

Efficiency North – EN:Lighten Programme

Coaching Led Environment: Part 1

Mon 20th May 24



Check In: Select a card that you are attracted to that says something about how you feel as you arrive today

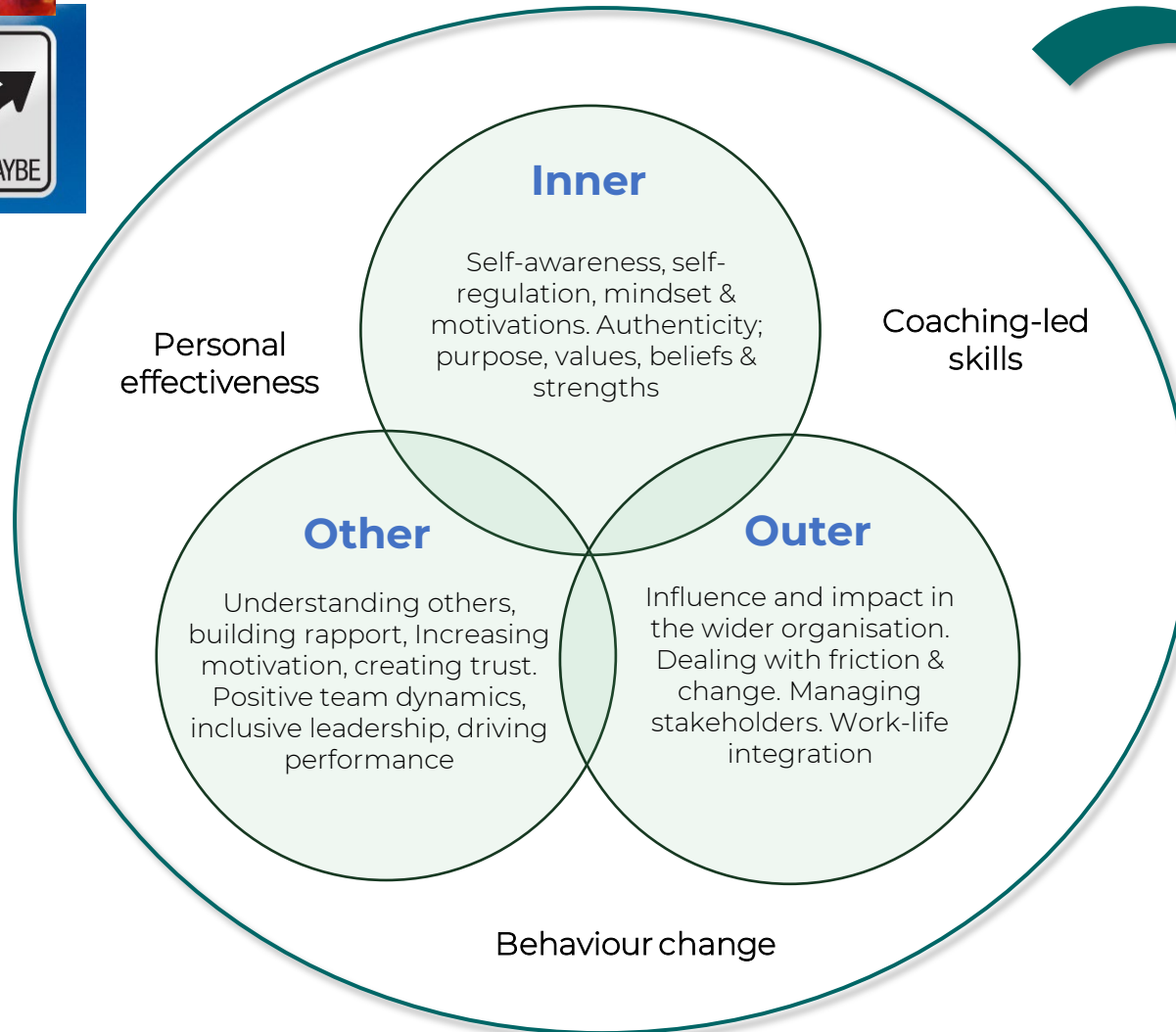




A reminder of why we're here



Our coaching-led programme ethos

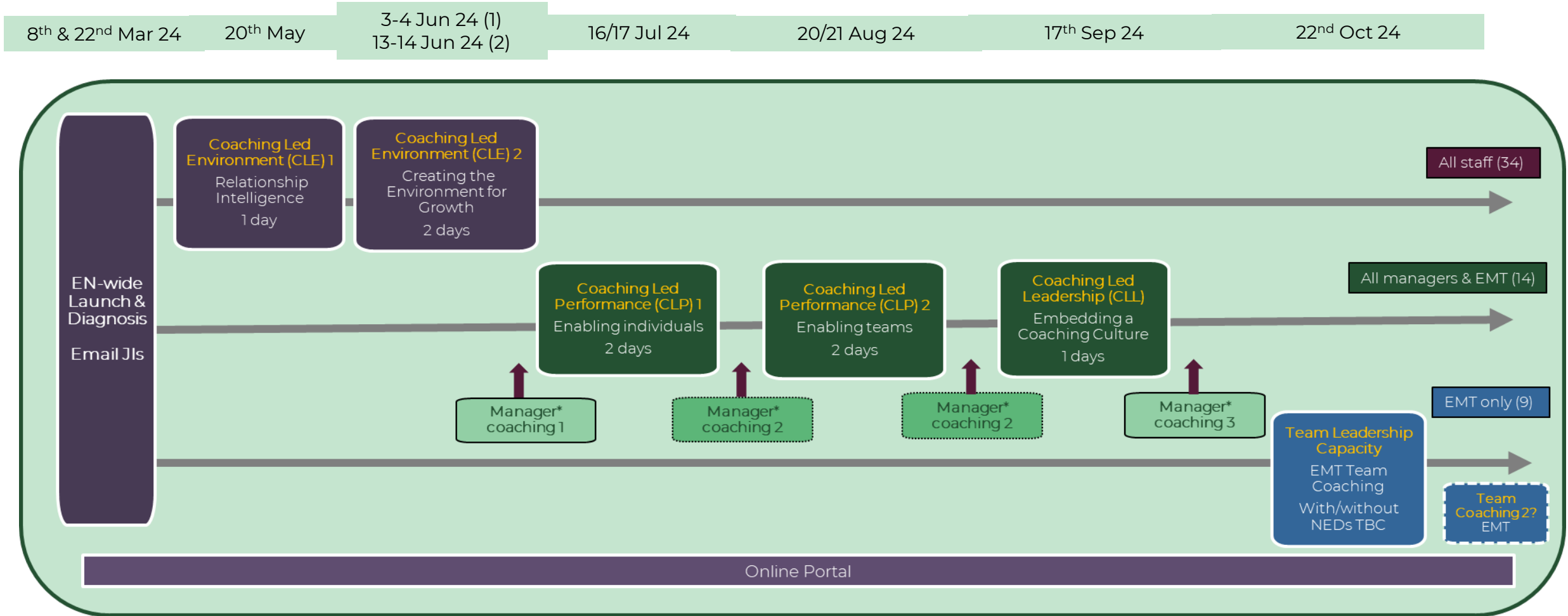


Creating a learning & performance culture

An empowered, engaged, aligned and committed organisation where staff feel psychologically safe, take initiative, are ready to stretch themselves and are motivated about the value they contribute to the performance, direction and growth of EN.



En:Lighten Programme 2024 – Overall Structure



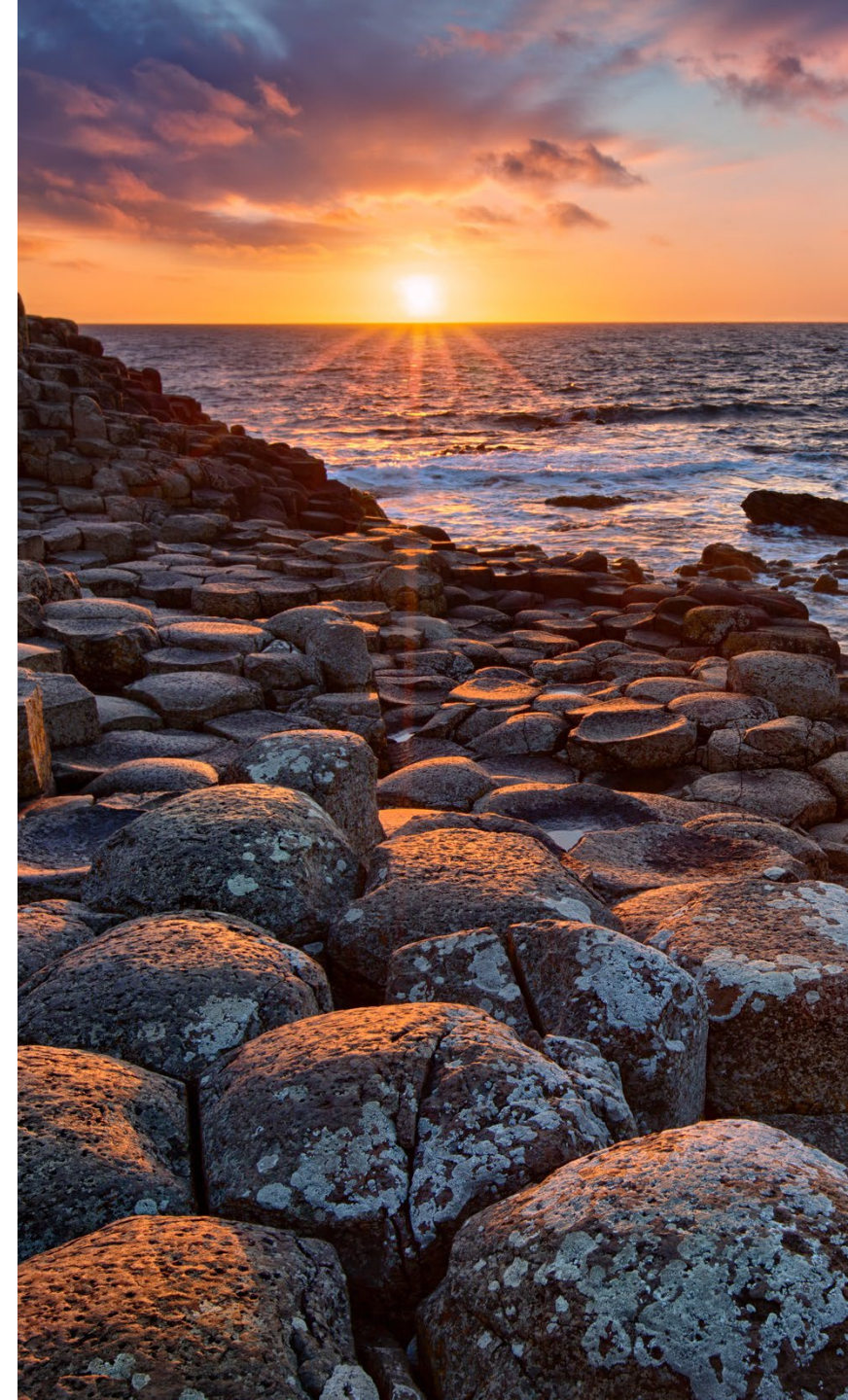
Additional Masterclasses:

- Effective work skills
- Impactful Presentations
- Resilience Management



CLE 1 Relationship Intelligence: Today's outcomes

- Gain clarity on the En:lighten programme 'journey' and expectations for you
- **Improved self awareness:** Understand own motivations, strengths and conflict triggers.
- **Understand difference in people better:** Understand others' perspectives and behavioural patterns, knowing how to approach colleagues when working together – even in conflict.
- Form **wider connections** across EN.



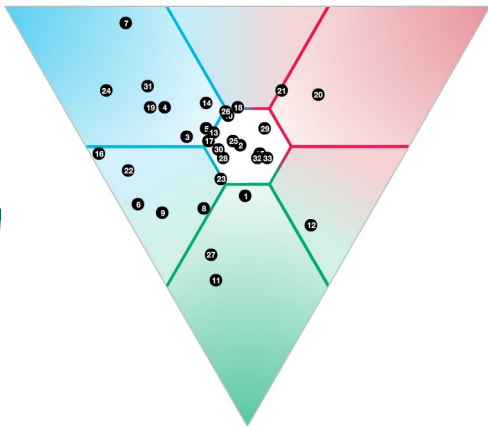
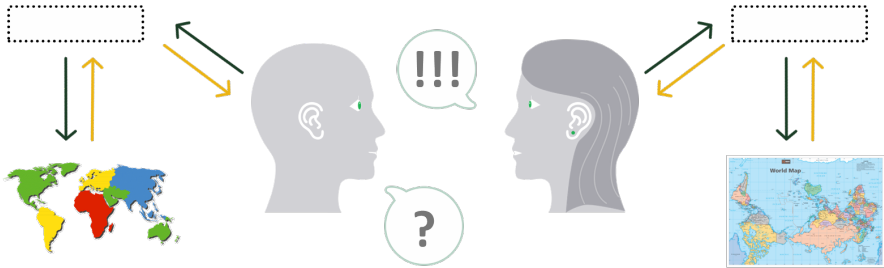
Coaching-Led Environment 1 – Relationship Intelligence



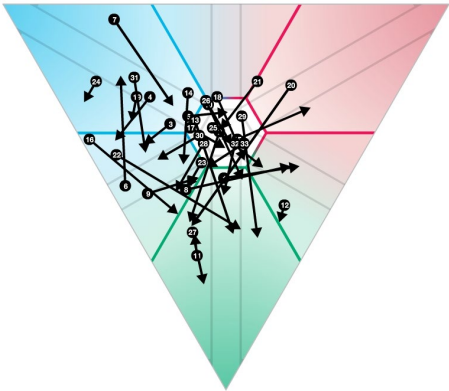
Check In
& Contracting



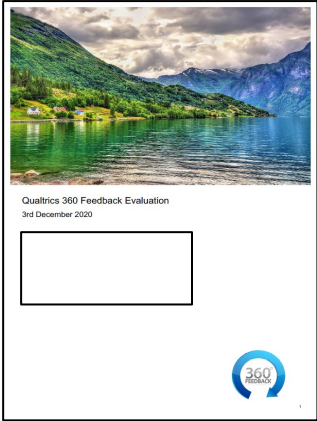
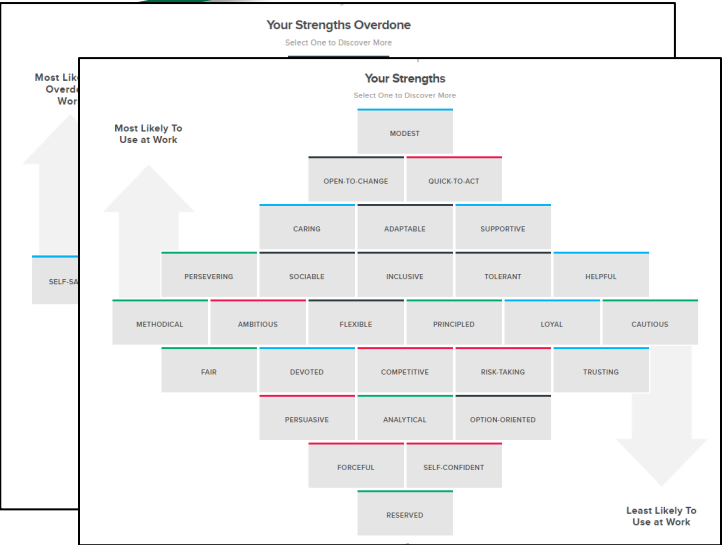
Our Maps of
the World



Conflict Sequence



Strengths & Overdone
Strengths



360 preparations for
raters and managers





Check In



Feel?



Distraction?

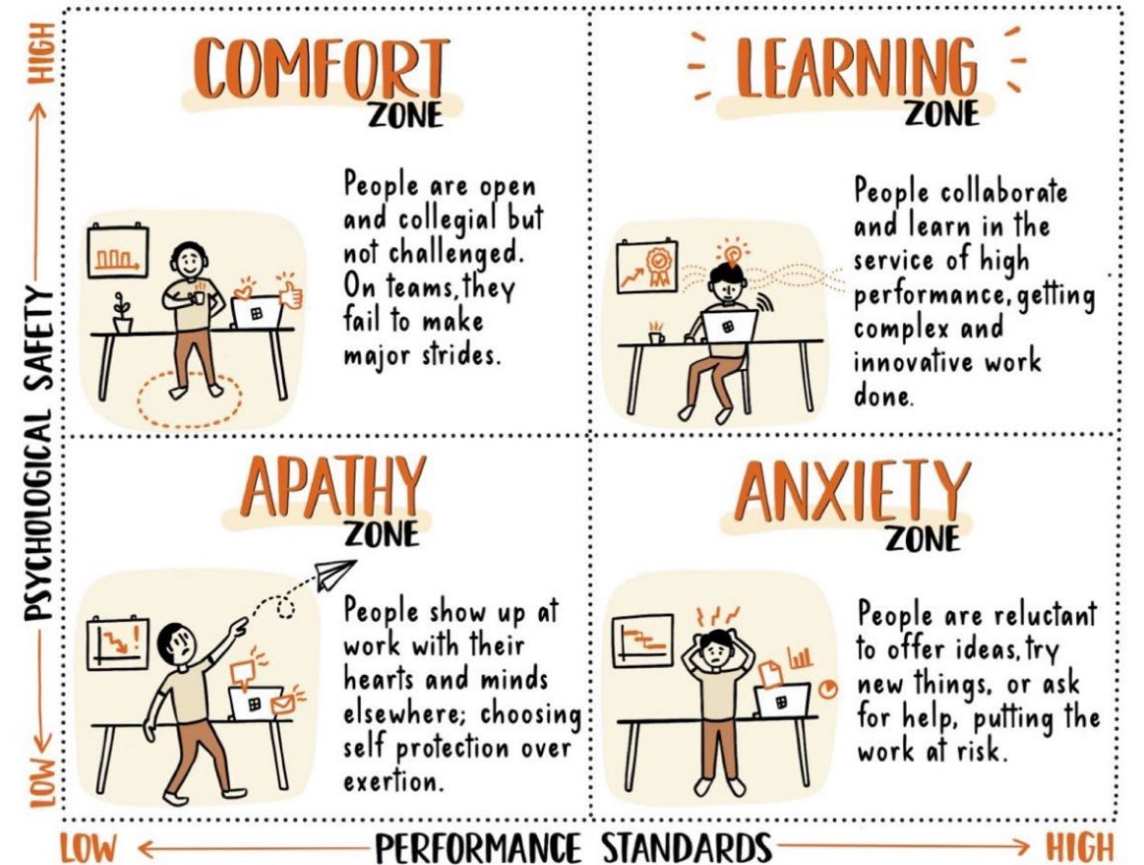


Psychological Safety & Performance



HOW
psychological safety
RELATES TO PERFORMANCE STANDARDS

AMY EDMONDSON



Sketchnote: Tanmay Vora, QAspire.com

www.amycedmondson.com





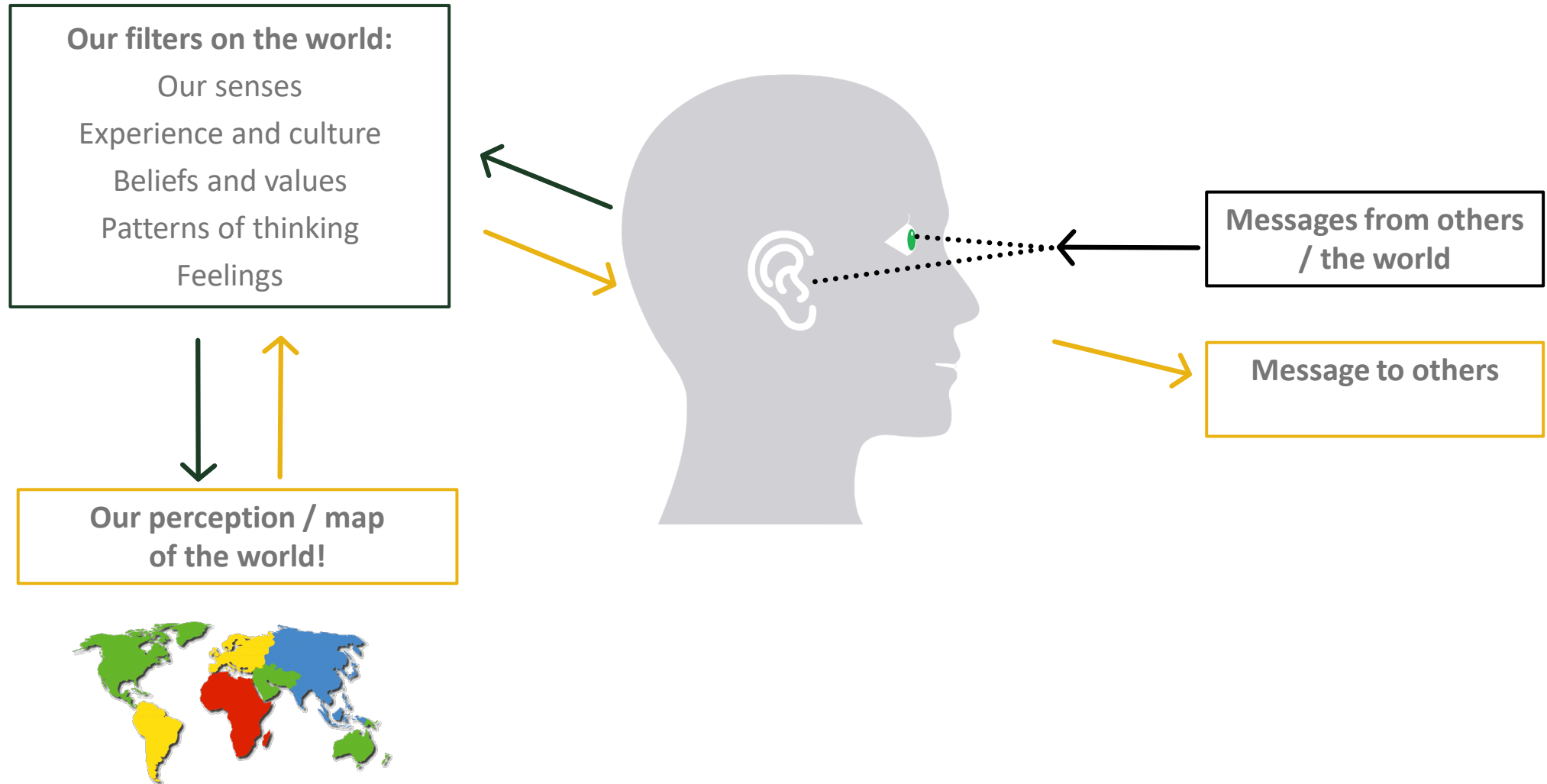
Getting the best from each other today

Our predictors of success for groups & teams

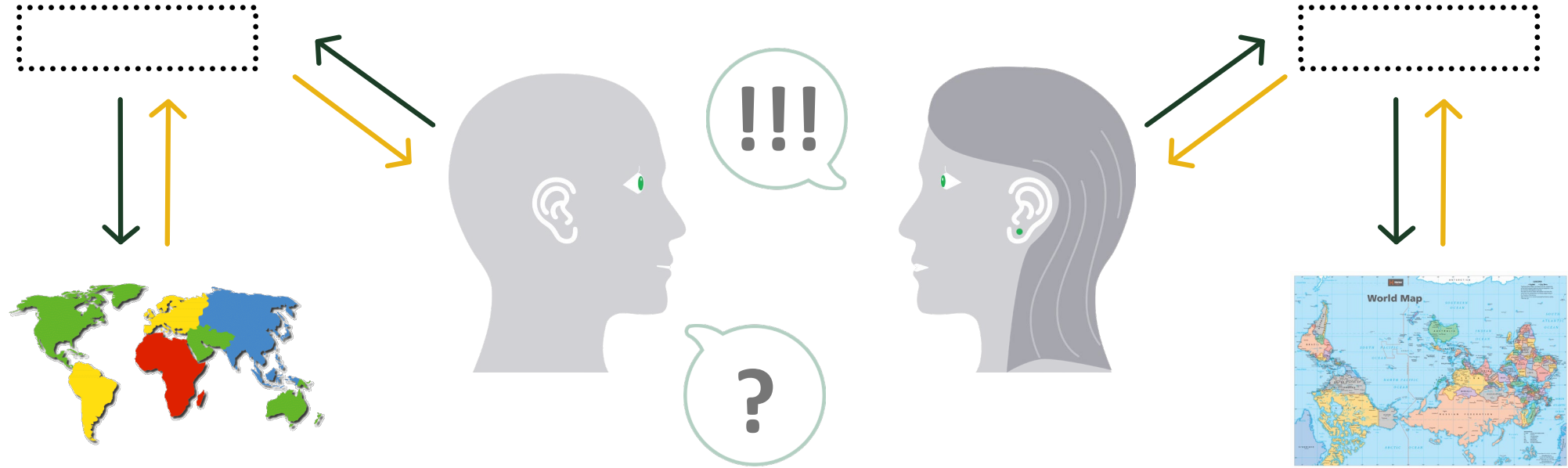
- Give **respect** by being totally **present**
- Everyone's voice is valid and **equal**
- Be **curious**
- **Challenge** with positive intent and **encourage** each other
- **Confidentiality** in the room and only share what you feel comfortable to share



How we perceive the world



Our different filters give us different maps



Have conversations about your different 'maps':

How do you like to work?

What triggers you or causes you stress at work?

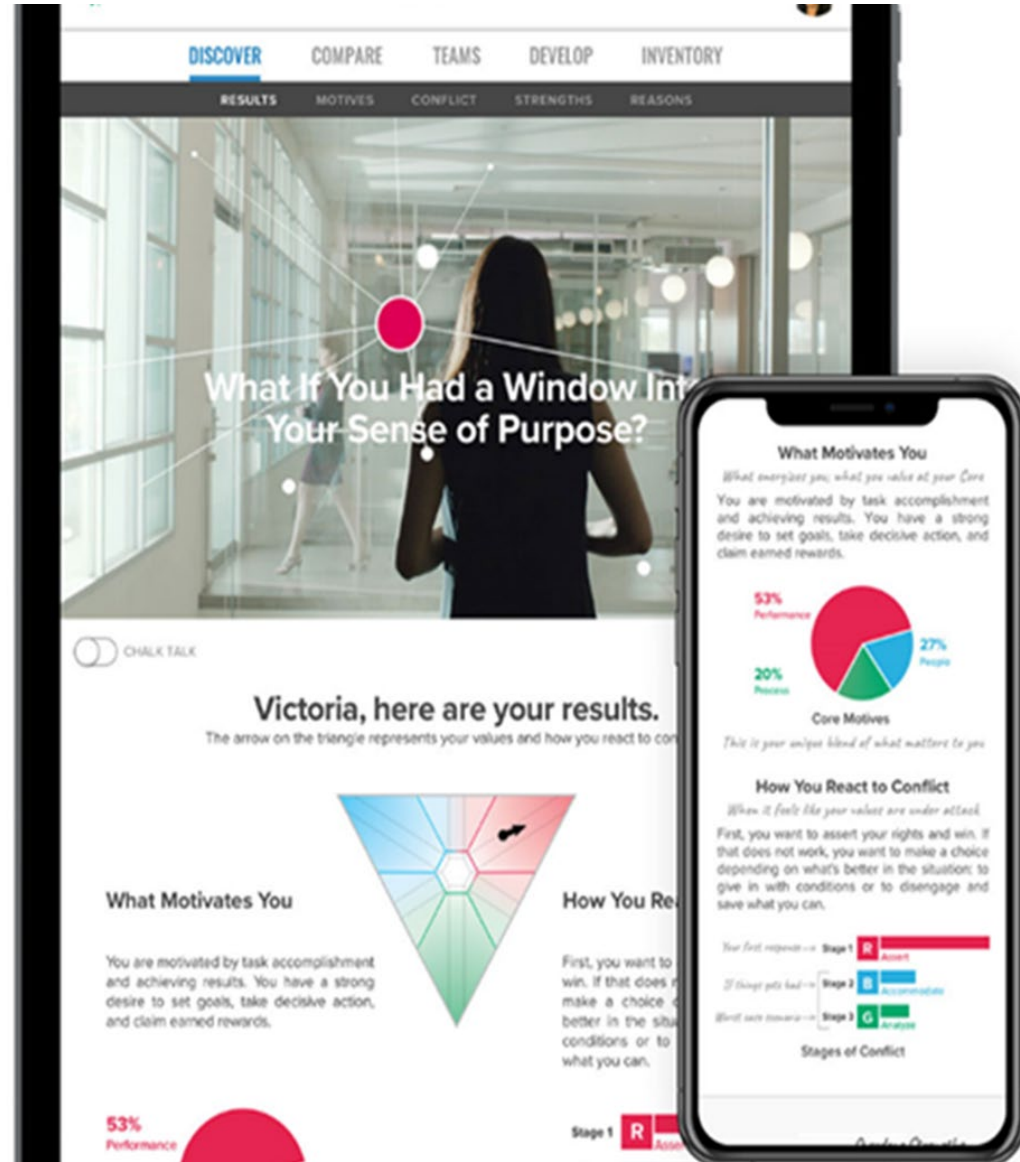
What assumptions have we made about each other in the past?

Your Strengths Deployment Inventory (SDI)

www.app.corestrengths.com

Personal debrief

Download the Core Strengths App
on the App Store



Results through Relationships

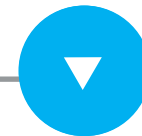
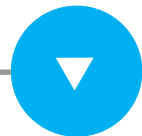
Relationships

A connection between people built on a foundation of shared experiences, interactions, and expectations

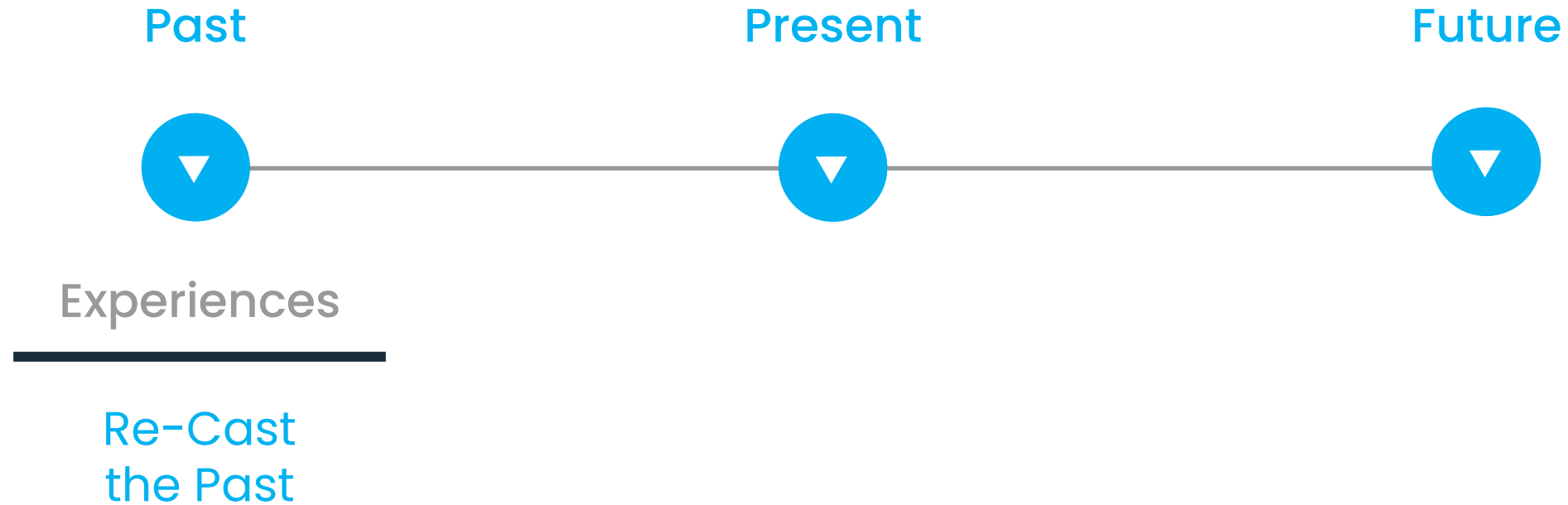
Past

Present

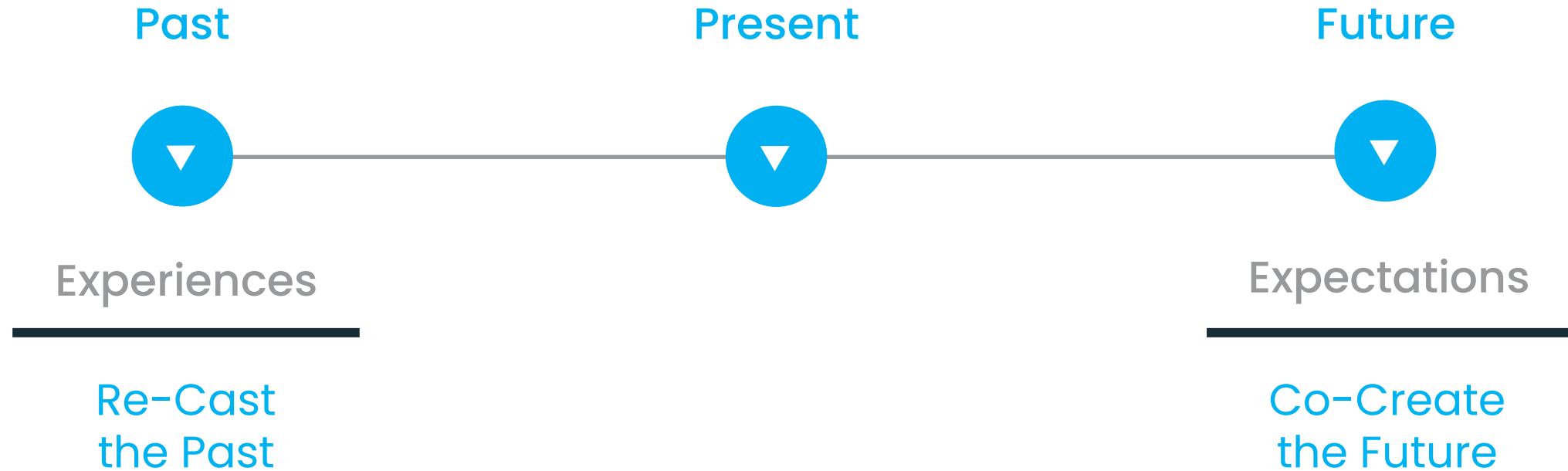
Future



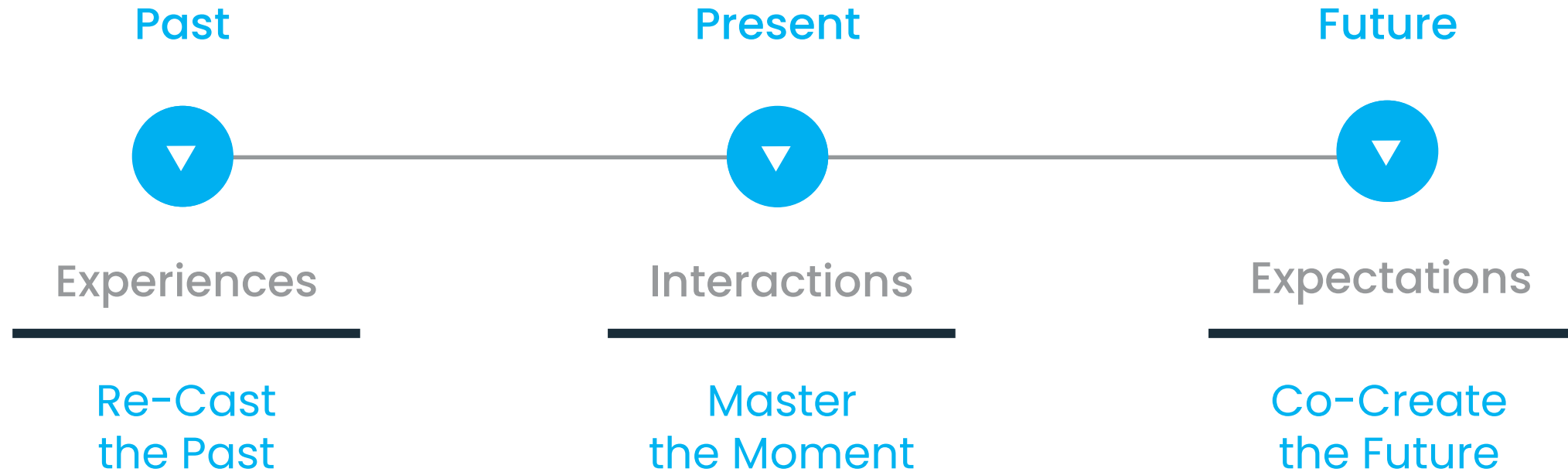
Results through Relationships



Results through Relationships



Results through Relationships



Relationship Intelligence (RQ)

Insight for adjusting your approach to make interactions more effective.

Strengths & Motives

To understand **strengths**...
...we need to know the
motives that anchor them.



SDI 2.0 and Three Core Motives

B L U E

R E D

G R E E N

Condition 1:
When Things
Are Going Well

Condition 2:
When Things
Are in Conflict

Condition 1: Going Well



Everyone has a **blend**
of three motives:

PEOPLE

A drive to **help others**

PERFORMANCE

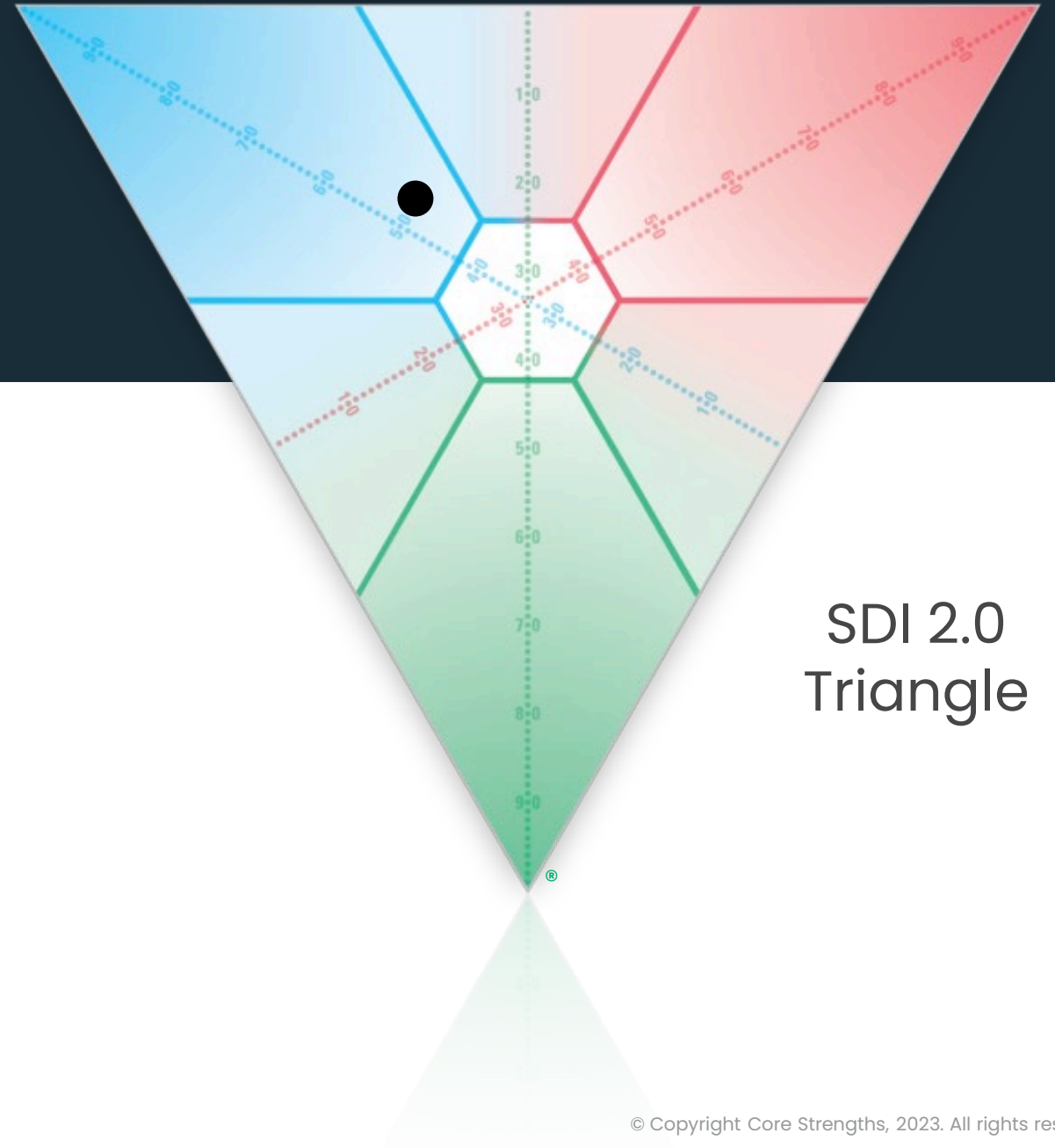
A drive to **achieve results**

PROCESS

A drive to **establish order**

SDI 2.0: Assess Motives

The SDI 2.0 creates a picture of your core motives.



Blue MVS

- Desire to **help others** who can genuinely benefit.
- Motivated by the protection, welfare, and **growth of others**.



PEOPLE

PERFORMANCE

PROCESS

Red MVS

- Motivated by **task accomplishment** and achieving results.
- Desire to set goals, take **decisive actions**, and claim earned rewards.



PEOPLE

PERFORMANCE

PROCESS

Green MVS

- Motivated by meaningful order and **thinking things through**.
- Desire to pursue independent interests, to be **practical and fair**.



PEOPLE

PERFORMANCE

PROCESS

Red-Blue MVS

- Motivated by the **maximum growth** and **development of others**.
- Desire to direct, persuade, or **lead others** for **the benefit of others**.



PEOPLE

PERFORMANCE

PROCESS

Red-Green MVS

- Motivated by intelligent assertiveness and **fairness** in **competition**.
- Desire to develop strategy and **assess risks** and **opportunities**.



PEOPLE

PERFORMANCE

PROCESS

Blue-Green MVS

- Motivated by **developing self-sufficiency** in others and self.
- Desire to **analyse** the **needs of others** and to help them help themselves.



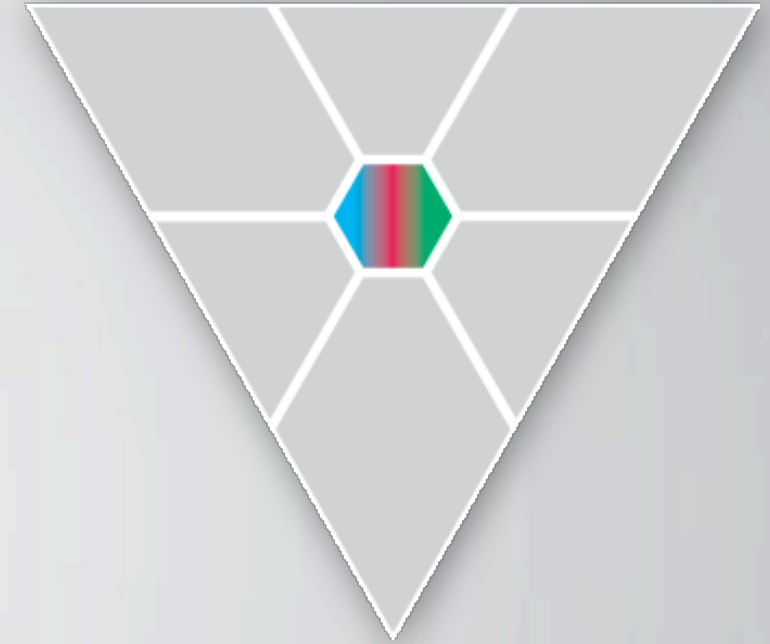
PEOPLE

PERFORMANCE

PROCESS

HUB MVS

- Motivated by flexibility and **adapting to others** or situations.
- Desire to collaborate with others and to remain **open to different viewpoints** and options.



PEOPLE

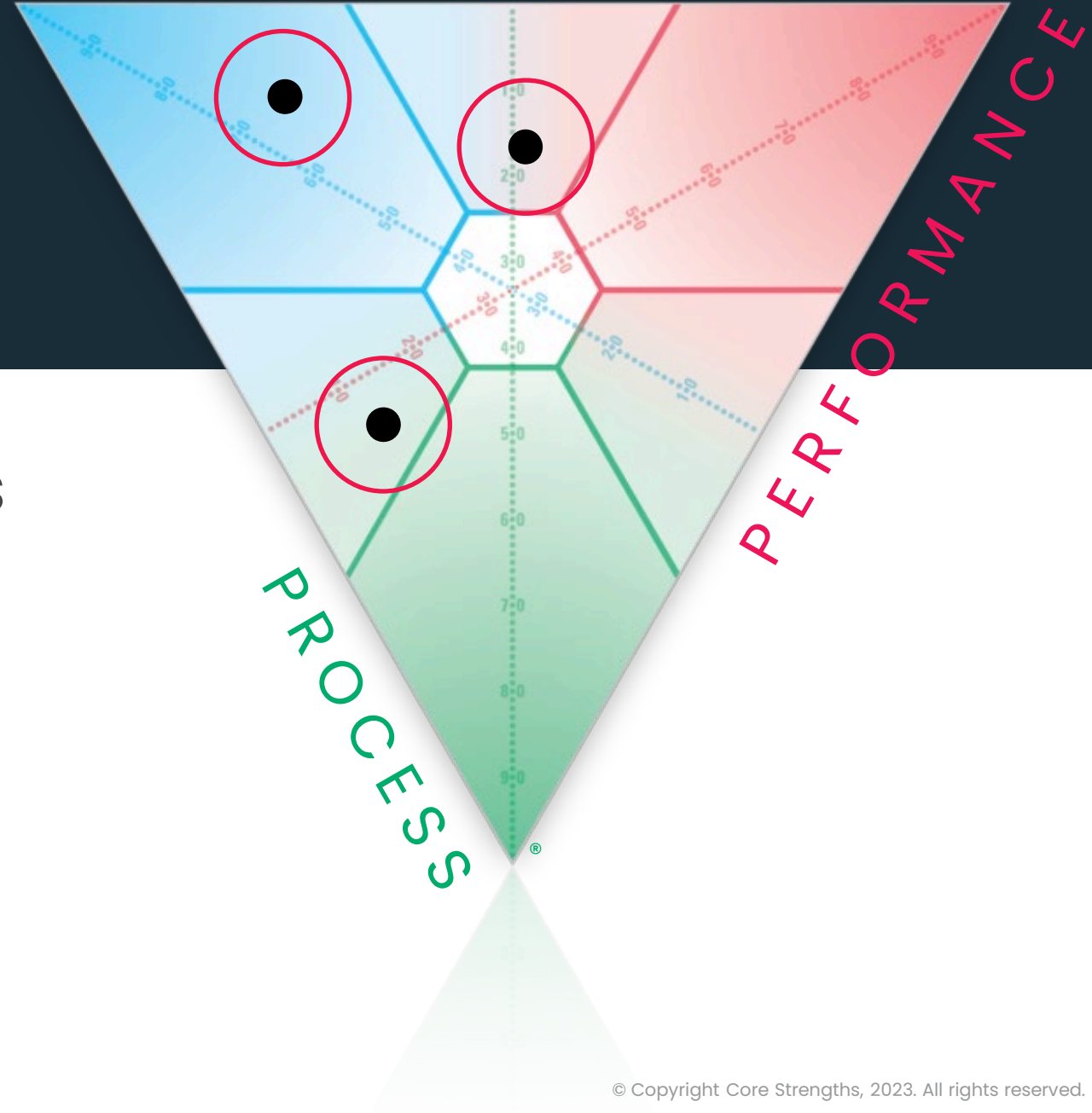
PERFORMANCE

PROCESS

MVS Dots

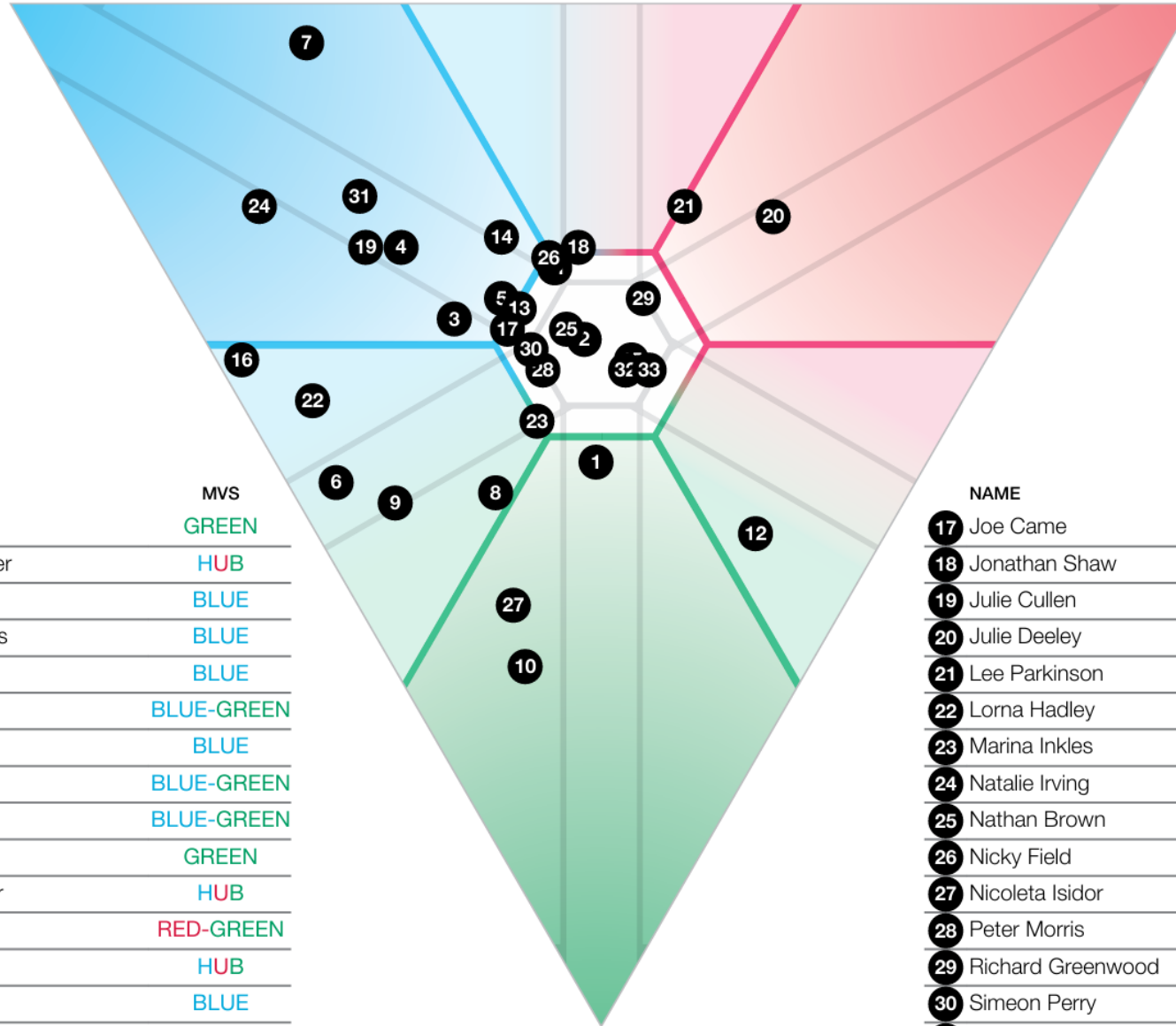
- Are in one of seven regions
- May be close to borders (within 6 points)
- If close to borders, parts of both MVS descriptions may apply

PEOPLE



Team SDI Results Efficiency North

May 20, 2024



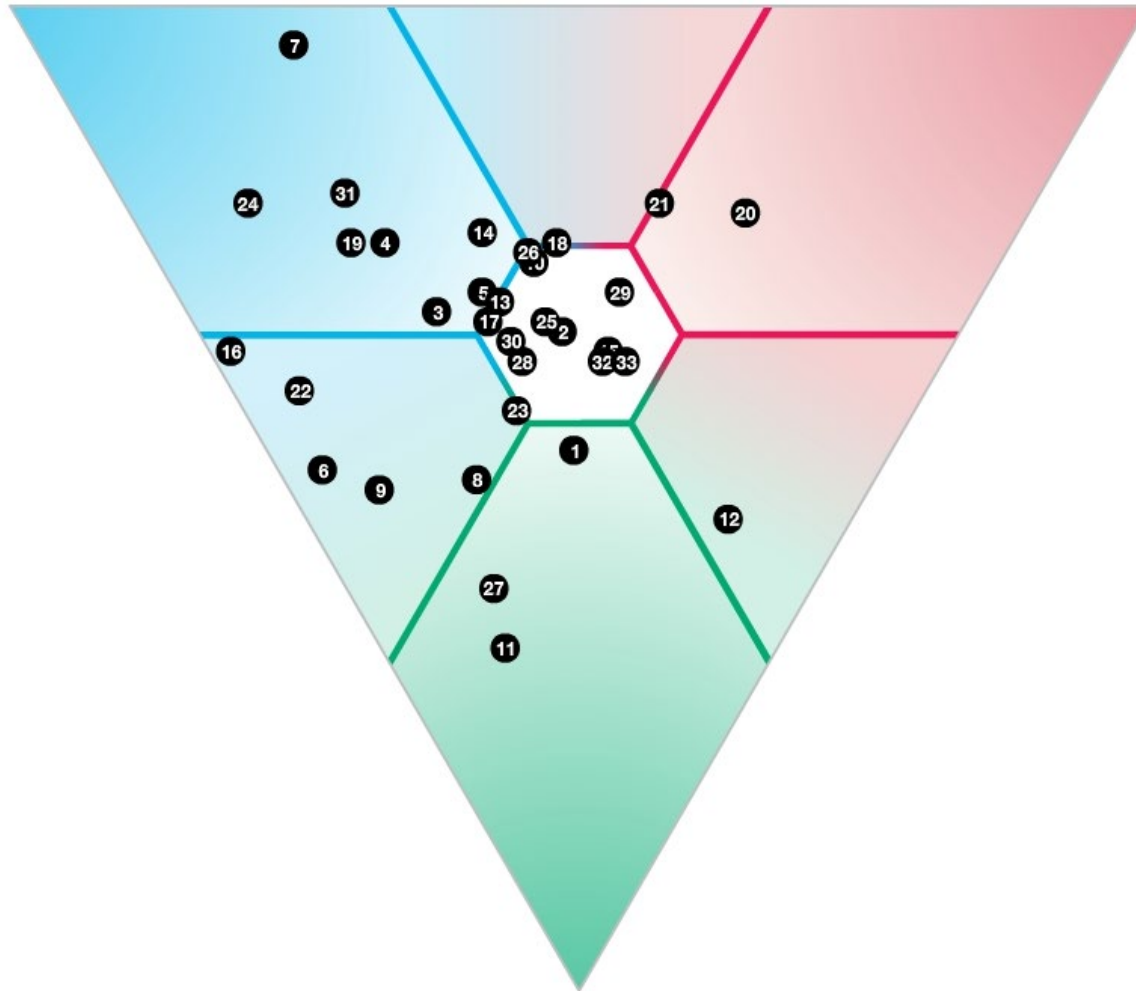
NAME	MVS
1 Aaron Ziemniak	GREEN
2 Abdul-Majid Mater	HUB
3 Alex White	BLUE
4 Cameron Cousins	BLUE
5 Carl Bairstow	BLUE
6 Curtis Evans	BLUE-GREEN
7 Daniel Simpkins	BLUE
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9 Eddy Dennis	BLUE-GREEN
10 Elizabeth Quinn	GREEN
11 Elizabeth Butcher	HUB
12 Emma Mottram	RED-GREEN
13 Hannah Norton	HUB
14 Helen Anderson	BLUE
15 Istvan Baranyi	HUB
16 Jed Turner	BLUE-GREEN

NAME	MVS
17 Joe Came	HUB
18 Jonathan Shaw	RED-BLUE
19 Julie Cullen	BLUE
20 Julie Deeley	RED
21 Lee Parkinson	RED
22 Lorna Hadley	BLUE-GREEN
23 Marina Inkles	BLUE-GREEN
24 Natalie Irving	BLUE
25 Nathan Brown	HUB
26 Nicky Field	HUB
27 Nicoleta Isidor	GREEN
28 Peter Morris	HUB
29 Richard Greenwood	HUB
30 Simeon Perry	HUB
31 Sophie Richardson	BLUE
32 Tracy Worsnop	HUB
33 Vijay Kumar	HUB



Efficiency North

MVS Results Distribution vs Average Adult population



34 EN participants

Adult population

8 Blue (24%)	20.96%
6 Blue – Green (18%)	12.43%
3 Green (9%)	8.14%
12 HUB (36%)	29.54%
2 Red (6%)	10.56%
1 Red – Blue (3%)	14.74%
1 Red – Green (3%)	3.62%

15 people (45%) go first stage green conflict
(vs 45% adult population)



En:Lighten Programme Buddies



Select a buddy

Someone you don't know well and from another part of the organisation

Mixed hierarchy

Mixed experience

Mixed length of service at EN

Spend time getting to know each other over lunch

Know the Difference

	OPPOSITION	VS	CONFLICT
Definition	Objective disagreement		Opposition gets personal
Problem	Issues avoided for fear of conflict		Can damage relationships
Opportunity	Source of productive collaboration		Resolution improves relationships

Engage Opposition, Prevent Conflict

- Opposition doesn't have to turn into conflict.
- Every conflict has some opposition in it.
- To prevent conflict, be aware of what triggers conflict in yourself and others.

Conflict changes the game...



Motives in Two Conditions

Condition 1:

When Things Are Going Well

PEOPLE

PERFORMANCE

PROCESS

All three motives blend

Condition 2:

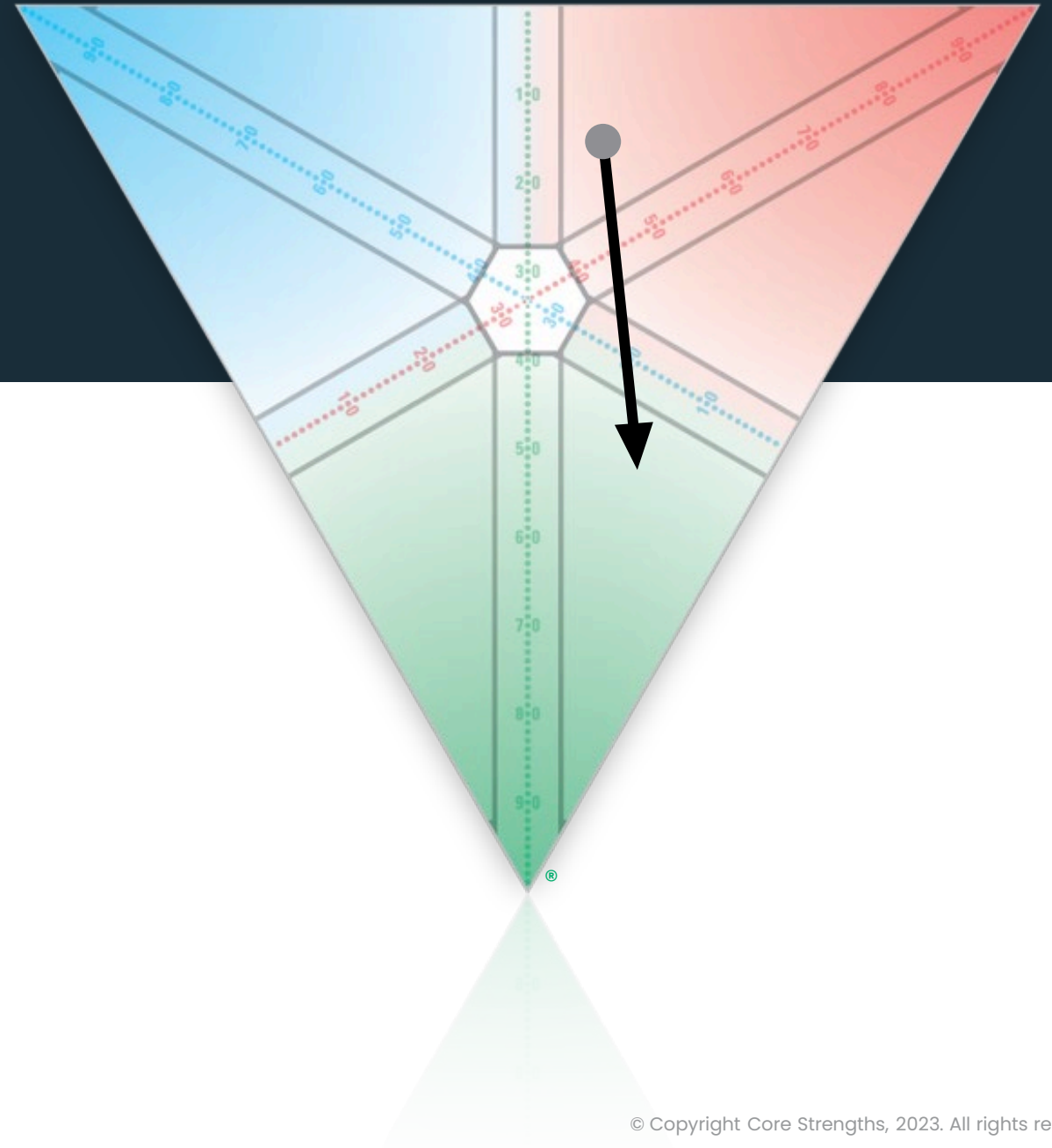
When There Is Conflict

Motives work in sequence

SDI 2.0

Assess Motives in Conflict

The SDI 2.0 creates a picture of your changing motives in conflict.



A Conflict Sequence Has Three Stages

Conflict Sequence

Conflict Stage	Focus On
1	Self, Problem, & Others
2	Self, Problem, & Others
3	Self, Problem, & Others

A Conflict Sequence Has Three Stages

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A Conflict Sequence Has Three Stages

We get the best results in Stage 1 Conflict...

...before the **Problem** and **Others** drop out of focus.

Conflict Sequence

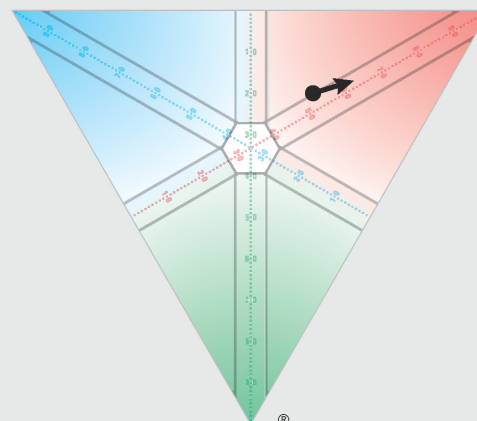
Conflict Stage	Focus On
1	Self, Problem, & Others
2	Self, Problem, & Others
3	Self, Problem, & Others

SDI 2.0 Results: Conflict Sequence



ACTIVE

Conflict
Victoria Patel



MOTIVATIONAL VALUE SYSTEM		
53	27	20
Performance	People	Process
My MVS is:		
● RED		

CONFLICT SEQUENCE		
63	20	17
Assert	Accommodate	Analyze
My CS is:		
➔ R-[BG]		

CONDITION #2: WHEN FACED WITH CONFLICT

CONFLICT

Your Conflict Sequence (CS) arrowhead is based on your scores. It shows the order that you experience a desire to accommodate, assert, or analyze during three stages of conflict.



R-[BG] Red-[Blue or Green]

You want to assert your rights and win. If that does not work, you want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what you can.

3 STAGES OF CONFLICT	
1	R
2	[BG]
3	[BG]

HOW YOU EXPERIENCE CONFLICT

You engage the issue or other people as quickly as possible. You feel a sense of urgency, and want a quick resolution. You are direct and assert your rights. You want to be sure that some action is taken. You believe that the best way to show you care about the problem is to respond immediately, before the problem can get worse.

You want other people to be direct, listen to your view, and take action. You do not want people to withdraw, take too long to decide, or try to minimize the issue.

If conflict progresses to your Stage 2 blend of Blue and Green, you may accommodate with conditions or analyze the situation, depending on how important the results are to you. You feel that others don't share your priorities and that you need to decide what matters most to you.

If conflict progresses to your Stage 3 blend of Blue and Green, you distance yourself from the issue or others.

INTERPRETING YOUR LINE

The length of the line between your dot and arrowhead suggests the degree of change you experience internally and the degree of change that can be observed by others. You have a **Short Line**, which means the change from your **Red MVS** to your **Stage 1 Red** can be difficult to notice.

UNDERSTANDING YOUR RESULTS

The SDI 2.0 describes your motives in relating to others under two conditions:

- 1) when everything is going well
- 2) **when you are faced with conflict**

The arrowhead on the SDI 2.0 Triangle represents the sequence of motives you experience when faced with conflict. Each person's Conflict Sequence is a pattern of three primary motives — Accommodating (Blue), Asserting (Red), and Analyzing (Green).

Different combinations of Blue, Red, and Green produce 13 possible Conflict Sequences. Each region is defined by the order that motives are experienced during conflict.










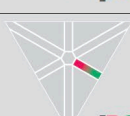
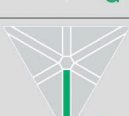


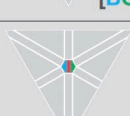
WHAT DO THE BRACKETS MEAN?

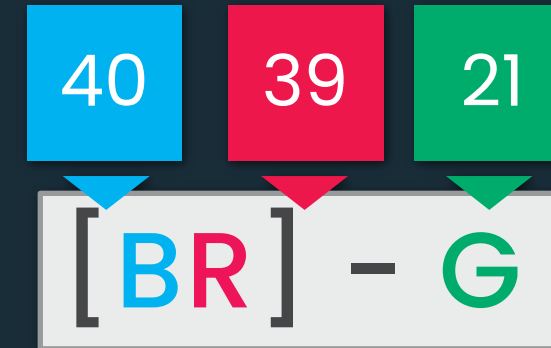
Your **R-[BG]** Conflict Sequence has brackets. The colors of motives in the brackets are interchangeable. When you are in a bracketed stage of conflict, you choose one of the bracketed colors or try to combine the colors, based on how you see the conflict.

If your arrowhead is close to a border

13 Conflict Sequences

Susan Anderson

CONFLICT SEQUENCE	DESCRIPTION	CONFLICT SEQUENCE	DESCRIPTION
	When faced with conflict, I want to press assertively to maintain harmony and goodwill, but I do not want to sacrifice results for harmony. If that does not work, I may decide to withdraw from the situation.		People who want to challenge conflict directly. If that does not work, they want to restore or preserve harmony. If that does not work, they may feel compelled to withdraw from the situation or end the relationship.
	People who want to keep peace and harmony. If that does not work, they want to take a stand for their rights. If that does not work, they may feel compelled to withdraw as a last resort.		People who want to assert they rights and win. If that does not work, they want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what they can.
	People who want to keep harmony and accommodate the opposition. If that does not work, they want to make a choice based on what's best for everyone: to rely on logic and principle or to employ assertive strategies to prevent defeat.		People who want to prevail through competition. If that does not work, they want to use logic, reason, and rules. If that does not work, they may feel compelled to surrender as a last resort.
	People who want to keep harmony and goodwill. If that does not work, they want to disengage and save what they can. If that does not work, they may feel compelled to fight, possibly in an explosive manner.		People who want to press assertively to maintain harmony and goodwill, but they do not want to sacrifice results for harmony. If that does not work, they may decide to withdraw from the situation.
	People who want to carefully examine the situation. If that does not work, they want to defer to other people in the interest of harmony. If that does not work, they may feel compelled to fight, possibly in an explosive manner.		People who want to engage conflict quickly, but indirectly, with thoughtful strategies. If that does not work and others have more power in the situation, they may surrender.
	People who want to maintain order and principles. If that does not work, they want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.		People who want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, they may feel compelled to fight, possibly in an explosive manner.
	People who want to analyze the situation logically. If that does not work, they want to forcefully press for a logical resolution. If that does not work and others have more power in the situation, they may surrender.		People who want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Their approach differs according to the situation, rather than following a fixed sequence.



[Brackets] indicate:

- Blending of motives
- Tension between motives

Validate

Mark all that apply to your Stage 1 Conflict

Victoria Patel



R-[BG]: Stage 1 Conflict

When faced with conflict, I want to assert my rights and win. If that does not work, I want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what I can.

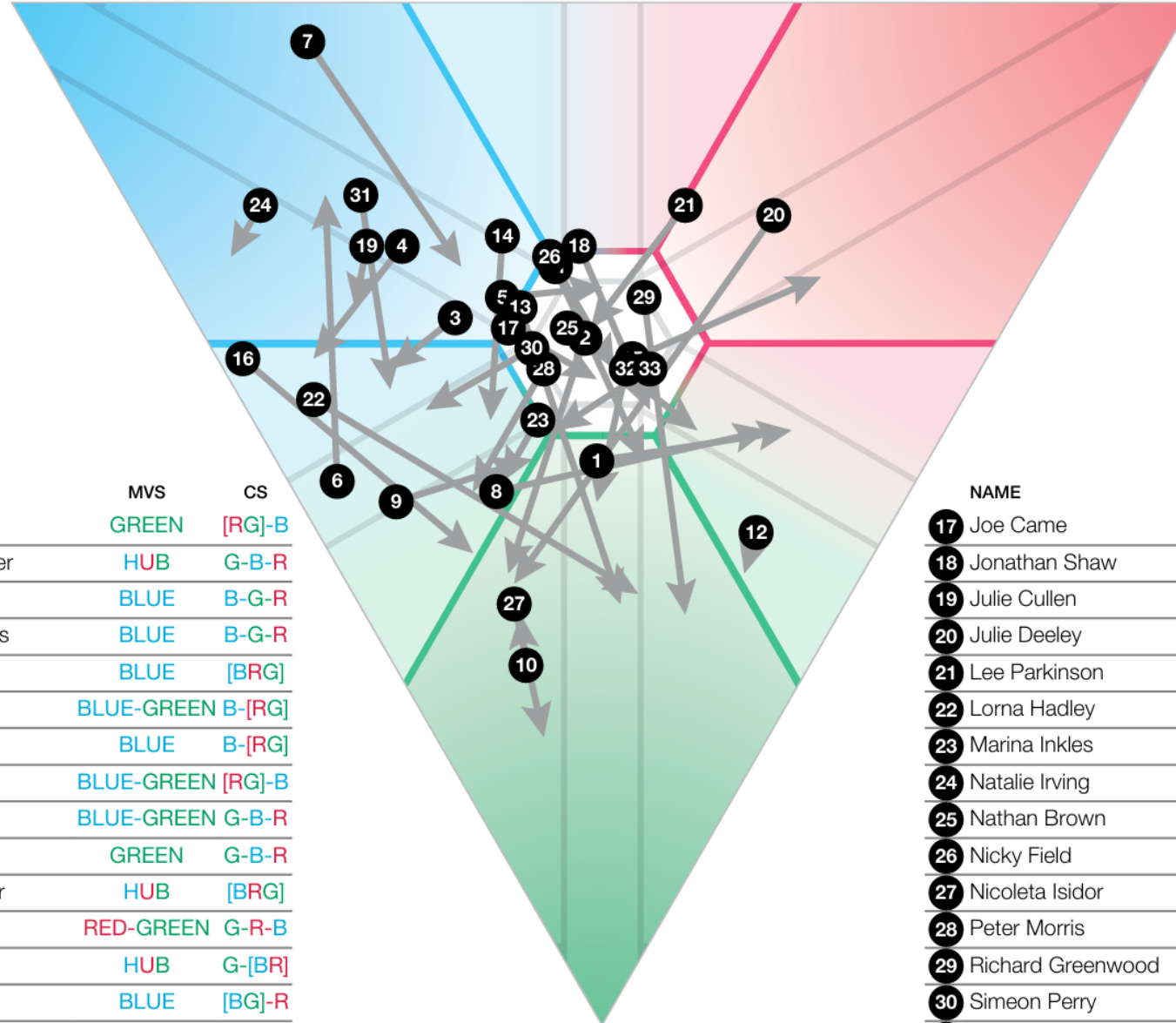


Mark the statements that are true for you when you are experiencing each stage of conflict:

STAGE 1: Self, Problem, Others	STAGE 2: Self, Problem, Others	STAGE 3: Self, Problem, Others
R-[BG] <i>Wanting to assert oneself.</i> <ul style="list-style-type: none"> <input type="checkbox"/> I want to rise to the challenge being offered. <input type="checkbox"/> I feel energized and want to get things started right away. <input type="checkbox"/> I am certain about what needs to be done. <input type="checkbox"/> I want other people to see how urgent the situation is. <input type="checkbox"/> I want to solve the problem as quickly as possible. <input type="checkbox"/> I am focused on the need for action and results. <input type="checkbox"/> If others delay or don't respond, it could send me into my second stage of conflict. 	R-[BG] <i>Wanting to conditionally give in or defer to others, or to disengage from others or clarify the issue.</i> <ul style="list-style-type: none"> <input type="checkbox"/> I am frustrated by a lack of action or results. <input type="checkbox"/> I want to wait and let things settle down. <input type="checkbox"/> I become reflective and analyze my role in the conflict. <input type="checkbox"/> I may alternate accommodating or analytical approaches until something works. <input type="checkbox"/> I feel the need to balance or prioritize between harmony and logic. <input type="checkbox"/> I believe that backing down or yielding on minor issues will create progress or stop things from getting worse. 	R-[BG] <i>Feeling driven to give up or to retreat.</i> <ul style="list-style-type: none"> <input type="checkbox"/> I feel a need to distance myself from the situation or others. <input type="checkbox"/> I wait until I can see a clear path forward. <input type="checkbox"/> I want to end the conflict with the least damage possible. <input type="checkbox"/> It seems that I have no choice but to make concessions. <input type="checkbox"/> I don't want to be forced to into a decision.

Team SDI Results Efficiency North

May 20, 2024



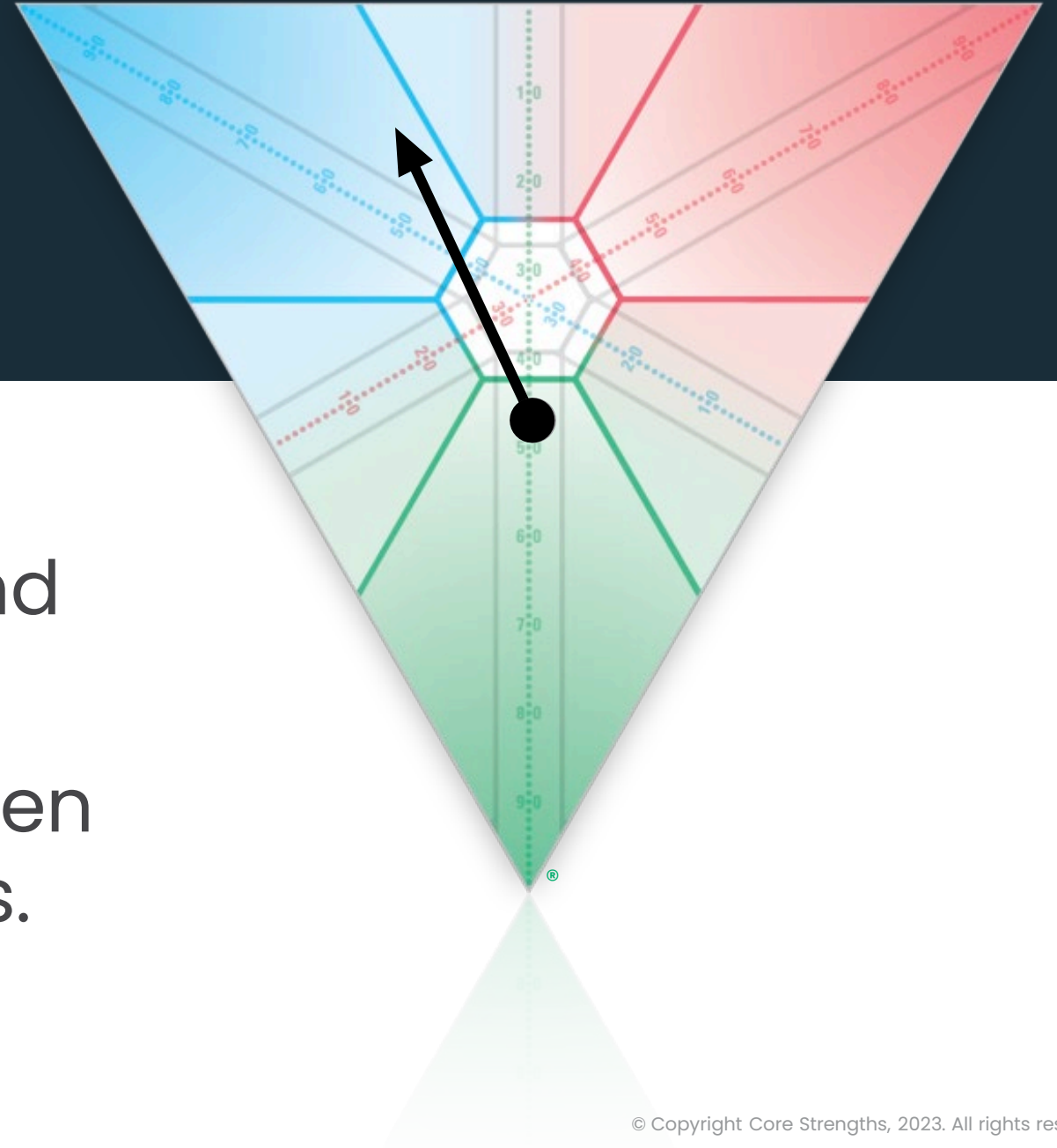
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3 Alex White	BLUE	B-G-R
4 Cameron Cousins	BLUE	B-G-R
5 Carl Bairstow	BLUE	[BRG]
6 Curtis Evans	BLUE-GREEN	B-[RG]
7 Daniel Simpkins	BLUE	B-[RG]
8 Darren Walker	BLUE-GREEN	[RG]-B
9 Eddy Dennis	BLUE-GREEN	G-B-R
10 Elizabeth Quinn	GREEN	G-B-R
11 Elizabeth Butcher	HUB	[BRG]
12 Emma Mottram	RED-GREEN	G-R-B
13 Hannah Norton	HUB	G-[BR]
14 Helen Anderson	BLUE	[BG]-R
15 Istvan Baranyi	HUB	R-G-B
16 Jed Turner	BLUE-GREEN	G-B-R

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18 Jonathan Shaw	RED-BLUE	[RG]-B
19 Julie Cullen	BLUE	B-G-R
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22 Lorna Hadley	BLUE-GREEN	G-[BR]
23 Marina Inkles	BLUE-GREEN	G-B-R
24 Natalie Irving	BLUE	B-G-R
25 Nathan Brown	HUB	[RG]-B
26 Nicky Field	HUB	G-R-B
27 Nicoleta Isidor	GREEN	G-B-R
28 Peter Morris	HUB	G-B-R
29 Richard Greenwood	HUB	G-R-B
30 Simeon Perry	HUB	[BG]-R
31 Sophie Richardson	BLUE	B-G-R
32 Tracy Worsnop	HUB	G-[BR]
33 Vijay Kumar	HUB	G-B-R



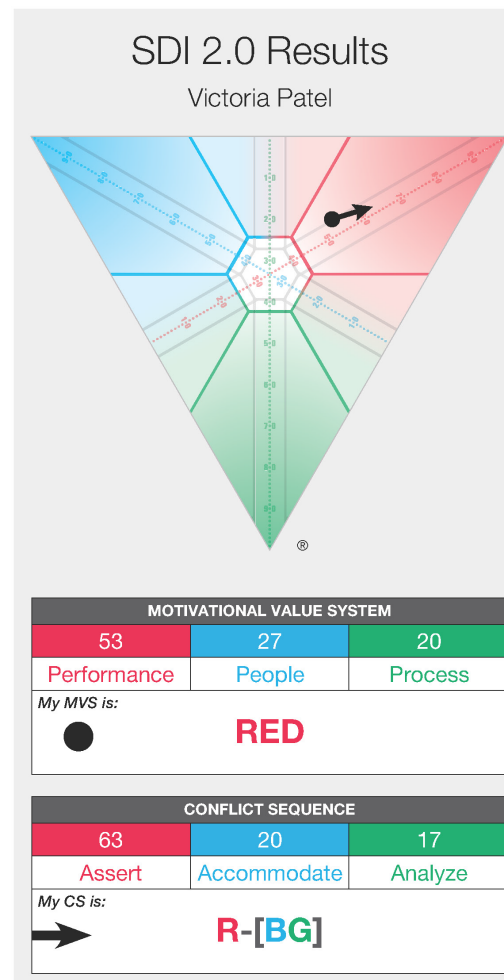
The Path Back to MVS

- During conflict we defend our values.
- We become resilient when we return to our motives.



Your SDI 2.0 Results

Conflict
Sequence
Path Back
Motives



CONDITION #1: WHEN THINGS ARE GOING WELL

MOTIVES

RED

You are motivated by task accomplishment and achieving results. You have a strong desire to set goals, take decisive action, and claim earned rewards.

YOUR MOTIVES AND VALUES

As a person with a **Red MVS**, you achieve feelings of self-worth by being a successful leader of others and by providing direction to achieve results.

You are an achiever in the face of competition. You understand that you must be clear about your goals and give direction to achieve those goals. You exercise power and control, set high performance standards, and take decisive action. You believe the bigger the game, the greater the need to rally support to achieve success. You value the power of productively directing others.

You succeed in a world where opportunities are constantly being discovered and where challenges are revealed so they can be overcome. For you, a missed opportunity equals failure. You want to rise to positions of ever-increasing authority, thereby creating platforms for ever-widening spheres of influence and responsibility.

You have a desire to accomplish things and direct others—but not at the expense of others. You believe that competition is the “name of the game” and that winning—both the goals that you seek and the loyalty of others—is the real measure of success.

CONDITION #2: WHEN FACTS DO NOT AGREE

CONFLICT

R-[BG]

You want to assert your rights and win. If that does not work, you want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what you can.

1	R
2	[BG]
3	[BG]

HOW YOU EXPERIENCE CONFLICT

You engage the issue or other people as quickly as possible. You feel a sense of urgency, and want a quick resolution. You are direct and assert your rights. You want to be sure that some action is taken. You believe that the best way to show you care about the problem is to respond immediately, before the problem can get worse.

You want other people to be direct, listen to your view, and take action. You do not want people to withdraw, take too long to decide, or try to minimize the issue.

If conflict progresses to your Stage 2 blend of Blue and Green, you may accommodate with conditions or analyze the situation, depending on how important the results are to you. You feel that others don't share your priorities and that you need to decide what matters most to you.

If conflict progresses to your Stage 3 blend of Blue and Green, you distance yourself from the issue or others.

THE PATH BACK TO YOUR RED MVS

The path from your **Stage 1 Red** back to your **Red MVS** may involve meeting the challenge and refocusing on the results.

Strengths & Motives

Like a buoy, strengths **shift** based on the environment.

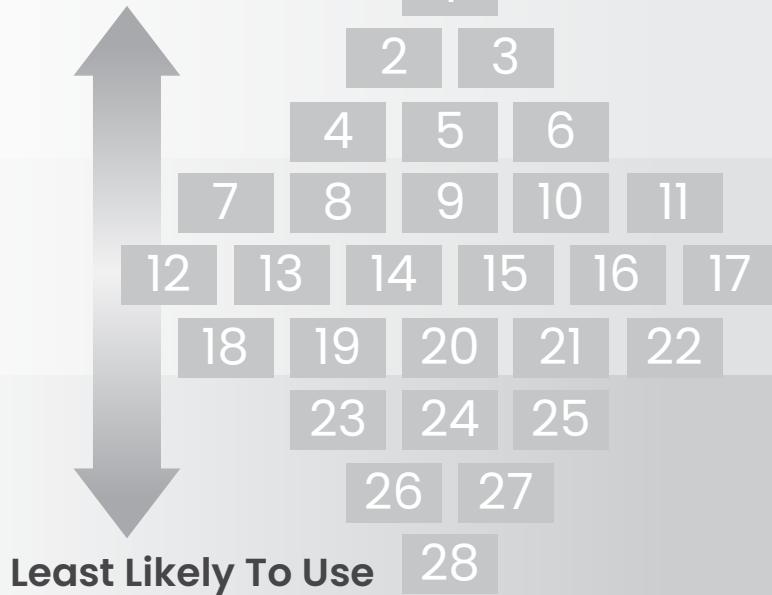
Your motives anchor your strengths. They are the core **reasons why** you do what you do.



Strengths
(what we do)

Motives
(why we do it)

Most Likely To Use



Strengths Portrait

Top Strengths

- Most significant
- How you get results

Middle Strengths

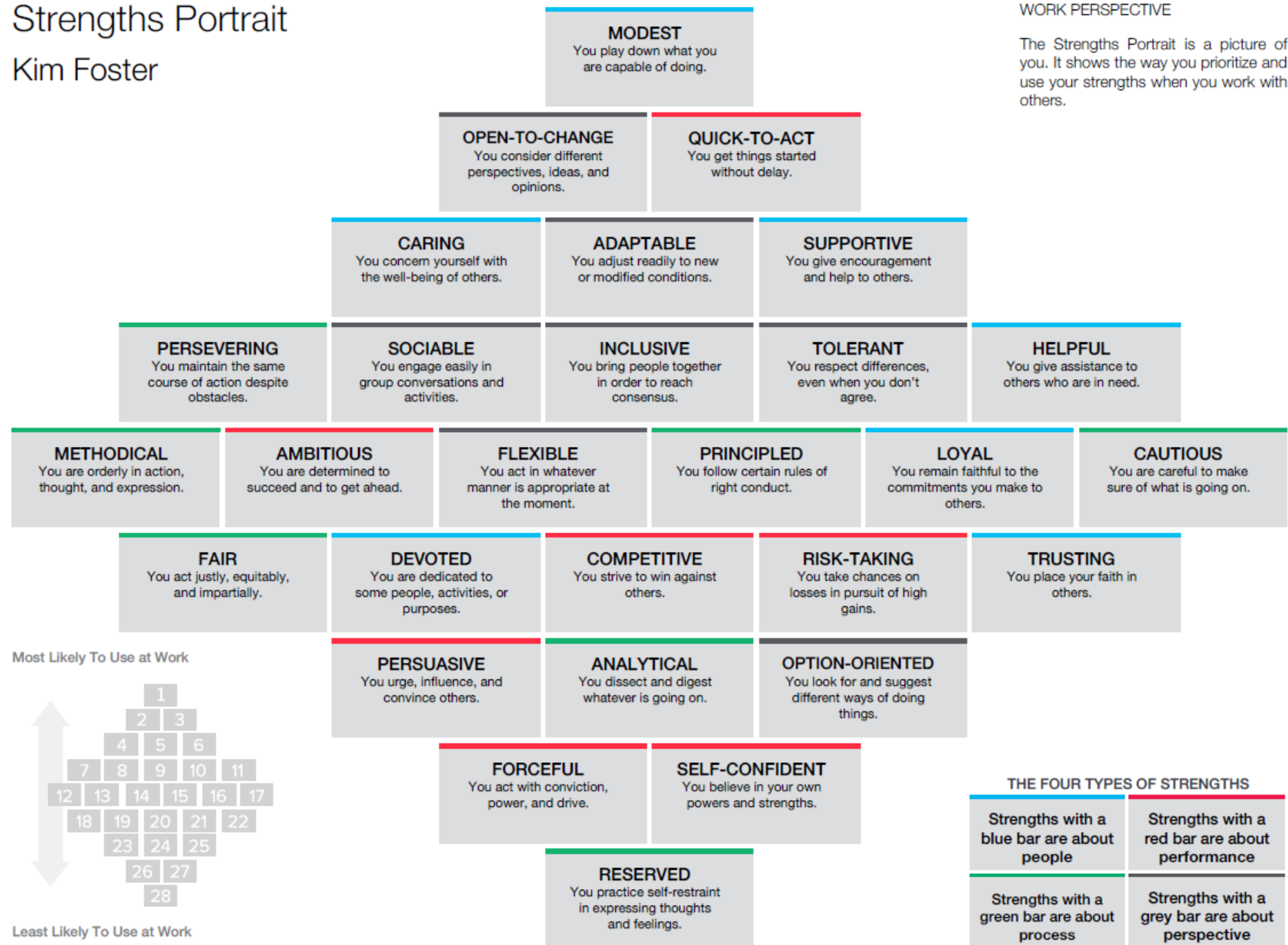
- Readily available
- Situational strengths

Bottom Strengths

- Uncomfortable to use
- Often avoided

Strengths Portrait

Kim Foster

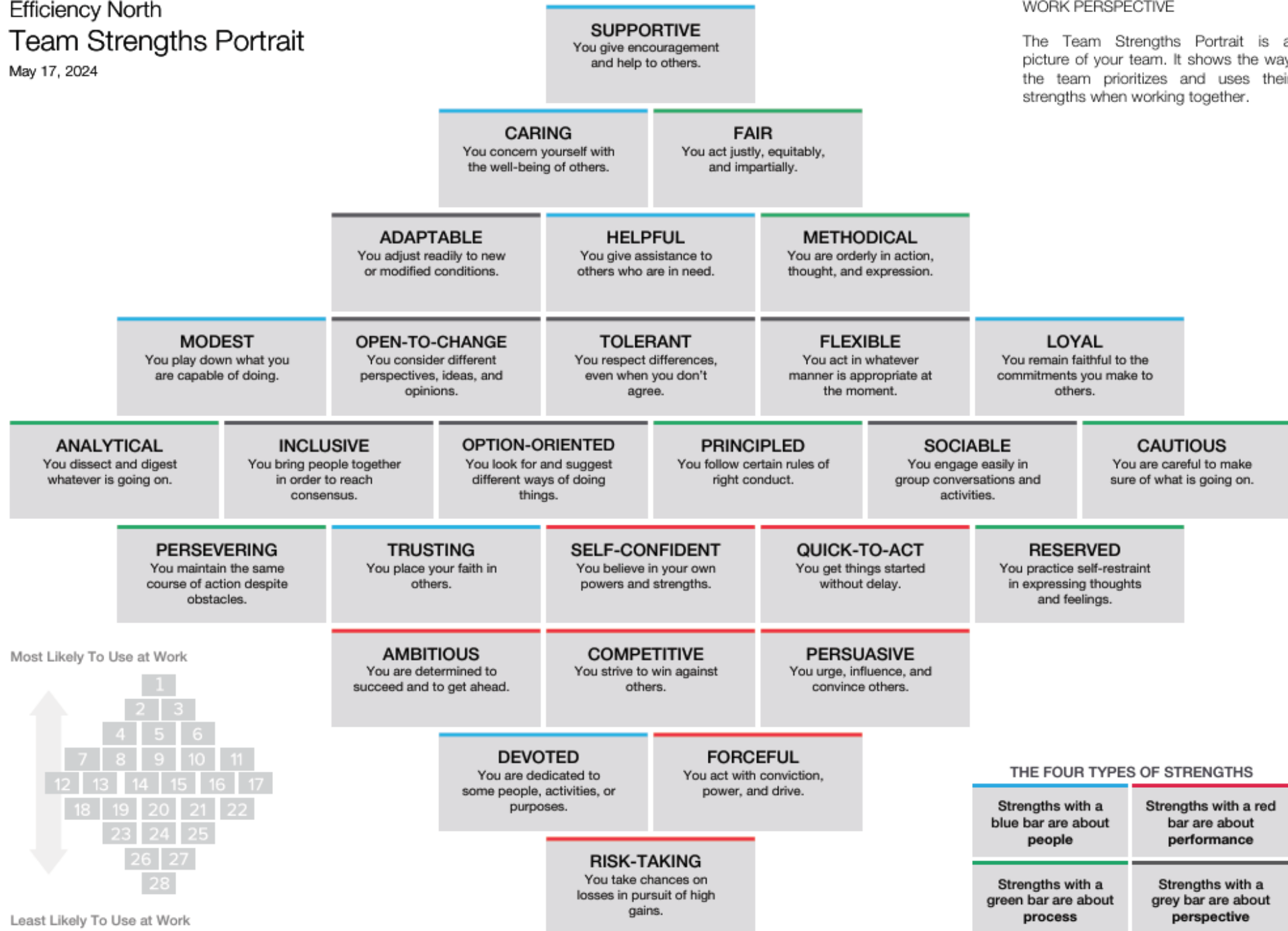


Efficiency North Team Strengths Portrait

May 17, 2024

WORK PERSPECTIVE

The Team Strengths Portrait is a picture of your team. It shows the way the team prioritizes and uses their strengths when working together.



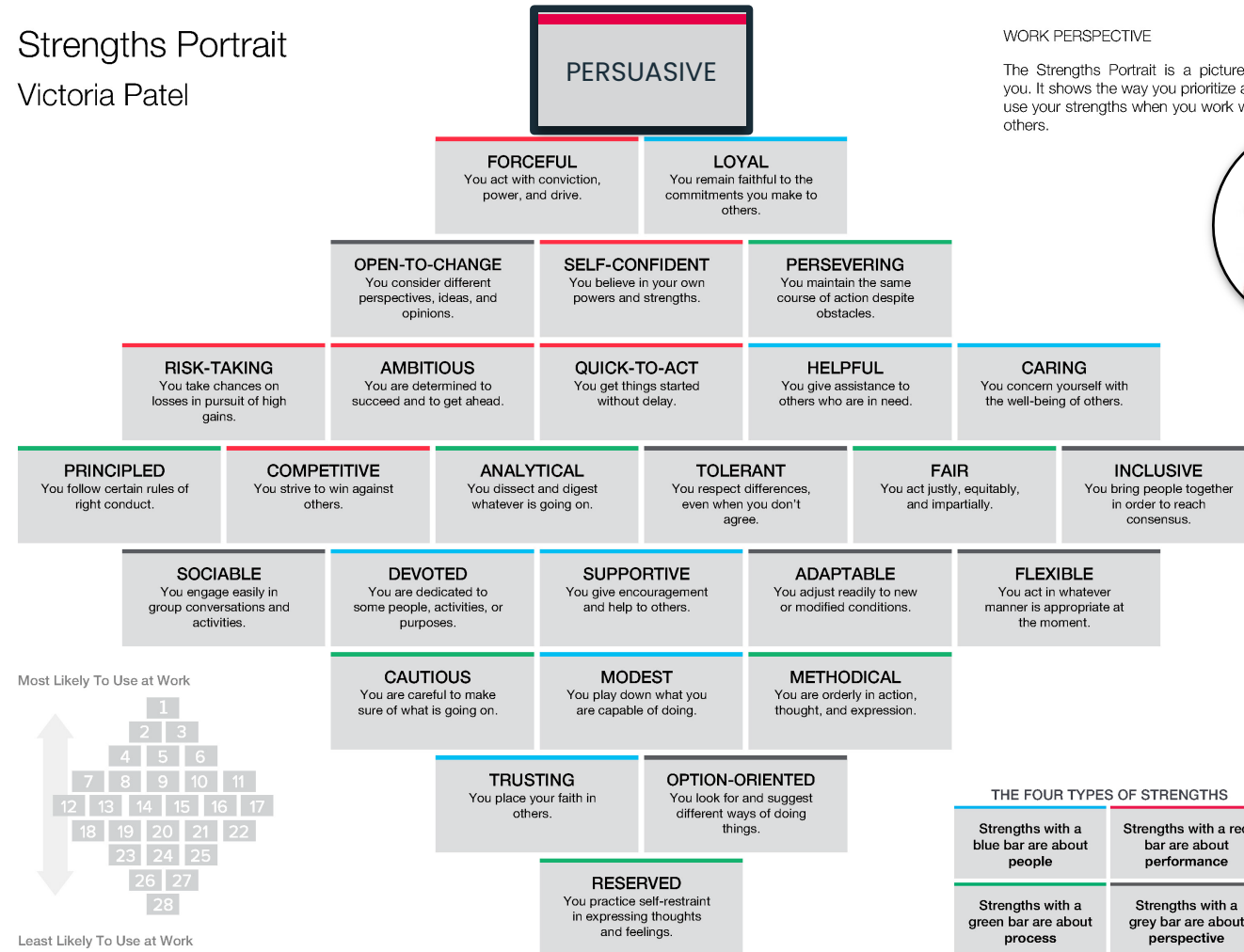


What do
you see?

Activity: How I See It

Strengths Portrait

Victoria Patel

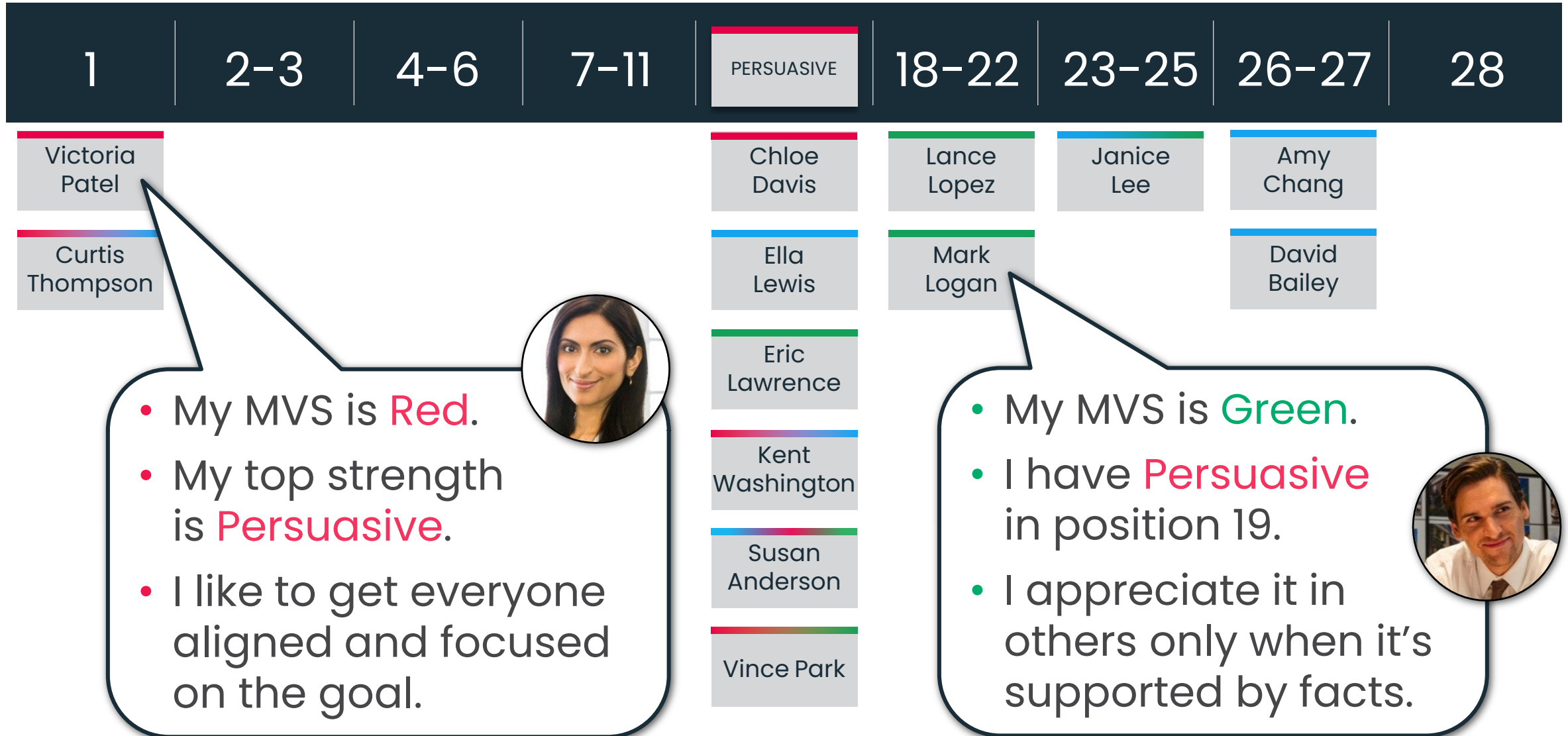


WORK PERSPECTIVE

The Strengths Portrait is a picture of you. It shows the way you prioritize and use your strengths when you work with others.



Example: How I See It



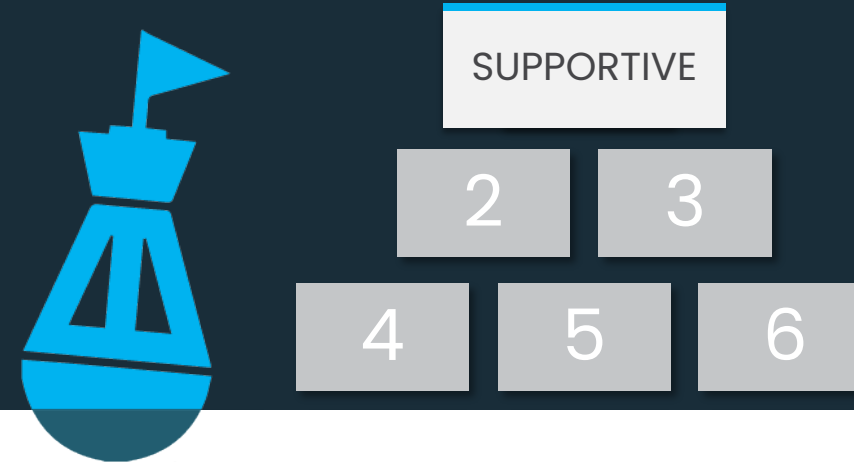
Discussion: How I See It

1	2-3	4-6	7-11	12-17	18-22	23-25	26-27	28
---	-----	-----	------	-------	-------	-------	-------	----

- My MVS is _____
- My top strength is _____
- I get these results when I use it effectively: _____, _____, _____
- When others are not _____ enough, I ...

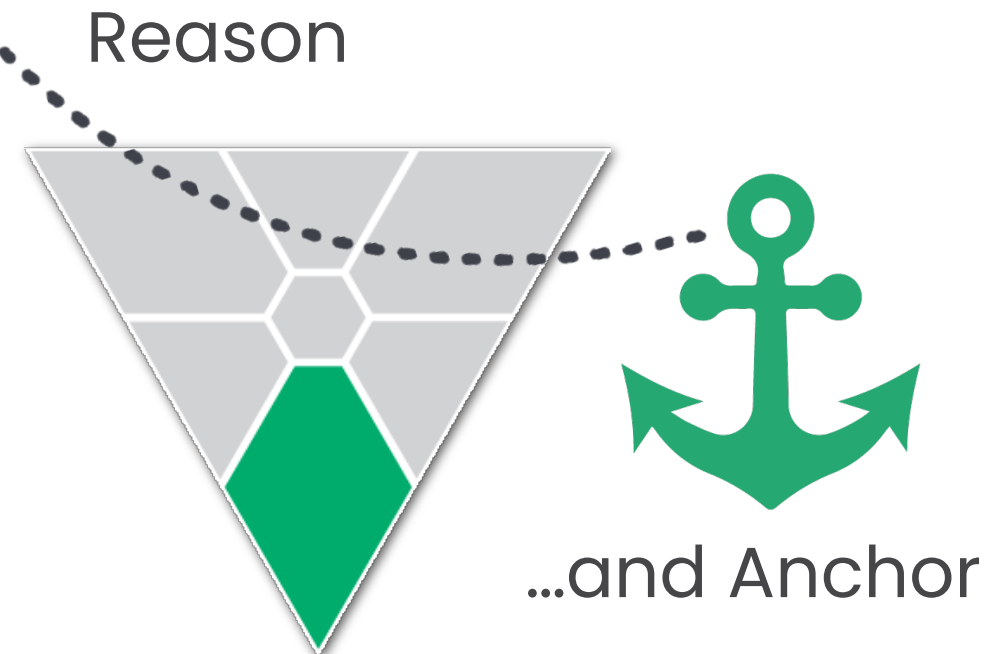
- My MVS is _____
- When I work with others who are very _____, I...

The Buoy...



28 Strengths Available:

- Define desired results
- Bring the right strength
- Find a reason that resonates



Strengths and Reasons

Why are people
forceful?

FORCEFUL
Protect
others

FORCEFUL
Overcome
obstacles

FORCEFUL
Adjust
quickly

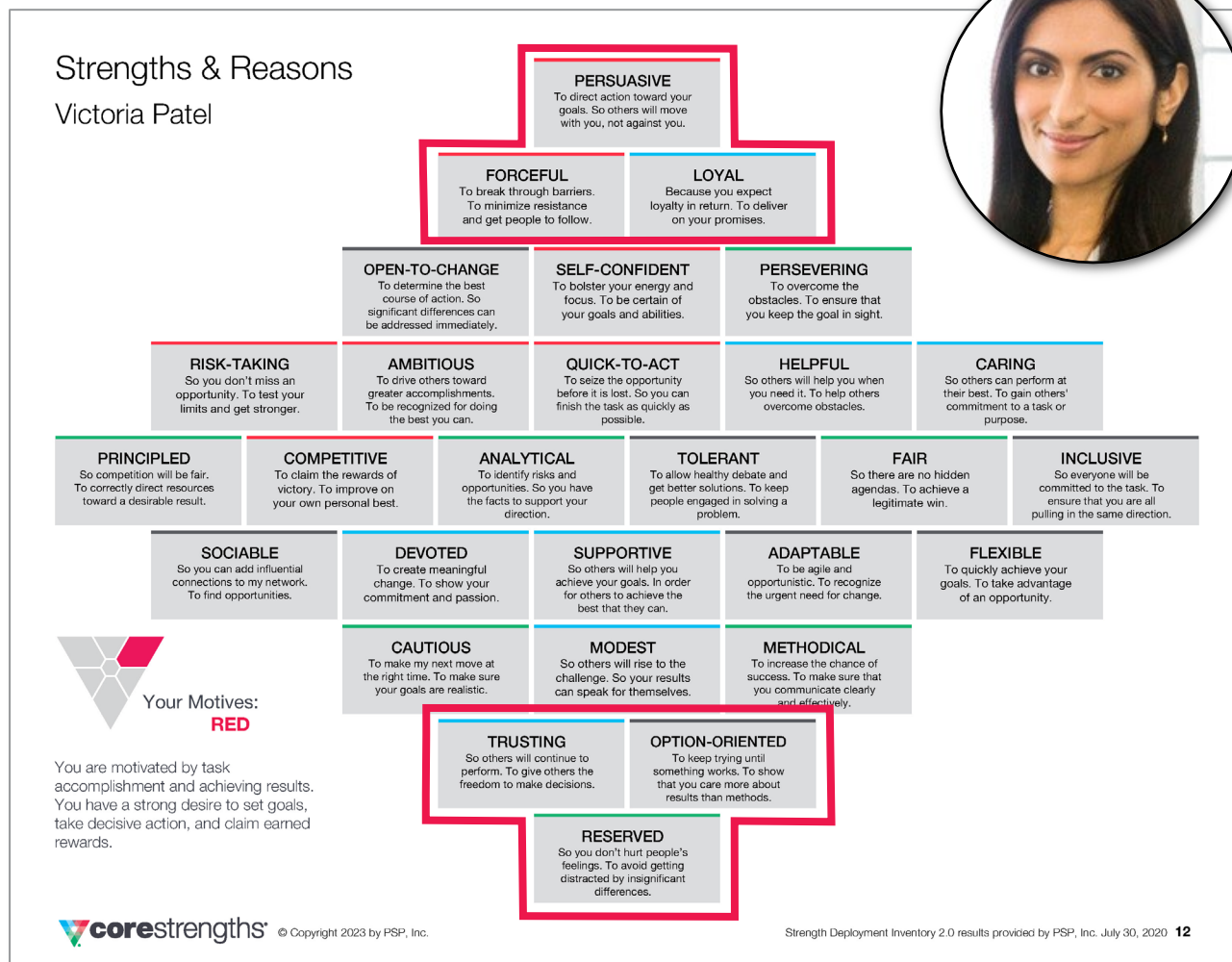
FORCEFUL
Clarify
a point

Your Strengths & Reasons

Read the reasons
that connect your:

1. Top three strengths
to your MVS

2. Bottom three
strengths to your
MVS



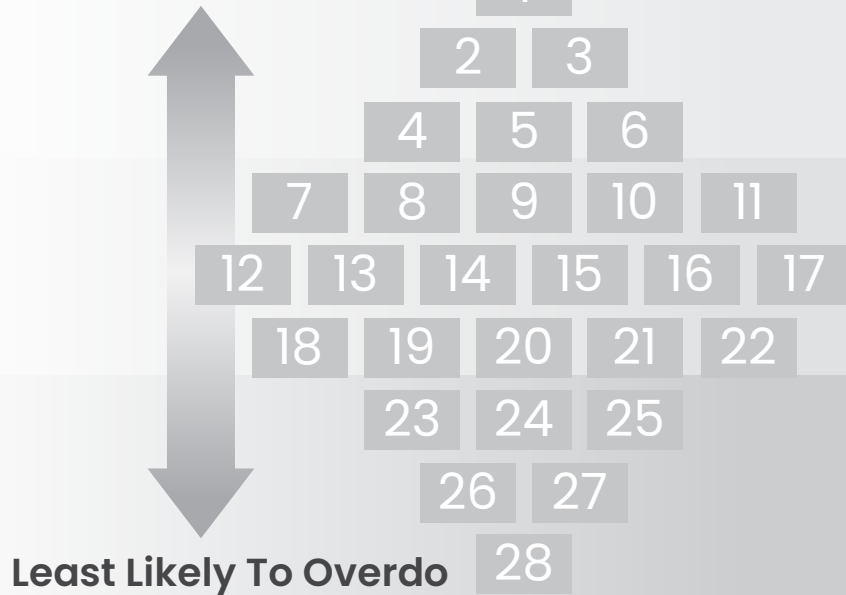
Strengths Can Be Overdone



Strengths Can Be Overdone



Most Likely To Overdo



Top Overdone Strengths

- Well-intended
- Can be ineffective

Middle Overdone Strengths

- Occasionally relevant
- Situational strengths

Bottom Overdone Strengths

- You avoid doing
- Triggers conflict when others overdo

Overdone Strengths Portrait

Conflict Triggers

Most Overdone

1. **FORCEFUL**
(Domineering)



1
2 3

CONFLICT
TRIGGERS 1

Least Overdone

27. **FORCEFUL**
(Domineering)

26 27
28



Conflict Triggers

Most Overdone

2. **METHODICAL**
(Rigid)

3. **RESERVED**
(Distant)



1
2 3

CONFLICT
TRIGGERS 2

Least Overdone

26. **METHODICAL**
(Rigid)

28. **RESERVED**
(Distant)

26 27
28

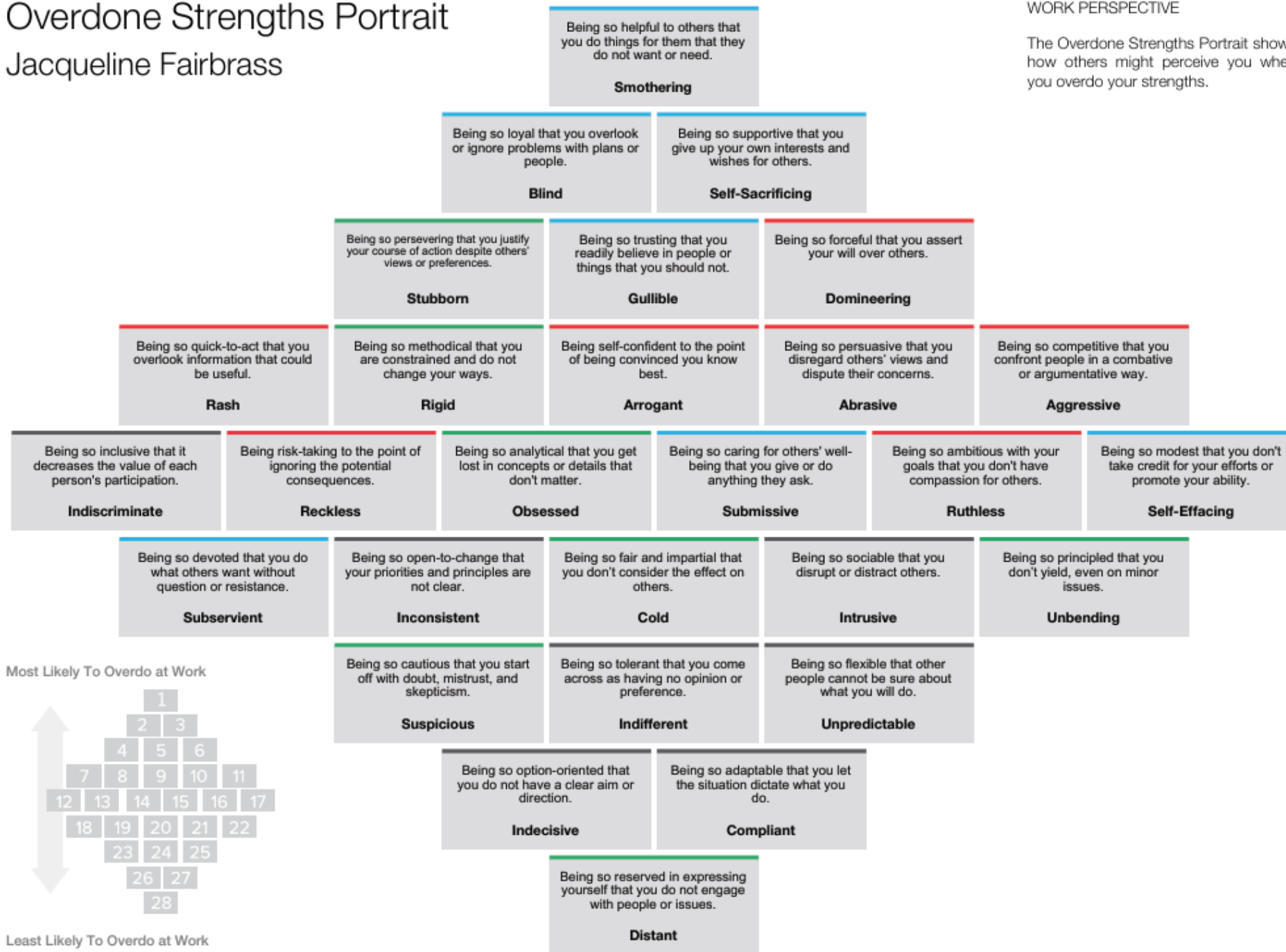


Overdone Strengths Portrait

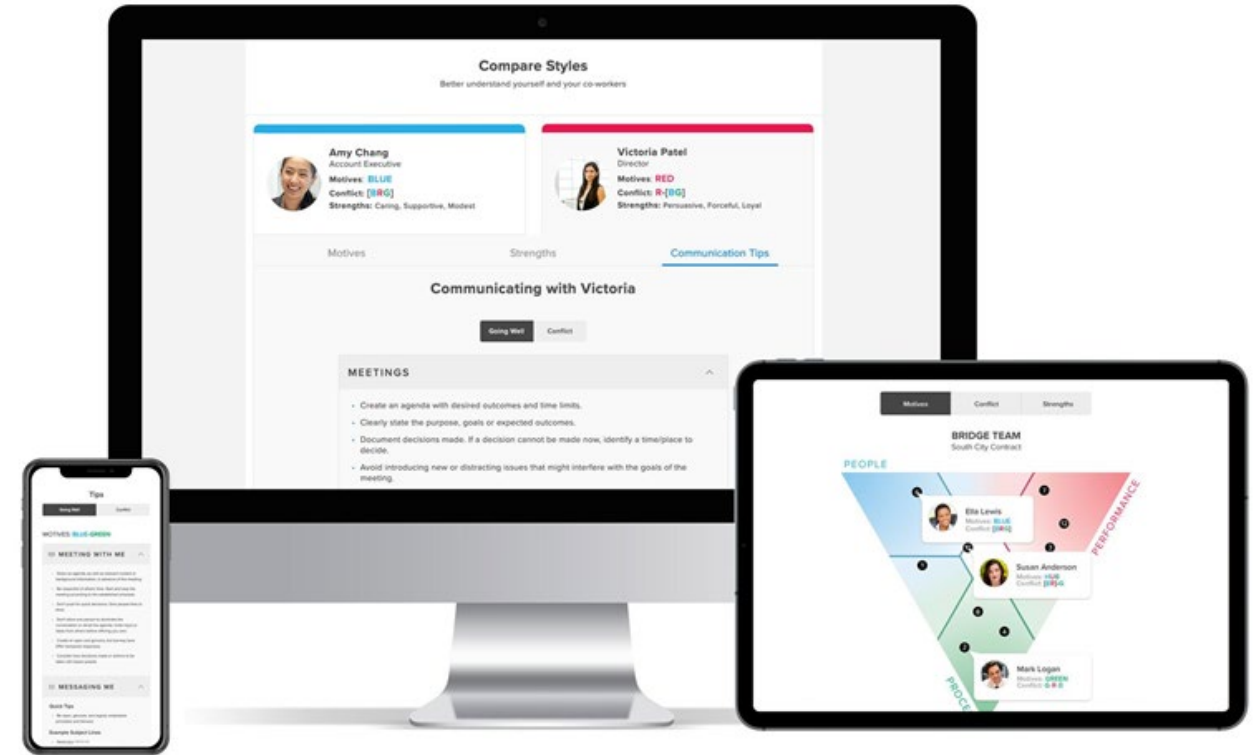
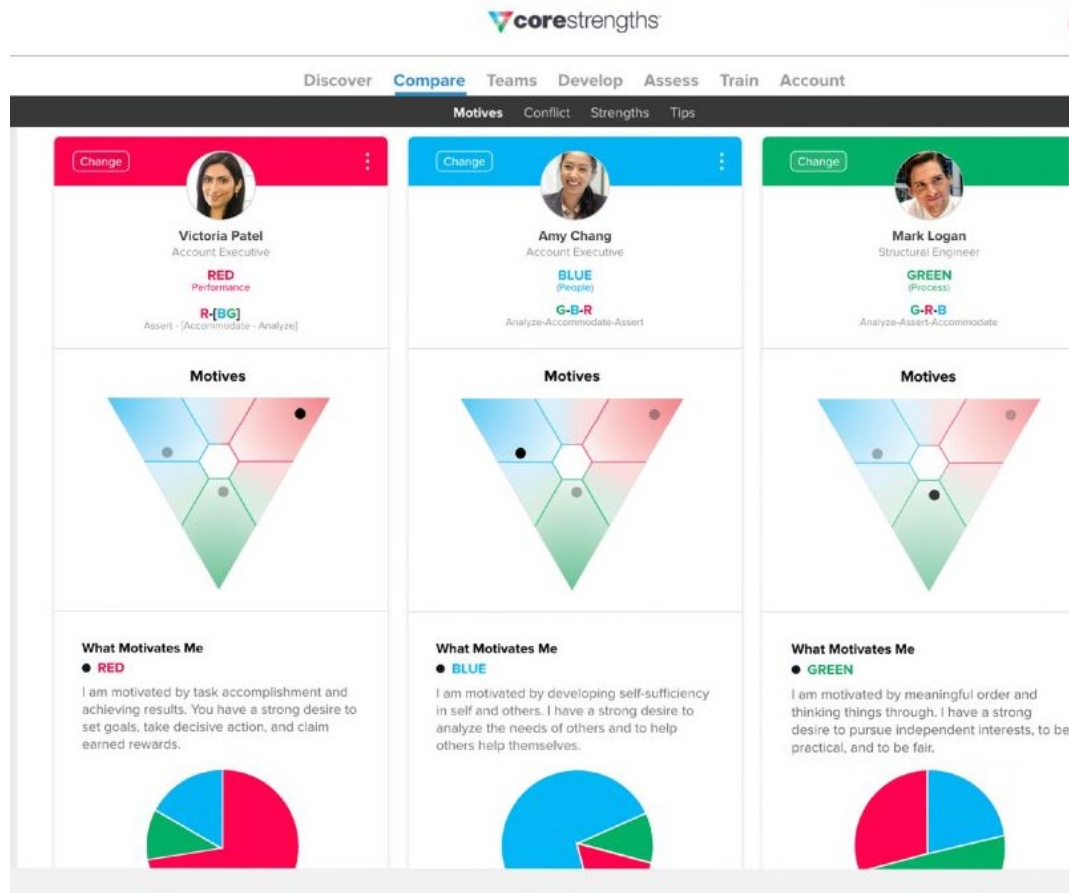
Jacqueline Fairbrass

WORK PERSPECTIVE

The Overdone Strengths Portrait shows how others might perceive you when you overdo your strengths.

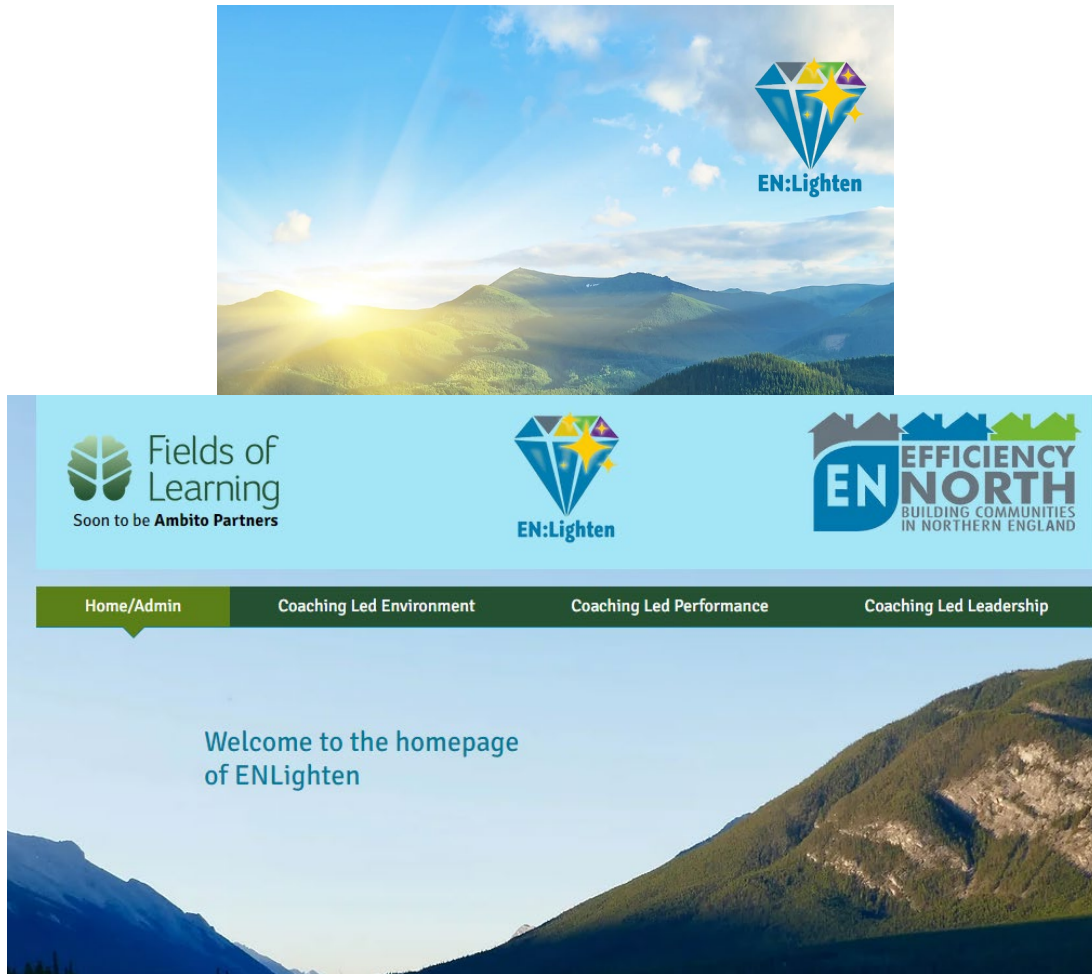


SDI platform: Compare & Teams



Go to app.corestrengths.com and log in with your password

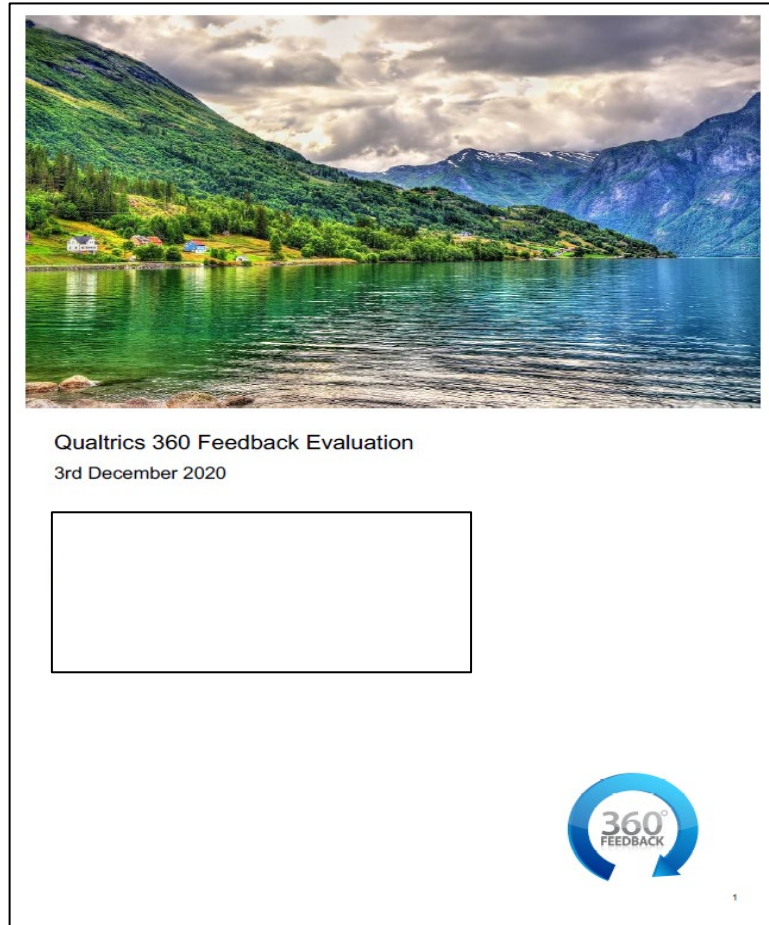
Preparations for CLE 2



- Access the Portal
 - www.ambito-portal.com
 - ENHL EnLighten Tab – Password: **ENHL100**
- Reflect on your SDI
 - What learning can you take about your strengths, conflict triggers and blind behaviours
 - You can access a free assessment for friend or family member if you wish (Develop tab – class - feedback)
- Meet with your buddy (F2F or virtual)
 - to get to know each other better,
 - compare and explore your SDI results together
 - Share what you want to gain personally from the programme
- Managers only – confirm raters for your 360



360 feedback for managers



Managers will receive 360 feedback, many of you will be asked to give feedback as part of the process.

Feedback will be on managerial, leadership & communication skills.

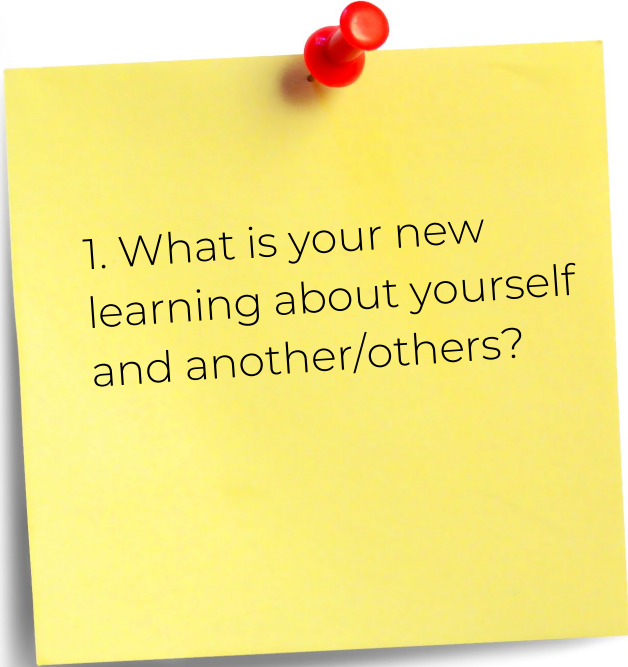
Surveys will be completed between 10th June & 5th July

To prepare, managers will get an excel to complete this week. You should **nominate Managers, Peers, and Direct Reports**. Minimum of 12, maximum of 20, ideally **4 from each category**.

The project team will review nomination lists & confirm a final list back with you. To ensure fairness & consistency across the process and to ensure no one person has an uneven number of surveys to complete.




Check out: 3 post-its: Appreciations & Commitments



1. What is your new learning about yourself and another/others?



2. What do you appreciate about today?



3. NAME on this posit:
What are you going to commit to do next?

