

Brief Summary of Creating Intelligent Teams

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The Five Principles of Intelligent teams

- No matter who we are and what we do, we interact with others and through this interaction we are brought into relationship – makes us part of the human relationship system
- Each of the relationship systems carries its own unique interwoven mesh of explicit and implicit structures, agreements and rules – hence navigation human relationship systems could be a major challenge
- The complexity of human relationship systems, their dynamics and interactions requires a capacity and skill set that transcend Emotional and Social Intelligence

Emotional Intelligence	Social Intelligence	Relational Systems Intelligence
Self-awareness	Other awareness	System awareness
Me	You plus me	We (collective)
Understand personal emotions / experiences	Empathize with others' emotions and experience	Hold experiences and emotions as an expression of the system
Self-focus	Other focus	System focus

- RSI is the capacity to read, understand and intentionally interact with the dynamics of human relationship system. It is the ability to maximize one's relationship with the given human relationship system and relate to it as a whole
- In order to develop a high performing human relationship system, a leader and his team need to become aware, responsible, accountable and intentional about the dynamics of the system
- By relating to the team as a relationship system rather than a group of individuals, we transform the dynamics within and create a positive difference in the team's effectiveness and performance
- A key aspect to RSI is the team entity – it is focusing on the team as a human relationship system and helps reveal new information and release the generative energies within the team. This enables the team to improve its interaction and optimize its intelligence and resources leading to higher performance
- Building RSI requires an acceptance of and belief in some basic principles.
- **Principle # 1 – Each relationship system has its own unique identify**
 - When a team comes together an intangible team entity is automatically created – it is a solid resilient energetic force that members of the team system can lean into and find strength in
 - The team identity is impartial and has insights unavailable to any of the individuals alone.

- While we hold the team entity as a separate entity in itself, it is a blend of the characteristics of its members, gaining in power, intelligence, resources from the individuals in the team
 - It weaves in the uniqueness of each person to create its own distinctive identity and dynamic. This implies that if any of the team members do not participate fully, this will impact the resources and expression of the team entity.
 - As team members come and go, the intelligence and resourcefulness of the team entity will remain – but will now access new insights and find a different voice to express these.
 - The concept of team entity allows a team to access new and different information that goes beyond the individual member's immediate needs and agendas. By shifting the focus from the agendas of the individuals to the overall needs of the team a different dynamic is created.
- **Principle # 2 – Every member of a relationship system is a Voice of the System (VOS)**
 - This principle is firmly grounded in the definition of RSI that invites the reinterpretation of the personal as an expression of the whole.
 - It advocates the practice of deep democracy – the belief that the only way to navigate team and organizational realities is to hear all the voices, even the unpopular ones.
 - Deep democracy is a practice that facilitates the full expression of the team
 - Think of the team as a puzzle where every member has a piece of critical information – to reveal the complete picture of the total team experience, every piece is needed.
 - For a system to evolve, it needs to ventilate its current emotions and insights.
 - By holding up an imaginary mirror to the team, allowing all the VOS even the unpopular ones to express themselves, the team learns to see itself.
 - Having high RSI means that team members are open to and value the expression of a range of different voices because they know it is the team speaking as one system
 - The team's collective intelligence can be expressed as $1+1 = 3$ where the sum is greater than each of the individuals.
 - An intelligent team is agile in reinterpreting its personal experiences as systemic expressions – whatever happens within its relationship system is not just personal but also the voice of the team.
 - A simple systems rule followed is – *everyone is right – only partially*. This means everyone in the system sees only a part of the truth – but every truth is a relevant one carrying important information and should be honoured as of equal importance
 - They see disagreements and tensions as a source of creative energy and something to be embraced and lived.
 - **Principle # 3 – Relationship Systems are naturally intelligent, generative and creative**
 - This principle helps team members lean into the system's own capabilities and creativity.
 - It allows us to view change and disturbance of any kind as an ally, trusting the team entity's resourcefulness to find its own answers

- Conflict and chaos are seen as signals and messages to cocreate from rather than react to
 - The principle allows leaders and team members to trust the team system including the team entity to find the answers
 - The team empowers itself through mutual accountability and responsibility trusting that each voice and each input is vital.
 - It is only through interaction through others can people release all their resourcefulness.
 - The acceptance and inclusion of this principle allows the team members to lean into the team as a system and trust its inherent creativity and intelligence. This transforms the team culture and enhances results and increases positivity
- **Principle # 4 – Relationship systems rely on roles for their organization and execution of its functions. Roles belong to the system not to the individuals who inhabit the system**
 - Every relationship system has its own functional and emotional needs to be fulfilled through roles – the system cannot function without them
 - These roles could be “Outer” roles like CEO, IT Manager etc or “Inner roles” like peacekeeper, devil’s advocate or visionary
 - The Outer roles fulfil structural functions needed for the team’s survival while inner roles satisfy its emotional needs.
 - If a person holding an inner role leaves, someone else will inadvertently pick up and fulfil that role because the system needs it.
 - Though the leader will stay in the formal Outer role, he would have to work with the team in different ways – listening to the VOS, accessing the team’s collective intelligence and relying on the team system’s inherent and generative insights and creativity
 - By creating a culture of co-responsibility and co-accountability where everyone’s input and role are valued the leader will optimize the team’s potential and resourcefulness.
- **Principle # 5 – Relationship systems are in a constant state of emergence, always in the process of expressing their potential**
 - This principle is critical to the phenomenon referred to as the speed of change.
 - The need for change can surface through explicit or subtle signals, indicating that something new is trying to emerge. In a team, these may be expressed through opposing views or even conflicts
 - With RSI, the premise is to accept change as constant, natural and inevitable and to co-create with and from it.
 - When there is a high level of RSI disagreement or conflict these are not considered to be a problem but are seen as signals that change is needed.
 - It is no longer about “*who is doing what to whom*” – but about “*what is trying to happen in our system*”
 - The attention is on co-creating from what is emerging rather than reacting to a perceived threat.

Competencies of an Intelligent Team

- Creating intelligent teams depends on the ability to set the necessary frames and context allowing the team to relate and work constructively in a way that makes sense to all involved.
- To create a high RSI within the team we need to acquire and practice a set of individual skills that we can apply during interactions.
- *Systems Awareness*
 - In order to develop a high performing culture, a leader and his or her team need to become aware, responsive, accountable, intentional and co-responsible for the dynamics of the team system.
 - The team will shift its focus from a 1:1 interaction between multiple team members to acting and communicating as a whole system, respecting the needs and contributions of all team members.
 - By accessing information and wisdom from the team entity, a different collective intelligence is made available which can transform the team potential – a shift from I to We.
- *Holonic Shift*
 - This is the ability to see the bigger system – and involves a systemic awareness that enables the team to see itself as part of a larger system
 - Stepping back and seeing the systems within the system is called a holonic shift.
 - From focusing on a person / group of individuals, we see a team.
 - By shifting focus from individuals to relationships between systems we gain clarity about our interdependent roles and functions increasing the appreciation of our needs and contributions.
- *Context Setting*
 - Knowing the contextual frames, the team can operate within is vital for managing expectations and energy.
 - By clarifying what is fixed and what can be influenced, the collective resources are challenged more purposefully.
- *Give Room*
 - It is necessary to manage our emotions, be aware of individual interactions and how we are impacting each other.
 - Some team members may find it difficult to concede this room – people who take too much room can cause others to withdraw losing valuable insights for the system.
 - The idea of giving rather than taking room so all voices can express themselves in turn is key to becoming an intelligent team.
- *Listening Levels*
 - A core component in intelligent team is that of listening – Three levels of listening - Internal listening, Focuses or active listening and Global listening
 - Listening to Level 2 and Level 3 requires a good deal of self-management and giving room is the first step on the way to practicing this skill.
 - In intelligent teams we ask open questions such as what, when, how, what if and use level 2 and 3 listening to take in what is going on.
 - Just because people are silent does not mean they agree, so ask their opinion
- *Distributed Leadership*

- Leadership is a role that belongs to the entire team system. This means all team members have a responsibility to make theirs an intelligent team and they do so by understanding and applying the principles of RSI
- Leadership shows up in many guises – it may be in formal assigned leadership roles or some type of informal leadership
- *Intention – Behaviour – Impact*
 - We operate in an interdependent human relationship system where everyone's action or lack of action will cause reaction.
 - In teams our behaviour is watched closely by a number of people and our impact is highly noticeable.
 - In general, we are conscious of our intentions – however we are not aware of how our behaviour comes across or the impact we are creating.
 - On the contrary, others are not aware of our intention, but they see and judge our behaviour and feel the impact of it.
 - By making our intentions clear, we are more likely to enrol people even if our observable behaviour causes confusion or other unintended reactions.
 - The intention behaviour axis can be aligned through these questions
 - What is our intention and desired impact?
 - How can we best communicate this?
 - Knowing ourselves, and our verbal and non verbal communication styles, how might others perceive us?
 - What behaviours do we need to adjust to create the desired impact?
 - How can we best assess the impact of communication on others?
 - Intelligent teams strive to assess and understand how communication can create a range of different responses within the team system
 - Feed forward – instead of feedback helps people envision on a positive future not a failed past. It is received more positively and easier to take on boards and seeds constructive change.
- *Positive Intentions*
 - When we assume all behaviour of well functioning humans is motivated by positive intentions, we can increase our scope and willingness to try and understand others.
 - Because we manifest our positive intentions differently through behaviour we often fail to see the good in the approach of some one else.
 - Appreciating the positive intention driving human behaviour is key to facilitating effective human communication and understanding.
- *Disagreements and curiosity*
 - In RSI, disagreements are viewed as the system expressing a need for something to happen or change
 - By managing one's own impulses and staying curious and open minded one can explore the person's positive intention and seek some truth that one can resonate with
 - "If only 2% of what the other person says is true for me, what is possible" – this question enables us to peek into the other's perception of the world and open up for further dialogue and ultimately understanding
 - Being able to capture implicit and explicit signals in the system through the power of observation is a key competency in RSI

- We are curious about – what is the message from the team system that is trying to be expressed through the person or what is the request behind the person’s complaint
- *Creating Positivity*
 - An intelligent team has an awareness of what each individual brings to a table and how to cultivate these contributions
 - All systems need to be acknowledged in order to thrive.
 - By using acknowledgement as a skill, regardless of the circumstances, the team will feel seen and heard and be able to move. It is also a way to harness team strengths and resources.
- *Four Learning Strategies*
 - Humans differ in their need for information before they commit to action – some need to know “**what**” will happen, others would want to know “**how**” it will happen, a few “**why**” it needs to happen and some doubters “**what if not**” – what happens if they don’t do this now
 - What is going to happen?
 - How will it happen?
 - What does it need to happen?
 - What happens if we do not do this now?
- *What motivates us*
 - We learn about ourselves through our relationships with others and the systems we are part of
 - By knowing and understanding what creates positive motivation or negative triggers we become more conscious of our reactions and behaviours.
 - Because the human brain is wired for survival, we can feel threatened and respond negatively when we are afraid of losing our status and relevance, or losing control or influence or sense of belonging etc.
 - These human concerns have been given the acronym – SCARF
 - Status – Avoid unfavourable comparison between team members – instead increase everyone’s relevance and contributions
 - Certainty – Create perceptions of certainty through transparency
 - Autonomy – Give people latitude to make choices and organize their own work
 - Relatedness – Develop a sense of belonging where people feel they know each other and see commonalities
 - Fairness – Treat people equally in sharing information, rewards and cutbacks
 - To create intelligent teams, team members also need some insight into what drives thoughts, attitudes and behaviours. By identifying the values each team member has, the team can understand each other’s actions and “come from” place revealing what truly gets the team going as a system.
 - In a team perspective, questions such as What gives you energy, What is it you cannot live with in others? What type of behaviour cannot you not accept in others? What do you believe in ? What is your philosophy in life?

The Three Phase Approach

- All organizations are human relationship systems and any team is also a human relationship system as a nested subsystem within
- To create more effective and productive interactions, successfully interact and navigate the system dynamics – three phases have been identified – Meet, Reveal, Align and Action
- These phases provide a map for practical application – enables team members to trust the process while indicating how they can contribute.
- The three overlapping phases can be used for building a team, guiding a process or running a meeting
 - *Meeting*
 - The initial phase where the system comes together for whatever purpose.
 - Teaches teams to move their focus and awareness from the individuals in a team to the team as a system with its unique identity
 - *Revealing*
 - This is where the team's intelligence is accessed. It is done by creating and harvesting collective intelligence – by holding up an imaginary mirror so that the dynamics can be explored and the team system can reveal itself
 - It is important to spend some time in this phase to listen for insights and solutions
 - When a team becomes aware of its patterns and regards the new information as valuable insight for action, it will self-correct itself.
 - *Alignment and Action*
 - Show how and on what a team system can align. Action is a natural step that emerges to bring the team system forward.
 - Explore the possibilities the newfound awareness opens up.
 - Alignment indicates a level of mutual coordination of interest and commitment to achieve a higher goal.
 - Aligning addresses the need to put aside personal positions in the service of common interest.
- The three interactive phases provide a solid map for the team to assess where they are at any given time.

Meeting up as an Intelligent team

- Intelligent teams need to come together with an open and curious mindset to understand where they are today.
- There are two interdependent elements influencing the state of a system – the Emotional Field and the Team Entity
- ***Emotional Field***
 - The interaction between the people in a relationship system creates an energy field or space that we call the Emotional Field. It is a feeling that we get when we walk into a room and we can cut through the atmosphere with a knife because of the energetic tension.
 - The emotional field is very fluid and changes constantly depending on what is happening in the communication between the team members
 - Through emotional fields we learn to notice what is happening and trying to emerge in the team system – this awareness helps us make a conscious choice on the next step

- The emotional field is a tool to use when meeting and revealing a system
- **Team Entity**
 - Being aware of the team entity of the team system is a powerful tool – we can lean on it for strength, trust and alignment – creating positivity
 - The team entity also provides important information on how we are impacting other surrounding systems.
 - It gives indications of unintentional impacts the team may be having and it provides clues as to how the team can adapt its behaviours and actions to create a more desired impact
 - If the concept of team entity is hard for the members, have them write down the qualities of a team entity, how others perceive their own team – this will help them crystalize the concept of team entity
- **Metaskill**
- Metaskills are behavioural preferences as to how individuals interact with others – e.g. respect, commitment, curiosity, empathy, compassion, playfulness, collaboration
- A metaskill is a capacity to hold something or do something at a higher level.
- In the context of creating intelligent teams, a metaskill is a conscious stance, attitude or come from place the team members occupy when meeting up and working as a team system.
- It points to our ability to be conscious and intentional about the space we create and how this will impact the emotional field of the team
- Metaskills are a critical component in terms of meeting the team where it is either by matching the metaskill with the emotional energy in the team or consciously changing it to create something new
- Inappropriate metaskills or the lack of intentional use of metaskills can create a complete breakdown in communication
- The following questions can help us engage intelligently in our team in a constructive way being aware and intentional about the impact we create
 - Where is the team emotionally and energetically at the moment? What are we facing and what do we need in general from each team member?
 - Where am I emotionally and energetically and what impact am I likely to create whether intentional or not?
 - What is my desired impact on the team system? How do I want the team to feel, behave and act during and after our team interaction?
 - How can I become conscious and intentional in my behaviour and words? What metaskill I can take on to create the impact I want to have?
- In intelligent teams we need to access a variety of metaskills covering a broad range of emotions
- Team members must keep asking “what is needed in this team system now, and what metaskill do we need to use to skilfully create the best environment to work in and create good results
- Deep democracy is a crucial metaskill that helps the team to ensure that all the VOS are heard even the unpopular or marginalized ones and influences the process of revealing the system to itself layer by layer.
- **Team Contract**

- Intelligent team interaction is created by discussing how team members want to talk to and act towards each other – what atmosphere do they want to have, what will make them excel as a team? How do they support and challenge each other? How do you want to be together when things become difficult while working together? What can you count on each other while working together?
- To ensure safety and transparency, intelligent teams create working agreements expressed through team contracts. This frames the way the team will work together creating a safe container while setting an intention for the nature of their interaction.
- A solid team contract that is brought out on a regular basis evaluated and kept alive is a big investment in creating and maintaining an intelligent team.

Revealing a Team's Intelligence

- Revealing a team to itself is a fundamental requirement in creating intelligent teams – it is like holding up an imaginary mirror to the team
- The Revealing phase carries the most potential insight and creativity and this is where most of the self-regulating work is done and intelligence accessed. Once revealed, new insights create the impetus for change and to make the system move forward.
- Reading and naming the emotional field is a way of revealing the system to itself at any particular moment in time helping the team to understand and bring to the surface undercurrents in their system.
- Understanding the strengths (what is working well) and challenges (what is not working well) is important for revealing the system
- Intelligent teams are committed to discovering not only how to fix the pain points but also to explore what is underneath the issues presenting themselves
- *Linear constellations*
 - A constellation is a visual mapping of a team, showing how the team members place themselves in relation to each other on a given topic
 - It provides considerable information about the team's position and can be an effective starting point for an intelligent team discussion
 - Linear constellations are a way to hear all the VOS so the team can understand where they stand on certain issues revealing the degree of alignment or division
 - With a tape fixed on the ground, the team is asked to vote with their feet representing how they feel about the question posed.
 - Linear constellations are used to help the team system see itself and its position on a certain topic. By listening to the VOS, the team explores what is there, what is needed and how it can align
 - It is powerful in situations of frustration and unsettlement where some voices tend to speak louder dominating the system and impacting it negatively
 - This is an effective tool that will reduce the number of hours spent around a meeting table.

Aligning and Action in Intelligent teams

- Alignment can be defined as bringing parts into proper relative position and a system's ability to align is a good indicator of its health.

- By moving the focus to the team's common interest, it is easier to create the alignment needed in the system
- Alignment is moving from a locked position to the common interest
- There is a difference between agreement and alignment – the system does not have to be in total agreement on every issue for the team to align itself.
- Intelligent teams do not get stuck in personal battles and disagreements to identify a winner.
- Alignment can be used when conflicts surface and to move a system into alignment when there is disagreement – the focus is to move from positions to common interest
- By shifting attention from individual positions to common interest we can discover the real reason for the conflict and how we can align around a mutual solution
- Alignment talks (identify issues and hearing voices, discover common interests, problem solving) is a tool which can be used to move a team from personal agenda to common interest
- A team that fails to align may have reached the end of its lifecycle. We may need to examine if the purpose for which the team was created still is valid and if so, how that purpose can be best fulfilled in a new or different way.
- Lack of alignment is draining and can impact the team negatively and destroy the motivation of its members.
- Key questions for alignment are
 - What do we have in common here?
 - What is the overall objective?
 - Why is it important that we align around this?
 - What will happen if we don't?
 - What will take for us to align as a team system?
- If we have spent sufficient time creating a strong foundation, revealing the system to itself, and looked for areas of alignment, action will follow naturally
- It is important to spend enough time on the process so that it makes sense for the team to take the next step
- Intelligent teams demonstrate follow through and accountability to ensure that the system delivers on its commitment to itself and its team members
- Try asking these questions in the team at the end of team interaction
 - What did you experience during our workshop today
 - What is your intention and wish for the next meeting or workshop
 - What responsibility are you willing to take on your behalf and the team to achieve the intention and the wishes
- A team's success relies on its ability to allow space and time for the action plans and focus areas to be shared and followed through
- The team must look at taking responsibility, come out with concrete plans and commitment and be accountable for the performance of the teams.
- Once the system is revealed potential solutions will start to emerge and the team will naturally prepare itself for alignment.
- The four important facts that intelligent teams use to achieve the action points are Responsibility, Commitment, Accountability and Follow up

The Inner Needs of Intelligent teams

- One of the main sources of frustration in team interaction is the confusion around roles and responsibilities
- Working with roles brings clarity, predictability and trust in the team system and help the team interact in a more intelligent way
- RSI principle # 4 talks of the roles needed for the system – unfulfilled expectations pertaining to how we want others to fill in their roles and responsibilities can cause friction
- RSI enables us to work with the complexity of roles in a skilful manner revealing our inner human systems and the team systems we are part of.
- The three main roles which are relevant are
 - Outer – securing the operative functioning of the team
 - Inner – addressing the emotional needs of a team
 - Ghost – hiding at a deeper level and impacting systems we interact with and are part of
- Outer roles are formal roles needed to ensure responsibility is taken for the tasks to be accomplished. E.g. CEO, CFO, Project Manager, Project Lead etc
- Inner roles are to important to meet the team's emotional needs and help it to thrive and perform.
- Teams will unconsciously self-organize to fulfil these implicit needs through inner roles.
- Some of the inner roles are
 - Devil's Advocate – question the decision the team makes and to examine alternate solutions
 - Expert – Bring additional information and the give the team confidence and reassurance
 - Joker – ensure lightness and fun in the team – behind the comments could be seeds of truth that the team must pay attention to
 - Harmony seeker – create a good atmosphere that the team members can thrive
 - Driver – get the team to act and achieve its results
- Some inner roles are necessary to create a positive and productive team system – through constructive means
- Inner roles are held on behalf of the system to fulfil its emotional needs and team members are not personally responsible for carrying the role on behalf of the system. If some one leaves, someone will step in and occupy the role
- In some cases, roles can cause strain on the system when
 - There is role confusion
 - Poorly occupied roles
 - Role fatigue
 - Elimination of old roles
 - Need for new roles
- Ghost roles show up as positive, neutral or negative forces. A ghost is something or someone that is impacting the team's culture and interactions.
- Ghosts may represent former leaders, deceased founders etc.
- In intelligent teams the impact of the ghost is acknowledged and addressed putting them to rest or making them allies

- Ghosts do not have to be people, they can be events, strong history, cultural traditions or experiences that have shaped beliefs, attitudes and behaviours in the organization
- By identifying the ghost, revealing them to the system, the team can actively work to unearth and examine the impact the ghosts have on the team assessing what they support and what they prevent.

Accessing the Potential in Intelligent teams

- Arnold Mindell has adopted the three levels of reality from Quantum Physics to human relationship system using the levels Essence, Dreaming and Consensus Reality
- *Essence*
 - Essence is the abstract level where a thought is still an energy that has not yet been expressed
 - Also called the field of potentiality where the generative power of human relationships resides
 - Every time we meet a person – energies are created - there is a potential that is not yet expressed
 - It is like energetic sparks that are created and linger in space waiting for us to act upon them or not
 - Essence is the energy to be experienced – it is joined together and is expressed through movements and sounds
- *Dreaming*
 - Dreaming is the transformation point where the idea becomes personal and experienced through our dreams and hopes
 - Dreaming level brings awareness of some of the sparks from the essence level.
 - The energy and potential that was created in the essence level is now emerging into personal conscious or unconscious dreams and hopes
 - Most emotional interactions take place at this level – and it is here when we want to rally a team, develop powerful visions or engage the passion that fuels the team.
- *Consensus Reality level*
 - Consensus reality is the level where ideas are manifested into concrete actions facts and figures that we can observe and deal with.
 - The visions, dreams and hopes created through generative encounters and relationships become tangible and becomes a reality
- The three levels of reality can be applied to understanding issues that arise within teams offering new ways of interacting and problem solving. They can energize a team to push through obstacles.
- **Sources of Frustration**
- The three levels of reality offer a framework for understanding some of the challenges teams face and accessing potential in the systems
- All three levels are needed to function but systems tend to differ in their preferences for one level above another
- Team friction and misunderstandings arise when team members speak from different levels of reality.
- It is not humanly possible to fulfil all the ideas available at the essence level. If dreaming is our preference, we are probably skilled in brainstorming. At consensus reality level, through we may make things happen – we may run out of steam and passion for what we do.

- The three levels are summed up in this way
 - What is possible? – Essence level
 - What is trying to happen? What do we wish for? - Dreaming level
 - How do we make it happen? – Consensus reality level
- *Rank, privilege and revenge*
- Team systems naturally organize themselves into some sort of rank – with respect to seniority, age, experience, education and so on.
- Rank can be formal and explicitly manifested and adhered to through roles, status and positions
- We can be aware of our formal rank and regularly lean into it – but we should also be conscious of how we use informal or implicit rank
- The misuse of rank regardless of the level of consciousness is a source of conflict and people on the receiving end of a rank abuse will feel provoked, powerless or marginalized – and this could lead to revenge.
- Conscious revenge could be in terms of retaliation, sabotage and scheming – other forms of revenge could be toxic communication, refusal to take responsibility and even leaving the team.
- We cannot avoid rank – we can limit the abuse of rank by
 - Becoming conscious of it
 - Willingness to intentionally create an open and safe working environment
 - Show willingness to use rank for the benefit of others
- *Metaskills Wheel*
- Metaskills wheel is a tool to explore an issue from different angles
- It is creative, flexible and can be applied to challenges, changes or commitments the team system wants to explore
- It is a way of taking on an intention or focus or anchoring skills and agreements in a team system
- For each of the metaskills listed - supportive, trusted, open and honest, non defensive, fun, respect, participate, balance - one could ask the team these questions
 - What does <metaskill> mean to you personally?
 - What is possible when there is <metaskill> in the team?
 - How do we know when we <metaskill> each other? What behaviours do you see?
 - What happens when there isn't <metaskill> in the team?
- Through the metaskills wheel exercise they were able to explore and share the team contract from the dreaming level, their hopes on what was possible when the agreements were upheld, examined the potential negative impact, asking for observable behaviour

Intelligent use of diversity

- Diversity is a requirement for creativity – it provides the raw material necessary for a dynamic team capable of evolution
- Differences can create confusion, misunderstanding, and barriers to growth when not embraced constructively.
- RSI helps us to see the potential of differences as the entry point to new solutions and to work with these skilfully

- Team conflicts, disagreements and tensions is a signal of something needing to happen in the system
- Often, we assume we understand someone's thoughts attitudes and actions because on the surface they appear very similar to ours – it is when it turns out not be true when we end up angry and disappointed
- Every human being's personality consists of three parts
 - Inherited – common to all mankind. Human emotions and needs from Maslow's hierarchy form, need for belonging, love, affiliation with others and acceptance
 - Group and cultural conditioning - how we go about achieving the needs at the first level. This is determined by where we grew up, our parents, physical surroundings and upbringing
 - Manifestation of individuality - where our personal uniqueness is expressed. Each of us have a basic operating system that is unique to us providing us with our personal map of the world.
- We tend to assume that our beliefs, values and answers are correct and consequently question or even criticize others.
- RSI supports our learning at two levels – by revealing the complexity of the team system we are part of and the dynamics within it and help us tap into the system so it can share its insights and possibilities about what is needed next.
- To understand the others' perspective better, we use a tool called Lands work
- Lands work consists of several lands which are identified based on structures and functions in the given team system. The purpose is to explore levels of existing or potential difference and inherent tension between the lands.
- The participants speak from their view point sharing experiences – and by visiting other lands participants get a better understanding of each land and identifying something useful for them
- Lands work reveals the team system to itself and when all the VOS (all lands) have been heard the team system starts to see and understand itself.
- Questions like - what is important for you in this land? What you are proud of in this land? What are your main needs and challenges? What do you expect from other lands? – are good to explore and reflect among the various teams.
- By practicing the principles and skills of RSI we can learn to appreciate the differences rather than resisting them, accepting them as an entry point to new solutions
- By trusting that conflict, disagreements and tensions in a team system are signals of something needing to happen, we can help find a way
- The power of lands work is that it breaks down barriers by developing empathetic understanding and move past tightly held positions

Creating Intelligent Change

- The competitive advantage for intelligent teams is to lead change in a way that optimizes the potential and harnesses the resources of teams.
- Intelligent teams know and accept that change is constant, inevitable and natural and that people adapt to change at different speeds for different reasons.
- The RSI approach to intelligent change is developed by Arnold Mindell – the Primary, Secondary, Edge model of change

- Primary is what is known to us – whether it is something we are doing or what defines us.
- Secondary is the party or completely unknown something we can see the vague contours or, or be totally unaware of unfamiliar with
- Between Primary and Secondary is the Edge – the space between the known and the unknown – the horizon, individuals and teams cannot see. It is at the limit of what we know about ourselves and our team systems.
- Some examples of crossing the Edges on a personal level including – being silent one in meetings, trying a new behaviour, trying a new idea or perspective
- Edges are challenges of awareness – not of ability
- Edges in teams occur when change processes challenge the primary identity or process of the team
- The Primary helps the team understand “who we are now” and the secondary – “who are we becoming?”
- The primary identity can be identified by asking questions such as –
 - Who are we today
 - What qualities describe us now
 - How do we do things now
 - What is working and what is not working
 - What is important for us now
 - What values are we proud of
- As the team is about to cross the edge,
 - What do we want to leave behind?
 - What are we proud of that we want to take with us
- The team’s Secondary identity is identified by asking these questions
 - Who and what do we want to become?
 - How do we need to be better?
 - What qualities will describe us in future?
 - What will be important for us in the future?
 - What values will we be proud of in the future?
- Working at the Edge can be frustrating – often a sense of pull/push between the primary and secondary process – before a secondary process
- Regardless of the size or source of change, the need for change will always be preceded by signals – these are information packets revealing what is happening or about to happen in the system
- Signals can occur at different levels – global, local or internal
- Remaining curious about the signals for change rather than interpreting them and jumping to conclusions will reduce misunderstandings and help people listen attentively for what is needed
- Teams cross the Edges all the time – some are easily crossed, others remain a lingering shadow impacting the team system
- There are many ways to cross edges and not all are to be crossed.
- There are three fundamental styles of adapting to change – leapers, bridge builders, tradition holders
- Leapers – enthusiasts who are eager to try the new technology and create a new way of doing things. They are great advocates of change and relish the new one even if it is not perfect

- Bridge Builders – tend to cross the Edge later after most of the kinks have been worked out of the process. They need to have a good rationale for the change and they like the change to be orderly – Thoughtfulness is key for them
- Tradition holders – resist change and value the status quo and are often viewed as obstructionist - they will force the organization to be very clear on the cost-benefit ratio of any change
- It is important to know that the response style is context specific. A person may be a leaper around new product development but a tradition holder while moving offices
- Intelligent teams know that all three response styles are critical to the smooth functioning of the team – and a team should comprise members from each of these groups for it to be successful
- **Crossing Edges**
- There are a number of ways to help teams cross the Edge.
- Some of the ways the system can cross the Edge are
 - Create a vision or image of what life is on the other side of the Edge will be like'
 - Progressive crossing is done by breaking down the Edge into minor steps or small goals – so that the Edge can be crossed easily
 - Cross at the smallest distance making the change as minor as possible
 - Zigzag across the Edge by trying on the Secondary for a short while before returning to the Primary
 - Allow the different response styles to cross in their own time – leapers will cross first, followed by bridge builders and traditional holders

Building Culturally Intelligent teams

- When working with international teams we apply the same Meet, Reveal Align and Action approach - using a cultural measurement tool during the reveal phase provides an overview of the different cultures present and how these differ indicating possible opportunities and challenges
- The team needs to build trust, safety and credibility in the whole exercise
- We need to take into consideration questions like – what are the power structures in the cultures present and how does this impact the system, what are the relational aspects of the cultures present – is there a focus on individualism or collectivism?
- To build a high performing team bridging cultural differences the teams needs to be trained in two key skill sets – RSI and Cultural Intelligence
- Cultural Intelligence is an individual's ability to function, interact, and manage effectively in culturally diverse settings and backgrounds
- To help the team to reveal itself, an intercultural briefing accelerates the process, enabling the system to explore and normalize cultures, differences and the impact these create in a team
- Tools such as linear constellations or setting up a small group to identify challenges and strengths of the system to explore how best to deal with it
- For alignment, the team contract needs to be in place to ensure respect and trust across intercultural differences. Metaskill wheel is a good way of revealing aligning and committing to the system all at once

Summing it up intelligently

- Building intelligent teams requires setting the right ground conditions and then developing key competencies
- Key competencies of teams with high RSI
 - Treat the team as a system in itself rather than a group of individuals – consciously creating a “we” culture
 - Read verbal and nonverbal signals
 - Without judging, clarify and unfold signals to discover the meaning and message in them
 - Name the emotional field in the team at any present time without judging it
 - Be conscious of the use of metaskills to meet the system and the current emotional field
 - Calibrate and adapt metaskills according to the desired intention and impact
 - Maintain deep democracy ensuring that all VOS are heard
 - Model team positivity by avoiding toxic communication
 - Listen at Levels 2 and 3 – ask open ended questions
 - Look for the positive intentions in all behaviours
 - Hold a softer focus, enabling you to see the whole team system at once
 - Fade back and let the system open up and pursue the different voices without interruption giving room for others to express themselves
 - Look for the two percent truth in the words and communication of others
 - Give constructive feed forward to accelerate the individual’s performance
 - Reveal and acknowledge the team system’s strength
 - Consciously and explicitly leverage the team system’s strength when addressing challenges
 - Prepare and set the framework and conditions in which the team can perform well
 - Hold the whole system as naturally generative, creative and intelligent
 - Involve the whole team in joint problem solving
 - Ensure transparent decision-making process
 - Ensure the team understands dependencies with other teams in the organization
 - At any point of time, be able to sum up where the system is from a bird eye perspective and explore what is needed next
 - Deal with conflict constructively trusting the intelligence of the system
 - Assess when the system has gained sufficient information and understanding to move to alignment
 - Encourage and look for ways to create alignment in the system
 - Unlock the potential in the team creating synergies and seeking sustainable solutions
 - Recognize and navigate the three levels of reality in communication and cooperation
 - Practice distributed leadership
 - Create agreements on addressing lack of accountability and how to deal with conflict.

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