Track Record
Data powered coaching

Future State

The Team Win : In 77 days -

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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		Support imperfections
	Shared clarity / focus - agree and commit	Pro-active cross-functional learning	Always have a target state for next 12-14 months	More balanced relationship with Breon
	Willingness to be agile	It's OK to contribute and challenge performance	Focus on future for customer	Demonstrate alignment (united front)
	Prioritise this team over silo together	Covering each others roles	30% time spent on future	Team mimics behaviour (what we permit we promote)

- **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…")
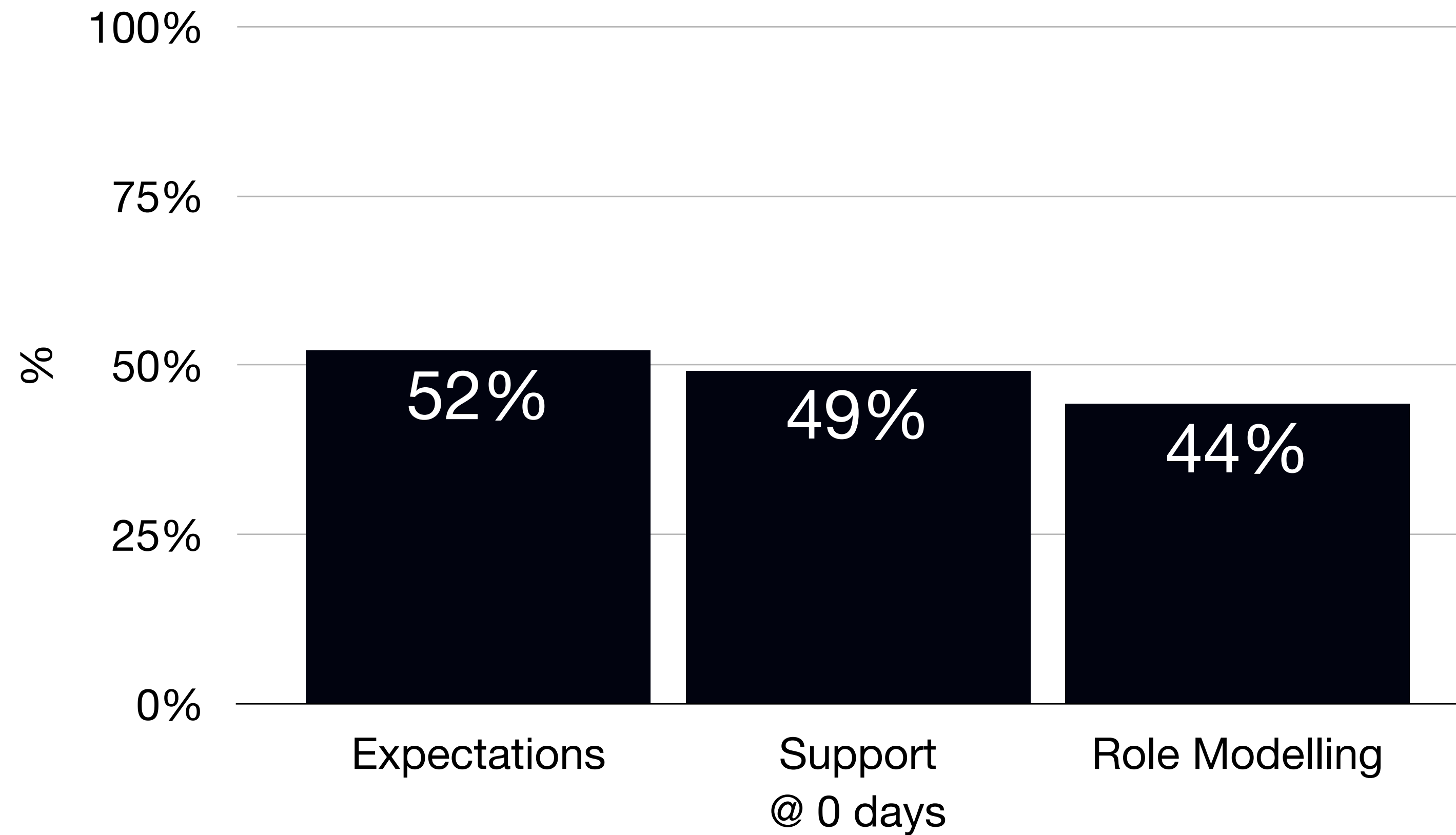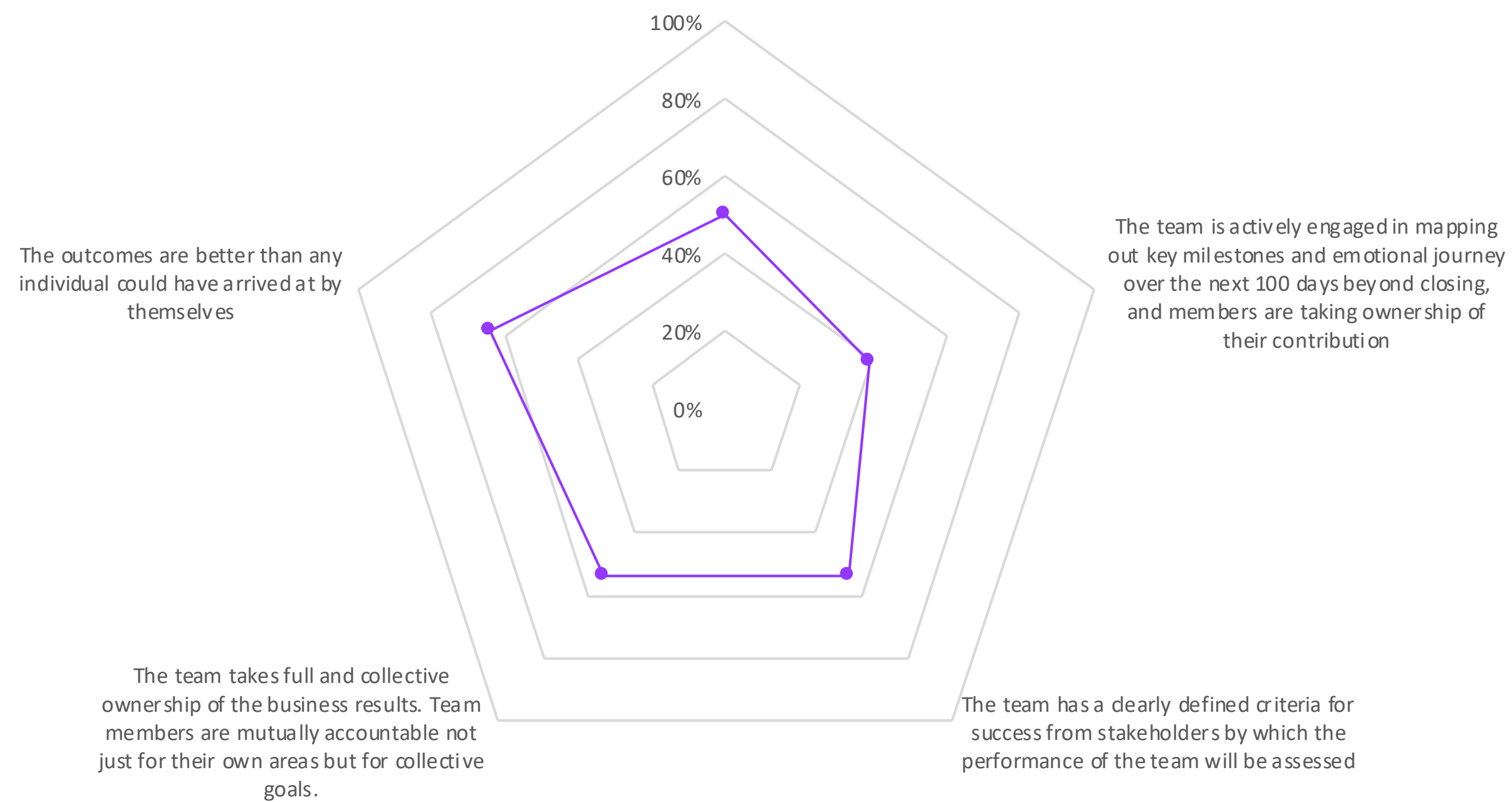
Baseline Data

Expectations

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

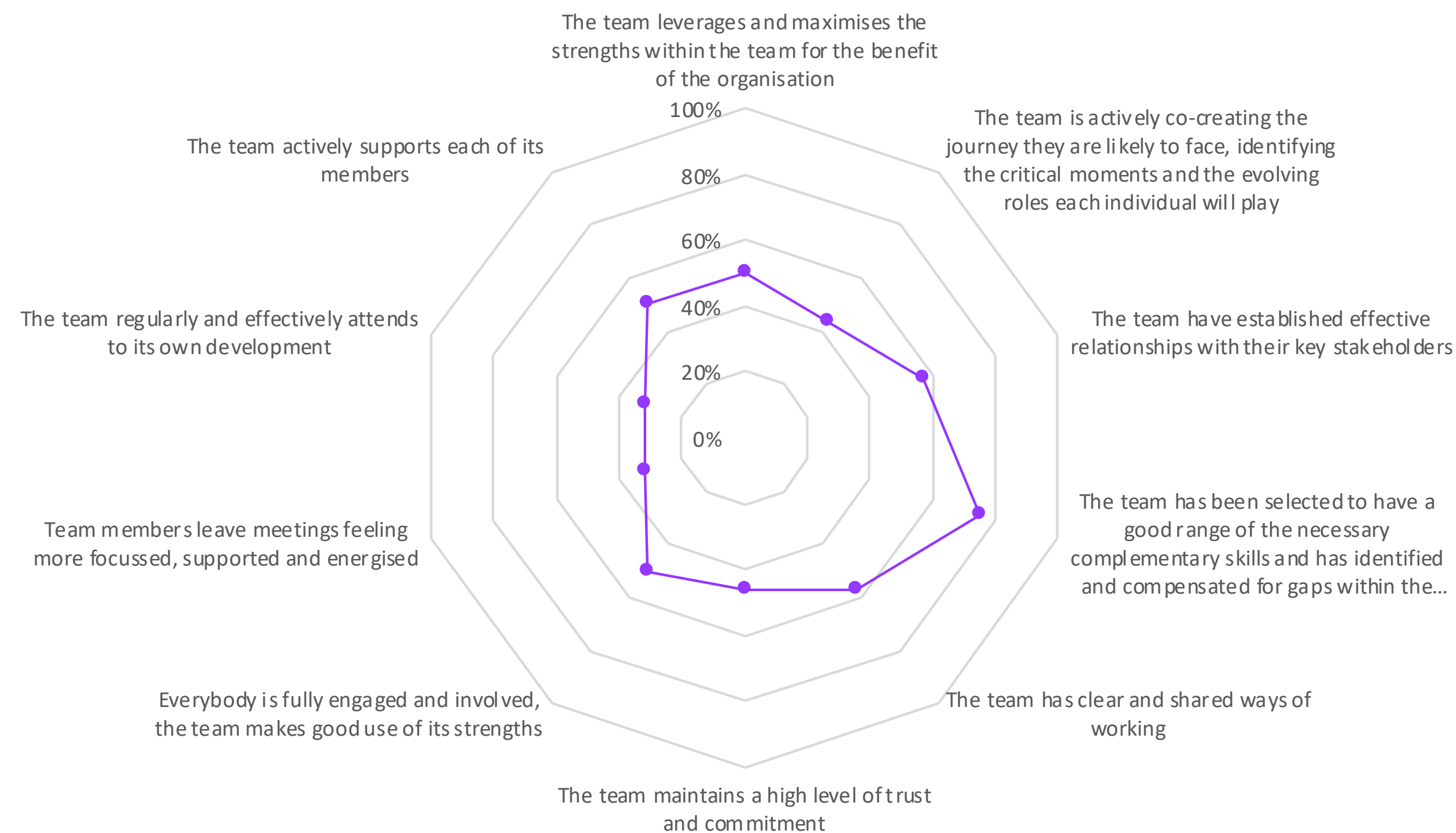The team is actively engaged in mapping out key milestones and emotional journey over the next 100 days beyond closing, and members are taking ownership of their contribution

The outcomes are better than any individual could have arrived at by themselves

The team has a clearly defined criteria for success from stakeholders by which the performance of the team will be assessed

The team takes full and collective ownership of the business results. Team members are mutually accountable not just for their own areas but for collective goals.

Role modelling

Current "drag" behaviours are actively eliminated and winning habits identified and established

The leadership team can effectively shock-absorb as a collective

The team relates well to all its key stakeholders and team members represent the whole team

The team commits to clear actions with accountability and follow through

All team members engage in effective performance conversations, providing support and challenge to each other

Baseline Data

Support

The team leverages and maximises the strengths within the team for the benefit of the organisation

The team is actively co-creating the journey they are likely to face, identifying the critical moments and the evolving roles each individual will play

The team actively supports each of its members

The team have established effective relationships with their key stakeholders

The team regularly and effectively attends to its own development

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 members leave meetings feeling more focussed, supported and energised

The team has clear and shared ways of working

Everybody is fully engaged and involved, the team makes good use of its strengths

The team maintains a high level of trust and commitment

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
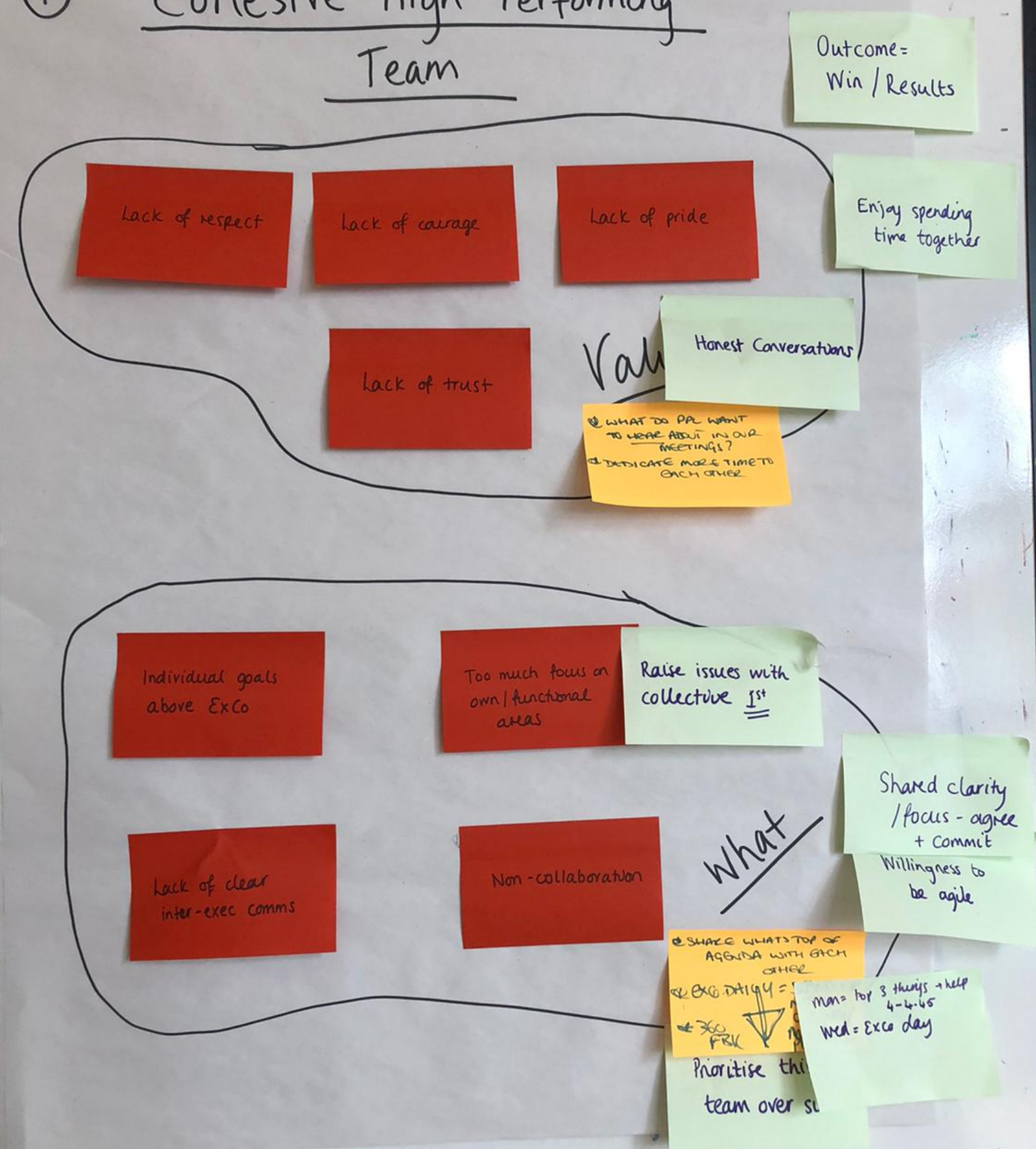- The outcomes are better than any individual could have arrived at by themselves

Lowest score:
- Team members leave meetings feeling more focussed, supported and energised
- The team regularly and effectively attends to its own development
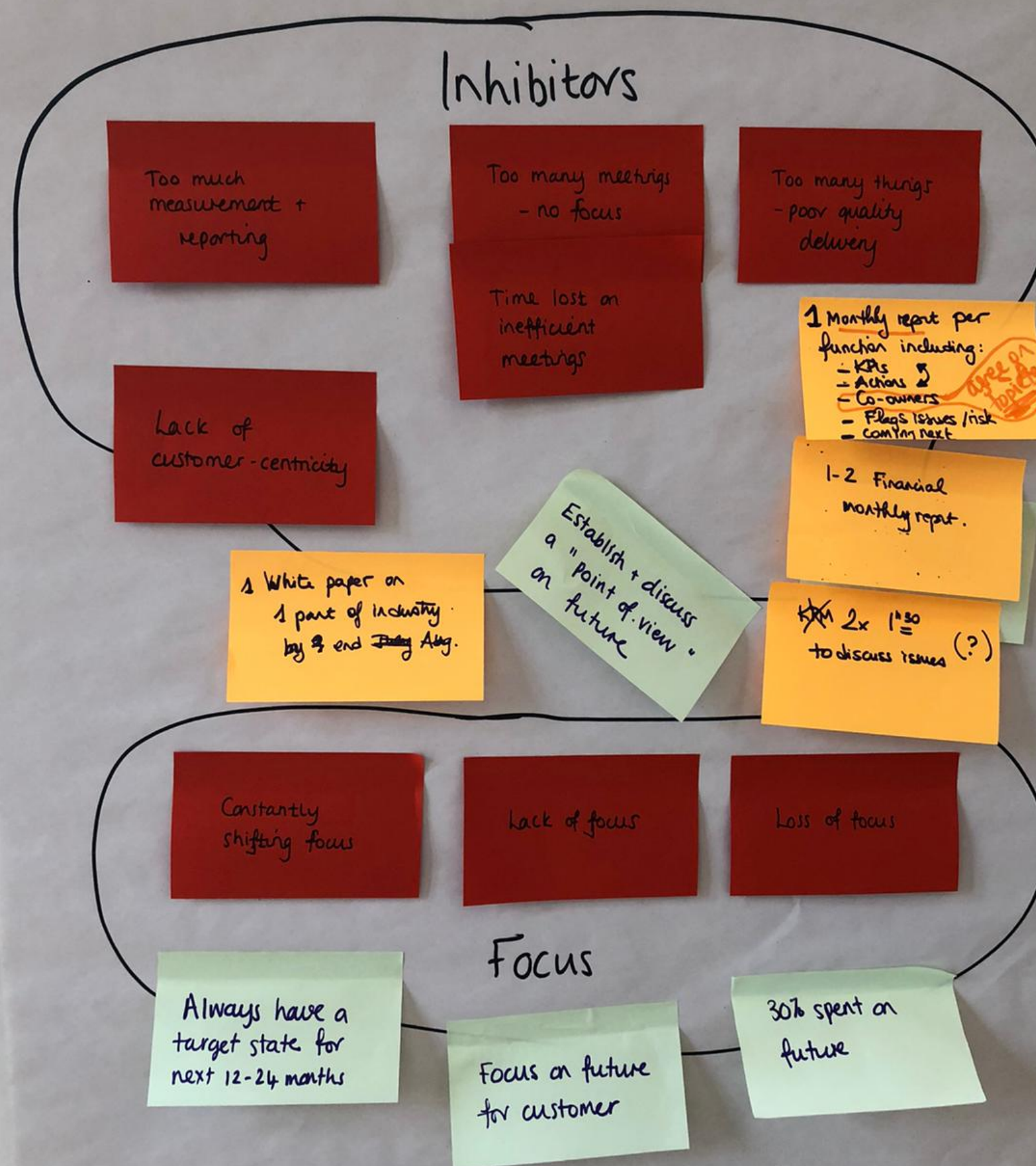- Current "drag" behaviours are actively eliminated and winning habits identified and established
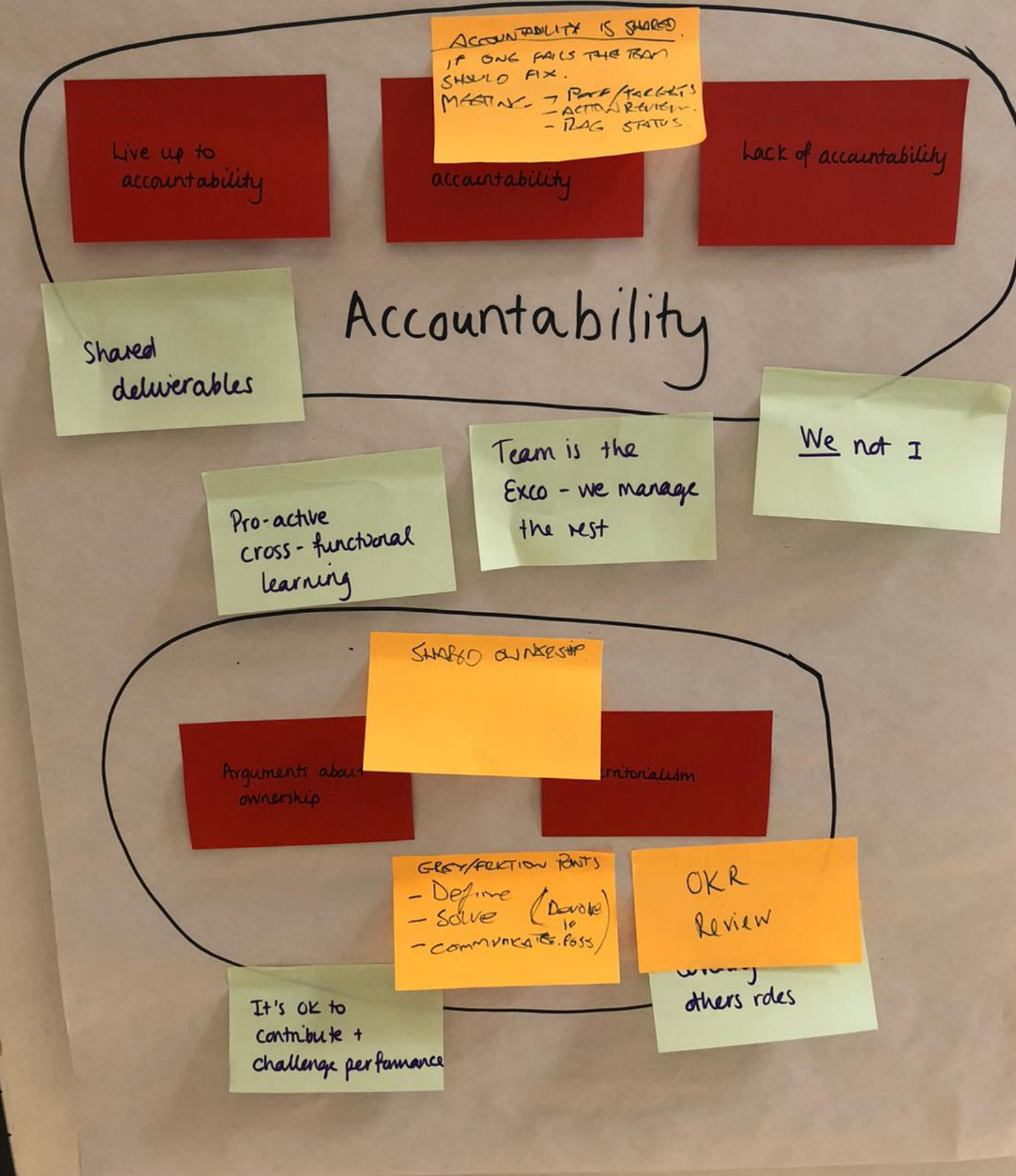
Flip charts

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