

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.

Where to start?

Relationships?
Systems and
processes? Could this
be depersonalised
first?
Could we test where
they might find
helpful to focus on
first?

How much do
we know? ->

Conflict
Undervalued
Personal
agendas

Alice has faith in the team, wants to change, support, make a difference. Has respect for boss.

LQB	Purpose & Motivation	Externally facing processes	Relationships	Internally facing processes	Learning
Purpose & Motivation Could we link to systems / process?	LQB Where can she mitigate most effectively?	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	Stakeholders unclear what you stand for	LQB	Strong collaborative relationships with stakeholders	Rapid and effective response to quality issues	Rapid product and service innovation
Relationships	People pursue their own agendas	Conflict with stakeholders; disrespect for stakeholders	LQB Is Alice confident/ capable to turn around team?	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	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

What are the **strengths** that could be built on, awards in the past? What could we learn and acknowledge from that?

Skills: Where does she need the most support with what she's taken on?

From Interviews: How do they work together, Stefan's influence, Ravi's influence etc. Other factors to get on the table put language around?

Why Alice has been brought in?