



Management Development programme

Module 4 – Building a Cohesive Culture



Your team action plans

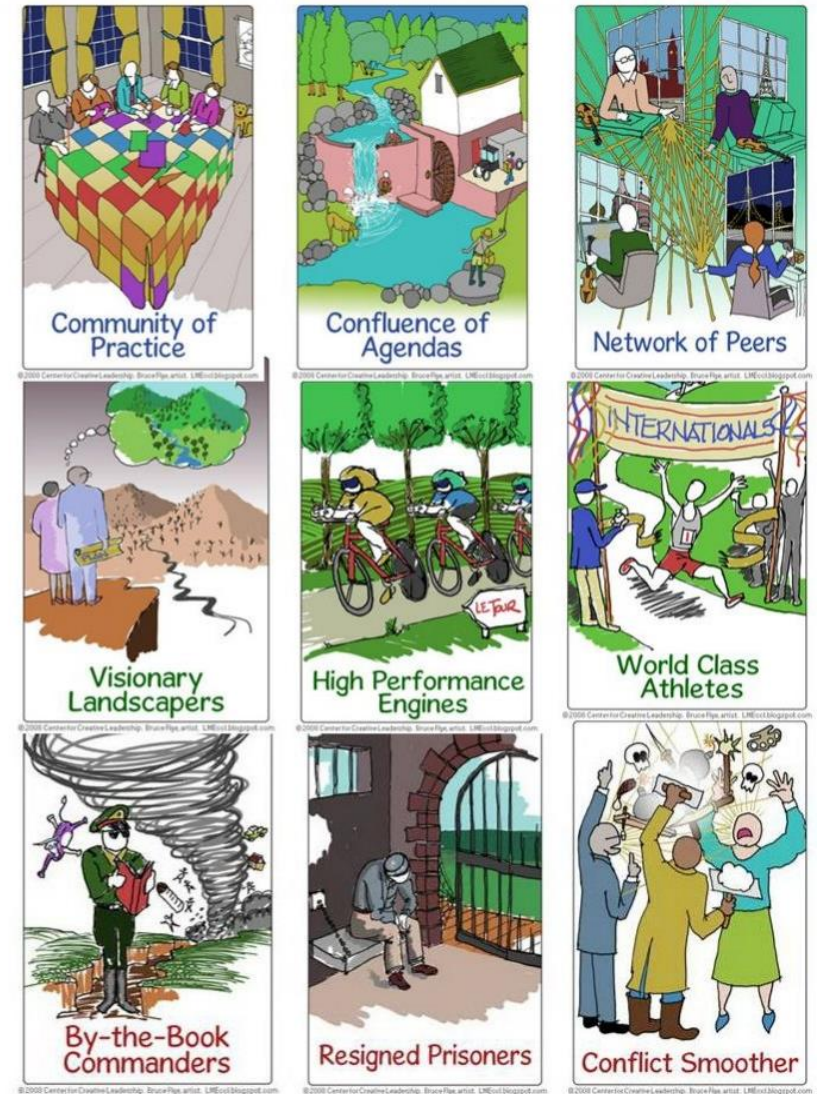
At the end of Module 3, you picked a metaphor card to represent the future vision for your team and developed an action plan to get your team to that point.

In groups, discuss:-

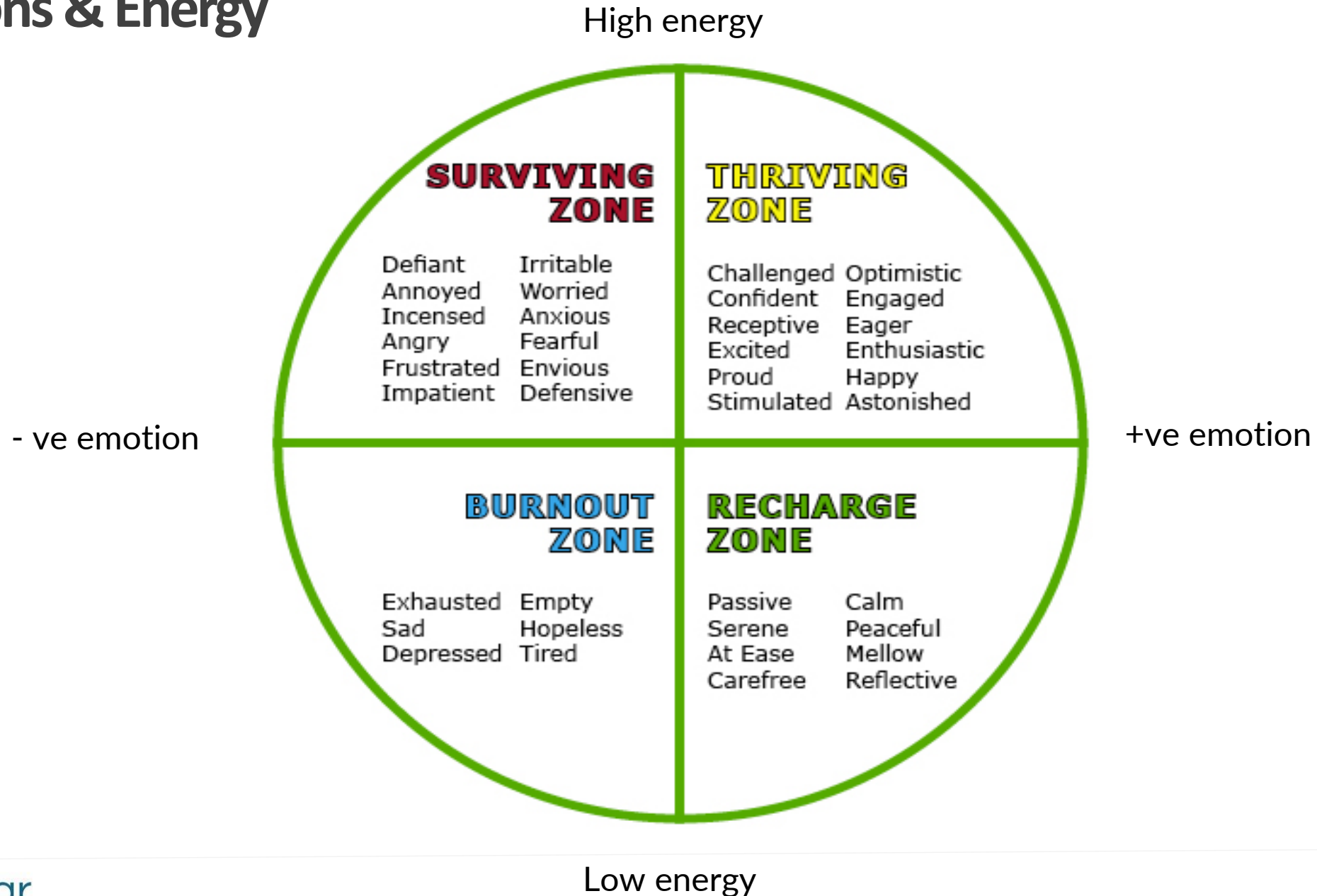
- What have you tried since module 3?
- How did it go?
- What will you do next?

Focus on what you have tried that worked well, so that you can share your experiences with each other.

One person to share brief themes back in plenary.



Emotions & Energy



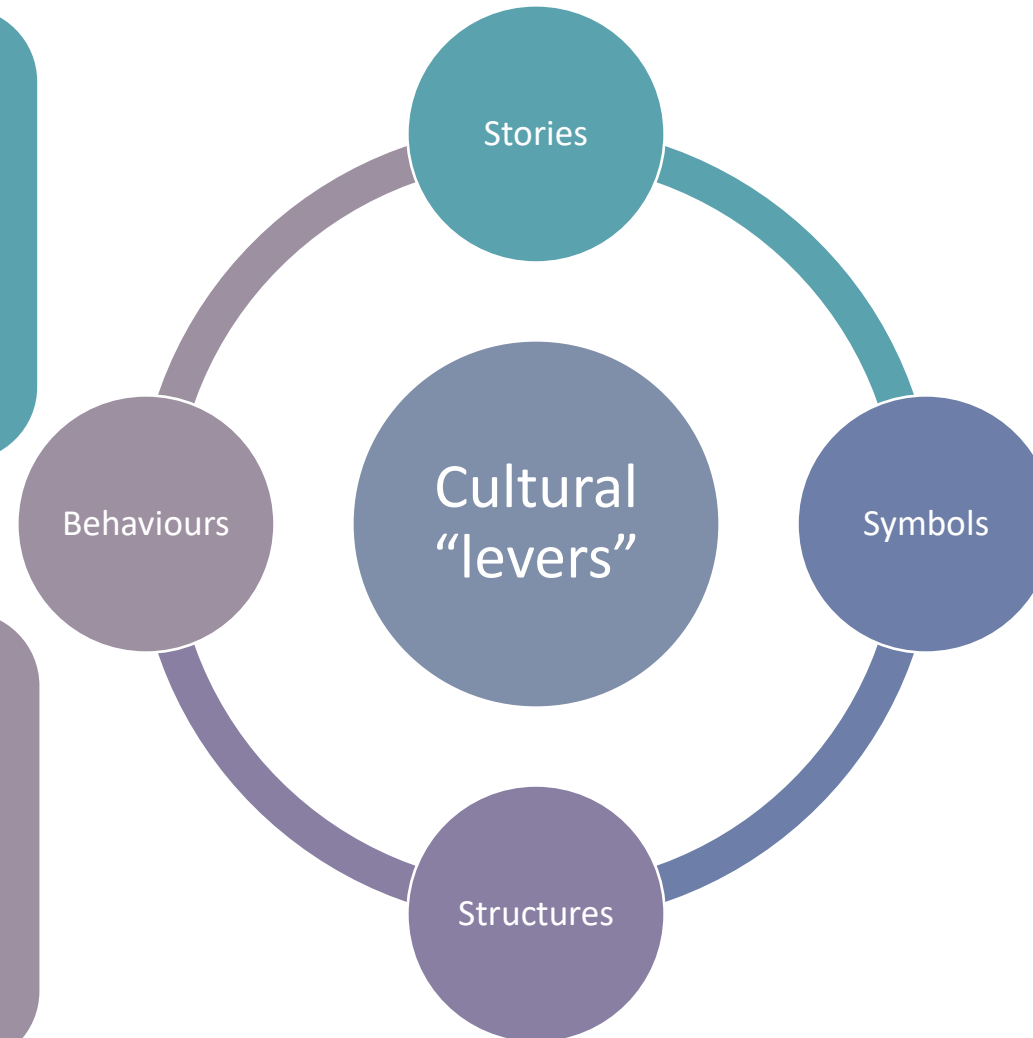
How to impact culture

The past events and people talked about. **Stories** say a great deal about what is valued and what is perceived as great behaviours.

- The stories told
- The reputation communicated amongst stakeholders
- Stories that are told to new joiners about what to expect in the team & organisation
- The heroes, villains and mavericks that appear in these stories

Daily **behaviour** and actions of people that signal what is acceptable. This determines what is expected to happen in given situations, and what is valued by management.

- Communication styles & a flexible approach
- The way problems are solved
- Types & style of meetings
- Connections with stakeholders and wider network
- Empowerment



The visual **symbols** that are indicators of the culture and how the team/organisation operates.

- Recharge / connection time
- Team events
- Team symbols / mascot
- Status symbols
- Jargon / acronyms used – how known /useable to others?
- Dress code
- Office design

The formal **structures** and operating processes that indicate the way things get done.

- Processes
- Adaptability & innovation
- Influence & authority
- Hierarchy & reporting lines – formal & informal
- Power and lines of decision making
- Structures - do they enable collaboration or competition?

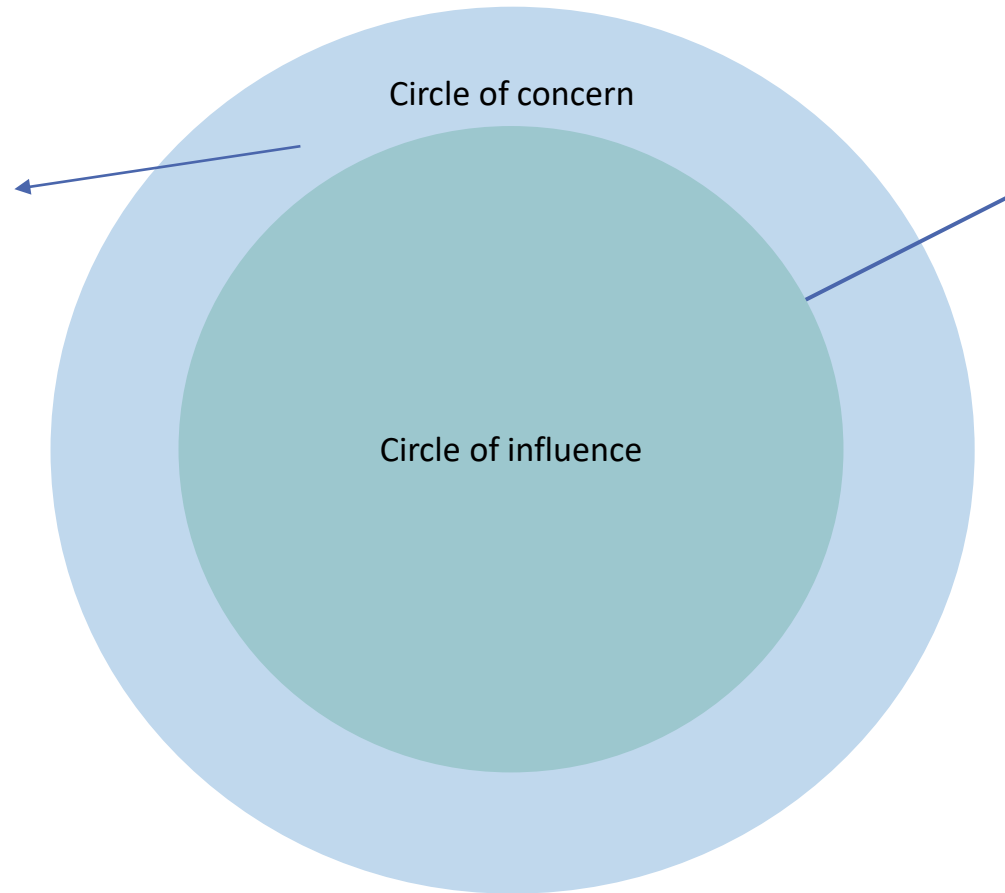
Our circle of influence

Things we care about & that impact us:-

- Communities
- Political decisions
- Behaviour of others
- Weather

However, we have little or no control over them.

Reactive – “victim mindset”



Things within our control to influence:-

The more proactive energy spent here.....

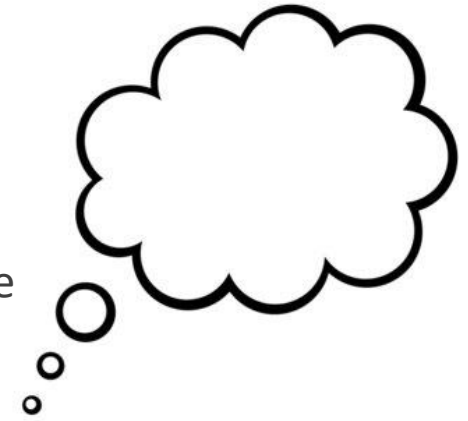
The bigger it gets!

Focus your energy on where it counts.

* 7 Habits of highly effective people – Stephen Covey

Influencing culture

In groups – spend 15 minutes generating ideas on what you can do in order to impact culture



Role model behaviours

Team check ins
– creating psychological safety

Build great networks

Meet the needs of different working preferences

Recharge – and encourage others to

Lead great meetings

Delegate to others & empower

Empowerment



What is it?

Where is your opportunity for Empowerment?


What do you have control of to make a difference?

What can enable you to be empowered?

Pairs conversations – 5 mins each way


Practice your curiosity, listening and supportive questioning

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The "Intent" in Intent-Based Leadership

We are in this together.



**COMPASSIONATE
LEADERSHIP**

conceptualization
building community

Servant Leadership

leadership healing foresight
persuasion listening
stewardship
empathy awareness
commitment

L. DAVID MARQUET

CAPTAIN, U.S. NAVY (RETIRED)

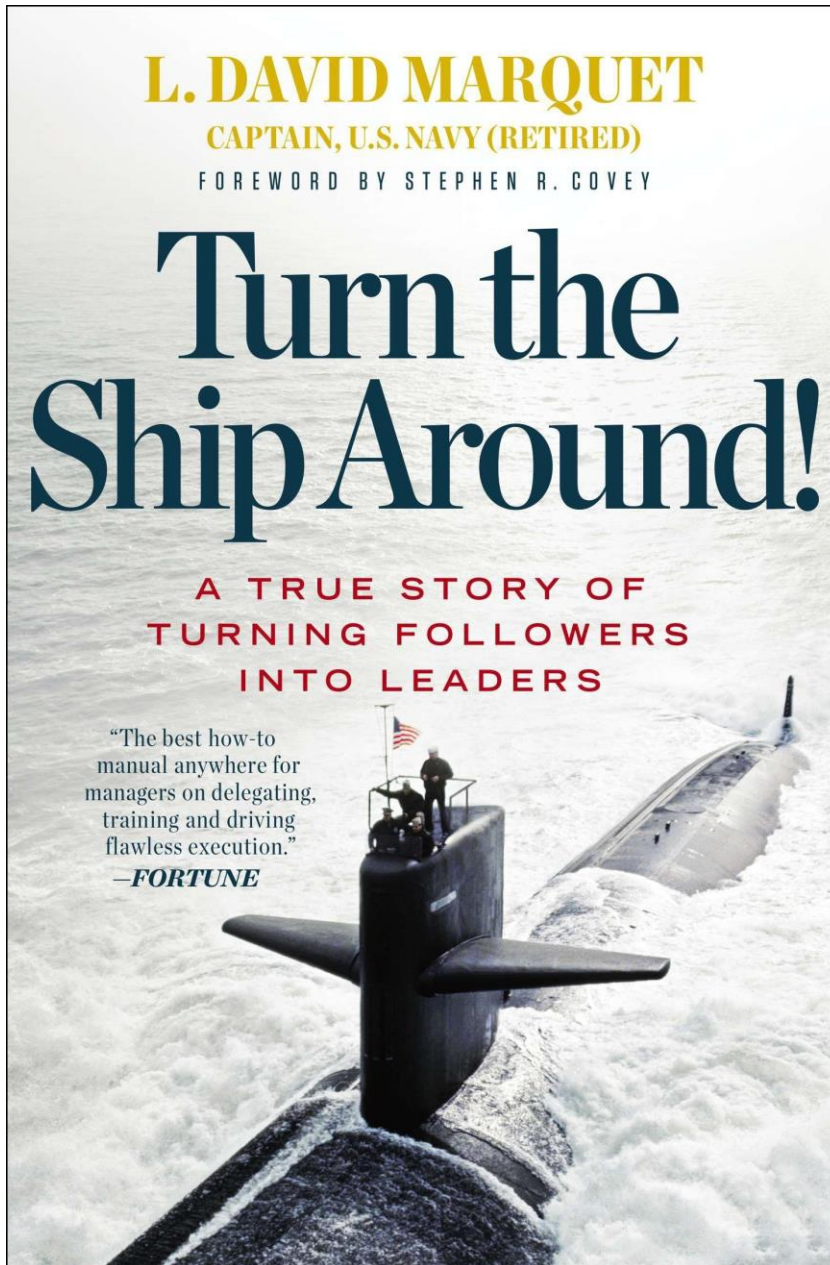
FOREWORD BY STEPHEN R. COVEY

Turn the Ship Around!

**A TRUE STORY OF
TURNING FOLLOWERS
INTO LEADERS**

"The best how-to manual anywhere for managers on delegating, training and driving flawless execution."

—**FORTUNE**



Worst to First in a year

Gave an impossible order and the crew tried to follow it

Themes from Turn the Ship Around

In pairs:

Extract the key themes from this story

Themes from Turn the Ship Around

- Leading when you have shallow knowledge - No need for all the knowledge 'I don't know'
- Push the authority to the information - 'Freedom within a framework'
- Clarity of intent - alignment around intent. No problem escalated without a solution 'I intend to'
- Psychological ownership - Create safety to promote thinking
- Authority for decisions and actions. Ask – don't tell
- No blame – learning culture Change 'they' to 'we'
- Turning followers into leaders - Leader-Leader development culture




Intent Based Leadership



‘I intend to’

Ladder of Leadership®

LEADER	LEADER
7. I've been doing...	7. What have you been doing?
6. I've done...	6. What have you done?
5. I intend to...	5. What do you intend?
4. I would like to...	4. What would you like to do?
3. I think...	3. What do you think?
2. I see...	2. What do you see?
1. Tell me what to do.	1. I'll tell you what to do.
WORKER	BOSS

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Acts of leadership – for all, not just leaders

THE LADDER OF LEADERSHIP



TEAM MEMBER

LEADER

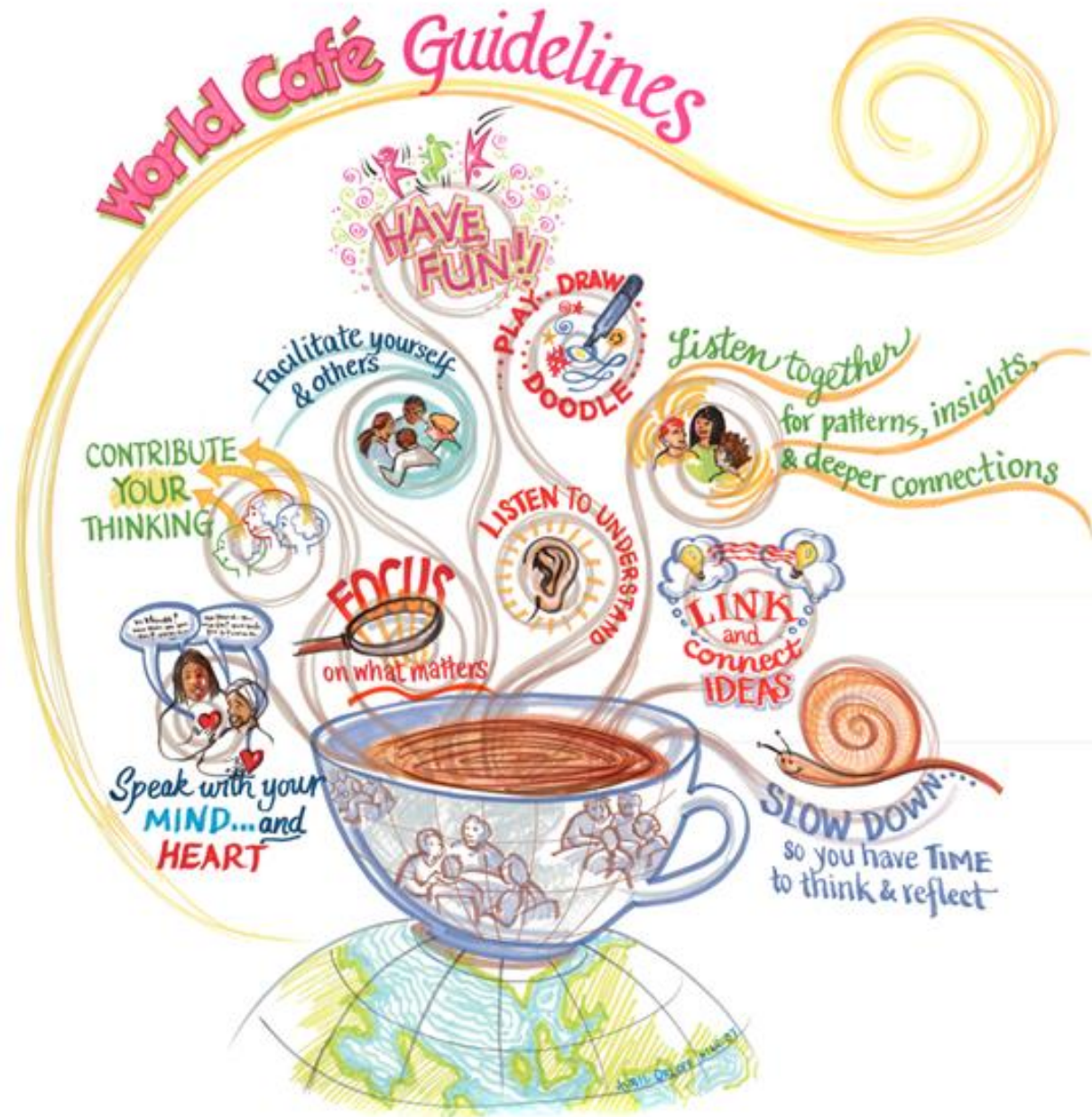


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Adapted from the work of David Marquet and Dr Stephen Covey



[The Ladder of Leadership Simplified](#)



A Process to build 'Group Intelligence'

3 questions / 3 group chairs: Group moves after each question

Chair stays with flip & discusses the previous groups' answers with the next group

Chairs Q 2 – repeats same for Q3
Reflects back one of the cohort themes as requested

Application to NATO – World cafe

Discuss the relevance of the Intent Based Leadership lessons to NATO:

Question 1

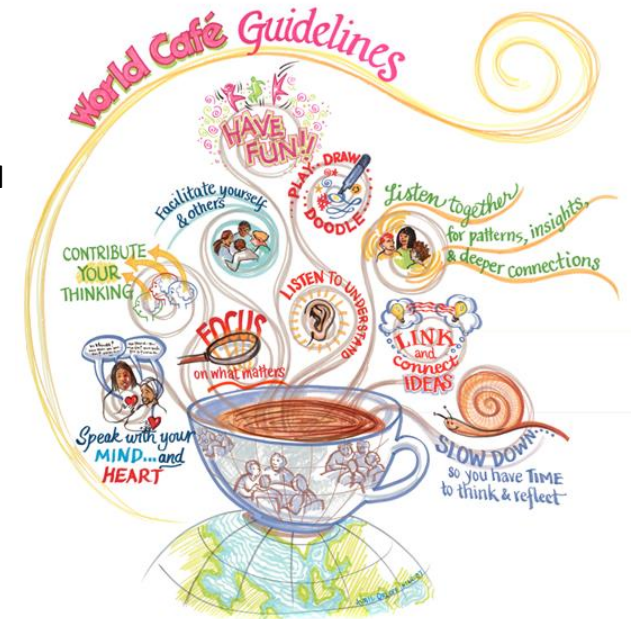
What Intent based leadership approaches already show up in the NATO culture?
What are the great stories? What are you proud of?

Question 2

What would not work and why? What gets in the way / what stops this? What are you less happy with? What bad stories?

Question 3

What needs to be changed to create more of an intent based leadership environment? What is within your control? What ideas, actions & feedback could you give?





Effective Meetings

A key component of the culture of a team & organisation

Good or Bad Meetings?

Meetings are a key part of our culture – our story of **'how we do things around here'** (McKinsey)

Break into 2 groups - discuss for 15 minutes and collect your thoughts on a flip chart

1. What are your meetings like? (Types, purpose, attend, lead etc)
2. Your motivation in meetings (What motivates or demotivates you in meetings?)

Different Types of Meetings

- Check-Ins

Meetings that are focussed on sharing information – could be very quick, daily, focussed on the benefit to the team of sharing hot topics, 2 word, current struggles...etc

- Tactical or Programme review

Focussed on moving a team or project forward – monitoring progress against metrics, resolving short term, tactical problems

- Strategic or Ad-hoc problem solving

Discuss, brainstorm, analyse and decide upon critical issues, problem solving, direction setting

- Review

Strategy review – how are we performing as a team, what are we doing right or wrong, how can we improve.



Example tactical meeting agenda

From Patrick Lencioni
'Death by Meeting'
(Copy on portal)

Weekly Tactical Meeting Guide		Date: _____																													
I. Lightning Round Notes	II. Key Metrics Review																														
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III. Tactical Agenda Items	IV. Potential Strategic Topics																														
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V. Decisions/Actions	VI. Cascading Messages																														



‘Death by Meeting’ – Lencioni’s 4 types of meetings (for portal)

Meetings	Time Required	Purpose/Format	Keys to Success
Daily Check-in	5-10 minutes	Share daily schedules and activities	<ul style="list-style-type: none"> • Don't sit down. • Keep it administrative. • Don't cancel even when someone can't be there.
Weekly Tactical	45-90 minutes	Review weekly activities and metrics, and resolve tactical obstacles and issues.	<ul style="list-style-type: none"> • Don't set agenda until after initial reporting. • Postpone strategic discussions.
Monthly Strategic (or ad hoc)	2-4 hours	Discuss, analyze, brainstorm, and decide upon critical issues affecting long-term success.	<ul style="list-style-type: none"> • Limit to one or two topics. • Prepare and do research. • Engage in good conflict.
Quarterly Off-site Review	1-2 days	Review strategy, competitive landscape, industry trends, key personnel, and team development.	<ul style="list-style-type: none"> • Get out of office. • Focus on work; limit social activities. • Don't over-structure or overburden the schedule

Don't forget the basics !

What do you need to have in place to make an effective meeting?

- Purpose
- Agenda – clear pre-issued
- Invites – notification
- Attendees – who is needed
- Location / comms platform
- Records taken – decisions/actions
- Timing – manage agenda – big topics first? Or last?
- Post meeting follow up – distribute minutes/notes

But what's missing?

- How do you want to feel;
 - Before a meeting
 - During a meeting
 - After a meeting



Energy!

How do you bring energy to a meeting?

- Stand Up meeting
- Challenge
- Ice breaker
- Different
- Other ideas?

Influence in Meetings

- Meetings you lead;
 - Get the basics right
 - Get the energy right
 - Get the outcome you want
 - Get the outcome the team wants



- Meetings you attend;
 - Your attention
 - Your input & example
 - Get the outcome you want
 - Help the team get the outcome they want

Maximising your network

On a large piece of paper, at the top write out a few bullet points for what you currently need from your network – your goals!

Then, draw out your network, and all the people you have access to within (and outside of) the organisation.

You have 20 minutes individually to do this.

Then into buddy pairs for 20 mins to discuss:-

- Do you have the right people in place to achieve your goals?
- Where may you need to strengthen relationships?
- How will you approach those people?
- Are there any gaps? What other relationships do you need?
- How can you use each other?

