



**FORSHAY**

# The Future of Teams

**Sally Thornton**  
Founder + CEO, Forshay

WTF  
matters?



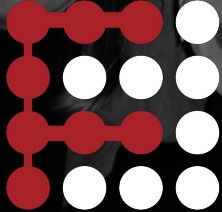
WTF *A*  
matters?



Our stories.







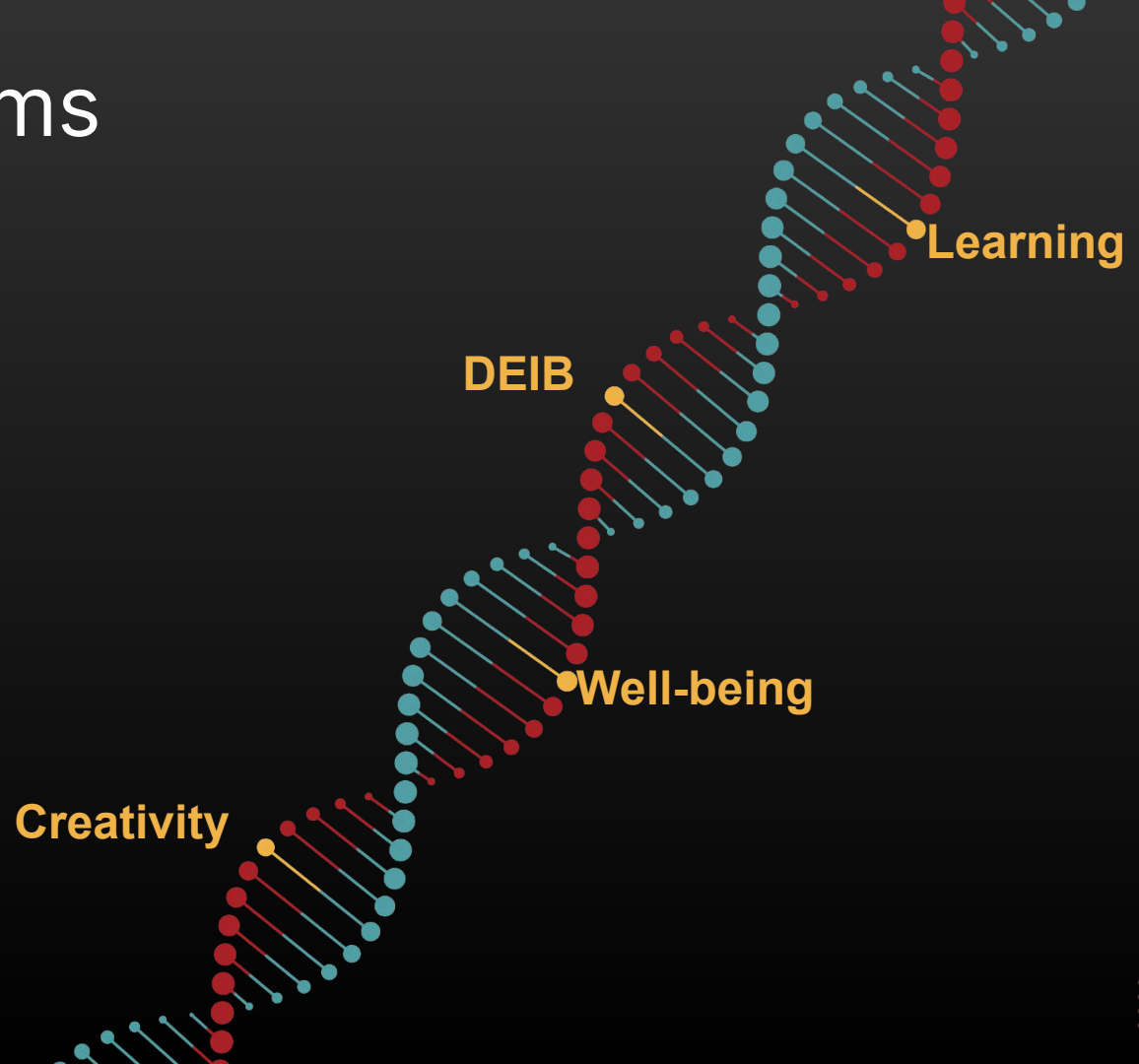
**FORSHAY**



**GREAT MANAGEMENT**  
**ECONOMIC SECURITY**  
**AGILITY**  
**Emotional Intelligence**  
**WELL BEING**  
**COMMUNITY**  
**IMPACT**  
**DEFINED STRUCTURES**  
**SECURITY**  
**RELATIONSHIPS**  
**TRUST**  
**TRUSTs**  
**IMPACTs**  
**Relationships**  
**REGULATORY ENVIRONMENT**  
**DEEP EXPERTISE**  
**ACCOUNTABILITY**  
**TECHNOLOGY**  
**WORKING**  
**INFLUENCE**  
**DEEP EXPERTISE**  
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**REGULATORY ENVIRONMENT**  
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**TECHNOLOGY**  
**WORKING**  
**INFLUENCE**



# Science of Teams

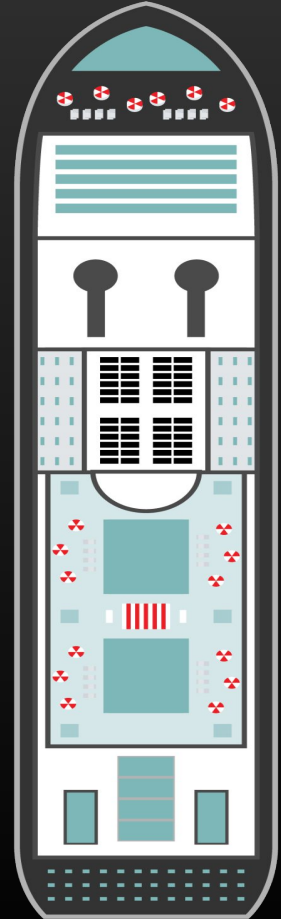
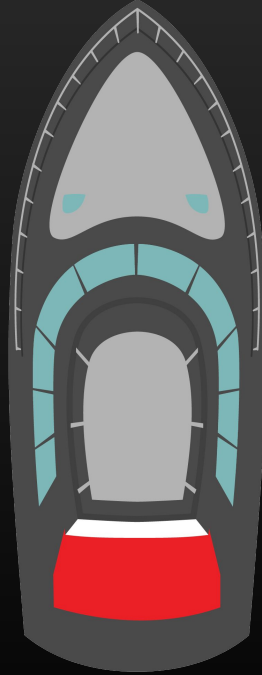
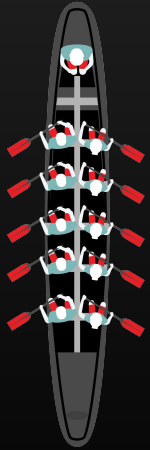




# Who is on your team?



# Teams: What's true no matter the size



# Teams: Interrelating Parts



Creativity

DEIB

Well-being

Learning



# Creativity for All



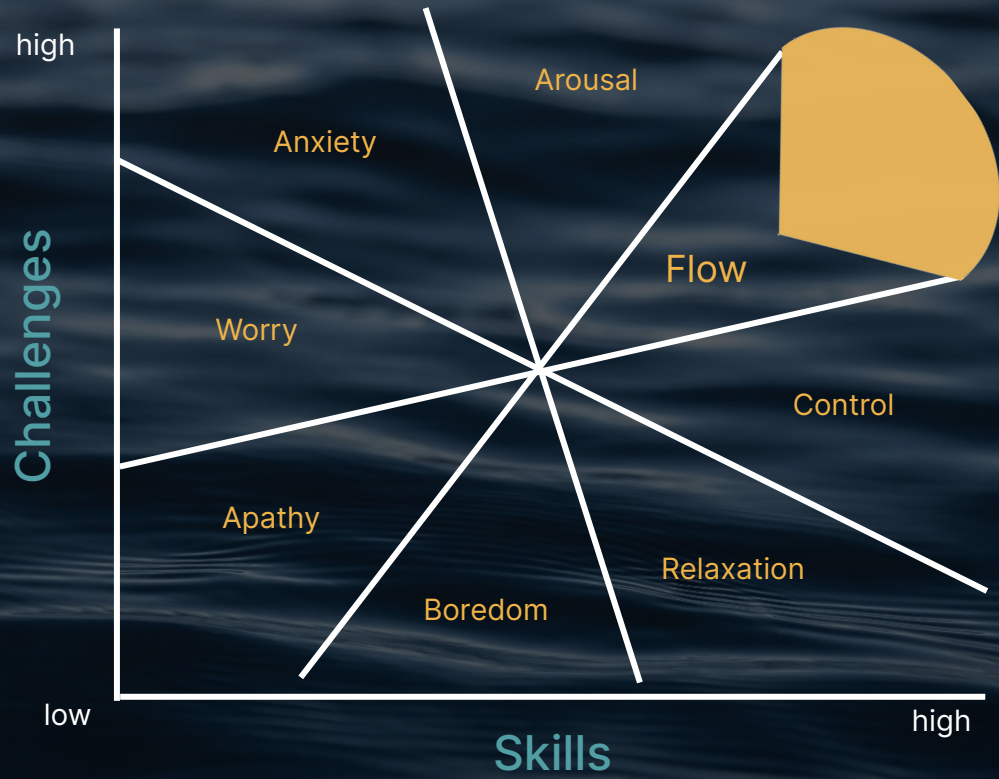
# Creativity for All

*Generating or recognizing ideas, alternatives, or possibilities that may be useful in solving problems, or communication with others?*





FLOW



The background of the image consists of a dark blue, almost black, surface with a wavy, rippling texture, resembling water or a liquid surface. The waves are subtle and create a sense of movement and depth. The lighting is soft, highlighting the crests of the waves and casting gentle shadows in the troughs.

TEAM FLOW

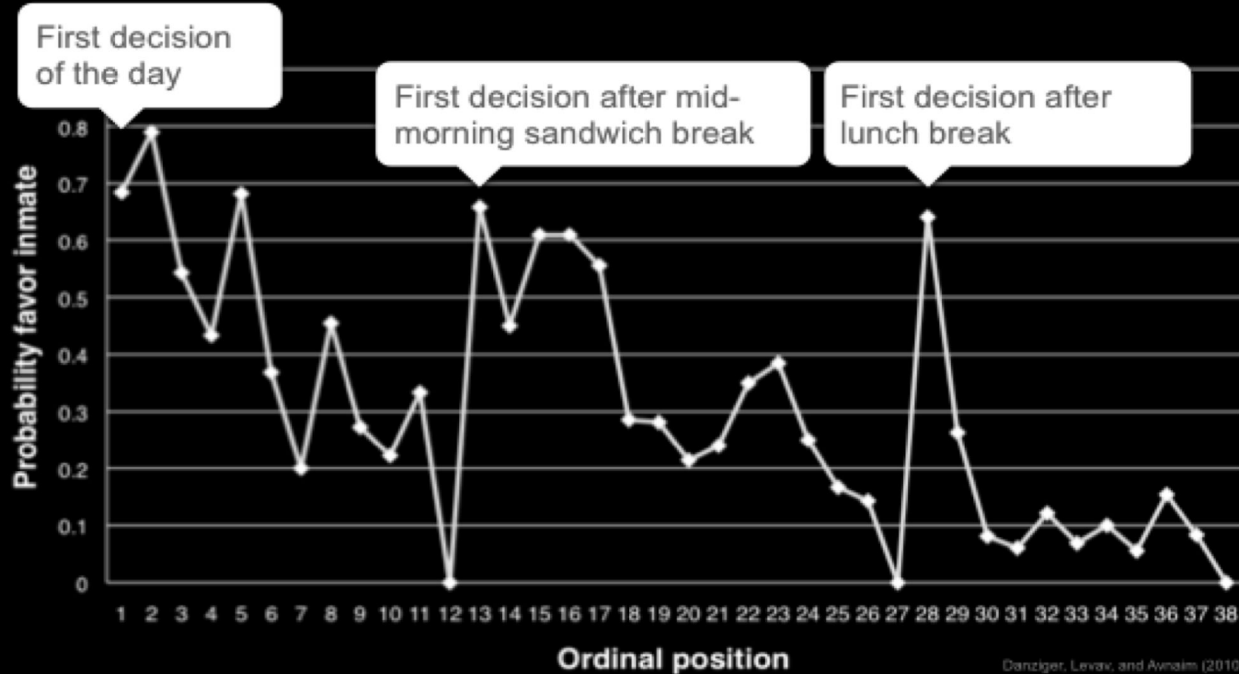


The background of the image consists of dark blue, wavy patterns that resemble water ripples or a textured surface. The waves are more pronounced in the center and fade towards the edges, creating a sense of depth and movement.

90 MINUTES

# WHEN creativity is optimized

## PAROLE BOARD DECISION



Danziger, Levav, and Avnaim (2010)



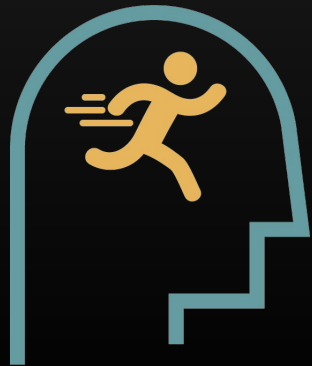
# Original ideas = teams who co-create

- Goals
- Jobs
- Norms on how to collaborate

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- Goals
- Jobs
- Norms on how to collaborate

# Teams: Interrelating Parts



Creativity

DEIB

Well-being

Learning



# Neuroscience: Wellbeing + Creativity

**Sense-making:** Rest is crucial for consolidating memories, reflecting on past experiences, and planning for the future

**Divergent thinking:** Ability to generate and make sense of novel ideas



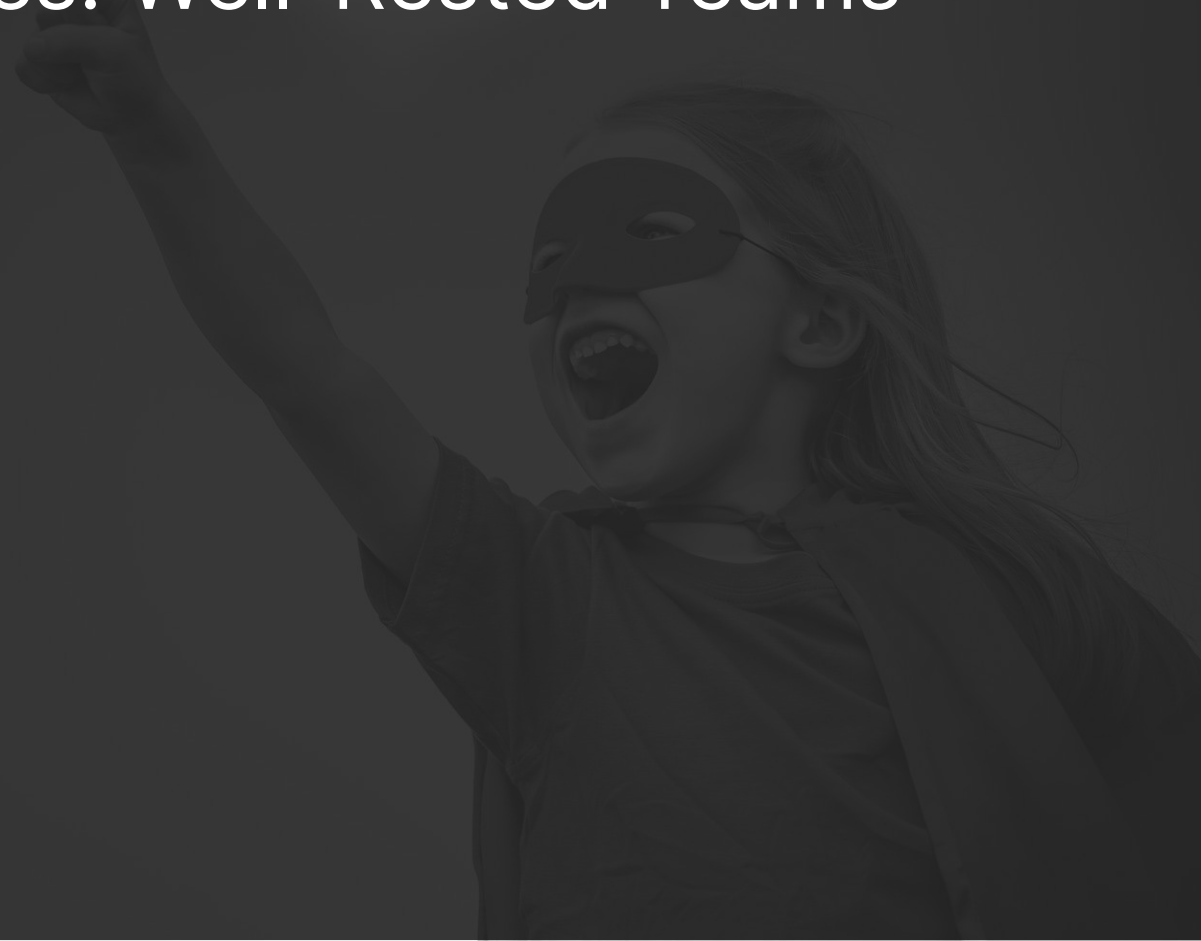


# COGNITIVE DECLINE



# New Superheroes: Well-Rested Teams

**Neuroscience  
Vs  
Social Science**





Discover  
Prefrontal Cortex



Defend  
Flight, Fight, Freeze

↑ 60%

Nervous system  
Sympathetic + Parasympathetic



Discover  
Prefrontal Cortex



Defend  
Flight, Fight, Freeze

Nervous system  
Sympathetic + Parasympathetic



A grayscale photograph of three hikers with backpacks and trekking poles walking through a field. The image is dimmed to serve as a background for the text.

**Best friend = 7x**



A grayscale photograph of three hikers walking through a field. On the left, a woman with a backpack and trekking poles smiles. In the center, a man with a beard, sunglasses, and a backpack walks with trekking poles. On the right, another woman with a backpack and trekking poles is walking. The background is a vast, open field under a bright sky.

# 5 People

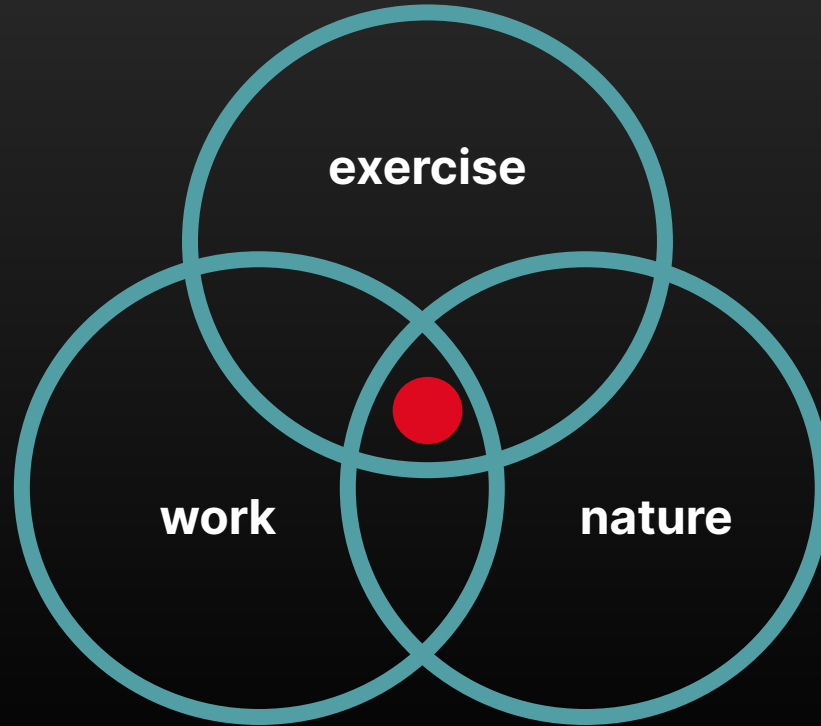


A grayscale photograph of three hikers walking through a field. The hiker on the left is a woman with a backpack and a walking stick, smiling. The hiker in the middle is a man with a beard, sunglasses, and a backpack, also smiling. The hiker on the right is a woman with a backpack and a walking stick, looking down. The text "5 minutes" is overlaid in the center in a large, white, sans-serif font.

# 5 minutes



# Multipliers



# Team Wellbeing + Creativity: Avoid Collaboration Overload



# Teams: Interrelating Parts



Creativity

Diversity, Equity,  
Inclusion & Belonging

Well-being

Learning





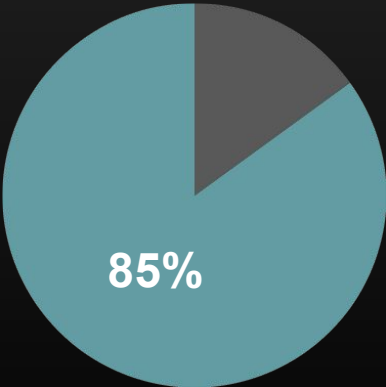
# Diversity

WORKFORCE DEMOGRAPHICS  
“representation”

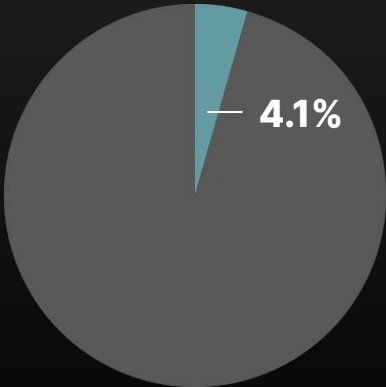


# 2016 Fortune 500 CEOs

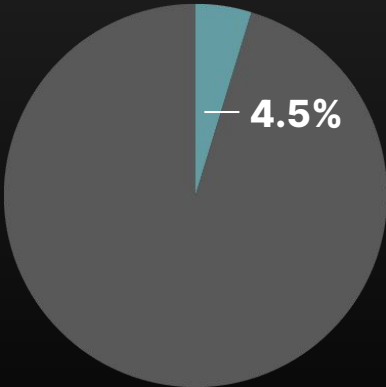
Board Members and Executives who are **white men**



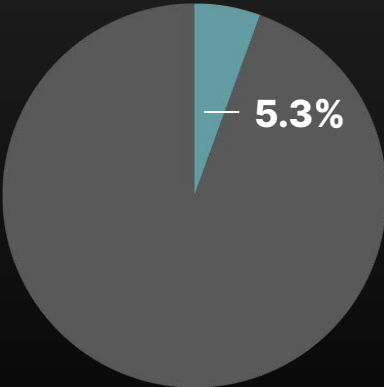
CEOs who are **women**



CEOs named **David**



CEOs named **John**



<http://www.catalyst.org/media/despite-modest-gains-women-and-people-color-see-little-change-representation-fortune-500>

<https://hbr.org/2016/04/if-theres-only-one-woman-in-your-candidate-pool-theres-statistically-no-chance-shell-be-hired>



# Diversity

WORKFORCE DEMOGRAPHICS  
“representation”



# Inclusion

ORG CULTURE  
“Invited to the party”



# Diversity

WORKFORCE DEMOGRAPHICS  
“representation”



## Inclusion

ORG CULTURE  
“Invited to the party”

## Belonging

FITTING IN + CONTRIBUTING  
“Choose the DJ”



# Energy Wasted By “Covering”

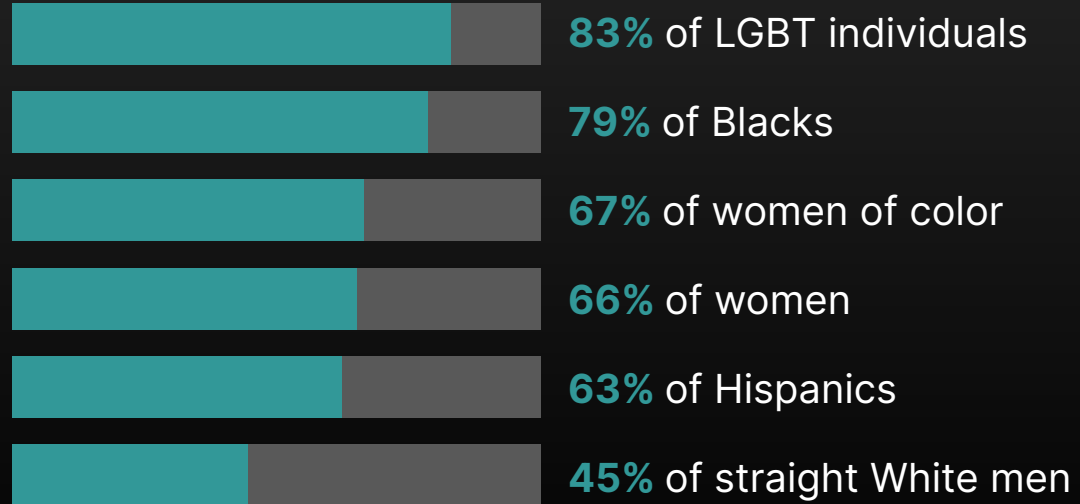


# Energy Wasted By “Covering”

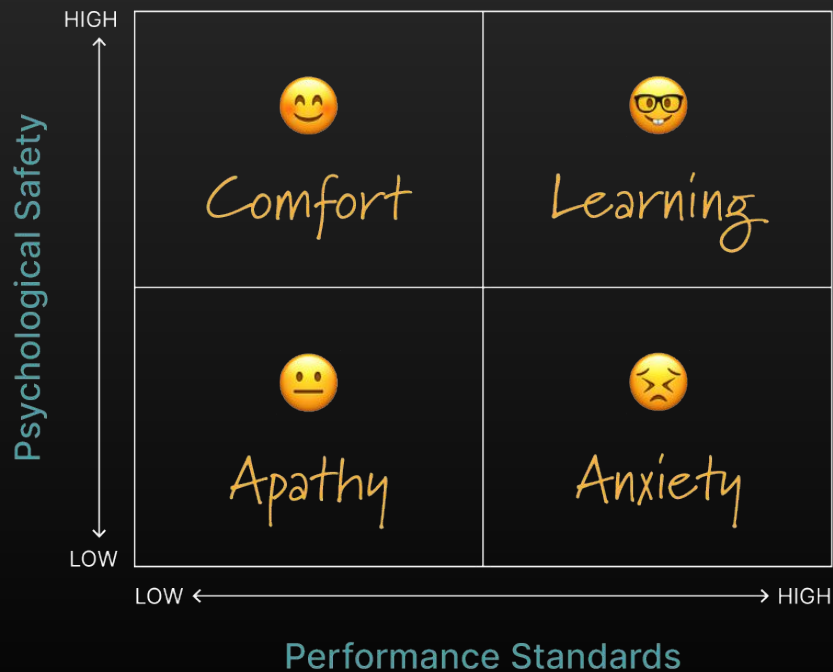
Even 45% of straight white males report downplaying their differences

Percentage of employees  
who reported covering  
at work:

**61%**



# Optimum Teaming



Spending zero  
on DEIB is  
**EXPENSIVE**





# Teams: Interrelating Parts



Creativity

DEIB

Well-being

Learning



# Longitudinal Study - Intelligence

“Failure is an opportunity to grow”

## **GROWTH MINDSET**

“I can learn to do anything I want”

“Feedback is constructive”

“My effort and attitude determine my abilities”

“I am inspired by the success of others”

“Challenges help me to grow”

“I like to try new things”

**VS.**

“Failure is the limit of my abilities”

## **FIXED MINDSET**

“I am either good at it or I’m not”

“When frustrated, I give up”

“My abilities are unchanging”

“I don’t like to be challenged”

Feedback and criticism are personal

“I stick to what I know”



What would  
failure look like?



# Learning




**Design Thinking:** rapid prototyping

**Improv/Humor/Creativity:** requires you listen to your partner, teaches “yes, and...” (builds on ideas)

**Gaming:** immersive, low-risk learning environment

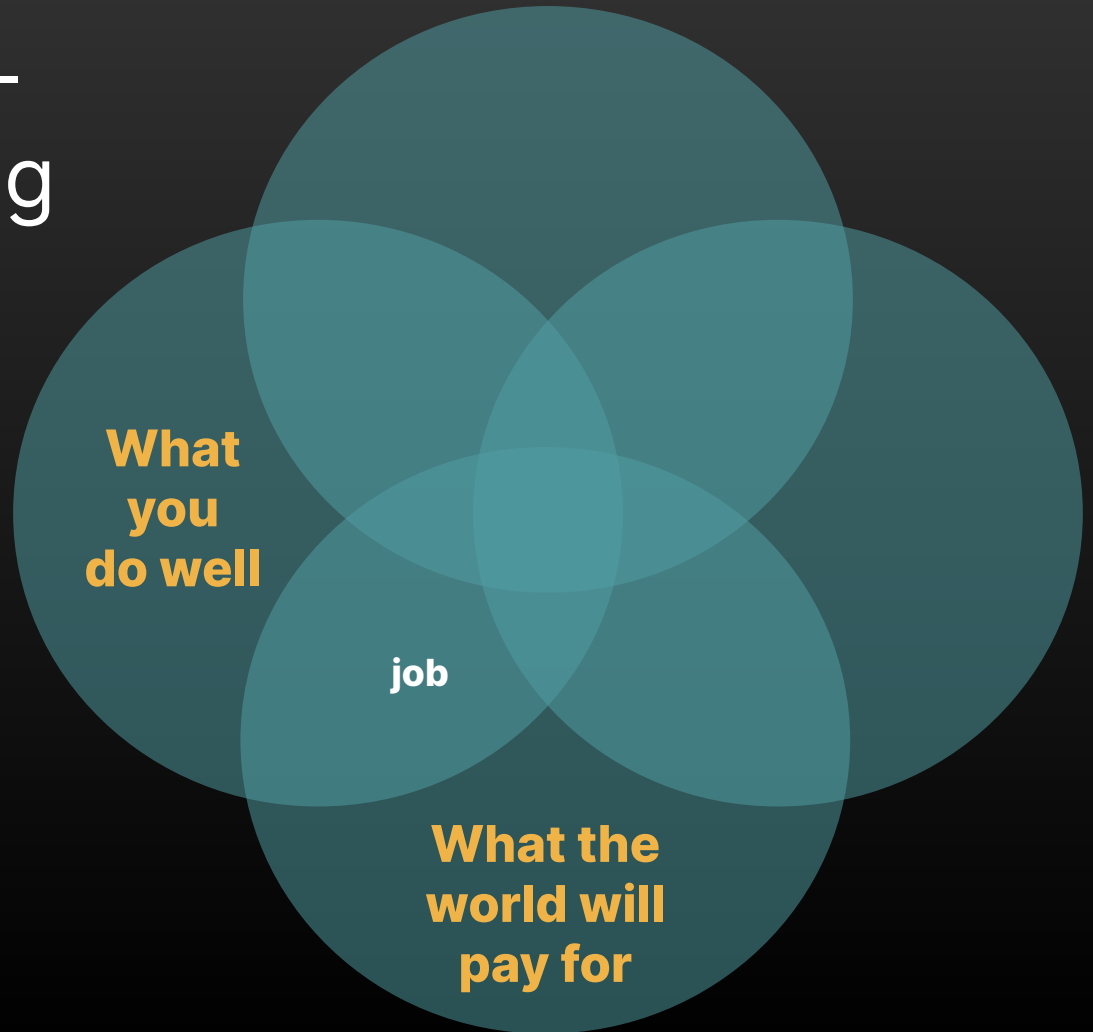


# Leaders - Learn (Behavioral Scientists)

-  Outside Perspective
-  Clean Data & Goals
-  Practical Application



# Work fulfillment - fueled by learning



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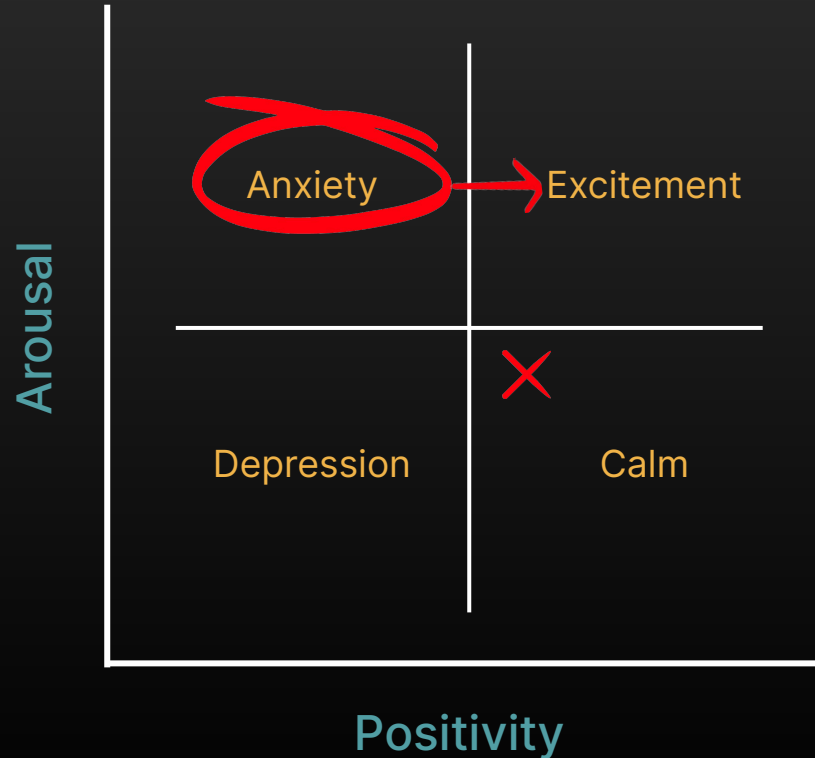


# Work fulfillment



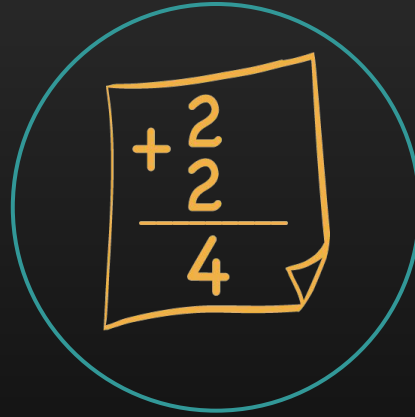


# Learning + Emotional Reappraisal





↑ **17%**



↑ **22%**



↑ **17%**



A high-speed photograph of a single water droplet just before it impacts a dark surface. The droplet is perfectly spherical and highly reflective, showing a bright highlight. Below it, concentric ripples are spreading outwards across the dark, glossy water. The overall color palette is dark blue and black, with the white text providing a sharp contrast.

Hero = You



**FORSHAY**

**Thank you**

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Founder + CEO, Forshay

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**ig** @ForshayTalent