

PERFORM

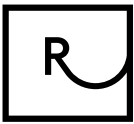
DRIVING PERFORMANCE

Drive and develop a high performing team

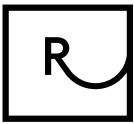
RUN SHEET | UP TO 20 MANAGERS

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

WARM UP	<ul style="list-style-type: none">• Facts & 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
INTROS	<ul style="list-style-type: none">• Facilitator intro.• 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.• Agenda set.• Round the room intros.
WHAT MAKES A TEAM?	<ul style="list-style-type: none">• The business benefits of working in a team are shared.• Activity:<ul style="list-style-type: none">• Everyone sketches a diagram of their team set up using the instructions in the workbook.• These sketches are then used to facilitate group conversations over what constitutes a team.• Key points are highlighted around the importance of 'individual' vs 'team' performance and different types of teams e.g. project teams, departments.



<h2>WHAT DRIVES PERFORMANCE?</h2>	<ul style="list-style-type: none">• Participants explore and interact re findings from the Google Aristotle study. This highlights that the key drivers of performance were not what people expected.• Personal Reflection:<ul style="list-style-type: none">• Using guides and prompts people reflect on their own team's performance - and key management behaviours they can put in place in line with the Google study.• 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.
<h2>THE TEAM CHARTER</h2>	<ul style="list-style-type: none">• 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.• The different parts of the team charter are explained with a focus and exercise on 'Purpose' as follows:<ul style="list-style-type: none">• Different purpose statements are presented. People 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.• Participants then have a go at forming purpose statements for their team.• Top Tip #2 - 'Communicate the Challenge' - advice from Patty McCord (ex-Netflix).
<h2>INDIVIDUAL PERFORMANCE</h2>	<ul style="list-style-type: none">• 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:<ul style="list-style-type: none">• People 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.• Top Tip #3 - 'Consistency over Intensity' - Simon Sinek's teeth care analogy.



Break (in-person training) / Session 2 (virtual training):	
FEEDBACK	<ul style="list-style-type: none">• Activity:<ul style="list-style-type: none">• People have to instruct a chosen individual using both positive feedback and constructive feedback - noticing the difference over what is more helpful.• We then discuss and explain what makes feedback successful and when to use feedback.• Reference the SEED framework.• Activity - Team Member Reflection:<ul style="list-style-type: none">• Participants look at what they appreciate about their team members and what they might say to them - teaching people how to qualify their praise.• Tackling underperformance - We provide pointers on how to handle performance issues.• Top Tip #4 - 'Consistency over Intensity' - Daniel Coyle's simple magic feedback phrase.
MOTIVATION	<ul style="list-style-type: none">• We run through the 'Human Motivation Theory' and managers reflect on a specific employee and how they can motivate them in line with this model.• Activity:<ul style="list-style-type: none">• 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.• The winning team gets a prize - highlighting when and when not incentives are important.• Personal motivation plans - participants look at what they will do tomorrow to boost motivation.
PREPARING FOR ACTION	<ul style="list-style-type: none">• Recap.• Action plans.• Further resources are shared.
100 DAY FOLLOW UP	<ul style="list-style-type: none">• 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.