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# Hearing and Being Heard

Getting the Entire Team to Speak

Daniel Ward

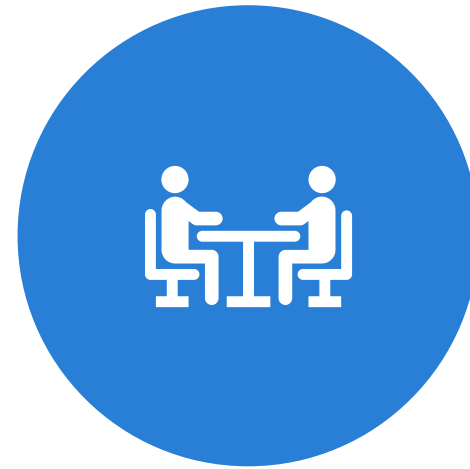




Why this talk?



DOES IT MATTER?







WHAT CAN WE DO?

# Me



<https://leantechniques.com>

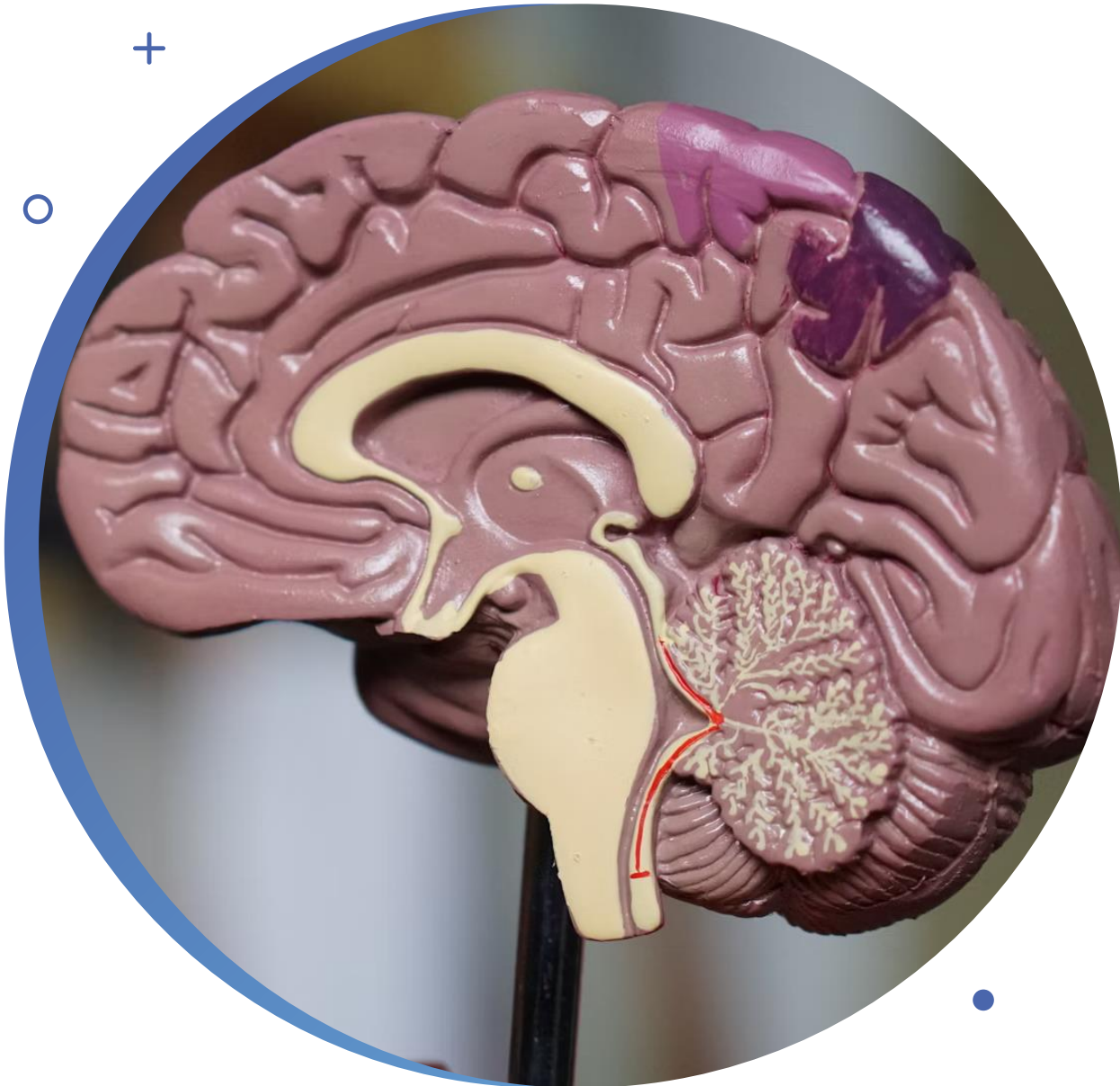


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Does it matter?



# 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

- 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

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- Ask specific/open questions
- Silent sorting
- Non-anonymous cards
- Switch up meeting formats
  - [retromat.org](http://retromat.org)

Instead of...	Try...
What's your opinion on this?	Are we forgetting anything? Is anything not clear?
Why does this issue keep happening?	What do you make of this issue? How else could we handle this?
What can we improve?	If you had a magic wand and could change one thing about the way you work, what would it be?





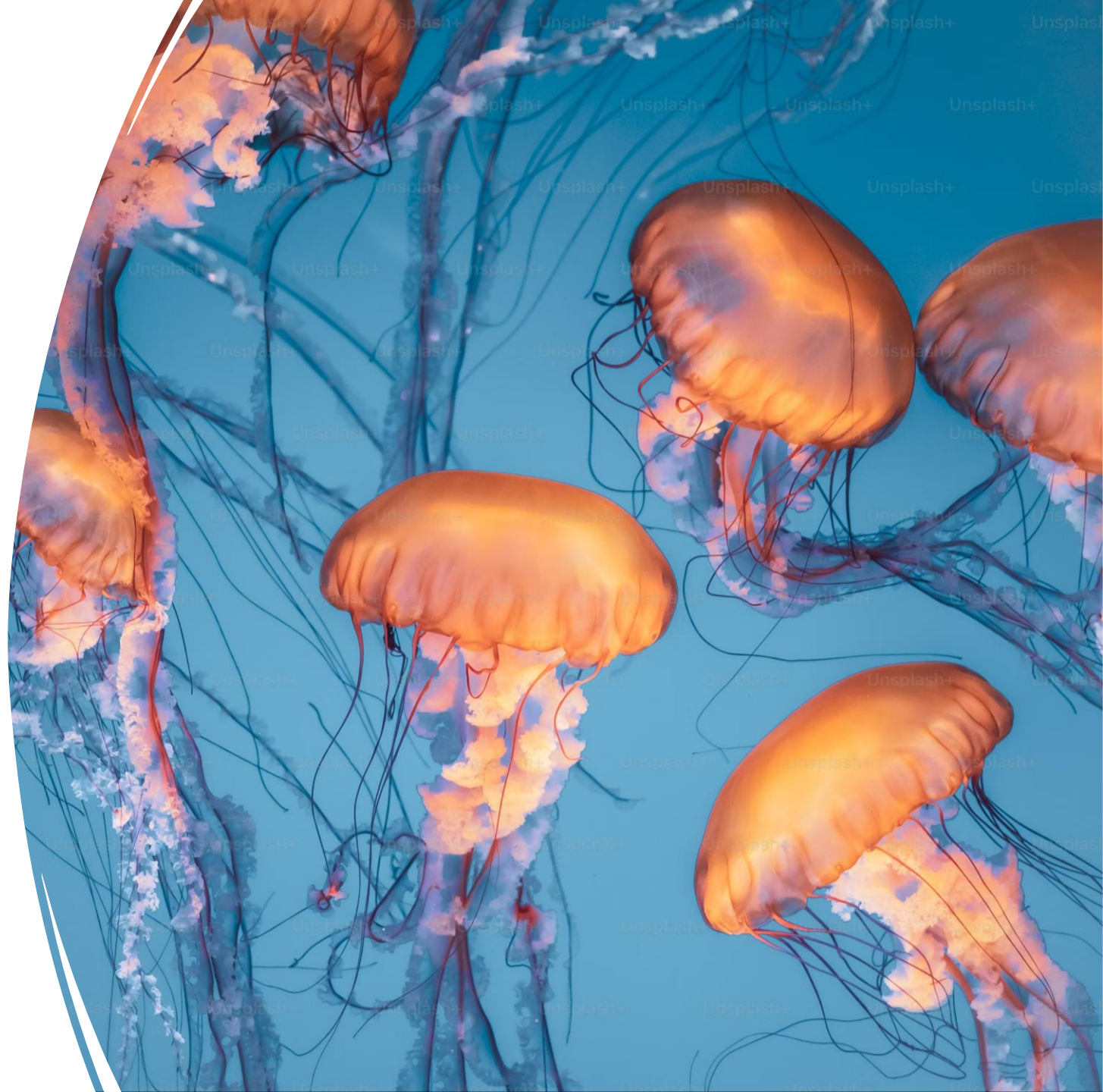
# Outside influences

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

# Jellyfish rule

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- “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

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- 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

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- 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?](#)
- [Coaching Agile Teams, Lyssa Adkins](#)

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Thank you!

