Getting Your Runs on the Board

Ferzeen Anis
ferzeen712@gmail.com
LinkedIn.com/in/ferzeen
Where do I start?

Every coach ever
Getting My Runs on the Board

Ferzeen Anis
If I had to pick the #1 struggle teams face...

It’s the move from the “Me” to the “We”.
How do I start?

• Leaders must go first

• Help team members identify & acknowledge their individual areas of improvement

• Constantly remind them!
10 Intrinsic Motivators according to Jurgen Appelo

- Curiosity
- Honour
- Acceptance
- Mastery
- Power
- Freedom
- Relatedness
- Order
- Goal
- Status

https://management30.com/
Moving Motivators

1. Order the motivators in a horizontal line, decreasing from left to right in their importance to you.

2. Think of your current job or situation. Move the cards vertically up or down against the original line, based on how much or little of each motivator you experience in the role.

3. Think of a significant event, a change, a situation. Move the cards up or down based on the effect on the motivators.

4. Self-reflect or share.
Moving Motivators

- **Curiosity**
  - Us: How Can I Learn and Understand?
  - Them: Is Our Idea Remarkable?

- **Honor**
  - Us: How Do We Grow Trust?
  - Them: What Small Things Do We Give and Ask?

- **Acceptance**
  - Us: How Are We Just Like Them?
  - Them: Where Is the Smell of Success?

- **Mastery**
  - Us: How Do We Grow?
  - Them: Can We Make Them Look Competent?

- **Power**
  - Us: How Do We Express Authority?
  - Them: How Do We Lend Them Our Authority?

Ice breaking
Self-organization
Interviews
Team Charters
Motivation Maps
Conversation Changers
Moving Motivators

- Freedom
  - Us: Are We Really Doing What We Can?
  - Them: Is There Limited Availability?
- Relatedness
  - Us: How Are We Being Personal?
  - Them: Where Is the Social Proof?
- Order
  - Us: Are We Using the Checklist?
  - Them: Are We Clear Enough?
- Goal
  - Us: Are We Being Optimistic?
  - Them: What Is On Their Minds?
- Status
  - Us: What Makes Us Credible?

Ice breaking
Self-organization
Interviews
Team Charters
Motivation Maps

Conversation Changers
Moving Motivators

Introduction activity:
- Think of and draw a positive motivator in life (1 min)
- Think of and draw a negative motivator in life (1 min)
- Pair and share (5 min)

Context-setting activity:
- Explain Moving Motivators and Cards (5 min)
- Line cards left to right from most to least important individually (10 min)
- Share with group (10 min)

Practice activity:
- Think of a workplace effect/change (e.g., moving teams, changing roles). Realign cards up/down for positive/negative impact (5 min)
- Think of a personal effect/change (e.g., baby, buying house, moving, loss). Realign cards up/down for positive/negative impact (5 min)
- Think about your current role and how much of each of the motivators impact your role. Realign cards up/down. (5 min)

Actions:
- Explain the Changing Conversations Questions and how the audience can use them in the workplace if they refer to the team's motivator map (to be created by the facilitator) (5 min)
Team Talks
Am I toxic?

Toxins are NORMAL.

But they’re not an excuse to tolerate unjust behaviour.

Diagnose YOURSELF, not others.

Be brave and share!
# Team Toxins

<table>
<thead>
<tr>
<th>Stonewalling</th>
<th>Blaming</th>
<th>Defensiveness</th>
<th>Contempt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Withdrawal</td>
<td>Harsh Start-up</td>
<td>Closed to influence</td>
<td>Personal Attack</td>
</tr>
<tr>
<td>Disengagement</td>
<td>Bullying</td>
<td>Refusal to take responsibility</td>
<td>Eye Rolling</td>
</tr>
<tr>
<td>Avoidance</td>
<td>Domination</td>
<td>Not supporting or creating safety</td>
<td>Disrespectful</td>
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</table>
What can I do?

Every One

Pick one thing you can start doing today.
# Antidotes

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<tbody>
<tr>
<td>Transparency</td>
<td>Feed Forward</td>
<td>Curiosity</td>
<td>Personal Development and Coaching</td>
</tr>
<tr>
<td>Mediation</td>
<td>Curiosity</td>
<td>Find the 2% Truth: Behind any criticism or negative feedback is at least a kernel of truth for us to take in.</td>
<td>Respectful Communication</td>
</tr>
<tr>
<td>Professional Coaching</td>
<td>Soft Start Up</td>
<td></td>
<td>Emotional Intelligence: Anger vs Contempt</td>
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</tbody>
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The Responsibility Process

We process the following mental states to avoid responsibility:

1. Denial – Ignore the existence of something
2. Lay blame – Hold others at fault for causing something
3. Shame – Lay blame on oneself or feel guilty
4. Justify – Find excuses for the state of things
5. Quit – Give up to avoid the pain of shame
6. Obligation – Do what you ‘have to’ instead of what you want to
The Responsibility Process

We can take responsibility through:

1. Intention – Intending to respond from a place of responsibility
2. Awareness – Catching yourself while in any of the mental states of avoiding responsibility
3. Confrontation – Facing yourself to see what you can learn or improve
Team Toxins

1. Toxin Pictionary
2. Default Toxins
3. Antidotes
4. Actions
Team Talks

Facilitator Notes

- Introductory activity:
  - Write the word “toxin” on a piece of paper
  - Show a volunteer the word and get them to draw it, until the rest of the team guess the word correctly

- Context-setting activity:
  - Introduce that you’re talking about toxic behaviours which exist in all of us at some time or another
  - Confirm that you will also talk about actions and antidotes.
  - Explain each of the Team Toxins

- Practice activity:
  - Everyone reflects and picks their own default toxin
  - Team gets into pairs and explains why each picked their toxin. Listeners should NOT give feedback on this; they swap and explain their own.

- Actions:
  - Explain each of the antidotes and facilitate a discussion
  - Ask the team to write down one thing they will Stop doing, and one they will Start doing.
The League of Extraordinary Superleaders
The League of Extraordinarily Shortsighted Superleaders

What does every superhero have in common?

Timothee Bourguignon

http://agilesuperleaders.info/
DESUPERSAFE
Anyone feels super safe to openly talk about their problems
but...
the smallest problems tend to take epic proportions

CCSAR
He centralizes the communication
but...
the team only gets some information, always filtered

FIFTHWHY
She can make anyone search for the deepest "why"
but...
the team loses efficiency and commitment tends to go down the drain

KRIGUSAVOIDUS
He can make any conflict disappear
but...
the crisis continues to grow anyway

CHEERLEADER
With him at your side, everything seems possible
but...
the team is all-in and failures are extremely painful

HU-DINI
Master of answering with questions, you discover answers deep within yourself
but...
but the team avoids asking when they really need help

MICROMAN
She can manage 1000 tasks in parallel
but...
the team members lose self-responsibility

IMPEDEITOR
He can solve any impediment!
but...
the team doesn't know how
DELEGATA
She delegates everything & always at the right person
but...
the team is left alone to take every decisions

ZERORISKA
She never makes any mistake
but...
the team doesn’t learn from errors

WIKILEAENZ
Everything he does is perfectly and extensively documented
but...
“too much information” is actually a thing

GERBERUS
Reviews and corrects each team member’s work
but...
the team members lose responsibility, creativity and initiative

MEGAPHONE
Voices of the oppressed, he makes sure everyone gets heard
but...
extroverts tend to feel censored and introverts pushed beyond their limits

KHON-TROLLER
Relies purely and extensively on metrics, no more guts feelings
but...
emotions are ignored and metrics get gamed

PROCESS-OR
She can create a process for anything
but...
encourages employees to switch off their brains

IROBOT
Removes emotion from every discussion
but...
the atmosphere becomes dull as members turn robot-like
<table>
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<th>Context</th>
<th>Conflict</th>
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<tbody>
<tr>
<td>Cohesion</td>
<td>Conclusion</td>
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The League of Extraordinarily Shortsighted Superleaders

Facilitator Notes

Introductory Activity:
- Pop-up in your best superhero POSE and tell the room who your favourite superhero is

Context:
- What does every superhero have in common? They all have a weakness! We all have powers, some of them superpowers. It’s important to understand what our kryptonite can be!
- Display the superleader cards and discuss

Practice Activity:
- Get in groups then STORYBOARD the superleader(s) in action. You can pick as many characters and get them to play off each other!
- Storyboard: Context, Conflict, Cohesion, Conclusion
- Box 3/4 must contain an ‘antidote’ in action.
- Share your comic with the group

Conclusion:
- Can you think of your own kryptonite and its counter? e.g. I’m very pedantic about grammar so I spend a LOT of time formatting/editing
“People need to be reminded more than they need to be instructed”.
“Psychological safety is a shared belief that the team is safe for interpersonal risk taking”

Amy Edmondson [author of Teaming]
Where are we today?

**PSYCHOLOGICAL DANGER**
- Fear of admitting mistakes
- Blaming others
- Less likely to share different views
- Less shared common knowledge

**PSYCHOLOGICAL SAFETY**
- Comfortable admitting mistakes
- Learning from failure
- Everyone openly shares ideas
- Better innovation & decision making
Absence of Trust: Inability and unwillingness to be vulnerable, with only the kind of predictable trust between members that is gained over long periods of time.

Fear of Conflict: Lack of productive ideological debate or constructive feedback or alternative solutions in order to avoid feelings getting ‘hurt’.

Lack of Commitment: When people don’t/can’t weigh-in then they don’t/can’t buy-in. The lack of buy-in prevents team members from making decisions they will stick to.

Avoidance of Accountability: When people haven’t committed to decisions or actions, then they are unable to hold each other accountable

Inattention to Results: If people aren’t held accountable, then the feeling that pervades is that the results don’t matter, that the consequences of their actions/decisions don’t matter. The pursuit of individual goals and personal status and ego erodes the ability to focus on collective success.
Instead say, high performing teams...

- Have deep **trust** in each other. They **care** about the well-being of each team member and **actively** seek ways of increasing their well-being. They are able and willing to be **vulnerable**.

- View conflict and disagreement as **a good thing**. Criticism is constructive and oriented toward problem-solving, being open-minded and removing obstacles. **Care for each other** is maintained throughout active management of conflict.

- Are clear about their vision and **commit** to decisions and plans of action. Openness to conflict means team members always “weigh-in” so they also eventually “buy-in” and stick to decisions.

- Hold **each other accountable**; the ‘boss’ does not hold the team accountable. Each team member carries their own weight and respects the team processes and other members.

- Focuses on achieving **collective success**. The consequences of actions and decisions affect the entire team; this **matters** to everyone as they **hold each other** to a high standard.
Curiosity, Mastery and Freedom are my biggest motivators.

I have a sweet tooth and a travel bug. I’m also a fan of hikes and mountains.

My need to plan and organise puts me at pains with my impulsiveness.
Be humble,
be hungry,
be smart.

Be an ideal team player.
Be their Chief Reminding Officer.

Ferzeen Anis
Agility facilitator, trainer, jargon buster.

Linkedin.com/in/ferzeen
ferzeen712@gmail.com