

Friday's Naked Coaching Club webinar proved to be highly informative and engaging, covering six key themes essential for achieving high performance and navigating organisational challenges across the remainder of 2023 and beyond.

The discussions delved into barriers to high performance, such as the use of fear, force, and overreliance on facts. Damian shared strategies on maintaining culture during periods of growth, including analysing past successes, defining trademark behaviours, and fostering a psychologically safe environment.

He also provided insights on motivating teams in challenging markets by focusing on intrinsic factors, addressing human needs, and nurturing relationships. We've compressed all of these wonderful insights into a four minute read which you will find below.

### **Theme 1: Setting the scene with High Performance**

The first theme discussed was focused on setting the scene with high performance. The following insights were shared regarding the most common barriers to high performance for individuals and teams

#### **Damian's 3x F's:**

- **Fear:** Driving behaviour through threats and negative consequences of failure. This approach reduces perspective, promotes reactive rather than proactive behaviour, and may yield short-term impact but is not sustainable.
- **Force:** Driving behaviour through the exertion of power or authority. When leaders are not present, people may only "act up" temporarily to please the leader, ignoring what is happening when the leader is not in the room.
- **Facts:** Driving behaviour through evidence-based reasoning only. Without a compelling reason or purpose for high-performance behaviours, individuals are less likely to be motivated and take others along with them.

#### **Additional material:**

High Performance Podcast with Johanna Konta, Episode #79.

High Performance Podcast with Pippa Grange, Episode #103 ("See, Face, Replace").

### **Theme 2: Navigating 'Growing pains'**

The second theme explored how to maintain your original culture while adapting and evolving it as teams or businesses enter a high-growth phase. The key advice Damian shared was:

- Growth in scale and staff numbers weakens relationships and makes maintaining the original culture more challenging (according to Dunbar's Law connections weaken beyond 160 people).
- Success leaves clues: Analyse past successes and identify the behaviours within your control that contributed to those successes, then repeat them.
- Define your 'Trademark behaviours': These are the behaviours that helped deliver previous successes.
- Create a psychologically safe environment to harness ideas, proactivity, and innovation.
- Build confidence based on evidence that you have already achieved success.
- Embed the Trademark behaviours into the business by aligning hiring, rewarding, and exiting practices with them.
- A tip to establish psychological safety quickly: Leaders can demonstrate humility by admitting fallibility and failures, creating a culture that encourages innovation and risk-taking without fear. An example provided was Southwest Airlines' "Eat Crow Wall."

### **Theme 3: Enabling Empowerment - the 'stepping up' challenge**

In the third theme Damian addressed the challenge of shifting away from a parent-child "seek approval" culture towards a culture of upward communication and more autonomy throughout the organisation.

To answer this question Damian suggested creating a common language that enables commentary on "legacy behaviours" without it being personal. For example, using concepts like "Red/Blue brain thinking" or the "Chimp Paradox" to explain rational versus emotional responses.

#### **Ensuring leadership focuses on the 3 A's:**

- **Aspiration:** Create a sense of purpose and establish the "why."
- **Ambition:** Set clear time-based goals.
- **Action:** Define immediate next steps.

It was noted that leaders often focus too much on action without devoting enough time to being clear about goals and ambitions.

To accelerate behavioural change, he recommended identifying simple and low-resistance areas where changes can be made that are both easily understood and implemented. These initial changes can serve as a starting point and gradually expanded to encompass other areas over time.

#### **Theme 4: Balancing healthy culture vs holding people to account**

The fourth theme addressed the challenge of balancing a healthy culture whilst maintaining strong accountability. Here Damian chose to focus on feedback:

**Feedback as a key tool:** Feedback plays a crucial role in achieving a balance between a healthy culture and accountability. Damian emphasised that a people first culture can coexist with high performance culture, and feedback serves as a valuable tool to achieve this balance. Two approaches to giving feedback were highlighted:

- **Disagreeable giver of feedback:** This approach emphasises that feedback is about the recipient's benefit and growth, rather than the giver's personal agenda.
- **Agreeable giver of feedback:** This approach focuses on communicating high expectations and expressing confidence in the individual's ability to meet them.

#### **Examples of feedback practices in successful organisations:**

- **SAS:** Debrief sessions without hierarchy, using the "Start, Stop, Continue" framework.
- **Google:** "Speedback" sessions where colleagues pair up after meetings to provide feedback on what they appreciated and what they would like to see more of.
- **Regular 360° Feedback:** Less formal feedback sessions that concentrate on behaviours.

#### **Theme 5: Selecting the best 'next step' from the status quo**

The fifth theme focused on decision-making when determining the next best step during both negative and positive scenarios.

**Negative scenario:** The advice provided for someone taking over a poorly managed department with low morale was to break the preconceptions of negativity by rigorously examining past periods of positive success and change. This analysis should identify what can be done differently within the individual's control to repeat those successes and seek evidence to foster a positive sentiment.

**Positive scenario:** When everything is going well and no immediate changes are required, teams or individuals can be motivated to initiate change by capturing and celebrating what is working well. Additionally, external forces and aspects that are unlikely to change can be identified and used as a foundation for initiating further positive change.

The focus of this theme was to leverage past successes or existing strengths to determine the best next steps.

#### **Theme 6: Motivating staff vs incentives that are hard to achieve**

The final theme tackled the challenge of motivating teams in a challenging market when traditional extrinsic motivating factors, such as commissions and bonuses, are difficult to attain. Damian suggested tapping into the 3Rs to bring intrinsic motivation to the fore.

**Relationships:** Building strong relationships is essential for understanding intrinsic motivational factors. It involves establishing trust, effective communication, and empathetic connections with individuals and teams.

**Reframe:** Reframing is the process of changing the way we perceive or interpret a situation. By shifting our mindset and looking at challenges from different perspectives, we can find new solutions, opportunities, and approaches to overcome obstacles.

**Repeat:** This refers to the concept of repetition and consistency in our actions and behaviours. By consistently applying successful strategies, behaviours, and habits, we increase the likelihood of achieving positive outcomes and continuous improvement.

### **Using Menti for peer to peer learning**

At the core of the Naked Coaching Club is peer to peer sharing and learning on the webinar topic. At the end of the webinar, we posed four questions to elicit that learning and the top themes for each are outlined below ranked by popularity. The raw outputs are included in the Appendices for those interested!

#### **Q1. What is your ONE take out from today, that you will consider implementing immediately?**

- The role of feedback
- Asking better questions
- 3 F's (Fear, Force, Facts)
- Success leaves clues
- Intrinsic motivation

#### **Q2. Based on your own experience, what is your top tip to share with others on today's topic?**

- Role modelling as a leader, including mistakes and vulnerabilities
- The importance of effective feedback
- Success leaves clues
- Listening and learning together
- Making time for individual connection

#### **Q3. In a short phrase, what is your biggest 'opportunity' to unlock high performance culture for the rest of 2023?**

- Team connection and learning
- Empowerment, autonomy and accountability
- Evolve a high performance culture
- Improve psychological safety
- Lead with purpose

#### **Q4. Please complete this sentence: The most helpful discussion topic to focus a smaller, 'round table' NCC event around would be...?**

- Modern leadership, particularly in the hybrid world
- Effective feedback
- Building and maintaining a high performance culture examples

### **Appendices**

#### **Q1. What is your ONE take out from today, that you will consider implementing immediately?**

##### **The role of feedback**

- I have use for 'disagreeable taker'/ 'disagreeable giver'
- Importance of feedback to help create high performance
- I'd like to read Radical Candor
- Speedback
- Short and regular feedback
- Give feedback on a constant, ongoing basis to normalise providing this and make it easier to have tougher conversations
- Radical Candor - Care personally, Challenge directly
- The positive framing of the feedback session and being able to start the conversation as a collaborative and safe move forward
- Radical Candor
- Feedback
- The 19 words...love that
- Communication in high standards

- Increasing the frequency of feedback to my team both positive and constructive

#### Asking better questions

- Ask better quality questions
- Ask better questions
- Using good questions
- Better questions drive better answers
- Better Qs
- Asking better quality questions to ensure a sense of value and belonging – motivation
- Teach to ask better questions
- Last 4 questions from Hector Bellerin for someone underperforming who attended a trade show. Did you enjoy it, etc

#### 3 F's (Fear, Force, Facts)

- Common barriers - 4 Fs. Letting managers know that not just Facts are needed, create a compelling story
- The three F's as a method to motivate the team
- I found the three Fs stimulating. I'm probably guilty of using Facts sometimes without the narrative over them leading to a goal or aspiration
- 3 x f's (plus the 4th)!
- Will rethink the 3 F and act
- Narratives are more important than facts
- Stop focusing on burning platforms - give people something positive to run towards

#### Success leaves clues

- Success leaves clues
- Success leaves clues: Review what WE did when we were performing at our best
- Success leaves clues
- Success leaves clues
- Success leaves clues
- Confidence being built upon evidence, focus on behaviours that have brought successes so far

#### Intrinsic motivation

- Intrinsic motivation
- Intrinsic rewards for sales
- The 3 intrinsic motivating factors
- The importance of giving staff a sense of control, belonging and value
- In a massively changing environment, focus with my team on what will be staying the same rather than panicking about what is changing

#### 3 A's (Action, Ambition, Aspiration)

- Action, ambition and aspiration - don't talk big and act small
- Provoke my leadership team on 3a's
- Use the Aspiration Ambition Action framework for goal setting in my team
- Blue and red behaviour

#### Team related

- I need to start doing more of this stuff!
- Loved the smell of fresh paint on the wall story - such a great message. Will remember that in working with the team.
- How I can better develop my direct reports to then better myself
- Taking this message back to team

### Misc.

- Creating balance between team members is a collaborative process, so coaching people to coach each other is crucial
- Remember evolution takes time and keep focusing on the human and emotional factors
- See Face Replace
- Creating a high performance culture
- Love the phrase to continue and evolve culture
- That short forms representing easy but powerful frameworks are great

### Q2. Based on your own experience, what is your top tip to share with others on today's topic?

#### Role modelling as a leader including mistakes and vulnerabilities

- Especially in challenging times, normalise imposter syndrome for your teams and admit your own.
- Vulnerability of leaders
- Check out the CFO - The Chief Failure Officer - Paul Iske - he has a great TED talk on how to fail gracefully
- Showing failures as a leader really does make a difference and allows others to open up more
- The important of sharing mistakes
- Own up to your own mistakes to encourage others to do the same.
- Be as transparent as you can
- Humility as a leader, holding hand up
- Role model behaviours especially through challenging times, in fact most importantly through the challenging times
- Build psychological safety by showing your own vulnerability
- Celebrate mistakes!
- Psychological fallibility is really powerful
- Sharing these insights from books and podcasts and webinars adds factual confidence to your leadership

#### Importance of effective feedback

- There's a big difference between being nice and being kind. Be kind in how you lead and open - 2 way. Radical Candor unlocks this
- Feedback culture
- Don't use Kim Scott's work alone!
- Make time for better feedback
- We use a feedback tool called PeakOn. We use it every 6 weeks to get the pulse of the business. Great for learning culture
- Speedback - carve some time every meeting to get the culture of feedback involved for all
- Cultivate an environment to encourage succinct peer to peer feedback
- Always take time to reflect before taking or giving feedback
- Feedback culture is sooo important

#### Success leaves clues

- Focus on the behaviours that capture what you are like when you are at your best
- Success leaves clues as a framework to build on success
- Reinforcing stories of success support broader behavioural change
- Book out time to reflect and capture successes and examples of high performance culture or it won't happen
- Opening some of the questions around underperformance, starting with what went well 'success leave clues' and where has this process not been implemented. How do we support them to recreate this!
- Sharing success and failure is listening to help learn
- Profound change can come from simple frameworks. Simple doesn't mean simplistic...

#### Listening and learning together

- In tough times ... get team to focus on the controllables (vs worry about things you can't control) ... great enabler

- Change is difficult, asking 'what has to happen to make that happen?' to those requesting those changes
- Questions are crucial, but so is listening to what people actually say rather than what you expect them to say
- De-brief sessions - the good the bad and the ugly. Joint learning experience
- In terms of Healthy Culture Vs holding to account. I've always encouraged people to "Swallow the Frog". - do the hard things early and then everything else is easier
- Supporting staff and supporting decisions good or bad drives the best culture
- Listen before giving advice, make sure you hear what is being asked

#### **Make time for individual connection**

- When applying any of the tips that we heard about today or in other forums, make sure to be selective on which approach to use with which team member - not all going to work in same way with everyone
- Find out what is going on in people's lives. Respond to that before diving into all the work stuff
- Be human first!
- Don't assume that everyone is thinking the same thing- you don't know what you don't know!
- Make sure people have ownership of what they are doing - don't be tempted by the parent child relationship

#### **Misc.**

- I've always been an advocate of this but not everyone agrees
- Conte's story about letting go of stress
- Sales is measured in outcomes, targets, activity levels etc. I think behaviour and the 'how' along with the performance element of quality of engagement with customer is key

#### **Q3. In a short phrase, what is your biggest 'opportunity' to unlock high performance culture for the rest of 2023?**

##### **Team connection and learning**

- Unifying team in changing environment
- Better Together Days
- Togetherness
- Group learning, don't learn silos
- Promoting connection
- Invite external feedback from the system to broaden understanding of what high performance looks like
- Success leaves clues
- End of quarter reviews
- Cascade this knowledge, piece by piece in a manageable way. I will be starting with creating more listening space, promoting psychological safety and framing better questions
- Take some time to pause and review. We're not yet building that in enough
- Repeat what's going well
- Consistency

##### **Empowerment, autonomy & accountability**

- Give people more control
- Give team more ownership
- Empower the team!
- Autonomy. Allow people to perform when you're not in the room
- Giving ownership and accountability to all
- Empowering our middle managers
- Move away from the parent/child relationship with the biz that our department traditionally would have.
- Enables accountability
- Empowering teams
- Turning the leadership transition pyramid upside down to empower and cultivate great leadership qualities throughout the team

### **Evolve a high performance culture**

- Positive culture
- Tips for managing an already high performing team
- Stop talking about a high performance culture as if we have it in our company! Drive competence around \*real\* high performance across leaders and managers
- Using coaching to build a successful team
- Scaled culture of a high performance mindset
- Hire Archipelocoaching!!!

### **Improve psychological safety**

- Making it ok to fail as long as you learn from your mistakes
- Promoting psychological safety
- Psychological safety
- Promote safety
- Improve psychological safety
- Regular discussion sessions, open forum

### **Lead with purpose**

- Shift some focus away from action towards aspiration
- Only doing work that's meaningful and makes a difference
- All on the same vision
- Create alignment with my team by clearly communicating how we win as an organisation
- Show the benefits and connect to their capabilities
- Drive performance through purpose

### **Communicate the benefits of change**

- Removing the fear
- Going to try and remove those 3F barriers
- Seeing opportunity in change
- Having the wider team believe that change can deliver better results rather than holding on to the legacy ways of working
- I asked question #3 as we have new leadership. So, I think it's working towards this, and trying to reduce my personal resistance to ease change

### **Better feedback culture**

- Creating a safe Feedback culture
- More timely and credible feedback. Need to develop a coaching culture
- Be brave with feedback
- Better more open, more direct feedback across the firm

### **Understand intrinsic motivation**

- Having greater awareness of team members intrinsic motivations and creating more time to find out
- Reassert our cultural values and reinforce intrinsic motivation

### **Misc.**

- Cloning 🤖
- Supporting through the financial crisis. We are looking at small things we can add to benefit people over and above salaries

**Q4. Please complete this sentence: The most helpful discussion topic to focus a smaller, 'round table style' NCC event around would be .....**

### **Modern leadership particularly in the hybrid world**



- Leadership in a hybrid working world
- Lessons in modern leadership
- Nurturing culture in a hybrid working world
- Hybrid working... fully benefiting from the pros, and minimising cons
- Hybrid leadership skills
- Management of developments of team and staff in a WFH culture, particularly for new starters
- Managing remotely - building trust within team to prevent micromanaging
- New ways of working in flexible working and digital teams
- Remote management
- Leading change amongst a team with a fixed mindset
- Self-Awareness for those new to people leadership
- Digging deeper in asking great questions
- How best to choose the most impactful areas discussed on sessions like today and how to consistently implement them rather than just having a head full of ideas

#### **Effective feedback**

- Giving feedback
- Feedback and how to land/receive feedback
- Radical Candor tips
- How to deliver feedback for leaders...
- Effective feedback
- How to deliver feedback effectively
- Radical Candor
- Feedback
- Feedback
- How to introduce a feedback culture in a business that isn't doing it currently
- Focus on behaviour not personality
- Team Conversations that drive performance

#### **Building and maintaining a high performance culture - case study**

- Practical example of embedding culture and driving change
- Embedding a high performance culture
- I'd like to get to understand how to start the journey with all levels when the persons central belief is that culture doesn't matter
- Building a company's non-negotiable behaviours
- Maintaining culture through hyper growth
- Maintaining high performance
- Driving culture across a dispersed workforce

#### **Creating belonging**

- Creating a culture of belonging
- Inclusion and Connectivity in an ever changing work environment
- Creating belonging

#### **Intrinsic motivation**

- Intrinsic Motivation
- Intrinsic Motivation

#### **Responsibility and accountability**

- Fault versus responsibility
- Holding our bosses to account

**Other ideas**

- What principles stay the same ... and what needs to evolve
- Book club approach - read a book together in advance and review. Will make me take time for own development
- Talent management and how to support individual growth
- Promoting resilience