

COORDINATING WORKING TEAMS & RELATIONAL LEADERSHIP



Co-funded by the
Erasmus+ Programme
of the European Union

MODULE N° 8

GREEN LABS

TEAM SPIRIT & COHESION

FOCUS : COOPERATION POSTURES

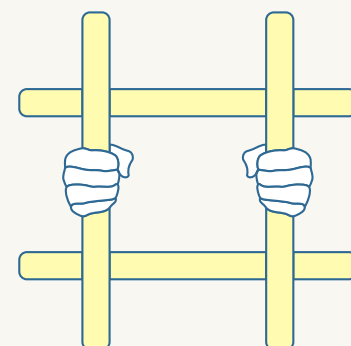


Trust or Security Framework

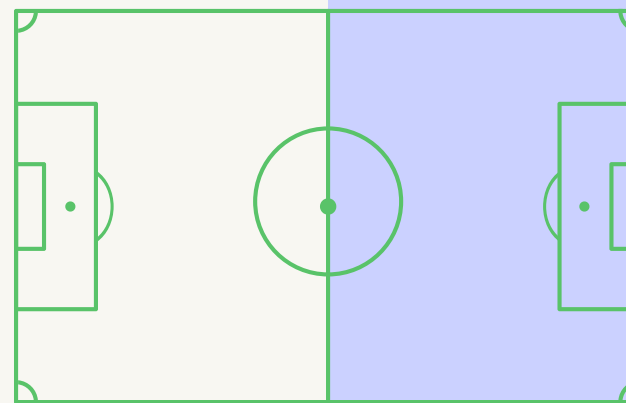
WHY?

- Agree on the ground rules
- Promote shared responsibility
- Build security and trust within the group
- Minimize ego, power, and dominance struggles
- Hold more efficient work sessions

Sometimes the very idea of rules or guidelines can provoke resistance (fear of being restricted or limited).



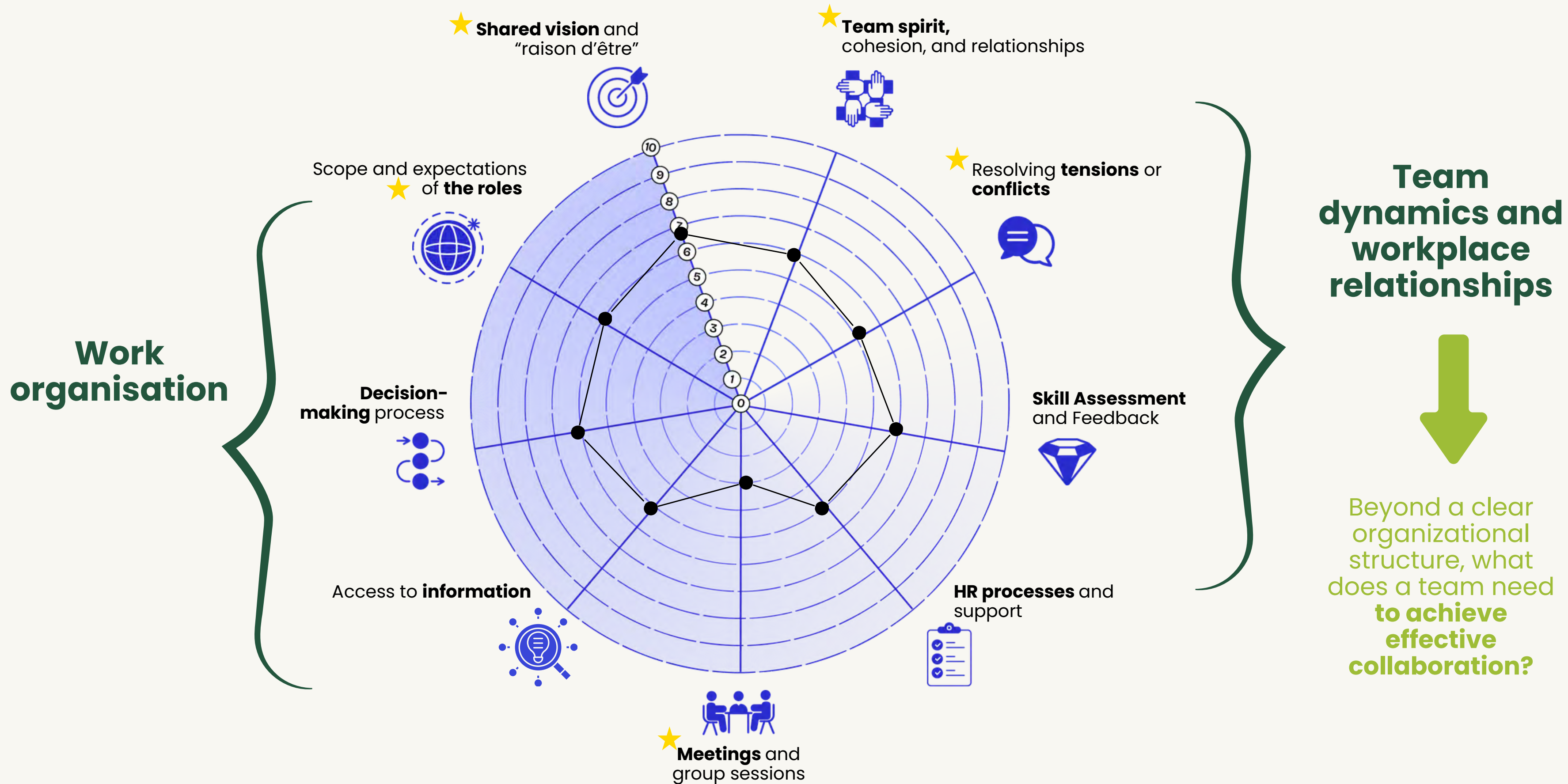
No explicit rules = a lot of implicit rules.



The framework primarily defines what we are allowed to do safely.



The work... and the individuals



Interpersonal dynamics, values, and teamwork



Getting to know each other better to collaborate better

Taking care of the collective as well as the individuals
Postures, values, rituals...

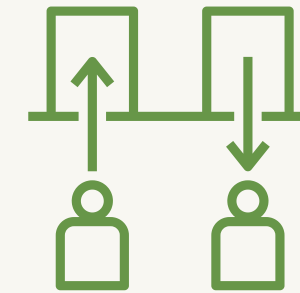
Conflict resolution process



Preventing and managing interpersonal conflicts

What framework and what method ?

HR Framework and Support



Integrate and support so that everyone can find their place

Recruitment, onboarding, and employee support processes

Interpersonal dynamics, values, and teamwork



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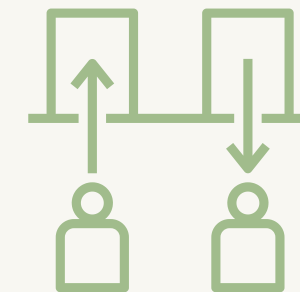
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Interpersonal dynamics, values, and teamwork

Values

Our values shape **our decisions** and guide **our actions**

Authenticity
Independence
Right to make mistakes
Mutual support



Behaviors

Explain the organization's values by being **specific** and illustrating them through **behavior**

Dare to speak
Listen to each other and don't interrupt
Trust your team
Be discreet in collaborative spaces

Compass for cooperation - Example of LICA



Interpersonal dynamics, values, and teamwork

How can we build it and keep it running?

- **Step by step**, in response to specific needs,
- **Start with real-life situations** rather than abstract concepts,
- **Be specific** and illustrate with examples or specific behaviors,
- **Work on it collectively** in a workshop or a seminar

Example of method : Share your needs and allergies in the work guidelines

Interpersonal dynamics, values, and teamwork

Getting to know each other to work better together:

- Taking the time to recognize and express my own needs
- Understanding my colleagues' needs allows me to



Facilitate cooperation

WHAT DO I NEED TO WORK WITH OTHERS – WHAT IS IMPORTANT TO ME ?

WHAT ARE MY ALLERGIES WHEN I WORK WITH OTHERS ?



Needs & Allergies

The question is:

“What do I need to feel safe and work well with others?”

- Attitudes and behaviors
- Communication styles
- Mood and atmosphere
- Work practices
- Setting and environment

Working Conditions

Self-diagnostic

Your skills and
your needs to
cooperate



1

MY WORKING METHODS



WHAT DO I NEED TO WORK WELL WITH OTHERS – WHAT IS IMPORTANT TO ME ?



WHAT ARE MY ALLERGIES WHEN I WORK WITH OTHERS?



THINK ABOUT

Attitudes and behaviours
Communication methods
Ambience and
atmosphere
Working methods
Setting and environment

Your name

.....
.....

Your organisation

.....
.....

2

Self-diagnostic - Compass for cooperation



Purpose : Outline the skills we need to develop to strengthen our collaborative approaches

Suggestion: Take a step back and open a discussion about the key behaviors that foster cooperation

Level of proficiency

Comments, examples

1 star = not at all
5 = Completely

Listen: attentively, to understand

☆☆☆☆☆

Honor your commitments (reliability)

☆☆☆☆☆

Act with complete transparency: share
accurate information

☆☆☆☆☆

Be proactive rather than reactive; take the
initiative

☆☆☆☆☆

Seek input, ask for help

☆☆☆☆☆

Dare to speak up, express your concerns and
your opinion

☆☆☆☆☆

Reflect on yourself and question your
assumption

☆☆☆☆☆

Be willing to see things from the other
person's perspective, let go

☆☆☆☆☆

Assume that the other person is doing their
best

☆☆☆☆☆

Put the group first: prioritize the collective
interest

☆☆☆☆☆

CONFLICT RESOLUTION



Interpersonal dynamics, values, and teamwork



Getting to know each other better to collaborate better

Taking care of the collective as well as the individuals
Postures, values, rituals...

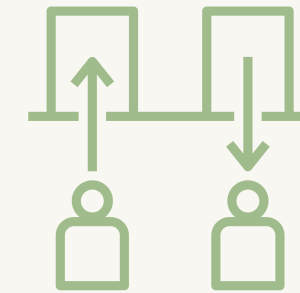
Conflict resolution process



Preventing and managing interpersonal conflicts

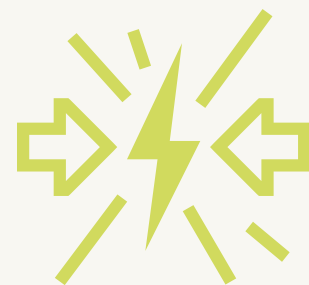
What framework and what method ?

HR Framework and Support



Integrate and support so that everyone can find their place

Recruitment, onboarding, and employee support processes



Conflict resolution process

Its goal : identify, prevent, manage, and resolve interpersonal conflicts.



**“Conflict is a part of life.
Today, I realized that conflict is only dangerous
when we try to avoid it.”**

Dominic Barter

Conflict resolution resources in LICa



References

Group agreements

Compass for cooperation

Governance

Clear roles and **decision making process**

'Raison d'être'

Vision, common goal



Tools

Feedback guide

Peer reviews

Non Violent Communication tools



Individuals

Support pair

Internal mediator role

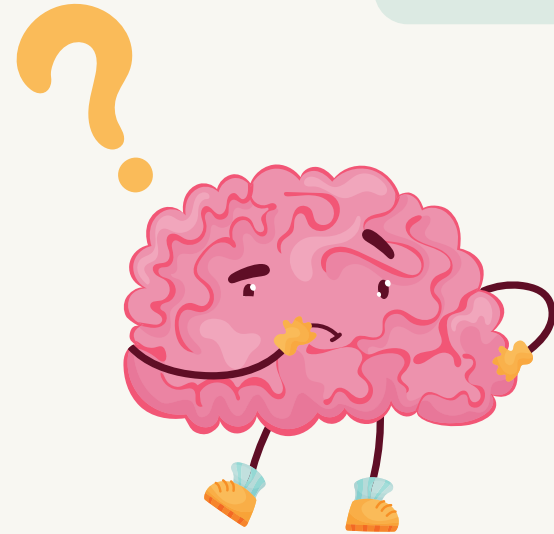
External mediator



**FOSTER A CULTURE OF
FEEDBACK**

The difficulties in giving a constructive feedback

Giving and receiving constructive feedback is never easy, and it's often uncomfortable.



Indirect, gentle, and tactful feedback

> the brain does not process the information



Very direct feedback, in an inappropriate setting

> puts the other person on the defensive

3 types of feedback

Collective

Individual

Project feedback

For what purpose?

Improve internal processes and practices

Improve how we work together

Leverage methodologies and best practices

How many people ?

From 2 to 100

Emotional involvement?



Operational feedback

For what purpose?

Develop and enhance

Promote skill development

Identify areas of potential and difficulty

How many people ?

2 or 3 people

Emotional involvement?



Interpersonal feedback

For what purpose?

Improve workplace relationships

Leverage dual difficulties

How many people ?

Just two people, in a private setting

Emotional involvement?



Tips for giving feedback

Prepare your feedback in advance

- 1) Clarify your intention
- 2) Choose the method

Tips: Write freely, then edit!

Ask someone else for help with the preparations!

Check availability

- This is crucial! No uncontrolled feedback
- You can stop feedback at any time

Face-to-face, in a special setting

- Never via email or instant messaging

Breathe, seize the moment

- Not too “in the heat of the moment,” but sent promptly
- Let things cool down in the event of a conflict
- Take the time to provide feedback

Constructive feedback



Not all feedback is easy to give or receive

1 What is my intention ?

- Boost, express gratitude
- Improve work practices
- Strengthen relationships

2 Is that true ?

- Based on facts and observations

3 Is that useful ?

- Does this information add value? Is it beneficial for the individual and the organization?
- Will the individual be able to use it?

A communication tool for speaking in a positive and nonviolent way



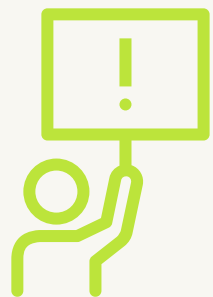
Observation

What are the facts, situations, and examples?



Feeling

How do I feel in this situation? What emotions am I experiencing?



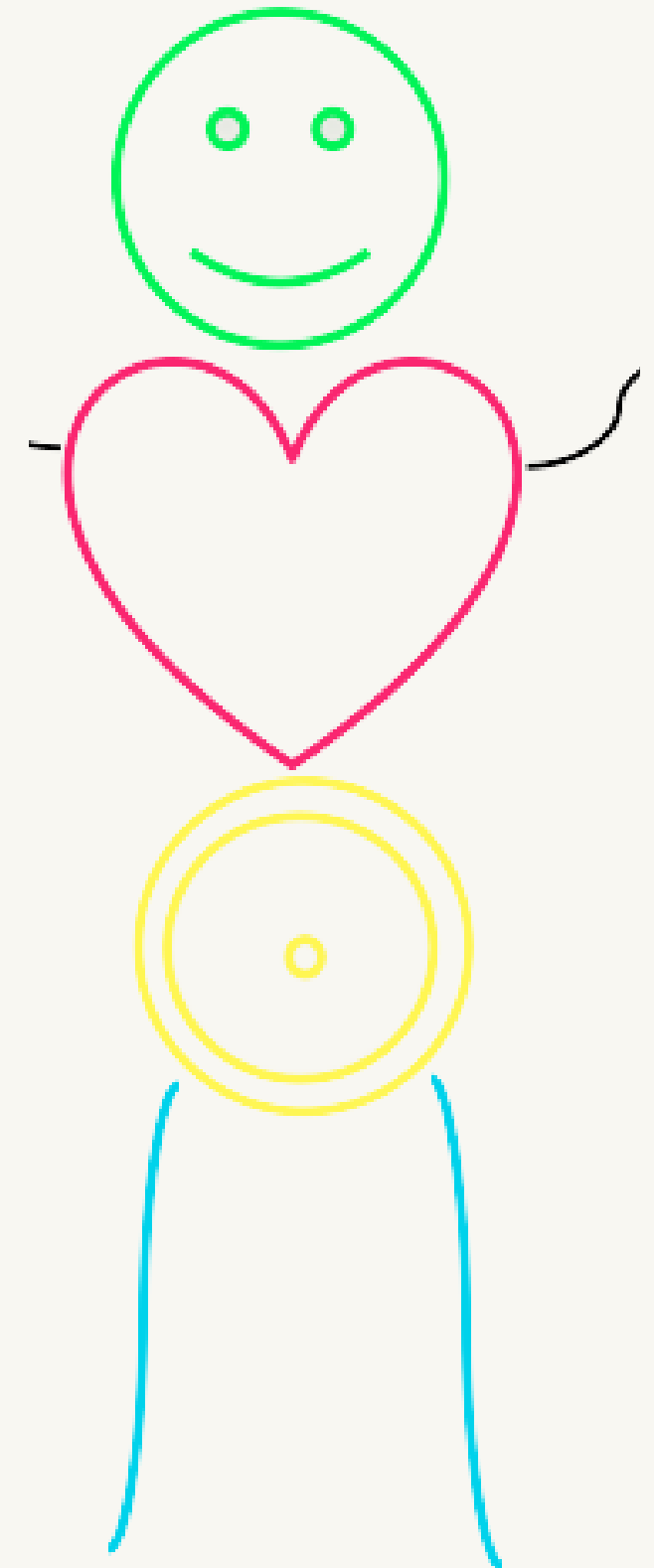
Need

What information does this give me about my needs?



Request

What could I suggest to that person? What step could you take to meet your needs ?

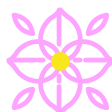


Give a feedback

Self - empathy



Give a constructive feedback



First things first: I take a deep breath! I settle into a comfortable spot where I can be in silence.
Goal: to sort through what's going on inside me so I can better understand myself and figure out what might help me feel at peace.

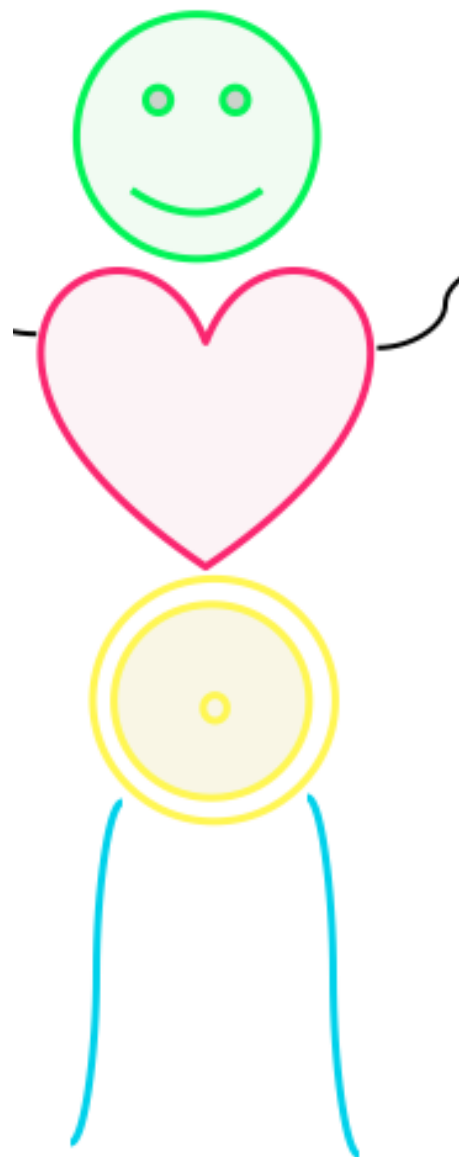


"The purge"

What am I telling myself about what happened? What are **my thoughts and judgments** (about myself, about the other person...)? I let my inner voice speak its mind, unfiltered!

Observation

A factual and objective description: as if a camera had observed the situation



Feelings

What do I feel in my heart? What are my emotions?
*Note: Use the **list of feelings** to identify them more easily

Sensations physiques

What **physical sensations** in my body tell me that this situation is uncomfortable for me?

Needs

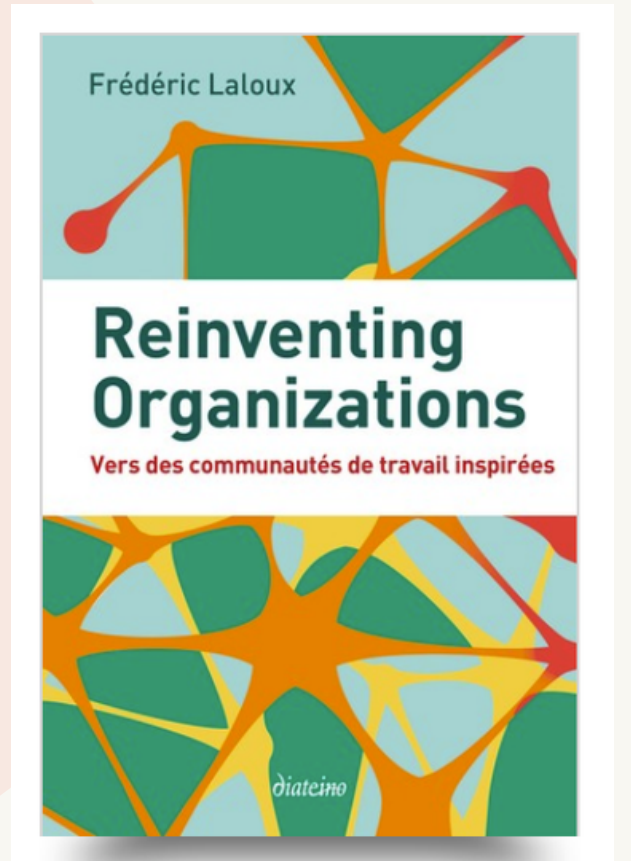
What does this tell me about my needs? What do I truly long for?
*Note: Use the **list of needs** to identify them more easily

Request

What **small, practical steps** can I take to meet my needs?
*Note: A request may be made to **me**, to a **resource person**, and/or to the **person concerned**.

Learn more....

- Frédéric Laloux, Reinventing organisations
- Holacracy: The Revolutionary Management System that Abolishes Hierarchy – Brian J. Robertson
- Liberating management and living life with "source principles" – Stefan Merckelbach
- Mutual Aid: The Other Law of the Jungle – P. Servigne et G. Chapelle
- Medhi Moussaid : Do We Need A Leader? A Short Guide to Collective Intelligence



Purpose of your project



CHALLENGE

What global challenge is my organization seeking to address?

CONTRIBUTION

What does my organization bring to the world? What is its unique contribution, its added value? What sets us apart?

What kind of change do we hope to bring about in the medium to long term through our efforts?
How will the world / our community be different because of us?

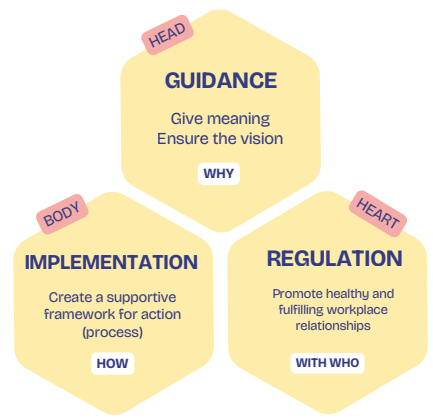
Our project exists to...

BENEFICIARIES

Who do we work for? Who actually benefits from what we do?

Self diagnostic

Manager facilitator skills



HEAD

GUIDANCE

Give meaning
Ensure the vision

Strategic vision

To ensure a 360-degree strategic vision

Priorization

Ability to prioritize and assistance with prioritization

Ability to say NO

Renunciation, limits...

Planning and monitoring of actions

Organization and long-term monitoring

Manage resources and the budget

How I feel...

1 star = Not at all comfortable
5 stars = Completely comfortable



Examples of real-life situations, challenges faced...

BODY

IMPLEMENTATION

Create a
supportive
framework for
action (process)

Clarify everyone's roles and responsibilities

Work together to develop and formalize the ground rules (framework and process)

Facilitating collaborative meetings

Facilitate decision-making, implementation, and follow-up

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Examples of real-life situations, challenges faced...

Self diagnostic

Manager facilitator skills

HEART

REGULATION

Promote healthy and fulfilling workplace relationships

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Examples of real-life situations, challenges faced...

Active listening

Listen to understand.



Emotional intelligence

The ability to identify, understand, and manage one's own emotions and those of others.



Questioning and rephrasing

Ask the right questions to explore, verify, clarify, draw out, and rephrase for clarity



Make clear demands

To facilitate implementation



Meta-position

Create some distance between yourself and the situation so that you can be both a participant and an observer



Observe et give feedbacks

Positive & constructive



Notes for myself



Self-diagnostic - Compass for cooperation



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Dare to speak up, express your concerns and your opinion



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Put the group first: prioritize the collective interest



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WHAT DO I NEED TO WORK WELL WITH OTHERS – WHAT IS IMPORTANT TO ME ?

Your name

Your organisation



WHAT ARE MY ALLERGIES WHEN I WORK WITH OTHERS?



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Evaluation Module N°8.

Coordinate working teams and relational leadership

1. Collective intelligence means that...

- A. The group is always more efficient than an expert individual
- B. The group can produce better results if certain conditions are met
- C. Collective intelligence appears spontaneously as soon as a group meets

2. Among the following elements, which is one of the prerequisites favoring collective intelligence?

- A. Uniformity of viewpoints
- B. Centralization of decisions by a single person
- C. Independence of mind

3. What is the main role of facilitation in a collective process?

- A. Guaranteeing the framework, supporting participation, and helping the group move towards its objective
- B. Preventing participants from expressing disagreements
- C. Giving the floor only to expert individuals

4. The conformity bias corresponds to a situation where...

- A. A person freely expresses an original idea
- B. The group voluntarily seeks divergent viewpoints
- C. A person adapts their opinion to that of the group, even if they think otherwise

5. What factor contributes to strengthening a group's collective intelligence?

- A. Equitable distribution of speaking time
- B. Absence of a framework to encourage spontaneity
- C. Limitation of disagreements



6. The "raison d'être" (purpose) of a project primarily serves to...

- A. Clarify the meaning, intention, and final purpose that bring stakeholders together
- B. Define the project budget
- C. Define roles and responsibilities

7. The expected level of participation in a meeting can vary. Which of the following examples corresponds to the most collaborative level?

- A. Consultation
- B. Sharing of updates
- C. Collective decision

8. What is the main purpose of a Trust Framework in a collective discussion?

- A. To facilitate trust, participation, and effectiveness
- B. To avoid all forms of disagreement
- C. To replace meeting facilitation

9. In the posture of a "facilitator manager," the manager primarily seeks to...

- A. Control all exchanges to avoid the unexpected
- B. Create the conditions for cooperation, autonomy, and commitment of the team
- C. Completely withdraw from collective functioning

10. What skill is essential for giving useful feedback?

- A. Active listening
- B. Formal authority
- C. Speed of judgment



List of responses

Question 1. Response B

Question 2. Response C

Question 3. Response A

Question 4. Response C

Question 5. Response A

Question 6. Response A

Question 7. Response C

Question 8. Response A

Question 9. Response B

Question 10. Response A

**THANK YOU FOR YOUR
PARTICIPATION!**

GREEN LABS PROJECT

The GREEN LABS project aims to support and stimulate the green transition by promoting innovation and greening of VET systems through internationalization, exchange of practices, and knowledge sharing among partners, in accordance with the Osnabrück Declaration of 2020 on vocational education and training for sustainable competitiveness, social fairness and resilience.

