KDVI LEARNING LAB

Constellation Dynamics: group fault lines & rackets

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The pandemic has especially laid bare the inequities of New York City’s health care system. Our journalists examined those fault lines at one public hospital in a section of Brooklyn that was hit hard by the outbreak.
Constellation Dynamics
Fault Lines are often associated with increased conflict and process losses, which lead to decreased.
SUMMARY

• Fault Lines exist in all systems

• Like bias and prejudice, Fault Lines are a very real part of our human existence AND we cannot get rid of them... in fact, they become more powerful when we ignore or deny them and their role in our life

• Fault lines become more “visible” under internal/external stress

• Awareness is like the hair spray that Tom Cruise in MI3 uses to make the laser beams visible

• Perspectives, biases & distortions that have been unspoken or denied become visible with awareness
Identify and share the fault lines in a constellation you are engaged... family, work, sports, church... it doesn’t matter as Fault Lines exist in all organizations!

How do these fault lines show-up? What triggers activate them? What behaviors do you see?
Rackets
• Persistent complaints & scams about other(s)
• A fixed pattern of response
• Individual or team defensiveness (social defense)
4 ASPECTS OF RACKETS

1. **Enduring complaint about someone else**
   - they always complain; they never deliver, they’re always late

2. **Typical response**
   - **Dominate** – I’ll get even
   - **Submissive & conform** – I’ll pretend it doesn’t matter;
   - **Disconnect** – I give up and check out

3. **Payoff** - I don’t need to challenge or stretch myself, I’ll just blame you

4. **Cost** – quality of relationship goes down and work is less effective and often frustrating
Identify and share a personal racket that you have developed and are engaged with, in your personal and/or professional life.

How can you imagine to make this racket discussable in order to attempt to make a constructive shift your relationship with this racket?
What is the work to be done .... our *primary task*?

Identify **anxiety** the and the *primary risk*.

What are our crucial Fault Lines?

What are the rackets that have developed?

What is the level of psychological safety within the team? Organization?

How can I/we best contain and address the risk and anxiety?

What questions or issues are being avoided?

Whose voice is not being heard ... scapegoat?
Antino, M. Rico R., & Thatcher, S. Structuring Reality through the Faultline Lens: The Effects of Structure, Fairness and Status Conflict on the Activated Faultlines-performance Relationship, Academy of Management Journal


