Efficiency North – EN:Lighten programme

Coaching Led Performance – Collective input of cohort learning

20th & 21st August 2024

Our thoughts and reflections on our **360 feedback** and development themes.
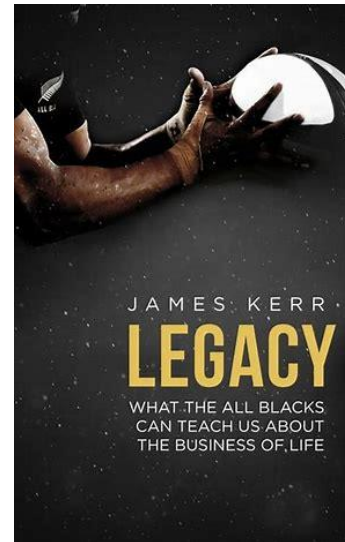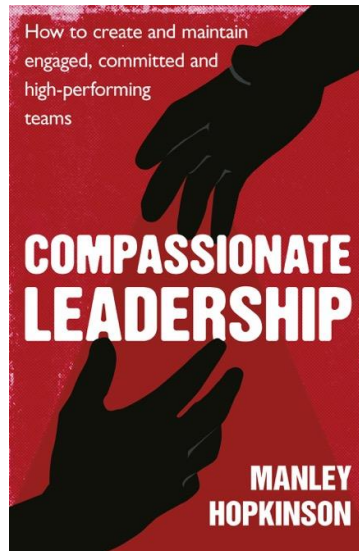
360 Feeback

360 Development themes

- Reflect on impact to others
- Get more feedback
- Very affirming
- People give feedback through diff lenses
- Share 360 with others and ask "tell me more"
- Picked up ingrained character traits
  ↳ Recognising is easy - changing is hard
- Advice - when it's asked for / in the right context
  ↳ with caution
- feedback intent is +ve $ for their growth
  ↳ well thought through delivery
  ↳ fact not emotion
- Trust & psychological safety
* Create an org 360 process?
  ↳ feedback culture — good $
    areas for development

What is 'Collective Brilliance'?

'A team is greater than the sum of its parts'

'Securing the best for all'

Creating the environment for success

How to create and maintain engaged, committed and high-performing teams

COMPASSIONATE LEADERSHIP

MANLEY HOPKINSON

JAMES KERR

LEGACY

WHAT THE ALL BLACKS CAN TEACH US ABOUT THE BUSINESS OF LIFE

"Talent wins games but teamwork and intelligence wins championships. *Michael Jordan*

"Great things in business are never done by one person. They're done by a team of people" *Steve Jobs*

"A team is not a group of people who work together. A team is a group of people who trust each other" *Simon Sinek*

"Individual commitment to a group effort – that's what makes a team work, a company work, a society work, a civilization work" *Vince Lombardi*

"A single arrow is easily broken, but not ten in a bundle" *Japanese Proverb*

Patrick Lencioni's 5 dysfunctions of a team

Dysfunctions of Teams
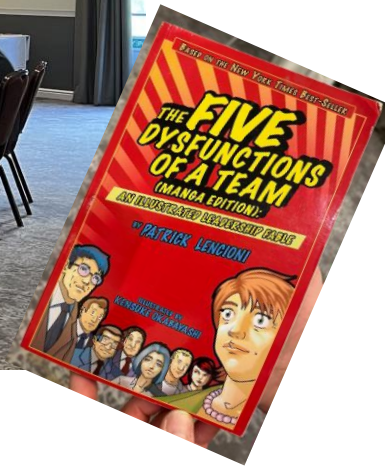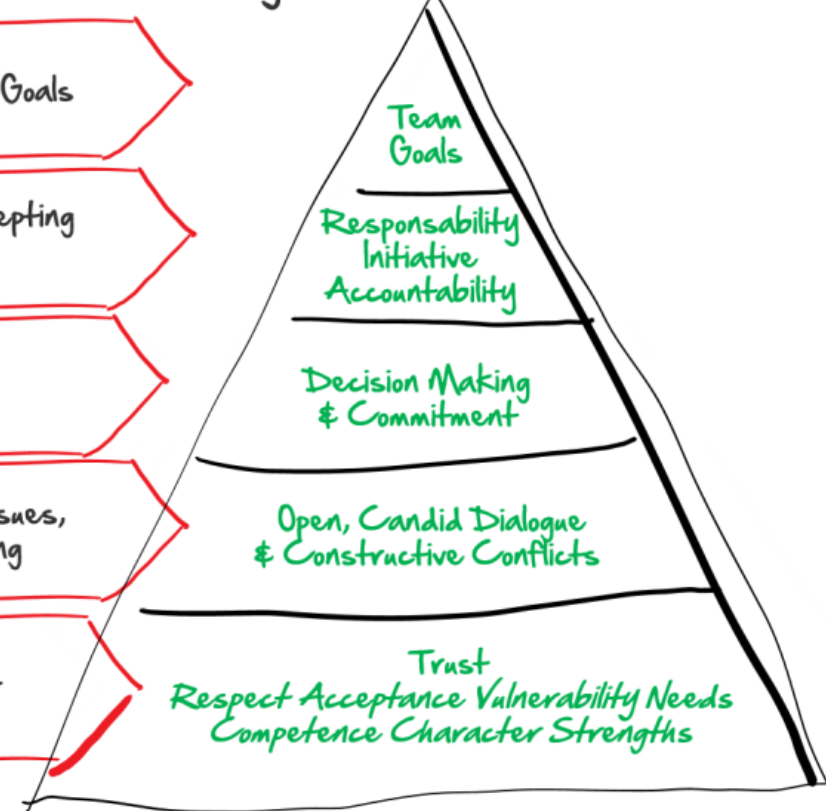
Focus on personal/Ego/own department Goals

Not holding one another accountable, accepting mediocrity, not taking action/initiative

Not involving people in decision making, saying yes & doing no

Artificial harmony, not discussing real issues, avoiding conflict, not speaking up/listening

Invulnerability, not real, absence of trust

Pyramid of Teamwork

Team Goals

Responsability Initiative Accountability

Decision Making & Commitment

Open, Candid Dialogue & Constructive Conflicts

Trust
Respect Acceptance Vulnerability Needs
Competence Character Strengths

Left flip chart:
1. Without trust there is no foundation.
2. Willingness/feeling safe to be vulnerable.
3. Allow (Encourage) people to challenge or there is no accountability & no buy in.
4. Busy teams don't always allow the time themselves to do No 2

1. Feelings of trust + willingness to feel safe + vulnerable
2. Calling out, making space to do so + making space + time to do this.
3. Recognising peoples skills + weaknesses/gaps/development needs + people recognising their own.

Right flip chart:
1. TRUST ?
2. CONFLICT ? + CONFLICT. CONFLICT → DRIVER
3. STRUGLE ? COMPETITIVE
4. CULTURE of OPENESS
5. TEAM AGENDA Conflicts with Individual Agenda
6. CONSULTATION

Patrick Lencioni's 5 dysfunctions of a team

Our group discussions on:
- The key messages from the 5 dysfunctions of a team video?
- The lessons that are of particular relevance to our own teams/EN as whole?
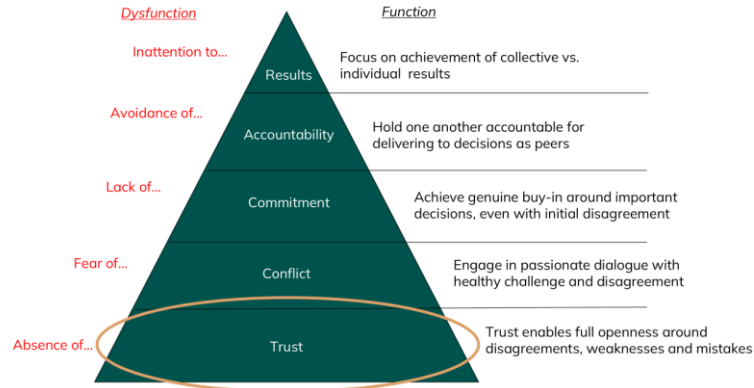
My team – future vision

Having reflected on the Lencioni assessment around our current teams

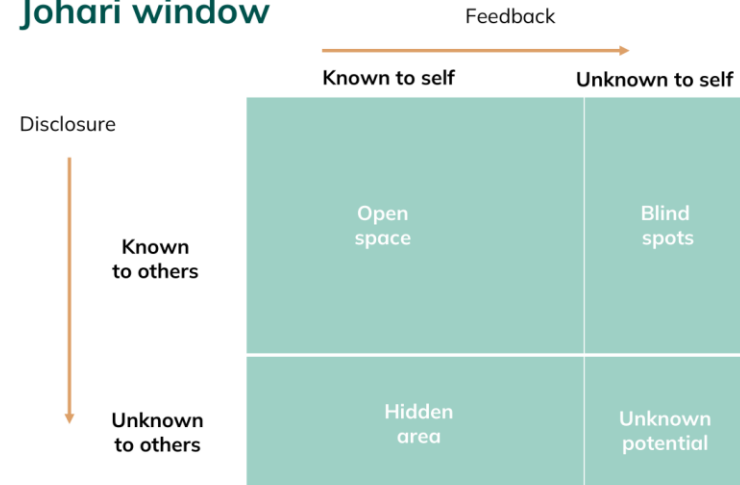These are our team metaphor cards to describe a future vision for our teams

How do we build trust?

Patrick Lencioni's 5 dysfunctions of a team

Dysfunction		Function
Inattention to…	Results	Focus on achievement of collective vs. individual results
Avoidance of…	Accountability	Hold one another accountable for delivering to decisions as peers
Lack of…	Commitment	Achieve genuine buy-in around important decisions, even with initial disagreement
Fear of…	Conflict	Engage in passionate dialogue with healthy challenge and disagreement
Absence of…	Trust	Trust enables full openness around disagreements, weaknesses and mistakes

Johari window

Feedback →

	Known to self	Unknown to self
Known to others	Open space	Blind spots
Unknown to others	Hidden area	Unknown potential

Disclosure ↓

Getting the best out of me

A simple & effective tool to use in teams

Consider everything you know about yourself, how you like to work, the results of psychometric tests like, key drivers, how you're motivated, how to get the best out of you.

Capture it all on the template and use it as a discussion point amongst team members.

Each heading is separate and not horizontally linked, although there is undoubtedly some cross over.
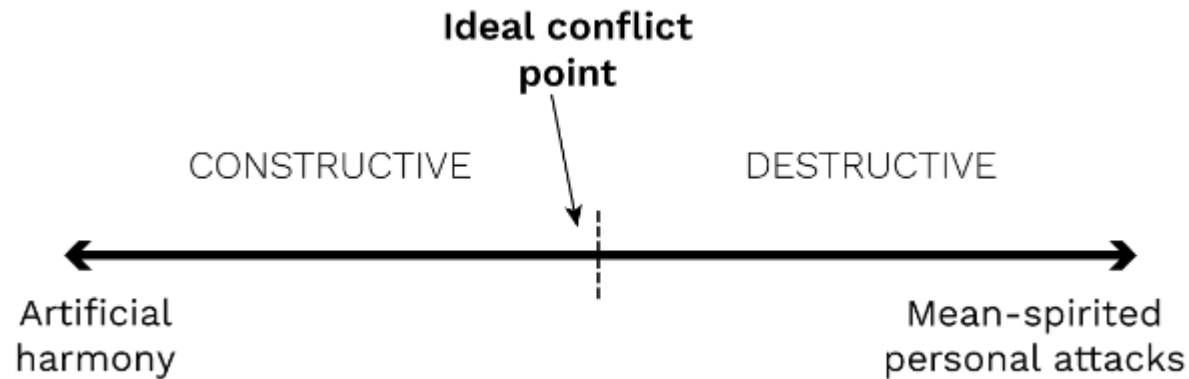
Please Do	Please Don't	I Like	I Don't Like

BRAVING – the 7 elements of trust

Brené Brown – dare to lead

B	Boundaries	Setting boundaries is making clear what's okay and what's not okay, and why.
R	Reliability	You do what you say you'll do. At work, this means staying aware of your competencies and limitations, so you don't overpromise and are able to deliver on commitments and balance competing priorities.
A	Accountability	You own your mistakes, apologise, and make amends.
V	Vault	You don't share information or experiences that are not yours to share. I need to know that my confidences are kept, and that you're not sharing with me any information about other people that should be confidential.
I	Integrity	Choosing courage over comfort; choosing what's right over what's fun, fast, or easy; and practicing your values, not just professing them.
N	Non-judgement	I can ask for what I need, and you can ask for what you need. We can talk about how we feel without judgment.
G	Generosity	Extending the most generous interpretation to the intentions, words, and actions of others.

Creating healthy conflict

Ideal conflict point

CONSTRUCTIVE   DESTRUCTIVE

Artificial harmony   Mean-spirited personal attacks

Inevitability of discomfort!

Ideas to encourage healthy conflict

Thomas Killman conflict styles

- Everyone knows it's OK to have an opinion
  └ OK to not agree but support collective decision

- Conversations happen in the room - not out (gossip)

- Call out conflicting behaviour
  └ open & honest

- Create an open space for equal voice - good questions
  └ genuinely listen

- Create the conversation

- Recognition it's easier to debate process than it is behaviour

- Showcase mistakes & learning — contracting
  └ & celebrate successes.   — lessons learnt after projects
  (each team meet, one success one learning)   something new

- Listen & acknowledge

Our Think Tank

How can we make our recruitment efforts more effective at EN?

Commitment & Accountability
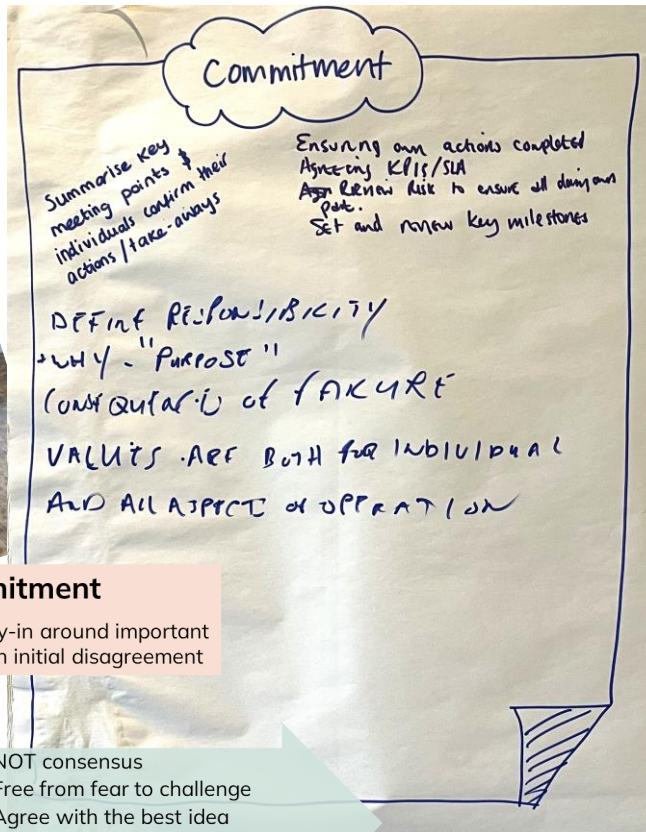
Accountability

Hold one another accountable for delivering to decisions as peers

- Performance standards
- Peer to peer accountability
- Culture modelled by leader

Commitment

Achieve genuine buy-in around important decisions, even with initial disagreement
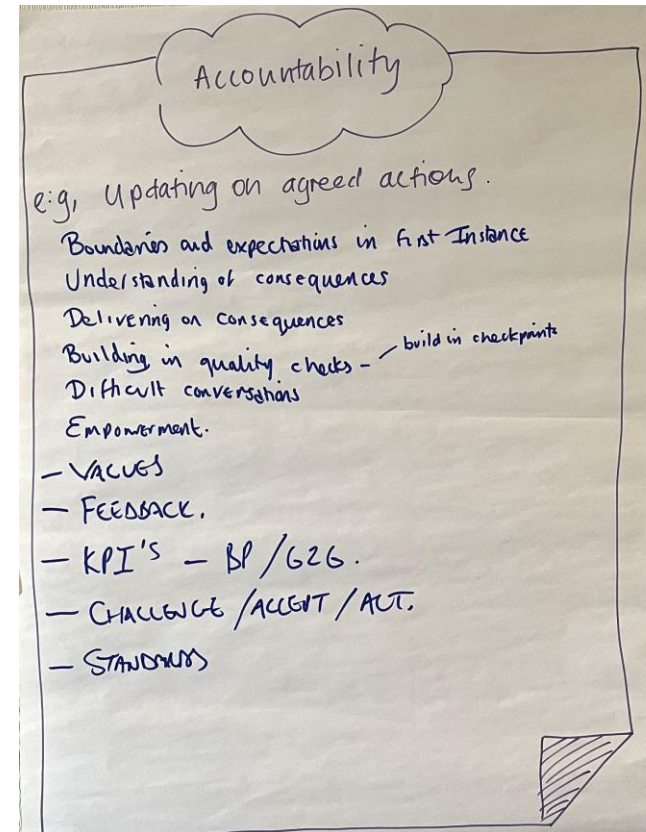
Buy In
'Disagree & commit'
- NOT consensus
- Free from fear to challenge
- Agree with the best idea
- Have ideas heard

Clarity
- Clarity & alignment on a decision to avoid assumptions (different maps)
- Commitment clarification
- Communication cascade

Key coaching skills reminder and coaching pairs

Check in – Mindful object focus
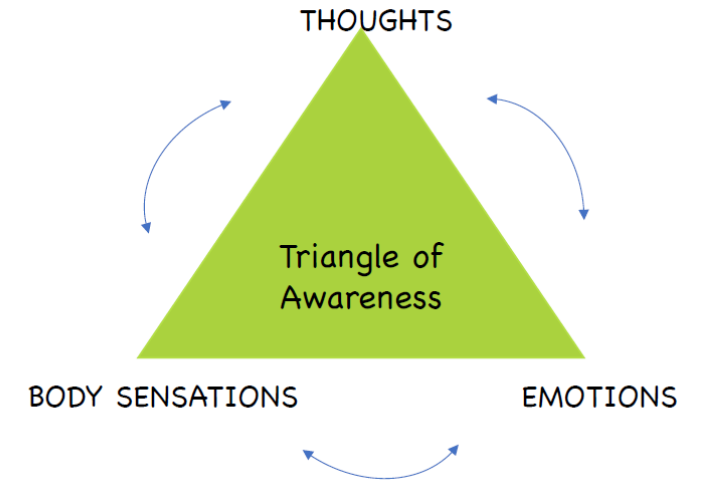
Our Timeline Stories
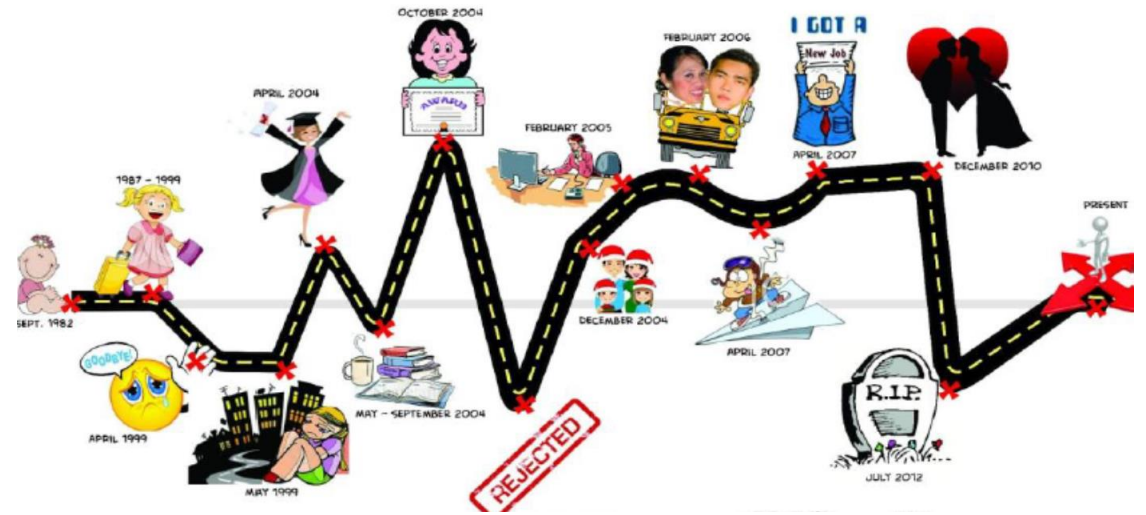
How does conflict make us feel?

What negative outcomes of workplace conflict have you witnessed?

- Personal insults/attacks — 27%
- Sickness/absence — 25%
- Cross-departmental conflict — 18%
- Bullying — 18%
- People left the organisation — 18%
- People were fired — 16%
- Employees were moved to different departments — 13%
- Project failure — 9%

How does conflict make you feel?

- Demotivated – it's such a distraction
- Angry and frustrated — 21%
- Nervous – sick to my stomach — 18%
- Sleepless and stressed — 9%
- Nothing – I'm used to it — 9%
- Confident – the issues have been aired — 19%
- Excited – a chance to prove myself — 12%
- Energised – it's the spice of life — 5%
- — 5%

How does conflict make you feel?

Anger
Challenged
Annoyed
Anxious
Invigorating
Protective of others
Frustrating
Personal
Unsafe
Failure
Offended
Powerless
Purpose
Empowered
Withdrawn
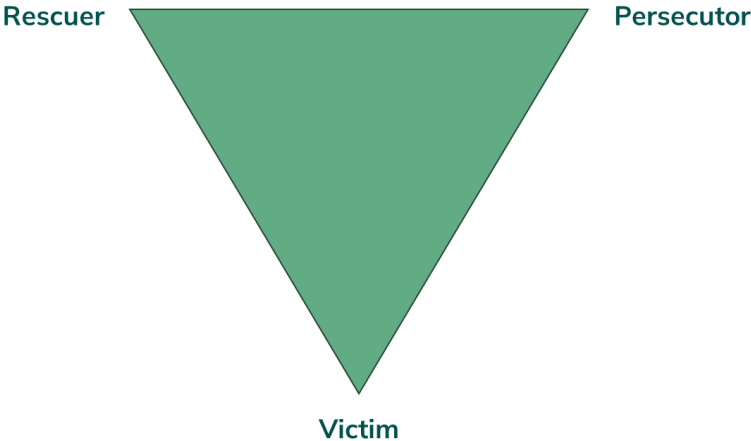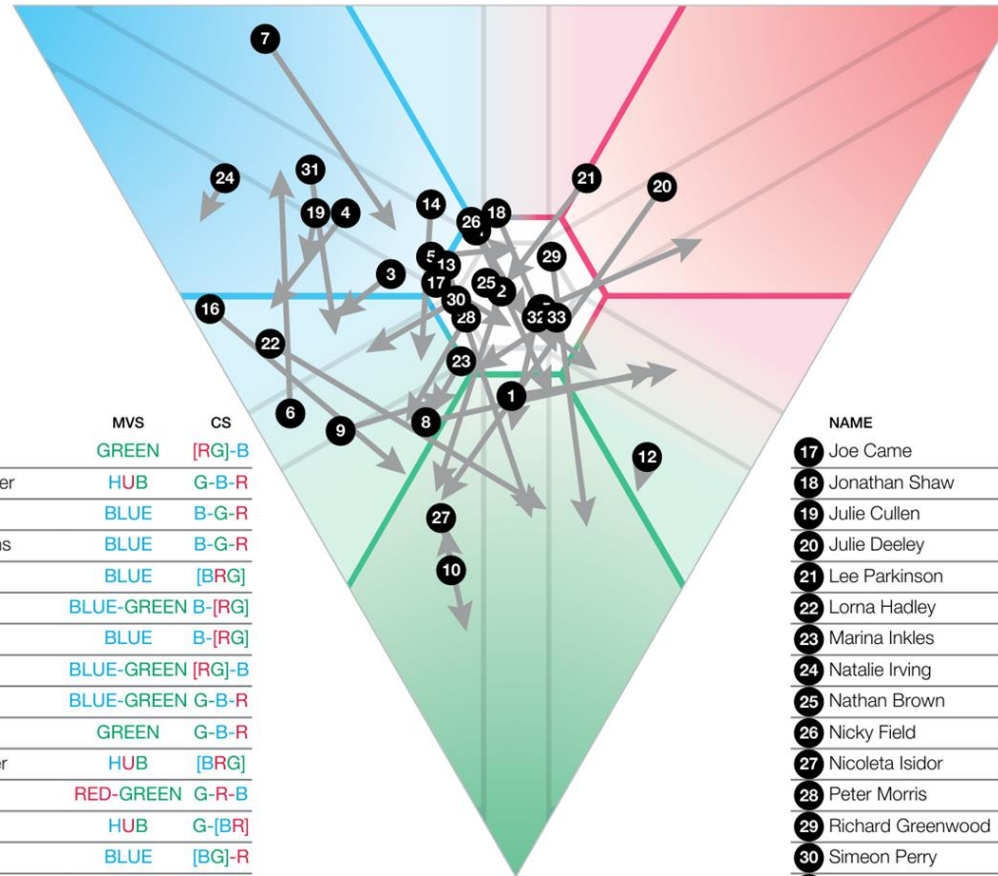Defensive

The drama triangle

Exploring the drama triangle, how to recognise when this is happening and change our behaviour

Rescuer   Persecutor

Victim

SDI Conflict Recap

Team SDI Results
Efficiency North
May 20, 2024

NAME	MVS	CS
1 Aaron Ziemniak	GREEN	[RG]-B
2 Abdul-Majid Mater	HUB	G-B-R
3 Alex White	BLUE	B-G-R
4 Cameron Cousins	BLUE	B-G-R
5 Carl Bairstow	BLUE	[BRG]
6 Curtis Evans	BLUE-GREEN	B-[RG]
7 Daniel Simpkins	BLUE	B-[RG]
8 Darren Walker	BLUE-GREEN	[RG]-B
9 Eddy Dennis	BLUE-GREEN	G-B-R
10 Elizabeth Quinn	GREEN	G-B-R
11 Elizabeth Butcher	HUB	[BRG]
12 Emma Mottram	RED-GREEN	G-R-B
13 Hannah Norton	HUB	G-[BR]
14 Helen Anderson	BLUE	[BG]-R
15 Istvan Baranyi	HUB	R-G-B
16 Jed Turner	BLUE-GREEN	G-B-R

NAME	MVS	CS
17 Joe Came	HUB	[BRG]
18 Jonathan Shaw	RED-BLUE	[RG]-B
19 Julie Cullen	BLUE	B-G-R
20 Julie Deeley	RED	G-B-R
21 Lee Parkinson	RED	[BRG]
22 Lorna Hadley	BLUE-GREEN	G-[BR]
23 Marina Inkles	BLUE-GREEN	G-B-R
24 Natalie Irving	BLUE	B-G-R
25 Nathan Brown	HUB	[RG]-B
26 Nicky Field	HUB	G-R-B
27 Nicoleta Isidor	GREEN	G-B-R
28 Peter Morris	HUB	G-B-R
29 Richard Greenwood	HUB	G-R-B
30 Simeon Perry	HUB	[BG]-R
31 Sophie Richardson	BLUE	B-G-R
32 Tracy Worsnop	HUB	G-[BR]
33 Vijay Kumar	HUB	G-B-R

Coaching pairs using Perceptual Positions to consider a conflict from 3 positions
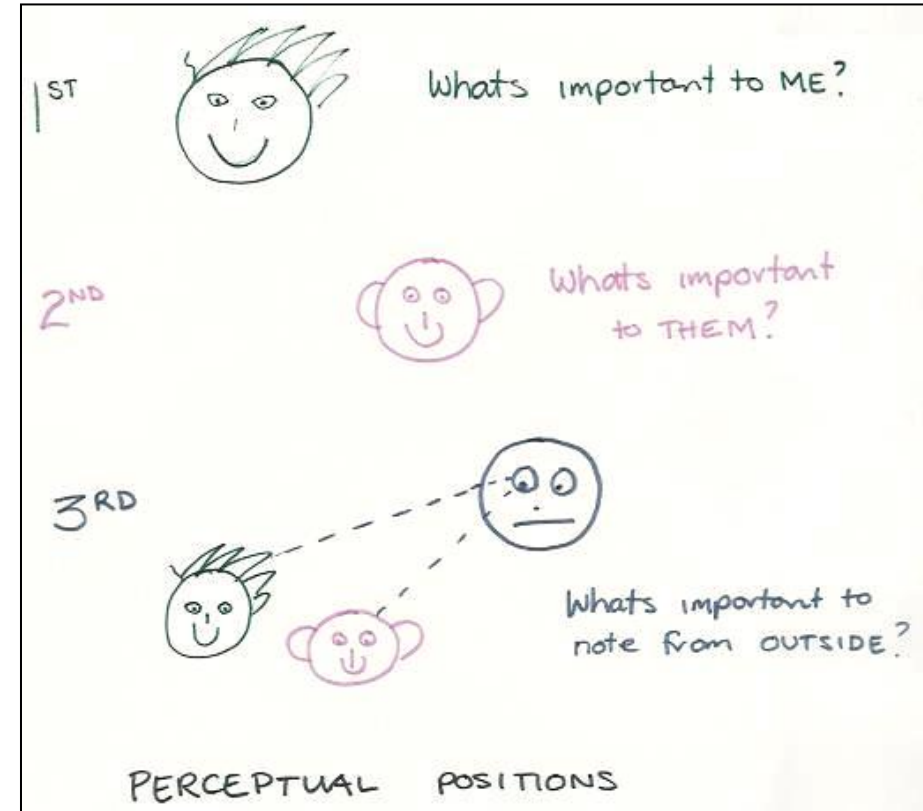
Your team action plans

Your plan for how to get your team to where you want it to be. Set some clear goals and immediate actions to take, along with some mid to long term actions. Some useful prompts are:-

1. What is the challenge or change you want to make (the current & future state)

2. What's important about this change & why

3. What plans you will try (or may have already tried)

4. What it will take from you to make this happen

Recapping the two days
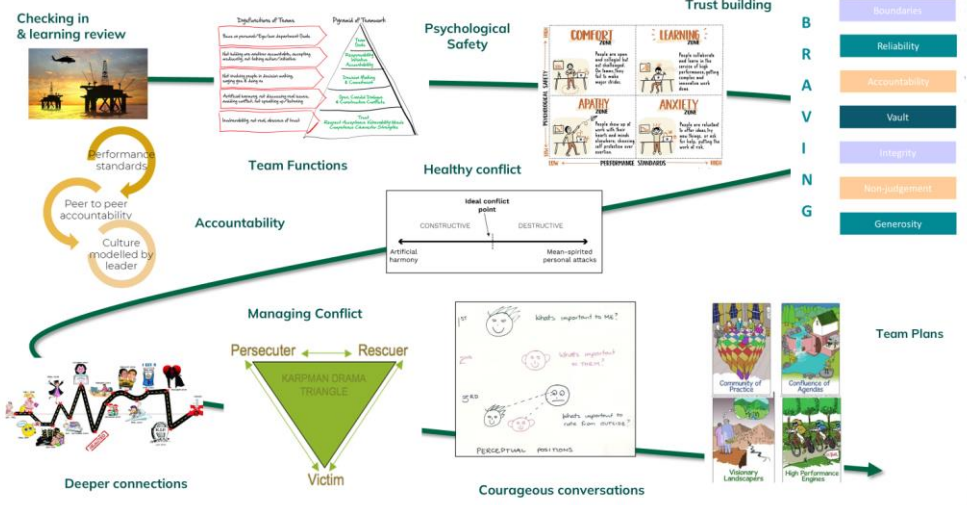
Pre-work for Coaching Led Leadership

1. Leadership reflections in journal & reflections from this module

2. 1-1 coaching – 2nd session (if not already done)

3. Practice coaching with buddy

4. Watch Turn the Ship Around video

5. Watch Sinek Why video

Check out post-its