

EMCC

European Mentoring &
Coaching Council



**18th Annual
Coaching and Mentoring Conference**

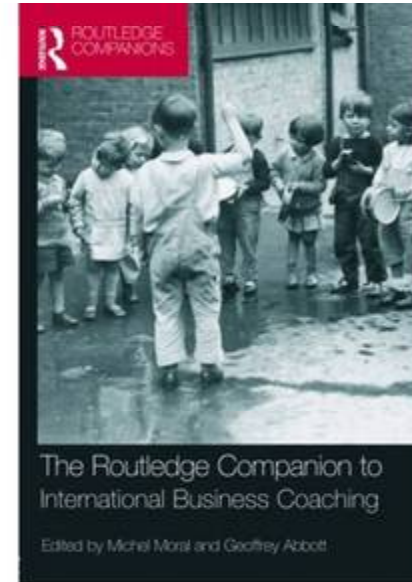
17-19 November 2011 – Paris, France

Collective Intelligence.

Where Are We Now?

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Executive Coach

www.emccconference.org



EXECUTIVE SUMMARY

1 – Recent research suggests that:

- Collective Intelligence (CI) is measurable**
- CI correlated with performance**

2 – Our research suggests that:

- Going to CI is a “Change 2”**
- Team functioning impacts CI**

Agenda

What is at stake with Collective Intelligence

Woolley's research: 2010

Changes and Functioning modes

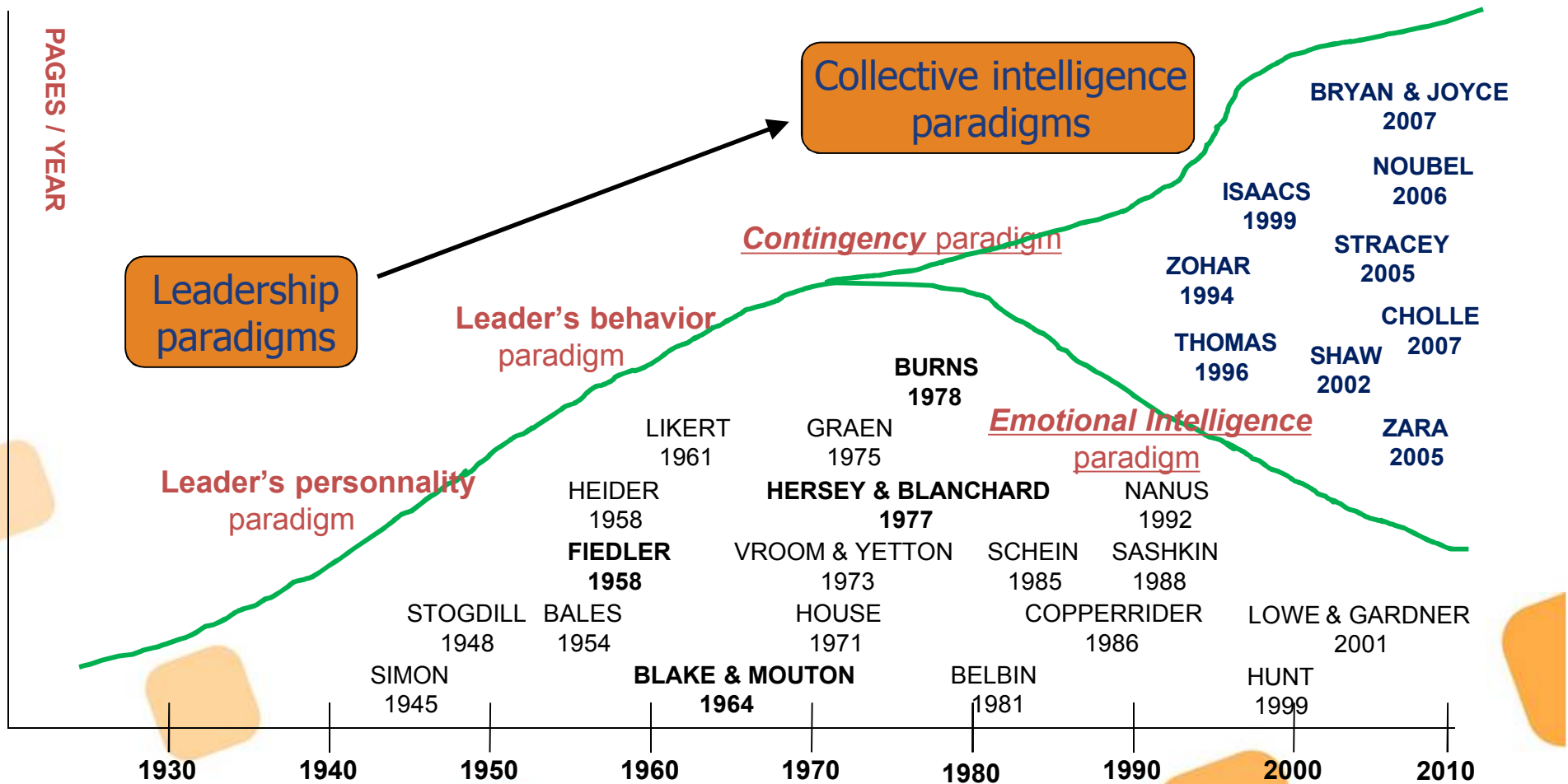
The measurement tool

Population studied and results

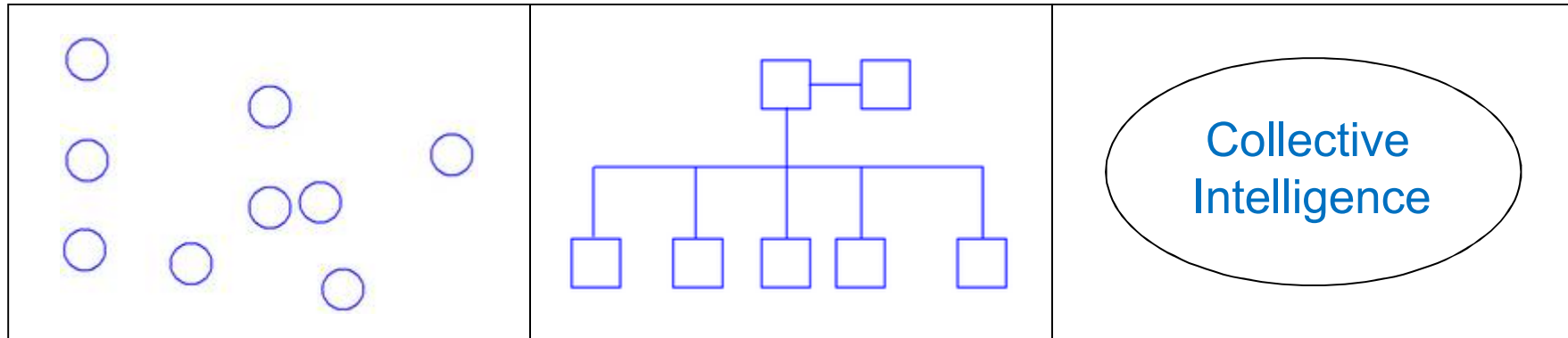
Consequences on team coaching practice

Conclusion, questions

Conceptual mutation

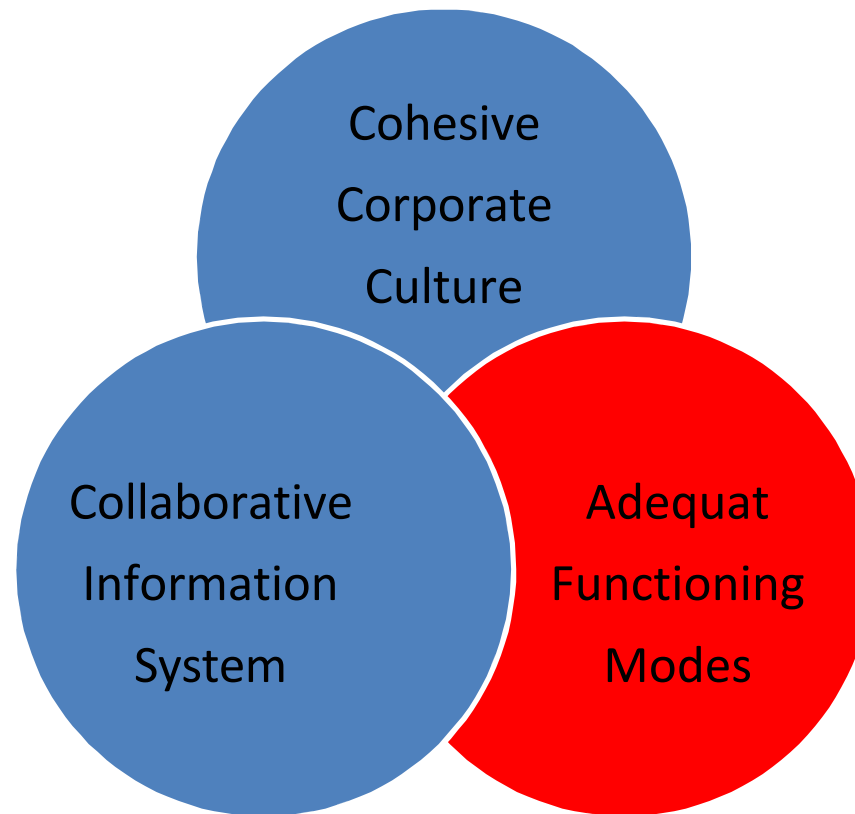


Team maturity



+ Well-being

Collective intelligence prerequisites



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Woolley's Research - 2010

Hypothesis:

Groups and Teams have measurable levels of intelligence, like individuals.

Population:

STUDY 1: 40 groups, 3 persons/group

STUDY 2: 152 groups, 2-5 per group

Individual Intelligence: g *

(Spearman, 1904)

**Task 1
(IQ test)**

**Good
Performance**

*: General Cognitive Ability

30-50%
correlation

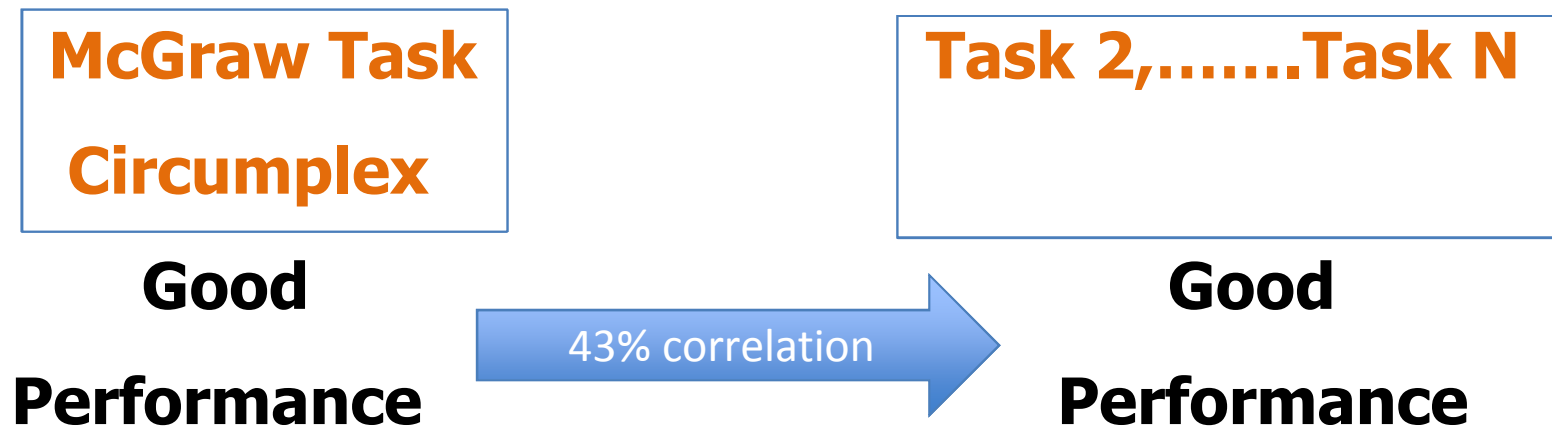
Task 2,.....Task N

**Good
Performance**

Collective Intelligence : c

General ability of the group to perform
a wide variety of tasks

Collective Intelligence: c



CI contributors

Correlation

factor

Variance in number of speaking turns per team member

- 0,41

Average Relational Intelligence *

0,26

Proportion of females

0,23

g max, average g

0,19

Cohesion, motivation, satisfaction

Low

* : Measured by « Reading the mind in the eyes » test

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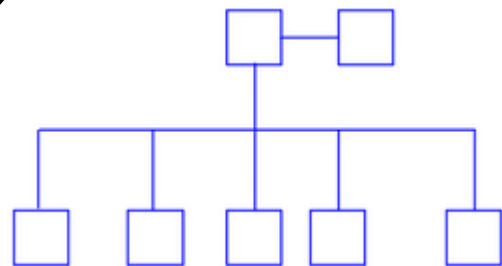
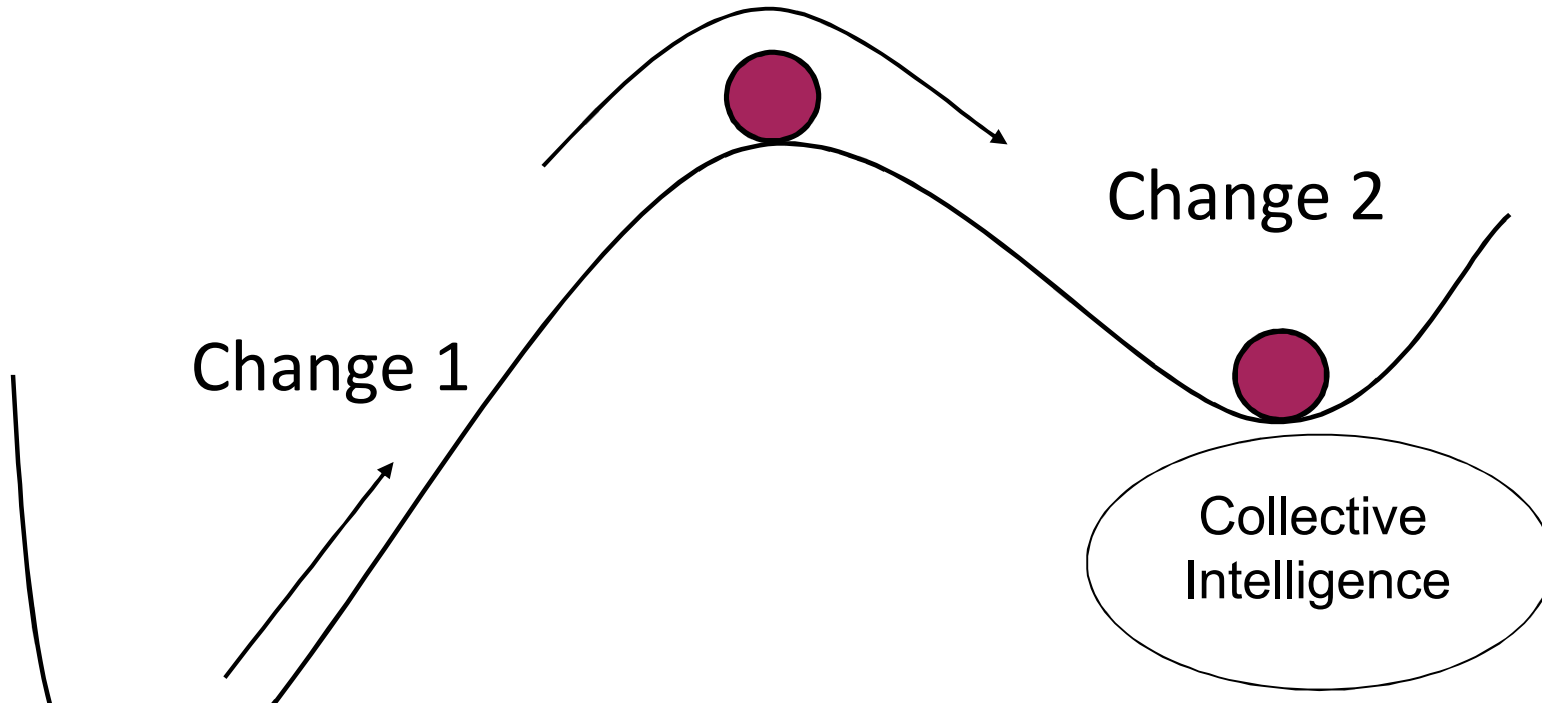
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Changes



Assumption:
Collective Intelligence
needs a « Change 2 »

Homeostasy (equilibrium)

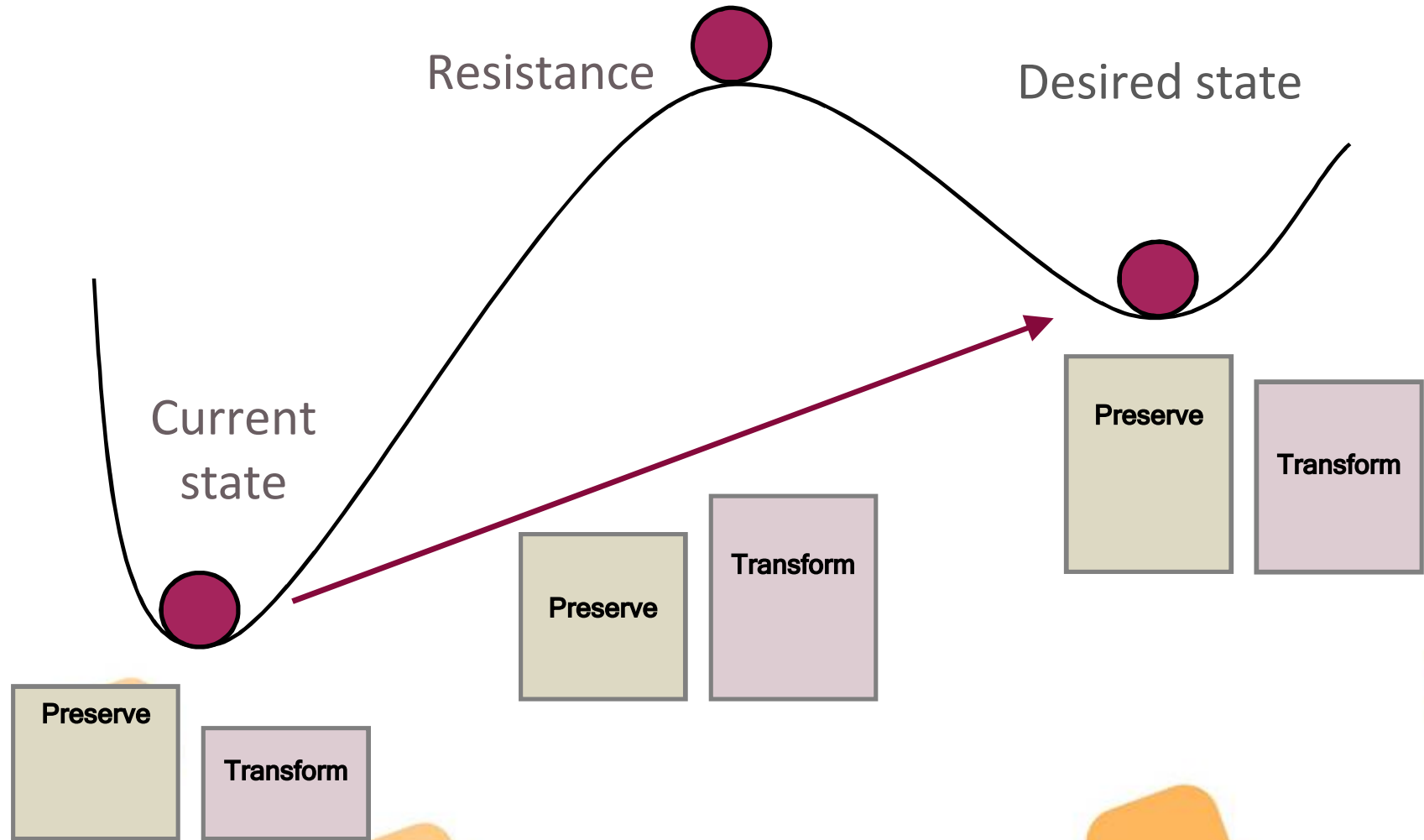
Preservation forces

- Protect (me and friends)
- Preserve present
- Secure future

Transformation forces

- Dare to think, say, do
- Take risks
- Reconsider
- Change

Change dynamics



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Functionning modes in change2team's tools

Preserve



- Presence
- Contribution
- Listening
- Respect
- Feedback

Transformation



- Meta position
- Humility
- Openness
- Audacity
- « Explicitation »

A “right-brain” data entry

4 - You have to decide which subcontractor will be selected OK

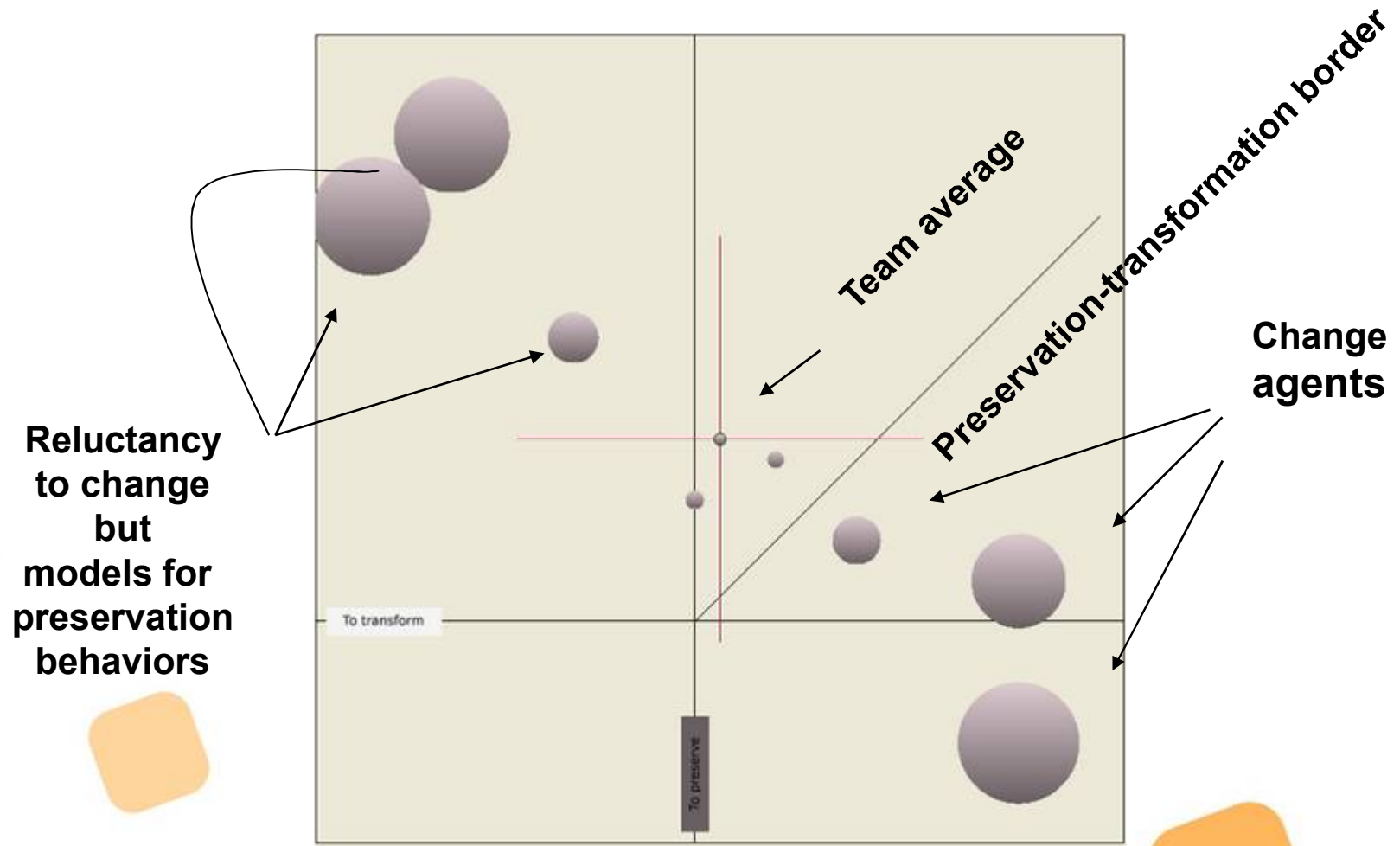
 

We need a new comer this time 1 Lets listen to what my peers have to say

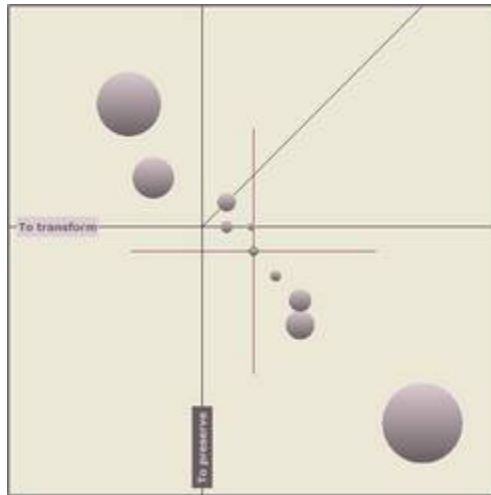
 

I have to recognize that I know very few about this 1 I will give my opinion on each subcontractor

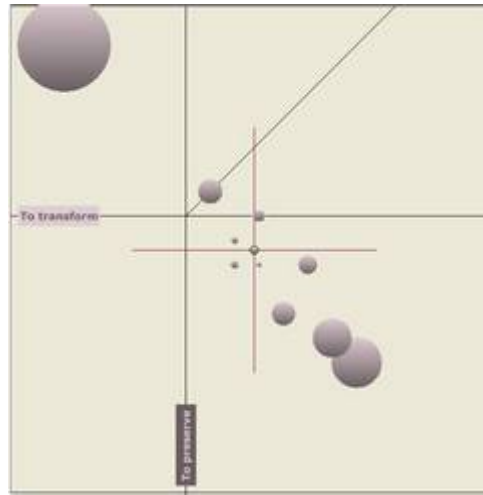
Change2team Transformation/Preservation diagram



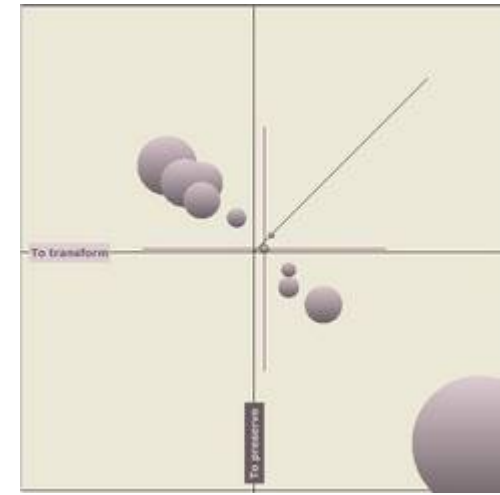
Change2team diagram examples



Opposed
leaderships

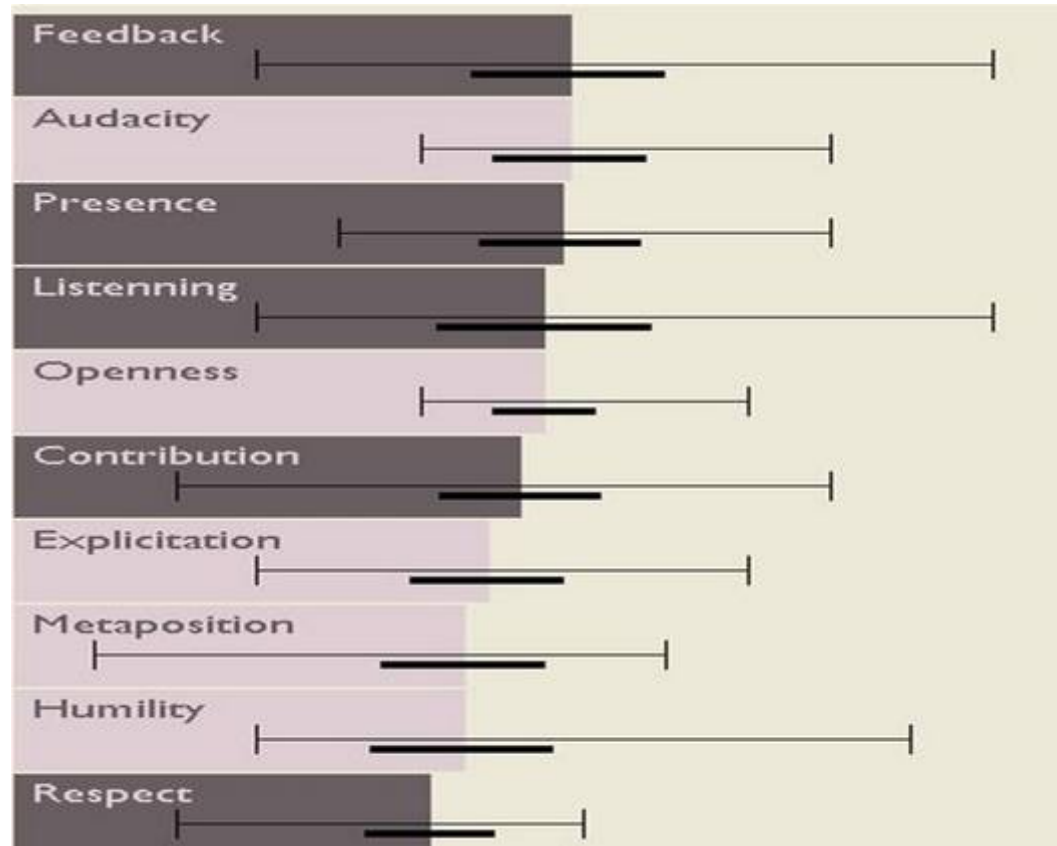


Opposition
To change



Lonely
leader

Change2team histogram examples



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Sample demography

	French	Moroccan	Total
People in teams	84	7	91
Teams	10	1	11
Persons per team	8,4	7	8,3

Summary of results

Industry	Type of team	Preservation	Highest mode	Lowest mode	Second lowest mode
Change management	Exec board	53 %	Feed-back (14%)	Openness (7%)	Listening (7%)
Construction (Morocco)	Exec board	55 %	Contribution (13%)	Openness (7%)	Audacity (8%)
Communication	Exec board	57 %	Presence (17%)	Explicitation (7%)	Metaposition (7%)
Communication	Exec board	57 %	Contribution (17%)	Humility (4%)	Metaposition (7%)
Services	Exec board	58 %	Presence (13%)	Humility (8%)	Metaposition (8%)
Coaching	Exec board	60 %	Presence (15%)	Audacity (7%)	Explicitation (8%)
Automotive	Sales board	64 %	Contribution (17%)	Explicitation (6%)	Metaposition (6%)
Distribution	IT board	65 %	Presence (17%)	Humility (4%)	Metaposition (7%)
Distribution	Finance board	66 %	Presence (17%)	Humility (5 %)	Audacity (6%)
Airline	Ops board	69 %	Contribution (18%)	Humility (4%)	Metaposition (4%)
Chemistry	Exec board	70 %	Presence (18%)	Openness (6%)	Metaposition (6%)

Difficult to make change² when preservation is dominant

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Practicing with Einstein test

Woolley's info:

“Everybody should be able to bring its contribution”

Change2team info:

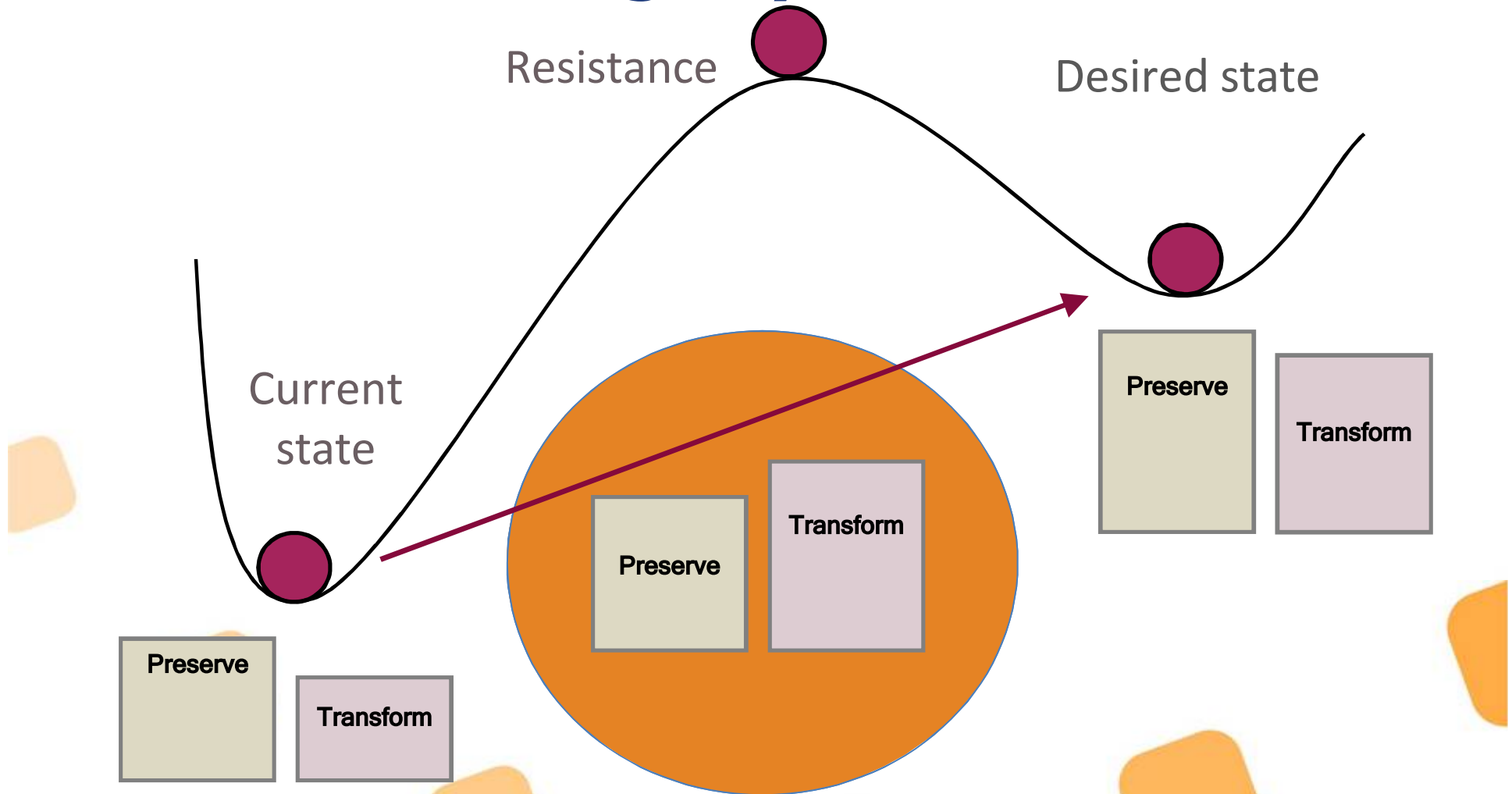
Use transforming functioning modes

Practicing with Einstein test

DEBRIEFING:

“Which functioning modes were most active during the exercise ?”

Change dynamics



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Thank you for your attention!

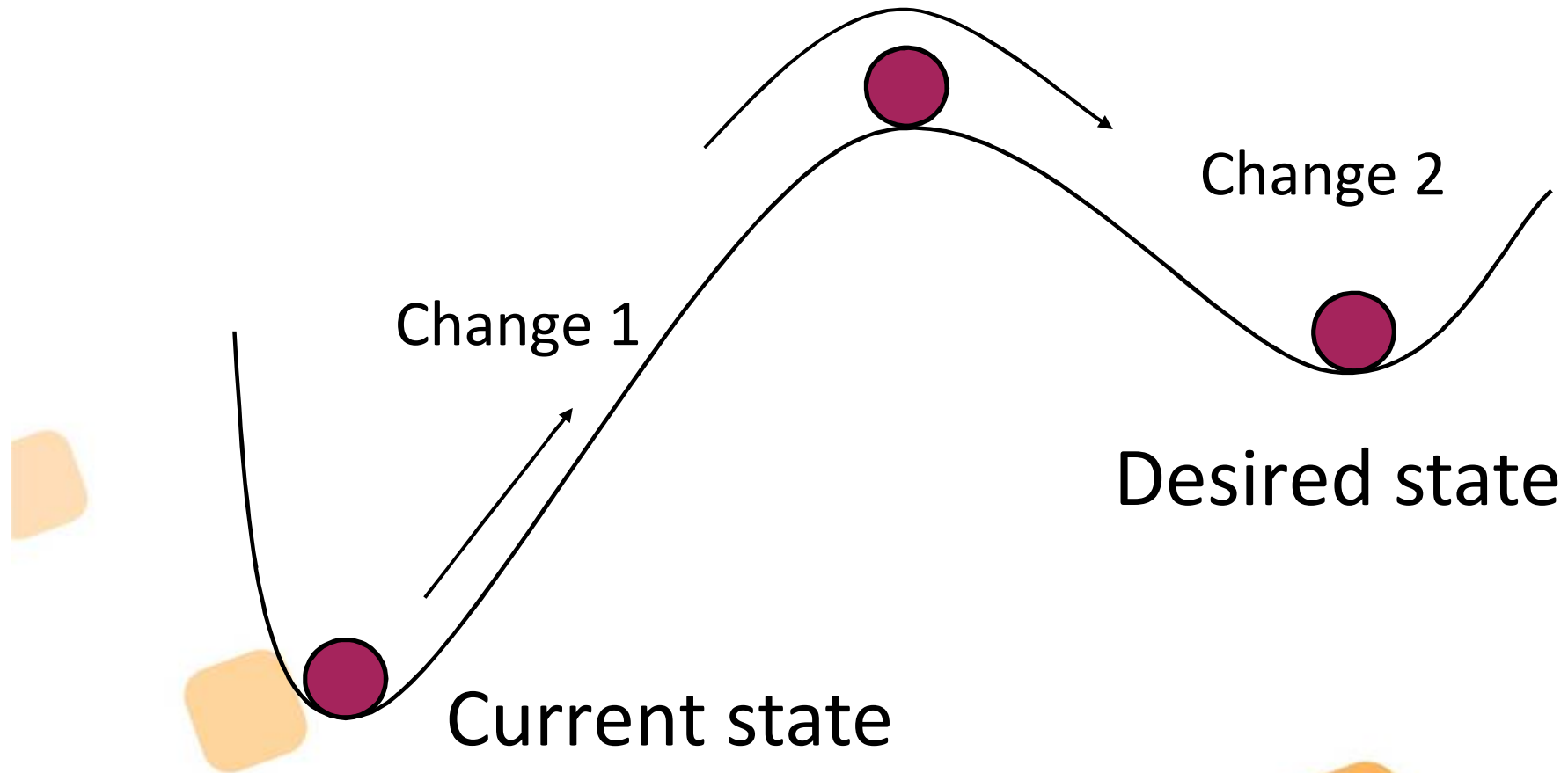
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END

Veronica Son, Ben Jackson, J. Robert Grove, Deborah L. Feltz. **“I am” versus “we are”**: Effects of distinctive variants of self-talk on efficacy beliefs and motor performance. *Journal of Sports Sciences*, 2011; 29 (13): 1417 DOI: [10.1080/02640414.2011.593186](https://doi.org/10.1080/02640414.2011.593186)

Changes



Preserve

Presence	Be present, here and now
Contribution	Participate, cooperate, share, avoid dispersion
Feedback	Sincerely return the positive, propose options for the negative
Listening	Try to understand, reformulate, explore misunderstandings
Respect	Protect the group and its members, be punctual, respect confidentiality, deliver on time

Transform

Openness	Be surprised, learn with pleasure, be amazed.
Meta position	Observe the group, its interactions, others. Enlighten the process.
Audacity	Dare to think, to dream, to do.
Humility	Suspend judgment, question our certainties, accept doubt, be patient.
Explicitation	Dare to say, dare to metacommunicate, dare to oppose

**VARIANCE DU “NOMBRE DE TOURS DE
PAROLE/MEMBRE”**

CONTRIBUTION, EXPLICITATION

RELATIONAL INTELLIGENCE

LISTENING, FEEDBACK, PRESENCE

METAPOSITION !!