Learning Review

In groups of three:-

Share your thoughts & reflections on your 360 feedback and share any development themes.

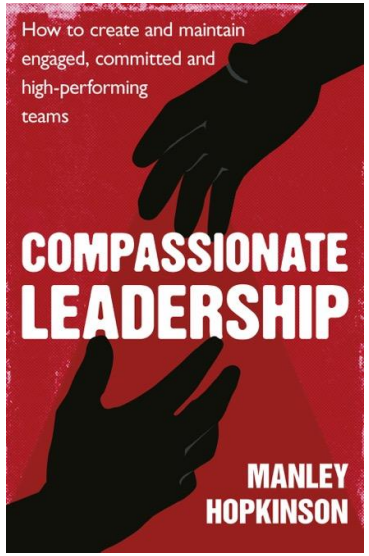
What else have you applied since CLP 1 in July? Spotted coachable moments? Delegated? Given feedback? Changed how you motivate someone?

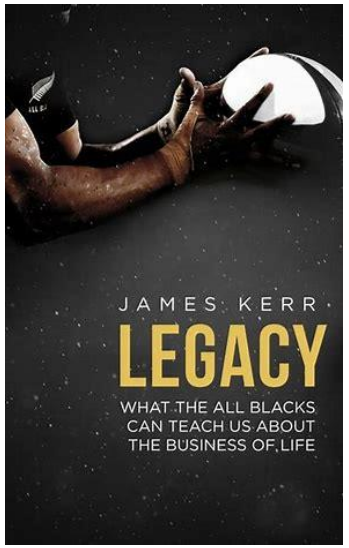
What is ‘Collective Brilliance’?

‘A team is greater than the sum of its parts’

‘Securing the best for all’

Creating the environment for success





“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**

Your Lencioni team Assessment

Dysfunction 1: Absence of Trust	Dysfunction 2: Fear of Conflict	Dysfunction 3: Lack of Commitment	Dysfunction 4: Avoidance of Accountability	Dysfunction 5: Inattention to Results
Statement 4: _____	Statement 1: _____	Statement 3: _____	Statement 2: _____	Statement 5: _____
Statement 6: _____	Statement 7: _____	Statement 8: _____	Statement 11: _____	Statement 9: _____
Statement 12: ____	Statement 10: ____	Statement 13: ____	Statement 14: ____	Statement 15: ____
Total: _____	Total: _____	Total: _____	Total: _____	Total: _____

A score of 8 or 9 is a probable indication that the dysfunction is not a problem for your team.

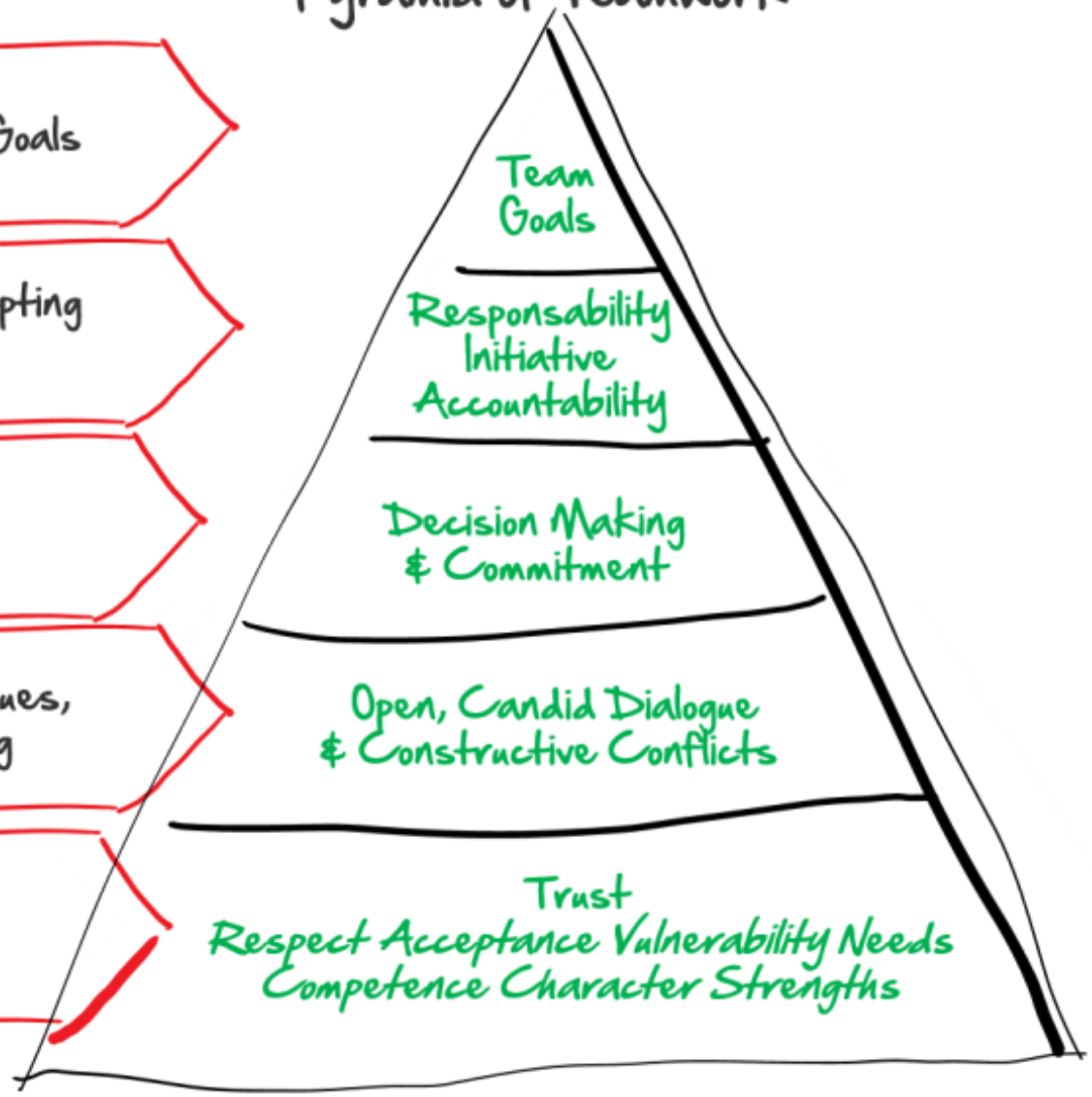
A score of 6 or 7 indicates that the dysfunction could be a problem.

A score of 3 to 5 is probably an indication that the dysfunction needs to be addressed.

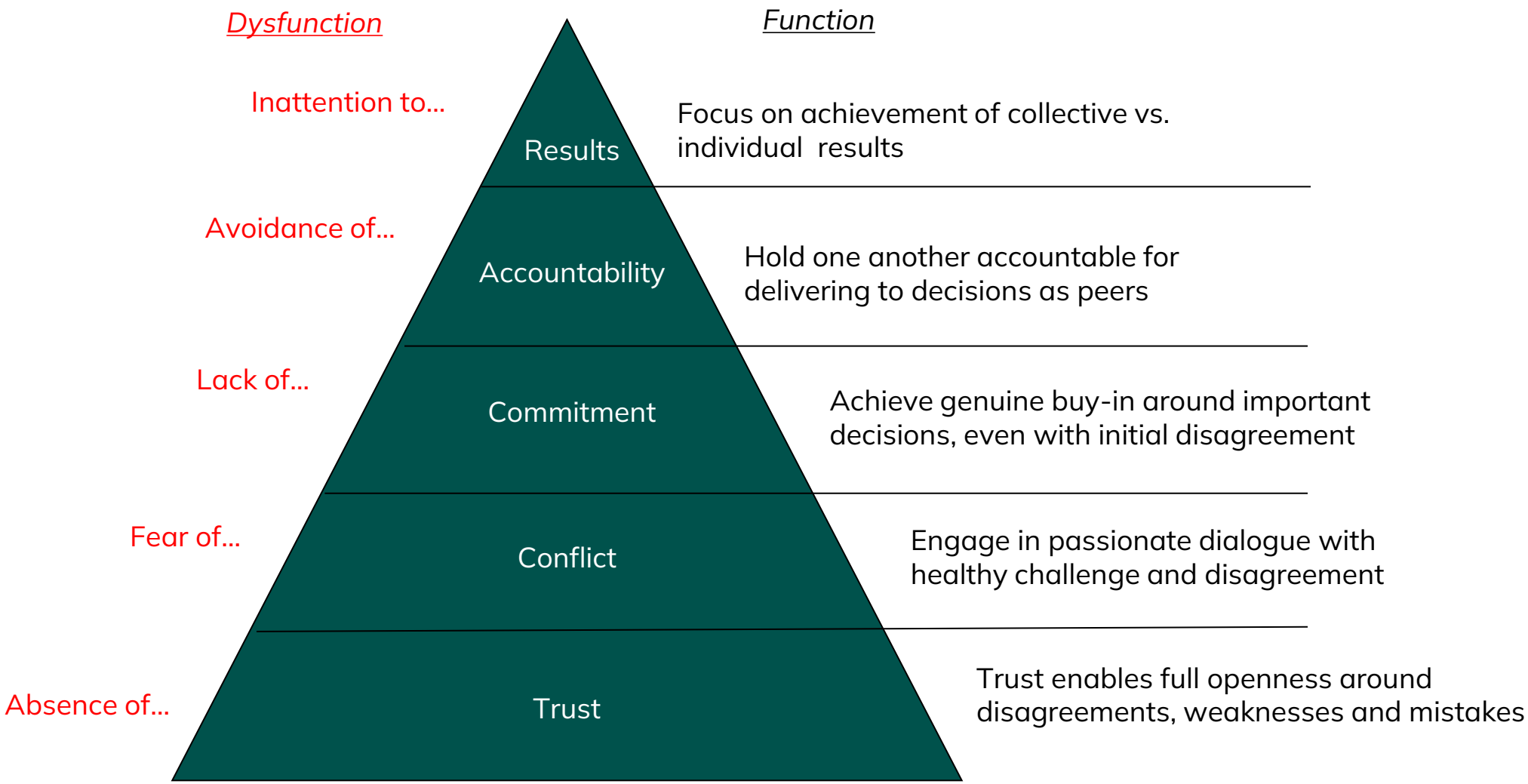
Dysfunctions of Teams

- 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



Patrick Lencioni's 5 dysfunctions of a team



Discuss in 2 groups & capture your feedback on a flip:

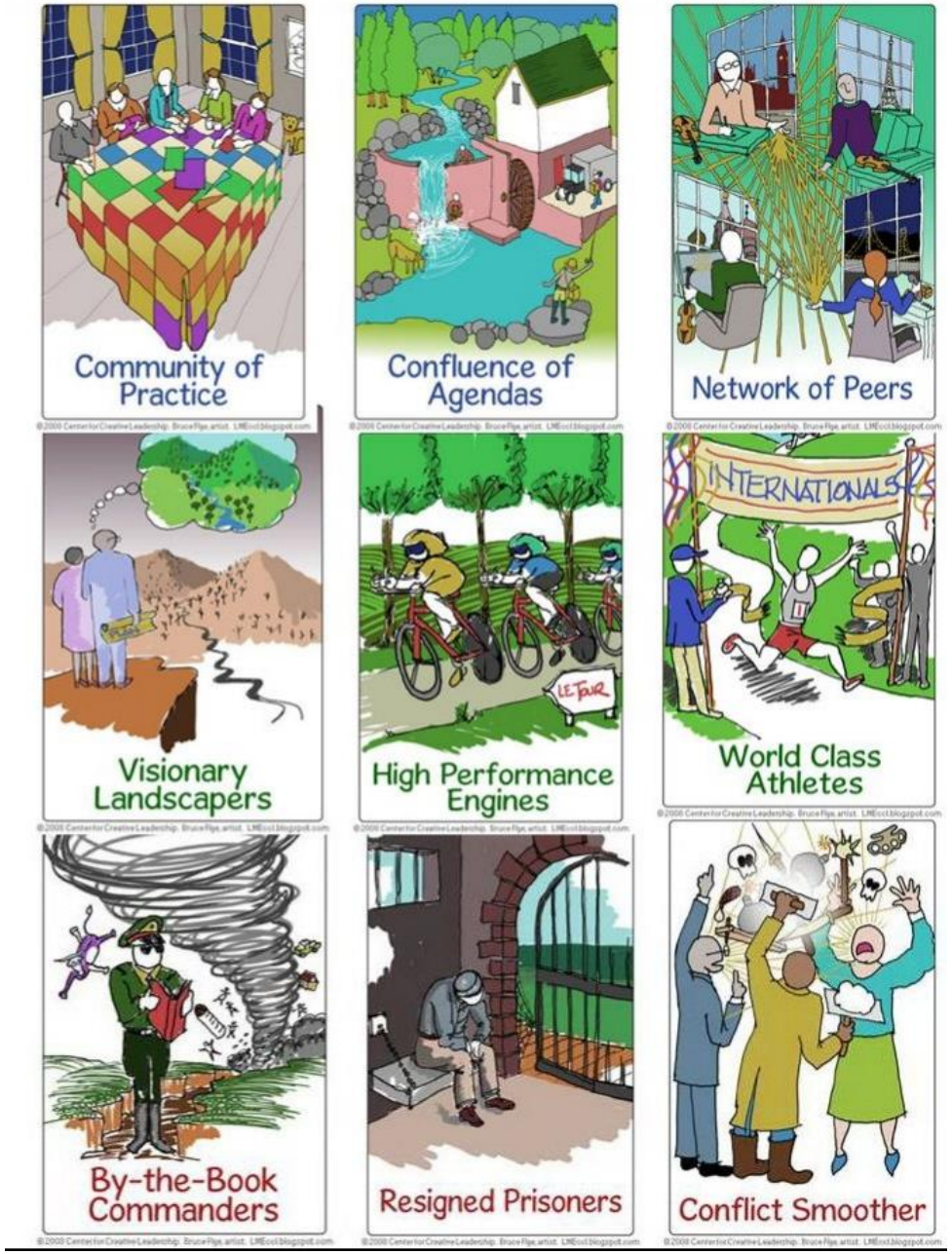
What were the key messages from the 5 Dysfunctions of a team video?

What lessons are of particular relevance to your own teams / EN as a whole?

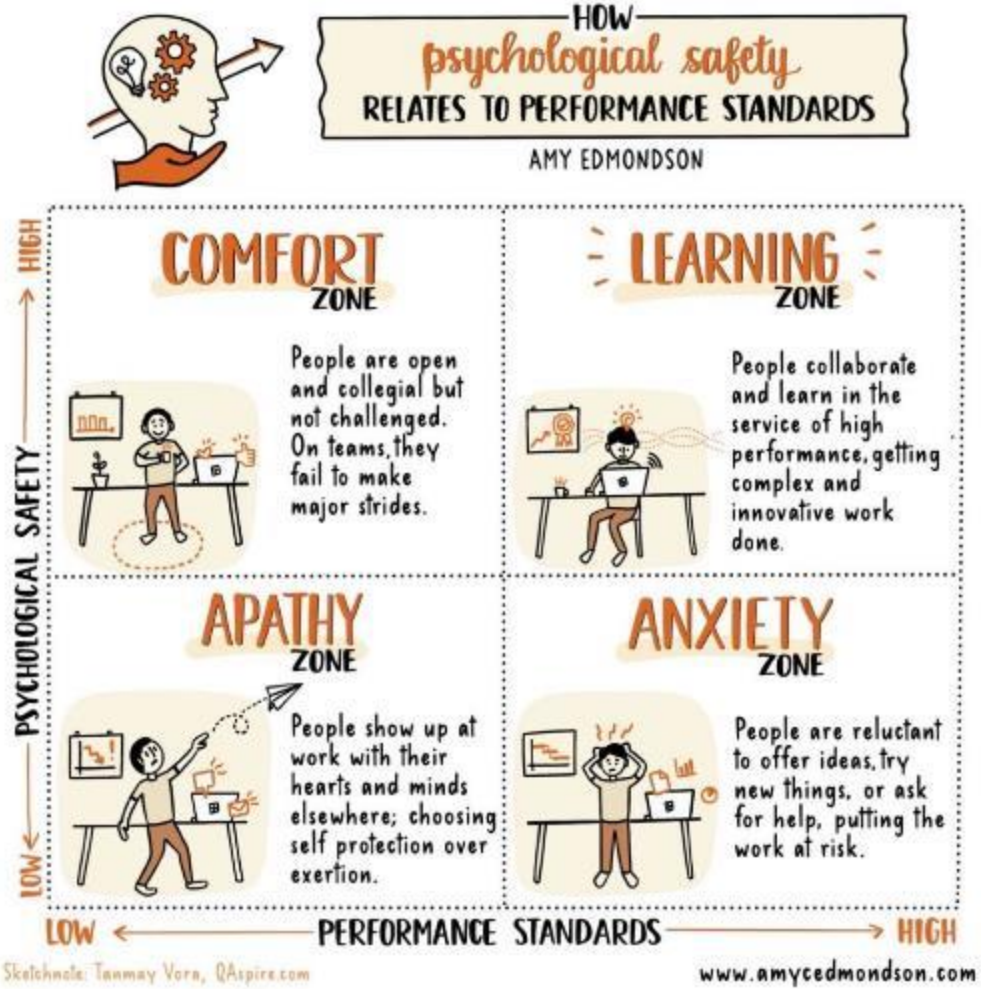
Your team – future vision

Having reflected on the Lencioni assessment around your current team

Pick a team metaphor card to describe a future vision for your team



Creating Psychological safety



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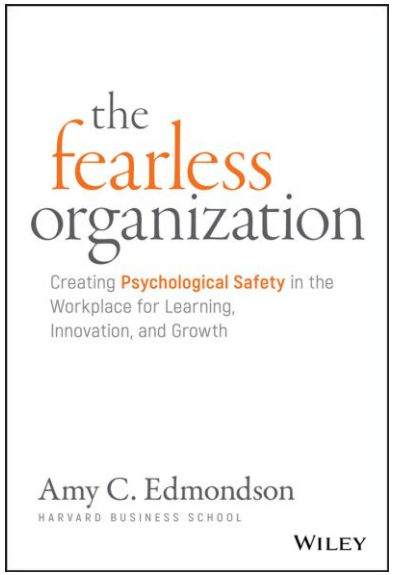
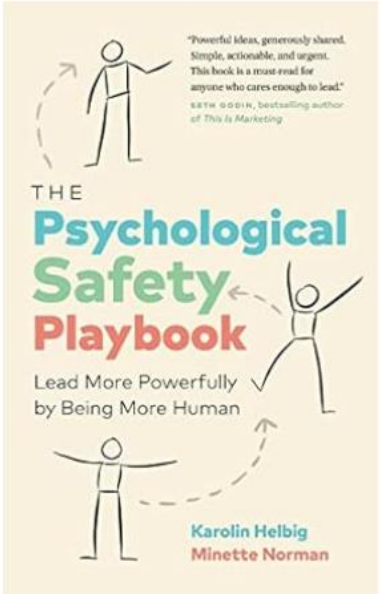
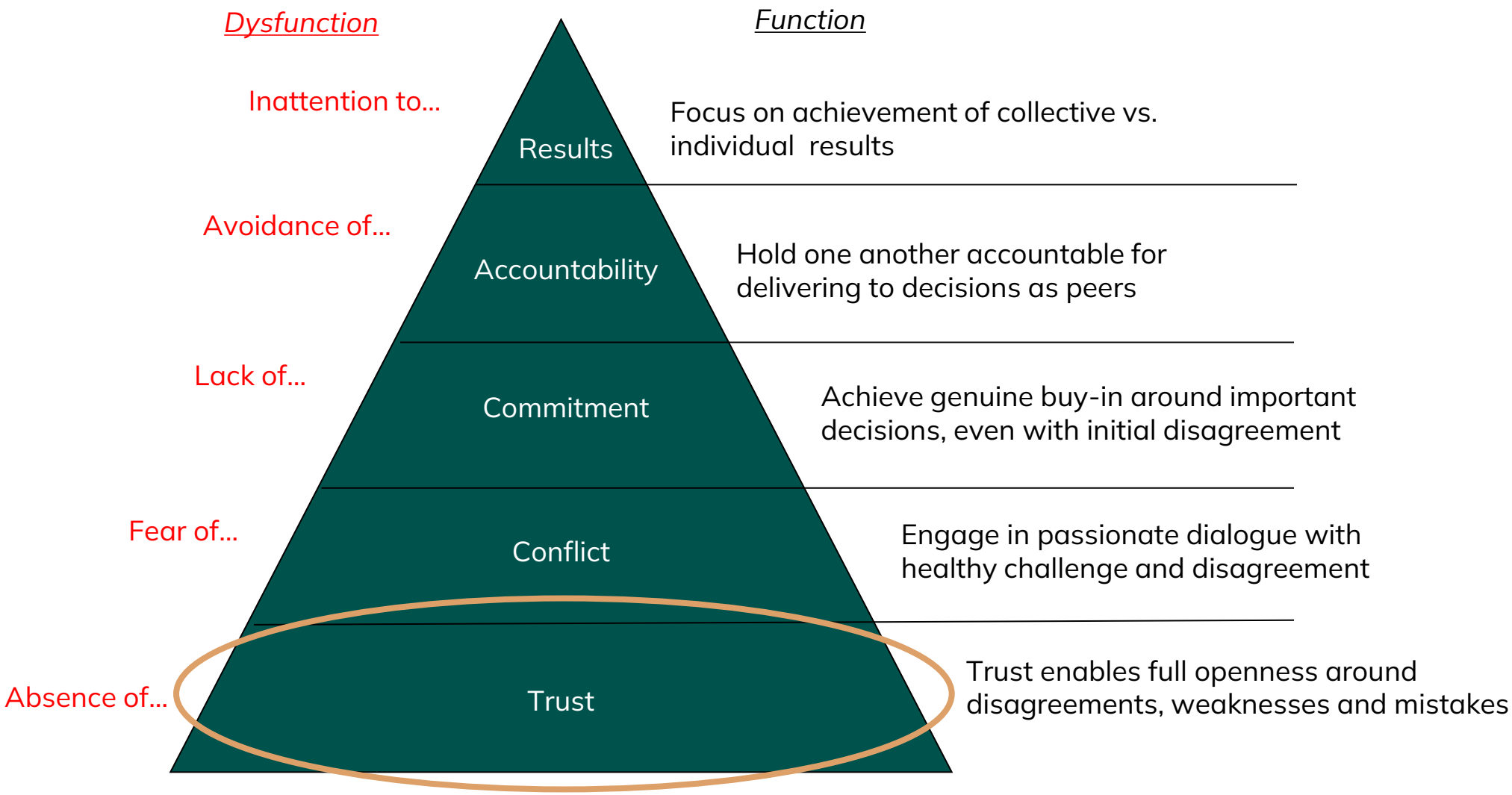




WHEN YOU HAVE IT:	WHEN YOU DON'T:
See mistakes as opportunities to learn	*See mistakes as threats to your career*
Willing to take risks and fail	*Unwilling to rock the boat*
Speaking your mind in meetings	*Keeping your ideas to yourself*
Openly sharing your struggles	*Only touting your strengths*
Trust in your teammates and supervisors	*Fear of your teammates and supervisors*
Sticking your neck out	*Having it chopped off*

Patrick Lencioni's 5 dysfunctions of a team



“No quality or characteristic is more important than trust”

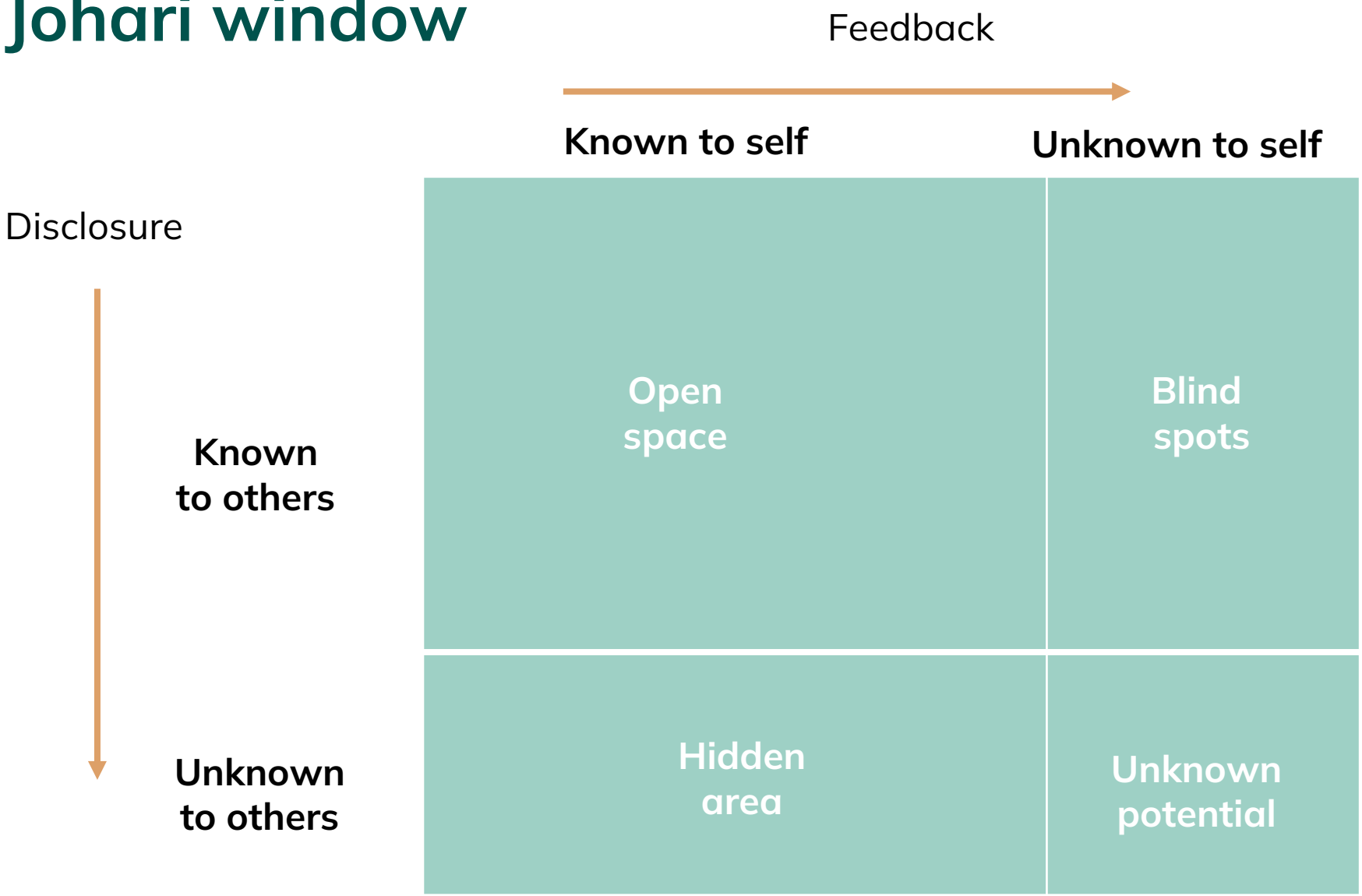
A Definition: Charles Feltman

‘**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)’

The Thin Book of Trust by Charles Feltman
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

Johari window



“We need trust to be vulnerable, and we need to be vulnerable in order to build trust.”

Brene Brown

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 pairs for 10 minutes to share a topic of your choice:-

- An internal belief you hold that’s holding you back
- A moment that shaped the person you are

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

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.

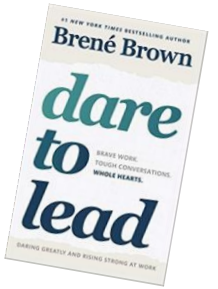
Please Do	Please Don't	I Like	I Don't Like

How do we build trust?

Did you suggest any of these ideas?

- Behavioral profiling (SDI) – shared & safe language
- Insight and understanding
- Deeper disclosure
- Knowing each other's strengths & areas for development
- Open, honest, transparent
- Maps of the world & perspectives – listening & questioning
- Trust equation discussions

BRAVING – the 7 elements of trust



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.

Self-Reflection

Self-reflection exercise to develop a challenging relationship

Trust with others - worksheet

Think about someone at work with whom you have built a strong, trusting relationship. What are some of the small gestures that have helped you build trust? (e.g. Asking for help, discussing struggles, doing what you say you're going to do)

Now think of a colleague with whom you want to build greater trust.

1. Identify the colleagues strongest BRAVING element and a specific behaviour that embodies it (e.g. Element: Boundaries; Behaviour: They ask for help when they need it.)

Trust in teams - worksheet

Rate the frequency of behaviours on your team for each of the BRAVING elements:
Never (1) | Rarely (2) | About 50/50 (3) | Often (4) | Always (5)

	My score	Our team average	Our team range
BOUNDARIES			
RELIABILITY			
ACCOUNTABILITY			
VAULT			
INTEGRITY			
NONJUDGEMENT			
GENEROSITY			

Try this exercise with your team

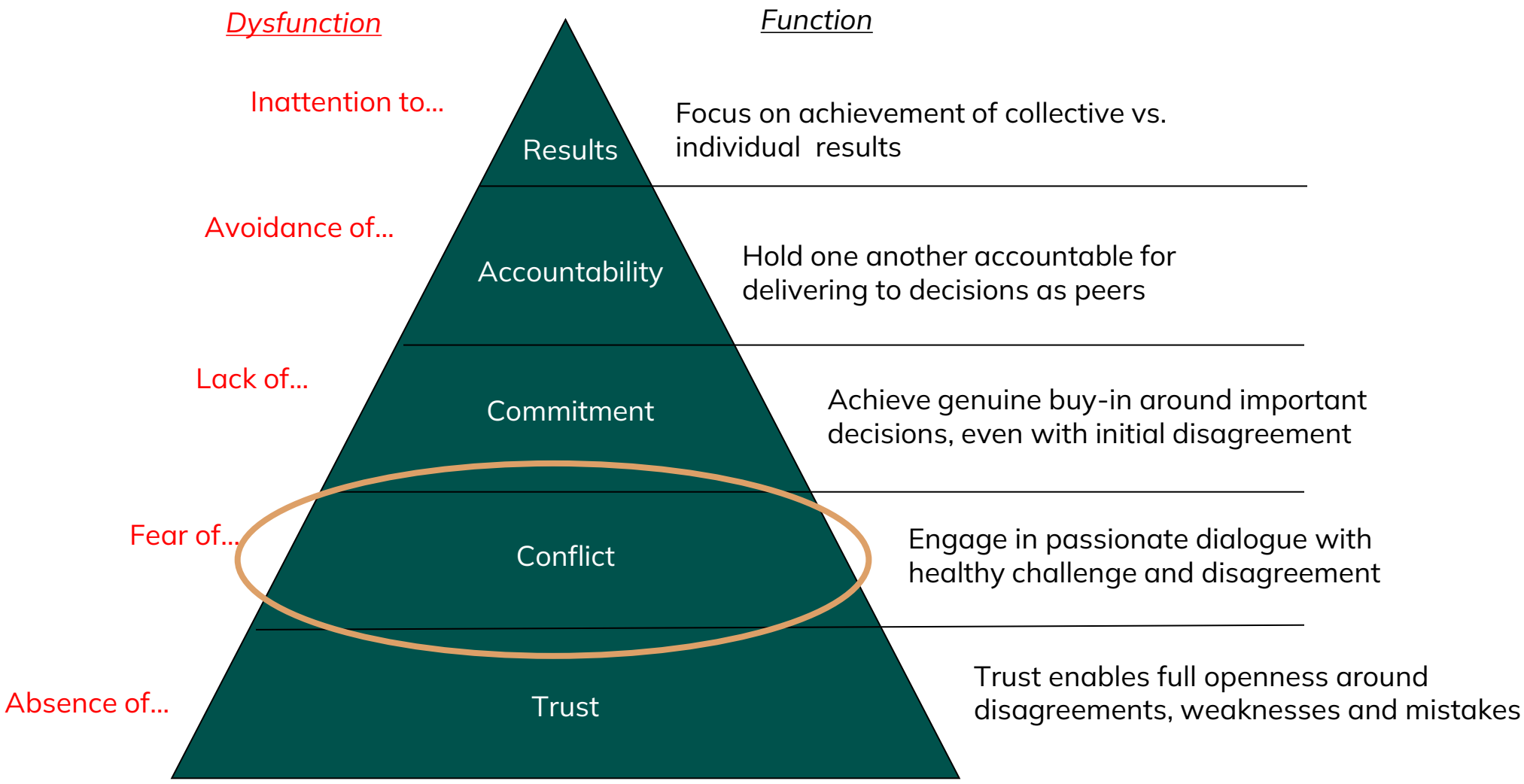
So what?

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

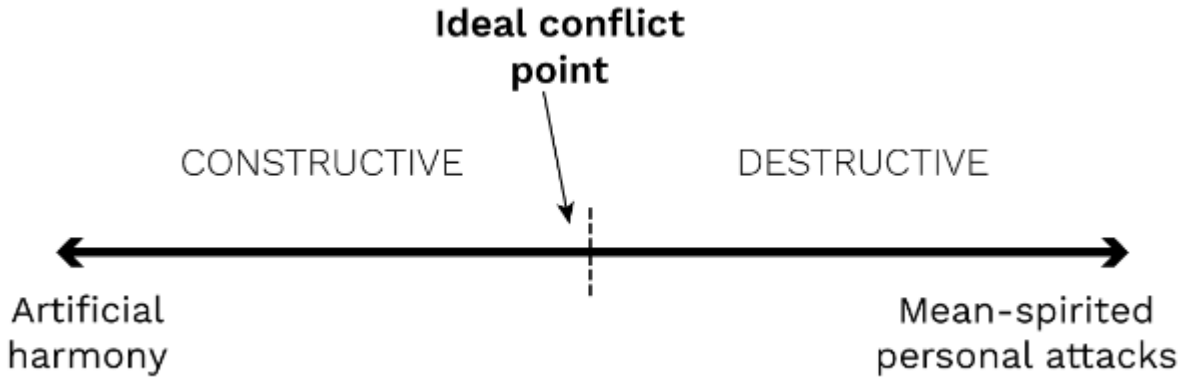
- How is the trust in your team now?
- What do you need to do to improve/build trust?
    - BRAVING
    - Behavioural profiling (eg SDI) – shared & safe language
    - Insight and understanding
    - Deeper disclosure
    - Knowing each other's strengths & areas for development
    - Open, honest, transparent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

Make a few notes in your leadership journal around actions you might want to take to build further trust with your team.

Patrick Lencioni's 5 dysfunctions of a team



Creating healthy conflict



Inevitability of discomfort!

How to get there

- Conflict profiling
- Creating space in meetings for debate & discussion – changing meeting agendas
- Discuss your conflict norms - considering different cultural styles
- Real-time permission – remind people that conflict is a good thing

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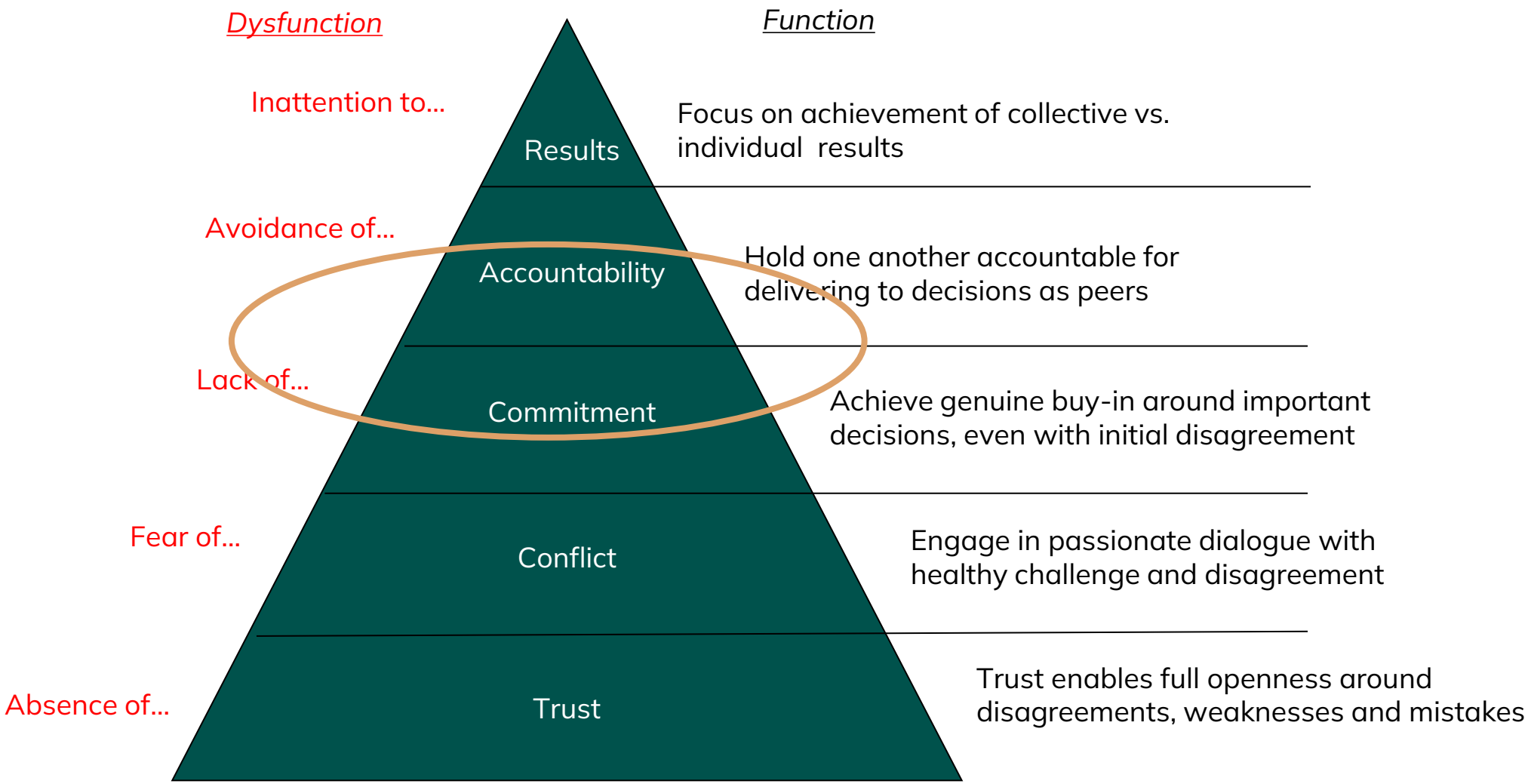


Commitment & Accountability

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

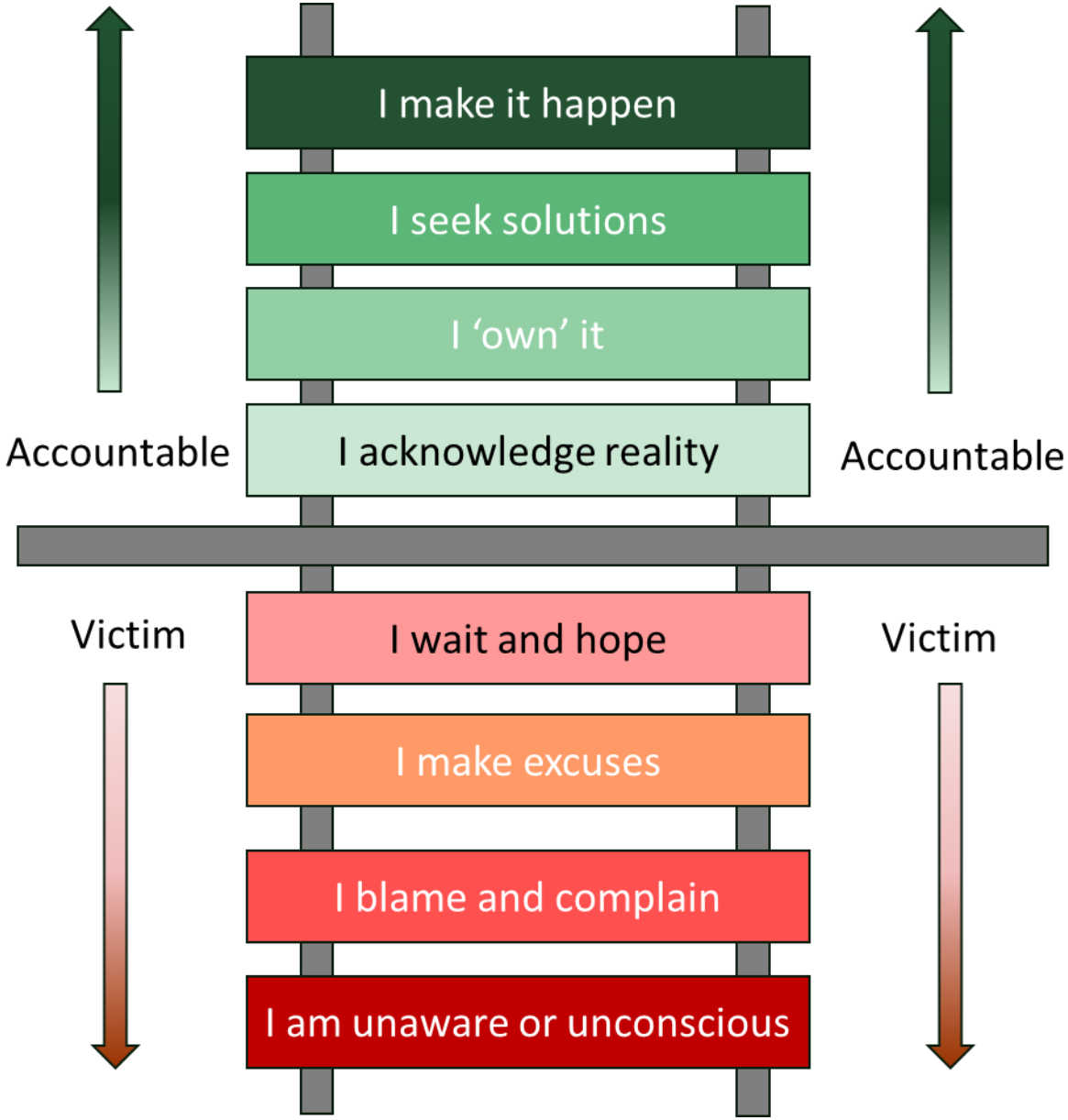
Clarity

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

Accountability

Hold one another accountable for delivering to decisions as peers

Accountability Ladder



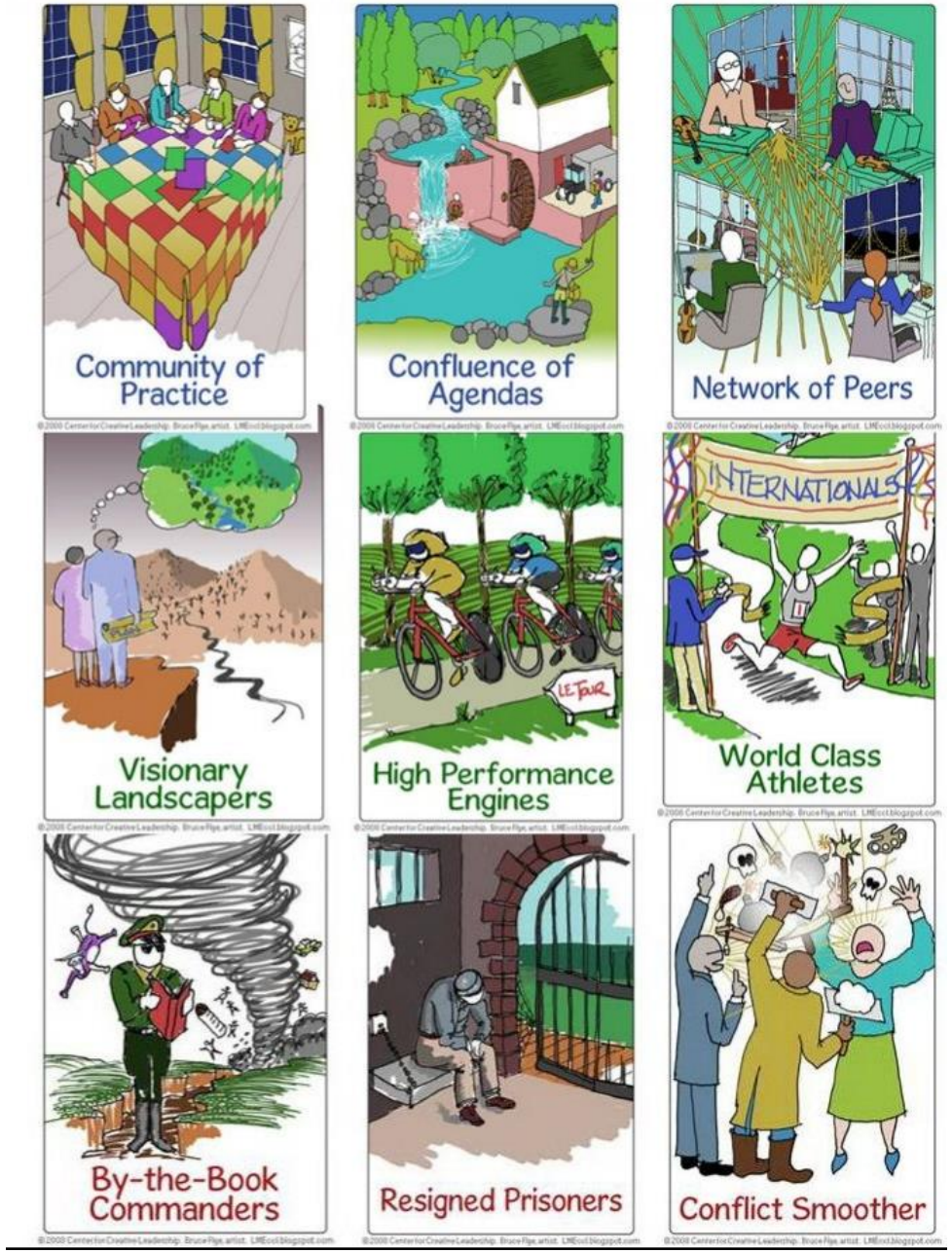
Coaching pairs

30 mins – each way- an opportunity for a deep dive coaching with a partner

Outdoor walking or indoors

Theme – team development – may be linked to your team development plan (or your choice)

Remember your coaching skills of listening, questioning and staying out of advice.

Your team – preparation time

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