

Efficiency North – EN:Lighten Programme

Coaching Led Environment 2

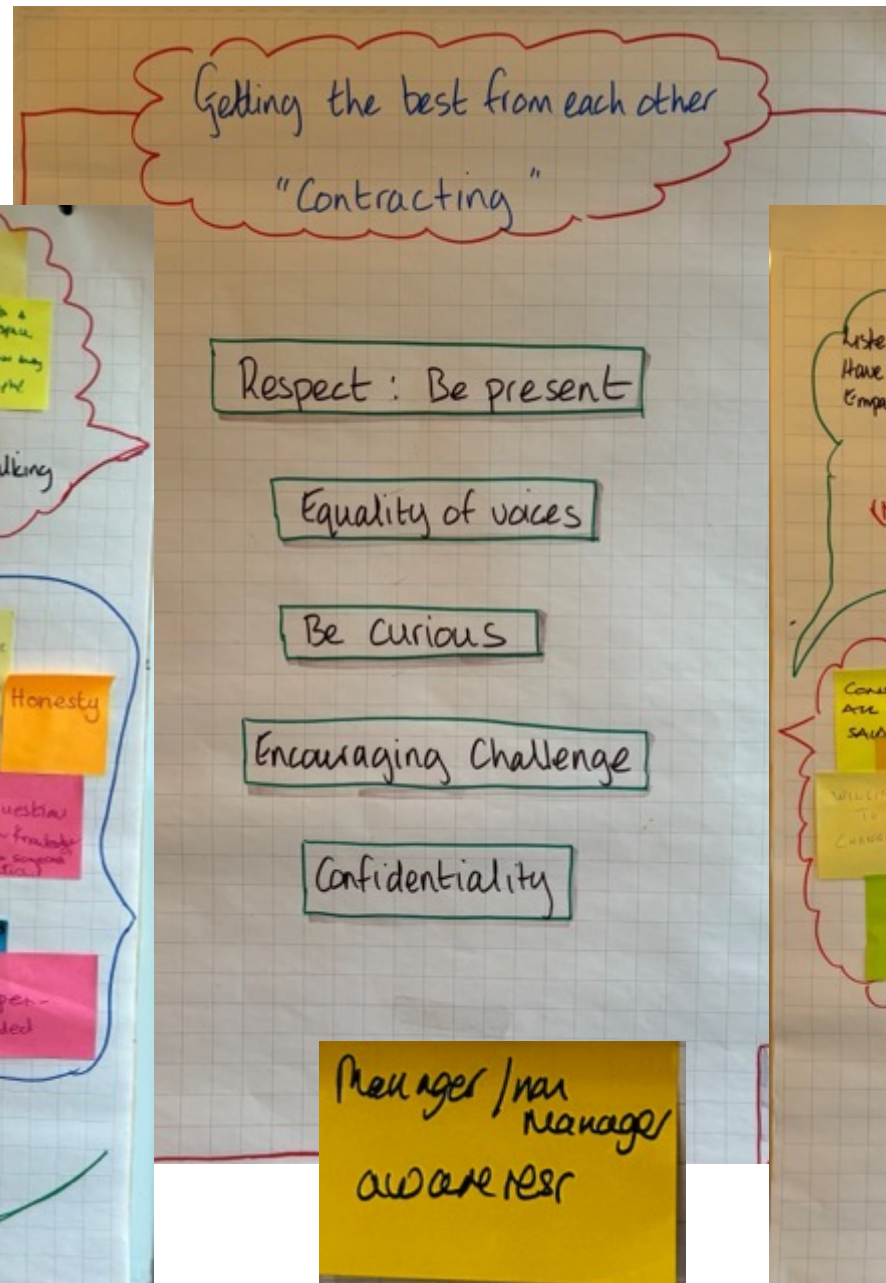
13th & 14th Jun – COLLECTIVE INPUT OF COHORT LEARNING



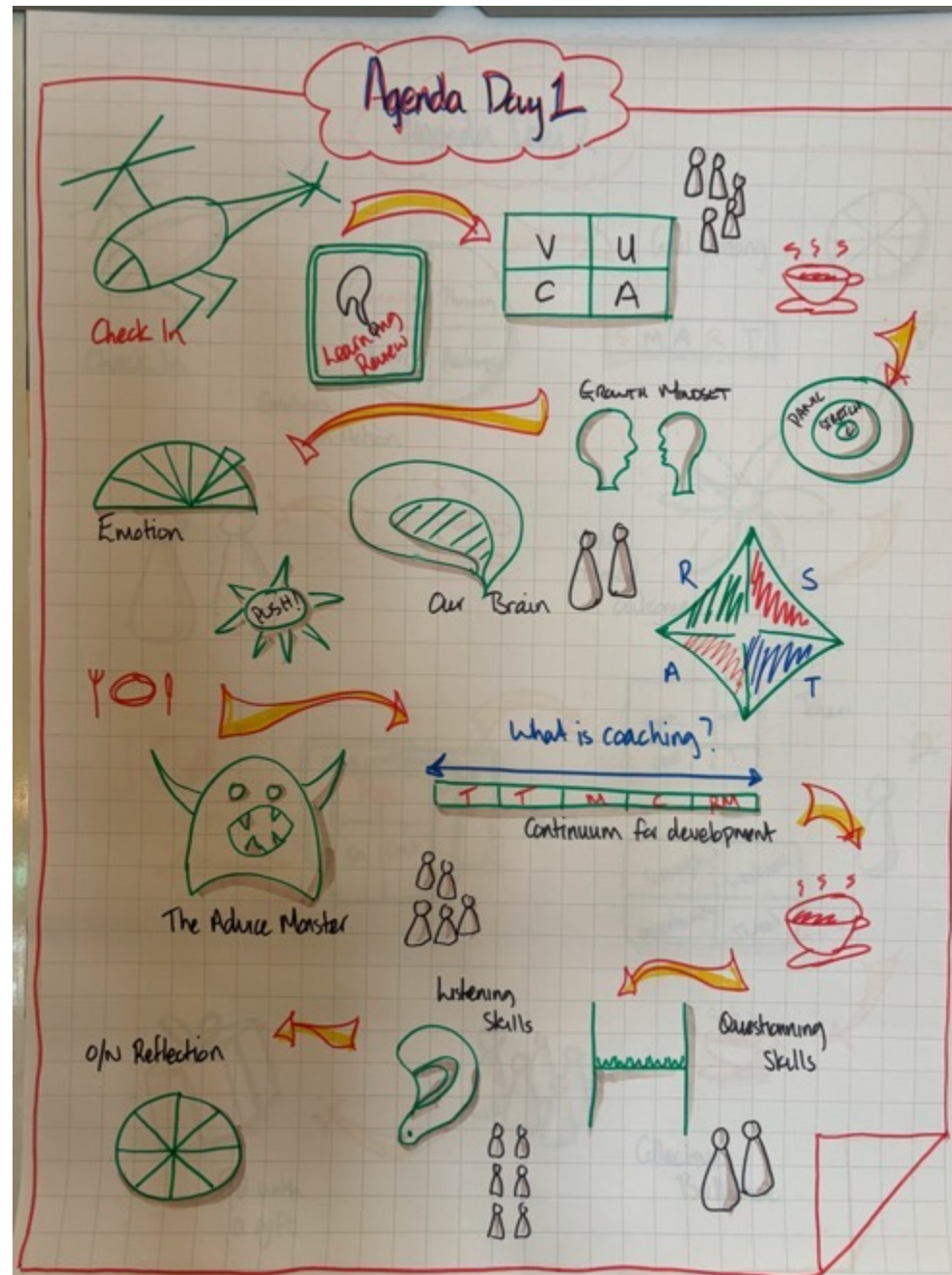
Day 1



Our Group Contract



Agenda



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

Communication — particularly about colours

Buddy meetings

Talking about their triggers etc.

More self awareness for individuals and recognising more about others — how they link.

Recognising our own actions and how they link back.

Better interpersonal relationships — enabling easier communications and working environment.

- People speaking more
- More chat with new people in work
- Talking about SDI, Blue, Red, green Pros/cons with each.
- More Self Reflection
- Tailored interactions Regarding SDI

TOO FOCUSED TO SEE

TOO SOON TO FEEL CHANGES

MORE OF AN OPEN MIND TO THIS ABOUT PEOPLE BEFORE PROGS

INCREASED MORE SELF AWARENESS FROM MANAGERS

People discussing each's Category + comparing

speaking w/ different people to usual

+ Considering different roles

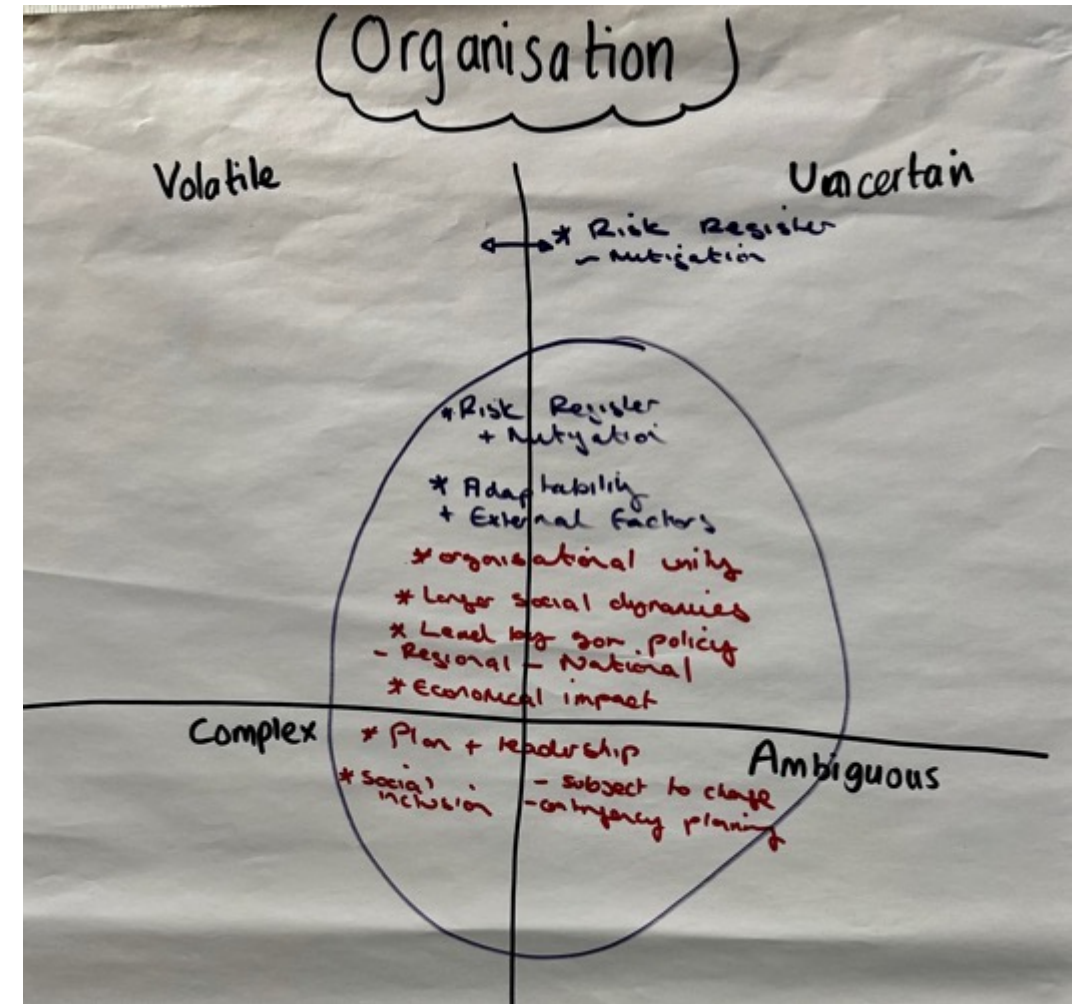
* Self-evaluation

* More conversations around dynamics — understanding each other.



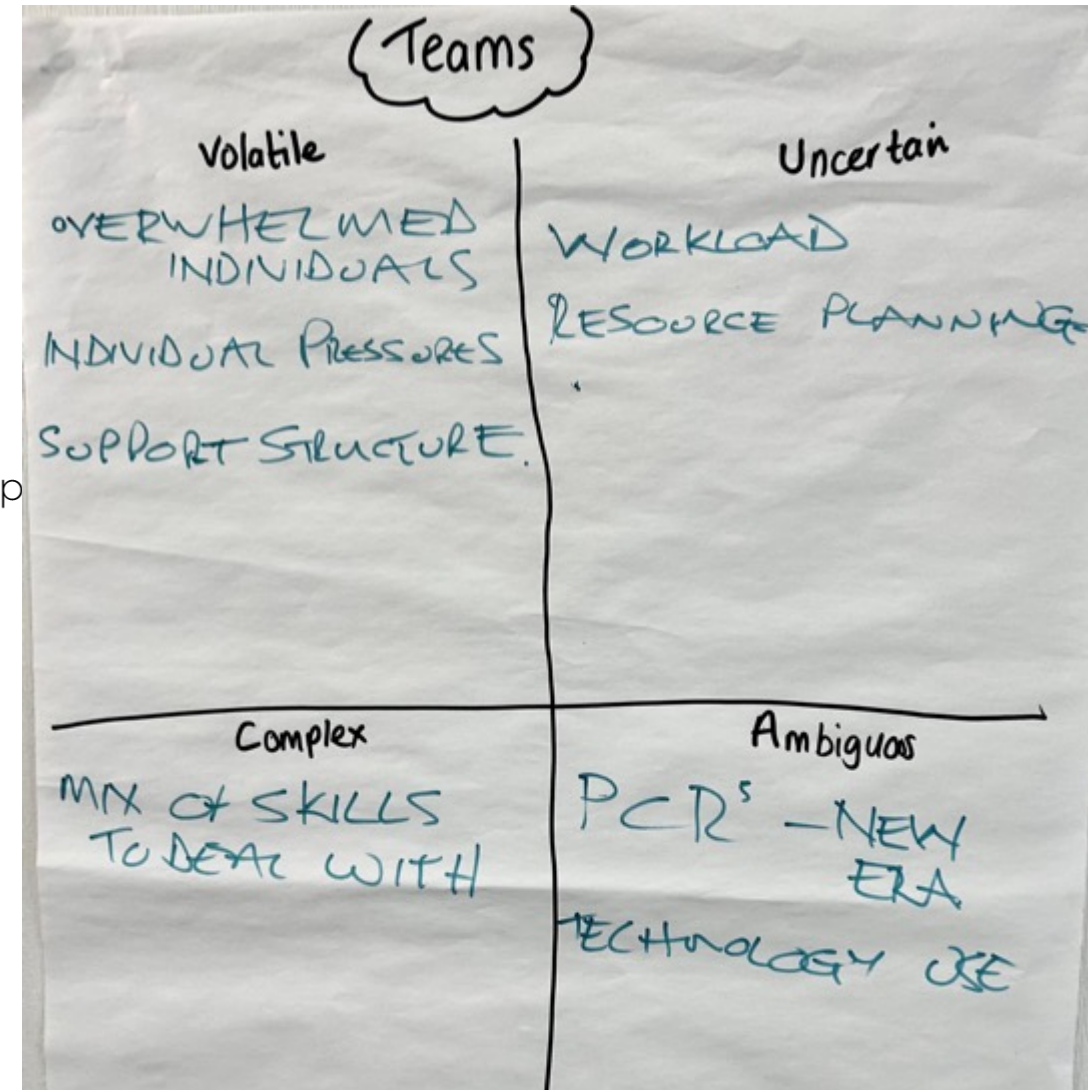
VUCA: Typical Organisational Impacts

Volatility	... more control, increase reserves, matrix structure, ability to flex
Uncertainty	... more (or less) risk taking, more detail, lack of investment
Complexity	... more data analysis, more experts, more collaboration
Ambiguity	... deeper analysis, more detailed instructions



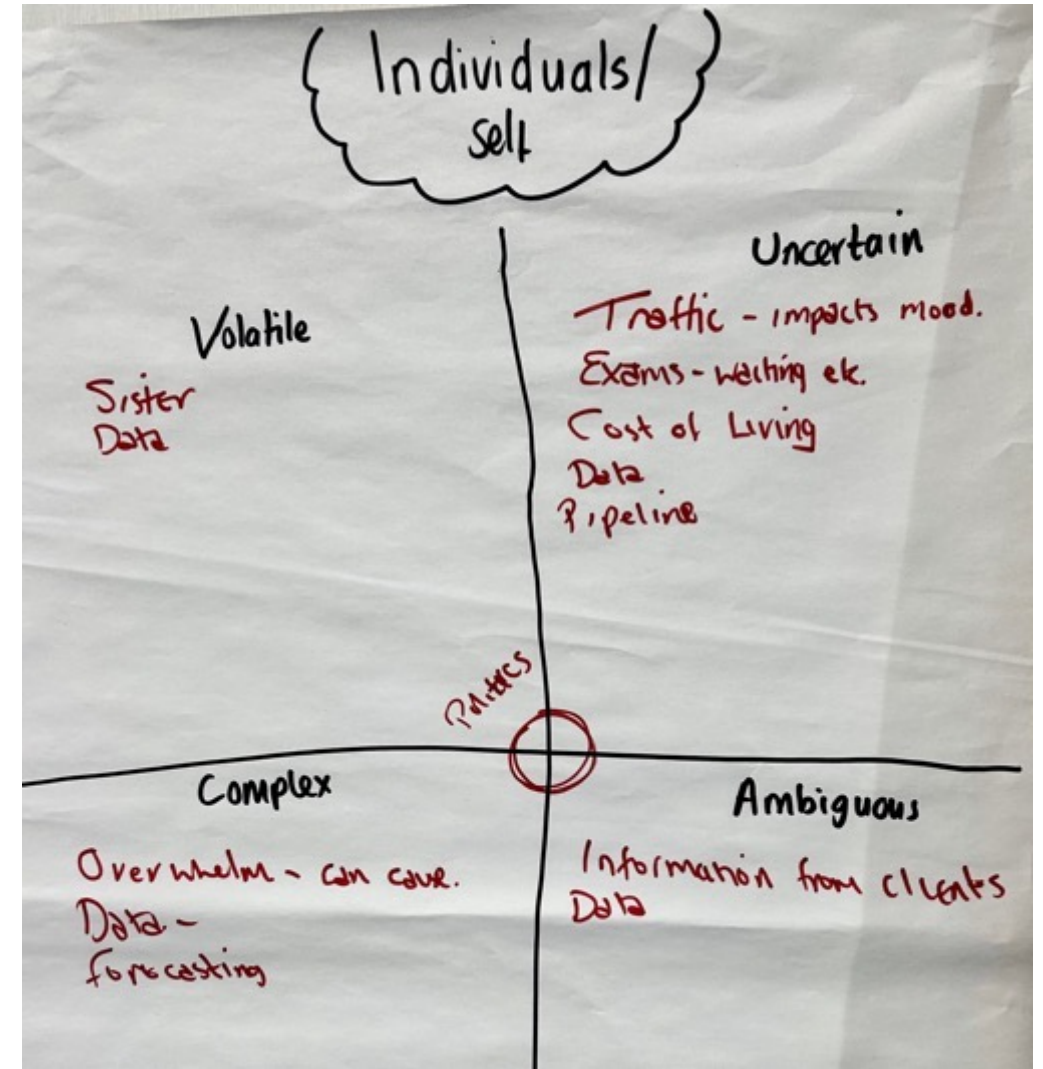
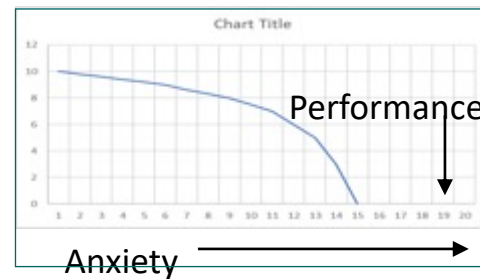
VUCA: Typical Team Impacts

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

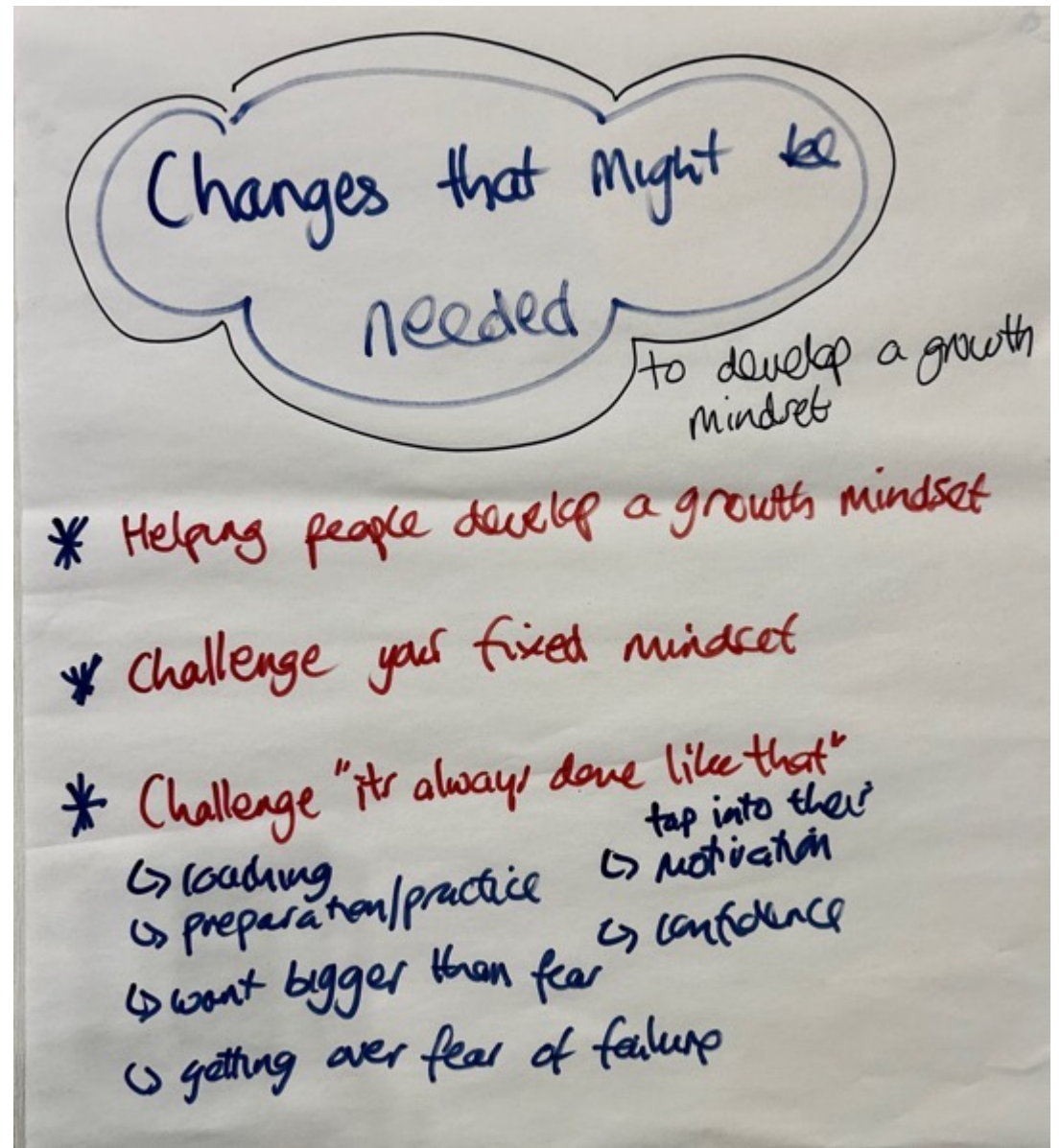


VUCA: Typical Individual Impacts

Volatility	... anger, frustration, rashness
Uncertainty	... wait and see, caution, indecision
Complexity	... inaction, wrong decisions, inaccuracy
Ambiguity	... misinterpretation, shock, duplicity



Growth mindset

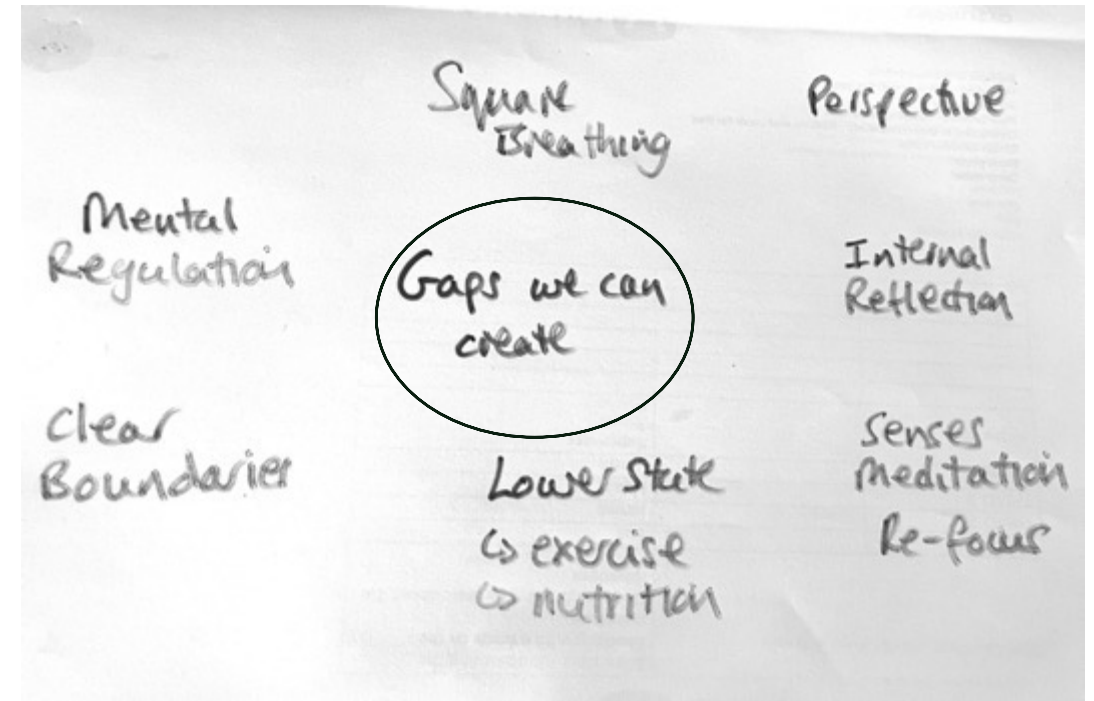
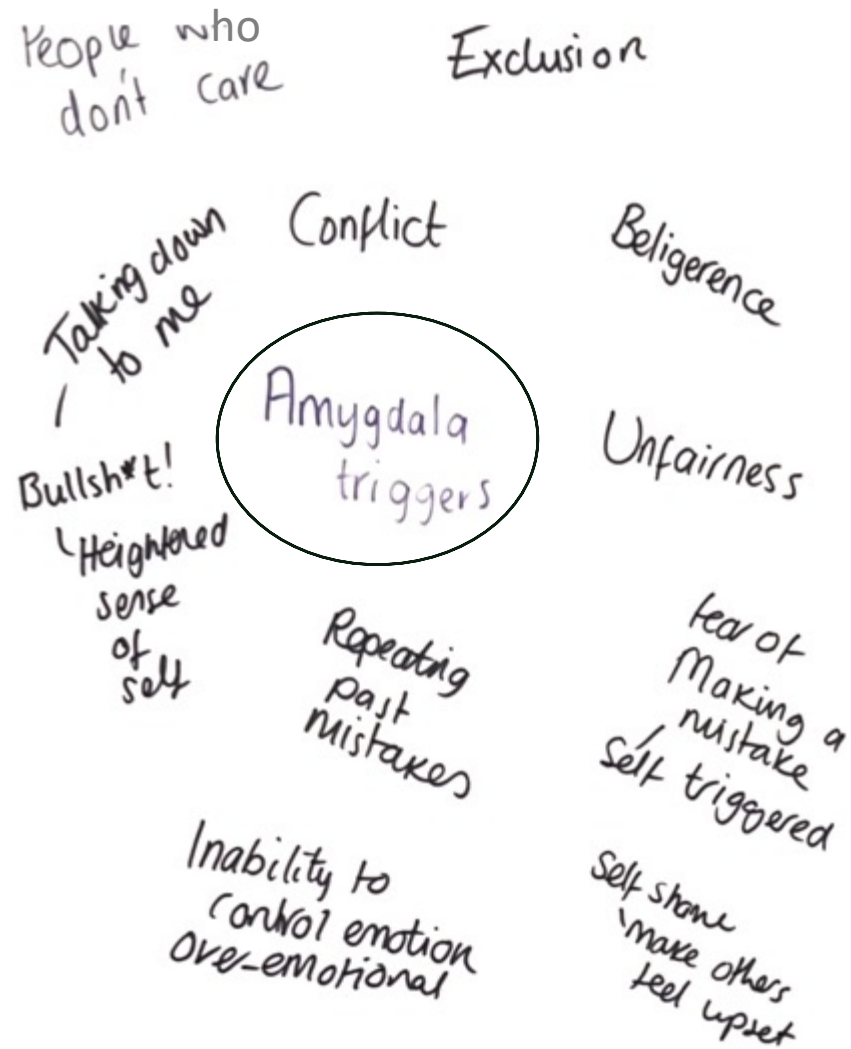


Brain facts

- * Developed over millions of years of evolution to keep you safe
- * Weighs 3lb 100 million, 10,000 connections - shaped from our life experience.
- * Born with 500 billion nerve cells - 80% pruned away to create networks of connection
- * It functions at almost entirely at an unconscious level
- * Uses 20% body's OXYGEN + 15-25% of our total energy but only 5% of body weight
- * 1 cm³ as many connections as stars in the milky way.
Flattened out size of tennis court.



Amygdala Hijacks and Gaps we can create



Leadership Continuum



All



Mangers



Spoken down to
condescending

disrespectful
inconsiderate

TRIGGERS

! *ungrateful*

laziness / 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 manner

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

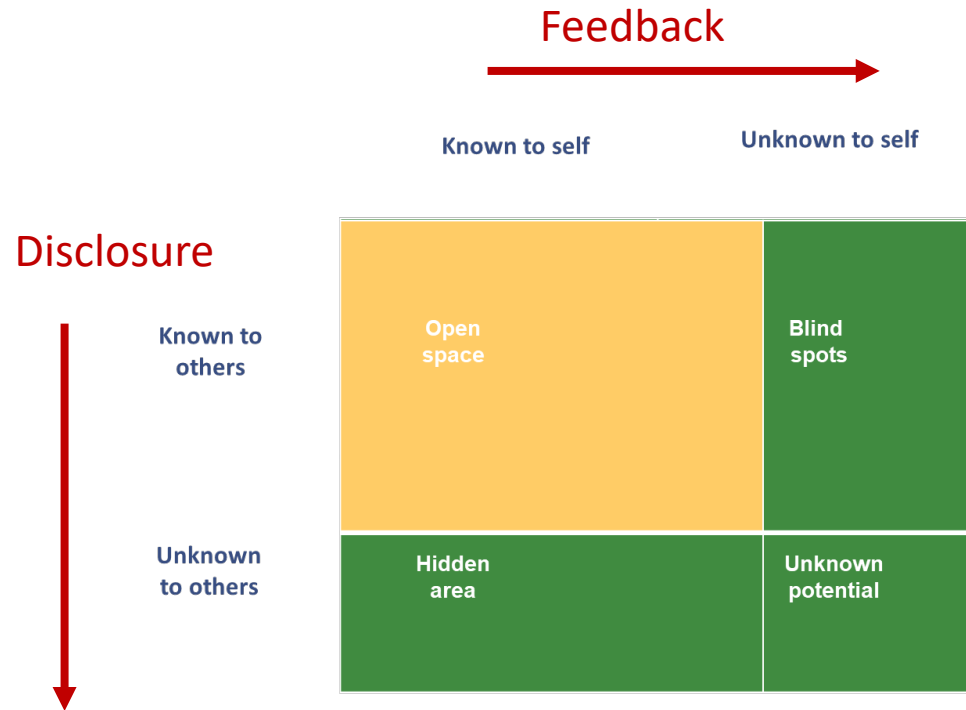


My New Habit Is:

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



Tell it monster

Tell it monster

+ve	-ve
<ul style="list-style-type: none"> Fills knowledge gap but not learning Delivers an outcome quickly No debate Not a coaching style Use in emergencies! Feel good factor, I have really helped! 	<ul style="list-style-type: none"> Don't learn from what was done wrong. Squashes recipient opinion or view No debate Not a coaching style No account of feelings No ask for help, become inward

Stickers: Alex, Joe, Anna, Nick, Helen, Cameron

Save it monster

Save it monster

+ve	-ve
<ul style="list-style-type: none"> Being helpful Accomplished Comforting empowered to be self sufficient inclusive Teamplayer Open minded Putting others first 	<ul style="list-style-type: none"> Being too helpful that it becomes overbearing. Condescending belittling less empowered oversteering Can't say no Putting others first

Stickers: Hannah, Alex, Curtis, Helen, Jonathan, Joe, Cameron, Nicky, Carl B, Lisa, Rich

Control it monster

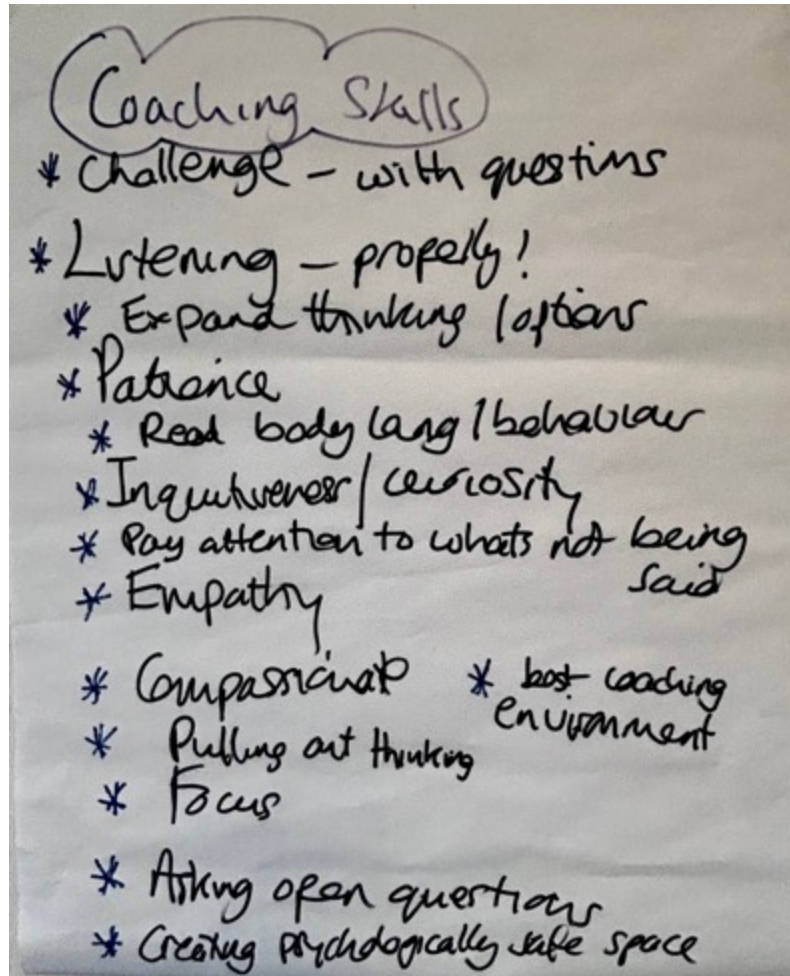
Control it monster

+ve	-ve
<ul style="list-style-type: none"> Gives direction + leadership manages expectations Good for ADVICE 	<ul style="list-style-type: none"> demoralising staff + demotivating trust issues of the Control it micro management lack of progression + development for staff

Stickers: Jonathan, Cameron



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

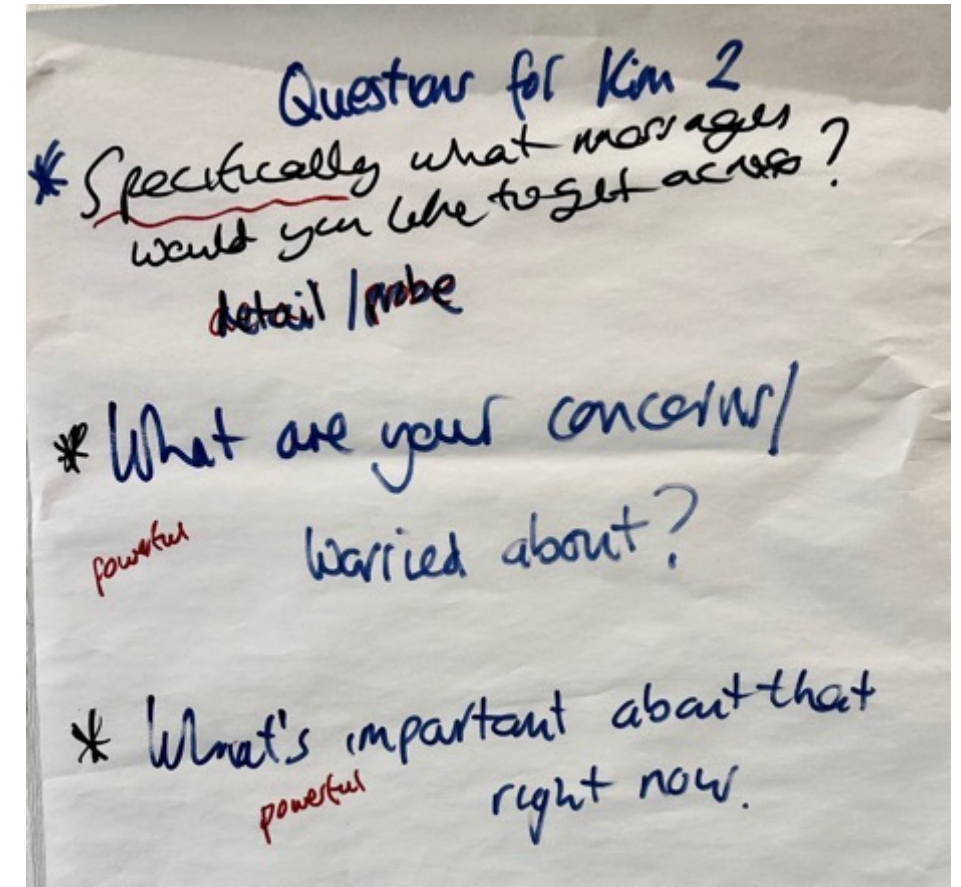
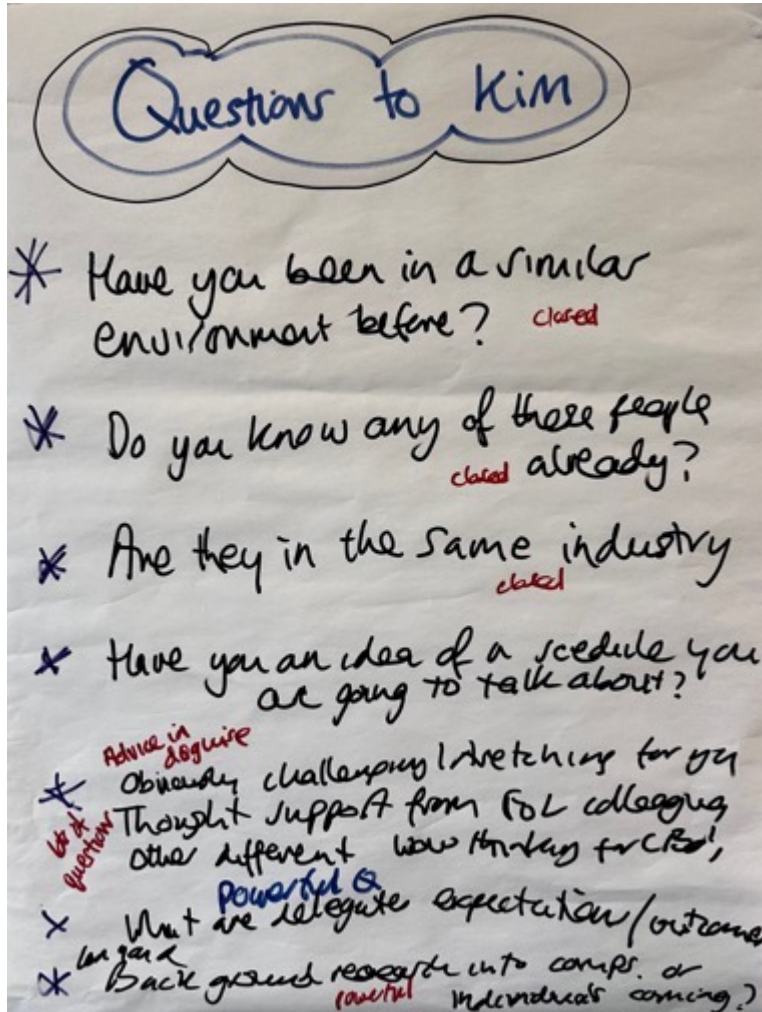


Group coaching technique

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)

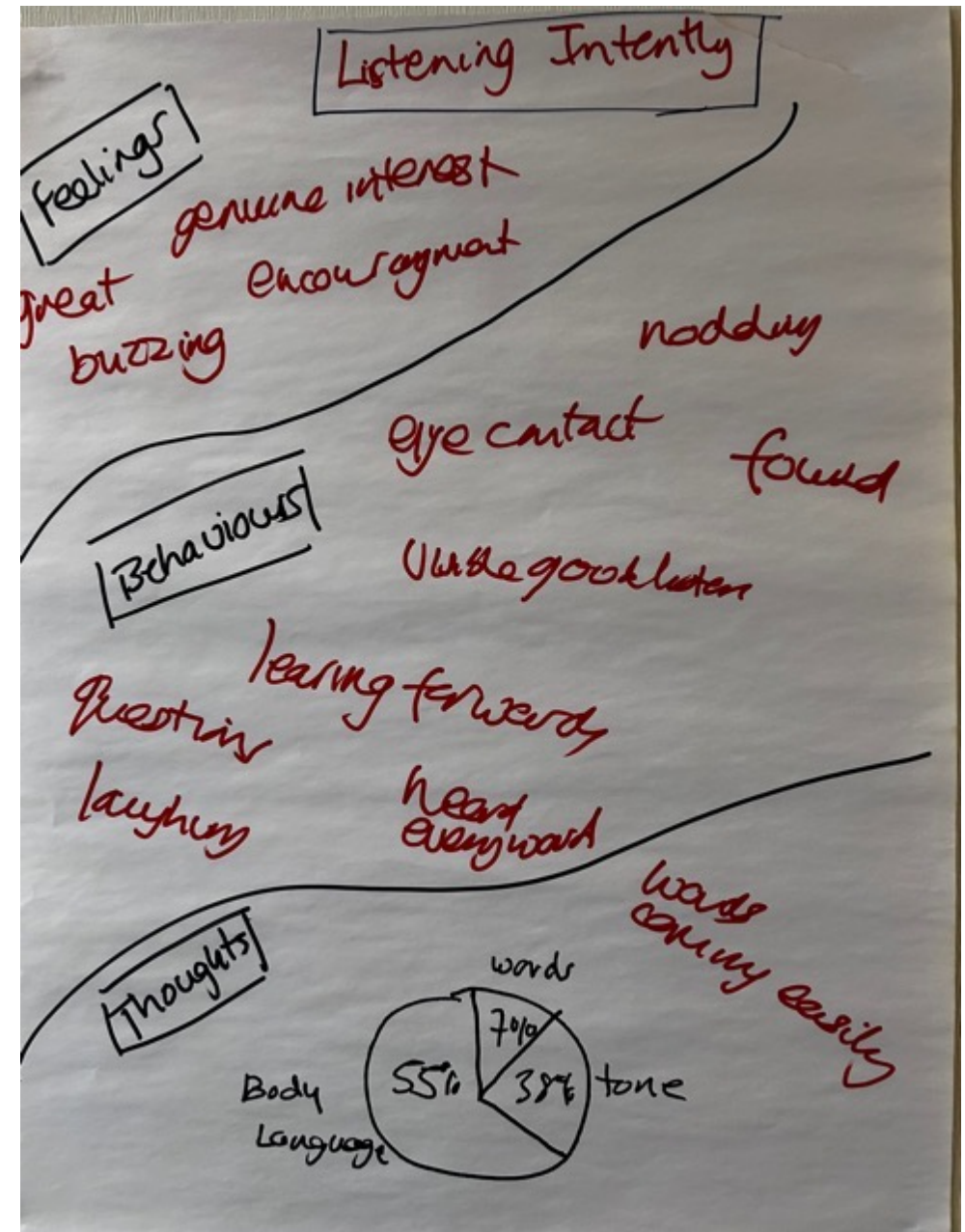
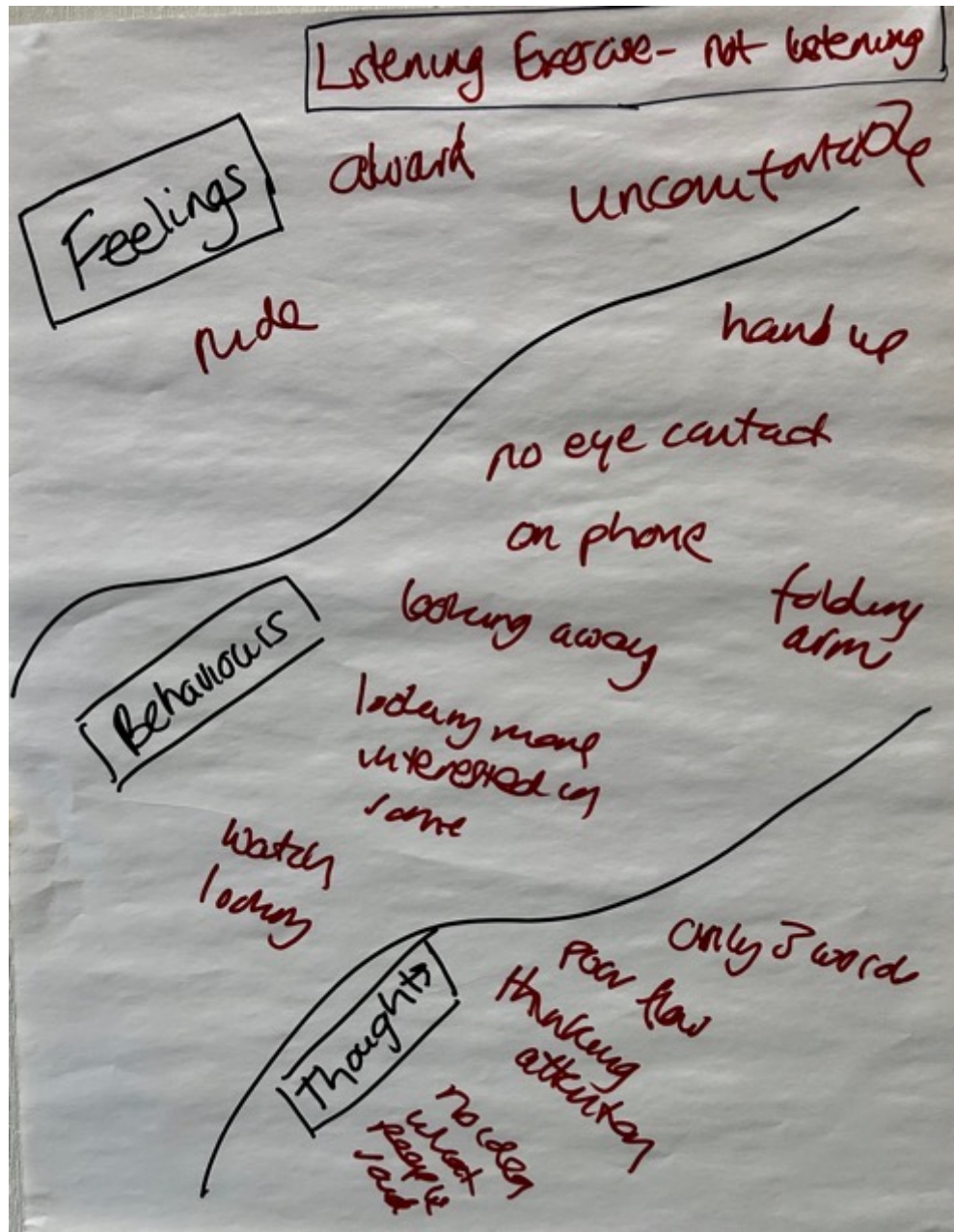
- What motivated you to...
- What motivated you to come here today?
- How might you handle that?
- How confident/comfortable are you feeling?
- What options would you consider?
- What are your concerns?





LISTEN





Practice your listening



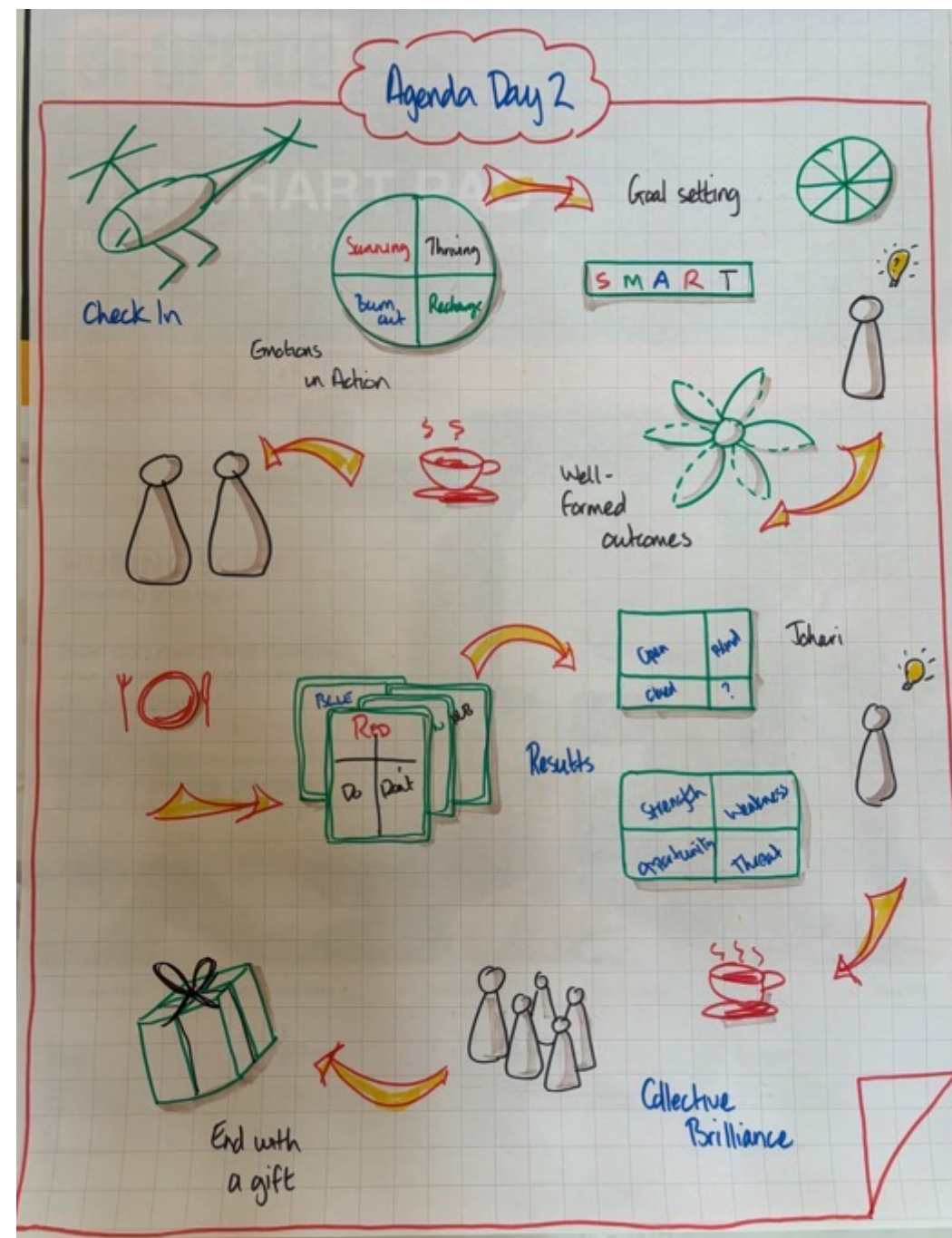
Day 2



Checking in



Review and Agenda

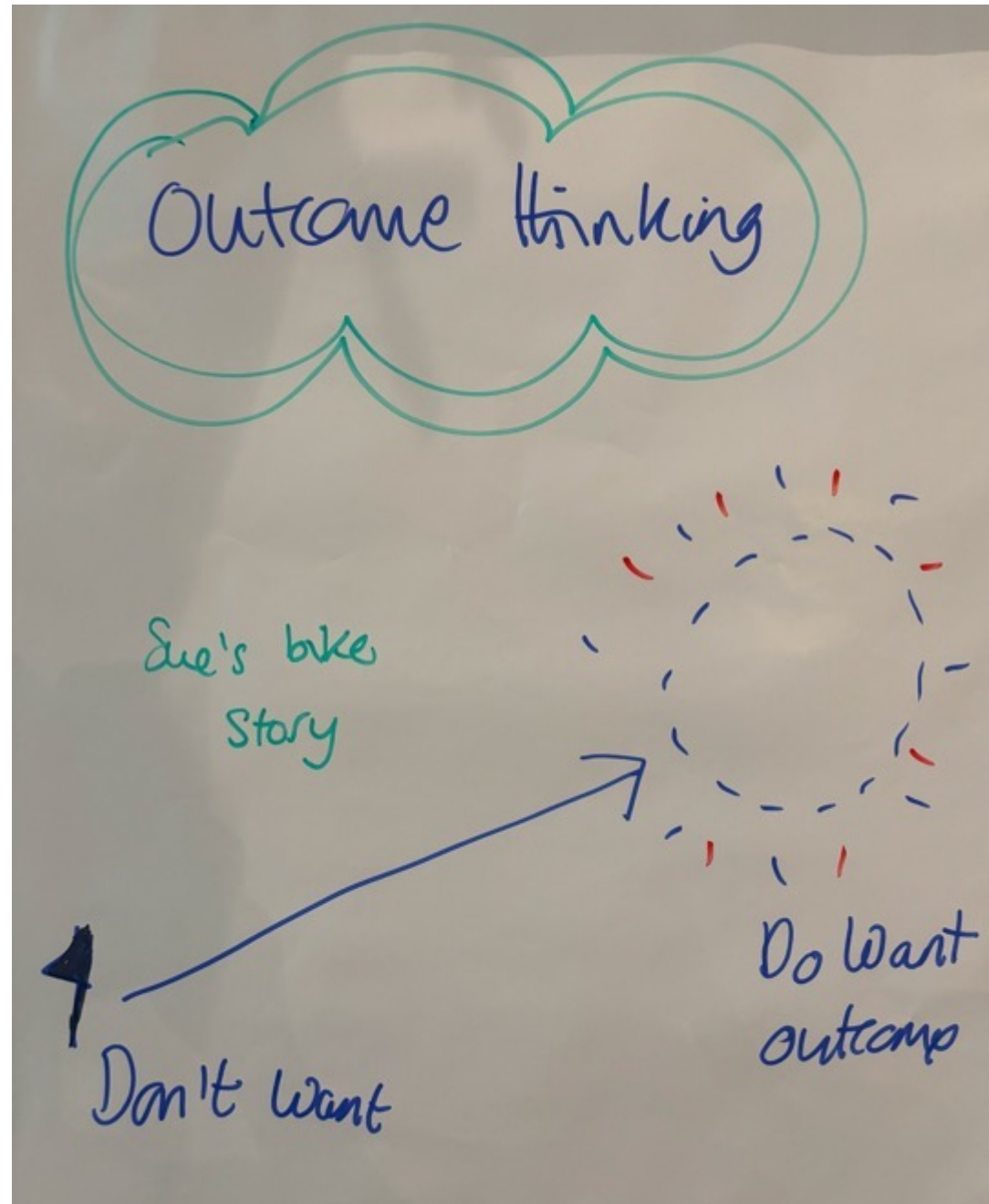


Emotions in Action



Setting Goals

Outcome Thinking



Developing Goals

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

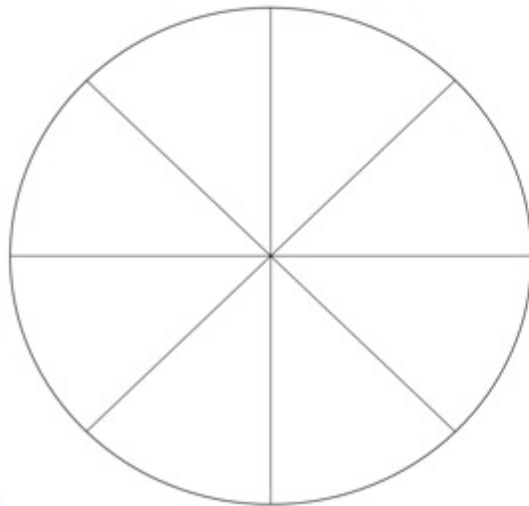
SMART Goals



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.

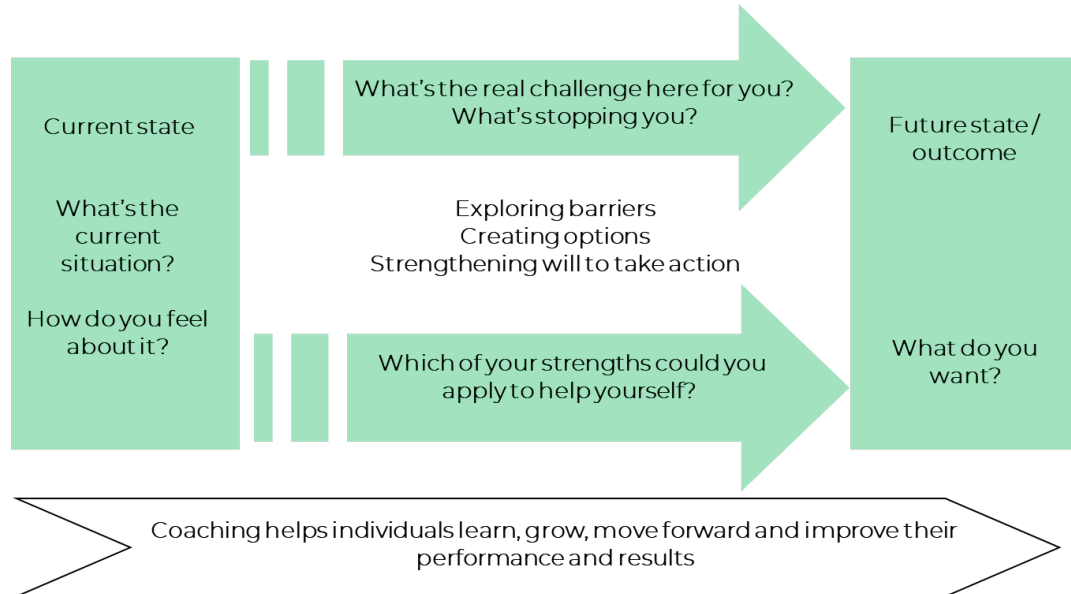
There can be any number of sections and any subject eg; work competencies, leadership skills, coaching competencies or life issues (eg health, family, environment etc)

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



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 coachee

- Safe space
- Felt really listened to
- Felt the coach was interested
- Helped me think on a deeper level
- Helped me think from different perspectives
- The coach held up a mirror

Reflections of Coaching

- As a coach

- Really difficult to hold back the advice monster
- Found it easy to listen but tiring - had to concentrate
- The question card was a bit distracting
- Good to have as a back up
- If in doubt start with a “what” question



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



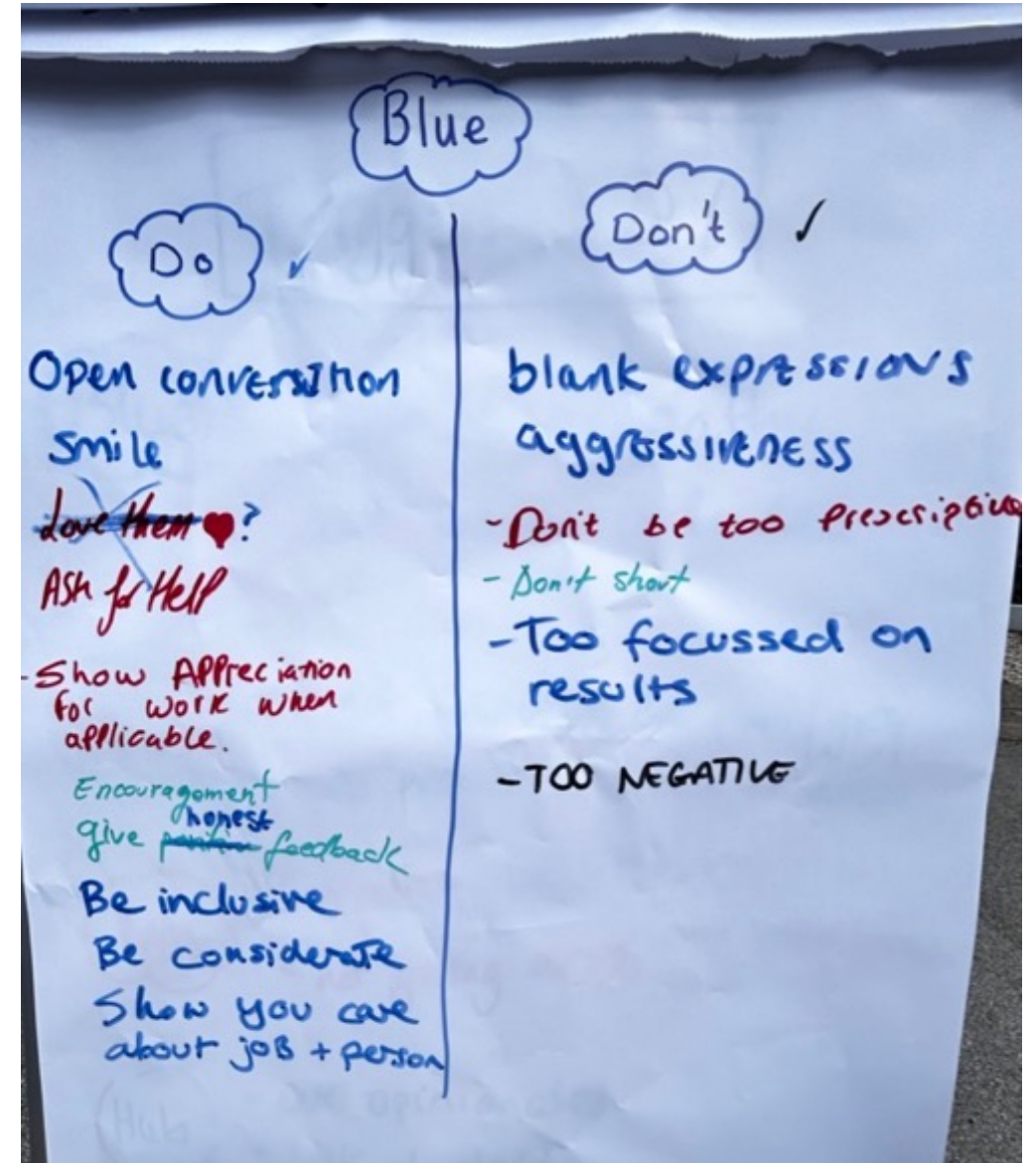
Calibrating our learning

Willingness to be coached / Confidence to coach



Effective Communication

Using the SDI to improve communication effectiveness at work





Handwritten notes on a piece of paper, organized into two columns under cloud-shaped headers.

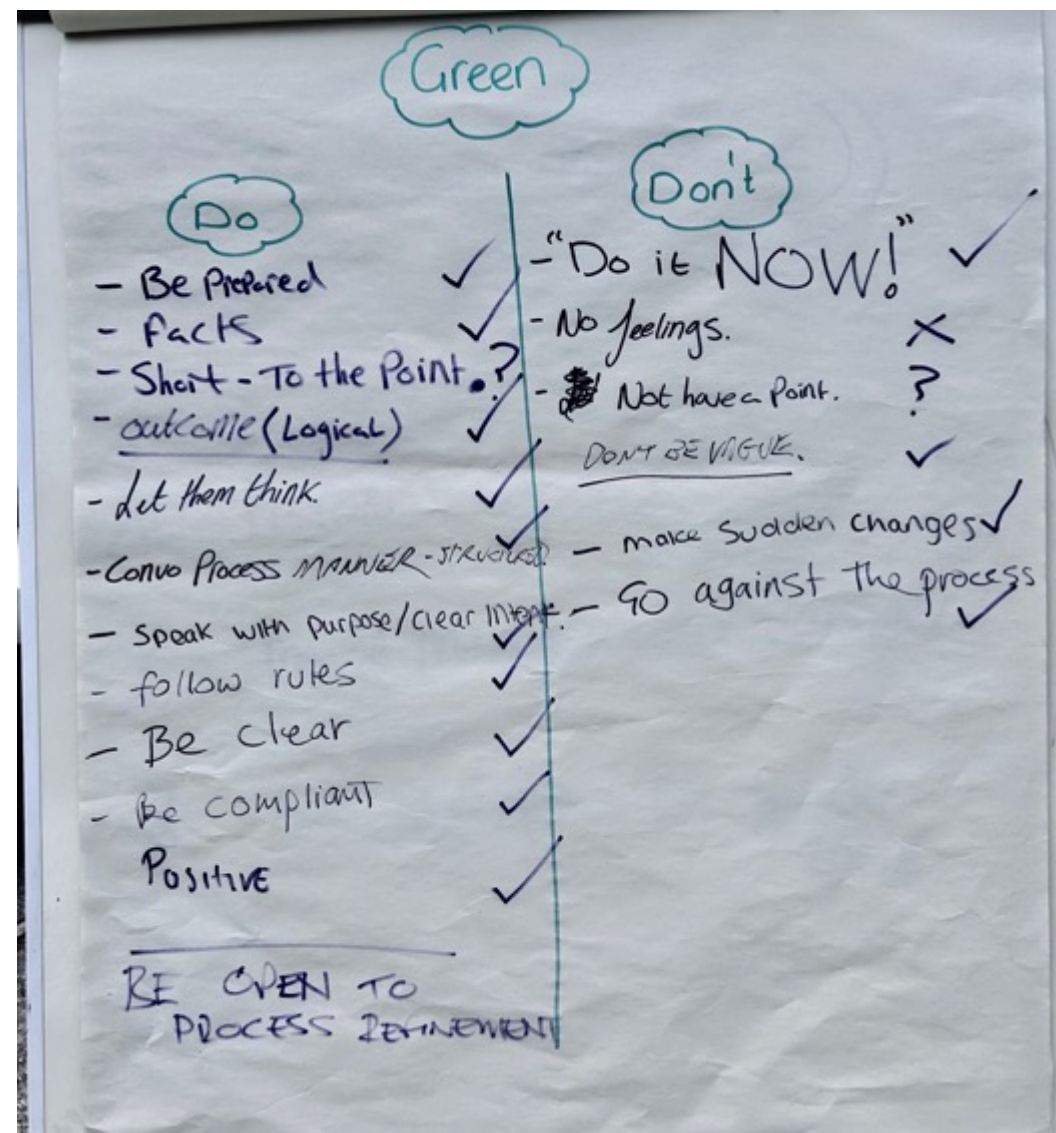
Do

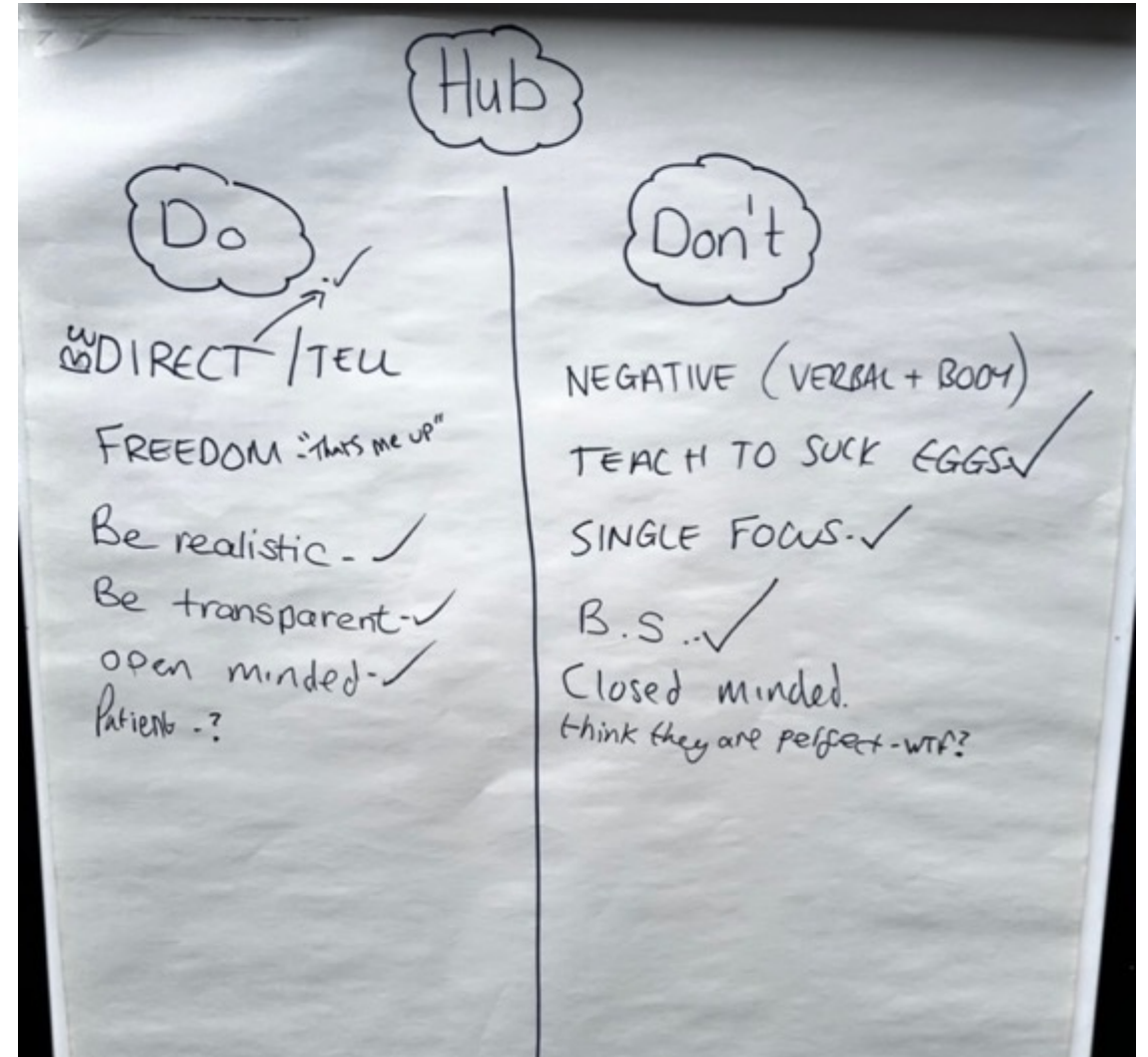
- * Be Direct ✓
- * Data, Facts. ✓
- STATE OBJECTIVE ✓
- CLEAR + CONCISE ✓
- LOOK FOR ^{STRATEGIC} IMPACT ✓
- Give detail ✓
- Follow-through. ✓

Red

Don't

- * Don't talk about Emotions.
- Waffle ✓
- DON'T KILL THE ^{IDEAS} ~~IDEAS~~ ✓
- Enable distrust ✓
- over promise, under deliver ✓







Triggers SD1

Blue's

- lack of empathy
- not being included

Greens

- not following the plan / grey area
- no process

Reds

- a pathy
- not giving 100% underperformance

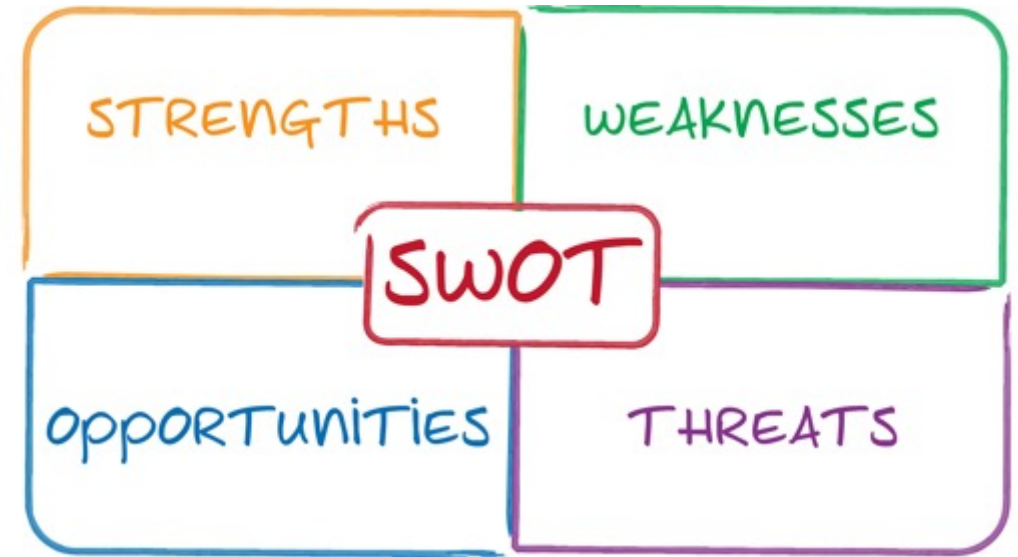
Hub

- over opinionated
- lack of clarity
- no consideration for the audience



Personal SWOT

Taking the CLE learning forward

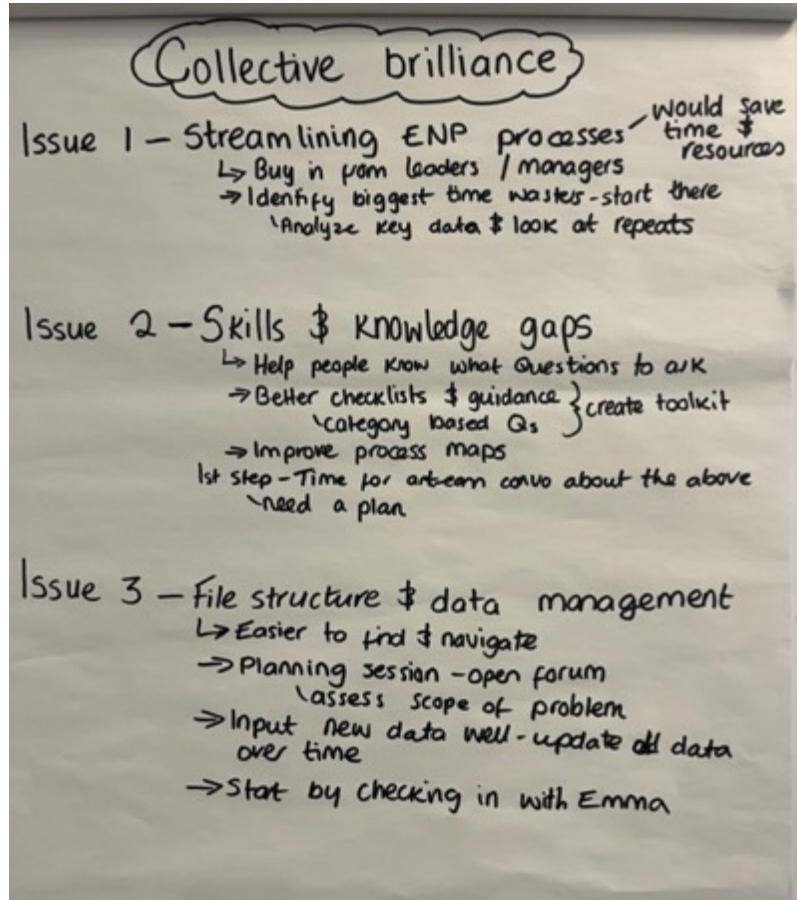


- Continue to develop your personal SWOT for your work / career development using the prompt questions as a guide (copies can be downloaded from the portal)
- Discuss this with your buddy – coach each other on it
- Arrange a time to have a follow up meeting with your line manager and discuss this in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



Team Issues

- ① ENF - Host commitment + expectation setting
- ② ENP - Processes need streamlining
- ③ - ENHL - many 'left field', unplanned issues
 - too many tasks vs time
 - more communication

6 Qs

- Processes

- 2 - taking too much time, energy + resources
- 3 - w/ improvements this will enable us to go from good - great.
- 4 - management understanding + input
- 5 - ingrained attitude - 'always done it that way'.
 - leadership
- 6 - first step
 - identify biggest time wasters
 - key data recorded analysis
 - is this useful?
 - does it repeat?



CRM - ~~FO~~

INVOICING - O

1. FILE STRUCTURE } - T
DATA MANAGEMENT }

INDIVIDUALS TO BE MORE OPEN-MINDED - O

2. - WASTE TIME SEARCHING
 - MISS POTENTIAL OPPORTUNITY/OUTCOME
 - WORKING OFF WRONG VERSION
 - GET IT RIGHT BEFORE CRM/INVOICING IMPACT
3. - MORE PRODUCTIVE
 - MORE ACCURATE
 - EASIER TO FIND
 - CONSISTENCY / CODING SYSTEM
4. - ENA TEAM
 - IT TEAM

5. (a) TOO BUSY
LACK OF ENGAGEMENT
VOLUME OF DATA FILES

(b) PLANNING SESSION -
ASSESS SIZE OF PROBLEM
ADD NEW DATA WITH NEW METHOD
CHECK-IN SESSIONS ON PROGRESS

6. DISCUSS WITH EMMA AND ASSESS
RESOURCE AVAILABLE



Problems

1. Shortage of Staff
2. Business Development
- * 3. Skills + Knowledge gaps *
across teams
- ↳ ~~Can~~ Achieving Consistency
5. Sufficient Growth Mindset?
6. Driving Process Efficiency

Skills / Knowledge Gaps

What is important right now!

- Getting quality / outcome right for customers / reputation
- Impacts on team / individual confidence, productivity / happiness / morale
- Creating a bottle neck
- Not efficient
- Constraining growth / capability

4. What difference will it make?

- Better quality outcome
- Good reputation / maintained
- Happier staff / higher morale
- More capacity
- Quicker to Act
- Less stress for everyone
- More confident / better job satisfaction

> Achieving GREATNESS

- ~~Knowing~~ right questions to ask / think about
- Checklists to use based on category
- Process Maps → Gen 4 esp.

4. Who needs to be involved

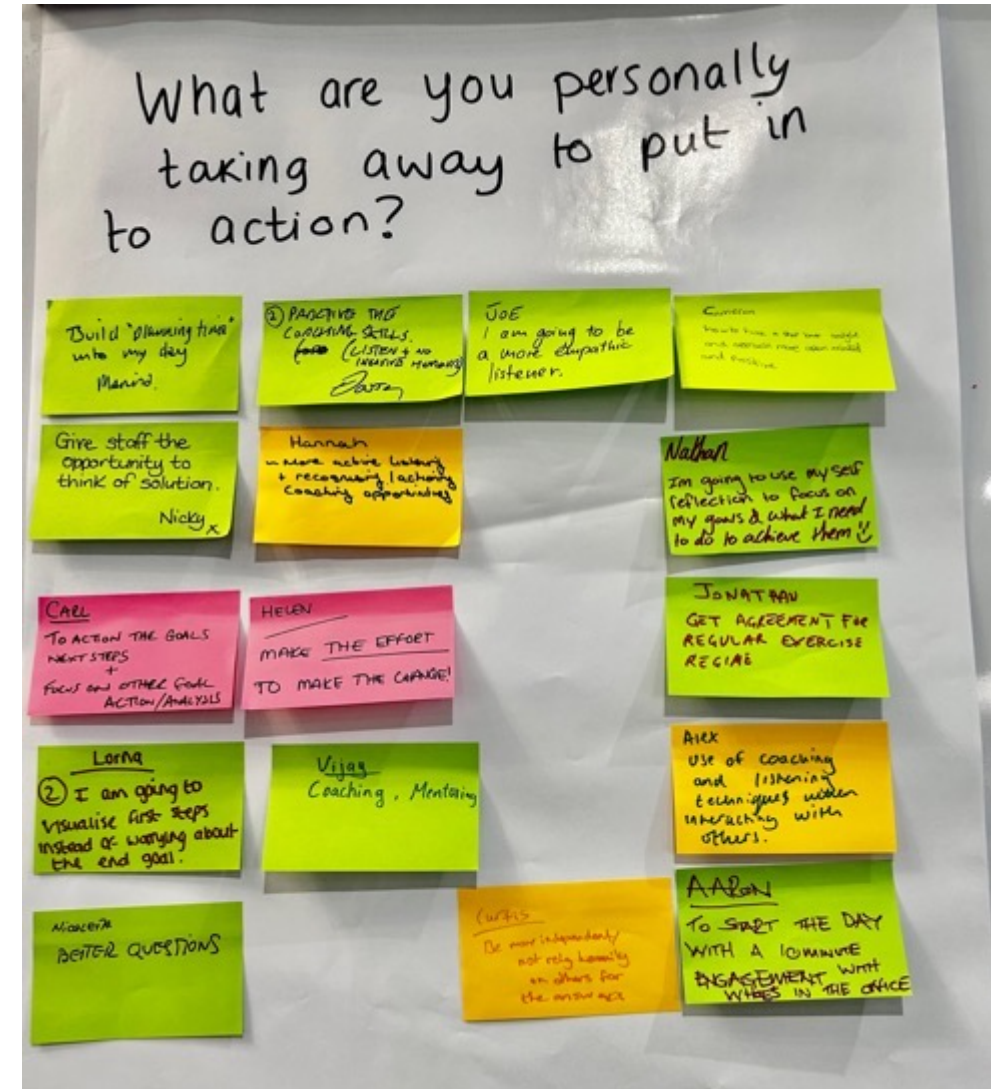
- Everyone in relevant teams

5. What might get in way?

- Time
- Capacity
- Structural ability
- Bottlenecks
- Customer Expectations
- Commercial pressures



Check out: 3 post-its: Learning & Commitments



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

