

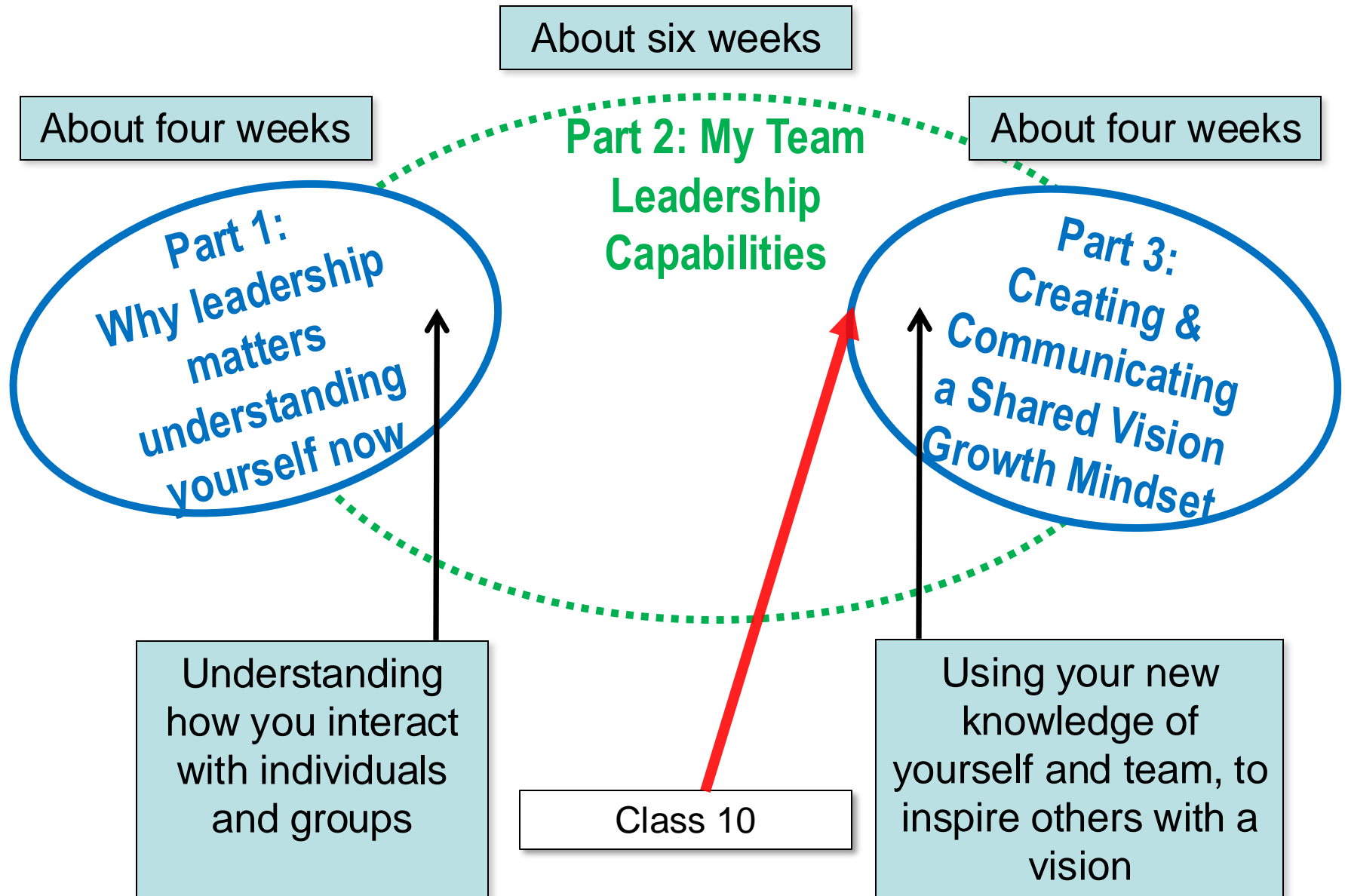
A photograph of four diverse individuals (two men and two women) standing outdoors in a grassy area with trees in the background. They are all smiling and looking towards the camera. The person on the far left is a man with dark hair wearing a red t-shirt. The second person is a woman with dark hair wearing a dark blue t-shirt. The third person is a woman with a large, voluminous black afro wearing a red t-shirt. The person on the far right is a man with a beard and short hair wearing a dark blue t-shirt. Overlaid on the image is the text 'Personal Development & Team Leadership' in a large, white, bold font. The word 'Personal' is on the top line, 'Development &' is on the second line, and 'Team Leadership' is on the third line. The letters 'T' and 'M' are stylized with large, colorful geometric shapes (yellow and orange for 'T', blue and pink for 'M') behind them.

# Personal Development & Team Leadership

Prof: Andrew PRIOR

***Class 10: Morning-16-Dec-2024***

# Course structure



# What we did last time?

- Reflect on the red thread from last weeks class. What did we learn?
- Review group tasks and psychological safety scores (continuously raising standards in a safe space)
- Remote meeting with Robin Macaskill talking about Motorola solutions, team leadership, purpose and values
- PERILL model for Complex Adaptive Systemic team coaching
- Impact project => Thinking out of the box and creativity using 6 thinking hats method
- Group tasks for next class
- Captain's logs

# Intention today

- Reflect on the red thread from last weeks class. What did we learn? Update from representatives from coaching
- Midterm exam
- Personal and Shared values => How do we know we are living them, being fully alive, satisfied and fulfilled with our short lives?
- The Karpman drama triangle and how to get out of it by using creative problem solving
- Iterative problem-solving activity => Marshmallow challenge with a twist or word factory
- The Impact project poster => Template
- Review group tasks
- Group tasks for next class
- Captain's logs



# Some Comments from Captain's Logs

- Conference (call with Motorola) was really interesting and inspiring
- This class was engaging and insightful. The opportunity to interact with an industry expert was invaluable, and the focus on core values was thought-provoking. I suggest incorporating more interactive sessions like this and perhaps providing pre-class materials to help us prepare better for guest interactions.
- Try to apply the PERILL model.
- I will refine accountability processes to better align team goals with my individual contributions
- giving more importance to my values
- Communicate values clearly to foster shared understanding and deeper connections within the team.
- I plan to improve my approach to teamwork by actively applying structured problem-solving methods, such as the "Six Thinking Hats" and SCAMPER, to foster creativity and balance perspectives
- I think it will be better to see the director in person in January in order to have a better contact with him discuss his experience.
- Try others hats, try different points of view on an idea, problem, situation.
- we all have different values, so how do we match them to make a functioning team ? in our case, we have different core values but all of them are beneficial to the team.
- before each exercise, maybe clarify how that exercise improves our leadership abilities. sometimes we do exercises but don't see how they link to leadership and they look like an exercise to hone a different skill (like the 6 hats : it looks more like an exercise for critical thinking and solution selection than anything)
- I think it's actually a good thing for team work that we need more time to discuss the activities, because it can encourage us to talk more outside of class to finish our conversations on our values for example
- I feel like the company values point is quite vague. Every company states the same thing more or less.
- The mountains and valley exercise was actually really insightful for me, it really put my life in perspective. I really liked the core values discussion as well, that made me think about myself in another perspective.
- Be more aware about how positive and negative things in my life align with my values. Using the thinking hats method for other projects that comes up
- I tried to take better notes in the shared document during the actual activities instead of catching up afterwards, which I think makes the reflections more precise, and I will try to further develop this.
- I think it gets a bit boring when we only have exercises that include discussion, exercises like the zebra problem or with the helium bar keep more attention.

# Some Questions from Captain's Logs (1/3)

- Is it really important to have the personal values and the company values aligned? Yes, if you want to live a satisfied and fulfilled life
- I don't understand what are practical ways to maintain engagement when team members feel disconnected from the project purpose? You can't change people, you can only change yourself. When you are more connected with the project purpose, maybe they will too.
- How can we effectively balance different thinking styles? structured brainstorming, tailored roles,
- Is it a normal thing to have as much negative events than positive events in your life? Should it impact us that much? It's normal to experience both positive and negative events in life, and their impact can vary, but effective coping strategies and support can help manage their emotional effects
- Isn't the goal of 6 hat method to have an insight of each hat at every time, I don't find it relevant to use an "hat sequence"? The method encourages exploring different perspectives systematically through a "hat sequence" to ensure each view is considered clearly and comprehensively, though this sequence can be adapted to suit specific needs or contexts.
- What are some examples of using tools like SCAMPER and Six Thinking Hats in real-life problem-solving scenarios? product development, business strategy, education, and conflict resolution
- How to deal with someone who has completely different core values than you? respectful communication, finding common ground, and setting clear boundaries to maintain a cooperative and respectful relationship.
- If you are working in a group with very diverse values what do you have to do to get things done? focus on shared goals, encourage respectful communication, clearly define roles, and create an inclusive environment that respects all perspectives.
- Do you think that decisions in teams should be taken in a democratic way or should the leader take the final decision? Yes, it's important to balance democratic input with the leader making final decisions when necessary, depending on the urgency and complexity of the situation. (see video on Team of Teams later)
- How do I know if a company actually acts according to the values it mentions as key to them. examine employee reviews (Glassdoor), observe its public actions and crisis responses, and consider any relevant awards or recognitions it has received.
- How do you make sure that a company defends/ has the values it claims? examine its actions in social responsibility, transparency in business practices, employee testimonials, and responses to ethical challenges and crises
- Do the 6 hats method is used in company? Yes, e.g. IBM, Siemens, 3M, British Airways, European Commission and many more use it to enhance team discussions and decision-making by promoting diverse perspectives.
- What kind of questions do we have for the exam? You're going to find out soon

# Some Questions from Captain's Logs (2/3)

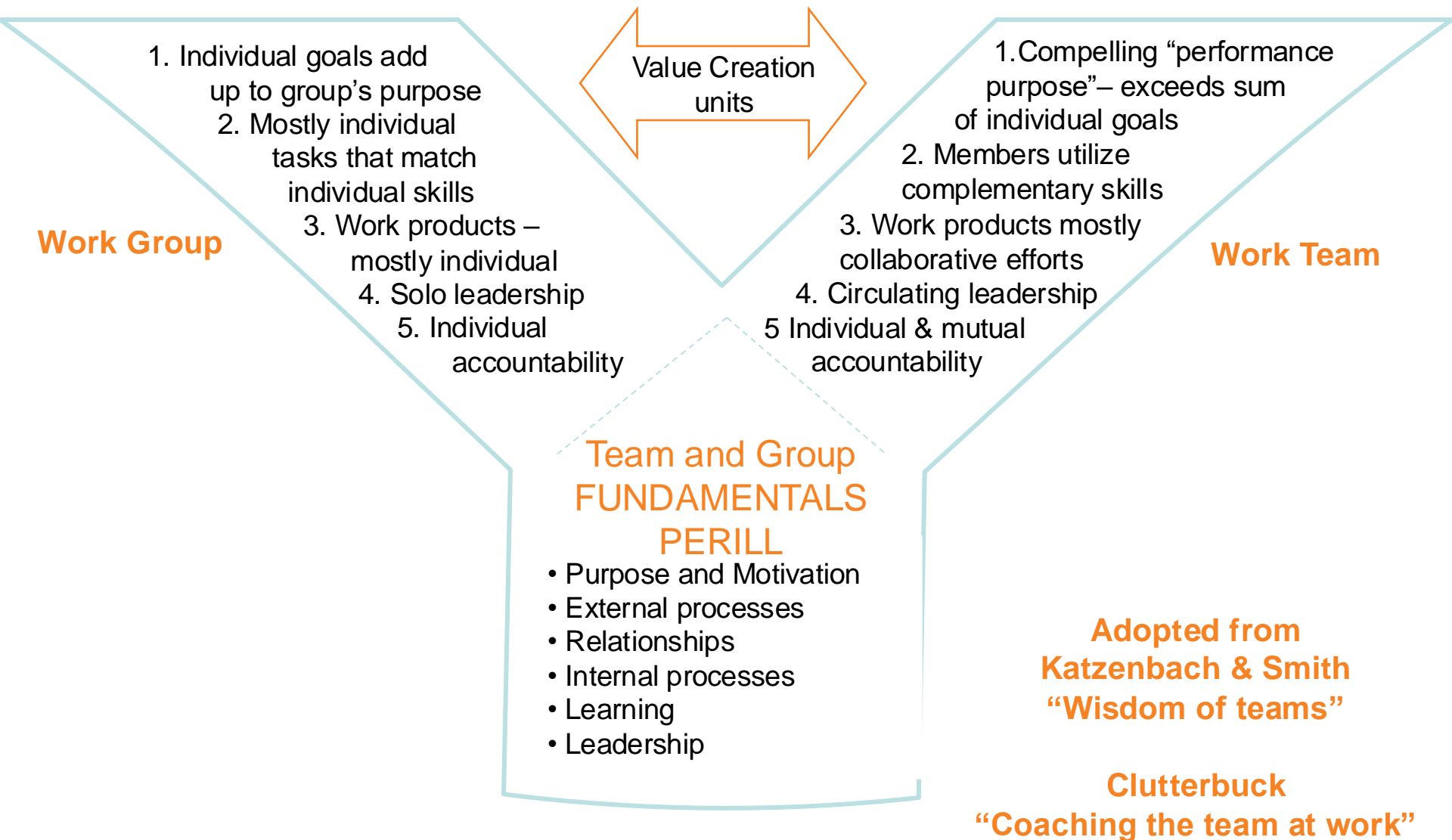
- Could we talk more about the mountains and valley exercise, the core values discussion and related matters ? Yes
- How having different values can impact the performance of a team? Could that not be also positive, so you have different points of view? Having different values within a team can impact performance by potentially leading to conflicts or misalignment on goals, but it can also be positive, as diverse values bring varied perspectives and innovative solutions, enhancing creativity and decision-making. This diversity, when managed effectively, often strengthens a team's overall performance by broadening its approach to challenges.
- How can we better incorporate our core values into daily professional practices? clearly communicate and integrate them into performance metrics, operational processes, and decision-making, and reinforce them through leadership actions and recognition of team/class contributions
- What is the link between the work we are doing on stakeholders and our personnel and team development. Using Clutterbuck's PERILL model, integrating stakeholder engagement with team development aligns organizational purpose, goals, optimizes internal and external systems/processes, enhances relationships, fosters continuous learning, and strengthens leadership for overall effectiveness.
- How much effect does persona have over skill when hiring someone? Persona and skill both significantly impact hiring decisions, but the balance between the two can vary depending on the role and the organization's culture. While skills are essential for meeting job requirements, a candidate's persona, encompassing their interpersonal skills, cultural fit, and adaptability, often influences their potential for long-term success and integration within a team. In many cases, companies increasingly value persona, especially for roles requiring teamwork, leadership, and client interaction, as these attributes can be pivotal for maintaining a harmonious and productive workplace.

# Group tasks for next class:

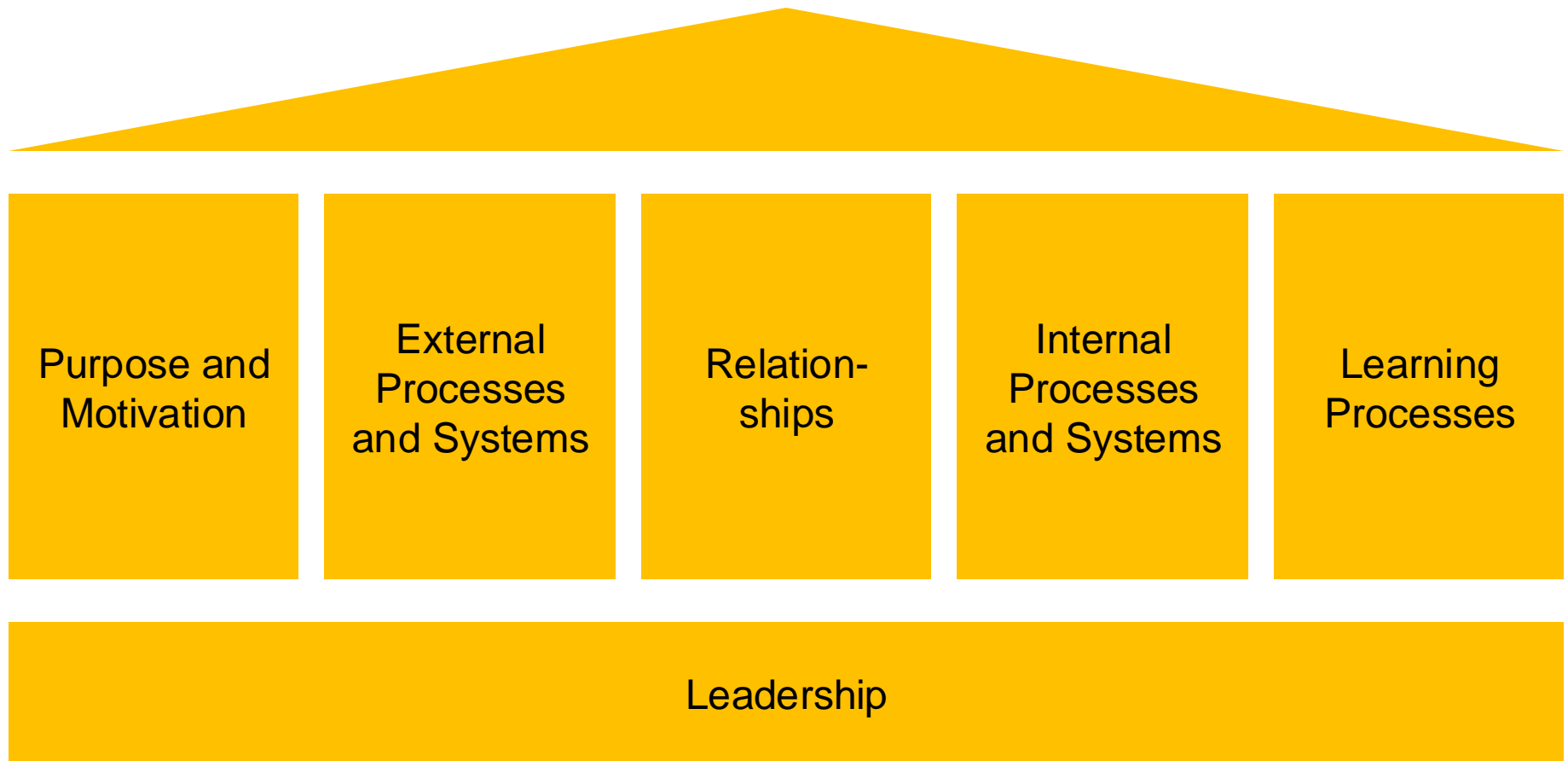
1. Update your Groups Moodle/Google Doc
  - a) Group reflection after class – what did we learn? Update your group agreement with respect to “below the line” behaviors. How will you group develop mutual accountability for behaving in a way that develops the group into a team?
  - b) Be prepared to share your knowledge about your stakeholder and your shared vision with the other learning groups for 6<sup>th</sup> Jan25
  - c) Complete mountains and valleys exercise and members share each others core values in the Learning Group Google document
2. Start reflecting about the Individual Assignment - Strengths autobiography: Deadline 5th Jan2025. Who are the 10 personal stakeholders you will contact?
3. Explore the 6 thinking hats and SCAMPER method  
<https://www.debonogroup.com/services/core-programs/six-thinking-hats/> and the Deep Dive video about IDEO's creative process  
<https://www.youtube.com/watch?v=2Dtrkrz0yoU>
4. Read the OPERA quick help guide and design thinking at IDEO: Read the Field Guide to Human-Centered Design\_IDEOorg\_English
5. Group of representatives ready to share their learning from the 5th coaching session



# The 'y' of team and group performance / value creation



# PERILL: 6 factors that interact to drive or hinder performance or high value creating teams



# **PERILL: 6 factors that interact to drive or hinder performance or high value creating teams**

- Which teams are interested in gathering data using an online PERILL diagnostic?
- 30 questions (5 question for each factor)
- Automatically gather data into a report
- The good, bad and the intriguing
- Gives recommendations and tips for becoming a high performing team

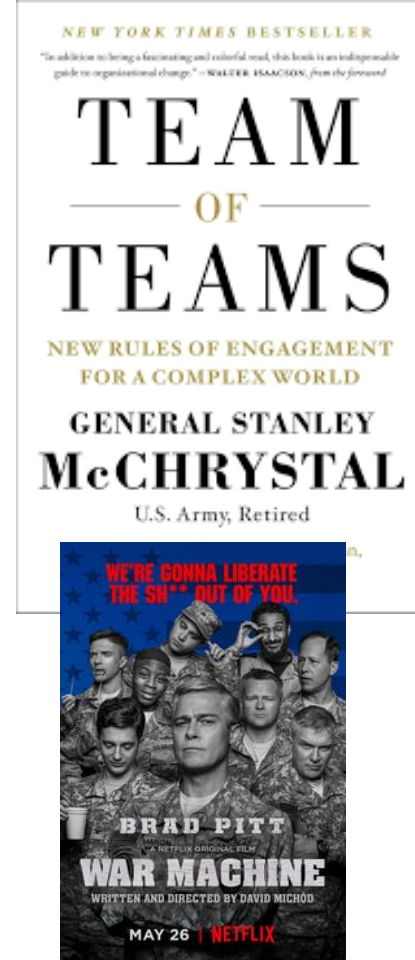
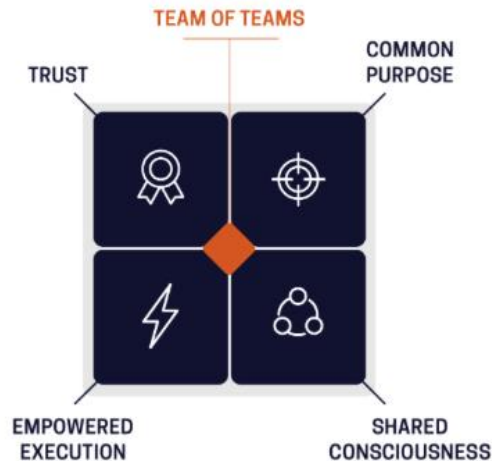
# *Turn the Ship Around!*

## *by L. David Marquet*

“The leader-leader structure is fundamentally different from the leader (the chief) - follower structure. At its core is the belief that we can all be leaders, and in fact it’s best when we all are leaders. Leadership is not some mystical quality that some possess and others do not. As humans, we all have what it takes, and we all need to use our leadership abilities in every aspect of our work life.”

# Team of Teams (ToTs): New Rules of Engagement for a Complex World by Stanley McChrystal

“Purpose affirms trust, trust affirms purpose, and together they forge individuals into a working team.”



“The temptation to lead as a chess master, controlling each move of the organization, must give way to an approach as a gardener, enabling rather than directing. A gardening approach to leadership is anything but passive. The leader acts as an “Eyes-On, Hands-Off” enabler who creates and maintains an ecosystem in which the organization operates.”<sup>13</sup>



# **Mid-term Exam**

## **Moodle**

**20 Questions, 20 minutes**



## My Core Values

From the Mountains and Valleys exercise, list the top values you discovered that most represent who you are (The particular order does not matter.)

### List Your Top Values


For each value on the left ask yourself the following questions to help you reduce this list to just your top 3 to 5 core values. It may help to talk to a friend or coach to walk you through this.

- What is really important to me about that? Look for deeper values.
- Could I live without it?
- Does it compel me even in the face of adversity and difficulty?

Write your top 3-5 values below. If you clearly notice that some values are more important to you than others, you can put them in order of significance.

Write a sentence about each value and why it is so important to you.

Your Core Values	What Each Value Means (Create a definition that is meaningful to you)
1.	
2.	
3.	
4.	
5.	

# Exercise in your team (OPE)

1. **Own thinking**: Choose your own 3-4 most important values
2. **Pair thinking**: Present values to each other.
3. **Practice “click down”** method in your pair to help each other discover core values. After 5 minutes discuss and write 3-4 core values down on post-its or A4 sheets so your team mates can see them clearly
4. **Explain in pairs** your core values to the rest of the team (2 minutes per pair). Others listen

**A team building  
activity to learn about  
groups/teams and  
collaboration**

# Experiential Learning

- 9 groups/teams to take on a challenge, including the group of representatives
- After 9' we have a timeout of 2' to stop and reflect
- After 20' we stop to review the outcome so far
- After 30' we have a timeout of 2' to stop and reflect
- After 40' we stop to review the final outcome and reflect

=> Note: Groups can self-organise and have reviews when they want



# The Challenge



**Eighteen Minutes**

**Teams of 7-8**

**Tallest Freestanding Structure**



20 sticks of spaghetti

+



one yard tape

+



one yard string

+



one marshmallow

# 10' Review Group Outcomes

Group	Height	Behaviours	Impact
1. Diplomatic-Detour			
2. Somewhat-diverse			
3. 7th Spirit			
4. Team-Diversity			
5. Feel-Leading			
6. Lead Zeplin			
7. World-Finest			
8. Organised-Team			
<b>Team of Teams</b>			

# Self reflection 5 minutes

1. What happened?
2. Flows and blocks?



# Team retrospective

## 5 minutes

1. What happened? Flows and blocks?
2. Constructive feedback using SBI-NR
3. What to do next time?



# Some 'research' on the Marshmallow challenge

- [Watch a short TED talk on this](#)



# Key Messages from the video

- 👍 Use an iterative prototyping process for improvement “design thinking”
- 👍 We need facilitation of the diversity in the team to get the best performance
- 👍 Big “money” incentives don’t necessarily help
- 👍 The “marshmallow” represents our project ....the “Oh oh!” moment when our great plan doesn’t quite work

# Group Tasks for next class:

1. **Group reflection after class in Moodle**
  - + Add 'group / team agreement' at beginning of this document
  - + Add results of engagement survey in this document (average score out of 8 for group)
2. Watch this [video](#) David Marquet on leadership
3. Watch this [video](#) Team of Teams in a nutshell
4. Watch this [video](#) "Build a tower, build a team"
5. Group of representatives ready to share their learning from the 5th team coaching session

# Captains Log

**Reference materials  
for next time**

# Learning Group 1-4

Group #	Learning Group Name	Members names	Stakeholders with respect to the plastic pollution problem
1	Diplomatic-Detour	<p>Sarra Gharsallah</p> <p>Noam Benazouz</p> <p>Mohamed-Khalil Kiri</p> <p>Mohamed-Dhia Mediouni</p> <p>Xiyao Zhou</p> <p>Ayman Fatich</p> <p>Josef Korkosh</p>	Local communities (WINGS of the oceans or 0 dechets)
2	Some-what-diverse	<p>Brice Robert</p> <p>Amandine Dilvy</p> <p>Mathieu Henry</p> <p>Nathan Matelat</p> <p>Anders Furdal Wold</p> <p>Aleš Zapadlo</p> <p>Cannelle PEIXOTO</p> <p>Oda Kristin Gripenberg</p>	Local businesses (fishermen, restaurants, safety guards)
3	7th Spirit	<p>Emma Jolivet</p> <p>Mohamed anis Belhadeb</p> <p>Emna Bouguerra</p> <p>Sanda Dhouib</p> <p>Mohamed Douiri</p> <p>Manon Galtier</p> <p>Sofiane Karaouni</p>	IUCN (international Union for Conservation of Nature)
4	Team-Diversity	<p>Rim FAROUDY</p> <p>Ugo CECCONI</p> <p>Álvaro DE CASTRO</p> <p>Lucas DELHOMMEAU</p> <p>Kristian HÅLAND</p> <p>Vojtěch HAŠPL</p> <p>Alireza MOTAMEDIAN,</p> <p>Inka VIITA</p>	WWF



# Learning Group 5-8

Group #	Learning Group Name	Members names	Group culture, level of Diversity, Mother tongue, culture, MBTI, gender
5	Feel-Leading	Jeanne Goncalves Simon AUTECHAUD Alexandre Bonan Tuomas Rahkola Jiacheng Wang Xinyu Yang Yoann Eusebi Souha LABIDI	Waste Management Companies in France
6	Lead Zeplin	Herman Østengen Efaz AHAMAN ULLAH Alex Argese Aurelien Brun Ana Martinez Gonzalez Njål Svensen Jonas Thalmeier	University of Nice
7	World-Finest	Louise Labbé GHOFRANE BAROUNI Annie Claesson Shyni HETTIARACHCHI Tarek Saade Lilian VARINOT Juan David Zapata Cruz	Ministry of the Environment, Energy and Sea
8	Organised-Team	Sander Bakke Mohamed Amine Khediri Zhen Ma Mohamed Ali Msadek Clement RICHARD Aida Teshome Teresa Linda Aström	Office of Tourisms and cleaning agencies (Nice...)

# Mindfulness Activity

- ??

# **Qualities of “Horizontal” Leadership**

- 1. Courage with Confronting and making interventions in the process. Stop things that are not working. Start the journey of exploration into the unknown**
- 2. Steering and guiding the creativity, innovation, change and development processes, taking a step together, a continuous process**
- 3. Coaching the learning process; make people see with fresh eyes, open up their hearts and will to change**
- 4. Inspiring with a vision of a better life and world**

# Horizontal Leadership Qualities Assessment

