

ELEVATE: PEOPLE

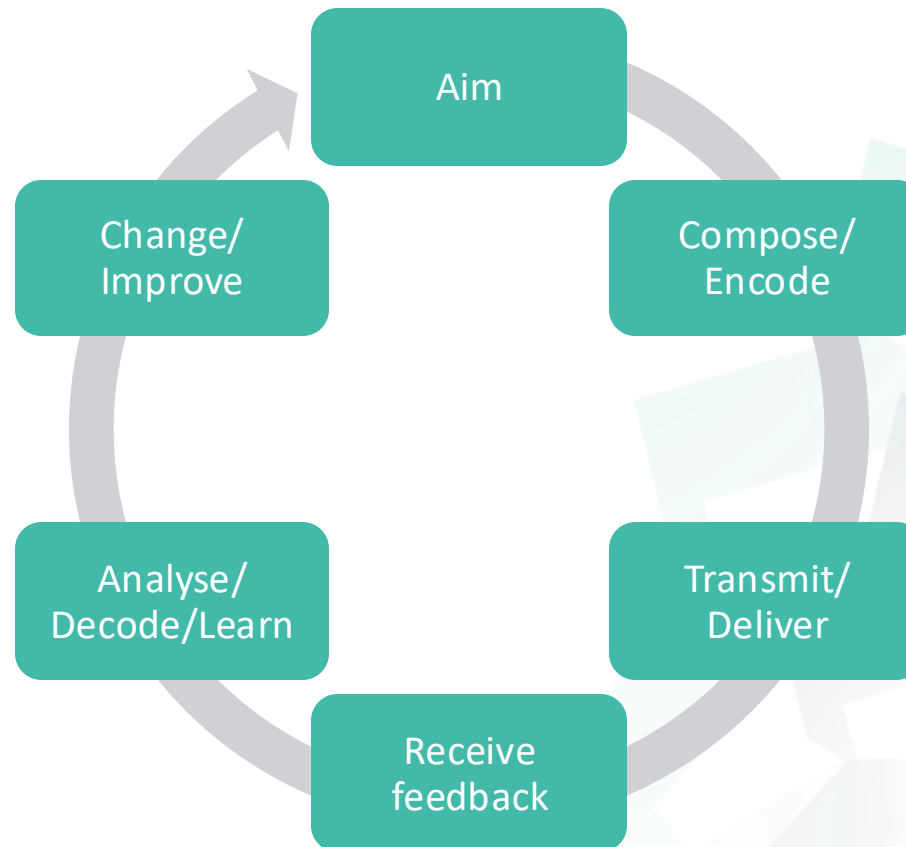


Communication



**True communication is
the response you get**

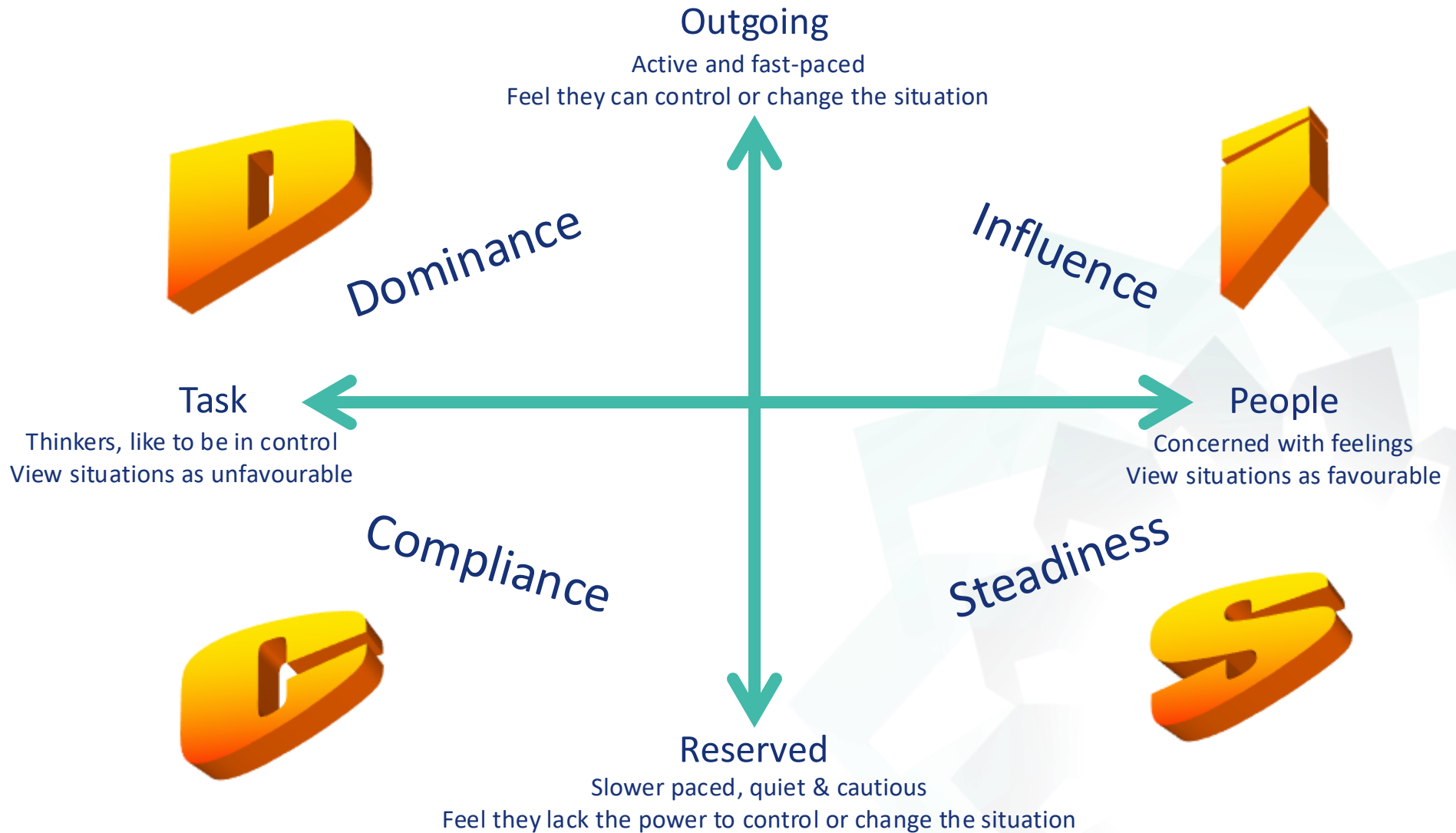
The communication cycle





The DISC profile

- Helps you to understand and adapt YOUR communication style to that of others.
- Learn How to Build Rapport.
*Communicate well as a Team
and with Clients/Customers!*



Population

D – 27%

I – 26%

S – 23%

C – 24%

D

Dominance Powerful

Outgoing & Task
Focused

How the high 'D' sees the world.....

- Can control or change things
- Time frame is now
- Results orientated

If you have high 'D' behaviour..

You

- Are direct and demanding
- Work best when you have freedom
- Need to be in charge
- Love challenges and competition
- Risk – taker
- Get bored without new challenges

I

Influence Popular

Outgoing & People Focused

How the high 'I' sees the world.....

- As fun
- Optimistic
- Full of friends
- Time frame is the future
- Communication and people

If you have high 'I' behaviour..

You

- Are enthusiastic and charming
- Want to help others
- Are enthusiastic and can exaggerate
- Motivate and inspire others
- Need attention and approval
- Talkative

S

Steadiness Peaceful

Reserved & People Focused

How the high 'S' sees the world.....

- As harmonious
- Helping people
- You can't control things
- Time frame is the present

If you have high 'S' behaviour..

You

- Are steady and amiable
- Sympathetic and supportive
- Value security
- Dislike change
- Are patient

C

Compliance Perfect

Reserved & Task Focused

How the high 'C' sees the world.....

- Structured with rules
- Skeptical
- Time frame is the past

If you have high 'C' behaviour..

You

- Are conscientious and cautious
- Like to do things right
- Need tasks to be clearly defined
- Must have time to think

A guide to reading people

Outgoing / Direct?

Faster pace
Talking is more telling
Louder speech
More inflection

Step 2

Is the person's
behaviour

More Competitive and Directing?

Closed posture & Formal
Focuses on goals & results
Inexpressive / cool face
Focuses on "what?"

More Talkative and Interacting?

Open posture & Casual
Focuses on people and approval
Animated / warm face
Focuses on "who?"

Step 1:

Is the person's behaviour

Reserved / Indirect?

Slower pace
Talking is more asking
Softer speech
More monotone

Step 2

Is the person's
behaviour

More Assessing and Thinking?

Closed posture & Formal
Focuses on quality & analysis
Inexpressive / cool face
Focuses on "why?"

More Accepting and Doing?

Open posture & Casual
Focuses on cooperation & stability
Relaxed / warm face
Focuses on "how?"

D

Dominance

I

Influence

C

Compliance

S

Steadiness

Other Clues

	High D	High I	High S	High C
Appearance	Dress for success	Contemporary	Relaxed	Smart
Office	Large desk	Disorganized	Homely	Ordered
Body Language	Makes direct eye contact with others	Moves their body alot	Movements are much slower	Fold their arms

Understanding the Graphs

- Behaviour is generated by your “least” responses. It reflects your natural style, is your behavior under pressure and is least changeable.
- Behaviour is generated by your “most” responses. It reflects the behavior to meet the demands of your environment and is the most changeable

Your Behavioural Styles may change!

DiSC TEAM Contributions

D Emphasis –
RESULTS
Provides -
DIRECTION
Uses –
POWER
Brings –
DECISION

C Emphasis –
ACCURACY
Provides -
ANALYSIS
Uses –
LOGIC
Brings –
OBJECTIVITY



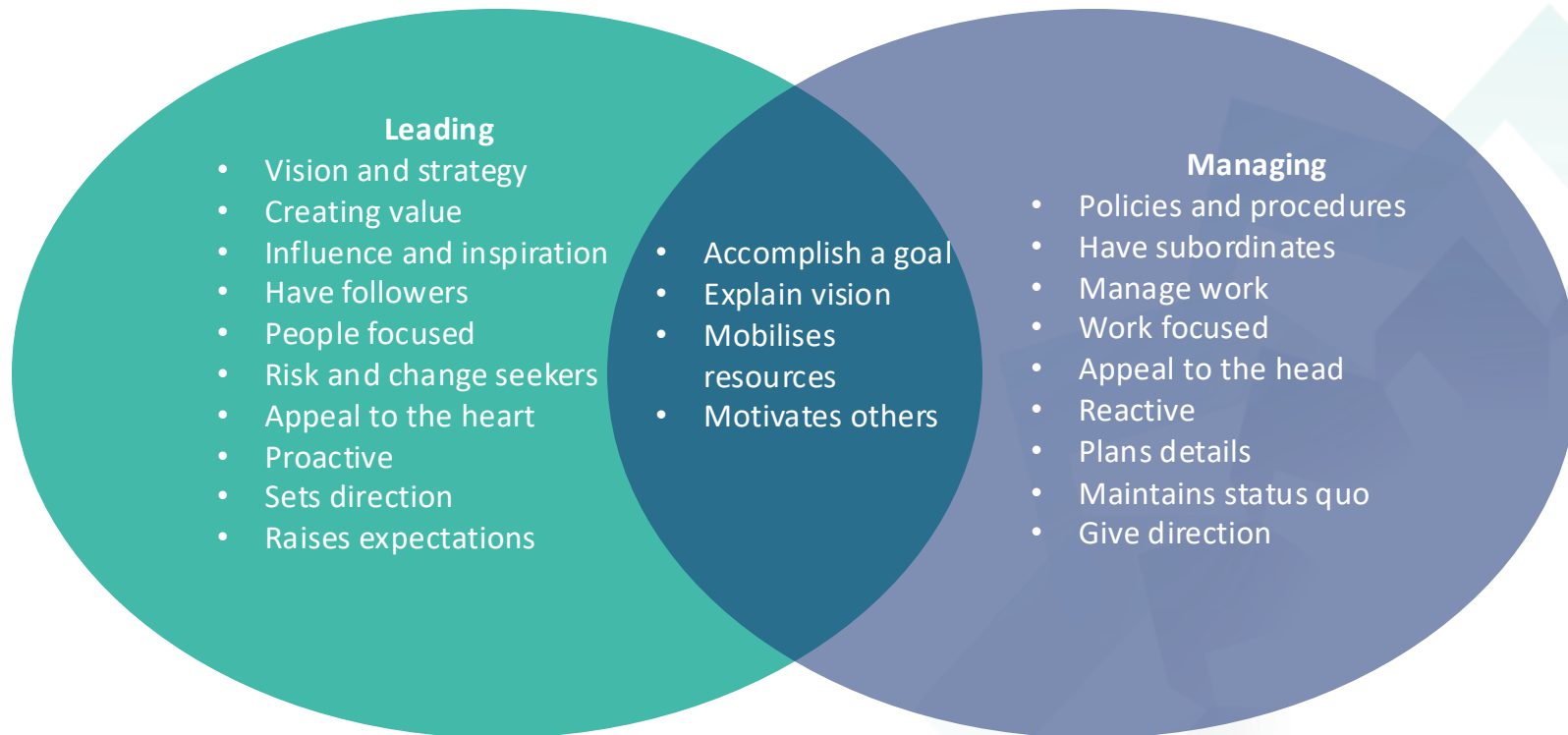
i Emphasis –
PARTICIPATION
Provides -
ENTHUSIASM
Uses –
EMOTION
Brings –
INSPIRATION

S Emphasis –
INCLUSION
Provides -
STABILITY
Uses –
SINCERITY
Brings –
HARMONY

Leadership vs Management



Leadership vs Management



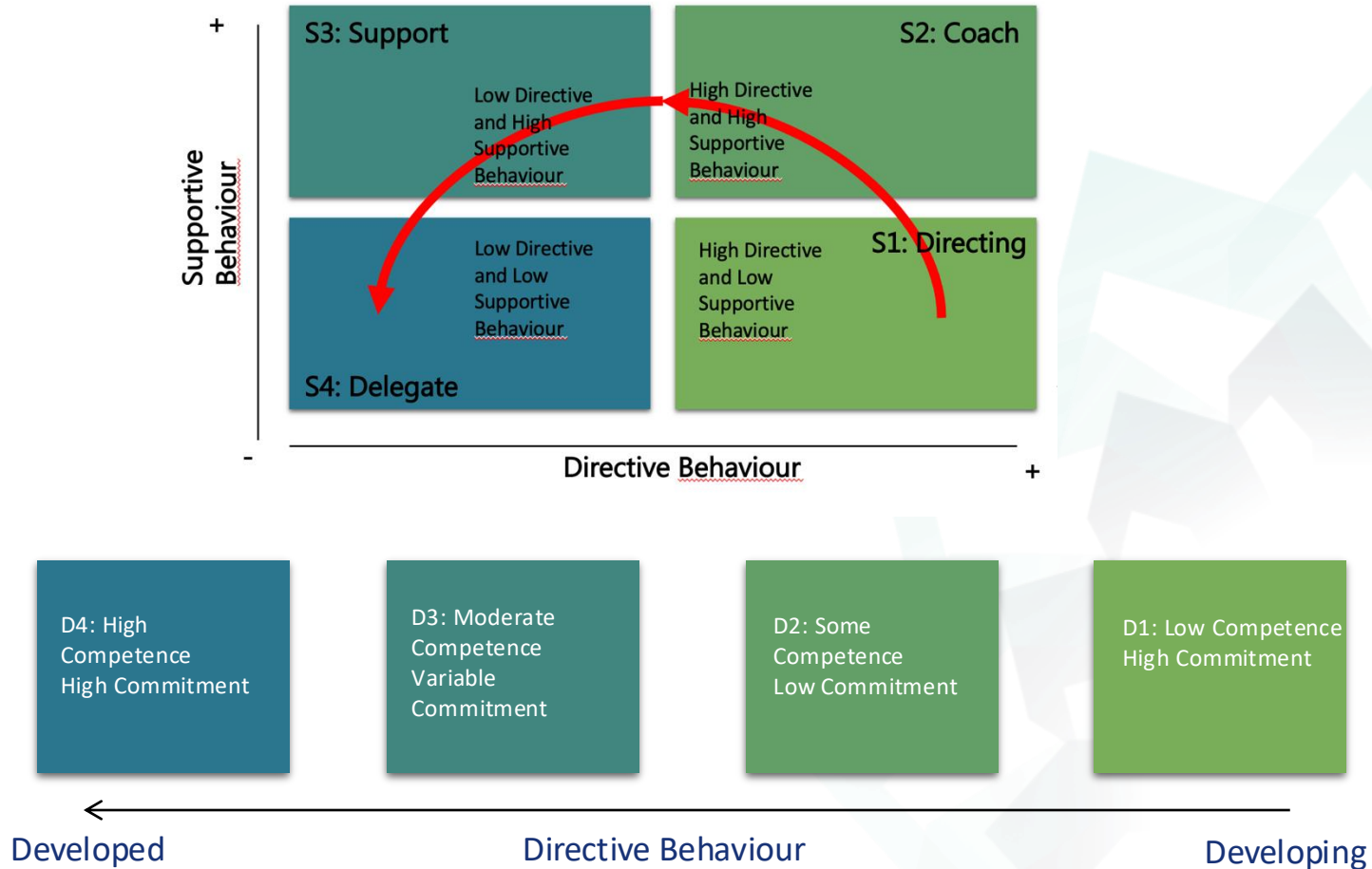
Situational leadership



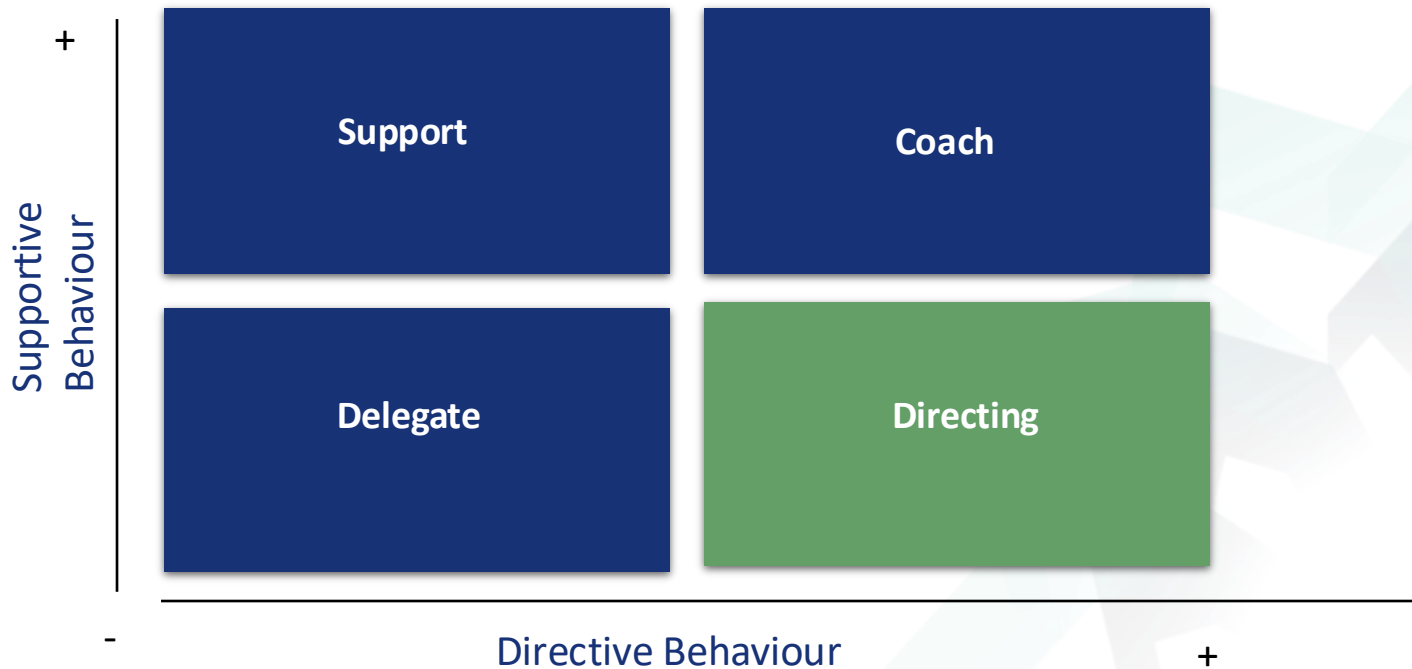
What is situational leadership?

In simple terms , a situational leader is one who can adopt different leadership styles depending on the situation.

Situational leadership...



Situational leadership Model



Communication

True communication is the
response you get

How to use the directing style

Clarify the Task

- Break down the task into **step-by-step instructions**
- Use simple, jargon-free language
- Confirm understanding (ask them to repeat it back)

Example: “Here is the checklist you’ll use to process customer invoices. Start with Step 1: Open the accounting system...”

Set Clear Expectations

- Be explicit about:
 - What needs to be done
 - By when
 - What "good" looks like

Tip: Use SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound)

Monitor Closely

- Regular check-ins (daily or task-based)
- Observe performance and provide immediate feedback
- Don’t assume they’ll ask for help—**proactively support them**

Correct Gently but Firmly

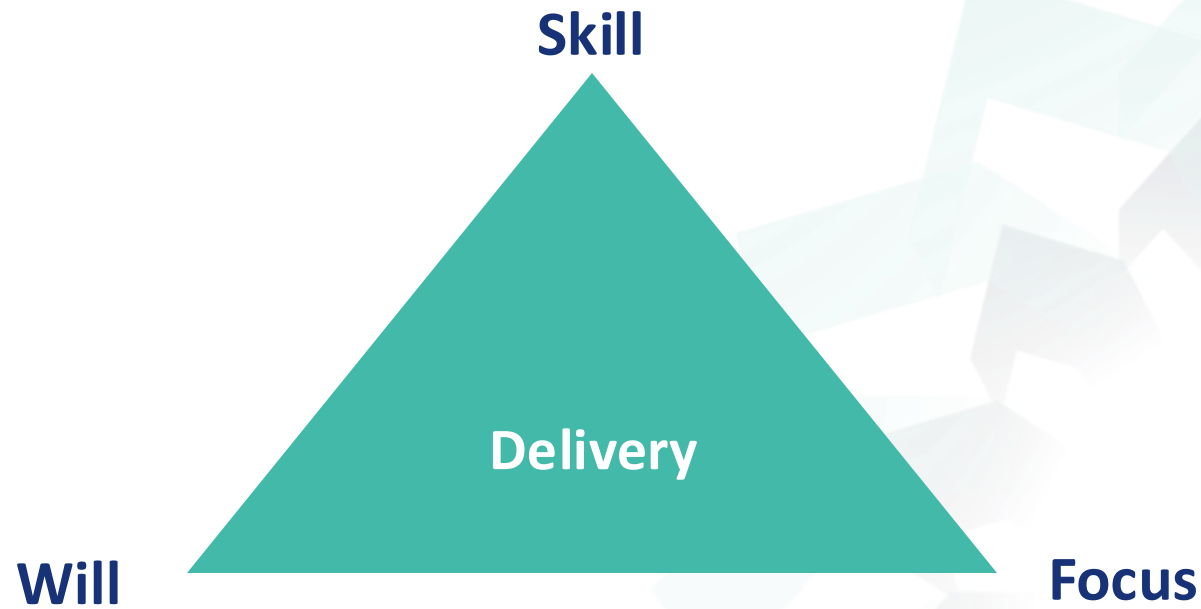
- Give correction in the moment
- Be **task-focused**, not personal
- Reinforce the **correct method** and explain why

Avoid Over-Explaining or Softening

This is not the time for over-coaching or discussion. Confidence in direction helps build their clarity and trust in your leadership.

Use phrases like:
“Here’s exactly how I want this done...”
“This is important because...”
“Let’s walk through this together once.”

Where is the challenge?



Provide feedback

4 Kinds of Responses to Behaviour...

1. No response
2. Negative Response
3. Redirection
4. Positive Response



The redirection response

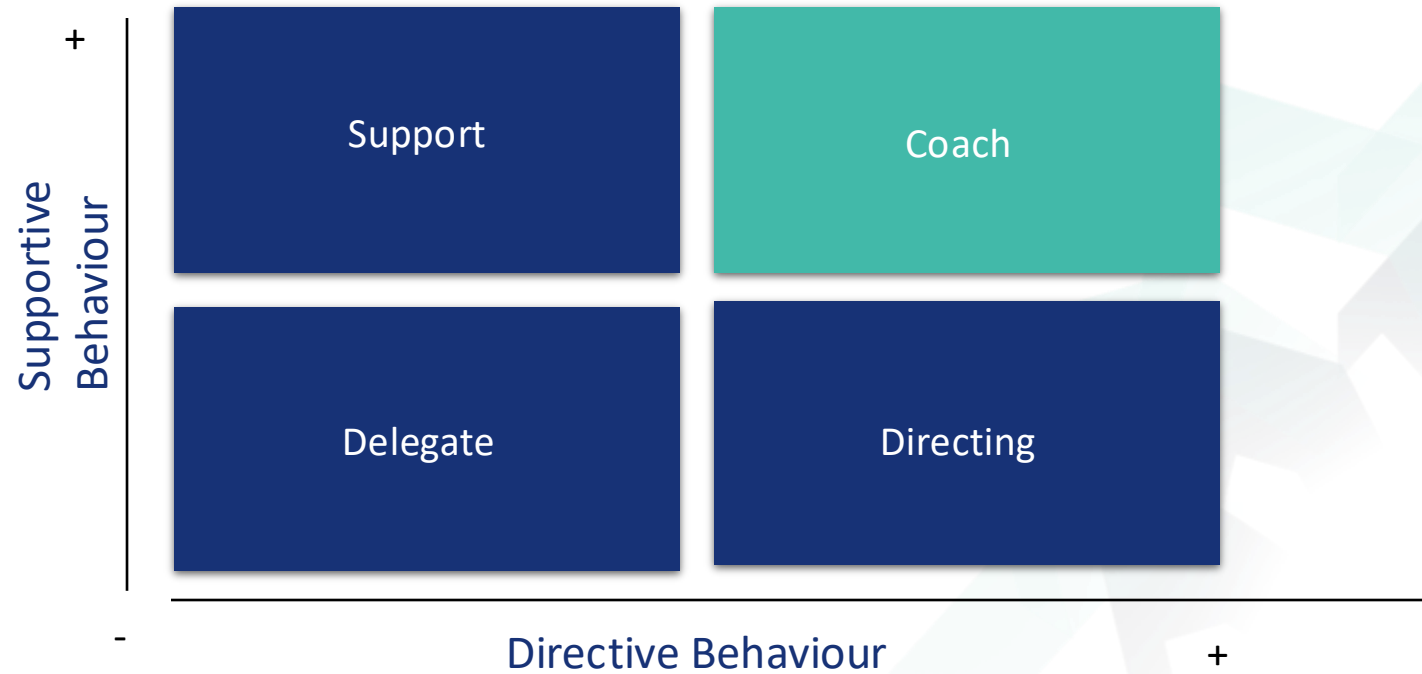
- Describe the error or problem as soon as possible, clearly and without blame
- Show its negative impact
- If appropriate, take blame for not making the task clearer
- Go over the task in detail and make sure it is clearly understood
- Express your continuing trust and confidence in the person

The positive response

- Praise people immediately
- Be specific about what they did right or almost right
- Share your positive feelings about what they did
- Encourage them to keep up the good work

Catch people doing things right...

Situational leadership Model



Coaching is..

.....a leadership intervention that creates raised performance and a different outcome

1. Facilitate different thinking
2. Motivate committed action
3. Embed new long term habits

A good coach

- To be a good coach, you must believe that
 - *people want to do well on their jobs,*
 - *people want to grow professionally.*
- Your role is to help them gain the skills, abilities, and knowledge they need to increase their potential and improve their performance.

A good coach

- A good Coach Does Not Need...
 - To be right
 - To be the expert
 - To know the “right” answer
 - To be in control
 - To “fix” it
 - To heal it or make it better
- You don’t have to know a lot about what you are coaching your subordinate on. Coaches are effective because they leverage the individual’s own knowledge, talents and expertise, not their own.
- This is not about instructions or advice

It starts with building rapport...

Neuro Linguistic Programming

Match
And
Mirror

An abstract geometric pattern composed of overlapping, semi-transparent polygons in shades of teal, light green, and grey, creating a complex, crystalline structure on the right side of the slide.

Then using questioning....

Question Crafting

- Who, When and Where for facts (It's not important that YOU know them, but it will help them realise what they know and what they do not know about the problem)
- What for goals and objectives How for process and options
- Why for motivation and confidence
- “Tell me.....” allows them to tell their story
- Use of would, could and might - giving choice and therefore safety to create, and ultimately control

7 Coaching Questions

1. The Kickstarter Question

What's on your mind?

2. The AWE Question

And what else

3. The Focus Question

What's the real challenge here for you?

4. The Foundation Question

What do you want?

5. The Lazy Question

How can I help?

6. The Strategic Question

If you're saying yes to this, what are you saying no to?

7. The Learning Question

What was most useful for you?

Whilst questioning..

- The questioner should be contributing 30% conversation
- Don't interrupt
- Don't answer your own questions
- Avoid asking two questions at one time
- Probe responses
- Mix open and closed questions
- Get comfortable with silence

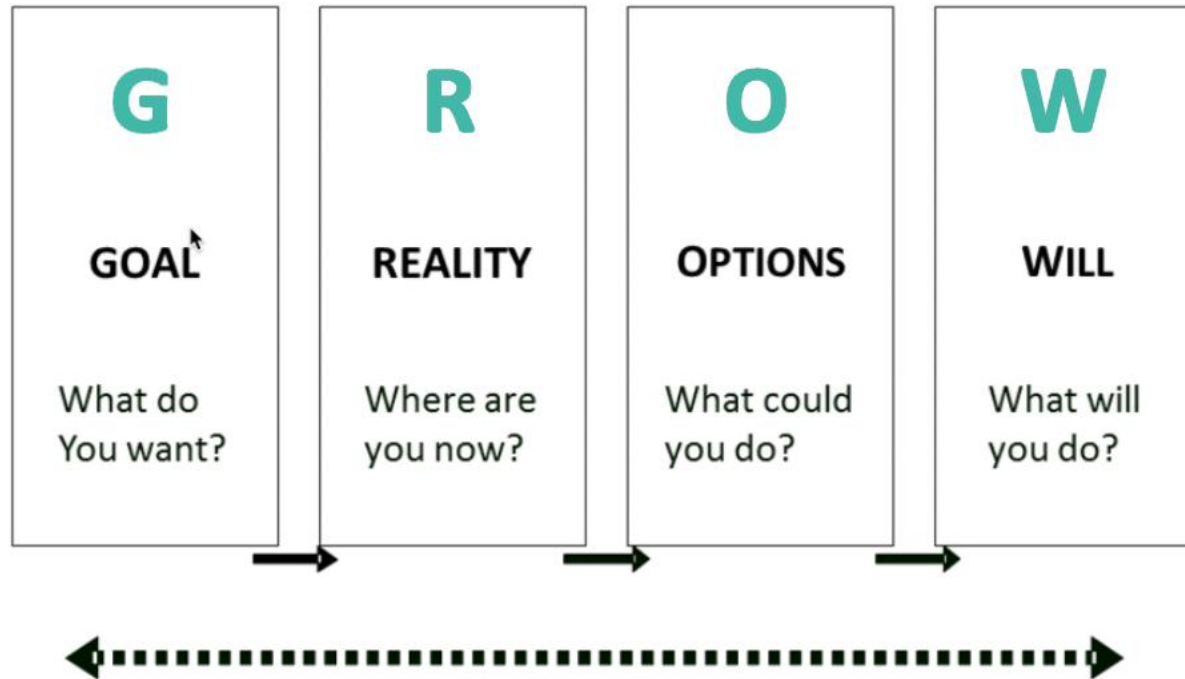
And listening...

Questioning is worthless unless the answers are listened

- Listen to understand not contradict
- Show by your manner that you are listening
- Assume that what the other person is saying is important
- Take note (or notes) of what is said – do not ignore or disregard it
- Master these skills:
 - Clarifying
 - Summarising
 - Reflecting

A Coaching Framework...

GROW Coaching Model

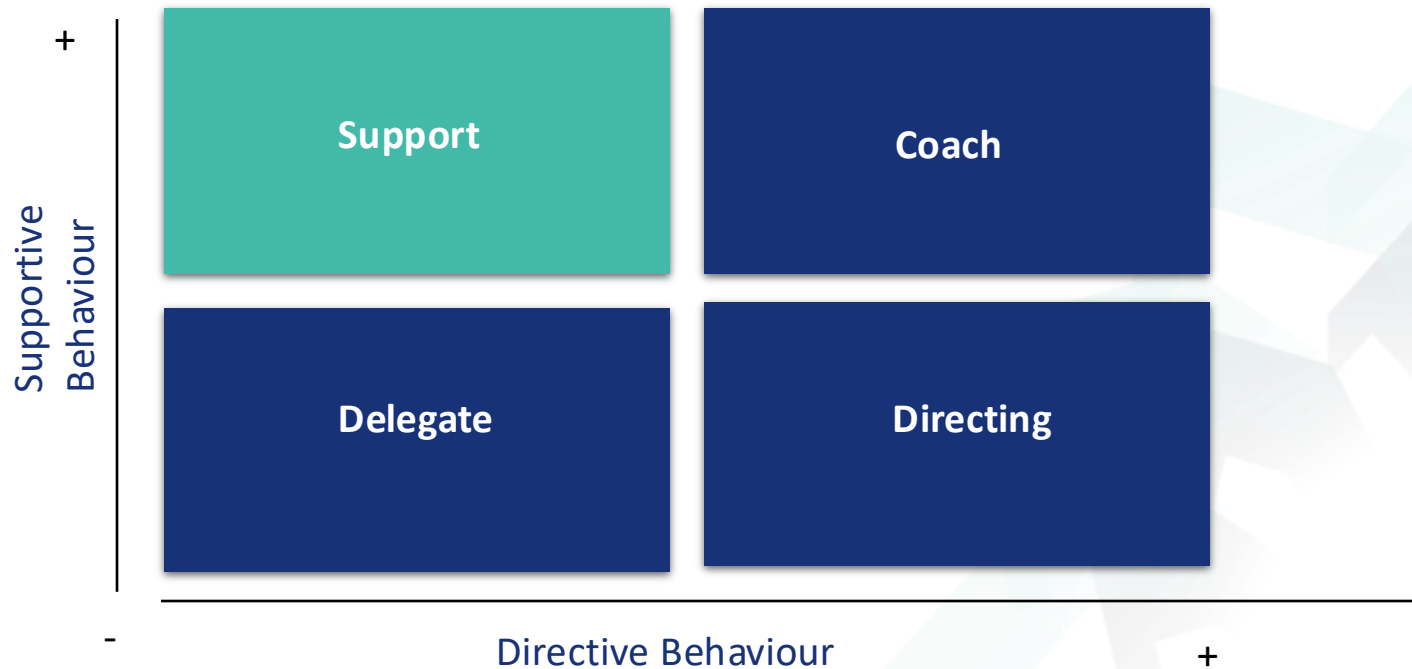


Sir John Whitmore

A Coaching session's structure..

- **First 10%** - build rapport
- **Next 70%** - questions and listening
(new thinking and creativity)
- **Next 10%** - feedback and advice
(reflection and learning)
- **Final 10%** - decisions and commitment *(ownership and confidence)*

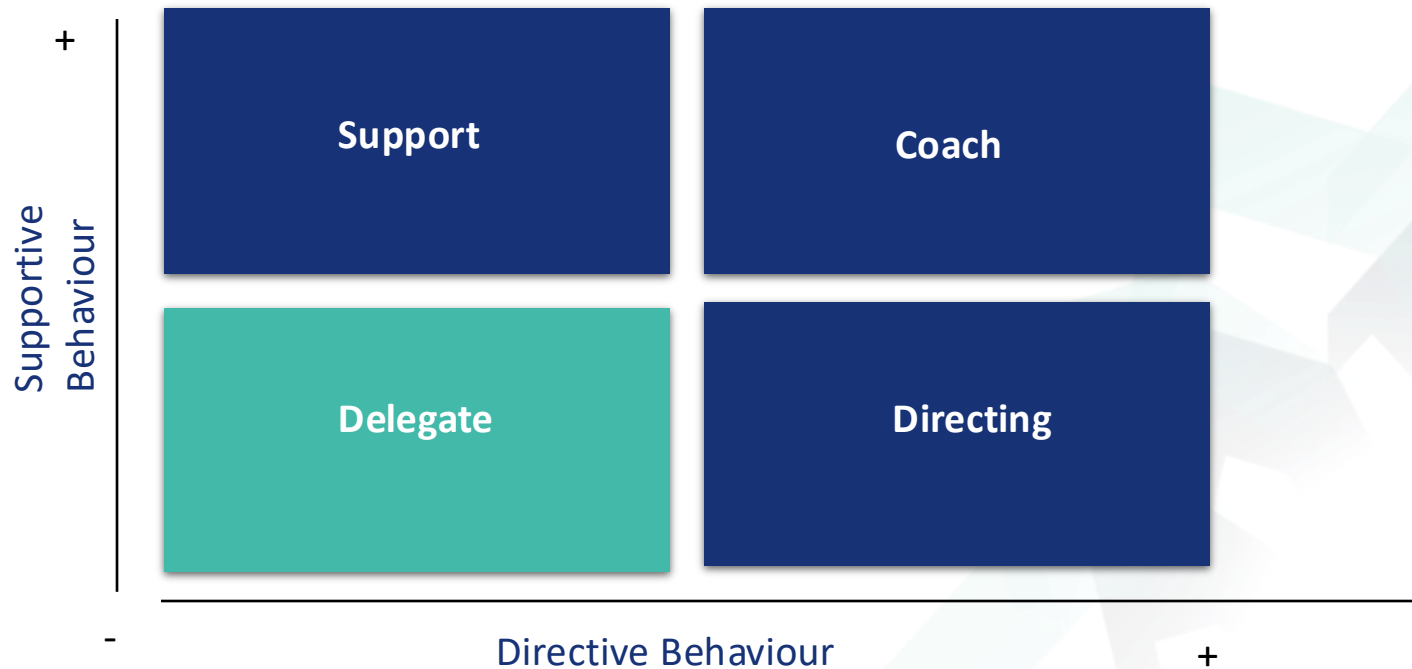
Situational leadership Model



Empower Team to make Decisions

Authority Level	Decision Areas & Specifics
Discuss with manager, make joint decision	
Bring 'signature stage; recommendation, manager sign off	
Act and report through agreed process	

Situational leadership Model



Delegation

Enables you to maximise productivity and get the best contributions from people who work with you



Management by Objectives

For competent employees who have demonstrated their ability to get the job done to an acceptable level of quality

Mutually agree on:

1. What exactly needs to be accomplished
2. How it will be measured
3. Standards of performance
4. Schedule of work and completion
5. Agree schedule review process

Management by Exception

Once given assignment and you have made it clear, measurable and time bound, tell the person:

“Only come back to me if there is a variance to what we have agreed upon”



Accountability Equation

Assigners Clear
Expectations



Owners
Agreement



Personal Reward
and
Consequences



Self Ownership And High
Accountability

Leadership in a VUCA world

Today's world is VUCA

External Drivers

- The global economy uncertain - geo-political tensions
- Supply chain disruption
- Energy crisis
- Rising inflation - cost of living crisis - high interest rates
- Great Resignation - labour & skills shortages
- Net Zero and digital transformation – how to engage?
- ESG pressures



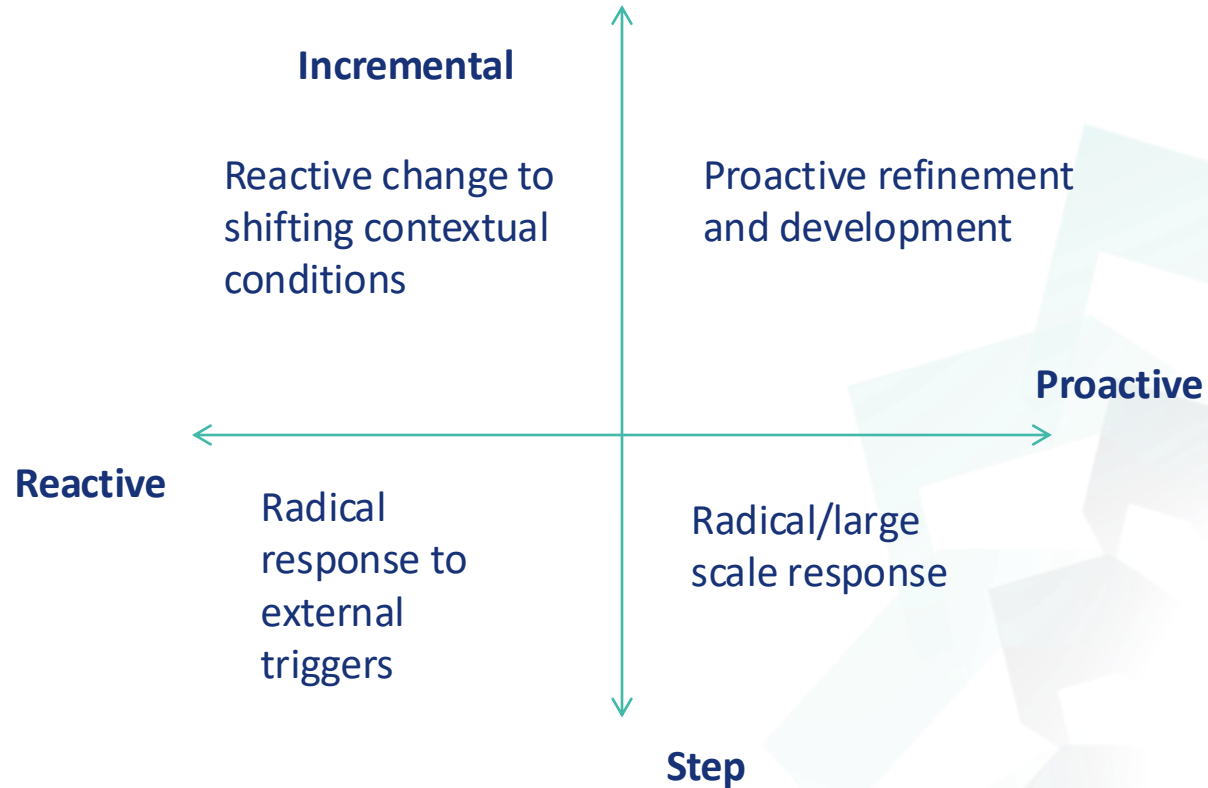
Volatile
Uncertain
Complex
Ambiguous



Internal Drivers

- Strategy
- Structure
- Processes
- People
- Behaviours

Change: Organisational



What change are you seeing in your work environment?

TIME TO
THINK



Change stresses out employees

- Employees impacted by change are
 - X2 likely to suffer from chronic stress
 - X4 likely to have physical health ailments
 - More likely to have a work life balance conflict
 - X3 likely to look for a new employer
 - 30% believed employers have different motives for enacting change vs what is said publicly

American Psychological Association. 2017 Work and Well-Being Survey Study

Change: Personal transition



Leadership through change - the challenges

- Define the change
- Implement the change
- Judge the right pace of change
- Increase the capacity to change



**Leadership and management
has always been about change....**

Leadership and management has always been about change....

But, in today's world that change needs to happen faster.

Those who adapt fastest **will win.**

Building a High Performance Team

Characteristics of a high performance team

Shared vision

Work outside comfort zone

Resilient

Time oriented

Learning

Absence of ego

Accountability

Trusting

Committed

Flexible and adaptable

Defined roles

Celebrate success

Appreciation

Excellent communication

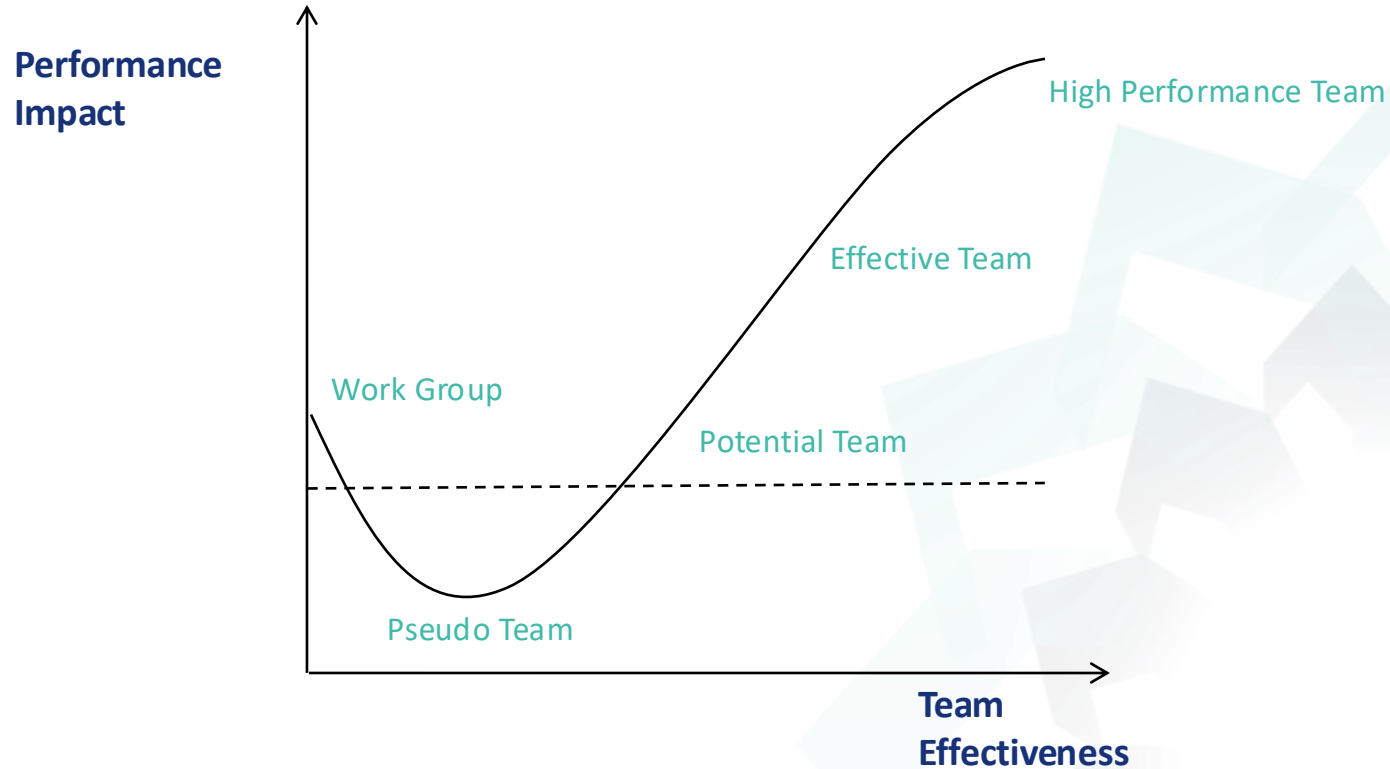
Respect

Definition of a high performance team

High-performance teams is a concept within organization development referring to teams, organizations, or virtual groups that are highly focused on their goals and that achieve superior business results. High-performance teams outperform all other similar teams and they outperform expectations given their composition.

Wikipedia

How a team becomes high performance



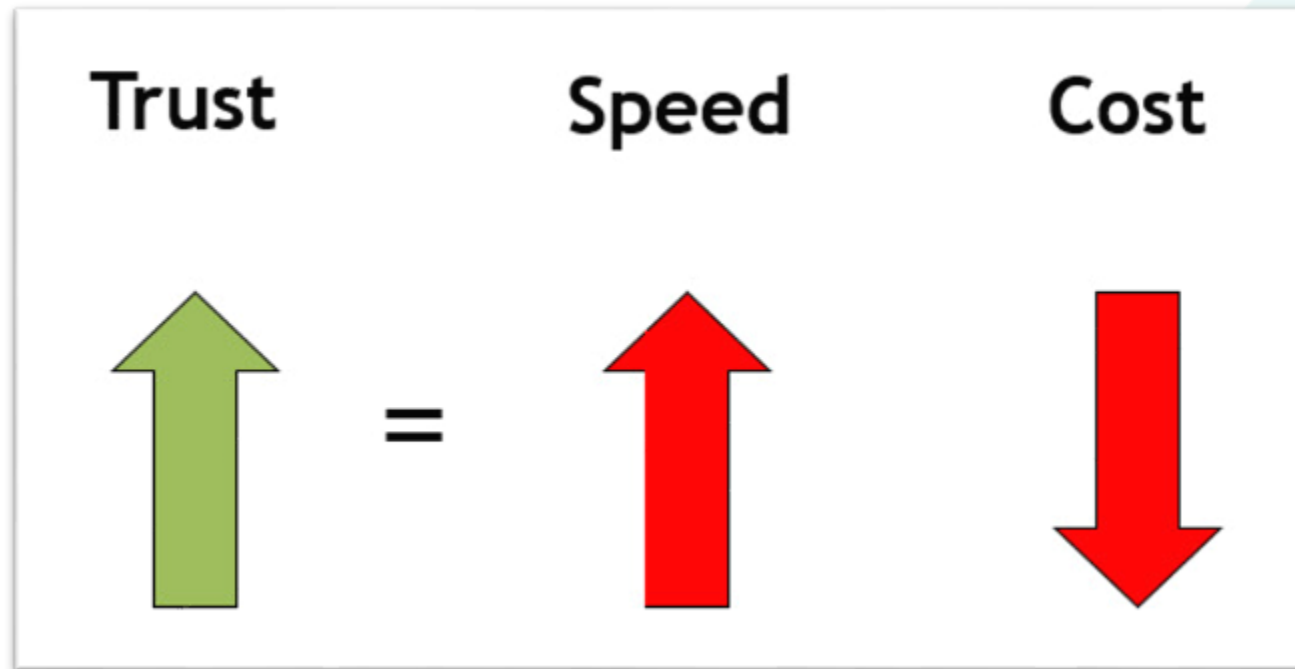
Dynamics of a high performance team

- Psychological safety
- Dependability
- Structure and Clarity
- Meaning
- Impact

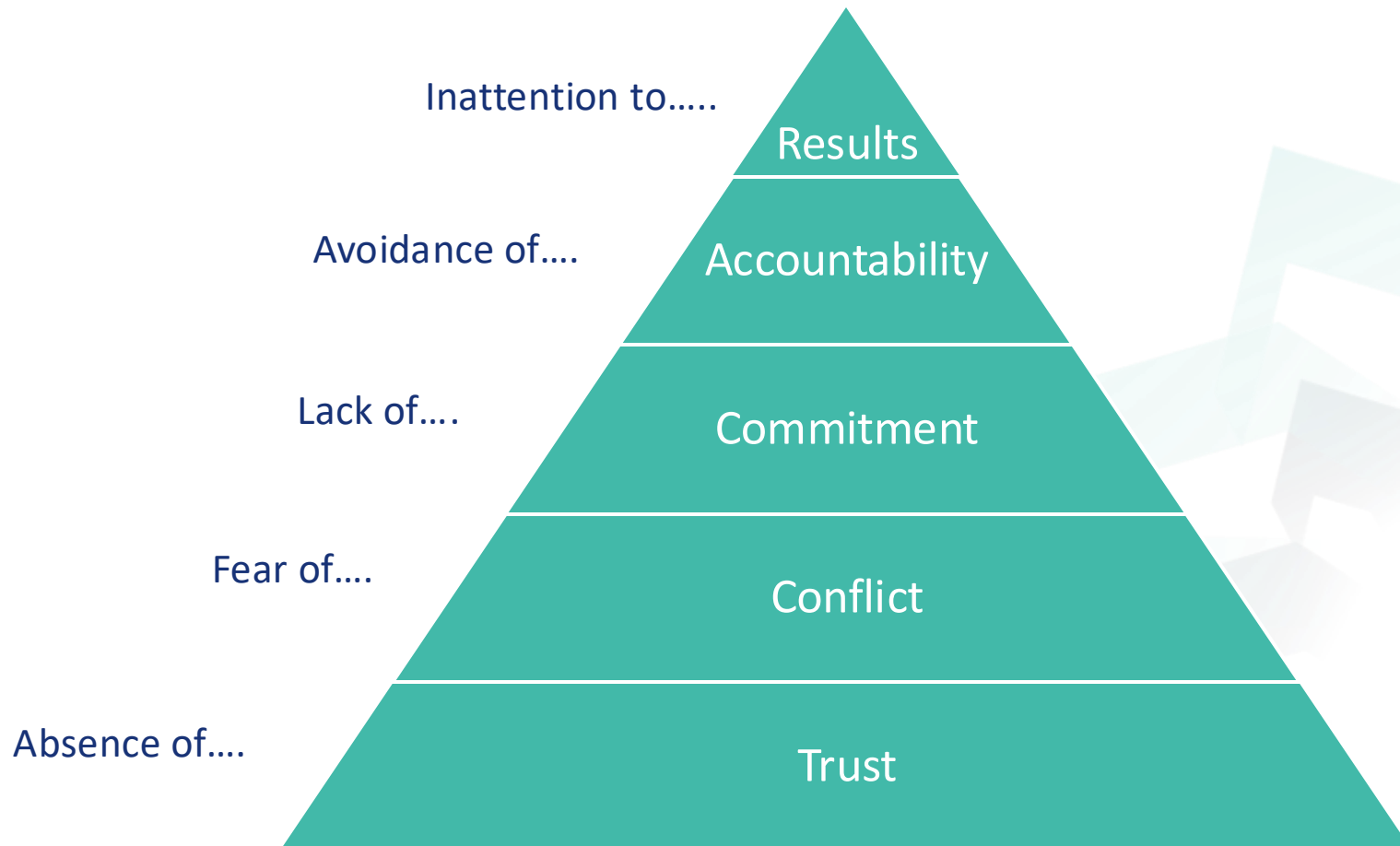


**High performance
teams start with trust**

The trust dividend



The 5 dysfunctions of a team



The 5 dysfunctions of a team symptoms



Inattention to Team Objectives

- People focus on their own goals instead of those of the team.
- People don't pull together to succeed.
- You regularly lose out to competitors.
- You lose talented, "achievement-oriented" team member

Avoidance of Team Accountability

- Resent each other for having different standards of performance.
- Rely on the team leader to call out mistakes, give feedback, or manage performance.
- Avoid direct conversations about performance and behavior with colleagues, opting instead to highlight issues with the team leader.
- Allow the team to fail without making a determined effort to avoid this

Lack of Commitment

- Don't support decisions made in the team or organization.
- Miss opportunities, because they spend too much time analyzing data and options.
- Go over discussions again and again without taking firm action.

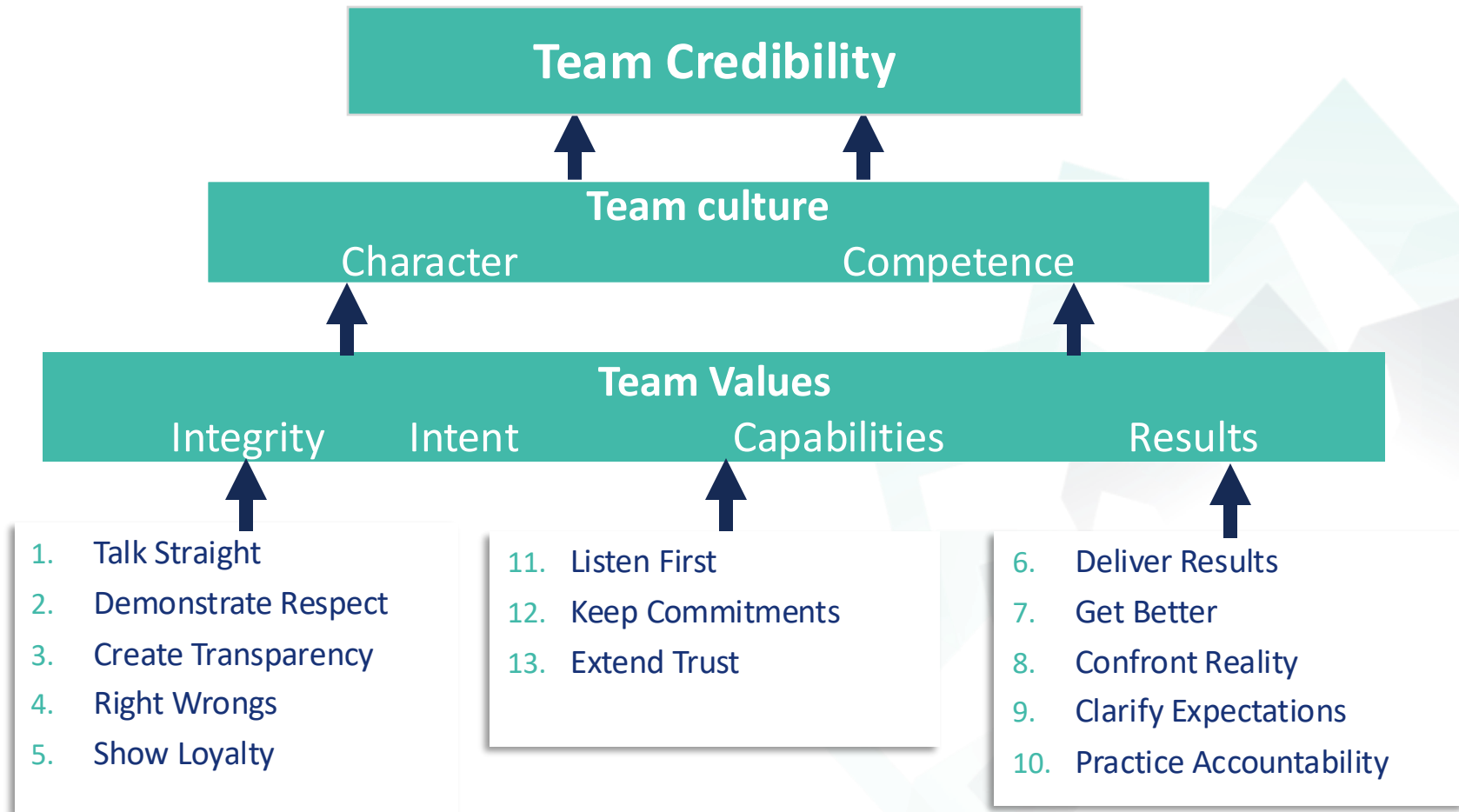
Fear of Conflict

- Everyone agreeing with everyone else or avoiding the real issues during meetings.
- Team members talking about other people behind their backs.

Absence of Trust

- Hold grudges.
- Don't ask for help, or don't give feedback.
- Hide their mistakes or weaknesses.
- Find ways to avoid spending time together.

Building trust in a high performance team



As a leader you are being watched...



Strategies to help you build a high performance team

1. Alignment on destination



A good vision will...

- Gain commitment and energise the team
- Create meaning
- Establish a standard of excellence
- Bridges the present and future
- Contains a purpose – create a meaning

BHAG (*Big Hairy Audacious Goal*)

- A BHAG is a clear and compelling goal that serves to unify an organization's effort.
- An effective BHAG must stretch and challenge the organization, yet be achievable.
- It can be qualitative or quantitative.

Vivid description

Vivid description or picture of the end state that completion of the mission represents.. A vivid description gives the vision the ability to inspire and motivate

Tips

- A picture of the end result, something you can actually see, not vague.
- Focus on what you want to create not what you want to get rid of.
- Focus on the end result, not the process for getting there.

Vivid description example

"I will build a motor car for the great multitude. It will be so low in price that no man making a good salary will be unable to own one and enjoy with his family the blessing of hours of pleasure in God's great open spaces. When I'm through, everybody will be able to afford one, and everyone will have one. The horse will have disappeared from our highways, the automobile will be taken for granted and we will give a large number of men employment at good wages."

Henry Ford

Then chart your course together....



Your Vision



Your Priorities

Achieving Goals

Number If Goals (in addition to the whirlwind)	2-3	4 - 10	11 - 20
	↓	↓	↓
Goals Achieved With Excellence	2-3	1 - 2	0

2. Define your culture/ 'rules of the game'



Edgar Schein - definition culture

“Culture is the deeper level of basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously and define in a basic ‘taken for granted’ fashion an organization’s view of its self and its environment.”

Edgar Schein, Author & Former Professor, MIT

Or put another way...

The way we do things around here....

What is culture....

- A unique personality and soul based on shared values, vision and beliefs.
- Cultural norms and behaviors that translate the organisation's unique personality and soul into customer-focused actions and bottom-line results.

**All relationships operate
within a culture**

**Culture = Sum (All wanted behaviours
you celebrate – All unwanted
behaviours you tolerate)**

A high performance culture

- High performance challenge
- Excellence
- Urgency
- Solutions
- Mutual accountability
- Appreciation
- Transparency
- Communication
- Innovation



The purpose of culture...

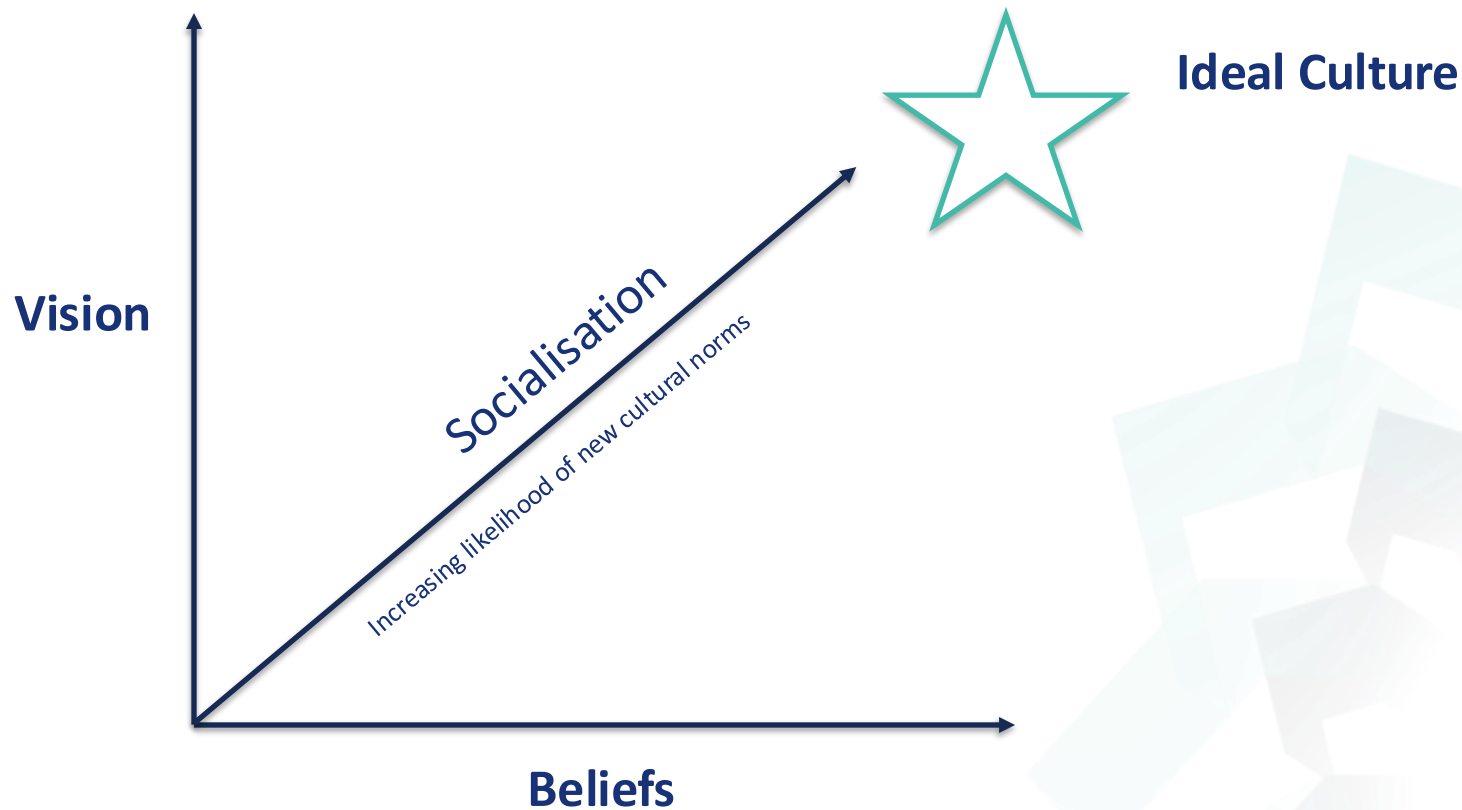
To create an environment that feeds people's emotions, that engages them more and motivates them to do a better job

It also reduces chaos by creating an emotional environment that aligns your team with where you want to go

Final Thoughts

If you don't establish your companies' boundaries and rules of the game your team will do it for you. You will end up with a de facto culture that most probably won't be to your liking or in line with your vision.

Culture change model

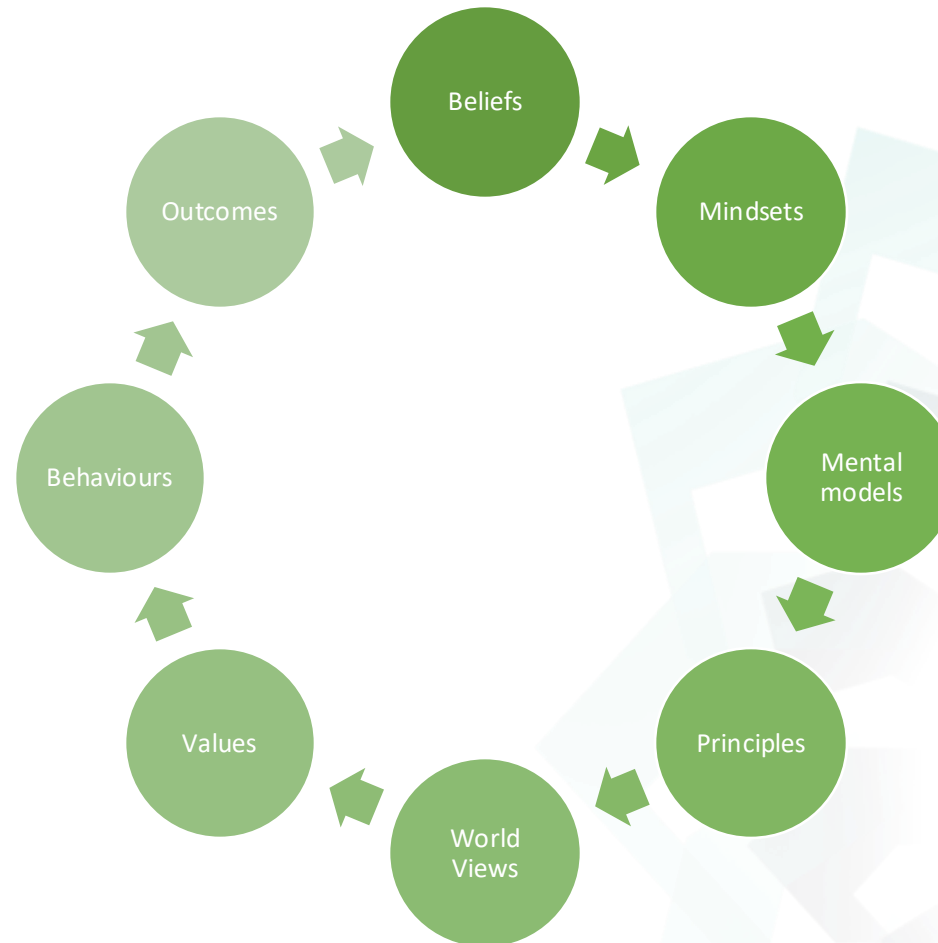


Source: Gaping Void

Beliefs



Your Beliefs are made up of....



Zappos' core values....

1. Deliver WOW Through Service
2. Embrace and Drive Change
3. Create Fun and A Little Weirdness
4. Be Adventurous, Creative, and Open-Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships With Communication
7. Build a Positive Team and Family Spirit
8. Do More With Less
9. Be Passionate and Determined
10. Be Humble

Zappos' 10 Core Values



:: 1 DELIVER WOW THROUGH SERVICE

At Zappos, anything worth doing is worth doing with WOW.

WOW is such a short and simple word, but it really encompasses a lot of things. To WOW, you must differentiate yourself, which means do something a little unconventional and innovative. You must do something that's above and beyond what's expected. And whatever you do must have an emotional impact on the receiver. We are not average companies, our service is not average, and we don't want our people to be average. We expect every employee to deliver WOW.

Whether internally with co-workers or externally with our customers and partners, delivering WOW results in word of mouth. Our philosophy at Zappos is to WOW with service and experience, not with anything that relates directly to monetary compensation (for example, we don't offer blanket discounts or promotions to customers).

We seek to WOW our customers, our co-workers, our vendors, our partners, and in the long run, our investors.

:: Ask yourself

What are things you can improve upon in your work or attitude to WOW more people?

Have you WOWed at least one person today?

our values

When we're all old and grey and sitting in our rocking chairs, we want to be able to look back and be really proud of the business we all helped to create. We think the best way of achieving this is by living the values that are closest to our hearts. Our five values reflect what we are, how we do things, and where we increasingly want to be. And they hang above every loo in the building so we get to remember them everyday:

be natural

Not just our products, but being natural in how we treat each other and how we speak to everyone - colleagues, drinkers, customers, suppliers, etc. It also means being ourselves, and the best version of it.

be entrepreneurial

innocent began as a small, entrepreneurial company, and although we've grown a lot since, we do keep our entrepreneurial mindset. We aren't afraid to do things differently, and we've never given up on a good opportunity.

be responsible

We keep our promises, are mindful of our impact on our community and our environment, and always try to leave things a little bit better than we found them.

be commercial

We wouldn't be here if we didn't keep our eyes on the numbers at all times. Ultimately we want to deliver growth for us and our customers too.

be generous

This means giving honest feedback to one another, helping each other out, taking time to say thank you, and where we can, donating our resources or money to those who need it more than us. It's that simple.

- 1.Are values or just the cost of entry?
- 2.Are they generic words or can anyone understand them?
- 3.Can you show examples - are they alive in your business?
- 4.Do they really describe the true personality of the organization now?
- 5.Would you fire someone for violating one of your core values?
- 6.Would you be willing to take a significant financial hit in order to uphold one of your values?

Instilling a high performance culture requires changing how people think about the company and altering behaviours.

Set Your Team Up **for Success**

To get people to actually change their behaviours, you need to tweak the Environment around them to support the new behaviours you want.

Processes



Example processes

- Onboarding a new staff member
- Developing and launching a new product
- Generating leads
- Closing sales
- Attracting, hiring and onboarding new employees
- Billing and debt collection
- People development
- Customer satisfaction
- Content creation and publication

**A team's culture
and reputation polarises:
it **attracts** the right staff
and **repels** the rest.**

3. Discipline 20 mile an hour march



**Groups become high
growth teams through
disciplined action**

Routine Sets You Free

What is your meeting rhythm?

✓ Quarterly Meeting: One Day



Strategy

✓ Monthly: 4 Hours



Priorities

✓ Weekly Meeting: 1 Hour



Big Issues

✓ Daily Huddles: 5-15 Minutes



Tactics

Meeting Name	Purpose	Agenda	Attendees	Chair	Duration	Timing and Frequency

4. Accountability



SCALING UP
A GAZELLES COMPANY

- [illegible]

To get help implementing these tools, please go to www.ScalingUp.com

360 feedback



Personal vision accountability



5. Recruitment



Question...

Knowing what you know now,
would you **enthusiastically** re-
hire everyone on your team?

90% of success in building a high performance team is based on your ability to attract, develop and retain the best possible people in your team.

Why it is important to follow a robust recruitment process



1. 80% of senior hires fail
2. Cost of a mis-hire can be up to 15x base salary

Recruitment Problems

Insufficient Information

Superficial interviews

Rampant Dishonesty

Weak candidates

Fudged CVs

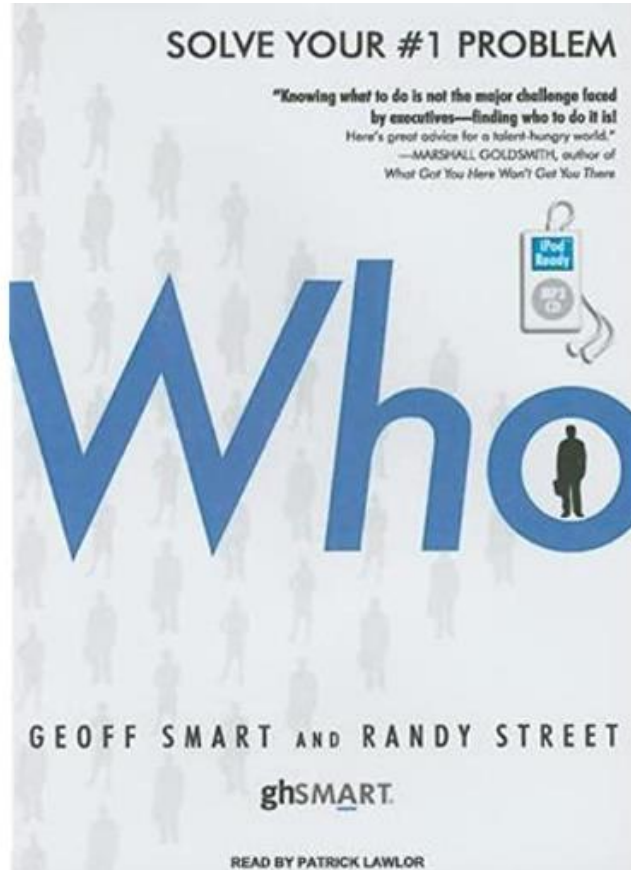
Faked interviews

Lack of Verifiability

Most reference
checks are basically
useless



Tip - Put in place a clear recruitment process



Topgrading

Topgrading 4S's process



Scorecard



Source



Select



Sell

Job Description vs Job Scorecard

Job descriptions tend to list what people will be doing e.g.

- Managing a sales team
- Building client relationships



Job Scorecard describe the outcomes you want from such activities e.g.

- £2m in revenue
- 100% contract renewal rate, among existing customers.

AT INTERVIEW ASK FOR
EXAMPLES OF WHEN THEY
HAVE ACHIEVED THIS BEFORE

Source – 10 person referral system

- Business associates
- Customers
- Suppliers
- Professional organisations
- Events
- Personal network
- Friends and family
- Employees

The question:

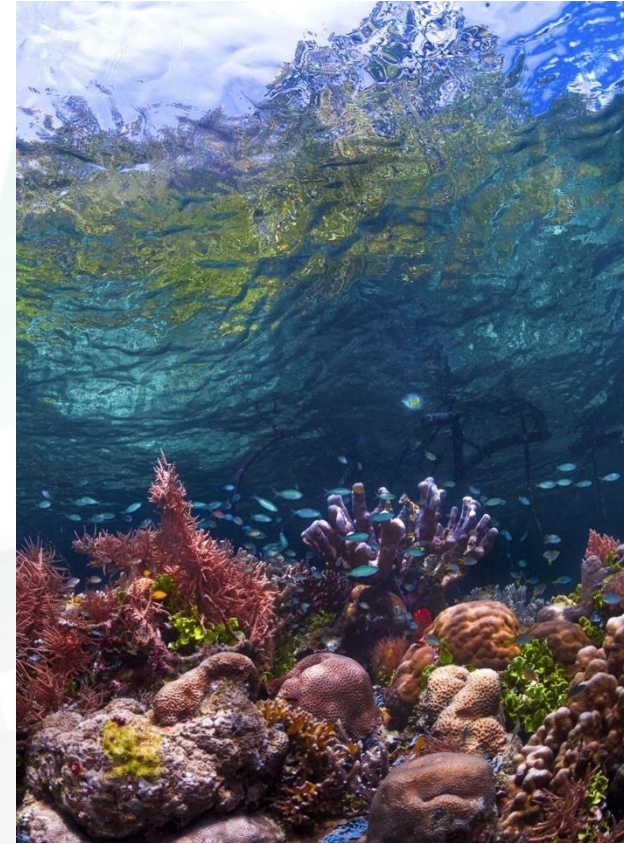
“Who are the most talented [sales] people you know that I should hire?”

It's a contact Sport! - Once you have your list, make time to call them!

- Short calls:
 - “X recommended that I contact you, I understand that you are great at what you do.
 - I am looking for xxx
 - Would love the opportunity to get to know you
 - Would love to know your career intention
 - Now you know a little about me who do you know that might be a good fit for my company?”

Marketing - Fish where the fish are...

- Where do your target candidates spend their time?
 - Online
 - In person
 - Who do they know that you know?

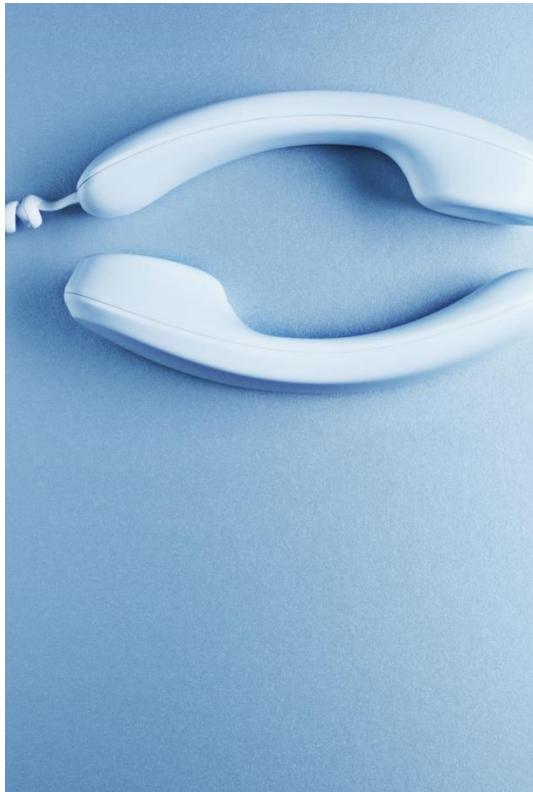


Select – Topgrading interview process

1. Screening Interview
2. WHO Interview
3. The Focussed Interview
4. Final Decision
5. Sell

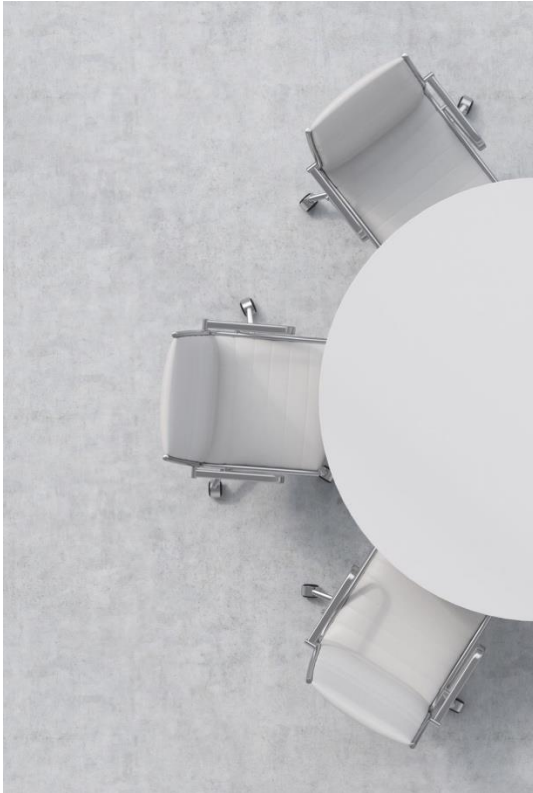


The Screening Interview



- Short phone based interview –
30 mins max
- The goal is to save time by
eliminating B and C players

The Who Interview



- In person interview (if possible)
- C.3 hours in length
- Structured questions to cover in detail each of the candidates previous roles

The Focussed Interview



- Focused on specific outcomes and competencies
- NOT another Who Interview
- Assess if candidate can maintain consistent performance

Scoring

- **Skill:**

You are 90%+ certain the candidate has the skill required to deliver the individual outcomes from the scorecard

- **Will:**

Does the data you have gathered suggest there is a 90%+ chance that the candidate will display the individual competencies on the scorecard?

Tip - Value fit is essential

BUILD A POSITIVE TEAM AND FAMILY SPIRIT	NA	1	2	3	4	5
The applicant values team and individual accomplishments with equal importance. <i>"Do you feel you are a better individual contributor or a better team player? Which do you prefer?"</i> <i>"When was a time you "took one for the team" even though it wasn't your responsibility?"</i>	NA	1	2	3	4	5
The applicant understands the concept of team and a greater good. <i>"When was a time you were thrown work that you were not prepared for? What was the situation? How did you feel about it?"</i>	NA	1	2	3	4	5
The applicant encourages a positive team spirit. <i>"Do you ever socialize with people from work outside the office? What do you think about people that do?"</i> <i>"How do you encourage teamwork at the office?"</i> <i>"What's the biggest challenge you faced working in a team environment? How did you handle it?"</i> <i>"What co-worker behaviors drive you crazy? How do you handle it when someone is doing it?"</i>	NA	1	2	3	4	5
The applicant encourages others to take initiative. <i>"Give me an example of a time you were working with a team/group and one member was not participating/pulling their weight. What did you do?"</i>	NA	1	2	3	4	5
Overall Rating (Average of above ratings)						

Comments:

Source: Zappos

High Performance Teams are both prepared and have the emotional maturity to pick new team members who are more capable than themselves.

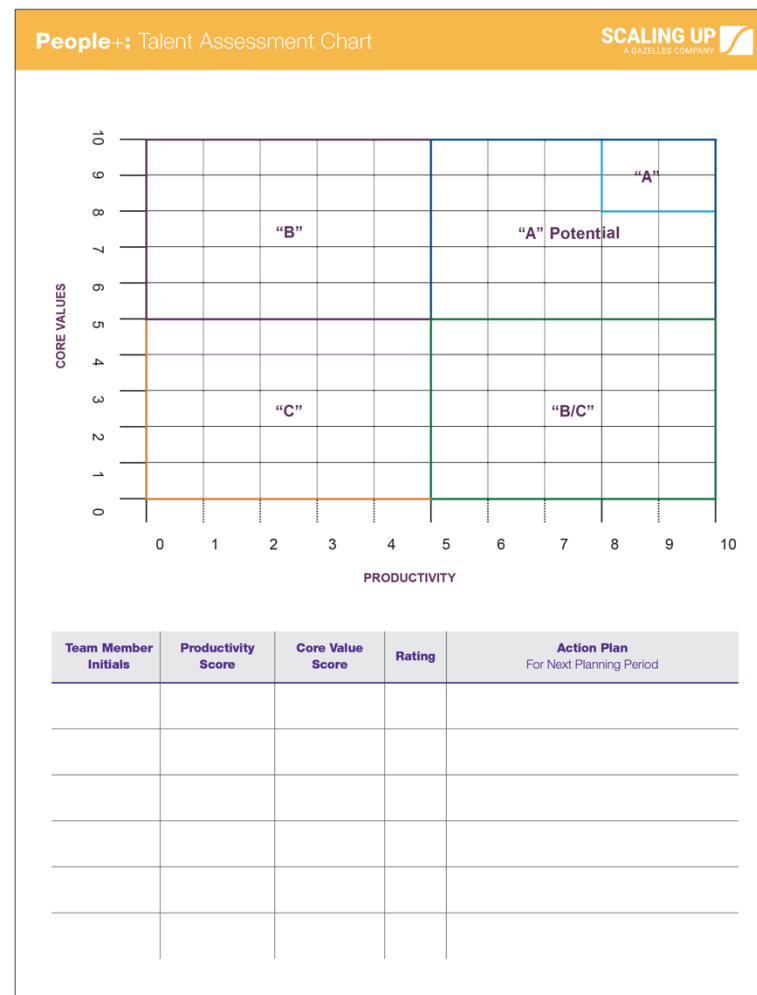
Sell

- Often we fail to sell a role to our preferred candidate
- Don't fall down at this final step in the process
- For this stage put yourself in the candidates shoes

6. Retention



Talent Assessment Chart



Adapted from Topgrading by Bradford D. Smart, Ph. D. © Topgrading with permission.
To get help implementing these tools, please go to www.ScalingUp.com

How balanced is your team?

What else can you do to retain your top performers?

TIME TO
THINK



7. Commitment to growth



CANI – Constant And Never Ending Improvement

- Personal development plans
- Shared development plans
- Dedicated development time
- Pecha Kucha
- Project debriefs
- Learning database
- FEDEX days