



## Day 3: Self-awareness for Team Effectiveness

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Institute of Translational Health Sciences  
ACCELERATING RESEARCH. IMPROVING HEALTH.

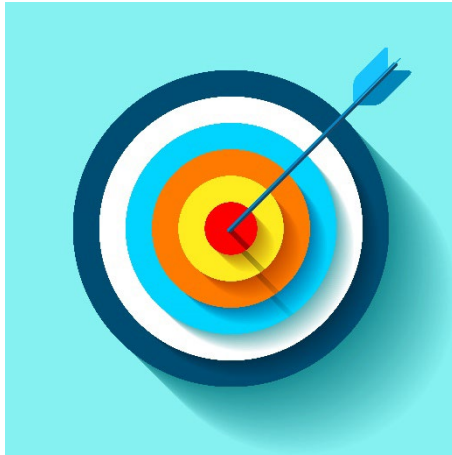


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# Learning Objectives

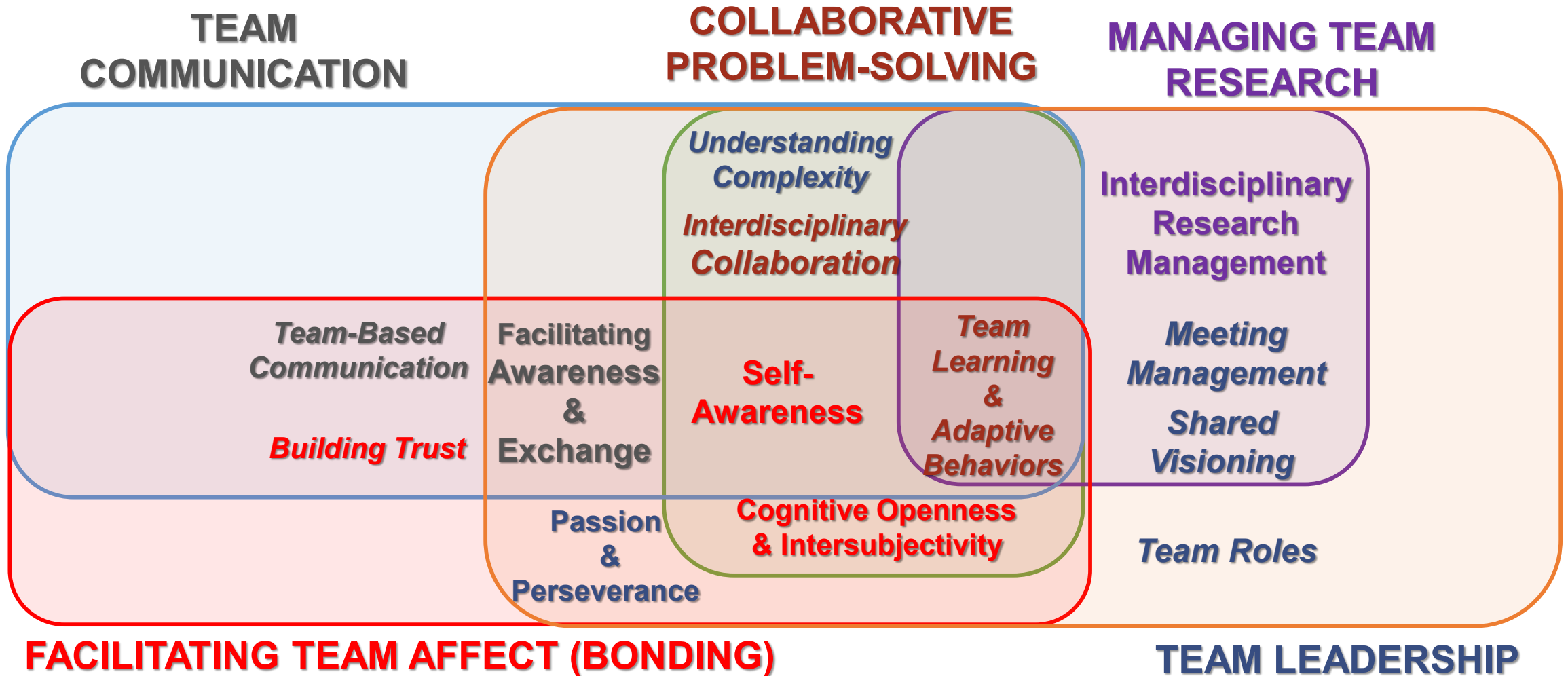


- ▶ Reflect on ways to recognize and respond to different types of cognitive biases.
- ▶ Develop & expand an understanding of your own & your team member's styles/modes.
- ▶ Explore strategic uses of how to use EI, styles & modes to support your team.
- ▶ Utilize versatility to enhance effectiveness in working with others.

## Day 3 Brief – Plan for the Day

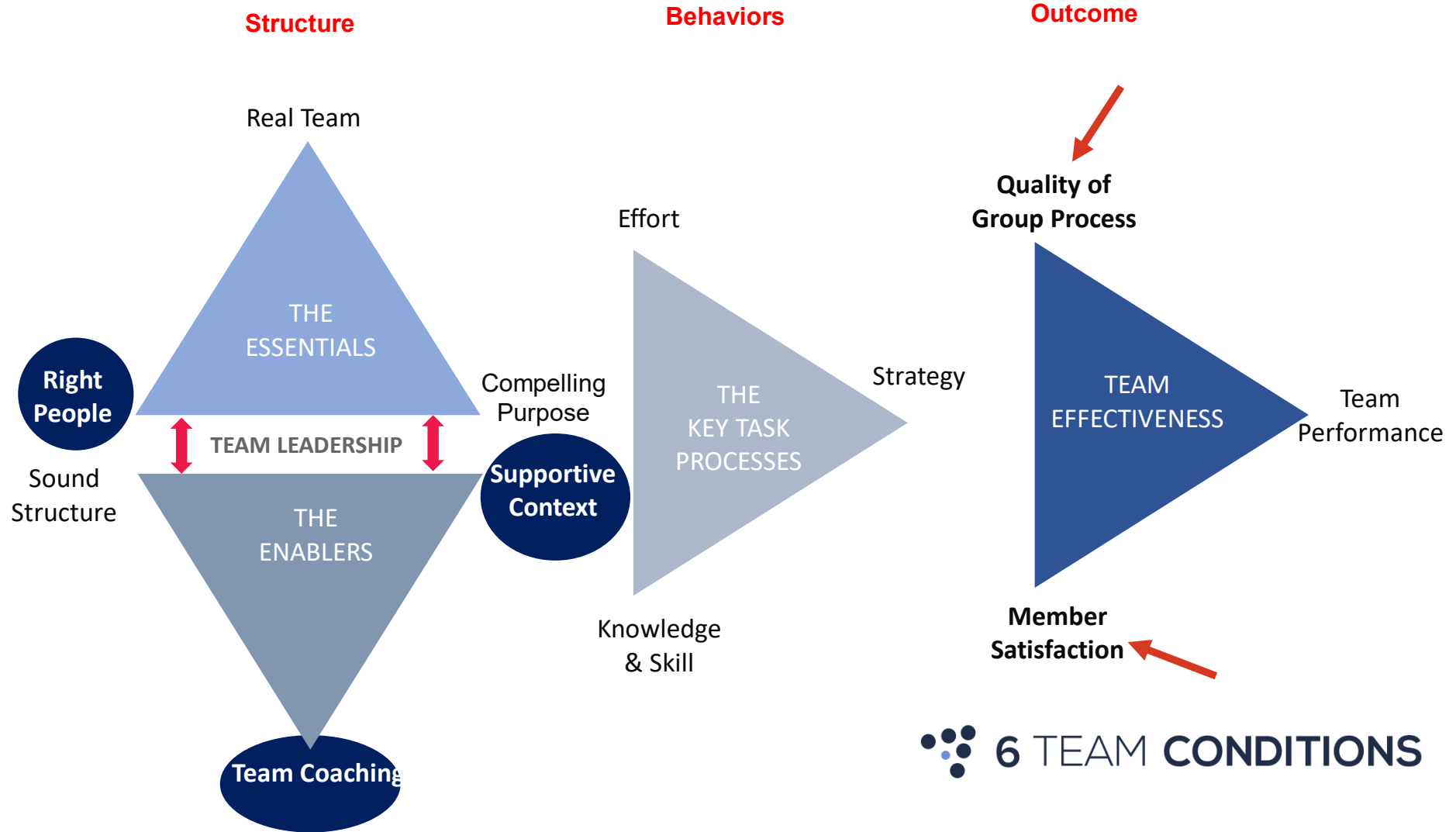
1. Review conceptual frameworks related to self-awareness
2. Cognitive biases of individuals on teams
3. Ladder of inference (assumptions)– how individuals interact with others on the team
4. Review self-assessments (EI, Social Styles, Thomas Kilmann Inventory)
5. Two activities and team time

# CTSA Translational Team Science Competencies for *Individuals* & Teams



**TRANSLATIONAL TEAM COMPETENCY DOMAINS**  
**Individual Competencies**      **Team Competencies**

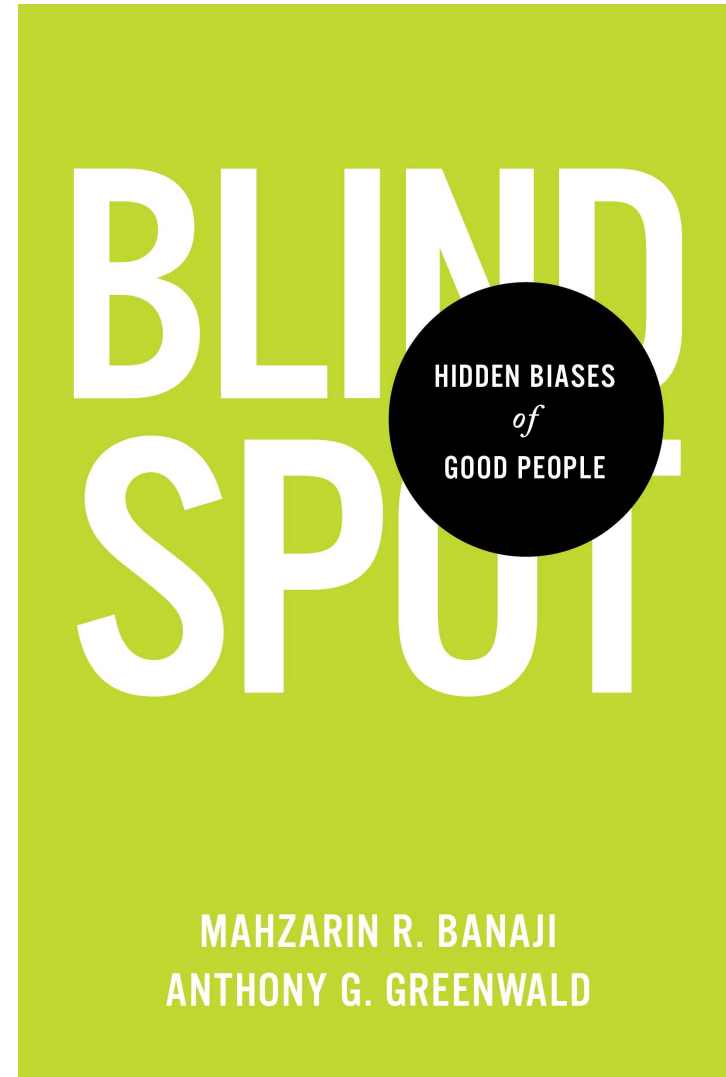
# The 6 Conditions of Team Effectiveness



# Types of Bias

## COMMON BIASES BASED ON CHARACTERISTICS

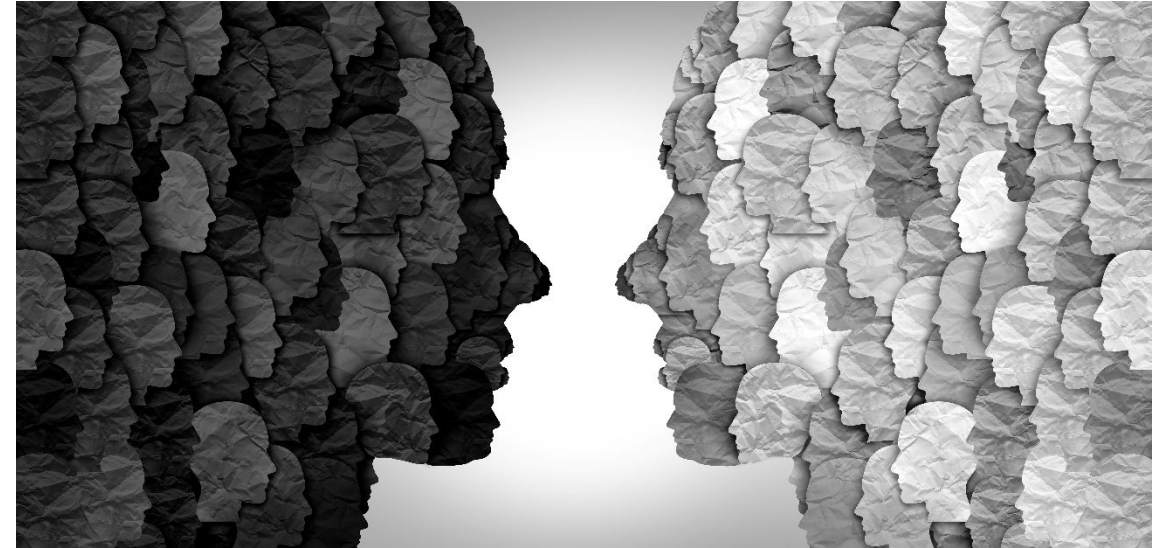
- Race.
- Ethnicity.
- Gender.
- Religion.
- Sexual orientation.
- Socioeconomic background.
- Educational background.



Banaji, M. R., & Greenwald, A. G. (2013). Blindspot: Hidden biases of good people. Delacorte Press.

# Cognitive Bias

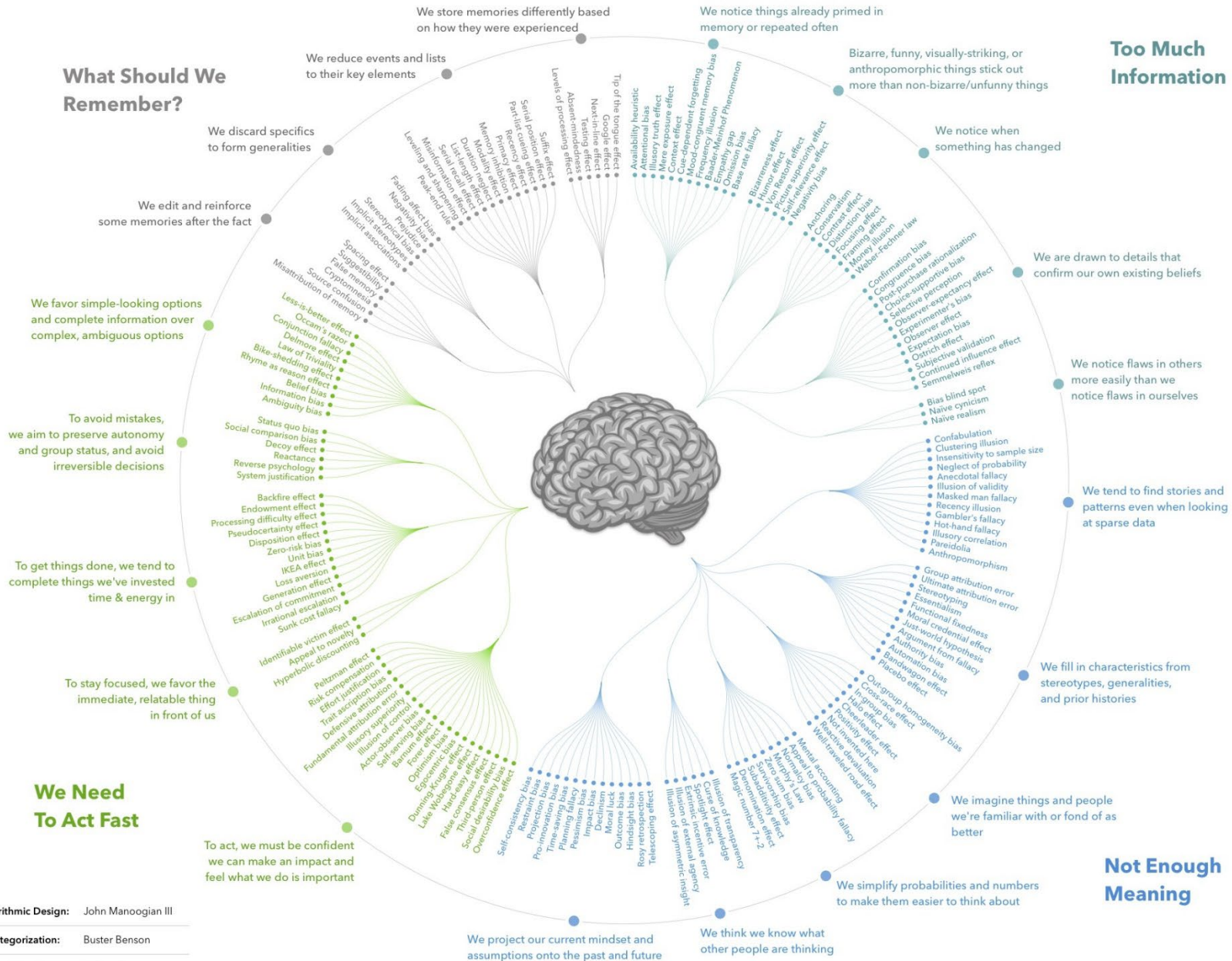
Type of Bias	Simple definition
Blind-spot bias	Recognizing bias in others, but failing to recognize it in yourself
Fundamental Attribution Error (correspondence bias)	Tendency to attribute someone's particular behaviors to existing, unfounded stereotypes while attributing our own similar behavior to external factors (being late)
In-group bias	People are more likely to help, support or believe someone within their own social group than an outsider (Carla the Quilter – NPR podcast – “What Does Modern Prejudice Look Like?”)



<https://www.verywellmind.com/cognitive-biases-distort-thinking-2794763>

# COGNITIVE BIAS CODEX

• Commons:Featured picture candidates/File:Cognitive Bias Codex - 180+ biases, designed by John Manoogian III (jm3).jpg



Visual & Algorithmic Design: John Manoogian III  
 Concept & Categorization: Buster Benson  
 List of 188 Cognitive Biases: Wikipedia





# Ladder of Inference

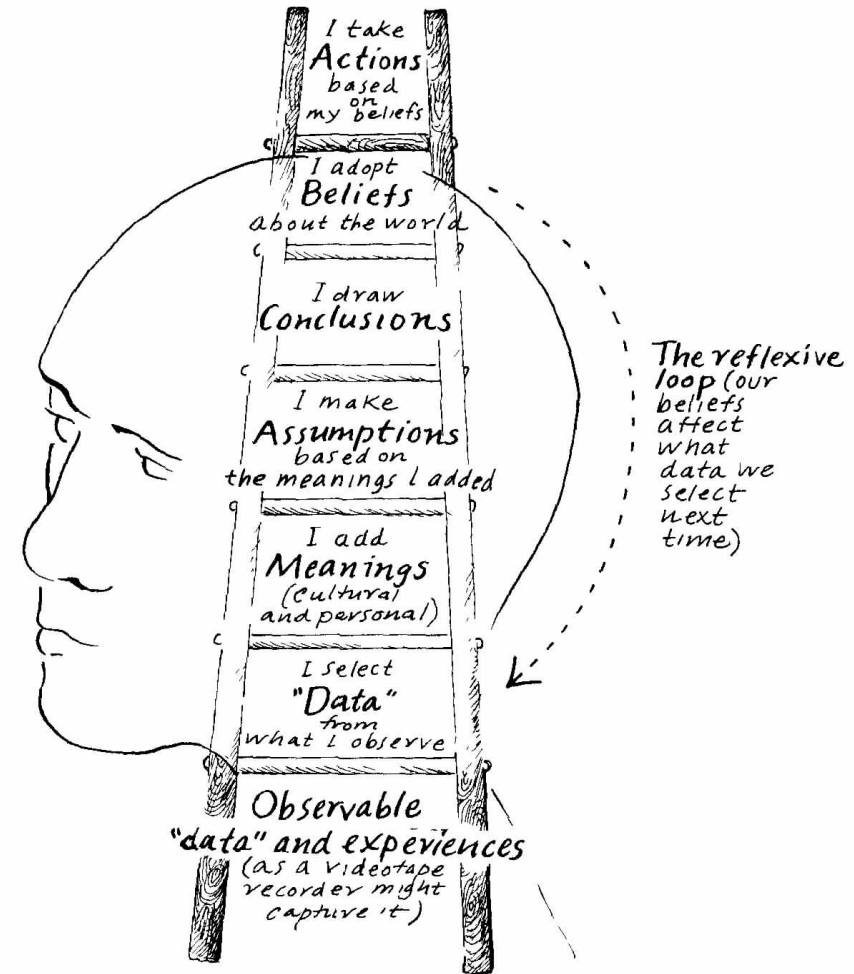
Developed by Chris Argyris & used by Peter Senge

- ▶ A “mental model” that describes how we interact with others
- ▶ 7 “rungs” on the ladder
- ▶ Applies in our professional and our personal lives

Argyris, C., 'Overcoming Organizational Defenses: Facilitating Organizational Learning,' 1st Edition, © 1990.

# Ladder of Inference – tool to better understand making effective decisions

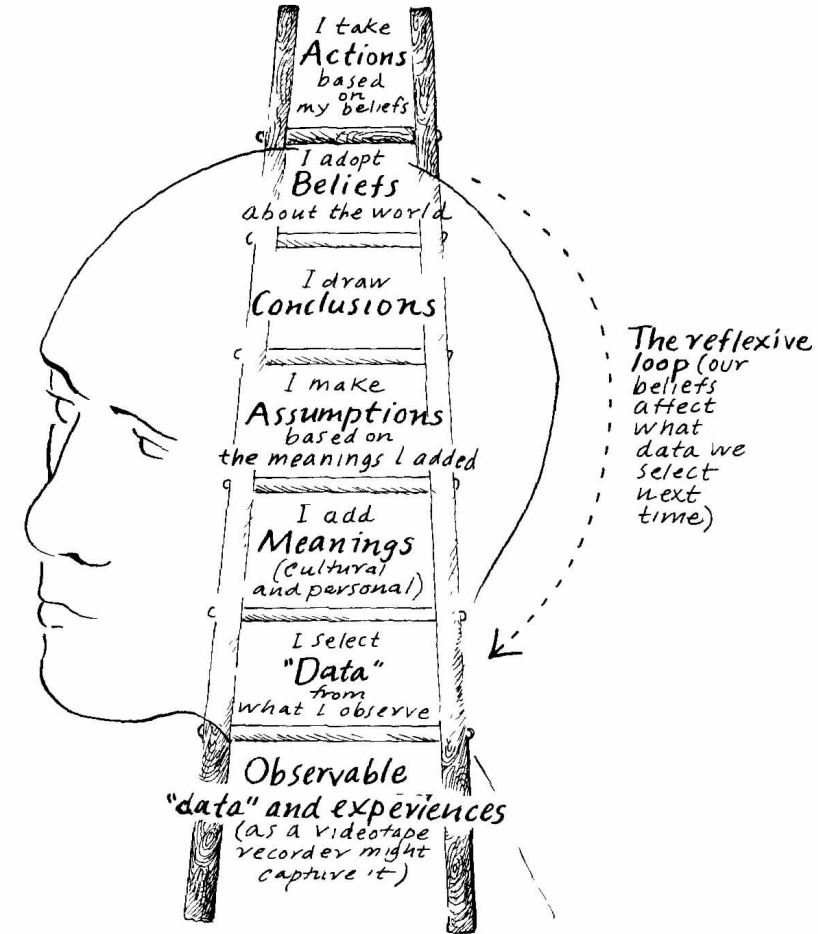
- ▶ What really happened?
- ▶ What was said?
- ▶ What did I hear?
- ▶ What conclusions did I come to?
- ▶ Could there be another explanation?
- ▶ Why would a rational person act that way?



# Ladder of Inference

## KEY TAKE AWAY:

- ▶ Become more aware of own thinking and reasoning (reflection)
- ▶ Making your thinking and reasoning more visible to others (advocacy)
- ▶ Inquiring into others' thinking and reasoning (inquiry/curiosity)



# Ladder of Inference vs. Unconscious Bias

- ▶ The ladder of inference is related to unconscious (implicit) biases
- ▶ Unconscious bias develops over time with life experiences
- ▶ Unconscious bias is NOT a decision-making process like the ladder of inference but can influence decisions



## Sources:

- How to Identify Cognitive Bias: 12 Examples of Cognitive Bias; Neil deGrasse Tyson's Master Class, 2020;
- <https://asana.com/resources/ladder-of-inference>

# Reducing Cognitive Bias

## QUESTION/BE CURIOUS:

- ▶ Be aware (self-awareness)
- ▶ Challenge your own beliefs
- ▶ Make clear to others how your reasoning process works
- ▶ Research the thought process of others (ask them – how did you come to that conclusion?)
- ▶ Try a blind approach

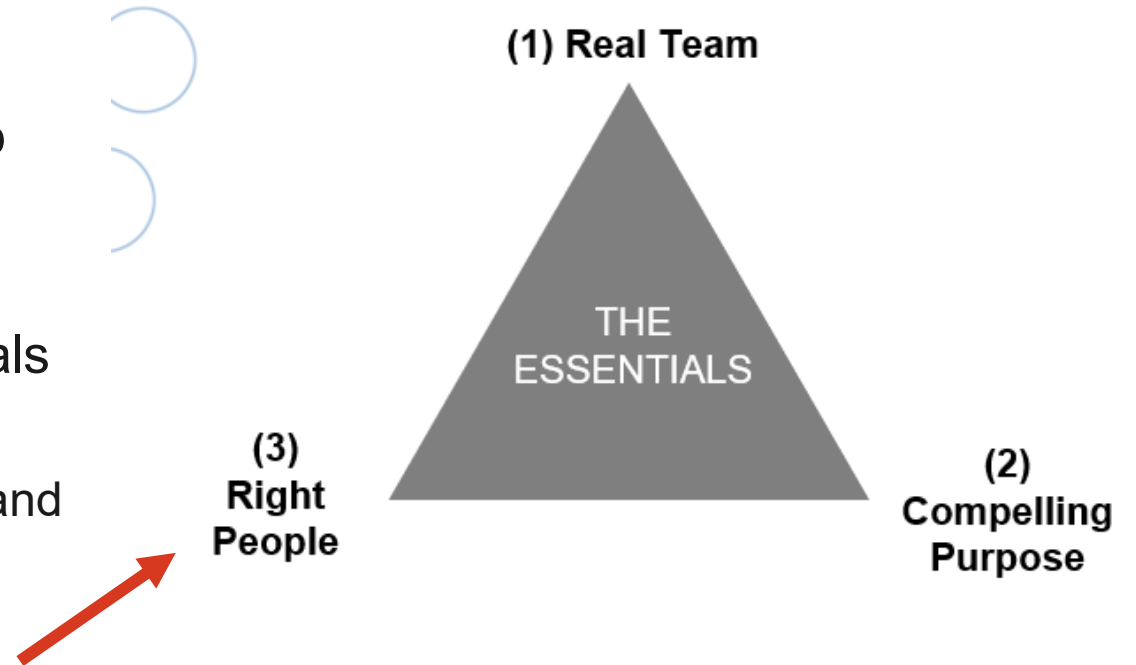


Source: How to Identify Cognitive Bias: 12 Examples of Cognitive Bias; Neil deGrasse Tyson's Master Class, 2020

# Activity: Breakout-room Discussions

## 10 MINUTES IN TEAM ROOMS

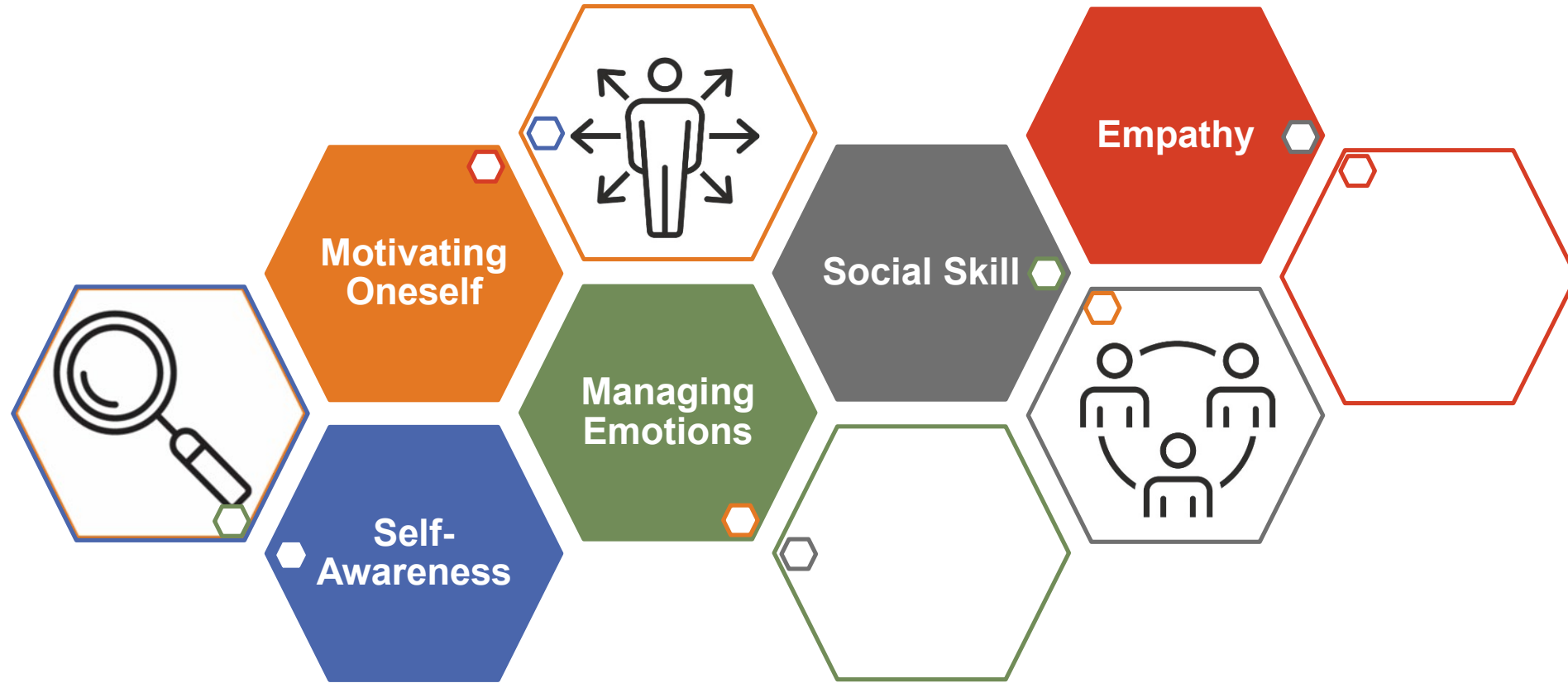
- ▶ Reflect on cognitive biases and the ladder of inference on team decision-making
- ▶ What strategies or team processes could help members recognize and address cognitive biases?
- ▶ From 6 Conditions Framework – The Essentials
  - ▶ Right People – does your team have the **diversity** that brings a range of perspectives and life experiences?



# Assessments of Self-Awareness

1. Emotional intelligence
2. Social Styles
3. Thomas Kilmann Inventory
4. Versatility

# Emotional Intelligence (EI)

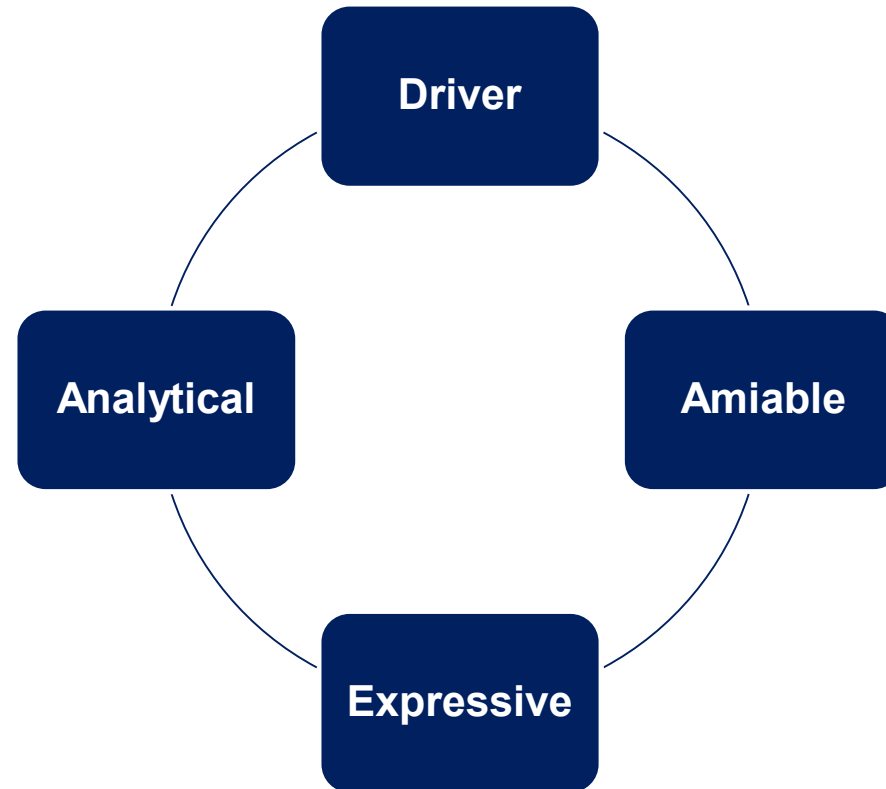


Emotional Intelligence,  
1995. Daniel Goleman



# Social Styles

- ▶ Recognizing the impact of your *observable* behaviors or *patterns* of behavior – as ***perceived by others***
- ▶ Three dimensions:
  - Assertiveness
  - Responsiveness
  - Versatility



Taylor & Merrill, 1960  
Merrill & Reid, 1981

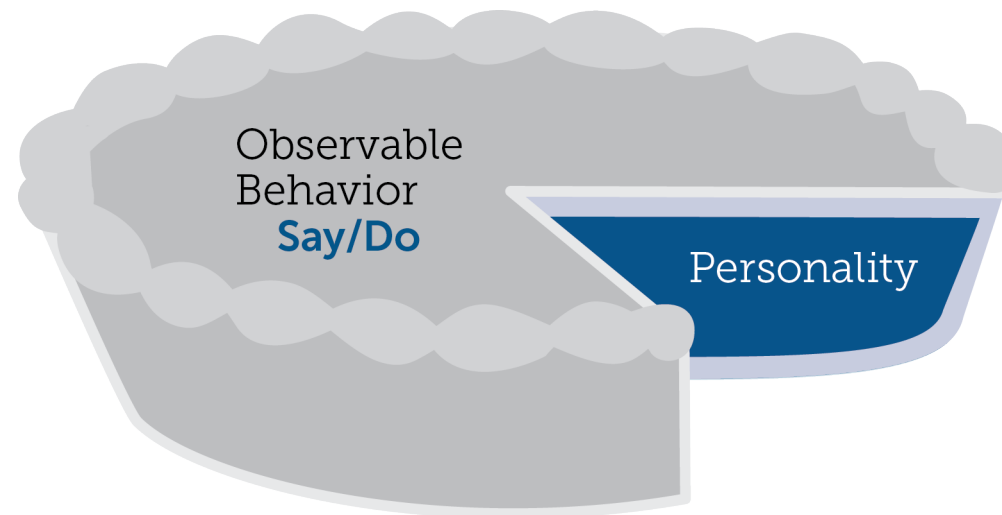
# Behavior & Personality

**Behavior** — What you say (verbal) and do (non-verbal)

**Interpersonal Behavior** — What you say and do when interacting with one or more people

**SOCIAL STYLE** — A particular pattern of actions that others can observe and agree upon for describing one's behavior

**Personality** — The combination of ideas, values, hopes, dreams, attitudes, abilities, as well as the behavior that others can observe that encompasses everything a person is



# Assertiveness



A dimension of behavior that measures the degree to which others perceive a person as tending to ask or tell in interactions with others

Tracom Resources: <https://tracom.com/resources>

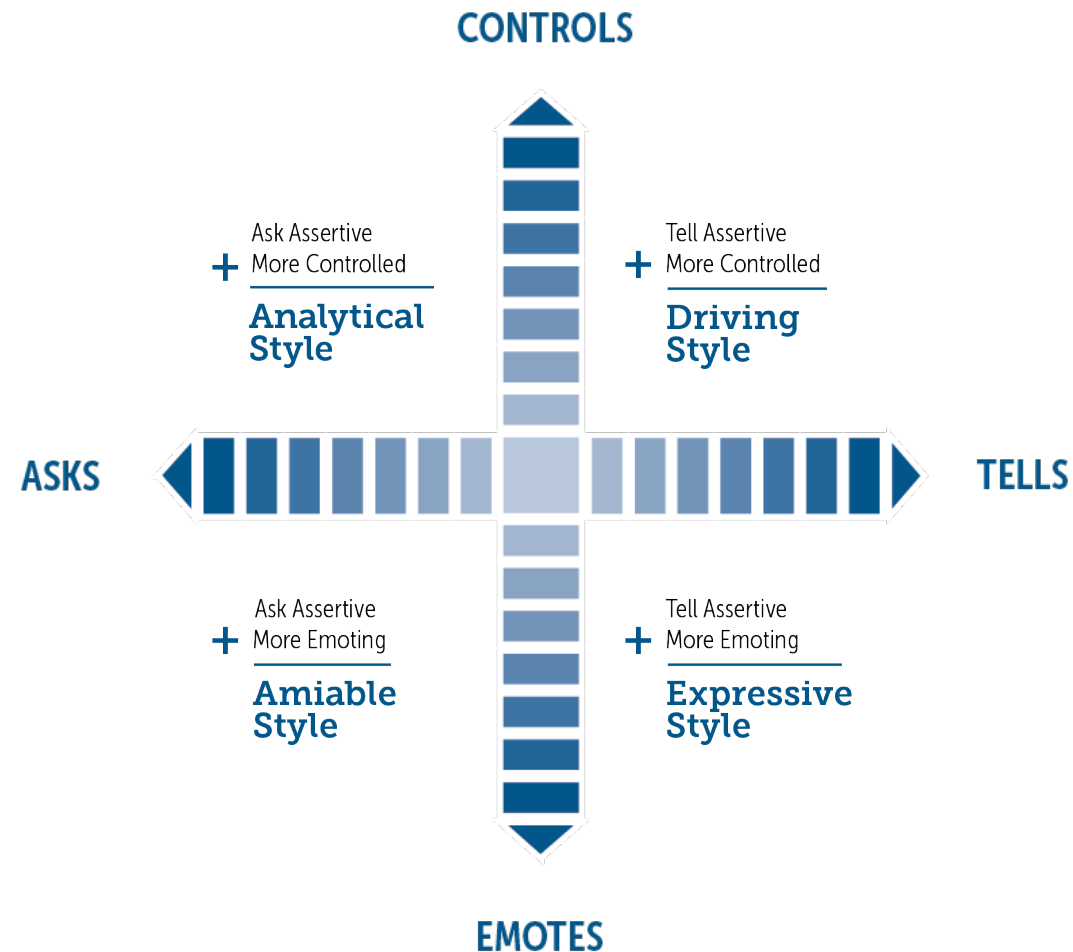
# Responsiveness

A dimension of behavior that measures the degree to which others perceive a person as tending to control or display his or her feelings and emotions when interacting

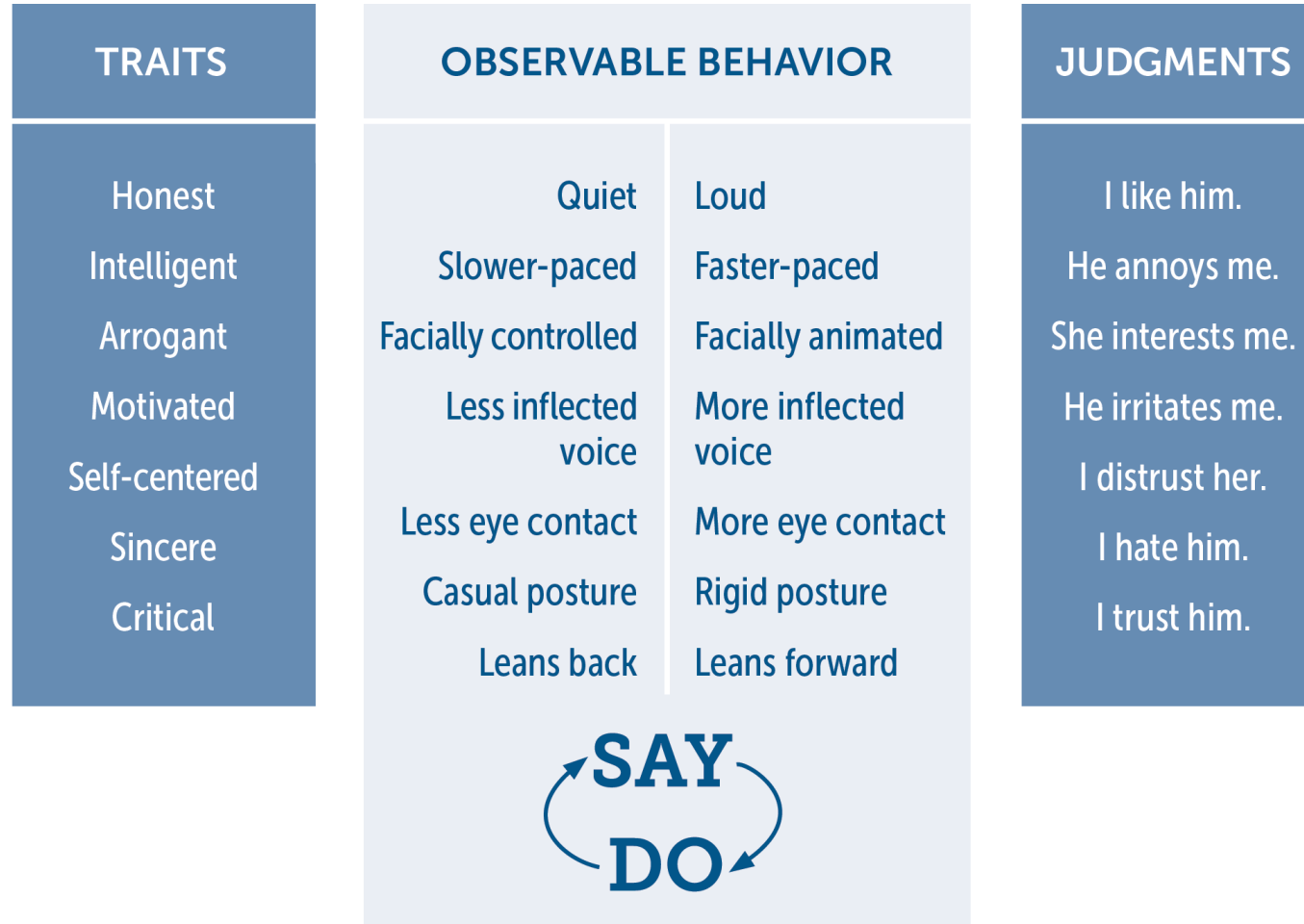


Tracom Resources: <https://tracom.com/resources>

# SOCIAL STYLE Model™

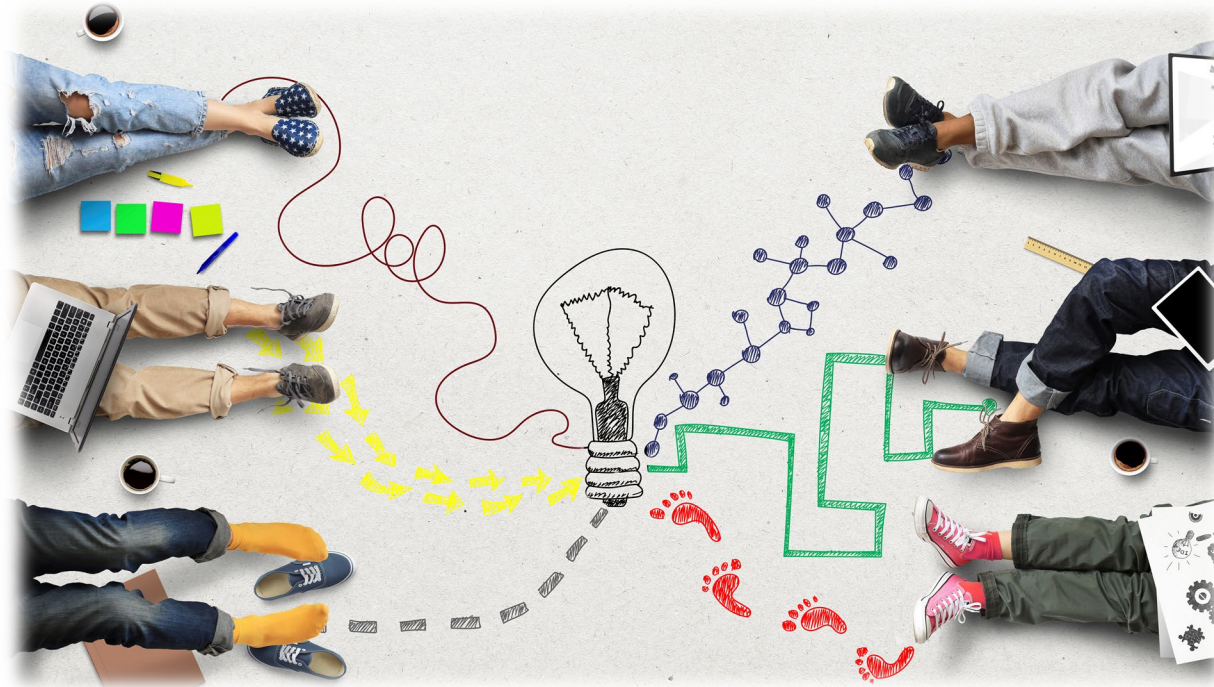


# Observable Behaviors



# Guiding Principles

- ▶ There is no best style or mode – each is useful in varying contexts
- ▶ Your style and mode represent habits & behaviors (not personality)
- ▶ Versatility is a skill – practice



## Social Styles Versatility – 3<sup>rd</sup> Dimension

- ▶ Most powerful interpersonal skill
- ▶ Diverse experiences critical to innovation & performance improvement but places strain on communication
- ▶ Reduce interpersonal tension by keeping the task focused on solving problems & achieving productivity, efficiency, & employee engagement improvements
- ▶ Soft skills yield hard results

*“the more I know about you, the more I know about me, and the more I can take responsibility for managing the differences between us.”*



# Improving Your Effectiveness with Others

**1. Know Yourself:** Know the impression you make on others, how your behavioral preferences can cause tension for others

**2. Control Yourself:** Learn to be tolerant of others' behavior without becoming tense

**3. Know Others:** Observe others' behaviors to learn about their tension levels, how they respond to your messages, and what you can do to make the interaction more comfortable and effective

**4. Do Something for Others:** Once you know what makes another person comfortable, try to accommodate his/her preferences

# Thomas-Kilmann Conflict Mode Instrument (TKI)

## UTILIZE MODES IN APPROACHES TO CONFLICT

- ▶ Assess an individual's behavior in conflict situations

## Thomas-Kilmann Conflict Mode Instrument

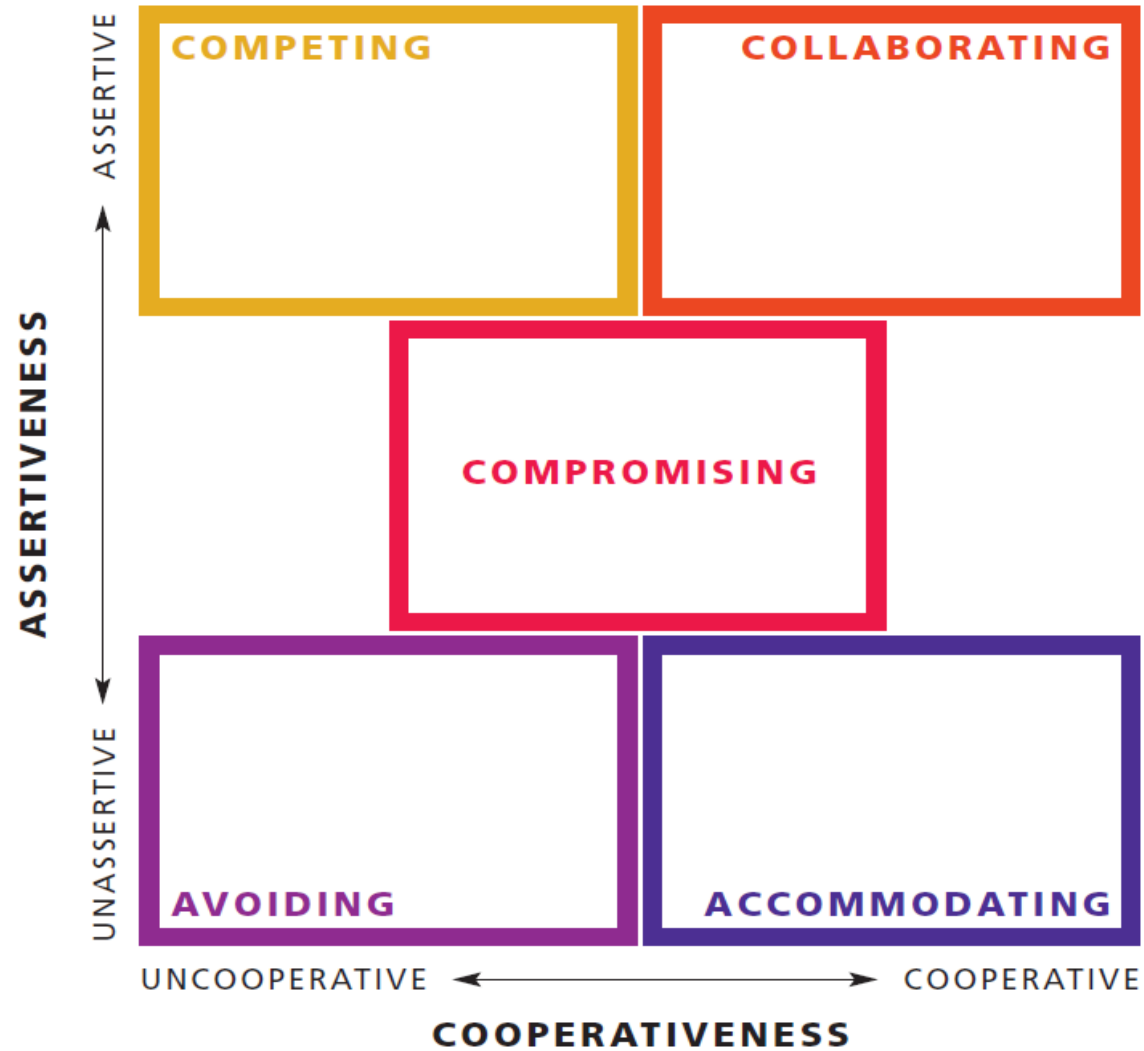
PROFILE AND INTERPRETIVE REPORT



Kenneth W. Thomas and Ralph H. Kilmann

Thomas, K. and Kilmann, R., 2008. Thomas-Kilmann Conflict Mode Instrument Profile and Interpretive Report. [online] Organizationimpact.com.

# Thomas-Kilmann Conflict Mode Instrument



## Why Do We Tend to use 1-2 Modes/Styles?

- ▶ Background/upbringing
- ▶ Environment
- ▶ Job responsibilities/position
- ▶ Communication skills
- ▶ Social skills/demeanor
- ▶ Past experience – what has/hasn't worked
- ▶ Cultural norms
- ▶ **Habit vs. conscious choice/decision**

# Activity: Breakout room discussions – 10 minutes (be prepared to provide comments in chat)

## BREAKOUT ROOMS BY TEAMS

- ▶ What is the benefit of knowing the results of these self-assessments?
- ▶ Does knowing styles/conflict modes (of yourself and your team members) help you think differently about how you interact with your team?
- ▶ Tie back to 6 conditions – design of your team

# TKI History

1964 (Blake and Mouton)	Identified 5 conflict modes
1971 (Thomas Dissertation)	Conflict Modes & Interdepartmental Conflict
1972 (Kilmann Dissertation)	Projective Measure of Interpersonal Values
1973	Initial development & validation of TKI (Goal = develop a tool that overcomes social desirability bias)
1974	Validation with 339 middle & upper managers in gov'n't & business (predominantly white, male, highly educated)
2007	Updated norms with randomized sample of 4000 men, 4000 women stratified by race/ethnicity, age, organizational level, & geographic region to mirror U.S. workforce (after 59,000 took online)

# Social Style Model™ History

<b>1960's</b> (Taylor, Merrill)	Adjective checklist → factor analysis to identify human behavior → multi-rater instrument with refined adjective list to assess assertiveness, responsiveness, & versatility
<b>1970's-2000's</b> (Use of Adjective List)	Original 150 item dichotomous adjective list sent to > 1 million people for research & professional development; psychometric reliability & validity established
<b>2003</b> (Social Style Profile: SSP-E)	Shifted to 88 behavioral statements & 5-point scale; revised language; increased focus on versatility
<b>2003-2018</b> (SSP-E: Research & Norms)	Identifying norms for geographic regions (both style & versatility); job roles (versatility), explored but did not find meaningful differences in U.S for groups categorized by race/ethnicity, gender, or region
<b>2018</b> (development of SSP 3.0)	Focus on virtual teams, decrease number of items, remove “image” questions in versatility measure, maintain reliability & validity; 42 Items (Style = 17; Versatility = 25)

# Preparation for Tomorrow

## PREWORK

- ▶ No pre-reading for tomorrow.



# Tools & Resources

- ▶ Implicit Association Test: <http://implicit.harvard.edu>
- ▶ Tracom Resources: <https://tracom.com/resources> (social styles)
- ▶ Emotional Intelligence Leadership: <https://hbr.org/2004/01/leading-by-feel>
- ▶ Harvard Negotiation Project:  
[https://www.pon.harvard.edu/research\\_projects/harvard-negotiation-project/hnp/](https://www.pon.harvard.edu/research_projects/harvard-negotiation-project/hnp/)
- ▶ Every Single Cognitive Bias in One Infographic (visualcapitalist.com)
  - ▶ A map of cognitive biases in decision making: <https://www.visualcapitalist.com/every-single-cognitive-bias/>
- ▶ Thomas-Kilmann Conflict Mode Instrument – TKI:  
<https://kilmanniagnostics.com/a-brief-history-of-the-thomas-kilmann-conflict-mode-instrument/>

# Team Time: Discuss these questions

## SELF-AWARENESS

### ▶ Cognitive Bias:

- How will your team address biases?
- Does your team value diversity (perspective, race, gender, ethnicity, socioeconomic status, etc.)?

### ▶ Social Styles:

- How will you use the information of social styles for each team member to enhance team effectiveness?

### ▶ Thomas Kilmann Inventory

- When conflict arises, how and who will handle the conflict?
- How will you team use the results of your TKI assessment to improve team effectiveness?