

Quadrant II Newsletter

Research shows that the difference between leaders who derail in their career and those that soar to great heights is social skills. Social skills appear in the second quadrant of Stephen R. Covey's Importance-Urgency matrix: social skills are important to a career but not urgent (Covey is author of the top-selling business book *The 7 Habits of Highly Effective People*). Quadrant II provides an opportunity for business and technical professionals to learn and try out new social skills based in science.

18Sept2016, author: Valerie Patrick, PhD, *Secret to Improving Team Intelligence*

Quotable (*Key Message*)

To increase the performance of a team, increase team members' abilities to pick up on the subtle cues of what others are thinking.

Quantify (*The Science*)

Dr. Anita Woolley has discovered how to measure group intelligence using a collective intelligence assessment

(<http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0115212>).

Woolley has found that a team's collective intelligence score predicts how well the team will perform on a variety of tasks. Woolley has also found that collective intelligence correlates strongly with the score of team members on the "reading the mind in the eyes" test. The "reading the mind in the eyes test" has been used to measure "theory of mind" skill or the ability to interpret the mental states of others. Surprisingly, Woolley has found that this correlation holds whether or not the teams work in-person or virtually.

Woolley says this finding supports what many "theory of mind" researchers have long believed: "theory of mind" is about the ability to interpret subtle

cues in communication and not just reading the mind in the eyes.

Qualify (*Put into Practice*)

To improve your ability to pick up on the subtle cues of what others are thinking try improving your understanding of yourself. A better understanding of yourself will help heighten your sensitivity to the different ways that others think. For example, you can try taking different personality inventories like MBTI, DISC, and the Big Five Inventory. You can also try a technique that I learned from Joshua Milburne of The Minimalists in his webinar on how to write better. I have found this technique helps me to uncover my point-of-view on a given topic. First, you pick a topic. Second you use Word on your computer to write about the topic only you make your font white on a white background rather than black on a white background. In this way, you are not tempted to go back and edit what you have written or even correct typographical errors. By not being able to see what you are writing, your thinking slows down and you can dig deep into your brain about the topic without being distracted by editing or how good something is that you are writing. Try to write on the topic for one to two hours. When you are done, you can turn the white font into black and clean up the typographical errors. I also capture insights and thoughts as I am cleaning up the raw composition.

Quip (*Fun*)



Saying “yes it’s a star” to the pretty blonde as Bill Murray’s character does in the opening scene to the first Ghostbusters movie does not count as picking up on the subtle cues of what others are thinking.

Quest (*Resources*)

Fulcrum Connection LLC believes that barriers to working together can be eliminated. To do this, Fulcrum studies and applies behavioral and cognitive science to our products and services (see www.fulcrumconnection.com).

Learn more about Dr. Anita Wooley’s research on collective intelligence in Episode 22 of “Science of Success: Social Secrets” here:

<http://scienceofsuccess.libsyn.com/podcast>. Also available on iTunes and Stitcher Radio. All comments are welcome and encouraged!

Read about The Power of Authenticity here:

<http://fulcrumconnection.com/blog/the-power-of-authenticity/>.

About Fulcrum Connection LLC

Fulcrum Connection specializes in instructional design, training, speaking, facilitation and consulting to develop skills in leadership, innovation, sustainability, troubleshooting teamwork, and managing technical professionals.