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Workshop 6 – Consolidation & Strategy

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ICE Breaker



•What’s one piece of advice you were given early in your career that still sticks with you?

•What’s a workplace moment you’ll never forget — funny, inspiring, or a total disaster?

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Culture of the group

Confidential
Open
Vulnerable and human
Game mode for exercises
Can we keep to the break times?
Can we put phones on silent?
Refrain from reading ahead so that we can maximise the learning.

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Recap Workshops 1-5

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Coaching and Mentoring Foundations

- Understand the mindset and principles of effective coaching
- Apply the WEGROW model to structure coaching conversations
- Build trust and psychological safety with team members

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Practical Coaching and Mentoring Skills

- Use active listening and impactful questioning techniques
- Identify coaching moments in everyday leadership scenarios
- Balance directive and non-directive coaching approaches

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Emotional Intelligence & Self-Awareness

- Recognise emotional triggers and self-regulation strategies
- Adapt communication styles using the Social Styles model
- Leverage emotional intelligence to build deeper relationships

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Managing & Developing Performance

- Establish clear expectations and goals aligned to strategy
- Use continuous feedback and recognition to drive engagement
- Apply the Plan → Act → Monitor → Review cycle effectively

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Performance Conversations

- Structure difficult conversations with empathy and clarity
- Deliver feedback using the SBI model with psychological safety
- Diagnose performance challenges using skill vs. will analysis

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Group Exercise

‘What stuck with you most?’

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Workshop 6 – Consolidation & Strategy

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Group Exercise

What have been the greatest challenges experienced with difficult conversations as a manager?

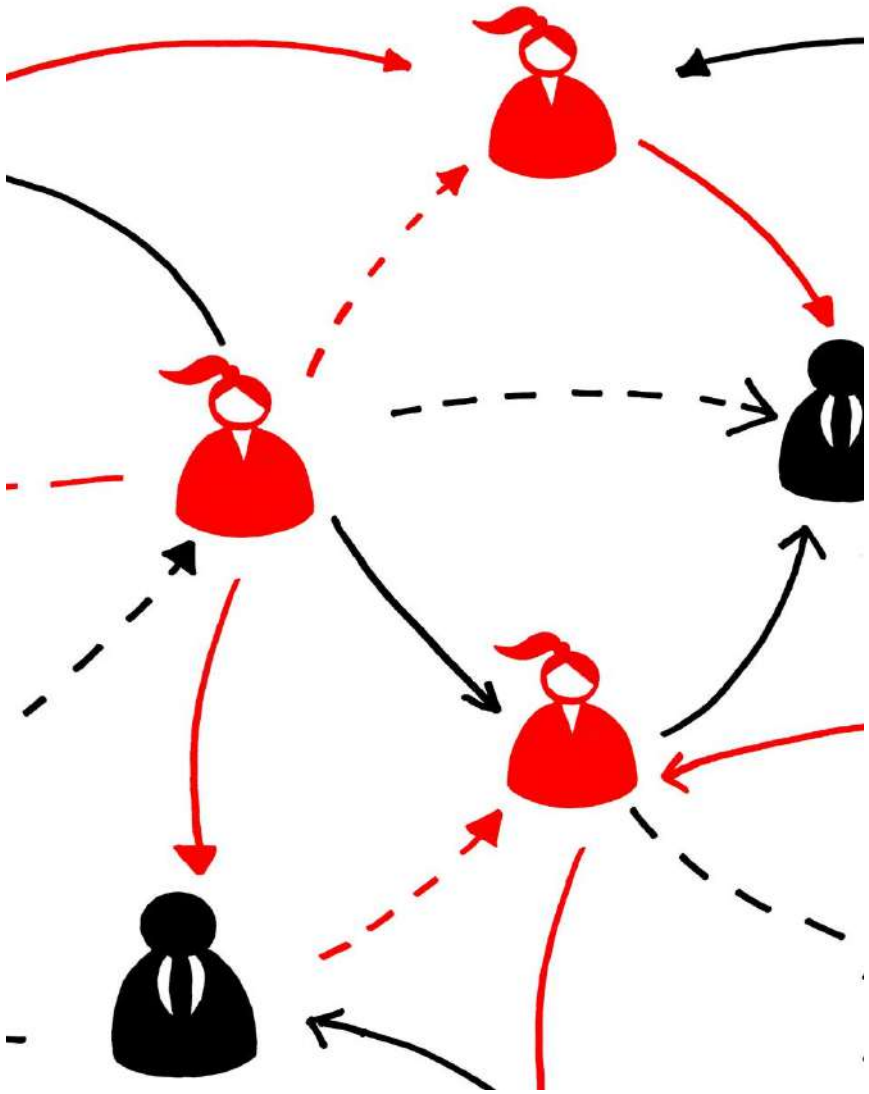
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Leading Difficult Conversations

(from growing individuals to addressing blockers to team culture while still holding coaching principles at the centre)

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Clarifying Expectations



Importance of Clear Expectations

Clear expectations are essential for successful team dynamics and minimizing underperformance in the workplace.

Minimizing Misunderstandings

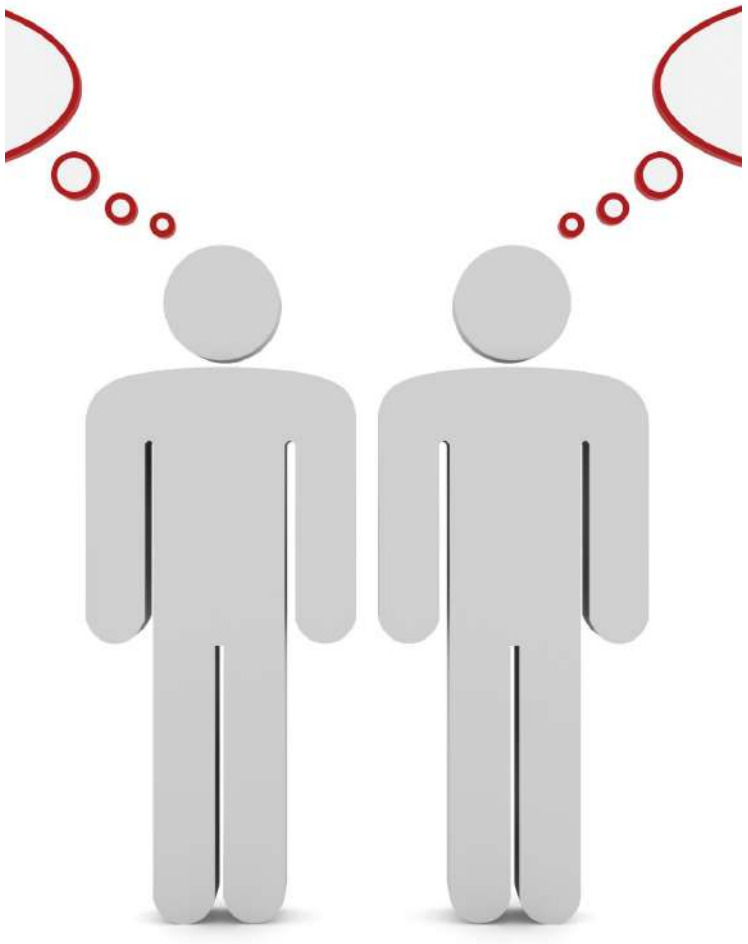
When employees know what is expected, misunderstandings are reduced, leading to improved performance and productivity.

Enhancing Accountability

Clear expectations increase accountability, allowing employees to take ownership of their responsibilities and tasks.

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Stay Fact-Based and Non-Judgmental



Importance of Facts

Remaining fact-based in conversations helps to clarify issues and reduces misunderstandings. It encourages participants to focus on shared realities.

Avoiding Judgment

Avoiding judgment during conversations creates a safe space for participants to express their thoughts and feelings without fear of criticism.

Promoting Open Dialogue

A fact-based and non-judgmental approach encourages open dialogue, which can lead to better understanding and resolution of conflicts.

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Identifying Barriers Collaboratively



Empowerment Through Collaboration

Collaborative efforts in identifying performance barriers can significantly empower employees and enhance their engagement.

Building Trust

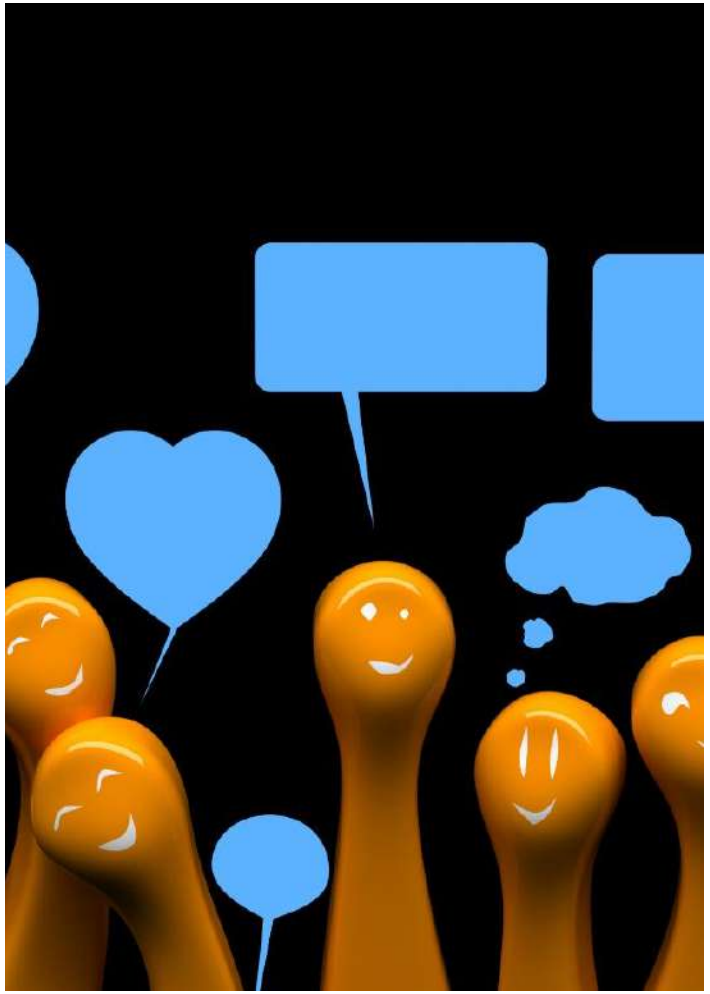
The process of collaboration fosters trust between employees and management, leading to a more positive work environment.

Commitment to Success

Demonstrating a commitment to employee success through collaboration shows that their contributions are valued and important.

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Acknowledge Emotions but Focus on Improvement



Validating Emotions

Acknowledging emotions during difficult conversations helps individuals feel heard and understood, fostering a supportive environment.

Focus on Solutions

While emotions are important, it is essential to steer the conversation towards improvement and collaborative problem-solving.

Building Together

Finding solutions together can strengthen relationships and create a sense of partnership in addressing challenges.

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Agreeing on Improvement Plans and Check-Ins



Clear Improvement Plans

Establishing clear and structured improvement plans enhances accountability and guides employees in their development journey.

Regular Check-Ins

Regular check-ins provide opportunities for feedback and support, ensuring employees remain on track with their goals.

Supportive Environment

Creating a supportive environment encourages employee growth, fostering a culture of continuous improvement and development.

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Skill Gaps vs Will Gaps

Diagnosing Underperformance with Compassion



Compassionate Approach

Using compassion in addressing underperformance helps create a safe space for individuals to express their challenges.

Open Dialogue

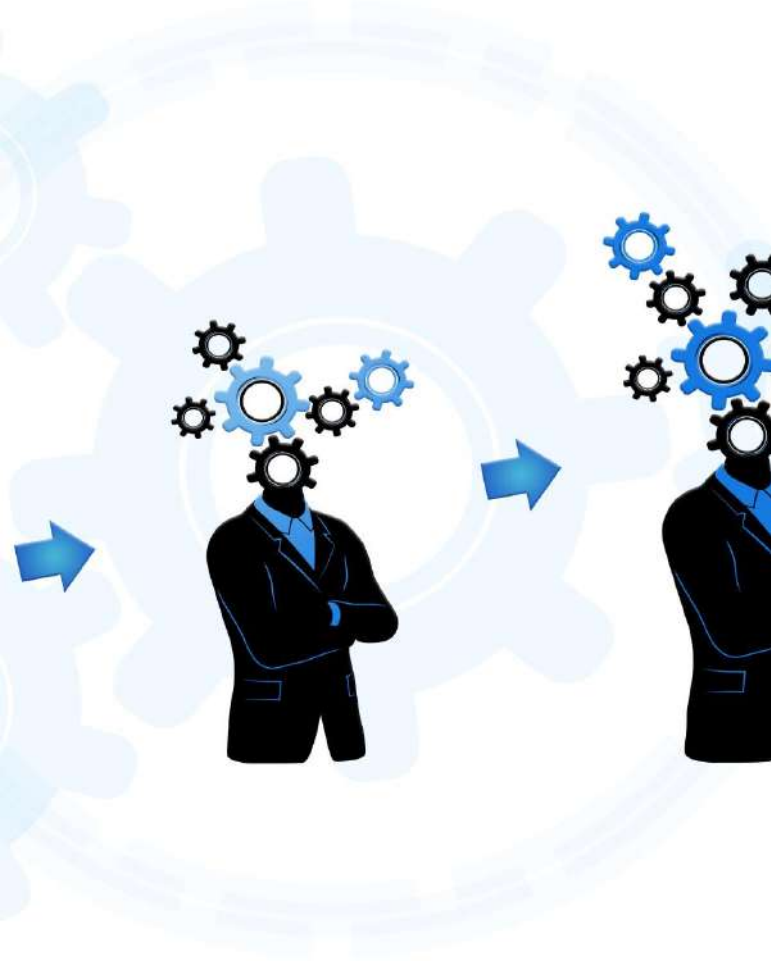
Encouraging open dialogue can lead to better understanding and collaboration in identifying underlying issues.

Finding Solutions Together

Collaboration is essential for finding effective solutions to underperformance while maintaining a positive atmosphere.

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Identifying Skill versus Motivation Issues



Understanding Performance Issues

Recognizing the root cause of performance issues is crucial for effective resolution. Distinguishing between skills and motivation is key.

Tailored Responses

Responses to performance issues should be tailored based on whether the issue is skills or motivation related. This leads to better outcomes.

Improved Employee Satisfaction

Addressing the right issue can significantly enhance employee satisfaction and engagement within the workplace.

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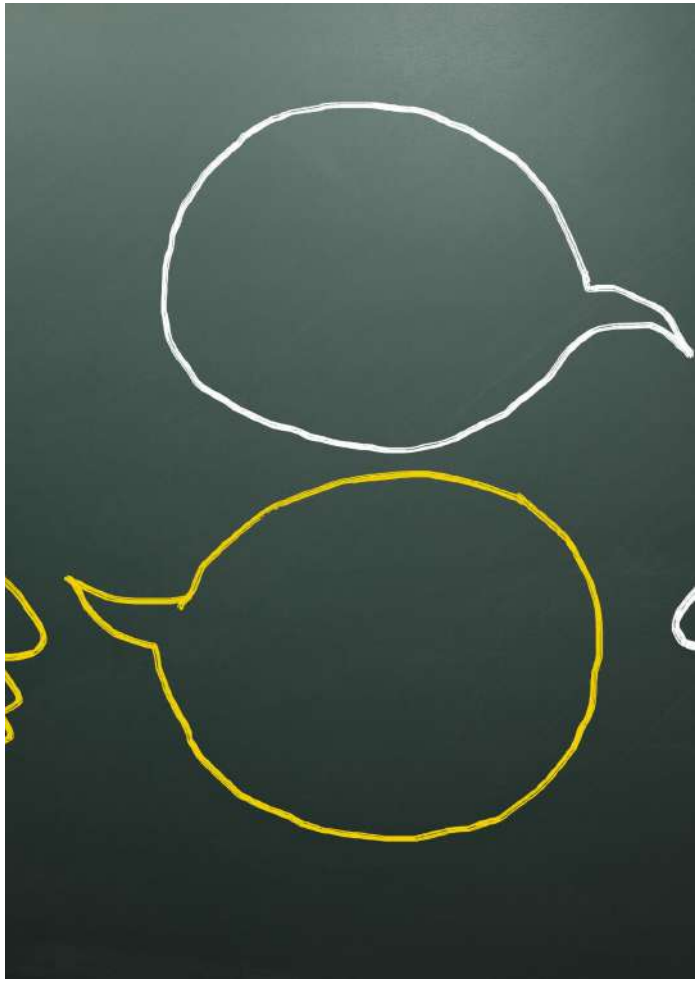
Introduction to Unconscious Bias

Group Exercise

What is Unconscious Bias and what is the impact of it?

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Definition and Origins of Unconscious Bias



Understanding Unconscious Bias

Unconscious bias refers to the stereotypes and attitudes that influence our decisions without our awareness.

Formation of Unconscious Biases

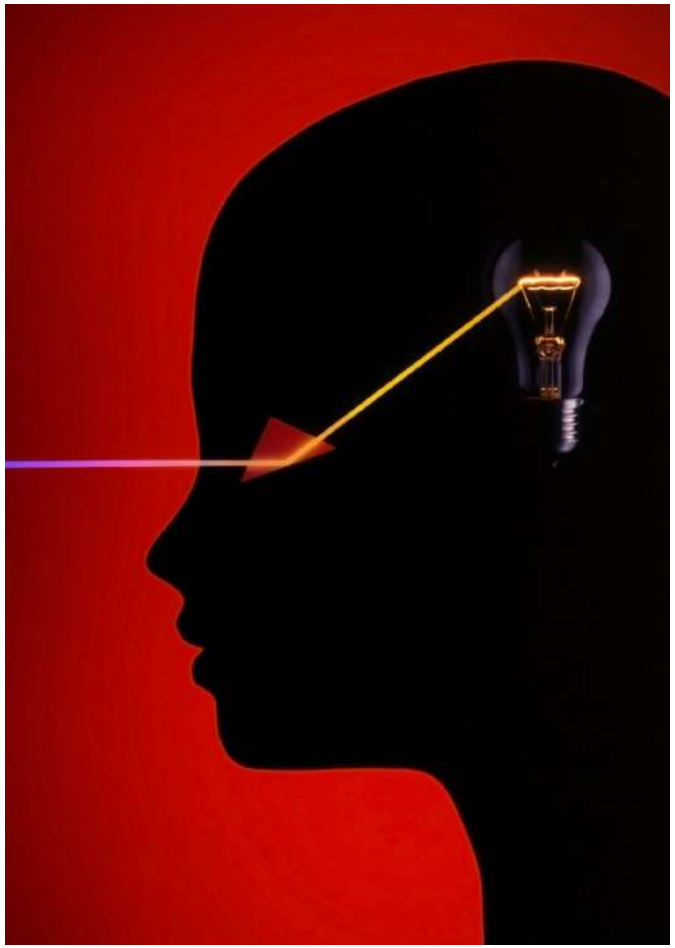
Unconscious biases are formed through the process of socialization, influenced by family, culture, and environment.

Impact on Decision-Making

These biases can significantly affect our understanding and actions in various contexts, often leading to unfair outcomes.

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Common Biases in Performance Management



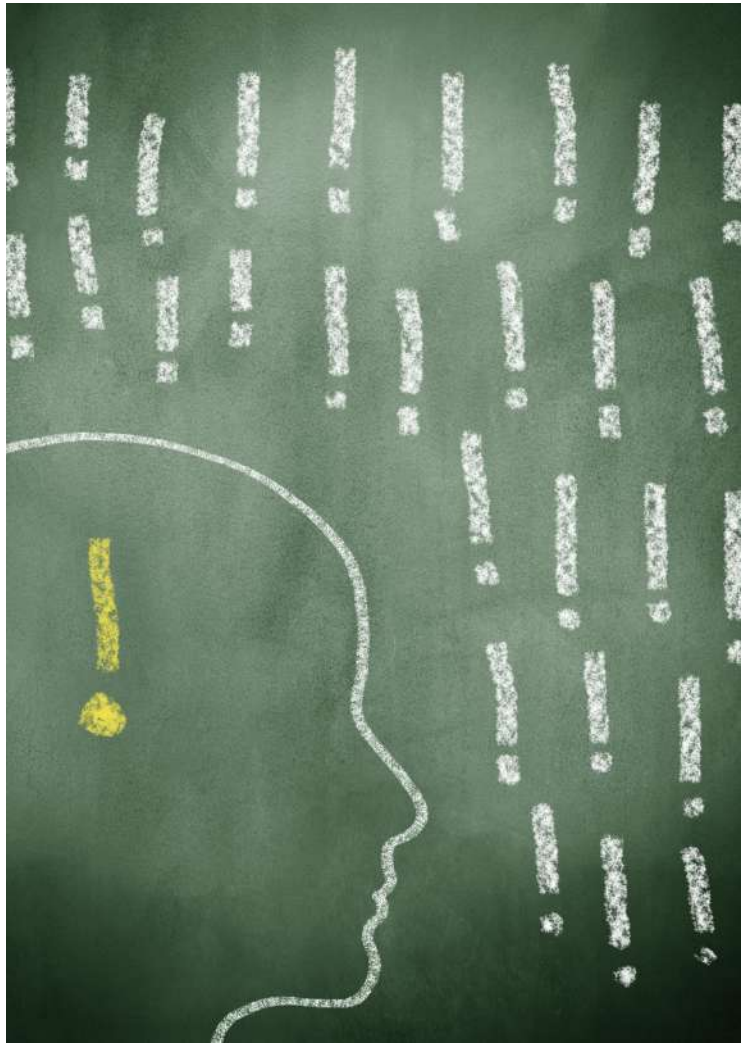
Halo/Horns Effect: One Trait Colors the Entire Review

Recency Bias: Overweighting Recent Behavior

Attribution Bias: Blaming Character versus Context Differently

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Bias-Busting Practices



Using Structured Templates (E.g., SBI - Situation, Behavior, Impact)

Cross-Checking with Peers or a Manager

Asking **Critical Questions**: 'Would I Give This Rating to Someone Else in the Same Situation?'

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Unconscious Bias at Work – Making the Unconscious Conscious

https://youtu.be/NW5s_-Nl3JE?si=ymRQLW5Y864q53BN

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Practice Difficult Conversations

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Practice 6 (Appendix 6.1)

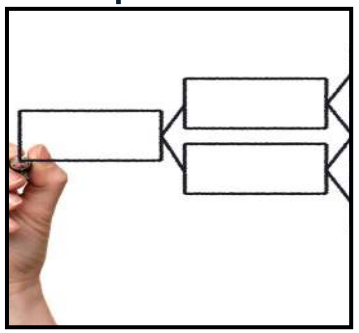
Objective:

1.Practice and refine having a difficult conversation

2.Navigate a realistic workplace scenario to build confidence in difficult conversations.

3.Use structured feedback to identify areas for improvement.

Situation, Behavior, Impact



Rapport Building



Active Listening



Impactful Questions



Paraphrasing / Summarizing



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Structure

1.Participants are divided into triads.
2.Time Allocation for execution of roles



Time	Coach	Coachee	Observer
0-2	Role Familiarity	Role Familiarity	Role Familiarity
2-10	Perform Role	Perform Role	Perform Role
10-15		Class Discussion	
15-17	Role Familiarity	Role Familiarity	Role Familiarity
17-25	Perform Role	Perform Role	Perform Role
25-27	Role Familiarity	Role Familiarity	Role Familiarity
27-35	Perform Role	Perform Role	Perform Role

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Discussion & Key takeaways from practice

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Break

High Performing Teams: Implementing the Clutterbuck Model

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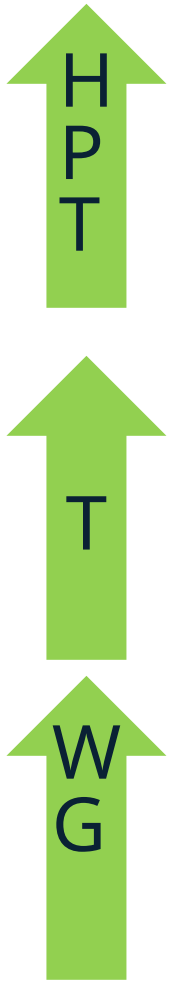
Bridging the Gap Between One-on-One and Collective Impact

- **From Conversations to Culture –** We've explored how one conversation can shift mindset and behaviour; now we'll examine how to scale that impact across the team.
- **The Team as Your Coachee –** Team coaching invites us to view the group as a single, dynamic client – with shared challenges, goals, and potential.
- **Moving from Reactive to Strategic –** It's not just about fixing problems, but guiding the team toward sustained performance, learning, and cohesion.

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High Performing Teams

PERFORMANCE



- Exceptional performance
- High levels of enthusiasm and energy;
- Willing to go the extra mile;
- More fun and humour than ordinary teams.

- Individual and mutual accountability
- Shared leadership roles
- Specific team purpose that the team itself delivers
- Measures performance directly by assessing collective output

- Strong, clearly focused leader
- Individual accountability
- Measures its effectiveness individually
- Discusses, decides and delegates

(Katzenbach and Smith)

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Key Components for Successful Teams



- Purpose and Mission
- External Processes, Systems, and Structures
- Relationships and Shared Values
- Internal Processes, Systems, and Structures
- Learning and Continuous Improvement
- Leadership

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Purpose and Mission

Defining the Purpose and Mission of the Team



Understanding Team Objectives

Clearly define the primary objectives of the team to ensure everyone is aligned towards common goals.

Alignment with Organization Goals

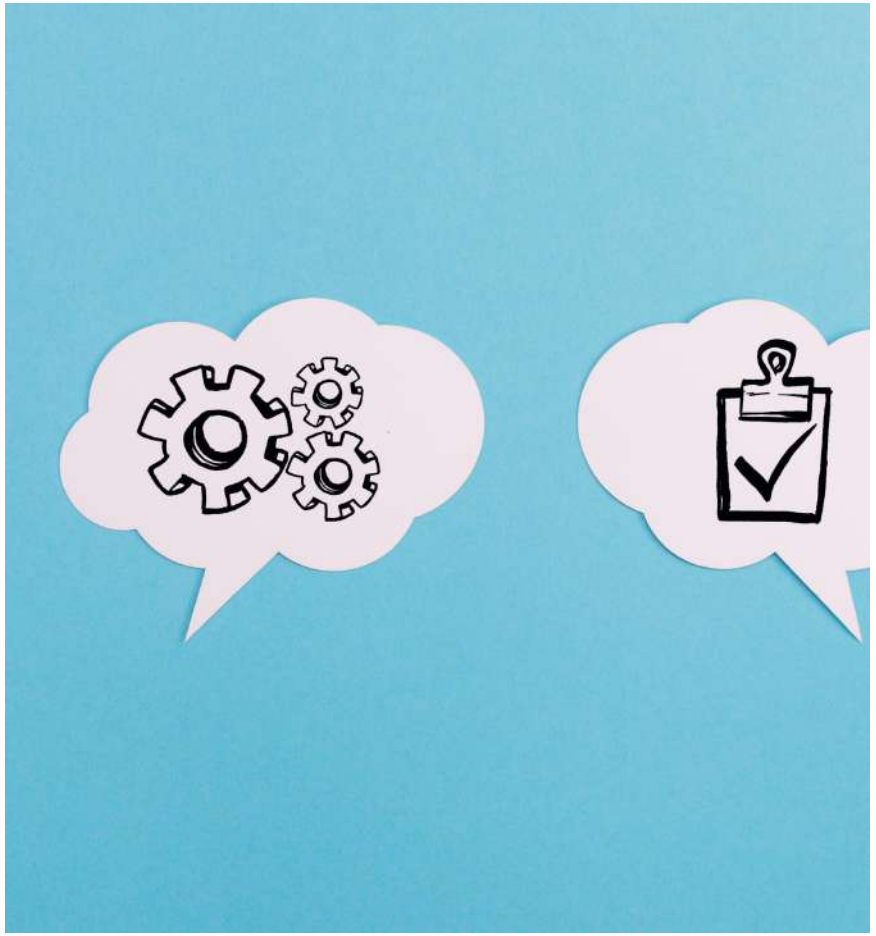
Ensure that the team's purpose aligns with the overall goals of the organization for greater impact.

Fostering Engagement

Promote clarity of purpose to boost engagement and commitment among team members.

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Identifying Success Metrics and Key Indicators



SMART Criteria

Success metrics should be based on the SMART criteria, ensuring they are specific, measurable, achievable, relevant, and time-bound.

Key Performance Indicators

Identifying key performance indicators (KPIs) allows teams to track their progress effectively and make informed decisions based on data.

Regular Evaluation

Regular evaluation of success metrics and KPIs helps organizations assess effectiveness and adjust strategies as needed.

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External Processes, Systems, and Structures

Understanding Key Stakeholders



Identify Key Stakeholders

Recognizing key stakeholders is the first step towards effective engagement and collaboration for successful project outcomes.

Engagement Strategies

Developing engagement strategies tailored to stakeholder needs fosters productive relationships and enhances project success.

Understanding Needs

Grasping the needs and expectations of stakeholders is crucial for aligning project goals and achieving mutual benefits.

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Aligning Team Efforts with External Requirements



Enhancing Stakeholder Relationships

Aligning team goals with external requirements fosters trust and collaboration with stakeholders, leading to improved communication.

Improving Team Effectiveness

When objectives align with external demands, teams operate more effectively, resulting in higher productivity and success.

Strategic Alignment

Ensuring strategic alignment between the team and external entities mitigates risks and supports organizational goals.

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Relationships and Shared Values

Embedding Company Values in Daily Operations



Daily Integration

Incorporating company values into daily tasks helps teams align their actions with the organization's mission.



Decision-Making Consistency

Consistent decision-making that reflects company values fosters trust and unity among team members.

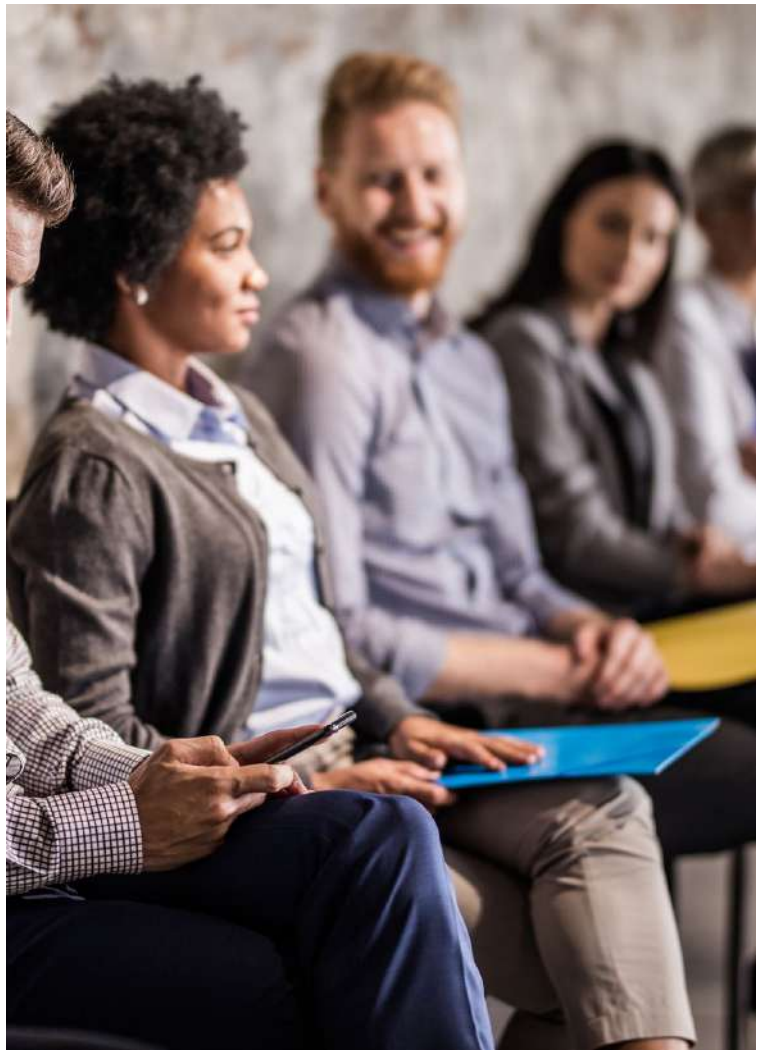


Reinforcing Importance

Regularly reinforcing company values enhances their significance and motivates employees to embody them.

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Enhancing Values Within the Group



Fostering Discussions

Encouraging open discussions about shared values can significantly enhance group dynamics and cohesion.

Strengthening Commitment

Addressing shared values helps strengthen individual commitment to the group's goals and objectives.

Creating Unity

Fostering discussions about shared values can create a more unified and motivated team environment.

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Internal Processes, Systems, and Structures

Effective Planning and Organization



Setting Clear Objectives

Establishing clear objectives is crucial for guiding the planning process and aligning team efforts towards common goals.

Organizing Resources

Strategically organizing resources, including time and equipment, is essential for maximizing productivity and efficiency within the team.

Efficiency and Deadlines

Effective planning helps teams work efficiently and adhere to deadlines, reducing stress and improving project outcomes.

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Decision Making: Problem Definition, Approach Selection, and Commitment to Action



Defining Problems Accurately

Accurate problem definition is crucial for effective decision-making, as it sets the foundation for finding appropriate solutions.

Selecting Approaches

Choosing the right approach involves assessing various options and selecting the best strategy to address the defined problem.

Commitment to Action

Ensuring all team members are committed to the chosen action plan is essential for successful implementation and results.

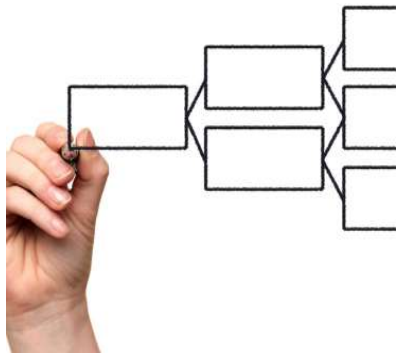
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Measurement Strategies: Prioritization and Relevance



Task Prioritization

Implementing measurement strategies helps prioritize tasks based on their relevance and potential impact on team goals.



Accountability

When tasks are assigned clearly, it enhances accountability among team members, ensuring everyone is answerable for their contributions.



Impactful Activities

Focusing on impactful activities maximizes team productivity and drives success towards achieving set goals.

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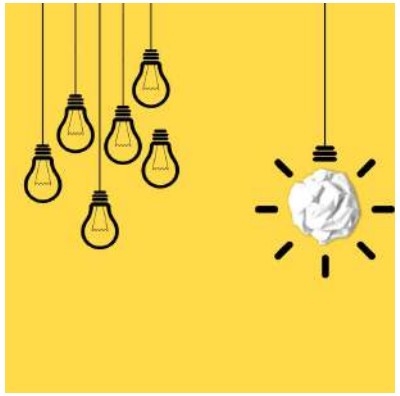
Learning and Continuous Improvement

Driving Continuous Improvement in a Changing Environment



Empowering Team Members

Empower your team to take initiative and seek improvement opportunities in their daily tasks.



Mindset of Continuous Improvement

Foster a culture where continuous improvement is valued, encouraging innovative thinking and problem-solving.

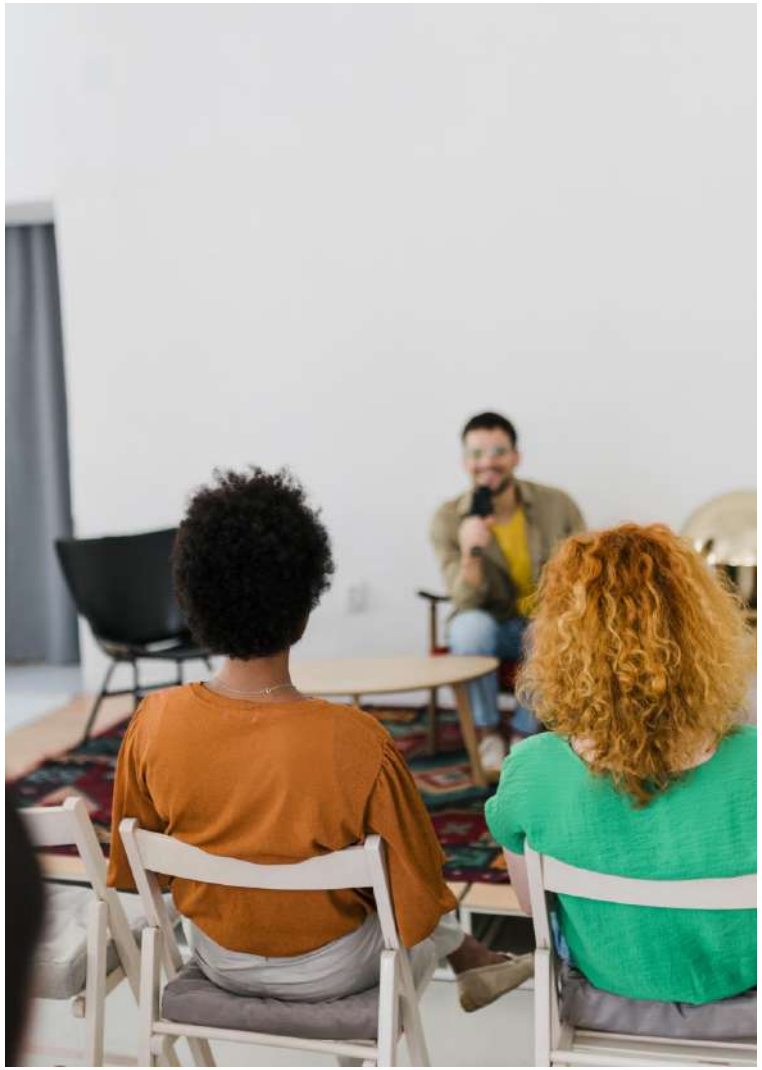


Seeking Opportunities for Innovation

Encourage team members to identify and implement innovative solutions for better results and efficiencies.

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Techniques for Fostering a Learning Culture



Regular Training Sessions

Implementing regular training sessions helps keep skills updated and encourages continuous learning among team members.

Feedback Loops

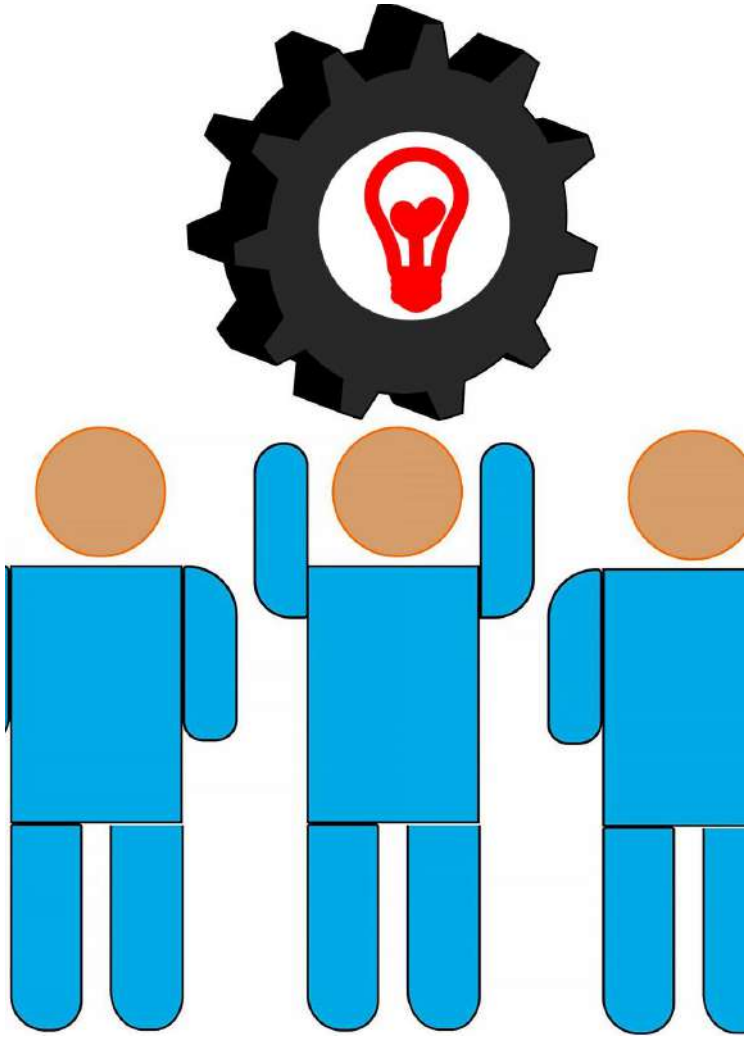
Establishing feedback loops facilitates open communication and fosters improvement, allowing team members to learn from each other.

Collaborative Problem-Solving

Encouraging collaborative problem-solving promotes teamwork and innovation, creating a supportive learning environment for growth.

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Adapting to New Challenges and Opportunities



Agility in Teams

Teams need to be agile to effectively respond to rapid changes and evolving challenges in the environment.

Embracing Change

Embracing change is essential for teams to thrive and leverage new opportunities in a fast-paced world.

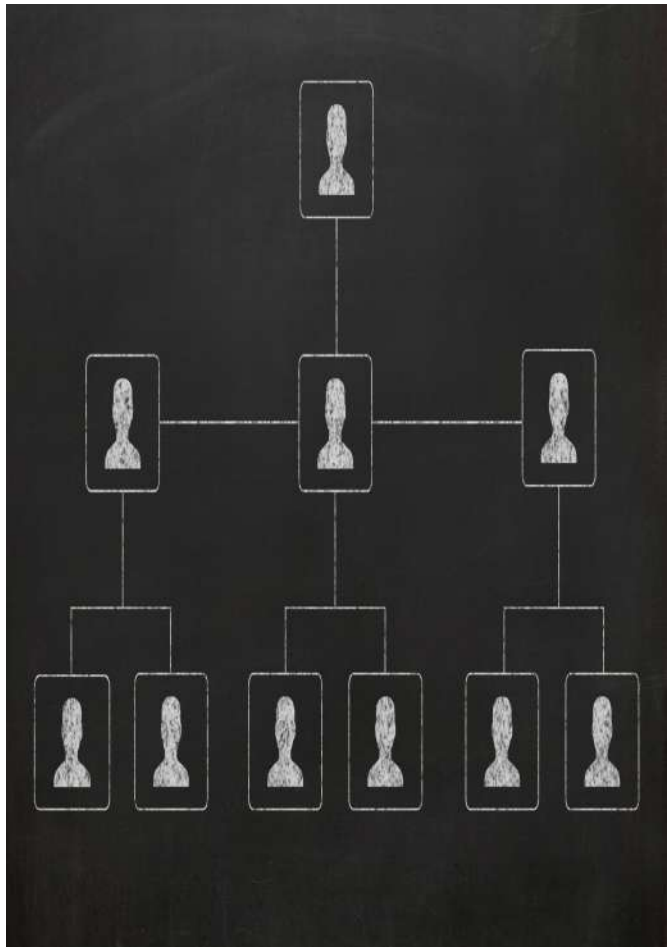
Enhancing Resilience

Encouraging adaptability within teams contributes to building resilience, allowing them to navigate challenges more effectively.

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Leadership

Centralized and Distributed Leadership Models



Centralized Leadership

Centralized leadership allows for quick decision-making and clear authority. This model is effective in situations requiring uniformity and control.

Distributed Leadership

Distributed leadership encourages collaboration and empowers team members. It is often more effective in dynamic and innovative environments.

Benefits and Challenges

Each leadership model has distinct benefits and challenges, influencing effectiveness based on organizational context and goals.

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Developing Leadership Capabilities Within the Team



Empowerment

By nurturing leadership skills, team members can take initiative, fostering a culture of empowerment within the team.



Collaboration for Success

Encouraging collaboration among team members enhances their ability to work together towards common goals.



Initiative and Contribution

When team members take initiative, they contribute significantly to the overall success of the team.

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Balancing Centralized Control with Distributed Autonomy



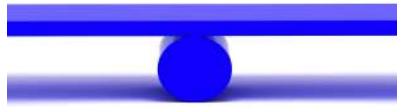
Centralized Control Benefits

Centralized control provides clear direction and guidance, ensuring that teams remain aligned with organizational goals.



Distributed Autonomy Advantages

Distributed autonomy encourages individual creativity and decision-making, leading to increased innovation and engagement among team members.



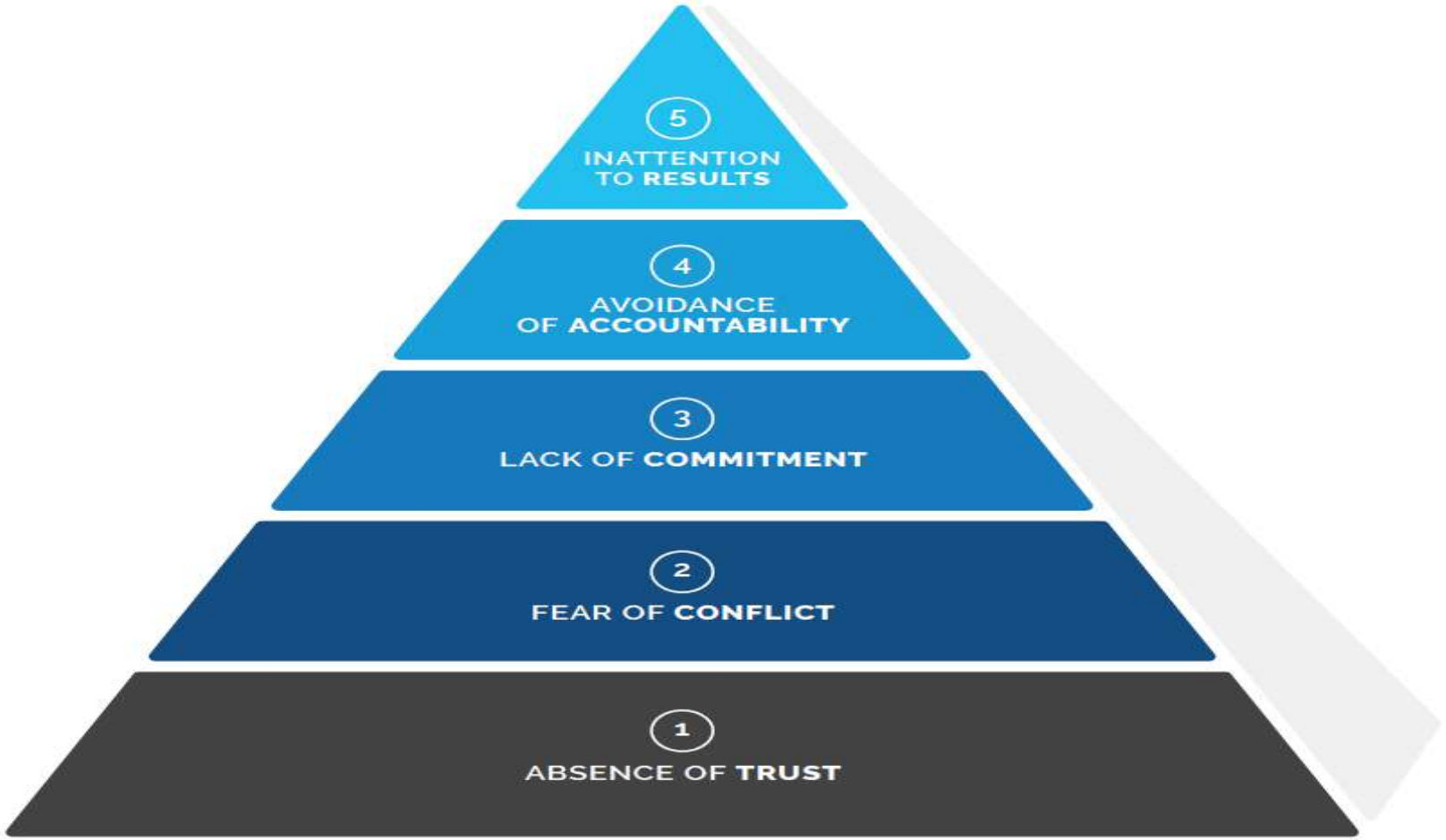
Finding the Right Balance

Balancing these two approaches allows organizations to harness both structured guidance and the innovative potential of their teams.

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THE **FIVE DYSFUNCTIONS** OF A TEAM

by Patrick Lencioni



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Team Coaching vs Team Management

- Managers diagnose and instruct.
- Coaches hold space for reflection, collective problem-solving, and shared ownership.
- In coaching, the team finds the answers — you just help uncover them.

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Team Coaching vs Team Management

Clutterbuck Domain	Coaching Prompt
Purpose & Mission	"What do we stand for together?"
External Processes	"Who are our key stakeholders and how well are we serving them?"
Relationships & Shared Values	"How do we live our values as a team?"
Internal Processes	"Where are we stuck, and what are we doing that helps/hinders flow?"
Learning & Improvement	"How do we learn from our wins and our setbacks?"
Leadership	"What kind of leadership is helping us thrive — or holding us back?"

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How to Structure a Team Coaching Session

- Frame the topic (something real the team feels needs improving)
- Use rapport, active listening, questions, and summarising to guide, not direct
- **Clutterbuck's Pillars** to identify *what* needs attention — e.g. Relationships, Internal Processes, Leadership
- Use WEGROW to unlock ideas and action **together**:
  - Goal: What would "great" internal processes look like for us?
  - Reality: What's helping/hindering us right now?
  - Options: What small changes could we try this week?
  - What's next: What will we commit to?

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Case Study (Appendix 6.2)

Group Exercise

- “Which pillar did most groups focus on — and why?”
- “What surprised you about what *this team* might need from a coach?”
- “How did your questions differ depending on whether they were for the team or the leader?”

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Lunch

ICE Breaker



Musical Chairs

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Identifying Talent, Succession Planning, and Preparing Employees for Leadership Roles

Strategies for nurturing future leaders in organizations

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Key Areas

- Identifying Talent Within the Organization
- Succession Planning Strategies
- Training and Development Programs for Future Leaders
- Assessing Readiness for Leadership Roles
- Implementing Leadership Transition

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Identifying Talent Within the Organization

Creating a Talent Pipeline



Continuous Candidate Flow

A talent pipeline maintains a steady influx of qualified candidates ready for leadership roles within the organization.

Proactive Identification

Proactively identifying high-potential employees is essential to fostering a robust talent pipeline and future leadership.

Employee Development

Investing in the development of high-potential employees ensures they are prepared to step into leadership positions when needed.

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Defining Key Competencies and Skills



Aligning Competencies with Goals

Organizations should define key competencies that align with their strategic goals to effectively identify and nurture talent.

Technical Skills Importance

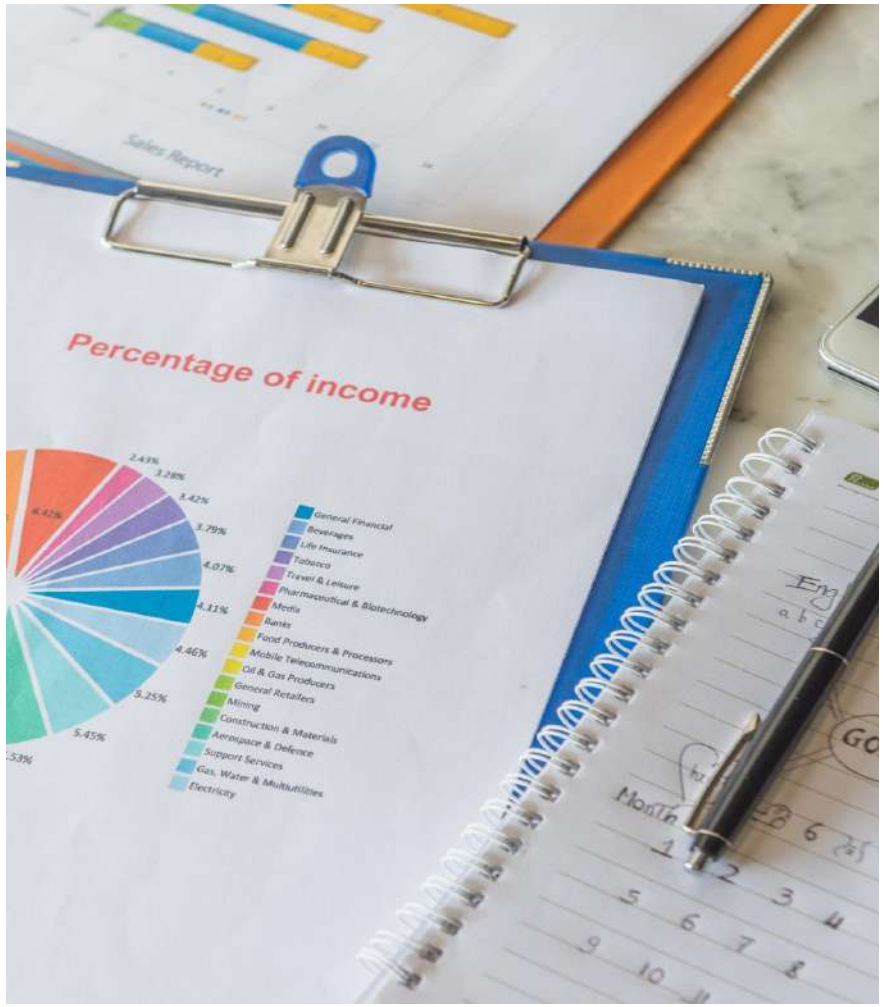
Technical skills are essential for meeting specific job requirements and ensuring effective performance in various roles.

Value of Soft Skills

Soft skills such as communication, teamwork, and problem-solving are crucial for enhancing collaboration and workplace efficiency.

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Assessment Methods and Tools



Performance Reviews

Performance reviews are structured evaluations that assess an employee's work performance, strengths, and areas for improvement.

360-Degree Feedback

360-degree feedback incorporates input from various sources, such as peers, subordinates, and supervisors, to provide a comprehensive view of an employee's performance.

Personality Assessments

Personality assessments evaluate individual traits, helping organizations understand employee behavior and fit for leadership roles.

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Providing Opportunities for Growth and Learning



Cross-Functional Projects

Engaging in cross-functional projects allows employees to collaborate with different teams and develop a wider skill set.

Leadership Roles

Offering leadership roles in teams empowers employees to take initiative and enhance their management skills.

External Training Access

Providing access to external training programs helps employees acquire new skills and stay updated with industry trends.

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Succession Planning Strategies

Importance of Succession Planning



Organizational Stability

Succession planning is crucial for ensuring organizational stability during leadership transitions, minimizing disruptions to operations.

Minimizing Turnover Impact

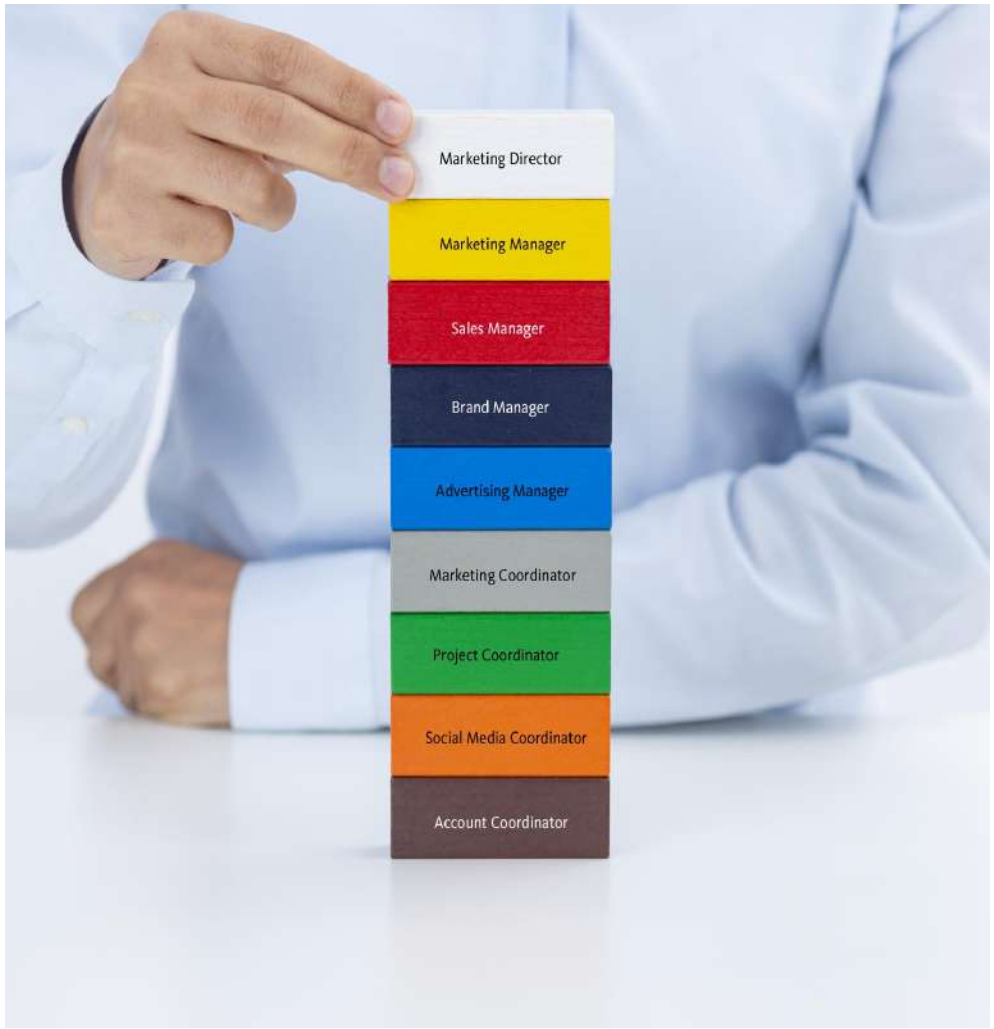
Effective succession planning helps mitigate the effects of employee turnover by preparing qualified successors in advance.

Filling Critical Roles

Succession planning ensures that key leadership positions are filled promptly with capable individuals, maintaining performance continuity.

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Developing a Succession Plan Framework



Setting Selection Criteria

Establishing clear criteria for selection helps in choosing the right candidates for leadership positions.

Establishing Timelines

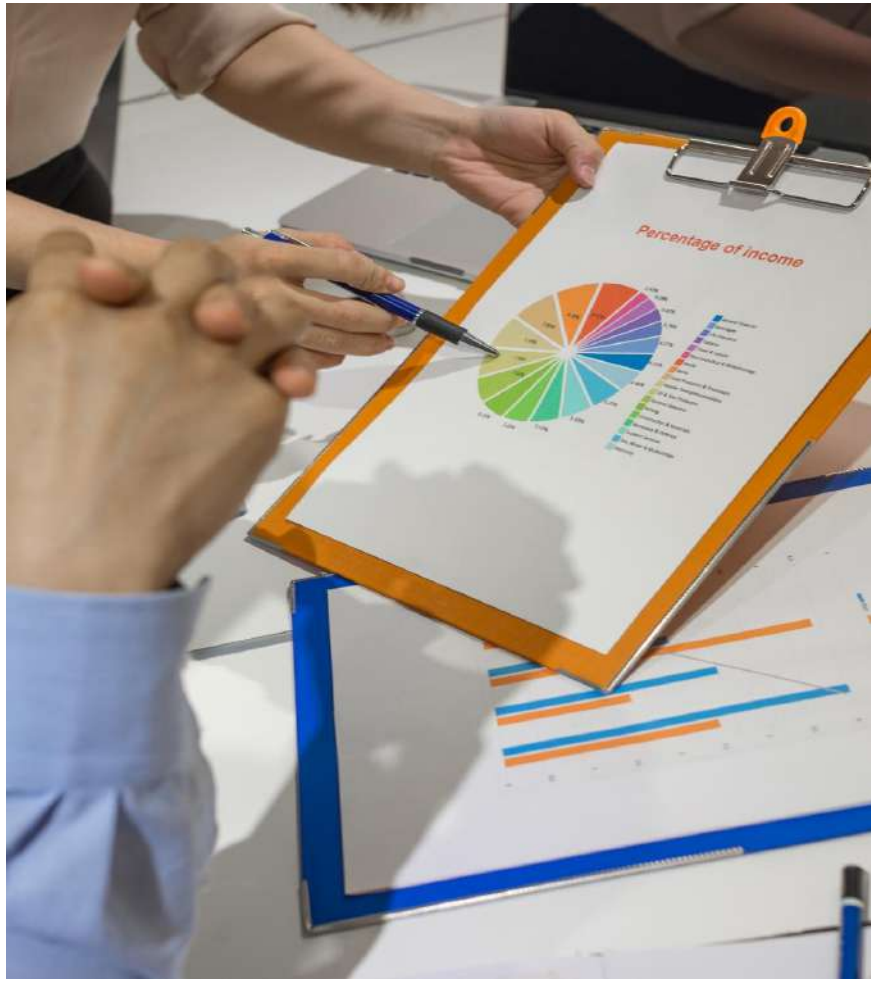
Defining timelines ensures that the succession planning process is systematic and timely, allowing for smooth transitions.

Defining Roles and Responsibilities

Clearly outlining roles and responsibilities ensures accountability in the succession planning process.

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Evaluating and Updating the Succession Plan



Importance of Evaluation

Regular evaluation of the succession plan is essential to maintain its relevance and effectiveness within the organization.

Adapting to Changes

Organizations must update their succession plans in response to changes in leadership needs and organizational structure.

Employee Performance Review

Succession plans should also consider employee performance to identify potential future leaders within the organization.

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Implementing Leadership Transition

Smooth Transition Strategies



Clear Communication

Effective communication is essential for a smooth transition, ensuring that everyone is informed and aligned during leadership changes.



Support Networks

Establishing support networks helps new leaders adapt and fosters a sense of community, which is vital during transitions.



Providing Resources

Providing necessary resources equips new leaders with the tools they need to succeed and minimize disruptions during transitions.

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Assignment Prep



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Break

Skills4Retail
Building sustainable growth

Assignment Prep



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Wrap up and learning Commitment



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