

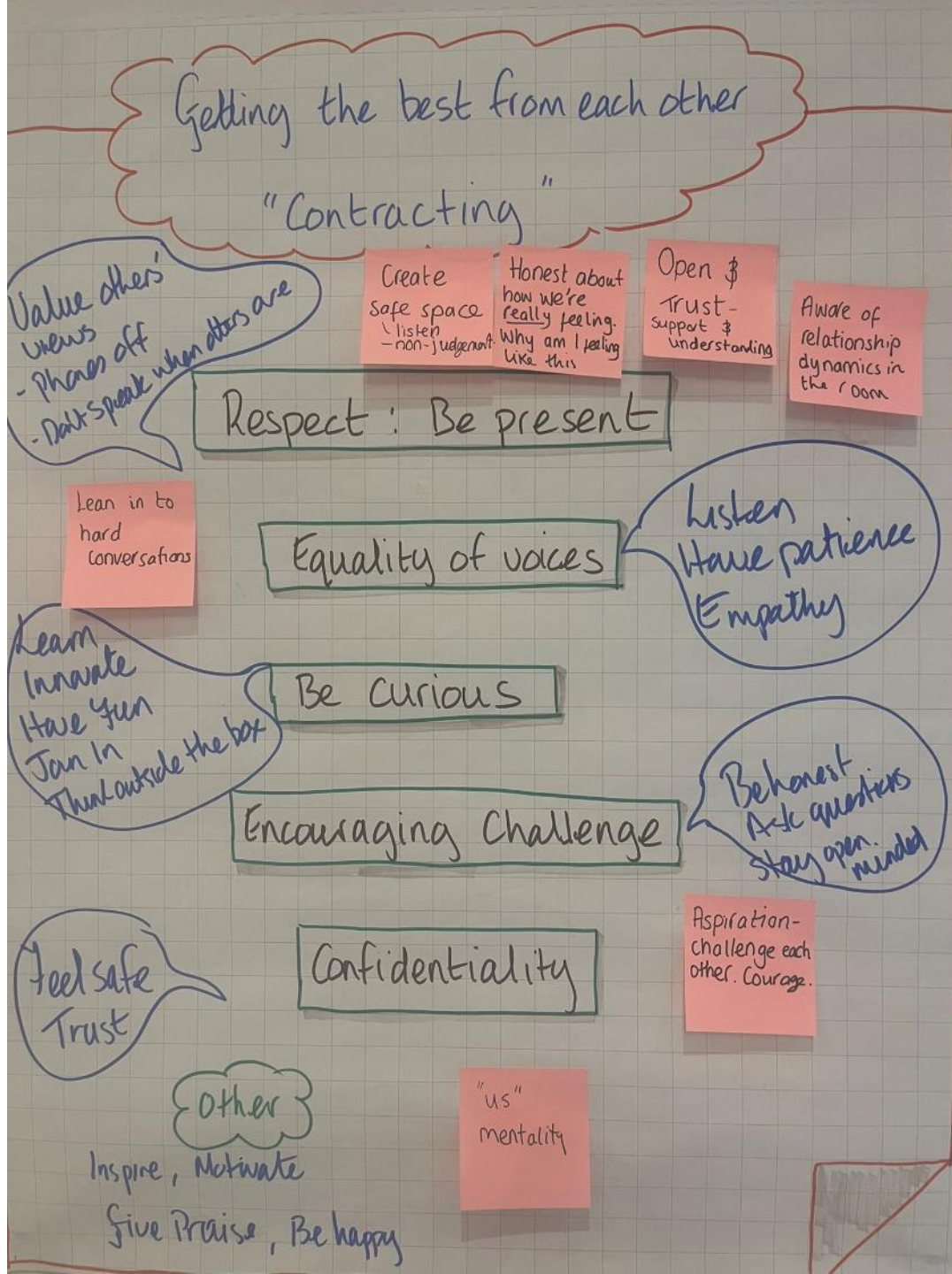
Efficiency North – EN:Lighten Programme

Coaching Led Performance

16th & 17th July – COLLECTIVE INPUT OF COHORT LEARNING



Our Group Contract



Agenda



What **learning, reflections or actions** related to En:Lighten have you had since we last met?



- Noticing curiosity & questions on love island!
- Using SMART with our teams
- Encouraging growth mindset in others
- Coachable moment with son, goal, used green Qs
↳ he made the decision, surprised at his own capability
- This stuff isn't easy! Hard to tame advice monster
 - ↳ Investment - developing character skills
 - Unlocking potential.
 - Hunger for stepping out of comfort zone
 - Get people to teach
- Identify learning styles & lean in to them
 - ↳ Read, audible, podcasts - take time to learn
 - ↳ How can we share that with each other
EMT



Reflecting on your leadership

Leadership reflections

- What do you want to change & why?
- What's important about that for you?
- What does this metaphor look like for you in practice?





Creating a Culture of Engagement & Empowerment



Traditional leadership assumptions

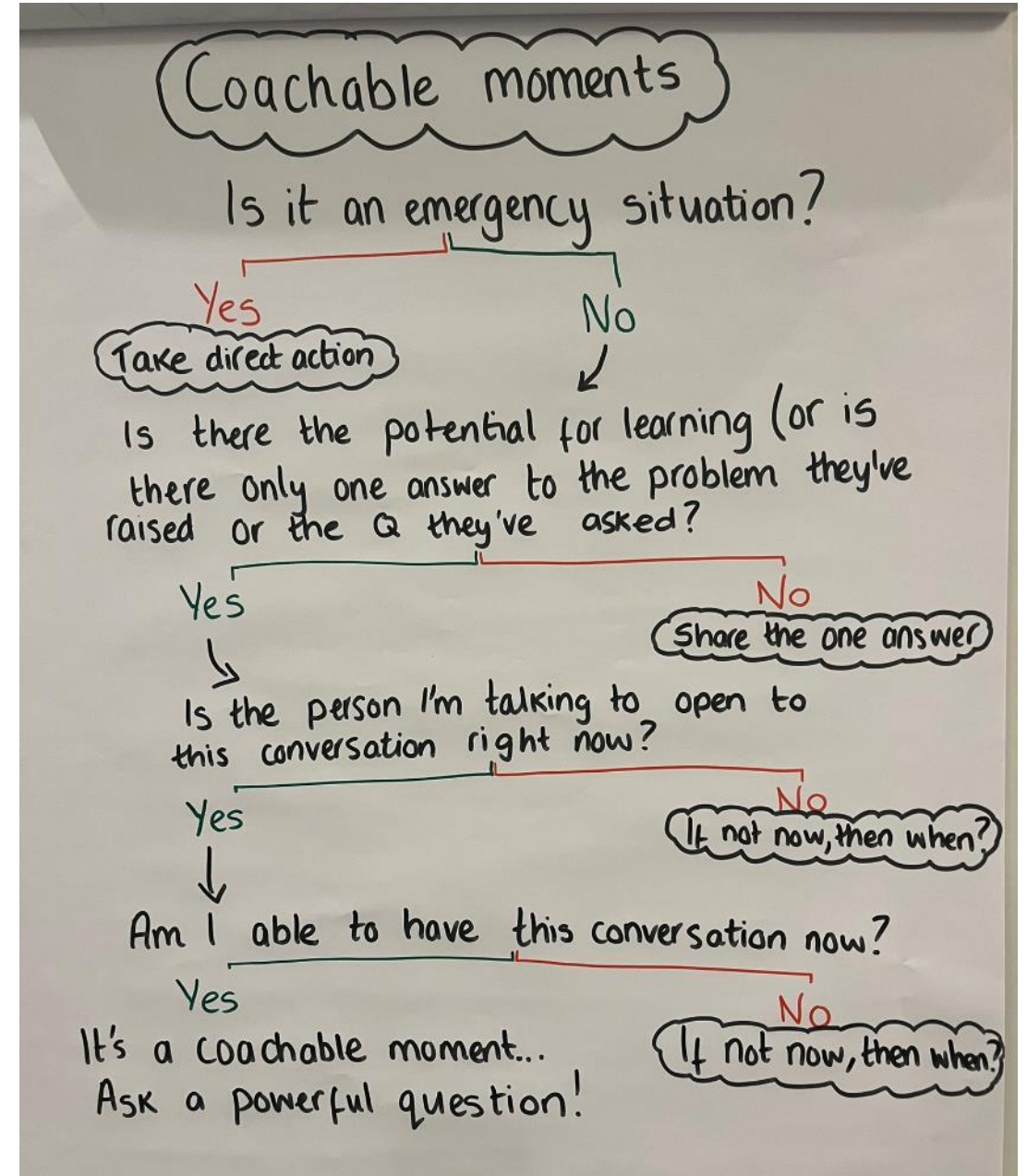
- #1 Human beings are rational, so you can manage through rationality
- #2 Personal life belongs at home
- #3 Leaders can be in control
- #4 Force Works
- #5 Everything should be measured
- #6 Objectives set at the top can cascade through the organisation
- #7 Performance appraisals are an essential tool of management
- #8 People can be managed through a carrot and stick approach



Leadership assumptions



Coachable moments



Speed coaching – 5-minute rounds



Motivation

How do we define motivation?

- Energy - individuals
- Values someone holds
- Desire
- Driven
- Care
- Personal discipline to keep going
resilience
- Ambition, personal goals
- Someone's desired outcome
- Reason to do something
- Motivation away from or toward

INTRINSIC motivation



Interest and enjoyment in the task itself

EXTRINSIC motivation



Outcome that will result by doing the task



What signs would indicate a lack of motivation? How can you increase motivation?

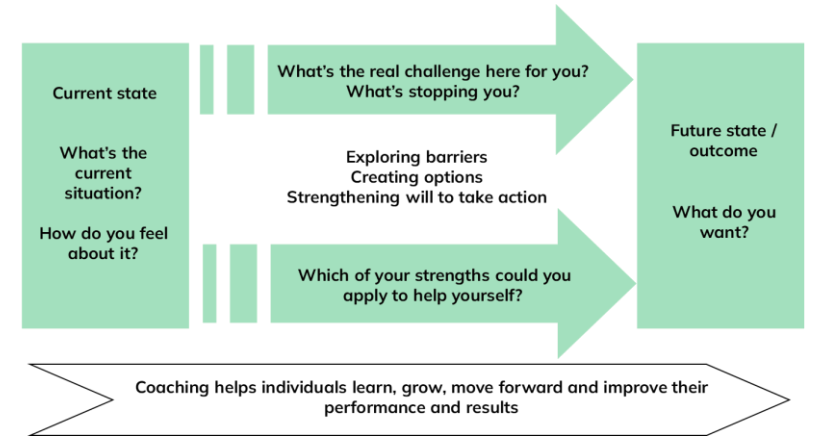
- ① Disinterested. Lack of ambition. Poor performance - Resistant. Disruptive. Lazy. Gossiping.
- Not taking responsibility / Blame others. Missing Deadlines. Argumentative. Absence/punctuality. Always late.
- ② Training. What is the benefit of achieving. Give them an incentive. Positive feedback. Promotion / Chance of progression. Set good example. Teamwork. Enjoy work / desire to succeed. Sense of achievement + responsibility. Desire to help & others.

- LACK OF MOTIVATION
- Lack of Engagement
 - Poor results
 - Body Language
 - Apathy / Focus
 - Communication
 - Un-productively Disruptive
 - Reluctance for Improvement
 - Responding Poorly to Feedback
 - 'High Maintenance'
- IMPROVEMENT
- Co development
 - Part of the Plan
 - Feedback
 - Training
 - Increase understanding of value of their contribution.
 - Relationship / respect / check in
 - Communication
 - Results
 - Recognition

- SIGNS LACK OF MOTIVATION
- PASSIVE
 - INACTIVE
 - NOT ENGAGED
 - BODY CLOSED BODY LANGUAGE
 - CLOSED MINDSET
 - LACK OF EYE CONTACT
 - PUSH BACK
 - LARGE SKILLS / KNOWLEDGE GAPS
 - NEGATIVE
 - CAN'T DO / NOT MY JOB
 - EXCUSES
- HOW CAN YOU ADDRESS
- WHY? ASK THE QUESTION
 - REFLECT BACK THE VALUE OF THEIR CONTRIBUTION
 - WHAT REFLECT BACK WHAT OUR CUSTOMERS / BUSINESS NEEDS
 - SEEKING TO PRESS THE RIGHT BUTTONS

Reflection
 What ways can I increase intrinsic motivation in my management approach?

Coaching triads



What learnings came up during the triad coaching? As coach, coachee & observer?

- The use of what else... coach e.g. kind XYZ and it didn't work, coachee OK, I hear that didn't work for you what else could?
- Really get clear on outcome
- Clean questions - ask one then stop, don't layer
- Don't be stuck to one set of questions
- "What's the real issue here" - dig in & get to ♥
- Hard to hold back advice - takes practice
Need to withhold judgement
- Ideas are ok, but how do you make it their own - offer it up & continue with Q
- Airing ideas - giving space to think out loud
- Coachee had solution they just didn't know they did
- Arranging a review worked really well

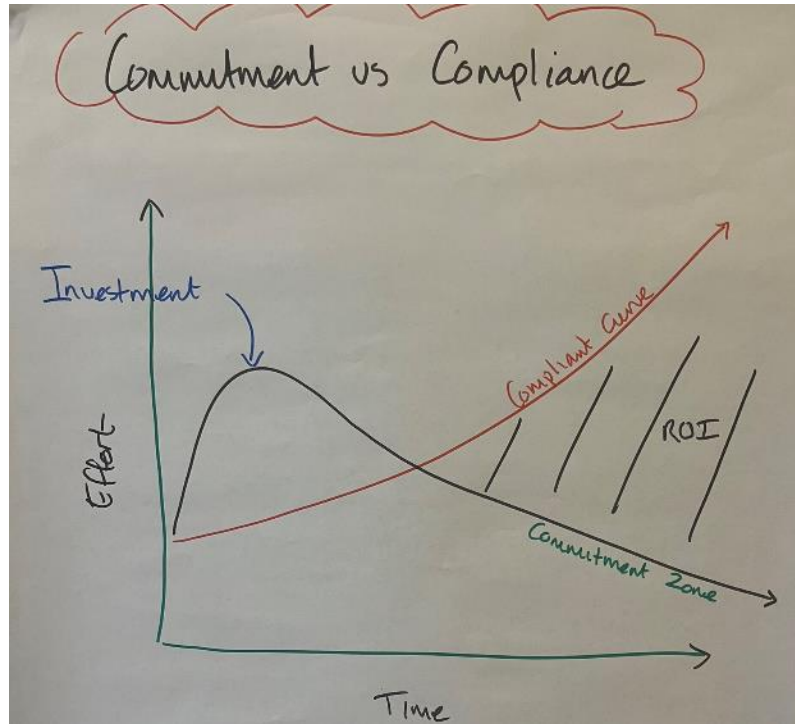


“No quality or characteristic is more important than trust”

A Definition: Charles Feltman

‘**Trust** is choosing to make something important to you vulnerable to the actions of someone else’

‘**Distrust** is deciding what is important to me is not safe with this person in this situation (or any situation)’



What is Trust?

$$T = \frac{C + R + I}{SO}$$

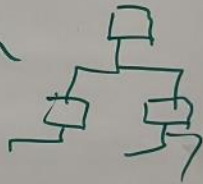
- ① Trust is earned.
- ② 'Harder to trust than others' → Preference on trust
- ③ Loyalty + confidentiality
- ④ Honesty
- ⑤ Confidence in the other
- ⑥ Trust is a choice → Frames a relationship
- ⑦ In it:
 - Best interests
 - Shared value
 - Ability → Reliability → Relationship



Delegation

What is the point of delegation and why do we do it?

- Manage workloads
- Develop others
- Do more / maximise resources
- Acquires specialist skills
- Different perspective
- Reflects form + function of an organisation
- ownership
- Morale



What is the impact to your work as a manager if delegation is not done well?

- Bottle neck
 - Missing deadlines
 - Untrusted (feelings)-
 - Creates more work for manager
 - Inefficiencies
 - Lack of capacity
 - Drains Energy
 - Stagnation
 - Reduced motivation
 - Lack of succession/vulnerability as an organisational
 - Profitability
Reputation
-) Damage to

Delegation

What stops us delegating?

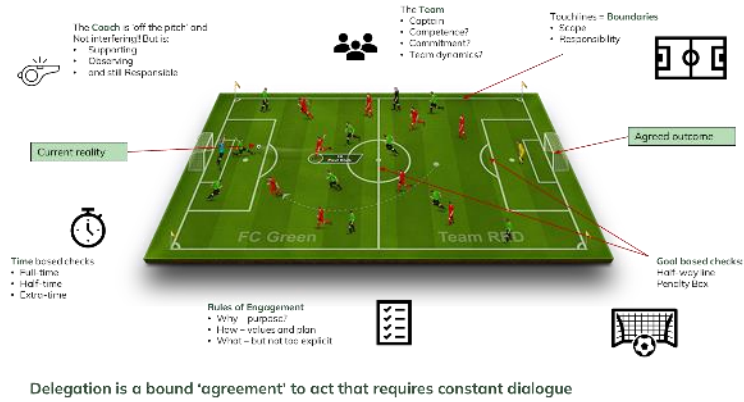
- Not trusting the person to do the job properly and on time.
- Urgency - quicker to do it yourself.
- Capability
- Capacity
- Ego, controlling, not wanting to empower others
- Not having staff
- Belief you can do it better / best

What can we delegate + what can we not delegate?

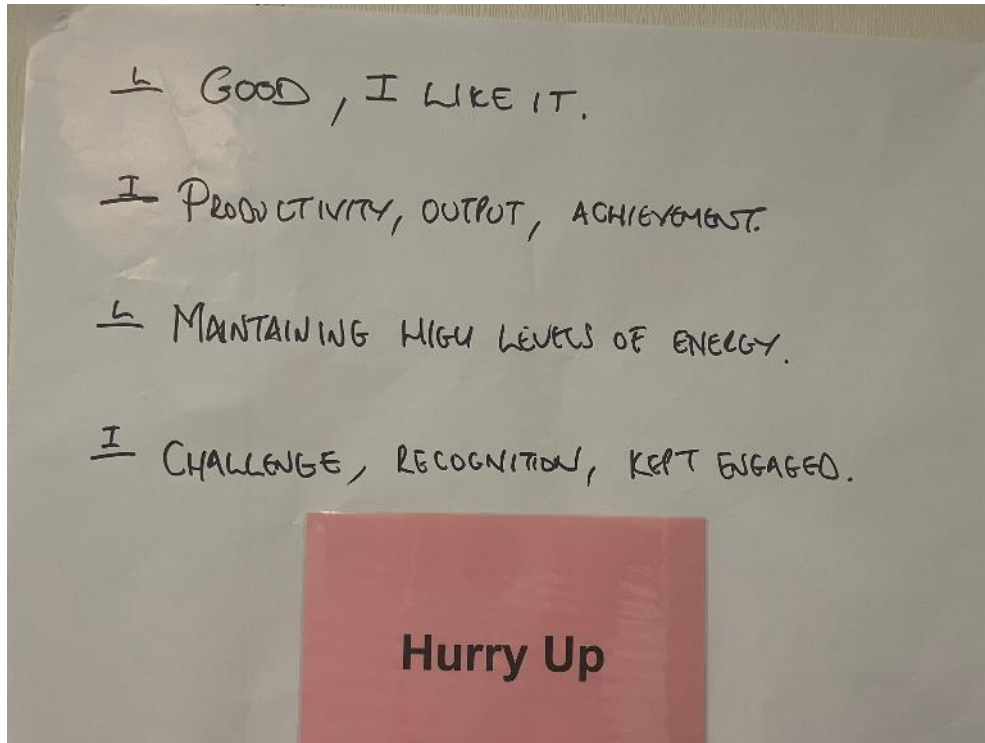
- +
- tasks
 - responsibilities
 - accountability
 - decision-making

-
- trust
 - vision
 - knowledge / skills
 - experience
 - accountability
 - boundaries

Delegation



Our key drivers



Name	Be strong	Be Perfect	Please others	Hurry up	Try hard
Marina	9	10.5	7.5	2.5	7.5
Darren	4	7.5	2.5	5	4
Lee	7.5	9	2	9	6
Jonathon	6.0	4.0	6.0	4.0	2.0
Carl	7.5	10.5	7.0	4.0	9.0
Richard	5	10	3.5	3	12
Simeon	8.5	3	7.5	1	10.5
Liz	8.5	6.0	4.5	7.0	5.0
Emma	7.5	7.5	1.5	9.0	10.5
Julie	6.5	1	5.5	3	2.5
Istvan	5	10.5	5	9	9
Nicky	5.5	9	5.5	2.5	7.5
Helen	3.5	7.5	10.5	5	5
Abdul-majid	8.5	6.5	7	2.5	2.5



Key drivers

Feel like the backbone - ^{grand}mother / father figure
- the tribal elder

Disproportionate sense of responsibility

We overburden ourselves

+ We like it! 😊

We get a lot of requests for help

Independent, self-reliant, don't ask for help

Can't see who to ask for help

Like being in / having time in spaces where we're not interrupted - can be perceived as being withdrawn

Need understanding

Space

~~Support~~ Support

Be Strong

What's Impt.

- Seeing a task through Hard work Effort
- Persistence - keep working at a task Feel responsible
- Task completion - Tick off ✓

What need from others - support to get our job done
- Need a plan

How show up in the workplace

Work ethics Stubborn

What like to be driven this way
It is hard!

What is challenging @ it

Beating yourself up Sometimes need more focus
Self doubt Can be 'oversensitive'
~~When~~ Not knowing when to stop Supporting


Try Hard



Feedback

How to receive feedback

Effective

- ↳ Open mind 
- Listen - accurate record
- Ask question, examples
- Look for development opportunity
- Own it, take responsibility for action

Ineffective

- Closed
- Mis-interpret - don't assume +ve intent
- Only partially act - don't own
 - ignore
- In silence
 - Don't not question

How to give feedback

Effective

- ↳ +ve intent - their best interest - encouragement
- Authentic, genuine, first hand, owned
- Accurate, factual
- In the persons context - share the intent
- Their map of the world
- Examples - evidence - process
 - Timely
 - space for their perspective

Ineffective

- ↳ Time, space, environment
- ↳ 2nd hand feedback
- Inaccurate / not fact based
- From the givers map of the world
- Too much emotion / self-led - inflammatory
- Not gathered for PDR



Reviewing the two days!



Feedback with a CLP partner between modules

Your 360 will be also be emailed following CLP 1.

Between CLP 1 & 2, connect with your partner to discuss your feedback:

- How did you feel receiving the 360 feedback?
- What were your highlighted areas of strength?
- What one area would you choose to focus on to develop?
- What support do you need?

Ensure equal share of voice, allow each other to really explore the feedback, listen intently, ask open questions. Notice any blame or judgement. Support and encourage each other.

You can also discuss this with your coach in your next session.



Preparation for CLP 2

1. Reflect on your 360 and share with your CLP feedback partner
2. Review the CLP 1 learning and reflect in your leadership journals: www.ambito-portal.com
Password: ENHL100
3. Practice another coaching session (if possible) with your CLE buddy
4. Have your own 1-1 coaching session (or after CLP 2)
5. Complete the CLP 2 pre-work on the portal:
 - Read 'Psychological Safety in Teams'
 - Complete the Lencioni team assessment and bring your results
 - Complete your life timeline ready to share in August



How useful have the following topics in CLP 1 been for your development as a manager



What have you most valued about these two CLP 1 days?

The chance to have time to learn new things

Opportunity to further advance previous learning to maximise growth potential for myself and others

The learning of new tools and insights to self develop

Understanding how to give feedback

Find out more about coachable moments and effective feedbacks

The opportunity to learn together as a management team

Trying out coaching Learning about Trust, Feedback models

Now much closer to understanding how coaching will shape the culture and practices of ENHL.



What have you most valued about these two CLP 1 days?

Ability to start to discuss how we bring this alive, chance to reflect, be made to think, and most importantly practise in a safe environment

Openness among team members
Space to learn
Exploration into new ways of working and thinking

The professionalism of the content and delivery

I got a lot from the buildup of the whole programme, but personally enjoyed the coaching practice

Reflective exercises, coaching and feedback techniques.
Motivation definition.
Leading to ability to grow

Delegation
Trust
Coaching practice
Feedback

Opportunity to get to know each other better and support each other



What actions are you committing to?

To work towards achieving my metaphors

Practise, practise, practise and ask for more feedback

Being open minded about my 360 feedback, sharing my feedback with influential peers and sharing my learning with colleagues.

Use coaching questions in coachable moments

Reviewing 360 Feedback, self reflection, discuss next steps with coach.

To using the delegation and feedback techniques in practise

Self development and looking for coachable situations

Providing regular feedback to team members (and others)



What actions are you committing to?

Practice

Use feedbacks to improve myself

Stopping & "Thinking" about coaching Practice feedback (at home!)
Read some of the books

Meet with my buddy

Seeking coachable moments

Linking learning from this session to my SMART goals and developing my leadership reflections atound future corporate and personal / life pkans.

Practising coaching and reading the recommended books

