

# MELBOURNE KNOWLEDGE WEEK

19-25  
OCT 2015



**#KNOWLEDGECITY**

[melbourne.vic.gov.au/knowledgeweek](http://melbourne.vic.gov.au/knowledgeweek)



CITY OF MELBOURNE

# SPARK\*

## THE CHANGE

*Melbourne - 19 October 2015*

*#SparkMEL*





**GERARD MURPHY**  
CONSULTING

**SPARK THE CHANGE**

**YOU GET WHAT YOU REWARD**

# PERSONAL HISTORY

Corporate	Sport
<ul style="list-style-type: none"><li>• Caterpillar</li><li>• Fair Work Commission</li><li>• Telstra</li><li>• Quiksilver</li><li>• Cotton On</li><li>• Vodafone</li><li>• Message Media</li></ul>	<ul style="list-style-type: none"><li>• Richmond FC (current)</li><li>• Melbourne Rebels (current)</li><li>• Geelong FC (2007-09, 2013-14)</li><li>• West Ham United</li><li>• GB Olympic Team</li><li>• GB Para-Olympic Team</li></ul>



# PERFORMANCE

Everything is about performance.

If it is not taking us to where we want to go,  
change what we are doing.



# HIGH PERFORMING TEAMS

In high performing teams, every member of the team feels safe to have open, honest and constructive conversations about the team performance with any other member of the group



# PERFORMANCE DIALOGUE

We have performance conversations with our team mates because:

- we want to improve
- we care about each other and the team



# LEADERSHIP

- Leadership is 'see something, do something'.
  - See something positive, reward it
  - See something negative, challenge it (ask)
  - Not sure, ask!
- Is the responsibility of every member of the team
- Doing the right thing when no-one is watching





# CULTURE

- The behaviour that we accept and reward
- Language/body language are critical
- Ask the new person



# IMPLEMENTING A PERFORMANCE CULTURE

- Create purpose, values and behaviours
- Select and develop leadership team
- Develop strong professional relationships
- Engage in open, honest, constructive dialogue about performance
- Develop individual action plans



# Team Boundaries

Before we begin, establish some basic boundaries:

- Must have group consensus
- If you can't live with it, don't let go
- If you can live with it, don't fight it
- No humour
- Group must own it
- Every member must contribute (silence is consent)



# BUILDING TEAM PURPOSE, VALUES & BEHAVIOURS

- What is the purpose of our team?
- How would our team be described now? (3 words - **Now**)
- In an ideal world, how do we want our team to be described? (3 words – **Values**)
- What behaviours do you currently see that stop us from being the 'ideal team'? (**Unacceptable Behaviours**)
- What behaviours must we display if we are to be this 'ideal team'? (**Team Behaviours**)



# CASE STUDY EXAMPLE

## NOW

- Talented
- Good people
- Inconsistent
- Segregated
- Arrogant
- Fragile
- Dysfunctional
- Selfish
- Unprofessional
- Fractured
- Fragmented

## Unacceptable Behaviours

- Not prepared eg meetings, presentations
- Working as individuals not as a team
- People breaking team rules
- People avoiding having the hard conversation
- No feedback – good or bad
- Taking f/b personally
- Not prepared to speak up
- Not listening to each other
- Poor body language
- People making excuses
- Sniping – behind backs
- Double standards for different employees
- Not pushing boundaries



# CASE STUDY EXAMPLE

## Values

- United
- Disciplined
- Honest
- Ruthless

## Team Behaviours

- No short cuts
- Say what has to be said
- Deliver on your word
- Deliver feedback – right place, right time, right way
- Take action
- No fence sitting
- Take responsibility



# TEAM VALUES/BEHAVIOURS

- The team Values & Behaviours must be our 'stake-in-the-ground'.
- We must refer to them at all times when making decisions, especially when they are difficult decisions. If we have relevant team Values/Behaviours, they will guide us to make the right decisions
- We must use them for review, recruitment and induction



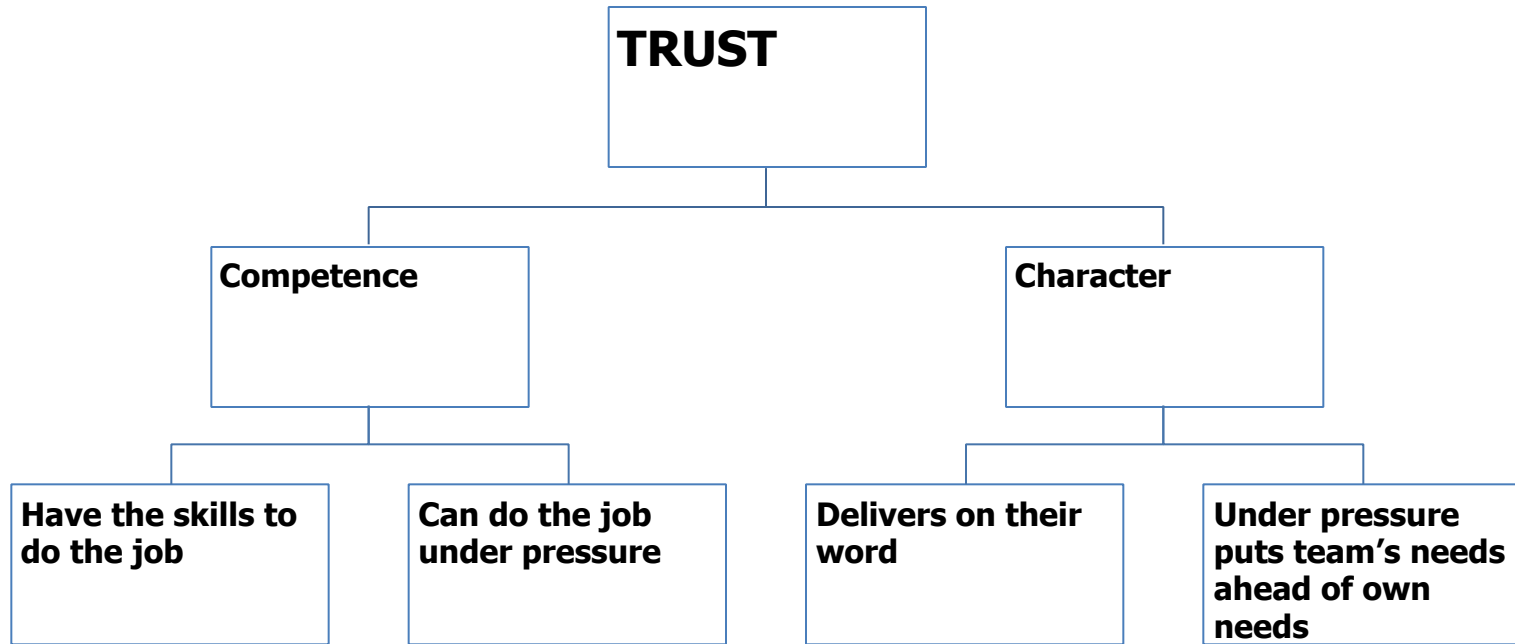
# LEADERSHIP TEAM

- Must be relentless in demanding that the team Values and Behaviours are adhered to





# TRUST



# PROFILING

1

Diligent	Fussy
Predictable	Boring
Diplomatic	Fearful
Efficient	Difficult
Perfectionist	Self righteous
Analytical	Indecisive
Restrained	Withdrawn
Systematic	Inflexible
Careful	Inactive

2

Controlled	Uptight
Forceful	Uncaring
Direct	Lacks diplomacy
Disciplined	Bossy
Productive	Workaholic
Determined	Autocratic
Independent	Loner
Decisive	Unbending
Confident	Egocentric

3

Calm	Inactive
Stable	Unmotivated
Passive	Over compliant
Friendly	Possessive
Practical	Conservative
Peaceful	Withdrawn
Serene	Complacent
Patient	Unsure
Dependable	Habit bound
Loyal	Dependent

4

Friendly	Over friendly
Risk taker	Careless
Spontaneous	Easily led
Carefree	Undisciplined
Optimistic	Dreamer
Enthusiastic	Overpowering
Invigorating	Manipulative
Talkative	Loud
Outgoing	Intrusive
Assertive	Egocentric

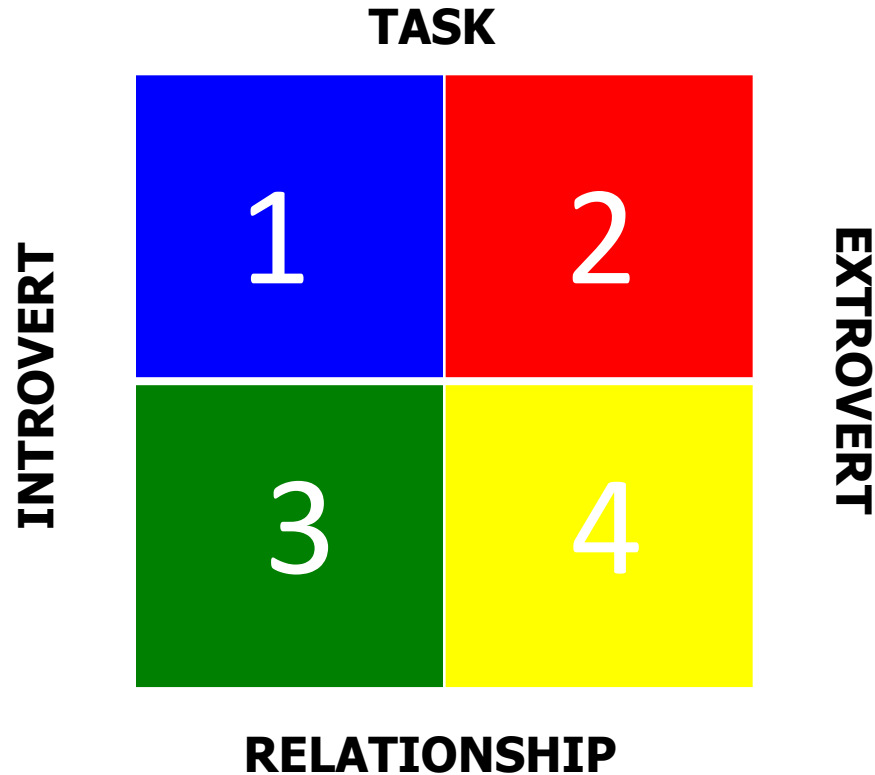


# PROFILING PRINCIPLES

- Every person has each profile type but in different order & intensity
- We see the world as we are, not as it is
- Each profile type is just as important as the others. You get great leaders from each profile eg
- Your profile type is not representative of ability or intelligence etc
- Good teams have a combination of profile types
- Conflict often occurs as a result of team members with different profiles (often opposite) seeing things differently
- In a team environment, individual profile is always secondary to the team values



# PROFILING EXPLANATION



# PERFORMANCE DIALOGUE

- Immediate is best
- Right time, right place, right way
- The more we practice the better we get
- Coming from a perspective of making each other better
- 1:1, small groups, speed feedback, peer assessments, group to group etc etc



# CRUCIAL CONVERSATIONS

A conversation becomes crucial when the following conditions occur:

- High stakes
- Strong emotions
- Differing opinions



# DEVELOPING A PERSONAL LEADERSHIP PLAN

- Develop your own Values (3 words)
- Identify behaviours that you must stop, start and keep displaying
- Develop an affirmation
- Assign a mentor
- Build strong professional relationships



# PERFORMANCE PSYCHOLOGY

- **Breathing**

Even/smooth, rhythmic & through the heart

- **Visualisation**

Picture yourself doing it well

- **Affirmations**

Basics that you can return to under pressure





# SPORT VERSUS BUSINESS

- Media scrutiny drives performance
- The scrutiny forces constant review – especially of performance under pressure
- Strong focus on setting major goals and thousands of smaller goals in-between
- Intense coaching – group, small groups and 1:1
- Performance psychology
- Celebrate the victories
- Link between leadership and performance



# CRITICAL SUCCESS FACTORS

- Appropriate governance, structures & processes are implemented to allow development to occur
- Weight of numbers – are most members of the group living the team behaviours
- Centres of influence – are the influential members of the group living the team behaviours
- Like versus respect – it is much more important to be respected than liked. It is good to be both but respect is more important
- Expectation versus delivery – frustration and conflict occur when there is a gap between what is expected and what is delivered. When there is a gap, it provides us with an opportunity to learn and become better. Don't ignore 'gaps' and don't lower your expectations
- Critical Moments – situation/s present themselves that, if dealt with according to the team values/behaviours, will ensure that team culture is changed significantly.



# GEZ'S LEADERSHIP MUSTS

- Work hard
- Know your stuff
- Deliver on your word



# INDICATORS OF HIGH PERFORMING TEAMS

- Positive : Negative – 6:1 – ratio of positive to negative interactions
- Advocacy : Inquiry – 1:1 – ratio of advocacy versus inquiry (genuine questions to understand others)
- Others : Self – 1:1 – ratio of comments demonstrating concern for others versus self



# MOTIVATION & ENGAGEMENT

- Purpose – doing meaningful work together
- Autonomy - decision making discretion
- Mastery – improving my performance at something that is meaningful to me and uses the personal strengths of team members
- Sharing information
- Connected – team members feel like they belong and are listened to
- Offering and providing performance feedback
- Minimising incivility



# REVIEW & PERFORMANCE MEASURES

- Identify KPI's that will measure the commitment of your team to the team Values and Behaviours
- This will remove the pressure/distraction/focus of the 'scoreboard'
- Review against team behaviours and KPI's

