

Efficiency North – EN:Lighten Programme

Coaching Led Environment 2

3rd & 4th Jun – COLLECTIVE INPUT OF COHORT LEARNING



Day 1



Our Group Contract

Getting the best from each other
"Contracting"



Respect : Be present

Equality of voices

Be Curious

Encouraging Challenge

Confidentiality



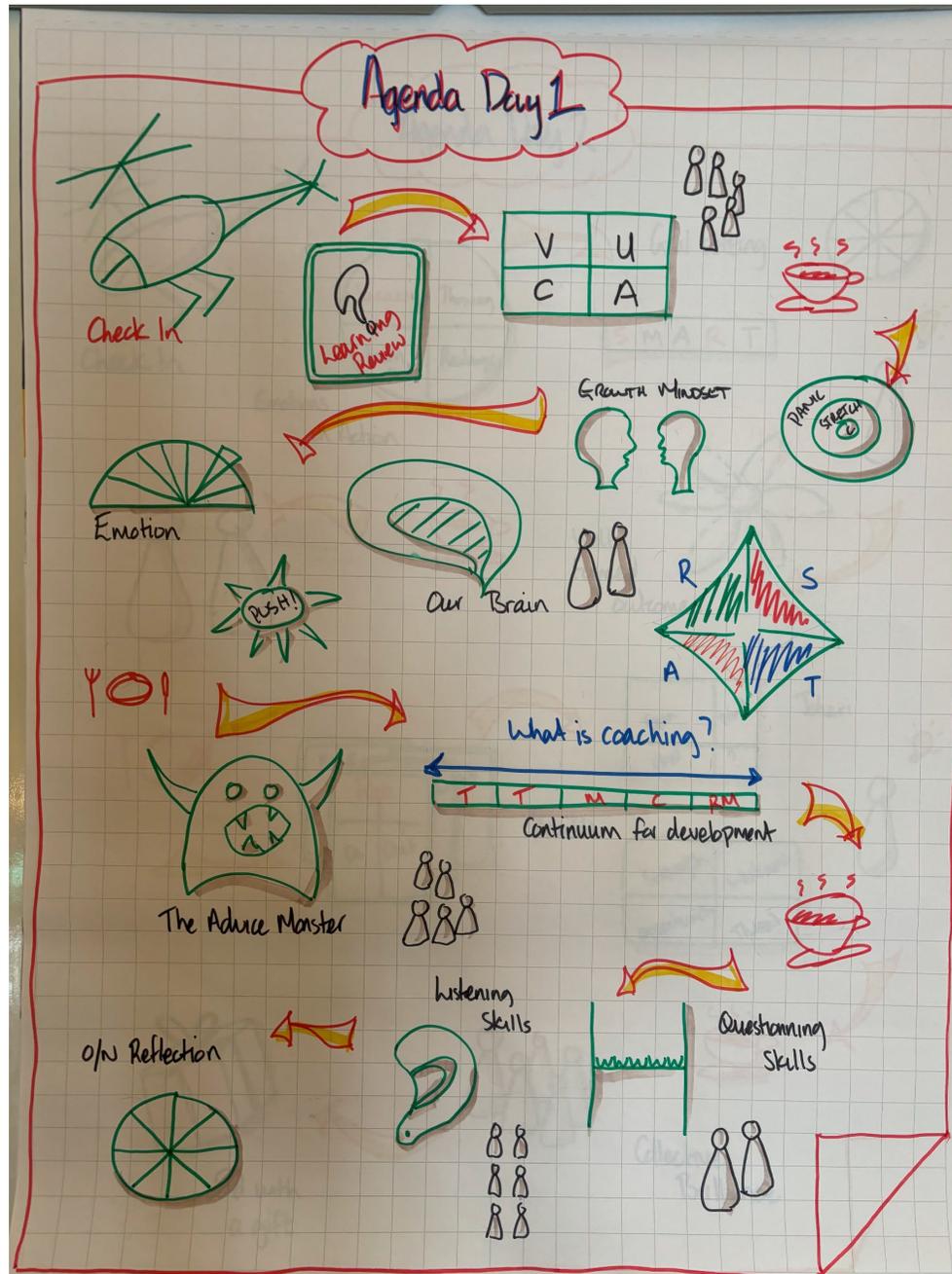
Respect for hierarchy

All get something to learn

Acknowledge managers + non-managers



Agenda



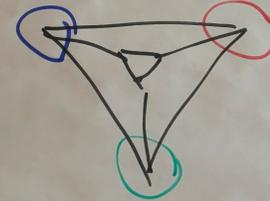
What **learning, reflections or actions** related to En:Lighten have you had since we last met on CLE 1?

What learning, reflections & actions have come out of CLE 1?

- o Social media posts!
- o Reflecting on our collective strengths as an org
- o Considering & thinking about other people & their needs mo
- o Framing of 'overdone strengths' - positive spin on 'weaknesses'
- o The wide variation in people's conflict sequences
- o Why is the triangle the way it is? ▽

- X Buddy Session - Compared statements
- X ~~Priorities~~ Priorities
- X Curiosity - e.g. what colour are you?
- X Awareness of other motives + strengths - what important?
- X Greater Empathy - more insight into people.

- BUDDY MEETING
- AWARENESS - STRENGTHS/OVERDONE
- DIALOGUE / SDI
- PLANNING / ACTIONS.
- GOOD BALANCE / BOUND / BUGS



Some of us met buddies for an initial chat others not yet

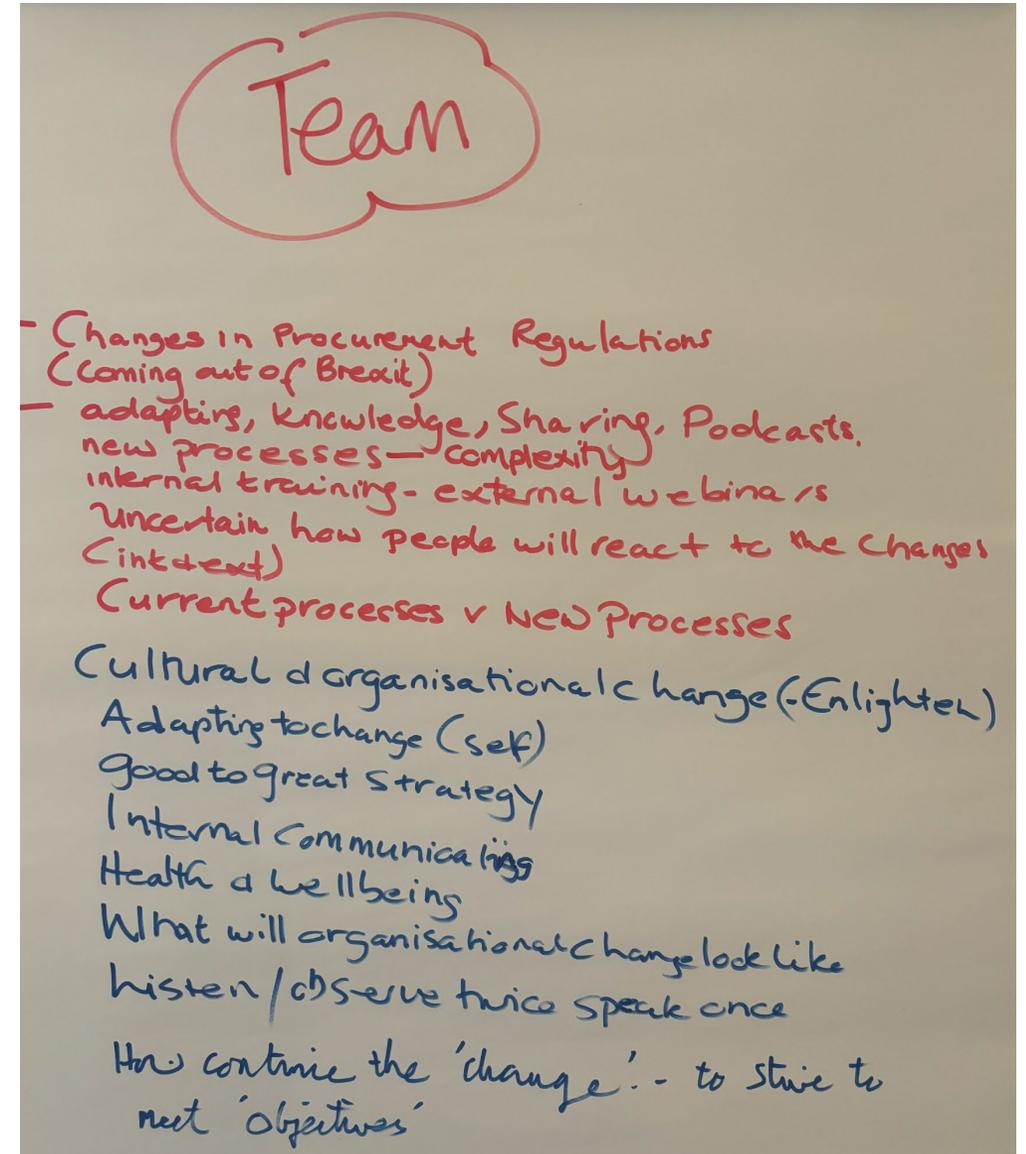
Reflections on SDI
- Especially 'Overdone Strengths'

- Curious - on the agenda for next 2 days
- Nominated peer Review for 360° exercise
- Coaching - Some considered topic - to seek coaching



VUCA: Typical Team Impacts

Volatility	... fear of action, pushing decisions up, randomness
Uncertainty	... debate, arguments, competition
Complexity	... finger pointing, passing responsibility, lack of ownership
Ambiguity	... arguments, suspicion, loss of trust



VUCA: Typical Individual Impacts

Volatility

... anger, frustration, rashness

Uncertainty

... wait and see, caution, indecision

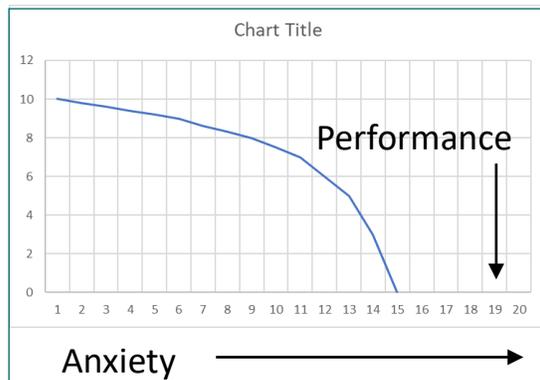
Complexity

... inaction, wrong decisions, inaccuracy

Ambiguity

... misinterpretation, shock, duplicity

Anxiety



V -

- Finance/inflation e.g cost to hosts
- Staff changes - Bigger teams/different personalities

U -

- Uncertain about election - New regulations - Impact on apprenticeships
- Competition

C -

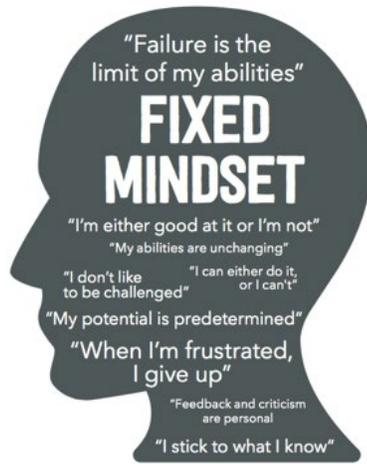
- AI - advances in tech
- Net Zero changes

A -

- AI - where do you/I fit into those changes
- Hybrid working - Disconnection



Growth mindset



Fixed + Growth Mindset

Self check re fluidity btwn Fixed / Growth Mindset

Culture of organisation that wants to learn + change

Blockage to change fear / too big a challenge

Find a motivation for change



Spoken down to
contention

disrespectful
inconsiderate

TRIGGERS

ungrateful

business / Don't try
people shouting

passive/aggression

closed body language / facial
exp

breaking rules

Resistance to
change

being told what to do when ~~know~~

dishonesty

bad manners

messy kitchen

not listening

unnecessary
complexity

recklessness

bad time

Stimulus GAP Response

→ →

Email → don't send straight away

Self talk → reframe

Adult "time out"

Step outside — walk in the car park

Pre prepared response if x happens

Acknowledging someone's / own emotion



Experiment with the Habits Grid

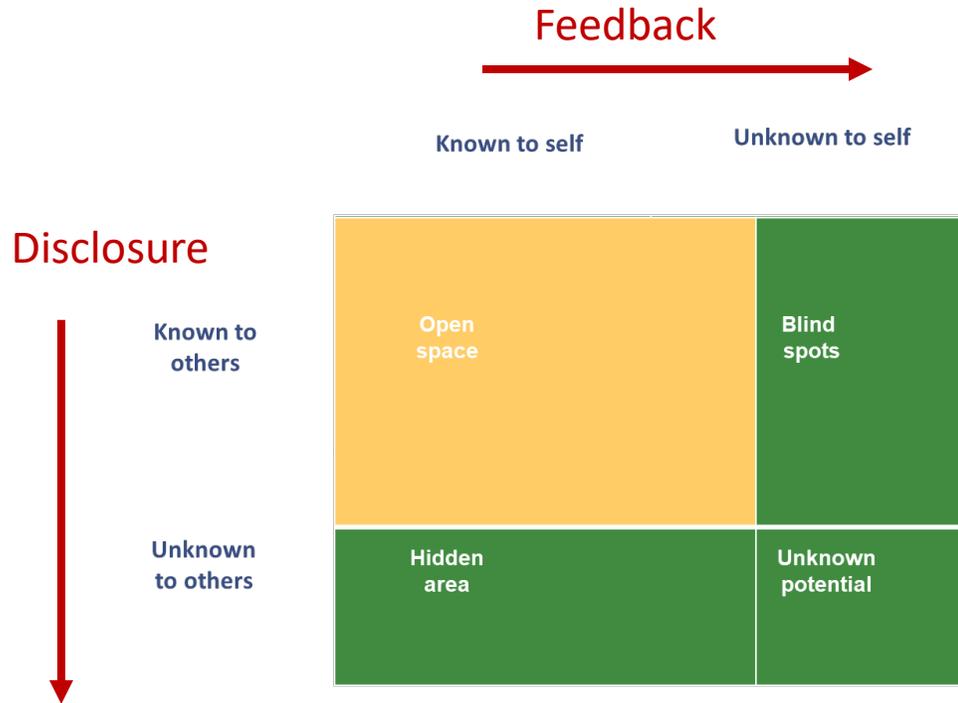


My New Habit Is:

1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
25	26	27	28



Self-awareness



Thinking of the Impact of our
overdone strengths

Self Sacrificing → - overly supportive
- putting others' 1st +
Suffocating → - take on too much
- overly helpful - controlling

Stubborn → too persevering
strong ideas of how things
should be

Domineering → pursuing a goal to make it
happen - overdone
drive + forcefulness



Your Advice Monster

How well do you know your **ADVICE MONSTER?**



Control it monster

Tell it monster

-ve	+ve
<ul style="list-style-type: none"> - NOT LISTENING TO OTHERS - DEMOTIVATING TO OTHERS - OTHERS HAVE NO CHANCE to voice their opinions - Trigger - Trust issue - overbearing - no opportunity to share exp. - over confidence leading to extending risks - not thought out decisions. 	<p>Decisive</p> <ul style="list-style-type: none"> + knowledge (good) + Strong sense of responsibility + Sometimes helps to move forward + confidence + Gets the job done, quick to act

Stickers: LEE ②, Eddy, Tracy, Julie D occasionally, Sophie, Daniel, Julie C, Jed, ISTVAN

Save it monster

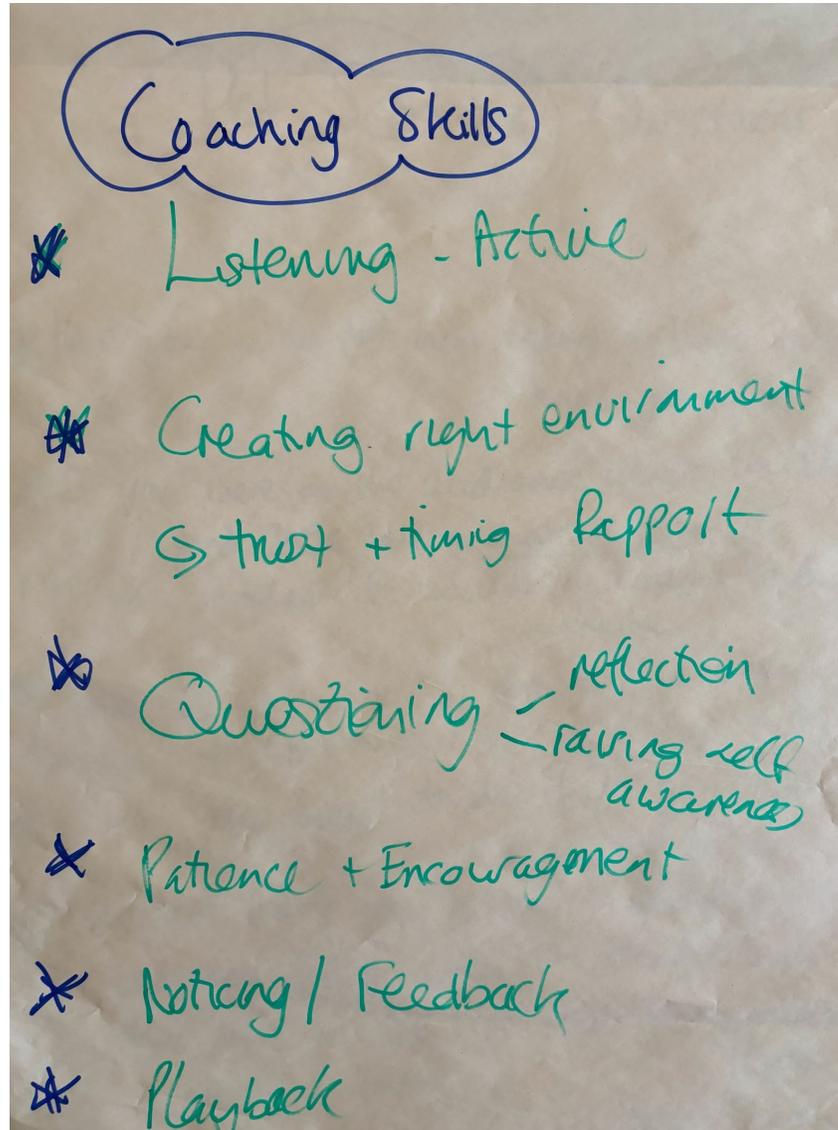
-ve	+ve
<ul style="list-style-type: none"> - Stop people learning - Self sacrificing - Lack of Succession - Compromise effectiveness - Lack of empowerment - Condescending - invasion of personal space - lack of personal growth - less direction - diminishes initiative - distracts from the problem that needs to be solved. 	<ul style="list-style-type: none"> - Take Responsibility - Do'er - Knowledgeable - +ve attitude - Care about people - compassion/empathy - trust me it will all be ok - creates unity (compassion)

Stickers: LEE ③, Julie D Definitely as a parent, Natalie, Tracy, Emma (Most of Time), Daniel, Sophie, Simeon, Liz B, Julie C

LEE ①	ABDUL MAJID +ve	ISTVAN
<ul style="list-style-type: none"> - over bearing - lack of empowerment for others - lack of personal dev. - unable to challenge - No voice - Dis-empowerment - Feeling Dictated to - Limiting - Boxed in - Can cause a rift. - NARROW MINDS - CLOSED TO CHANGE. 	<p>Strong leadership</p> <p>Direction</p> <p>Enthusiasm</p> <p>CONFIDANCE</p> <p>Decisive.</p> <p>CONTROL</p> <p>PREDICTABLE.</p> <p>INSPIRING.</p> <p>ACCOUNTABLE.</p> <p>FUNCTIONAL.</p>	<p>Eddy</p> <p>Emma (Sometimes)</p> <p>Pete</p> <p>Julie D. work - sometimes</p> <p>Tracy</p> <p>Liz A</p> <p>Julie C</p> <p>Simeon</p> <p>Natalie</p> <p>Sophie</p>



Core Coaching skills



- Asking open & 'powerful' questions
- Building rapport / relationship
- Active listening
- Reflecting back
- Giving supportive feedback
- Being curious / open minded – leaving your own assumptions at the door – what is the other person's 'map of the world'?
- Using your intuition



Hot seat questioning

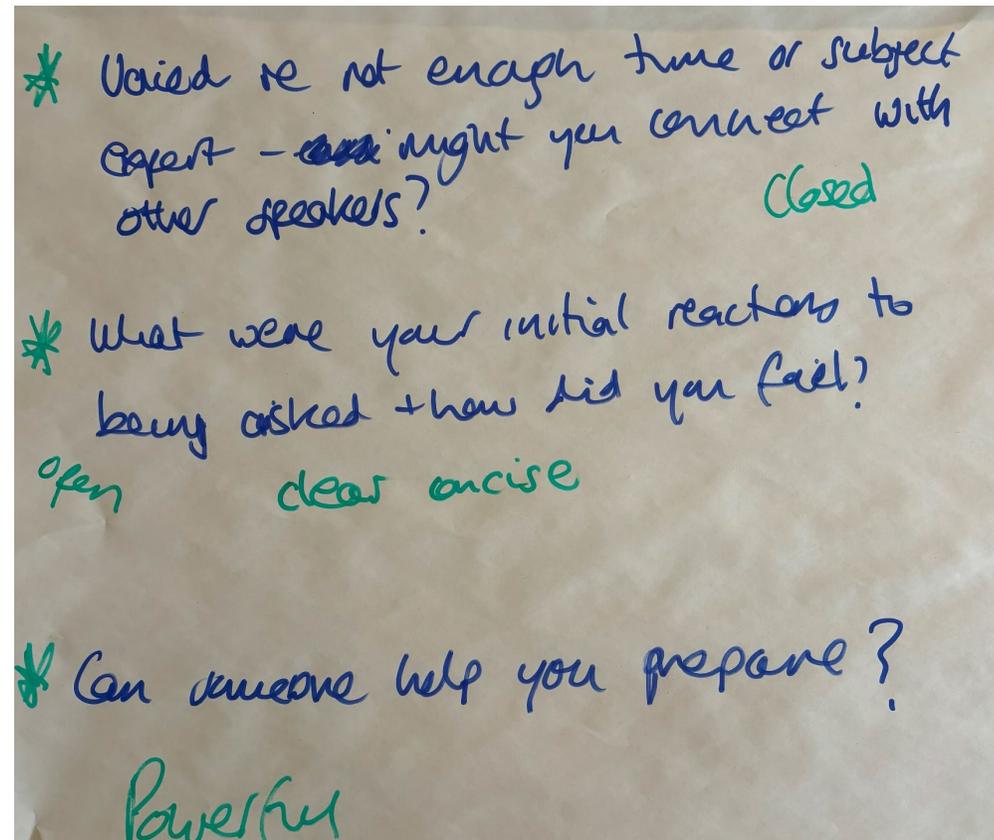
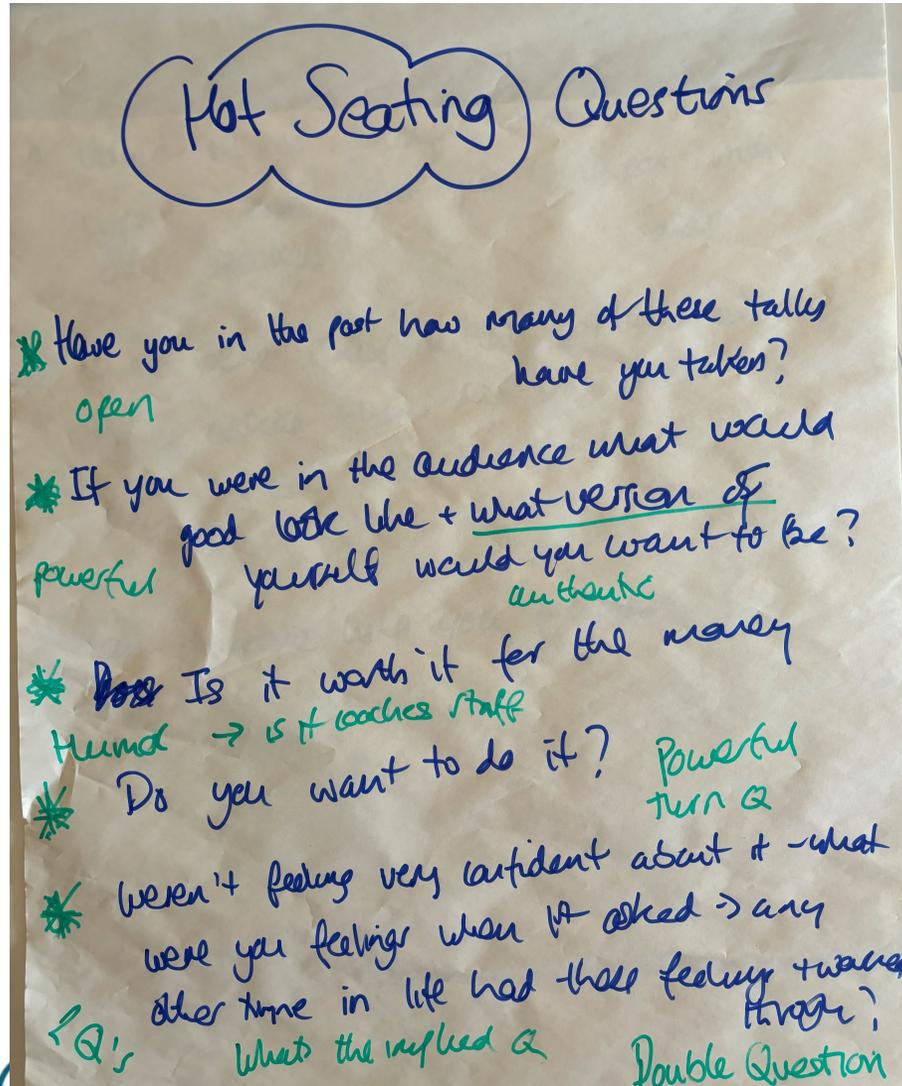


Group coaching technique

Helps generate multiple valuable questions for group member

Helps other group members appreciate the value of questions rather than advice

Intention is to stimulate thinking – not dig into the issue



Powerful Questions

Powerful questions are ones that:

- Gauge importance
- Generate options
- Test commitment
- Check out decisions
- Tackle limiting beliefs
- Determine goals
- Change perspective
- Identify support & resources
- Raise awareness
- Explore consequences

Powerful Questions

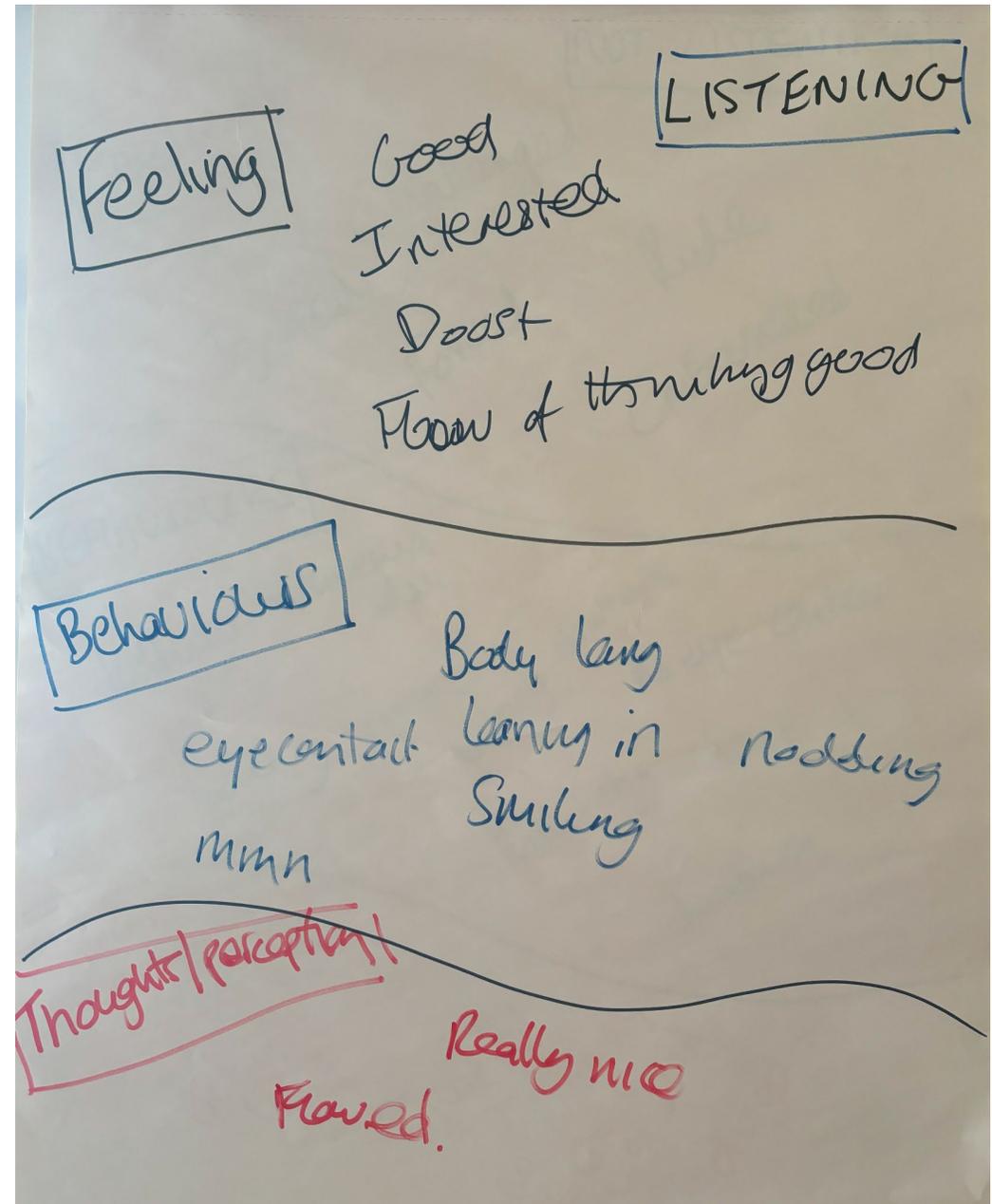
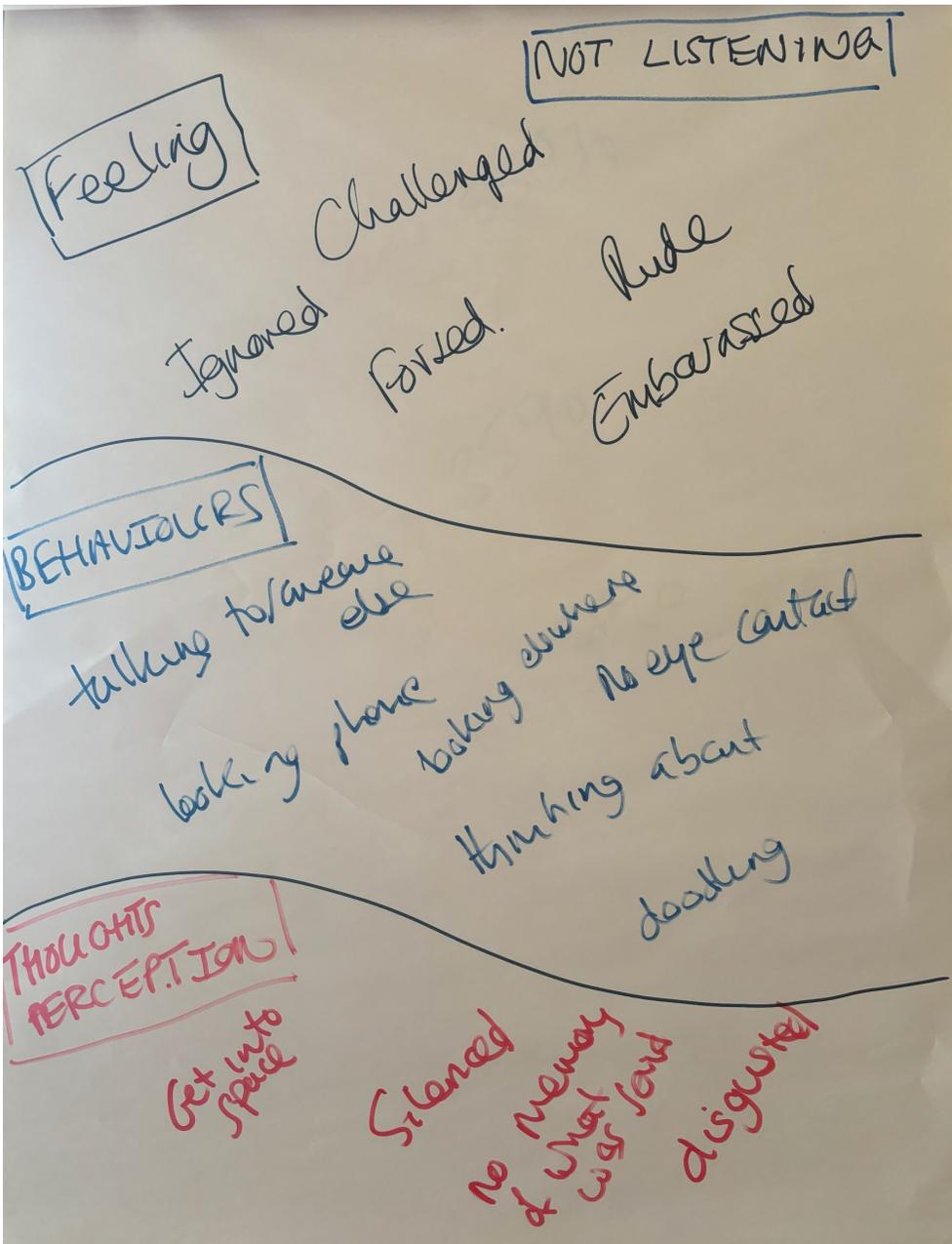
- ① How are you putting arrangements in place to ---- (commitment)
- ② Have you raised the awareness? *Closure*
Tell me more about ...
- ③ What makes you anxious about that ~~is~~ ?
- ④ Why is that important? (what's important about that?)
- ⑤ How does the other person feel?
- ⑥ What are the reasons for ...
- ⑦ Where do you see your future career ...
- ⑧ What's next for you?





LISTEN





Practicing your listening

In breakout pairs for 15 minutes, take turns in being the speaker and the listener:

Speaker - talks about an issue they have for 5 minutes

Listener - listens empathetically & holds the belief that what we are doing is valuable to the person we are listening to, and to ourselves

Listener may prompt gently eg 'say more', 'what else', but NOT ask questions

Listener - relays what they heard the speaker say as accurately as they can

Speaker gives feedback on accuracy and listening

Reflections and learning around this experience of listening



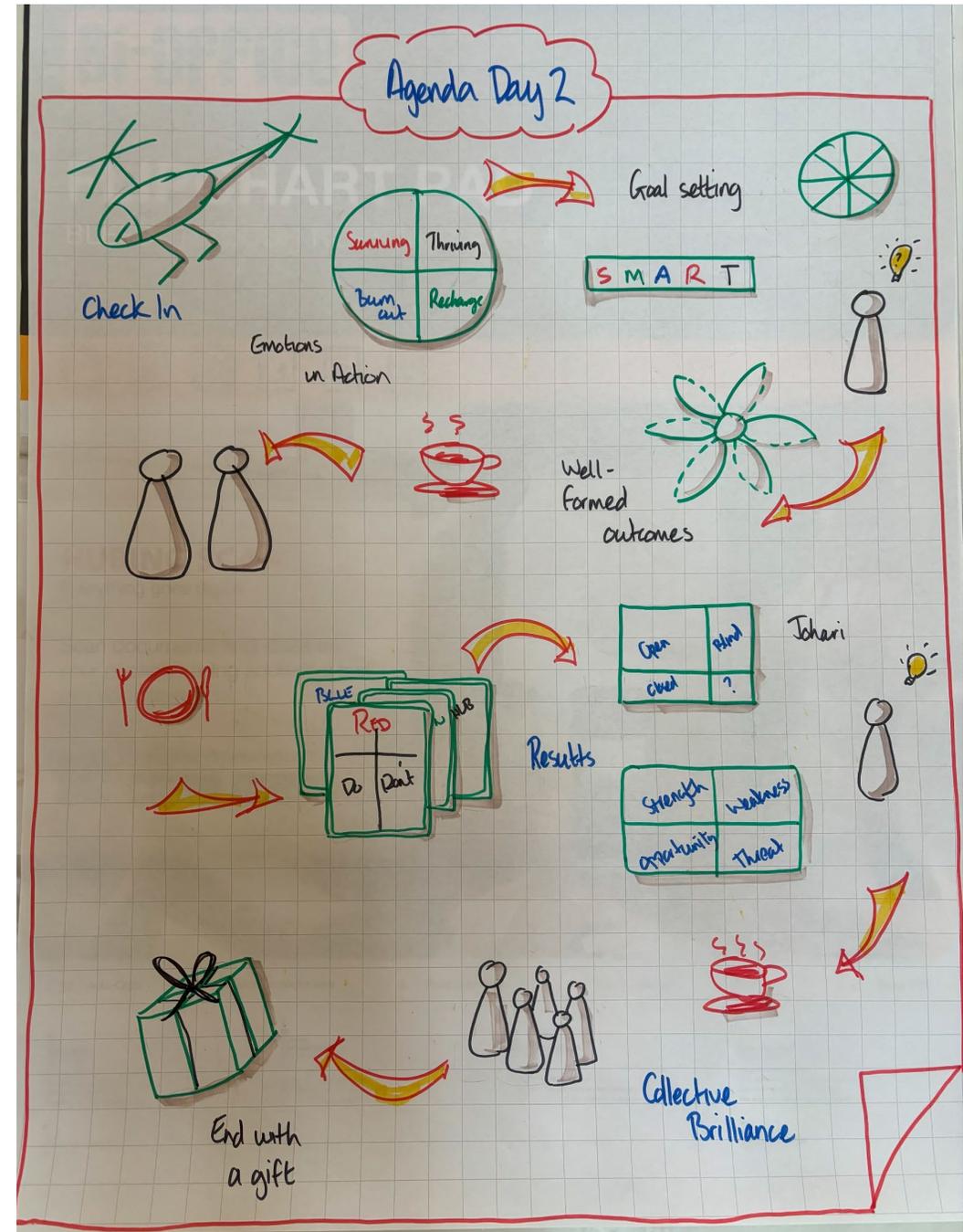
Day 2



Checking in



Agenda

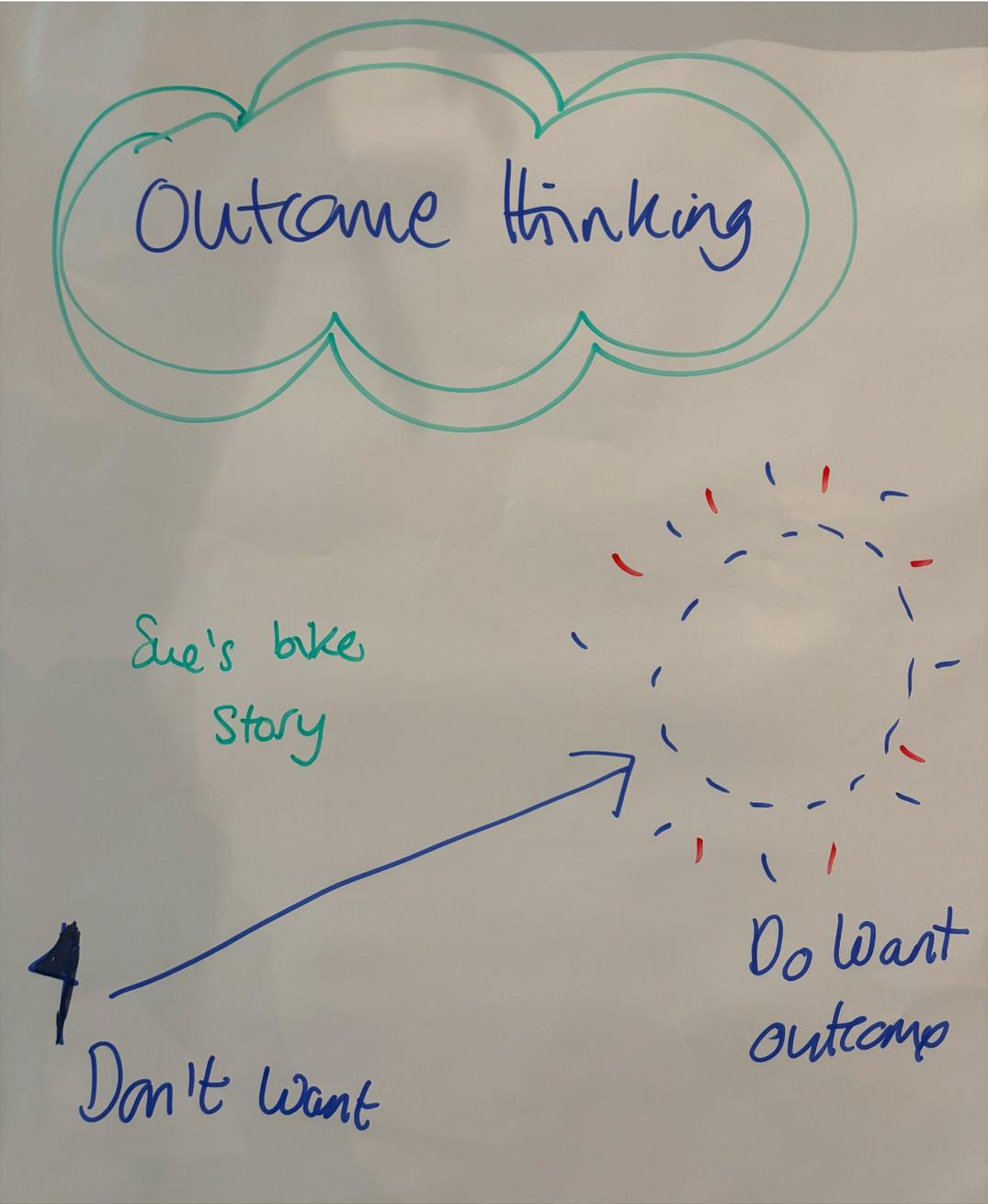


Emotions in Action



Setting Goals

Outcome Thinking



Developing Goals

Develop some SMART goals from a reflection using your Wheel of Anything

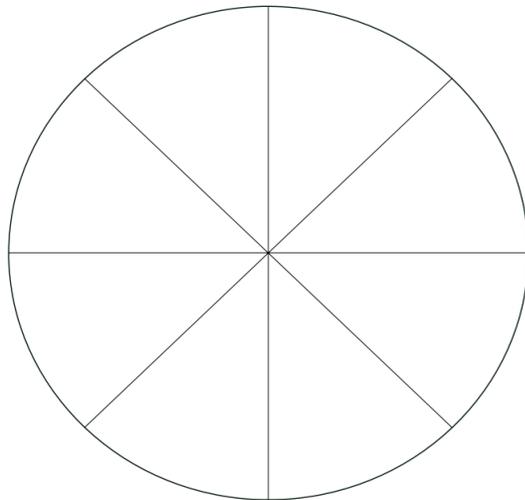
SMART Goals



Specific	Measurable	Attractive	Realistic	Time-Framed
Focus on clearly defined activity that will take you out of your comfort zone. If broad, break it down and be more precise	Think about how you will measure your progress and achievements. Look at your goal from all angles to consider its impact more broadly eg on those around you	Its might sound obvious but its important to focus on goals that you actually want to achieve. Without a drive to succeed or an emotional connection, the chances of success are slim.	Set goals that you can realistically achieve in your chosen time frame. Goals should be stretching and ambitious but you don't want to set the bar too high and set yourself up for failure.	Every goal needs a clear deadline, whether it is short or long term. One that is realistic but will also keep you motivated to achieve it.
Ask Yourself:	Ask Yourself:	Ask Yourself:	Ask Yourself:	Ask Yourself:
Would this make sense to someone hearing it for the first time? Will achieving it really help me grow?	How would I evidence my success? What would be different? What would others see?	How much do I really want this? If the answer is 'not that much' what would make you want it more? Or consider a different goal.	Is this something I can really achieve with all the time and resources I have available? If the answer is 'no', either review your deadline or break down your goal into smaller chunks.	When to I want to need to have achieved this by? Can I make that happen within my timeframe? What needs to happen or be in place for me to achieve it by then?

Identifying Goals

The Wheel of Anything



A valuable tool to explore what is happening in your life. The sections represent the things that are of importance to you and the aim is for them to be in balance.

There can be any number of sections and any subject eg; work competencies, leadership skills, coaching competencies or life issues (eg health, family, environment etc)

1. Draw your wheel and label the different parts
2. Rate your level of satisfaction
3. Reflect on your findings

Additional information on goal setting and how it links to mindset on the portal

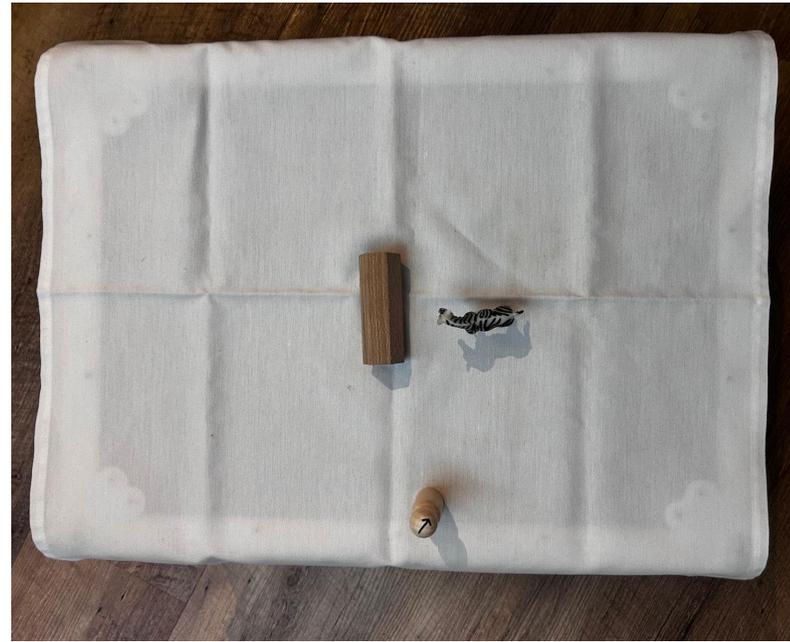


The Coaching Space



Coaching helps individuals learn, grow, move forward and improve their performance and results

A coaching conversation is about helping someone move forward and is essentially made up of these questions and exploration of their answers



Reflections of Coaching - As the coachee

- Safe space
- Empathy - Felt trust
- Felt the coach was interested
- Helped me dig a little deeper
- Help thinking from different perspectives
- Flow of questions helped | Created a barrier
- Future visualisation helped
- The coach held a mirror → posed as a Q.
"What would (name) say to (self name)"
- The chemistry has to be there
- Helped bring my thinking back on track

Reflections of coaching As the coach

- I had to hold myself back - not but in
- I hold back my own experience
- Really focus on your listening skills
- The card aide memoire helped give a journey
↳ it also can get in the way
- Caution of my advice monster
- Trying to avoid closed questions



Coaching Reflections

Reflective practice is an important part of developing your coaching skills. Take some time to reflect on your coaching experience on CLE ...and future coaching experiences:

From the experience of coaching:

- What went well and what could you have done differently: eg Your questioning approach / style / advice triggers / self-talk etc

From your experience of being coached

- How did it enable and support your thinking, your awareness and perspective around the issue, your ideas.
- Note any actions that you now feel motivated to undertake in relation to that issue



Calibrating our learning

Willingness to be coached / Confidence to coach



Effective Communication

Using the SDI to improve communication effectiveness at work

Communication
BLUE

Do's	Don't's
<ul style="list-style-type: none"> POSITIVE TONE ✓ PATIENCE ✓ COLLABORATIVE SPEAKING ✓ 'we' 'us' ✓ FRIENDLY MANNER ✓ OPEN BODY LANGUAGE ✓ • acknowledge emotions ✓ • empathy ✓ • supportive ✓ • 'could' ✓ • consider feelings ✓ • show interest / listen ✓ • Praise / THANKS ✓ - BE FAIR. ✓ 	<ul style="list-style-type: none"> NON CONFRONTATIONAL ✓ BE OFFENSIVE / Rude ✓ BE INCONSIDERATE ✓ • be argumentative ✓ • 'should' ✓ TAKE ADVANTAGE OF. ✓ EXCLUDE ✓

Communication Tips
RED

Do's	Don't's
<ul style="list-style-type: none"> - FACIAL EXPRESSIONS ✓ - EYE CONTACT ✓ - BODY LANGUAGE ✓ SOFTEN ✓ - WELCOMING ✓ - ^{BE} DIRECT ✓ - USE "SHOULD" ✓ - SPEED ✓ - ENERGY ✓ - SHOW "POWER" ✓ - Reach an agreed objective ✓ - Focused ✓ - Be decisive ✓ - follow up act ✓ - Support their outcome/s ✓ 	<ul style="list-style-type: none"> - POINT ✓ - FOCUS ON 1 PERSON ✓ - HESITATION ✓ - SLOW ✓ - Waffle ✓ - Be passive ✓ <u>overly focus on emotions</u>



Communication GREEN

Dos	Don'ts
<p>Be logical</p> <p>Clear Instruction</p> <p>Give time to analyse</p> <p>fairness</p> <p>Analyses + + - S</p> <p>SET OUT OBJECTIVES.</p> <p>FOLLOW THE PROCESS.</p> <p>CONSTRUCTIVE CHALLENGE.</p> <p>Structure</p> <p>'Should'</p>	<p>No surprises</p> <p>Push quick response</p> <p>Vague</p> <p>focus on feelings/emotions</p> <p>UNREALISTIC TARGETS</p> <p>RELITTLE PROCESS.</p> <p>Forceful. ↗</p> <p>'Could'</p> <p>DONT TELL ↘</p>

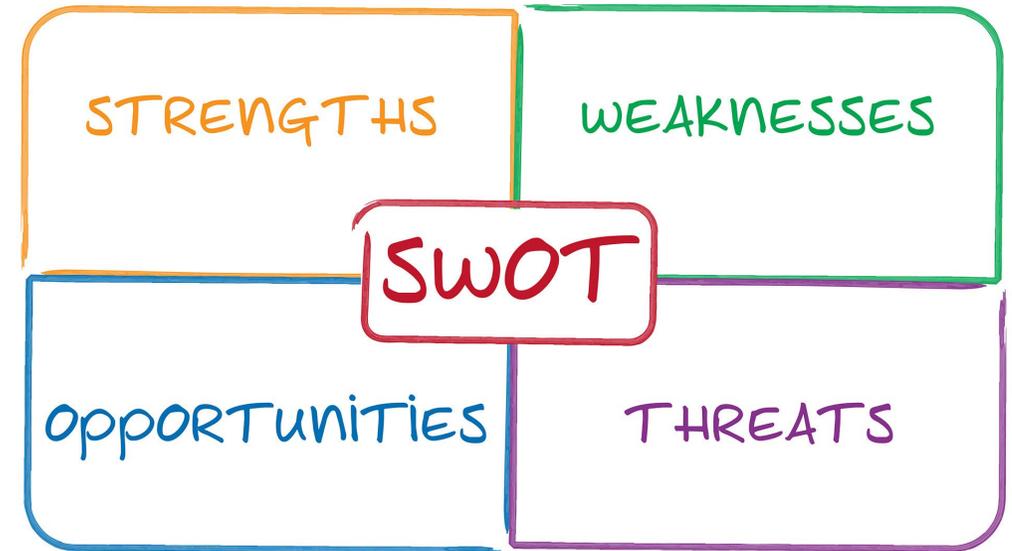
Communication HUB

Dos	Don'ts
<ul style="list-style-type: none"> • be flexible ✓ • be reflective ✓ • 'could' ✓ • open body language ✓ • Gather information ✓ • Ask Questions ✓ • Give suggestions ✓ • Be a Team Player ✓ • SUPPORTIVE ✓ • Be Patient ✓ • understand point of view. ✓ • Be adaptable ✓ • give space ✓ • Be open ✓ 	<ul style="list-style-type: none"> • 'should' ✓ • Closed body language ✓ • Tell me what to do ✓ • Push me in one Direction ✓ • Don't be rigid ✓



Personal SWOT

Taking the CLE learning forward

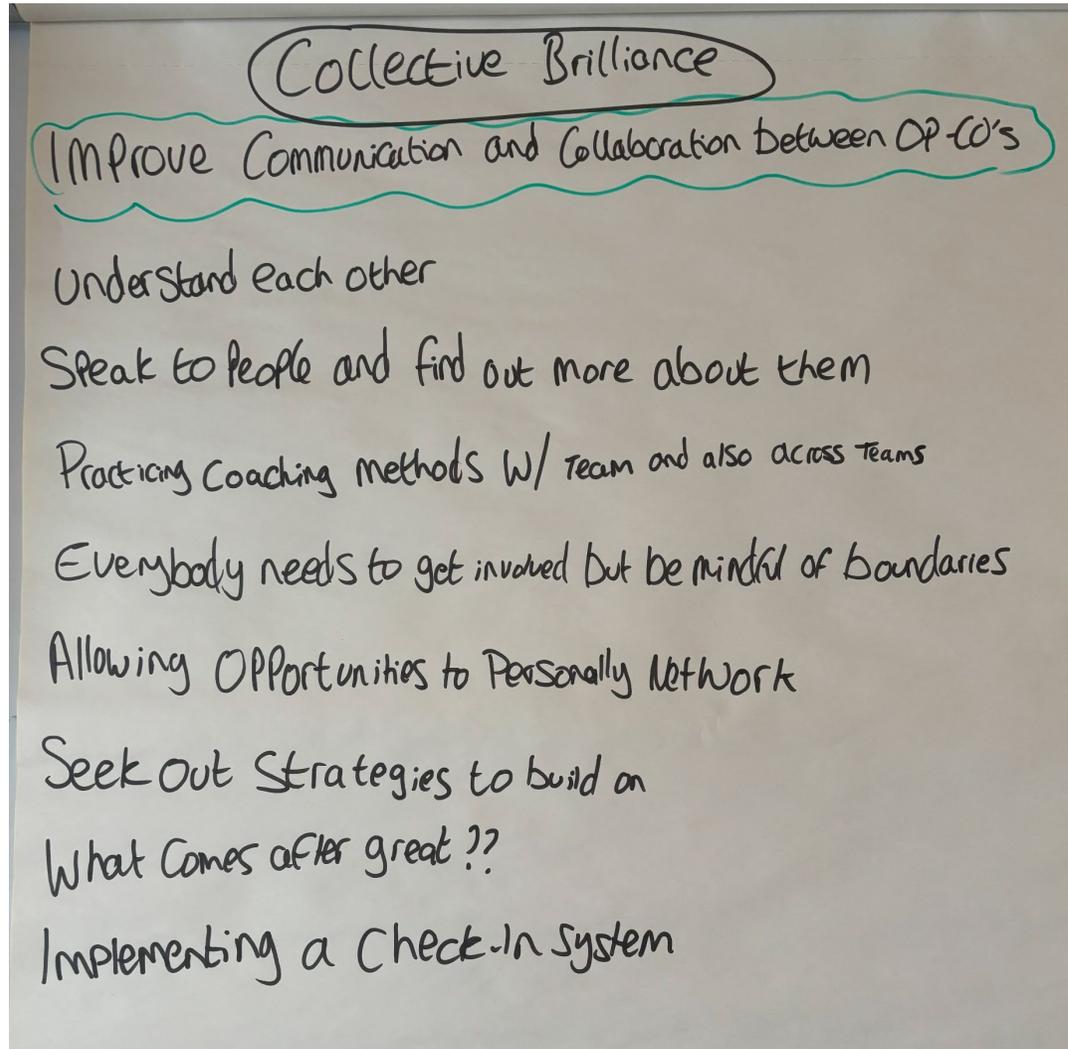


- Continue to develop your personal SWOT for your work / career development using the prompt questions as a guide (copies can be downloaded from the portal)
- Discuss this with your buddy – coach each other on it
- Arrange a time to have a follow up meeting with your line manager and discuss this in support of your PDR
- Have a coaching conversation with your line manager
- Try a SWOT for your personal life goals



Collective Brilliance: Taking the learning forward for your teams and for EN

What ideas do you now have for change / improving efficacy / ways of working?



Collective Brilliance 6 Questions

1. What's the idea or problem to be solved?
2. What's important about that right now?
3. What difference will it make?
4. Who needs to be involved?
5. What might get in the way and how will we get round that?
6. What's our first step?



Collective Brilliance

- 1) ENC needs to be self-supporting
- 2) Important to support the team (ENC) + the projects they are supporting.
- 3) Make a big difference to:
 - local communities
 - staff - ENC staff confidences/feelings
 - landlord costs + expenses.
- 4) All ENHL staff need to be aware + on the lookout for opportunities
- 5) Competition from other agencies, need a competitor analysis, to assess things. Other agencies offering things for free. contractors/landlords
- 6) Other board members may be able to offer support
 - fund raising event (Golf event for members/staff/staff) this will also bring all areas of ENHL together.

- do any contractors have SV outcomes they need to meet which may help.

- look at bidding to C.T.B (but what would this look like)

- How big a pot(s) are being looked for.

- Sheffield Business Together is a possibility.

- CHIP (their members)

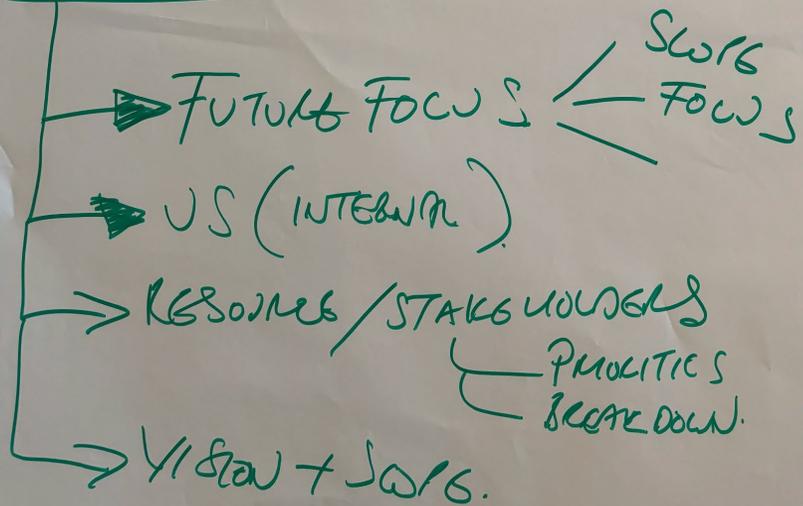
CHIC

- New E_NG^S policy, can anything come from this.



Collective Brilliance

- MAXIMISE GAINING
- 1ST CHOICE FOR WITNESS.
- IMPROVE TEAMS / CROSS OPCO'S
- DIGITAL ENHANCEMENT. ←



Check out: 3 post-its: Learning & Commitments

FEEDBACK
What's your biggest personal learning? Share it on a post-it over the last 2 days

Advice Monsters

Personal SWOT

Learn more about the differences between fixed and growth mindsets

LEE
MINIMISE VOLUME TO MAXIMISE IMPACT.

Looking at my personal goals and more than forward.

Applying coaching techniques to home + workplace.

Advice can be: limiting, toxic, self-serving, etc...

Leant what Coaching is!

Don't give advice

NOT TO ADVISE AS MUCH

Active listening + Personal SWOT Analyst

Understand I don't think like everybody else + That's OK for both (EMMA)

Help through Listening & Asking open questions Not doing advice

DANGERS OF ADVICE MONSTERS - AND HOW TO TAME THEM

A GREATER UNDERSTANDING OF OTHERS

FEEDBACK
What is our individual personal commitment? With your NAME share on POST IT

Simon
Learn more about people in Ops - so can join up with more - Start with, my Buddy.

Note LIFE BALANCE TAKE ACTION ON HEALTH FOCUS ON ME
Julie C

DANIEL
TO CONSCIOUSLY CHECK IN W/ COLLEAGUES

LEE
THE WORK START + SWOT ALL THE BATH FOR MY GROW GOAL.

ABDUL - MARJID
KEEP ON LEARNING ABOUT OTHERS.

To be more like EMMA

ISTVAN - Procurement Manager
I would like to use mindfulness techniques more often.

Sophie
Use of coaching style questions to support my apprentices.

To be more empathetic and Just advice Master (EMMA)

Do a SWOT

LIZ Q
- Using strengths - Coaching skills

Eddy
To be more open-minded

Use more open-ended questions to promote thinking & personal growth!
Natalie

TRACY
To reflect on the 2 days and implement what I have learned both at work + personally

Pete Morris
Enter the Growth Zone

BE MORE PROACTIVELY AWARE OF POTENTIAL OPPORTUNITIES TO PRACTISE COACHING CONVERSATIONS BOTH IN MY EN ROLE + OUTSIDE
LIZ B

To stop giving answers + advice
Julie D.



CLE Feedback: Survey Monkey Questionnaire

Please complete this Survey about the whole of CLE within 2 weeks.

<https://www.surveymonkey.com/r/5TLFHRN>



Ending with appreciations

