

**We love to share this interesting information about ‘teams you want to be part of’, that’s why we share this letter written to our colleague Facilitators. Relational Presence is an important foundation for all authentic and effective communication.**

Dear colleagues,

Last night (27<sup>th</sup> February 2018) in the expert webinar about ‘Applied Relational Presence/ Speaking Circles’ in business, government and other organizations we talked about the importance of using the right language and frames that your target group can and will understand.

One of the (bigger) frames we mentioned was about ‘Perfect Teams’ or ‘High-Performing teams’. We shared with you the more than 2 years of research done by Google’s HR on the question: ‘What makes a Google team effective?’ They conducted over 200 interviews and crunched a huge amount of data on more than 180 Google teams.

The results were pretty surprising and very different from what they expected to find when they set out on their journey of discovery:

- **Who is on a team matters less than how the team members interact, structure their work, and view their contributions**
- They discovered (what they call) 5 key dynamics:
  - o **Psychological safety:** by far the most important dynamic  
Can we take risks on this team without feeling insecure or embarrassed? When they got stuck they discovered the existing work of Harvard professor Amy Edmondson on the importance AND effects of building a psychologically safe workplace.  
  
This can be nicely connected to another frame we (J &K) often use: ‘The Broaden and Build’ work of Barbara Frederickson on the importance and effect of positive emotions in our work and daily life. ‘Psychological safety’ plus ‘Broaden and Build’ spells applied Relational Presence we think 😊 ... but please read on and find out for your self!
  - o **Dependability:** Can we count on each other to do high quality work on time?
  - o **Structure & clarity:** Are goals, roles, and execution plans on our team clear?
  - o **Meaning of work:** Are we working on something that is personally important for each of us?
  - o **Impact of work:** Do we fundamentally believe that the work we’re doing matters?

Read more here:

- **Google shares their findings AND support packages** to implement what they think is relevant. When you read their materials (please do!) you will think: ahhhhh!!! With applied Relational Presence we can easily answer the ‘HOW DO YOU CREATE PSYCHOLOGICAL SAFETY’ in teams, groups, presentations, ... etc! <https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/>

- **This post/article nicely connects RP and ‘Psychological safety’ plus ‘Broaden and Build’.** ‘High-Performing Teams Need Psychological Safety. Here’s How to Create It’: <https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it> an again you might think: ahhhhh!!! With applied Relational Presence we can easily answer the ‘HOW DO YOU CREATE ...’ question.
- Literally 2 years ago (28<sup>th</sup> February 2016) the **New York Times Magazine** published an article/post by **Charles Duhigg** outlining: **What Google Learned From Its Quest to Build the Perfect Team.** A great read filled to the brim with great quotes and anecdotes we can use straight away framing our work. Both in Marketing, sales meetings and in our workshops to create rapport by pacing participants/groups and (out)framing questions and hesitations that some participants might have. <https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html>
- **Charles Duhigg** (see above) credits Harvard Business School professor Amy Edmondson for coining ‘team psychological safety’ in 1999. A Ted-talk by her: <https://www.youtube.com/watch?v=LhoLuui9gX8>
- **Charles Duhigg** (see above) also talks about the importance of safely sharing the things that really matter to us in our lives. In his words: *‘No one wants to leave part of their personality and inner life at home. But to be fully present at work, to feel “psychologically safe,” we must know that we can be free enough, sometimes, to share the things that scare us without fear of recriminations. ... We want to know that work is more than just labor.’* This strongly supports the bonding effect of ‘personal and business Storytelling’ exercises in our applied courses.

We loved meeting with you all last night in the Webinar. Thank you Lynne and Lee for making this possible and supporting us and the community in bringing the core of Relational Presence/Speaking Circles<sup>®</sup> forward into business/government/organizations.

We hope to see many of you in New York in August 2018 in train-the-training/trainer of our applied work.

Love,

**Jennet and Koos**

*Houten, The Netherlands 28<sup>th</sup> of February 2018*