

What makes teams tick?

Using Story-Based Tools to Unlock
Individual & Group
Motivation, Purpose, and Potential



Presented by Cindy Atlee

Capital Coaches Conference
October 4, 2015

Intangible questions of team development

- Who are we (separately and together)?
- Will we all fit in?
- What motivates us?
- How can we all do our best work?
- Will we succeed or fail?
- What's our real potential?



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How teams form

- Team members show up as individuals with discrete natures, gifts, strengths and values
 - Unique mix is created
 - May mesh, may not



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Team members as individuals

The Creator

- Always generating ideas



The Ruler

- Making all the pieces work



The Lover

- Appreciating individual gifts and talents



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Groups can take on story-like “plots”

- Over time, high-functioning teams start acting as a collective
 - Influenced by mission, DNA, leadership
 - May begin to display group meaning/motivation, strengths/values



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Team members as collective

The Hero

- Rising to every challenge



The Jester

- Making work fun



The Sage

- Always finding answers



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Groups can take on story-like personas

- Strong culture/employee engagement =
 - Shared story-based purpose and promise
 - Recognizable identity (brand)
 - Room for individual expression



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Collectives as authentic cultures

The Caregiver

- Taking care of others

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driven to succeed
have capital to invest
possess an entrepreneurial spirit
would like to make money
want to run your own show

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Why use story type to develop teams?

- Meaning & memory making
- Strengths & values framework
- Connection to human needs & motivation
- Outcome (“happy ending”) oriented



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Narrative structure is ever present

Leadership/culture shapers

- Core values and belief systems
- Key strengths and capacities
- Meaning and motivation



Leadership /culture markers

- Identity and sense of self
- Energy and attention
- Presence and performance
- Purpose and promise
- Preferred task orientation
- Communications and change adaptive style
- Blind spots/ "shadow"



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What an individual/team story tells

- Who you really are and what matters to you
- What gives you life & drains it
- Where you'll focus energy
- Where you'll get off track
- How you'll lead/motivate/communicate/interact/react



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Using story type with teams

- **Team building (new/intact/merged)**
 - Seeing who's on board
 - Recognizing/appreciating team diversity
 - Consciously choosing ways of working together
 - Creating shared purpose/promise/mission /vision
- **Brand & culture building**
- **Performance planning**
 - Leveraging strengths/addressing gaps
 - Setting realistic direction/goals/plans
- **Team character/style assessment**
 - Conflict response mode
 - Change readiness
 - Communications efficacy



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Who are you?

- Everyperson
- Lover
- Jester
- Caregiver
- Creator
- Conductor
- Hero
- Revolutionary
- Magician
- Idealist
- Explorer
- Sage



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Who developed the theories?

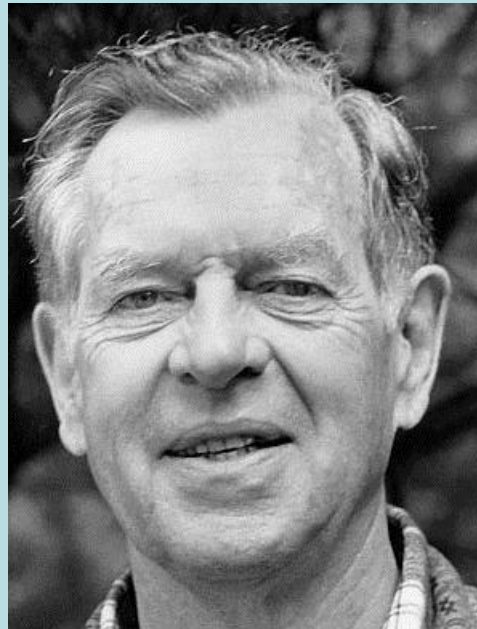
Carl Jung

- Developed the concept of archetypes



Joseph Campbell

- Popularized the role of myth in every day life



Carol Pearson

- Systemized archetypal measurement model



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A Jungian framework

Personality type (MBTI)

- Based on Jung's theory of psychological type/personality
- Helps to measure and understand "how" and "what"
- Hardwired preference
- An attribute of the conscious mind
- **How we *navigate* our world**

Archetype (SVSS)

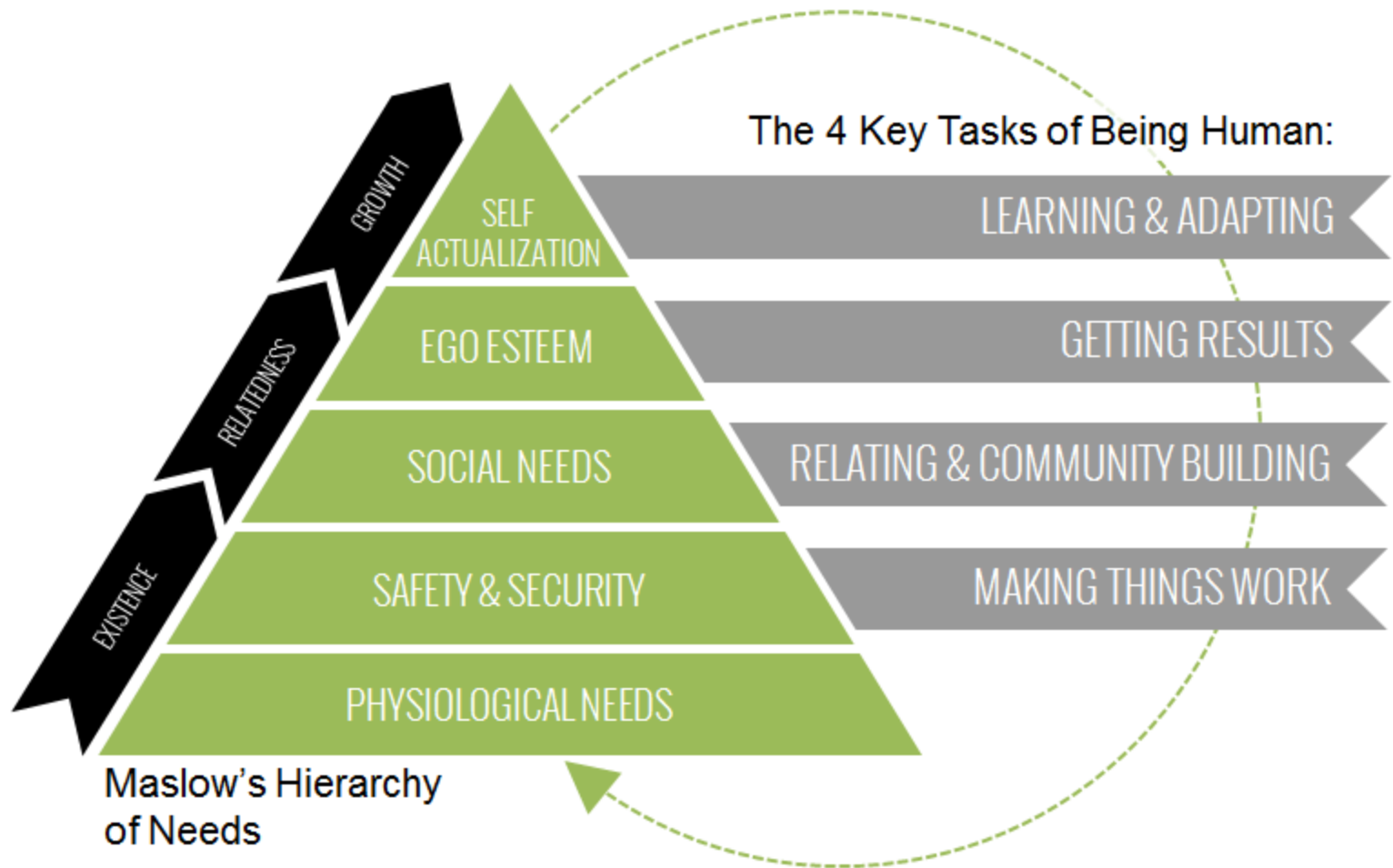
- Based on Jung's theory of archetype/collective unconscious
- Helps to measure and understand "who" and "why"
- "Software" we can access
- A conduit to the unconscious mind
- **How we *narrate* our world**



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A framework for organizing story type



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The story typing system

Human need (emotional, values-based)	Task response (rational, strengths-based)	Storyline (dynamic combination)
<ul style="list-style-type: none">• Safety/security (stability)	<ul style="list-style-type: none">• Systems/structures (making things work)	<ul style="list-style-type: none">• Strategizing (Ruler)• Developing (Caregiver)• Imagining (Creator)
<ul style="list-style-type: none">• Social needs (belonging)	<ul style="list-style-type: none">• People/community (relating)	<ul style="list-style-type: none">• Playing (Jester)• Empathizing (Everyperson)• Appreciating (Lover)
<ul style="list-style-type: none">• Ego/esteem (mastery)	<ul style="list-style-type: none">• Production/results (getting things done)	<ul style="list-style-type: none">• Performing (Hero)• Reforming (Revolutionary)• Transforming (Magician)
<ul style="list-style-type: none">• Self actualization (realized potential)	<ul style="list-style-type: none">• Learning/adaptation (growing)	<ul style="list-style-type: none">• Valuing (Innocent)• Discovering (Explorer)• Thinking (Sage)



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Storylines profiles




12 patterns for shaping individual
and group meaning, motivation,
beliefs and behavior



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Making things work (stability)

Caregiver	Ruler	Creator
		
<p>Identity:</p> <ul style="list-style-type: none">• Support (people) <p>Values:</p> <ul style="list-style-type: none">• Compassion, dedication, generosity, helpfulness <p>Strengths:</p> <ul style="list-style-type: none">• Responding to need• Providing great service• Developing others <p>Challenges:</p> <ul style="list-style-type: none">• Self sacrifice, enabling <p>Key question:</p> <ul style="list-style-type: none">• Who will this affect?	<p>Identity:</p> <ul style="list-style-type: none">• Stewardship (resources) <p>Values:</p> <ul style="list-style-type: none">• Competence, leadership, savvy, responsibility <p>Strengths:</p> <ul style="list-style-type: none">• Taking charge• Creating order• Setting standards <p>Challenges:</p> <ul style="list-style-type: none">• Politicking, dominating <p>Key question:</p> <ul style="list-style-type: none">• Will this be effective?	<p>Identity:</p> <ul style="list-style-type: none">• Imagination (ideas) <p>Values:</p> <ul style="list-style-type: none">• Invention, innovation, authenticity, expression <p>Strengths:</p> <ul style="list-style-type: none">• Generating ideas• Improving/redesigning• Shaping vision into form <p>Challenges:</p> <ul style="list-style-type: none">• Perfectionism, boredom <p>Key question:</p> <ul style="list-style-type: none">• Is there a better idea?



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Assessing groups/individuals

- When it comes to making things work, which of those characters are you most like?
- Do you tend to emphasize:
 - Supporting and advocating for others
 - Developing systems and structures OR
 - Creating new ideas?



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Getting results (mastery)

Hero



Identity:

- Achievement (performing)

Values:

- Discipline, determination, action, victory

Strengths:

- Overcoming obstacles
- Fighting for principles
- Accomplishing goals

Challenges:

- Burn out, rushing to action

Key question:

- Will this get in the way?

Revolutionary



Identity:

- Radical thinking (reforming)

Values:

- Risk, non-conformity, rebelliousness, edginess

Strengths:

- Challenging status quo
- Pushing the envelope
- Channeling outrage

Challenges:

- Recklessness, turmoil

Key question:

- What's wrong with this?

Magician



Identity:

- Vision (transforming)

Values:

- Inspiration, intention, intuition, synchronicity

Strengths:

- Seeing possibilities
- Realizing future dreams
- Enabling change

Challenges:

- Manipulation, impatience

Key question:

- What's the big picture?



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Assessing groups/individuals

- When it comes to getting results, which of those characters are you most like?
- Do you tend to emphasize:
 - Overcoming obstacles and being determined
 - Using unconventional thinking and reform OR
 - Envisioning the future and changing to get there?



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Relating to others (belonging)

Jester



Everyperson



Lover



Identity:

- Joyfulness (playing)

Values:

- Humor, wit, presence, resourcefulness

Strengths:

- Lightening things up
- Finding clever solutions
- Being in the moment

Challenges:

- Settling down, cruel joking

Key question:

- Will this be fun?

Identity:

- Interdependence (empathizing)

Values:

- Unity, camaraderie, fairness, resilience

Strengths:

- Banding together
- Building community
- Having a common touch

Challenges:

- Leveling, complaining

Key question:

- Will this be fair?

Identity:

- Connection (appreciating)

Values:

- Commitment, passion, emotions, harmony

Strengths:

- Building relationships
- Creating consensus
- Enhancing quality of life

Challenges:

- Cliques, conflict aversion

Key question:

- Are we passionate?



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Assessing groups/individuals

- When it comes to relating and community building, which of those characters are you most like?
- Do you tend to emphasize:
 - Fun and wit
 - Empathy and camaraderie OR
 - Appreciation and shared commitment?



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Learning/adapting (growth)

Innocent



Identity:

- Beliefs (idealizing)

Values:

- Optimism, hope, simplicity, loyalty

Strengths:

- Persevering/inspiring
- Maintaining values
- Noticing what's right

Challenges:

- Denial, naivete

Key question:

- Do we believe in this?

Explorer



Identity:

- Discoveries (pioneering)

Values:

- Freedom, individuality, growth, integrity

Strengths:

- Scouting for new ideas
- Taking initiative
- Guiding through new terrain

Challenges:

- Coordination, accountability

Key question:

- Does this fence us in?

Sage



Identity:

- Answers (thinking)

Values:

- Knowledge, curiosity, wisdom, expertise

Strengths:

- Analyzing/synthesizing
- Sorting truth from illusion
- Teaching/mentoring

Challenges:

- Dogmatism, impracticality

Key question:

- Did we think it through?



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Assessing groups/individuals

- When it comes to learning and growing, which of those characters are you most like?
- Do you tend to emphasize:
 - Instilling shared beliefs and values
 - Exploring new options OR
 - Acquiring knowledge and wisdom?



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Applying story type to team planning

- Strategize on implications
 - Any changes in goals, objectives, strategies, tactics?
 - Opportunities to leverage?
 - Gaps to be filled?
 - Things to stop/start/ramp up?
 - Agreements/commitments to be made?
- How do we tell a compelling story/convey our value?



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Applying story type to team identity

- Understand motivational drivers/impact
 - Performance/success
 - Participation/contribution
 - Fulfillment/satisfaction
- Anchor values/principles
- Establish lead strengths
- Craft purpose/promise
- Shape voice/message



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The process

Step one: Assess

- Professional Strengths, Values & Story Survey (SVSS)
- Also available:
 - Pearson-Marr Archetypal Indicator (PMAI)
 - Kenexa Culture Indicator (KCI)

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First Name: Cindy
Last Name: Atlee
Company: SVSS
Email Address: cindy@storybranding.com
Telephone: 503

Client Name: Creative
Client Address: [Redacted]

Section: Values & Story

	Creative	Analytical	Relational	Strategic
Values	76 Total: 40	26 Total: 20	66 Total: 28	66 Total: 28
Strengths	76 Total: 36	26 Total: 21	66 Total: 28	66 Total: 28
Total	76 + 76: 52	26 + 26: 52	66 + 66: 132	66 + 66: 132
Quotient total: 148				

Section: Strengths & Ability

	Relational	Analytical	Strategic	Creative
Values	44 Total: 18	66 Total: 21	66 Total: 28	66 Total: 28
Strengths	44 Total: 20	66 Total: 25	66 Total: 28	66 Total: 28
Total	44 + 44: 88	66 + 66: 132	66 + 66: 132	66 + 66: 132
Quotient total: 148				

Section: Learning & Ability

	Strategic	Relational	Creative	Analytical
Values	76 Total: 28	76 Total: 28	76 Total: 28	76 Total: 28
Strengths	76 Total: 28	76 Total: 28	76 Total: 28	76 Total: 28
Total	76 + 76: 152	76 + 76: 152	76 + 76: 152	76 + 76: 152
Quotient total: 171				

Step two: Debrief & apply

- Individual coaching
- Team building or planning process
- Leadership development program



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The SVSS tool

- 96 questions/8 per type
- 4 values questions (inner)
 - Core values
 - Vision
 - Sense of self
 - Purpose
- 4 strengths questions (outer)
 - Modeling
 - Appreciation & recognition
 - Inspiration & development
 - Shaping environment

Professional Values & Story Index (PVS)

Instructions

The Professional Values & Story Index (PVS) is the foundational story-based typological assessment for the *What's Your Story? Using Narrative Intelligence for Leadership Development* course. You've also been provided with an interview workbook titled *Understanding Yourself in the Workplace*. Please bring these materials with you to the first course meeting. You can complete the assessment instrument before then or begin reading through the workbook—but that's not required.

The PVS is designed to help people understand what's most meaningful and motivating to them in their work lives, and how their strengths and values add up to a "story type" that permeates their professional success factors. Based on the 12-archetype model created by Dr. Carol S. Pearson, the instrument provides a holistic way of looking at who you are professionally by measuring how you think, feel, and act—the attitudes and behaviors of 12 mythical or archetypal characters. Each of these characters represents a different way of thinking and acting in the world, and has its own unique set of values and motivators. You probably have those things in common with the archetypal characters with most. They are very likely to symbolize your way of being in the workplace.

Each archetype is equally valuable and each brings with it a special gift. None is better or worse than another. Therefore, there are no right or wrong answers or better or worse answers. It will be most useful to you if your answers reflect the things that are truly most important to you—not just the things that seem positive to you. Keep the following in mind as you respond to the items in the index:

- Work as quickly as is comfortable; your first reaction is often the best response.
- Please do not skip any items. If you are unsure of an item, make your best determination of your understanding of the statement and then continue.
- Be careful to answer questions as you are, rather than how you would like to be or others might like you to be.
- To ensure that you don't bias your results, take the instrument before you read any archetypes included in the workbook for interpreting results.

Answer each question by filling in a number between 1 and 10 to indicate you must disagree that the statement describes you. For this instrument, 1 would mean you believe it is not at all like you while 10 would mean it's exactly like you—and all the numbers in between represent a varying degree of agreement between those two points.

1 2 3 4 5 6 7 8 9 10
 Not at all like me ← Somewhat like me ← Exactly like me

Be sure to use the full range of numbers on the scale. This is the most important do to get meaningful results. The more discerning and nuanced you are in your responses, the more useful and authentic your assessment will be. A low score (even a 1 or 2) on an item does not make you a bad person. It just means you have a different way of being and doing in the world—ways of being and doing that make you a gifted individual that you are. At the same time, don't be afraid to rate an item in the 9 or 10 category if that's truly reflective of who you are.

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PVS Survey Results for:

First Name: Cindy
Last Name: Atlee
Company: CCC
Company Address: www.capitalcoaches.com
Telephone: 541

Story Brand Creator

PVS Scores			
Core Values & Identity	Greater	Strategic	Wise
Values	16 Total: 48	26 Total: 78	26 Total: 78
Strengths	16 Total: 48	26 Total: 78	26 Total: 78
Total	16 = 16: 48	26 = 26: 78	26 = 26: 78
Question total: 144			
Modeling & Mentoring			
Values	16 Total: 48	16 Total: 48	16 Total: 48
Strengths	16 Total: 48	16 Total: 48	16 Total: 48
Total	16 = 16: 48	16 = 16: 48	16 = 16: 48
Question total: 144			
Inspiration & Development			
Values	16 Total: 48	16 Total: 48	16 Total: 48
Strengths	16 Total: 48	16 Total: 48	16 Total: 48
Total	16 = 16: 48	16 = 16: 48	16 = 16: 48
Question total: 144			
Shaping & Sustaining			
Values	16 Total: 48	16 Total: 48	16 Total: 48
Strengths	16 Total: 48	16 Total: 48	16 Total: 48
Total	16 = 16: 48	16 = 16: 48	16 = 16: 48
Question total: 144			

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Single assessment/many applications

Leader/professional

- Personal & entrepreneurial branding/identity
- Professional & leadership development
- Leadership voice/presence/style
- Purpose/vision/mission/values development
- Performance management
- Coaching & mentoring

Group/organization

- Organizational & group branding/identity
- Organizational & team development/team building
- Employee recruitment & retention/engagement
- Strategic planning
- Purpose/vision/mission/values development
- Change management



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Get in touch?

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