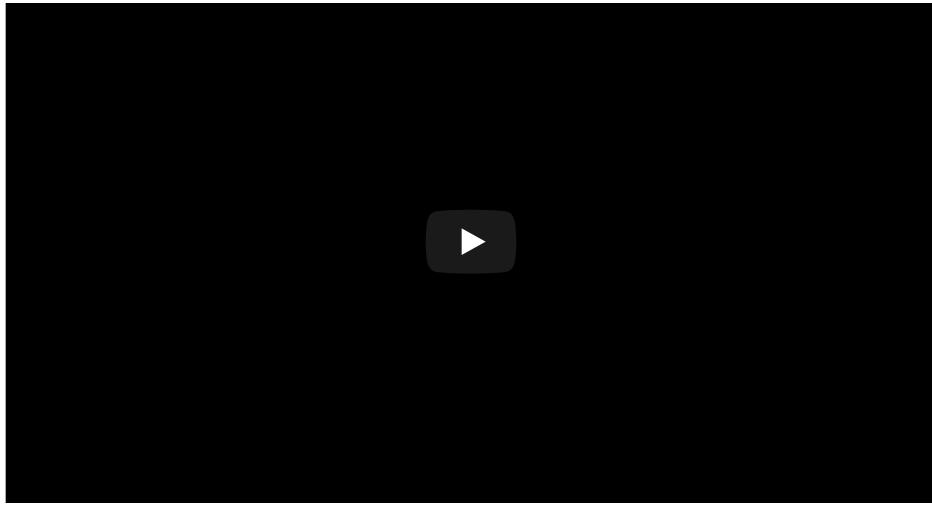
4

### Energy

The past six months have challenged us all. Cases of anxiety disorder more than quadrupled among American adults from mid-2019 to late July 2020. A thoughtful leader will strive to identify and isolate the sources of stress in an organization--whether that's performance pressure or anxiety over balancing work and child care--and develop mitigation plans. But people are also frustrated and angry about racial and social injustice. I've seen positive CPS sessions challenging how organizational values play out in practice.

Celebration is a universal energy boost. Ask people in meetings to name one or two people whose service to other team members they would like to celebrate. It is a self-reinforcing philosophy. Something I do at the end of meetings is a gratitude circle. This is an invitation for everyone to share something they are grateful for. A check-in for stress at the beginning of a meeting, when everyone rates their energy level from 0 to 5, can also help the team support one another.

It's time to recognize that resilience is a team sport, and it's why we're working with Inc. to make our Go Forward to Work initiative open to you. Whatever you've done in the past six months, you have the next six to reboot your business. Leaders and teams who visit the hub can share ideas and resources on such topics as mental health, well-being, remote work, leadership, and teams. My hope is you'll find transformational advice. Now is the time for a 10x shift. Let's co-elevate, and go forward to work 10 years from now today.



## **The Reality of Winning - High Performance in Teams | Rory Hendrikz | TEDxHultAshridge**

Sustaining high performance is the ultimate quest for business and sporting teams. A winning Volvo Ocean Race team gives an insider's view into what it takes...

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## Persuasion

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### How to Master Persuasion

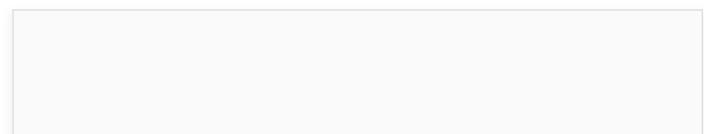
Influence is power. Maybe even a superpower. Imagine being able to harness influence as a skill. To be able to use it when the situation calls. The truth is, this is more possible than you may have thought, thanks to research done over the years.

One book in particular has had the biggest impact in this field: Robert Cialdini's *Influence*. In it, Cialdini introduces the 6 principles of influence that will help you persuade others. These 6 principles are reciprocity, consistency, social proof, liking, authority, and scarcity.

#### Six principles of influence



Reciprocity





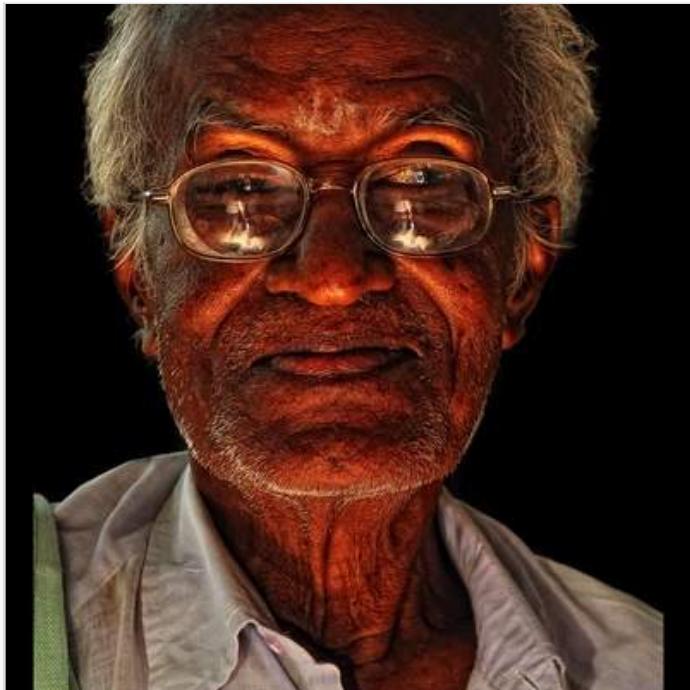
Consistency



Social Proof



Liking



Authority

Scarcity

1

One of the most basic principles of influence is to simply give that which you want to receive. In other words, doing right by others is a good way to get others to do the same for you. This idea of reciprocity is a powerful one.

There are a couple of ways to have this reciprocity work for you. Giving others small gifts, treating others with respect, and doing favors for those in need, are all things that can win you points with other individuals.

So a good approach is to always help others and be kind when you have the opportunity, because you never know how it may help you down the line. Moreover, it is these small acts of kindness that will be remembered and come in handy when you're in need of a favor yourself.

2

The principle of consistency is based on the power of active, public, and voluntary commitments, which results in people actually sticking to their word. Let's walk through these requirements in a little more detail. The first part is an active commitment. By active, Cialdini means something that is written or spoken to others. Having people say they will do something is a start, but when they actively commit to it they're much more likely to follow through.

The next piece is making it public. When others witness this commitment, it adds a level of accountability to the statement. And no one wants to go back on their word.

Finally, it has to be voluntary. If you force someone to make an active, public commitment that they didn't decide on themselves, you've accomplished nothing.

So how do you use this? Once you've persuaded someone to do something, get them to make these types of commitments to implement the principle of consistency and ensure there is a legitimate commitment to their words.

3

People rely on social cues from others on how to think, feel, and act in many situations. And not just any people, but peers. People they believe are similar to them. This is a key point and what is called social proof.

So if you wanted to influence your interns or a particular team in your department or the new hires, you need to get one of them to buy in first. When they see an employee like themselves seemingly taking action on their own or following a new directive, they are more probable to follow suit.

Having that first person take action makes all the difference and unlocks the power of social proof.

4

People like those who like them or who they perceive as friends. It's a simple, yet powerful idea. The principle of liking can be used in a few different ways.

One method is finding common ground with the people you meet. If you can connect with them on their hobbies or interests, you'll have a solid ground to build from. Being observant of people is a great way to pick up on any clues that may lead you to such common ground.

The other approach is genuine praise. Paying compliments and being charming can go a long way to building a positive rapport with others. A word of warning though, don't go overboard. The key here is genuine praise, don't manufacture it to the point that you're clearly trying to butter them up.

5

When you are perceived as an expert in an area, others will be more likely to defer to you. Why? Often because experts are able to offer a shortcut to good decisions that would otherwise take a long time to devise themselves. The idea then is to establish that credibility of authority and expertise.

Many often miss this opportunity because they assume others will identify their expertise automatically. You can't leave it up to interpretation because it will often be overlooked.

There are a number of ways to establish such authority. A quick and easy one is to make visible all diplomas, credentials, and awards in the office or workplace to establish your background. Of course this may not always be an option. Another approach is to convey expertise through short anecdotes or background information shared in casual conversations.

Just remember, your expertise isn't always a known quantity, so be sure to convey it when you get the chance.

6

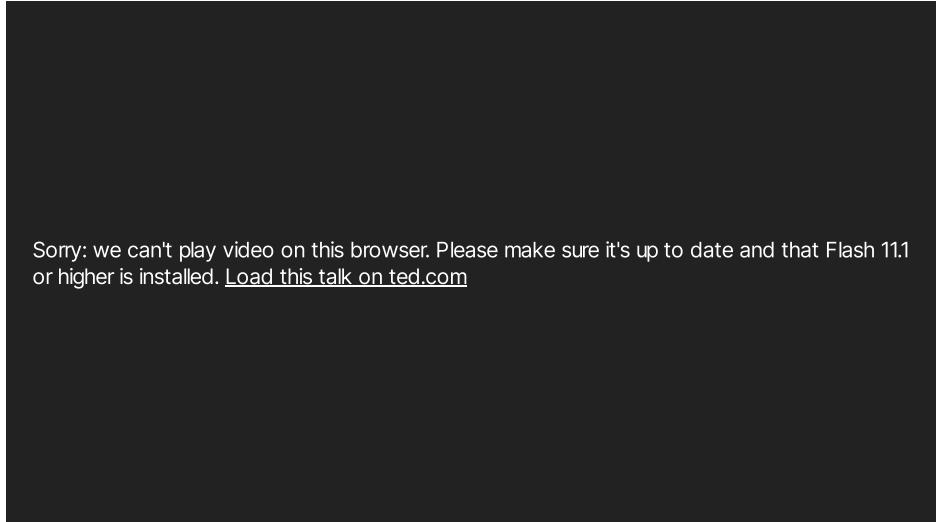
People value what is scarce. It's just basic supply and demand. As things become more scarce, they become more valuable to others. There are a few ways that you can use the principle of scarcity to persuade others. One is simply to make offers limited-time, limited-supply, or one-time, which immediately creates a sense of scarcity.

At the same time, how you present such opportunities matters too. If you focus more on loss language, or language that demonstrates what you will lose out on rather than gain, your message becomes more powerful.

Finally is the exclusivity approach. Providing access to information, services, or other items to a limited set of people creates a sense of exclusiveness. This often gets translated into being a favor to those people or that you value them more than others.

If you can combine all of these to frame a situation, your powers of persuasion greatly increase. So try to utilize limited offers, loss language, and exclusivity, to create a sense of scarcity.

TED



Sorry: we can't play video on this browser. Please make sure it's up to date and that Flash 11.1 or higher is installed. [Load this talk on ted.com](#)

### Astro Teller: The unexpected benefit of celebrating failure

"Great dreams aren't just visions," says Astro Teller, "They're visions coupled to strategies for making them real." The head of X (formerly Google X), Teller takes us inside the "moonshot factory," as it's called, where his team seeks to solve the world's biggest problems through experimental projects like balloon-powered Internet and wind turbines that sail through the air.

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## Psychological Safety

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According to Harvard Business School professor Amy Edmondson, who coined the term:  
**"Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes."**

### What is it?

Achieving high performance in uncertain, complex times requires having the confidence to take risks. When an organization minimizes the fear people feel on the job, performance — at both the organisational and the team level — is maximized. But how do you make your organisation fearless in a way that builds its capability?

A fearless organisation is one that provides psychological safety. But as more and more consultants, managers, and commentators are talking about psychological safety, the risk of misunderstanding what the concept is all about has increased. In a workplace, psychological safety is the belief that the environment is safe for interpersonal risk taking. People feel able to speak up when needed — with relevant ideas, questions, or concerns — without being shut down in a gratuitous way. Psychological safety is present when colleagues trust and respect each other and feel able, even obligated, to be candid.

### There are four components for accountability and psychological safety



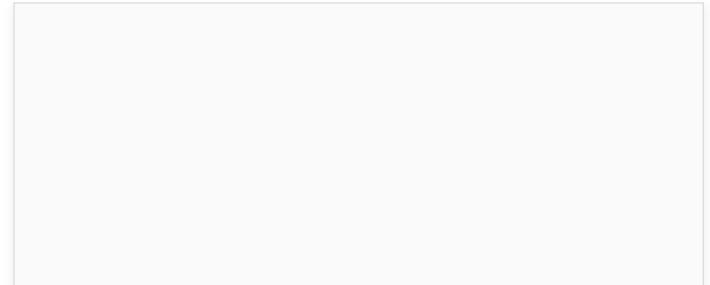
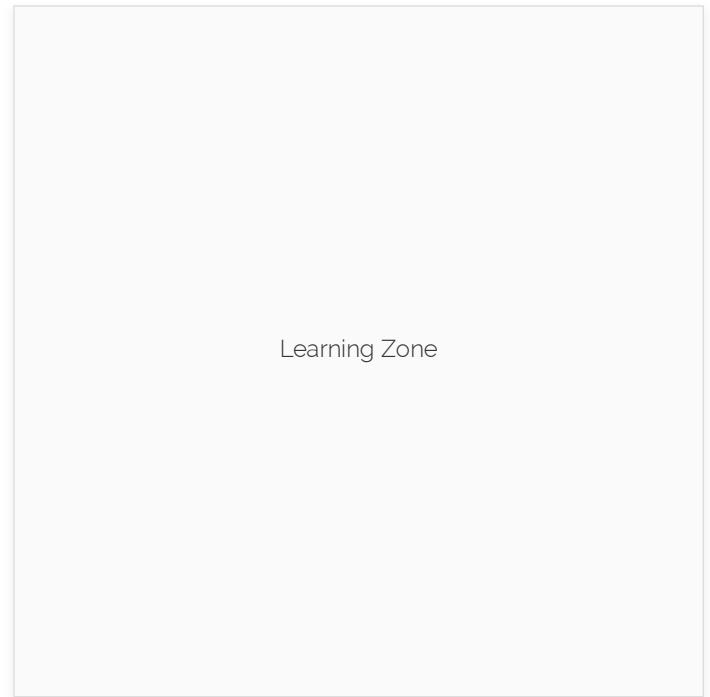
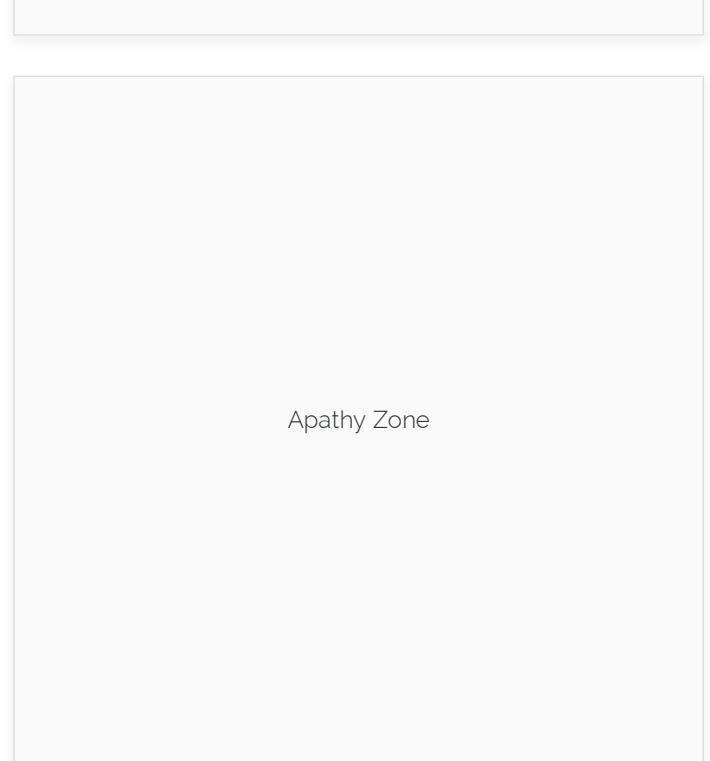
Comfort Zone



Apathy Zone



Learning Zone





Anxiety Zone

## Why is it important? (People Talking)

Psychological Safety is a gateway to team effectiveness.

Google studied team effectiveness for five years under Project Aristotle with the central question: What makes teams, objectively, successful?

Five important factors emerged that have a significant effect on team performance , with Psychological Safety being of primary importance:

- Psychological Safety
- Dependability
- Structure
- Meaning & Clarity
- Impact

The other four factors of team effectiveness only prove to be valuable when a team is psychologically safe.

The relationship between Psychological Safety and Accountability & Motivation:

Holding people accountable is essential for getting the best from people, but without psychological safety it can create an environment characterised by stress and anxiety.

Psychological safety makes it easier for people to raise concerns and question the status quo, however, without accountability it can result in people feeling too comfortable – which can lead

**to poor performance and a lack of motivation.**

**The key is in balancing psychological safety and accountability (as shown in the image above).**

**When this happens, your team operates in a climate where they can contribute as their whole selves and and flourish without fear of repercussions.**

**As well as improving performance , this has a significant positive impact on wellbeing and workplace culture.**

 YOUTUBE



### **How to Build Trust and Create Open, Successful Teams | Chris Strouthopoulos | TEDxGeorgiaTech**

Chris Strouthopoulos is a Professor of Student Success at San JuanCollege where he focuses on student empowerment and leadership. At some point we all experi...

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**CONTINUE**

## Using zoom with your teams

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Below is a link to a downloadable document filled with handy tips and instructions for using extra features on Zoom, as well as a range of different activities you use with your teams



Perspectives Virtual Teambuilding Resource.pdf

12 MB



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## Books to Explore

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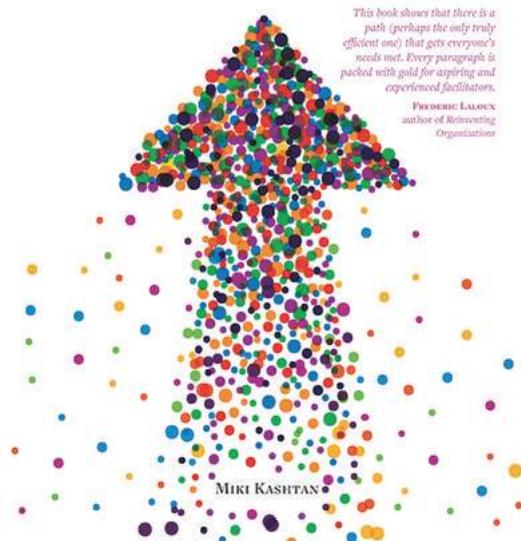
### Books to explore

# THE HIGHEST COMMON DENOMINATOR

*Using Convergent Facilitation to Reach  
Breakthrough Collaborative Decisions*

This book shows that there is a path (perhaps the only truly efficient one) that gets everyone's needs met. Every paragraph is packed with gold for aspiring and experienced facilitators.

FREDERIC LALOUX  
author of *Reinventing Organizations*



[convergentfacilitation.org](http://convergentfacilitation.org)

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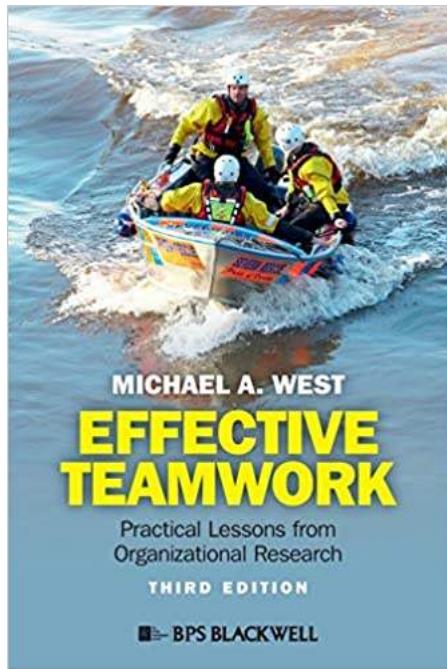
### The Highest Common Denominator

What if you could bring together any group of people to find solutions that are creative, satisfying, work for everyone, and actually get implemented?

Mikki's new book employs vivid case studies and practical examples of Convergent Facilitation to show how in the decision-making process we can build trust from the beginning, surface concerns and address them, and turn conflicts into dilemmas groups feel energized to solve together.

Up to this point, people have only had the opportunity to learn Convergent Facilitation in a workshop. Now these skills are available in a book! We are excited to share this resource with leaders and organizers around our world: people in positions of power, facilitators, activists, parents, teachers, and anyone else who engages with groups. We hope this book becomes part of inspiring a peaceful revolution in how we make decisions.

<https://convergentfacilitation.org/resources/book/>



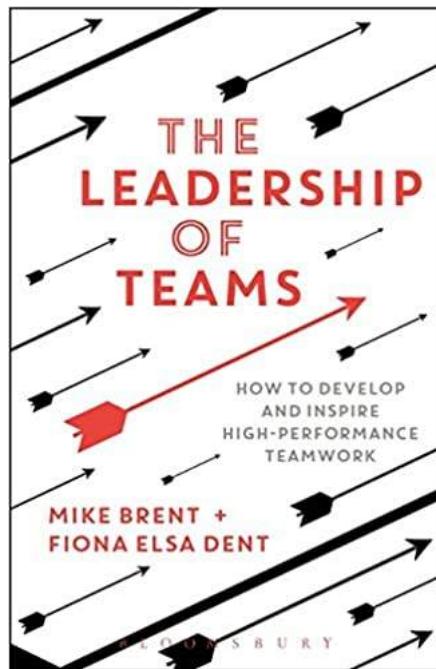
Amazon

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#### **Effective Teamwork - Practical Lessons from Organizational Research**

Updated to reflect the latest research evidence, the third edition of Effective Teamwork provides business managers with the necessary guidance and tools to build and maintain effective teamwork strategies.

- A new edition of a bestselling book on teamwork from an acknowledged leader in the field
- Offers a unique integration of rigorous research with practical guidance to develop effective leadership teams
- Features new chapters on virtual teams and top management teams, plus contemporary themes of ethics and values
- Utilizes research based on positive psychology techniques



Amazon

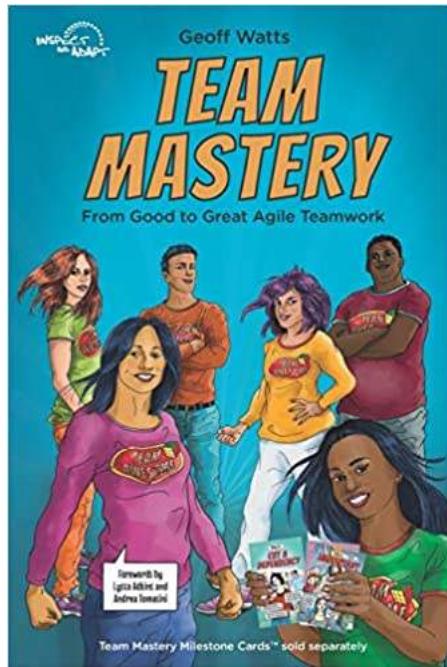
#### **The Leadership of Teams: How to Develop and Inspire High-performance Teamwork**

Teams are everywhere - business, industry, schools, hospitals and government. There are executive, management and cross-functional teams, as well as teams formed for specific tasks and projects. But when a team can succeed or fail on the quality and effectiveness of its leader, everyone will have a view on the leadership qualities that are most important.

So what makes a successful team? And what can leaders do to ensure that their teams collaborate effectively and are committed to the right goals?

The Leadership of Teams examines some of the most common challenges facing both teams and leaders, including:

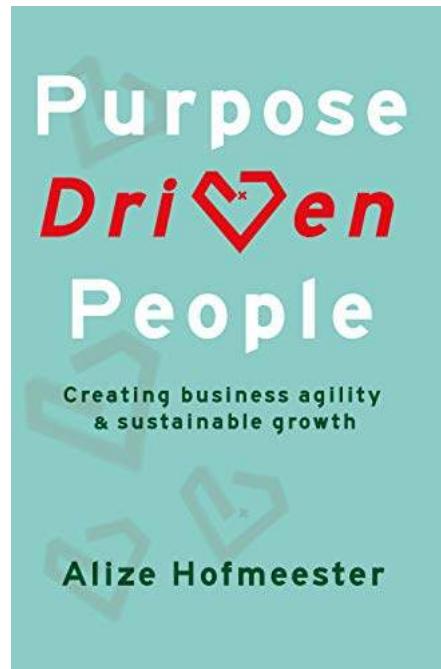
- interpersonal challenges;
- working in a global context;
- different roles in different teams;
- multicultural teams; and
- coaching and developing team members.



#### **Team Mastery: From Good to Great Agile Teamwork**

If you have ever been part of a great team you will know it is exponentially better than being part of a mediocre team. Teams are at the heart of working in complex domains and are essential to the success of agile approaches yet relatively few teams achieve greatness. Agile and leadership coach Geoff Watts has pulled together his many years of experience with all sorts of teams from software, to product development, from medical teams to sports teams and has identified five common characteristics of great teams:

- Self-Improvement
- Quality
- Unity
- Audacity
- Delivery



Amazon

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#### **Purpose Driven People: Creating business agility and sustainable growth**

Agility is no longer a buzz word. Business agility within organisations is sorely needed. Reacting more quickly to volatile market conditions, customer and employee demands, value creation, being relevant and meaningful have become a necessity. Implementing agile models and methodologies is one thing. Being truly agile from the heart of the organisation is often a struggle. Impossible? Definitely not. But how..?

The WHY, WHAT and HOW to create business agility and sustainable growth, all combined into one book. A refreshing and unique approach where people form the heart of future organisations and agile networks. Together they actively shape the future of work together. In this book, fiction is intertwined with non-fiction and supported by data, research, practical experiments, tooling and cases from experts, which you can try out directly. The elements of the People Journey Circle have been forged over years of intense experimenting, learning and improving during large and successful agile transformations. The choices the People Journey Circle offers you, will help you discover, how and where to embark on your unique journey toward business agility within your organisation.

[CONTINUE](#)

## Clips to view

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### Clips to view

TED



#### Teamwork Reimagined

Imagine the possibilities of a world powered by teamwork, guided by a culture of "we" not "me" thinking and actions. Kevin Cahill, Executive Director of The W. Edwards Deming Institute®, explores a new vision of teamwork and the limitless potential and connecting power of a collaborative society.

[READ MORE TED >](#)

TED

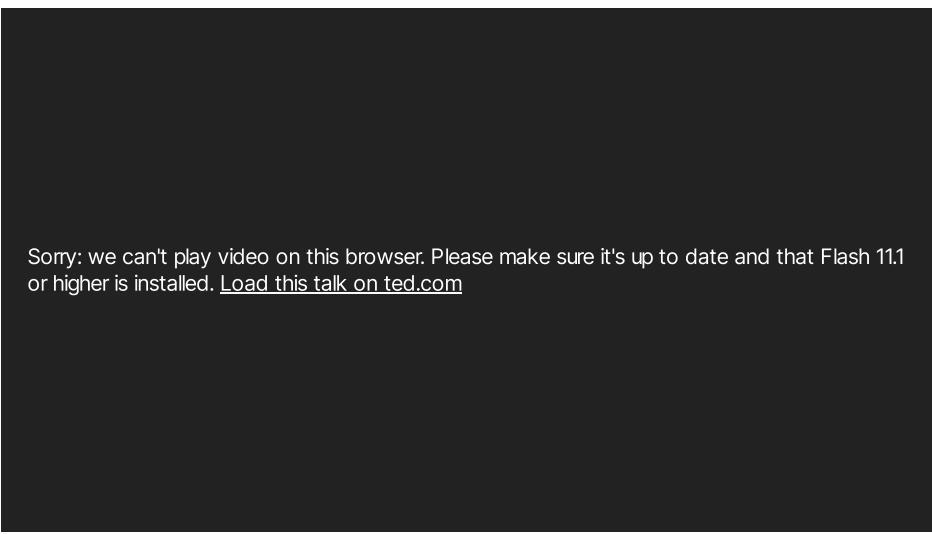
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## **Tom Wujec: Build a tower, build a team**

Tom Wujec presents some surprisingly deep research into the "marshmallow problem" -- a simple team-building exercise that involves dry spaghetti, one yard of tape and a marshmallow. Who can build the tallest tower with these ingredients? And why does a surprising group always beat the average?

**CLICK TO READ MORE ON TED >**



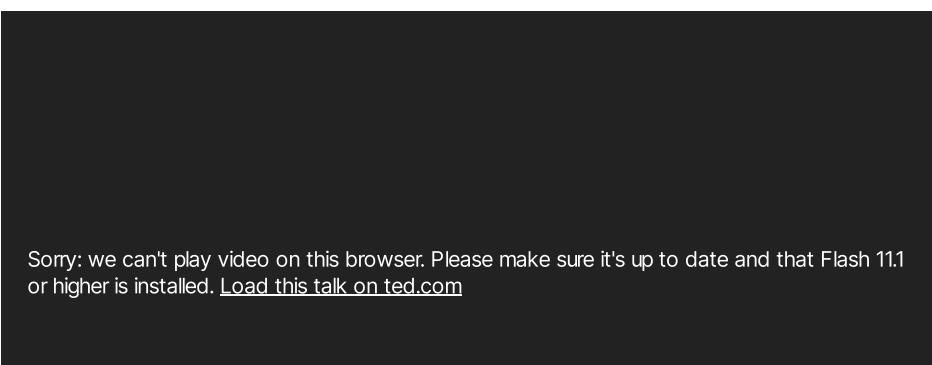
**TED**

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## **Amy Edmondson: How to turn a group of strangers into a team**

Business school professor Amy Edmondson studies "teaming," where people come together quickly (and often temporarily) to solve new, urgent or unusual problems. Recalling stories of teamwork on the fly, such as the incredible rescue of 33 miners trapped half a mile underground in Chile in 2010, Edmondson shares the elements needed to turn a group of strangers into a quick-thinking team that can nimbly respond to challenges.

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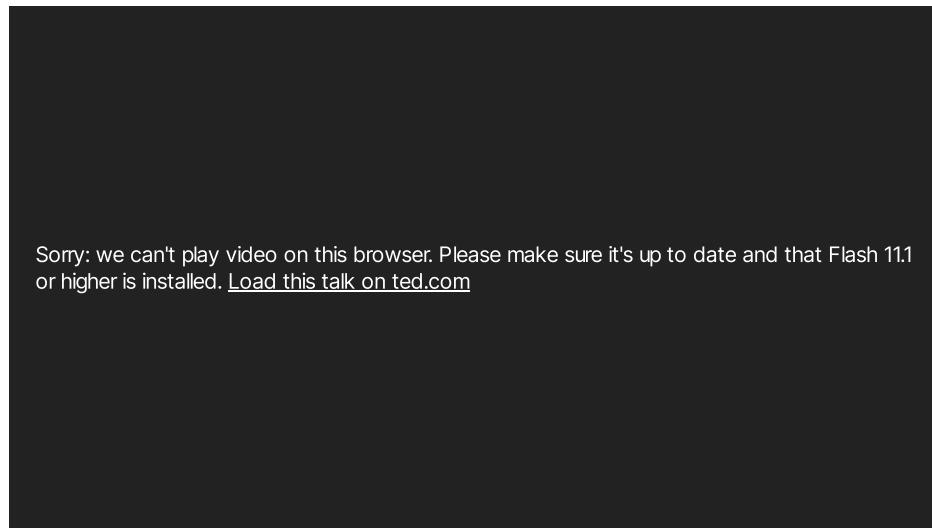


## Rocío Lorenzo: How diversity makes teams more innovative

Are diverse companies really more innovative? Rocío Lorenzo and her team surveyed 171 companies to find out -- and the answer was a clear yes. In a talk that will help you build a better, more robust company, Lorenzo dives into the data and explains how your company can start producing fresher, more creative ideas by treating diversity as a competitive advantage.

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TED



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## Tim Harford: How frustration can make us more creative

Challenges and problems can derail your creative process ... or they can make you more creative than ever. In the surprising story behind the best-selling solo piano album of all time, Tim Harford may just convince you of the advantages of having to work with a little mess.

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**CONTINUE**

## Articles to read

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Articles to read





## The Secrets of Great Teamwork

### **The Secrets of Great Teamwork**

Idea in Brief The Problem Teams are more diverse, dispersed, digital, and dynamic than ever before. These qualities make collaboration especially challenging. The Analysis Mixing new insights with a focus on the fundamentals of team effectiveness identified by organizational-behavior pioneer J. Richard Hackman, managers should work to establish the conditions that will enable teams to thrive.

[Read more](#)



## How to Be a Great Team Player

### How to Be a Great Team Player: Maximizing your Contribution

Have you worked for teams where everyone pitches in, and you all work together in perfect harmony? Do you always play to your strengths in a team, or are there times when the group you're in just doesn't gel?

[Read more](#)



#### Benefits of Teamwork in The Workplace

##### How Can Cultural Diversity Have a Positive Influence on a Professional in the Workplace?

With the ever-changing demographics of the country, increased cultural diversity in the workplace can have a substantial effect on the workplace and on the individual professionals within it. Individuals can learn new ways of thinking, understand different points of view and create innovative solutions that may not ...

[Read more](#)



#### **Fire service organizational silos: How to emerge from the depths and foster connection**

##### **Fire service organizational silos: How to emerge from the depths and foster connection**

The organizational structure and rigors of the fire service make it susceptible to a critical stumbling block that is common within other industries. That stumbling block is organizational silos, or siloing. Silos are organizational barriers that foster division, hamper functioning and limit overall ability. Organizational silos can limit creativity and kill organizational and individual morale.

[Read more](#)



#### Beyond The Tipping Point: How Teamwork Drives Midsize Company Growth

##### Beyond The Tipping Point: How Teamwork Drives Midsize Company Growth

The CEO didn't grasp it at first, but he and his company had just reached the "tipping point." His response, personally and as the firm's leader, would determine whether recent growth would continue or whether the company would stagnate and fail to reach its potential.

[Read more](#)

**CONTINUE**

## Perspectives Magazine - Week 11

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Magazine



**perspectivesMagazineWk11.pdf**

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**CONTINUE**