

# ICMIF Mutual Leadership Course

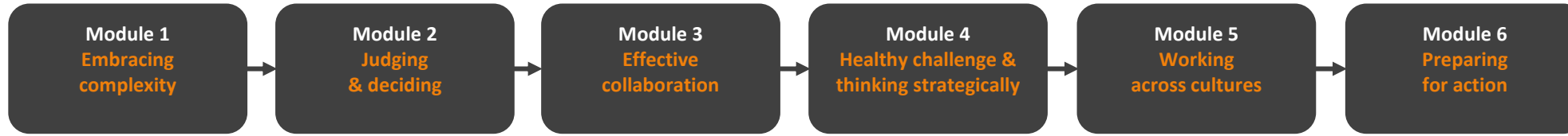
## Module Summary

### 3. Effective Collaboration



# Mutual Leadership

## adapting to a complex world



We do not perceive reality

How do we currently lead group discussions?

3 steps to collective intelligence

Do we currently harness collective intelligence?

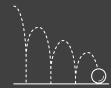
Where would healthy conversations be helpful?

Psychological safety

Where could we develop psychological safety?

# Collaborating Is Hard When We Do Not Have a Shared Understanding of Reality

## Technical



Repeated patterns



Predict with confidence



Reliable learning



**Engage an expert**



**Apply rules**



Reality is obvious



Common perception



Clear question to address

## Complex



Hard to understand



Impossible to predict



Hard to learn from



**Work as a team**



**Apply models and tools**



Reality is opaque



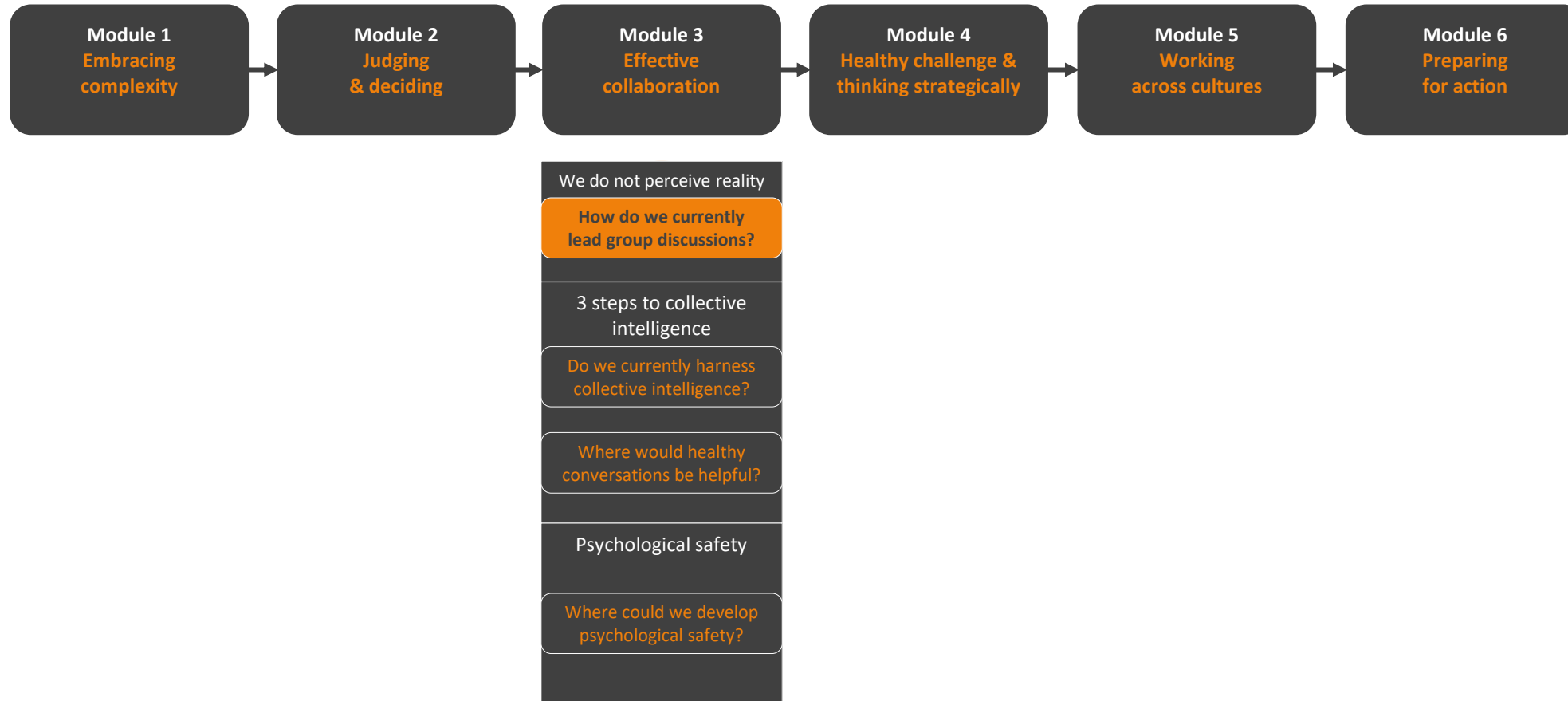
Different perspectives



True question hard to define

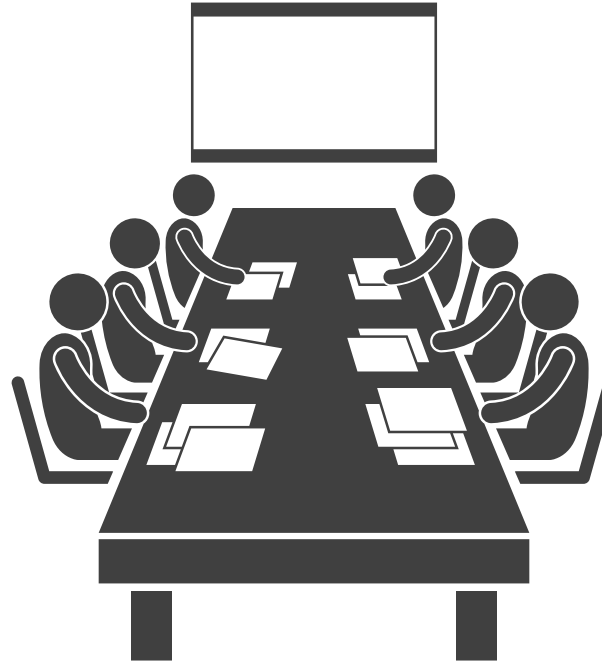
# Mutual Leadership

## adapting to a complex world





# Your Return On Investment



How do you currently lead discussions where you work?



**1. Capture** your perspective

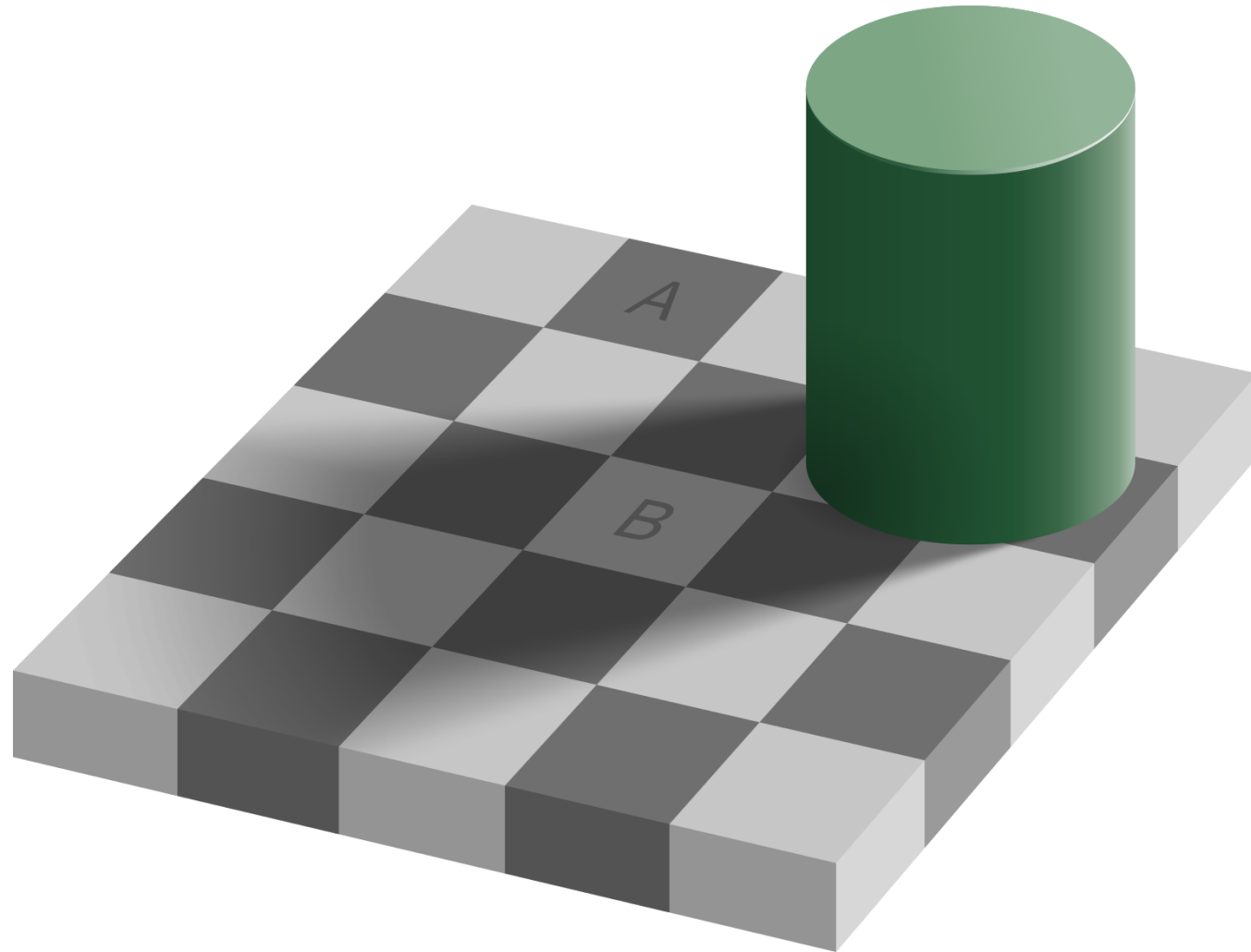


**2. Share** your perspectives



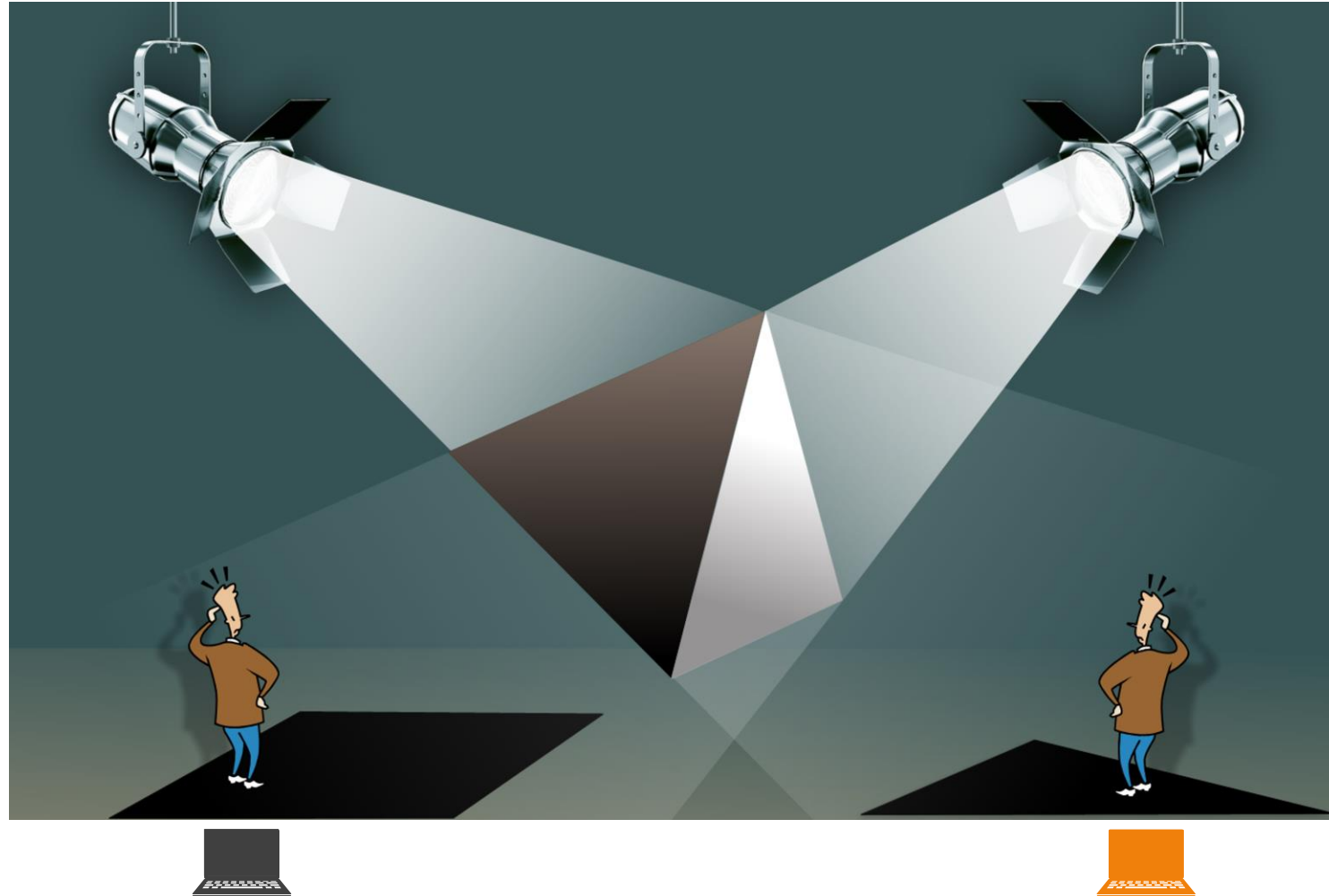
**3. Discuss** your perspectives

# We Do Not Perceive Reality



By Original by Edward H. Adelson - File created by Adrian Pingstone, based on the original created by Edward H. Adelson,  
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# No Two People See The Same Complex Situation The Same Way



# Groups Can Outperform Individuals When Making Decisions

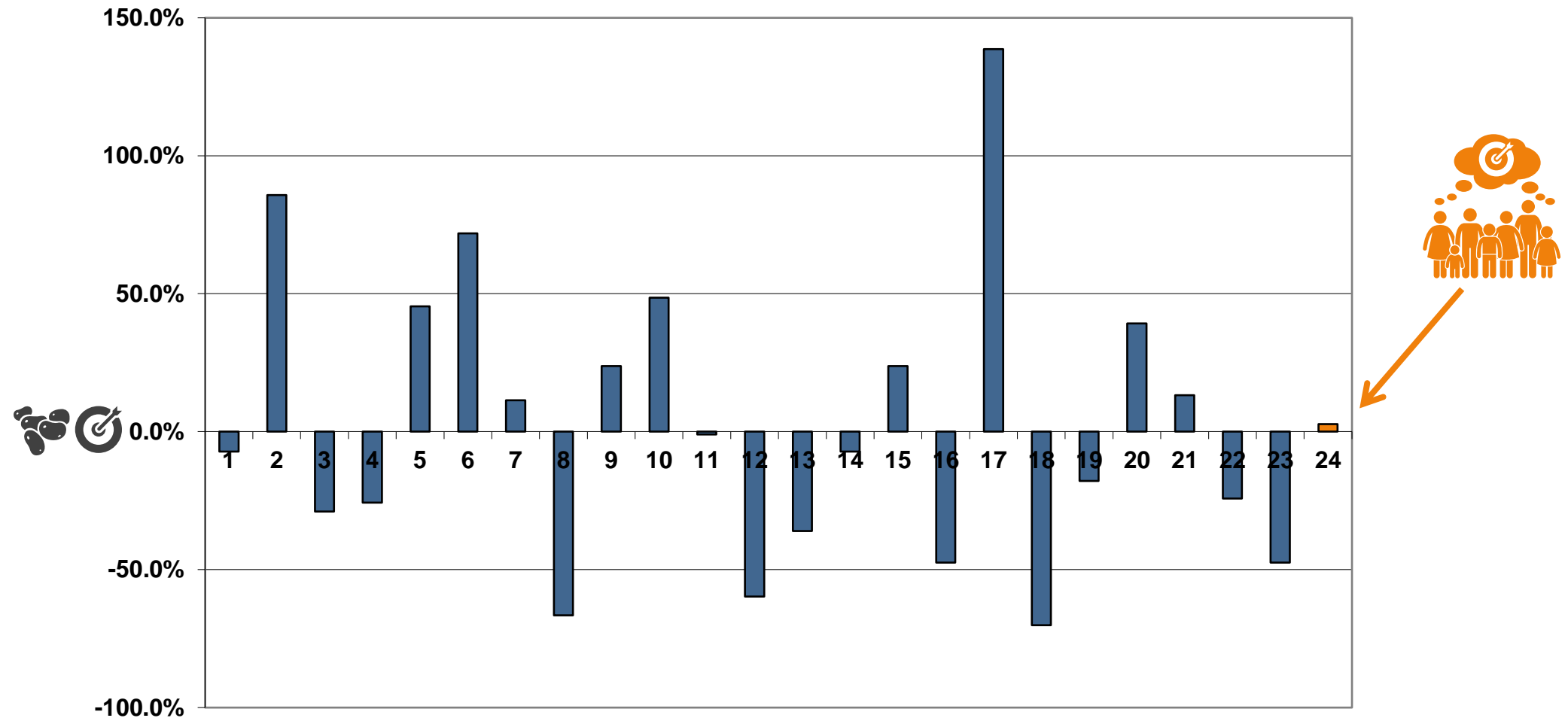




A dense, close-up photograph of a large pile of multi-colored jelly beans. The beans are in various colors including red, orange, yellow, green, blue, purple, pink, white, and brown. They are scattered across the entire frame, creating a vibrant, textured background. A semi-transparent dark grey horizontal band is positioned across the upper third of the image, containing the text "How Many?".

How Many?

# Collective Intelligence in Action



## 🔧 Tool #2: Harness Collective Intelligence

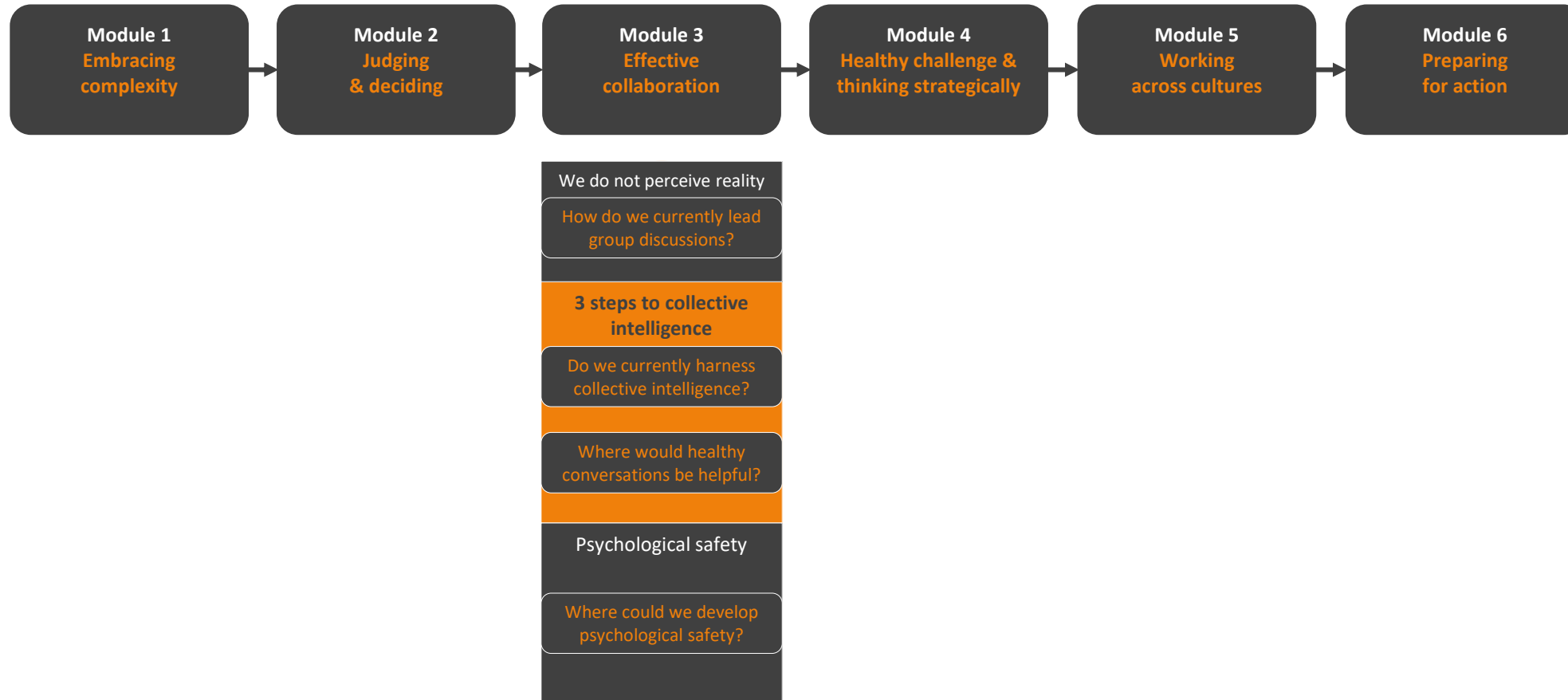


Because we do not perceive reality



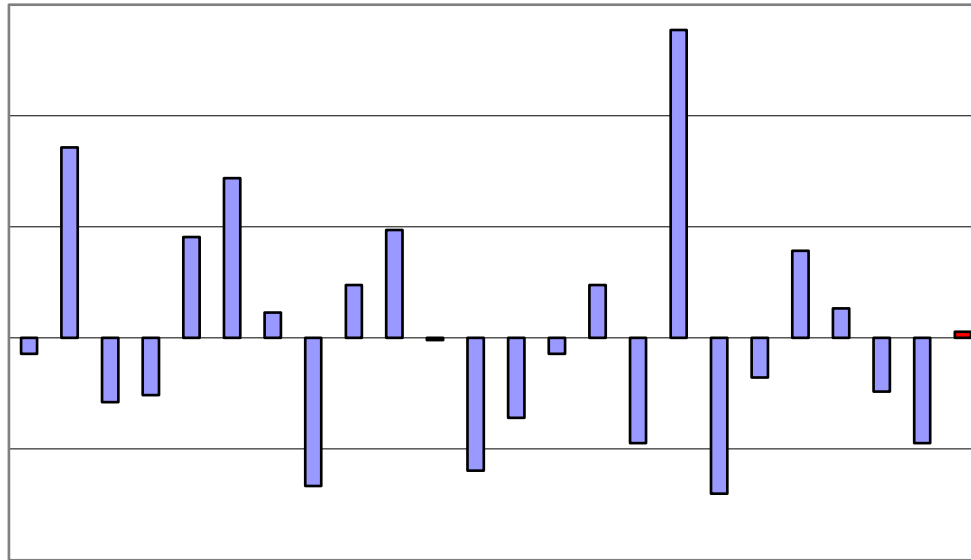
# Mutual Leadership

## adapting to a complex world



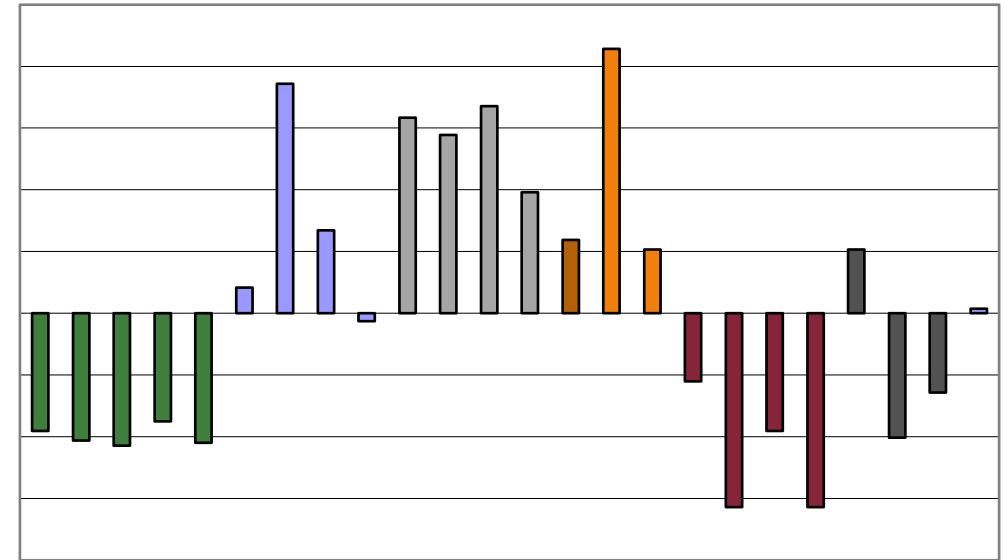
# Discussing Too Early Destroys Independence

## Collective intelligence in action



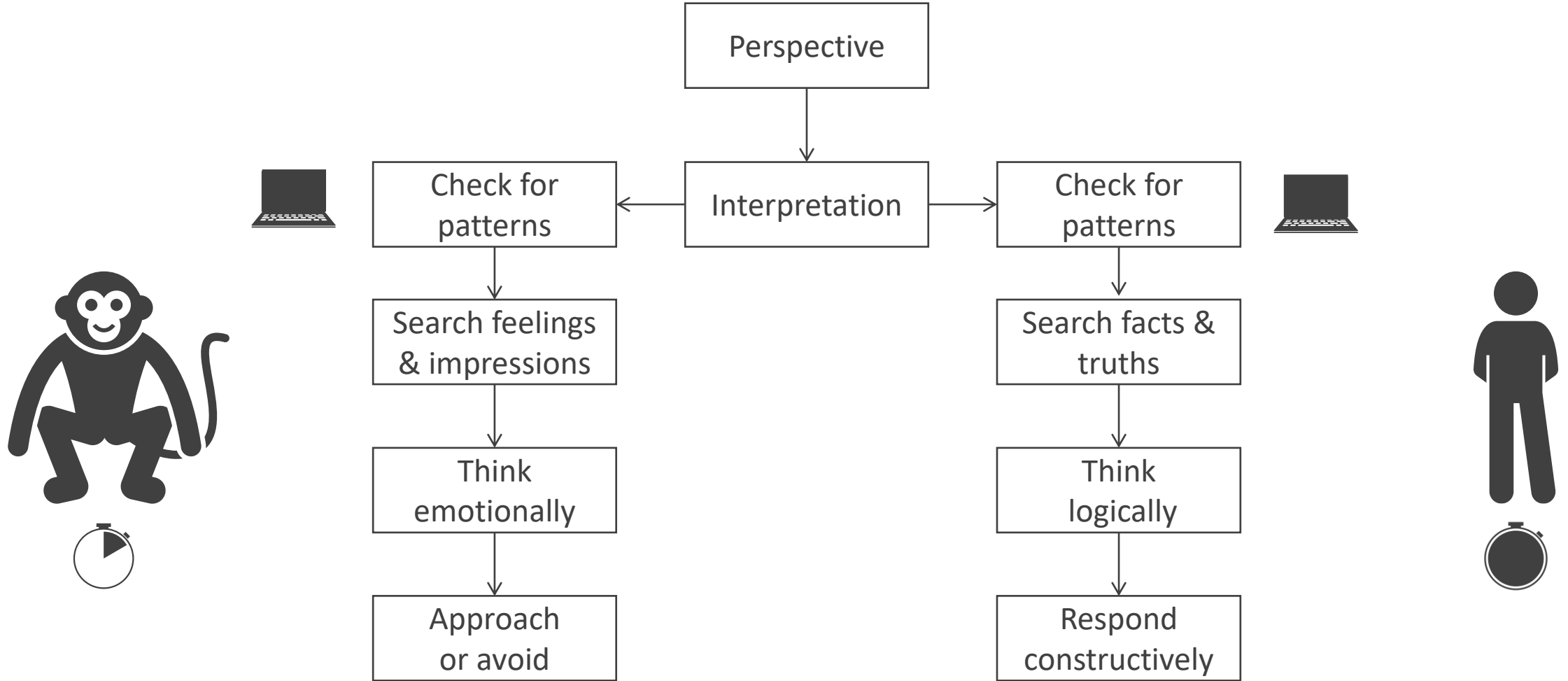
- One guess per person
- No conferring
- *Independent* judgements

## Collective intelligence - biased

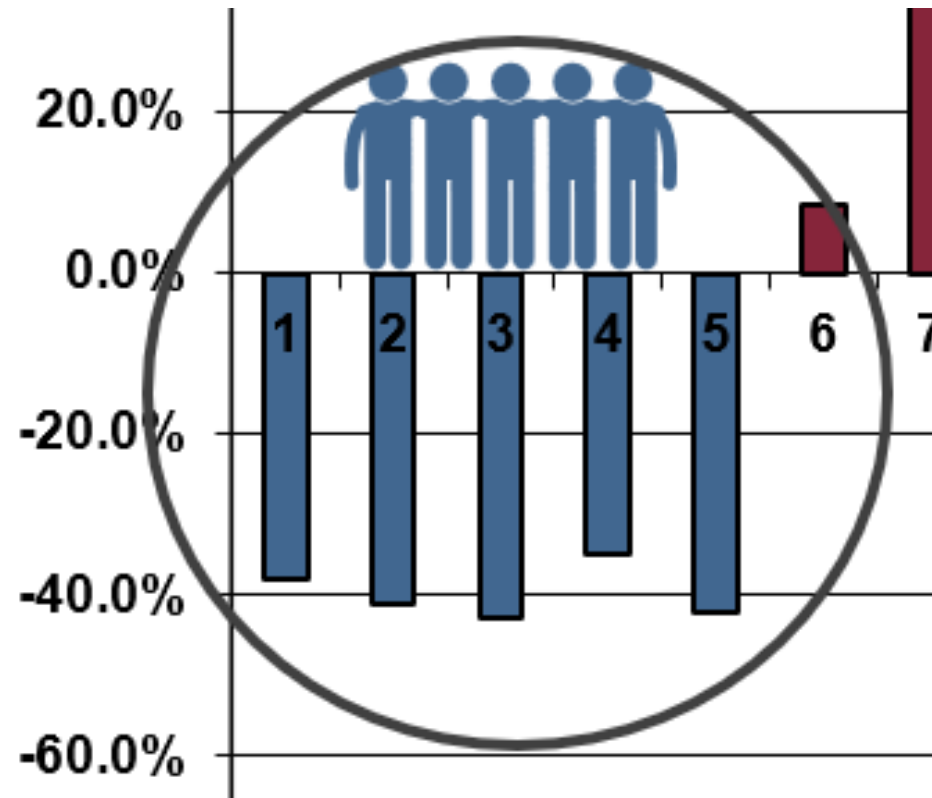


- One guess per person
- Discuss in groups
- *Biased* judgements

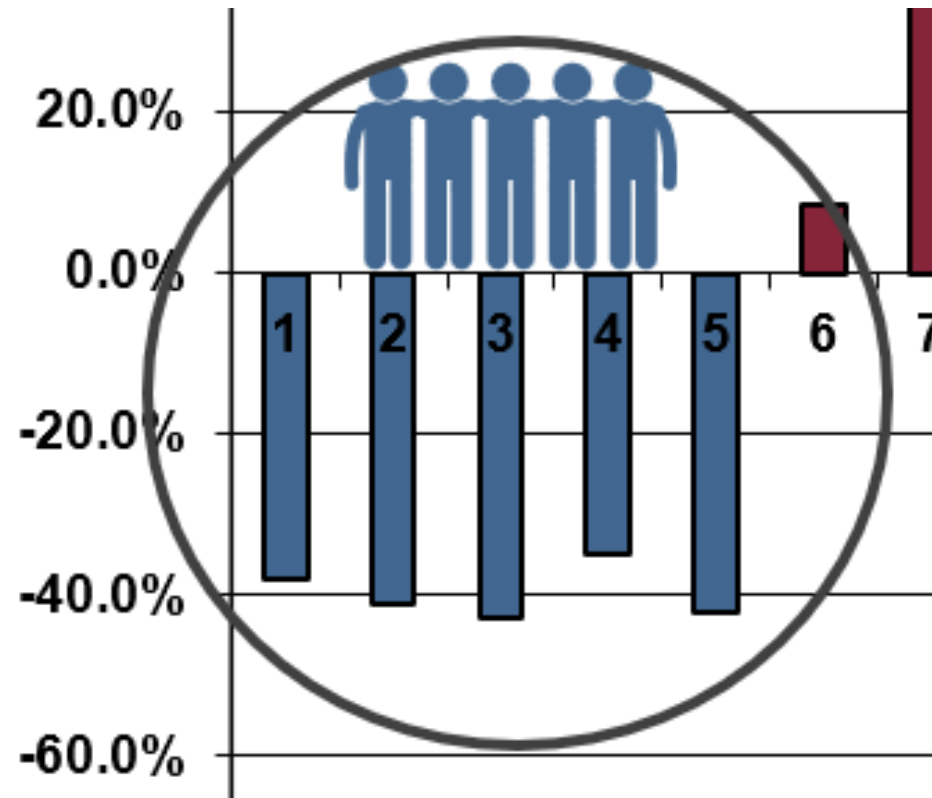
# It's Always Chimp Before Human



# Failing to Surface All Information Because Our Chimps Agree Too Quickly



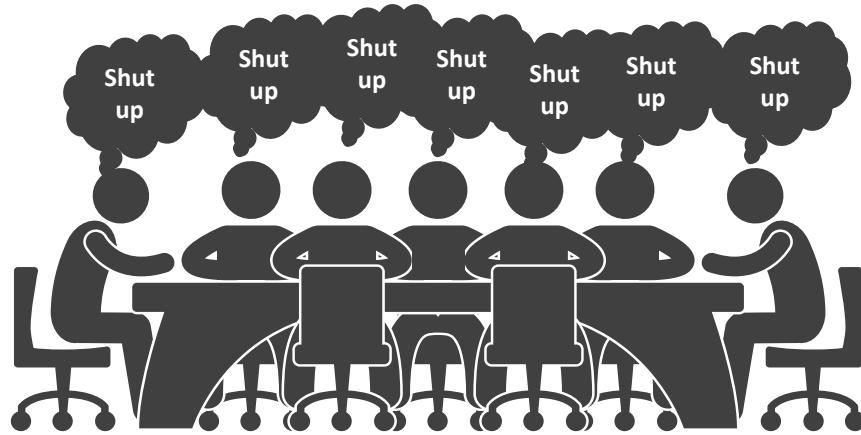
# Failing to Surface All Information Because Our Chimps Suggest We Don't Engage





# Two Types of Listening

## Listening to Respond



The listener's attention is mostly on:  
**themselves**  
Reduces collective intelligence

## Listening to Understand



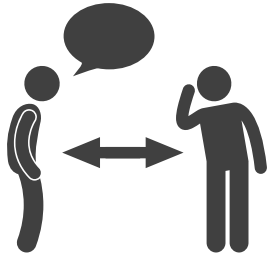
The listener's attention is mostly on:  
**the speaker**  
Supports collective intelligence

# 3 Steps to Collective Intelligence



## 1. Capture your private perspective

*Independently judging what you perceive to be true*



## 2. Take turns to share perspectives without interruption

*Sharing perspectives to surface *all* information*

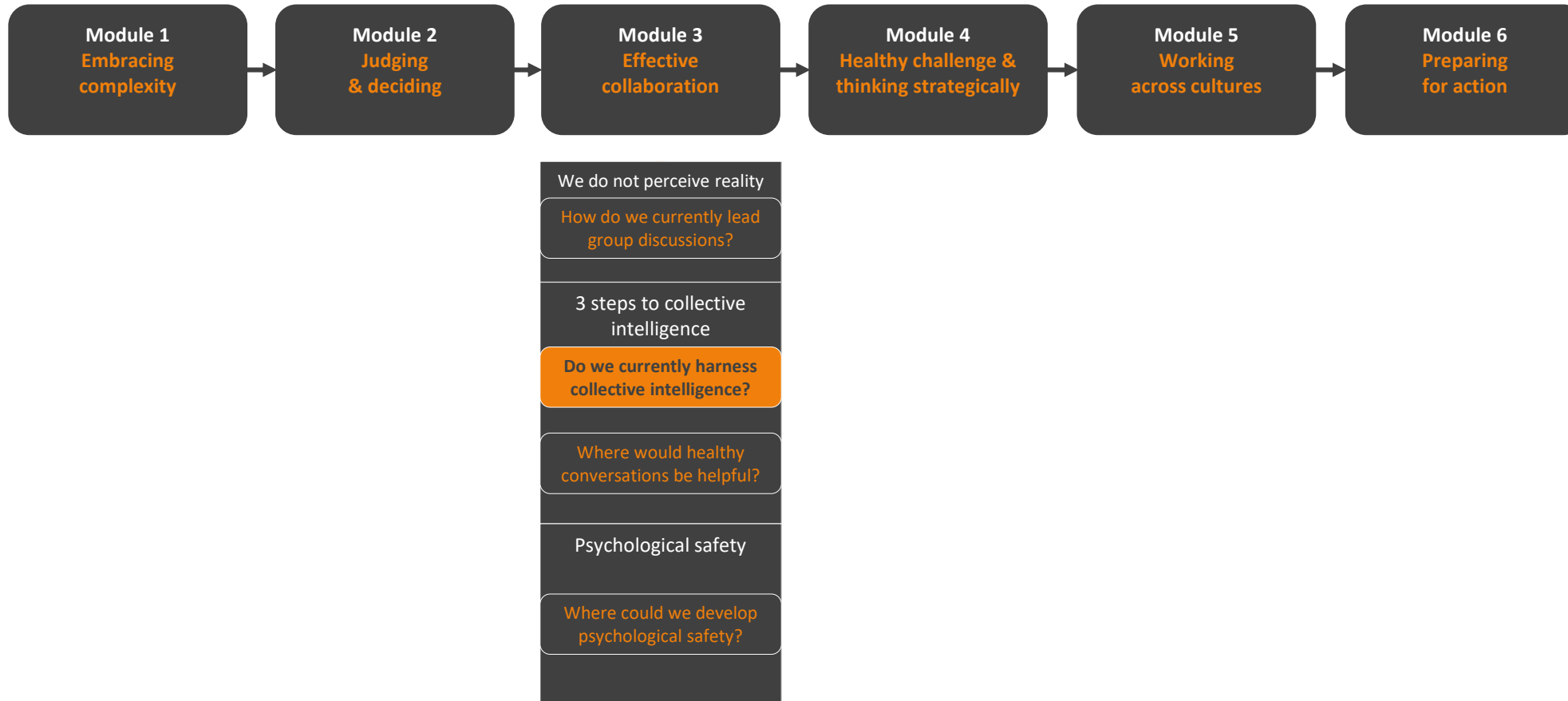


## 3. Engage in dialogue to synthesise what your combined perspectives mean

*Collectively deciding what is *probably* true*

# Mutual Leadership

## adapting to a complex world

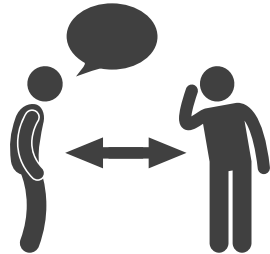




# Your Return On Investment



1. As a leader, to what extent do you enable colleagues to **capture their private perspectives first**, before engaging in a dialogue?



2. As a leader, to what extent do you enable **all perspectives to be shared** before starting a dialogue?



**1. Capture** your perspective



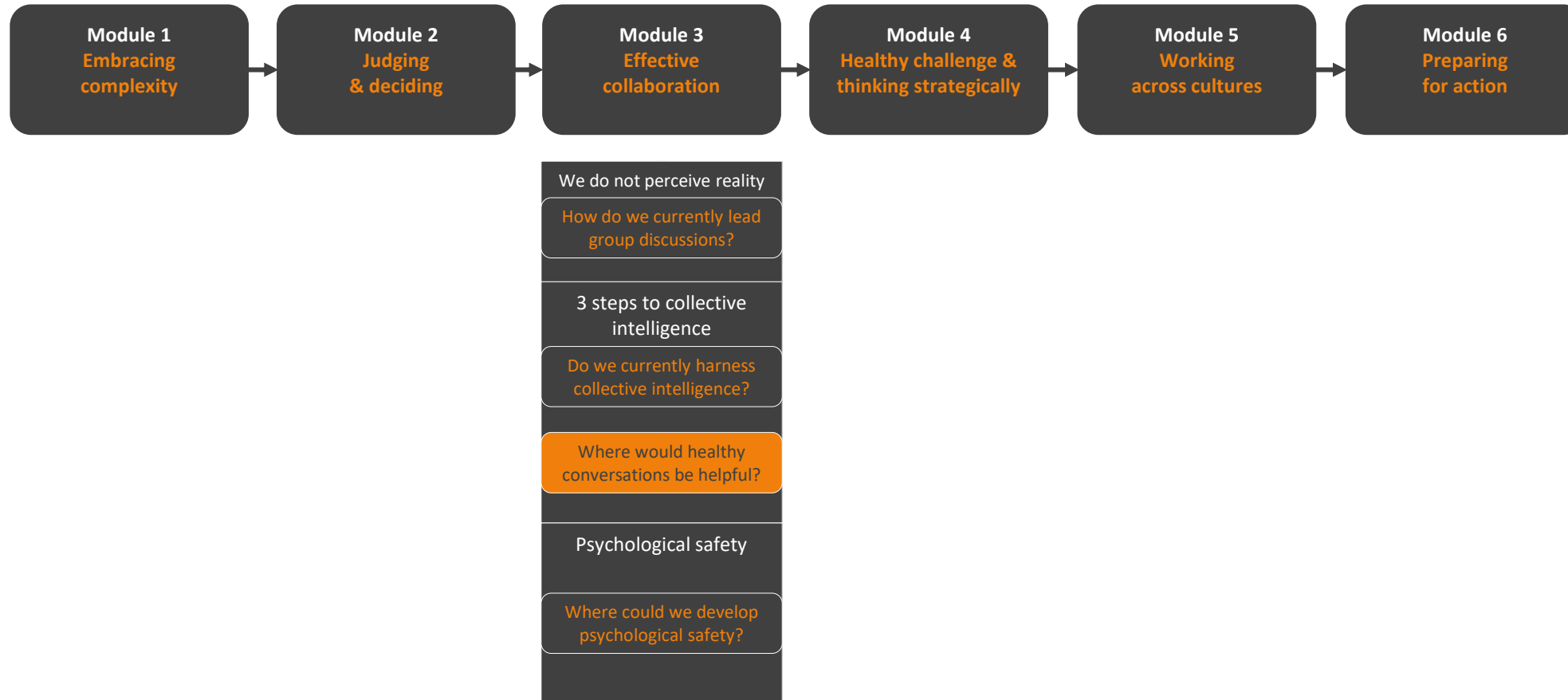
**2. Share** your perspectives



**3. Discuss** your perspectives

# Mutual Leadership

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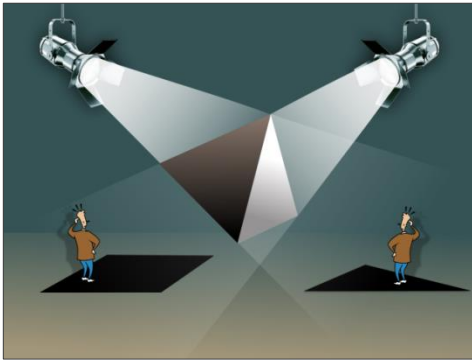


# Tool #2: Harness Collective Intelligence






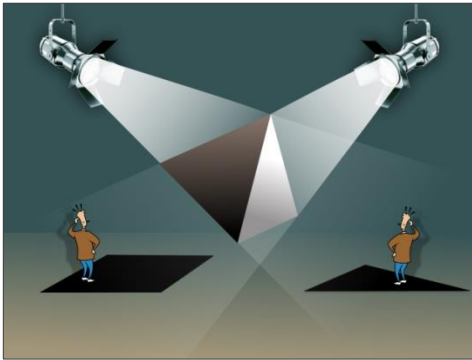
Because we do not perceive reality

1. Capture your private perspective 
2. Share perspectives without interruption 
  - Ask 'what do you see?'
  - Seek to understand
  - Show you understand
3. Engage in dialogue to synthesise what your combined perspectives mean 



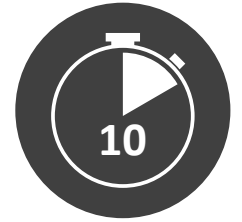
# A Healthy Conversation Framework That is Chimp-Friendly




1. Capture your private perspective 
2. Share perspectives without interruption 
  - Ask 'what do you see?'
  - Seek to understand
  - Show you understand
3. Engage in dialogue to synthesise what your combined perspectives mean 





# Your Return On Investment



1. Capture your private perspective 
2. Share perspectives without interruption 
  - Ask 'what do you see?'
  - Seek to understand
  - Show you understand
3. Engage in dialogue to synthesise what your combined perspectives mean 



**Where in your work would healthy conversations be helpful?**



**1. Capture** your perspective



**2. Share** your perspectives

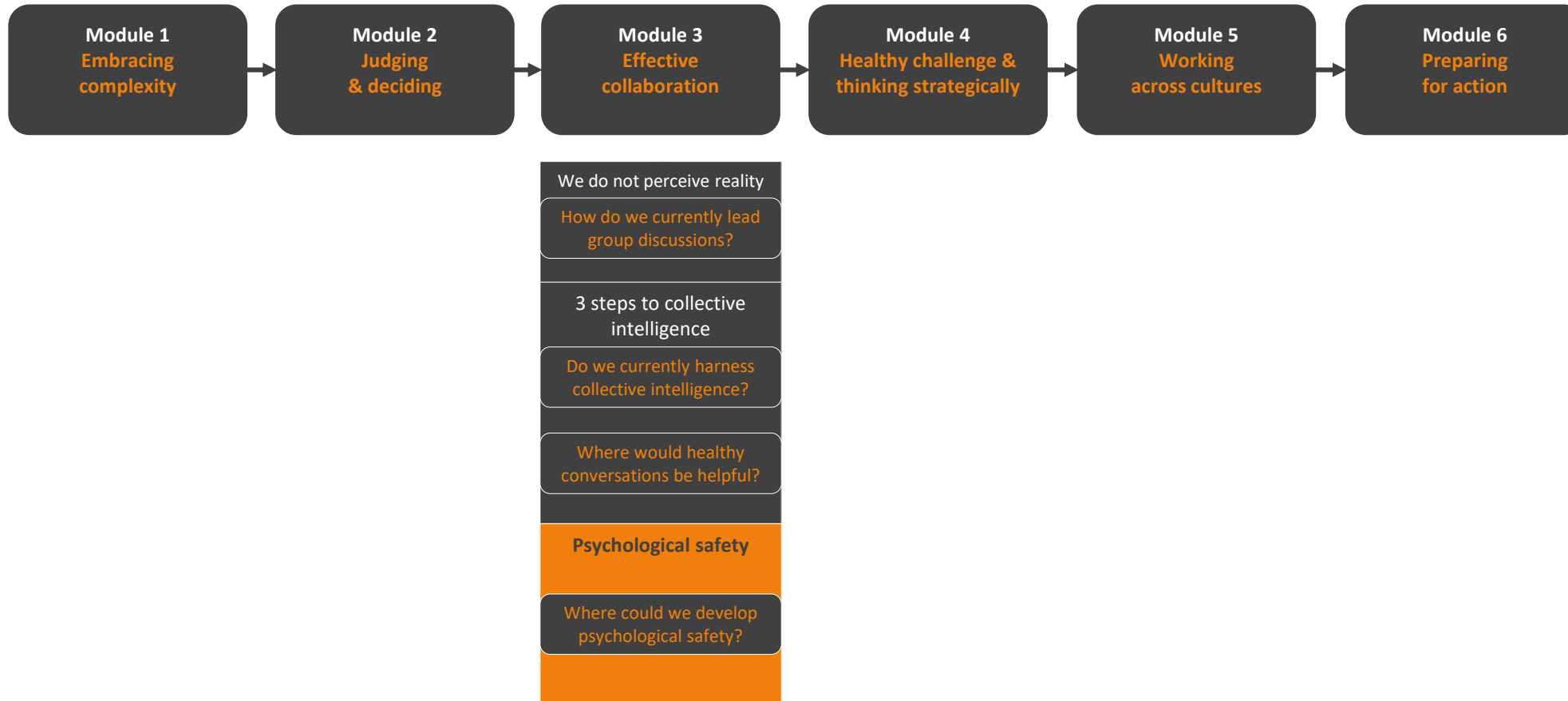


**3. Discuss** your perspectives



# Mutual Leadership

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# Better Teams Talked Openly About Errors

Safer

**Team A**  
**More Reported Errors**

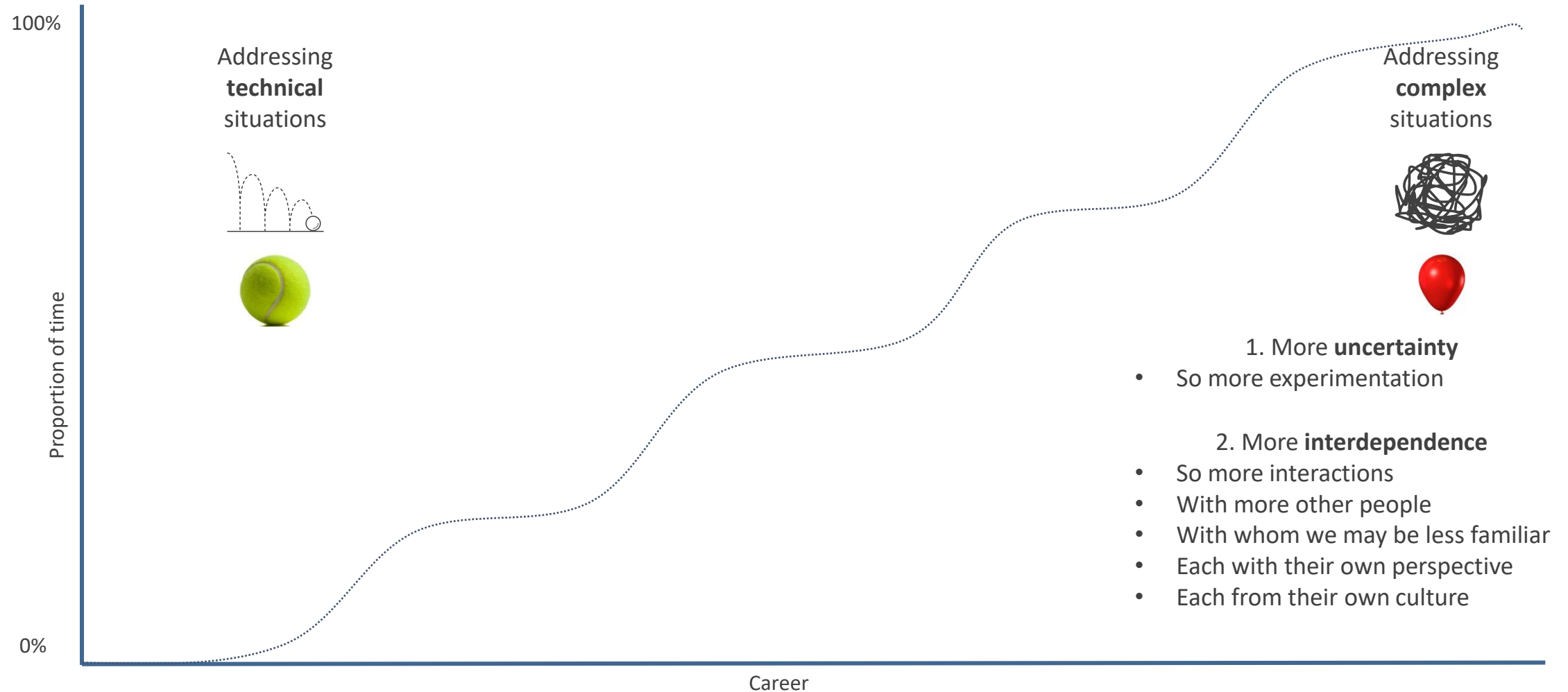


**Team B**  
**Fewer Reported Errors**



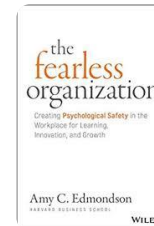
# Interdependent Work Requires Communication

## Increasing the Need For Interpersonal Risk



# For Knowledge Work to Flourish

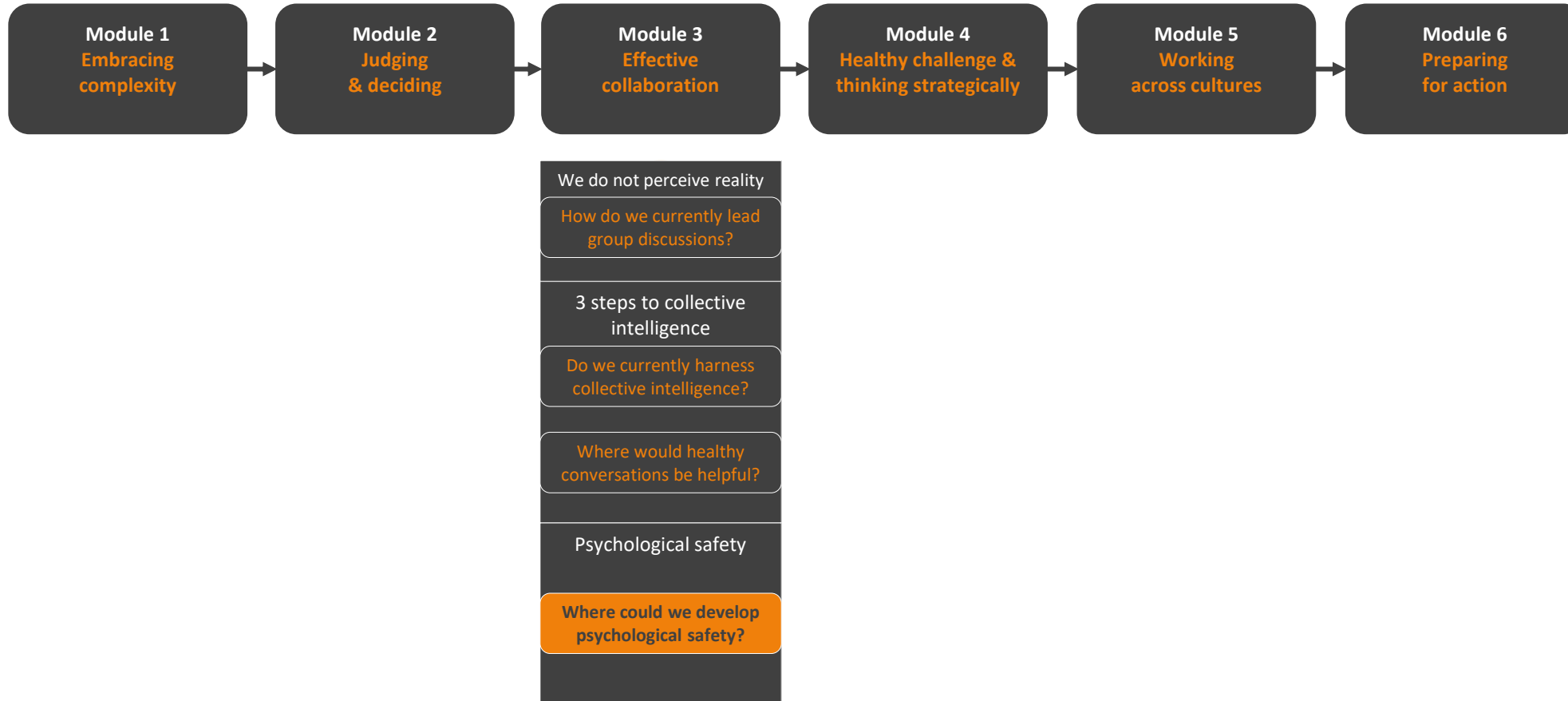
The workplace must be one where **people**  
**feel able to share** their knowledge



**Prof. Amy Edmondson**  
Harvard Business School

# Mutual Leadership

## adapting to a complex world





# Your Return On Investment



**“Psychological safety is the belief that the work environment is safe for interpersonal risk taking.”**

Amy Edmondson

**1**  
**Invite**  
**participation**



**2**  
**Demonstrate**  
**humility**



**3**  
**Listen to**  
**understand**



**What could you do to enable Chimps to feel psychological safety where you work?**



**1. Capture** your perspective









**2. Share** your perspectives



**3. Discuss** your perspectives

# Tool #2: Harness Collective Intelligence

Because we do not perceive reality and people constantly manage interpersonal risk at work ...

Establish norms that lead the Chimp to feel psychological safety		Direct the Human to apply the 3 Steps to Collective Intelligence	
	Role model inviting participation		Capture your private perspective
	Demonstrate humility		Take turns to share perspectives without interruption
	Listen to understand		Engage in dialogue to synthesise what your combined perspectives mean

So people feel psychologically **safe**  
to **take interpersonal risks**  
and **confident** to share concerns & ideas

To independently **judge** what you perceive to be **true**,  
share perspectives to surface **all information** and  
collectively **decide** what is probably true