

PERFORM

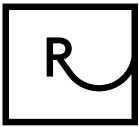
## DRIVING PERFORMANCE

Drive and develop a high performing team

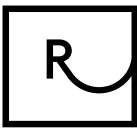
**RUN SHEET | UP TO 20 MANAGERS**

**IN-PERSON DELIVERY: 1 x 2.5 HOURS | VIRTUAL DELIVERY: 2 x 90 MINUTES**

<b>WARM UP</b>	<ul style="list-style-type: none"><li>• Facts &amp; quotes on performance and management are rotating in the background to set the scene ahead of the session e.g. "There's no way to get better at something you only hear about once a year" - Daniel Pink</li></ul>
<b>INTROS</b>	<ul style="list-style-type: none"><li>• Facilitator intro.</li><li>• Discussion is sparked around the problems with performance/management today e.g. traditional methods do not work for the modern workplace/ motivating people is complex etc.</li><li>• Agenda set.</li><li>• Round the room intros.</li></ul>
<b>MANAGING OTHERS</b>	<ul style="list-style-type: none"><li>• Most people who manage find it a struggle.</li><li>• Activity:<ul style="list-style-type: none"><li>• We get participants to share on a virtual whiteboard where they most struggle with managing others. And have a discussion around the results.</li></ul></li></ul>
<b>WHAT DRIVES PERFORMANCE?</b>	<ul style="list-style-type: none"><li>• Participants explore and interact re findings from the Google Aristotle study. This highlights that the key drivers of performance were not what people expected.</li><li>• Personal Reflection:<ul style="list-style-type: none"><li>• Using guides and prompts participants reflect on their own team's performance - and key management behaviours they can put in place in line with the Google study.</li></ul></li><li>• Top Tip #1 - Throughout this session a variety of top tips are shared. The first one is shared here - 'Be Vulnerable' - with an explanation of why this is an important manager trait and how to portray it.</li></ul>



<h2>THE TEAM CHARTER</h2>	<ul style="list-style-type: none"><li>• The importance of a team charter is explained and how it is important for your team to be collectively aligned behind this. We point out that as part of our 100 day follow up plan, we will share a lesson plan they can use to create the charter with their teams.</li><li>• The different parts of the team charter are explained with a focus and exercise on 'Purpose' as follows:<ul style="list-style-type: none"><li>• Different purpose statements are presented. Participants have to guess what the job role is that the statement is describing and add it on a (virtual) post-it note. E.g. 'I help people escape to a world of fantasy' = author.</li></ul></li><li>• Participants then have a go at forming purpose statements for their team.</li><li>• Top Tip #2 – 'Communicate the Challenge' – advice from Patty McCord (ex-Netflix).</li></ul>
<h2>1-to-1s</h2>	<ul style="list-style-type: none"><li>• Done right, 1-to-1s can be the most powerful investment people make in their teams.</li><li>• We start with a general question to participants of how they feel about 1-to-1s? (Do they have them? Use them? Never cancel?)</li><li>• We then run through the benefits of having them.</li><li>• Activity:<ul style="list-style-type: none"><li>• In their workbooks participants look at the most common excuses for not having 1-to-1s e.g. "I can cover off everything in the team meeting."</li><li>• They then have to form counter-arguments to the excuses so they understand why it makes sense to have them.</li></ul></li><li>• We then run a through a number of top tips for how to run them e.g. listen more than you talk, the time belongs to the employee (not you).</li></ul>



## Break (in-person training) / Session 2 (virtual training):

### Recap on the previous session

#### INDIVIDUAL PERFORMANCE

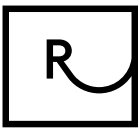
- The X Model of Engagement is explained, along with the 5 different levels of where an employee can sit – from 'Highly Engaged' to 'Disengaged'.
- Activity:
  - Participants are split into groups in line with the different engagement levels.
  - Together they then brainstorm management techniques to move employees from one level to another or stay there. We explain it is a dynamic model so the engagement of an employee is something that always needs to be monitored.
- On the back of that, participants reflect on their own management style and actions they might want to take with specific team members.
- Top Tip #3 – 'Consistency over Intensity' – Simon Sinek's teeth care analogy.

#### FEEDBACK

- Activity:
  - Participants brainstorm:
    - What makes you reluctant to give feedback?
    - What feedback can accomplish?
    - What makes feedback effective?
- We then refer to the AID feedback framework as an easy way to give feedback.
- Activity:
  - Participants then practise giving feedback in line with this framework (they can use one of scenarios we have provided or one of their own).

#### APPRECIATING MEMBERS

- Appreciating members is a helpful form of feedback.
- Activity – Team Member Reflection:
  - Participants look at what they appreciate about their team members and what they might say to them – teaching people how to qualify their praise.



<b>TACKLING UNDERPERFORMANCE</b>	<ul style="list-style-type: none"><li>• Tackling underperformance – We provide pointers (and a framework) on how to handle performance issues.</li><li>• Top Tip #4 – ‘Magic Feedback’ - Daniel Coyle’s simple magic feedback phrase.</li></ul>
<b>MOTIVATION</b>	<ul style="list-style-type: none"><li>• External boosts of encouragement need to always be on.</li><li>• Activity:<ul style="list-style-type: none"><li>• Racing against each other (motivation relay), two teams generate lots of ideas for how to motivate employees on a daily basis e.g. saying hello in the morning.</li></ul></li></ul>
<b>PREPARING FOR ACTION</b>	<ul style="list-style-type: none"><li>• Recap.</li><li>• Action plans.</li><li>• Further resources are shared.</li></ul>
<b>100 DAY FOLLOW UP</b>	<ul style="list-style-type: none"><li>• <b>We send a different plan each month focused on different activities and considerations for driving performance. Other than some brief time for self-reflection, all of these activities can be done in the course of each person’s work.</b></li></ul>