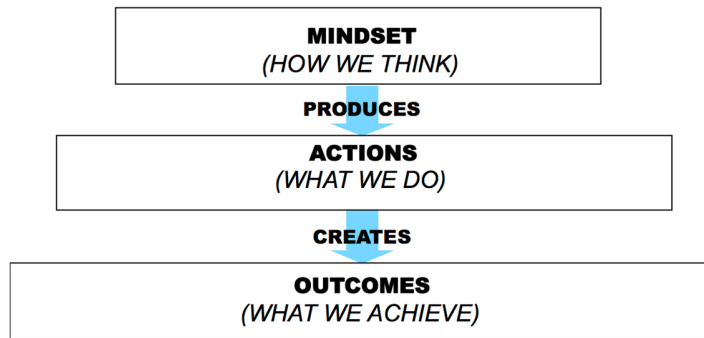


p. 236, *The Missing Links* by Caroline Mondon (Industrial Press, 2016)
 www.themissinglinks.info

Collective Intelligence: Success Factor Modeling™

Success Factor Modeling™ (SFM) identifies the critical differences that determine attitude and actions of high performing individuals, teams and organizations. We must address critical issues and contextual constraints with the appropriate combination of behaviors and mindset. The SFM process makes an *instrumental map*—supported by a variety of exercises, formats and tools. This is the basic template:



The Basic Success Factor Modeling Template

Our *mindset*—inner state, attitude and thinking processes—determines the actions we take in a particular situation. These actions create *outcomes* in the external world. The proper mindset is a prerequisite to produce necessary and appropriate actions.

SFM defines success at the level of self and identity as the experience of being both *grateful* and *generous*. Successful people are grateful for what they have and they are able to generously share with others. If you do not value what you have, you won't feel grateful to have it and thus not feel successful. Successful people have enough of what they need and feel that they can give something back. This generosity prevents addiction to what you have.

A core premise of SFM is that in order to grow our career or venture, we must also grow and evolve personally, requiring a significant shift of our mindset. The mindset that brought us where we are today will not take us to the next stage.

Key Levels of Success Factors

- **Environmental factors**, external opportunities or constraints for individuals and organizations and to which they must react: *where* and *when* does success occur.
- **Behavioral factors** relate to specific actions taken to reach success: the *what* we do
- **Capabilities**, the mental maps, plans or strategies: *how* are actions selected and monitored.
- **Beliefs and values** reinforce support or inhibition of particular capabilities and action: *why* is a particular path taken, the deeper motivations driving people to act or persevere.
- **Identity factors**, people's sense of their role and unique distinguishing characteristic: a function of *who* a person or group perceives themselves to be.
- **Vision and purpose**, people's view of the larger system of which they are a part: *for whom* or *for what* a particular action step or path has been taken.

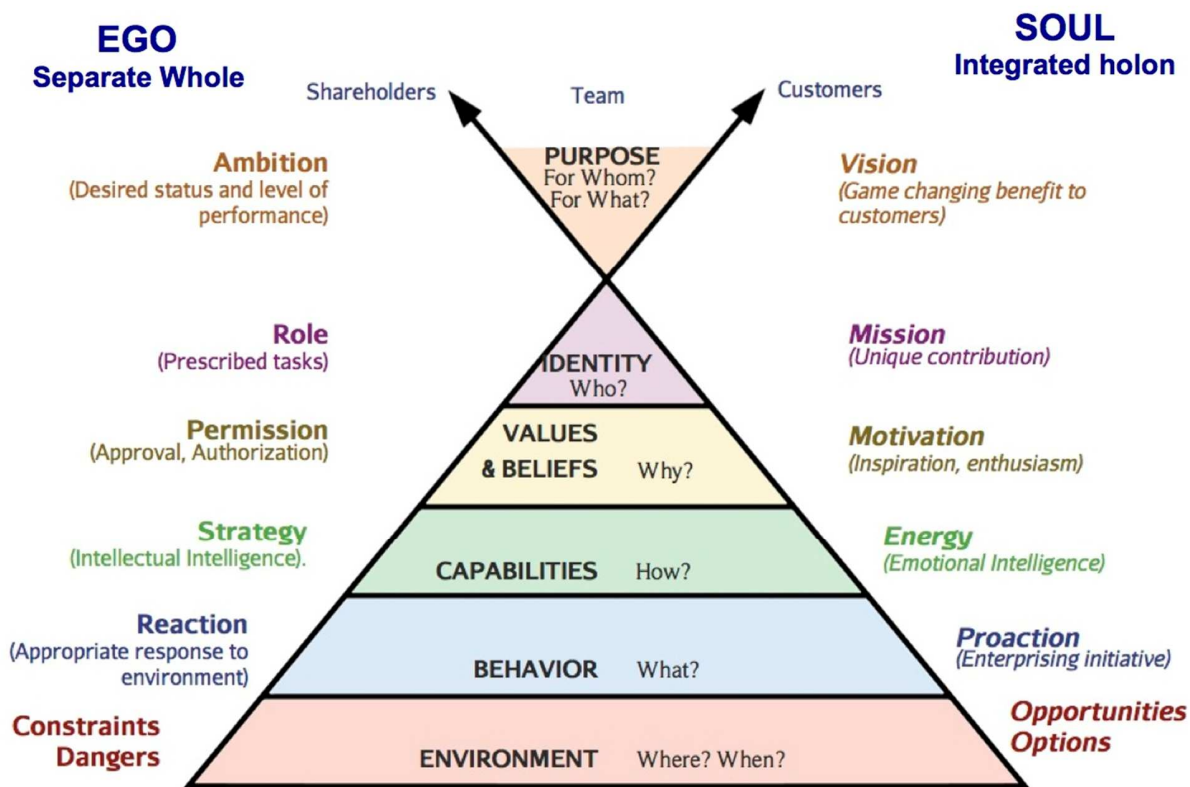
The identity of an individual, team or organization is composed of two complementary aspects: ego (oriented toward survival, recognition and ambition) and soul (oriented toward purpose, being and contribution). Charisma, passion and presence emerge naturally when these two are aligned. Ego and soul tend to bring out a different emphasis for each level of success factors. The ego side accentuates ambition, role, the importance of permission, strategy and appropriate reactions to constraints and potential dangers in the environment. The soul side puts priority on vision,

mission, inner motivation and activating the energy and emotional intelligence needed to proactively take advantage of environmental opportunities.

The company’s ego is made up of owners and shareholders, concerned with survival and financial profitability. Its soul is the value it provides for customers, the larger social and physical environment. Employees must find the proper balance to effectively do their jobs and serve their purpose.

Organizations leaning to the “ego” emphasize management, bureaucracy, environmental constraints and dangers; they start to focus on reaction, analysis and following plans and strategies. Team members must ask for permission and stick to their prescribed roles.

Organizations leaning to the “soul” emphasize leadership and entrepreneurial activities, focusing on opportunities and encouraging proactive risk-taking. Energy and emotional intelligence are parts of decision-making and strategy. Values related to a customer-focused vision and mission determine the priorities, which provide the inspiration and motivation for action.



Research indicates that the highest levels of performance occur when the success factors related to ego and soul are balanced, aligned and integrated. Ego without soul creates “blind ambition.” Soul without ego can lead to impotence and “burnout.” When people in teams and organizations achieve this balance, they demonstrate the characteristic of *collective intelligence*. This relates to the ability of people in a team, group or organization to think and act in an aligned and coordinated fashion. Collective intelligence transforms separate individuals into a cohesive group and creates a team in which the whole is truly greater than the sum of its parts; i.e., where 1 + 1 = 3 or more.

One of the fruits of collective intelligence is *generative collaboration*. It involves people working together to create something new, surprising and beyond the individual capacities of the group members. Individuals can utilize their abilities to the fullest and discover and apply resources they did not realize they had. They draw new ideas and resources out of each other. Thus, the performance or output of the group as a whole is much *greater* than it would be if the individuals were working by themselves.

Robert DILTS - Success Factor Modeling, Vol. II: Generative Collaboration – Releasing the Creative Power of Collective Intelligence, Dilts, R.; Dilts Strategy Group, Santa Cruz, CA, 2016.