



## **Integral: The Dynamics of Leading a Team**

**The Metropolitan Arts Centre (the MAC)**

**Belfast**

**26<sup>th</sup>/27<sup>th</sup> November 2024**

**Trainers: Jim McNeish and Peter Edgar**

**Overview:** In today's workplace, team leadership is complex. The 2020s have presented us with social contracts that reshape our work. Leaders can be distracted by individual voices, losing sight of the group. To keep a team on course, it is crucial that leaders attend to the underlying dynamics: invisible currents, cohesive forces, and key relationships that are often missed.

Integral is the latest leadership development programme from Neish. Based on decades of innovative consultancy, it helps leaders refresh their team perspectives and encourages more people to think together.

**Content:** The event will run from 9.30am on the 26<sup>th</sup> Nov. to 4.30pm on the 27<sup>th</sup> Nov. Learning will be a mixture of large group teaching including Q&A's and small group application and reflection exercises.

### **Day 1:**

1. **What is the team here to do?** Using an adaptation of Ralph Stacey's Chaos and Complexity model, we will create a sustainable container for the team that gives it purpose. This will give it a reliable foundation in any change.
2. **What pulls individuals into teams?** Humans have many reasons for gathering in groups. Using Forces of Cohesion, we will examine the range of motivations so that individuals can be better understood in group context.
3. **How do we relate to each other?** According to Psychotherapist, Bert Hellinger, there are certain dynamics that permeate across cultures that determine how power is held in a team. Understanding these can help us identify dysfunction and offer us ways of addressing it.
4. **What are the teams within the team and how do they work?** There are many team approaches that use triads to generate better performance in a team. Creating triangular relationships around key business deliveries generates greater resilience in the team culture. Agile is an example of this.



## Day 2:

1. **How do we combat systemic negativity?** Shadow work has been a staple in leadership development, though typically focused on individuals. Understanding collective consciousness and group shadow can deepen team dialogue and avert conflict.
2. **How do we handle conflict when it arises?** Entrenched positions and justification of our own rightness keeps hostility in place. Learning how to unpack the core defensive beliefs and focus on interests instead can outframe the disputes.
3. **What experiences will improve the teamwork?** In complex systems, there are no guarantees of outcomes when we act on the system. Fractals are a great way of intervening experimentally, with a view to affecting the whole system.
4. **Who do I need to support my team leadership?** There are four key archetypes that support leaders in any undertaking but are particularly relevant to team activity. Making sure these mentors are in our lives can keep us resilient.

**Learning Objectives:** The purpose of the event is to generate mindsets and practices that will help leaders improve their teams' performances and create more sustainable cultures.

Specifically delegates will learn to:

1. Create a vision for the team that can be sustained through change.
2. Understand the intrinsic motivations of team members.
3. Notice "invisible" team dynamics and ways of improving them.
4. Generate relational triads that make the team culture more resilient.
5. Engage with the shadow side of a group and integrate it.
6. De-escalate conflict and turn it into positive tension.
7. Experiment with ideas that can change the whole system.
8. Build a support network that will improve their team leadership.

**Cost:** £650 (+VAT). Groups of 5 cost £2750 (+VAT).

Refreshments and lunch included.

**Contact:** Email Peter or Jim at [office@neish.co](mailto:office@neish.co) to book on or find out more.