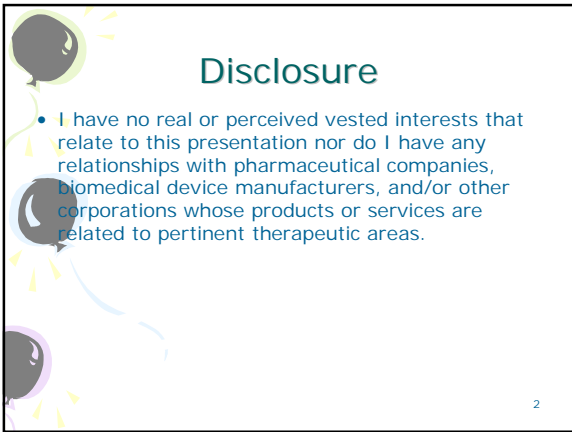




emotion & team performance

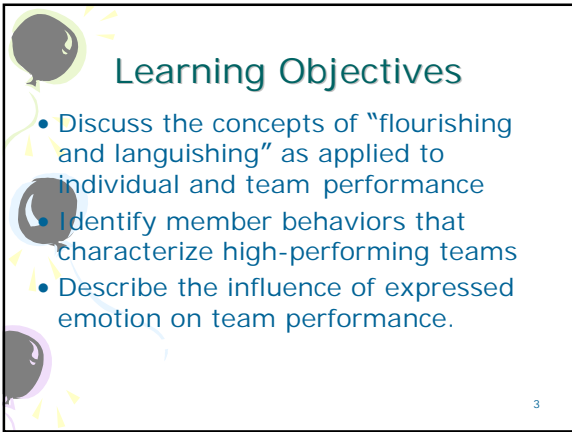
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Disclosure

- I have no real or perceived vested interests that relate to this presentation nor do I have any relationships with pharmaceutical companies, biomedical device manufacturers, and/or other corporations whose products or services are related to pertinent therapeutic areas.

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Learning Objectives

- Discuss the concepts of “flourishing and languishing” as applied to individual and team performance
- Identify member behaviors that characterize high-performing teams
- Describe the influence of expressed emotion on team performance.

3

What is "teambuilding?"



- An office complex that houses teams
- A catch-all designed to sell trendy business books.
- A Stimulus Package infrastructure project.

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All the talk about "teambuilding" can leave one a little jaded

- Can begin to sound like so much cheerleading
- Wilderness adventure exercises, ropes courses, trust, listening, open communication, etc: what does it all mean?
- What's the mortar in the "building" that holds it all together?

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Barbara Fredrickson & Martial Losada

- "Positive Affect and the Complex Dynamics of Human Flourishing"
- Published in the American Psychologist, October, 2005
- N=60 teams
- Identified an important underpinning of successful teams - the "glue" that holds them together

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How Do We Know a High-Performing Team When We See One?

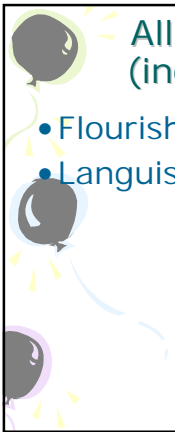


???

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All Living Things...
(including teams):

- Flourish
- Languish



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Flourishing

- Goodness
- Productivity
- Growth
- Buoyancy
- Thriving



9

Languishing


- Diminishing
- Declining
- Wasting away
- Breaking down
- Failing



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Losada's Criteria for Team Flourishing

- Uniformly high performance on assigned tasks
- Greater customer satisfaction
- Profitability
- Positive evaluations by superiors, peers and subordinates




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Languishing Teams

- Low scores on all the previous indicators




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Member Behavior: Flourishing Teams

- Verbalizations indicative of support, encouragement, appreciation (as rated by observers)
- Members more curious and exploratory (inquiry)
- More advocating for the viewpoints of others (advocacy).
- Broader behavioral repertoire
- Resilient in adversity – bounced back quicker under stress


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Member Behavior: Languishing Teams

- Inquiry and advocacy behaviors minimal, except where their own ideas were concerned
- Lost the ability to question and explore
- Self-absorbed
- Calcified in the face of adversity
- Constricted behavioral repertoire

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What's at the Bottom of These Differences?


The short answer:

P / N

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P / N


The ratio of Positive to Negative emotion (affect; feeling state) expressed in team interactions.



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Typical Positive Emotions


- Gratitude
- Appreciation
- Liking
- Affirming
- Amusement
- Awed
- Hopeful
- Interested
- Joyful
- Proud
- Upbeat




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Typical Negative Emotions

- Irritability
- Dislike
- Disdain
- Contempt
- Sarcasm
- Cynicism
- Fear
- Disapproval
- Unhappiness
- Dissatisfaction



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J.M. Gottman, 1994*

- Among marriages that lasted and that both partners found satisfying, mean positivity ratios were around 5/1
- Marriages identified as “cascading toward dissolution” had mean ratios of 1/1 or less.
- Conflict engagement was healthy
- Disgust & contempt esp. corrosive

*What predicts divorce? Hillsdale, NJ: Erlbaum.


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Barbara L. Fredrickson

- Positive emotion may be transient, but the resources we build during moments of positivity endure
- These built resources serve as reserves that can be drawn on in the future
- “Broaden and Build Theory”
 - Positive emotions broaden our behavioral repertoire
 - Positive emotions help us build our resources by facilitating exploration and learning


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Impact on Teams

- Higher levels of positivity are linked with:
 - Broader behavioral repertoires
 - Greater resilience and flexibility in adversity
 - More social resources (learning builds on itself)
 - Optimal functioning

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Where Does Flourishing Kick In?

- Losada found that a ratio above 2.9 positive to 1 negative emotions characterized individuals in flourishing mental health*.
- 2.9 is known as the Losada Line, i.e., the line between flourishing and languishing* *
- Optimal functioning is around 5/1

* Anybody figure out what 9/10 of an emotion is yet?
** Why isn't Losada Line 1/1?


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Losada's Optimally Flourishing Teams

- N=15
- P / N emotion averaged 5.6/1

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Keep in mind, however...

- Positive emotion must be appropriate: grounded in present circumstances
- Positive must be genuine, not feigned, forced or trivial [group hug here]
- Appropriate negativity (reality based) has its place
- Positive is not simply the absence of negative emotion

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Is There Such a Thing as Too Much Positive Emotion?

- Flourishing shows signs of deterioration when the ratio goes much above 11/1
- Without appropriate negativity (reality-based), behaviors begin to calcify
- Responses narrow and behavior becomes repetitive

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Ok, so...

- Now that we know that team performance is a function of P/N, what's next?

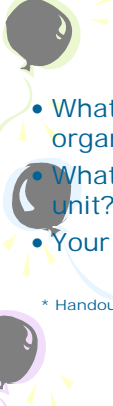
26

How do we...

- Help engender, cultivate, reinforce, maximize, preserve, generate positive emotion on our teams?



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Climate Factors*

- What is the climate of your organization?
- What is the micro-climate of your unit?
- Your team?

* Handout


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Ideas: Organizational Climate Issues

- Can you influence your department's "microclimate?"
- What's your team's emotional tone?
- What's your role in setting this tone?
- What responsibility does the team have in determining and monitoring P/N?


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Summarizing, we...

- Looked at team flourishing and languishing.
- Learned that team performance is a function of P/N
- Heard about the Losada Line (2.6/1), above which teams flourish, below which they languish.
- Saw that P/N ratios of about 5.6/1 characterized high-performing (flourishing) teams.


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Summarizing, we...

- Saw that there is upper limit of P/N being about 11/1, beyond which performance suffers.
- Looked at some ways we might cultivate, reinforce and maximize positive emotion in a team setting.


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Applications

1. Jot down at least one way you can improve your personal P/N ratio
2. Jot down at least one way that you can improve the P/N ratio of a team on which you serve

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What's the moral of this story?

"If you want your team to be successful, then try putting a little of this in their morning coffee..."

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