

Welcome to
F.W. MASTERCLASS

Building high-performing teams

Daniel Coleman's '6 Leadership styles'

PACE-SETTING Sets high standards for performance and expect others to follow their lead.	DEMOCRATIC Involves their team in decision making and encourage participation from all members.
COACHING Focuses on individual development, supporting team members to reach their full potential.	VISIONARY/AUTHORITATIVE Inspires and motivates others by painting a compelling picture of the future.
AFFILIATIVE Prioritises emotional well-being of their people and creates a harmonious team atmosphere.	COERCIVE/COMMANDING Dictates direction and make decisions without seeking input from others.

'6 Leadership Styles' Framework

	PACE-SETTING	COACHING	AFFILIATIVE	DEMOCRATIC	VISIONARY/ AUTHORITATIVE	COMMANDING/C OERCIVE
Modus operandi	Sets high standards	Develops people for the future	Creates harmony, builds bonds	Forges consensus	Mobilises towards a vision	Demands compliance
The style in a phrase	'Do as I do, now'	'Try this'	'People come first'	'What do you think?'	'Come with me'	'Do what I tell you'
Emotional intelligence	Conscientious, drive to succeed	Developing others, self-awareness	Empathy, relationships	Collaboration, communication	Confidence, change catalyst	Drive to achieve & control
Best when...	Quick results are needed from a high performing team	Improving performance, developing strengths	Healing rifts or motivating during a crisis	Building buy-in & consensus	A new vision or direction is required	In a crisis, need to kick start a turnaround
Overall impact	Positive	Positive	Positive	Positive	Negative	Negative

Characteristics of agile leaders

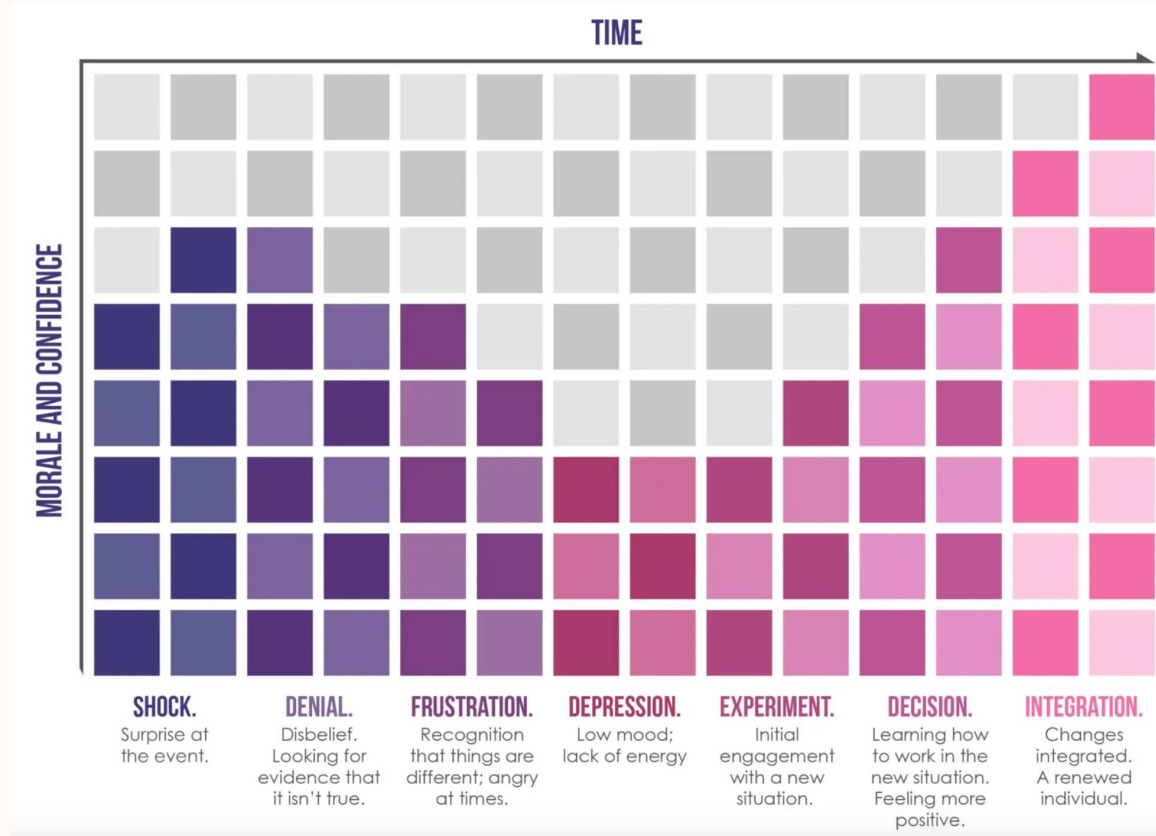
Open-mindedness	Open to new ideas, perspectives, and feedback and receptive to differing and diverse viewpoints
Resilience	Views failures as learning opportunities and maintains composure in high-pressure situations
Quick decision-making	Makes timely decisions based on the available information and responds to changing circumstances swiftly
Effective communication	Excels in communication, conveying complex ideas clearly and ensuring teams understand evolving goals and strategies
Continuous learning	Committed to lifelong learning and prioritises acquiring new knowledge and skills at all times
Agility	Embraces change as an opportunity for growth and adapts strategies accordingly
Empathy	Understands the needs and concerns of their team members and fosters an inclusive environment to encourage collaboration and creativity



Developing agile leadership

1. Embrace a growth mindset
2. Foster a culture of innovation
3. Develop emotional intelligence
4. Seek continuous learning
5. Encourage collaboration
6. Practice effective communication

Understanding change: Kübler Ross Change Curve



Managing change: Kotter's Process for Leading Change





Overview: Building high performing teams

- Who do you influence and how?
- Creating a positive culture
- Getting the most out of people
- Setting goals and expectations
- Having difficult conversations
- Workshopping two scenarios
- Group discussion

Who do you influence?

INFLUENCING UP

Who do you report to?
How can you influence them?

INFLUENCING DOWN

Who reports to you?
How can you influence them?

INFLUENCING ACROSS

Do you work with in other teams?
How can you influence them?



Influencing people: Push or pull?

- **Push style** forces someone to change rather than motivating them to want to make the change. Push styles tend to involve a carrot or stick approach – through rewards for cooperation (the carrot) or penalties as consequences (the stick).
- **Pull style** motivates people to want to change. This involves decreasing the forces or rationale against change. This can be effective in gaining commitment and quality work, but they may be slower to see results.



Creating a positive culture

- Build your culture based on real-world dilemmas
- Move your culture from abstraction to action
- Paint your culture in full colour
- Hire the right people and they will build the culture
- Make sure that culture drives strategy
- Don't be a purist



Getting the most out of people

Workplace culture matters.

But within that, how can you communicate with and motivate your people?

- Get to know your team.
- When people get stuck, is a matter of will or skill?
- Encourage autonomy. People want a sense of self-determination.



Setting goals and expectations

Clear goals and expectations are part of a healthy culture.

- Articulate goals clearly, consistently and transparently.
- Ensure goals are measurable and focused on results and/or outcomes.
- Align individual goals with team and department goals.
- Measure goals regularly.
- Align expectations with values and norms.



Why have difficult conversations?

Managing difficult conversations as well as possible means you can:

- resolve workplace conflicts
- lift employee performance and engagement
- improve relationships within your team.



Before a difficult conversation

- What is at the root of the conflict?
- Am I the best person to have the conversation?
- Who else should be invited to the conversation?
- What is the ideal outcome? What solution will you propose?
- What documents and/or facts are needed?
- How best to initiate/schedule the conversation?

During a difficult conversation

State the problem	State the problem and provide examples. State the impact that the problem is having on the business.
Listen and question	Put aside your view and let them explain their side of the story and motives. Try to understand their point of view.
Acknowledge	Acknowledge their feelings and view of the situation. Confirm and clarify your understanding of what they have said and validate them where appropriate.
Reassess your position	After they have put forward their point of view, it is your turn to clarify your position without minimising theirs. What can you see from your perspective that they've missed? Has your position changed based on the information they provided?
Look for solutions	Work with them to develop solutions. Agree on a way forward.
Close the conversation	Clarify and document the agreed actions and next steps. Thank them for the discussion..



After a difficult conversation

- Document the discussion, including agreements reached and who was present at the meeting.
- Reflect on the conversation and consider what you could do differently next time.
- Consider debriefing with the People and Culture team, particularly if emotions ran high.
- Avoid discussing the matter with other staffs.
- Follow up in writing, noting any agreements or agreed path forward.
- Encourage further communication.