



Grow Your Own Module 2 (day 4)

Kat Aukett

December 2023

Thank you for:

- Being respectful to all
- Keeping your cameras on
- Being fully engaged in the day
- Letting me know if there are any issues throughout the day
- Keeping things confidential

Looking forward to a great day.

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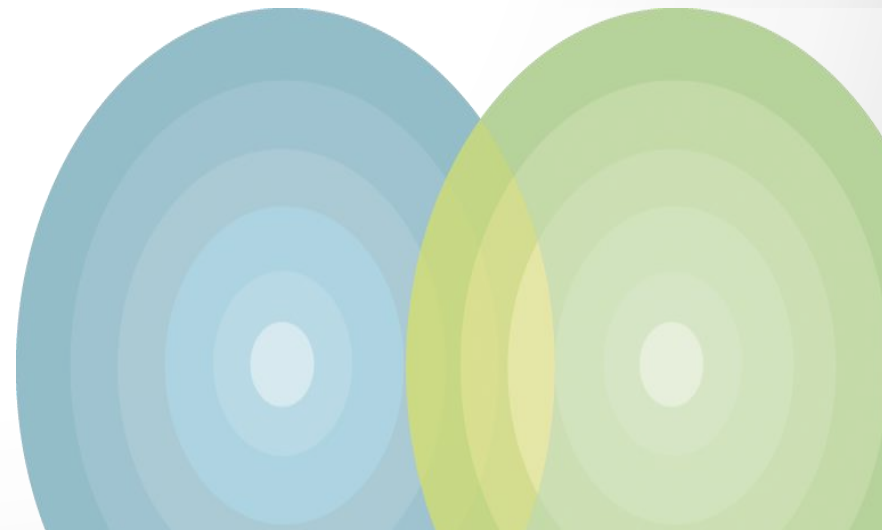
Introduction...

- Please state your name
- Where you are based
- What you have learnt from the course so far
- What you would like to get from today
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Aims for the day:

- understand teams, understand and manage change, use learning to problem solve when things get tough..



Today we will:

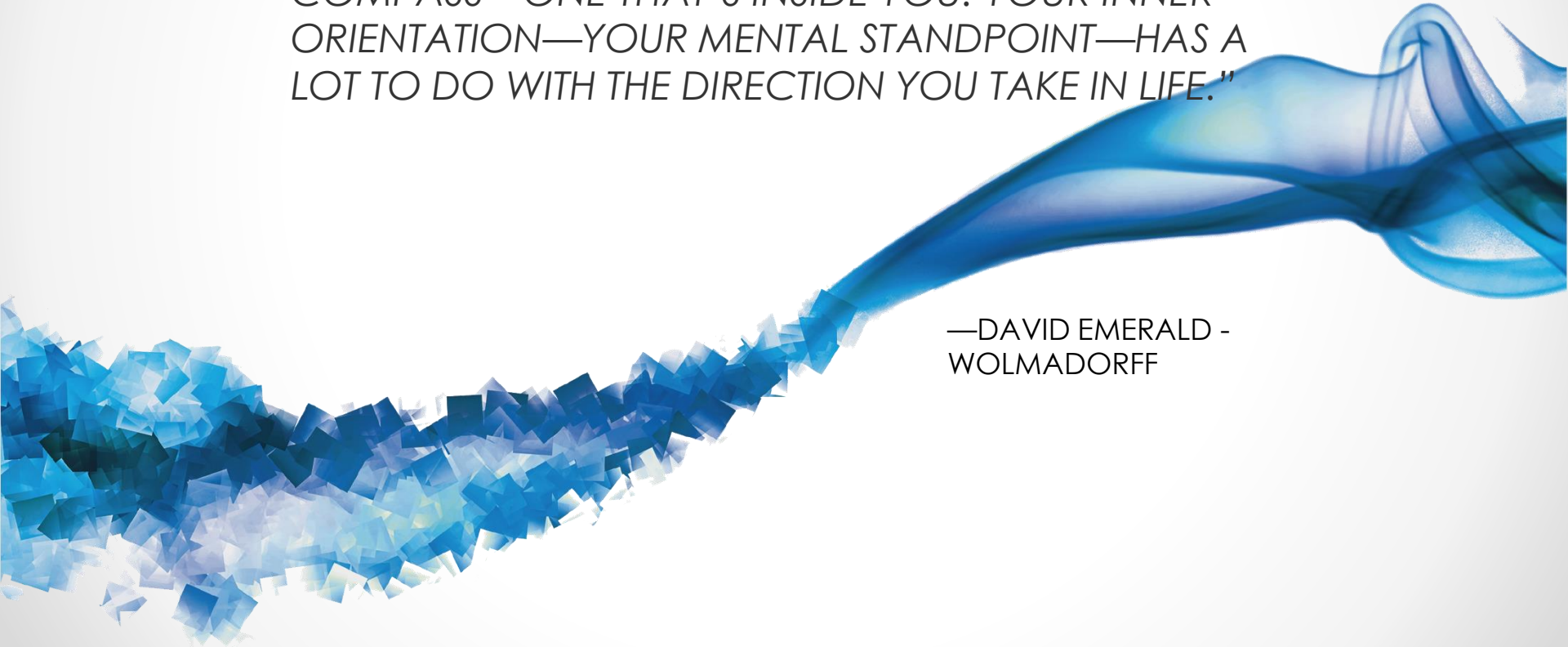
- Revisit some of the previous information to put it into context of wider leadership
- Develop our understanding of team dynamics
- Consider our focus as leaders
- Look at managing change
- Look at effective delegation



The 3 Vital Questions

1. Where are you putting your *focus*?
 - Are you focused on problems, or on the outcomes for the child?
2. How are you *relating*?
 - How are relating to others, your experience, and yourself?
 - Are you producing or perpetuating drama - being driven by anxiety, or **are you empowering others and yourself** to be more resourceful, resilient and innovative?
3. What *actions* are you taking?
 - Are you **merely reacting** to the problems of the moment or **taking creative action** (including problem-solving) in service to outcomes?



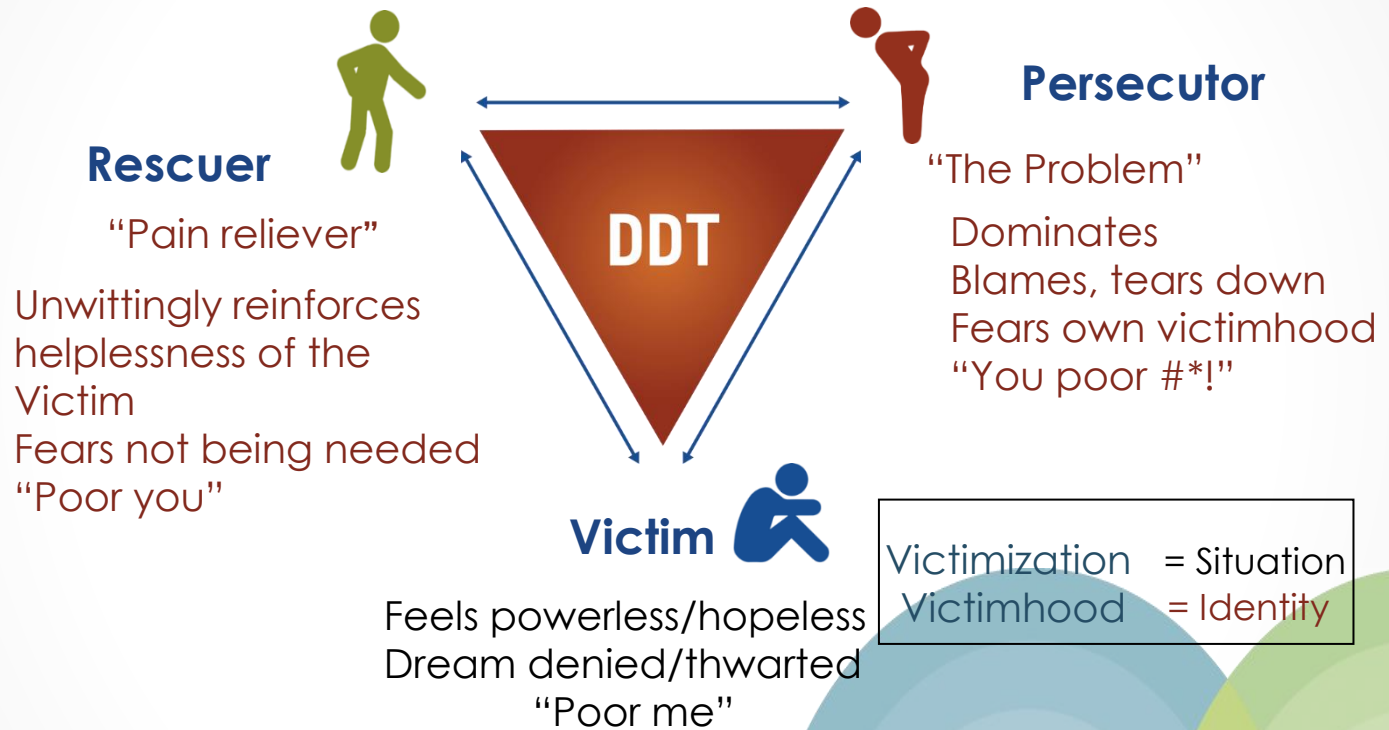


“WHAT YOU FOCUS ON CAN BE CALLED AN ORIENTATION. AN ORIENTATION WORKS LIKE A COMPASS—ONE THAT’S INSIDE YOU. YOUR INNER ORIENTATION—YOUR MENTAL STANDPOINT—HAS A LOT TO DO WITH THE DIRECTION YOU TAKE IN LIFE.”

—DAVID EMERALD -
WOLMADORFF

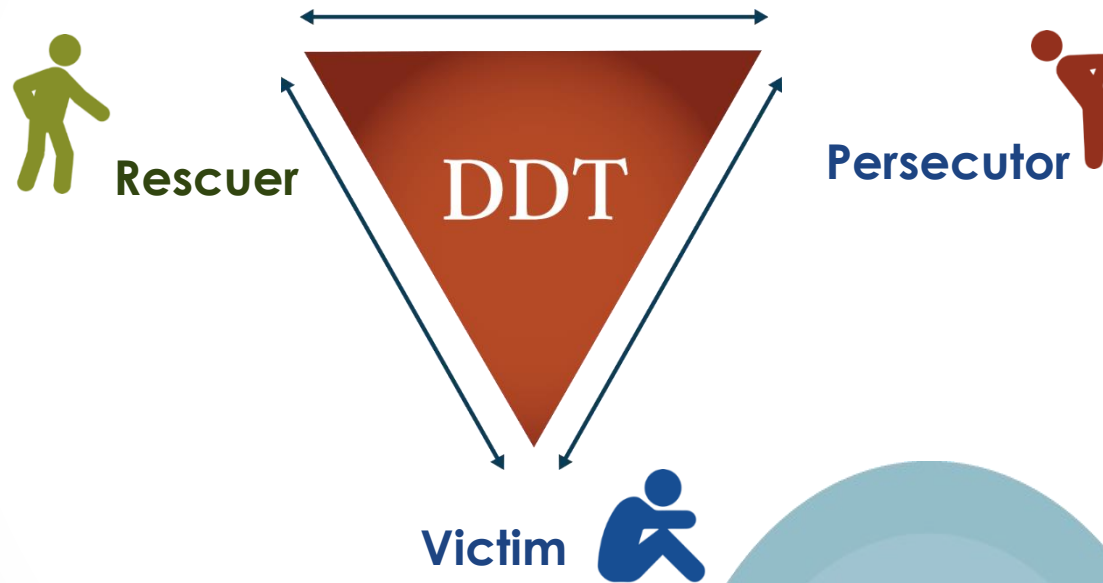


THE "DREADED" DRAMA TRIANGLE



Based on the Karpman Drama Triangle by Dr. Stephen Karpman.

THE DDT WITHIN: anxiety driven...



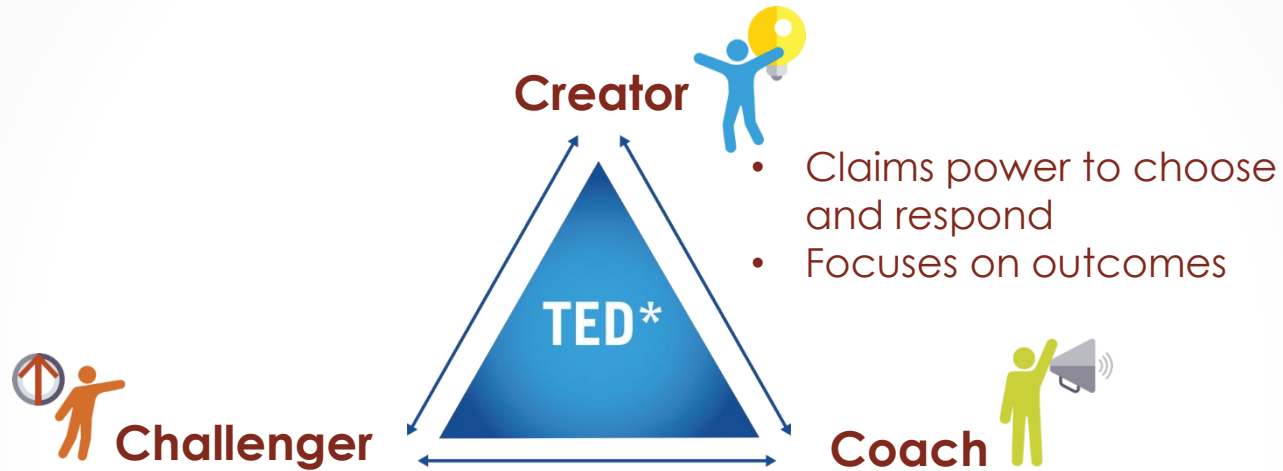
WHERE ARE YOU PUTTING YOUR FOCUS

“Everything can be taken from a man but one thing: the last of the human freedoms – to choose one’s attitude in any given set of circumstances, to choose one’s own way.”

VICTOR FRANKL: MANS SEARCH FOR MEANING



TED* (THE EMPOWERMENT DYNAMIC)®



- Calls forth learning and growth
- Provokes/evokes action
- Conscious/constructive
- Unconscious/deconstructive

- Supports and assists
- Facilitates clarity by asking questions
- Listens deeply with curiosity

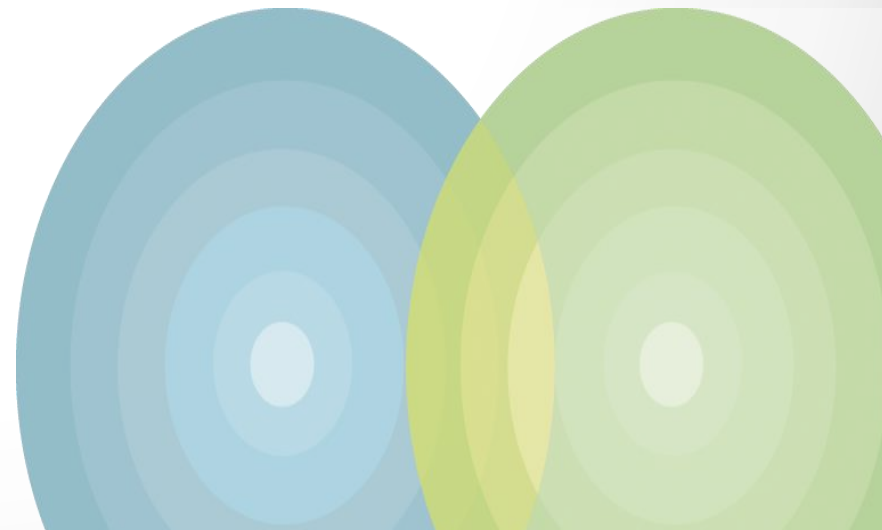
Harnessing Dynamic Tension

Dynamic Tension – ANXIETY - is both a concept that describes the forward moving energy of TED, and a planning structure that supports taking generative action steps that harness your anxiety in a positive way....

What is your anxiety/heightened stress telling you?

What will you do about it?

- What do you want?
- What do you have?
- What's next?



Small groups...

- How much drama and anxiety is there in your workplace?
- How can this model help you to understand it or to focus more clearly on what you want and what you can do?



Understanding teams...how do you define teamwork? What do you value about working in a team?

What makes it a team? Who is in and who is out? What are the positives? What are the challenges? 15 minutes

BREAK

10 mins

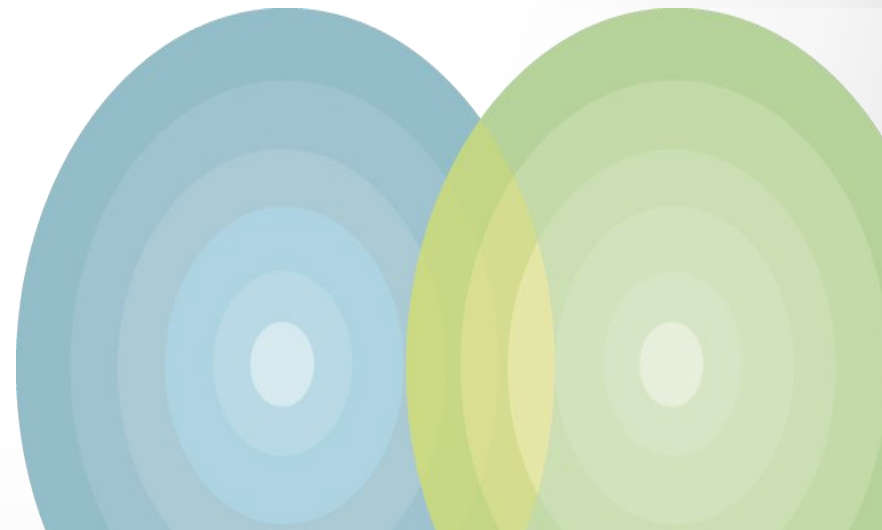
Definition of a 'team'

- A team is a **small group** of people with **complementary skills and abilities** who are committed to a **common purpose, performance goal and approach** for which **they are mutually accountable**.
- – from *The Wisdom of Teams*, by Jon R Katzenbach and Douglas K Smith.
-



Definition of a team?

- When a group of people work together cohesively, towards a common goal, creating a positive working atmosphere, and supporting each other to combine individual strengths to enhance team performance.



Seven Defining Factors of a team:

Team members:

- Share a common goal and approach.
- Are small in number.
- Work together.
- Are mutually accountable for delivering the TEAM goals.
- Are interdependent; possess complementary skills and abilities.
- Interact; the quality of interaction will have a direct bearing on results.
- Include collaboration/partnership with other team members as a core responsibility.

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Geese can teach us a lot about
teamwork!



Tuckman's stages of group development

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



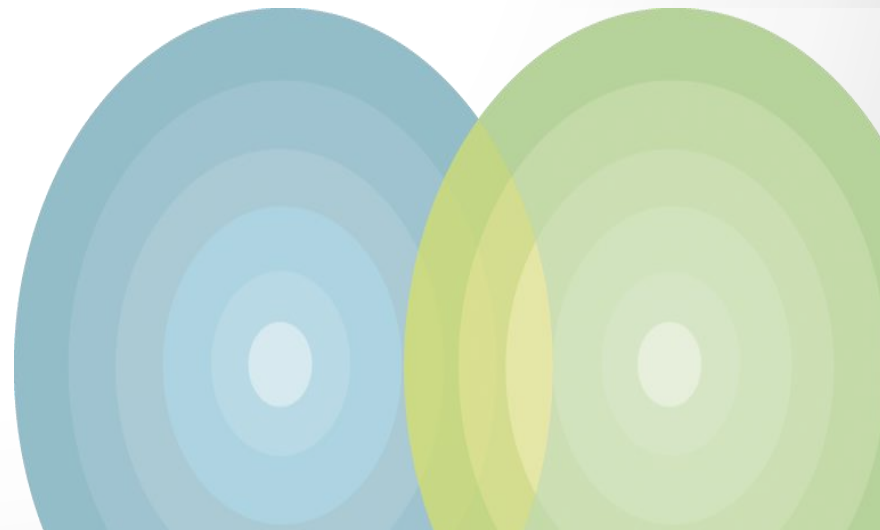
Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.



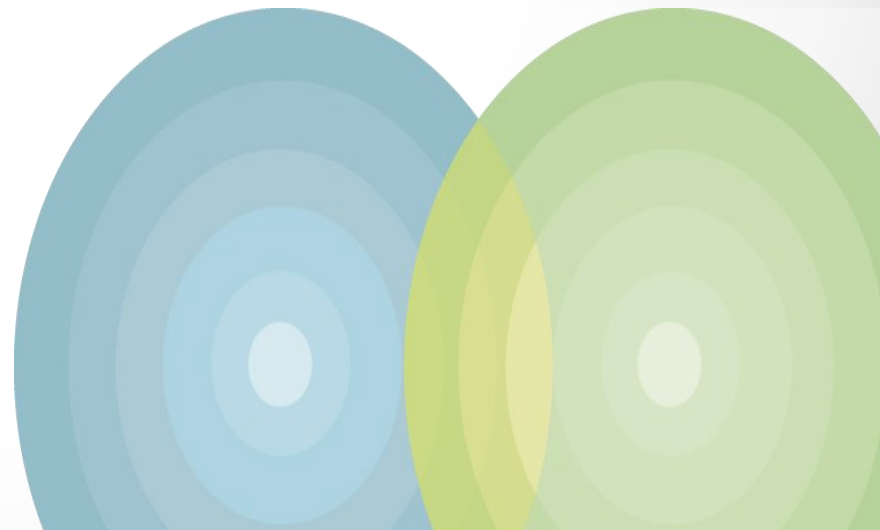
Tuckman's Stages of Team Development

- At what stage is your team currently working?
- What are the challenges of that?
- How might you manage delegation at each stage?



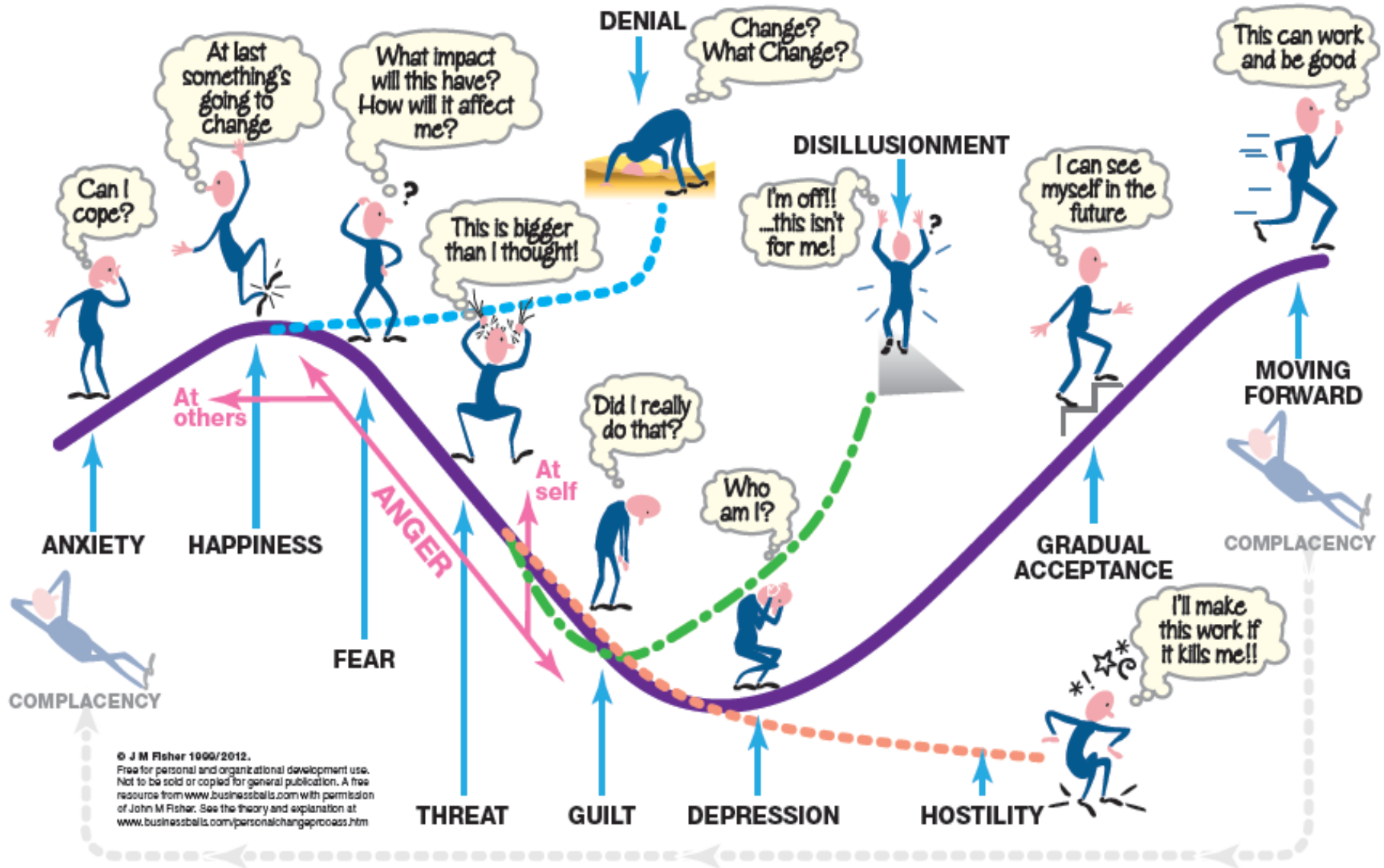
Whole group discussion

- How do you individually deal with change?
- How as a leader do you encourage others to deal with change?



The Process of Transition - John Fisher, 2012

(Fisher's Personal Transition Curve)



Change in your team...

- Your 'step up' into the manager role – what impact will that have on the team 'stage'?
- How will you manage colleagues?
- Children and young people?

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Summary....

- Teams are constantly changing as are you!
- All change involves loss
- Feelings of loss and anxiety need to be acknowledged and managed proactively
- Communication, engagement, and information are key at all stages

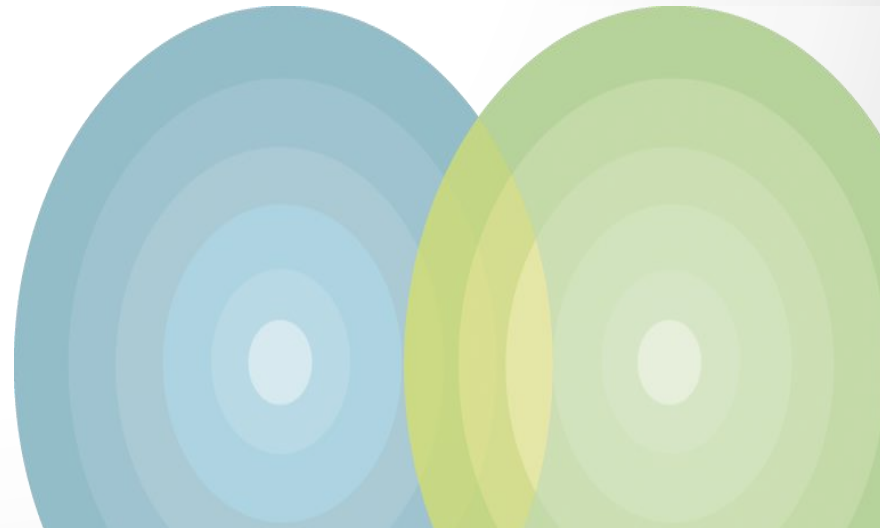


Lunch BREAK

30 minutes

Who knows their sweeties?

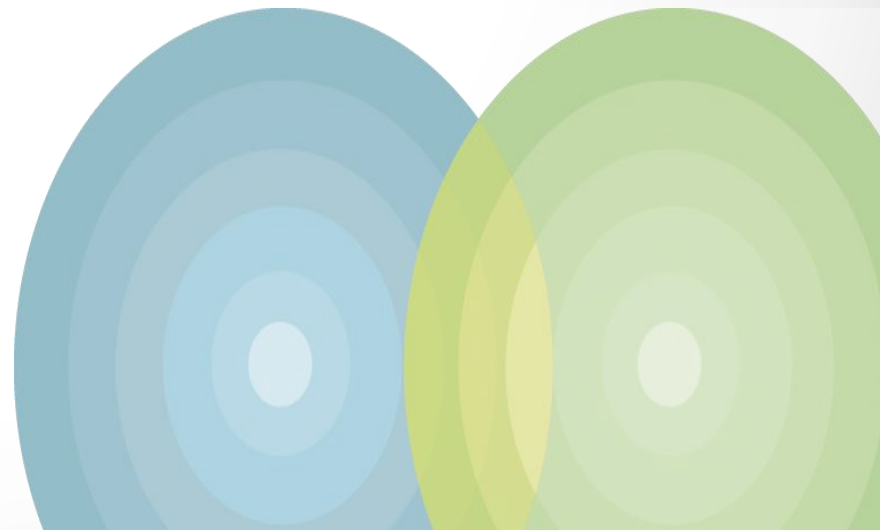
- Listen to the clue and answer in the chat.



Values

Where do your values sit with you as a leader?

How do they interact with your organization's values?

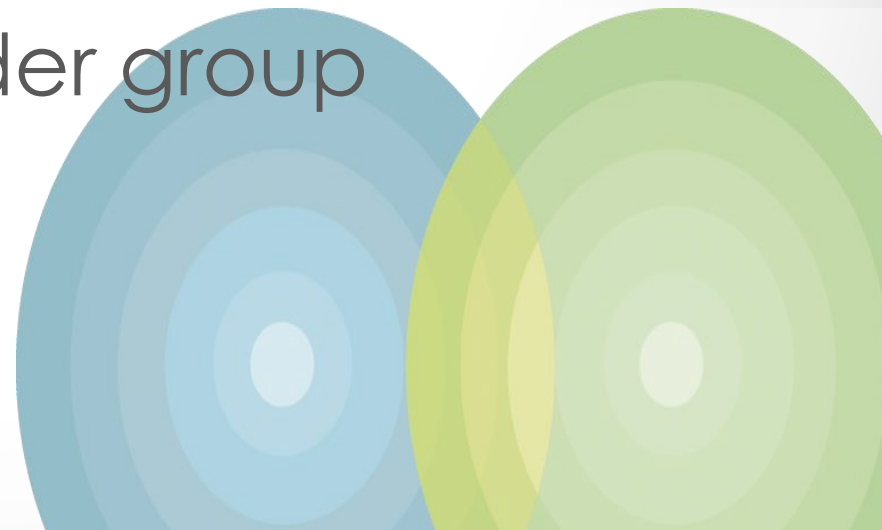


What makes a good leader?

- In groups – please consider what you think makes a good leader. Consider those you have had in the past, both good and not so good.

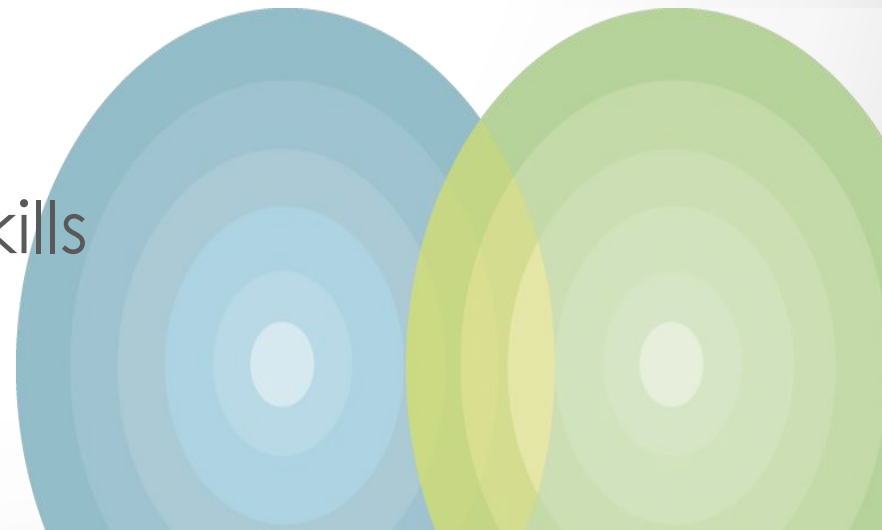
- Feedback to the wider group

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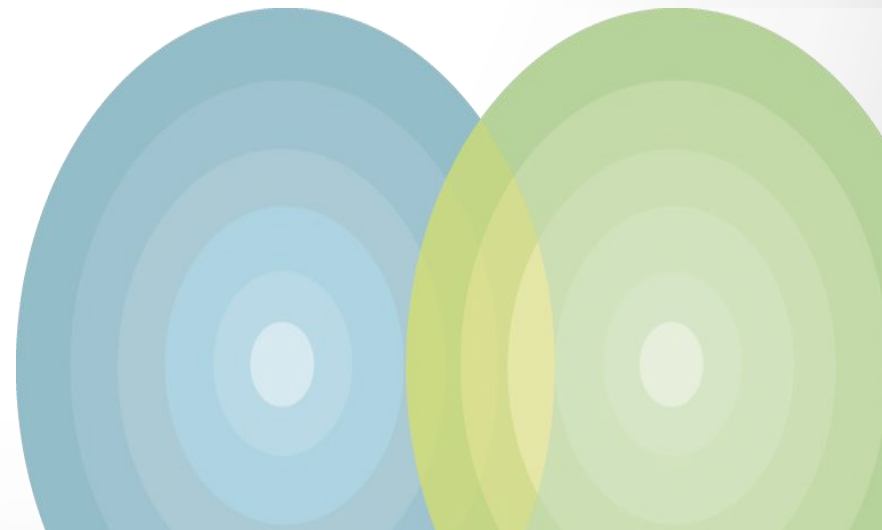
What makes a good leader?

- Empathy
- Confidence with self awareness
- Delegation
- Respect
- Emotional intelligence
- Integrity and values
- Accountability
- Resilience
- Transparency
- Good communication skills
- Empower others
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Effective Delegation?

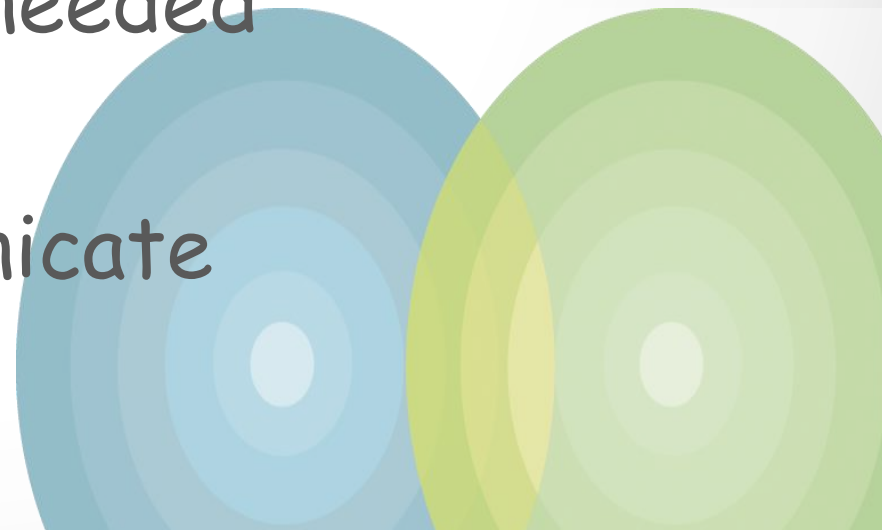
- In pairs think of a situation when you delegated an important task to someone, or it was delegated to you by your manager :
 - What went well?
 - What went less well?
 - What did you learn?



Steps to effective delegation

1. Define the task
2. Select the individual or team
3. Assess ability or development needs
4. Explain why
5. State the required results
6. Consider resources needed
7. Agree the deadlines
8. Support and Communicate

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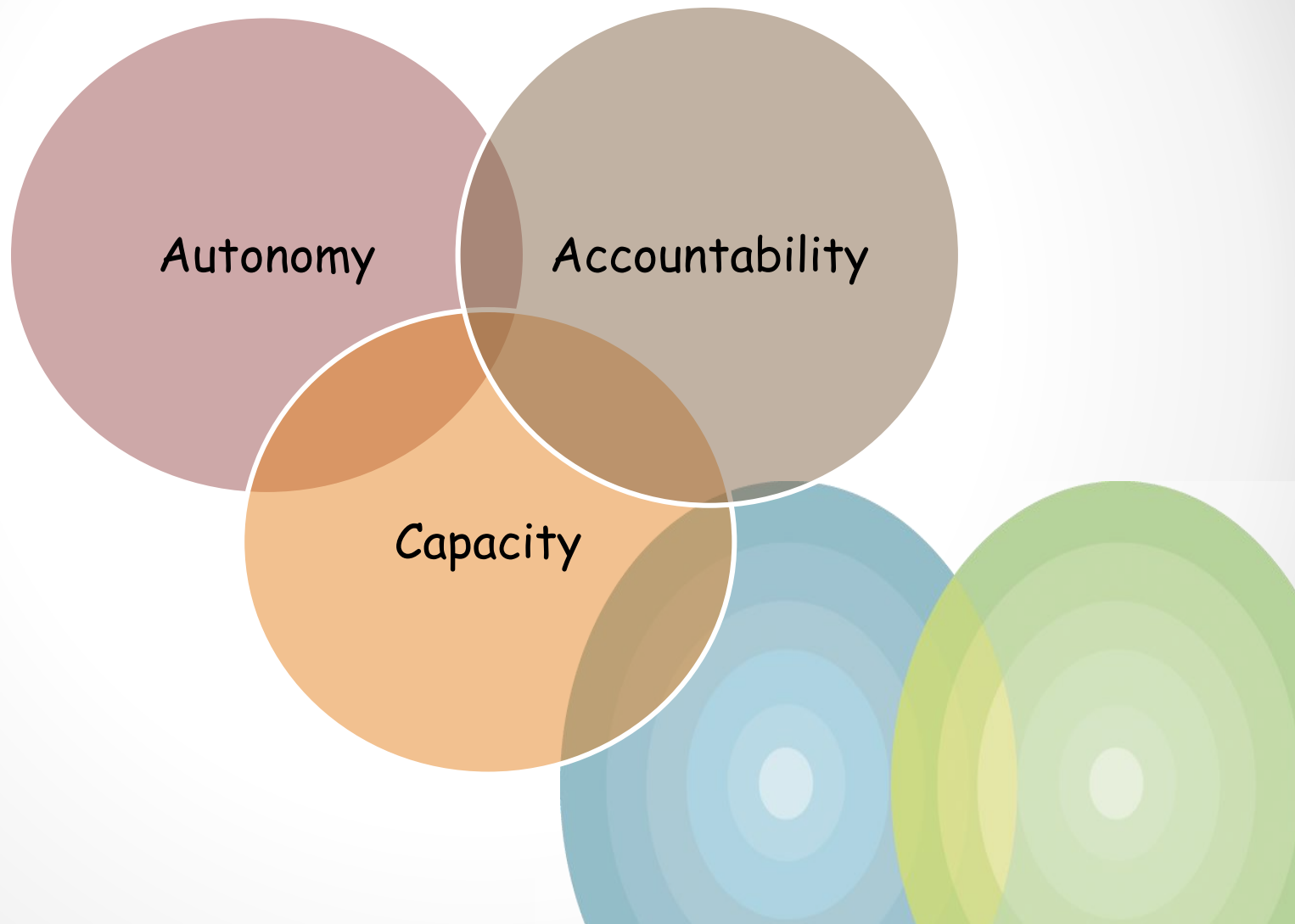
Delegation vs Distributed Leadership

“ Leaders don't create followers , they create more leaders”

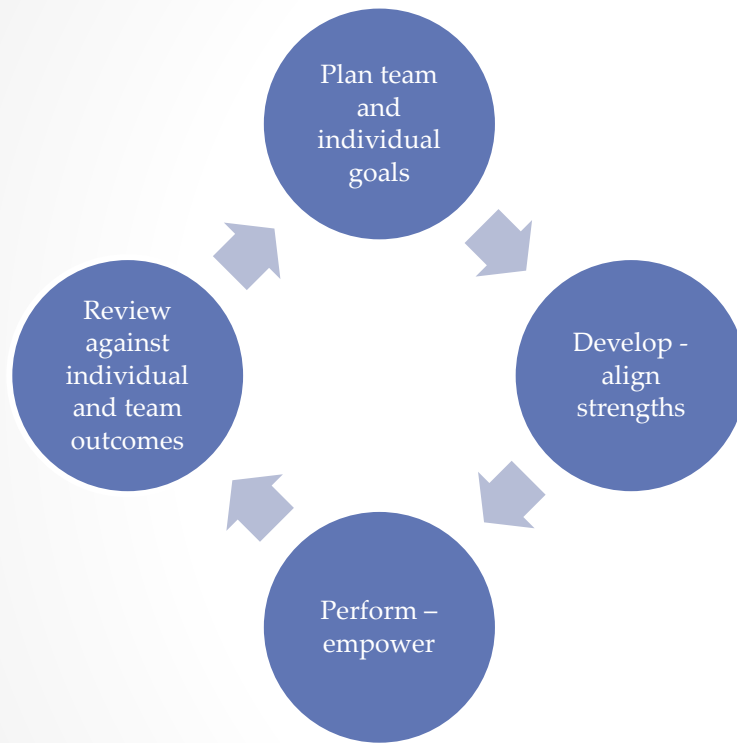
Tom Peters - In Search of Excellence

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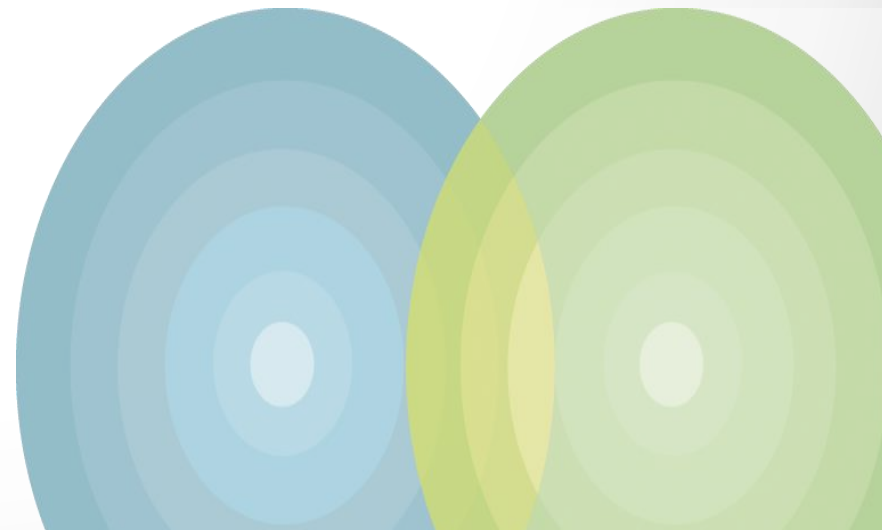
Distributed Leadership



Distribute leadership and manage performance



- Cultivate your **goal setting** skills
 - Improve your **action planning**
 - Develop your **coaching** skills
 - Provide **feedback**
 - Assess performance**
- FOCUS and STYLE** – seek and use feedback



RACI Chart

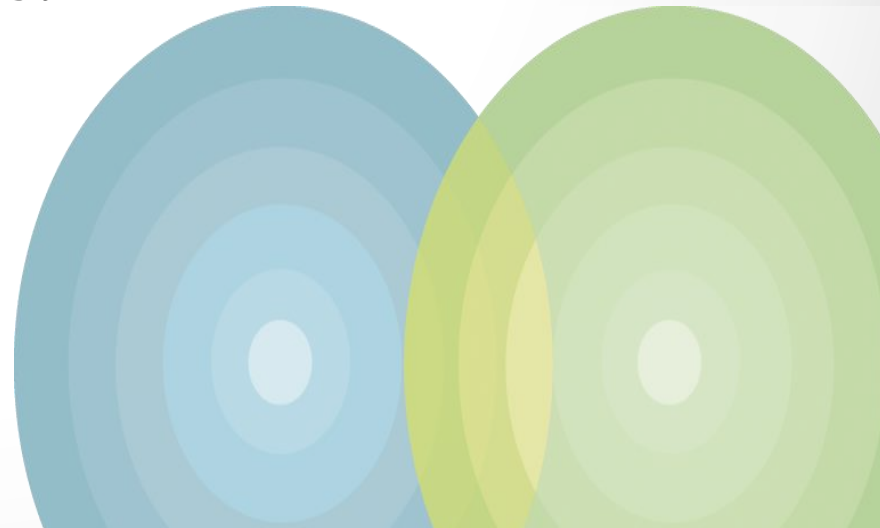
	Project Manager	Strategist	Designer	Front End Developer	Back end Developer
Design sitemap	C	R	A	I	I
Design wireframes	C	A	R	I	I
Create style guide	A	C	R	C	I
Code templates	A	I	C	R	C

R = Responsible A = Accountable C = Consulted I = Informed

'How do I help others perform?...."

President Harry Truman:

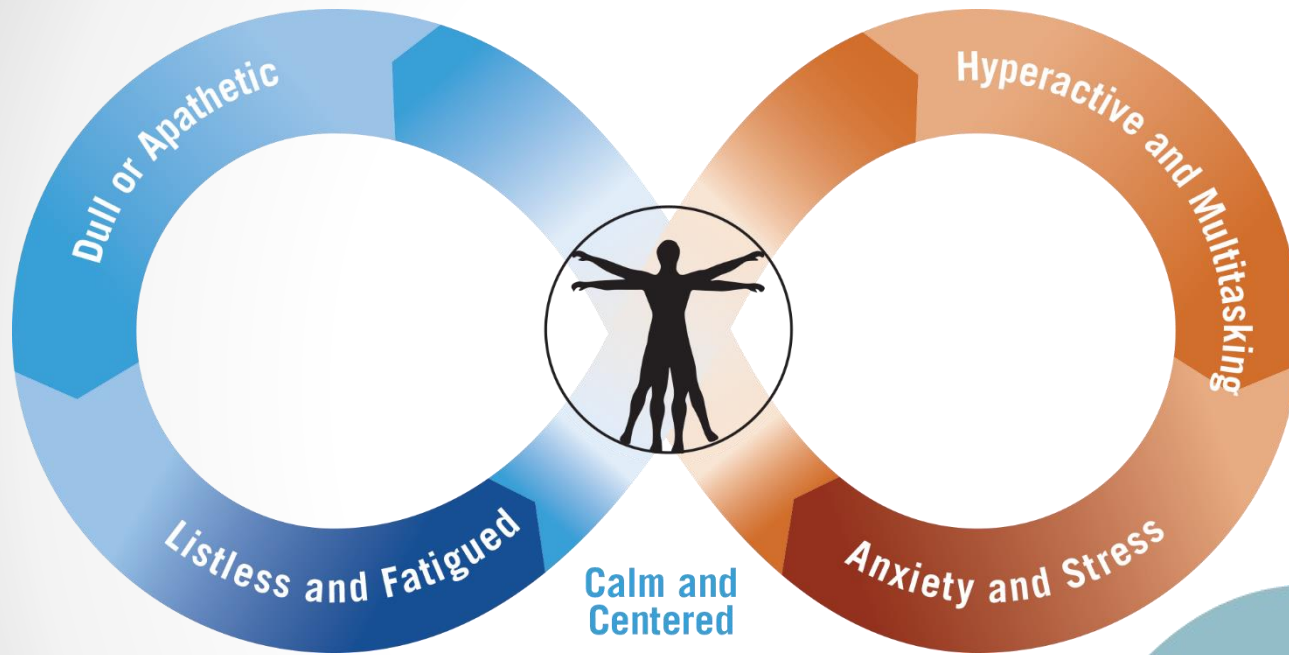
'It is incredible what you can achieve if you don't mind who gets the credit"



Delegation vs distributed leadership



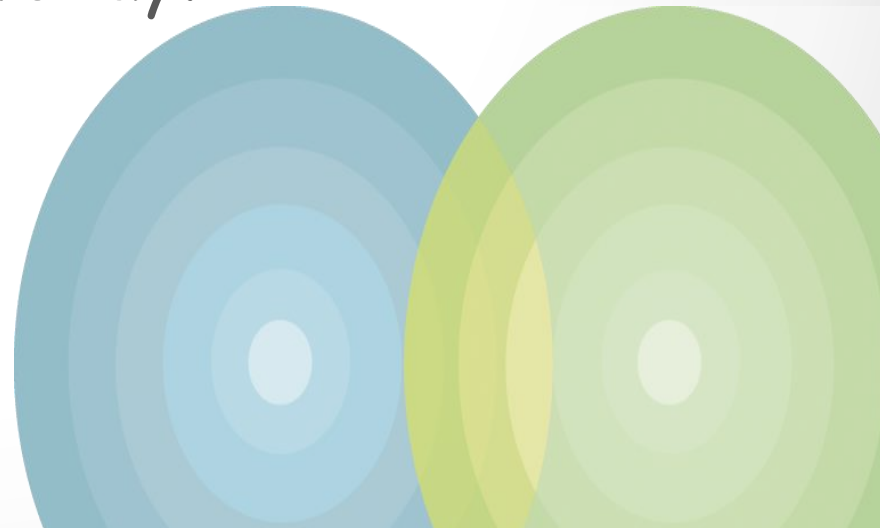
TED* Pause Practice



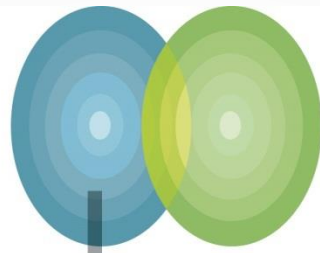
1. Pause
2. Ground
3. Center
4. Choose

Questions

- Thank you for participating today
- Can you please tell the group one thing that you will take away from today?



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dialogue



finish