Closing the gap in Team Performance...

**EVOLVING TOP TEAM RELATIONSHIP A**
Senior managers brought together by necessity to create something bigger than the sum of the parts. Unstable, insubstantial, relationship foundation. All focus and effort is on the result – building the business (of course). Not much work, focus or resource on building and strengthening the relationship that holds it all up and together. Average levels of mutual understanding, trust, respect, listening, and ability to master and leverage contention. Can take far too much energy to get things done. Self preservation and ‘being right’ drives behaviour. Ceiling reached.

**MATURE TOP TEAM RELATIONSHIP B**
The relationship has a solid foundation. It can weather the storms that real evolving relationships bring. High levels of trust, listening and commitment to each others commitments. Stuff gets done. Setbacks got over with little energy expended. Powerful, straight, direct, well intentioned conversations rule. Vulnerability and humility are recognised as virtues. Conversations have strategic depth and impact.

The Relationship Foundation depth determines the scale of what can be built...

"Paul helped me and my business on a number of occasions as coach and facilitator, and always got the results we needed. If you want to get great performance from individuals or teams, without any drama, Paul is your man. Many of his lessons remain with me today.
Richard Butterfield, Business Improvement Director at Amey"
What You ‘Must Have’ to be a High Performing Top Team. What is up for grabs - it’s a question of how committed to development you really are:

- Worked on and worked out how to strengthen strengths and delegate weaknesses within the team. Stop wasting time trying to change each other and having ego duels.
- Be clear on what being 10x more effective in communication with each other looks like and do it.
- An ability to get to the source; quickly and decisively versus dancing around the edges and the symptoms of the issue or challenge.
- Figured out that ‘productive contention’ is healthy and goes with the territory in a mature, agile team. (You don’t step over BS)
- Lead by example in expeditiously dealing with mediocrity, bureaucracy, risk avoidance, non accountability and disempowering systems.
- Absence of behaviour and conversations that sabotage agreed decisions and promises.
- Team members can fully listen to ideas or conversations that they are not comfortable with.
- To be more at ease with making unpopular decisions.

What the Individual can expect as Team capability increases:

- To strengthen individual strengths and delegate, delete or remove time and energy spent on trying to fix weaknesses (the choice is between multiplication of results using strengths or incremental improvement fixing weaknesses that will, at best, become mediocre).
- To accelerate confidence in letting go of technical tasks or management processes in order to ‘stop doing the work and start leading the team’.
- To understand how they can get in the way of their own greater success.
- To become much more accomplished in building profitable relationships.
- To free up time and energy for thinking versus doing (and be comfortable with that)
- To understand what behaviours that may have led to their current success may now be counter productive. What to do about that whilst maintaining the essence of who they are.
- To be at ease with their own ignorance (of leadership) and transcend to their job being a matter of asking questions as opposed to having to have all the answers.
- To set a first class example of being open to learning, changing and taking action – to making progress over perfection.

The 30% Imperative. If the Performance of this team can’t be improved by 30% it’s not worth the effort.

Method

Coaching is for Executive Boards, Senior Teams and Project Boards who want to be constantly evolving and working at the edge of their capability – without having to spend more away days from the coal face.

The Coach will attend normal scheduled meetings, away days and strategic retreats with the simple brief to ensure the meetings are productive as possible and the participants are raising their game.

The Coaching is dynamic in that it is totally focussed on the real time conversations and behaviour in the room.

Typically, you talk about the business operations; winning work, staff, awkward clients, poor supplier performance, HSEQ, strategic direction and opportunities. Whatever is real and relevant.

I work on those conversations and coach for maximum impact in the room and the business. Confidentiality is key and information will not be shared with anyone outside the meeting without permission.

The Coach will not get involved in the business of your business. He will however:

- Observe and point out gaps, breakdowns, bullshit insights missed - either immediately or at timely juncture.
- Offer coaching on personal effectiveness in being heard, impactful, respected and interesting.
- Keep the team on track with their goals even when they lose sight of them.
- Ensure the conversations don’t get bogged down, too detailed, and stuck in day to day management – to make sure the conversations are always Leadership conversations.
- Promise to half the time spent on ineffective debate and unfocussed attention. Start on time and finish on time will be the norm.
- Encourage the players to focus on their strengths and delegate or delete their weaknesses.
- Offer major hints, tips, tools and education on executive productivity.

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