



Patterns of communication are as significant as all the other factors—individual intelligence, personality, skill, and the substance of discussions—combined!

"The New Science of Building Great Teams"
by Alex "Sandy" Pentland, MIT Human Dynamics Lab

ENERGY

1

The **number** and the **nature** of exchanges among team members

1. Face-to-Face
2. Phone/Video Conf
3. Handwritten Note
4. Email/Texting

ENGAGEMENT

2

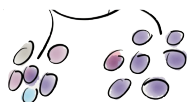
The **distribution of energy** among team members.

Maximum engagement is achieved when team members have relatively equal and reasonably high energy.

EXPLORATION

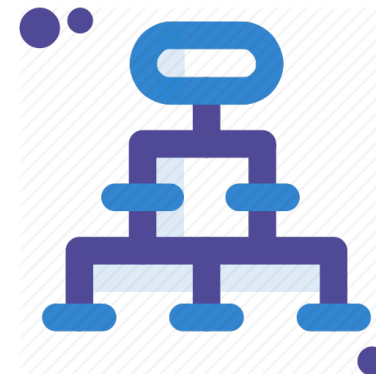
3

The **energy between a team and other teams** with which it interacts. Higher-performing teams seek more "outside" connections to learn and innovate.



HOW the team communicates is exponentially more important than WHAT they communicate

Internal & External Grapevine



First Law of the Grapevine

People derive the value of their relationship with you based on the **sequence** in which you share information

Sequence



- Status
- No Secrets
- No Surprises
- The Scoop
- Contribution

Sequence

Up ■ Out ■ Down ■ Around



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