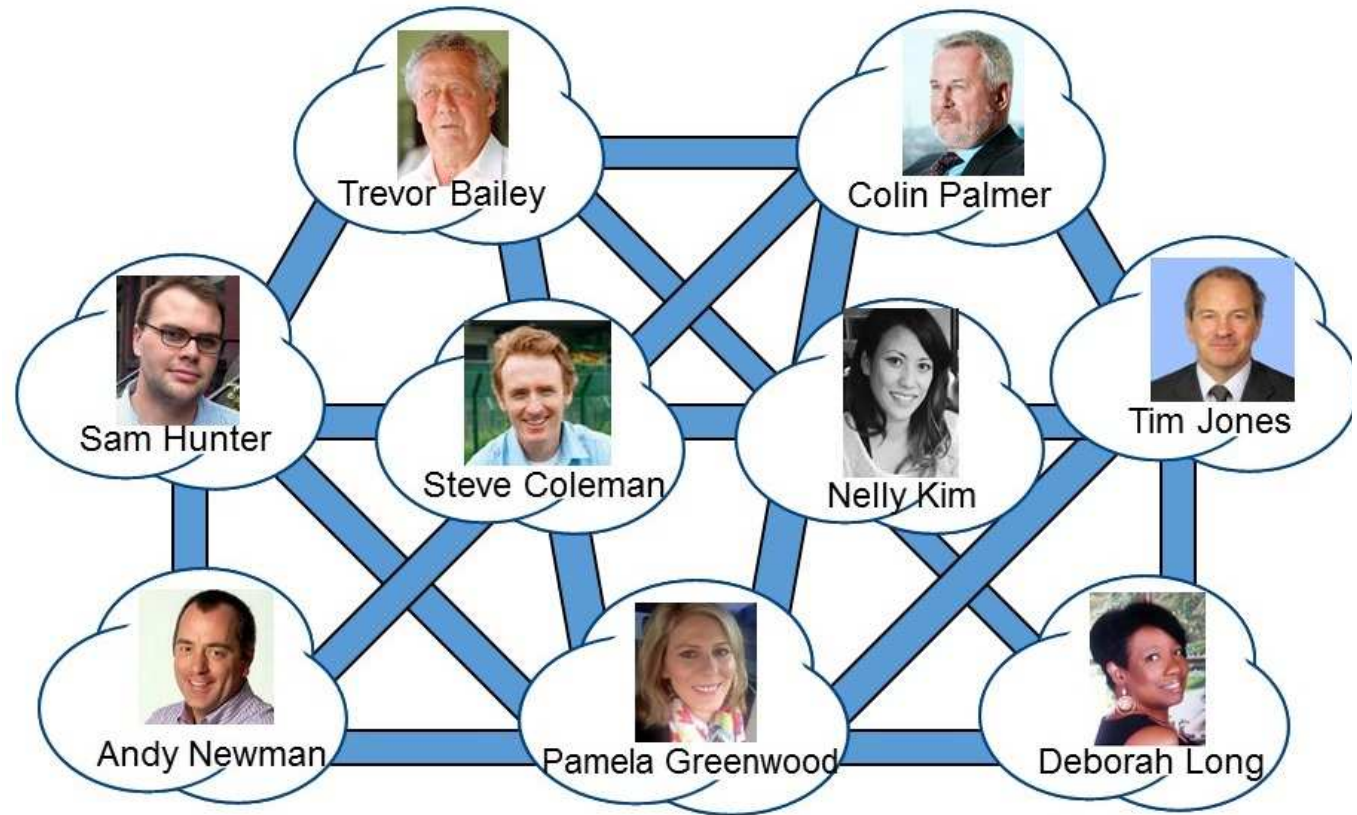# PERCEPTIONS VERSUS INTENTIONS

Receiving feedback is of vital importance for every individual. Without knowledge of how others experience you, it is hardly possible to achieve more effective behaviour.

In addition to the individual feedback program LDT360, the LD-Toolbox also has a feedback component within the Team Effectiveness program: Perceptions versus Intentions

We use Timothy Leary's interpersonal circumplex model as an instrument. This model is often called Leary's rose.
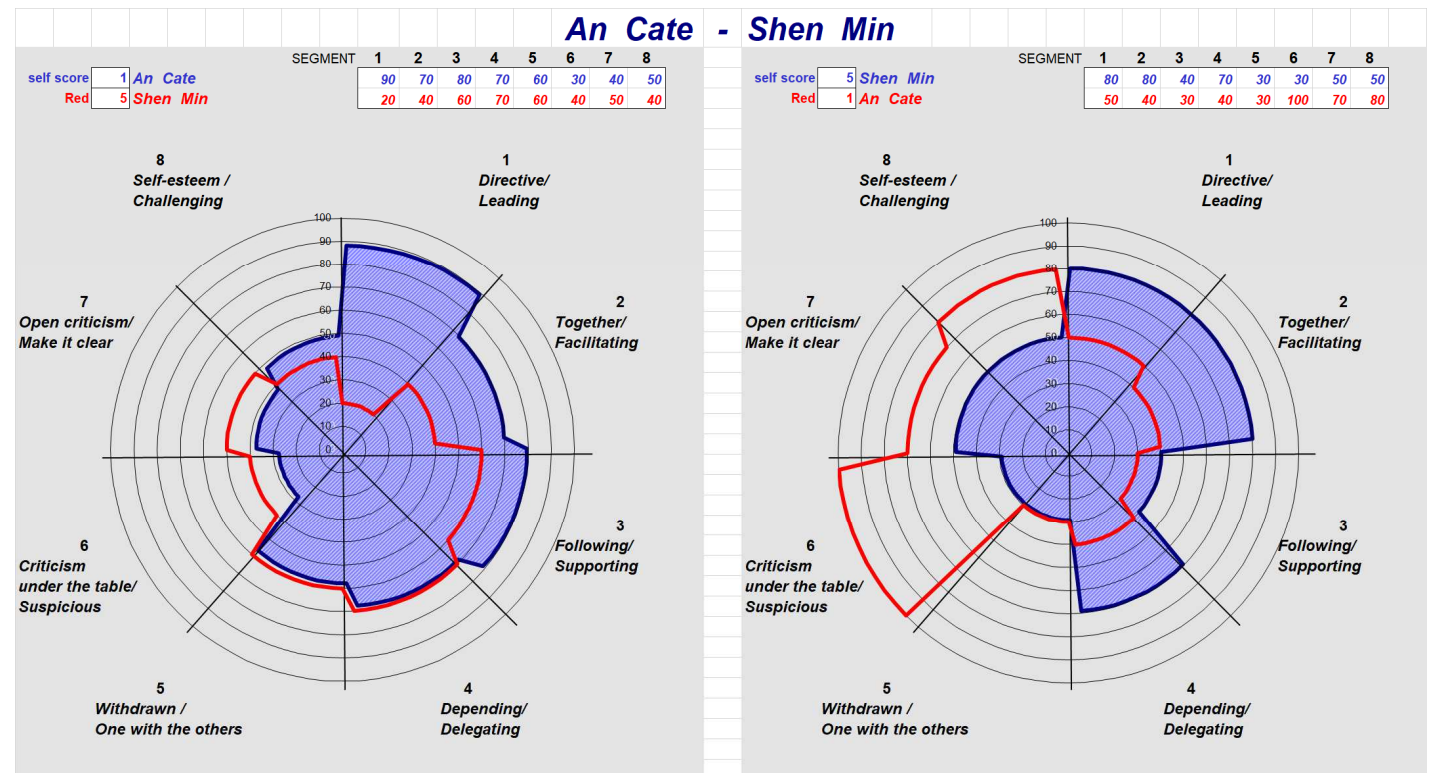
WHAT IS ACTUALLY THE REAL TRUTH?

"I find it very interesting indeed that every colleague, during our reviews, turned out to have his own 'truth' and looked at me 'with different eyes', but what is the real truth?"
Said a young leader from the Chinese Management Team after the one-on-one reviews in the Team Effectiveness program. It outlines how unusual it is in China to share feedback with one's own colleagues.
Actually, in Asian countries it is *not-done* to give feedback openly and I was also seriously advised against organizing a feedback process. Because the hierarchy and the potential loss of 'face' among managers, that make criticism almost impossible.
Despite this, our method of organizing feedback during the IM360 process (safe 1:1 conversations based on pre-completed questionnaires) was a success!

The enthusiasm among the young Chinese Management Team, confidentially discussions and the exchange of peer tips proved to be a breakthrough.
Especially because, in this completely different culture, building trust normally takes years.

An Cate - Shen Min

SEGMENT	1	2	3	4	5	6	7	8
self score 1 An Cate	90	70	80	70	60	30	40	50
Red 5 Shen Min	20	40	60	70	60	40	50	40

SEGMENT	1	2	3	4	5	6	7	8
self score 5 Shen Min	80	80	40	70	30	30	50	50
Red 1 An Cate	50	40	30	40	30	100	70	80

8 Self-esteem / Challenging
1 Directive/ Leading
2 Together/ Facilitating
3 Following/ Supporting
4 Depending/ Delegating
5 Withdrawn / One with the others
6 Criticism under the table/ Suspicious
7 Open criticism/ Make it clear

TALKING ABOUT DIFFERENT CULTURES...

Yes, there are quite a few taboos about openly sharing criticism. While we don't make a big deal about it in the Netherlands, it is quite difficult in France, for example.

The cultures in the different countries in the world have been described by Geert Hofstede in his 6 dimensions. All these different cultures have been divided into six clusters by Huib Wursten. Japan was the only country that was too difficult to classify in one of those clusters. One of the important dimensions is the 'Power Distance' dimension. Huib defined 3 clusters with low power distance and 3 clusters with high power distance.

Particularly in countries with a high power distance (PDI), it is certainly difficult to discuss criticism. France and Belgium belong to the so-called Solar cluster.
Actually, sharing criticism is easiest in countries with a low PDI (Power Distance Indicator).
Particularly in the Network Cluster with low PDI and low Masculinity (MAS), i.e. in the Netherlands and Scandinavia it is relatively easy to share feedback.

But anyway, it's definitely worth trying! The Chinese example showed that it is all about how you organize the process!

6 culture clusters©

itim Intercultural Management

	The egalitarian group; empowerment, decentralization			The hierarchical group; centralized,		
	Contest	**Network**	**Machine**	**Solar system**	**Pyramid**	**Family**
	PDI IDV MAS UAI	PDI IDV MAS UAI	PDI IDV MAS UAI	PDI IDV MAS UAI	PDI IDV MAS UAI	PDI IDV MAS UAI
	USA UK Irland Nw Zealand Australie Canada	Sweden Netherlands Norway Finland Denmark Baltics	Germany Switzerl.(G) Czech rep. Hungary Austria	France Belgium Switzerl. (FR) Italy (Nd) Poland Spain	Guatemala Brazil Russia Turkey Portugal S.Korea	Singapore Hong Kong China Thailand India Malaysia
	Competition Autonomy Decentralisation Risktaking Results Ambition Innovation	Consensus Cooperation Decentralisation Risktaking Well being Reliability Social ethics	Structure Autonomy Decentralis ation Procedures Expertise Expert needs	Hierarchy Rules Centralisation Formalism Analyses Honour Well being	Hierarchy Loyalty Centralisati on Formalism Procedures Respect Indirect	Hierarchy Loyalty Centralisation Harmoniy Flexibility Indirect Communication

THE TEAM EFFECTIVENESS PROGRAM

LDpe's Team Effectiveness Programma omvat een serie ééndaagse workshops voor teams. Elke workshop volgt een goed uitgedacht format en wordt ondersteund door unieke instrumenten.

Op systematische wijze zal, stapsgewijs, het team haar functioneren versterken, de interactie tussen de teamleden verbeteren en zullen de teamleden leren om een gezamenlijke teamprestatie te leveren. Vervolgens zal het team zich focussen op de strategische uitdagingen, waarbij de bestaande paradigma's onder de loep worden genomen, waarbij innovatie gestimuleerd wordt en vernieuwende oplossingen bedacht worden.

Voor het succes en de groei van een onderneming is een sterk en compleet management team onontbeerlijk. Maar een team bestaat uit een aantal unieke individuen met ieder hun eigen karakter en persoonlijkheid, met sterke potentiële kwaliteiten en mogelijke valkuilen. Vaak ook met sterk ontwikkelde ego's en merkbare geldingsdrang.

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"There are some egos in here gumming it up."

Toch is het, in het belang van de organisatie en henzelf, belangrijk dat deze groep van individuen een hecht en functionerend team vormen, dat goed interacteert, duidelijk en 'met één mond' spreekt en dat het de juiste randvoorwaarden bewerkstelligt voor de organisatie om haar doelen te realiseren.   .

Voor een leider is het best wel gezond om een sterk ego te hebben, maar de sterke ego's van leiders kunnen ook risico's vormen voor het minder goed functioneren van het leidersteam en kan het 'op hol geslagen ego' van een leider dramatische gevolgen hebben voor een organisatie.

OVER HET TEAM EFFECTIVENESS PROGRAMMA

The Team Effectiveness process was developed by LDpe in collaboration with Capgemini University and has since been applied 35 times. The 'pilot' took place in Shanghai in 2005 with the Capgemini China Management Team. Afterwards, the TE process was mainly applied in the Benelux, Scandinavia, for the new EU countries in Eastern Europe, with international, inter-organizational and local management and project teams.

Preconditions
An important condition for a team to participate in LDpe's Team Effectiveness Program is that all team members have the intention and willingness to:
- build mutual trust in each other;
- to be completely open to each other, wanting to enter a critical dialogue with each other;
- to be willing to 'commit' to the process and the outcome of the workshops;
- and to look forward to the pleasure of getting to know each other and working as a team..

Workshops
The design of the program is based on and uses the most advanced insights and expert theories. The program includes a series of one-day workshops for teams. Each workshop follows a well-thought-out format and is supported by a unique set of supporting tools. In a systematic manner, the team will, step by step, strengthen its functioning, improve the interaction between team members and learn to deliver as a team. The team will then identify its challenges, critically examine existing strategies and further stimulate renewal and innovation.

Team Effectiveness I and II

The first two TE workshops follow the three team effectiveness dimensions, as defined by Maastricht University:
internal effectiveness, intermediary effectiveness, and external effectiveness.
Prior to the series of TE workshops, we will conduct a measurement of team members' perceptions of the joint interaction pattern.*) This measurement, which is based on Timothy Leary's Interpersonal Circumplex model, provides a good starting point for, in the first workshop, working on internal effectiveness in the team: Perceptions versus Intentions.

*) **The IM360 interaction model**

DETERMINANTS OF MANAGEMENT TEAM EFFECTIVENESS Research in science and practice
Based on intensive observation and interviews with managers and management teams, research at Maastricht University (Raes, Glunk, Heijltjes, & Roe, 2007) has identified the interaction between MT and lower–level managers as crucial for organizational effectiveness.
Thus, a management team's overall effectiveness depends on three factors:
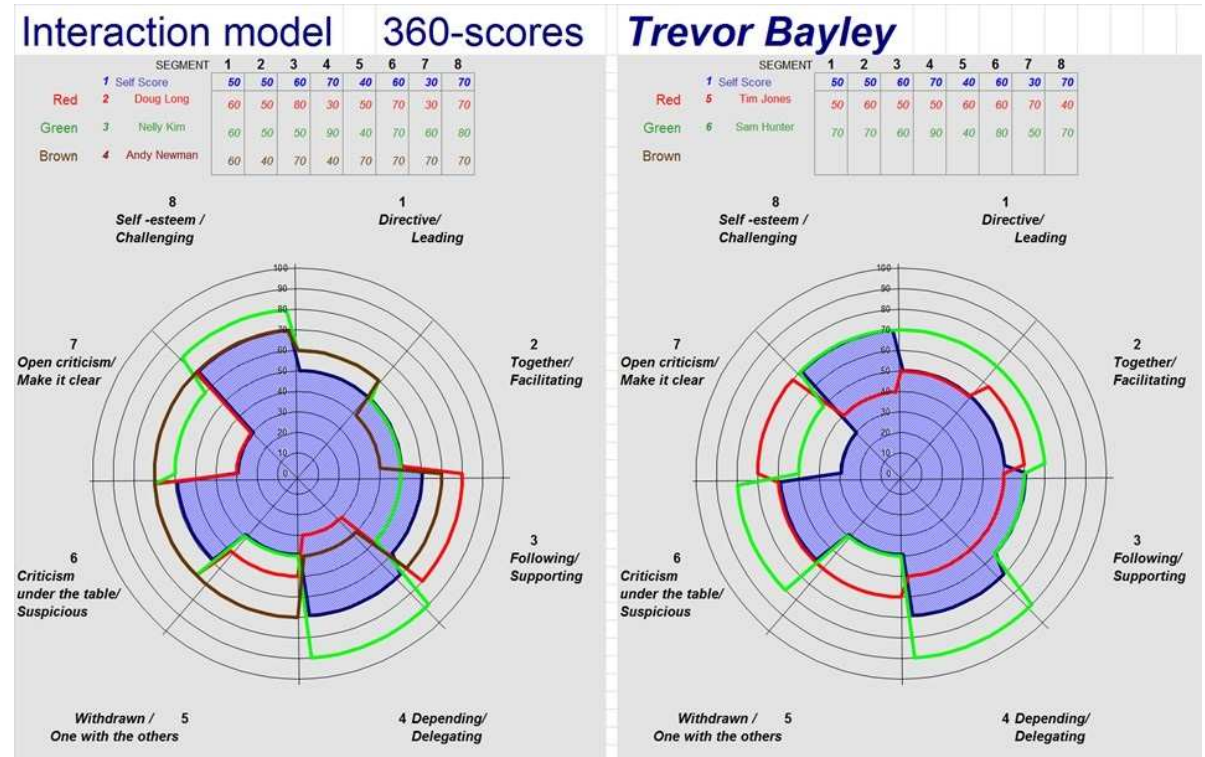- *internal effectiveness: the quality of interactions between team members, which is the basis for good interpersonal relationships and high-quality decisions*
- *intermediary effectiveness: the way of interacting with lower-level managers, which leads to acceptance of the MT's views and decisions*
- *external effectiveness: the degree to which the MT creates conditions that enable the organisation to carry out its decisions.*

- *Our (often unconscious) behavior is the cause and effect of the (often unconscious) behavior of others*
- *We think we communicate about 'content', but the (unconscious) imposed relationship is at least as important for the effectiveness of communication*
- *The 360º Interaction Model can help us to separate content and imposed relationship and the analyze the effects of our communicative behavior*
- *The model can help us uncover our different perceptions about how we think, communicate and influence*
- *Our assumption is that more clarity about how we perceive and influence each other can lead to increased effectiveness of team collaboration*

INSTRUMENT FOR ORGANIZING 1:1 FEEDBACK SESSIES

With LDpe's IM360 interaction model, based on Leary's rose*) we make it possible for team members to separate content and interaction, in order to analyze interpersonal communication themselves.

*) Timothy Leary's interpersonal circumplex model is a model for conceptualizing, organizing, and assessing interpersonal behavior, its characteristics and motives (Wiggins, 2003).
Originally it was called the Leary Circumplex, but it often is called 'Leary's Rose'.

The 1:1 feedback sessions that take place between individual team members maps the mutual interaction between them. Discussions are organized between each team member and all his/her colleagues, each lasting 20 minutes. The basic material used for this is the questionnaires completed by the participants about themselves and about each colleague. This process, Perceptions versus Intentions, creates a lot of clarity that did not exist before and it is an important first step towards creating a close-knit team. If desired, in Team Effectiveness II, Collaborative Leadership, the team can jointly deliver a product, for example a business plan or organizing a large meeting with the entire staff.
If desired, there are also two subsequent workshops on Strategy and Innovation.