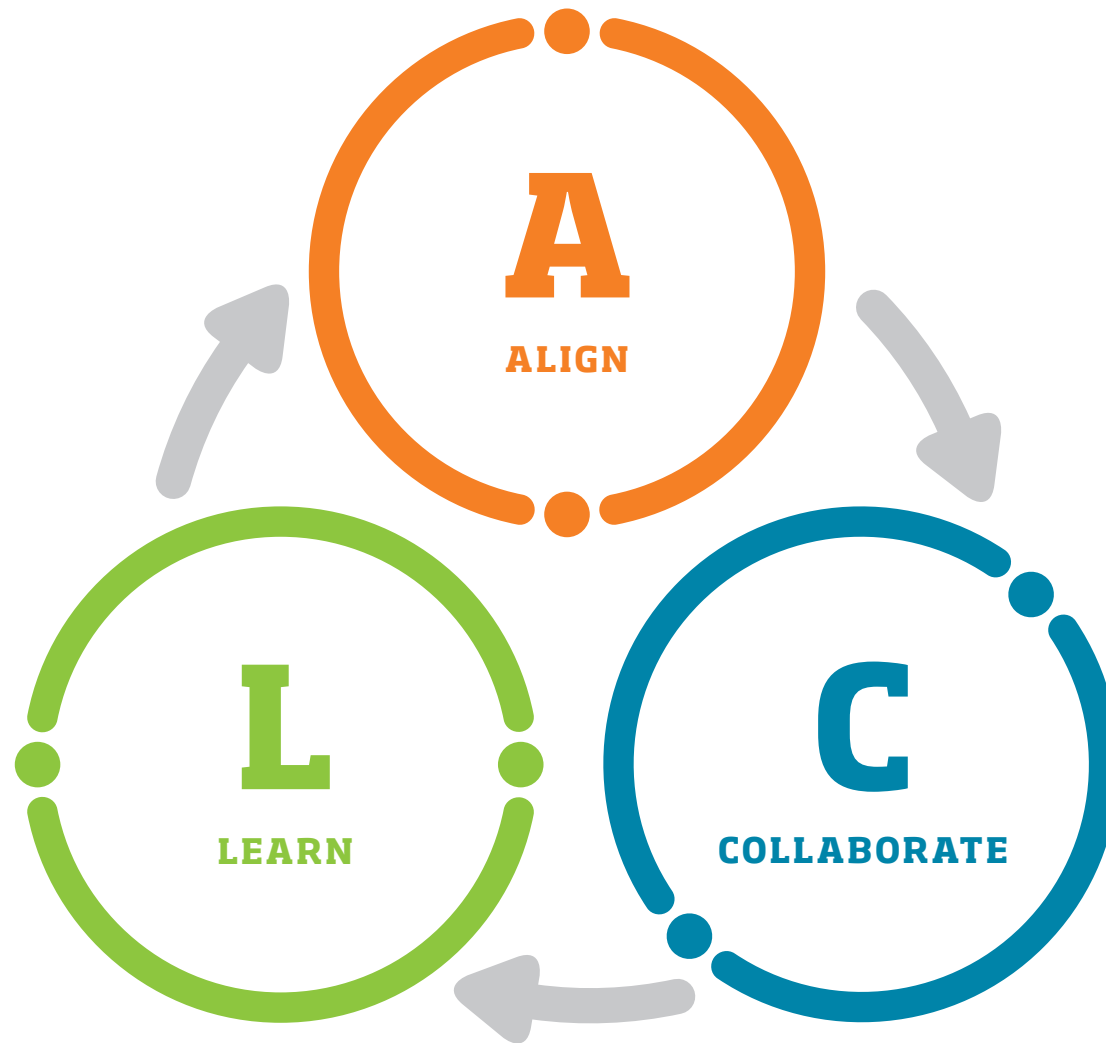


Resource Guide



Unitec
Institute of Technology
TE WHARE WĀNANGA O WAIRAKA



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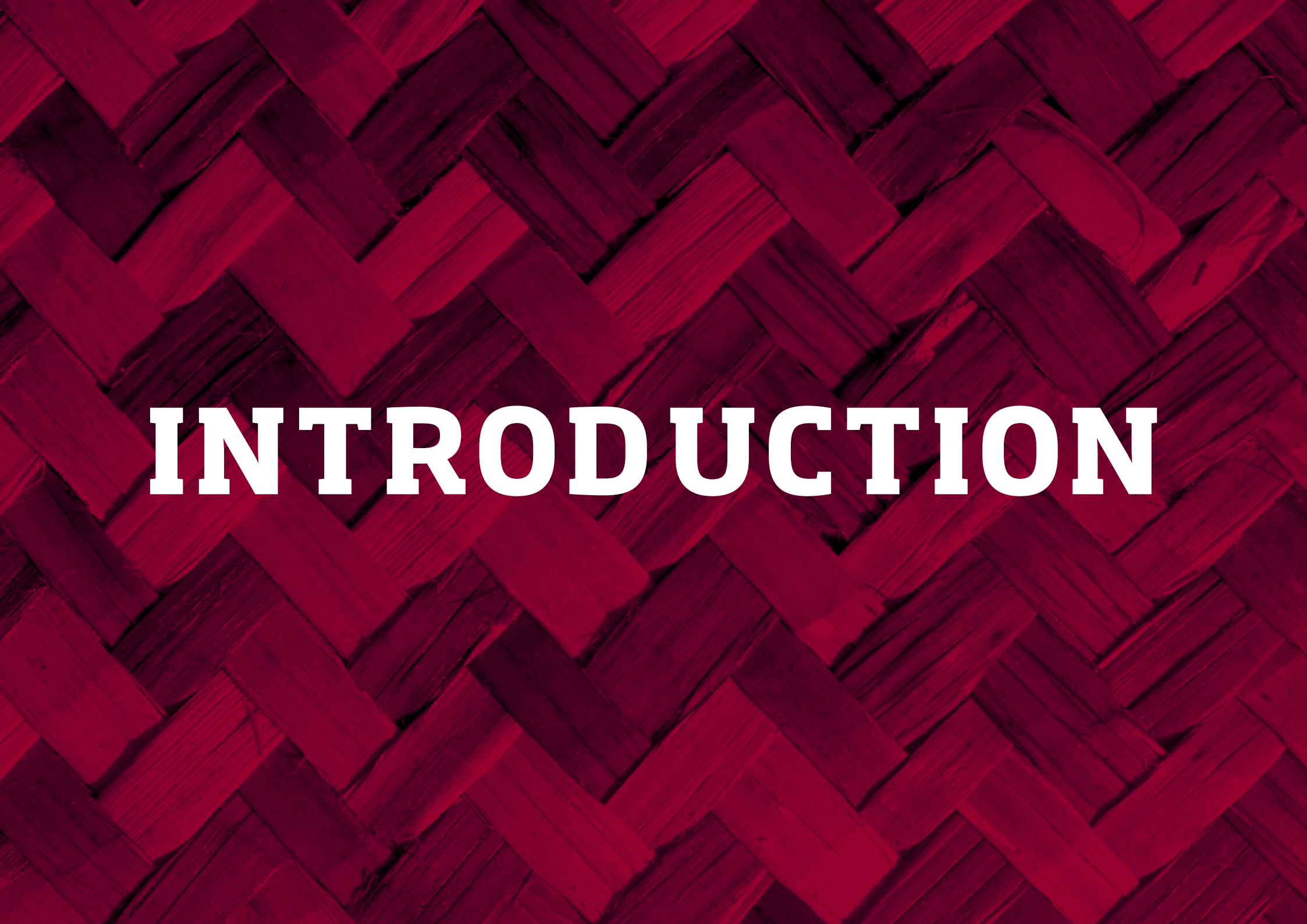
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INTRODUCTION

Welcome

“

**IMAGINE THE POSSIBILITIES
WHEN EVERYONE IN YOUR
ORGANISATION THINKS
AND ACTS AS ONE TEAM**

VALUES BASED LEADERSHIP

We are delighted to welcome you to Unitec's community of leaders and advocates.

Everyone in this community shares a passion for making lives better through learning and teaching. Acknowledging that in a complex environment, this can only be done by working together as one team.

Like you, they are seeking a simple and effective way to come together as leaders, to build and connect teams and navigate the biggest transformation in Unitec's history.

PROGRAM AIMS

We have partnered with Performance Specialists Think One Team in Australia to bring you the Values Based Leadership Program at Unitec. The core aim of this program is to give you a method and toolkit to develop the collaboration and teamwork that is essential to deliver organisational success.

Values Based Leadership equips Unitec leaders and teams with the framework, skills and tools to adapt, innovate and perform in a complex and rapidly changing environment. Our values are the foundation of this approach, supported by the Think One Team method to provide a simple, easy to implement method and toolkit to apply to a single project, to a team or across the whole organisation. No matter the need - we apply the same five steps in an adaptive manner.

From this experience we expect you will:

- Gain new capabilities and tools for leading adaptive change
- Achieve a positive outcome in your chosen transformation initiative(s)
- Embed the collaboration and co-creation tools into the Unitec culture

VALUES BASED LEADERSHIP PROGRAM



RESOURCE SUPPORT

Performance Coach

Each leadership cohort will be assigned a Performance Coach from within Unitec with the relevant mana to guide you through this learning experience. Their role will be to work alongside you as a team and individually, providing support and guidance where needed and acting as a sounding board. You will agree your working rhythm with your coach.

Facilitator - Think One Team

During the program you will receive individual and team support from your facilitator from Think One Team. They will guide you through the formal workshop elements of the program and check in electronically - at times via your Performance Coach.

Resource Guide

This document is the resource guide and contains the 'What, Why and How' for each of the core micro skill sets you will learn and practise during the program.

PROGRAM-AT-A-GLANCE

A KEY TO THE VALUES BASED LEADERSHIP PROGRAM IS THE CLARITY AND SIMPLICITY OF THE CONCEPTS, TOOLS AND IMPLEMENTATION.

THE PATHWAY WE WILL FOLLOW IS ILLUSTRATED IN THE FOLLOWING MODEL:

PHASE ONE KICK-OFF

Preparatory activities and an engaging workshop to provide hands-on experience of the method and tools

PHASE TWO TEAM FOUNDATION

Establishing the team purpose, strategy and plan, while laying the foundation for team dynamics and use of core tools

PHASE THREE PARTNER ENGAGEMENT

Applying the Think One Team method and tools to engage partners in the Align-Collaborate-Learn operating rhythm

PHASE FOUR VALUE CREATION

Generating outcomes by applying and embedding one team practices

PHASE FIVE SUSTAIN

Evaluating the program and establishing the plan to reinforce and sustain the culture of collaboration and co-creation

Our Kaupapa

“

UNITEC'S VALUES ARE AT THE CENTRE OF THIS PROGRAM, THEY DEFINE HOW WE WANT TO WORK TOGETHER TO ACHIEVE OUR LOFTY ASPIRATIONS. OUR KAUPAPA SETS OUT THESE ASPIRATIONS AND THE FACTORS THAT WILL ENABLE OUR SUCCESS

Our partnership

Te Noho Kotahitanga is Unitec's partnership between Māori and non-Māori.

Ko te Whare Wānanga o Wairaka
ka u tonu ki te whakamana i nga
kaupapa me ona puawaitanga

- ▶ Rangatiratanga
- ▶ Wakaritenga
- ▶ Kaitiakitanga
- ▶ Mahi Kotahitanga
- ▶ Ngakau Mahaki

Unitec will put the following
principles into practice in
pursuing its goals

- ▶ Authority & Responsibility
- ▶ Legitimacy
- ▶ Guardianship
- ▶ Co-operation
- ▶ Respect

Our purpose

We enable better
futures for students,
communities, and
public and private
enterprise.

Our aspiration

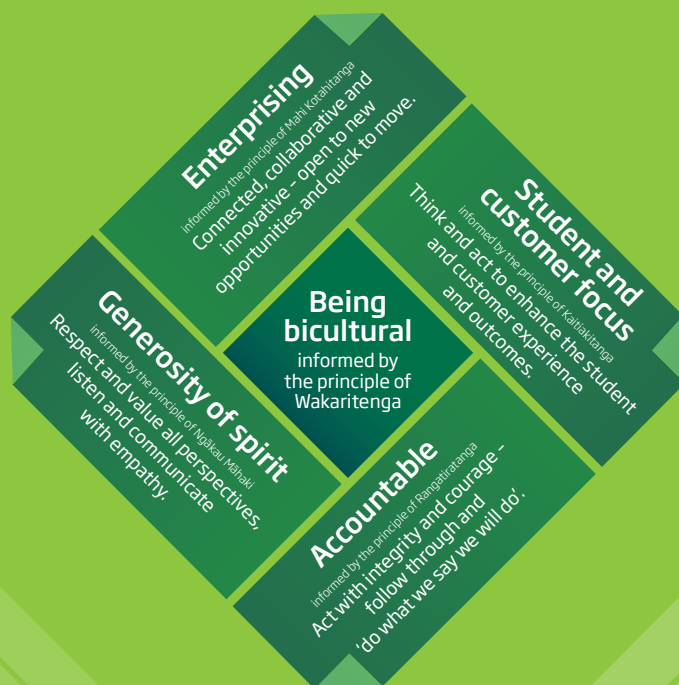
To be a world leader in
contemporary applied
learning and an agent
of positive economic
and social change.

Our success



Our values

Living Te Noho Kotahitanga



Our way

Professional Development and the Living Curriculum

A dynamic community of learners engaged in a culture of open enquiry



JOTTINGS

“

**A connected culture
is essential for you,
your team and your
organisation to survive
in a world of unstoppable
change and disruption.**

Values Based Leadership

“

**IMAGINE A SIMPLE,
EASY-TO-APPLY METHOD
AND TOOLKIT TO EQUIP
LEADERS AND TEAMS WITH
THE SKILLS TO ADAPT,
INNOVATE AND PERFORM IN
CHALLENGING CONDITIONS**

WHAT IS THIS ABOUT?

“ **COLLABORATION & CO-CREATION**

The Think One Team method is used across a wide range of organisations to develop the capabilities and culture of collaboration.

This section of the Values Based Leadership Program introduces three insights that underpin the method, and then shows how to apply these insights to current and future organisational challenges.

“ **SIMPLE, 'STICKY' TOOLS**

MICRO-SKILLSETS

Values Based Leadership develops eight micro-skillsets to equip leaders and teams to align, collaborate and learn. These skillsets provide the content structure for the program after this introduction to the method.

Additional skillsets will be introduced as part of Unitec's overall capability development investment.

CORE TOOLS

Each of the eight micro-skillsets features one core tool to provide the framework for easy application and practice. These tools combine together in a disarmingly simple and 'sticky' set that can be readily introduced to others in the workplace.

WHY IS IT IMPORTANT?

Unitec leaders are committed to deliver results for students, transform practices and boost engagement with staff and other important partners.

New capabilities are needed to address these challenges; however, traditional solutions of leadership development, team building and change management no longer suit this ever-changing world.

Values Based Leadership provides a single solution by developing the essential capabilities in an action-learning program, while delivering outcomes at the same time.

BENEFITS

- Align people to shared direction
- Leverage value from connecting silos
- Embed a culture of change readiness and adaptability
- Boost collaboration and co-creation
- Improve student and graduate outcomes

HOW DOES THIS WORK?

ONE UNDERSTAND THE TYPES OF CHANGE

The world is facing unstoppable transformational change driven by many forces, including disruptive technology and social change.

That is why we begin by exploring the nature of your challenges and assess the extent to which they have shifted from largely technical in nature, to being complex and adaptive.

This shift is the major reason why developing a culture of collaboration and co-creation is so important to success.

TWO THREE INSIGHTS

Three insights underpin the Think One Team method:

Insight One The Five Shares

People and teams who successfully collaborate and learn across 'silos' do five things differently from their more traditional counterparts.

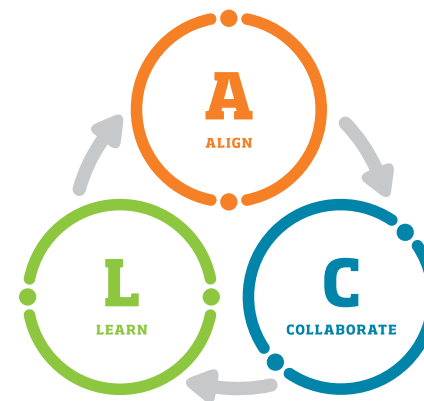
These are called the 'Five Shares' and are summarised here:

- Share the Big Picture
- Share the Reality
- Share the Air
- Share the Load
- Share the Wins and Losses

Insight Two The Align-Collaborate-Learn Loop

The people and teams who thrive in uncertainty display a learning loop that enables them to navigate their way through adaptive challenges.

This loop of Align – Collaborate – Learn actions and conversations is the 'operating rhythm' and must suit the speed of the environment.



Insight Three Four Capabilities

To stimulate collaboration and co-creation, it is essential to:

- Create and engage people in a shared purpose and direction
- Engage students, colleagues and stakeholders as partners in change
- Use shared collaboration tools, language and platforms
- Instil the debrief, learn and adapt habit

These four capabilities are developed in Values Based Leadership through eight micro-skillsets and associated tools.

JOTTINGS

“

Adaptive challenges
require co-creation across
traditional boundaries.
The critical capability
is learning together.

“

We find the right answer
to fix technical problems,
however we learn our
way together through the
ambiguity and assumptions
of complex adaptive change
by exploring and adapting.

WHAT IS A CULTURE OF COLLABORATION AND CO-CREATION?

People and teams who successfully collaborate and learn across 'silos' do five things differently from their more traditional counterparts.

ALIGN

SHARE THE BIG PICTURE

- We share a common vision and direction
- We are committed to a core set of values / principles
- We work with an understanding of wider context, including how we impact each other

PURSUE OTHER AGENDAS

- We lack a shared vision or purpose
- We allow conflicting agendas to thrive
- We miss opportunities because our focus is inside the 'silo'

COLLABORATE

SHARE THE REALITY

- We put the difficult and controversial issues on the table and discuss them respectfully
- We seek, give and welcome constructive feedback
- We make the hard decisions and act on them quickly

AVOID AND DENY

- The difficult issues are usually unspoken, so they remain as the 'elephant in the room'
- Feedback is rarely sought or given in a constructive way
- Decisions tend to be postponed or they are difficult to get to

SHARE THE AIR

- The lines of communication are open in all directions
- We co-create by sharing thoughts and ideas about problems and opportunities
- We genuinely seek and value diversity of views and approach

STIFLE COMMUNICATION

- We are too guarded, which inhibits trust
- Alternative views get dismissed or criticised
- Problems and opportunities tend to get tackled inside the silos, not openly

SHARE THE LOAD

- We regularly get together to plan and prioritise
- We accept accountability to engage early and often with key stakeholders
- Our roles and expectations are clear and aligned

LOOK AFTER YOUR OWN TURF

- Planning and prioritising mostly happens in isolation
- Tasks tend to be tackled by technical experts or management, with little consultation
- We lack clarity and understanding of roles and expectations

LEARN

SHARE THE WINS AND LOSSES

- We consistently learn together by reflecting on (and debriefing) our activities and experiences
- We reinforce each others' strengths and contributions
- We are nimble in applying learnings and adapting to change

PLAY 'I WIN, YOU LOSE'

- Disciplined and intensive debriefing rarely happens
- People look to blame when things go wrong, rather than reinforce when things go well
- We are slow to learn and adapt

JOTTINGS

“

It's not demolishing silos that unlocks collaboration: it's the five shares brought to life in everything you do.

“

The future of work is nimble connected teams. This is the best way to adapt to a changing world because people align, collaborate and learn within and between teams.

THE EIGHT MICRO-SKILLSETS

ALIGN

ONE **TEAM PURPOSE** **AND PRIORITIES**

To align the whole team with a shared and unequivocal view of success and priorities.

TWO **TEAM** **90 DAY PLAN**

To establish the framework and focus for sustainable high performance within this team and other teams.

COLLABORATE

THREE **ENGAGING** **PARTNERS**

To establish the partnering relationships with colleagues, between teams and with external parties which are essential to success.

FOUR **ENGAGE** **STAFF**

To engage and develop staff via performance conversations to create the culture of performance, learning and collaboration.

COLLABORATE

FIVE **COLLABORATIVE** **PROBLEM SOLVING**

To learn and embed a common language and framework so people and teams quickly and effectively resolve problems together.

SIX **CO-CREATION**

To apply fast, collaborative planning and design thinking skills to co-create on-the-run.

LEARN

SEVEN **REFLECT,** **LEARN, ADAPT**

To apply the skills of debriefing and reflection to learn and adapt faster than the rate of change.

EIGHT **TEAM** **DYNAMICS**

To use the awareness of self and team interpersonal style to leverage strengths and avoid potential derailers.



ALIGN

Team Purpose and Priorities



“

**IMAGINE A SIMPLE WAY
TO ALIGN THE WHOLE
TEAM WITH A SHARED AND
UNEQUIVOCAL VIEW OF
SUCCESS AND PRIORITIES**

WHAT IS THIS ABOUT?

“

UNEQUIVOCAL PICTURE

A team that is juggling the delivery of today's performance with transformation requires an unequivocal picture of the driving force / purpose of the team, and the top four or five priorities for the medium to longer term.

To create that picture in a way that engages the team members and avoids getting lost in complexity and detail, we use a tool called the Team Diamond.

“

ESSENTIAL PRIORITIES

SKILLSET

This skillset addresses three key elements:

- Identifying a single definition of success
- Defining the real priorities for the team
- Using simple models and principles to navigate complexity

CORE TOOL

The core tool – Team Diamond – is a visual tool which shows very clearly what is important and why.

It will be supplemented by business plans including performance targets; however, its effectiveness lies in simplicity and clarity.

WHY IS IT IMPORTANT?

Alignment and clarity are essential in a complex and rapidly changing environment because the risk of leaders and teams getting distracted and overwhelmed is substantial.

Accordingly, we seek an unequivocal definition of what success looks like, and the essential things that must be done by the whole team. This provides the direction/horizon to navigate complex adaptive change.

BENEFITS

- Builds unity within the core team
- Sorts out what is most important
- Enables clear communications with key stakeholders
- Improves ability to navigate adaptive change

HOW DOES THIS WORK?

ONE UNDERSTAND THE DIAMOND

The Team Diamond is not a complete team plan; however, many teams find it to be more useful because it provides clarity instead of complexity.

A well-defined Diamond describes an unequivocal direction and helps to cut through complexity and confusion.

TWO DEFINE ABSOLUTE SUCCESS

The first step in developing the Diamond is to answer the question:

'If you were to create a Diamond to communicate to your most important stakeholder, what is the single definition of success that you would put in the middle?'

The time horizon should be medium to long term, which means the end of a project or perhaps 12 months or beyond.

THREE FIND WHAT IS ESSENTIAL

The second step (and often this is combined with the first step) is to answer the question:

'What are the four most important things to do to achieve the success that you've defined in the middle of the Diamond?'

Typically, these are things that can only be done to the required standard by this team.

FOUR POLISH THE DIAMOND

Despite the simplicity of the Diamond, it is not often that a team easily and quickly settles on the centre and the four points.

Here are a few ideas to 'polish the diamond':

- Make the centre a specific goal, not just a general statement of success (i.e. you need to know when you've reached that goal)
- Challenge the team to focus only on essential items
- Use post-its to shuffle and test ideas
- Include sub-bullet points to define the key tasks

You will know that you have a polished Diamond when you can explain the team purpose and essential priorities in clear, succinct language.

FIVE CUT THROUGH COMPLEXITY AND DISTRACTIONS

For many teams the Diamond is the single most important leadership tool to make decisions and communicate direction.

- Take the time to get your Diamond clear and sharp
- Use the Diamond in decision making and prioritisation
- Use the Diamond to communicate to stakeholders
- Add to the Diamond by using additional tools:
 - your story / narrative
 - benefits framework (to get beyond a linear, technical approach)

The Diamond is usually for the medium to longer term, so the other 'Align' Skillset is the 90 Day Team Plan which provides the time horizon and framework to sustain high performance.

JOTTINGS

“

Nimble and adaptive teams flex quickly because they remain certain about their overall purpose and priorities.

“

Make the Diamond about what only this team can do at the standard needed to achieve success.

TEAM DIAMOND

“
**USE THE TEAM DIAMOND TO
CREATE AND COMMUNICATE
ALIGNMENT AND CLARITY**

ONE DEFINE ABSOLUTE SUCCESS

Begin to develop the Team Diamond by answering the question:

‘If we were to create a Diamond to communicate to our most important stakeholder, what is the single definition of success we would put in the middle?’

Tips:

- Set the time horizon in the medium to long term, such as the end of a project or perhaps 12 months or beyond
- Be specific, not vague so you will clearly know what success means
- Expect some debate and uncertainty before you ‘nail’ it

TWO FIND WHAT IS ESSENTIAL

Your second step (and often combined with the first step) is to answer the question:

‘What are the four most important things to do to achieve the success that we’ve defined in the middle of the Diamond?’

Tips:

- Post lots of ideas so you can filter down to the essential few
- Choose only things that can be done to the required standard or level by the team
- Add key sub-tasks under each of the four points

A team juggling the delivery of today’s performance with transformation for the future needs an unequivocal picture of the driving force / purpose of the team, and the top 4 or 5 priorities for the medium to longer term.

We create that picture with a Team Diamond.

THREE POLISH THE DIAMOND

A polished Diamond describes the team purpose and essential priorities in clear, simple, unequivocal language.

To ‘polish the Diamond’ means to refine what you developed in the initial workshop session.

Tips:

- Get a specific goal in the centre, not a general statement
- Check that the four points are the essential items that will deliver success
- Decide if adding bullet points with 90 day targets will help with alignment

FOUR CUT THROUGH COMPLEXITY

Use your Team Diamond to cut through complexity when:

- Making decisions and prioritising
- Communicating purpose and priorities to stakeholders
- Debriefing and adapting
- Informing the development of individual ADEP plans.

Tips:

- Add to the Diamond by using additional tools such as ‘Share the Big Picture’ story and benefits framework
- Use the Diamond as a tool for other teams and projects
- Use other simple models and principles to navigate complexity

JOTTINGS

TOP THREE TO DO'S

1. Polish the Diamond

Sharpen the Diamond until it gives you a clear and unequivocal picture of success, and the essential actions required.

2. Challenge what is essential

In meetings and when making decisions, use the Diamond to ask whether the team is doing essential work or busy work.

3. Use the Diamond

Look for opportunities to use the Diamond as a way to communicate to stakeholders, and as a tool for other teams.

Team 90 Day Plan



“

**IMAGINE IF WE HAD A
SIMPLE AND SUSTAINABLE
WAY TO ALIGN TEAM
GOALS AND PRIORITIES**

WHAT IS THIS ABOUT?

“

**ACHIEVE,
DEVELOP,
ENJOY,
PARTNER**

Have you noticed the four things that happen to people in effective teams?

They achieve meaningful outcomes; they develop and grow; they enjoy their work; and they have constructive partnering relationships with colleagues.

The Think One Team method uses these four 'ADEP' elements (Achieve, Develop, Enjoy and Partner), together with the popular concept of 90 day plans to set goals and review progress.

“

**SUSTAINABLE
HIGH
PERFORMANCE**

SKILLSET

This skillset focuses on establishing the framework for sustainable high performance. That means understanding the four 'ADEP' elements and how to use this in a 90 Day Plan to guide team behaviours.

CORE TOOL

The core tool - Team 90 Day 'ADEP' Plan - gives everyone a shared definition of 'performance' and a framework to develop the 90 Day Team Plan.

Each of the four elements is honed to the essential priorities and accountabilities to ensure focus and successful outcomes.

WHY IS IT IMPORTANT?

Effective people and teams set clear goals and expectations.

This gives them direction and motivation; however, they're also quite savvy at changing tack when needed.

That's why we went searching for a method that combines simplicity, adaptability and focus. The answer is the Team 90 Day 'ADEP' Plan.

BENEFITS

- Balanced definition of 'high performance'
- Clear focus on what's important
- 90 day horizon is about the right time
- Consistent framework across teams

HOW DOES THIS WORK?

ONE THINK 'ADEP' FOR SUSTAINABLE PERFORMANCE

People and teams sustain high levels of performance in difficult conditions when they:

- Achieve meaningful outcomes
- Develop and grow
- Enjoy the work and environment
- Partner with colleagues

These four elements provide the framework for the Team 90 Day 'ADEP' Plans.

TWO DRAFT THE TEAM 90 DAY 'ADEP' PLAN

The Team 90 Day 'ADEP' Plan is drafted in a facilitated activity, using the prompts on the Guidesheet to identify priorities.

The prompts guide the team to define:

- What we're aiming to achieve
- How we can do things better
- How to make work enjoyable
- How to work as partners

THREE SHARPEN THE PLAN

In the Kick-Off Workshop, the Team 90 Day 'ADEP' Plan is usually in draft form and will need sharpening to be fully usable.

That means refining each of the four ADEP areas so the actions and accountabilities are clear.

Settle on no more than 5-7 Achieve items, and a small set of strong priorities in the other areas.

FOUR FOCUS THROUGH 'ADEP'

The 'ADEP' items are an excellent framework to drive the operating rhythm to boost team performance and collaboration.

Keep your 90 Day Plan visible to guide decisions and actions:

Achieve – to sharpen focus, and frame meeting agendas

Develop – to drive specific improvements through deliberate practice

Enjoy – to remind you to keep the energy up

Partner – to strengthen relationships and collaboration

An effective operating rhythm will include a monthly action debrief and a three monthly meeting to fully review progress and create the plan for the next 90 days.

FIVE ENGAGE PARTNERS WITH 'ADEP'

The 'ADEP' framework aligns team and individual goals and expectations.

It is also used as the basis for Performance Partnering - your individual ADEP plan will be developed through partnering conversations with your manager.

JOTTINGS

“

Set up for sustainable team performance by aligning aspirations for achievement, development, enjoyment and partnering.

“

A 90 day plan has the ideal time horizon: it is close enough to provide focus, and far enough away to get important things done.

TEAM 90 DAY 'ADEP' PLAN

“
THE TEAM 90 DAY 'ADEP' PLAN GIVES THE TEAM FOCUS AND ADAPTABILITY



Clear goals and expectations give direction and motivation, however we also need to be savvy at changing tack when needed.

That's why we created a tool that combines simplicity, adaptability and focus. That tool is the Team 90 Day 'ADEP' plan.

ONE ACHIEVE

Set up your team to achieve outcomes by getting aligned on these three questions:

- What are the 90 day priorities for the team?
- What's essential and what's nice to do?
- Do we have one person accountable for each of the items?

Aim for 5-7 key goals in the 90 day period.

Refine each of these to be SMARTA goals (specific, measurable, achievable, relevant, timed and agreed).

TWO DEVELOP

The team development priorities will continue to evolve as you apply the Values Based Leadership micro-skillsets.

Begin with these questions:

- What's the single most important thing for us to get better at as a team?
- What's the deliberate practice plan for that priority?
- How will we embed Action Debriefing into the operating rhythm?

Add to and refine the development priorities as you learn about team dynamics and performance.

THREE ENJOY

Everyone will have different views on what enjoyment means.

Try these starting questions:

- What does 'enjoy' mean to each of us?
- What simple actions add to team enjoyment?
- How do we keep up our energy and resilience?

The 'enjoy' conversation will become really important in the team Action Debriefing sessions because that's when it goes from a plan to real, emotional experiences.

FOUR PARTNER

The Think One Team method begins with colleague relationships inside the team, and then moves outwards.

Start with these three questions:

- What are our agreed team behaviours?
- How do we show our commitment to these behaviours?
- Are we clear on our 'brand values' as a team?

When ready, give thought to the immediate priorities for strengthening partnering relationships outside this team.

Take time each month to reflect on progress and then every three months create a new Team 90 Day 'ADEP' Plan.



COLLABORATE

Engaging Partners



“

**IMAGINE A SIMPLE
FRAMEWORK TO GUIDE
DIVERSE PEOPLE
AND TEAMS TO WORK
TOGETHER AS PARTNERS**

WHAT IS THIS ABOUT?

“ ENGAGE PARTNERS IN CHANGE

Technical change can often be driven without effective relationships; however, the opposite is true for change. Therefore, one of the critical success factors for transformational change is to engage people as partners in the process.

This means we need a way to engage our colleagues, teams, students and stakeholders across traditional boundaries that can be physical (function, hierarchy), psychological (style, assumptions) and cultural (values, language).

“ SHARED LANGUAGE

SKILLSET

This skillset addresses:

- What “engaging with our partners” means
- Deciding who to engage as partners
- Developing the skills and tools to establish and sustain those relationships in challenging conditions
- Demonstrating our organisational values in Unitec relationships

CORE TOOL

The core tool – The Partnering Quadrant – provides a framework to guide two types of relationships:

- Colleague-to-Colleague
- Team-to-Team

This framework also sets the principles for engaging staff as partners.

WHY IS IT IMPORTANT?

The make or break in leading and navigating through adaptive change is your ability to establish and sustain partnering relationships.

The reasons are clear: partners are better at aligning their values and goals, better at working through challenging problems, and more likely to learn from difficult experiences.

BENEFITS

- Align and leverage resources
- More nimble problem solving
- Learn and adapt faster
- Reduce unhelpful conflict and risk

HOW DOES THIS WORK?

ONE THINK PARTNER NOT VENDOR

The mental model of vendor and customer / supplier that prevails in many organisations limits learning, and drives mediocrity through internal competition and silo behaviour.

This sets up 'status-based' relationships dominated by the technical solutions, such as Service Level Agreements.

TWO SPOT YOUR PARTNERS

Take a few minutes to reflect on the people and teams who are your most important partners.

Begin by focussing on colleague relationships, however, in the future we will explore and strengthen team-to-team and external relationships.

THREE RUN THE I-CORE TEST

The I-CORE model derived from the work of Larry Reynolds (The Trust Effect 1997) is an excellent definition of 'trust'.

- **I**ntegrity: values, ethics, walking the talk
- **C**ompetence: capabilities and skills
- **O**penness: open minded and transparent
- **R**eliability: delivering what is expected
- **E**quity: treating people with equal respect

FOUR APPLY THE QUADRANT - COLLEAGUE PARTNERING

There are four important steps to build and sustain effective partnering relationships, and these are displayed in the Partnering Quadrant:

Q1 – Create rapport and empathy

This is often forgotten, however, nothing builds better partnering relationships than empathy and understanding.

Q2 – Understand expectations

Expectations can be about outcomes, outputs or behaviours.

Q3 – Secure agreements

An ideal agreement is clear, specific and includes deliverables and behaviours.

Q4 – Grow the partnership

Here is where the ACL comes into play, because open communication and reflecting on progress enable the partners to learn and adapt together.

FIVE DELIBERATE PRACTICE

The Partnering Quadrant provides the framework from which we develop the skills and practices, beginning with colleague-to-colleague partnering within this team and then extending beyond and to teams.

The keys to that practice include:

Step 1 – Define a specific number of colleague conversations

Use the Colleague Partnering Toolsheet.

Step 2 – Have the conversation with your colleague

Use the Toolsheet and find opportunities to strengthen the relationship and productivity.

Step 3 – Extend into Team-to-Team partnering

Learn and practice this micro-skillset.

JOTTINGS

“

Adaptive challenges cannot be successfully tackled without effective partnering across traditional boundaries.

“

Use the Partnering Quadrant when establishing and sustaining partnering relationships.

GUIDESHEET

COLLEAGUE PARTNERING QUADRANT

ONE SPOT YOUR COLLEAGUES

Take a few moments to reflect on your most important partners and aim to define a 'top 5'.

Consider people from within this team and beyond, and be quite specific about the purpose of each partnering relationship.

TWO RUN THE I-CORE TEST

Partnering relationships are built on trust which means we need to be aware of the levels of trust with colleagues.

The I-CORE model derived from the work of Larry Reynolds (The Trust Effect 1997) is a really practical way to assess trust levels.

Apply it to your most important colleague relationships:

- Integrity: values, ethics, walking the talk
- Competence: capabilities and skills
- Openness: open minded and transparent
- Reliability: delivering what is expected
- Equity: treating people with equal respect

Complex adaptive change requires us to engage people as partners in that change. The Colleague Partnering Quadrant is a highly effective framework for establishing these all-important partnering relationships with colleagues.

THREE APPLY THE QUADRANT

The Partnering Quadrant describes the four essential steps to build and sustain trust-based partnering relationships:

Q1 – Create rapport and empathy

Explore your partner's world and share your own including hopes and concerns, values, priorities, demands and pressures.

Q2 – Share and understand expectations

Share expectations about outcomes, outputs and behaviours. Look for common ground.

Q3 – Establish agreements

Aim for clear, specific agreements about what is going to be delivered and how.

Q4 – Grow the partnership

Discuss how to keep communication open, consider friction points and the catch-up rhythm. Keep the 'ACL' moving.

FOUR DELIBERATE PRACTICE

The Partnering Quadrant guides all types of partnering relationships.

The Think One Team method begins with colleague-to-colleague partnering within the team and some 'friendlies'.

Tips:

- Be open to share your hopes and concerns
- Show your interest through questions and active listening
- Use summarising to highlight areas of common ground
- Seek clear agreements
- Use the ACL model to define the rhythm for when to debrief and realign expectations

JOTTINGS

TOP THREE TO DO'S

1. Use the Colleague Partnering toolsheet

Schedule 'one-on-one' meetings with colleagues to practice using the Colleague Partnering Quadrant.

2. Identify your key partners

Make a 'top 3' list of people to build stronger partnering relationships. Use I-CORE to access these.

3. Reach out using the Partnering Quadrant

Work towards creating relationships that are less vendor and more partner.

GUIDESHEET

TEAM-TO-TEAM PARTNERING QUADRANT

“
**USE THE PARTNERING
QUADRANT TO LEVERAGE
TEAM-TO-TEAM CONNECTIONS**

QUADRANT ONE CREATE RAPPORT AND EMPATHY

Rapport and empathy are the foundations for strong, sustainable partnering relationships.

To create that foundation, be prepared to ask and answer these questions (in a manner that suits your partners):

- What background will help us to understand your ‘world’?
- What are your key goals and aspirations?
- What values and principles are important to you?
- What are your biggest demands, challenges and priorities?

QUADRANT TWO SHARE AND UNDERSTAND EXPECTATIONS

Every relationship is built on implicit and explicit expectations. In team-to-team partnering there are three important types of expectations: Outcomes, Outputs and Behaviours.

Use these prompts to explore and surface the expectations:

- What are the important outcomes and timeframes?
- What outputs (products, services) are expected along the way and by when?
- What behaviours and actions will be helpful or unhelpful?

Look for areas where teams are misaligned on expectations. These need attention.

Most organisations spend a lot of time and effort developing teams, but very little connecting them.

This needs addressing and the way to do it is to establish effective team-to-team partnering relationships by using the Partnering Quadrant.

QUADRANT THREE ESTABLISH AGREEMENTS

In an ideal partnering relationship the expectations are aligned and agreed.

In the real world there will be differences of opinion and expectations, so here are a few prompts:

- What agreements are we each seeking?
- Where is the common ground?
- What commitments can we and can't we make?

When you disagree on a position, focus on higher level interests / needs to seek a win-win. This is a key skill for leaders to grasp.

Define the Purpose for Partnering

It is essential to define the purpose of the partnering relationship. Sometimes this is clear from the outset, while at other times it will emerge from conversations.

At all times it needs to be something that can't be achieved separately but can be achieved together.

QUADRANT FOUR GROW THE PARTNERSHIP

Informal or formal partnering agreements are like weddings.

They are usually happy events but the real work happens afterwards.

The best approach is to establish the 'ACL' with questions such as:

- How do we keep the lines of communication open?
- Where are the potential friction points?
- How will we collaborate and co-create?
- When will we debrief to learn and adapt?

JOTTINGS

TOP THREE TO DO'S

1. Begin with team-to-team 'friendlies'

Begin your Team-to-Team Partnering activities with a team with whom you already have a sound relationship.

2. Principles first

In even the most informal of team-to-team relationships, apply the four steps in the Partnering Quadrant (you don't have to 'disclose' the document).

3. Use a facilitator for partnering agreements

Do your preparation for formal partnering agreements, including engaging a facilitator who can brief your partners and guide the process.

Engage Staff



“

**IMAGINE ENJOYABLE
PERFORMANCE
CONVERSATIONS THAT
ACTUALLY BOOST
ENGAGEMENT
AND PRODUCTIVITY**

WHAT IS THIS ABOUT?

“ ALWAYS COACHING

Performance management tools have a poor track record in fostering the employee engagement and fast feedback that is essential to create and sustain an adaptive, high performing culture.

Accordingly, we need a way for people leaders and employees to align expectations and learn together at a pace, and to a depth that suits a fast changing world.

“ SHARED LANGUAGE

SKILLSET

This skillset addresses the benefits and critical success factors in establishing performance and learning loops between managers and employees. It brings together the performance conversation and effective partnering.

CORE TOOL

The core tool – Performance Partnering – gives everyone a simple, practical process to align, collaborate and learn with their manager and employees.

This tool is derived from the Performance Partnering method developed by Think One Team founder Graham Winter.

WHY IS IT IMPORTANT?

Arguably the strongest predictor of employee engagement and productivity is a constructive relationship between a person and their immediate manager.

This suggests that the quality of performance conversation is fundamental to creating and sustaining an adaptive, high performing culture.

BENEFITS

- Improved employee engagement
- Better alignment of expectations
- Immediate, performance-lifting feedback
- Less difficult conversations

HOW DOES THIS WORK?

ONE COMMIT TO A BETTER WAY

Why not make performance conversations enjoyable!

Do that by committing to three core principles:

1. A performance partnering relationship based on equity, not status
2. A definition of performance that encompasses Achievement, Development, Enjoyment and Partnering (ADEP)
3. Regular check-in conversations to learn and adapt ('Inside 90 days')

The practice begins with a conversation about recent performance.

TWO PREPARE TO ENGAGE

The 'ADEP' framework is the ideal guide to prepare for the first 'align' conversation with your manager or a staff member.

There are prompts on the Guidesheet to help you reflect on what you want to discuss in the conversation.

The key prompts include:

- Key goals and priorities
- Single most important skill or capability to get better
- Values and principles that are important to you
- How to best work together as partners

THREE ALIGN EXPECTATIONS

Here are some prompts to make this first conversation successful:

- Actively listen to each other's views
- Find common ground and explore differences
- Write the agreements on the Individual ADEP Plan
- Aim for a small number of SMARTA goals

A SMARTA goal is specific, measurable, achievable, relevant, timed and agreed.

FOUR AGREE THE CHECK-IN RHYTHM

The Check-in conversation is the opportunity to share what has happened since your last performance conversation, and to realign expectations.

The three Action Debriefing prompts are the obvious guide:

1. What worked well?
2. What didn't work so well?
3. Three insights/learnings to apply

Use these three prompts to explore how to strengthen the 'ADEP' elements.

FIVE DRIVE THE OPERATING RHYTHM

The default for the Performance Partnering Check-in conversation is 90 days, however, every role and workplace will have its own operating rhythm.

That rhythm will help you to define the best timing for check-ins and for realigning the individual ADEP plan.

This drives the Align-Collaborate-Learn conversations that are the centrepiece of an adaptive, high performing culture.

JOTTINGS

“

Traditional performance management tools have a poor track record in fostering employee engagement and fast, frequent feedback.

“

Constructive performance conversations between managers and employees are the centrepiece of an adaptive, high performing culture.

GUIDESHEET

PERFORMANCE PARTNERING



ONE PREPARE: FOR THE 'ALIGN' CONVERSATION

ACHIEVE

Consider these questions:

- What are the most important goals or priorities for this role based on the team and organisational priorities and values?
- What will success look like?
- What is essential and what can be pushed back?
- What organisational values are visible in your goal(s)?

ENJOY

Reflect on these questions:

- What makes work and the workplace enjoyable for you?
- What values and principles are important? How can we bring these to life?
- What makes work less enjoyable?
- Is there any one Te Noho Kotahitanga principle you have normalised in your work?

DEVELOP

Think about these questions:

- What's the most important thing to get better at for this role?
- What's the deliberate practice plan for that priority?
- What strengths can be better used?
- Is there a specific organisational value you want to focus on developing?

PARTNER

Give these questions some thought:

- How can we work best together as partners using organisational values as our guide?
- Where are possible points of friction between us?
- Who are the other key partners for this role?

People leaders and employees need a way to align expectations and learn together at a pace, and to a depth that suits a fast changing world.

Performance Partnering provides the framework to prepare and align expectations, based on the four key elements of high performance as shown in the 'ADEP' model to the left. The regular check-in conversations then bring this to life as a learning loop.

TWO THE ALIGN CONVERSATION

The 'Align' conversation creates the framework for partnering.

Use these prompts to make the first of these conversations successful:

- Actively listen to each other's views
- Find common ground and explore differences
- Write the agreements on the Individual 'ADEP' Plan
- Aim for a small number of SMARTA goals

A SMARTA goal is specific, measurable, achievable, relevant, timed and agreed.

THREE THE CHECK-IN CONVERSATION

The check-in conversation is the opportunity to share what's happened since your last performance conversation and to align expectations for the next cycle.

Use the three action debriefing prompts to guide the conversation:

1. What worked well?
2. What didn't work so well and why?
3. Three insights/learnings to apply

“

PERFORMANCE PARTNERING HELPS MANAGERS AND STAFF TO ALIGN, COLLABORATE AND LEARN TOGETHER

Collaborative Problem Solving



“

**IMAGINE IF EVERYONE HAD
A SIMPLE AND SHARED
APPROACH TO PROBLEM
SOLVING, SO PEOPLE AND
TEAMS QUICKLY AND
EFFECTIVELY RESOLVE
ISSUES TOGETHER**

WHAT IS THIS ABOUT?

“ BEYOND EXPERTS IN SILOS

The vast majority of organisational problems cannot be resolved by the traditional 'experts-in-silos' approach. They are simply too complex and interconnected to be addressed by one function or person alone.

This makes it essential for people of diverse skills and styles to work together across functions, hierarchies, locations and organisations to identify and address common problems and opportunities.

“ SHARED LANGUAGE

SKILLSET

This skillset addresses the benefits and critical success factors of Collaborative Problem Solving and gives everyone a consistent language, approach and set of skills to resolve problems together.

CORE TOOL

The core tool – Collaborative Problem Solving (PROBED) – gives everyone the same six-point framework and template, so problem solving can shift from happening in 'technical silos' to being a genuine strength across the organisation.

WHY IS IT IMPORTANT?

The tools and skillset of Collaborative Problem Solving create a culture where tough problems can be addressed openly and effectively across diverse people and functions.

This generates direct organisational benefits, while also building and reinforcing capabilities in teamwork and collaboration.

BENEFITS

- Open and productive conversations
- Tap collective intelligence
- Resolve bottlenecks
- Create organisational value

HOW DOES THIS WORK?

ONE CHOOSE THE RIGHT PROBLEMS

What organisational issues will benefit from Collaborative Problem Solving in the next 90 days?

Choose issues that are potential 'quick wins' rather than complex issues, so you can get familiar with the tools and skillsets.

Initially, this will mean working with a small group of colleagues, and then gradually tackling more complex issues with larger teams and groups.

TWO KEEP IT SIMPLE

There are three natural and logical steps in any effective problem solving process:

Analyse – what exactly is the problem?

Create – what's the best approach to address it?

Execute – How do we implement that approach?

The Think One Team method uses these steps as a framework, and poses two questions in each area to give people a common language and approach.

THREE BEWARE OF DERAILERS

If Collaborative Problem Solving was easy then everyone would do it, however:

- People approach each of the problem solving steps differently
- Most people like doing one or two parts of the process (eg: creativity) but have a natural dislike of others (eg: execution)
- Conflict often arises because people have different problem solving styles

These are all reasons why a shared approach is important.

FOUR LEARN A SHARED APPROACH

The best way to create a culture of Collaborative Problem Solving is to give everyone a shared and easy-to-understand tool to guide them through the natural problem solving process.

This tool is summarised in the acronym PROBED and is highly effective and proven in a wide variety of settings. It poses six core questions as shown below (these are explained in detail in the Guidesheet).

Problem –
What is the problem?

Reality –
What do we know for real?

Options –
What are the options?

Best Option –
What are the best option(s)?

Execution –
What do we expect and need to execute?

Do Next –
What will we do next?

FIVE GIVE IT A GO

Here are the first steps:

Step 1 – Understand the PROBED Process Tool

Use the Tool to do a complete run through of the PROBED tool as a team.

Step 2 – Colleague Collaboration activity

Work with a small group of colleagues using the PROBED tool to collaborate on a real issue.

Step 3 – Introduction to Action Debriefing

Use the opportunity to introduce the Action Debriefing skillset by reflecting on lessons learned from the PROBED activity.

Build relationships and skills within and between teams while getting an outcome at the same time.

The core principles of Collaborative Problem Solving are the five shares:

- Share the **Big Picture**
- Share the **Reality**
- Share the **Air**
- Share the **Load**
- Share the **Wins and Losses**

GUIDESHEET

PROBED COLLABORATIVE PROBLEM SOLVING (COLLEAGUE)

The vast majority of organisational problems cannot be resolved by the traditional experts-in-silos approach. We need a shared method to enable people to work as one team across the boundaries to tackle problems. The PROBED Tool is that method.

The simple, yet powerful PROBED framework uses the three natural steps in any problem solving process to provide a method and language for problem solving that anyone can use.

The format below is designed for use by a small group of colleagues.

DEFINE THAT PROBLEM

PROBLEM

Help your colleague to briefly state the problem (allowing no more than 5 minutes initially):

- What is the core problem that you would like to work through?
- Is this one problem, or do we need to break it up?

REALITY

Help them get to the heart of the matter by brainstorming a list of all the past, present and future realities (causes, effects and related issues):

- What are the key effects of this problem?
- What caused this problem?
- What strengths and weaknesses will affect how you handle this?

Now...

- Sort into categories
- Revisit the Problem Statement and rewrite it as a SMARTA goal - (specific, measurable, achievable, relevant, timed, agreed)

HIT IT WITH CREATIVITY

OPTIONS

Challenge your colleague to generate conventional, bold and wild ideas targeted at each of the potential causes (and at mitigating the effects):

- What is the obvious option?
- What are your best ideas?
- What are some 'left field' ideas?
- What assumptions are holding you back?

BEST OPTION

Decide the criteria or tests that you will need to sort your options:

- What criteria must your best option(s) meet (e.g. impact, time, cost etc)?
- Can you combine options or make them stronger?
- Is there more work needed on creative options?

Now...

- Select the best option or options to test or implement.

MAKE IT GO AWAY

EXECUTION

Focus your colleague on defining an execution plan, including timing, resources and support:

- For each step let's define the what, who and when
- How will you get the resources and support you need?
- What else needs to go into the plan?

DO NEXT

Get them to commit to immediate actions:

- What are your first steps?
- When will you move forward?

Now...

- Do a quick action debrief to capture lessons learned
- Agree a time in the future to do a further debrief to check progress.

1. Diversity

2. Visual

3. Coach

When someone brings you a problem, coach and guide them by using the PROBED questions.

Co-Creation



“

**IMAGINE IF WE COULD
CO-CREATE NIMBLE
AND ADAPTIVE PLANS
ON THE RUN**

WHAT IS THIS ABOUT?

“ SAME PAGE

In the fast moving world we need ways to get everyone on the 'same page', without using up valuable time and resources on detailed plans that never get used.

That means having shared tools to help us co-create plans and move forward quickly while infusing creativity.

“ SHARED LANGUAGE

SKILLSET

This skillset tears away detail and complexity in planning, to get to the essence of technical and adaptive issues quickly and collaboratively. This also includes deeper work on design thinking if required.

CORE TOOL

The tool – 5P's Fast Collaborative Planning – gives everyone a shared and easy-to-use framework to plan on the run.

It also lays a foundation for thinking and designing ways forward on more complex adaptive issues.

WHY IS IT IMPORTANT?

Most organisations have detailed planning processes (which have their place) however, better teamwork across boundaries comes from regularly aligning priorities and planning together.

Accordingly, the Think One Team method includes a simple and effective planning tool that can be learned and applied quickly by everyone in the organisation.

BENEFITS

- More nimble planning
- Shared ownership
- Reduced silo behaviour
- Awareness of technical and adaptive challenges

HOW DOES THIS WORK?

ONE DEFINE YOUR TOPIC

When you reach into your toolbox for Collaborative Planning or Problem Solving tools, take a moment to reflect on the nature of the issue.

Technical issues usually involve 'hard' processes, and have a predictable solution that can be sourced from experts and logic.

Adaptive issues involve people and emotions, are unpredictable and usually feature differing points of view.

TWO UNDERSTAND THE 5P'S

There is a natural planning approach we unwittingly apply every day.

- Start with the **Purpose**
- Then confirm **Principles**
- Visualise the **Perfect outcome**
- Create an action **Plan**
- Action the **Priorities**

These elements provide a 5P's framework that can be applied to technical and adaptive planning.

THREE GO TECHNICAL FIRST

Begin by choosing a topic that largely fits the criteria of a technical issue for the first run through of 5P's.

Do this in a tight timeframe, using the guidesheet to highlight how to use it on-the-run.

This provides the familiarity needed to extend the tool into more complex and challenging adaptive issues.

FOUR DESIGN THE ADAPTIVE PLAN

For the more adaptive issues involving people's emotions, unpredictability and differing viewpoints, the 5P's is still a great framework. Just ask some different questions to design your solutions:

Purpose:

- How do we bring our 'creative brain'?

Principles and Perfect Outcome:

- What does it look like from the customers' or others' perspective?
- What's their journey and experience?
- What are their thoughts and feelings?
- How will this look when completed?

Plan:

- What if...?
- What assumptions to challenge?
- Can we develop prototypes?

Priorities:

- How do we experiment and learn?

FIVE WEAVE 5P'S INTO YOUR LIFE

The 5P's is a popular and effective tool because it offers a:

- Flexible model to use for technical and adaptive planning
- Shared framework and language
- Simple format to record the plan

Look for opportunities to practise using the 5P's tool to establish fast and collaborative plans in work and personal settings.

A lot of misalignment can be prevented by applying the 5P's to your plans and initiatives.

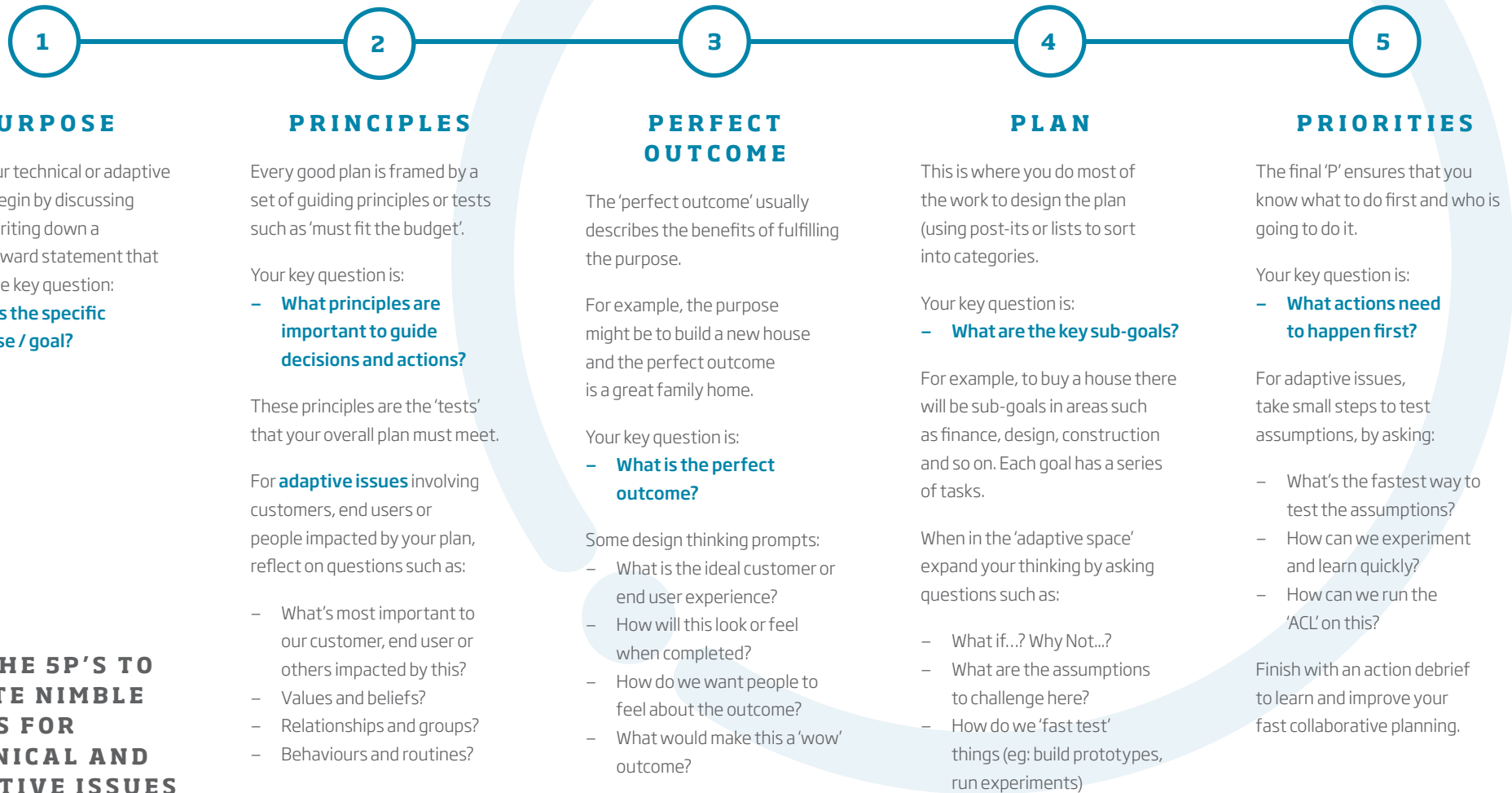
Step through technical challenges and design your way through adaptive challenges.

GUIDESHEET

5P'S FAST COLLABORATIVE PLANNING

In a fast moving world we need ways to get everyone on the same page without using up valuable time and resources on plans that never get used.

We create those plans using the 5P's Fast Collaborative Planning Tool.



“
**USE THE 5P'S TO
CREATE NIMBLE
PLANS FOR
TECHNICAL AND
ADAPTIVE ISSUES**

After doing a couple of technical plans, walk through an adaptive activity and get accustomed to testing prototypes and new assumptions.



LEARN

Reflect, Learn, Adapt



“

**IMAGINE IF WE COULD
REFLECT, LEARN AND
ADAPT FASTER THAN
THE RATE OF CHANGE**

WHAT IS THIS ABOUT?

“

CLOSE THE LOOP

In a changeable environment the best teams deliberately and frequently 'close the ACL loop' to learn and adapt. The Think One Team method embeds this essential practice through a series of action debriefing activities. Apart from providing a valuable and easy-to-use tool, this also encourages the 'pause' to reflect and capture learnings.

“

GROWTH MINDSET

SKILLSET

This skillset is about reflecting (at any time) on how you and the team performed, and then using those insights to lift to the next level.

This requires the combination of a 'growth mindset', agreed standards and a range of debriefing and feedback templates.

CORE TOOL

The core tool - Action Debrief - provides the simplest initial framework to practise reflecting, learning and adapting.

This sets the foundation for creating other formal and informal feedback and debriefing tools and processes.

WHY IS IT IMPORTANT?

Nimble, adaptive teamwork relies on fast and effective learning.

In a changeable environment, this learning needs to happen at an 'operating rhythm' faster than the speed of change.

Without this rhythm the team loses alignment and under-performs.

BENEFITS

- Recognise and celebrate success
- Improve from lessons learned
- Address conflicts and concerns
- Avoid repeating mistakes
- Move on from setbacks

HOW DOES THIS WORK?

ONE GET INTO ACTION DEBRIEFING

Action debriefing is widely practised in high performance environments.

It means that people and teams reflect, at any time, on how they've performed, and then use the insights to lift to the next level.

Action debriefing is a great way to boost teamwork and adaptability.

TWO DEBRIEF AN ACTIVITY

The Action Debriefing Toolsheet is the simplest of debriefing tools. It guides you to ask and reflect on the answers to three questions:

- Three things that worked well?
- Three things that didn't work so well?
- How to apply the learning?

THREE BRING A GROWTH MINDSET

The concept of growth mindset and its opposite, the fixed mindset, is very simple and easy to understand.

Growth mindset means you are open to learn and improve.

Fixed mindset means you believe that abilities and qualities can't be changed.

Studies reveal that pushing towards, and not away from failure profoundly enhances our relationships and success in life.

FOUR UNDERSTAND DELIBERATE PRACTICE

The key to learning and improving is not talent or lots of practice, it is a process called Deliberate Practice.

We can use the principles of Deliberate Practice to accelerate learning and development.

This means designing intensive practice and specific feedback on the key behaviours you want to strengthen individually and in teams.

FIVE CREATE A PRACTICE PLAN FOR ACTION DEBRIEFING

The principles of deliberate practice underpin the implementation of the Think One Team method, so we begin by applying them to action debriefing:

Step 1 – Behaviour Stretch

Set a specific goal to improve a behaviour or practice

Step 2 – Intensive Stretch

Introduce ways to do sharp, intensive practice

Step 3 – Feedback

Seek and offer to receive constructive feedback

Step 4 – Learn and Lift

Choose the next level of behaviour and go again

JOTTINGS

“

Nimble, agile teams deliberately and frequently close the ACL loop to capture learnings and adapt.

“

Action debriefing is arguably the single most important way to boost adaptability.

ACTION DEBRIEFING

ONE BRING A GROWTH MINDSET

Action debriefing means reflecting (at any time) on how you and your team performed and then using those insights to lift to the next level.

This requires a growth mindset and being open to learning and improving, which of course is the opposite to a fixed mindset.

TWO CREATE THE ENVIRONMENT

Action debriefing can be done on-the-run or as a separate meeting. In both cases a little preparation will set things up for success:

- Choose the right attendees, time and venue
- Decide on the questions (template) to use
- Arrange flip chart and / or templates to record the information

Begin the session by confirming the purpose and then agree at least three ground rules:

- Commit to the five shares
- No blaming, just learning and improving
- Leave looking forward

To be successful we need to learn faster than the rate of change, which means we have to capture lessons learned and apply them on-the-run.

The **Action Debrief** is the ideal way to do this and not surprisingly, it is the preferred choice of nimble teams in all high performance fields.

THREE FACILITATE THE CONVERSATION

To get the most from action debriefing follow these steps once the purpose and ground rules are agreed:

- Introduce the Action Debrief tool that best suits the situation
- Give people time to jot down their thoughts on what worked well and not so well
- Encourage everyone's views, however keep the conversation focused on facts

Remember this is an action debrief (not a detailed review), so be sure to:

- Draw out useful insights and lessons from successes and setbacks
- Prioritise the key learnings and confirm how they will be applied in the future

FOUR COMMIT TO ACTION

Many teams finish with lessons learned but not lessons applied.

A simple way to avoid this error is to confirm the takeaways using the three W's format:

- **What** is to be done
- **Who** is going to do it
- **When** it will happen

Be mindful to 'mix-up' the style and timing of action debriefing to keep it fresh and relevant.

There are lots of alternatives to the standard debriefing toolsheet and you can also customise your own.

Use the Action Debriefing activities to learn how to accelerate behaviour change through intensive practice and feedback.

Team Dynamics



“

**IMAGINE THE POWER OF
A TEAM THAT LEVERAGES
ALL ITS STRENGTHS**

WHAT IS THIS ABOUT?

“

TEAM STYLES

Awareness and understanding of our own and others' behavioural style and work preferences is an important contributor to high performance in the workplace.

Accordingly, we use a Belbin Team Profile to boost awareness and understanding by discovering personal and team strengths and exploring potential pitfalls.

“

LEVERAGE STRENGTHS

SKILLSET

This skillset is closely linked to emotional intelligence and focuses on:

- Awareness of our own and others' behavioural style and preferences
- Using that awareness to leverage strengths and avoid pitfalls

CORE TOOL

The core tool – Belbin Team Profile – provides research-based insights into personal and team style preferences, and the implications for teamwork and collaboration.

WHY IS IT IMPORTANT?

In any work setting there are critical interpersonal dynamics that enhance or inhibit performance.

The Belbin Team Profile provides a common language and framework to recognise how style and preference affects these dynamics.

These insights help everyone to gain the most from Values Based Leadership skillsets such as Collaborative Problem Solving and Co-Creation.

BENEFITS

- Self-awareness of impact on others
- Improved team dynamics
- Repair or strengthen partnering
- Improved personal and team performance

HOW DOES THIS WORK?

ONE REVIEW YOUR PROFILE

Your Coach will help you to understand your own Belbin Profile and its implications.

This will include:

- Understanding the profile itself
- Identifying personal strengths and potential derailers
- Reflecting on the relevance of this information to your performance, and to applying Values Based Leadership tools and principles

TWO PREPARE TO SHARE

Sharing individual profile information helps to strengthen team dynamics.

Prepare for this using the following prompts:

1. 'My role and style preferences and behaviours'
2. 'My strengths to leverage'
3. 'My potential 'one team' derailers'
4. 'How to partner with me to bring out my best'
5. 'Where I need to 'moderate' behaviours'

THREE EXPLORE THE TEAM PROFILE

The Team Profile provides a wealth of information on the dynamics of the team.

Firstly, look at overall strengths and any potential derailers from gaps in role preferences.

Then reflect on team behaviours in areas such as meetings, reporting, engaging partners and handling conflict.

Any insights will help the team to strengthen the way it Aligns, Collaborates and Learns together and with others.

FOUR PLAN FOR TEAM STRENGTHS AND POTENTIAL PITFALLS

Every aspect of team functioning is influenced by the individual and team profiles.

For example, in the three stages of Collaborative Problem Solving (Analyse, Create, Execute) the profile will highlight likely strengths and pitfalls.

Throughout the Values Based Leadership Program you will weave the insights from the Team Profile into these types of activities.

The aim is to build capability (eg: to partner with a wider range of people) while delivering outcomes at the same time.

FIVE DEEPEN SELF AND COLLEAGUE AWARENESS

The Team Profile plays an important role in helping to define your individual ADEP Plan.

For the team, a Feedback Circle activity might also be valuable.

Feedback from colleagues will add to awareness of your impact on the team, thereby enabling you to reflect, learn and adapt.

At Team Debriefing sessions the Team Profile also helps to interpret team behaviour. For example, if the team struggles to act on commitments made in meetings there may be hints in the profiles about the root cause.

JOTTINGS

“

Team dynamics are best understood through awareness of personal and team styles and preferences.

“

In effective teams people play a range of roles, and sometimes these require deliberate attention.

TEAM PROFILE

ONE REVIEW YOUR PROFILE

Begin by working with your coach to fully understand your own Belbin Profile and its implications.

Reflect on the profile itself and in particular on your personal strengths and potential derailers in the context of collaboration and co-creation.

“
**THE AWARENESS
OF PERSONAL
TEAM DYNAMICS
IS ESSENTIAL
TO WORKING
AS ONE TEAM**

TWO PREPARE TO SHARE

Use these five prompts to prepare to share insights about your profile with colleagues:

- My role and style preferences and behaviours
- My strengths to leverage
- My potential 'one team' derailers
- How to best partner with me to bring out my best
- Where and how I need to 'moderate' behaviours

Focus on key points in each area and explore the best ways to share profiles and insights..

THREE EXPLORE THE PROFILES

The Individual Profile and Team Profile provide a wealth of information on team dynamics.

For the overall Team Profile look for:

- Overall strengths for the team
- Potential derailers from gaps or over-strengths
- Implications for the way the team uses its time and resources

For the Individual Profile look for:

- How to bring out the best in each other
- Interpersonal dynamics
 - how to partner with each other

Reflect on where you and others might moderate behaviour or play different roles at times.

FOUR PLAN FOR STRENGTHS & DERAILERS

Every aspect of team functioning is influenced by the individual and team dynamics revealed in the profiles.

Reflect on these questions:

- How do our team dynamics play out in collaborative problem solving and co-creation?
- How do we handle the ambiguity of adaptive issues?
- Will we have any issues maintaining the discipline of ACL?
- What does this tell us about potential friction points between people?

The insights from the Team Profile should feed into the Team and individual 'ADEP' Plans.

FIVE DEEPEN AWARENESS

Use the profiles to understand and interpret behaviours that reduce team performance.

This awareness enables the team to play to its strengths.

The Values Based Leadership Program may also include a Feedback Circle in which colleagues ask:

- What is it that I currently do which has the most positive impact on this team?
- What is the most important thing for me to get better at to strengthen my team impact?

In a Feedback Circle we avoid humour or sarcasm and encourage everyone to openly give and receive constructive, respectful feedback.

JOTTINGS

TOP THREE TO DO'S

1. Understand your profile

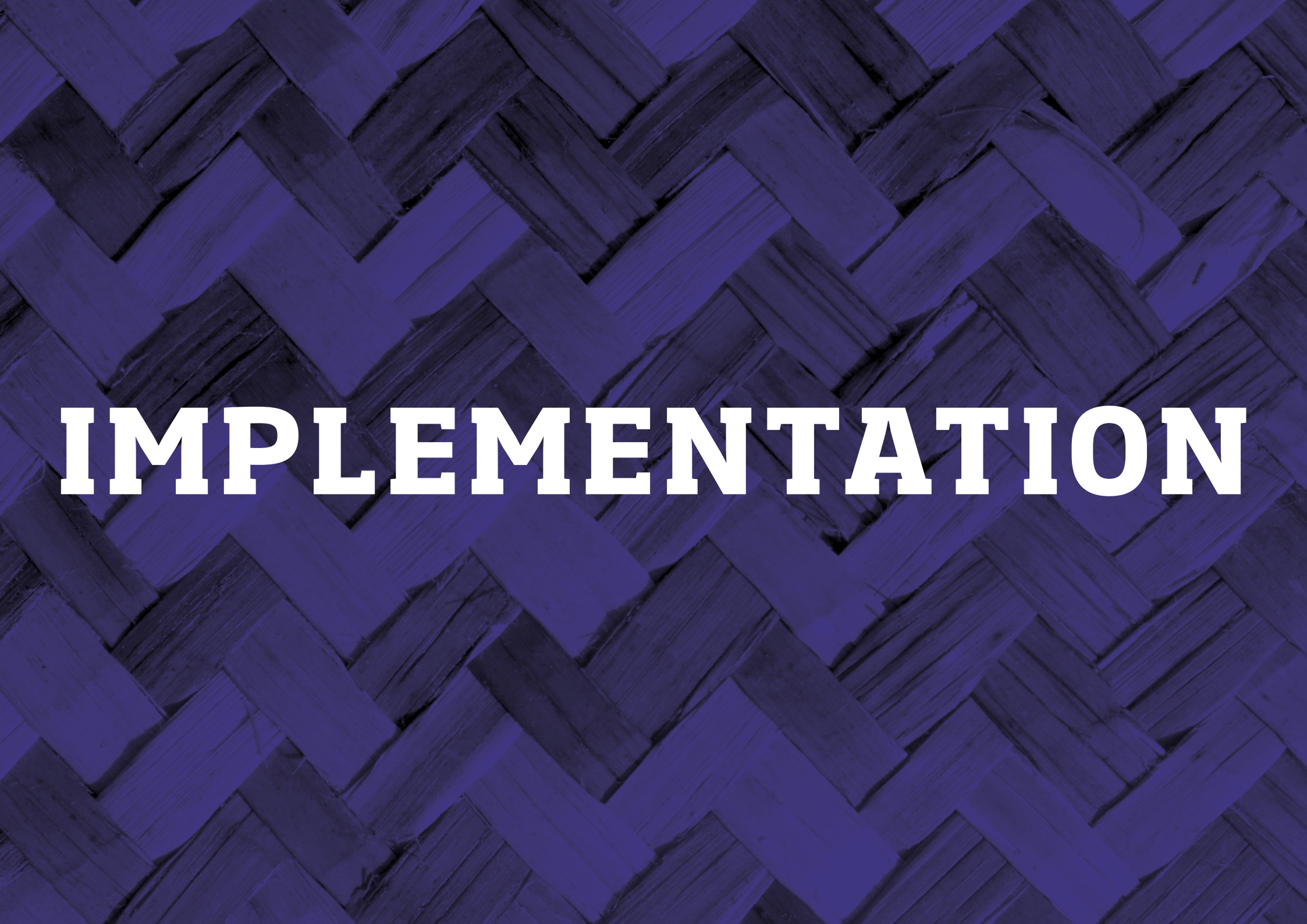
Read, reflect and discuss your profile so your Individual ADEP Plan is based on the deepest possible understanding of your style preferences and the implications.

2. Understand the team dynamics

Use the Team Profile to understand each other's unique strengths and the overall implications of team behaviour preferences.

3. Use the profile as a team tool

Use the Team Profile to allocate roles and moderate behaviours to ensure strengths are leveraged and pitfalls avoided.



IMPLEMENTATION

Implementation Planning

“

**IMAGINE DEVELOPING
NEW CAPABILITIES WHILE
DELIVERING OUTCOMES
AT THE SAME TIME**

DELIBERATE PRACTICE AND OTHER ACTIONS

At each phase of the Values Based Leadership Program there will be deliberate practice and other actions for the whole team, sub-teams and individuals. These actions will help to develop new capabilities and embed the micro-skillsets into the operating rhythm, so they shape day-to-day organisational and transformation activities.

This section of the Resource Guide is the place to consolidate your thinking and to record your practice plans and actions at each phase.

PHASES AND ACTIONS

The five phases of the program are:

Kick-Off

The workshop is the main feature and it provides the hands-on experience of the Think One Team method and tools.

Team Foundation

Establishing the team purpose, strategy and plan, while laying the foundation for team dynamics and use of core tools.

Partner Engagement

Applying the Think One Team method and tools to engage partners in the Align-Collaborate-Learn operating rhythm.

Value Creation

Generating outcomes while continuing to apply and embed one team practices.

Sustain

Evaluating the program and establishing the plan to reinforce and sustain the culture of collaboration and co-creation.

EMBEDDING THE LEARNING HABIT

The learning loop is a key theme running through every aspect of Values Based Leadership.

We see this in the ACL model and in the four steps of deliberate practice.

As you implement the skillsets, tools and practices, keep in mind the four questions that shape deliberate practice:

- What is the specific stretch behaviour (goal)?
- How can this be intensively practised?
- Where are the sources of immediate feedback?
- What are the learnings to lift this to the next level of mastery?

WORKING WITH YOUR PERFORMANCE COACH

Your Coach will be available throughout the program to support the deliberate practice and provide additional resources when required.

Use the 3W's to clarify action plans:

- **What** is to be done?
- **Who** is accountable?
- **When** is it to be completed?

JOTTINGS

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**Deliberate practice
creates sustainable
behaviour change.**

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**A team that learns faster
than the rate of change
is perfectly placed to
thrive in a volatile and
complex environment.**

Connect the Values Based Leadership principles and tools to the rituals and routines such as meetings and performance systems.

Three principles to accelerate team impact and performance:

- One person accountable, multiple people responsible
- Engage early and often
- Spin the ACL faster than the rate of change



SUSTAIN

Sustaining the Benefits

“

**IMAGINE WHEN PEOPLE
RAVE ABOUT OUR
CONNECTED CULTURE**

WHAT IS THIS ABOUT?

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CONNECTED CULTURE

The final phase of your Values Based Leadership program is called 'Sustain' and has no defined end.

This is about continuing to apply the micro-skillsets that reinforce a 'one team', change-ready and adaptive culture. To achieve this means being deliberate and disciplined in your systems and processes, in rituals and routines and in setting high standards of behaviour. It may also mean doing deeper work on selected skillsets.

“

SHARED LANGUAGE

SKILLSETS

This session brings together all of the skillsets covered in the program and focuses on how to maintain and build on the application of tools and principles.

WHY IS IT IMPORTANT?

The harsh reality of any development activity is that the benefits will disappear if you don't keep applying the new practices.

While the aim is to replace 'motivation' with 'system' by embedding the tools in regular processes, it still comes down to your commitment to maintain a standard.

The key to that standard is the ACL loop because it provides the operating rhythm for actions and behaviours.

BENEFITS

- Align people to shared direction
- Leverage value from connecting silos
- Sustain a culture of change readiness and adaptability
- Better collaboration and co-creation
- Sustain the ROI

HOW DOES THIS WORK?

ONE RECAP ON THE METHOD

The case for 'one team' was made early in the program when you identified the nature of the adaptive challenges.

To meet these challenges, we applied the insights:

Five Shares – A culture of collaboration and co-creation is underpinned by a commitment to the principles and the behaviours of the five shares.

ACL – Nimble, connected teams drive a loop of Align – Collaborate – Learn conversations.

Capabilities – Four core capabilities create and sustain a nimble, one team culture.

TWO EVALUATE YOUR ROI

At the outset of the program you defined your expectations in terms of outcomes, results and capabilities.

We now evaluate using the basic Action Debriefing questions:

1. Things that worked well... insights?
2. Things that didn't work so well... insights?
3. How to apply the lessons?

THREE CHOOSE YOUR TRADEMARK SKILLSETS

Throughout the program we have emphasised that the Values Based Leadership Program is a method with eight micro-skillsets, which can be applied shallow or deep.

We recommend focusing on two or three skillsets to make as the trademark of your culture.

These may already be obvious or they may need some further thought and debate.

FOUR TAKE ADVANTAGE OF BIG LEVERS

The trademark micro-skillsets can be leveraged by using the organisation's systems, rituals and symbols.

Do you see possibilities in these areas?

- Planning and Problem Solving Protocols
- Performance Management System
- Meetings and Communications
- Project and Change Methods
- Leadership Behaviours / Symbols

Irrespective of what you do, these elements will create the culture, so here is the chance to genuinely shape the one team culture.

FIVE BE READY TO ACCELERATE

Apply the basic principles of Deliberate Practice to select the right behaviours and practices to sustain the adaptive, high performance culture.

After selecting the area, use deliberate practice:

Step 1 – Define the behavioural stretch goal

Step 2 – Create intensive practice

Step 3 – Ensure immediate, constructive feedback

Step 4 – Learn and lift to the next level

The use of accelerator behaviours offers a powerful way to generate real and sustainable behaviour change, so be sure to choose specific behaviours.

JOTTINGS

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Nimble, connected teams are the ideal model to thrive in a fast changing, unpredictable environment.

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If you forget everything else, just:

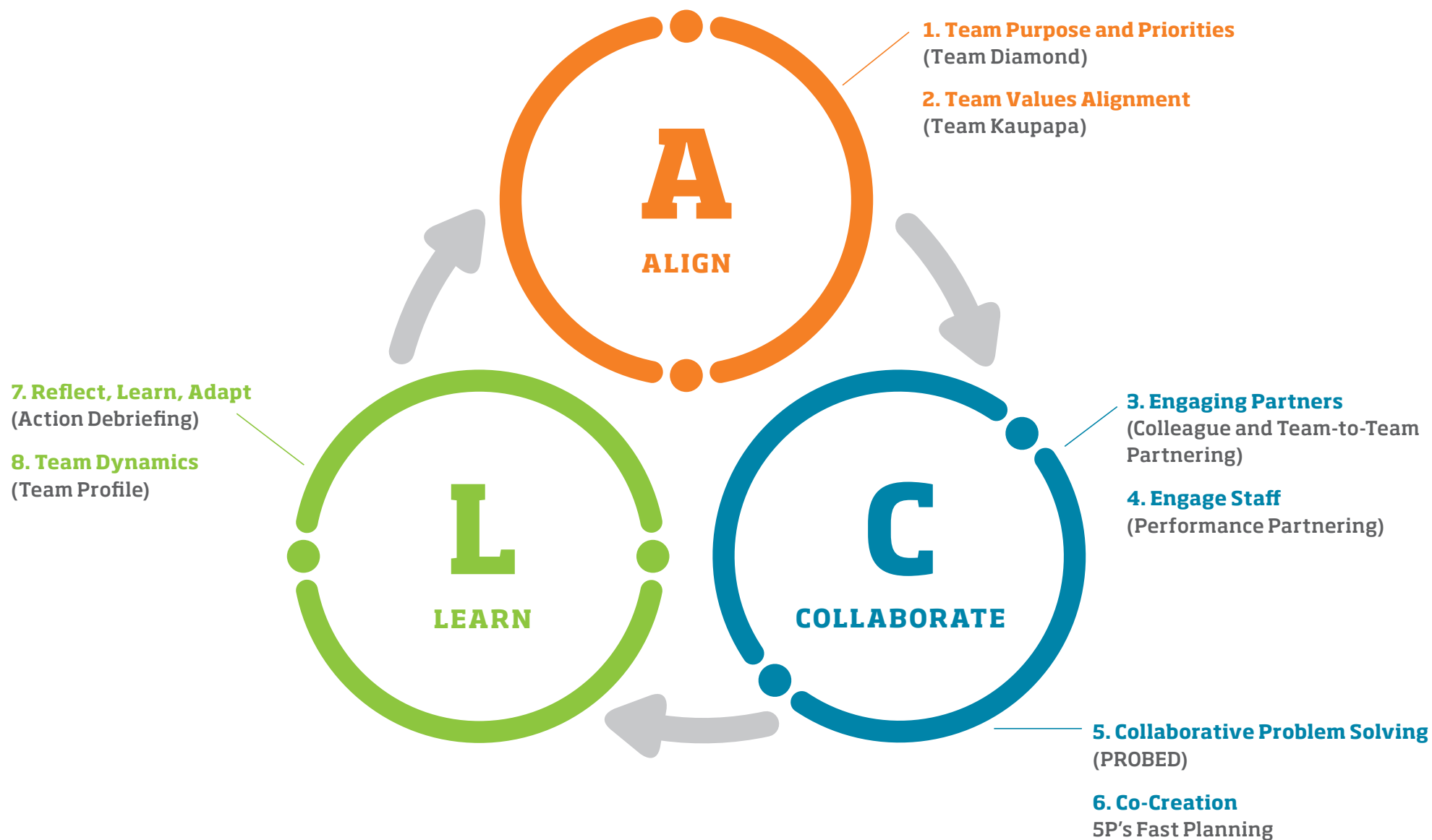
- Share the Big Picture
- Share the Reality
- Share the Air
- Share the Load
- Share the Wins and Losses

Select the skillsets and associated tools and behaviours that you want to be an ongoing feature of the culture.

Step back and look at the opportunities to pull the big levers by embedding 'one team' into systems, actions and experiences.

Use the Deliberate Practice method to accelerate behaviour change in the right behaviours.

MICRO SKILLSETS



SUMMARY

OUR WORLD HAS BECOME A JUGGLING ACT OF DELIVERING RESULTS FOR OUR STUDENTS, TRANSFORMING TO MEET THE NEEDS OF GENERATIONS TO COME AND KEEPING STAFF, STUDENTS AND OURS STAKEHOLDERS ENGAGED.

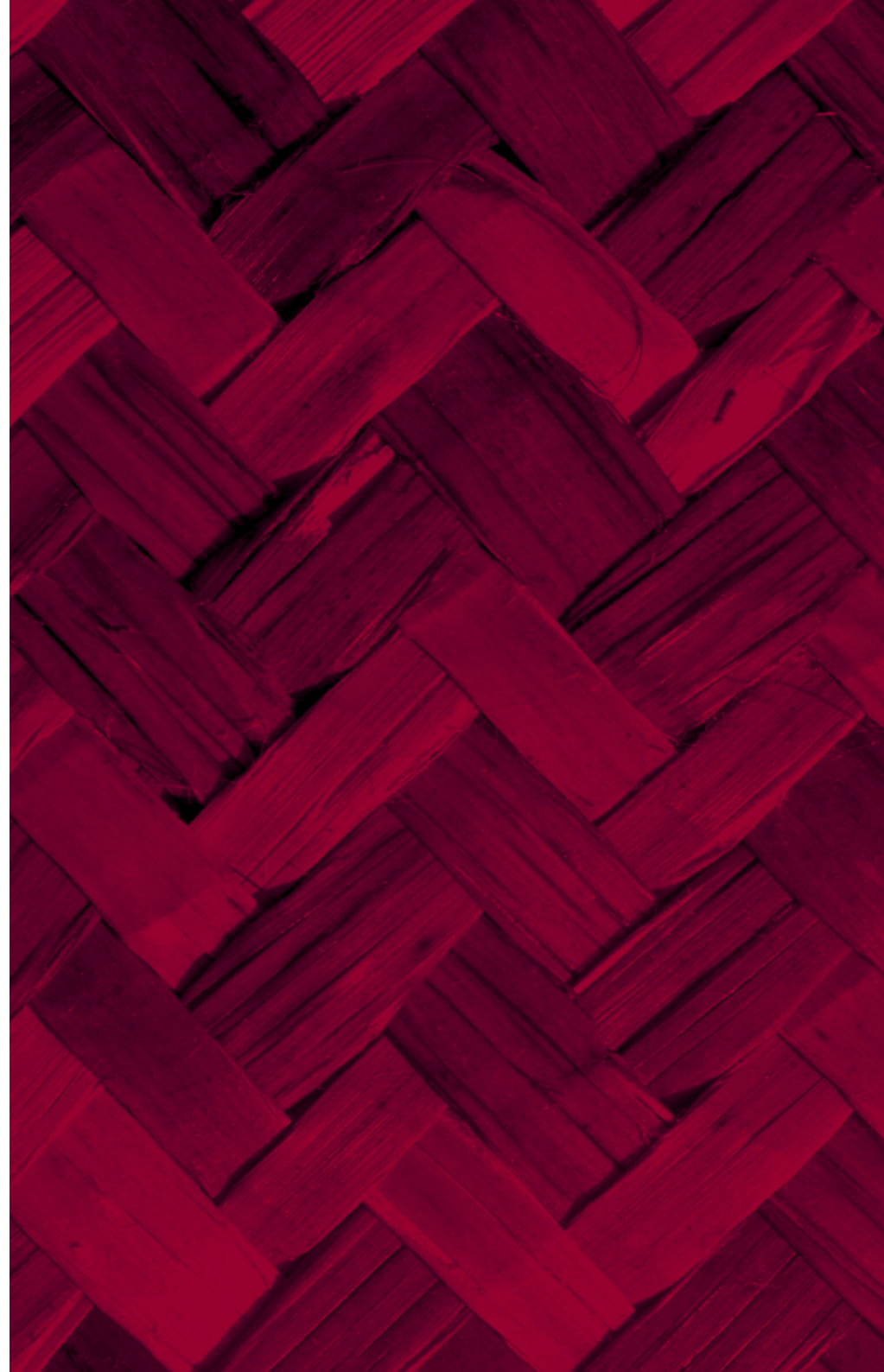
We need new ways of working to navigate and succeed in this ever-changing world. Arguably the most of important of these are collaboration and co-creation.

Values Based Leadership offers a way to understand, prepare for, and thrive in these conditions.

It seeks to embed an operating rhythm into the organisation to enable sustainable high performance and equip people with a common set of tools and language to tackle challenges head on.

It's about putting partnership at the forefront of the way we work and making it a trademark of our leaders.

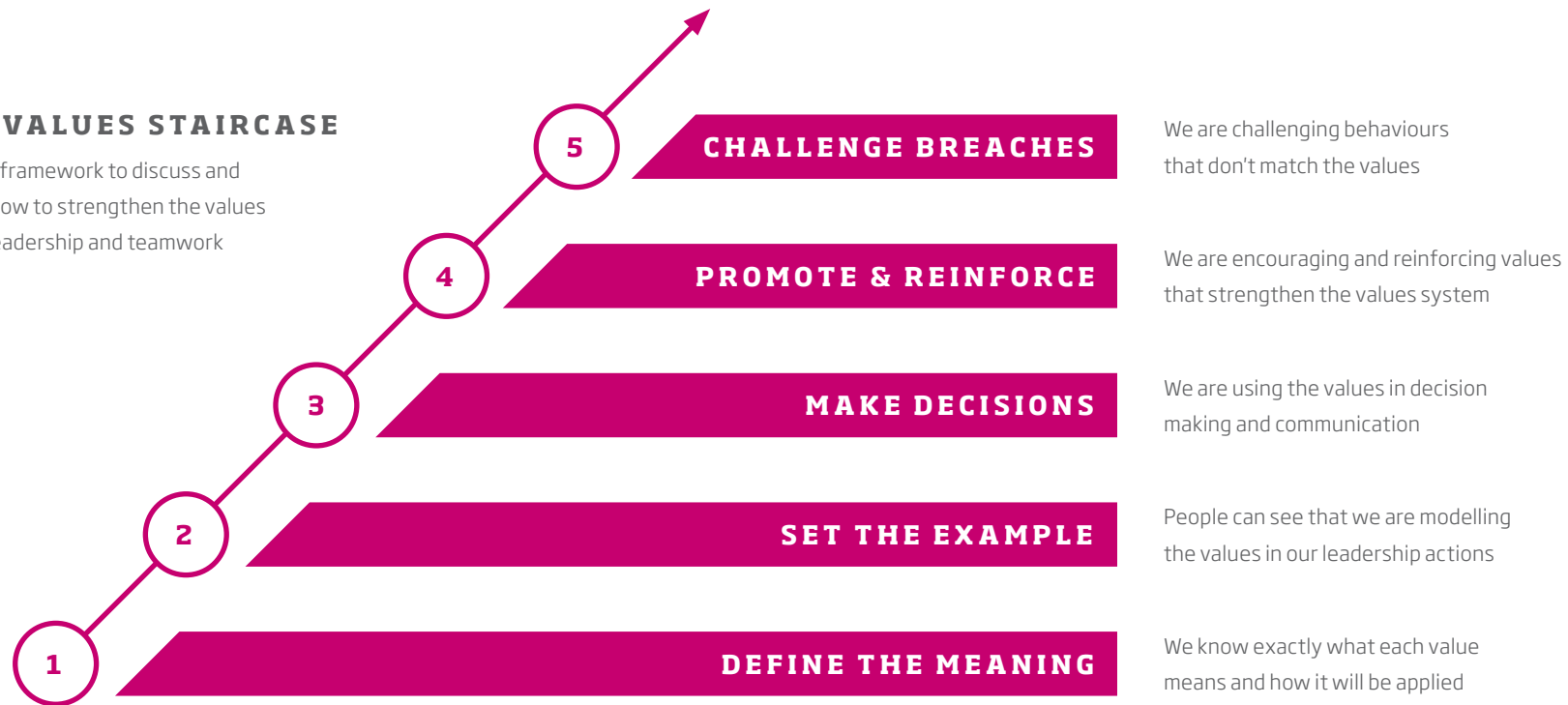
We look forward to partnering with you as we embark on this transformation journey, together.



THE VALUES STAIRCASE

“ THE VALUES STAIRCASE

offers a framework to discuss and define how to strengthen the values based leadership and teamwork





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