

# Group Insight – 'Reading' & Leading



## The Challenge

Leadership in a complex world requires multi-disciplinary insights that naturally leverage the strengths of your team. This makes social interactions a key component in a problem-solving environment. Whether planning projects, using 'Agile' techniques, monitoring or evaluating, the end result is a mix of explicit and implicit elements. Explicit artefacts such as 'Programme Initiation Documents' or project plans encapsulate one level of understanding.

The success of the endeavour, however, can be as dependent upon implicit and tacit elements such as shared understanding and common purpose. Leaders need to be as familiar with these more nebulous factors as with the explicit artefacts. Leading requires sensitivity and ability to read groups and extract insight from the dynamics of team working.

## Our approach

The Bayswater Institute prides itself on not using pre-packaged approaches to working with you. By 'starting where you are' our approach is to bring a portfolio of approaches and methods that match your organisational needs. Through decades of experience in organisational development, consultancy and evaluation the 'Bayswater way' is to engage and respond to the unique needs of you and your organisation. The Group Insight workshop draws on many of these methods and predominantly integrates two approaches that will not instil clairvoyance but provide practical, actionable approaches to 'reading' and therefore leading groups. The explicit/implicit divide is explored through use of the 'Double Task' method. By exploring two tasks: the one at hand and the underlying ones in action both explicit and implicit factors are identified. When combined with the BECM method to explore group dynamics through Being, Engaging, Contextualising and Managing real depth of insight can be obtained that can lead to productive group discussion. These are the first steps on the road to group-wise insights through 'reading' and leading.

## Group Insight

The workshop provides the space and tools to develop competency at 'reading' and understanding groups at a deeper level. Through BECM the concept of a 'Group Signature' is introduced. This facilitates an analysis of where groups are performing and also where they are experiencing challenges or barriers. It also sensitises the workshop participant to recurring themes that can help in rapidly 'reading' and dealing with issues in the future. Allied with Double Task the challenge of surfacing the implicit and tacit assumptions can be addressed. Over the day this will lead to an increase in skills at addressing:

- What are the issues behind the issues?
- Where is there potential for unproductive leadership?
- Who is working well?
- Are there 'invisible' barriers?
- Why are we blocked by some activities?
- What can we do about it?

The workshop ends with a reflective space which allows the joined-up learning of the half day to be shared.



Simon Bell

CEO –  
THE BAYSWATER  
INSTITUTE

Professor Simon Bell has more than thirty years' experience in exploring the signature of groups. He has worked in over 40 countries and with over 100 organisations ranging from the United Nations and the European Union to small UK based charities. He is currently Chief Executive Officer of the Bayswater Institute in London. Much of Simon's current work relates to the identification and alleviation of fear in organisational settings.

## Outcomes of the day

The approaches used in the workshop develop what are sometimes called 'future memories.' This term characterises a state of mind that is sensitised to the challenges and barriers that others may not recognise because they are implicit or tacit and embedded in 'the way things are done.' The outcome is powerful in providing approaches to group interactions that are focussed on unlocking ways forward through perceiving where the barriers actually lie. The development of this 'reading' and leading skill improves over time and becomes second nature in facilitating a quiet and gentle approach to productive engagement. This broader outcome leads to specific skills in:

- Developing a deeper awareness of the fragilities of focussing on the explicit alone;
- Actionable approaches for 'reading' and engaging with the tacit and implicit assumptions at play;
- 'Reading' and appreciating the uniqueness and competency of the group;
- Leadership through unlocking perceived and real barriers.

## Further Information

For Further Information Please Visit: The Bayswater Institute at: <https://www.bayswaterinst.org/>

**For further information about the BECM and Double Task methods:**

<https://www.bayswaterinst.org/publications/>

**For more information about Simon see:**

<https://www.bayswaterinst.org/professor-simon-bell/>

## Cost of the Workshop

The workshop costs £1000 + VAT plus travel expenses. Up to eight people can be accommodated in one workshop.