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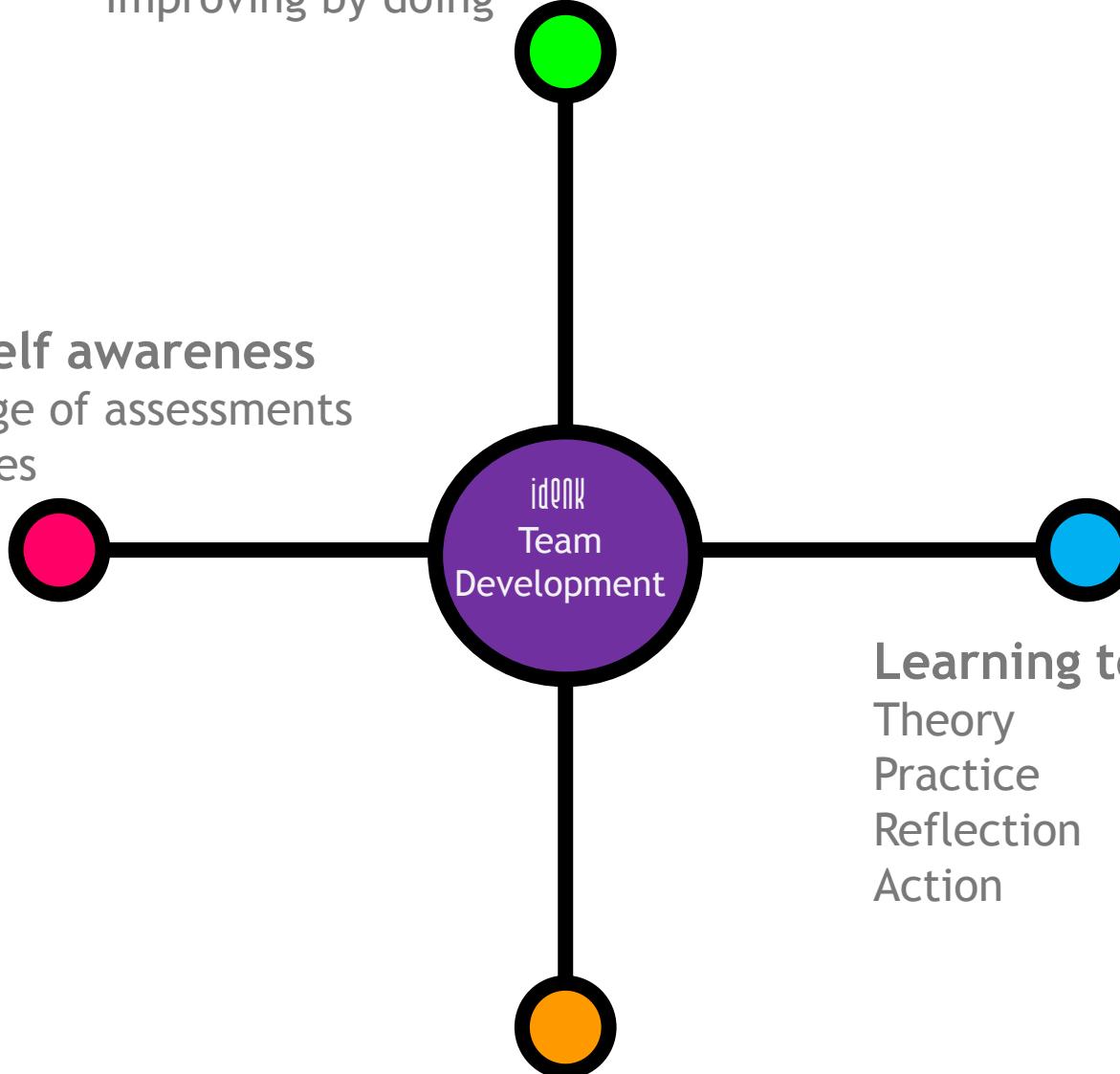
Team

Development:

Helping leaders transform
the effectiveness of the groups
they need to rely on

Working on real and pressing problems
Improving by doing

Building self awareness
With a range of assessments
and exercises

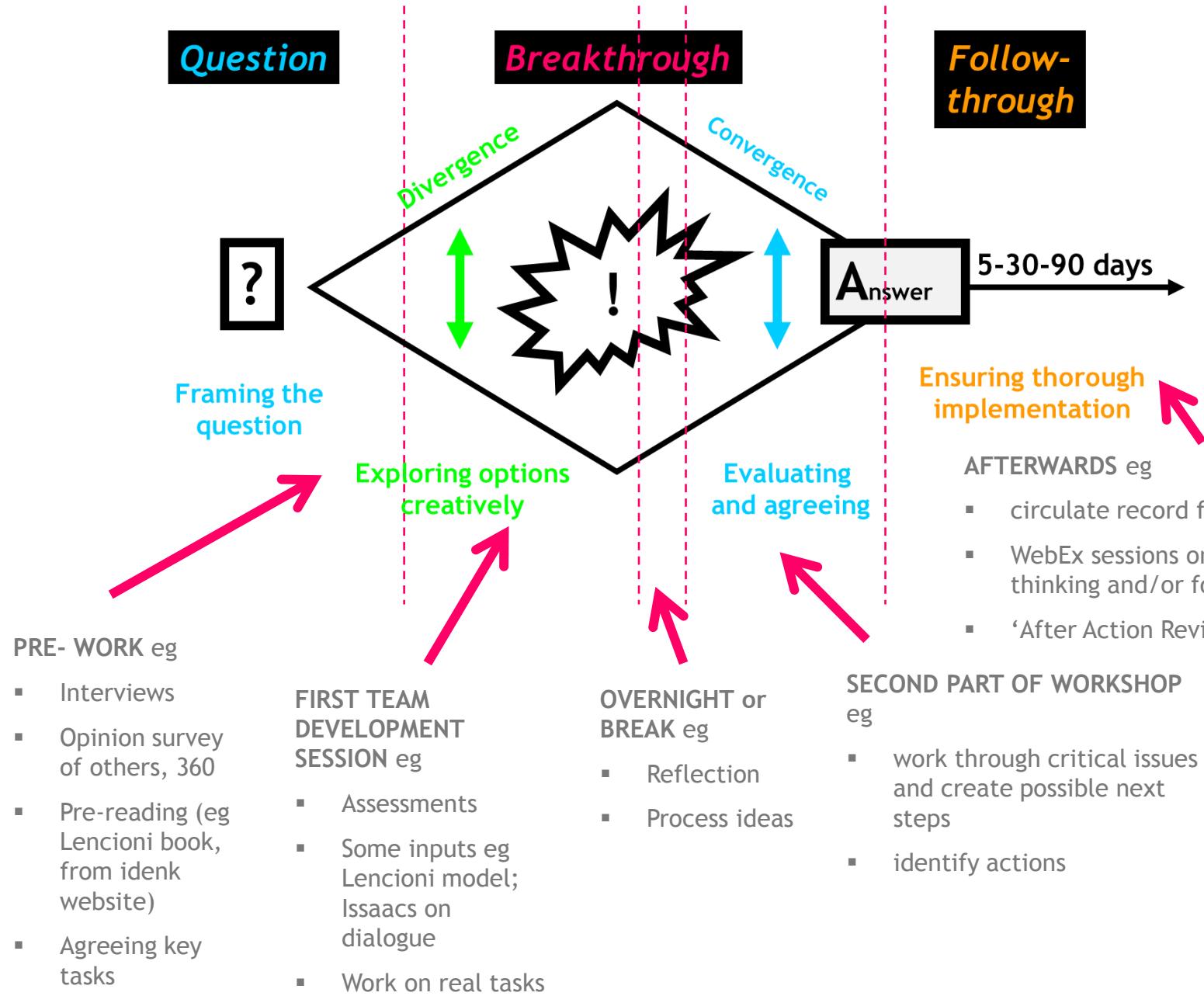


Learning together
Theory
Practice
Reflection
Action

Difficult conversations
Talking and working well together

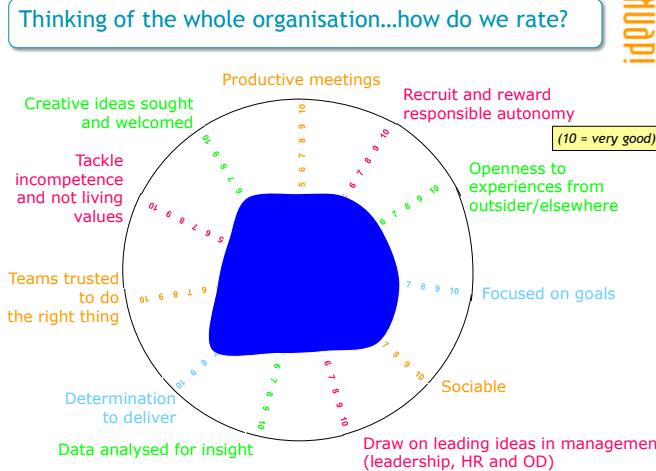
The process we find works best to achieve and sustain a breakthrough

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Some of the assessments we use in our team coaching work

<p>The Five Dysfunctions of a Team</p> <p>Instructions: Use the scale below to indicate how each statement applies to your team. It is important to evaluate the statements honestly and without over-thinking your answers.</p> <p>3 = Usually 2 = Sometimes 1 = Rarely</p> <p>_____ 1. Team members are passionate and unguarded in their discussion of issues. _____ 2. Team members call out one another's deficiencies or unproductive behaviors. _____ 3. Team members know what their peers are working on and how they contribute to the collective good of the team. _____ 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team. _____ 5. Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team. _____ 6. Team members openly admit their weaknesses and mistakes. _____ 7. Team meetings are compelling, and not boring. _____ 8. Team members leave meetings confident that their peers are completely committed to the de-</p>	<p>Team Assessment</p> <p>cisions that were agreed on, even if there was initial disagreement.</p> <p>_____ 9. Morale is significantly affected by the failure to achieve team goals.</p> <p>_____ 10. During team meetings, the most important—and difficult—issues are put on the table to be resolved.</p> <p>_____ 11. Team members are deeply concerned about the prospect of letting down their peers.</p> <p>_____ 12. Team members know about one another's personal lives and are comfortable discussing them.</p> <p>_____ 13. Team members end discussions with clear and specific resolutions and calls to action.</p> <p>_____ 14. Team members challenge one another about their plans and approaches.</p> <p>_____ 15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.</p>
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The screenshot shows a Microsoft Edge browser window with a presentation slide. The title of the slide is 'Leadership and managerial competency framework (LMCF) performance review'. The slide content includes:

- LMCF is a leadership and managerial competency framework.
- It is a performance review tool.
- It can be used to evaluate the performance of managers.
- It can be used to identify areas for improvement.
- It can be used to develop management skills.
- It can be used to promote professional development.

A note at the bottom states: 'This slide has been developed solely for the use of the LMCF. It is not to be reproduced or distributed outside the LMCF without permission from the LMCF.' A footer at the bottom right says '© 2018 LMCF Ltd'.

The screenshot shows a survey interface with the following details:

- Title:** RELATIONSHIP
- Instructions:** Please answer the following questions based on your relationship with the person you are referring to.
- Questions:**
 - 1. How well do you know the person?
 - 2. How often do you communicate with the person?
 - 3. How much do you trust the person?
 - 4. How many opportunities does the person have to influence you?
 - 5. How much do you depend on the person?
- Feedback:** You can add a comment, press **submit**. The rating scale is shown below.
- Rating Scale:** A horizontal bar with arrows at both ends, labeled from 1 to 5. The center is labeled "It is a development to work on". The left end is labeled "It is a strength to work on". The right end is labeled "It is a strength to leave alone".
- Comments:** A text area for adding feedback.
- Disclaimer:** The collected feedback will only be visible to the referring person. Your name will not be shown against the feedback.
- Footer:** "© 2012 SurveyMonkey, Inc. All rights reserved. SurveyMonkey is a registered trademark of SurveyMonkey, Inc."

How aware each of the 12 Competencies listed below, adding further comments in the space provided where necessary

Is a development need to work on	1	2	3	4	5	6	7	8	9	10	11	12
Ability to... Encourage and reinforce individual responsibilities	Very strong	A	B	C	D	E	F	G	H	I	J	K

Addition - 1. Solve quick problems done by the business strategy

12 + 13 = ?

Year rating

This will help us to solve the competition

Comments

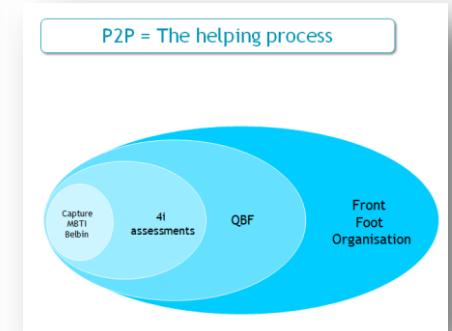
Addition - 3. Calculate immediate change and continuous improvement

12 + 13 = ?

Year rating

This will help us to solve the competition

Comments



SECOND DOMAIN - RESOURCING									
Major 4. Plans, organizes and manages resources effectively	1	2	3	4	5	6	7	8	9
How well do you feel you are able to assess this competence?	1	2	3	4	5	6	7	8	9
Comments									
Major 5. Exercises sound financial and commercial judgment	1	2	3	4	5	6	7	8	9
How well do you feel you are able to assess this competence?	1	2	3	4	5	6	7	8	9
Comments									
Major 6. Ensures safety and well-being of customers and colleagues are considered in all decisions	1	2	3	4	5	6	7	8	9
How well do you feel you are able to assess this competence?	1	2	3	4	5	6	7	8	9
Comments									

THIRD DOMAIN - RELATIONSHIPS						
Relationships - 1. Is appropriate, honest to all and communicates openly	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your rating:	1	2	3	4	5	6
<input type="checkbox"/> Tick here if you'd like to see the comments.						
Comments:						
Relationships - 2. Influences and challenges	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your rating:	1	2	3	4	5	6
<input type="checkbox"/> Tick here if you'd like to see the comments.						
Comments:						
Relationships - 3. Makes the most of cultural diversity	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your rating:	1	2	3	4	5	6
<input type="checkbox"/> Tick here if you'd like to see the comments.						
Comments:						

Fourth Domain - Ownership
Ownership - 1A. Takes responsibility at every opportunity.
<input type="checkbox"/> This tool is useful to assess the competence.
Comments:
Ownership - 1B. Empowers others
<input type="checkbox"/> This tool is useful to assess the competence.
Comments:
Ownership - 1C. Believes what they have committed to
<input type="checkbox"/> This tool is useful to assess the competence.
Comments:

From rate to rank

A few of the frameworks we present to challenge and inspire

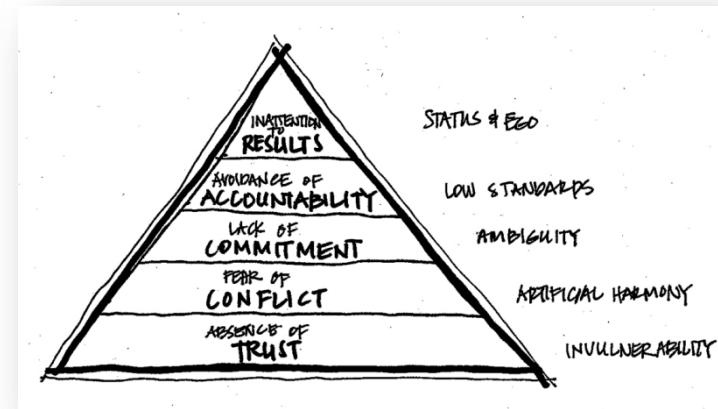
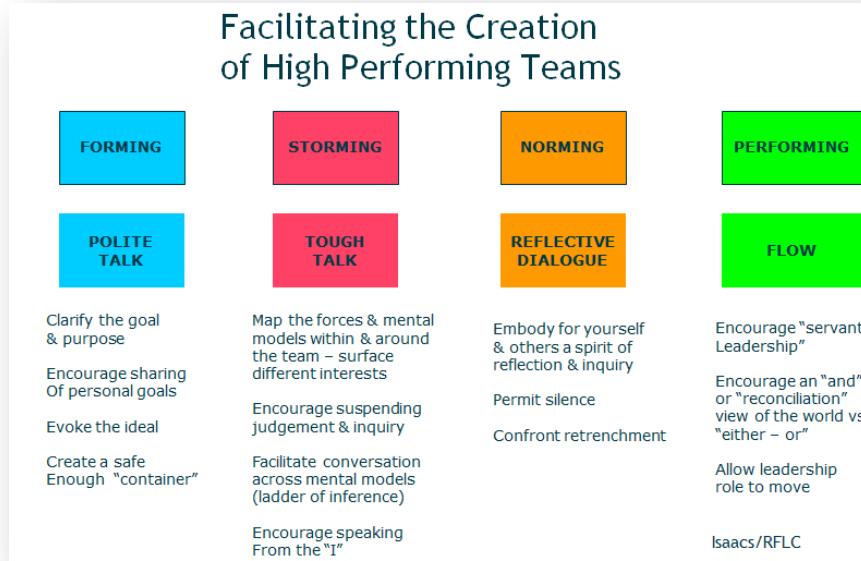


Diagram 1: The idem 5 level values model



5. **Reinforcing** through integration in recruitment, reward, appraisal, performance management policies
4. **Modelling the desired** norms in leadership behaviours - supported by feedback, coaching.
3. **Articulating the desired** values/behaviours in various communication texts (cards, posters, leaflets, DVD etc).
2. **Exploring** and understanding the **current values** in use - and honestly acknowledging any performance gaps or challenges in comparison to those aspired to.
1. **Involving staff** (and sometime stakeholders) in describing the **desired values** of a team, organisation or system.



Leading and living



Some of the exercises we sometimes use to stimulate creative conversations and rehearse typical situations

ideink



6 Es of Evaluating Experiences and Experiments

- **Events:** What happened?
- **Emotions:** How did you feel about occurred?
- **Empathy:** How did others on your team react?
- **Explanations:** Why did you do what you did?
- **Everyday:** How was the game experience different from your everyday routines, if at all?
- **Employment:** How can you apply the lessons you learned in the game to your real-world work?



And various readings we offer to encourage and motivate...

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The screenshot shows a web browser window with the URL <http://www.idenk.co.uk/blog/?p=1177> in the address bar. The page content is as follows:

idenk BUSINESS ON THE FRONT FOOT

[idenk.com Home](#) [idenk Blog Home](#)

[« Noble Purpose](#) [Where do you put your attention? »](#)

27 JUN Advanced Team Training?

[Personal productivity, Plan](#) [No Comments](#)

As someone who travels by nearly all modes of transport and who has benefited from advanced driver lessons, I am taken by the potential for advanced cyclist training when I see some very scary bike work each day!

A small number of cyclists give the rest in Cambridge or London a bad name and generate less leeway for others from rageful drivers.

The same maybe true in teams. A few bits of bad behaviour undermine the efforts of the many.

I did three fun game based training sessions yesterday. These were to explore and emphasise the behaviours needed for great group work – ways of working that would help underpin that organisations stated values (nb they do indeed use their values in their recruitment and appraisal processes - so they are right up there at level 5 of our values model - but that is another story).

Anyhow this work got me thinking of about Advanced Team Training and how rarely that happens in a planned way.

What would you put in the curriculum?

I would include;

- Bill Isaacs dialogue skills, dilemma resolution and negotiation for handling conflict with lightness and tact
- John Heron's six ways of intervening
- Myers Briggs understanding of strengths and difference

...amongst many others to develop the disciplines for great team work and experience.

Tags: [behaviour](#), [values](#)

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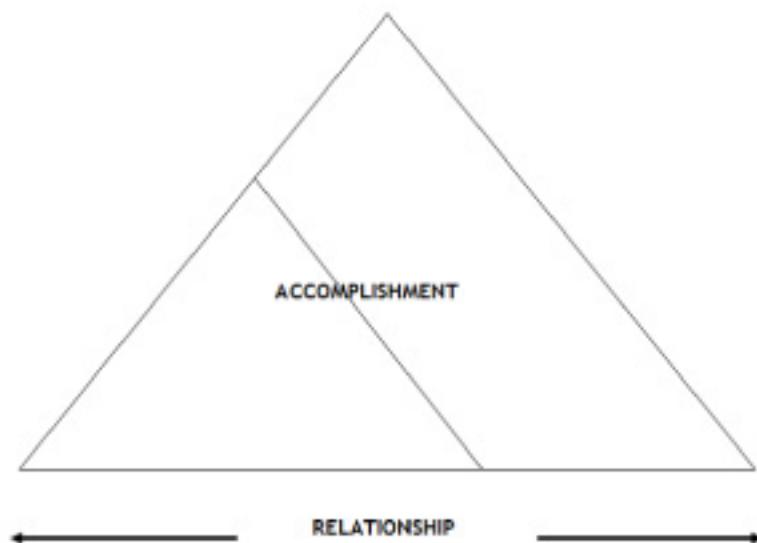
Archives

[February 2012](#) [January 2012](#) [December 2011](#) [November 2011](#) [October 2011](#) [September 2011](#) [August 2011](#) [July 2011](#) [June 2011](#) [May 2011](#) [April 2011](#)

Bottom navigation bar icons: Internet Explorer, YouTube, File Explorer, Word, Excel, PowerPoint, Notepad, Scissors, OpenOffice, XLS, S.

So, In summary:
Great results by
Investing in productive relationships
for great group work
and ensuring attention to shared goals

Results



Relationships

A close-up portrait of a man with short brown hair and glasses, wearing a dark suit and tie. He is smiling and looking slightly to the right of the camera.

Phil Hadridge

Phil works with leaders and their staff in a range of sectors and settings so they achieve the best possible results.

As a team coach he helps groups agree the best possible answers to the questions they face - and follow these insights into action.

Using a range of assessments, Phil helps leaders diagnose the issues they wish to address and the interventions to invest in.

Phil is committed to getting, and keeping, teams on the front foot - so people relate well and perform brilliantly.



Client quotes vouching for idenk team coaching

From work in sectors including commerce, charities, education and health - in the UK and abroad

“Many thanks for the meeting record and for the excellent facilitation. I certainly felt it was a wise investment to bring in idenk during a time of change. It was challenging but fun too, so the right balance was struck in my view. It definitely had a positive impact on the wider meeting also.”

“I found the last two days very useful and enjoyable - great facilitation.”

“Thanks for this quick and positive feedback. Uplifting and encouraging stuff.... as was the whole event itself. Thank you too for excellent facilitation. You showed a real understanding and empathy for our work, your audience, staff needs and how to get the most from this group. Your easy going and professional style, careful planning and facilitation and good humour and hard work were really appreciated by me and the many who I've been in touch with across the wider team since we finished yesterday afternoon. I hope we can continue to work together. With best wishes and looking forward to the report.”

“Was one of the very, very best of that sort of thing.”

“You might be interested (or at the very least entertained) to hear that when I got to the venue where he (a global CEO) had been all day - in a ‘learning environment’- all the people who were also at your workshop came up to tell me how much more meaningful, fun and productive the meeting you led was.”

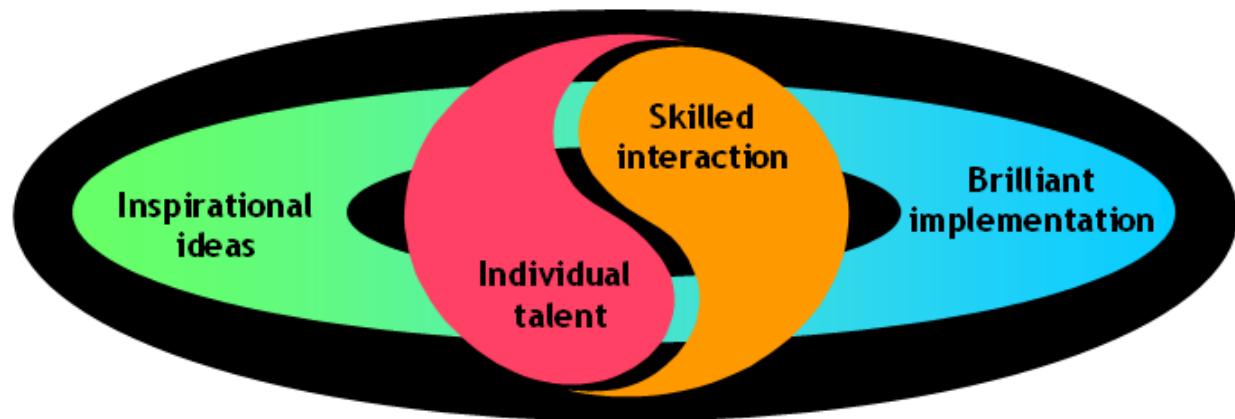
“The best management consultants I have come across.”



Four things leaders need to manage for high team effectiveness and top organisational performance:

The inspiration-implementation cycle

All organisations face the challenge of delivering results today while creating fresh ideas that make them successful in the future



The individual-interaction balance

People need to learn how to unlock their talents through building their own capabilities and improving the quality of how they work together