



**SLEEPING LION
PEOPLE**

“Talent hits a target no one else can hit. Genius hits a target no one else can see.”

Arthur Schopenhauer



PEOPLE

WORKSHOP TECHNIQUES:

one: CREATING A GREAT COMPANY CULTURE

How to improve your company culture

two: IMPROVING DYSFUNCTIONAL TEAMS

How to recognise elements of good and bad teams

three: THE IDEAL TEAM PLAYER

How to recognise the qualities of an ideal team player

four: PERSONAL MOTIVATION

How to understand your people better

five: MOTIVATING MAVERICKS

How to get the best out of your exceptionally bright stars

six: ESTABLISHING HOW STRONG YOUR COMPANY CULTURE IS

How to design a great staff survey



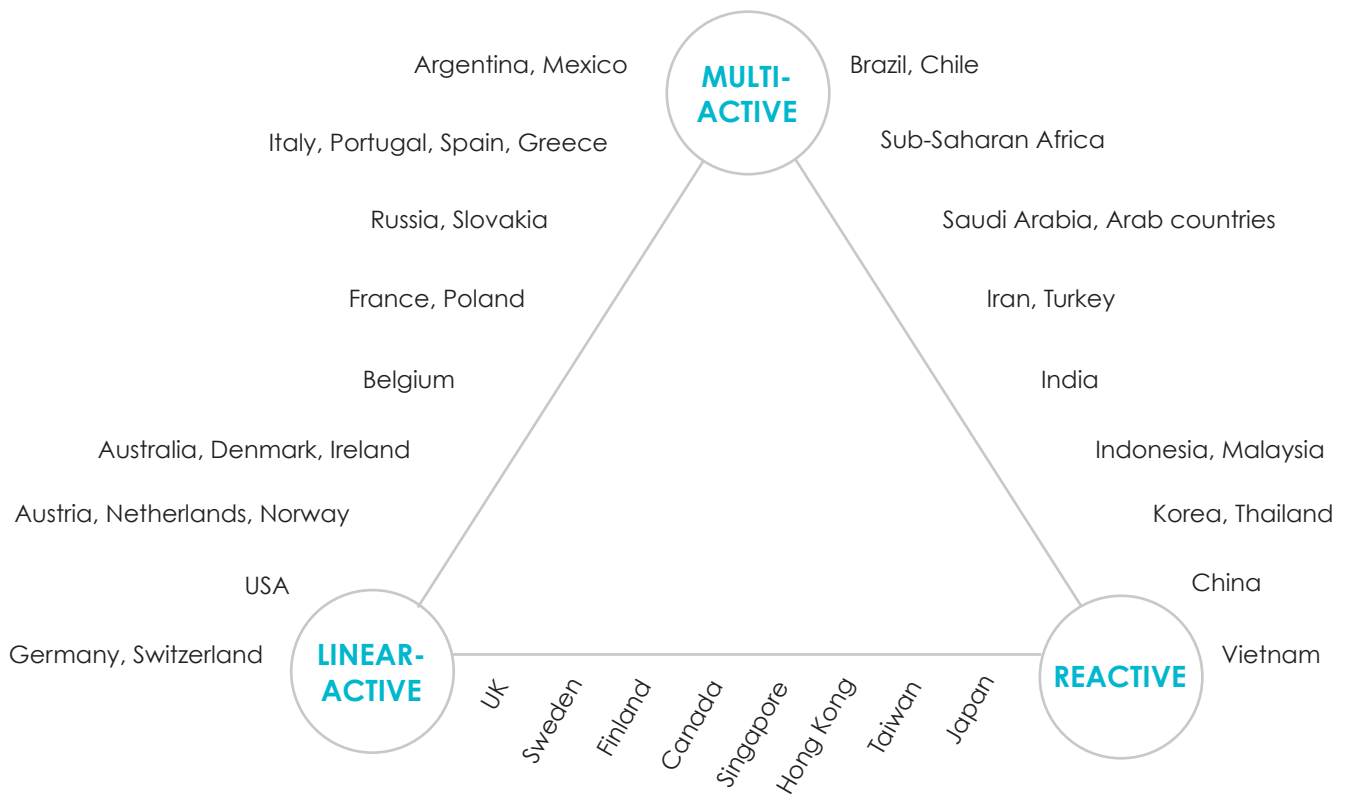
PEOPLE INTRODUCTION: MULTICULTURAL TEAMS

This section focuses on building great teams and good company cultures. Being culturally aware is particularly interesting in multinational organisations and indeed for anyone dealing with other nationalities. Richard Lewis's book, *When Cultures Collide*, features a model of cultural variations.

LINEAR-ACTIVE = cool, factual, decisive planner

MULTI-ACTIVE = warm, emotional, impulsive

REACTIVE = courteous, amiable, accomodating, compromiser



one: CREATING A GREAT COMPANY CULTURE

How to improve your company culture

Here are some great reminders of what makes a good company culture, from Why Should Anyone Work Here? by Goffee & Jones (a full staff survey example is also included in section six).

EXERCISE: Work through these six areas and make notes on your own company's strengths and weaknesses.

DIFFERENCE:

Does the company let people be themselves?

Yes / No

RADICAL HONESTY:

Does the company let people know what's really going on?

Yes / No

EXTRA VALUE:

Does the company magnify peoples' strengths?

Yes / No

AUTHENTICITY:

Does the company stand for something more than just shareholder value?

Yes / No

MEANING:

Does the company make the work make sense?

Yes / No

SIMPLE RULES:

Does the company make the rules clear and apply them equally to everyone?

Yes / No

two: IMPROVING DYSFUNCTIONAL TEAMS

How to recognise elements of good and bad teams

There are five dysfunctions that can ruin the effectiveness and cohesion of any team (as outlined in *The Five Dysfunctions of a Team* by Patrick Lencioni).

Each builds on the previous, making it even more difficult to isolate just one issue in a team.

1. **Absence of trust.** Teams that are not open about mistakes and weaknesses make it impossible to build trust.
2. **Fear of conflict.** Teams that lack trust are incapable of engaging in unfiltered debate. Instead they resort to veiled discussions and guarded comments.
3. **Lack of commitment.** Without having aired their opinions in open debate, team members rarely, if ever, buy in or commit to decisions.
4. **Avoidance of accountability.** Without committing to a clear plan of action, even the most focused people fail to call their peers to account.
5. **Inattention to results.** Failure to hold one another accountable creates an environment where team members put their individual needs above the team.

- **Trust** comes from overcoming invulnerability and admitting to weaknesses.
- Constructive **conflict** needs to replace artificial harmony.
- Creating **commitment** means removing ambiguity.
- **Accountability** involves raising low standards.
- **Inattention to results** can be addressed by removing status and ego issues.

EXERCISE: Starting at the bottom of the pyramid (Absense of Trust) first rate your team (out of ten) in each of the five areas. Then discuss with the team a plan to address specific issues.

NOTES:

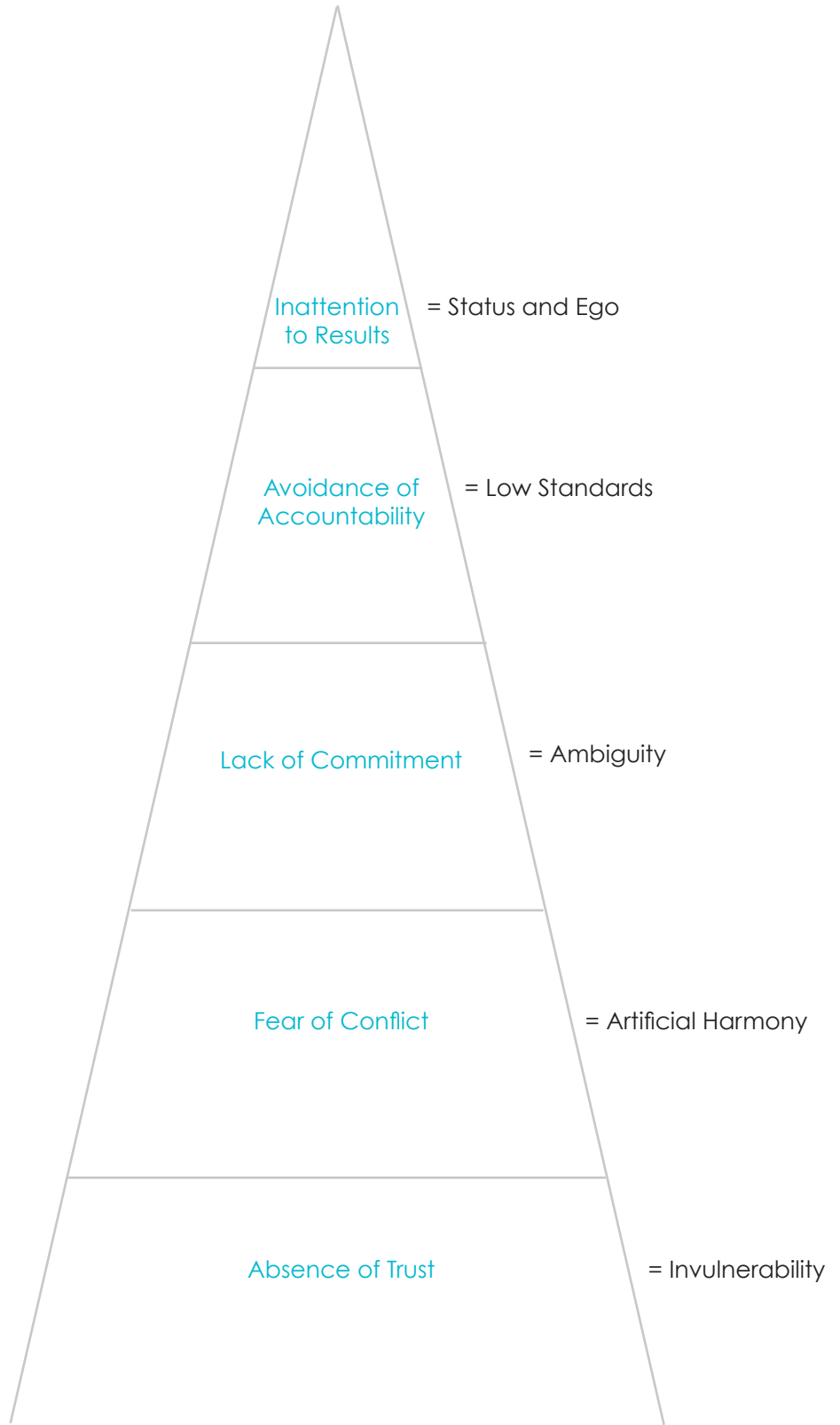
SCORE:

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three: THE IDEAL TEAM PLAYER

How to recognise the qualities of an ideal team player

As outlined by Patrick Lencioni, there are three essential virtues that make someone The Ideal Team Player: being humble, hungry and smart.

- **Humble**: humility is the single greatest and most indispensable attribute.
- **Hungry**: these people are self-motivated and diligent.
- **Smart**: these people demonstrate common sense when dealing with others - social rather than academic intelligence.

Things start getting interesting when you look at people with only one or two of the attributes.

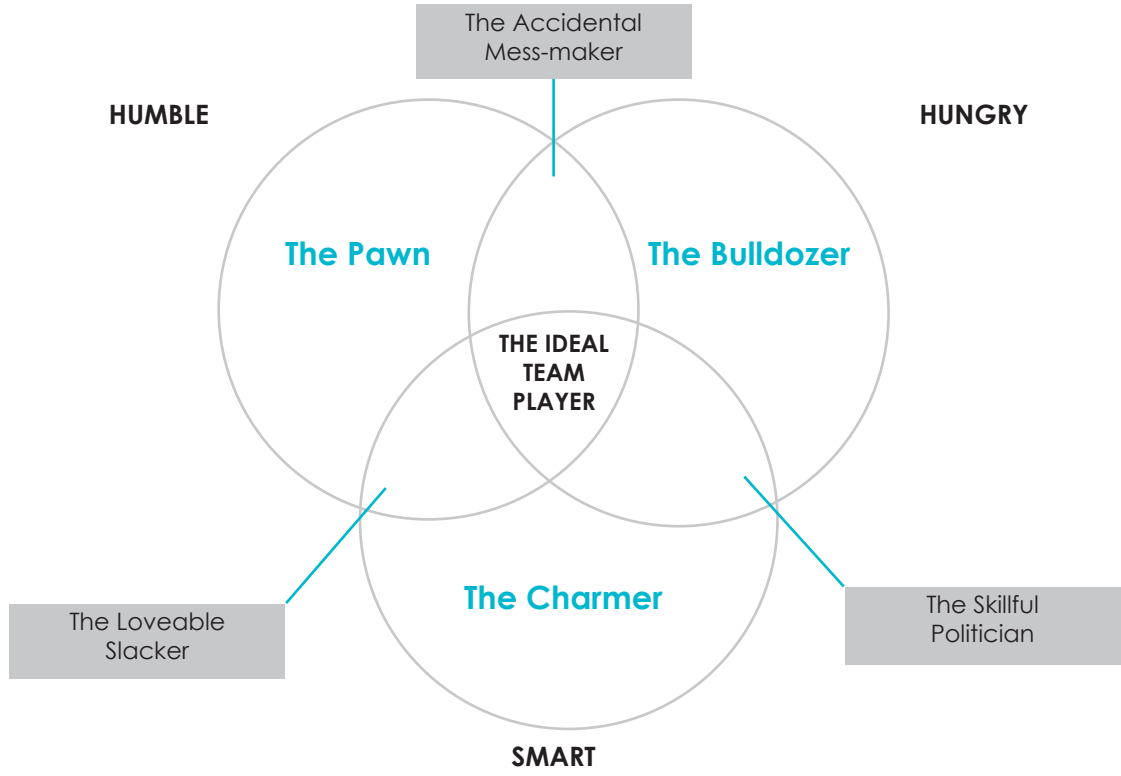
Those with just one are fairly easy to spot:

- Humble only: **the pawn**, who often gets left out.
- Hungry only: **the bulldozer**, who often annoys everyone else.
- Smart only: **the charmer**, with great social skills but low contribution.

Those with 2 out of 3 are much harder to spot:

- Humble and hungry: **the accidental mess-maker**, unaware of their effect on other people.
- Humble and smart: **the lovable slacker**, only does as much as asked.
- Hungry and smart: **the skilful politician**, out for their own benefit.

EXERCISE: Consider the attributes of your team members and place them in the appropriate category. Review the mix and consider action. Anyone with all three qualities is ideal. Those with fewer can also be valuable so long as the overall blend in the team covers all three qualities comprehensively.



NOTES:

four: PERSONAL MOTIVATION

How to understand your people better

Nothing gets done if no one can be bothered. And that means that motivation has to be effective, with everybody working at a consistently high level. That's easier said than done. In his book Drive, Daniel Pink boiled the essence of motivation down to three crucial elements.

Autonomy is the desire to direct our own lives.

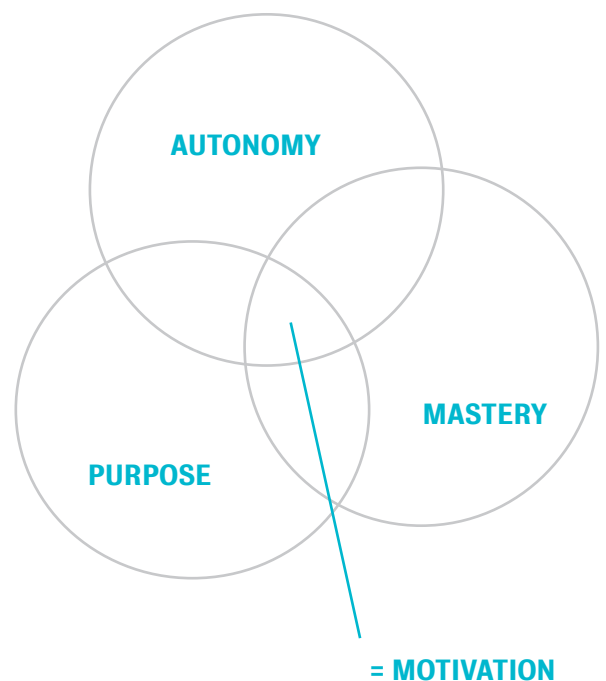
Mastery is the urge to get better and better at something that matters.

Purpose is the yearning to do what we do in the service of something larger than ourselves.

The people involved in enacting an idea need ample quantities of these characteristics if there is to be a reasonable chance of it happening.

EXERCISE: Use this motivational tool to work out if your team has the desire, the skill, and the sense of purpose to make it happen.

AUTONOMY	
MASTERY	
PURPOSE	



five: MOTIVATING MAVERICKS

How to get the best out of your exceptionally bright stars

You need a particularly astute approach to leading smart, creative people. Research shows that a handful of star performers create disproportionate amounts of value for their organisations, as described in Goffee & Jones's book *Clever*.

These invaluable individuals are called 'clevers', and although they can be brilliant, they can also be difficult. Their cleverness is central to their identity; their skills are not easily replicated; they know their worth; they ask difficult questions; they are organisationally savvy; they are not impressed by hierarchy; they expect instant success; they want to be connected to other clever people; and they won't thank you.

Even worse, they take pleasure in breaking the rules, trivialising the importance of non-technical people, they are oversensitive about their projects, and are never happy about the review process. So traditional leadership approaches won't be effective. Instead, bosses need to tell them what to do (not how to do it), earn their respect with expertise (not pull rank with a job title), and provide 'organised space' for their creativity.

EXERCISE: Do you have mavericks in your team? Are your actions motivating?

DO	NOTES	DO NOT	NOTES
earn their respect with expertise, not a job title		use hierarchy	
tell them what you want done		tell them how to do it	
provide boundaries - organised space for creativity		create bureaucracy	
give them time		interfere	
give them recognition (amplify their achievements)		give frequent feedback	
encourage failure and maximise learning		train by rote (they are already highly skilled)	
talk straight		use bull or intentionally deceive	

six: ESTABLISHING HOW STRONG YOUR COMPANY CULTURE IS

How to design a great staff survey

EXERCISE: A great template for surveying staff from Havard Business Review.

Where are you strongest?	
Where do you need to improve?	
Where is the best place to start?	
Where will you need to make a trade-off?	

1 = strongly disagree 2 = disagree 3 = neither agree nor disagree 4 = agree 5 = strongly agree

DIFFERENCE: I can be myself here

I am the same person at home as I am at work		People who think differently from most do well here	
I am comfortable being myself		Passion is encouraged, even when it leads to conflict	
We are all encouraged to express our differences		More than one type of person fits here	
		AREA TOTAL	

RADICAL HONESTY: I am told what is really going on

We are told the real story		My manager wants to hear bad news	
Information is not manipulated		Many channels of communication are available to us	
It is not disloyal to say something negative		I feel comfortable signing my name to comments I make	
		AREA TOTAL	

EXTRA VALUE: My strengths are magnified

I am given a chance to develop	<input type="text"/>	The weakest performers can see a path to improvement	<input type="text"/>
Every employee is given the chance to develop	<input type="text"/>	Compensation is fairly distributed throughout the organisation	<input type="text"/>
The best people want to perform here	<input type="text"/>	We generate value for ourselves by adding value to others	<input type="text"/>
		AREA TOTAL	<input type="text"/>

AUTHENTICITY: I am proud of where we're coming from and what we stand for

I know what we stand for	<input type="text"/>	Profit is not our overriding goal	<input type="text"/>
I value what we stand for	<input type="text"/>	I am accomplishing something worthwhile	<input type="text"/>
I want to exceed my current duties	<input type="text"/>	I like to tell people where I work	<input type="text"/>
		AREA TOTAL	<input type="text"/>

MEANING: The work makes sense

My job is meaningful to me	<input type="text"/>	I understand how my job fits with everyone else's	<input type="text"/>
My duties makes sense to me	<input type="text"/>	Everyone's job is necessary	<input type="text"/>
My work gives me energy and pleasure	<input type="text"/>	At work we share a common cause	<input type="text"/>
		AREA TOTAL	<input type="text"/>

SIMPLE RULES: I believe in the rules

We keep things simple	<input type="text"/>	Everyone knows what the rules are for	<input type="text"/>
The rules are clear and apply equally to everyone	<input type="text"/>	We, as an organisation, resist unnecessary rules + paperwork	<input type="text"/>
I know what the rules are for	<input type="text"/>	Authority is respected	<input type="text"/>
		AREA TOTAL	<input type="text"/>

ANY ITEM SCORING 1 OR 2 IS WORTH ATTENTION.

ANY AREA WITH AN OVERALL SCORE BELOW 18 SUGGESTS THIS AREA REQUIRES IMPROVEMENT.

