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**Exercise:** Quad Exercise**Dimension / TPI:** Productivity and Positivity**Supplies:**

- Tape to create the four corners of the matrix
- Floor labels to identify each quadrant
- Rope segments

Note that it is not necessary that the number of rope segments match the number of team members. It can be just as interesting to see what happens on a team when there aren't enough or there is an abundance. Remember: how a team does anything is how a team does everything.

**Time:**

20 minutes

**Set-up:**

Layout the matrix on the meeting room floor with the tape. Place the floor labels so the orientation matches what participants saw on the flip chart or slide. Have rope segments ready.

Room size will have an impact on this exercise. Ideally, the team moves together from corner to corner; that way everyone is having a similar experience as they move. It's also easier to facilitate. Depending on room size, one team of up to as many as 20 is possible. And it is possible to divide into 2 teams or even 4 teams (3 teams doesn't work as well).

**Context:**

Rather than talk about the two dimensions and the resulting four quadrants in the model, this exercise gives team members an embodied experience of the four corners. They absorb and express the energy and behavioral norms associated with each corner.

## Instructions:

These instructions assume one team going through the exercise together.

If there are two teams, start one in High Productivity/Low Positivity and the other in the diagonal corner, High Positivity, and Low Productivity. After the first round, they switch places. For round three move the sub-teams one place clock-wise. You will have one team in High/High and one in Low/Low. Round 4 they switch places but before you end the exercise have everyone together in High/High.

### Quad 1: 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. Then walk around in this corner the way a team would that is High Productivity / but Low Positivity – like that team you were on.

- What was it like to be on a team like that? How does a team like this behave? What do people say to each other?

Remember, “Teams exist to produce results.” As a team you have a job to do: tie the ropes together the way a team would in this world. Get busy.”

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 the line, say “Stop! What did you notice the moment you crossed the line?” They can already feel the energetic field in the new quadrant. The behavior has already changed; they are smiling and

looking at each other. They knew what the new rules were instantly, without talking to one another. The system created this field.

- 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.

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 period of time?
- What is decision-making like in this quadrant?

Optional: before stepping into this quadrant take one of the team members aside and very quietly tell them to continue as a high productivity / low positivity advocate. Let this action unfold and then ask the team, "What is it like to have this team member?" Ask the team member who is not aligned, "What is it like to be the outsider? What happens when new team members join?"

### **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?

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**Debrief:**

- What was it like to be part of a system?
- What do you want to remember from this exercise?

**Additional questions you might use:**

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

- (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?
- What sort of sounds would you hear in this world?
- 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?