



**CENTRE *for*
LEADERSHIP
PERFORMANCE**

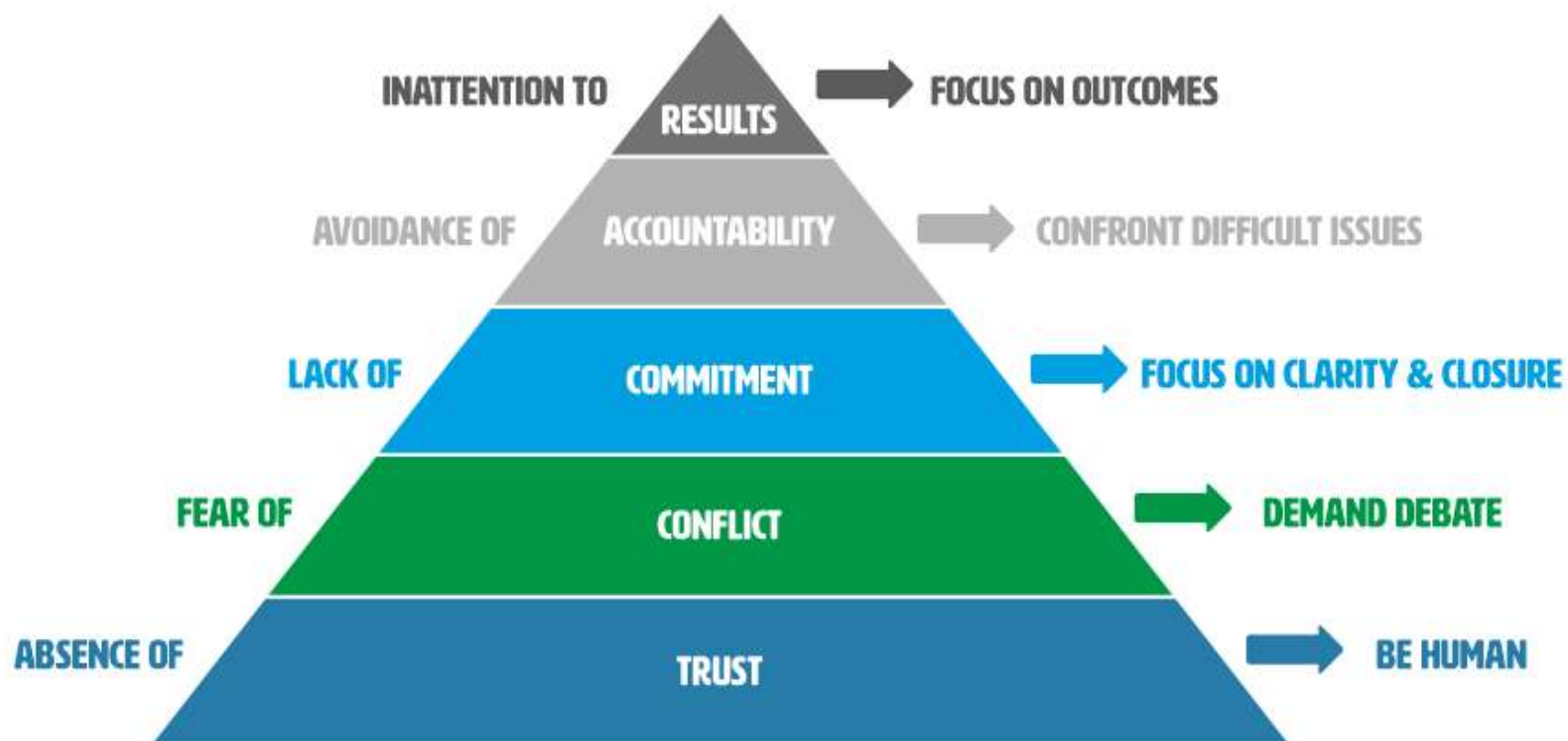
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Lencioni

Overcoming the Dysfunctions of a Team





Thinking Differently

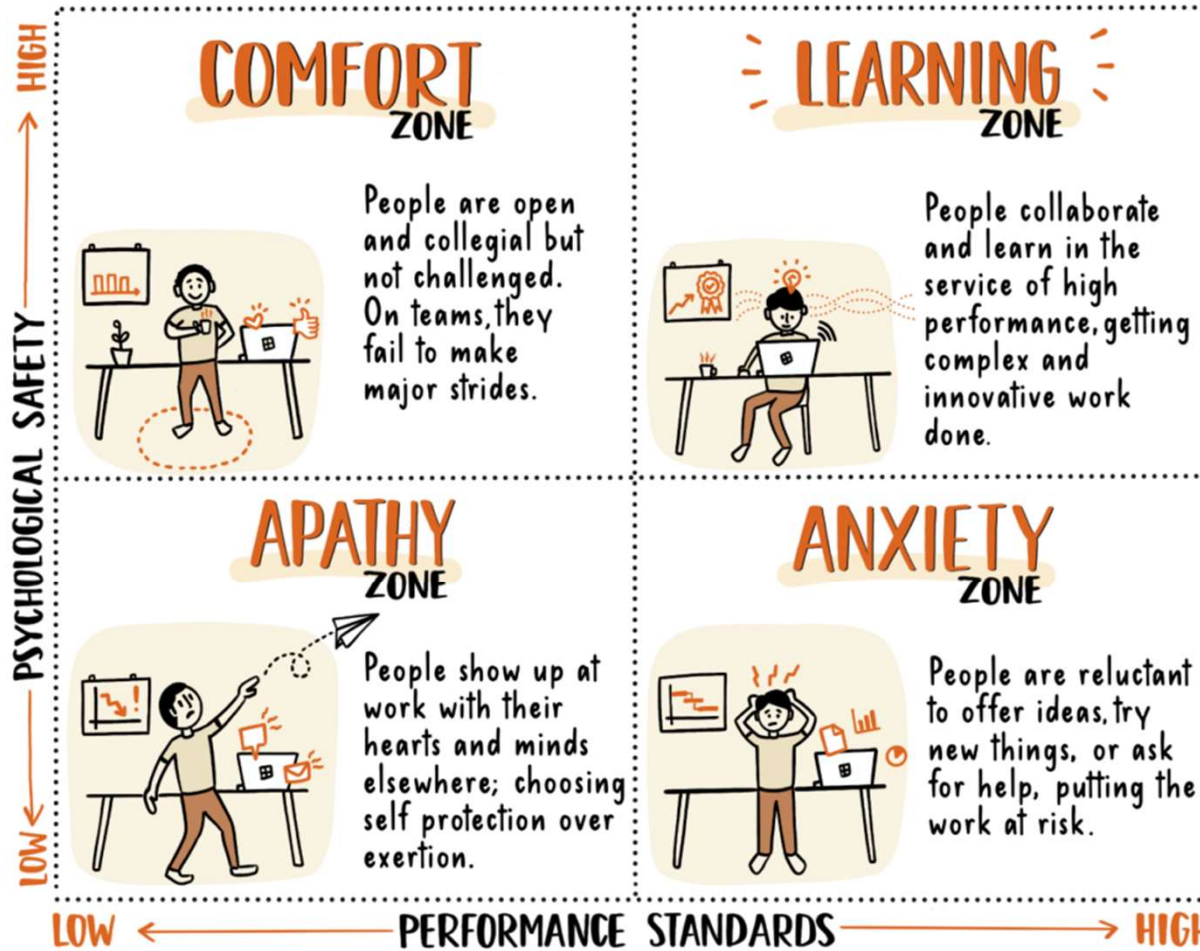
Creating an environment for learning together





HOW
psychological safety
RELATES TO PERFORMANCE STANDARDS

AMY EDMONDSON

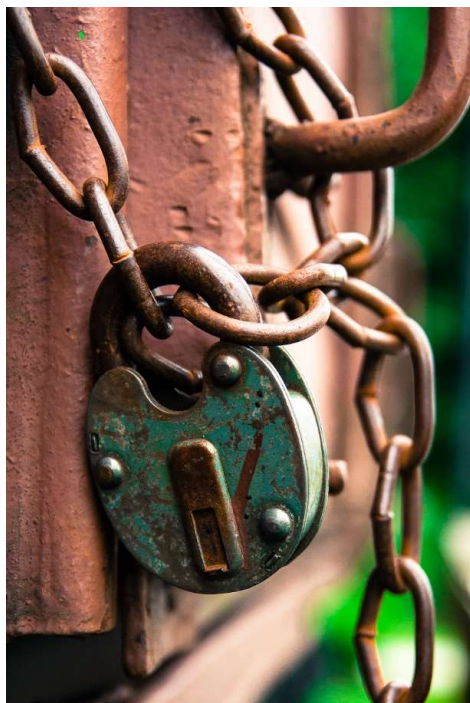


Sketchnote: Tanmay Vora, QAspire.com

www.amycedmondson.com



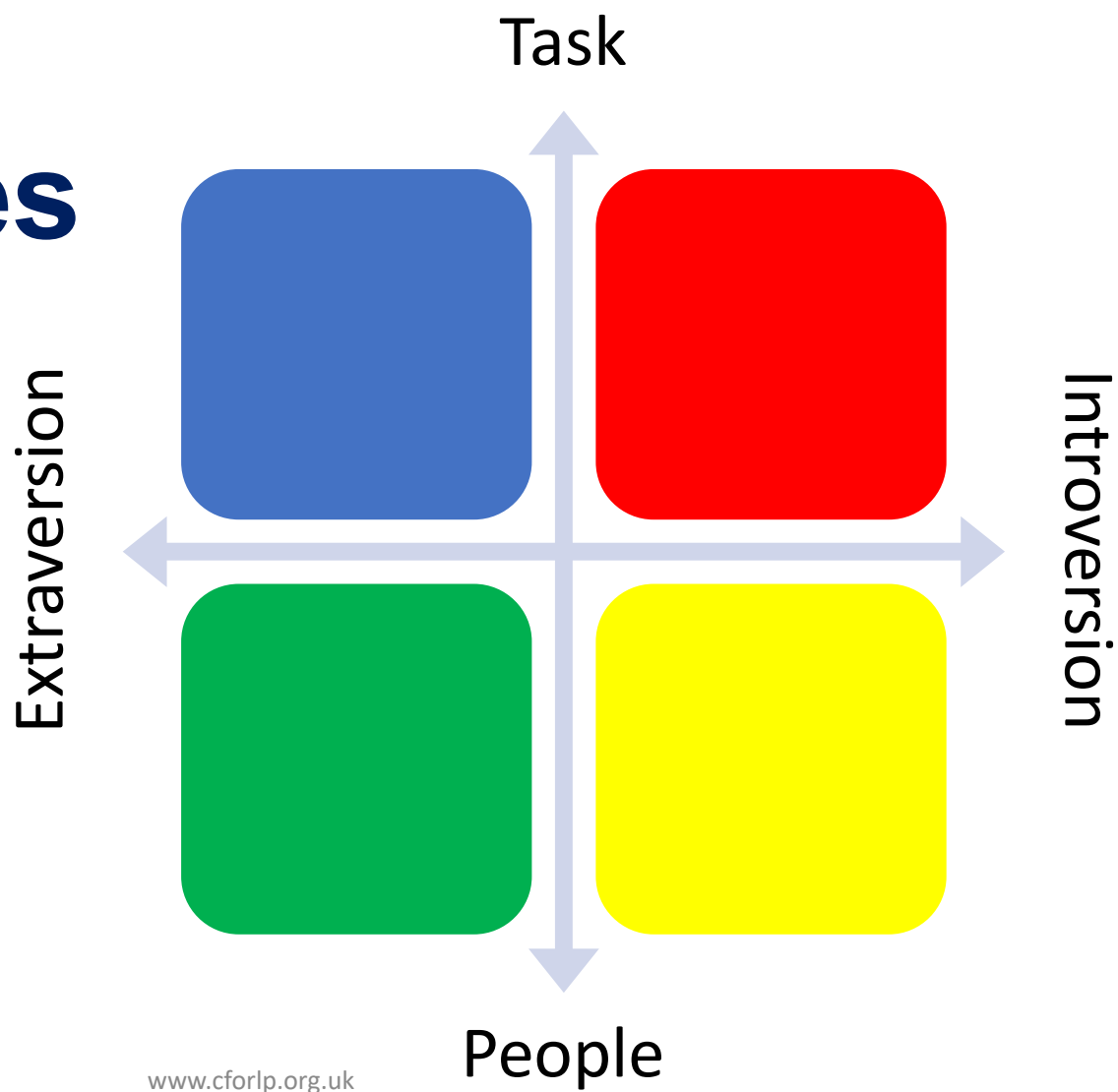
Mindset



Fixed v Growth -Carol Dweck



Personal preferences





What does good leadership look like?



“Leadership is a special kind of action, not a special kind of person”

Impact International

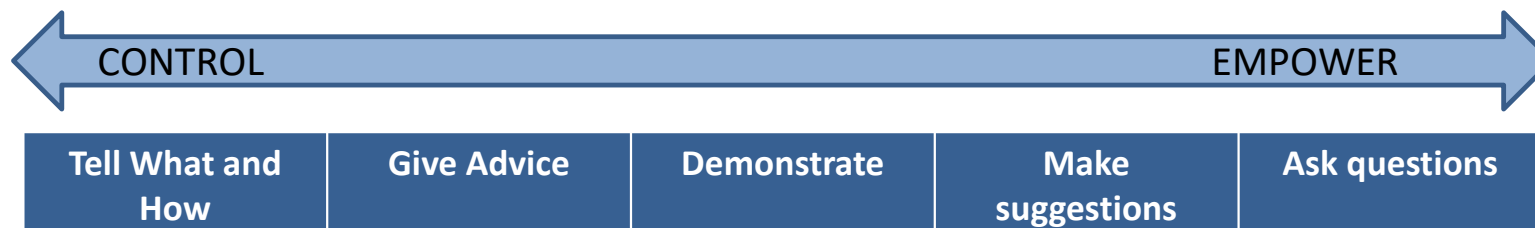


Leadership Action





What is your leadership approach?



Focus on *your* agenda
Presenting *your* views and ideas
Telling them what *you* want
Telling them what *you* think
Using *your* skills, knowledge & experience

Push

vs

Focus on *their* agenda
Seeking *others'* views and ideas
Asking what *they* want
Asking what *they* think
Using *others'* skills, knowledge & experience

Pull



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Overcoming the Dysfunctions of a Team



How will you ensure focus is on team goals, not personal goals?

Great teams hold one another to account. How will you do this?

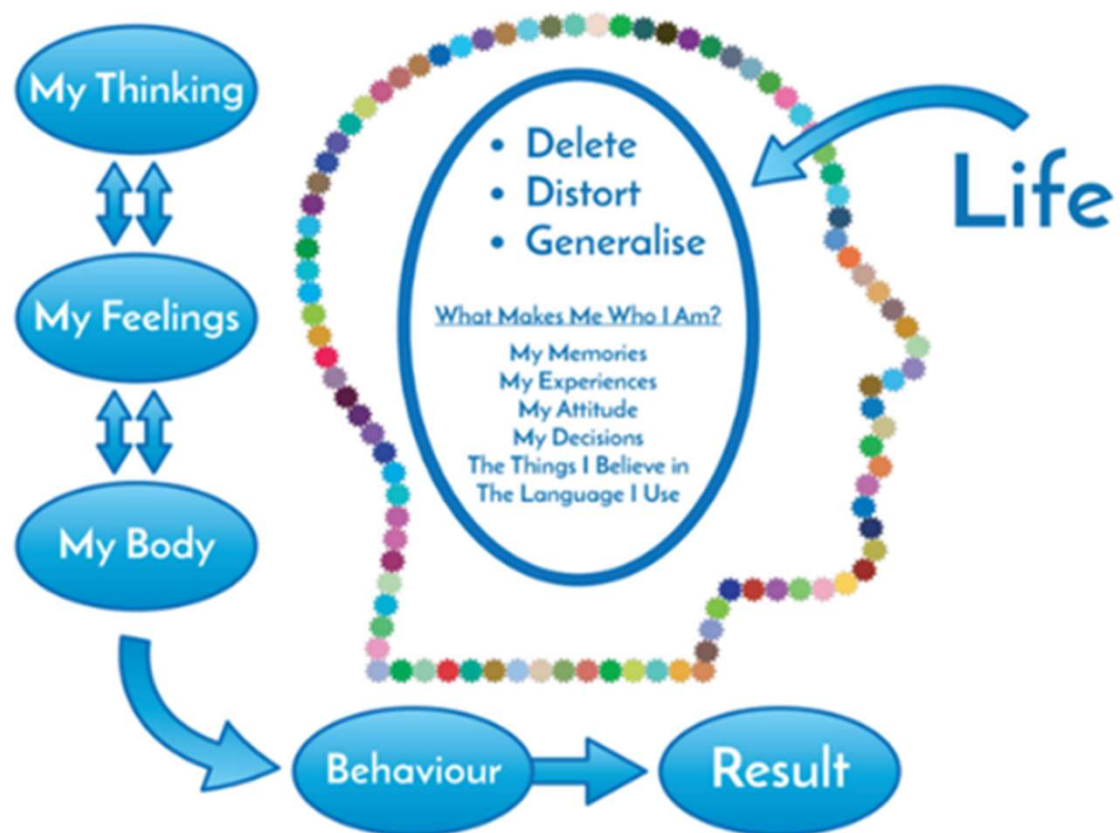
How will you reach decisions and ensure commitment to those?

How will you ensure there is enough positive conflict?

How will you know it exists? What can you do if it disappears?



Filters and limiting beliefs





Learning how to learn

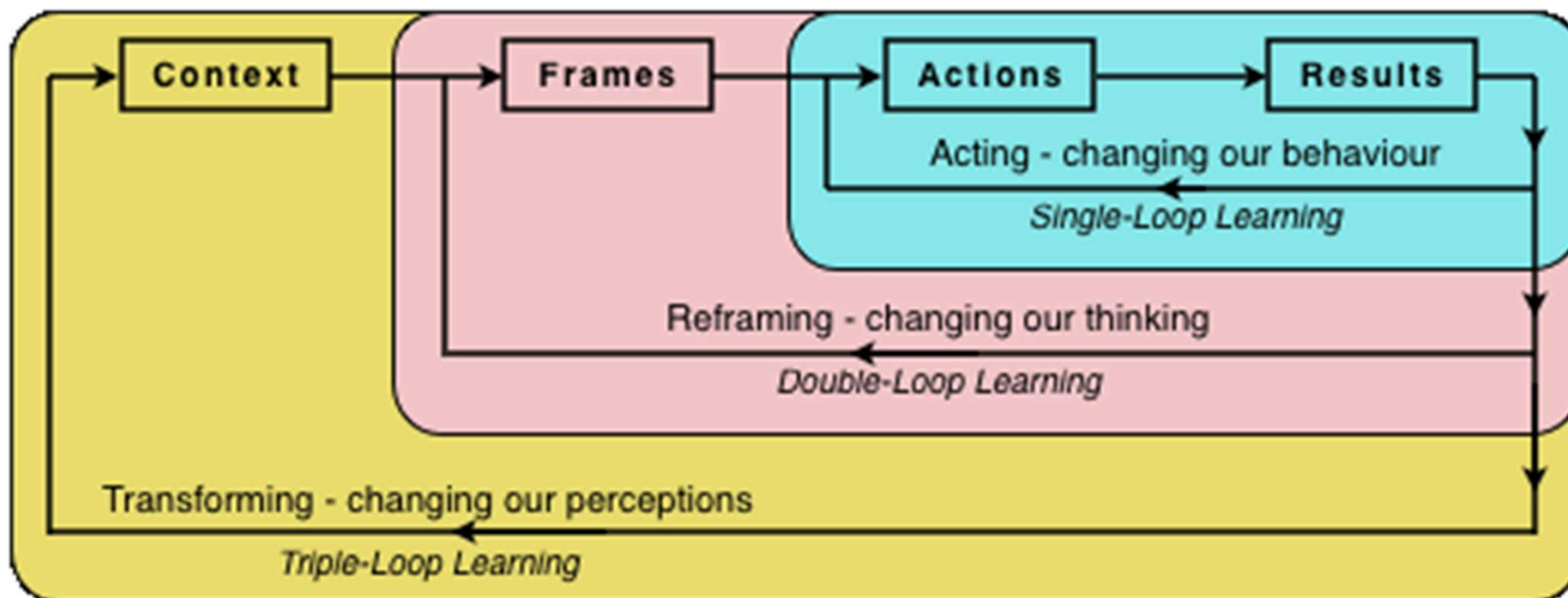
sentis  positive
safety

**HOW
NEUROPLASTICITY
WORKS**





Triple Learning Loop





$P=P-I$

Tim Galwey



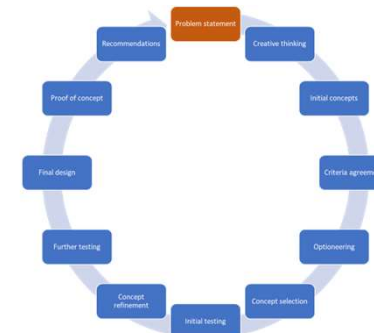
Project cycle





From Problem to Opportunity,

A problem statement identifies a problem in an existing process, service or product that needs improving, whereas an opportunity statement relates to a new process, service or product.

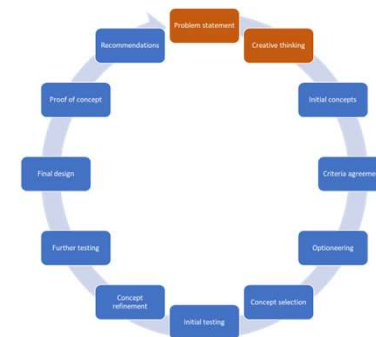


Put together a statement that describes either the existing problem or the new opportunity, a good statement covers the following points,

- Who is this relevant to? the stakeholders involved, directly or indirectly?
- What is happening? what is the issue or problem or unmet need?
- When /Where is it happening? context, situation or process in which this exists?
- Why is it important to address? Impact on the customer, organisation other stakeholders?



Creative Thinking



Using one or more of the creative thinking techniques we used earlier, generate initial ideas as to how you will solve this problem or maximise the opportunity.....

Remember not to censor your ideas at this stage, be as creative as you can and leave behind the conditioning and constraints that often limit our thinking.



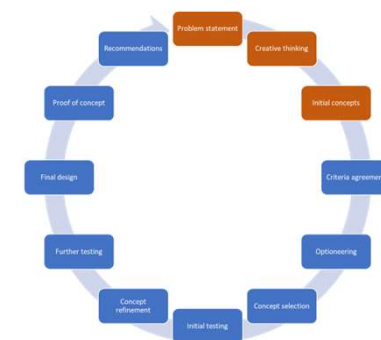


Initial Concepts

Decide which of your creative ideas you want to pursue into initial concepts

A concept is a more refined version of a rough idea, it brings some shape and form to the idea. Try describing and explaining the idea in a bit more detail, some pictures might help. Consider...

- Who might like your idea and why?
- How is it different from what is available today?
- How will customers use it?
- How will they access it?
- What technology could you employ to produce that product or provide that service?



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Stakeholder Mapping

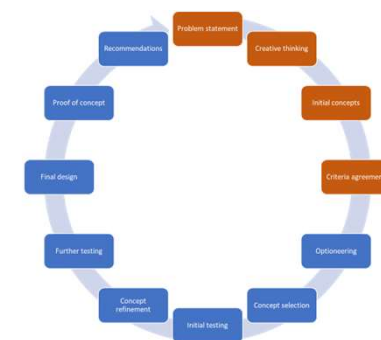
A stakeholder is a **person, group or organization with a vested interest, or stake, in the project, product or service.**

Draw a stakeholder map for your product or service.....





Criteria Agreement



What criteria can help you to evaluate your initial concepts?
What did your stakeholders tell you was important to them?
Look back at your problem or opportunity statement, what did you capture there that could help establish the criteria for choosing which if your concepts you will take forward?

- Cost?
- Timescale?
- Overall benefit?
- Accessibility?
- Environmental Impact?

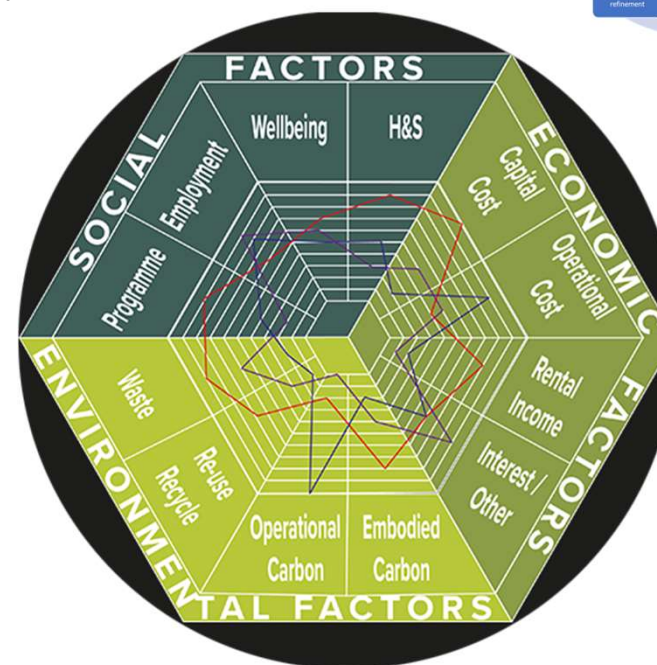




Optioneering

A more in depth analysis of the options available, ie the factors involved will depend on the criteria selected.....

- Deliverability of project
- The economic impact of the option
- Transport and infrastructural needs
- Social impact of the option
- Environmental impact of the option
- Risk



- Conduct both primary and secondary research to gather information and develop your concepts into options....



Decision Making/Pugh Grid

	Criteria				Score
	E.g. Cost	Time	Benefit	Impact	
Concept	Weighting x 2	Weighting ?	Weighting ?	Weighting ?	
1	Score x weighting				
2					
3					
4					

(Score: 1 = Bad; 5 = Good)

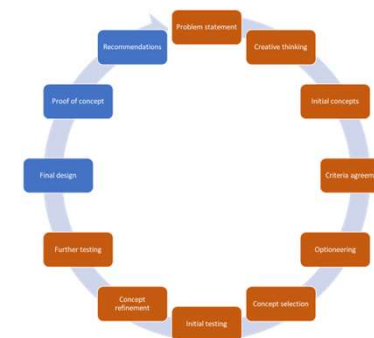




Testing and Refining

Discuss the most appropriate forms of testing for your product or service, consider both

Technical Testing
Market Testing





Presenting your Concepts

Prepare a presentation for the other team, it should include as a minimum...

- Your problem or opportunity statement
- A summary of the process you went through to arrive at the option you are presenting, your decision making approach and process
- A value proposition for your option
- Recommendations





Commercialisation Process: Key Points

Stage	Key Point	Tip for Sprint
Problem Statement	A clearly defined PS makes other stages easier	Spend time with client to refine and clarify the problem statement
Creative Thinking	Suspend normal constraints on thinking, don't censor ideas as they emerge	Do something fun before you brainstorm ideas, dopamine will kick start more neural networks
Initial Concepts	Deciding how many ideas to work up to concepts	Also work out when you will drop some and how you will decide which ones to stop
Criteria Agreement	Agree criteria with client	Discuss weighting values for criteria
Optioneering	Almost a mini business case considering commercial, economic and social impact	Use a grid to gather info
Testing and Refining	Which tests are relevant to the key success criteria	This may be beyond the scope or timeframe of the sprint – so you can recommend instead