

Hearing and Being Heard

Getting the Entire Team to Speak

Daniel Ward



Meeting time



Does it matter?



DOES IT MATTER?



THINGS WE CAN DO



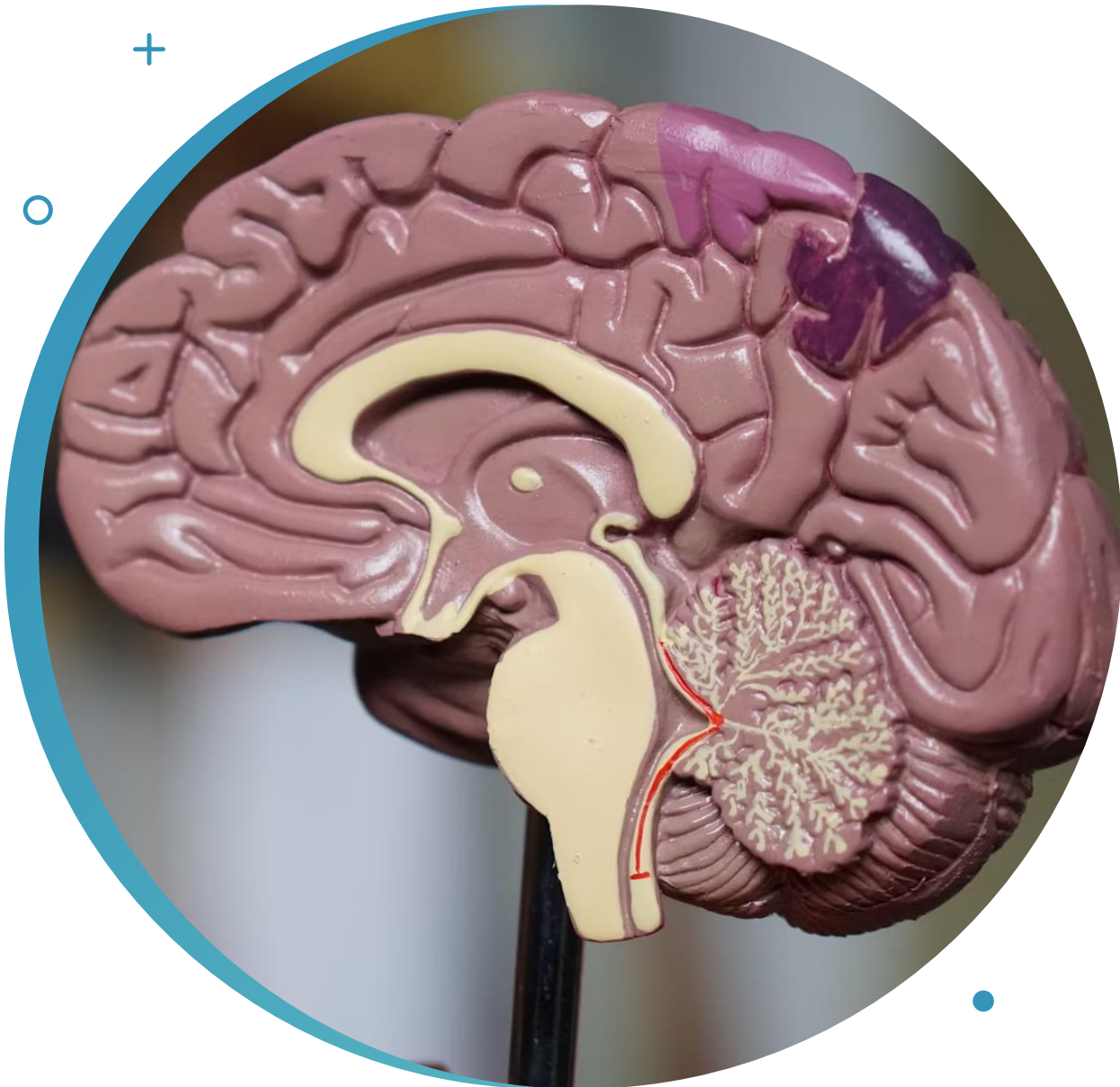
Me

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Does it matter?



Predicting Performance

- 2008, Anita Woolley et al
- Collective intelligence
- 3 main factors

NOT main factors

- Individual IQ
- Highest IQ
- Leader's IQ



1. Social Sensitivity

Reading the Mind in the Eyes




Playful

Comforting

Irritated

Bored



2. Distribution of conversational turn taking





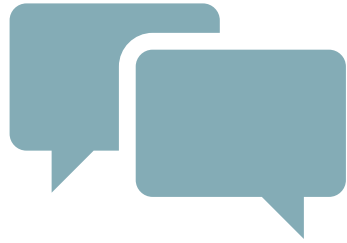
3. Number of women



Psychological safety

- Project Aristotle, 2012
- Can safely share ideas without ridicule

The Main Point



Social sensitivity and balanced conversation are highly indicative of group performance



How can we foster these things in our teams?



Things we can do

Team participation



Conversation



Talk a little



Talk a lot

Goal isn't to have everybody at the same point

Laundry list, not checklist

No silver bullets

Why do they act that way?



Just like that naturally



Differences in thought processing



Different motivations

Quiet people

Ask them directly

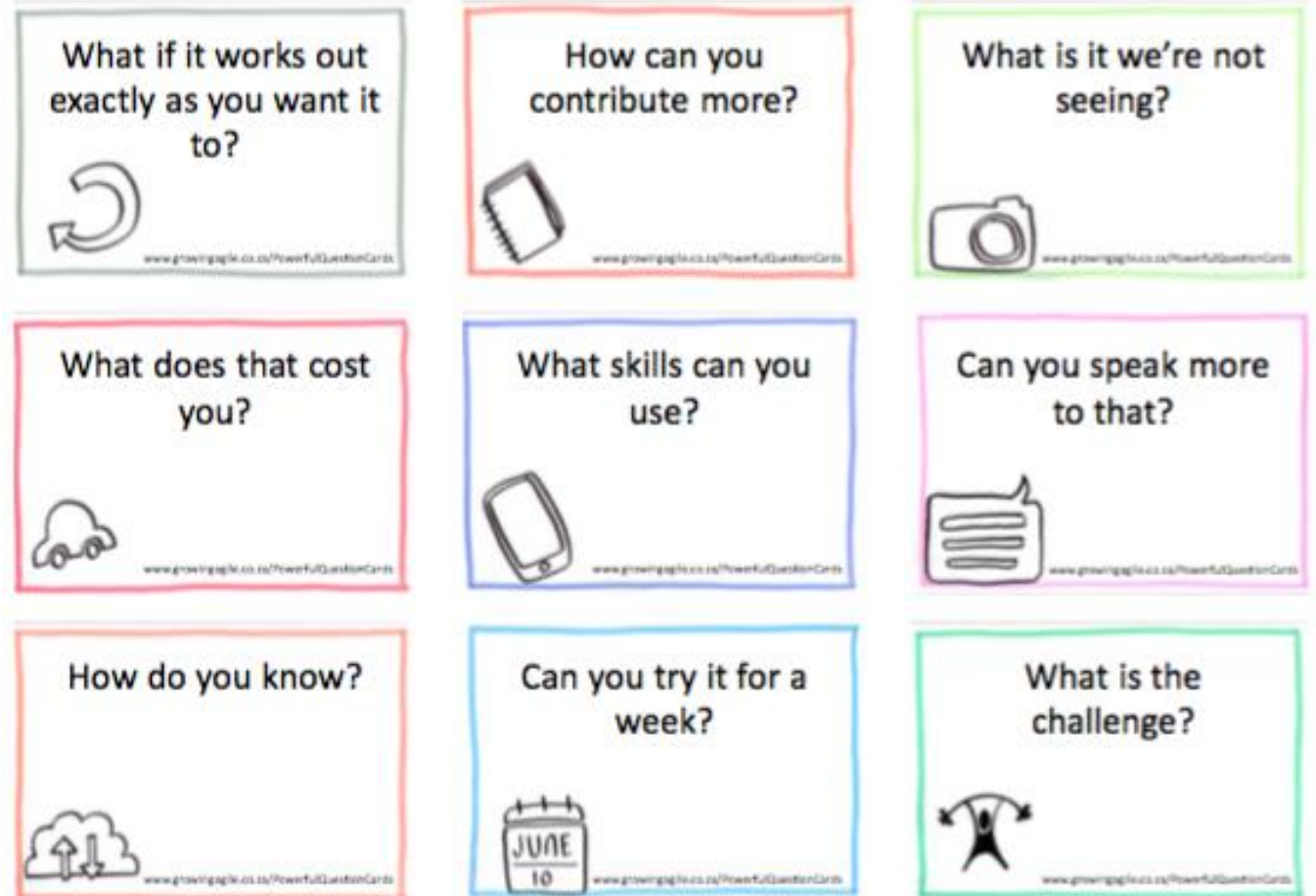
Newer to the team or career

Happy in their current role?

Meeting overload?

Cheating it - meeting formats

- Ask specific questions
- Silent sorting
- Non-anonymous cards
- Switch up meeting formats
 - retromat.org



<https://www.growingagile.co.za/powerfulquestioncards/>





Outside influences

- Burnout
- Boreout
- Owning the work
- Interviewing & hiring process



Mentorship

- Applies to both kinds of people
- Helps the mentee to learn, acclimate
- Helps the mentor to give space to succeed
- Helps solve curse of knowledge

Talkative people

Usually more experienced

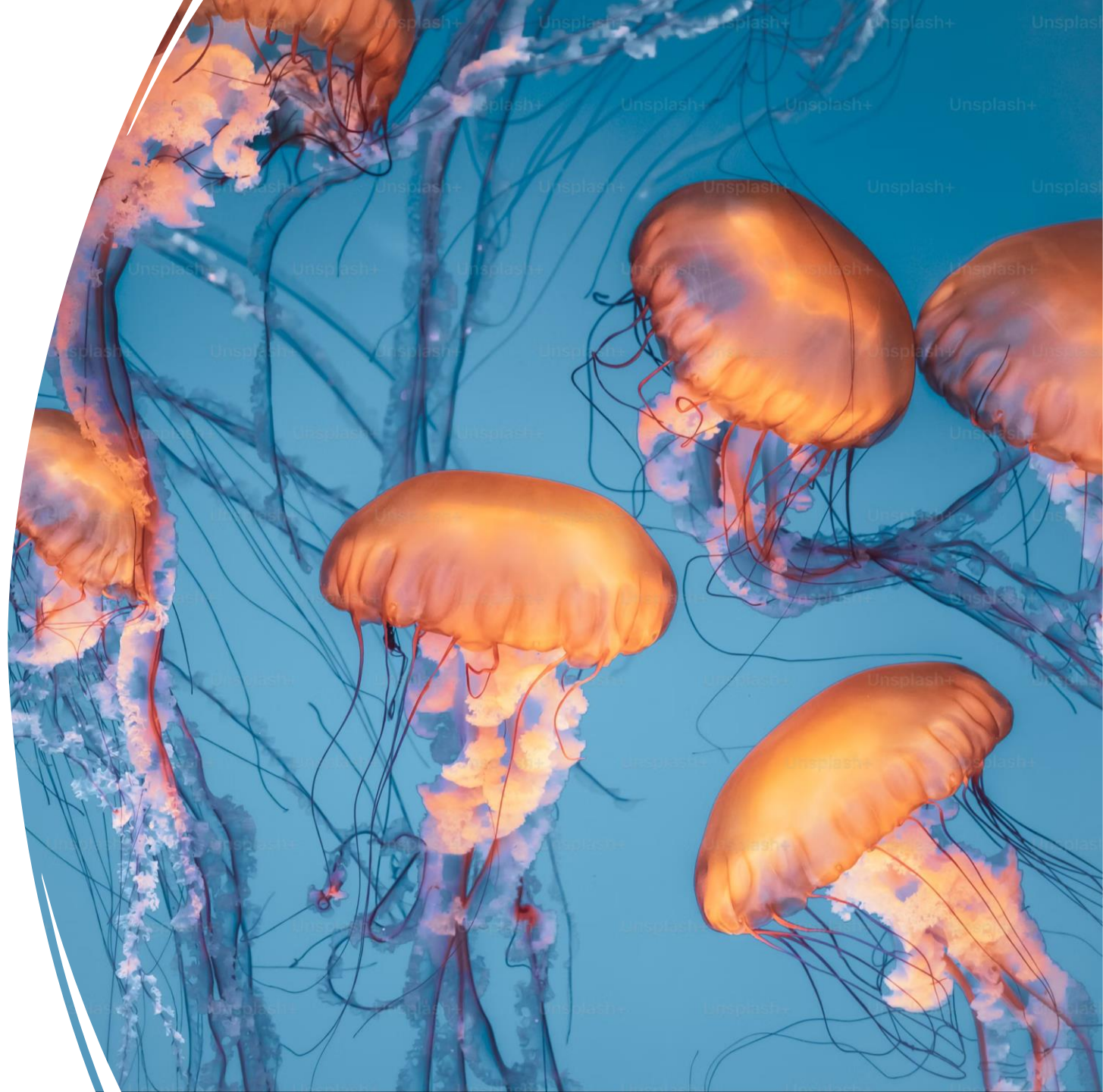
Can be due to knowledge silos

Awkward silences are okay

Try muting yourself!

Jellyfish Rule

- Whole team has to agree to do it!
- 1. Safe
- 2. Accessible
- 3. Raises awareness
- Make it your own





Culture of competition

- Competitive workplace
- Generally lowers collective intelligence
- Competition itself is not necessarily bad

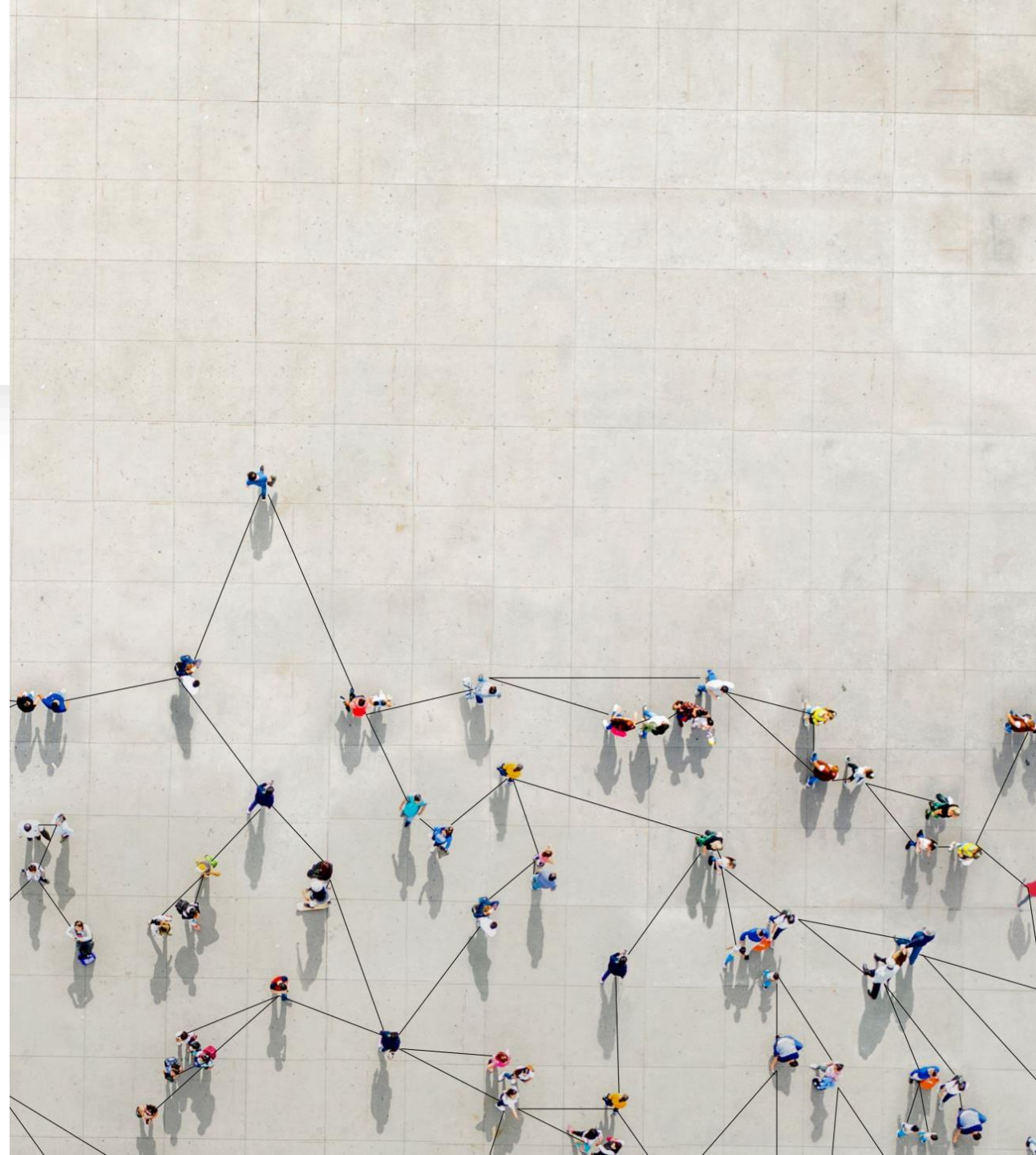
Pairing

- Or mobbing
- Addresses most of this presentation
- Harder to compete, less meetings, more fun, etc.
- Can be draining, some people may not get along



Work outside of your space!

- Better cognitive diversity
- Cross-functional teams
- More fun and rewarding



Yourself!

01

Golden rule:
have empathy

02

Evaluate your
own
participation

03

Show others
you're paying
attention,
don't interrupt

04

Ask for
feedback,
invite team to
challenge your
perspectives

Closing thoughts

Social sensitivity and balanced conversation are very important for group performance

Best way to figure out what's wrong is to get to know people

Ask what we can do better

Pairing/mobbing covers a multitude of sins

Does your team have time to get work done?

Suggested stuff/further reading



- Google's Project Aristotle
- Anita Woolley, collective intelligence
- [The Right Way to Cut People Off in Meetings](#)
- [Collaborative Culture or Competitive: Which Is Best for Business?](#)
- [Powerful questions cards](#)

Thank you!

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