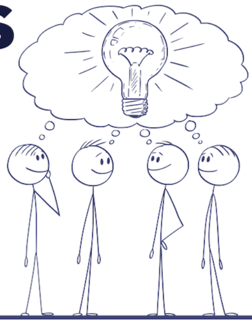
High Performance Tips

Working Together to Create Value.



Collaboration

1 Be Intentional

Join the session planning to collaborate. This is different to contributing, communicating or listening. If you are not prepared to learn and adjust your thinking, don't attend the session. Make sure you are in the right mindset to collaborate.

2 Have a Shared Goal

It's not about "you/me", it's about "us/we". When the group forms agree on what you are trying to achieve. Make sure it is clear and specific, understood by everyone and delivers value to all.

3 Define a Process

Set the team up for success by understanding the "how" Of achieving the goal, just roughly, then work the process. Iterate through the process and improve along the way. Collaboration does not happen by accident, make it a deliberate practice, a skill you nurture and grow.

4 Build a Shared Language

Ensure everyone is talking "apples and apples". The group needs to establish common and shared understanding of the words being used. You can make assumptions, create your own definitions or use existing ones, as long as everyone understands the meanings behind the words being used. If you don't understand a word, make sure the group defines it clearly.

5 Build Relationships

Be amazed and delighted by the depth of skill and knowledge that your team mates have, be flattered that you are part of such a spectacular team. Show your team mates respect by listening to what they say, pay attention and be interested in their opinions. Work to understand how you fit together as a team, and how your knowledge fits together in the collaboration session.

6 Be Brief

Don't pontificate or hold the floor. Your team mates will pay you due respect by listening to you attentively, show the same respect to them by being brief and to the point. Say it once, say it clearly, say it briefly. Respond directly to questions with the answer, not a narrative or story.

7 Listen to Learn

The collaboration session is about building collective knowledge, sharing your ideas to create something new. You cannot create "new" if you are not open to learning from others.

8 Be Open

Get ideas from the team, be open to not knowing everything. Collaboration is a team sport, and just like playing Soccer, you can't win in a team of 1, you cannot win at Collaboration by yourself.

9 Everyone Contributes

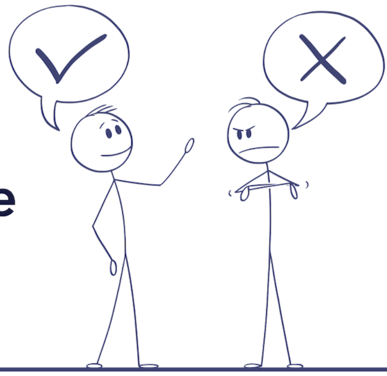
Accept that everyone in the team is an expert in something, and they are here to share their expertise. Make sure the approach & process caters for the type of information that they are sharing, the method they need to use to share it, and their personal styles. Do not bias your sessions towards extroverts or dominant style people only.

A **team** is a group of individuals who **work together** to achieve a common goal or objective. teams can vary in size, duration, and purpose, ranging from temporary project teams to permanent work units. The effectiveness of a team is measured by its **ability to achieve** its goals efficiently and the quality of its **collaborative processes**.

SORA 空 strategies

Modern Working

Practices to create value in the modern working environment



Effective Communication

What is Effective Communication?

Effective communication is the clear, concise, and thoughtful exchange of information, where both parties engage in active listening and respond empathetically to **ensure mutual understanding**.

How do you do it?

Clarity & Conciseness

Effective communication involves expressing your thoughts and messages in a clear and straightforward manner. Avoid using overly complex language or jargon that might confuse the listener. It's about making your point understood quickly and clearly.

Active Listening

Pay attention to what others are saying, show that you understand, and respond appropriately. This creates a respectful and mutual exchange of ideas.

Non-Verbal Cues

Communication is not just about words; your body language, facial expressions, and tone of voice also convey important messages. Being mindful of these non-verbal signals can enhance understanding and connection with others.

Empathy & Understanding

Try to understand the perspectives and feelings of others. This involves empathy and considering the emotional context of the conversation. It helps in tailoring your message in a way that respects others' viewpoints and emotions.

Feedback & Adaptation

Be open to feedback about how your communication is received and be willing to adapt your approach if necessary. This could mean adjusting your speaking style, the level of detail you provide, or even the mode of communication to better suit the audience and the situation.

Powerful Questions

Powerful questions provoke thought, stimulate deeper discussion, and often lead to new insights or greater understanding.

These questions are typically open-ended, prompting reflection and a more comprehensive response than simple yes-or-no answers. They help in exploring understanding, alternative views, and actions thoroughly.

- What outcomes do you hope to achieve, and why are they important to you?
- Can you describe a situation where this approach succeeded, and what factors contributed to its success?
- How might your perspective change if you considered the opposing viewpoint in this situation?

ESSENTIAL PRACTICE

Pro Tips:

- Use diagrams, pictures and whiteboards where ever possible.
- Ask questions to understand.
- Don't be challenged by people asking questions.

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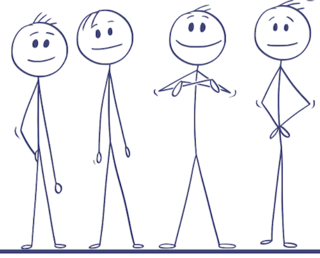


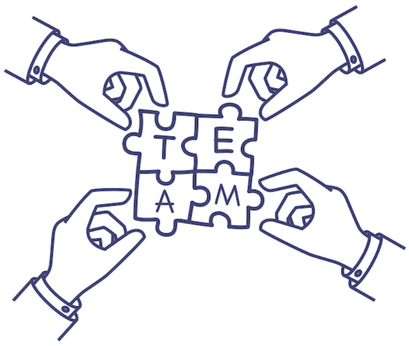
Value of Working as a Team

Why Teamwork is more effective & efficient

In most organisations Teamwork is the only way to create value. Delivery is essentially a team sport!

Teamwork involves a group of people who bring their individual skills and strengths to achieve a common goal. It relies on collaboration, open communication, and mutual respect.

- **Diverse Perspectives**: Teams bring together varied viewpoints, leading to innovative solutions.
- **Shared Workload**: Tasks are divided, reducing the pressure on individuals and enabling larger projects to be managed more efficiently.
- **Support System**: Team members support each other, which can boost morale and decrease stress.



Motivation and Engagement

Working towards a common objective can increase individual commitment and effort.
The camaraderie and sense of belonging in a team can enhance job satisfaction and reduce turnover.

Learning and Growth

Working in a team exposes individuals to new methods and approaches, enhancing their professional development.
Team environments foster continuous feedback and provide a support network, which can boost confidence and competence.

Risk Management

Massive error reduction: With more eyes on a project, errors are more likely to be caught and corrected early. Coupled with balanced decision-making means Teams can weigh more factors and potential impacts, leading to more informed decisions and reduced risk.

Enhanced Problem Solving

Teams bring together individuals with varying skills and expertise, allowing for a more comprehensive approach to problem-solving. Multiple team members contribute different perspectives, which can lead to more creative and effective solutions.

Increased Efficiency

Tasks can be divided according to each member's strengths, allowing the team to accomplish more in less time.
Using Parallel Processing - Team members can work on different aspects of a project simultaneously, speeding up the completion time.

Adaptability

Teams can more readily adjust to changes and challenges, as they can pool resources and support each other.
Teams tend to maintain a continuous flow of innovation, as new ideas can be quickly developed and implemented.

Enhanced Utilisation

Teams enable an organisation to deploy its resources (human, technological, financial) more strategically and effectively.
Collaborative work environments can lead to more sustainable practices, as team-driven solutions often consider broader impacts.

While individual efforts are crucial and irreplaceable in certain contexts, teamwork generally leads to better outcomes in dynamic, multifaceted environments. It enhances the capacity for innovation, supports a more efficient use of resources, and strengthens an organisation's ability to respond to challenges and opportunities. This is particularly important in fields such as business, technology, and healthcare, where the complexity and pace of change require collective expertise and effort.

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Strategic Thinking

Strategic thinking is a cornerstone of enduring success in our modern operating environment. It empowers leaders and organisations to foresee changes, seize opportunities, and navigate challenges with agility and confidence. This skill set goes beyond planning; it involves a profound understanding of the current landscape, an anticipation of future trends, and the ability to formulate visionary strategies that drive meaningful progress.

Unlock the Potential

Elevate your thinking about outcomes with forward-thinking that anticipates change and embraces innovation.

Beyond the Horizon

Take a visionary approach and look far into the future. Don't let the problems of today cloud the possibilities of tomorrow.

Analyse with Breadth

Strategic leaders think about the macro factors affecting their world. Consider the entire system of the organisation.

Roadmap to Resilience

Plan for the unexpected, anticipate disruptions, mitigate risks, and create a plan for turning obstacles into opportunities.

Focus on Value Creation

The heart of any strategy is the value it creates for customers and the organisation. Always strive to enhance value.

Ideate Collaboratively

Strategic thinking is not a solitary endeavour. Involve teams, stakeholders, and customers in the process.

Prioritise Adaptive Learning

Change is the only constant, so prioritise learning, and understand that strategy will need to evolve over time.

Reflect and Adjust

Conduct regular strategy reviews to reflect on outcomes, learn from experiences, and adjust plans as necessary.

Strategic Thinking Tools

SWOT ANALYSIS

Strategy Maps

VALUE CHAIN ANALYSIS

Blue Ocean

SCENARIO PLANNING

Porter's Five Forces

PESTEL Analysis

BALANCED SCORECARD

Portfolio Optimisation:

Do the right work at the right time

Risk Management

What is Risk Management?

Risk management is a critical discipline in business strategy that involves identifying, assessing, and prioritising risks followed by coordinated efforts to minimise, monitor, and control the probability or impact of unfortunate events. Risk management is a systematic process that involves identifying, analysing, and responding to risk factors throughout the life of an initiative and in the best interests of its objectives. Risk management is proactive rather than reactive.

1 Risk Identification

- Brainstorming: Gather key stakeholders and use brainstorming techniques to list potential risks.
- Expert Interviews: Consult with experts who can provide insights on areas that might be overlooked.
- Checklists: Utilise industry-specific or generic risk checklists that encapsulate historical data.
- SWOT Analysis: Identify strengths, weaknesses, opportunities, and threats related to the project or business.
- Root Cause Analysis: Determine underlying factors for potential risks.

2 Risk Analysis

- Analysis: Assess the impact and likelihood of each risk using a qualitative method, such as a risk matrix to prioritise them based on their severity and occurrence.
- Organise and prioritise the risks based on their potential impact and likelihood. This helps to focus on the most critical risks that could affect initiative objectives.

3 Risk Response Planning

- **Avoidance**: Change initiative plan to eliminate the risk or condition.
- **Mitigation**: Reduce the likelihood or impact of the risk through intermediate steps.
- **Contingency**: Plan and implement Plan B for when the risk is realised.
- **Transfer**: Shift the impact of a risk to a third party, such as through insurance or outsourcing.
- **Acceptance**: Acknowledge the risk and decide to deal with it should it arise, suitable for low-priority risks.

Continuously monitor risks and the effectiveness of mitigation measures throughout the project lifecycle. This includes tracking identified risks, identifying new risks, and evaluating risk process effectiveness.

Regularly communicate the risk status, new risks identified, and changes in risk analysis with all stakeholders and the team. This ensures everyone is aware of the risks and can react promptly if needed.

Proactive Risk Management provides:

- Minimised Losses
- Enhanced Decision-Making
- Better Capacity Planning
- Compliance & Legal Safeguarding
- Reputation Management
- Sustainability
- Competitive Advantage
- Stakeholder Engagement

PRO TIPS:

Effective risk management not only anticipates and mitigates risks but also provides a proactive and structured way of analysing problems to determine the best way forward. This approach helps ensure initiative success, resource efficiency, and stakeholder confidence.

Modern Working

Practices to create value in the modern working environment

Risk Management in Deliver

What is a Risk Management in Deliver?

In the Deliver mode, risk management continues to manage the risks identified in Concept and Initiate and any new risks identified during work delivery. The cycle of identification, analysis, and risk response planning continues, but there are additional control mechanisms in your system of work. Delivery is where we see the risk controls in action, and go deeper into the lifecycle of risk management.

Deliver Risk Controls:

Testing

Systematic testing as part of the Definition of Done identifies vulnerabilities in processes and systems early, acting as a critical preventative measure against operational failures.

Feedback Loops

Feedback loops inform real-time risk management decisions, allowing adaptation to emerging threats. This iterative process not only identifies but also resolves issues promptly.

Governance

Effective governance manages risk by defining clear roles, responsibilities, and decision-making processes. This ensures accountability and facilitates swift response to emerging risks and compliance with regulatory standards.

Monitoring

Continuous monitoring systems are a vital risk control, providing ongoing visibility into operational performance and environmental conditions and allowing for the early detection of irregular patterns and potential threats.

Cultural Integration

Embedding risk management into a fundamental part of day-to-day language and work creates a culture of proactive risk management across all levels of the organisation.

Predictive Analytics

Advanced risk identification and predictive analytics proactively uncover potential threats, enabling the implementation of risk mitigation tactics in advance. Scenario Planning is a great tool here.

Crisis Management

Developing and regularly updating crisis response plans ensures that the organisation is prepared to act swiftly and efficiently in the event of a security breach or operational failure, minimising impacts and restoring normal operations as quickly as possible.

Empowered Teams

Delegating decision-making authority enhances risk control by fostering a proactive and responsive environment. Teams can address risks as they arise, accelerating the resolution of potential problems but also boosting morale and accountability.

PRO TIPS:

A robust risk management culture not only safeguards against potential setbacks but also drives innovation within an organisation. By embedding risk awareness into every layer, companies encourage a mindset where calculated risks are viewed as opportunities for growth and creative problem-solving. This cultural shift promotes a proactive exploration of new ideas, technologies, and processes, empowering employees to experiment and innovate within a safe and controlled framework.

Portfolio Optimisation:

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strategies

Early Risk Engagement

Build it in, don't bolt it on

The Value of Early Risk Engagement

Engaging risk management early in the product delivery lifecycle is crucial for ensuring the success and sustainability of a product. Early risk management means identifying potential risks and issues before they become actual problems, which can **save time, resources, and a lot of headaches** down the line. Everyone becomes risk aware and can do risk management throughout the initiative!

Proactive Problem Solving: By identifying risks early, teams can devise strategies to mitigate them before they impact the project. This proactive approach often leads to less reactive scrambling in later stages.

Cost Efficiency: Early identification and mitigation of risks can significantly reduce costs associated with delays, rework, and damage control. It's generally cheaper to prevent a problem than to fix one after it's occurred.

Improved Planning and Scheduling: With a clear understanding of potential risks from the outset, project managers can plan more accurately and allocate resources more effectively. This leads to more realistic timelines and budgets.

Enhanced Stakeholder Confidence: Stakeholders are more likely to trust and invest in a project that demonstrates a thorough understanding of potential risks and a clear plan to address them.

Increased Flexibility: Early risk management allows for greater flexibility in adjusting plans and strategies as more information becomes available or circumstances change.

Nothing for Nothing:

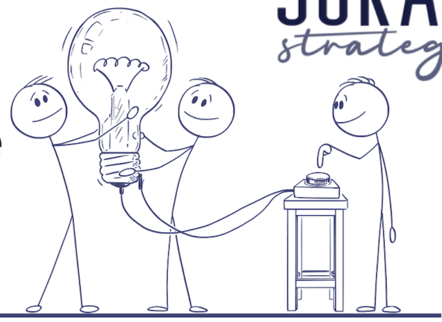
1. **Initial Time investment** - slowing delivery down
2. **Possibility of Over Mitigation** - spending too much on low-impact risks
3. **Predictive Challenges** - lack of information early
4. **Resistance to Change** - negative thinking at the beginning is hard
5. **Capacity** - are there enough people to do it?

PRO TIPS:

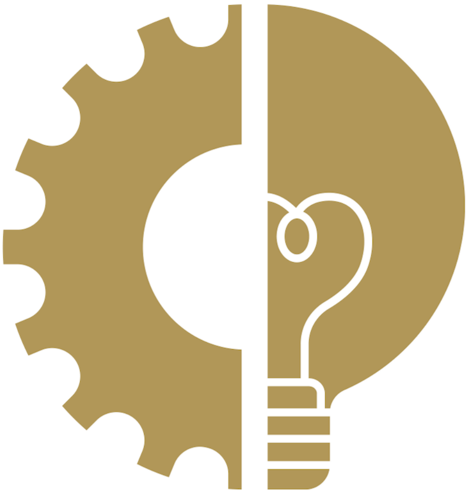
The value of early engagement in risk management typically outweighs the potential downsides, particularly for complex projects where the stakes and the likelihood of encountering significant challenges are high. By integrating risk management early into the lifecycle, teams can **ensure more stable and predictable delivery outcomes.**

Portfolio Optimisation:

Do the right work at the right time



Risk as an Innovation Catalyst



Risk = Innovation

In the fast-evolving business landscape, the traditional view of risk as solely a threat is being recalibrated. Savvy organisations recognise that calculated risks can be powerful catalysts for innovation, driving creativity and leading to significant efficiency and competitive advantage breakthroughs. This approach redefines risk management as a proactive tool to foster innovation and secure strategic growth. The following steps will allow your organisation to embrace risk, ignite transformative change, and change its risk aversion in favour of the potential rewards.

1 Redefine Risk Culture and Leadership Mindset

Begin by transforming culture to embrace and encourage risk-taking as a component of innovation. Leadership plays a pivotal role here; leaders should actively promote, and reward calculated risk-taking behaviours. By fostering an environment where employees feel safe to experiment and fail, organisations can unlock new ideas and innovative solutions.

2 Implement Structured Innovation Processes

Integrate risk into innovation management through structured frameworks that encourage creative thinking while managing potential downsides. Techniques like design thinking and innovation labs can structure the ideation and experimentation process. Include specific stages for risk assessment, allowing teams to prepare for challenges without stifling creativity.

3 Develop Dynamic Risk Assessment Tools

Employ advanced risk assessment tools that can adapt to the fast-paced changes typical of innovative environments. Dynamic tools such as real-time data analytics, scenario planning, and predictive modelling help anticipate and respond to the possible outcomes of taking certain risks. These tools should be used to mitigate potential losses and spot emerging opportunities, ensuring that risk management contributes directly to strategic decision-making.

4 Cultivate External and Internal Collaboration

Enhance innovation through collaboration by leveraging external partnerships with other innovative companies, startups, or academic institutions and by promoting cross-departmental teamwork within the organisation. Collaborative approaches can provide fresh perspectives and diverse insights, which are crucial for innovative risk-taking. Encourage teams to share knowledge and learn from each other's successes and mistakes.

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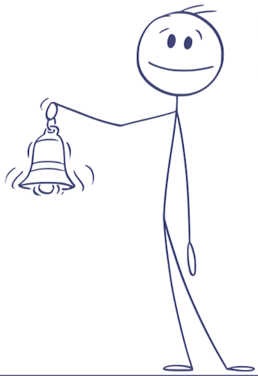

Speak the Same Language

Risk Language

Translating technical risk language into layman's terms is crucial for effective communication across all levels of the organisation. This ensures that everyone, regardless of their familiarity with risk management terminology, can understand the implications and participate actively in risk mitigation strategies. Common risk management terms from the ISO 31000 can leave people lost. By using simpler language make the concept of risk and the steps to manage it more accessible to everyone in the organisation. This not only helps in **building a risk-aware culture** but also **empowers employees** at all levels to actively participate in risk management processes.

Jargon is a shortcut to communication only if everyone understands the words

Risk: Effect of uncertainty on objectives.	How unexpected events could make it harder (or easier) to achieve what we're trying to do.
Risk Management: Coordinated activities to direct and control an organisation with regard to risk.	Planning and taking steps to make sure risks don't throw us off course from our goals.
Risk Appetite: The amount and type of risk that an organisation is prepared to pursue, retain or take.	How much risk we're comfortable dealing with in our quest to reach our objectives.
Risk Assessment: Overall process of risk identification, risk analysis and risk evaluation.	Figuring out what risks we might face, how likely they are to happen, and how bad it could be if they do.
Risk Evaluation: The process of comparing the results of risk analysis with risk criteria to determine whether the risk and/or its magnitude is acceptable or tolerable.	Deciding which risks need immediate action based on how risky they are compared to what we can handle.
Risk Mitigation: Process of selecting and implementing measures to modify risk.	Choosing and using ways to reduce the risks to an acceptable level.

PRO TIPS: The value of early engagement in risk management typically outweighs the potential downsides, particularly for complex projects where the stakes and the likelihood of encountering significant challenges are high. By integrating risk management early into the lifecycle, teams can **ensure more stable and predictable delivery outcomes.**

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Deemote Risk

Risk carries emotions!

Understanding that risk is emotive is crucial for effective risk management. Addressing the emotional components of risk, not just the logical or statistical aspects, can help in developing more comprehensive strategies that consider the human element, thus enhancing the effectiveness of risk management practices and policies. Risk is often highly emotive because it taps into fundamental human emotions.

Top 3 Risk Emotions

1. **Fear of Loss:** **R**isk involves the possibility of losing something of value, whether it's financial, reputational, personal safety, or job security. The prospect of loss can trigger anxiety and fear.
2. **Uncertainty:** Human beings generally prefer certainty and predictability. Risk introduces uncertainty about outcomes, which can be uncomfortable and stressful.
3. **Sense of Control:** People often feel uneasy about situations where they lack control. Risk scenarios frequently put individuals in positions where the outcome is beyond their direct control, exacerbating feelings of helplessness or vulnerability.

De-emote Risk

- **Educate**: Provide **short, regular training sessions** on risk essentials tailored to different roles within the organisation.
- **Integrate:** Include risk as a standard item in meeting agendas across all levels to keep it consistently in focus.
- **Safety:** Encourage a **no-blame culture** where all team members feel safe to voice concerns and report risks.
- **Simplify:** Implement and maintain an **easy-to-use** risk reporting system or tool.
- **Proactivity:** Acknowledge and reward individuals and teams who actively participate in risk management. Emphasise how early engagement creates control.
- **Leadership:** Show active involvement in risk management initiatives to underscore their importance. Have leaders actively and regularly demonstrate risk management activities.
- **Visualise**: Use visual aids like dashboards to keep risk awareness visible and accessible to everyone. Talk about risk often and openly.
- **Continuous Improvement:** Encourage viewing risk management as an opportunity for improvement and innovation.

PRO TIPS: The value of early engagement in risk management typically outweighs the potential downsides, particularly for complex projects where the stakes and the likelihood of encountering significant challenges are high. By integrating risk management early into the lifecycle, teams can **ensure more stable and predictable delivery outcomes.**

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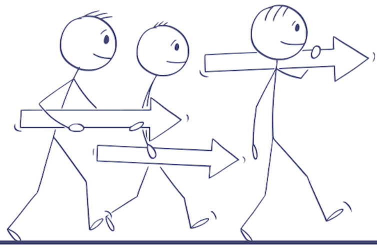

Stakeholder Management

What is Stakeholder Management?

Stakeholder management is a critical component of successful execution and organisational leadership. It involves identifying, analysing, planning, and engaging with those who have an interest in or are impacted by a business's operations. Effective stakeholder management not only supports success but also enhances company reputation and facilitates smoother operations.

Identify

Brainstorm and list all potential stakeholders related to the initiative. This includes anyone who is directly or indirectly affected by the work, such as employees, management, customers, suppliers, investors, and regulators.

Analyse

Assess the interest, influence, and impact of each stakeholder concerning the work. Tools like the Power/Interest grid can help categorise stakeholders by their power over and interest in the work, which aids in prioritising your engagement strategies.

Engage

For each stakeholder or stakeholder group, develop a tailored engagement strategy. Consider the best ways to communicate with them, the type of information they need, their expectations, and how frequently they should be updated. Strategies should vary between stakeholders based on their level of interest and influence.

Create a detailed plan that includes the methods and frequency of communication with stakeholders. This plan should be integrated into the overall plan to ensure that stakeholder engagement is visible, continuous, and consistent throughout the lifecycle.

Implement the engagement strategies by initiating and maintaining communication with all identified stakeholders. This could include meetings, reports, newsletters, or informal updates, depending on the stakeholder’s needs.

Regularly monitor the effectiveness of the stakeholder engagement strategies and be open to feedback. Assess the stakeholders’ responses and adjust the engagement plan as necessary to address concerns and new insights.

PRO TIPS:

Effective stakeholder management ensures that stakeholders are not just informed but are actively engaged in the decision-making process. It reduces risks associated with stakeholder opposition and enhances the likelihood of success by building trust and alignment across all parties involved. Mastering stakeholder management is essential for maintaining organisational harmony and achieving strategic objectives.

Portfolio Optimisation:

Do the right work at the right time

Stakeholder Mapping

What is The Power / Interest Grid?

The stakeholder power/interest grid is a strategic tool used to manage stakeholders effectively by categorising them based on their level of interest in the project and their power to influence its outcome. This matrix helps leaders prioritise stakeholder engagement efforts, ensuring resources are allocated efficiently. Using this grid, leaders can devise a targeted strategy that optimises time and resources in stakeholder management, enhancing project support and success.

Power

Interest

High Power, Low Interest

These stakeholders have the power to impact the work but less interest in its daily operations. It's essential to keep them satisfied to avoid potential obstacles. Periodic updates and ensuring their strategic concerns are addressed will suffice.

Provide updates and reports. Seek endorsement.

High Power, High Interest

Stakeholders in this quadrant are key players and must be fully engaged. They have significant influence over the project and a strong interest in its success or failure. Regular communication and active involvement are crucial to ensure their support.

Actively engage, involve frequently

Low Power, Low Interest

Stakeholders in this group have minimal impact and interest in the project. Minimal effort is required, with just enough communication to keep them informed.

Share regular updates

Low Power, High Interest

These stakeholders have less power, their high interest can be useful, especially for gaining broader support and input. Keep them adequately informed and consult them for feedback to maintain their supportive engagement.

Consult for their opinions and ideas

PRO TIPS:

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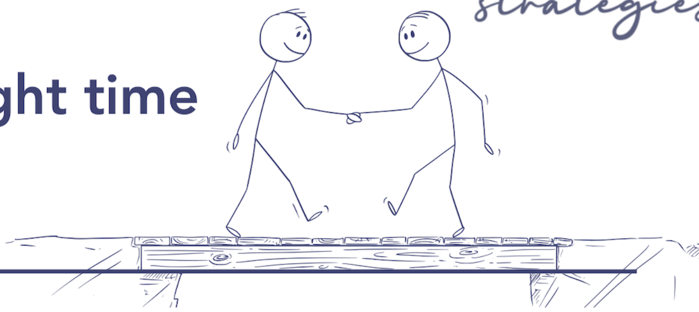

Negotiation Skills

What is Negotiation?

Negotiation skills are the abilities and techniques that individuals use to discuss and reach agreements between two or more parties with differing interests. These skills are essential for resolving disputes, making business deals, managing workplace dynamics, and ensuring that all involved parties find acceptable solutions. Effective negotiation involves a combination of various interpersonal and communication skills.

MIT

Preparation and Planning: Understand your objectives, the background of the parties involved, and the context of the negotiations.
Building Relationships: Establish trust and build relationships before entering into negotiations. This rapport can facilitate smoother negotiations.
The Negotiation Dance: Recognise negotiation as a process, often described as a dance, involving both giving and taking to advance towards an agreement.
Closing and Commitment: Ensure that agreements are clear, and parties are committed to the terms. Follow-through is crucial to maintain credibility and relationships.

Harvard

Separate People from the Problem: Focus on interests, not positions. Treat the other side as a partner rather than an adversary.
Focus on Interests, Not Positions: Dig deeper into the underlying reasons behind positions. By understanding the interests, you can find solutions that satisfy both parties' needs.
Invent Options for Mutual Gain: Generate a range of possibilities before deciding what to do. Aim for mutual benefit and shared success.
Use Objective Criteria: When possible, base the agreement on objective standards such as market value, expert opinion, or legal precedent.

Forbes

Know Your Worth and Articulate It Clearly: Be clear about what you bring to the table and why it is valuable to the other party.
Empathy: Try to understand the other party's challenges, pressures, and constraints. Empathy can lead to more effective problem-solving.
Strategic Concessions: Use concessions strategically rather than as a sign of weakness. Know when to hold firm and when to yield.
Clear Communication: Be precise and clear in your communication. Avoid misunderstandings by clarifying and summarising key points.

EQ v's IQ

Building rapport, establishing trust, and maintaining a professional demeanour throughout the negotiation process is key. This also involves emotional intelligence, which is the ability to read and respond to the emotions of others while managing one's own emotions. Being able to firmly advocate for one's position without aggression, while maintaining respect for the opposing party's viewpoint. The ability to diffuse tensions and steer negotiations away from conflict and towards productive dialogue is paramount to successful negotiation.

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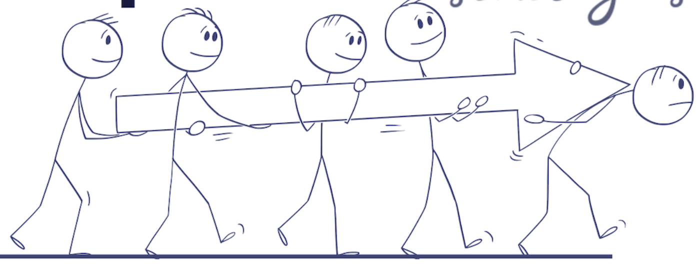


Trust & Accountability

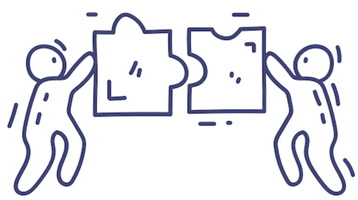
What are Trust and Accountability?

Trust and accountability are foundational pillars for a high performing team. Trust is the bedrock of any team and allows for ideas to flow freely and risks to be taken collectively. Without trust, a team can be reserved and tend to operate in siloes. Accountability ensures the open environment created by trust will yield results through holding each other up to standards and shared goals. Trust and accountability working in tandem will work to unlock a team's full potential fostering a culture of mutual respect, commitment, and productivity.

How do you build trust?

Building trust is simply saying you're going to do something and then doing it. Key things to create trust:

1. **Open Communication:** Encourage honest and transparent communication and sharing of both successes and failures
2. **Vulnerability**: Show vulnerability first. This opens the door for others to share an connect on a deeper level
3. **Reliability:** Consistently follow through on promises and commitments
4. **Confidentiality:** Keep private conversations private, and do not share anything shared in confidence
5. **Feedback:** Offer to give and receive respectful, constructive feedback
6. **Support:** Show team members support both professionally and personally. Have each other's backs
7. **Empathy:** Understand and acknowledge the emotions of team members to build a compassionate workplace



How do you build accountability?

Building accountability s a combination of clear expectations, consistent follow throughs, and a supportive environment:

1. **Clear Expectations:** Define roles and responsibilities as well as the standards by which performance is measured
2. **Encourage Ownership:** Team members should take ownership of their tasks and decide how best to execute
3. **Foster Open Communication:** Have regular discussions about progress and challenges
4. **Establish Shared Goals:** Create the objectives of the team (ideally SMART) and build consensus
5. **Have Regular Check-ins:** Have consistent team meetings focussed entirely on progress to commitments and goals
6. **Celebrate Wins and Learnings:** Recognise and celebrate the achievements of the team as well as the learnings
7. **Provide Transparency:** Give your team transparency to how you are tracking to commitments. Ask for help if needed!

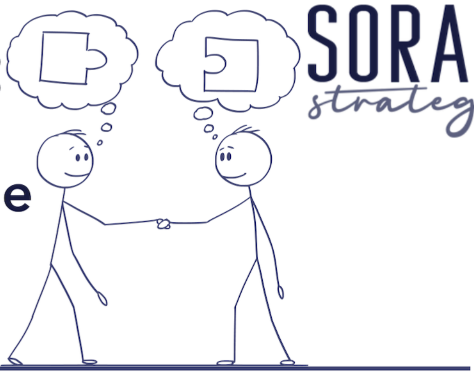
ACCOUNTABLITY = COMMITMENT + TRANSPARENCY

Pro Tips:

- Accountability and trust are not about never failing. They are about making commitments to your team and then providing transpacency into how you are tracking towards achieving those commitments
- Regular check ins and visibility of work status (i.e. Kanban board) are key for providing transparency
- It's okay to not be on track towards a commitment. Provide the transparency and ask your team for help!

Portfolio Optimisation:

Do the right work at the right time



Governance

What is Governance?

Governance is a crucial function for making informed decisions and solving complex problems around work being completed within an organisation. The ability to effectively solve problems and make decisions at an appropriate pace is a cornerstone for organisational success. Whilst it is sometimes seen as hurdles that must be jumped, effective governance minimises unnecessary complexities and bureaucratic overhead. A culture of effective governance encourages clear decisions based on actionable data, increased productivity, and strategic alignment.

Aspects of Effective Governance:

Strategic Alignment

Ensures decisions support the overarching goals of the organisation. Aligns departmental goals with strategic objectives to enhance coherence and productivity.

Risk Management

Focuses on identifying, assessing, and mitigating key risks before they become issues. Incorporates proactive measures to manage potential threats to stability and growth.

Compliant by Default

Maintains adherence to laws, regulations, and policies by incorporating them into every aspect of work. Regular checks to ensure the organisation is on the right side of legal and ethical lines.

Data Driven Decisions

Utilises KPIs/OKRs and benchmarks to measure the organisation's effectiveness. Data-driven insights inform decision-making and help improve processes and outcomes continuously.

Stakeholder Engagement

Focuses on identifying key stakeholders, making their roles and responsibilities explicit, and then involving them in key decision-making. Enhances transparency and builds stronger relationships holistically.

Resource Allocation

Optimises the use of organisational resources including people, funding, and technology. Focuses on deploying these effectively to maximise value and return on investment.

Ethics and Integrity

Upholds the highest standards of moral and ethical conduct within the organisation and encourages a culture of honesty, transparency, and accountability where ethical behaviour is rewarded.

Change Management

Facilitates effective adaptation to internal changes and external market dynamics. Involves guiding changes to ensure minimal disruption and maintain continuous improvement.

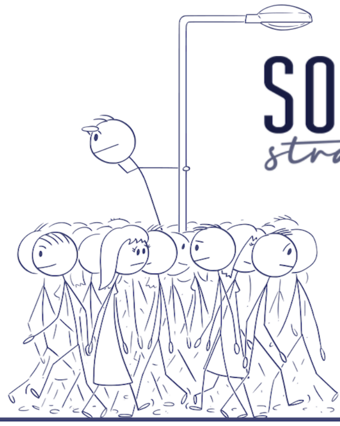
PRO TIPS:

Lean principles are a great fit for continuously improving your governance models. Understanding the system of value delivery as a whole and then identifying unnecessary red tape and other lean wastes can help start continuously improving governance structures.

Compliance by default is a key attribute, and there is a culture shift in changing compliance from something bolted on at the end to something considered throughout every step. Focus on the change management of this in conjunction with the governance structure.

Portfolio Optimisation:

Do the right work at the right time



SORA 空 strategies

Minimum Viable Bureaucracy

What is Minimum Viable Bureaucracy (MVB)?

MVB is a transformative approach to organisational governance, aimed at reducing complexity and enhancing efficiency within organisations of all shapes and sizes. At its core, MVB focuses on streamlining processes, cutting unnecessary red tape, and retaining only the most essential procedures and regulations. This lean governance model empowers innovation, facilitates agile leadership, and builds resilience by fostering a culture of continuous improvement and adaptability. By adopting MVB principles, organisations can achieve operational excellence, swift decision-making, and a more engaged workforce, all while maintaining compliance and high-quality standards.

MVB THEMES:

Streamline for Success

Eliminate unnecessary layers and processes. Focus on enhancing overall productivity.

Cut the Red Tape

critically assess and retain only those processes and regulations that truly add value horizontally and vertically.

Efficiency without Sacrifice

Focuses on optimising processes to achieve regulatory standards and excellence with fewer bureaucratic hurdles.

Empower Innovation

Encourage a culture of innovation, where employees are motivated to explore new ideas and solutions without being bogged down by procedural constraints.

Maximum Impact

Emphasise swift decision-making and prioritising initiatives that deliver the greatest impact, streamlining work lifecycles for faster delivery.

Build Resilience

Focus on governance practices that are more adaptable and resilient, pivoting and responding more agilely to changes, challenges, and crises.

Modern Leadership

Leaders effectively drive and embody organisational change by fostering a governance model centred around flexibility, efficiency, and direct value to customers.

MVB Mindset

Encourage continuous improvement, where everyone is engaged in identifying inefficiencies and contributing to a culture of effectiveness and lean operations.

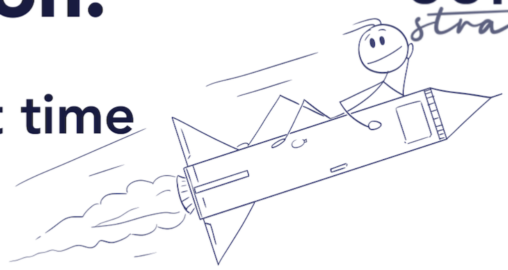
PRO TIPS:

A key word in MVB is **enough**. There is no silver bullet for what that is, and it will be different for different organisations, even from team to team in one organisation. The Governance must be both **minimum** and it must also be **viable.**

To start finding what enough is for your context, first focus on the decisions and problems. Ask the decision makers and problem solvers what "enough" is for them to do their job. Start there and refine over time.

Portfolio Optimisation:

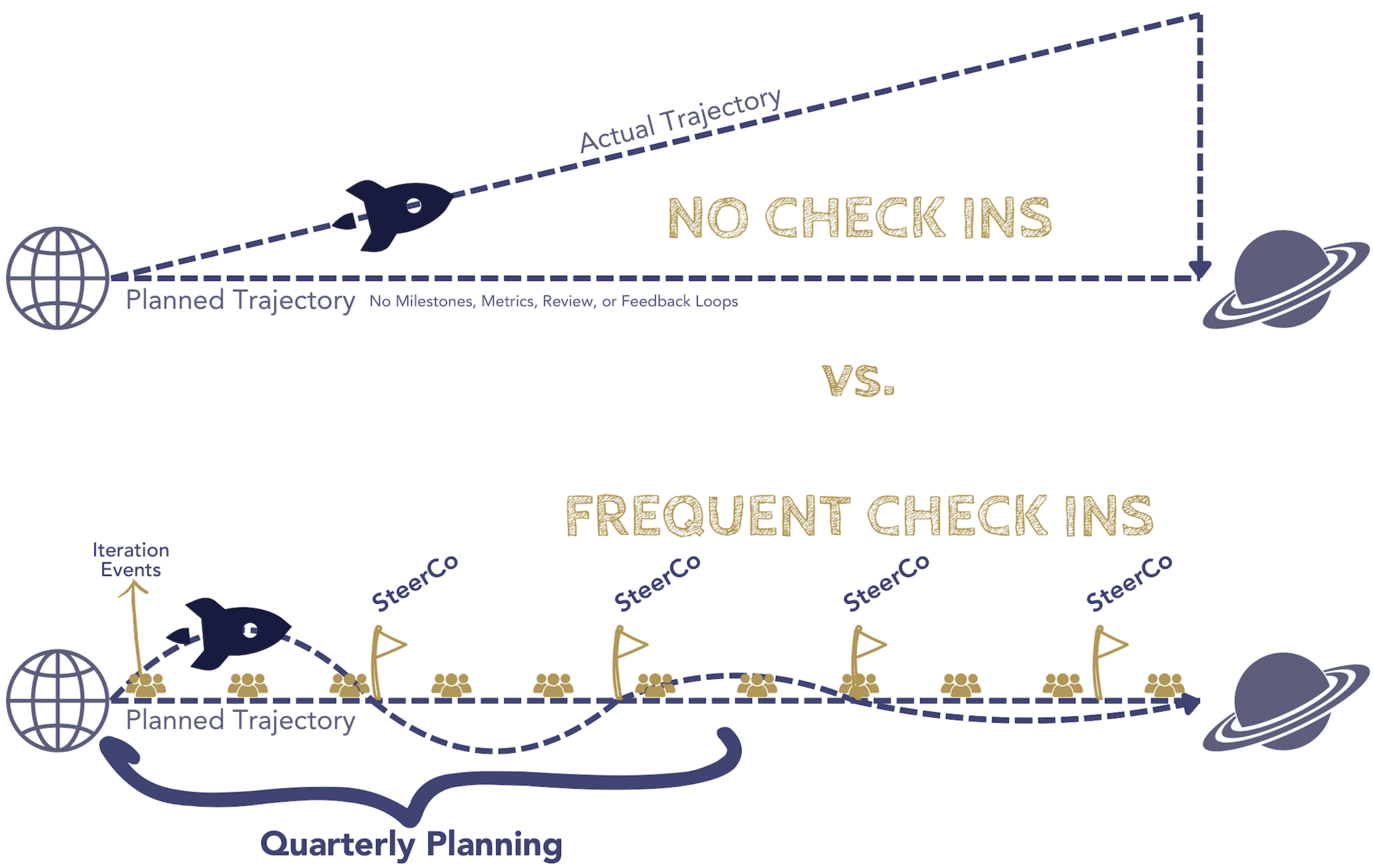
Do the right work at the right time



Governance Structures

What are Governance Structures

Effective governance structures facilitate progress and ensure strategic alignment across an organisation. There are many types of structures, but a typical Lean governance model uses mechanisms like quarterly planning, steering committees (SteerCos), and iteration events. These elements serve as dynamic feedback loops that encourage regular reflection and adjustment to the course you originally plotted. Quarterly planning sessions provide a macro-view of progress and upcoming goals, allowing organisations to pivot as necessary. Steering committees offer a platform for resolving pressing issues, focusing on swift, outcome-driven decisions free of personal agendas or ego. Similarly, iteration events allow for continuous, incremental improvements at the team level. All of these ensure that governance supports rather than hinders value delivery and team satisfaction. By embedding these feedback loops into governance, organisations ensure that they act as a supportive backbone that enhances rather than restricts business agility and success.



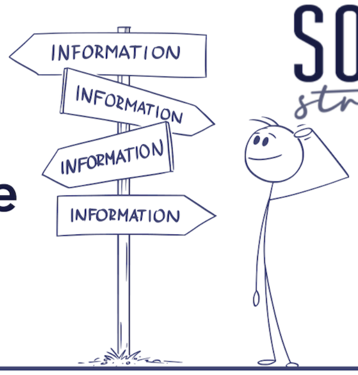
Quarterly Planning
All teams and team members come together to holistically plan the next quarter of work to progress towards strategic goals.

SteerCos
A holistic group, usually of senior leaders, focused on making key decisions and solving problems that teams cannot do themselves.

Iteration Events
A regular cycle of planning, showcase, and retrospective events, where the delivery team progresses the quarterly plan.

Portfolio Optimisation:

Do the right work at the right time



Stakeholder Feedback Loops

What are Stakeholder Feedback Loops?

Stakeholder feedback loops are essential mechanisms in any organisation to ensure that the voices of those most affected by business decisions—whether employees, customers, or partners—are heard and actively influence outcomes. Through various methods such as regular reporting, showcases, user acceptance testing, and continuous engagement initiatives, organisations can maintain transparency and adaptability. Metrics-driven feedback, from both customer and team perspectives, as well as participatory workshops and quarterly planning sessions, provide structured opportunities for stakeholders to contribute their insights. These feedback loops are pivotal in aligning organisational strategies with stakeholder needs and expectations, fostering a collaborative environment conducive to sustained growth and innovation.

FEEDBACK LOOPS:

Reporting

Regular reports update stakeholders on key metrics and progress, fostering transparency and enabling them to offer insights and suggestions for improvements.

Showcases

Showcases allow teams to present completed work to stakeholders, facilitating immediate feedback and discussions that influence future work directions.

Quarterly Planning

Quarterly planning sessions involve stakeholders in the strategic direction of the organisation, using their feedback to set actionable goals and align efforts across departments.

User Acceptance Testing

This process involves stakeholders directly in validating new systems or products, ensuring their feedback is integral to development cycles and final approvals.

Workshops

Collaborative workshops engage stakeholders in hands-on activities that directly influence policy and process development, ensuring their feedback is incorporated from the ground up.

Regular Engagement

Regular catchups open communication channels, allowing stakeholders to discuss ongoing work and voice their concerns and suggestions.

Team Metrics

Monitoring team metrics helps assess the team's health and involves internal stakeholders in discussions about obstacles, productivity, and team well-being.

Customer Metrics

Tracking customer metrics provides a quantitative basis for feedback, allowing stakeholders to evaluate customer satisfaction and influence strategies to enhance user experiences.

PRO TIPS:

A key word for reporting is **enough**. There is no silver bullet for what that is, and it will be different for different organisations, even from team to team in one organisation. Follow the guidance in Minimum Viable Bureaucracy and Lean Portfolio Management.

Engaging stakeholders and incorporating feedback loops are things to incorporate into every aspect of work. Although it may seem to take time now, it will save tenfold in the future. If in doubt, engage!

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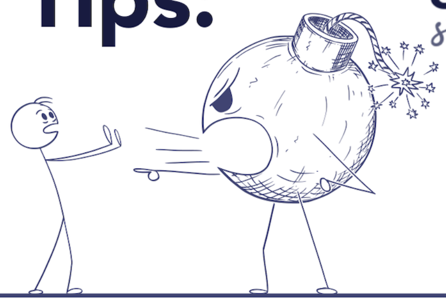
High Performance Tips:

Working Together to Create Value.



Types of Conflict

Conflict happens in the workplace. Sometimes it can even help teams learn and grow. By recognising the specific type of conflict, individuals and teams can employ appropriate strategies for conflict management, fostering a more harmonious and productive environment.

Task Conflict

- Arises from disagreements over work details, goals, or procedures.
- Often focuses on differences in opinion regarding how to achieve objectives or perform tasks.

Relationship Conflict

- Involves personal animosity, distrust, or dislike among individuals.
- Can stem from personality clashes, emotional disputes, or values misalignment.

Process Conflict

- Centers on disagreements about the methodology, delegation, and roles in completing a task.
- Involves conflict over the logistics and mechanics of task execution.

Interest Conflict

- Occurs when individuals or groups have incompatible preferences or priorities.
- Often related to resource allocation, responsibilities, or rewards.

Value Conflict

- Arises from differing beliefs, ethics, or principles.
- Reflects fundamental differences in what individuals or groups consider important.

Information Conflict

- Results from miscommunications or lack of information.
- Involves conflicts due to misunderstandings, misinformation, or incomplete information sharing.

Structural Conflict

- Stems from organizational structure, power dynamics, or resource constraints.
- Includes conflicts arising from hierarchical structures, unequal authority distribution, or resource limitations.

Cultural Conflict

- Arises from differences in cultural backgrounds, norms, and practices.
- Can involve challenges in cross-cultural communication, understanding, and integration.

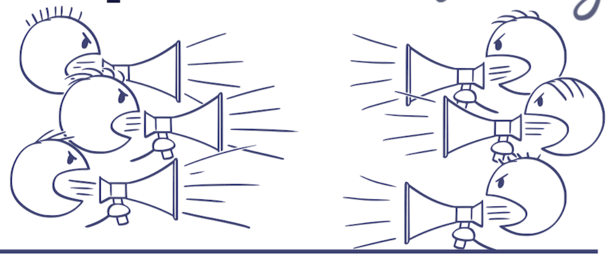
Learning how to recognise and effectively manage conflict is a key attribute of a High Performing Team. Sometimes conflict is valuable to the team to create collaboration and to help the team learn and adjust.

Avoidance of conflict is a sign of low maturity, low psychological safety, and low team performance. Artificial harmony is destructive in the long term.

A **team** is a group of individuals who **work together** to achieve a common goal or objective. teams can vary in size, duration, and purpose, ranging from temporary project teams to permanent work units. The effectiveness of a team is measured by its **ability to achieve** its goals efficiently and the quality of its **collaborative processes**.

High Performance Tips:

Working Together to Create Value.



7 Levels of Conflict

Conflict can occur at different levels, each with unique characteristics and implications. Understanding these levels helps in identifying the appropriate strategies for conflict resolution.

1 Internal Conflict

Occurs within an individual, involving internal struggle or dilemma. Examples are ethical dilemmas, personal goals versus professional responsibilities, or conflicting desires and values.

2 Interpersonal Conflict

Arises between individuals, often due to personal differences, communication issues, or competing interests.
Common in workplaces, families, and social relationships, involving disputes or disagreements between two or more people.

3 Intragroup Conflict

Occurs within a single group or team, often stemming from role ambiguity, resource allocation, or personality clashes.
Can lead to tension and reduced cohesion within the group, affecting performance and morale.

Draw the line here! Anything more will break the team and will be almost impossible to recover from

4 Intergroup Conflict

Involves disputes between different groups, teams, departments, or organisations. Can be driven by competition for resources, jurisdictional boundaries, or differing objectives and values.

6 Organisational Conflict

Encompasses conflicts that arise within an organization, including structural, procedural, and cultural conflicts. Can be related to power dynamics, organisational change, policy disputes, or strategic direction.

5 Community Conflict

Occurs at the community or societal level, involving groups or individuals with conflicting interests or values. Usually seen as disputes over local development, social policies, or community resources.

7 International Conflict

Involves disputes between nations or global regions, often related to political, economic, or territorial issues. Can escalate to diplomatic tensions or armed conflicts, affecting international relations and global stability.

Understanding the level at which conflict occurs is crucial for effectively addressing and resolving it, as it helps tailor the approach to the specific context and dynamics involved.

Effective conflict resolution strategies, such as open communication, mediation, and negotiation, are essential to manage and resolve conflicts constructively.