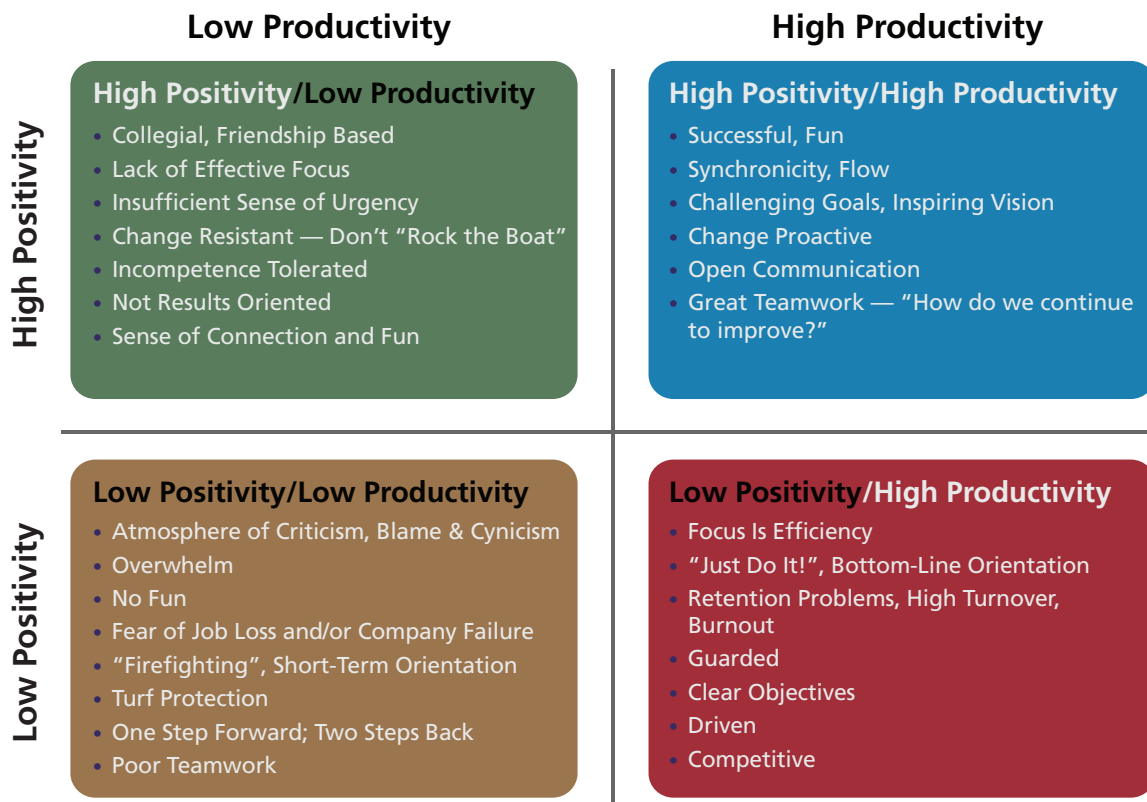


# The Quad Exercise

→ **Team Members Learn About and Embody the Four Quadrants of the Model**

When working with one team of less than 15 or so you can work with the whole team if you have room for a large enough matrix. With 12 or more team members you might divide into two groups and work simultaneously with a co-leader.

## The Four Quadrants



## Create the Matrix — Introduce Productivity and Positivity

On the floor of the training room lay down two perpendicular crossing lines of blue tape. Lay down the four labels for the four quadrants face down.

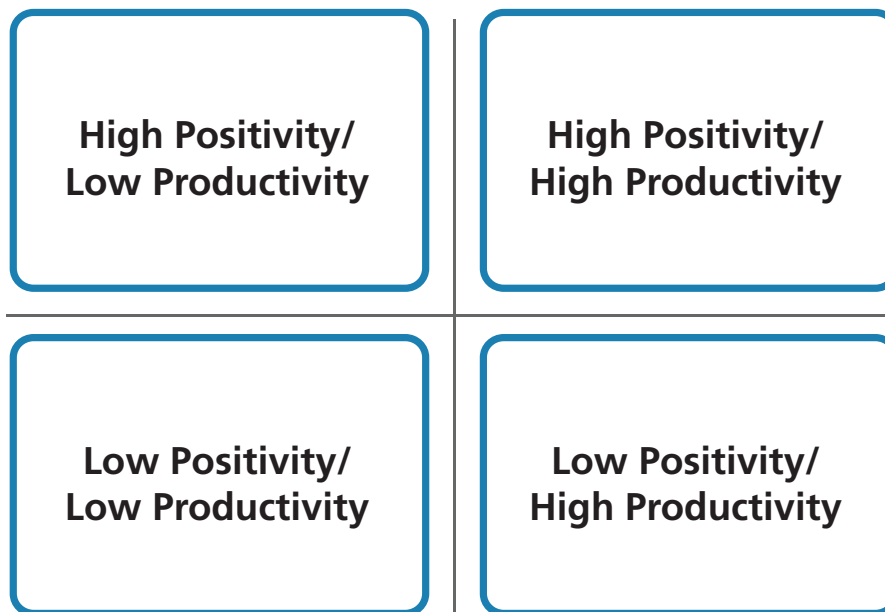
Before starting the exercise give a brief overview of the model:

1. Teams exist to produce results. In the model we work with seven factors that influence the team's ability to produce results. We call these the Productivity Factors. Teams are more or less strong in these seven. On this axis teams measure their capacity to be productive. We use the horizontal axis for Productivity Strengths.
2. The environment in which Productivity takes place is critical to a team's ability to produce

results. A powerfully negative or powerfully positive atmosphere will have tremendous impact on team members and their effectiveness. We have identified seven Positivity Factors. We use the vertical axis to present the team's Positivity Strengths.

The result is four quadrants:

- **Upper right corner:**  
High Productivity, High Positivity
- **Upper left corner:**  
Low Productivity, High Positivity
- **Lower right corner:**  
High Productivity, Low Positivity
- **Lower left corner:**  
Low Productivity, Low Positivity



**Quad 1: High Productivity, Low Positivity**

With one team, generally start in lower right: high Productivity, low Positivity. Enroll the team in playing fully in this exercise to learn the model. Amplify and exaggerate the experience so you can really feel the energetic field. The stronger the experience you create, the more you will get from the exercise.

Ask the team to recall a team they have been on that fits this profile.

→ What was it like to be on a team like that? How does a team like this behave?

Now rather than just reporting / talking about it, enact that team experience in this quadrant now, in the present tense. Talk to each other. Stay in the role and atmosphere of this team. Give the team the ropes and remind them, "Teams exist to produce results."

"Take the ropes: your assignment is to tie the ropes together. Do it in the style of a team in this quadrant. How would you do this task? What's important in this quadrant?"

After a few minutes, do a short debrief.

→ What behaviors are encouraged? Discouraged? How does it feel to live here? What would it be like over a long period of time?

**Quad 2: Low Productivity, High Positivity**

Next, move to a new quadrant — the upper left: low Productivity, high Positivity. As soon as they cross they line, say "Stop! What did you notice the moment you crossed the line?" They can already feel the emotional field in the new quadrant. They are stepping into a system that already exists and affects them. Ask them,

→ What is the atmosphere here? What is valued? What is taboo? How does this team behave? What would be the theme song? What is the weather?

As facilitator, invoke the feeling, build the mood here.

Acting as a team, remember, you have a job to do. Take on the task the way a team in this quadrant would take it on. Talk to each other like team members in this quadrant. Now amplify the experience.

→ What is it like to live and work in this atmosphere for a long time?

→ What is decision-making like in this quadrant?

The quadrants are neither good nor bad, just powerful. Teams cycle through these quadrants over time as conditions and situations change — sometimes as team members or team leaders change.

→ What is it like to be part of the system? What is your impact on the system? The system's impact on you? How does the existing culture affect your relationships?

**Quad 3: Low Productivity, Low Positivity**

Notice what it feels like the instant people walk into this quad. Have people take on a physical posture that embodies this quadrant. Remind them that they have a task to complete.

- What does it feel like here? What is a metaphor or image that describes this quadrant? What are relationships like here? What is the measure of success?

**Quad 4: High Productivity, High Positivity**

By now the team knows the drill and they may begin working on the rope, collaborating, helping each other, all spontaneously. Be a mirror, reflecting what you see. Ask them,

- What it is like here?
- What is valued here? What is taboo? What will sabotage your success? Where will resistance come from?

**Debrief their take away with special emphasis on:**

- What was it like to be part of a system? What if the experience you were having was not personal? Notice how inductive it is.
- What do you want to remember from this exercise?

**Questions you might use:**

Not all of them certainly, but pick and choose from these.

- Walk around in this square the way people would who work here — take on that attitude.
- (After crossing the tape the first time...) Stop. Notice how different it feels here compared to the world you just left.
- How long did it take you to shift your attitude? (The attitude existed there and you stepped into it — took it on, instantly.)
- Assume the posture of this world.
- What is your breathing like?
- Express non-verbally what it is like here.
- How does this type of team behave?
- How does the climate here impact relationships?
- What do you “make up” about your teammates (your “inner dialogue” about them)?
- What is taboo / forbidden here?
- What is rewarded here?
- What’s the color here?
- What is the theme song that represents life here?
- What is the sound that expresses what it is like here?
- What is eye contact like here?
- What do you notice about the distances between people? Who do you feel closer to or further apart from?
- What is the weather like here?
- How sustainable is life here? What happens on a team like this over a long period of time?
- What is the relationship to quality in this world?
- What do people say in this world?
- What *don’t* people talk about here? What is the conversation no one is having?
- What are people proud of here?