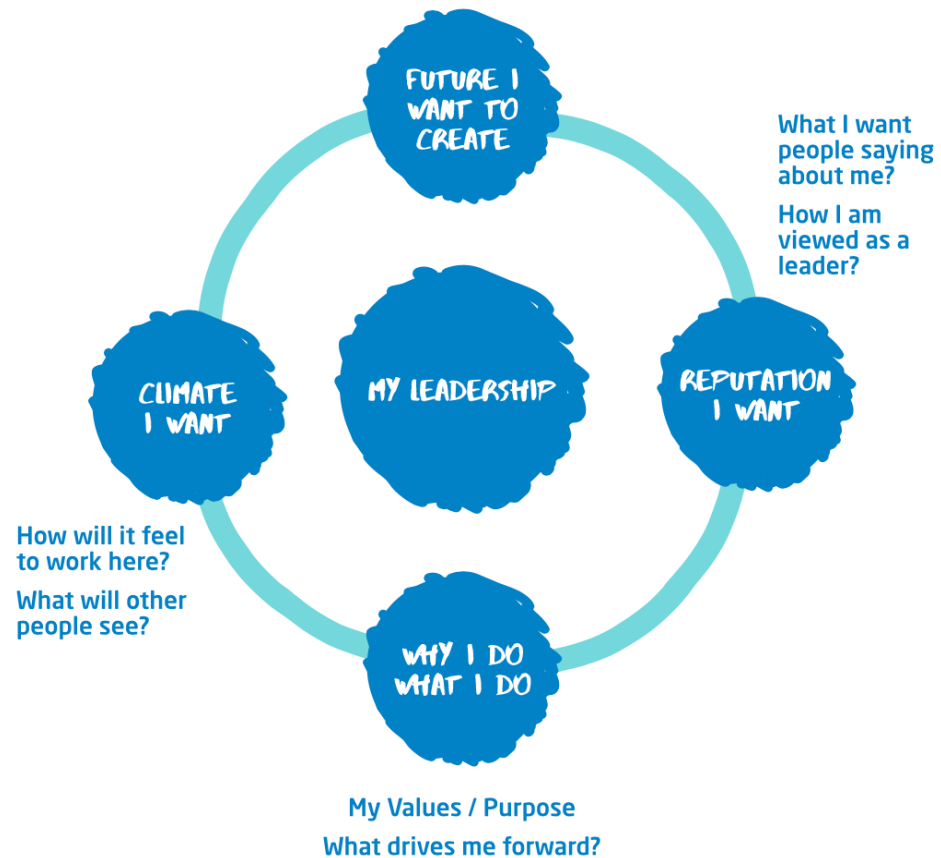




Day 2

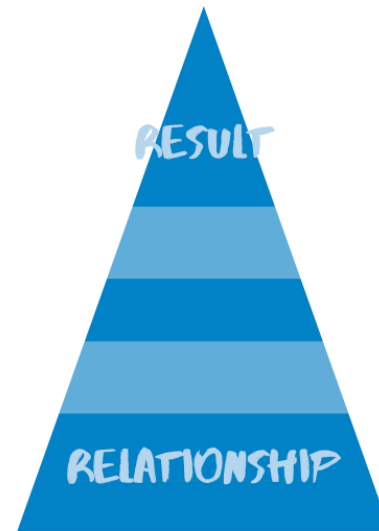
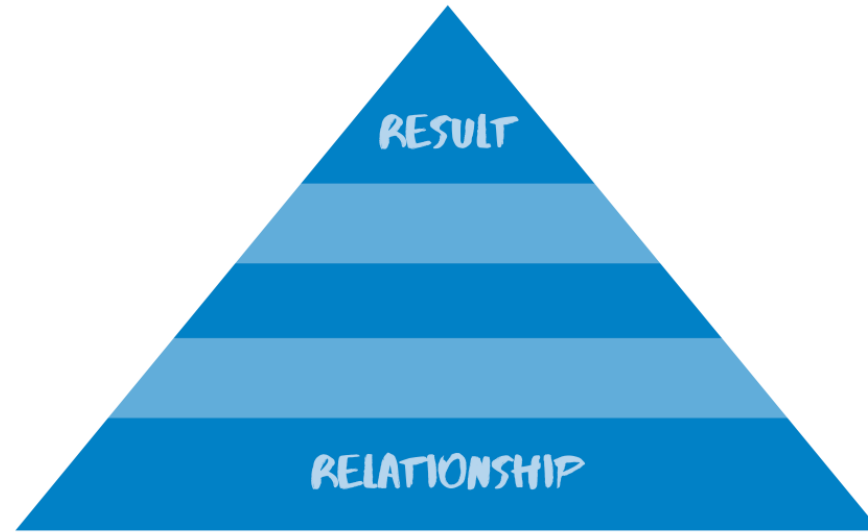
# LEADERSHIP map

What will success look like?  
How will we know when we get there?



# Selling the 'Why'

- What is success for my team?
- How does the link to the Loungers vision?
- How will we know when we've achieved it?
- How will the world be different?
- Why does it matter:-
  - To me
  - To my team



# **All relationships matter**

- Relationships build trust
- Trust brings honesty
- Honesty brings the truth
- The truth builds results

# RELATIONSHIP *triangle*



# BIG RELATIONSHIP AUDIT

S / M / L

Relationship	Size Needed	Size Now

How do we build relationships?



# Types of RELATIONSHIP



## Create/Design:

- ★ make a connection
- ★ common ground
- ★ what is important to them?



## Build/Grow:

- ★ How will we work together?
- ★ What do we both need?



## Repair:

- ★ acknowledge the past
- ★ state you want to move on
- ★ co-create the future

$$T = \frac{C+R+I}{S}$$

**T** = Trustworthiness

**C** = Credibility

**R** = Reliability

**I** = Intimacy

**S** = Self Interest

Name:

$$T \square = \frac{C \square + R \square + I \square}{S \square}$$

Name:

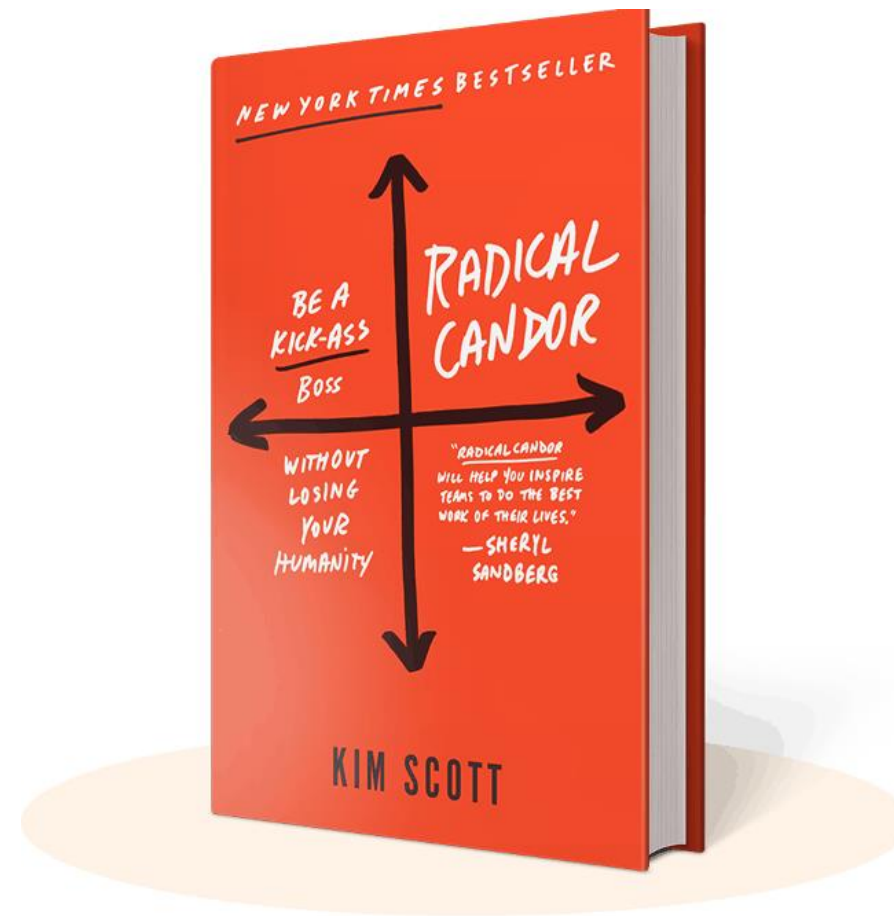
$$T \square = \frac{C \square + R \square + I \square}{S \square}$$

Name:

$$T \square = \frac{C \square + R \square + I \square}{S \square}$$

# Radical Candour – Giving honest feedback

- Based on book by Kim Scott

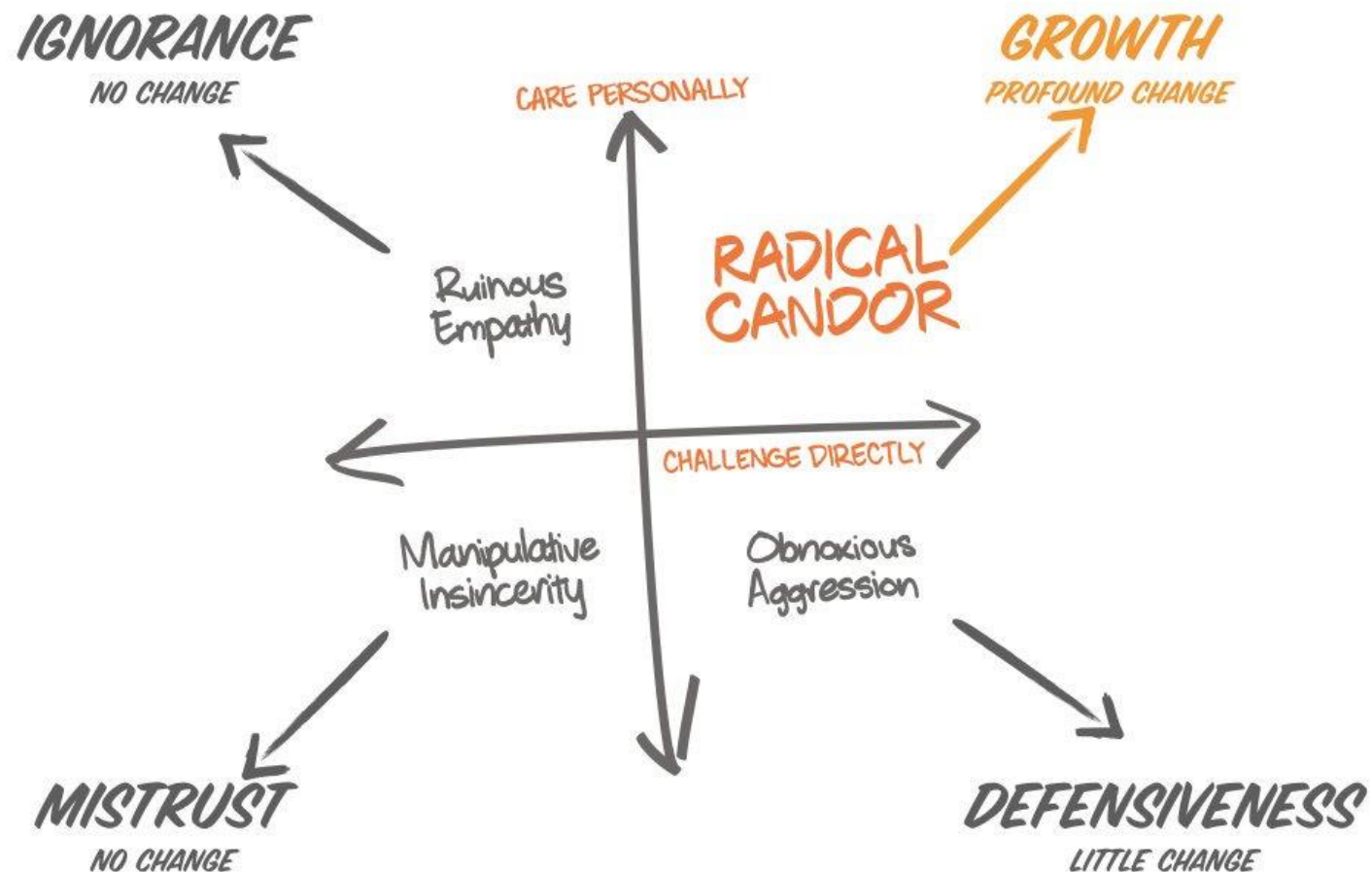


# Radical Candour

- Kim Scott – Senior Exec at:



# Radical Candour



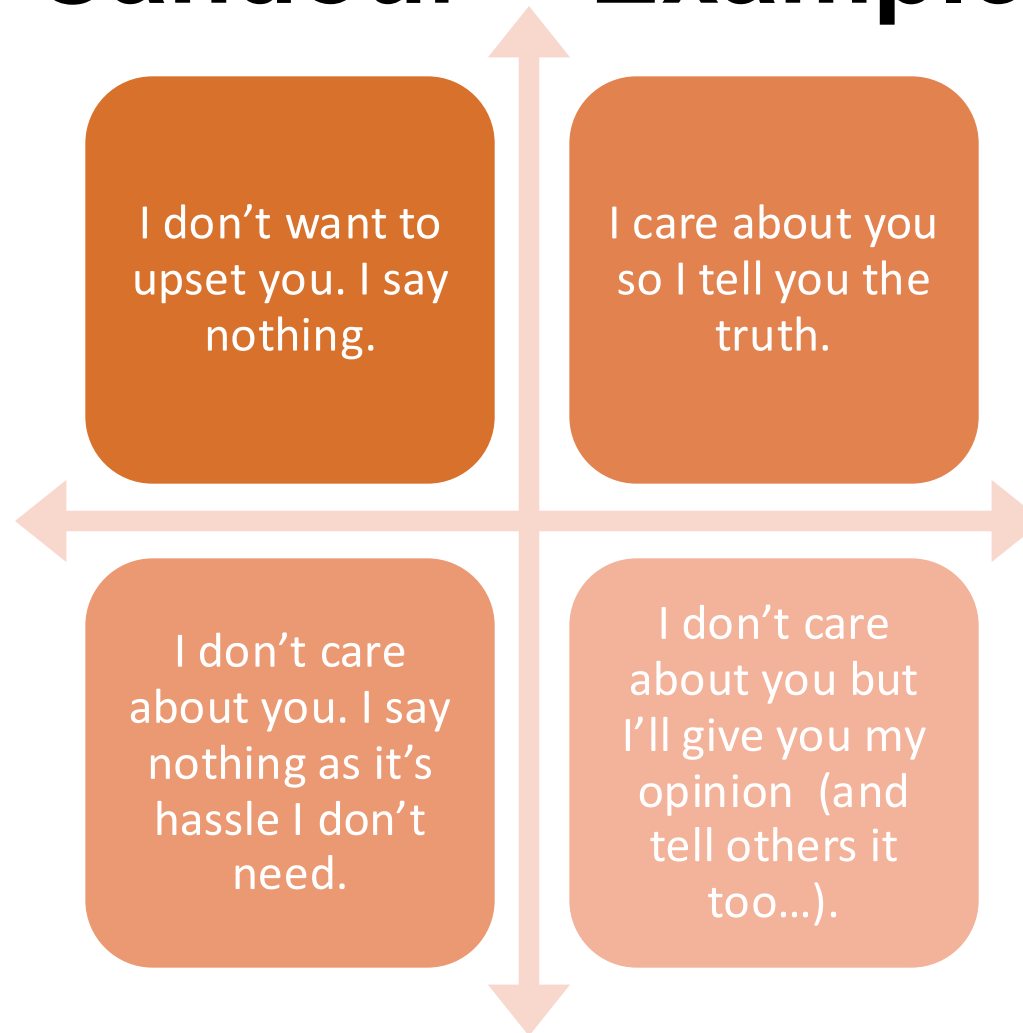
# Radical Candour

- Importance of both axis:
  - Care Personally – and the other person knows it
  - Challenge Directly – Speak the Truth
- Both equally important and interdependent

# Radical Candour – Example

- In a team meeting a colleague doesn't come across well.
- Something they've said has not landed well with a team member.

# Radical Candour – Example





# **What stops us?**

- So what stops us being truthful to others?

# Care Personally

- This isn't about intent it's about impact
- The other person *feels* that you care
  - About them as an individual
  - About the organisation and it's success
- Each person will need something different to achieve this. One size will definitely not fit all
- Without this 'Speaking the Truth' will come across as harsh and potentially obnoxious

# Challenge Directly

- This is about being honest and speaking the truth however uncomfortable this may be
- The better the relationship the more honest we can be *and* the better it will be received
- ‘Sugar coating’ or softening the message is often done to be nice – the opposite is true
- Without challenge there is no change and no growth
- But....

**IGNORANCE**

NO CHANGE

CARE PERSONALLY

**GROWTH**

PROFOUND CHANGE

Ruinous  
Empathy

**RADICAL  
CANDOR**

CHALLENGE DIRECTLY

Manipulative  
Insincerity

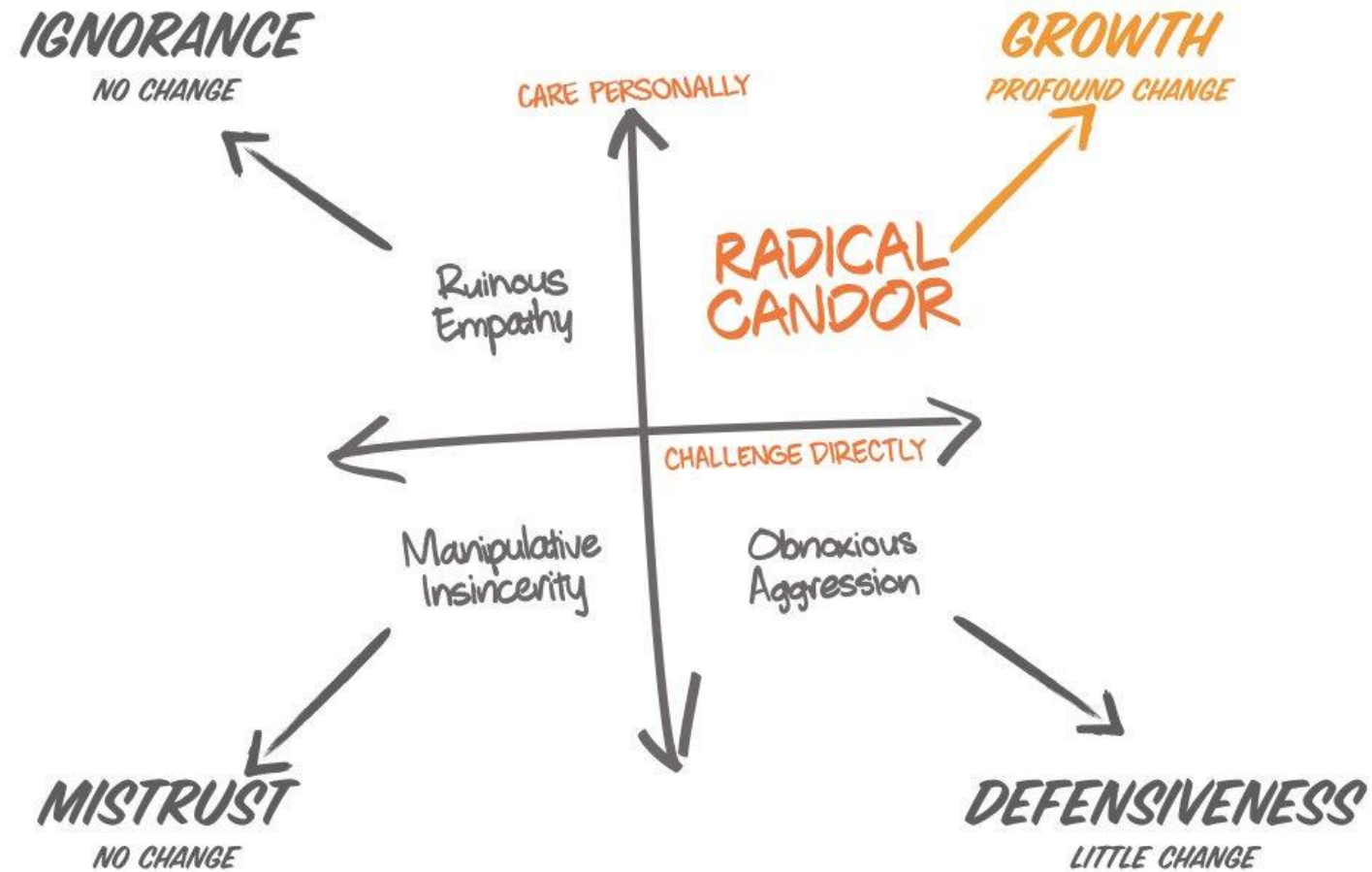
Obnoxious  
Aggression

**MISTRUST**

NO CHANGE

**DEFENSIVENESS**

LITTLE CHANGE



# Exercise

Think of an example where you've been in one of the quadrants?

## Question:

Which do I need to increase:

- Showing I personally care?
- Giving more direct challenge?

# Care Personally

- Ask for feedback first – if you can't take it people won't accept it from you
- State your intention:
  - “I'm telling you this because I respect you and I want to be honest”
  - “This is so important to the business I needed to let you know my thoughts”
- Stop and ask yourself – how well does this person know me / I know them? How can you improve this?

# Challenge Directly

- State facts not opinions
  - “Your team didn’t deliver on time and that impacted on the the wait time” vs
  - “Your team just doesn’t get stuff done on time and always makes us late”
- Put yourself in their shoes – if you or your team had done something wrong or were perceived to be underperforming would you want to be told?

# COMMON FEEDBACK MISTAKES

- 1 The feedback judges individuals, not actions
- 2 The feedback is too vague
- 3 The feedback speaks for others
- 4 Negative feedback gets sandwiched between positive messages
- 5 The feedback is exaggerated with generalities
- 6 The feedback psychoanalyses the motives behind behaviour
- 7 The feedback goes on too long
- 8 The feedback contains an implied threat
- 9 The feedback uses inappropriate humour
- 10 The feedback is a question, not a statement



# W.O.R.D

## FEEDBACK MODEL

When delivering feedback, structure your message using the 'WORD' Model. The WORD Model works for both affirmative and developmental feedback and helps make your feedback specific and positive. It helps us to get win – win outcomes with others.

### WHEN

Describe when you observed them  
– set the context

### OBSERVATION

Be specific and describe what you  
saw or heard them doing (rather than  
making judgements)

### REACTION

Explain your reaction to their behaviour –  
the impact of this behaviour on you,  
others and on their own success

### DO

What would you like them to do differently  
(if developmental feedback) or carry on doing  
(if affirmative feedback). This can be used as a  
question to the person as well as a statement.

# Feedback

- It is not so much the giving of the feedback that matters.
- It is noticing how it is *lands*.
- The better the landing, the easier it is to get to the learning.



# REACTIONS TO FEEDBACK

## REACTION

**DENIAL**  
(often accompanies the initial shock of feedback)

**EMOTION**  
(ranges from embarrassment to being upset or angry)

**RATIONALISATION**  
(finding excuses for the behaviour)

**ACCEPTANCE**  
(the message is beginning to sink in)

**CHANGE**  
(behaviour changes as a result of the feedback)

## SUGGESTIONS TO HANDLE THE REACTION

Continue to reiterate the facts and provide specific examples

Empathise with the individual

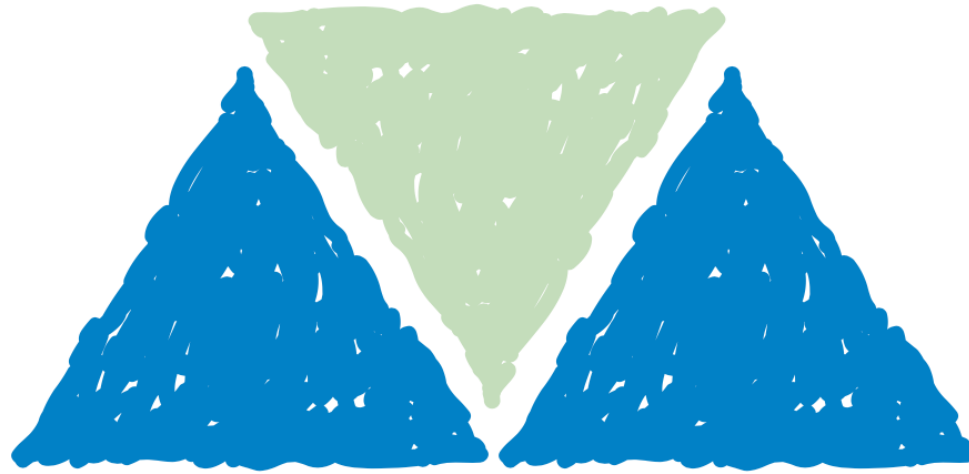
Challenge by asking what would they do differently next time

Offer encouragement to try new approaches/behaviour

Support and guide

# Helping STYLES

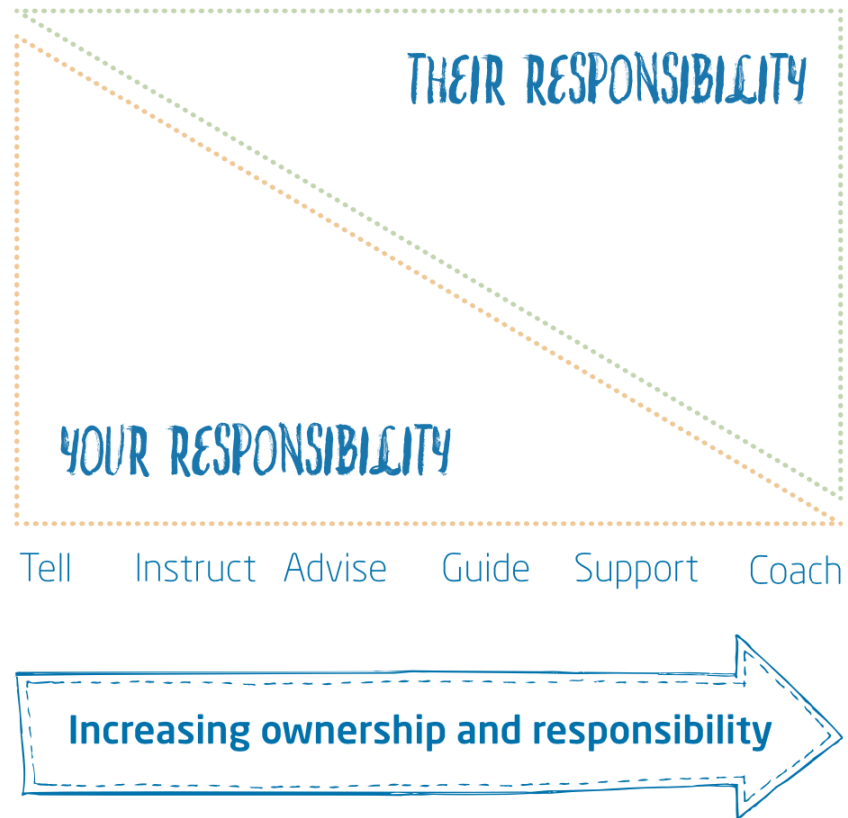
COACHING



TEACHING

COUNSELLING

# OWNERSHIP MODEL



# DEFINITION of coaching

COACHING IS UNLOCKING AN  
INDIVIDUAL'S POTENTIAL TO  
MAXIMISE THEIR OWN PERFORMANCE

## OUTCOMES

- ★ People succeed in the task and they know it
- ★ They have learned something and they know it
- ★ They feel more confident about their ability to perform in the future... however little

# Active Listening

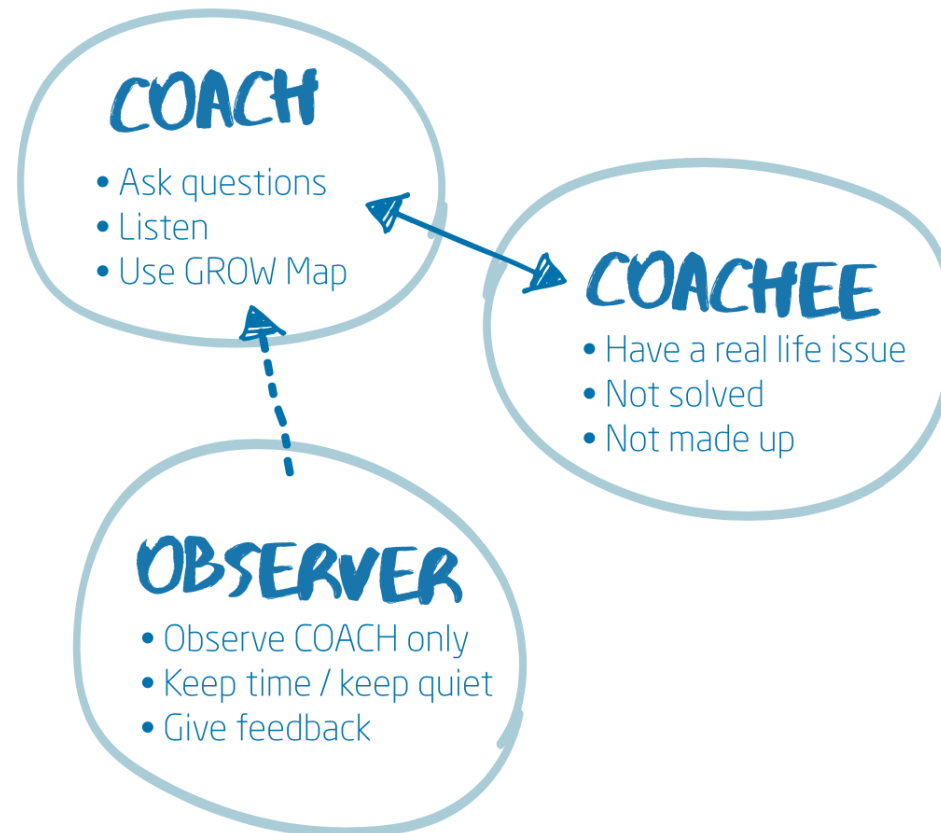
- Active listening takes effort!
- Noticing words and phrases – playing them back
- Noticing trends
- Noticing changes in body language
- Do the words stack with the body language?
- Noticing what you're curious about (as opposed to the solution you have for them!)
- Asking questions based on what you hear not on what you think
- The power of silence...

# GROW Model





# COACHING TRIO PRACTICE



# Common Pitfalls In Coaching

1

Jumping in with one's  
own ideas and solutions

2

Telling, rather  
than asking

3

Making assumptions based  
on superficial information

4

Not probing for  
deeper information

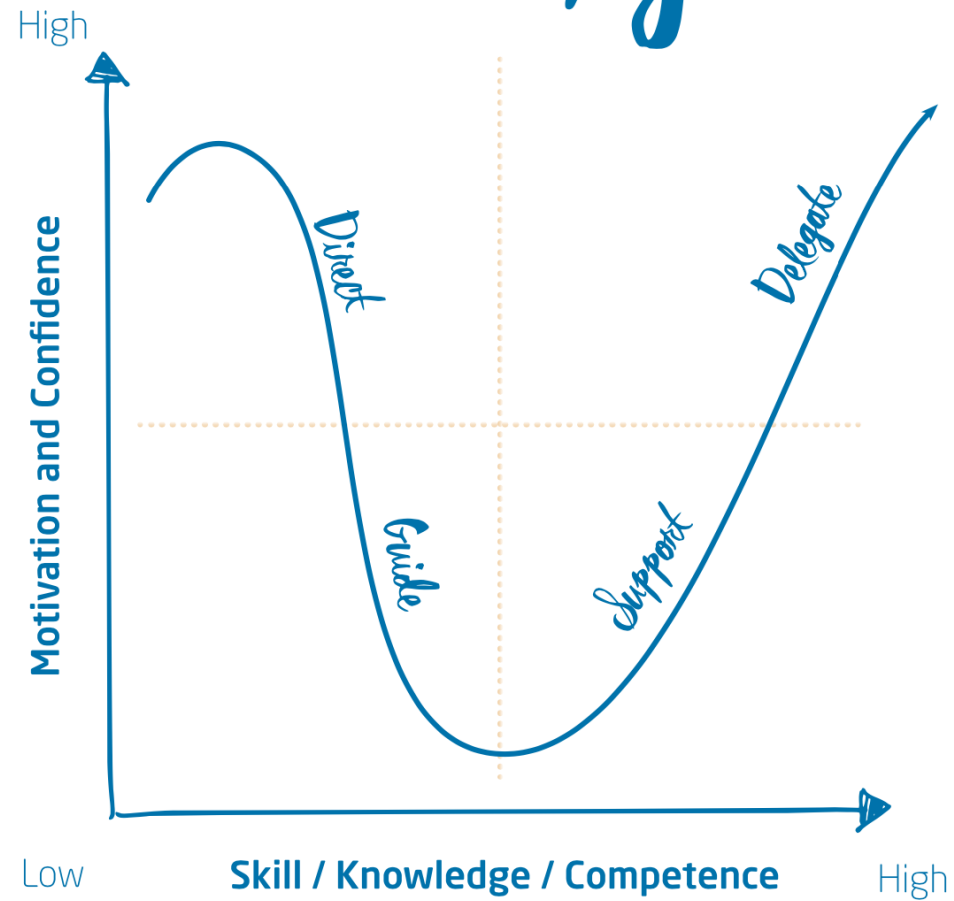
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Not listening

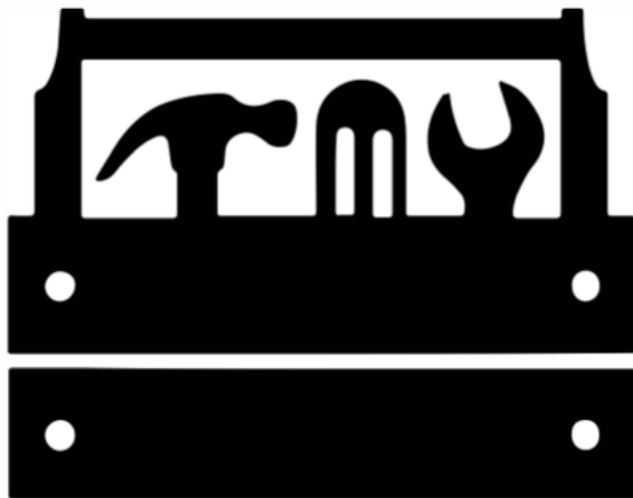
6

Following your goals  
rather than their agenda

# SITUATIONAL COACHING



# Coaching Toolkit



## **Two-minute coaching**

- If I asked you to score your performance today out of 10 what would it be?
- Why?
- What would make it a 10 next time?

# Useful questions and prompts

1. What do you think?
2. What's stopping you?
3. Tell me more / What else?
4. What I'm hearing is...is that right?
5. Talk me through your thinking
6. What support do you need?
7. What needs to change?
8. What's the first (or easiest) step you could take?
9. What will happen if you do nothing?
10. I've got a couple of ideas. What are your thoughts?

# Conscious Practice

- Continue to raise your awareness:
  - Busy vs Purposeful
  - Your leadership style
  - Playing to win not just to avoid losing
  - You at your best
- Give clear and honest feedback but make sure the other person knows *why* you're giving it
- Take a more coaching approach
- Share your vision of the future you want to create