



Track Record
Data powered coaching



The Team Win : In 77 days -

A high performing cohesive team that has taken full ownership of the outcome for WR, are future focussed in their thinking and have stepped up, role modelling leadership that could contribute at a group level

Team Win :	A high performing cohesive team that has taken full ownership of the outcome for WR, are future focussed in their thinking and have stepped up, role modelling leadership that could contribute at a group level			
	Cohesive High Performing Team	Taken Full ownership	Future Focused	Role model
Win	Dedicate more time and focus on collective leadership responsibilities	Shared accountability through defined roles and responsibilities, effective meetings, and shared priorities	Establish industry point of view 30% of time spent on future	Support & challenge: help each other - we lead the business, not just the function Balanced & proactive/ directive role with Breon - demonstrate alignment Teams mimic our behaviours (What we permit we promote)
Next Steps	1) Monday 4-4.45pm Share top 3 things on individual agenda and support required 2) Define what people want to hear about in meetings - collective agenda set	1) OKR review 2) Shared accountability - if one fails, the team should fix 3) Meeting structure: (a) Performance/ targets (b) Action review (c) RAG status 4) Identify friction points: define, solve, communicate	1) White paper on future of the industry by end Aug 2) 1 Monthly report (KPIs, Actions, Co-owners agree on topics, flag issues/ risks, confirm next steps)	1) Team time together WED am : Prep WED pm : Together. Rotating Chair 2) Tuesday 14th : Role clarity How we operate: 1. Agree how we challenge 2. More prep on critical (shared) issues 3. Agree (and commit) to aoutcomes
Pre-mortem	Values: Luck or respect, courage, trust and pride What: Individual goals over ExCo, lack of clear inter-exec comms, too much focus on function	Accountability: Lack of or insufficient, arguments about ownership, territorialism	Inhibitors : Inefficient reporting/ meetings Focus : Lack of/ changing focus	Inputs : Politics, Apathy, Defensive, Not enough trust in Exco Outputs : Disengagement, lack of response, lack of time for the team

Pre-mortem : output details



	Cohesive High Performing Team	Taken Full ownership	Future Focused	Role model
Behaviours you want to do more of as a team	Enjoy and value time	We not I		
	Honest conversations	Team is the ExCo - we manage the rest	Establish and discuss a "point of view" on future	Support / challenge / help each other - lead business not just function
	Raise issues with collective 1st	Shared deliverables	Always have a target state for next 12-14 months	Support imperfections
	Shared clarity / focus - agree and commit	Pro-active cross-functional learning	Focus on future for customer	More balanced relationship with Breon
	Willingness to be agile	It's OK to contribute and challenge performance	30% time spent on future	Demonstrate alignment (united front)
	Prioritise this team over silo together	Covering each others roles		Team mimics behaviour (what we permit we promote)

TR Session Reflections

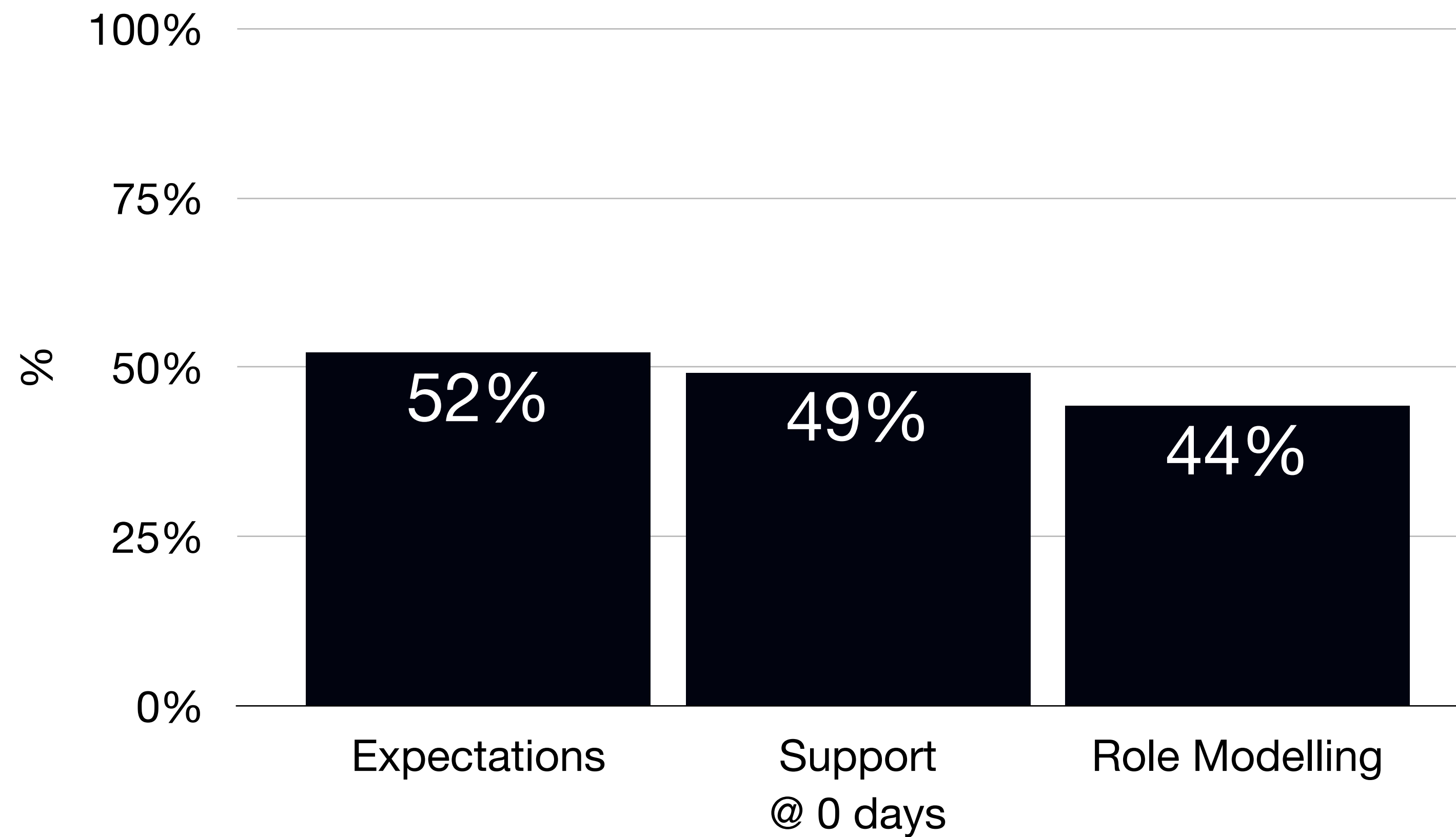


- **Challenge vs. Threat** : A core responsibility of a leadership team is to create an optimal environment for the organisation (Challenge State). By role modelling a balance of high (and clear) expectation with high (perceived) levels of support, the leadership team will be demonstrating the behaviours expected within the business. What you permit, you promote.
- **Language** : I/me/my vs. We/us/our - micro differences in language repeated over time create a chasm within a team
- **Building on the ideas of others** : The team's interactions make it difficult to clarify what has been agreed and people's perception of what they heard. It was noticeable how ideas and layered on top of each other without clarity on whether the previous idea is being dismissed or an alternative option is being provided. When building on the ideas of others, it's a useful habit to acknowledge what you've heard (i.e. "I agree in principle but have you thought of..." or "I hear what you are saying but I don't see that as an option. From my experience, I suggest...")

Team Environment Results



The Overall Team Environment Score is 49%.

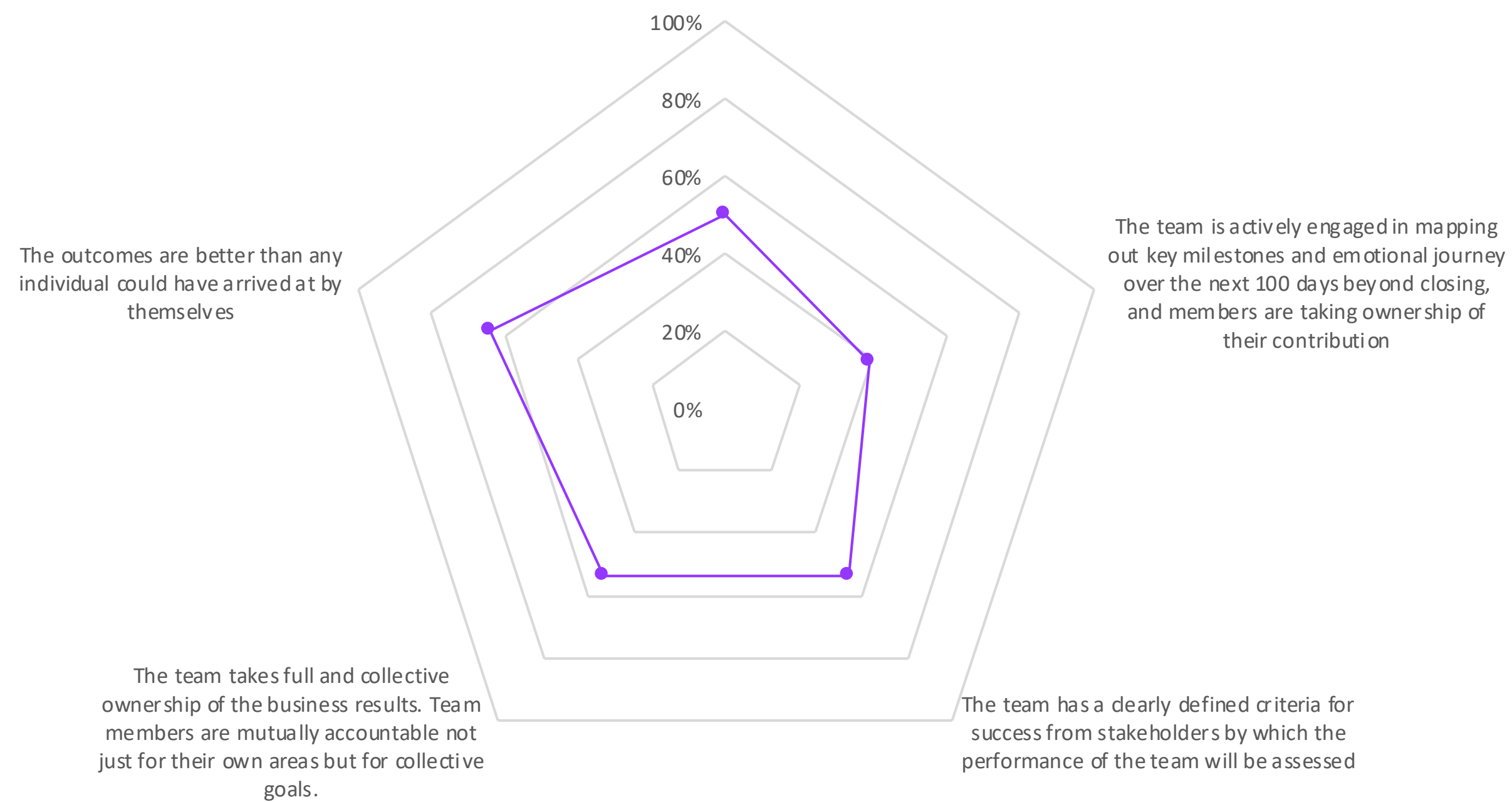


Baseline Data



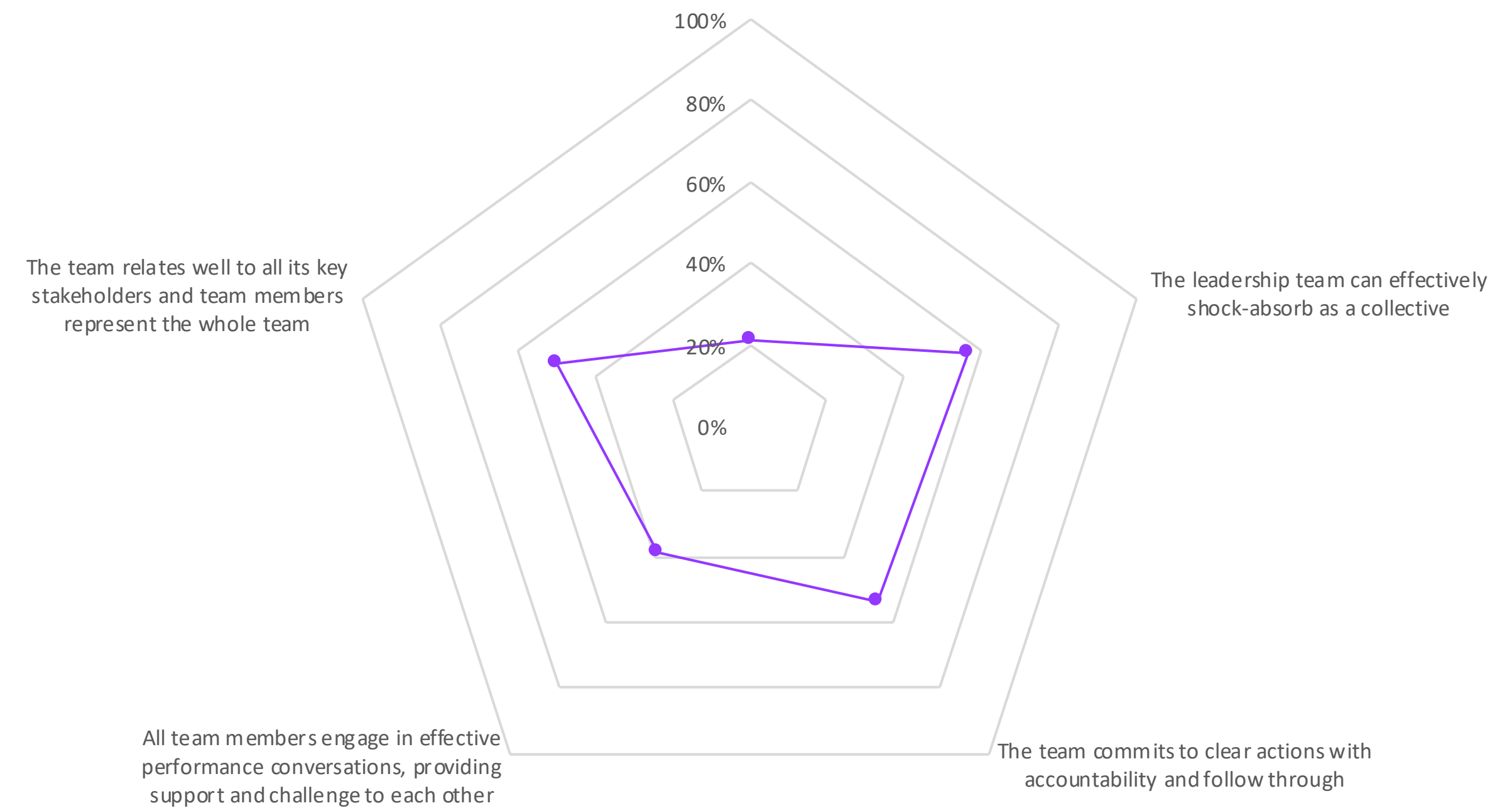
Expectations

The team is working towards the agreed team Win in an effective and cohesive manner



Role modelling

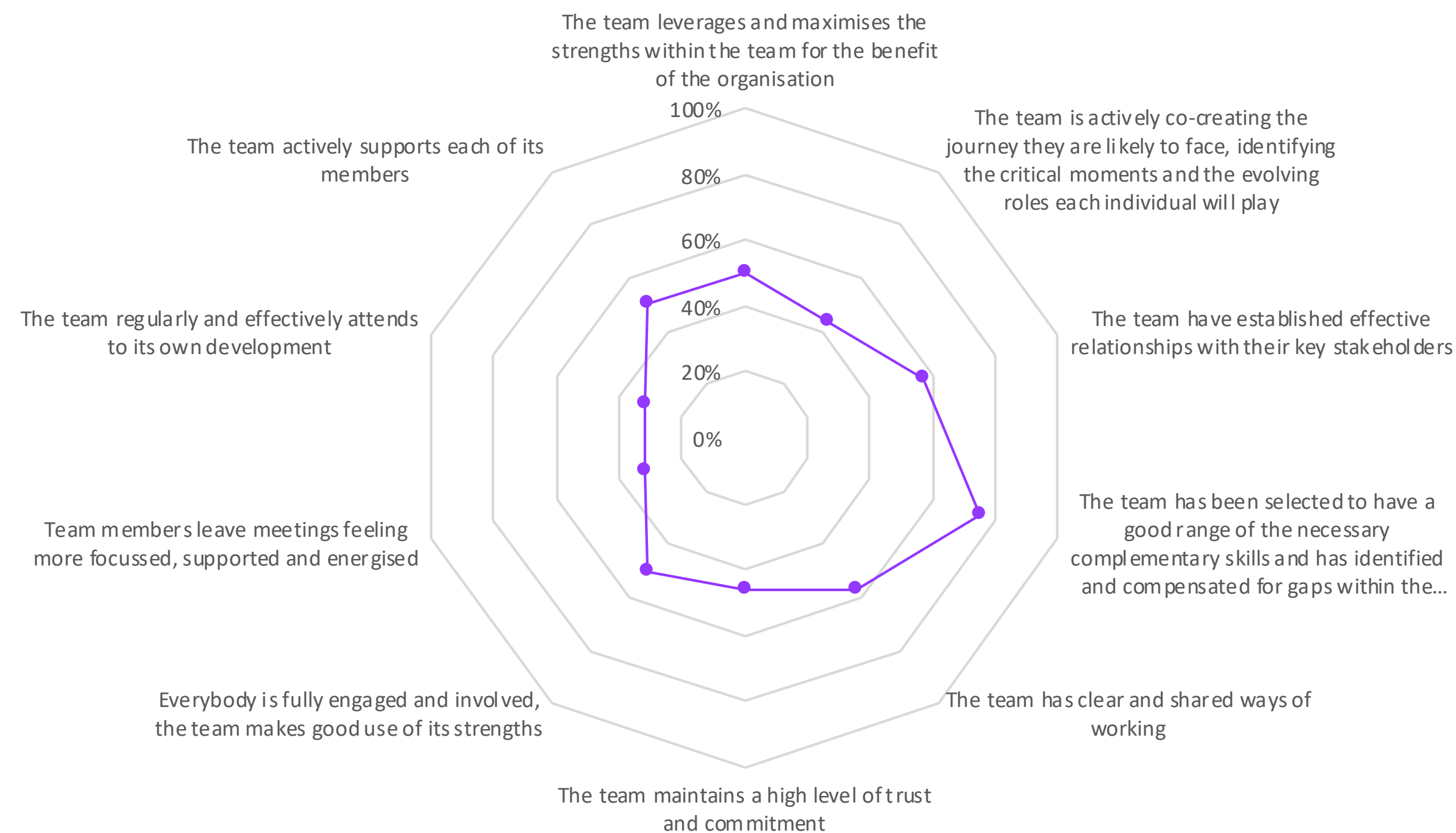
Current “drag” behaviours are actively eliminated and winning habits identified and established



Baseline Data



Support



Highest score:

- The team has been selected to have a good range of the necessary complementary skills and has identified and compensated for gaps within the team
- The outcomes are better than any individual could have arrived at by themselves

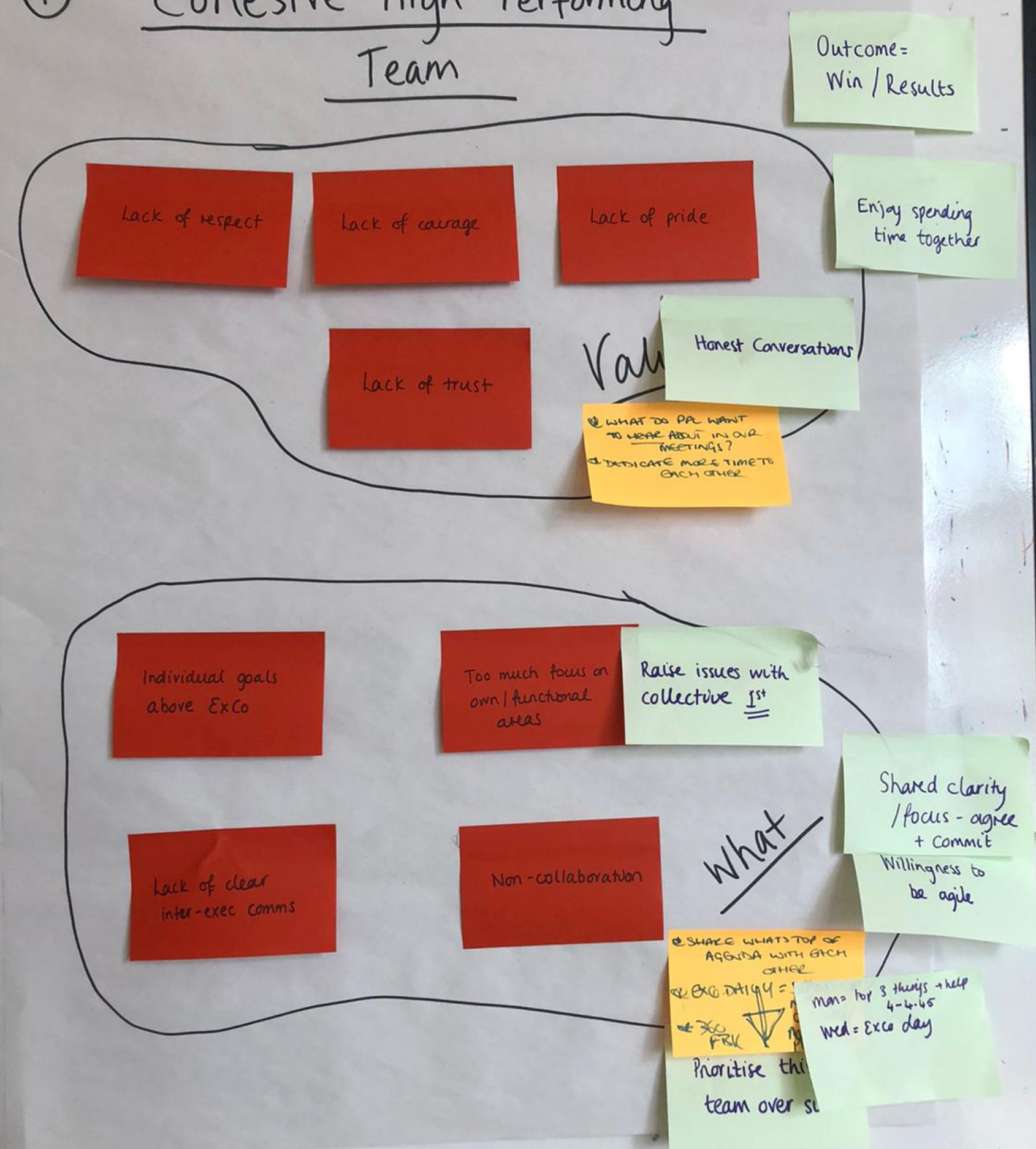
Lowest score:

- Team members leave meetings feeling more focussed, supported and energised
- The team regularly and effectively attends to its own development
- Current “drag” behaviours are actively eliminated and winning habits identified and established

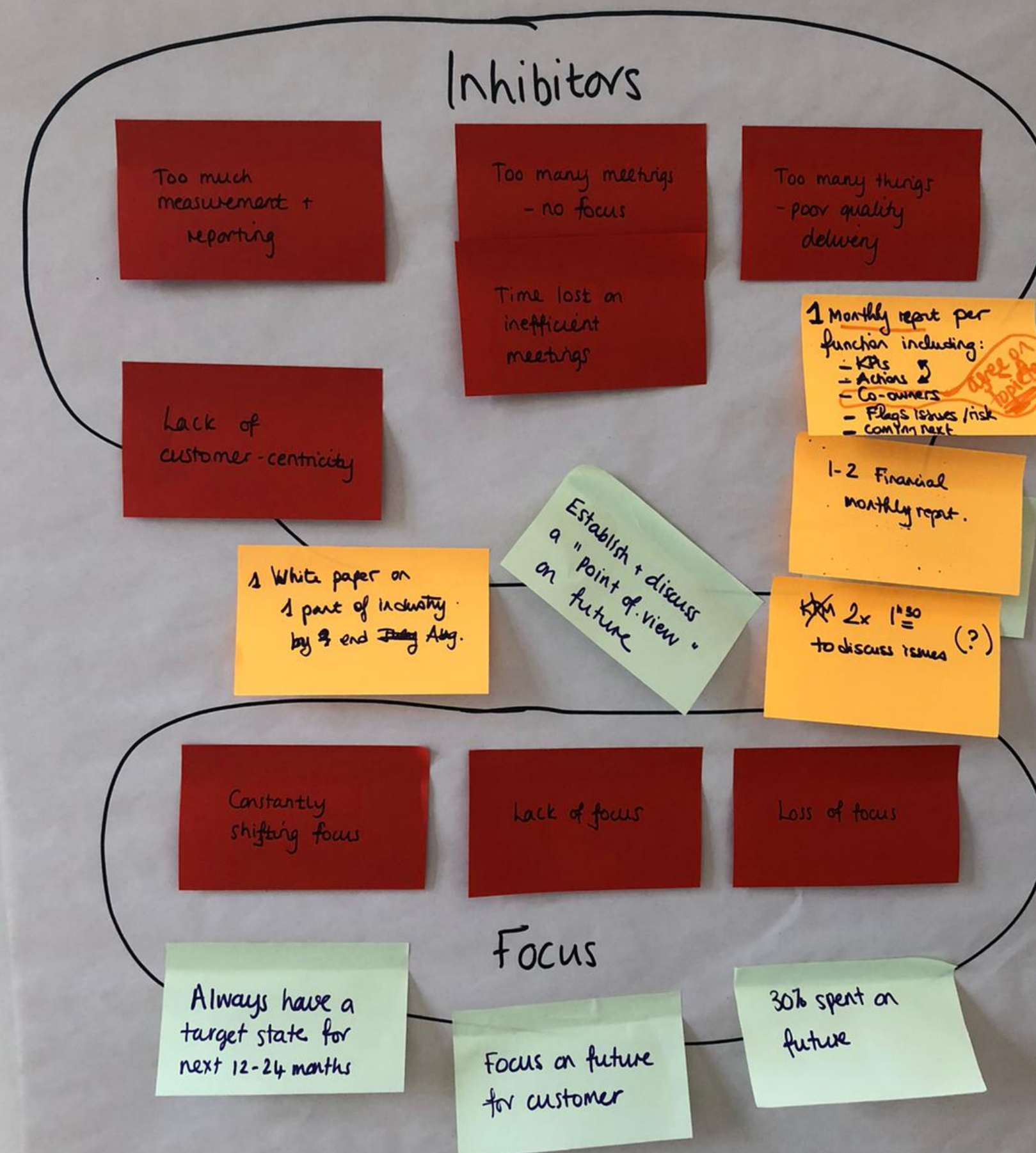
Flip charts

TR

① Cohesive High Performing Team



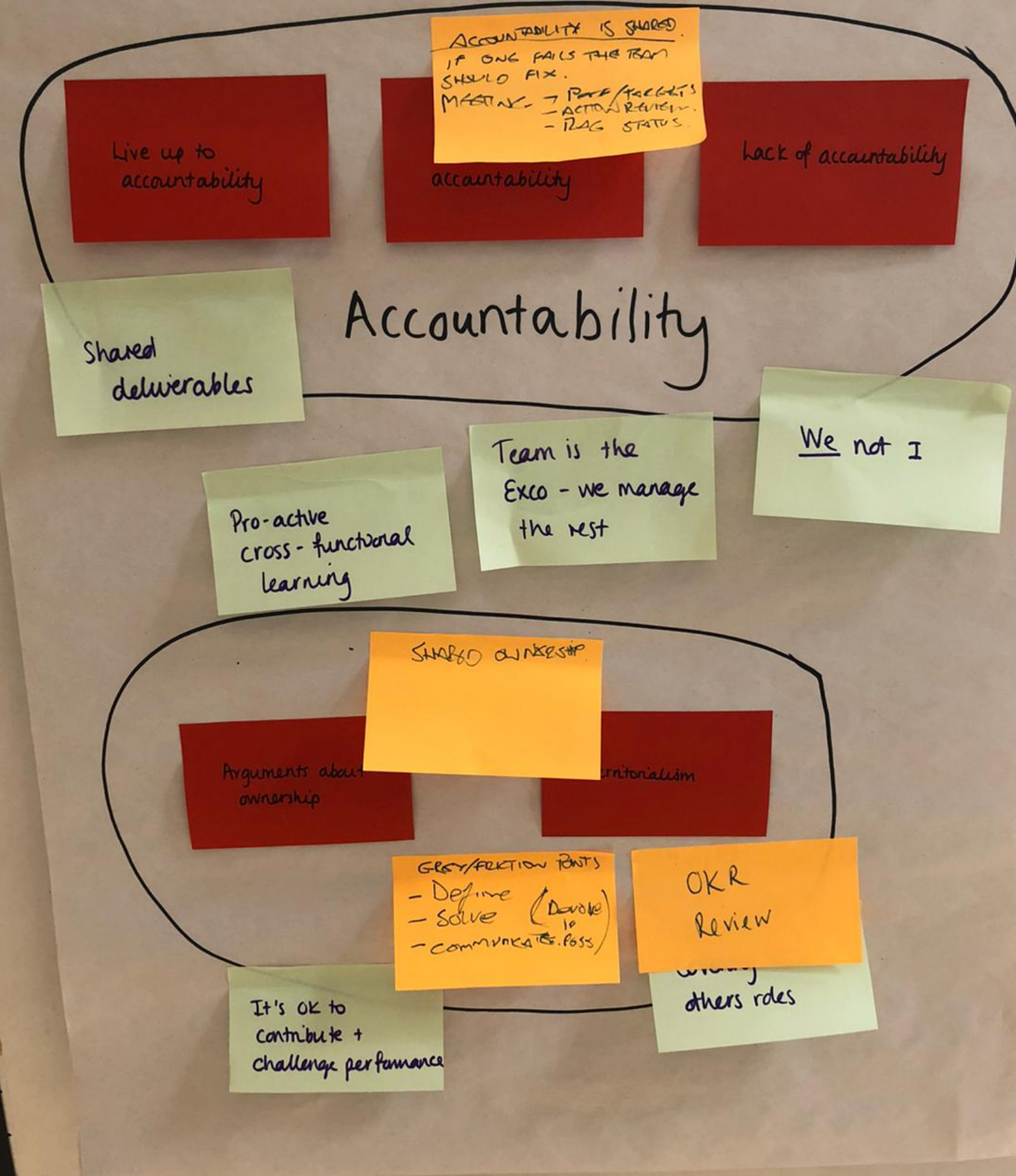
② Future Focus



Flip charts



③ Ownership of Results



④ Role Model

