



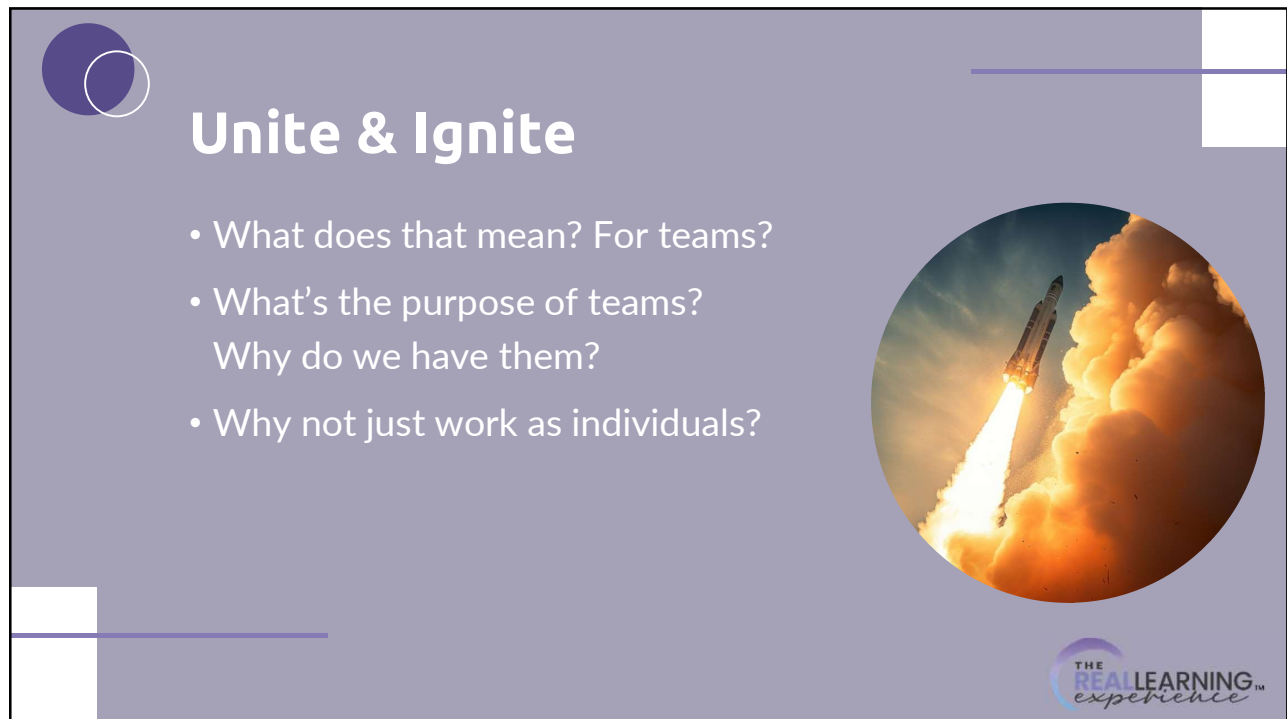
AUTHENTICITY[™]
VALUES DRIVEN CULTURE - REAL RESULTS

Unite & Ignite

THE REALLEARNING[™]
experience


Slide 1 is a title slide with a purple background. It features the 'AUTHENTICITY' logo in the top right corner, which includes the tagline 'VALUES DRIVEN CULTURE - REAL RESULTS'. The main title 'Unite & Ignite' is centered in a large, bold, white font. In the bottom right corner, there is the 'THE REALLEARNING experience' logo. The slide is decorated with a horizontal purple line near the top and a vertical purple line on the right side. There are also two overlapping circles in the top right and bottom right areas.

1



Unite & Ignite

- What does that mean? For teams?
- What's the purpose of teams?
Why do we have them?
- Why not just work as individuals?



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Slide 2 is a content slide with a purple background. It features the title 'Unite & Ignite' in a large, bold, white font. Below the title is a bulleted list of three questions. To the right of the list is a circular image showing a rocket launch with a large plume of fire and smoke. In the bottom right corner, there is the 'THE REALLEARNING experience' logo. The slide is decorated with a horizontal purple line near the top and a vertical purple line on the right side. There are also two overlapping circles in the top left and bottom left areas.

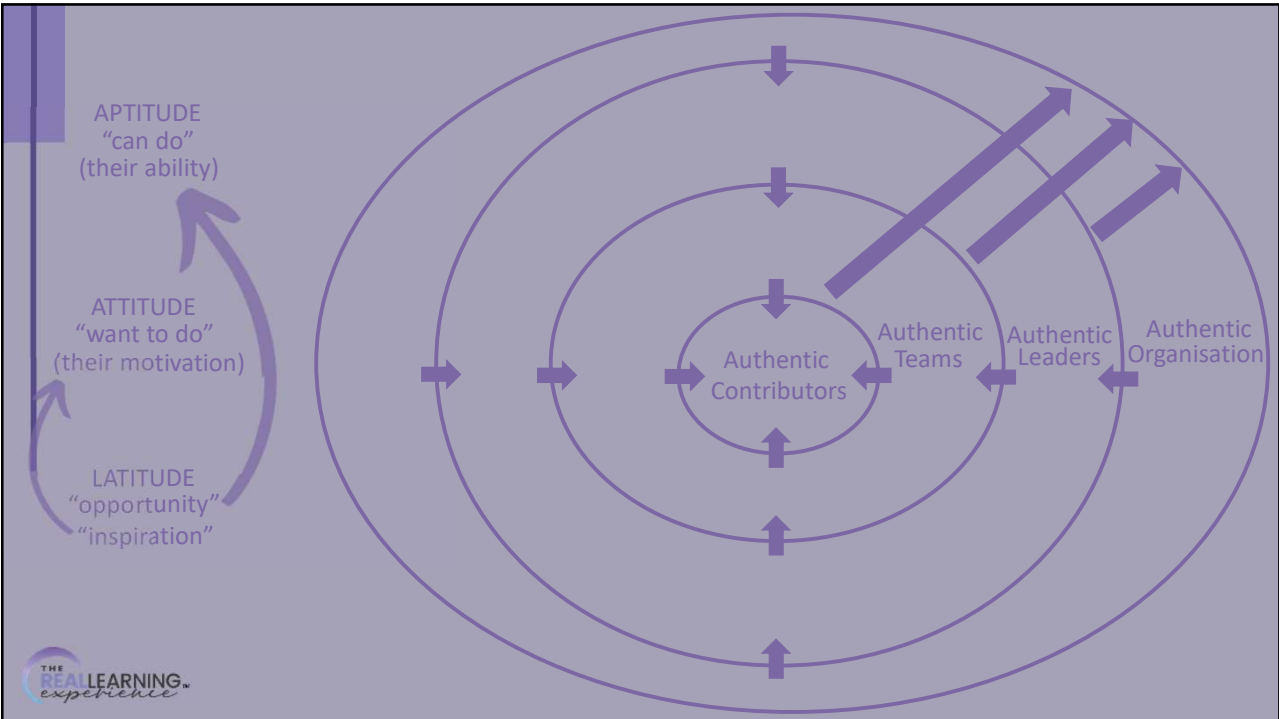
2

Your Teams

- What teams exist in your workplace?
- Who has ever worked in a team that sucked the life out of you?
- Who has worked in a team that helped you thrive, grow and love being a part of it?



3



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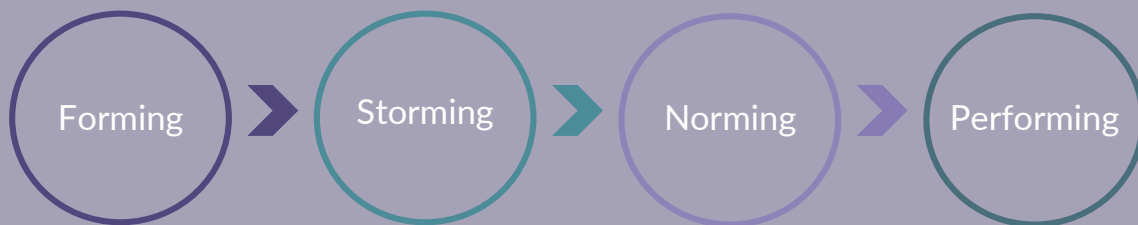
Discretionary effort

- The absence of Latitude triggers:
 - *What's the point?*
 - *Why bother?*
- Code for reduced discretionary effort
 - *I'll come to work when I have to, do enough to stay out of trouble, and start packing up early so I can leave right at knock off time*




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Team Development





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Forming

They are still a group of individuals, cautiously checking each other out and keen to understand how they are expected to behave and interact, and where everyone fits. They start forming superficial impressions


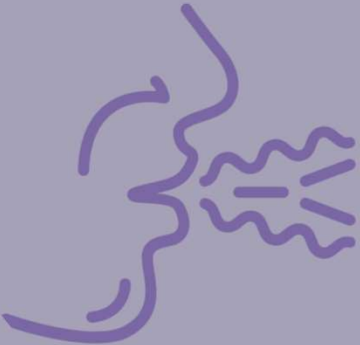


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Storming


Some people are finding their place and have confidence to speak up and start testing the boundaries. Differences in styles, priorities, opinions, etc start to emerge. It is uncomfortable, unavoidable and essential for future performance



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Norming

Things are becoming more settled with team members accepting each other. Understandings have been established around working together, communication, conflict, work ethic, etc. If the team has Stormed well, team objectives become shared



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Performing

Team members know and are comfortable relying on each other. There is a sense of familiarity and community. They are self managed and need minimal supervision. They have developed the ability to work through issues without disrupting their work



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Forming



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”

There isn't any especially good or bad jelly, there's just jelly waiting to see how skilful the chef is

The Real Learning Experience

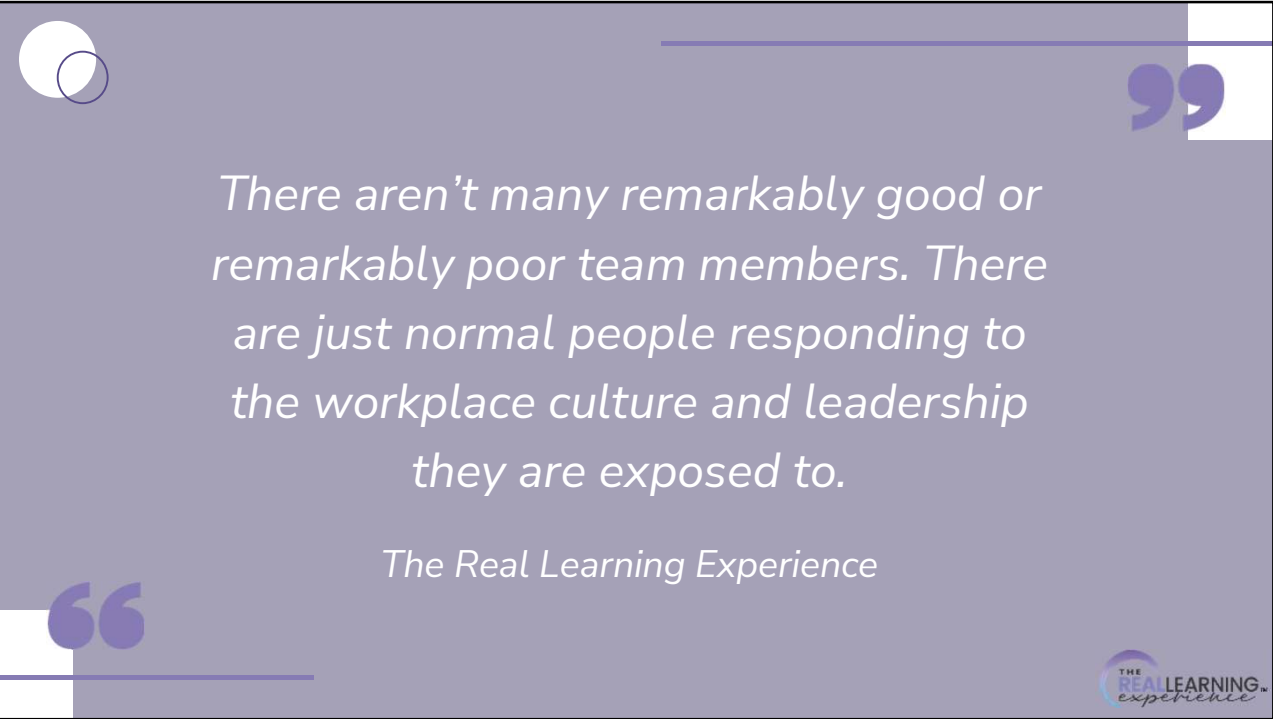
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There aren't many remarkably good or remarkably poor team members. There are just normal people responding to the workplace culture and leadership they are exposed to.

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RICHMOND 2017 VS HAWTHORN 2013

GREATEST TEAM OF THE



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Groups and Teams

GROUPS

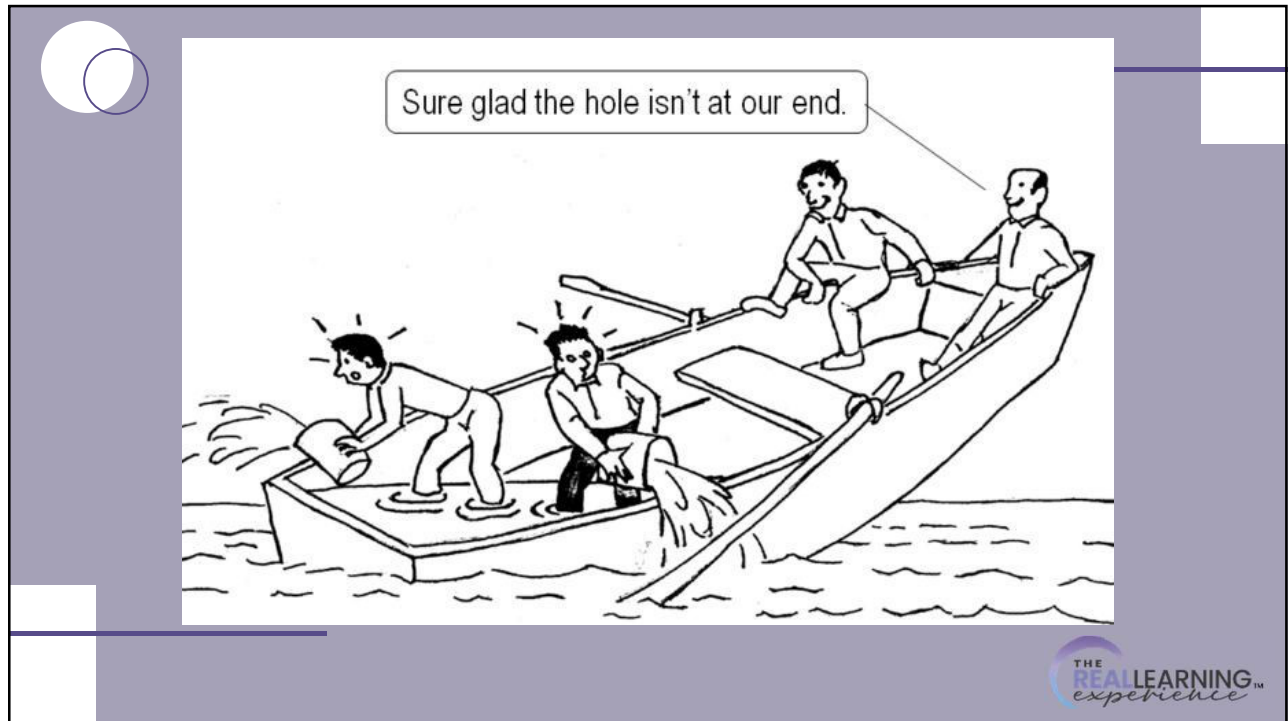
Groups focus on individual goals and produce individual outcomes. Roles and responsibilities are separate and well defined. One person can succeed even when others don't.

TEAMS

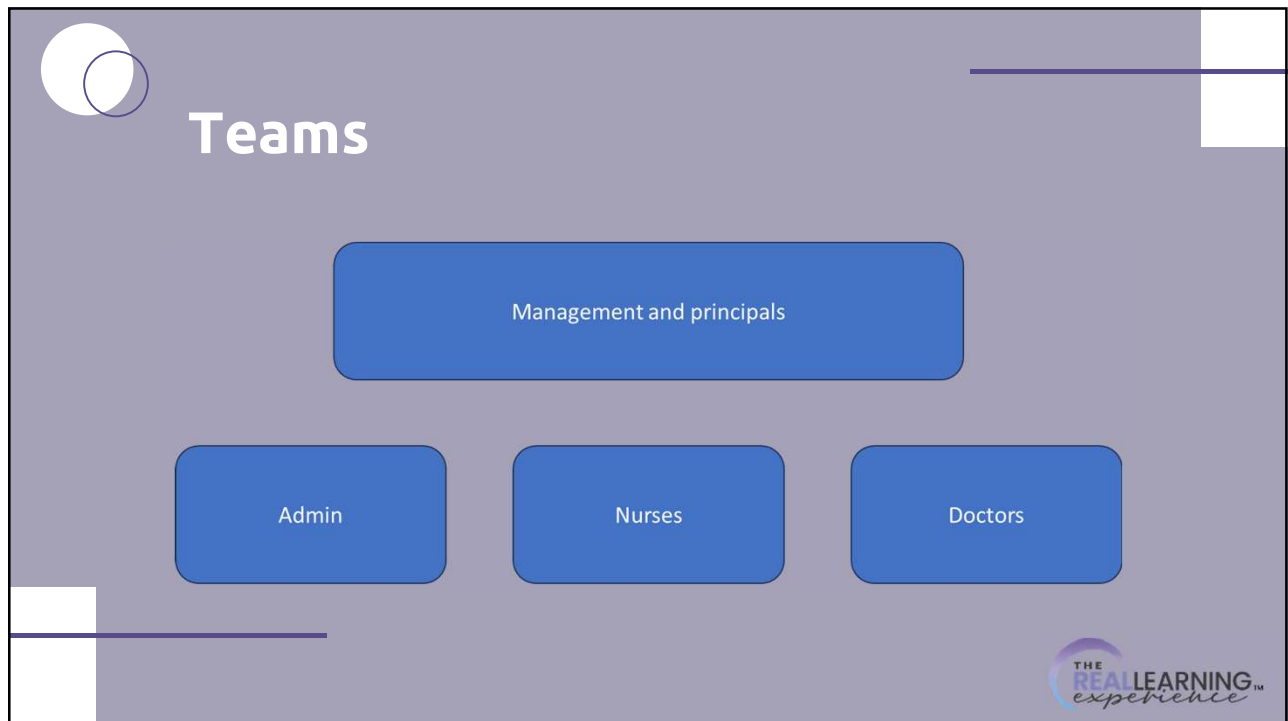
Teams focus on shared goals and produce collective results. Roles and responsibilities overlap and are often flexible. Individuals can't succeed unless the team does

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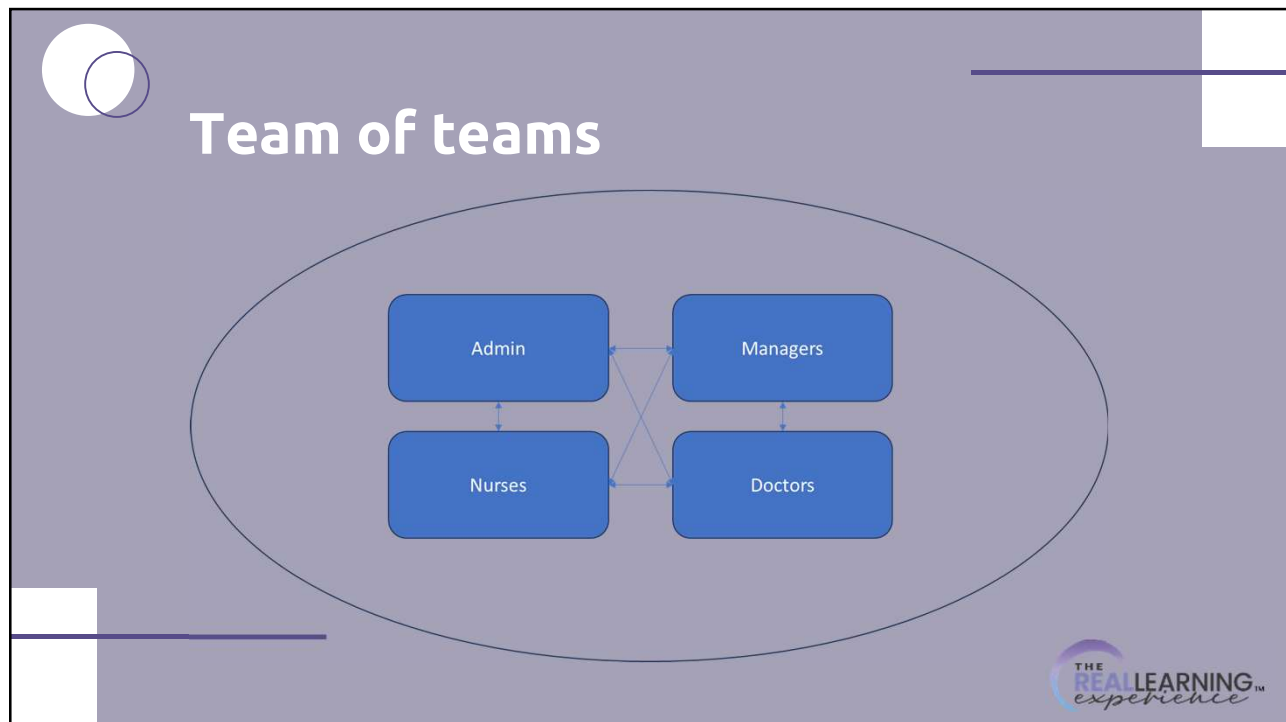
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You need to

- Make everyone feel welcome
- Help people get to know each other
- Set expectations
- Clarify roles
- Start stirring

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Storming



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Norms

- Unwritten rules (expectations) that govern critical aspects of the workplace like:
 - Work ethic
 - Communication and interactions
 - Status
 - Standards
 - Conflict



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Should you swipe?

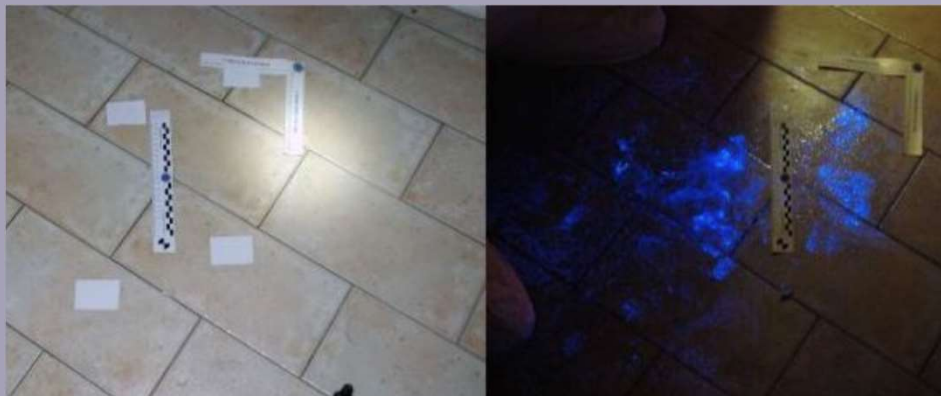
- How do you know?
- Which side of the footpath should you walk on?
- Where should you stand in a lift?
- Is it okay to disagree?
- If there is still work to do, is it okay to leave?
- Do we help others with their work?
- Would I lie for you?



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If you can't see them ...



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Luminol for norms

- What happens because its just the way we do things, because we've always done that, because it just feels right/wrong, or just because:
 - Work ethic
 - Communication and interactions
 - Status
 - Standards
 - Conflict



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You need to

- Stir until ALL the crystals are dissolved
- Don't rush to harmony – sit with uncomfortable
- Challenge poor norms, acknowledge good ones
- Coach skills to make conflict positive
- Promote interdependence






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Norming



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Values checklist



- Do you have workplace values?
- Do they define the workplace you and your team would like to work in?
- How were they established?
- Are they current?
- Are they real? Are they lived? Or are they 'bull...'?



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Are they real?

- What happens when someone doesn't live the values?
- Both a right and responsibility
- Apply equally to all - 'no rank in respect' and no ducking the tough conversations
- Lived - reflected in the things we do, say, think and decide
- Values are not rules so they will create discussion



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Your Why

- Why is what your people do worth doing?
- What difference are they making?
- Why is excellence necessary and mediocrity not enough?
- Why should they hold themselves and each other to high standards, be accountable?



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What is your WHY?

What:
products
and
services
you offer?

How:
you do
that in a
way that
makes you
special?


Why:
you do
what you
do? Why
do you
exist?



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What, how and why

- *What: we support organisations to transform the workplace culture they have into the workplace culture they want*
- *How: through Authenticity – aligning the things the organisation does, says, thinks and decides with the workplace culture they want*
- *Why: because people deserve great workplaces. And because workplaces deserve great people*



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You need to

- Back off a bit
- Give direction and encouragement
- Involve the team in decisions and problem solving
- Increase accountability
- Watch out for complacency – the enemy of great is good

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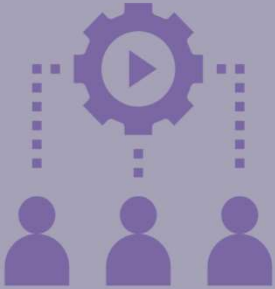

Performing




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You need to

- It's time to Jellibrate
- Monitor – if the jelly is a dud, add hot water and stir
- Jelligate! Get out of their way– but facilitate
- And then ... you get some new crystals or the bowl changes

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