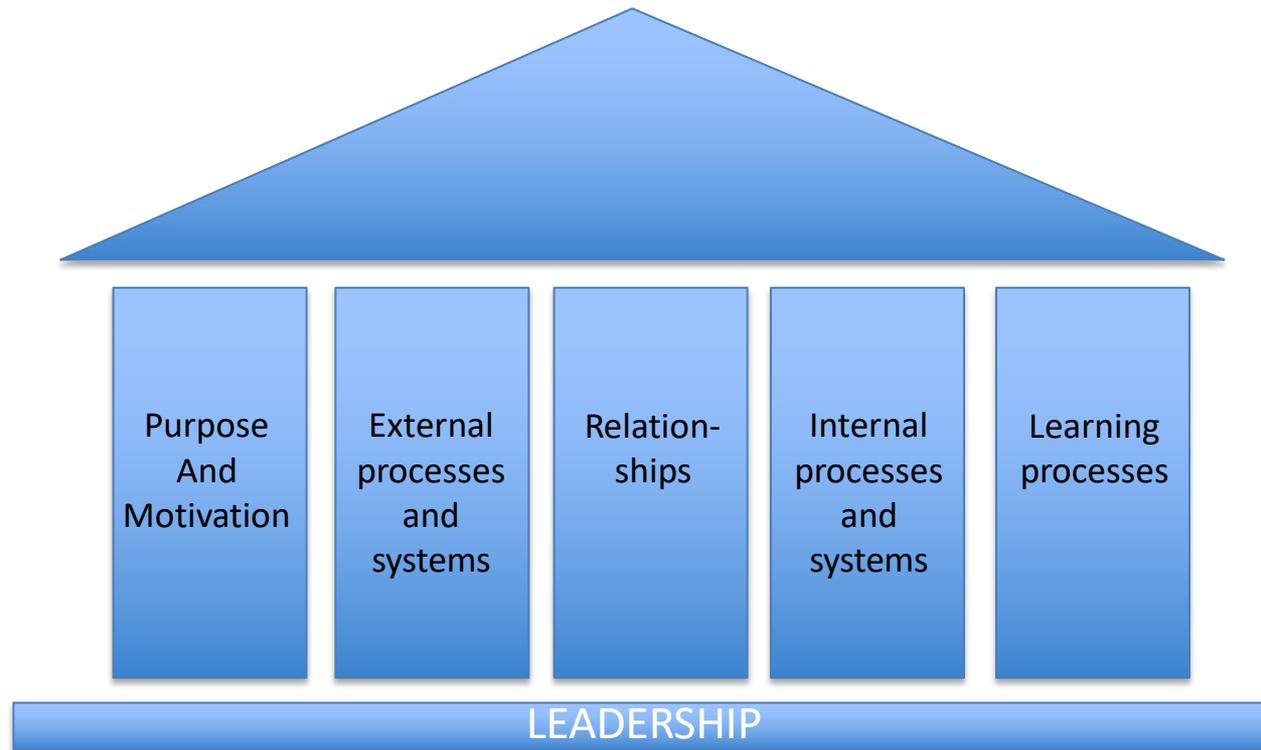




Team Coaching

Session 3: Working with PERILL

PERILL: 5 pillars of high performing teams



How the pillars interlink



LEADERSHIP QUALITIES & BEHAVIOURS	Purpose & Motivation	Externally facing processes	Relationships	Internally facing processes	Learning
Purpose & Motivation	LQB				
Externally facing processes		LQB			
Relationships			LQB		
Internally facing processes				LQB	
Learning					LQB



When the pillars are in alignment

LQB	Purpose & Motivation	Externally facing processes	Relationships	Internally facing processes	Learning
Purpose & Motivation	LQB	Alignment of values between the team and its key stakeholders	Working enthusiastically together towards shared goals	Clarity of priorities; putting collective priorities before personal	Actively seeking ways to leverage and expand team strengths
Externally facing processes		LQB	Strong collaborative relationships with stakeholders	Rapid and effective response to quality issues	Rapid product and service innovation
Relationships			LQB	High level of psychological safety leads to constant questioning of what we do	People take active responsibility for supporting each other's development
Internally facing processes				LQB	Culture of continuous process improvement
Learning					LQB

When the pillars are not aligned

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LQB	Purpose & Motivation	Externally facing processes	Relationships	Internally facing processes	Learning
Purpose & Motivation	LQB				
Externally facing processes	Stakeholders unclear what you stand for	LQB			
Relationships	People pursue their own agendas	Conflict with stakeholders; disrespect for stakeholders	LQB		
Internally facing processes	Duplication and waste of effort	Quality issues not acknowledged or addressed	People avoid "interfering" in each other's territory. Large "elephants in the room".	LQB	
Learning	Learning focused on the individual not the collective	Slow to innovate	People "hoard" knowledge and expertise	Resistance to change	LQB

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The PERILL model in full

LQB	Purpose & Motivation	Externally facing processes	Relationships	Internally facing processes	Learning
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Internally facing processes	Duplication and waste of effort	Quality issues not acknowledged or addressed	People avoid "interfering" in each other's territory. Large "elephants in the room".	LQB	Culture of continuous process improvement
Learning	Learning focused on the individual not the collective	Slow to innovate	People "hoard" knowledge and expertise	Resistance to change	LQB

Purpose and motivation

- Do we all share the same narrative about the future?
- Where do we get our energy from?

How aligned are managers with strategy?

MIT Sloan Management Review survey of 4,012 managers published in early 2018 found that:

- Less than one third could correctly list three of their companies' top strategic priorities
- Top teams overestimate their own alignment
- Alignment plummets between top executives and their direct reports

No one knows your strategy – not even your top leaders, published February 12 2018

External processes, systems and structures

- How can teams better understand and respond to the expectations of their stakeholders?
- How do social processes influence the way we perceive and behave towards stakeholders and other outsiders?

Relationships

- Why is trust such a critical aspect of high performance and how can team coaching build greater trust?
- How much collaboration between colleagues do teams actually need?
- How can team members become accountable for each other's well-being, development and performance?
- How do teams make diversity a performance enhancer, rather than a drag on performance?

Internal processes, systems and structures

- How does our team narrative enable and constrain us?
- How open to change are we?
- How do we avoid decision-making traps, such as the “sunk cost trap”?

Learning

- What helps and hinders learning within teams?
- Do different types of team have different issues with regard to managing their learning?
- How can teams increase the quantity and quality of the learning they experience?
- How can teams ensure they maintain a pace of learning appropriate to the pace of change around them?

Leadership

- How can teams get the kind of leaders they need?
- How can team coaches support weak team leaders?
(What if the team's main problem is its leader?)
- How does team coaching work in teams with distributed leadership?

Case study: Break out 1

Using the team coaching framework and PERILL within the context of the Sweet Dreams case:

- What does the PERILL model tell us about Alice's team?
- Based upon what you already know about the team, how might the elements of PERILL interact to produce positive or negative outcomes?

Complete the PERILL diagram and come back prepared to discuss with the group.