



# Efficiency North – EN:Lighten programme

Coaching Led Leadership  
Summary of Learning

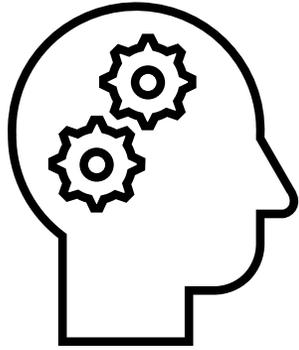
17<sup>th</sup> September 2024



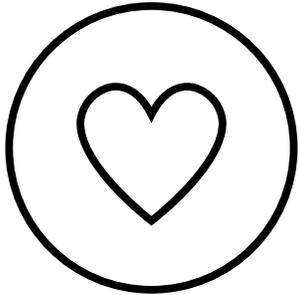
**EN:Lighten**

# Check in

Head



Heart



Gut



# Learning Review

## What progress have you had since CLP 2?

In 3 groups discuss any reflections you have of applications of learning to date. For example:

- Your team plans?
- Coachable moments & coaching practice
- Being coached
- Building trust, motivating others, giving feedback, accountability, dealing with conflict etc



# REFLECTIONS

## \* Team plan:

- Useful tools (think tanks)
- 360°
- Team Charter
- SDI / DRIVERS
- Conflict
- Accountability

## \* Individual level:

- "Query Tracker"
- Skills matrix
- Lunch & Learns
- Advice Monster
- Growth mindset
- Drama A

## ICT & FACILITIES

- Think Tanks

## JOINT TEAM PLAN

- TRUST BUILDING

- MOTIVATION NOW

- EMPOWERMENT

## ENP

- ROLLING OUT TO TEAM

- EXPLAINING
- EMPHASIS TRUST
- BUY IN
- UNDERSTANDING

## ENF

- Base line where we are now + what our ambition is, where we'd like to be

- Undertake learning interactive exercises

- evaluate

- what it looks like going forward.

## ENAL

Organisational language / tool kit

COACHING IS NOT EASY

## REFLECTIONS ON APPLICATION / PROCESS

SDI / STRENGTHS - PERSONALLY V. INSIGHTFUL

- TEAM CONVERSATIONS
- EVERY STRENGTH ANNOYS SOMEONE

COACHING QUESTIONS + APPROACH

- REAL SHIFT IN A APPROACH TO DIALOGUE + APPROACHES
- REALLY POWERFUL
- GREATER OWNERSHIP
- NOT EASY / INSTINCTIVE
- FEELS A BIT LESS AUTHENTIC!

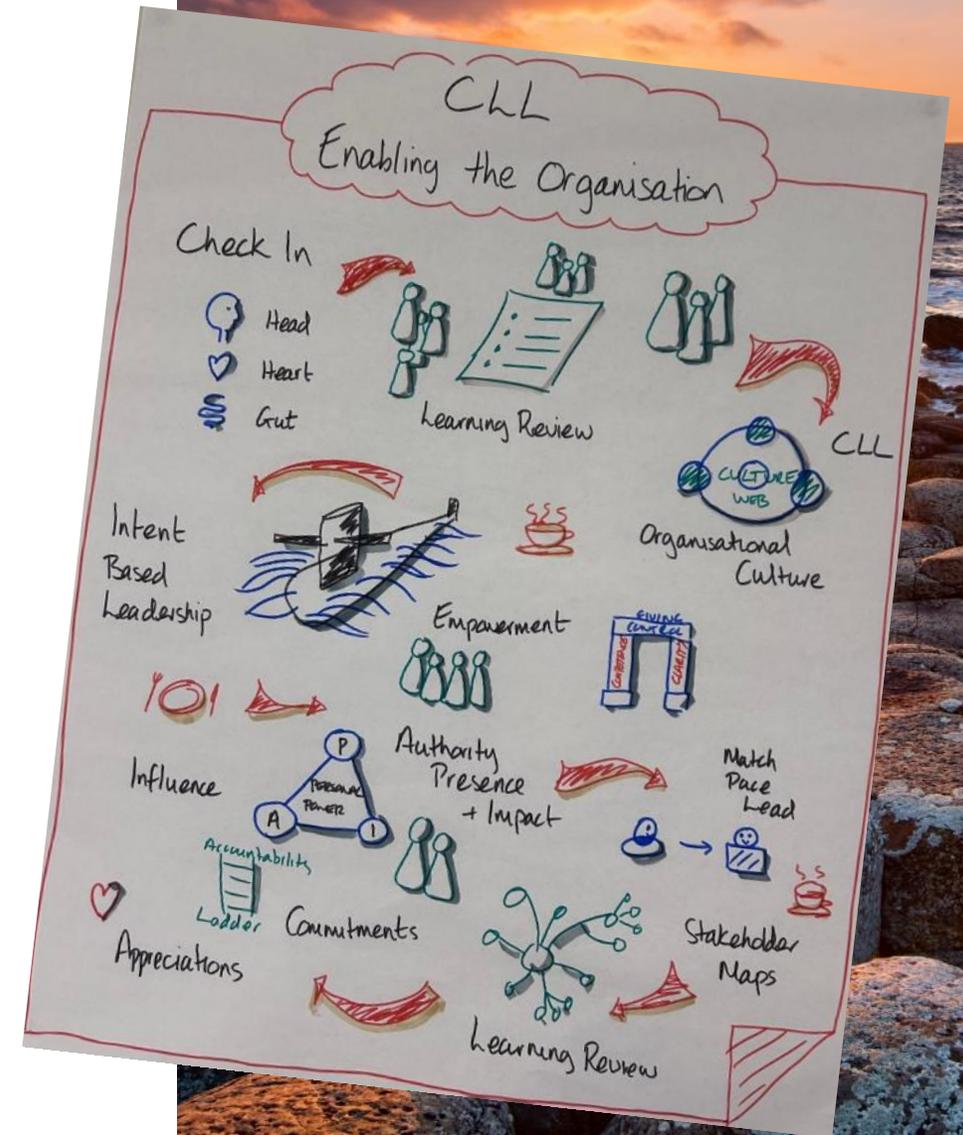
RADICAL CANDOR (PSYCHOLOGICAL SAFETY)

- BIT OF A LIGHTBULB MOMENT
- TRUST / SAFETY IMPORTANCE NOT PRIORITISED HISTORICALLY



# CLL Outcomes

- Start to **shape the wider organizational culture** as leaders and managers
- Understand how to **empower others** and create the environment where people don't need to be told what to do and can find their own answers
- Show up with improved **authority, presence and impact** as an EN leader & manager
- Continue to deepen your own **self awareness** as a leader
- Continue to **deepen an understanding** of all EN business areas and form wider **connections** as EN managers.

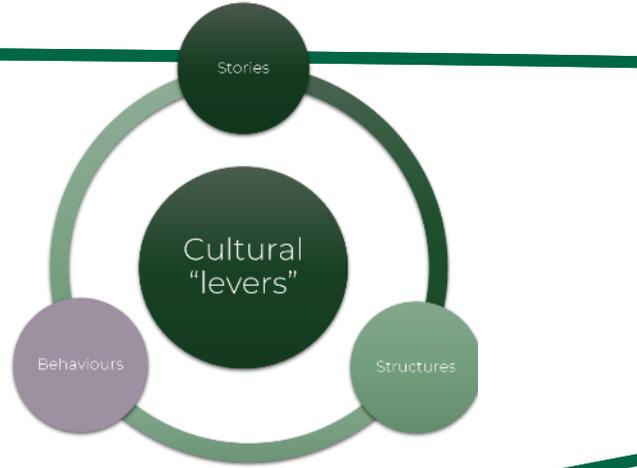


# Coaching-Led Leadership – Enabling the organisation

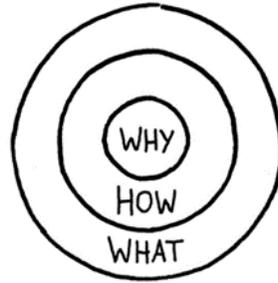
Checking in & learning review



Embedding a learning & performance culture



Stakeholder Expectations & Relationships



Intent based leadership

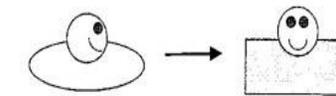
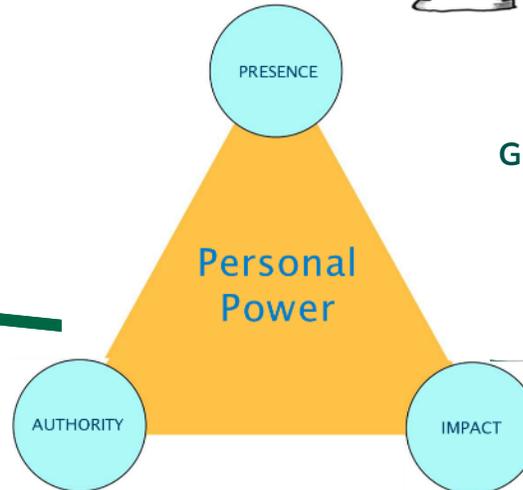


Ladder of Leadership®	
<b>LEADER</b>	<b>LEADER</b>
7. I've been doing...	7. What have you been doing?
6. I've done...	6. What have you done?
5. I intend to...	5. What do you intend?
4. I would like to...	4. What would you like to do?
3. I think...	3. What do you think?
2. I see...	2. What do you see?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

Authentic leadership



Gravitas & Influence



A chooses to build rapport with B and starts matching.

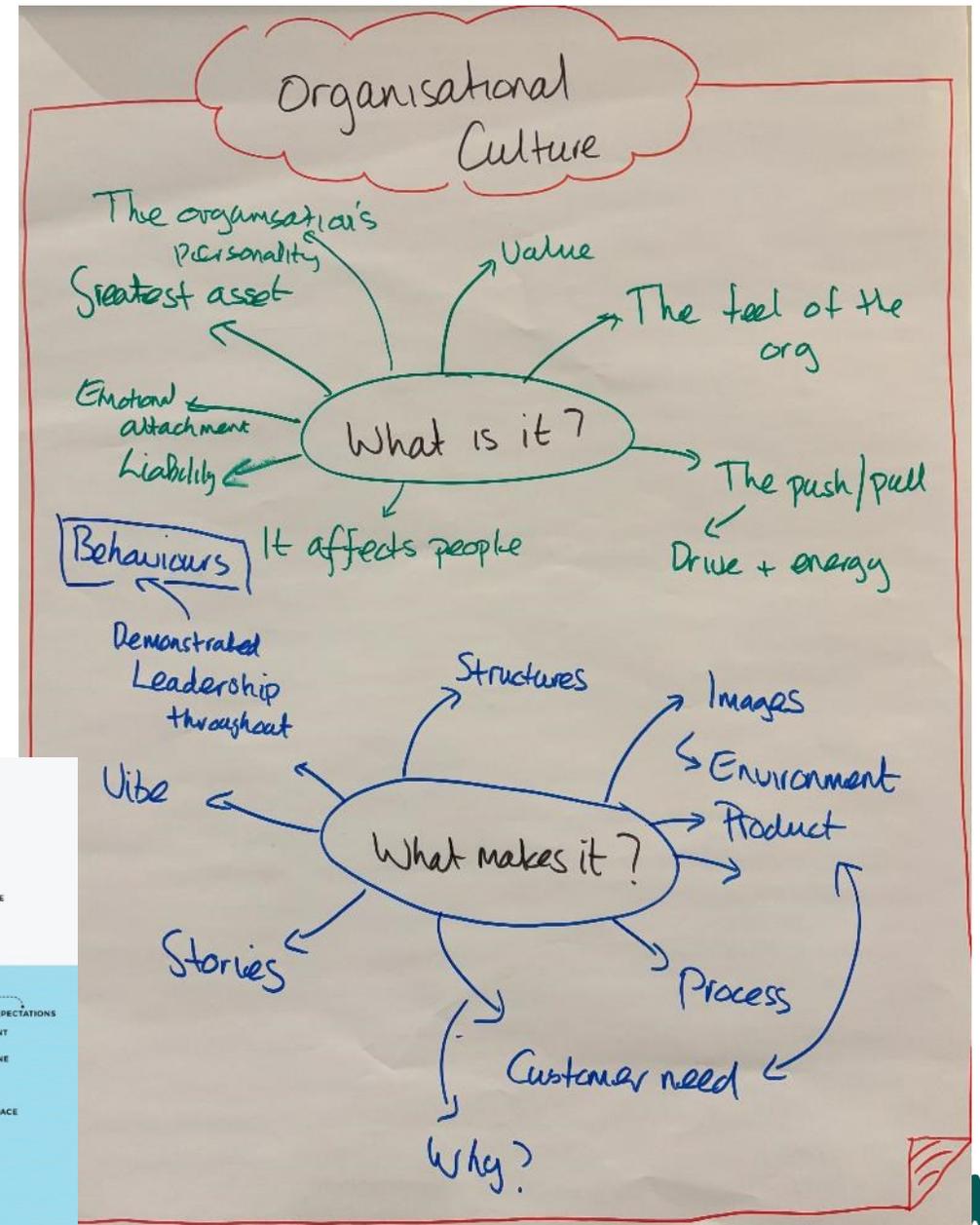


# Organisational Culture

- What makes organisational culture?



Scientists placed 4 monkeys in a room, with bananas on the top of a step ladder, when the monkeys climbed the step ladder to reach the bananas they were sprayed with water. Eventually they learnt not to climb the step ladder. One by one, the monkeys were replaced with a new monkey. Each was attacked by the other monkeys when they tried to climb the step ladder. When all the monkeys were new, and none had been sprayed with water they continued to ensure no one climbed the step ladder. When asked why this was, one monkey said, 'that's just the way it is!'



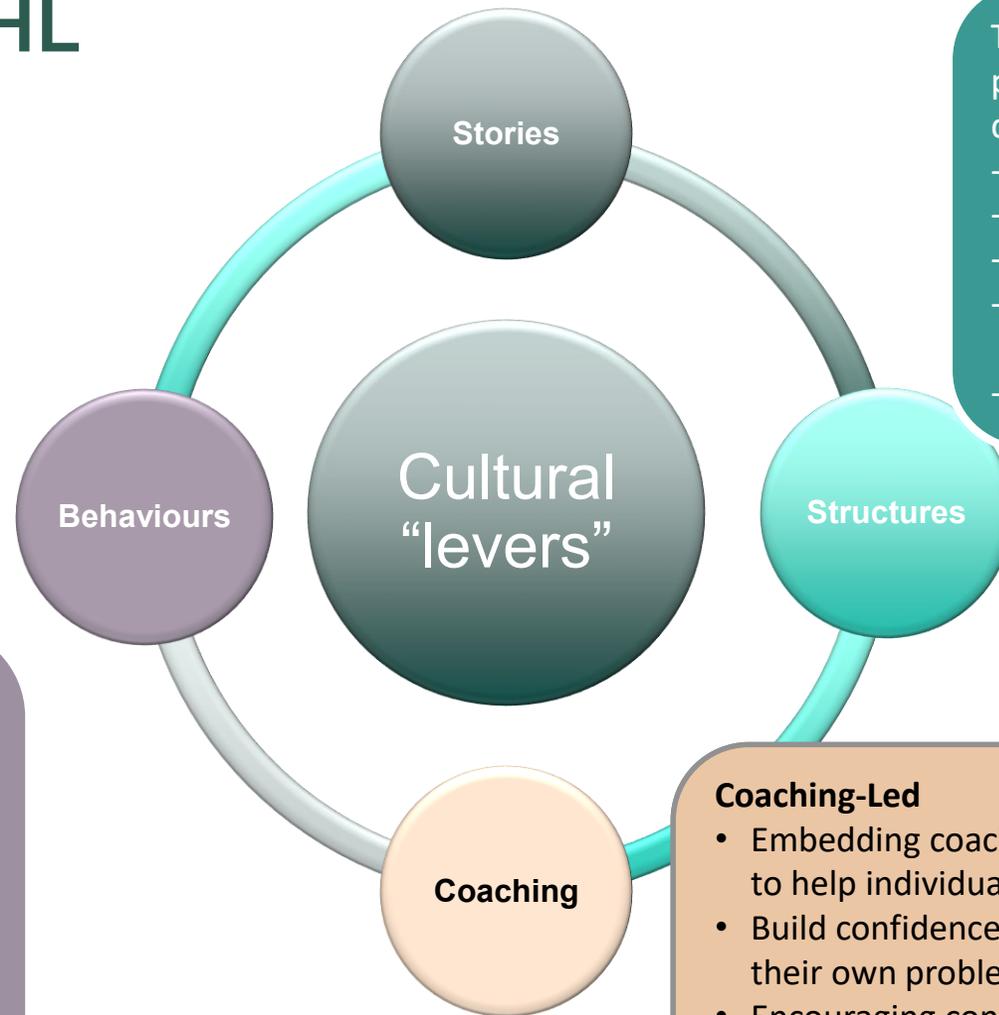
# A coaching-led ENHL

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

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

- Processes & structures
- Adaptability & innovation
- Influence & authority
- Hierarchy & reporting lines – formal & informal
- Power and lines of decision making



## Coaching-Led

- Embedding coaching questioning, listening and feedback to help individuals and teams to do their own thinking
- Build confidence and capability in staff through solving their own problems
- Encouraging contributions from everyone
- Providing high quality guidance on what is going well or not and help with how to improve
- Embedding a development and potential tapping mindset

Coaching-Led Culture: Ideas

INDUCTION - COACHING TOOL-KIT  
- SDI  
- DRIVERS

PDR/1-2-1,

REFRESHERS

VISUAL QUEUES

EMBED IN STRUCTURE

MEASURE/EVALUATE - CASE STUDY  
QUANTITATIVE

### REFLECTIONS ON APPLICATION / PROGRESS

SDI / STRENGTHS - PERSONALLY V. INSIGHTFUL  
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### COACHING QUESTIONS + APPROACH

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### RADICAL CANDOR (PHYSIOLOGICAL SAFETY)

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NOT PRIORITISED HISTORICALLY

## Creating an EN coaching-led culture

Creating a culture led environment

How? Skills Matrix feeding into PDRs  
PDR. 2.0

Get better at delivering feedback  
↳ Create right culture to give/receive

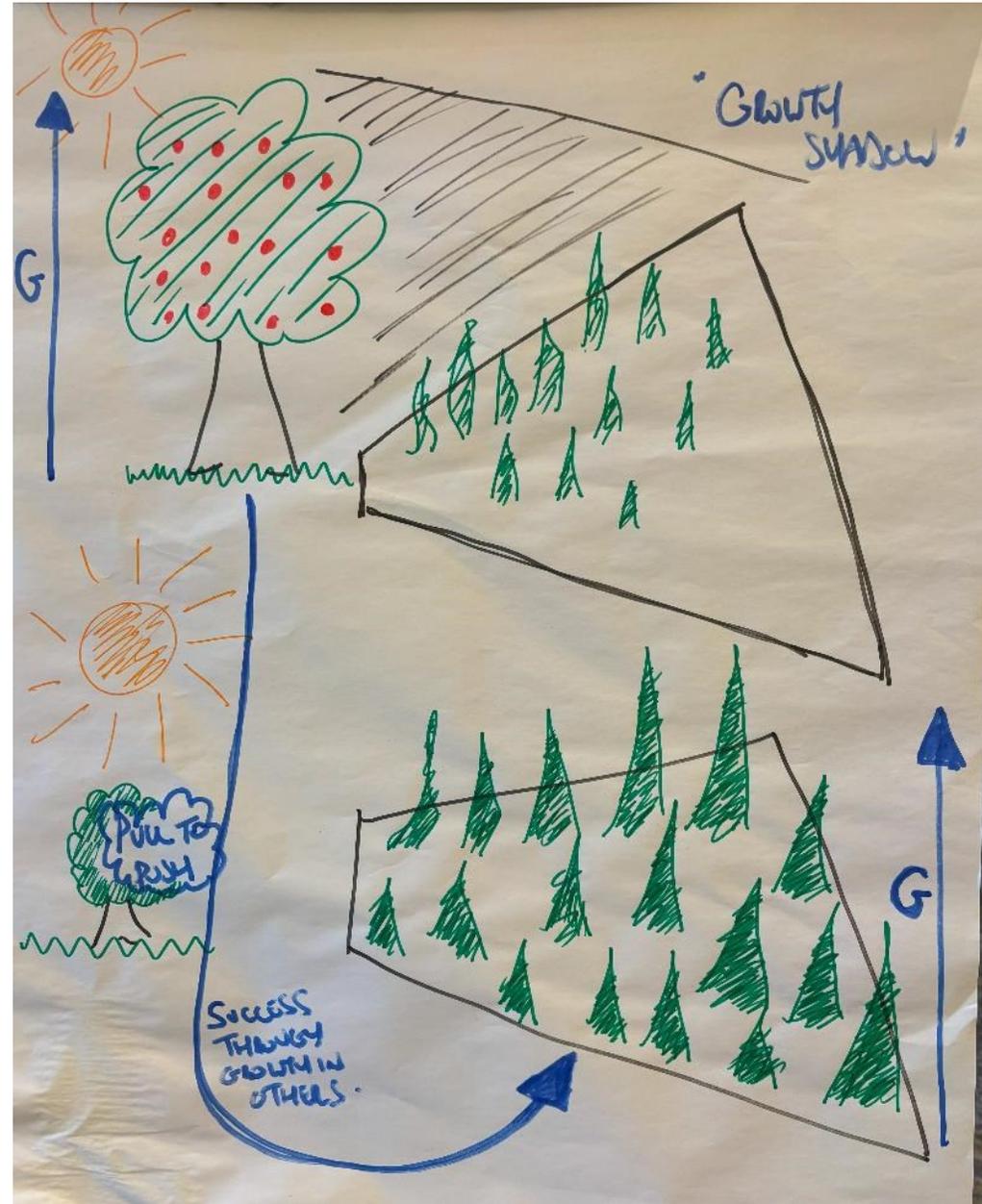
Shallower structure - more guidance and  
pushing people along rather than  
pulling!

↳ Change of approach  
Mulch! Lee to explain!!

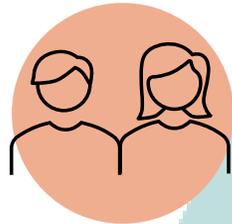




# Lee's EN Culture change vision



# Empowerment



Empowerment

- \* Trusting someone to improve in their work
- \* It's ok to make mistakes + learn from them
- \* Give authority to them + letting go of control
- \* "Power to you" self belief to grow
- \* Making own decisions + problem solving + working to outcomes
- \* Confidence to use own initiative
- \* Freedom + with accountability - pull people along side

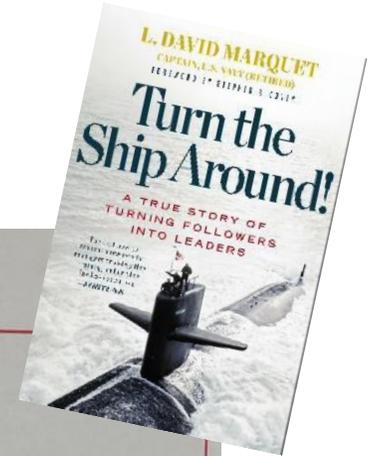
⇒ Topic for PDR

- \* Delegation - clarity of communication  
→ check in coachable moments

# 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

[MindSpring Presents: "Greatness" by David Marquet \(youtube.com\)](https://www.youtube.com/watch?v=...)



Themes from Turn the Ship Around

- \* Enabling people with the knowledge to make the decisions
- \* Technical competence (ability + skills)
- \* Language no they → 'we'
- \* Organisational clarity
- \* Intent + give control to individuals  
→ test their understanding coachable moment - how will you do that
- \* Getting rid of layer of bureaucracy
- \* Ownership - creating a sense of...
- \* Leader help people feel safe to make decisions



# Intent Based Leadership



'I intend to'

Ladder of Leadership<sup>®</sup>

LEADER	LEADER
7. I've been doing...	7. What have you been doing?
6. I've done...	6. What have you done?
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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

# Application to EN – World cafe

## Question 1

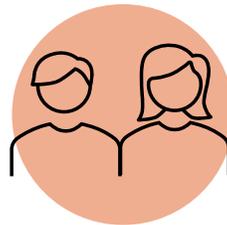
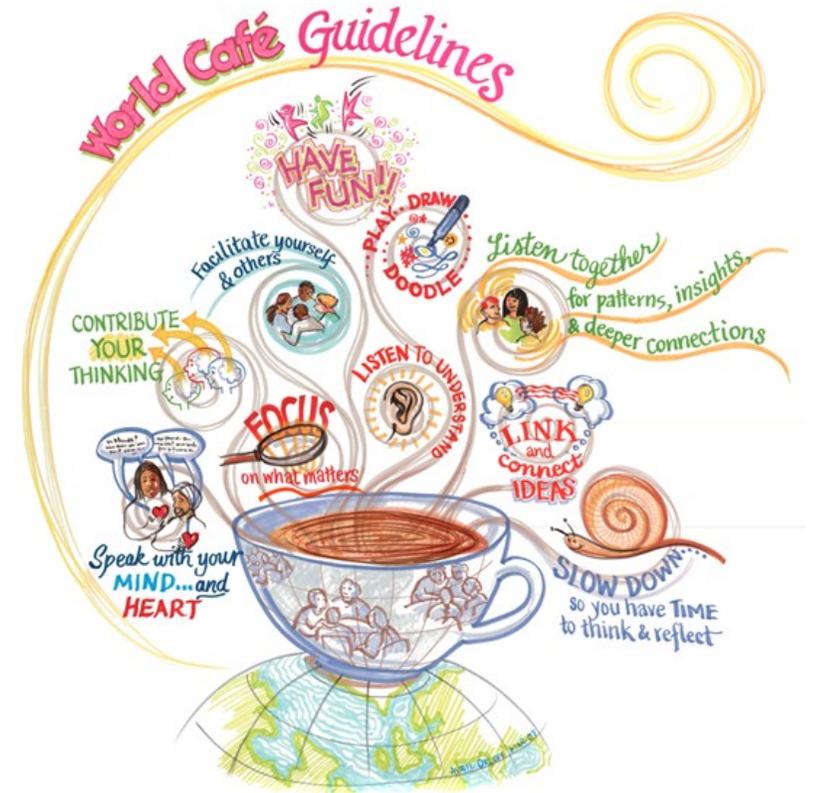
What intent-based leadership approaches already show up in the EM culture?

## Question 2

What could be better?

## Question 3

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



## Question 1

What intent-based leadership approaches already show up in the EN culture?

3 intent already?

- lunch + learn (problem solving suggestions)
- business plan
- PDR - goals
- Processes
- giving empowerment (need more)

2 What intent based leadership approaches already show up in the EN culture

- Values - not changed since beginning of EN.
- Mission Statement of EN.
- Open door policy
- Empowering colleagues
- Recognising specialist skills (competency)
- Clarity
- Business planning reflecting the market and aspiration based on each of CO service plan.

WHAT INTENT BASED LEADERSHIP APPROACHES SHOW UP IN EN CULTURE? 1

- ACTION PLANS
- ENP - PEOPLE ALLOWED TO RUN WITH PROJECTS (TENDERS - DRG/FW'S)
- APPRENTICE MANAGERS ALLOWED TO USE INSTINCT.
- EXPERIENTIAL LEARNING + DEVELOPMENT.
- NEW DOC (2MM10). QUERY.
- LUNCH + LEARN
  - TOPICS TO DEVELOPMENT

## Question 2

What could be better?

(2) BE BETTER?

- BRAIN STORMING
- PSYCHOLOGICAL SAFETY -
- BUILD CONFIDENCE / TRUST
- REINFORCE THE NO BLAME CULTURE MESSAGE
- COACHING

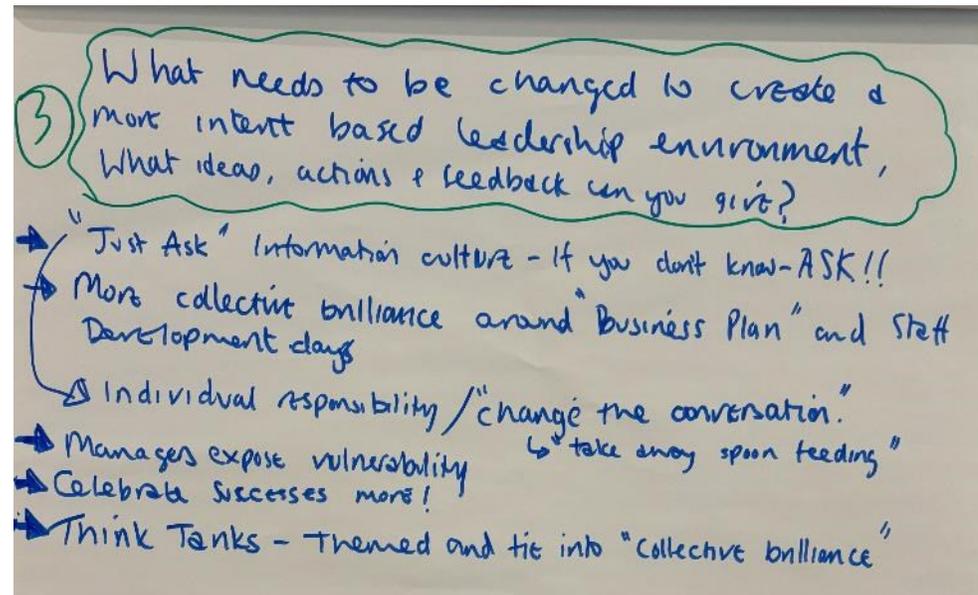
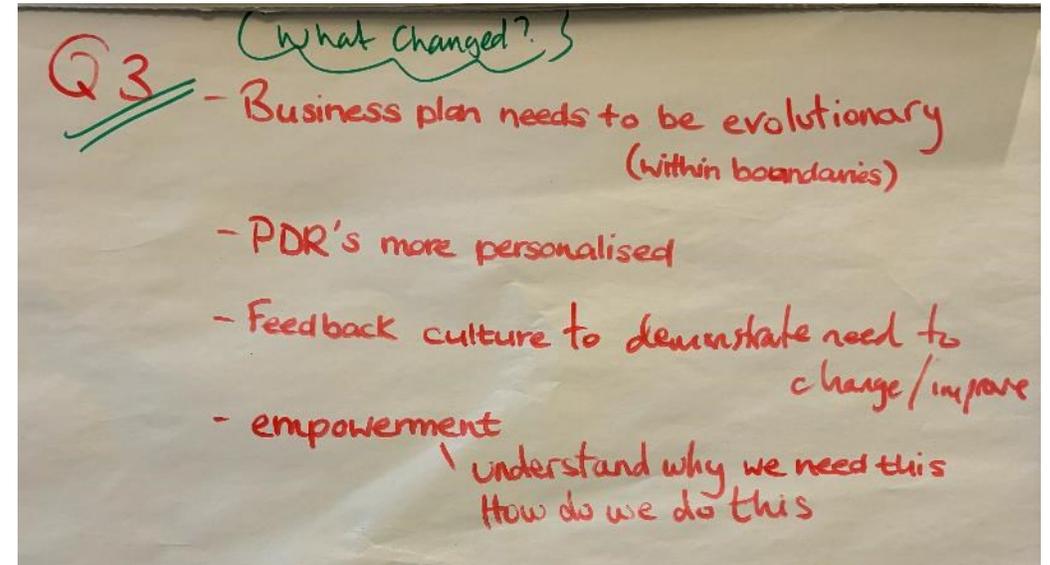
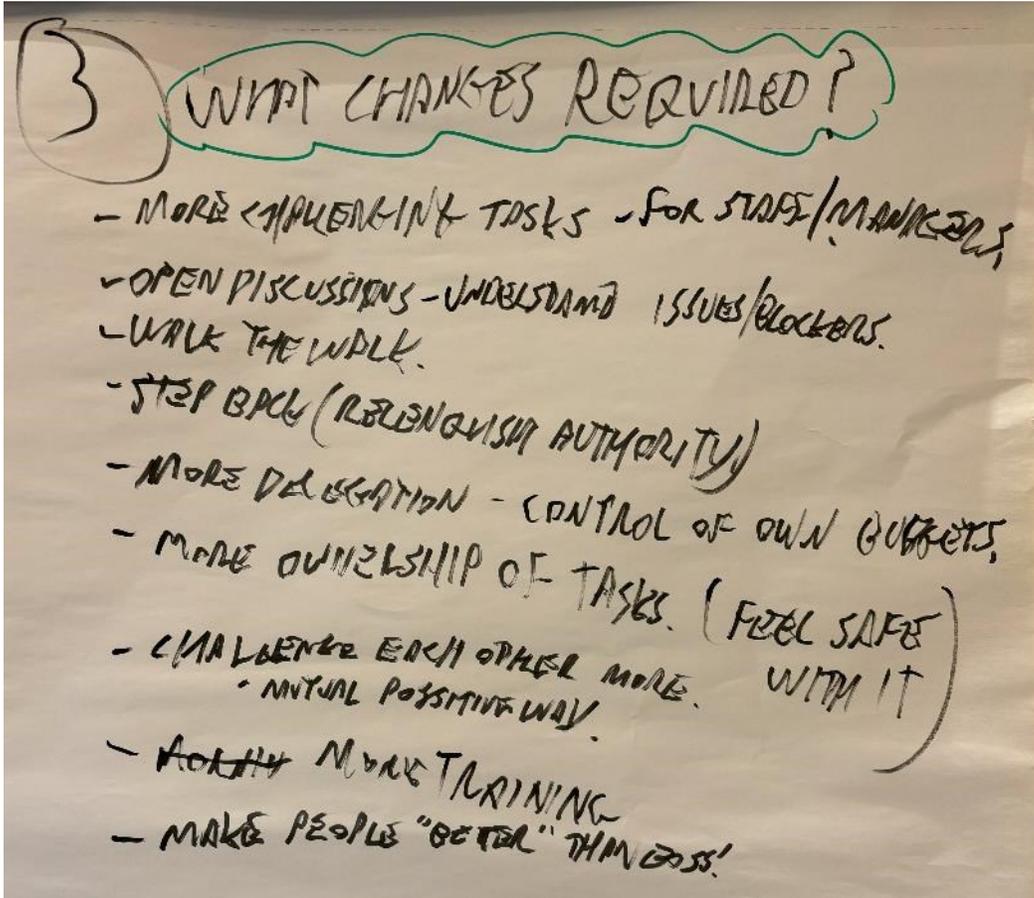
- What could be better?
- Evolution + change capability to Business Plans (for right reasons) → The flow rather than what to achieve desired outcome
  - More collective ownership of the outcome. = (and buy in) → Keeping it alive
  - Build technical capability / competence to enable greater empowerment - (combined)
  - Shared "Good practice / examples / expectations"

What could be better?

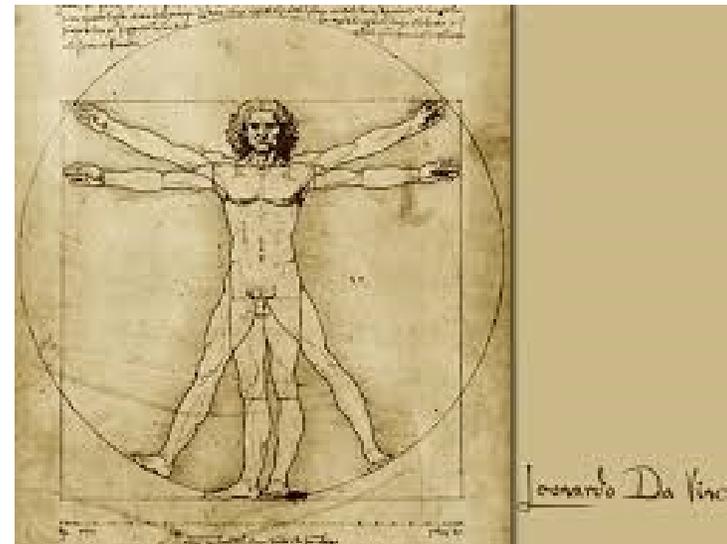
- Using Coachable moments
- motivating team
- clarity + direction (Keep simple)
- more ownership + authority on certain tasks (delegation)
- communication
- empowerment

### Question 3

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



# Centering



# Head, Heart & Gut



HEAD

Rational



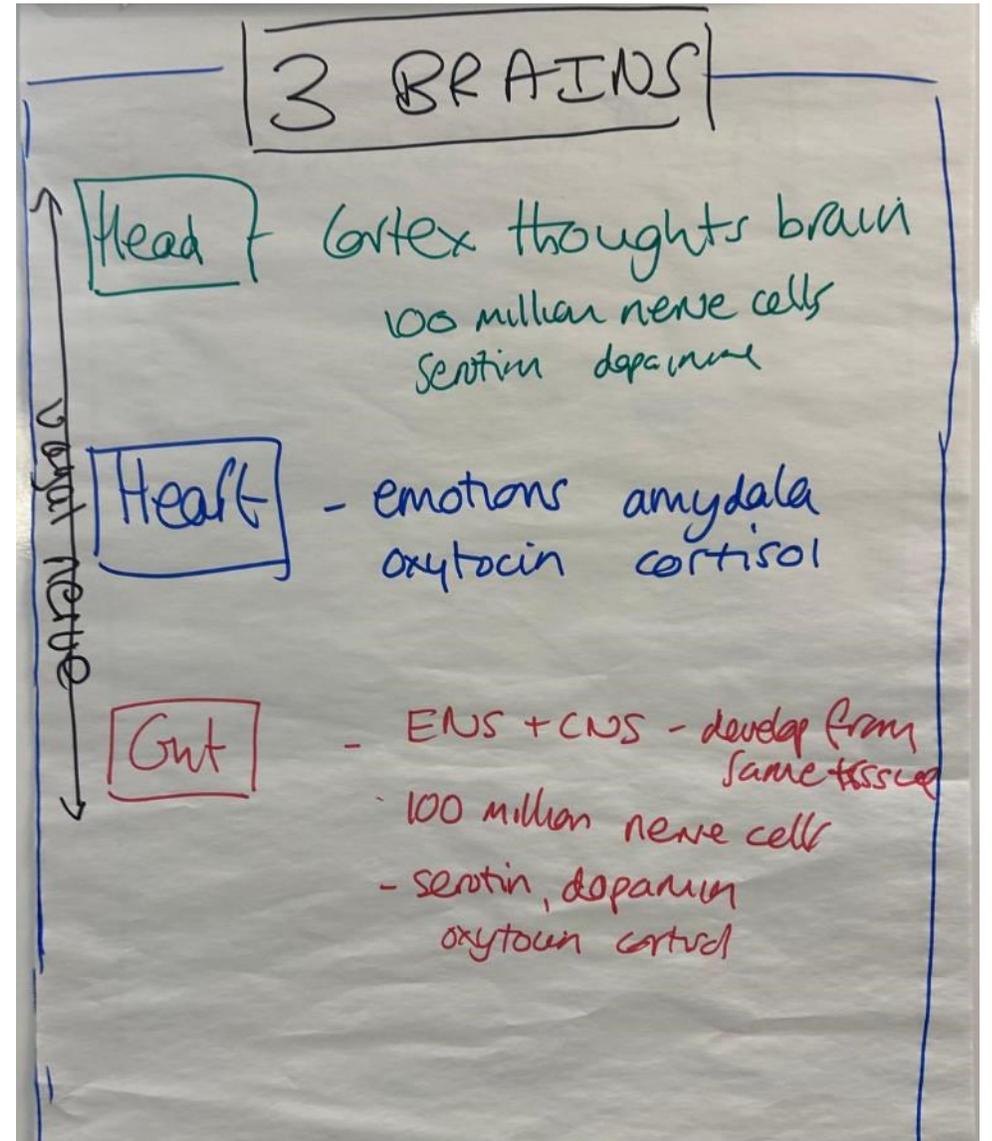
HEART

Emotional



GUT

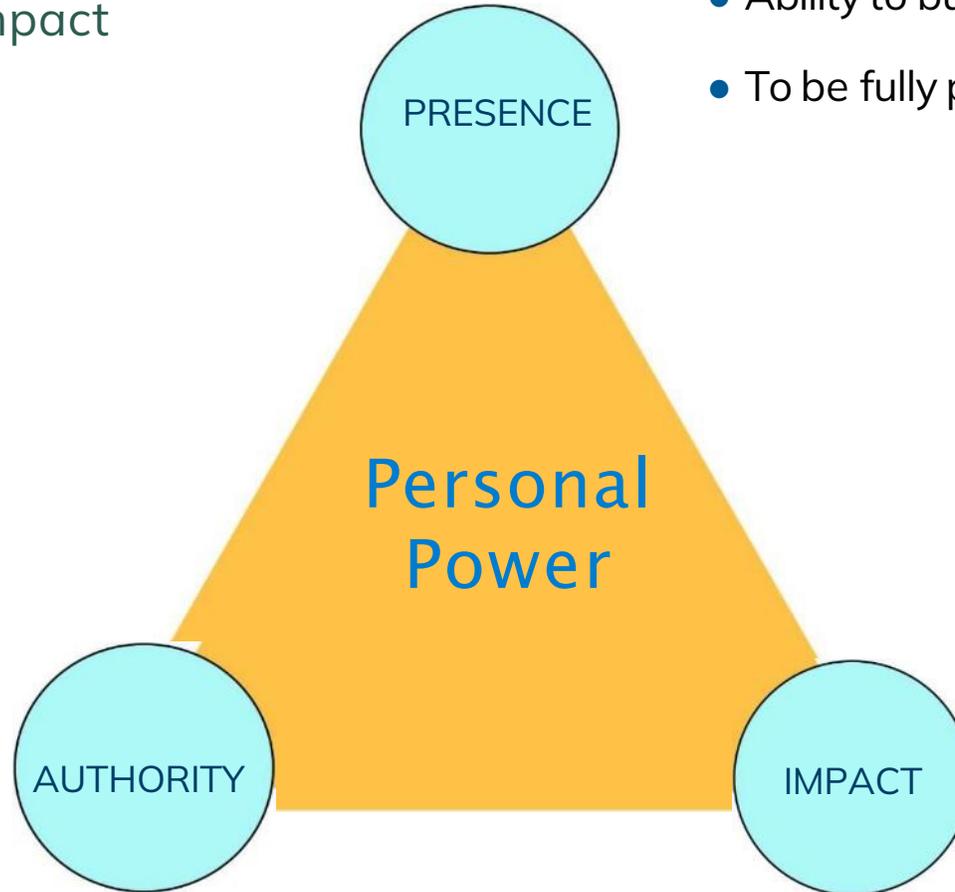
Primal



# Ways of “Being”

Authority, Presence and Impact

- Who I know and what knowledge I have
- What I have achieved and experienced

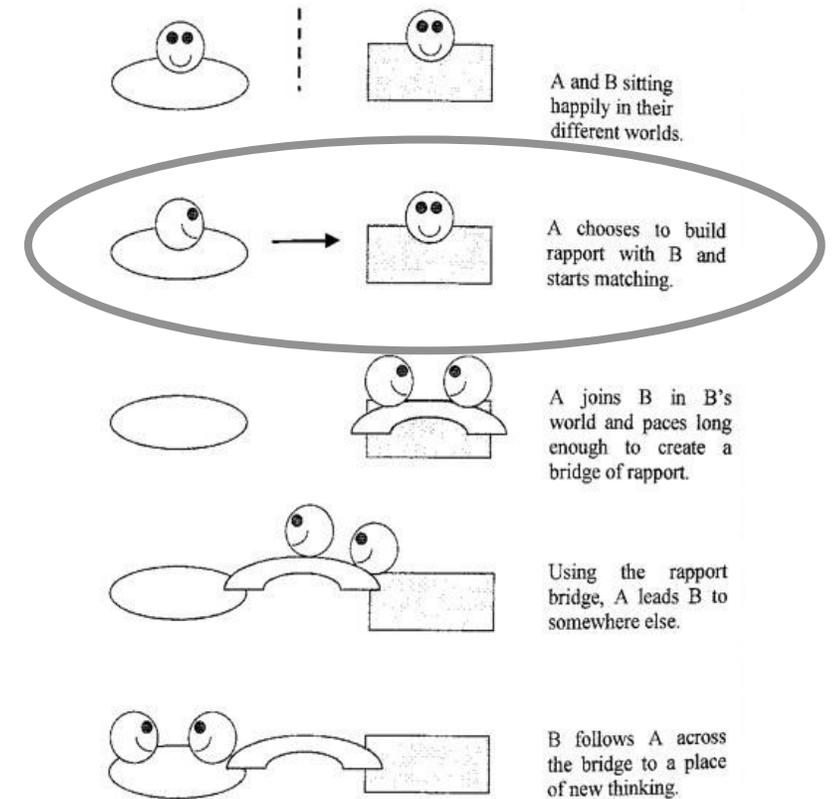
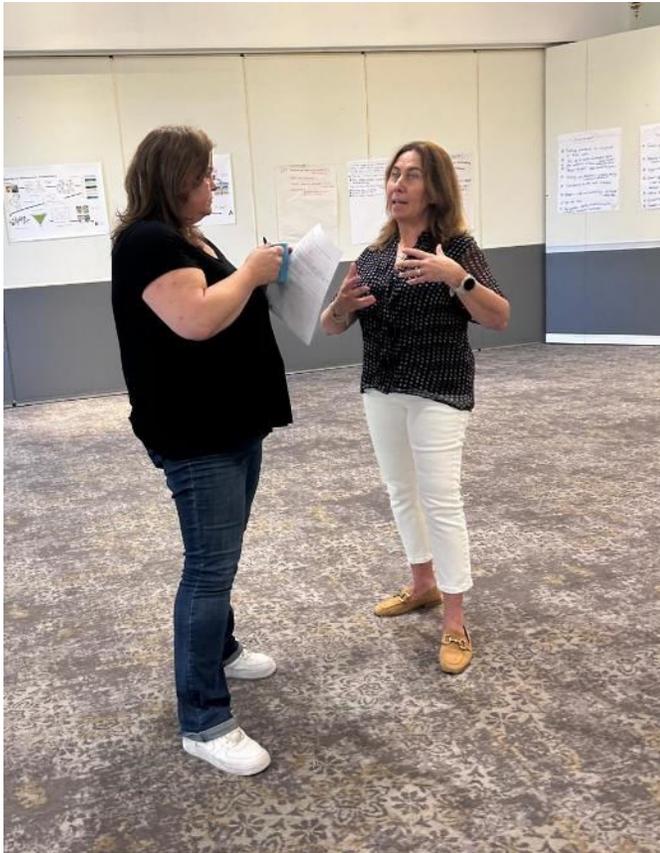


- Ability to build rapport with others
- To be fully present

- Change agenda & mindsets
- Create emotional shift



# Reviewing your authority, presence and impact

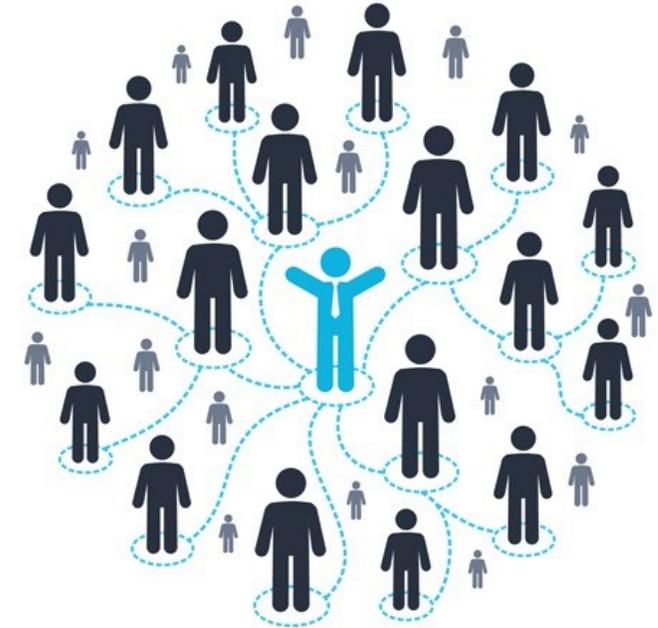


How do we "match" somebody?

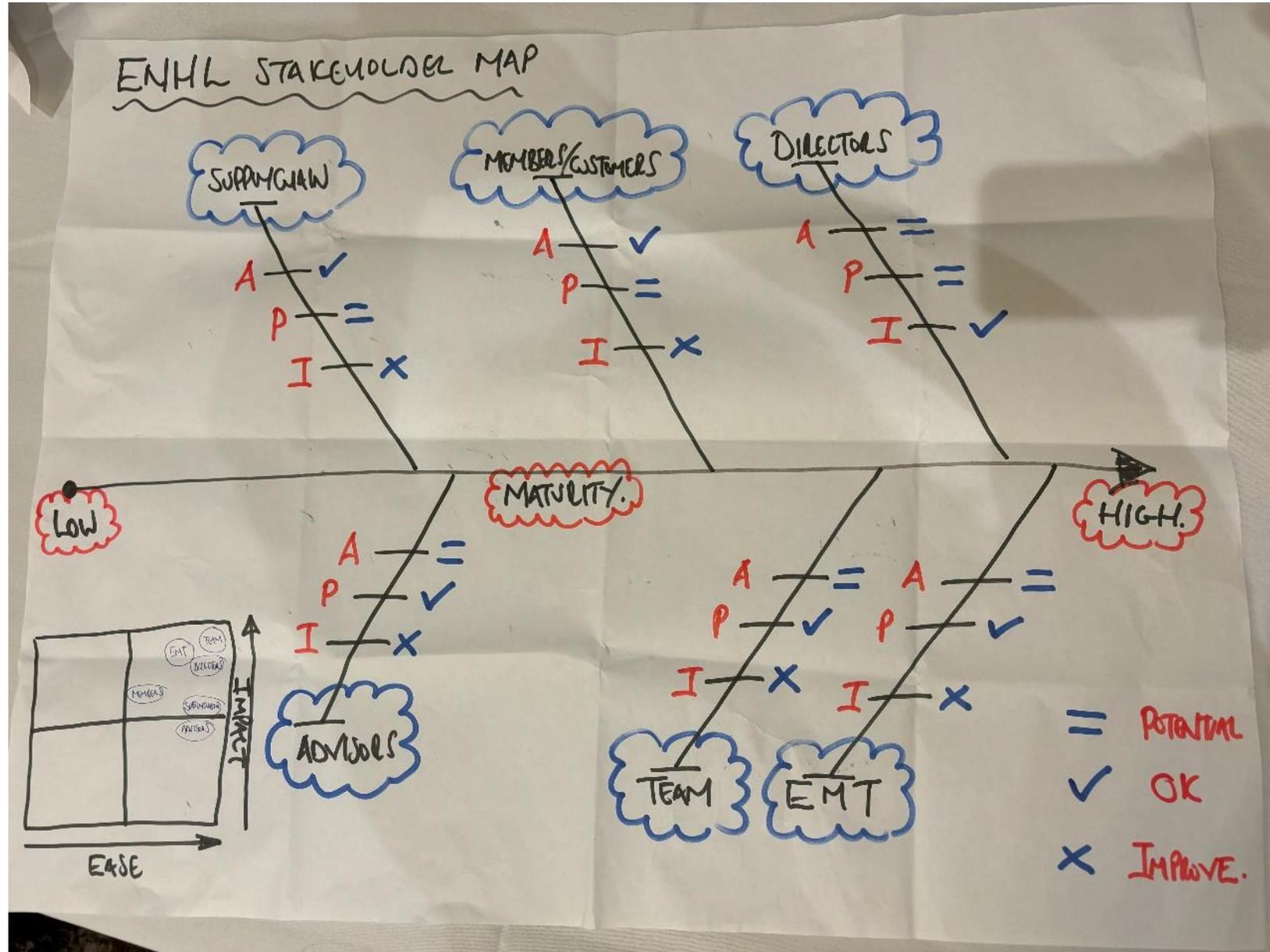
# Your stakeholder culture map

Identify all **your pressure areas** and all **the opportunities** where you can **influence the culture**. Apply your **coaching-led leadership** learning from the whole programme (use the module posters as a reminder of the content).

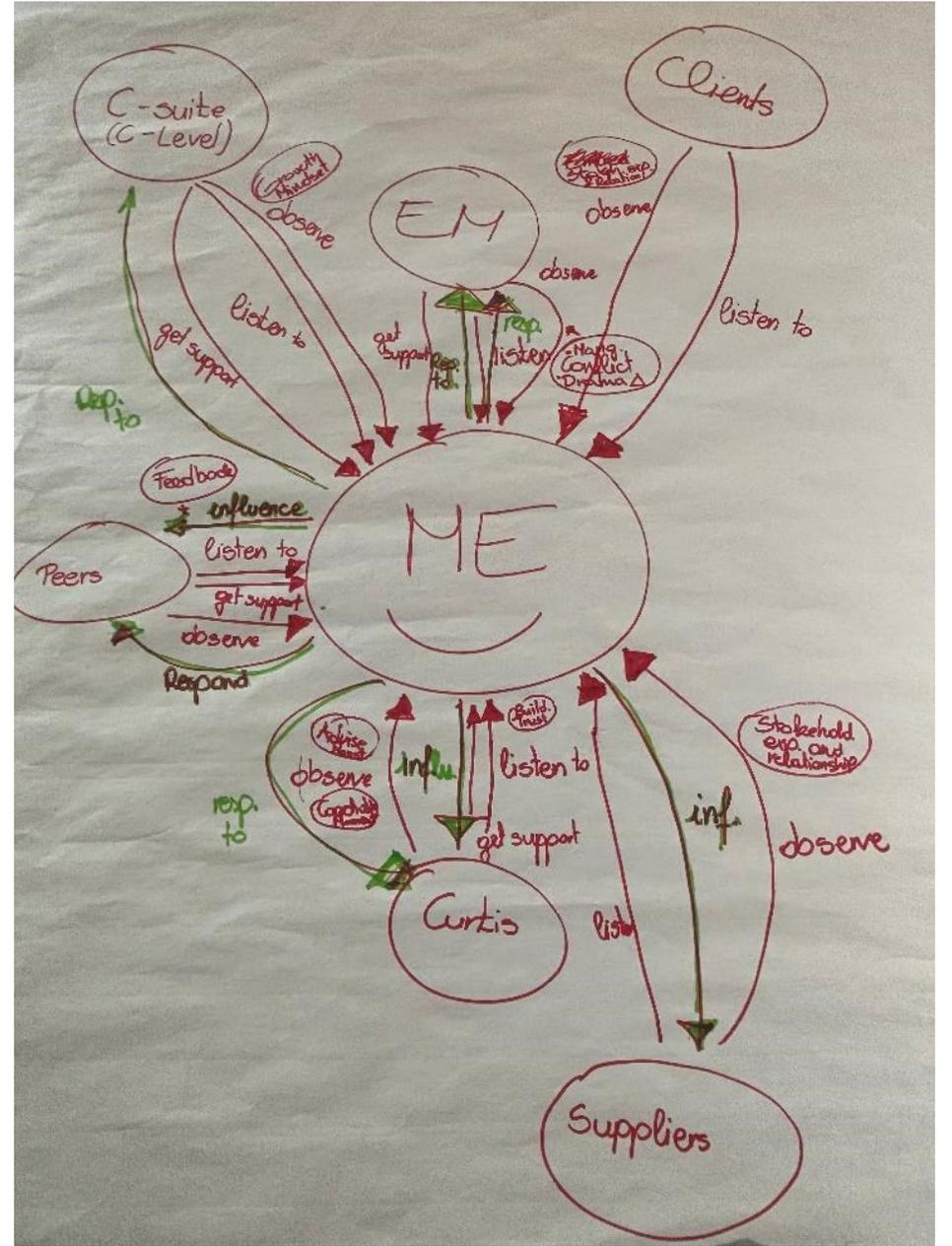
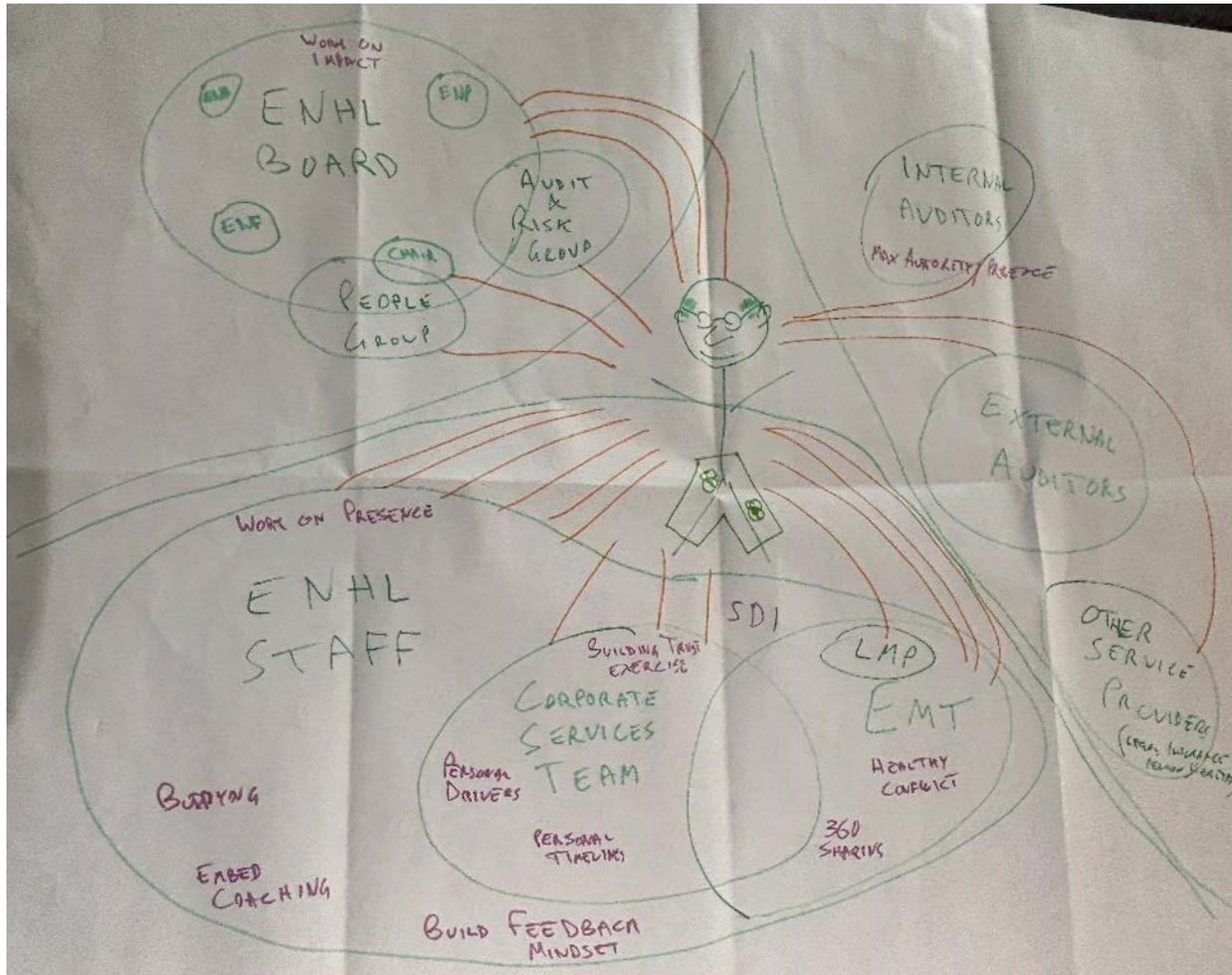
- How can you shape the culture within your areas of influence and control in your stakeholder map, to be more coaching-led?
- Consider this from both a pragmatic action (head) and personal behavioural (heart & gut) influence perspective?
- Reflect on the content across the whole programme
- Remind yourself of your leadership areas of development from the start of the programme



# Lee

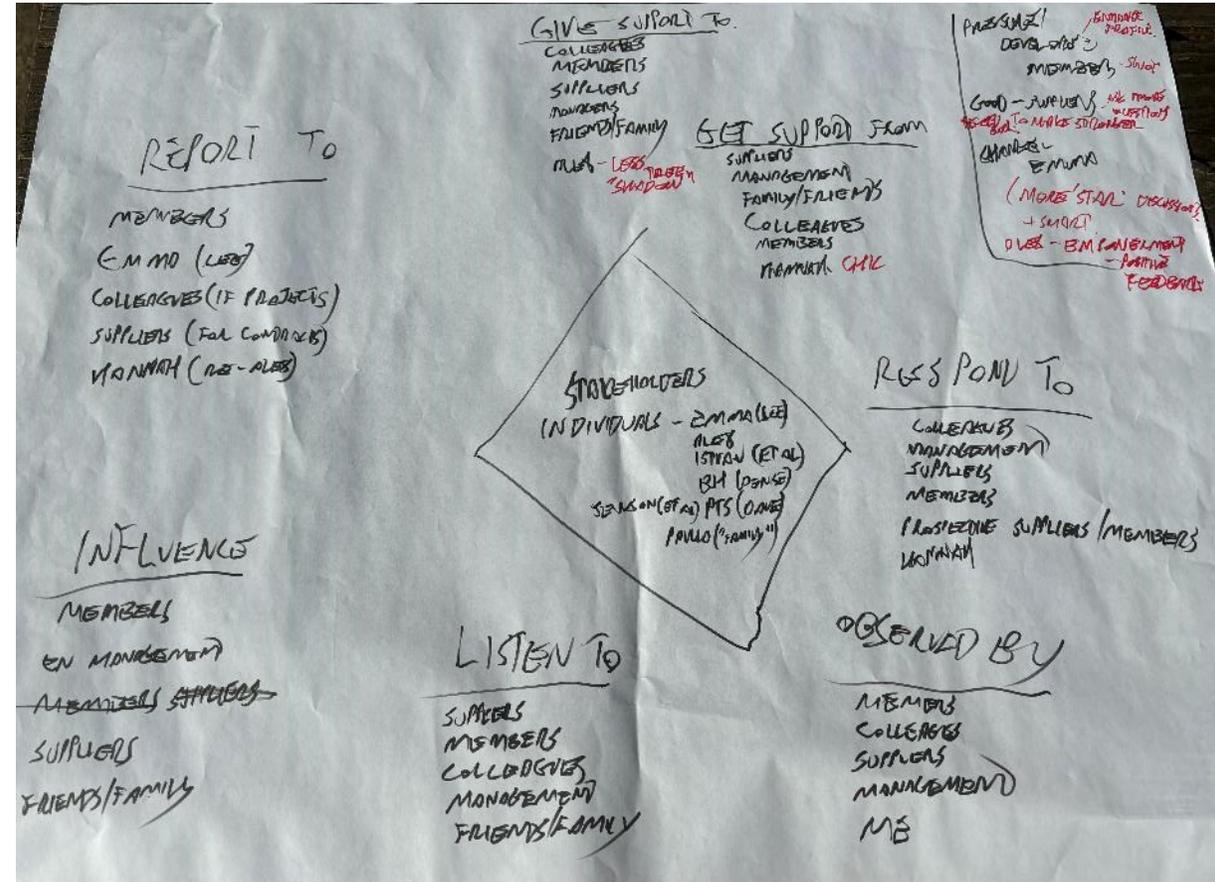
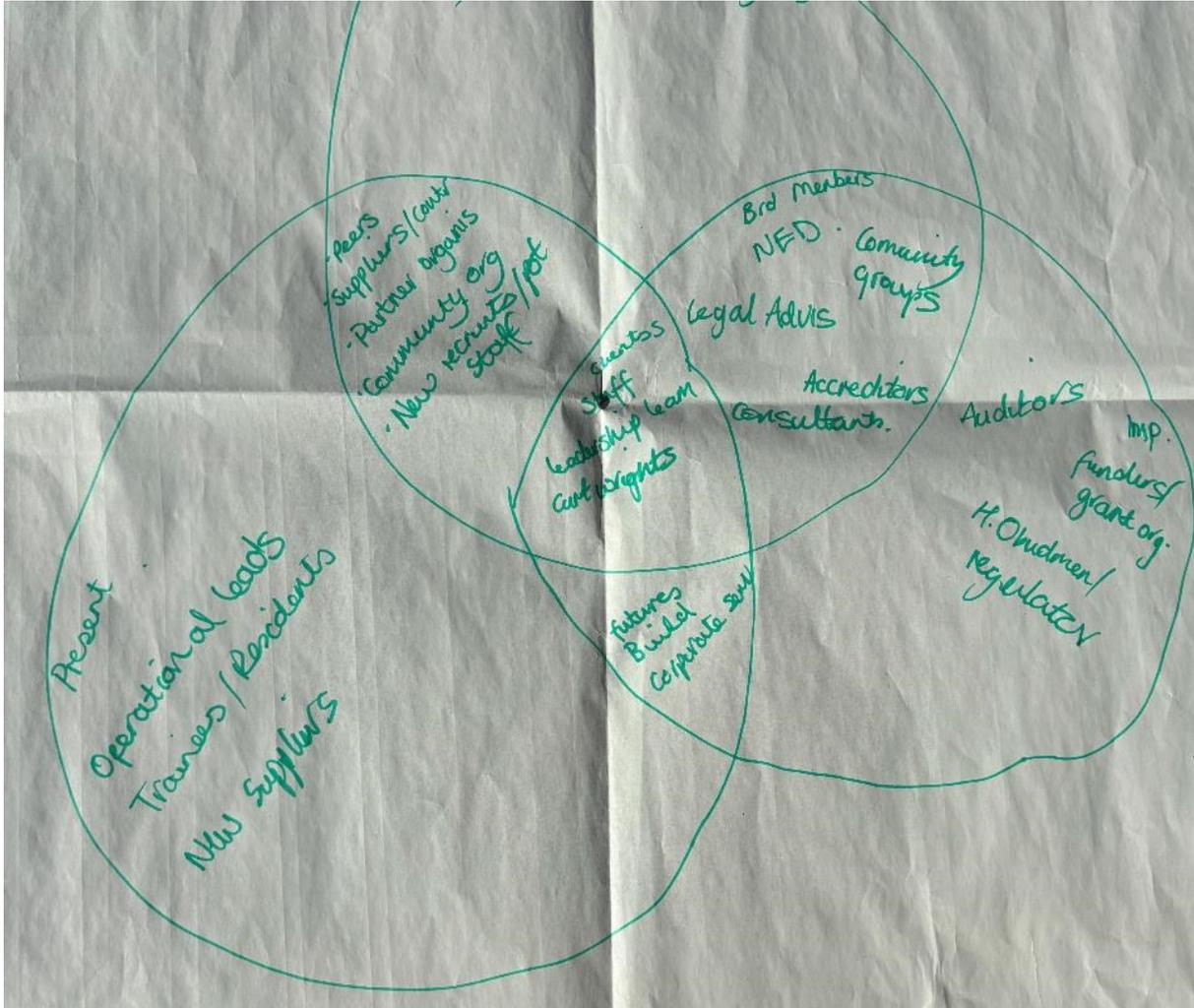


# Jonathan & Istvan

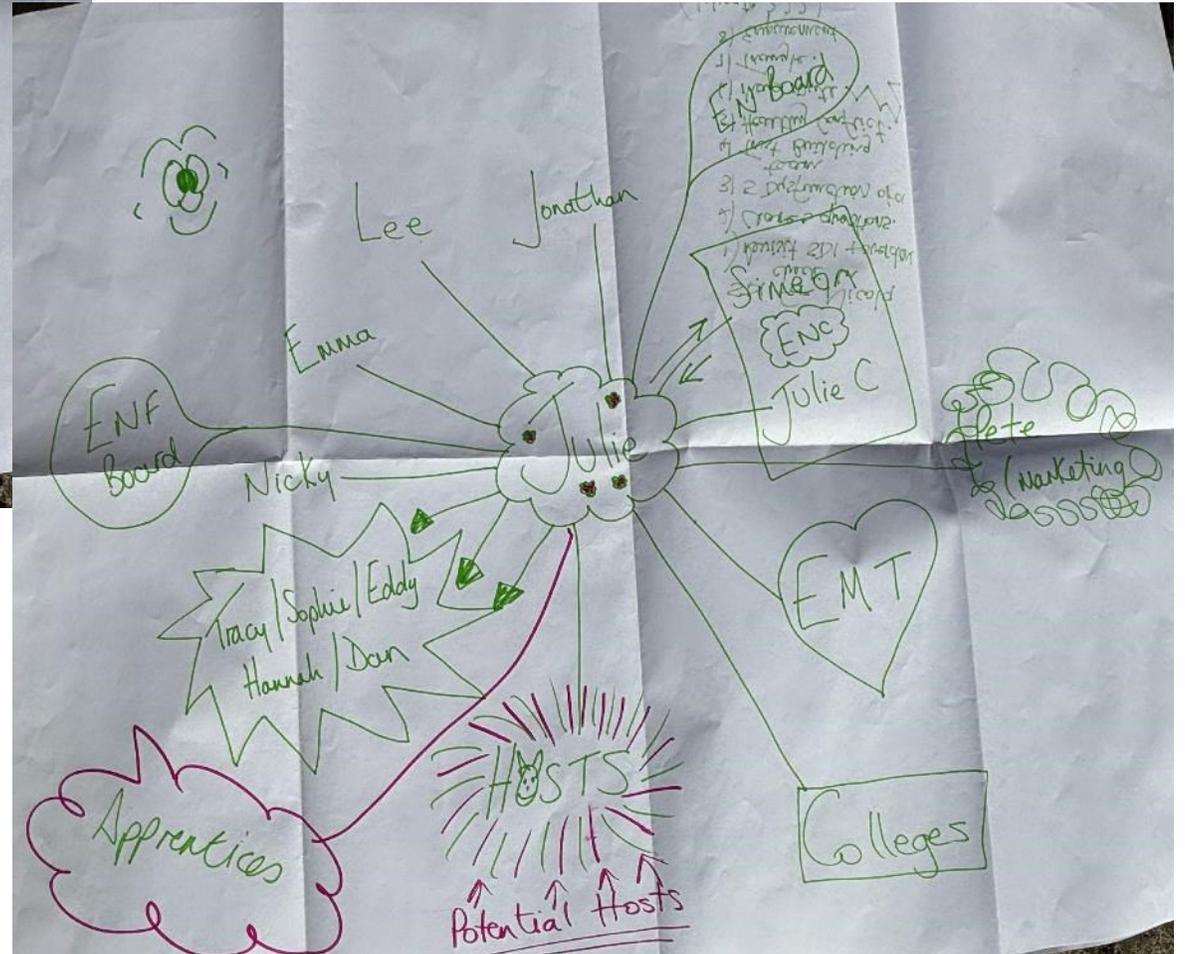
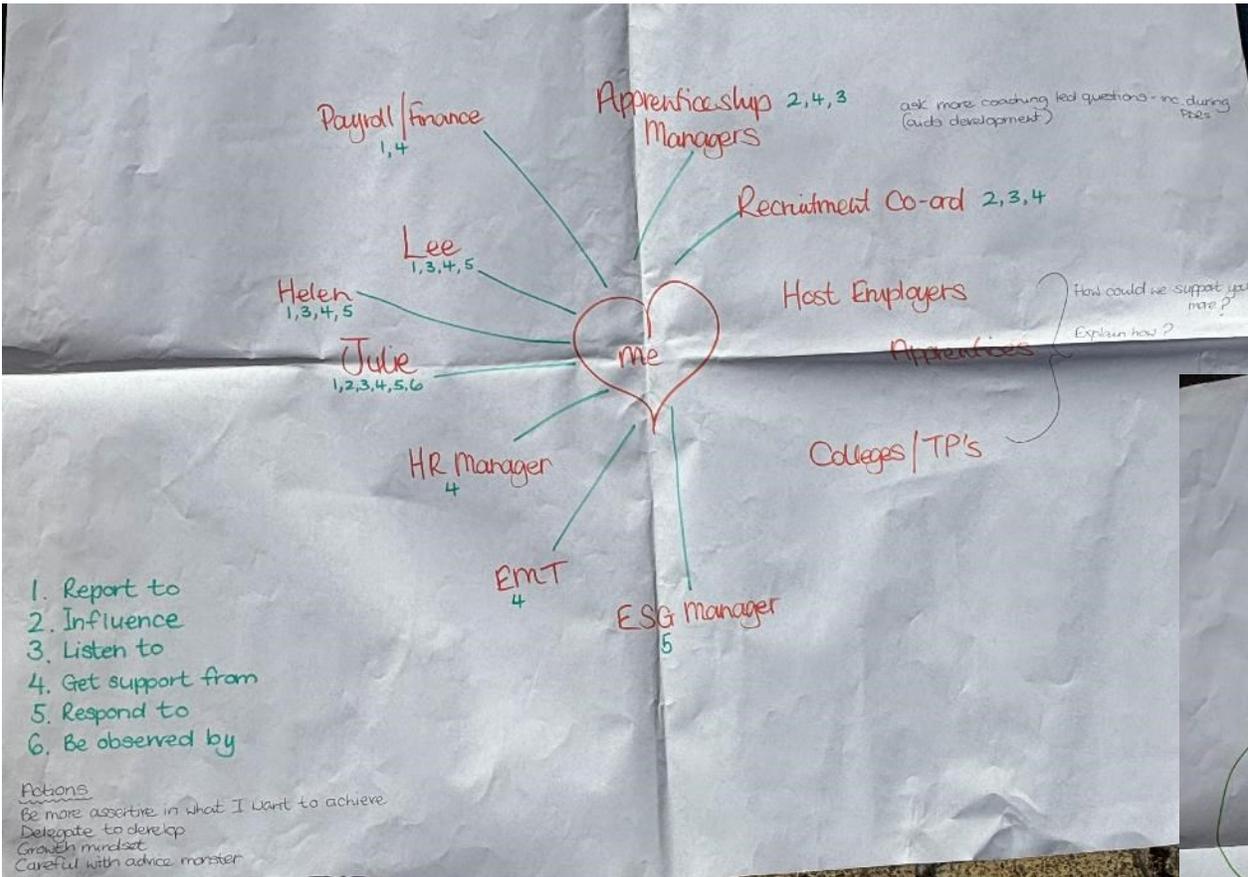




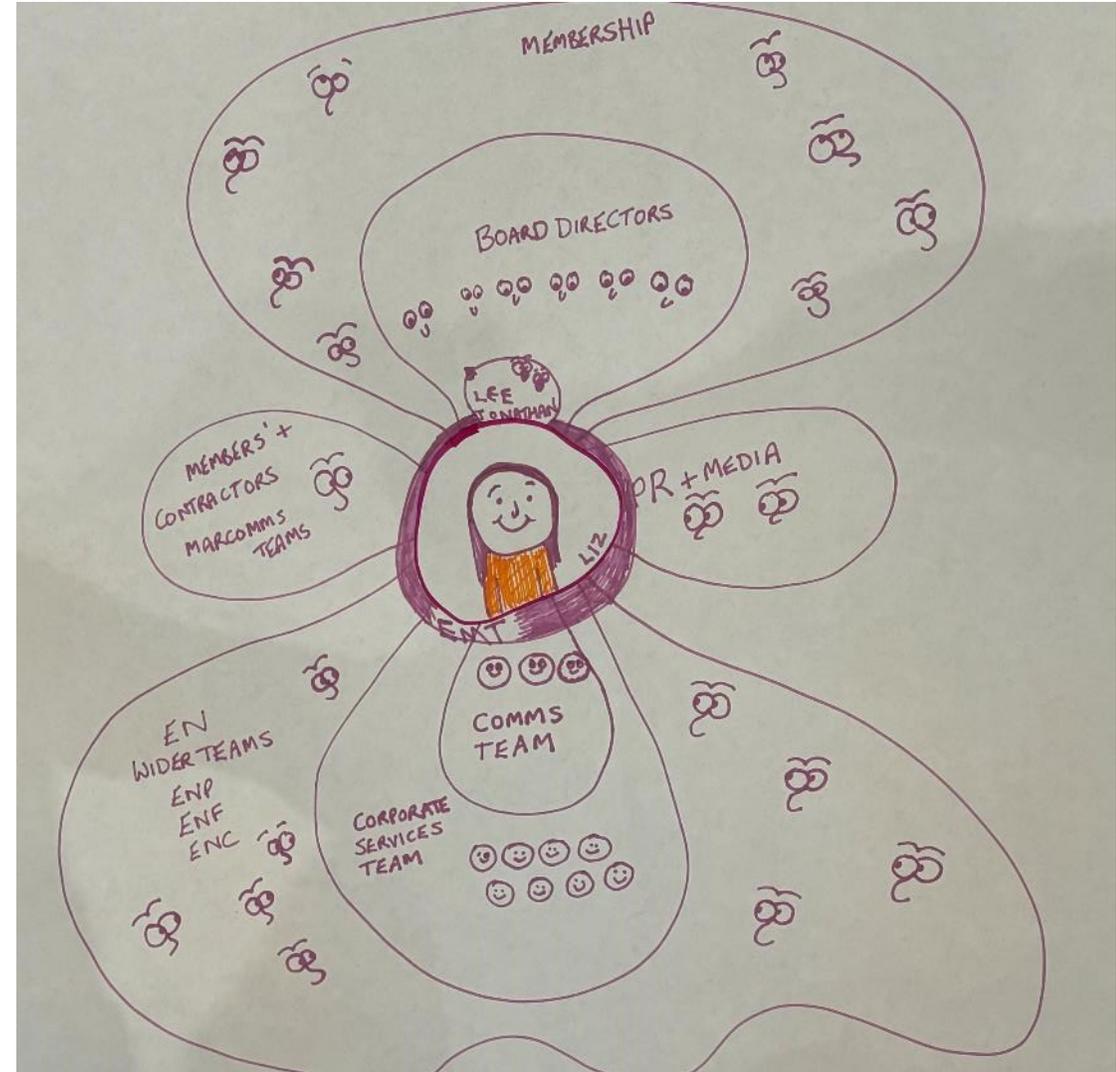
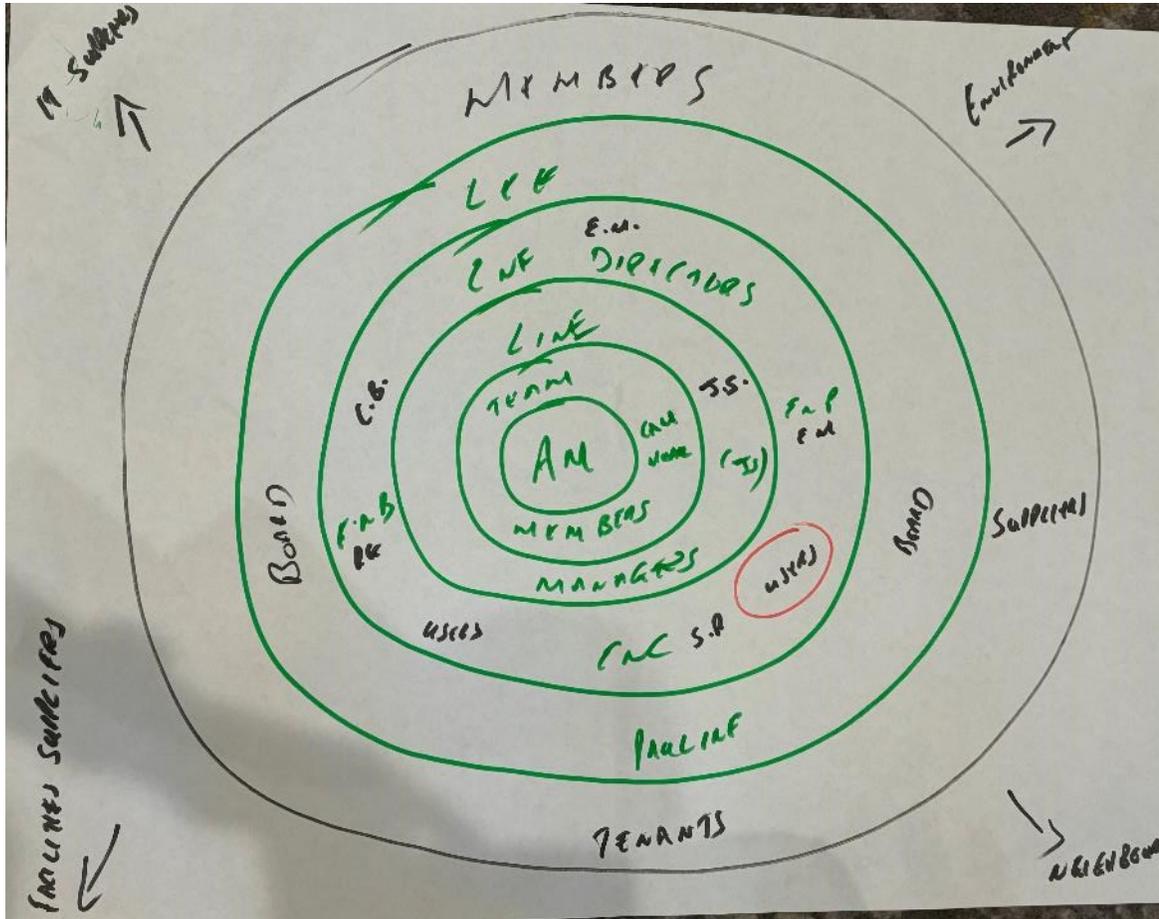
# Emma & Darren



# Nicky & Julie



# Abdul Majid & Liz



# Your improved stakeholder influence

In pairs coach each other about how you can apply your coaching-led leadership learning to **address your pressure areas** and **build opportunities** to enhance the En:Lighten culture across EN and all your stakeholder areas.



# Accountability Ladder

**CLL**

**EN Managers**  
End of En: Lighten Commitments

Li3

1. Team Building + rapport
2. ~~Play~~ Embed a peer FB culture
3. Speak out more - voice into Edops space

Ahmed Majid

1. Empower team
2. Increase daily presence
3. Team coaching with team

Emma

1. More competence matrix
2. EMT share outputs
3. More delegation + check ins

Darren

1. Work with Emma - objectives clarity
2. Improve Auth + Impact - suppliers best value
3. Impact + enhance profile

Istvan

1. More coaching tech daily work
2. Give more FB
3. Encourage healthy conflict

Jonathan

1. Seek FB on self + style
2. EMT Meetings impact Future shape
3. Trust in CS team

Marina

1. More team 1-1
2. Time to plan
3. More accountable for own actions to role model

Carl

1. Dial down energy to encourage others
2. Coaching sp Marina + Emma
3. Enhance linked in brand - external influence

**Cont.**

Lee

1. Make sure Enlighten tools are embedded
2. Attention to EMT Team Coaching session
3. ~~lets~~ Own coaching to help think what next ETV

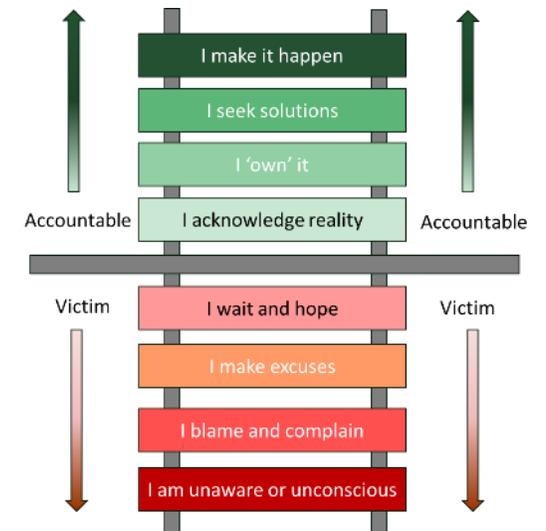
Julie

1. Baseline across whole team for buy in
2. Conscious advice monster
3. More aware coaching moments

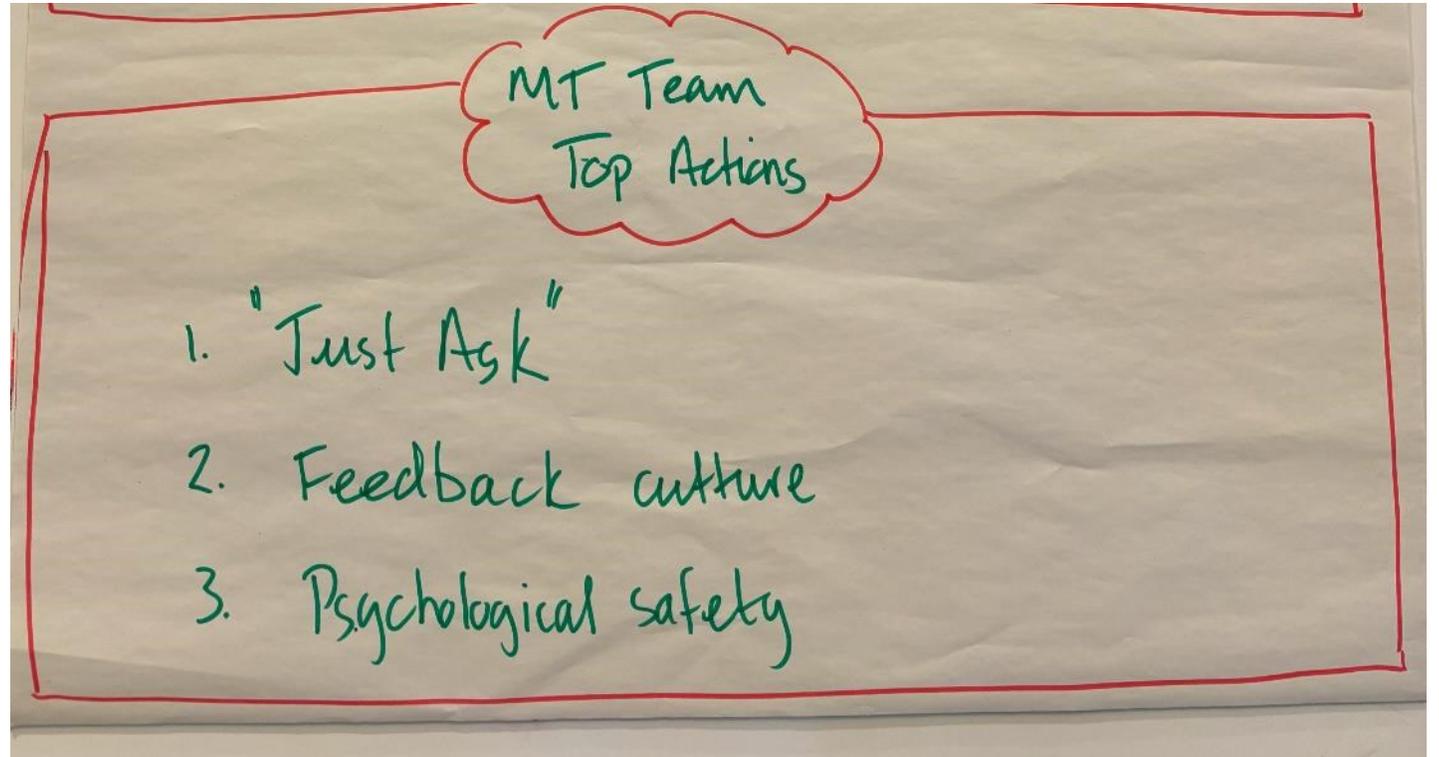
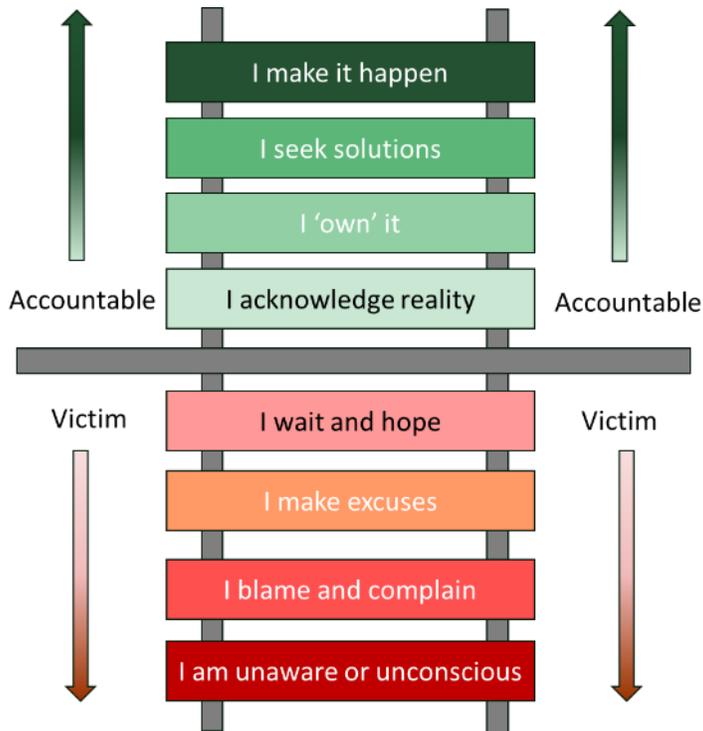
Nicky

1. More assertive of what wants to achieve
2. Conscious of advice monster in team + enable greater responsibility
3. Asking more coaching-led as esp in PDRs

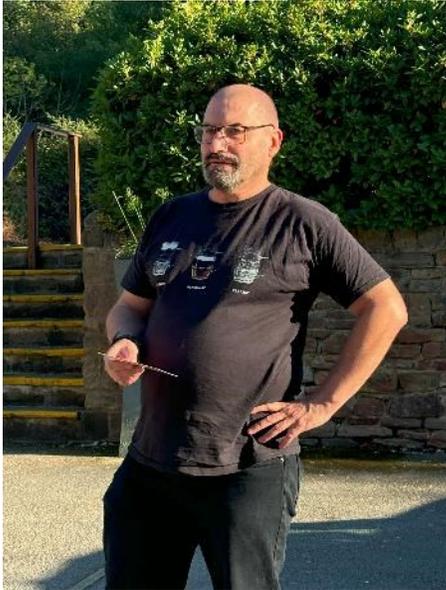
Owning it at a personal level!  
Accountability buddies



# A focus actions as a management team



# Appreciative feedback to your accountability buddy



# Stay connected with us

Igniting change; Nurturing Growth; Driving performance



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