

Basis of the Sikkhona® Model

Teams that work are based on interpersonal relationships that work. Sikkhona® is a model that explains the different stages that teams go through. Offers a diagnosis of where a given team is (Sikkhona® Team Assessment), and based on this diagnosis, it proposes the dynamics to be carried out to develop the relational health of a team and gain in cohesion and trust.

The Sikkhona® model has been used in more than 400 organizations from more than 20 countries, with more than 22,000 members of the teams. Its use extends far beyond professional teams, in contexts and sectors such as sports, medicine, law, public administration and social organizations. It is available in Spanish and English.

Background

The Sikkhona® model was created in 2013 by Alex Galofré (Barcelona, 1967, an expert leadership coach) and Ferran Ramon-Cortés (Barcelona, 1962, an economist expert in communication skills).

Alex and Ferran, from their different backgrounds, have brought to the model their experience and knowledge of working with teams, they have worked with more than 500 teams from diverse contexts and cultures.

After creating the Bridge® model of relational styles, the authors identified that there were a number of circumstances in teams that affect team performance and effectiveness, which were going beyond relational effectiveness, and had more to do with the team's systemic functioning, relational health and degree of trust.

From their experience, they decided to create a model that could explain, in a as simply as possible way, the complexity of the experience and development of groups and teams that includes three main characteristics:

- Simple to understand
- Intuitive and immediately applicable without stereotypes
- Affordable for all types of teams

Sikkhona® and Sikkhona® Team Assessment Model

The Sikkhona® team health model identifies 4 stages of team development (Diplomatic, Open, Involved and Synergistic) and 3 possible derailments (Apparent, Sectarian and Stuck) and one possible collateral damage (Armoured).

In order to measure with rigor and objectivity what is happening in the team, and what it may need on its way to high performance, they developed Sikkhona® Team Assessment, a diagnostic that provides an x-ray analysis from which to work with teams effectively.

Sikkhona® Team Assessment measures the relational health of the team (understood as its degree of trust and cohesion), based on a series of behaviors that are evaluated by its members.

The report shows a systemic map of the team based on the stages and derailments mentioned above, and an assessment of how the team scores in each stage of development (Expression, Alignment, Interdependence).

All this information is used to analyze the team's strengths and areas for improvement, and implement strategies to grow in cohesion and trust, and build high-performance teams.

Bibliography

The book "Shall we talk? Necessary conversations to make relationships and teams work" by Ferran Ramon-Cortés and Alex Galofré, contains a detailed explanation of the use of the model and use cases for its practical application.



Stages of model development and main milestones

The Sikkhona® model creation and validation process has followed the following sequence:

2013-2015

Preliminary qualitative research: Process of systematized observation of teams by the two authors. A first model is developed to describe the stages or phases through which a team goes through. With the philosophy of creating the most complete and simple model possible, 4 stages that every team goes through on its way to synergy and high effectiveness are identified, as well as three derailments. In the development of the model, a special attention is given to ensure that the model can include and be valid for any relationship of two or more people (couples, groups, teams, organizations).

Development of dynamics and strategies for team development, according to the Sikkhona® model stage approach.

2015-2016

Testing of the model in different environments and cultures: with companies, families, NGOs, working teams, business families, sports teams, management committees, boards of directors. The model is tested in more than 10 different cultures and countries. In all interventions with teams, feedback is requested from teams regarding the impact of the work, and in all cases the work done has been perceived as a contribution of high value for trust and cohesion in the group being worked with.

Definitive review of the Sikkhona® model offer as a working tool with groups and the development of teams.

2017

Construction of the first online platform to allow clients respond to the questionnaire. Design of the first customized report that is automatically generated by the platform. First promotion of certified facilitators. The application of the model reaches the first 150 teams.

2018

Official statistical validation of the model and the Sikkhona® Team Assessment online questionnaire. The Department of Applied Statistics of the Universitat Autònoma de Barcelona was asked to analyze the validity and reliability of the model taking the questionnaire base of clients responded till the date, which included 1413 individuals and 186 groups. The conclusions were that for all the constructs analyzed in the questionnaire the items showed a high internal consistency, and that the model could be considered as an adequate model.

The validity or consistency of an assessment is a measure based on the correlations between different items within the test itself. It measures whether the different items of a scale produce similar results in the general assumption, and informs about the reliability of the assessment.

According to the Sierra Bravo scale, a correlation coefficient of 0.60 to 0.69 is considered to be of substantial magnitude, and above 0.70 is considered to be of very strong magnitude. The values obtained in the Sikkhona® validity study provide us with the following data: Expression section (Diplomatic-Open) validity of 0.83. Alignment (Open-Involved) section, validity of 0.84. Interdependence (Involved - Synergistic) section with a validity of 0.78. Apparent Derailment validity of 0.84. Sectarian Derailment validity of 0.79. Stuck Derailment validity of 0.66.

2019

Publication of the book "¿Hablamos? - Shall we talk?" containing a detailed explanation of the use of the model and its practical applications.

2020-2021

Expansion of the use of the model to 1,790 devices. Extension of the certificate base to more than 350 professionals who use Sikkhona® in their professional work.

Updating of the technological platform to ensure the robustness of the system.

2022-2023

Update of the Sikkhona® Team Assessment report, incorporating the distinction between aligned, dispersed or polarized teams, significantly complementing the dimension of understanding the status of each team.

2024

Statistical re-evaluation of the model and the questionnaire, extending the analysis database. The results confirm and consolidate the validity and reliability of the model.

Modification of the Sikkhona report by incorporating the concept of Psychological Safety and detailing ad-hoc action strategies for each station and derailment.

