

Squadify Dynamics



Introduction – what are the Squadify Dynamics?

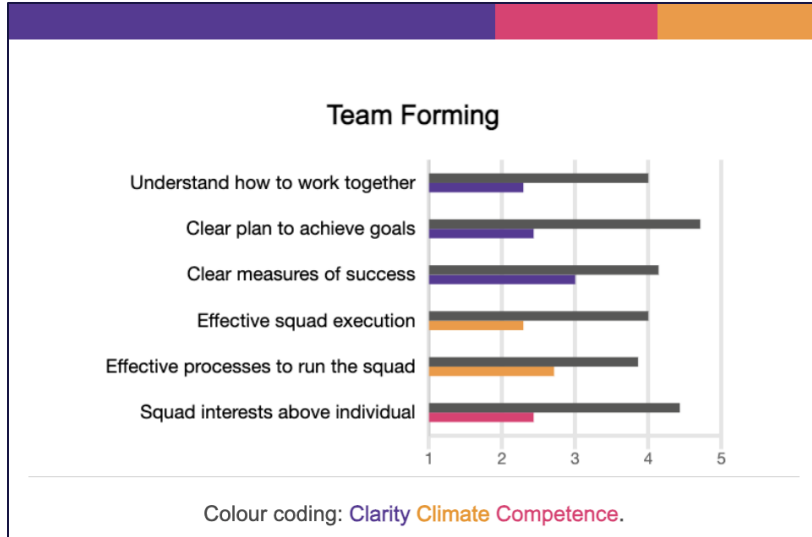
Squadify has identified six Dynamics that define dimensions of team performance which can help Squadify users to identify areas of strength and challenge in their teams.

- Team Forming
- Engagement
- Psychological Safety
- Trust
- Execution
- Innovation

The following slides explain the research behind each Dynamic – you can find more information in the Research Base document or here <https://www.squadify.net/science/>



Team Forming



Team Forming



We use the definition of a team from **Professor Leigh Thompson of the Kellogg School of Management**

"[a] team is a group of people who are interdependent with respect to information, resources, knowledge and skills and who seek to combine their efforts to achieve a common goal".

The key here is the combination of

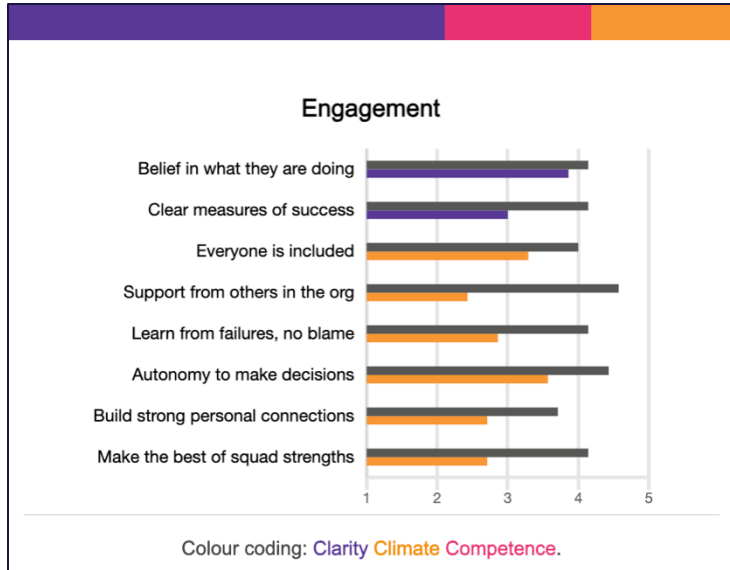
- **Shared goals**
- **Interdependency in achieving those goals**

We frequently observe groups of people who we would describe as **TINOs** Team in Name Only – who work together but without interdependencies. These groups fail to capture the secret sauce of teams which makes the whole greater than the sum of the parts.

Prof Michael West's [research](#) into Real and Pseudo team identified that Real teams achieve 20% higher performance than pseudo teams



Engagement



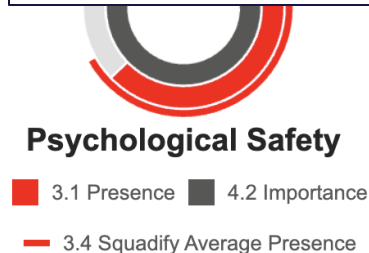
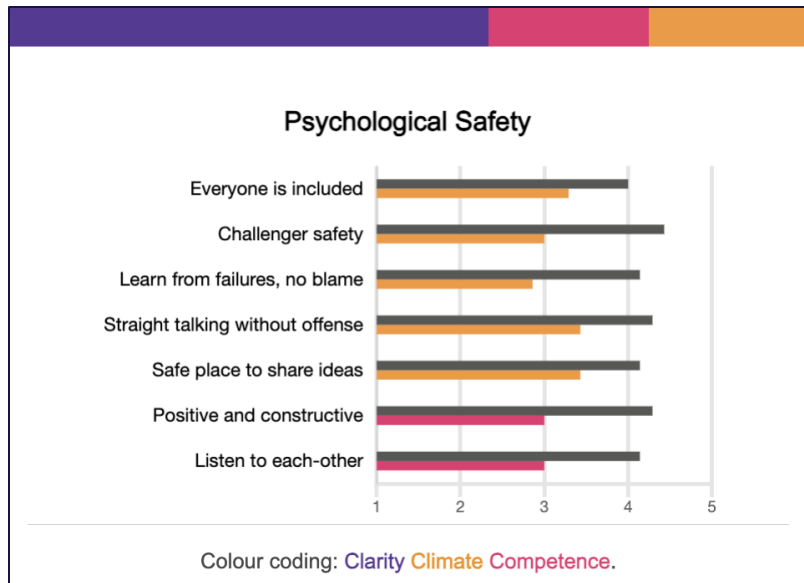
Despite being one of the most common measures of employee satisfaction, Engagement is not well-defined by research. We have selected the questions in the Squadify Engagement Dynamic from a combination of the Gallup G12, KornFerry's 5 Drivers of Employee Engagement, Bersin's Irresistible Organisation and CultureAmp's Employee Engagement question set.

These questions capture the essential elements of engagement in terms of understanding the goals, having in autonomy to work in their own way, feel supported and cared for by others and be able to learn and grow as a leader and as a person.

If an organisation uses an engagement survey we see Squadify as well positioned to support them in delivering against engagement survey gaps. Only at the team level can real change be implemented fast and in the right way to meet the needs of the team.



Psychological Safety



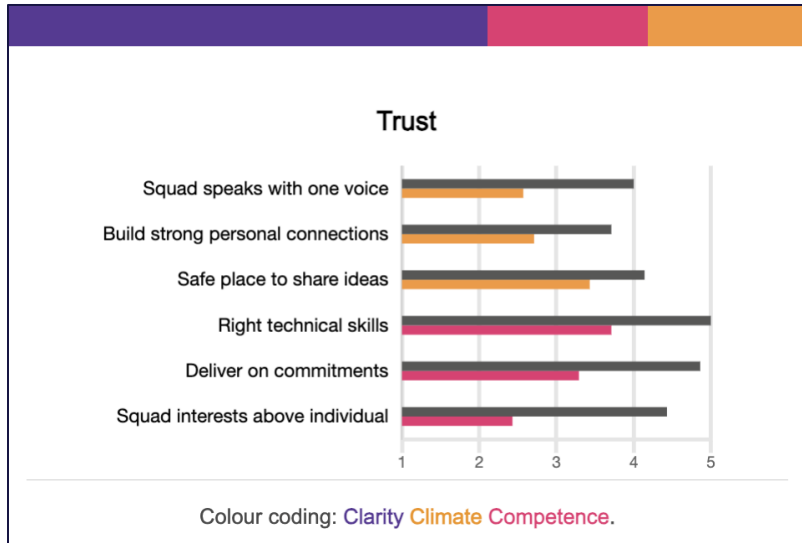
The biggest name in Psychological Safety is **Amy Edmondson**, Professor of Leadership and Management at Harvard Business School. She defined Psychological Safety as "the belief that you can speak up with ideas, questions, concerns, or mistakes without fear of repercussions"

Timothy Clark built on Amy Edmondson's concept with a four-level model of psychological safety which we have used to construct this question set:

1. Inclusion safety
2. Learner safety
3. Contributor safety
4. Challenger safety

Mitigation of psychological hazards is now included in Health & Safety legislation in Australia as wellbeing becomes a more recognised organisational measure. It is likely that this will become a worldwide issue for HR.

Trust



Trust

3.0 Presence 4.4 Importance

3.9 Squadify Average Presence

We have based this question set on the Trust Equation from David Maister's book *The Trusted Advisor*. In the book, Maister defines trust as:

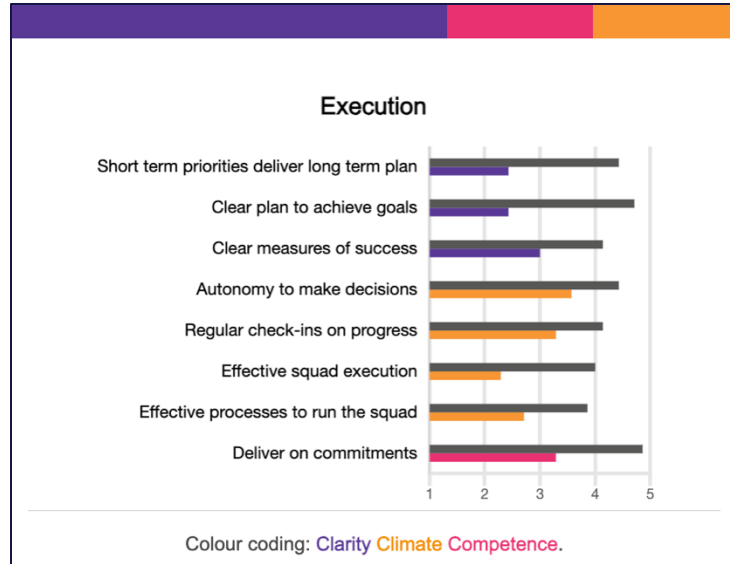
$$\text{Trust} = \frac{\text{Reliability} \times \text{Credibility} \times \text{Intimacy}}{\text{Self-interest}}$$

So, trust is built by demonstrating that you deliver on your commitments, have the skills to do good work and build strong connections with key stakeholders. Then the essential element of trust is that individuals demonstrate a commitment to the team over their own goals, which is why self-interest is in the denominator.

Trust enables team members to open up and share ideas and is a building block of psychological safety.



Execution



Execution



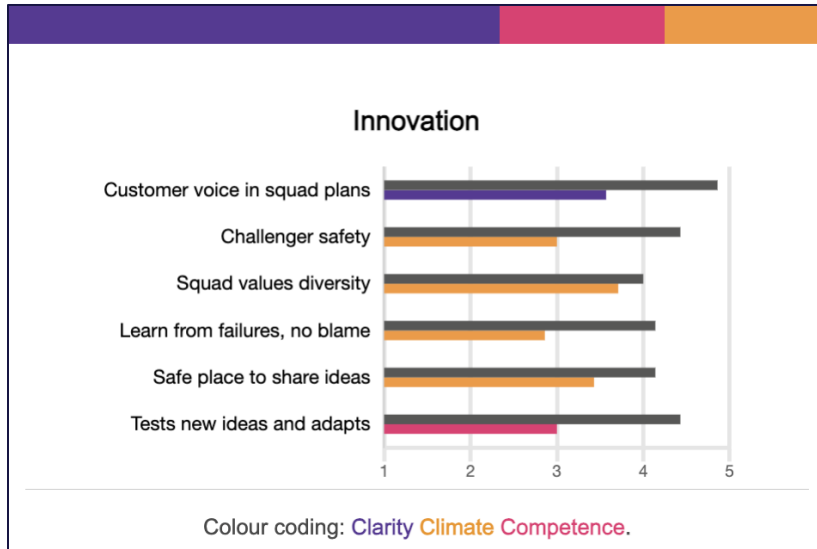
The heart of successful execution in times of rapid change and uncertainty is in an **Agile** approach. Agile is a methodology that emerged from the software industry in the early 2000s and was most famously presented by **Jeff Sutherland** in his book **Scrum**.

The essential elements of the Agile methodology are transparency of goals and actions, regular meetings to share progress and identify blockers and clear processes for getting work done by the team. Work is broken down into short 'sprints' with clearly defined goals and responsibilities.

We have worked with many organisations who have recognised the benefits of Agile and the power it brings to teams to prioritise work and manage their workloads. But don't worry about the language, whether companies are following 'Agile' or not, these principles are relevant for quality execution.



Innovation



Innovation



The Innovation question set is built up following the principles of **Design Thinking** - which emerged from **Stanford Design School** and was popularised by **IDEO** in 3 steps:

- **Empathise** to identify customer needs
- **Ideate** to generate ideas without judgement, followed by discussion and prioritisation
- **Prototype** to experiment and learn fast

The key elements are taking time to understand customer needs – these could be internal or external but it is essential to understand who you are serving and what they genuinely need, rather than what you think they need

Then there is a need for genuine challenge and discussion to identify the best options

And finally the team needs to be able and willing to rapidly test ideas and learn and adapt

