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Senior Leadership Awayday

Management and leadership development programme

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Agenda

- Revisit key elements of high performance teams (Lencioni)
- Establish the senior team's collective goals and shared vision
- Look at how to achieve effective cross-functional working (will be covered at wider leadership meeting)
- Explore leadership culture and change (will be covered at wider leadership meeting)

Lencioni – 5 Dysfunctions of a team…..

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.....To High Performing Teams

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Developing TRUST……

- Trust and vulnerability
- Trust Triangle – Authenticity, Empathy and Logic
- Team profiling – identify type to explore similarities and differences within a team using MBTI
- Let's talk – paired exercise to understand different styles
- Climbing the rapport ladder

WHAT'S YOUR BEST-FIT MYERS-BRIGGS® TYPE?

ISTJ

Quiet, serious, succeed by being thorough and dependable. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.

ISFJ

Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.

ISTP

Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.

ISFP

Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, don't force their opinions or values on others.

ESTP

Flexible and tolerant, take a pragmatic approach focused on immediate results. Bored by theories and conceptual explanations; want to act energetically to solve the problem. Focus on the here and now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.

ESFP

Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.

ESTJ

Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.

ESFJ

Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-to-day lives and try to provide it. Want to be appreciated for who they are and what they contribute.

INFJ

Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.

INTJ

Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance—for themselves and others.

INFP

Idealistic, loyal to their values and to people who are important to them. Want to live a life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.

INTP

Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.

ENFP

Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.

ENTP

Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.

ENFJ

Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.

ENTJ

Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.

Let’s talk

ME	YOU
How I find **you**	How I *think* you find **me**
The strength and benefit of this is	The strength and benefit of this is
What I need to get from you to strengthen our relationship	What I think you may need to get from me to strengthen our relationship
What I think needs to happen to achieve this	What I think needs to happen to achieve this

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Mastering CONFLICT……

- The inevitability of discomfort – conflict continuum
- Emotional comfort zones - personal conflict profiles
- Conflict norming – What's right for this team?
- Mining for conflict- stir things up!
- Six thinking hats – managing conflict in meetings

Pick your words carefully

Hedge your claims
Use words like "sometimes"
And "often"
to soften assertions

Acknowledge others perspectives
Use phrases like
"I understand that…
"I see your point.."

HEAR

Emphasise Agreement
Before jumping in with evidence to support your perspective point out an area of agreement
" I think we both want to…"

Reframe in positive terms
Using positive language establishes a constructive tone
" It's really important that …

Achieving COMMITMENT……

- Commitment is not consensus - Disagree and commit
- Clarity and alignment around decisions
- Cascading communication within 24 hours
- Purpose, values, mission and strategy – aligned
- Thematic goals – what is the top collective priority?
- Clarity around each team's contributions and commitments

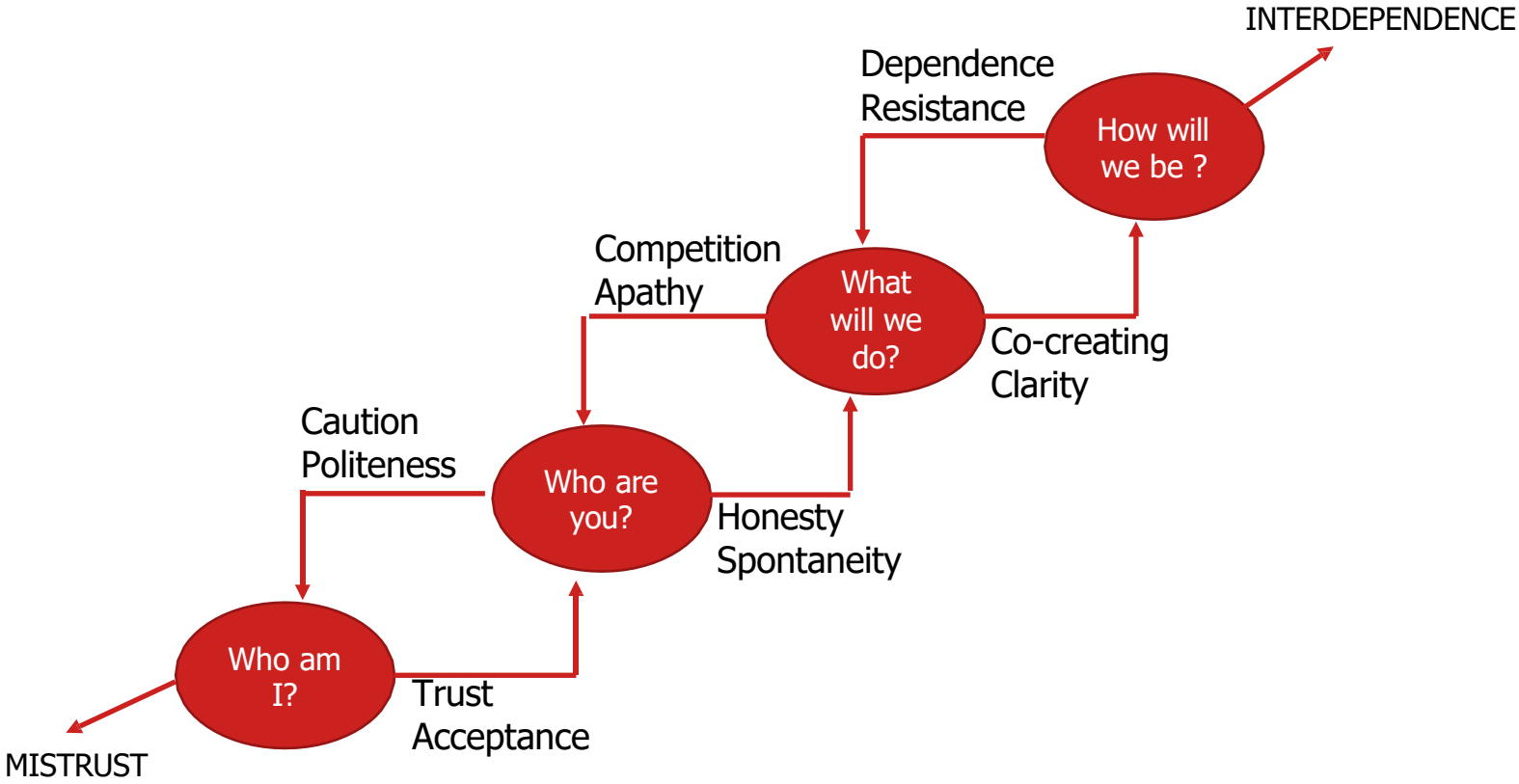
Embracing ACCOUNTABILITY……

- Peer– to – peer accountability
- Calling "in" or "out" individuals for their responsibility to deliver
- Behaviours and results – which is harder to call?
- Leader as role model - prepared to hold people accountable.
- A culture of feedback - Netflix's 4 A's

Focusing on RESULTS……

- The distraction of EGO
- Prioritising the results of the whole leadership team over their individual or department needs.
- How do you ensure the team is focused on collective results?
- What rewards and recognition do you give for achievement of group goals

Working together



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