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Hearing and Being Heard

Getting the Entire Team to Speak

Daniel Ward

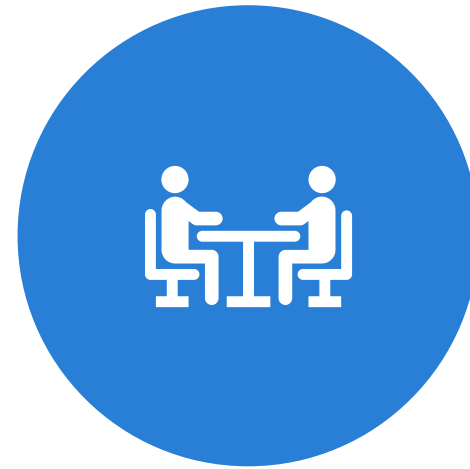




Why this talk?



DOES IT MATTER?







WHAT CAN WE DO?

Me



<https://leantechniques.com>

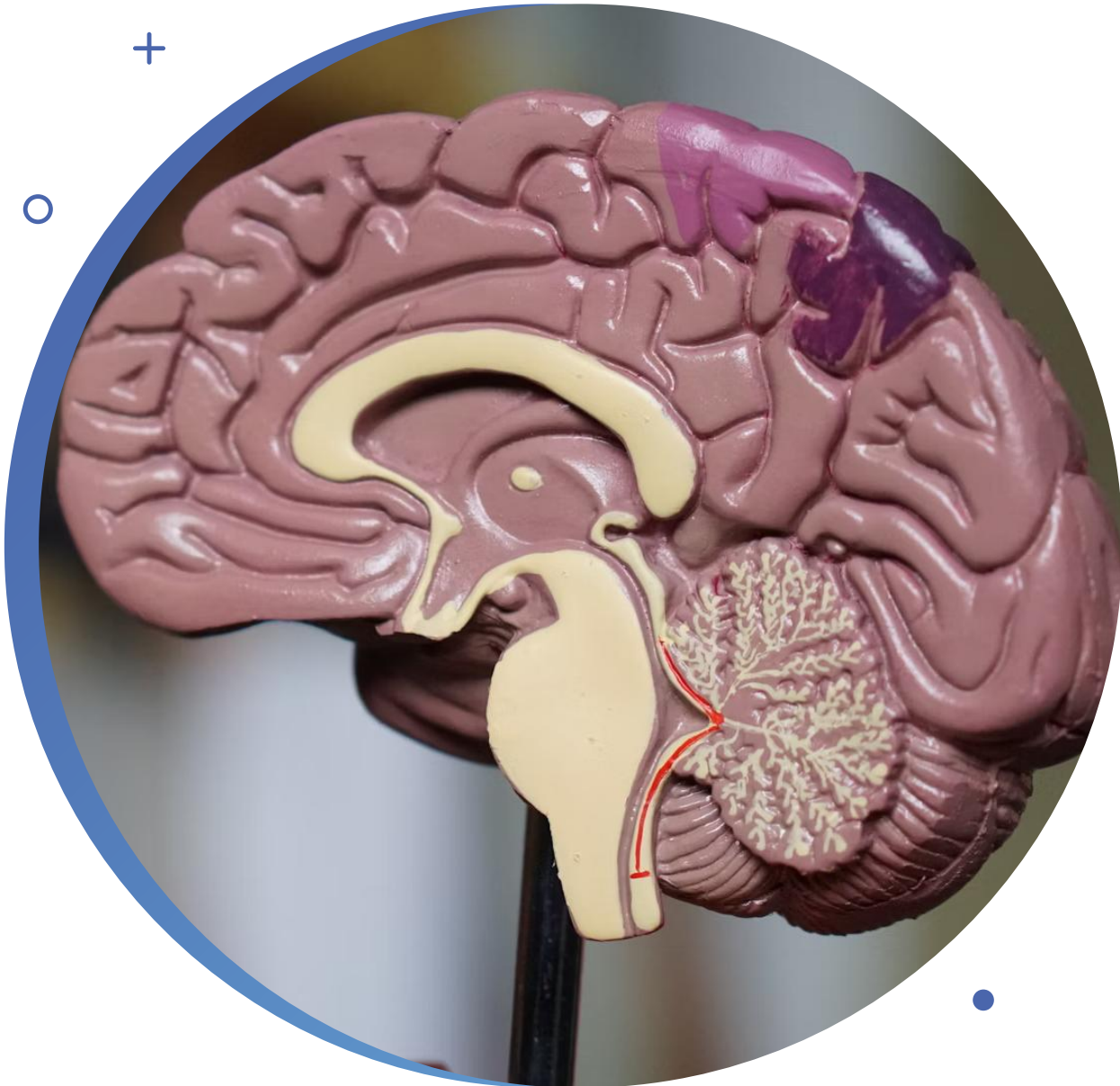


- Software developer, consultant
- Microsoft .NET MVP
- Co-organizer of the San Antonio/Austin .NET
-  daninacan.com
-  @danielwarddev
-  [daniel-ward-dev](https://www.linkedin.com/in/daniel-ward-dev)
-  danielwarddev.bsky.social





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

- Balanced conversation



3. Number of women





What can we do?

Quiet vs talkative – in general

Quiet

- Newer to the team/career
- Ask them directly
- Happy in current role?
- Too many cooks?

Talkative

- Usually more experienced
- Knowledge silos
- Awkward silences are ok
- Try muting yourself!

Cheating it – meeting formats

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





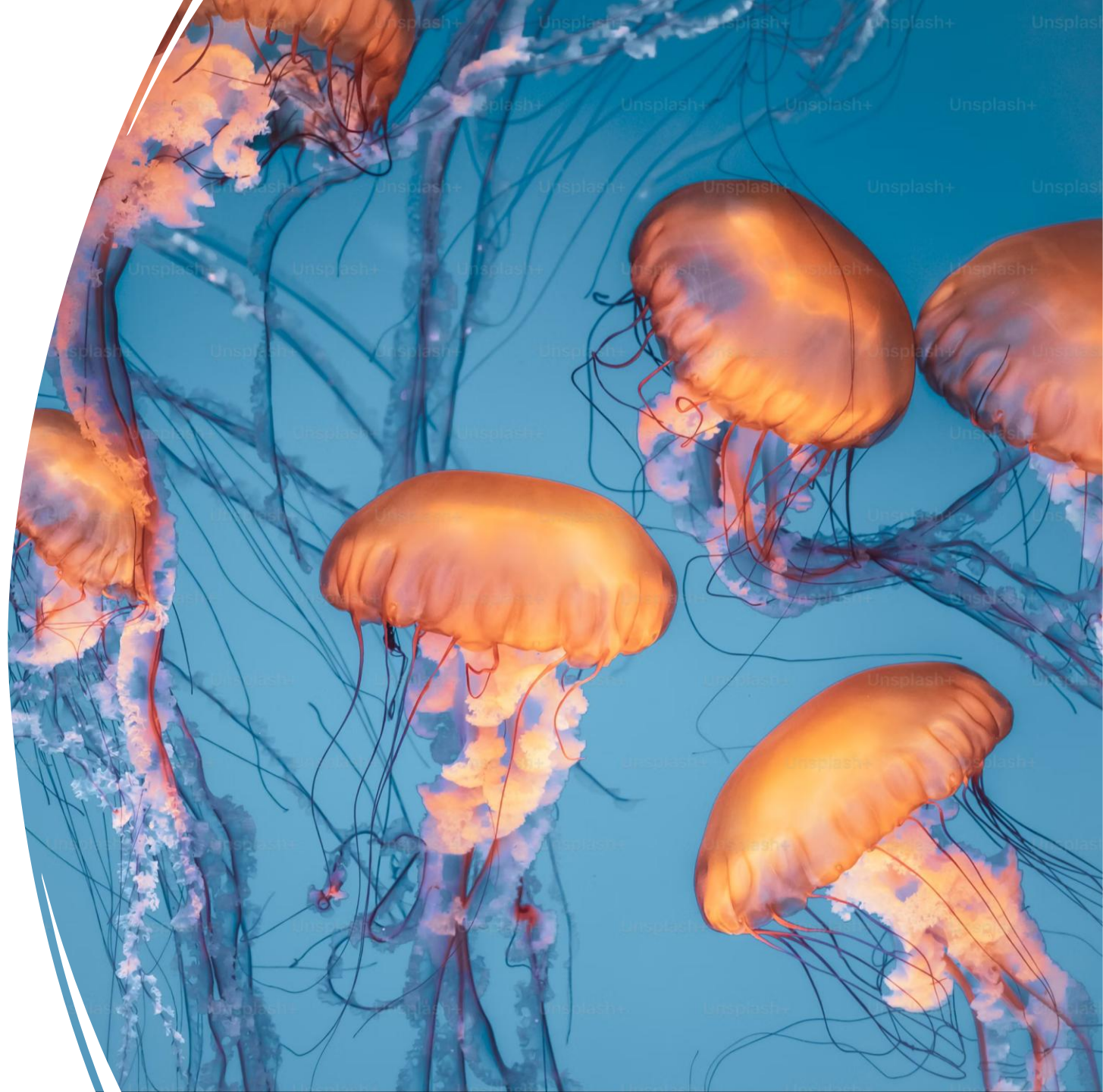


Outside influences

- Burnout
- Boreout
- Owning the work
- Interview & hiring process
- Culture of competition

Jellyfish rule

- “Safe” word
 1. Safe
 2. Accessible
 3. Raises awareness
- Whole team has to agree to it





Mentorship

- Mentee learns and acclimates
- Mentor gets invested
- Helps solve curse of knowledge

Cognitive Diversity

- Higher collective intelligence
- Cross-functional teams!
- More fun, rewarding, effective



Pairing

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



Suggested stuff

- 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?](#)

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Thank you!

