



Kevin Callahan and William Strydom

Reading the Undercurrents of Team Interactions



44°N



69°W

Reading the Undercurrents of Team Interactions

KEVIN CALLAHAN

LEADERSHIP WAYFINDING

NAVIGATING COMPLEXITY
NEW ERA, NEW THINKING

A 2-part introduction to human
relationship systems

KEVIN CALLAHAN
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Kevin Callahan, MSPOD, ICE-EC



NAVIGATING COMPLEXITY
NEW ERA, NEW THINKING

I bring people together to solve complex problems.



- Lives in Maine with family
- Supports leaders working in complexity
- Coach, consultant, trainer, speaker, author
- 20+ years software and IT
- 10+ years agile practitioner
- IC Agile trainer and contributor
- Agile Uprising & InfoQ podcast guest
- Work at all organizational levels to increase agility
- Mountain biker, musician, husband

William Strydom, CPCC, ORSCC, CEC



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Integral Agilist, Professional Coach and Leadership Developer



- A Professional Coach working in the agile space
- Over 15 years of agile experience in various business sectors
- Have been involved in software development for over 28 years in various sectors ranging from education, finance, insurance, to federal and state government
- Currently focused on leadership development and large scale change

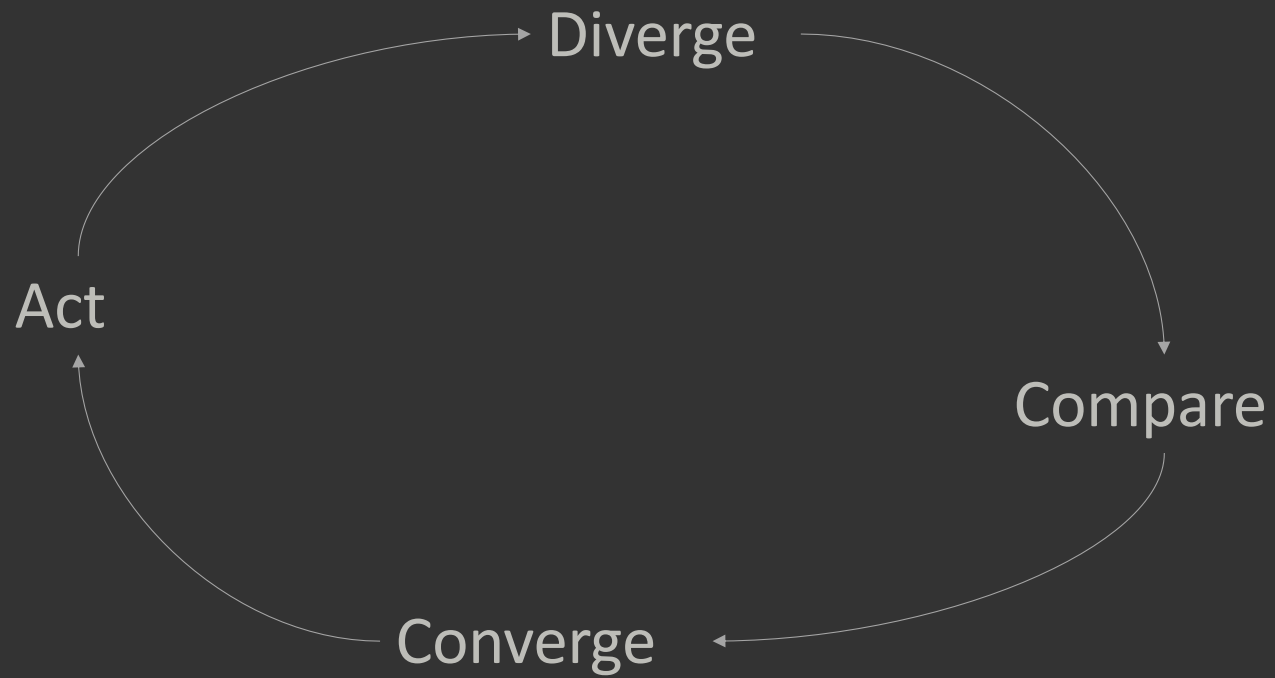
Learning Preferences



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- We tend to have some default responses to how we approach learning situations.
- Some combinations of these responses are naturally harmonious (though not necessarily more effective!) and others less so.
- These are not deterministic or fixed identities!
- Let's explore them!

Learning Cycle





Set The Room

1. Mark where your table currently is so you can move it back.
2. Move tables and chairs so we have a clear open space to work.
3. Ensure that anything you move can be moved back to where it started.

Kolb Experiential Learning Model, v3



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Accommodating

“progress is getting started and course correcting.”

- Action oriented
- Experimental
- Can begin without full information
- Challenged by inaction or when others “don’t get it”

Diverging

“progress is hearing from all voices and having lots of ideas.”

- Generate information
- Inclusive; care about all voices
- Big picture
- Challenged to “go with what we have” and finish

Concrete Experience
Experiencing

Active Experimentation
Hands-On

Processing

Reflective Observation
Watching

Perception

Converging

“progress is deciding quickly and knowing structural details.”

- Applying structure
- Deciding
- Tactical
- Challenged by slowing down and checking assumptions

Assimilating

“progress is taking time to get all the right information and understanding it.”

- Comparison and analysis
- Love information
- Finding the “right” answer
- Challenged by time and urgency

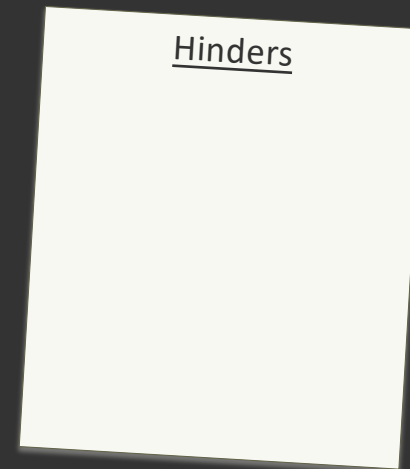
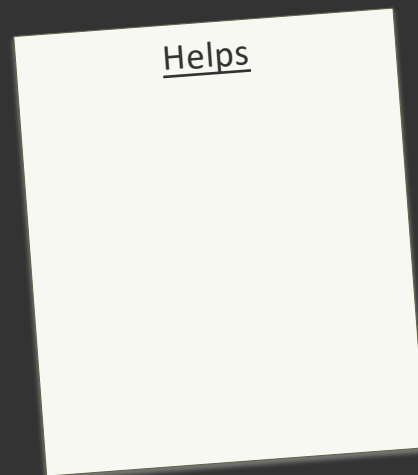
Abstract Conceptualization
Thinking

Helps and Hinders



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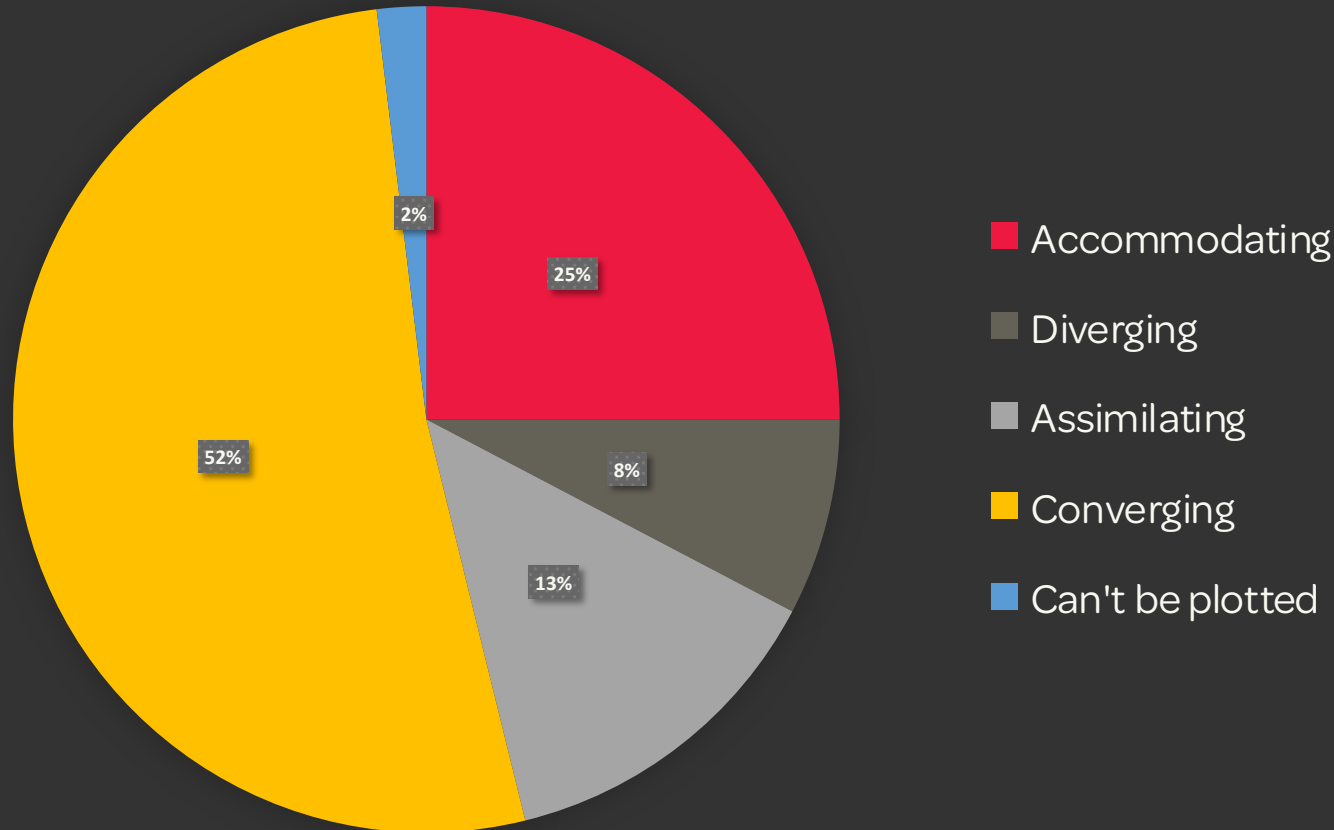
- In each group, on a new piece of flip chart paper (or two!):
 - How does your preference **help** a group or decision move through the learning cycle?
 - How does you preference **hinder**?



How This Might Matter...



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Kantor Structural Dynamics



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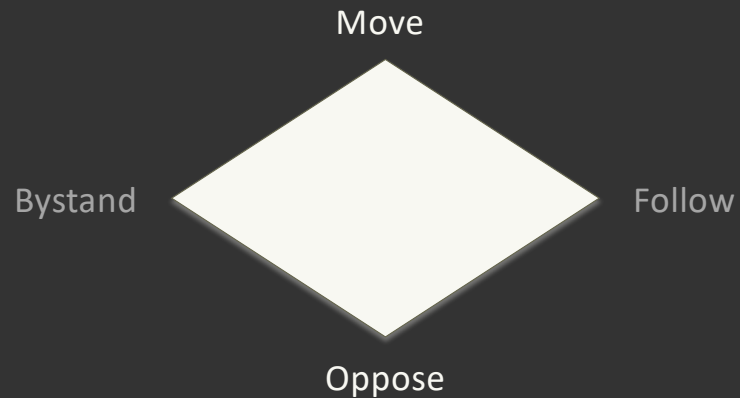
- Universal model of human interaction
- Concerned with speech acts
- Three primary components
 - Action Mode (we'll be working with this one!)
 - Operating System
 - Communication Domain

Kantor Four Player Model



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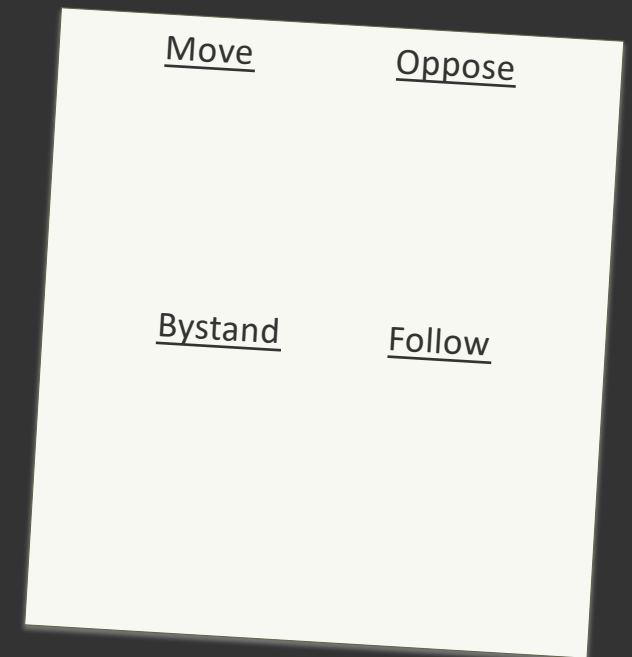
(Action Mode)



- Without *Moves* there is no *direction*.
- Without *Opposes* there is no *correction*
- Without *Follows* there is no *completion*.
- Without *Bystands* there is no *perspective*

4 Players in Party Planning!

- Place the 4 Actions on the floor in your group's area.
- Choose an Action you often use.
- Discuss examples of each action in your party planning. *Precise language is helpful!*
- Record your examples on a new flipchart.



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Common Stuck Patterns



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- Serial Moves
 - M -> M -> M -> M -> M ...
- Point Counterpoint
 - M -> O -> M -> O -> M ...
- Courteous Compliance
 - M -> F -> F -> F ...
- Covert Oppose
 - M -> F(O) -> B(O) ...

Debrief Questions



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- Debrief as groups:
 - What insights did you find?
 - What sticks out for you?
 - How might this be helpful in your work?
 - How might you learn to flex into other preferences and action modes?
- Short debrief as whole group:
 - What insights are you taking away?

Learning More



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- Reading
 - *How You Learn is How You Live* by Kay Petersen and David Kolb
 - *Reading the Room* by David Kantor
- Private Workshops
 - Deep dives facilitated by us, onsite for you.
 - *Communication is More Than Words*

Thank You! How To Find Us?



- [linkedin.com/in/kevin-callahan-mspod](https://www.linkedin.com/in/kevin-callahan-mspod)
- www.kevin-callahan.com



- @WLstrydom
- [linkedin.com/in/williamstrydom](https://www.linkedin.com/in/williamstrydom)
- www.TealTransformation.com



Reset the Room!

Please move all tables and chairs back to where they were when we arrived ;)



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