
Deals & Succession Conference





Collective Confidence: The Secret Formula of the World's Best Teams

André Martin, PhD

Organizational Psychologist and

Author of "Wrong Fit, Right Fit: Why How We Work Matters More Than Ever"

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DEALS & SUCCESSION CONFERENCE

André Martin, PhD

Organizational Psychologist and Author

- Former Head of Talent/Culture at Mars, Incorporated, Target, Google, and Nike
- Author of *Wrong Fit, Right Fit: Why How We Work Matters More Than Ever*
- Dedicated to employee engagement and culture. His mission is to help make growth companies as engaging as the consumer brands they create.

COLLECTIVE CONFIDENCE: THE SECRET TO THE WORLD'S BEST TEAMS

Dr. Andre Martin
Team & Co.

A BIT ABOUT ME

OD
Consultant



Enterprise
Associate



CLO &
Head of
Engagement



CLO,
VP Talent &
Culture



CLO,
VP Talent
Development
& Change



CLO,
VP People
Development



Culture
Strategist, Board
Member,
Operating Advisor



A BIT ABOUT ME

HOW MANY TEAMS ARE YOU A PART OF RIGHT NOW?



**IF CONFIDENCE IS LOW IN TIMES OF GROWTH,
WHAT YOU GET IS IMPOSTOR SYNDROME, SAFE
DECISIONS, HESITATION, HEADACHES, AND A LOT
OF MEDIOCRE RESULTS.**

WHY COLLECTIVE CONFIDENCE IS VITAL NOW

ICE CREAM IS GOOD

ICF CBFAM JC CQQD

UNCERTAINTY* DOMINATES TODAY'S EXECUTIVE LANDSCAPE, RESHAPING EVERY DECISION AND STRATEGY.

***3 year low**, confidence CEO's have in their executive team to lead through uncertainty (Russell Reynolds).

***2/3s of employees** say experienced more change this year than in years past (PwC).

ISOLATION* CREATES FEAR AND ERODES EMPATHY, IT IS THE MAJOR LEADERSHIP CHALLENGE OF OUR TIME.

*Daily loneliness has the equivalent health effects of smoking **15 cigarettes a day** (U.S. Surgeon General).

***1 of 5** Americans experience daily loneliness (Gallup).

PESSIMISM* IS PERVASIVE AND IS MAKING IT FAR TOO EASY TO SEE WHAT IS WRONG, TO BE DISAPPOINTED, AND BE ADDICTED TO DIVISIVENESS.

***32% of people** believe things will be better for the next generation (Edelman).

***Over 67% percent** of us believe governments and business leaders purposely mislead people (Edelman).

40

% of employees feel “isolated” everyday at work

9.6

Global cost (in trillions) of disengaged employees

75

% of workers in the USA who suffer from “Sunday Scaries”

79

% of employees who felt burnt out at the end of 2024

20

% of employees think about quitting every single day

Today, we face **unprecedented challenges** and **ever-increasing pressure to perform**. At every turn, there is a reason to disengage, jump ship, take fewer risks, or simply stand still.

THE ROLE OF THE **LEADER** IS HARDER AND MORE THANKLESS THAN ANY TIME IN HUMAN HISTORY.

The Role You Took

The Role You Play Every Day

- Cheerleader
- Coach
- Delegator

- Friend
- Culture Creator
- Camp Counselor
- Police Officer
- Negotiator
- Parent
- Therapist
- Player
- Teacher
- Cheerleader
- Coach
- Delegator

WE ARE TRYING TO DO INCREASINGLY HARD THINGS WITH LESS CREATIVE ENERGY, OPTIMISM, AND BELIEF THAN EVER BEFORE.

SOMETHING HAS TO CHANGE.

WHAT MAKES TEAM LEADERSHIP DIFFICULT FOR YOU NOW?



WHAT COLLECTIVE CONFIDENCE IS

COLLECTIVE CONFIDENCE* IS THE UNWAVERING
BELIEF THAT TOGETHER, WE HAVE THE
CAPABILITY TO ACHIEVE GREATNESS.

Rooted in the work of [Albert Bandura](#), it has been studied across domains ranging from sports to education, to the workplace. It is the key ingredient to performance of a team or collective over time.

Collective confidence is a powerful predictor of performance in the best teams.

Collective confidence accounted for nearly $\frac{1}{2}$ of the variance team performance over time (self reported by team members.)

Past performance is not the only predictor of collective confidence.

Six different contributors emerged as predictors to collective confidence including: past performance, self confidence, contributory confidence, vicarious experience, shared learning, and shared leadership.

Collective confidence was predictive of other highly valued team outcomes.

Collective confidence accounted for a significant portion of the variance beyond team performance, including: team cohesion, team resilience, team collaboration, and creative risk taking.

Collective confidence to performance link is reliant on strong group process.

When group process variables* were included in the model, the predictive value of collective confidence dropped showcasing that good or bad group process amplifies the impact (or not) of confidence.

*Open communication, role clarity, recognition, goal setting, constructive conflict.

A survey of 400 team members from USA, Europe, and Australia provided insights into the relationship between collective confidence and team performance.

HOW COLLECTIVE CONFIDENCE IS BUILT

1. BUILD BELIEF IN EVERY TEAM MEMBER
2. PUT EVERYONE'S GENIUS TO WORK*
3. CREATE LOW-STAKES WAYS TO WIN TOGETHER*
4. SHARE INSPIRING STORIES THAT SET THE BAR*
5. TURN LEARNING INTO A TEAM SPORT
6. MAKE EVERYONE THE BOSS OF SOMETHING

*PSST...THESE INPUTS
ARE IN YOUR CONTROL*



**CONTRIBUTORY CONFIDENCE* IS AN OFTEN
OVERLOOKED AND UNDER-APPRECIATED
ELEMENT TO COLLECTIVE BELIEF.**

*Contributory confidence is the extent to which I believe I can make a unique and significant contribution to the team given the mix of skills and abilities.



**THE “SLOW HANG” CREATES DEEP CONNECTION.
MAKE EVERYONE THE “BOSS” OF SOMETHING.
COMPETENCE BORROWING EMERGES FROM “UNLIKELY DUOS”.**

**YOUR PEOPLE ARE MORE THAN THEIR NARROWED
JOB. HUNT FOR "ZONES OF GENUIS" AND SHOWCASE
THEM ACROSS THE TEAM.**

EARLY SUCCESS* AS A TEAM CREATES THE HABIT OF WINNING THAT SUSTAINS COLLECTIVE BELIEF IN HIGH PRESSURE.

*The early success should be in **analogous and low stakes environments** as it allows the team members to practice trust and build psychological safety.



**THE “FARM SYSTEM” CREATES LOW STAKES WAYS TO WIN.
THE WEEKLY WARM-UP EXPOSES EVERYONE TO EXCELLENCE.
HYPE UP THE LITTLE THINGS IN BIG WAYS.**

**WINNING BUILDS SAFETY AND RESILIENCE. MAKE
FIRST 90 ABOUT GETTING REPS WITH SUCCESS NOT
GETTING CULTURALLY ASSIMILATED.**

INSPIRATION* FROM TEAMS THAT ARE BEST-IN-CLASS IS VITAL TO SEE THAT HIGHER LEVELS OF PERFORMANCE ARE POSSIBLE.

*Vicarious experience moves beyond being enamored by what a team accomplished and uses the **secret science of inspiration** to ask the question “why not us?”

THE DEADLIEST CATCH PRODUCTION TEAM - 2006

DEADLIEST CATCH

Discovery

**“FILM SCHOOL” MADE IMPOSSIBLE, POSSIBLE.
DEBRIEFS DECODED THE SECRET SAUCE OF SUCCESS.
CAMARADERIE AND RIVALRY ARE VITAL.**

**INSPIRING STORIES OF EXCELLENCE ENERGIZE US.
SEEK OUT EXCEPTIONAL WORK SO EVERYONE SEES
POSSIBILITY OVER PERPETUAL PROBLEMS.**

WHAT COLLECTIVE CONFIDENCE PRINCIPLE WILL YOU FOCUS ON?



WHAT YOU CAN DO NOW RIGHT NOW

Inputs to collective confidence

PSYCHOLOGICAL
INPUTS

Self confidence
Contributory
confidence

PERFORMANCE
INPUTS

Past performance
Vicarious
experience

COLLECTIVE CONFIDENCE

LEARNING
INPUTS

Shared leadership
Shared learning/
training

TEAM PROCESS
INPUTS

Clear ways of working
Consistent team
rituals & routines

01

Reinforce **individual accomplishments** and “feed forward” to make your people better.

02

Uncover everyone’s **“zones of genius”** and provide them an opportunity to contribute in unique ways.

03

Provide the team opportunities to succeed together in **analogous, low stakes** environments.

04

Seek out **inspiration doses** of teams in similar situations that have exceeded expectations.

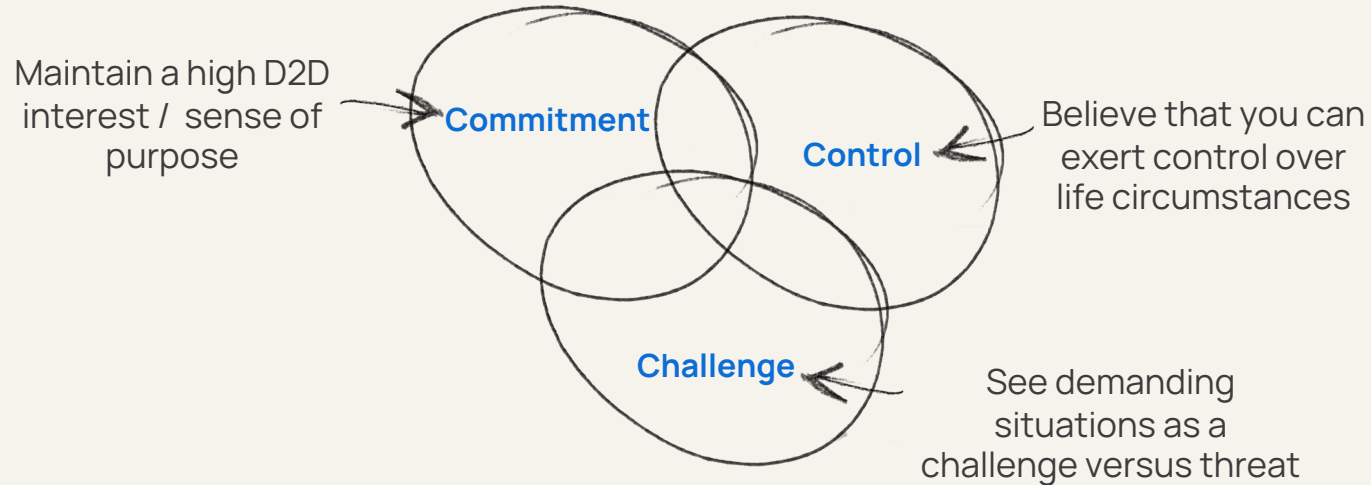
05

Take time for the team to learn and **build capability together** as opposed to independently.

06

Rotate leadership roles to allow every member to be the **boss of something**.

CONFIDENCE IS FUEL FOR A STRESS HARDY COMPANY.



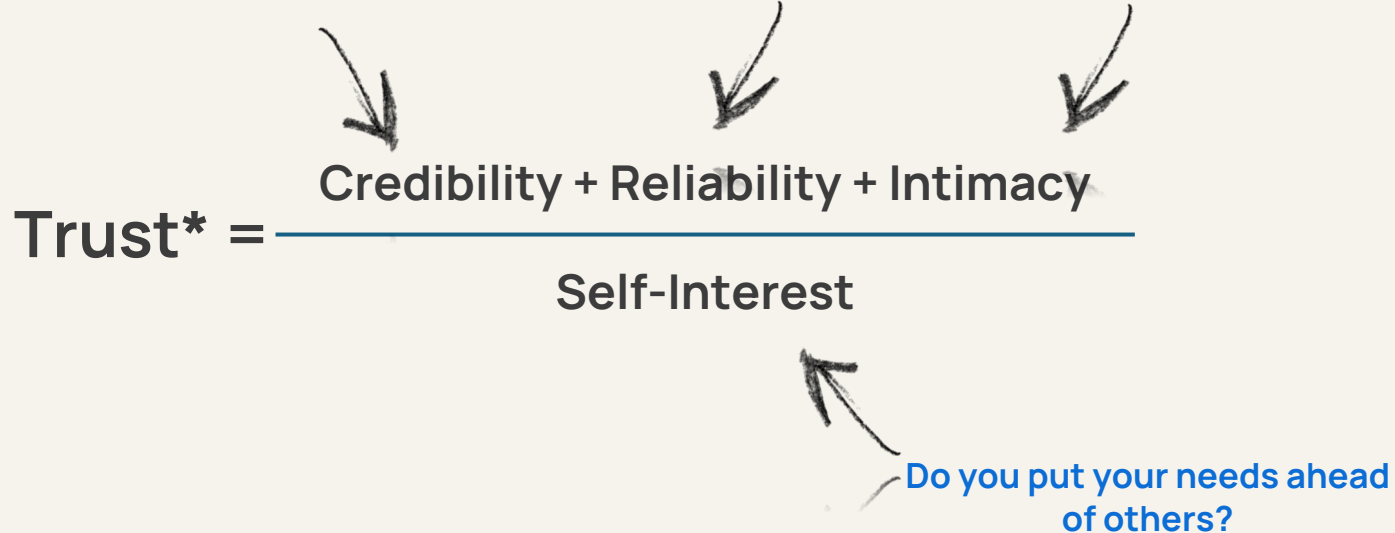
Suzanne Kobasa, U of Chicago

TRUST IS THE SCAFFOLDING FOR CONFIDENCE TO CLIMB.

Do you know what they are talking about?

Can they count on you?

Do they feel safe being honest?



A FINAL THOUGHT

IT IS THE TIME FOR LEADERS. LEADERS WHO:

END **DIVISIVENESS.**

END **ISOLATION.**

END **JUDGEMENT.**

END **INDIFFERENCE.**

END **PESSIMISM.**

END **CLOSE-MINDEDNESS.**

END **CRITIQUE.**

END **HATRED.**

END **BLAME.**

**EVERYONE IS IN NEED.
EVERYONE IS STRUGGLING WITH SOMETHING.
THERE IS ONE THING EVERYONE CAN DO EVERY DAY.**

WHAT HOW
DO YOU CAN I
NEED? HELP?

THE END. AND, THE BEGINNING.



**CONNECT ON LINKEDIN
JOIN MONDAY MATTERS**
