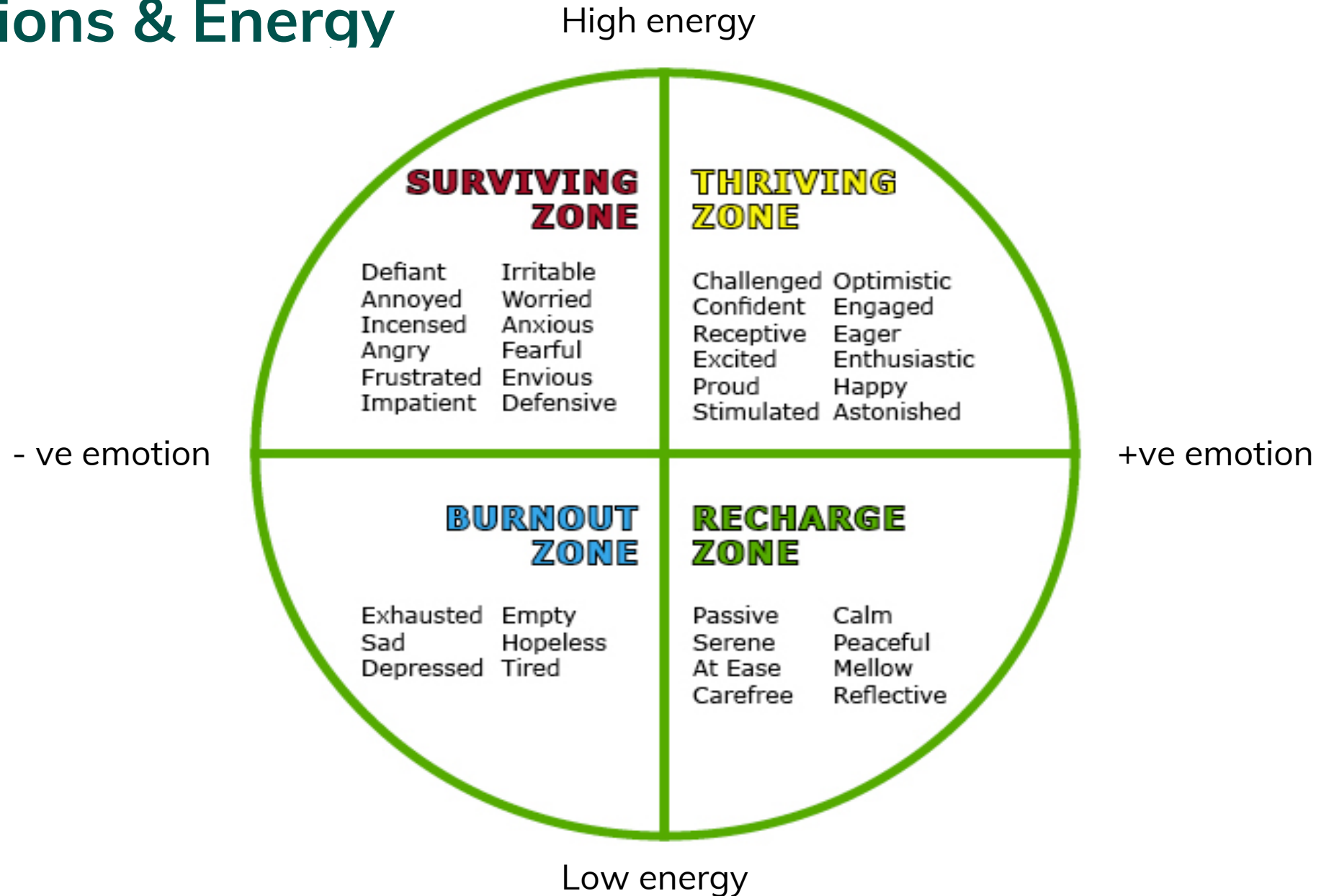


Emotions & Energy



How to impact culture

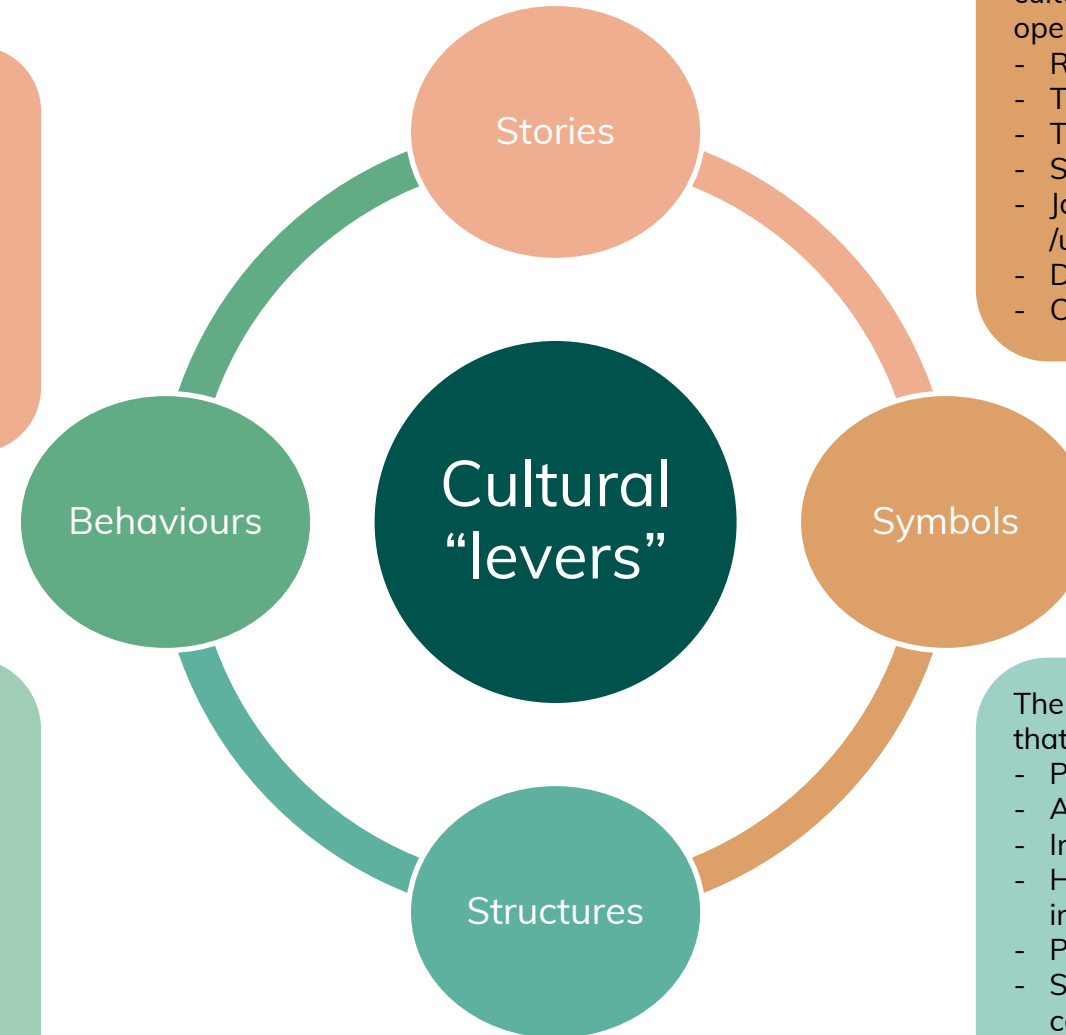
The past events and people talked about.

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

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



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 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?

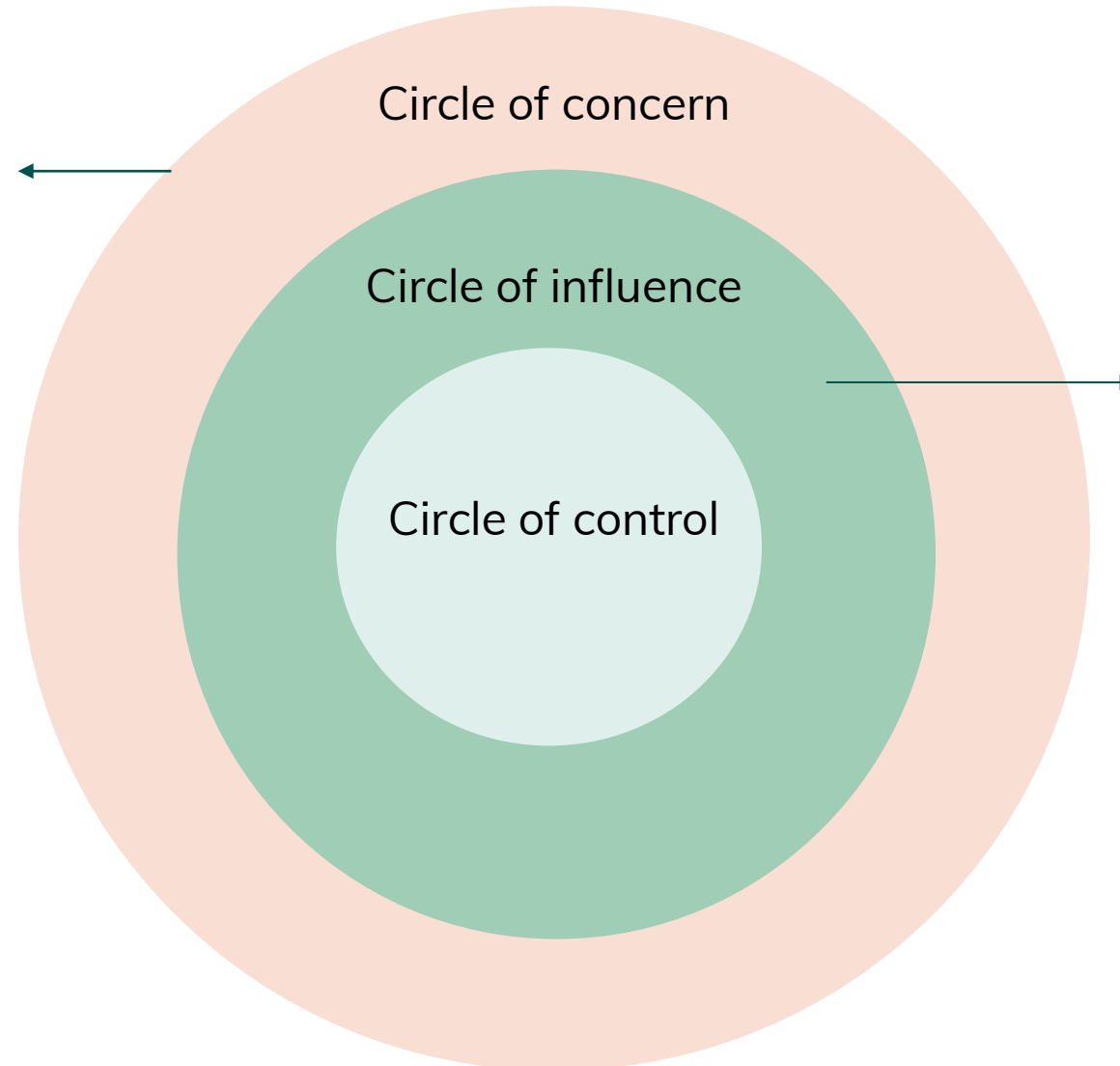
Our circle of influence

Things we care about & that impact us:

- Communities
- Political decisions
- Behaviour of others
- Weather

However, we have little or no control over them and our influence decreases

Reactive – “victim mindset”



Focus on things within our control & extend our influence:

The more proactive energy spent here ... the bigger this gets

Focus your energy where it counts



Influencing culture

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



Role model
behaviours

Team check ins
– creating
psychological
safety

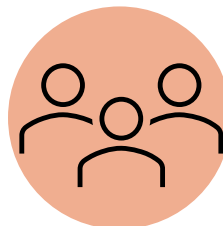
Build great
networks

Meet the needs
of different
working
preferences

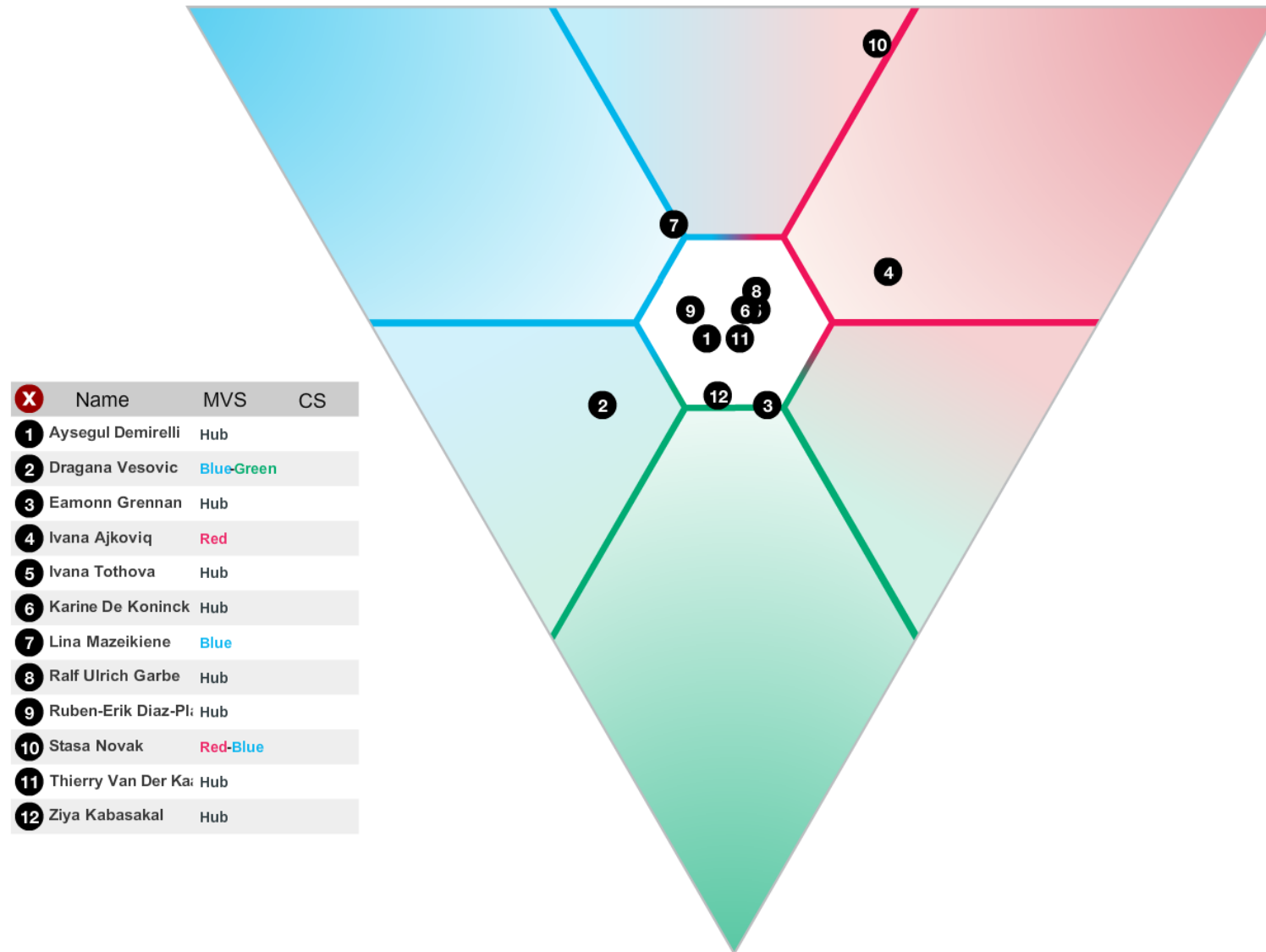
Recharge –
and encourage
others to

Lead great
meetings

Delegate to
others &
empower



SDI communication exercise



The basics for an effective meeting

- Purpose
- Agenda – clear, pre-issued
- Invites – notification
- Attendees – who is needed
- Location / comms platform
- Records taken – decisions/actions
- Timings – 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
- check ins
- ice breakers
- different / new topic areas
- 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



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

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

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

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

Weekly Tactical Meeting Guide

Date: _____

I. Lightning Round Notes

II. Key Metrics Review

Goal/Metric

1. _____
2. _____
3. _____
4. _____
5. _____

Actual	On Target	Ahead	Behind
☐	☐	☐	☐
☐	☐	☐	☐
☐	☐	☐	☐
☐	☐	☐	☐

III. Tactical Agenda Items

Order	Topic
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

IV. Potential Strategic Topics

Topic

V. Decisions/Actions

VI. Outgoing Messages



‘Death by Meeting’ – Lencioni’s 4 types of meetings

Meetings	Time Required	Purpose/Format	Keys to Success
Daily Check-in	5-10 minutes	Share daily schedules and activities	• 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.	• 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.	• 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.	• Get out of office. • Focus on work; limit social activities. • Don’t over-structure or overburden the schedule



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
	Goal/Metric
	1. BehindOn TargetAheadUnknown
	2.
	3.
	4.
III. Tactical Agenda Items	IV. Potential Strategic Topics
	OrderTopic
V. Decisions/Actions	VI. Cascading Messages



Running effective meetings

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

In groups, discuss for 10 minutes and collect your thoughts on a flip chart:

What actions can you take to improve the meetings you are responsible for, or part of?

Focus on meetings you have influence over, either the ones you run or the ones you are actively involved in. Are there any meetings you don't currently run that you could?



Empowerment

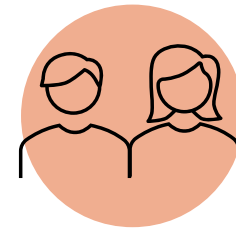


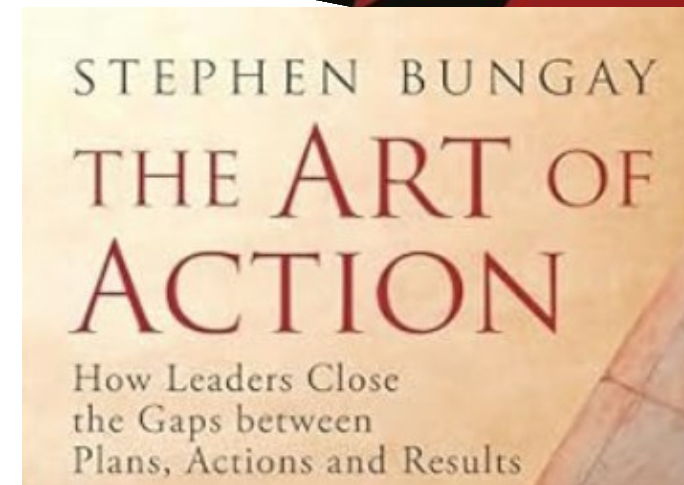
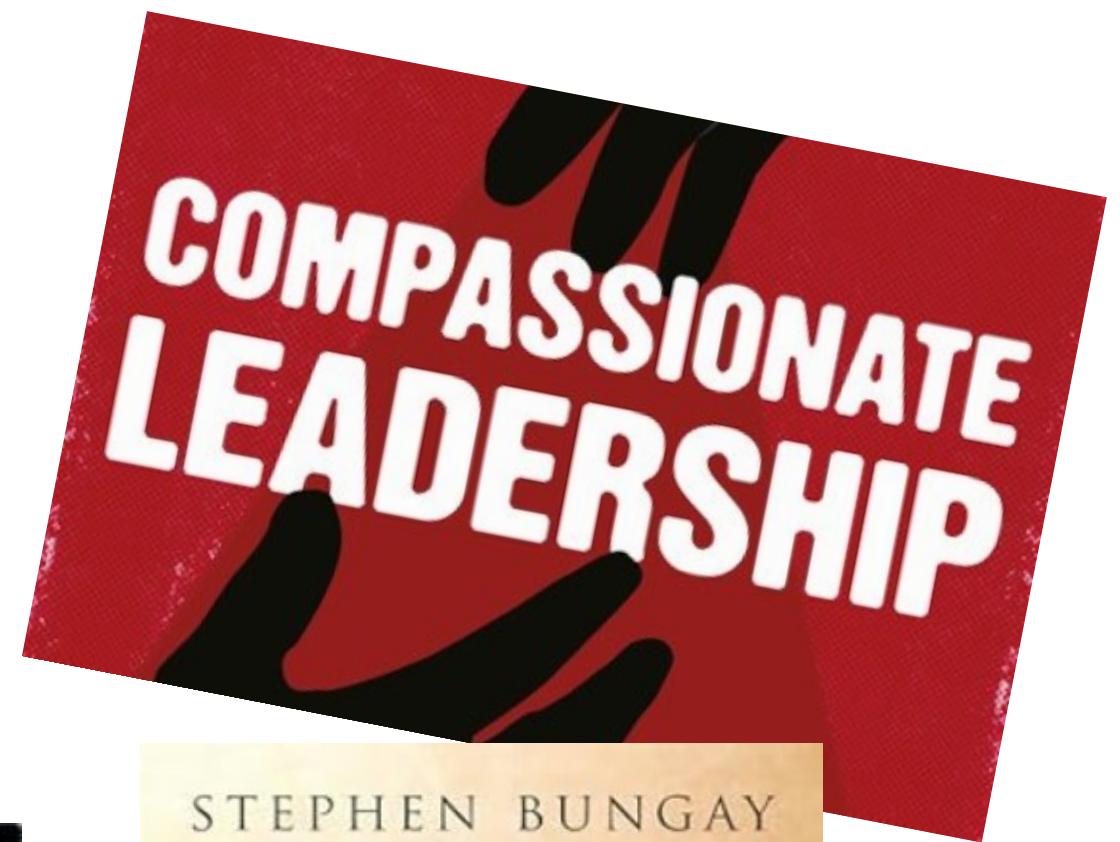
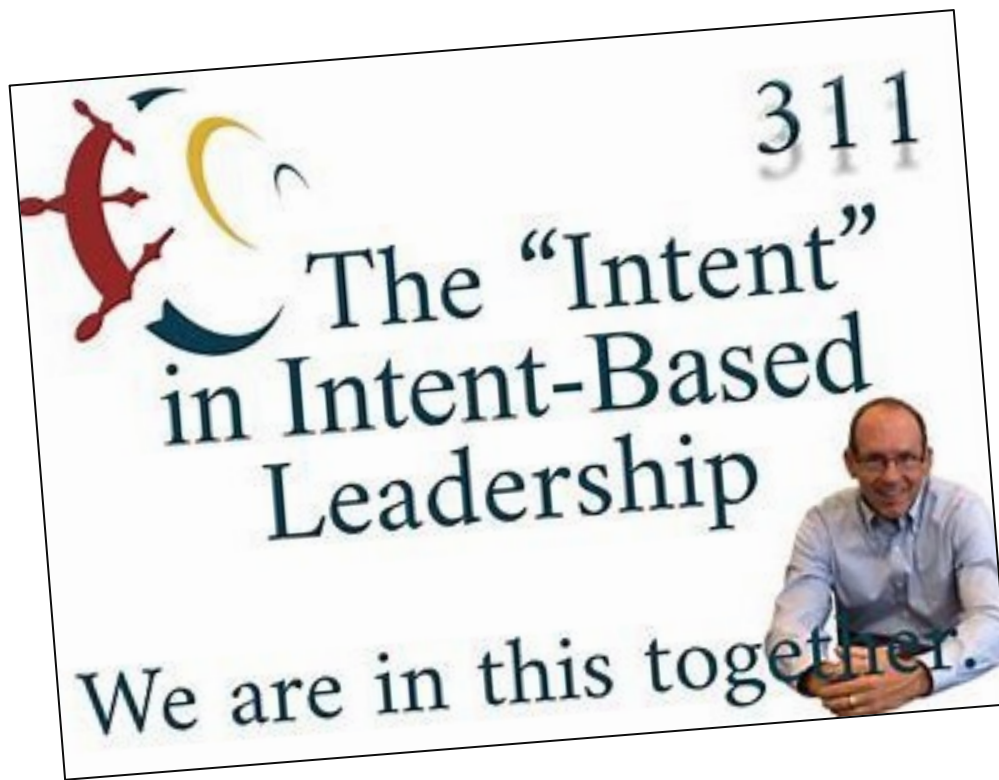
What is it?

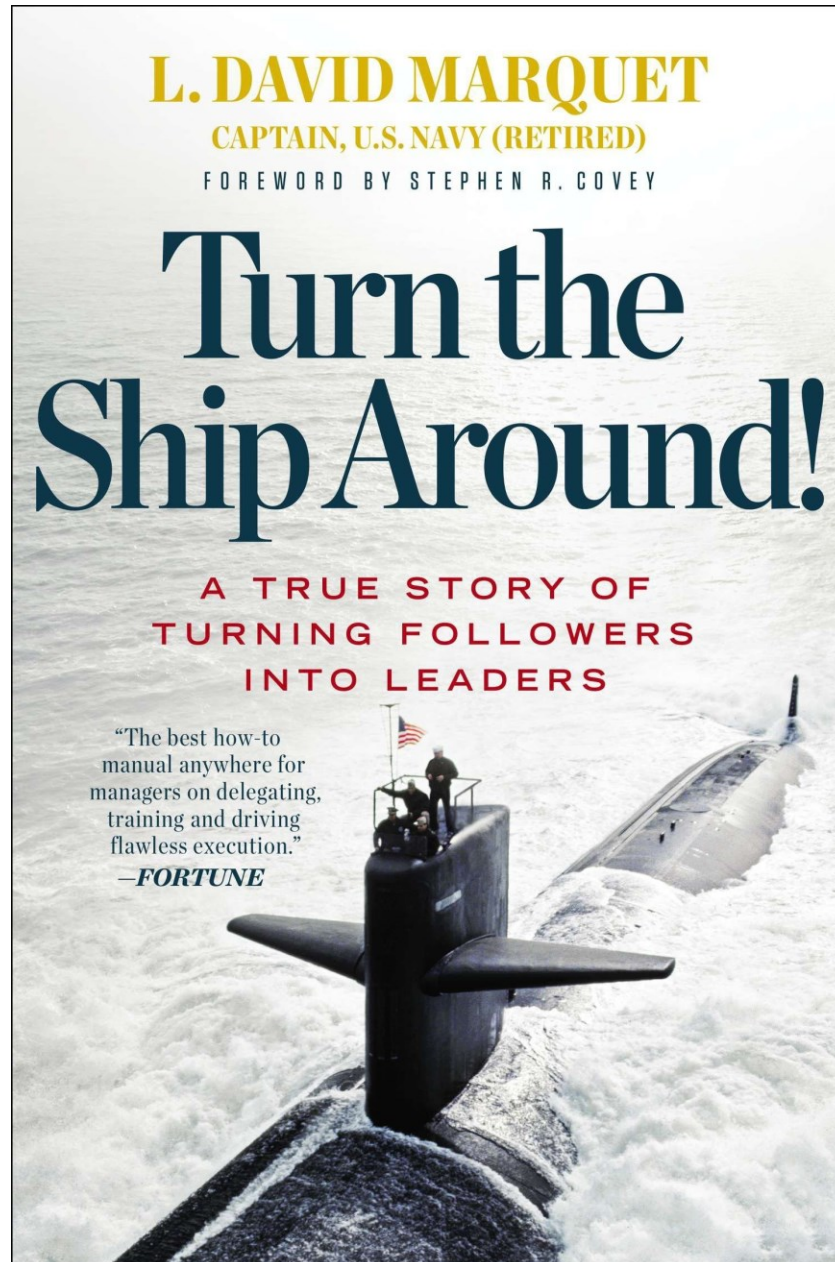
What enables you to be empowered?

Pairs conversations – 5 mins each way

Practise your curiosity, listening and
supportive questioning







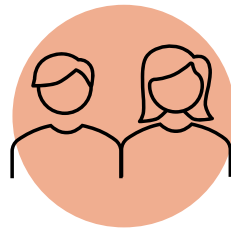
Worst to First in a year

Gave an impossible order and the crew tried to follow it

Themes from Turn the Ship Around

In pairs:

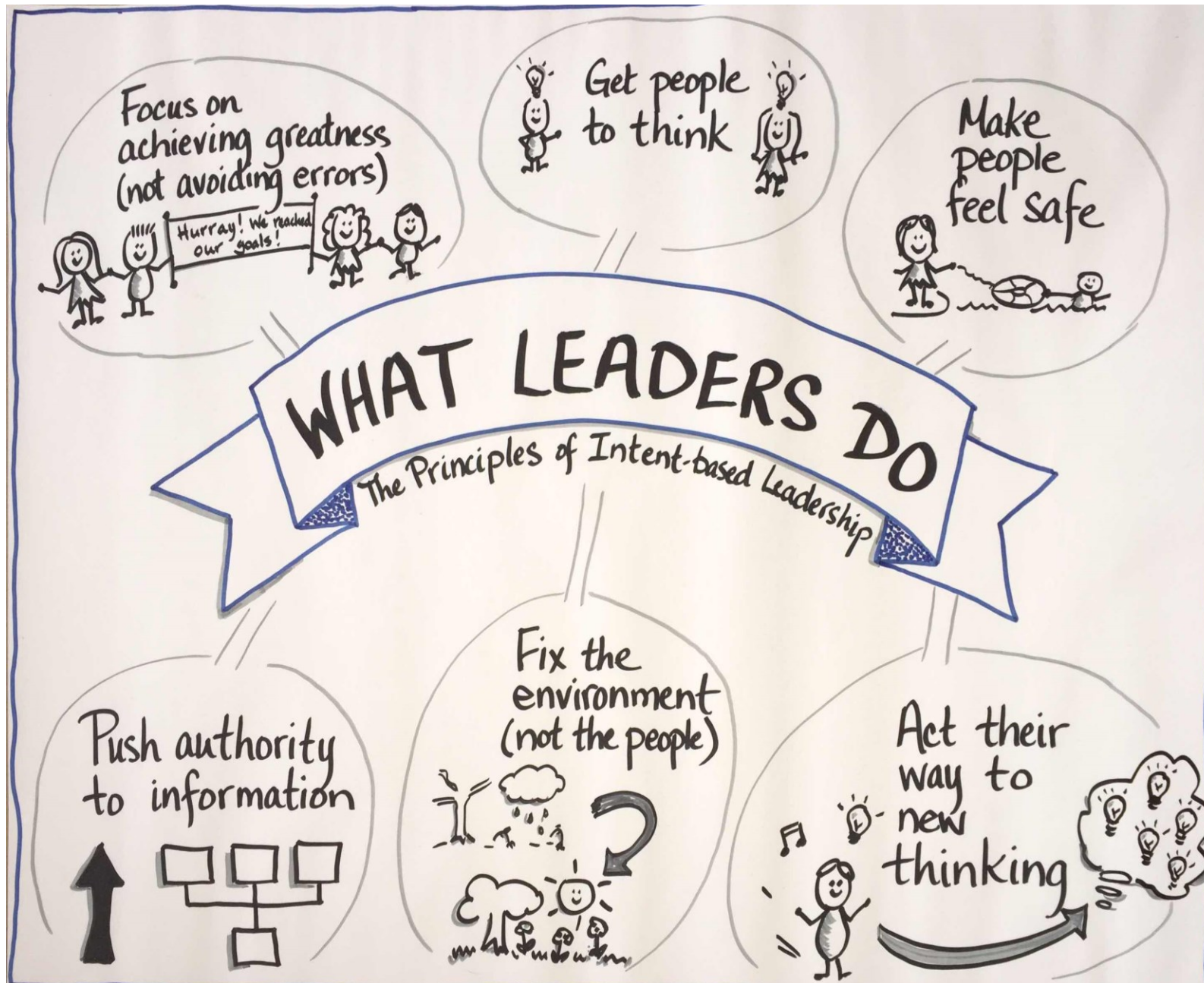
Extract the key themes from this story



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

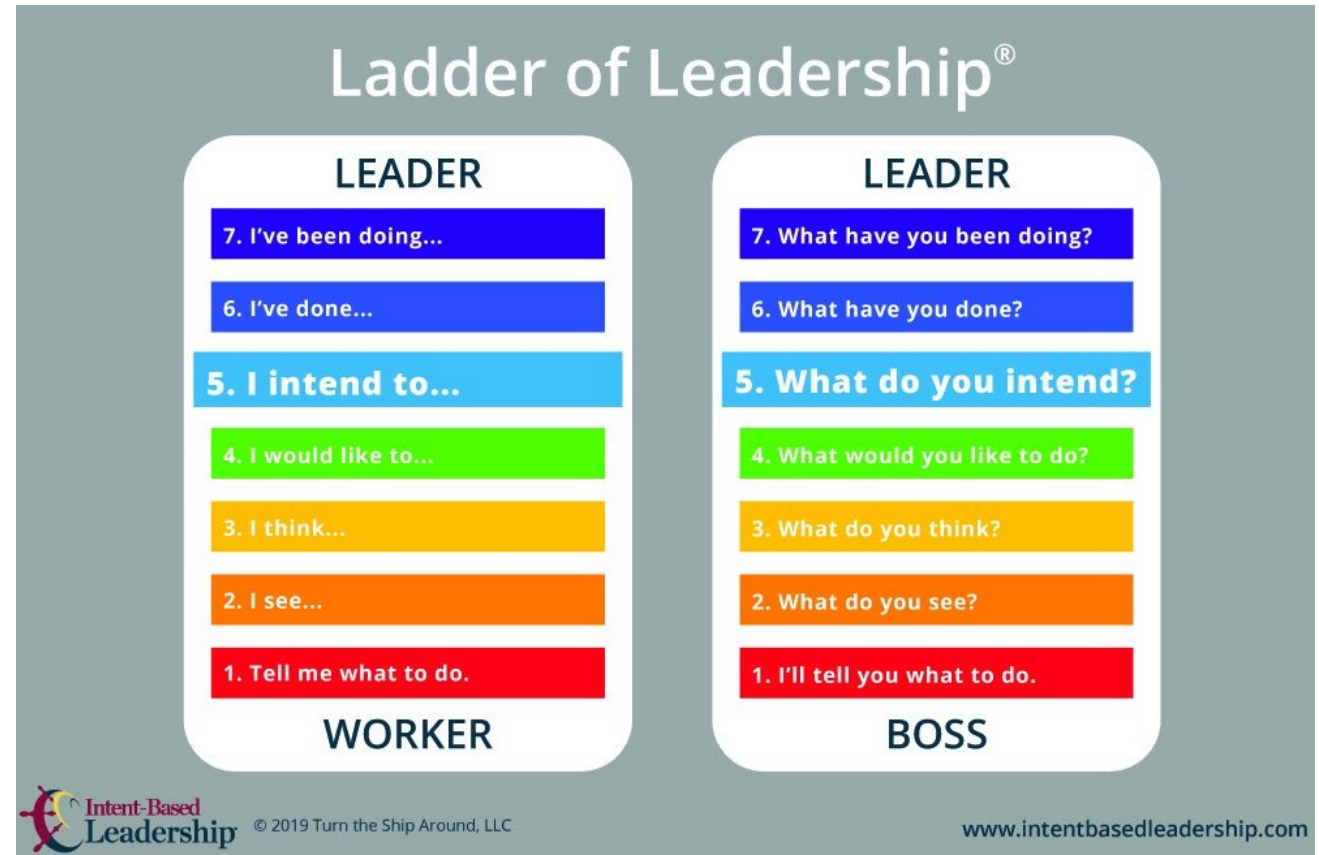




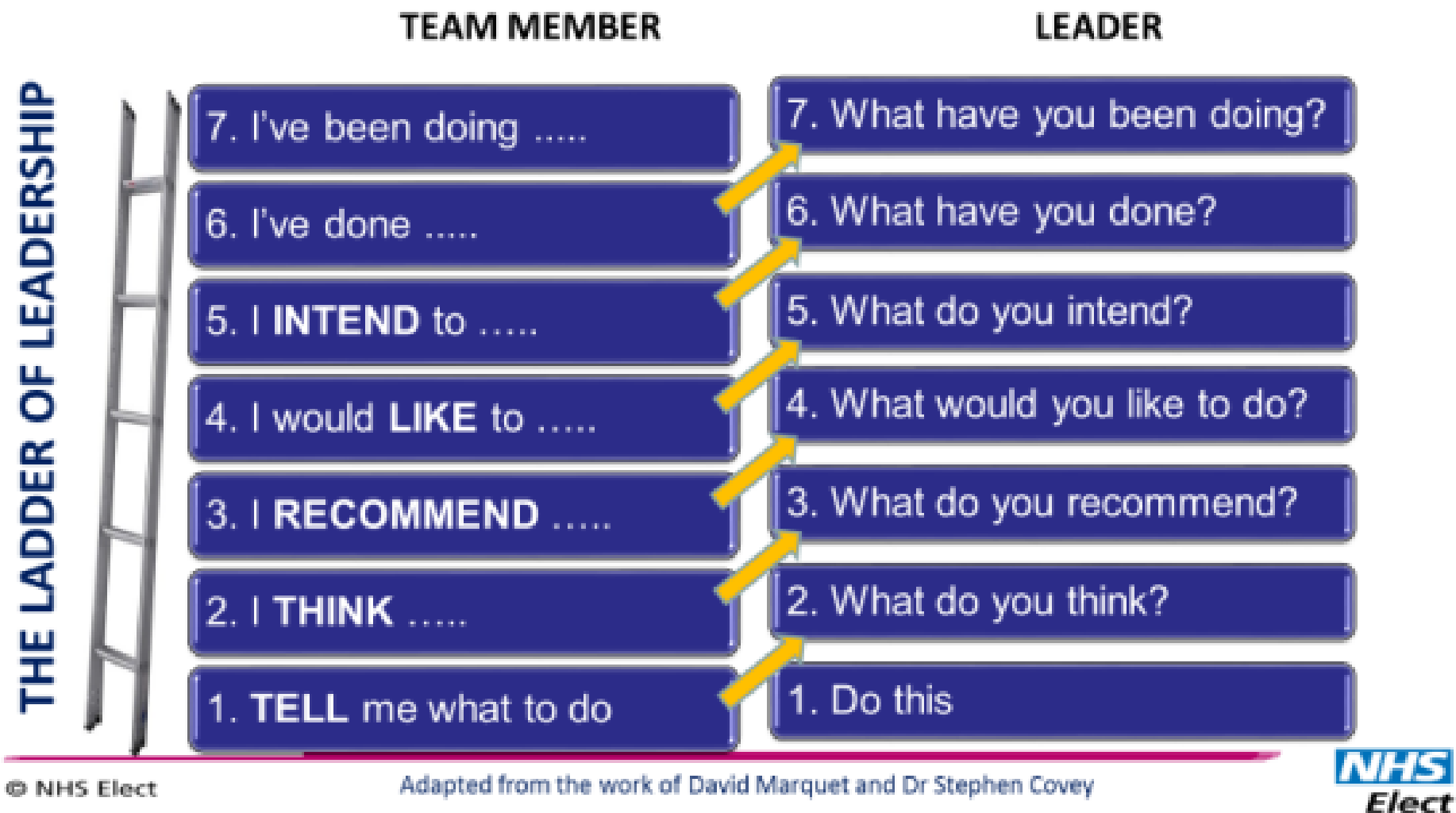
Intent-Based Leadership



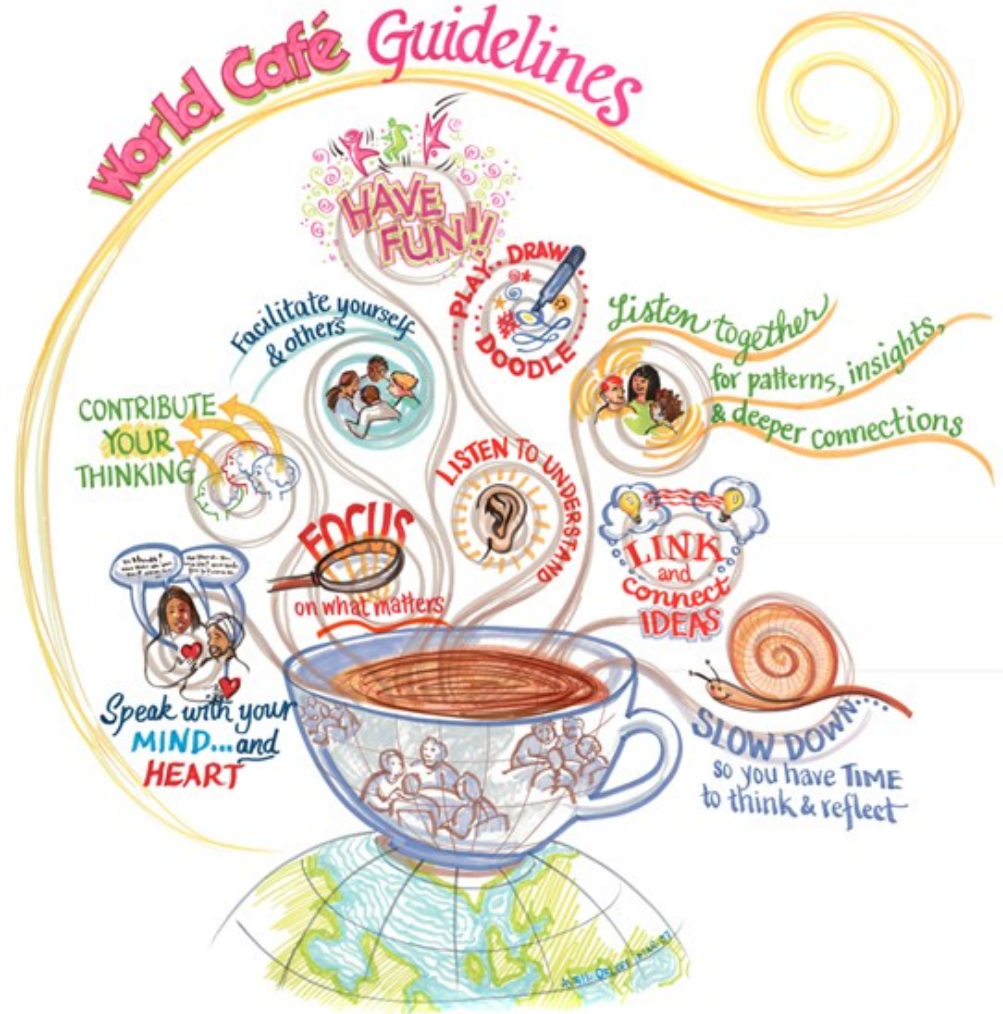
‘I intend to’



Acts of leadership – for all, not just leaders

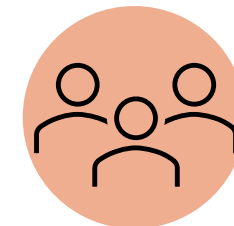


The Ladder of Leadership Simplified



A Process to build 'Group Intelligence'

- 3 questions / 3 group chairs
Group moves after each question
- Chair stays with flip & discusses the previous group's answers with the next group
- Groups circulate for each question, building the thinking each time
- Chair reflects back the cohort themes



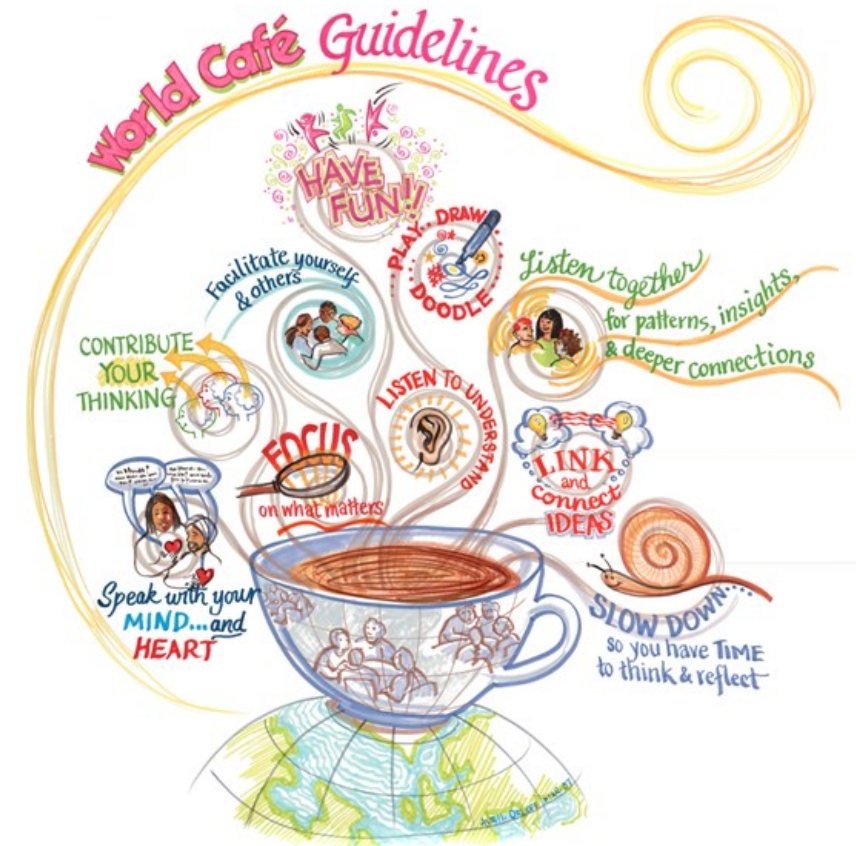
Application to NATO – World café

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?

Question 2 – What could be better?

Question 3 – What can you do to create more of an intent-based leadership environment? What ideas, actions & feedback could you give?



Maximising your network

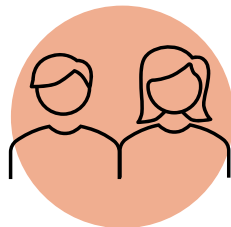
On a large piece of paper, at the top write out a few bullet points for what you currently need from your network – your goals!

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?



Example network map

