

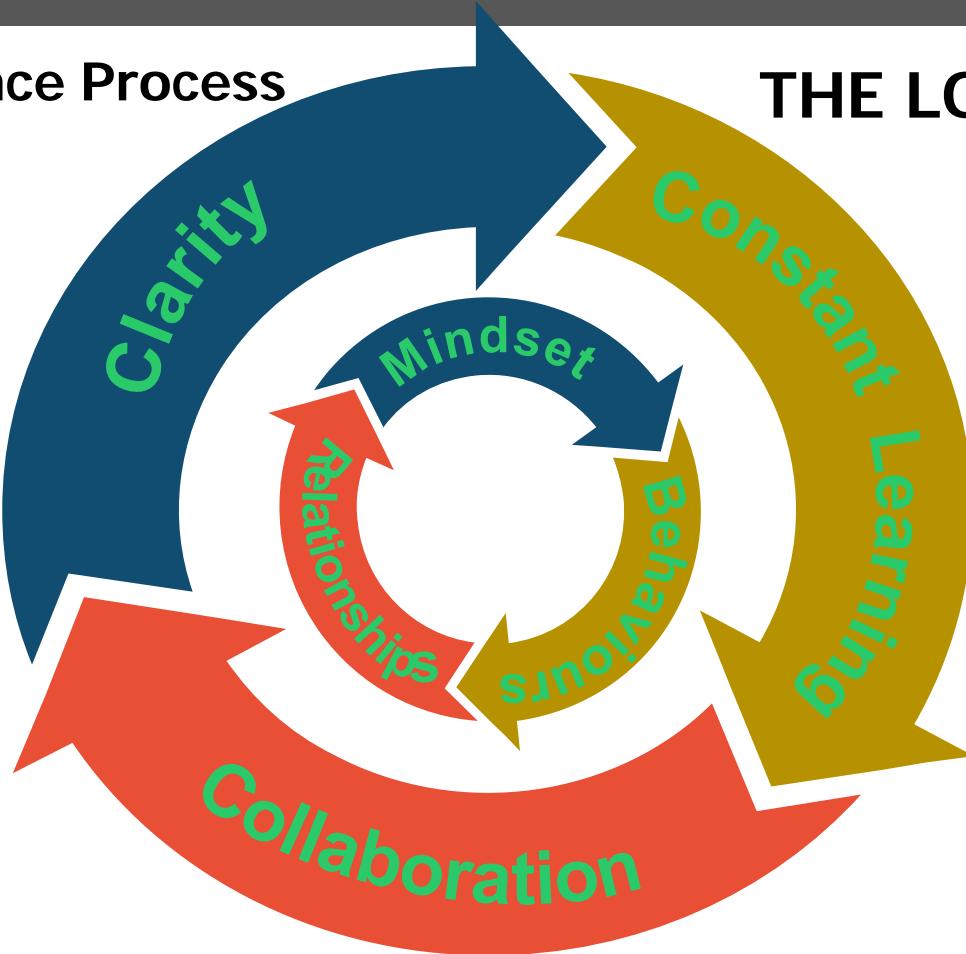


FINDING THE WINNING EDGE: LEADERSHIP & HIGH PERFORMANCE

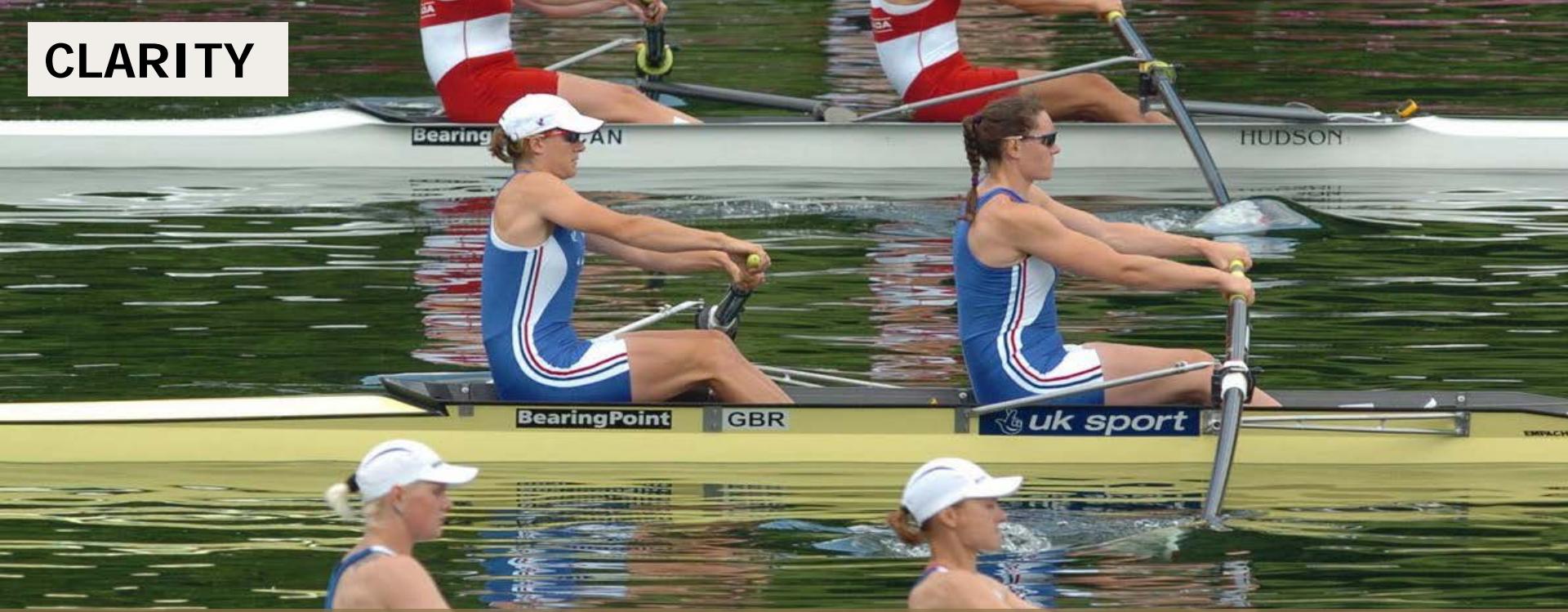


High Performance Process

THE LONG WIN



CLARITY



WHY?

What matters to you?

WHAT IS SUCCESS? What does winning look like?

HOW?

What experience do you want (others) to have?

HIGH PERFORMANCE: CLARITY

WHY? What matters to you? What gets you out of bed in the morning?
What's your purpose? What does your team uniquely bring?

WHAT IS SUCCESS? What does winning look like? Performance vs Results.
What's your 'Will It Make The Boat Go Faster' question?

HOW? What experience do you want (others) to have? What sort of culture do you want to create? How do you want to work together?

Constant Learning Mindset

Feedback

How do you use proactive feedback to improve performance?

Marginal Gains

What are all the small things you can improve to make a big difference in performance?

Reflect & Review

How often do you review your performance?

What are these marginal gains? How did they help win Olympic medals?



MARGINAL GAINS

“The whole principle came from the idea that if you broke down everything you could think of that goes into riding a bike, and then improved it by 1%, you will get a significant increase when you put them all together.”

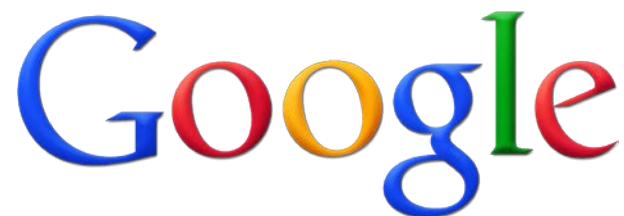
Sir Dave Brailsford

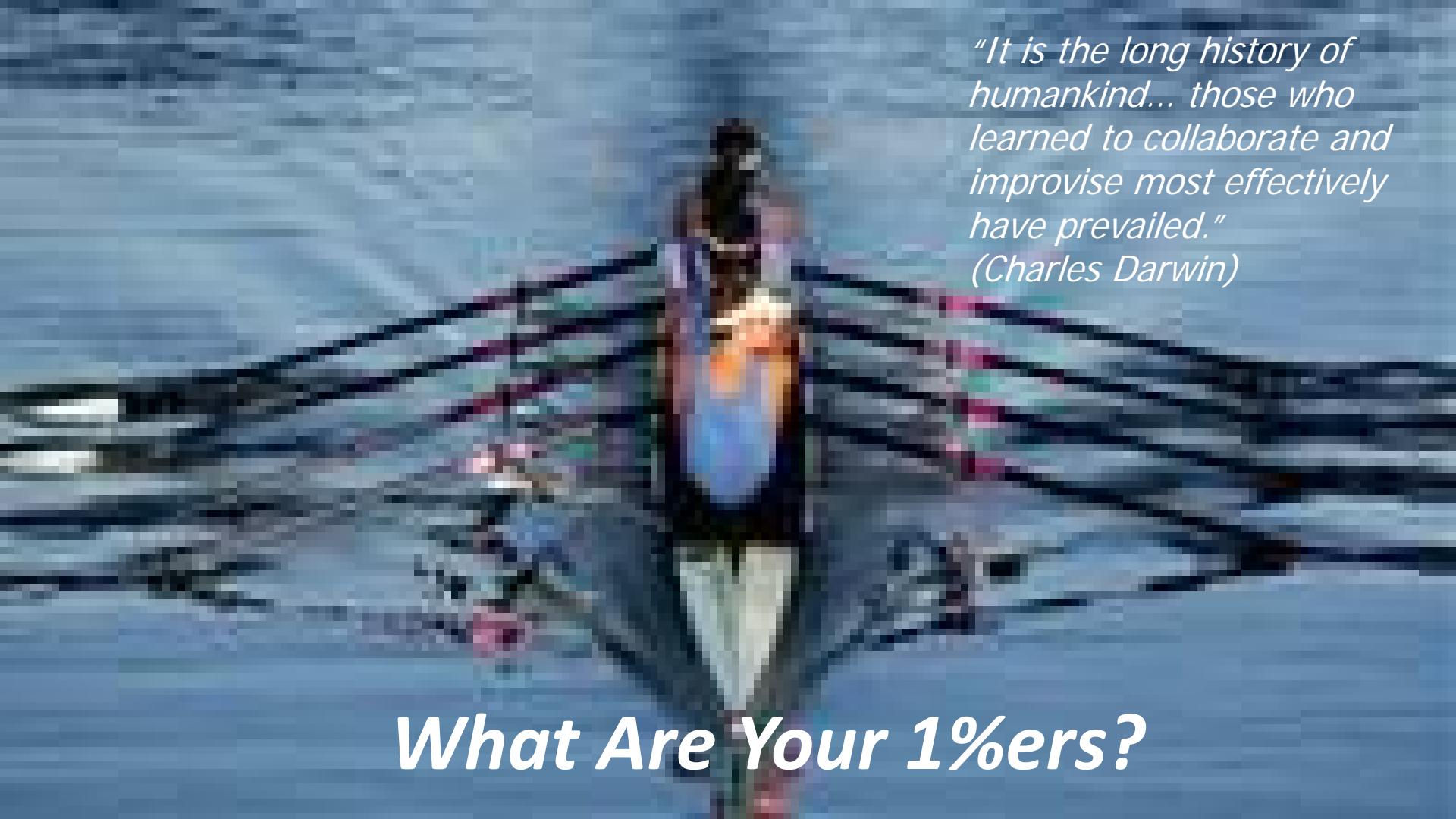


“Winning the Rugby World Cup was not about doing 1 thing 100% better but doing 100 things 1% better.”

Sir Clive Woodward

MARGINAL GAINS





"It is the long history of humankind... those who learned to collaborate and improvise most effectively have prevailed."
(Charles Darwin)

What Are Your 1%ers?

Constant Learning Mindset

Feedback

How many people do you ask for feedback about your performance?

Marginal Gains

What are all the small things you can improve to make a big difference in performance?

Review

How often do you review your performance?

Proactive Support & Challenge

How can you create a psychologically safe environment?

PSYCHOLOGICAL SAFETY

Belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes

WHY IS IT HARD?

We don't want to look ignorant, incompetent, intrusive, negative, combative (so we don't ask questions, admit mistakes, offer ideas, challenge status quo)

HOW? - Frame the issues as *learning* issues (not right/wrong)

- Recognize and show your vulnerabilities
- Be genuinely curious

HOW TO BE EFFECTIVE UNDER EXTREME PRESSURE

UK Government study:

Within a supportive environment...

1. Flexibility and adaptability
2. Self-awareness under pressure
3. Authentic, collaborative relationships



Collaboration

“deep, collective determination to reach an objective”

“collaboration requires leadership”

“teams that work collaboratively can achieve greater results”



“To collaborate effectively remains a matter of personal choice”

Professor Mark de Rond

DIPLOMATIC COLLABORATION

- Get to know the person behind the role
- Listen more than you speak
- Find what you have in common



Negotiating Checklist

1. What are 'they' (*negotiating partners*) feeling?
2. What do they feel (and think) about our proposals/views?
3. What are they not saying?
4. What have we done to show we have heard them & support them? (*What more could we do?*)
5. What alternatives are there to explore?



Constant Learning

Feedback

How many people do you ask for feedback about your performance?

Marginal Gains

What are all the small things you can improve to make a big difference in performance?

Storytelling

What are the stories that you tell about yourself & others?

Reflect & Review

How often do you review your performance?

Proactive Support & Challenge

How can you create a psychologically safe environment?

INSERT VIDEO



DON'T FOCUS ON WHAT'S WRONG, ASK WHAT'S POSSIBLE?