

*First  
Friday*

# **WELCOME** **Community of Global Practitioners**

**IN CHAT,**

- 1. Where are you Zooming in from?**
- 2. What Corentus program did you engage in?**

*Coherence*





# Community of Global Practitioners

*With a Passion for Transforming Teams*

# Corentus Community of Global Practitioners

*with a Passion for Transforming Teams*



Executive Certificate in Leadership Coaching



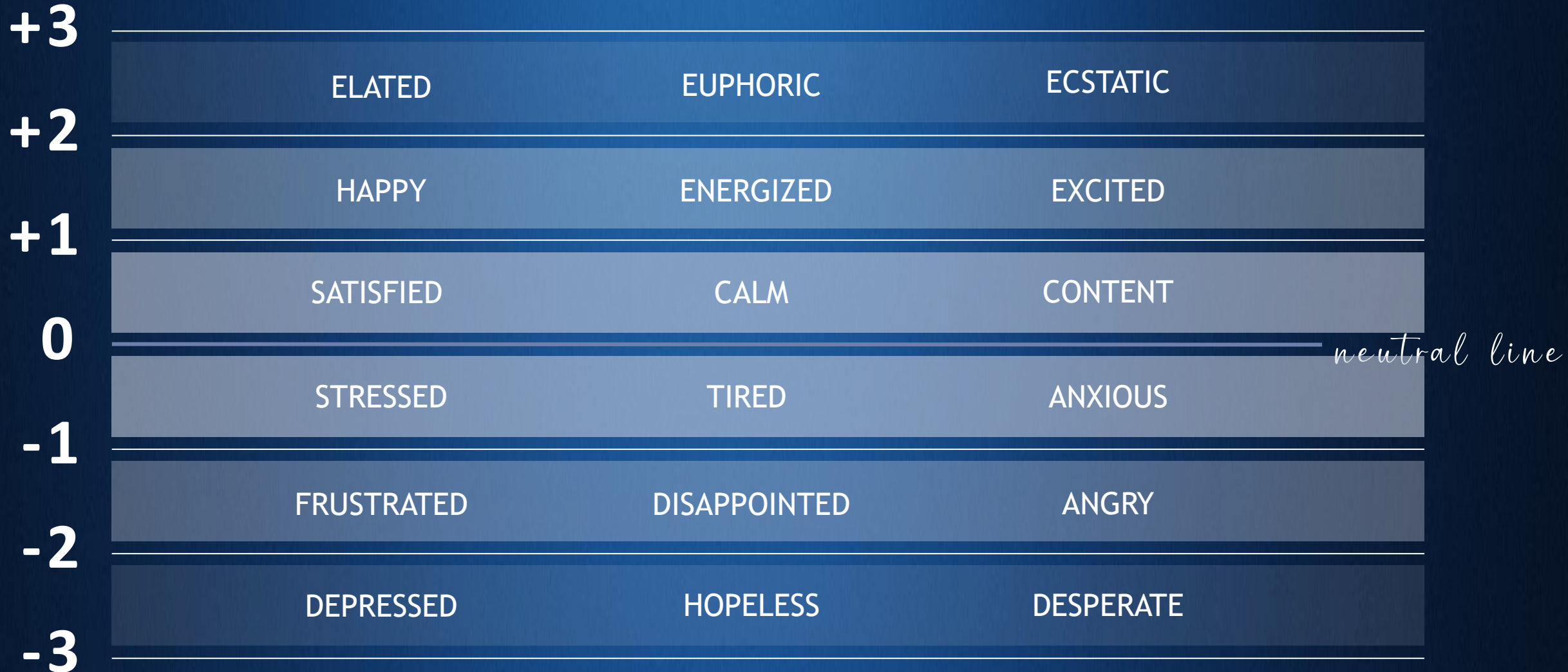
*Development, Support, & Care*

# *Our Time Together*

- **State of Mind Check-in**
- **This Month's Theme**
- **Thought Leader & Q&A**
- **What's New**
- **Mindfulness Moment**



# Corentus State of Mind Check-in



# First Friday with a Thought Leader



**Alexander Caillet**

CoFouder & CEO, Corentus, Inc.

**Janice Caillet**

CoFounder, President, & Chief Catalyst,  
Corentus, Inc.

*This Month's Theme*

# **Teams in Transition**

*Building resilience to  
successfully navigate change*

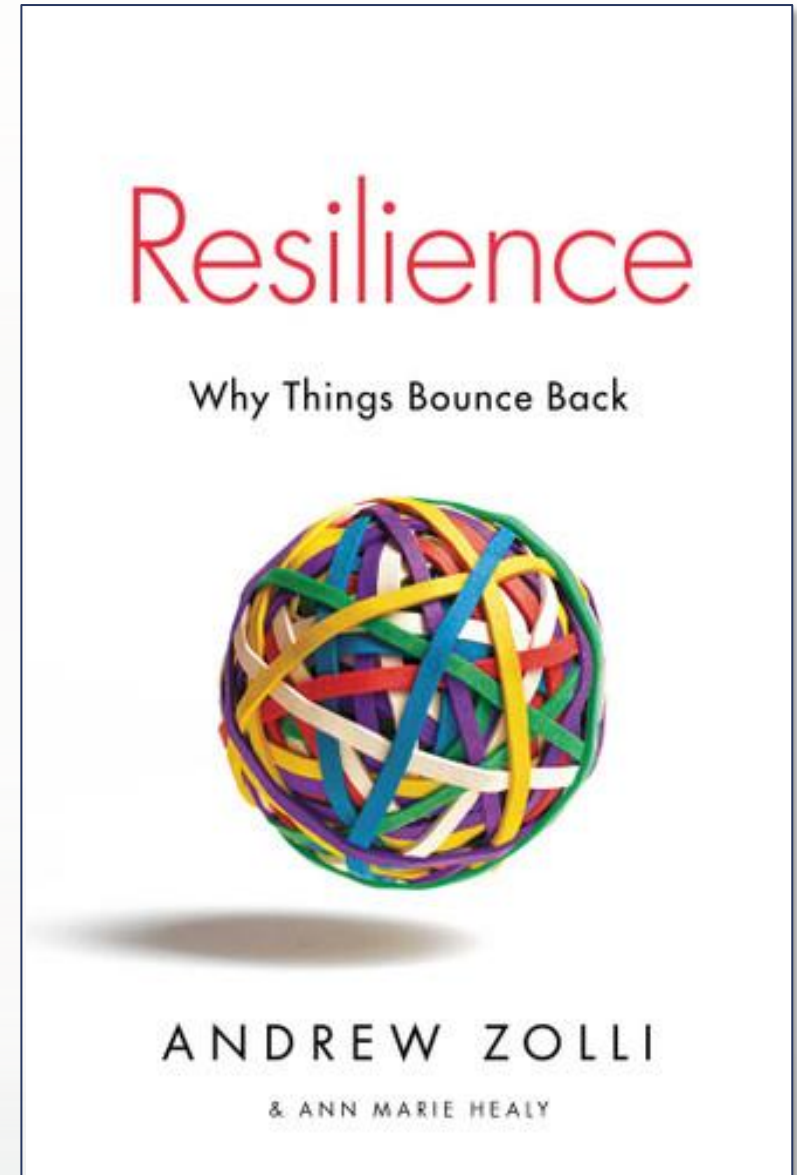




# What is Resilience?

“The capacity of a system, enterprise, or a person to maintain its core purpose and bounce back in the face of dramatically changed circumstances.”

—Zolli and Healy



# What is Resilience?

The capacity of a system, enterprise, **team**, or person to **transition** its:

**common purpose,**  
**shared goals,**  
**and/or any key components**  
**of the Team Wheel**

to successfully bounce back  
in the face of change.

— Corentus

## The Corentus Team Wheel™



# Building Resilience in Teams

Three main concepts to understand on how a team can build resilience to successfully bounce back in the face of change:

- **Three Levels of Magnitude of Change**

SIGNIFICANT

SIZABLE

SUBSTANTIAL

- **Three Stages of Transition**

*PREPAREDNESS*

BEFORE

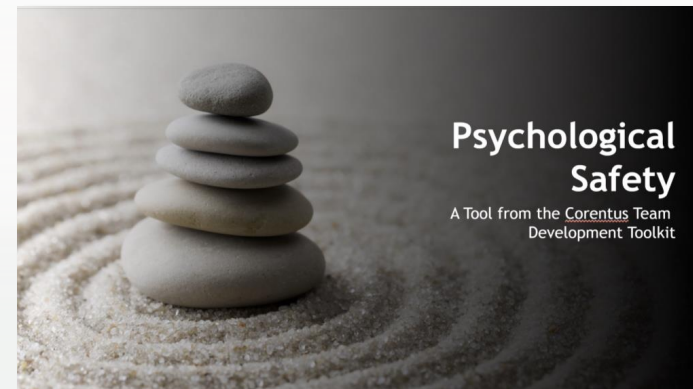
*RESPONSE*

DURING

*RECOVERY*

AFTER

- **Team Development Focus Areas Necessary to Build Resilience**



# Building Resilience

## Three Levels of Magnitude of Change for teams

**SIGNIFICANT**

**CHANGE IN COMMON PURPOSE**

**SIZABLE**

**CHANGE IN SHARED GOALS**

**SUBSTANTIAL**

**CHANGE IN KEY COMPONENTS**

## The Corentus Team Wheel™



# Building Resilience

## Three Stages of Transition *for teams*

### **PREPAREDNESS**

*Luxury of Time Decreasing*

*Now is the time to:*

- Create effective team processes
- Embed positive team norms
- Identify and decrease areas of dysfunction
- Identify predictive indicators of change:
  - externally imposed
  - self-generated

**BEFORE**

### **RESPONSE**

*Magnitude of Impact Increasing*

*Now is the time to:*

- Ensure team cohesion is stable
- Identify the magnitude of the change
- Identify impacted focus areas for development across Team Wheel

**DURING**

### **RECOVERY**

*Up to Speed Time Decreasing*

*Now is the time to:*

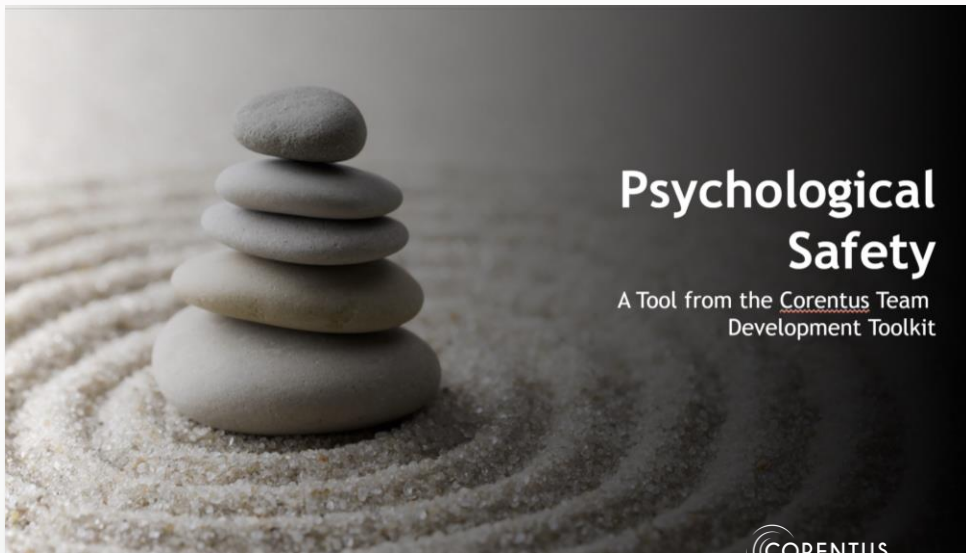
- Acknowledge the end of something is happening
- Put into motion what's new and necessary from the Team Wheel
- Update team norms for key components of the Team Wheel as needed for the new situation

**AFTER**

# Building Resilience

## Team Development Focus Areas Necessary to Build Resilience

What components do you believe could help a team build resilience?



## The Corentus Team Wheel™



### Key Components

#### COMMON PURPOSE & SHARED GOALS

- Common Purpose
- Shared Goals
- Scope of Work

#### ROLES & COMPETENCIES

- Team Membership
- Team Leadership
- Roles & Responsibilities
- Authority & Decision Rights
- Competencies

#### COLLABORATION & COHESION

- Meeting Effectiveness
- Planning & Organizing
- Problem Solving
- Decision Making
- Communication Essentials
- Conflict Management
- State of Mind & Energy
- Inclusion & Integration
- Trust & Safety
- Development & Growth

#### MUTUAL ACCOUNTABILITY

- Ownership & Engagement
- Agreements & Commitments
- Execution & Delivery
- Feedback & improvement

# A Definition

## Psychological Safety

“The belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and that the team is safe for interpersonal risk-taking.”

- Amy Edmondson

# Psychological Safety in Teams



“**Psychological safety** is the degree to which team members feel that their environment is supportive of **asking for help, trying new ways of doing things, and learning from mistakes.**”

Adapted from <https://www.ahrq.gov>

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# Psychological Safety in Teams



“Google’s data indicated that psychological safety, more than anything else, was critical to making a team work.”

- Charles Duhigg

# 7 Benefits of Psychological Safety

1. Encourages speaking up
2. Enables clarity of thought
3. Supports productive conflict
4. Increases likelihood of sharing failures for learning
5. Promotes creativity and innovation
6. Removes obstacles to pursuing mutual goals for achieving performance
7. Increases mutual accountability

Adapted from Edmondson, A., [Teaming](#), John Wiley & Sons , California, 2012.

# The Business Imperative

Through Psychological Safety, teams are more likely to ...

- Innovate quickly
- Make better decisions through diverse inputs
- Adapt well to change
- Engage in adaptive, innovative performance
- Learn from failures, increasing competence

Adapted from McKinsey & Co., *Psychological Safety and the Critical Role of Leadership Development*, 2023.

# 7 Team Behaviors that Cultivate Psychological Safety

1. Working from a coherent state of mind
2. Acknowledging limits of current capabilities
3. Having sensitivity and empathy for each other
4. Engaging in continuous feedback
5. Practicing conversational turn-taking
6. Leveraging failures as learning opportunities
7. Establishing mutual accountability for goals

Adapted from Edmondson, A., [Teaming](#), John Wiley & Sons, California, 2012.

# Teams in Transition

BUILDING RESILIENCE AND SUCCESSFULLY NAVIGATING CHANGE

**How can we assist teams in building resilience:**

- before change occurs
- during the change, and
- after the change

**to keep the people buoyant and productivity high throughout the entire process?**



*What's New*

**A PORTAL**

*for the Development, Support, & Care of the*

**Corentus Community of Global Practitioners**



# Mindfulness Moment

Thank you!  
Reach out.

[Janice.Caillet@Corentus.com](mailto:Janice.Caillet@Corentus.com)

# 4 Barriers to Speaking Up

Four factors that influence our willingness, ability and readiness to speak up:

**1**

Being seen as **Ignorant**

**3**

Being seen as **Negative**

**2**

Being seen as **Incompetent**

**4**

Being seen as **Disruptive**

Adapted from Edmondson, A., [Teaming](#), John Wiley & Sons, California, 2012.



# 7 Leadership Behavior Choices that Cultivate Psychological Safety

1. Lead from a coherent state of mind
2. Acknowledge the limits of current capabilities
3. Invite participation and critical feedback
4. Use supportive communication
5. Highlight failures as learning opportunities
6. Be accessible and approachable
7. Establish mutual accountability for goals

Adapted from Edmondson, A., [Teaming](#), John Wiley & Sons, California, 2012.

# Reflection



- *“Thank you for that idea. Here’s what I heard you say.”*
- *“So, you are wondering how we will fit all of these steps into the timeline given the resources we have.”*
- *“OK, let me see if I understood you right...”*
- *“You are feeling frustrated by the speed of our progress.”*

# Open Questions

- *“What brought you to this conclusion?”*
- *“What are your thoughts on the next step?”*
- *“Will you tell me more about your idea?”*
- *“How can we add that into the mix to get it addressed?”*
- *“What if we tried that approach?”*



# Builds



- *“If we did that, it would really help us convince Joe to help us.”*
- *“I do see how that would...”*
- *“The part of that I like is...”*
- *“That would solve this elements of the problem for us...”*
- *“If we expand the scope, we could also...”*

# Question

Which of these 7 behaviors do you need to focus on?

1. Lead from a coherent state of mind
2. Acknowledge the limits of current capabilities
3. Invite participation and critical feedback
4. Use supportive communication
5. Highlight failures as learning opportunities
6. Be accessible and approachable
7. Establish mutual accountability for goals