

Check In



Feel?



Distraction?



Action Centered Leadership

John Adair

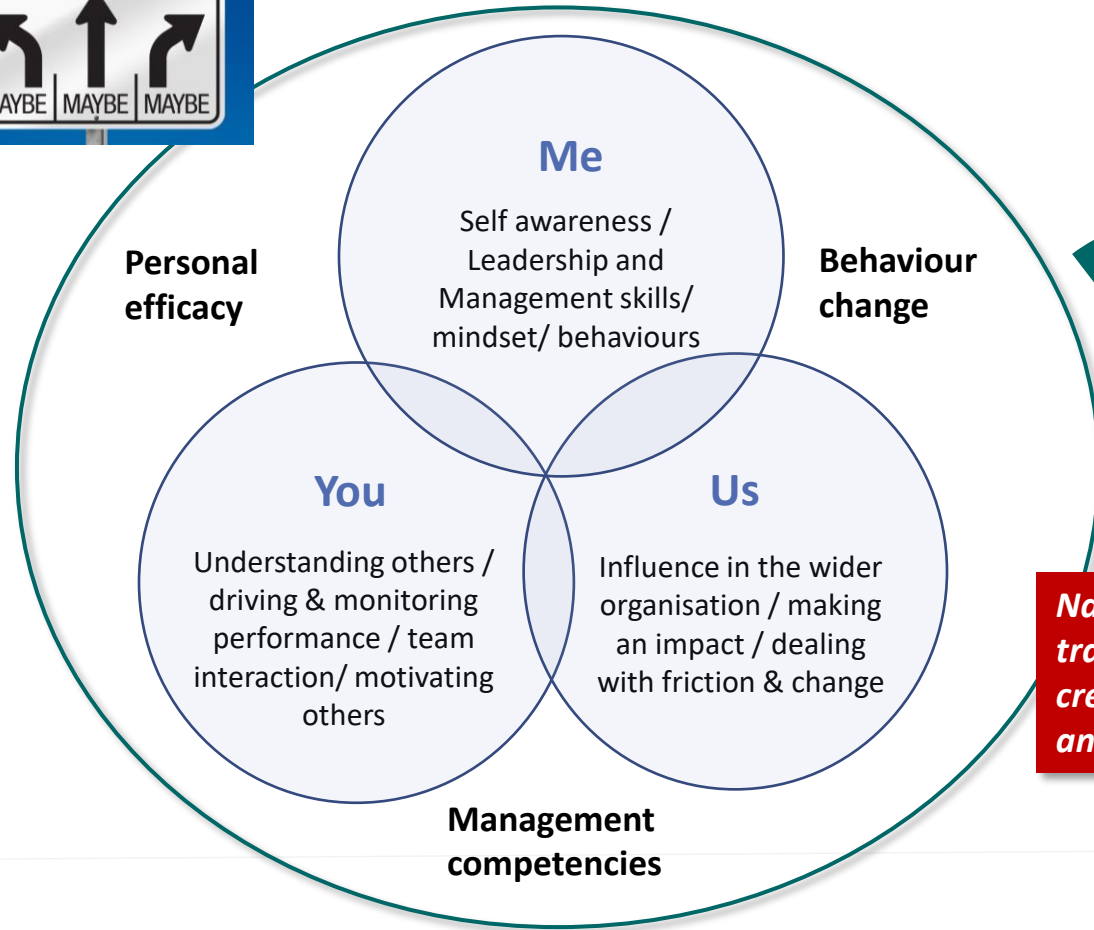


Setting Objectives
Establish priorities
Planning tasks
Allocating responsibilities
Setting performance standards
Monitor progress

Communication
Encourage ideas
Team Building
Creating trust
Reconcile conflict
Discipline
Celebrate success
Motivating the team

Coaching
Developing
Active Listening
Understanding individual needs & styles
Empowering individuals
Motivating the individual

Action Centered Leadership



Navigate through transformation, create engagement and raise performance



What makes an effective team?

Select a team quote - in a pairs breakout for 7 minutes and discuss:-

- Why have you chosen that quote?
- What's important about it for you?
- Does it tell you anything about the “ingredients” for an effective team?

Just a quick discussion, ready to share thoughts back in plenary.

How would we define a “bad” team?

Now in groups share your worst team experiences: -

- What was the team? (description - type/environment/size/your role)
- Give an example that encapsulates your belief that it was a bad team
- What behaviours were present/missing in the team?

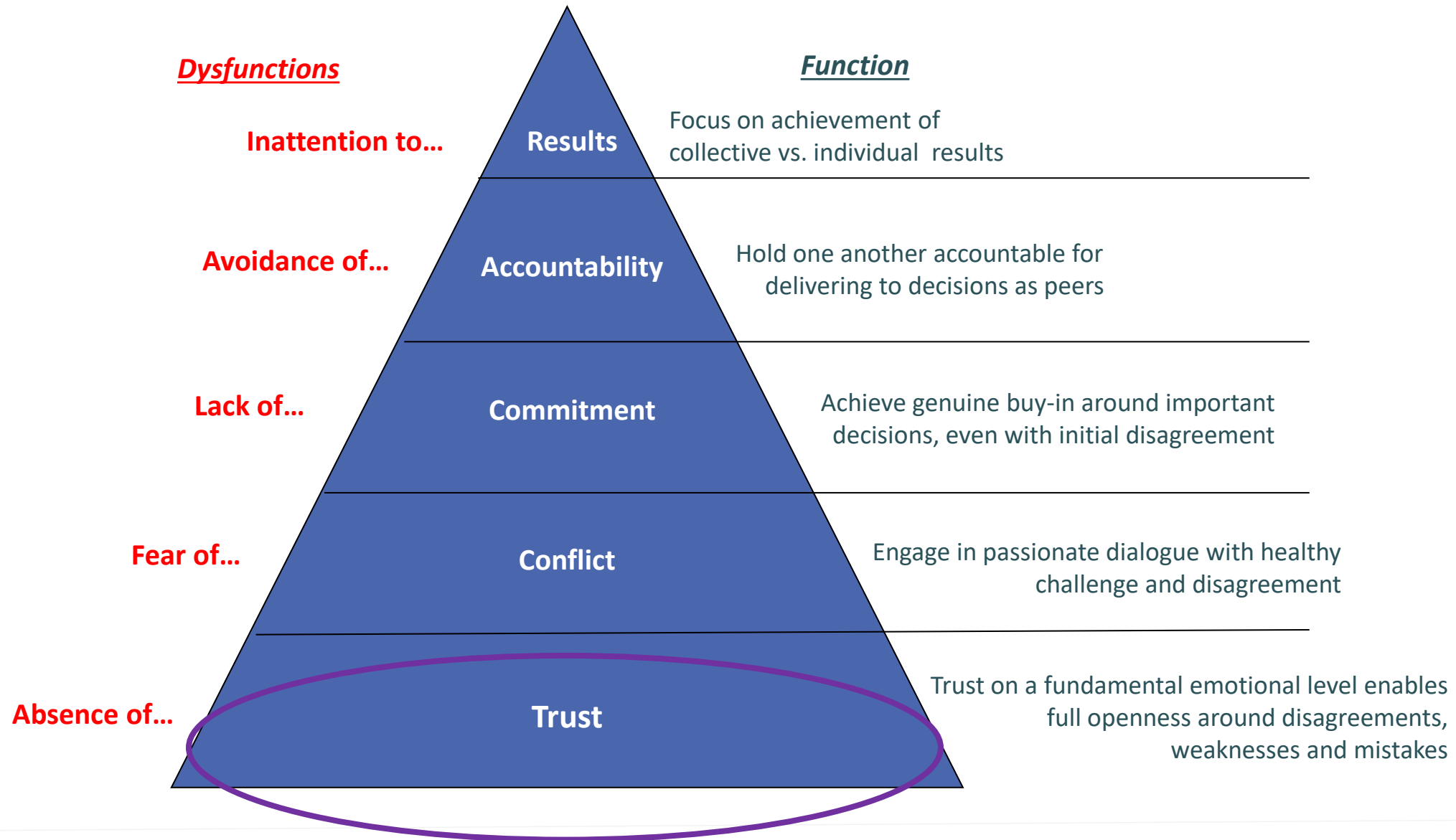
10 minutes then be ready to share back.

What makes an effective team & what defines a bad team?

Good teams

Bad teams

Patrick Lencioni's 5 dysfunctions of a team



“No quality or characteristic is more important than trust”

- Behavioural profiling – shared & safe language
- Insight and understanding
- Deeper disclosure
- Knowing each others' strengths & areas for development
- Open, honest, transparent
- Maps of the world & perspectives – listening & questioning

“When you open up and share about yourself, you demonstrate a vulnerability that engenders trust.”

Trust Works! By Ken Blanchard: High trust = lasting relationships

The Speed of Trust by Stephen M.R. Covey: High trust = high-performance

Leaders Eat Last by Simon Sinek: High trust = Circle of Safety

BRAVING – the 7 elements of trust – Brene Brown

Worksheets to
assess against these
on the portal

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.

Johari window

Feedback



Known to self

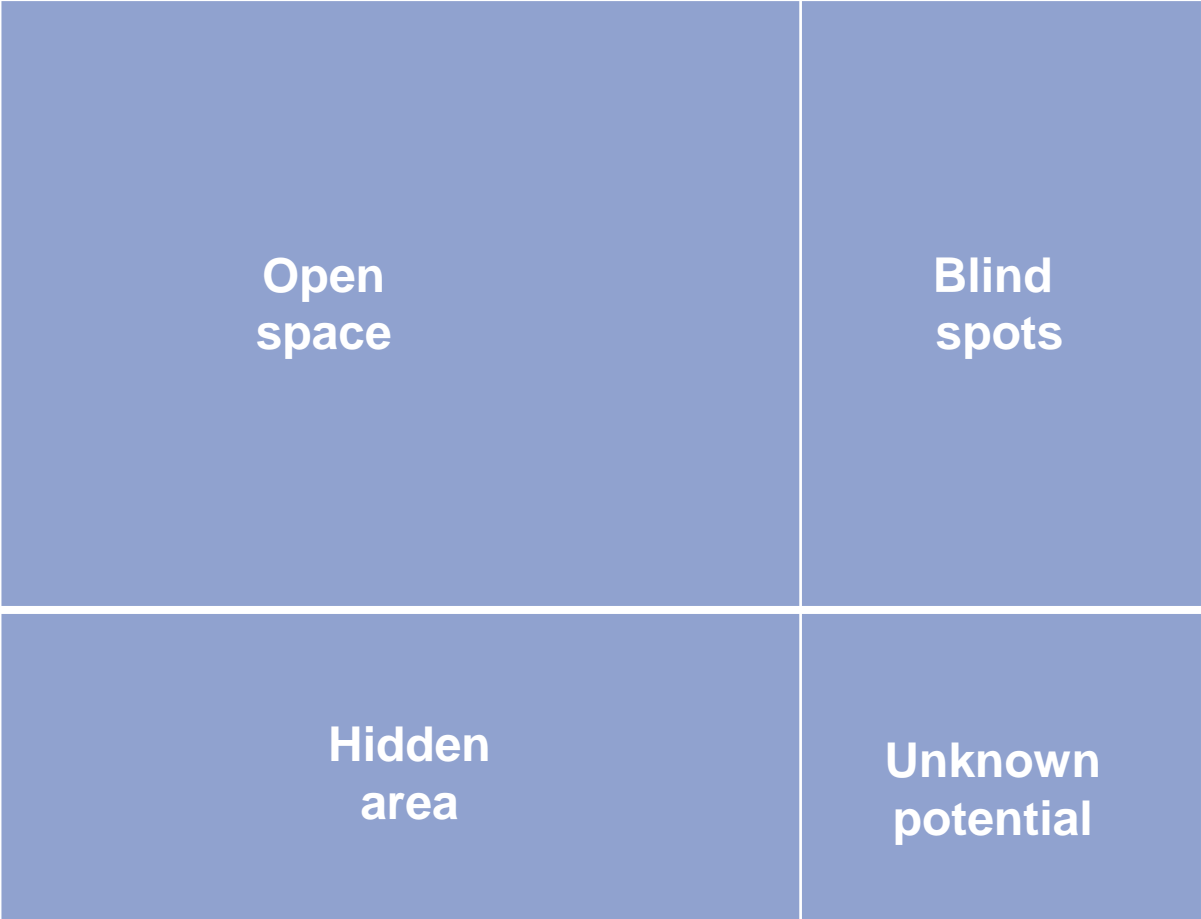
Unknown to self

Disclosure



Known to others

Unknown to others



Lencioni deepening trust exercise

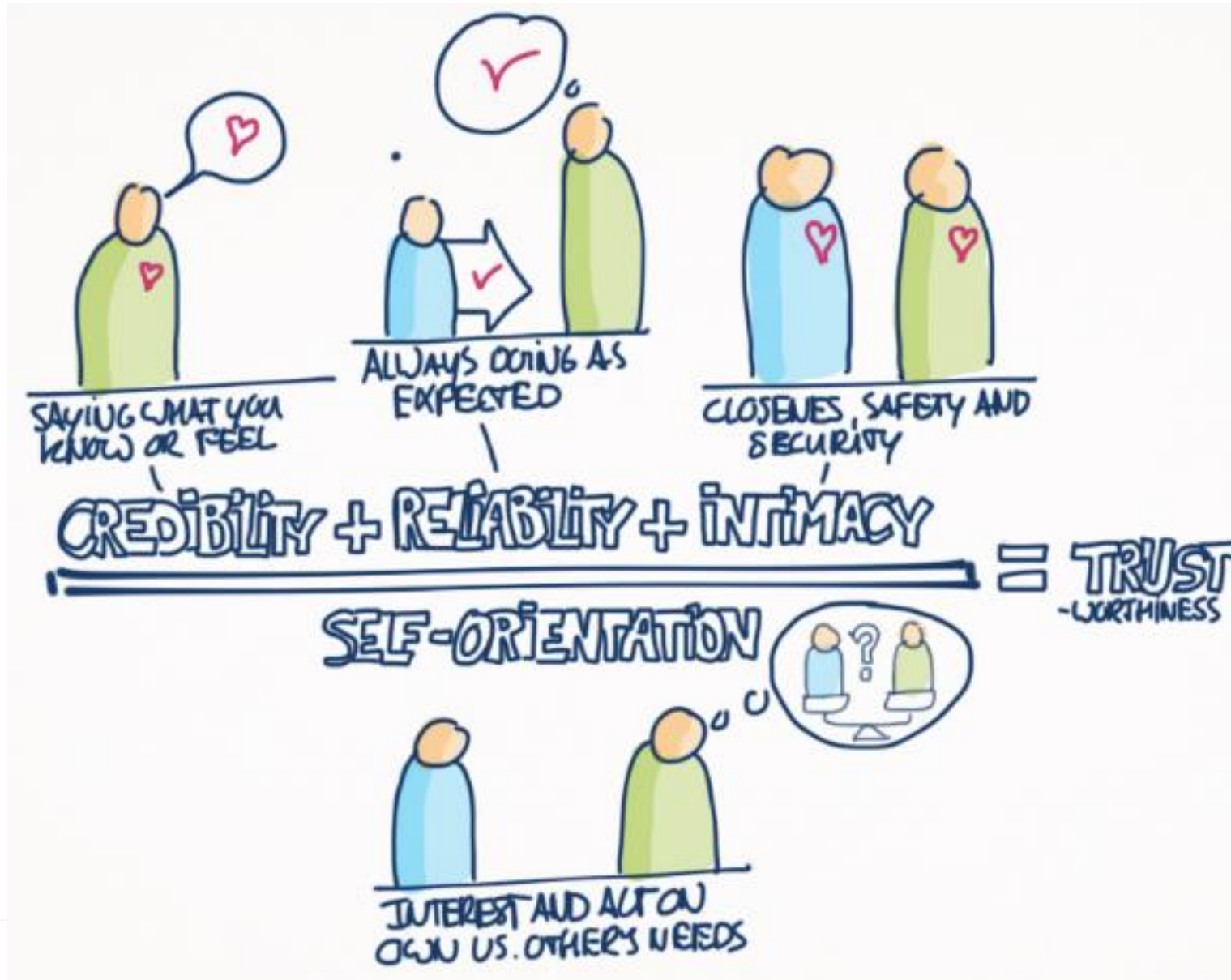
In his “Field guide”, Lencioni uses several exercises to build trust in a team. One of which is a personal histories exercise, rooted in powerful questions.

Breakout groups of 3 people for 15 minutes to answer a question of your choice:-

- Greatest fear
- Something no-one else knows
- A moment that shaped the person you are

This is an exercise in practicing deeper disclosure, use it a safe space to test this exercise with MDP peers, before using it with your teams.

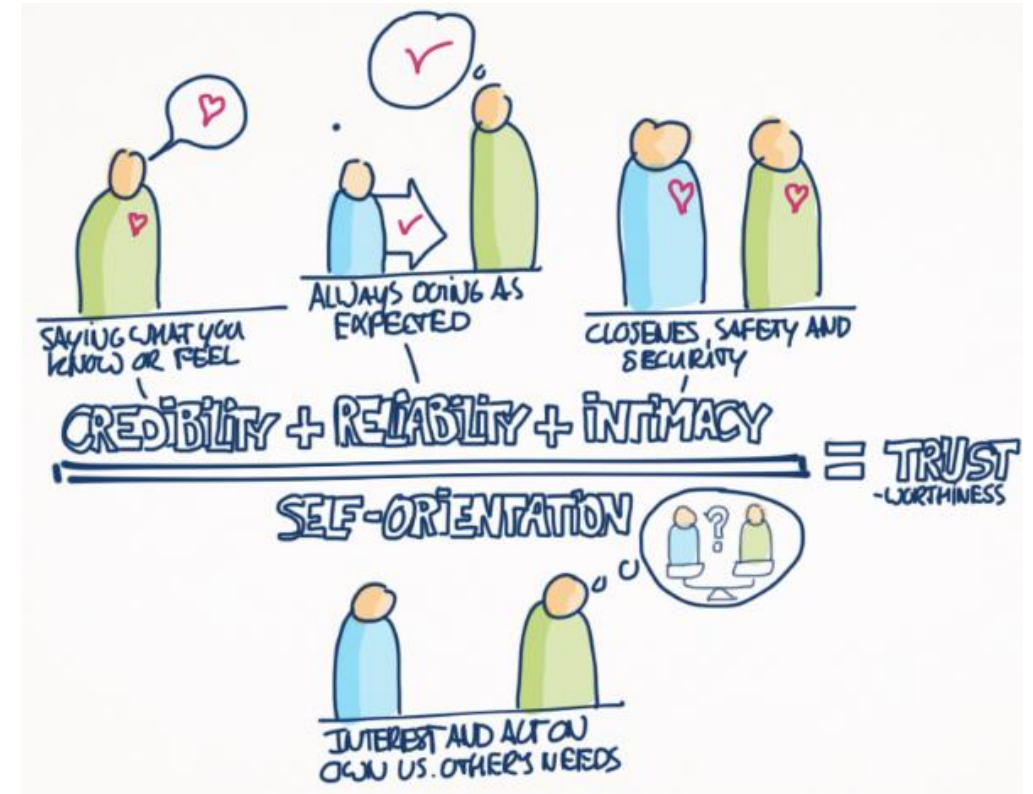
The Trust Equation



So what?

Take a few minutes to reflect on the level of trust in your team:-

- How is the trust in your team now?
- What do you need to do to improve/build trust?
 - BRAVING
 - Behavioural profiling – shared & safe language
 - Insight and understanding
 - Deeper disclosure
 - Knowing each others' strengths & areas for development
 - Open, honest, transparent
 - Maps of the world & perspectives – listening & questioning



15 minutes to discuss in buddy pairs and develop some actions around building trust.

Getting the best out of me

A simple yet effective tool in teams!

Consider everything you know about yourself, how you like to work, the results of psychometric tests like SDI, 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

What negative outcomes of workplace conflict have you witnessed?



How does conflict make you feel?



Average number of hours per week spent on dealing with workplace conflict, by country



Health Trust: Dysfunctional team behaviours – lengthy removal process of senior personnel and recruitment: 56 people, 14 months, **£234K**

Retail sector: high street chain. Introducing compliance training. Lack of ownership – inter-team conflict – 22 people, 12 weeks **£15K plus £24K** purchase of computer licenses they then realized they didn't need

L&D dept, IT company: Conflict in decision making due to personality clashes between section heads: 20 people, 8 weeks, **€34K**

Calculate the

Calculating the Cost of One Conflict in Your Organisation

The following worksheet will help you calculate the cost of conflict in your workplace. Use it to get an idea of how costly one conflict can be. Complete as much of this form as possible; you may not know all the answers, so feel free to make estimates.

Step 1

Describe a recent or ongoing conflict in your workplace (you do not need to be directly involved).

Step 2

Estimate the combined number of people involved in the conflict (include the time spent complaining and resolving the conflict).

Software company: Clash over food kept in the office fridge: 9 people, 2 weeks (escalated to management), **€16K**

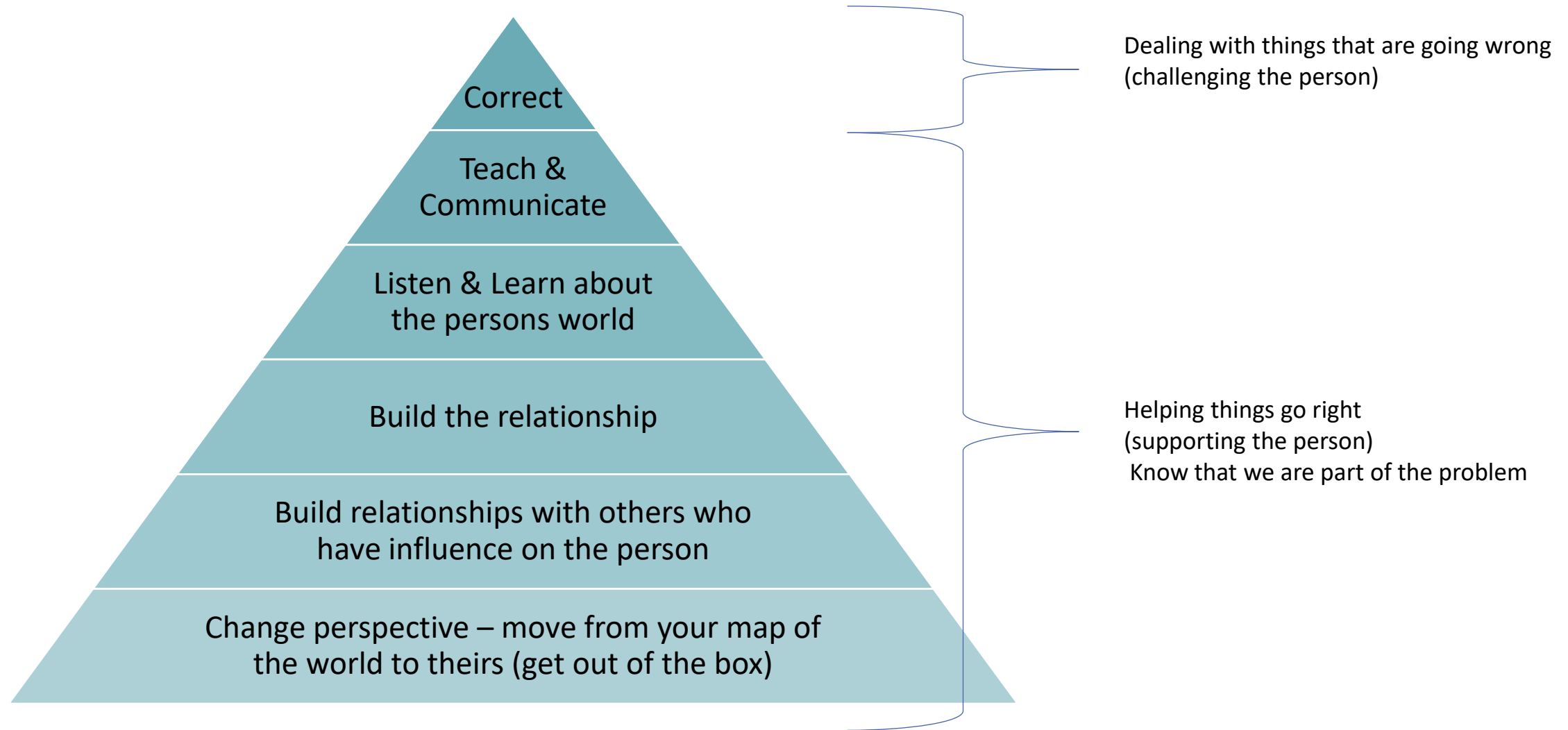
Number of people involved:	
x Number of hours in one week:	
Weekly hours of lost productivity due to conflict:	0
Average hourly wage of people involved:	£0
Weekly cost implication:	£0
Estimated number of weeks:	
Subtotal: Cost of Time	£0

Lencioni conflict

How do we create healthy conflict / challenge in order to gain team commitment?



Anatomy of peace



Taken from the Anatomy of peace – Arbing institute

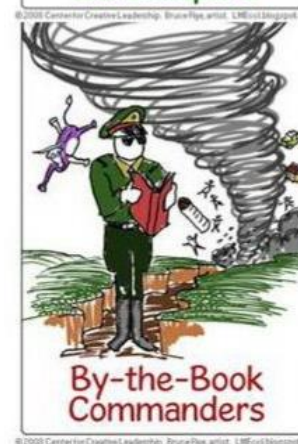
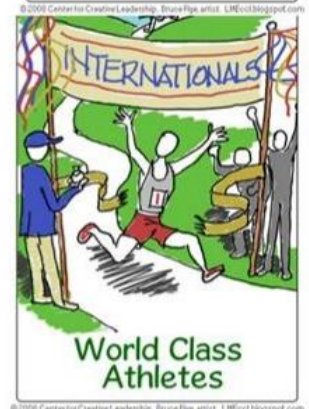
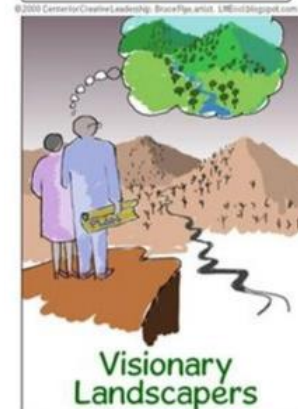
Creating healthy conflict

Into groups for 15 minutes :-

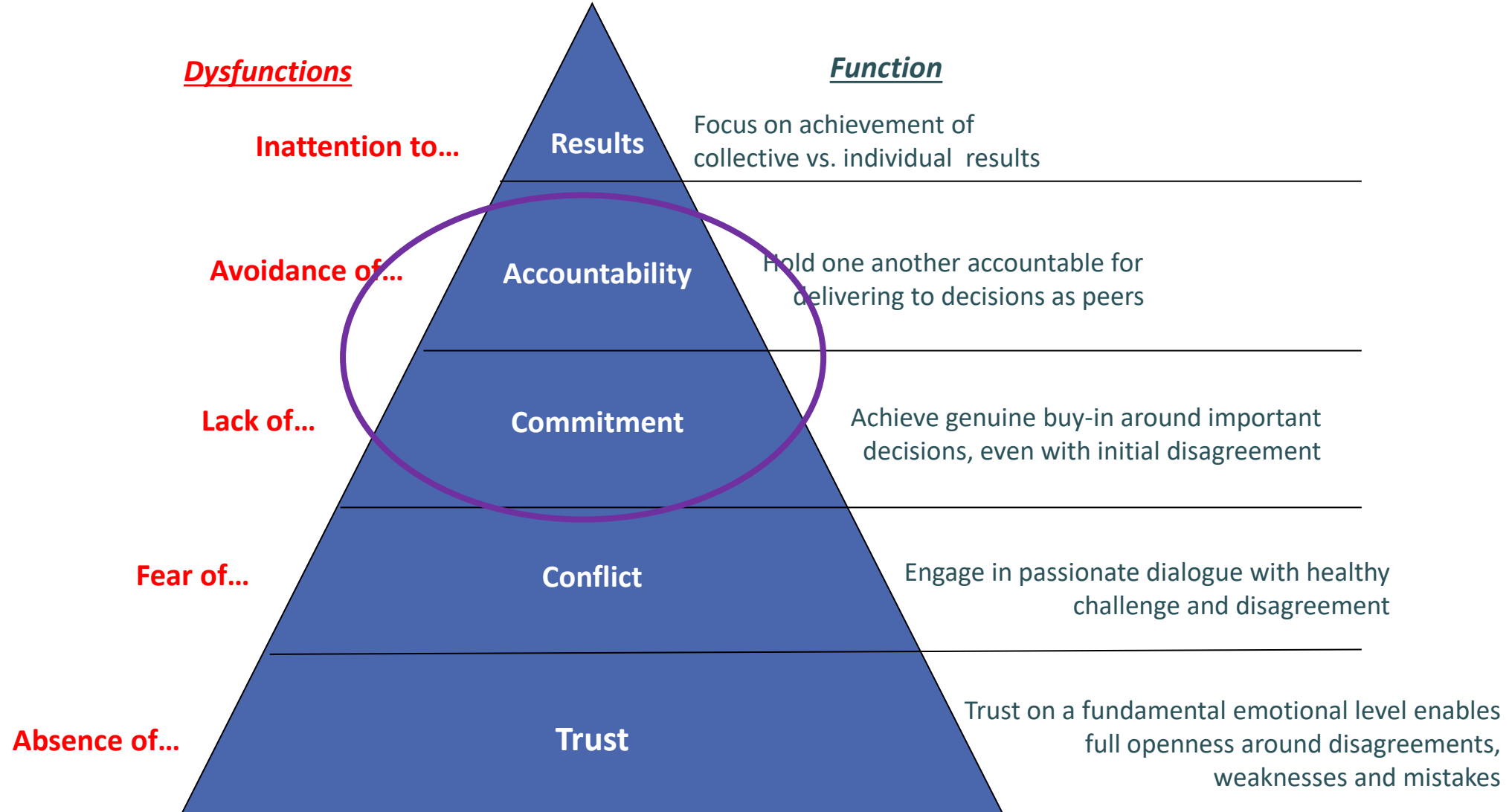
- What do we mean by healthy conflict?
- How is this in your team now?
- What would you need to do differently?

Lunchtime exercise – Assessing your current team

- Pick a team metaphor card to describe your current team
- Complete the Lencioni team questionnaire
- Pick a team metaphor card for where you would like your team to be



Focus on commitment & accountability



Commitment & Accountability

Commitment

Achieve genuine buy-in around important decisions, even with initial disagreement

Accountability

Hold one another accountable for delivering to decisions as peers



The Art of Delegation

1. What is the point of delegation? Why do we do it?

- Time!
- Remove single point of failures
- Succession & Development
- Morale – people feel valued
- Get a better job done
- Ownership of issues
- Commitment

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

- Missed deadlines
- No personal growth – you and the team
- You get swamped
- Cost to the business (burn out, mistakes)
- Missed opportunities
- De-motivation

The Art of Delegation

3. What can we delegate? / what can we NOT delegate?

‘All the authority but I’ll take the responsibility’

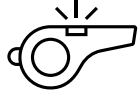
What stops us delegating?

- Don’t trust the ability
- Not enough time – quicker to do it myself
- Frequency (‘its just a one-off’!)
- Insecurity – self-confidence
- Sensitivity about how it is seen by others
- I have no one to delegate to!
- I don’t have the authority

Delegation – ‘Pitch-marking’

The **Coach** is ‘off the pitch’ and Not interfering!! But is:

- Supporting
- Observing
- and still Responsible

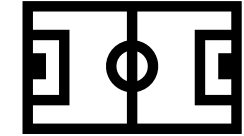


The **Team**

- Captain
- Competence?
- Commitment?
- Team dynamics?

Touchlines = **Boundaries**

- Scope
- Responsibility



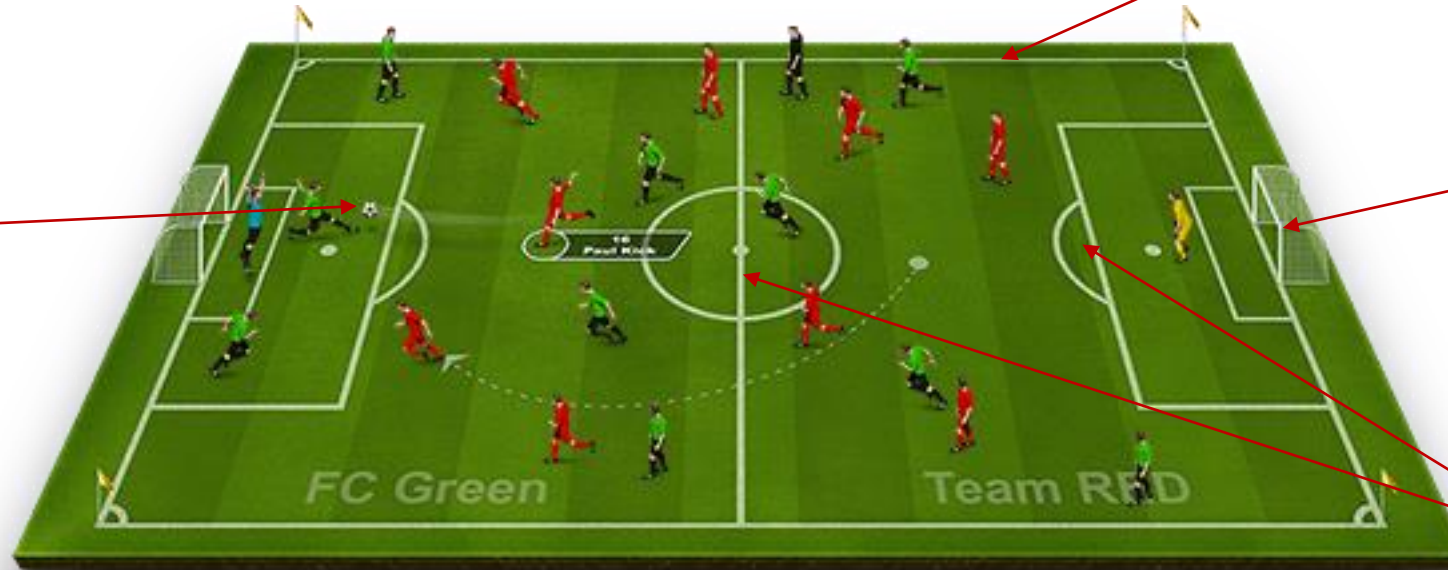
Current reality

Agreed outcome



Time based checks

- Full-time
- Half-time
- Extra-time

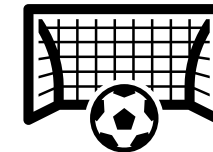


Goal based checks:

- Half-way line
- Penalty Box

Rules of Engagement

- Why – purpose?
- How – values and plan
- What – but not too explicit



What are the skills of delegation?

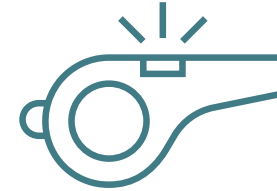


Be able to Communicate



Knowledge:

- The strategic intent of the organisation / department
- The capability & commitment of the team
- Of the person - being empathetic



Be able to Coach

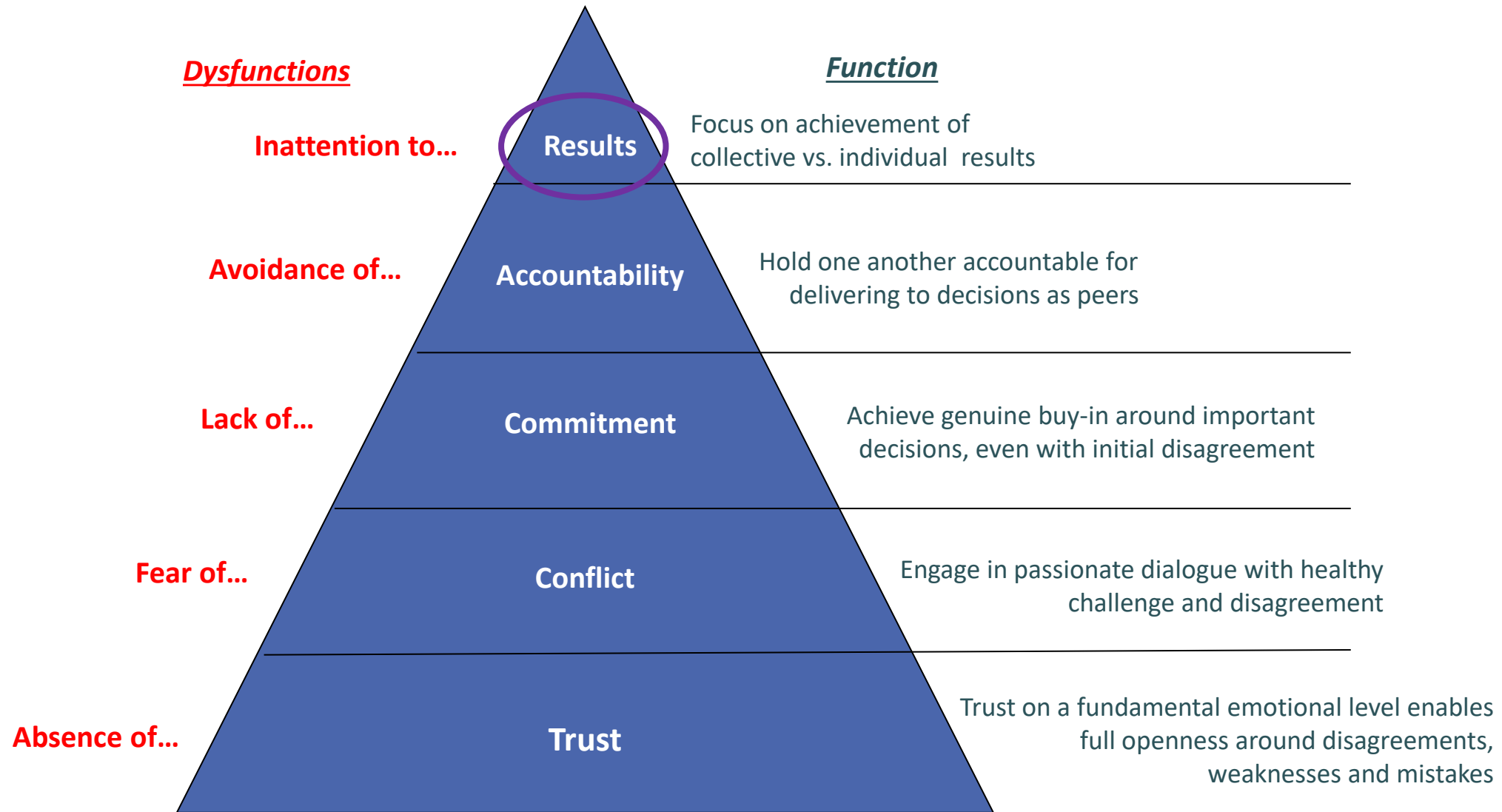


Negotiate: delegation needs an agreement

Delegation

1. Get into the right mindset
2. Understand the different types of delegation
3. Give people real responsibility, not a list of tasks
4. Provide key info at the outset
5. Delegate to the most junior employee possible
6. Push questions back to your reports
7. Integrate delegation into your weekly routine
8. Don't know what to delegate? Remember the Eisenhower matrix
9. After delegating, review

Focus on results



Team reviews

We're going into groups of 3, to share the results of your team assessments. The aim is to create a clear picture of the "current state" for your teams.

You will have 30 minutes, so 10 minutes per person to share:-

- The metaphor card you chose and why?
- The results of your Lencioni questionnaire, highest and lowest scores, what is that telling you? Any connections to the metaphor card?
- What are the biggest development areas for your team?

After, we will be looking at "desired state" for your teams and creating action plans, so for now stay focussed on the **current state** for the team.

Your team action plans

- Pick a new team metaphor card for **where you would like your team to be**.
- Review that against your original card, and your Lencioni findings.
- **Develop a 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-long term actions.

30-minute discussion in 3s to develop an initial team plan, you'll then get some quiet time to capture your ideas.

You will be required to share a brief summary of your team plan to the whole group at the end of day 2.

