

DISRUPTIVE
Leaders

On-Demand Programme Workbook



Welcome to

The Disruptive Leaders Programme Workbook!

Welcome to your very own workbook, specially designed to complement the Programme and enhance your learning experience! This workbook is packed with episode summaries and interactive exercises that will help you reflect on your newfound knowledge and apply it to your work.

The workbook has been designed to work for both individual and group learning. While you can certainly use it as a self-study tool, we've also included a range of engaging exercises that you can do with your peers. These group exercises provide an excellent opportunity to share ideas, learn from one another's experiences, and collaborate to deepen your understanding of the Programme's content. So, whether you choose to study alone or with a group, this workbook is your comprehensive guide to learning and growing as a leader!

We can't wait to embark on this journey with you and unlock your full leadership potential!

Best wishes,

Lucy and Karen

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DISRUPTIVE
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SERIES 1

YOU AND YOUR SKILLS

EPISODE 1: LEADING IN A DISRUPTED WORLD



Episode 1: Leading in a disrupted world

What's your challenge?

Before we dive in, we'd like to ask you to take a moment to think about what you hope to achieve from this Programme. Take some time to reflect and jot down any changes you'd like to make to enhance your effectiveness as a people leader.

What do we mean by “Leading in a disrupted world”?

The world around us is changing, but in many ways we continue to lead, engage and develop our people as we did in the 1980's. Our leadership approach still tends to be 'command and control' and we still follow tired old processes based on ticking boxes to achieve compliance.

Every leader, in every organisation and in every sector is trying to create more of four things to ensure we survive and thrive in this disrupted world – more agility, more productivity, more collaboration and more innovation. As leaders, if we are going to enable our people to be more agile, productive, collaborative and innovative then we need a fundamentally new way of leading them.

We would like to introduce you to the EACH framework – “Employees as Adults, Consumers and Human beings”, to help you lead in ways that are more relevant and impactful.

1. Adult

In many organisations, we tend to adopt one of two parenting approaches when dealing with our employees: the caring parent approach, in which we aim to take care of our people, and the critical parent approach, in which we seek to protect the organisation from the worst-behaving employees. However, both of these approaches can result in a passive and compliant workforce, which is not ideal for thriving in a disrupted world!

To combat this, many progressive companies are adopting an adult-to-adult approach, which emphasises trust and encourages employees to exercise their judgement. By taking this approach, leaders can empower their employees to take ownership of their work and drive innovation and growth within the organisation. This approach also fosters a culture of transparency and accountability, where employees feel empowered to speak up and take initiative. So, if you're looking to create a more dynamic and engaged workforce, consider adopting an adult-to-adult approach in your leadership style.

Here's how progressive companies are doing things differently -

We trust you

Organisations are taking a new approach with their policies which are based on trusting their people rather than the traditional, detailed policies based on the lowest common denominator.



For example, PwC have simplified their policy and removed their probationary period. They say, "We don't have the mantra that you have to be here a certain amount of time before you have flexibility or that you have to earn it. We trust our employees from the day they walk in the door."

For example, at Telenor they know that giving their people flexibility over how and where work happens is key to higher engagement, so they have adopted a "tight – loose – tight" approach. What this means is they are very clear on what they want their people to achieve by being 'tight' on expectation setting, on the goals and ambitions. The 'loose' part is that you give freedom and empowerment in letting people figure out themselves what is the best way to meet those targets. And then there is 'tight' again on the follow-up and on the accountability.



Giving flexibility

Leaders are also taking an adult-to-adult approach with giving their people more flexibility in how and where they work.



For example, rather than providing tons of rules on flexible working, Swiss Re's approach is 'own the way you work'. This tells their people that they are expected

to know when, where and how they work best and that their needs will be accommodated.

Own their career and performance

Trust your employees to know what's best for them and move responsibility for performance, learning and career development over to your employees.



For example, Vistaprint dropped appraisals, ratings, 360-degree feedback and forms and didn't replace it with another cumbersome process. Every individual

owns the collection of their feedback and ensures conversations happen with their manager as required.

2. Consumer:

We can't treat all employees and business areas the same way because everyone has unique needs, preferences, and wants. We need to customise our approach and offer more options. In fact, we should think of our employees like how Marketing thinks about consumers – tailoring our solutions to meet their specific needs.

Understand what makes me tick



At LinkedIn, managers carry out 'stay conversations' – short and informal conversations that help managers understand how their team members would like to be

managed.

Wipro uses the onboarding period as an opportunity to get to know what's unique about their new hire and how best to support them. As part of this, they do a problem-solving exercise and share the results both with the individual and the hiring manager. This gives the manager an idea about how they can adapt their style to get the best from their team members.



3. Human Beings:

More and more leaders are realising that they connect better with their team members when they show vulnerability and reveal their human side. Challenge yourself to examine your own leadership style and see if you can incorporate more of a human touch in your interactions with others.

Human approaches



prompting deeper discussions.

Atlassian replaced their annual performance reviews with frequent conversations where managers ask these three questions

- What are your priorities?
- How can I help you?
- How are you feeling?



encourage their people to connect with a mentor of their choosing for a one-time meeting whenever they need it.

At ViacomCBS they introduced an informal pop-up mentoring initiative which didn't involve a complicated process. They

Key takeaways

- Organisational performance is enhanced by moving away from traditional parental, one-size-fits-all, processes.
- You can create the conditions for your team to do their best work by:
 - Showing trust and offering flexibility
 - Encouraging them to own their performance and career
 - Obsess about getting to know them and what makes them tick
 - Having regular human conversations with and about your team

S1:EP1 LEADING IN A DISRUPTED WORLD

Reflection Exercises

Reflect on the four drivers of change. Every organisation is striving to be more 'Agile, Productive, Collaborative and Innovative'. Rate these in order of importance to your team or organisation (1= Most important, 4 = Least important).

For each driver note your rating and the reason in the table.

There are additional notes pages at the end of the workbook should you need to write more than the space allows.

Area	Rating	Why?
Agile		
Productive		
Collaborative		
Innovative		

Put the EACH framework to work

Adult

If you're looking to shift from a parental-style leadership to treating your people like capable adults, there are several changes you can implement to make a difference within your own team. What are some practical steps you can take to make your team members feel empowered and trusted?

What are two of the biggest challenges you might face and an idea for how you might overcome them?

1

2

Challenge your thinking:

- When things go wrong, I deal with the individual rather than producing a new rule for ALL the team.
- I encourage people in my team to lead their own performance and development.
- I like the fact that people in my team move to other roles, or even externally if it's right for their career.

Consumer

If you are trying to move away from the 'one-size-fits-all' approach to how you treat your team members, what would you consider doing differently?

What are two of the biggest challenges you might face and an idea for how you might overcome them?

1

2

Challenge your thinking:

- I show appreciation to my team in different ways depending on their personality and preferences.
- I make fair decisions based on the individual and the circumstances rather than treating everyone the same.
- I encourage my team to develop in ways that work for them e.g. mentoring, online learning, shadowing etc.

Human

If you were to put actual human behaviour at the heart of your leadership approach, what two things do you think you do brilliantly now, and what two things would you look at changing?

Think about two of the biggest challenges you might face and an idea for how you might overcome them.

1

2

Challenge your thinking:

- I am comfortable being vulnerable and showing humility with my team.
- I make sure we celebrate learning from mistakes as well as successes - if we're not failing, we're not innovating.
- I don't avoid difficult/honest conversations with my team.

Encourage your team to take charge of their careers

Have a think about some of the small but mighty things you can do to empower your people to own their career and development. What two concrete actions can you take to make this a reality?

Take the trust test

You can do this next exercise individually or with a group of peers.

Here's a question to consider: "Is this rule in place because we don't trust certain individuals to follow it correctly?" If your answer is yes, it's likely that you'll be causing frustration for the majority of trustworthy employees in an attempt to control a few rogues. Instead, explore alternative approaches to dealing with those individuals you don't trust, and consider modifying or eliminating the rule altogether.

Take a moment to reflect on any rules or policies that are causing frustration within your team, and consider if trust is at the core. For instance, rather than having a policy which dictates what time an employee starts work, could you give your team more autonomy and demonstrate that you trust them to manage their own schedule.

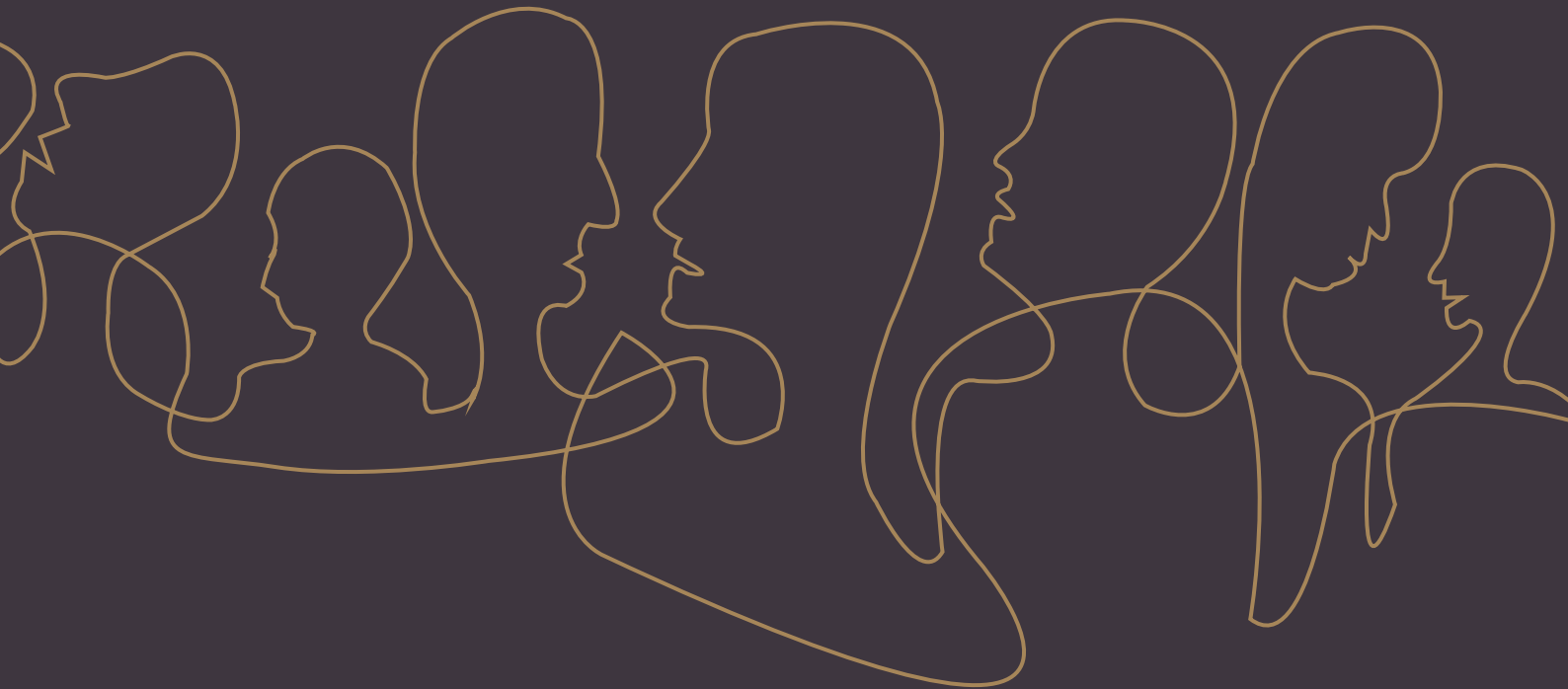
My notes:

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SERIES 1

YOU AND YOUR SKILLS

EPISODE 2: LEADERSHIP SKILLS AND MINDSETS



Episode 2: Leadership skills and mindsets

We keep saying that the world around us is changing, but in many ways, we continue to lead, engage and develop our people like we did in the 1980's.

If we are going to lead our people to be more agile, productive, collaborative and innovative then we need to do things differently.

Here's what you can do as a leader to enable your team to do their best work:

1. Trusted and treated as adults:

If we want our people to thrive in this disrupted world, then we have to create working environments that are built on the foundation of trust. Trust your people and treat them as adults who are capable of using their good judgement.

2. Opportunity to use their strengths and be themselves:

Get to know your team members – help them identify their strengths and play to those unique strengths at work. Try to find ways to help them bring their whole selves to work to increase their sense of belonging.

3. Flexibility to work how, when and where they perform best:

Being flexible about how your people work can really help how they feel about work. Learn to focus on their outcomes, not on where, when and how the work is performed. Craft flexible work options that meet the unique needs of the individuals on your team.

4. Led by people they respect and can learn from:

Be the leader that your people respect and want to learn from. Respect is earned through one's behaviour towards others - show them you care about them and value their opinion.

5. Coached regularly and shown appreciation:

Coaching is all about unlocking an individual's potential. Coach them to better performance while showing appreciation for a job well done. Nothing boosts engagement like recognition if it's given in a timely manner.

6. Encouraged to try new things and show curiosity:

If we want our people to be creative and innovative problem solvers, then we need to encourage them to be curious. Create a psychologically safe environment where your team is fuelled to try new things.

Leaders “Gotta have faith” ...

Here are the key skills and mindsets that we think great leaders apply to enable their teams to do their best work.

Lead flexibly:

Think about how you can adapt and accommodate your leadership style to cater to the needs of the individuals on your team. For example, how you communicate with an extrovert would be quite different from how you would communicate with an introvert on your team. It's about recognising that you need to flex and adjust to different circumstances and personalities based on their need.

Lead for agility:

Stop relying on annual people processes and start doing things more frequently. For example, regular goal setting and reviews instead of the annual performance appraisal, little and often appreciation instead of waiting for the end-of-year bonus, and frequent talent conversations to encourage internal talent movement.

Leading through inclusion:

Leaders of the future understand that it's less about the big D&I programmes and more about creating an environment of psychological safety and providing a space for all voices to be heard. For example, think about how you can cater to different learning styles, or how to ensure you're looking for 'differences' rather than 'sameness' when it comes to succession planning.

Leading with trust:

Free up time to focus on the more strategic stuff by moving away from micro-managing. For example, give your team the freedom they need to do their best work and focus on outcomes rather than presenteeism.

Leading with humility:

Great leaders show vulnerability, they're comfortable about not knowing all the answers, they say sorry when they're in the wrong, they know when to seek out and listen to the opinion of others and they ask for feedback regularly. This will help you build effective working relationships with your team.

Own your development

Here's a look at how you can lead your own learning and development:

Get to know yourself:

Building self-awareness is key to being a great leader. You'll find more tips in our toolkit on [getting to know yourself better](#) and if you like use our [learning plan](#) to help you organise your thinking and approach to learning.

Be curious:

[Curiosity is an essential leadership trait!](#) People look up to leaders that are open and curious about gaining new knowledge and skills, not the 'know-it-all's'! Be a leader who never stops learning and is generous about sharing knowledge and

Seek out people you can learn from:

Go out and find people who are willing to share their knowledge and expertise with you, for instance through informal mentoring arrangements – this could be your line manager, peers on your team or someone in a completely different department. But also find out what the people around you value about you as a leader or perhaps even what they would like you to do differently to help you get a better understanding of your strengths and areas where you might need a bit of

Experiment:

No amount of theory will help you improve your skills. You need to put into practice everything that you are learning. The key is to start small and just try something new every day. For example, if you want to get better at giving feedback, try asking just one question such as ‘Is there any advice I can give you that you would find useful?’ in your check-ins to help you get started.

Make learning a habit:

Get into the habit of putting aside 5-10 minutes daily to read, listen or watch content creating a ‘habit’ of learning every day which doesn’t take away hours of your time and teaches you something new every day.

You don’t need to be perfect!

Accept that you might not always get it right, but it only makes you a better leader because it means you are trying to do things differently. If you are brave enough to share your mistakes and failures with your team, then you are also building a psychologically safe work environment for them which will boost engagement and productivity.

Key takeaways

- Are you enabling your team to do their best work?
- Focus on the attributes of great leaders 'FAITH'
- Own your development in ways that work best for you

Reflection exercises

Take the [Disruptive Leaders Diagnostic](#) to learn more about your style of leading and what you can do to improve so you can help your people thrive in a disrupted world.

This diagnostic will ask questions about how you operate as a people leader. When you've completed it, we will share some practical tips on how you can develop. And

Identify how you like to learn best

Take a moment to think about a learning moment that has stuck with you – identify what it was that made that learning experience unique. Was it because you enjoyed the bite-sized content, was it the way in which it was delivered i.e. a podcast or video rather than text or was it that it involved peer learning so you felt like part of a community? Identify at least one source of learning that suits your personality and learning needs that you can use consistently to up your knowledge and skill and help you make learning a habit.

How 'FAITH' can help you lead better

You can do this next exercise individually or with a group of peers.

Reflect on these five leadership skills and mindsets that can help you lead in this disrupted world. Articulate two practical steps that you can take to get better at each.



If you are doing this exercise as part of a peer group, you'll find a wealth of ideas and suggestions that come from the varied experiences of your group. Consider the low-hanging fruit – sometimes the small changes have the biggest impact!

My notes

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SERIES 2

HIRING AND ONBOARDING

EPISODE 1: HIRING THE BEST TALENT



S2:EP1 HIRING THE BEST TALENT

Episode 1: Hiring the best talent

Hiring great people is probably the single most important thing you can do as a leader. In this episode, we look at the new approaches to hiring that will not only help you find top talent but also help you improve the candidate experience.

Before you hire

Rather than waiting until you have a vacancy, having an “always hiring” mindset means you can be proactive rather than reactive when it comes to filling job openings. It can lead to better hiring decisions, a stronger talent pipeline, and a more positive employer brand.

What do people say about you as an employer?

In today’s highly competitive talent market, it’s important to distinguish your company from the competition vying for the same candidates. To gain valuable insights into what sets your employer brand apart, consider leveraging online platforms such as Glassdoor and LinkedIn.

- Encourage your team to provide honest feedback on Glassdoor, and engage with comments to showcase your company culture and leadership.
- On LinkedIn, stay attuned to what people are saying about your company to ensure that you’re cultivating a positive image among job seekers. And try to post about your company regularly.

Remember, [76% of job seekers](#) consider an employer’s brand when evaluating potential companies, so it’s essential to prioritise your brand-building efforts. Take proactive steps to market your company’s unique strengths and values to prospective candidates and attract top talent to your organisation.

Identify what's unique about your organisation:

If you want to stand out in a crowded job market, it's essential to highlight what makes your company special. Maybe you're known for investing in your employees' growth and development, or perhaps your generous benefits and perks are the talk of the town. Or it could be your flexible work culture that makes everyone want to work for you.

Whatever it is that makes you unique, make sure to showcase it in your job postings. By emphasising your strengths and values, you'll attract like-minded talent. So don't be shy about promoting what sets you apart and creating a memorable employer brand that catches people's attention.

At &pizza, they have a unique "No Ceiling" policy that offers employees unlimited opportunities for growth. They share this on their careers site to attract and retain great talent across their locations.



Enable your people to tell the story:

You know what they say: we trust recommendations from people like us more than we trust those in charge. That's why it's essential to tap into the power of your team to spread the word about your company.

Encourage them to share their experiences working for you with their own networks. By leveraging the power of word-of-mouth recommendations, you can attract top talent who may not have heard of you otherwise. After all, who better to vouch for your company than your own employees?

AUTOMATIC

Automatic has an entirely remote workforce. They build relationships with potential candidates, by hosting virtual events called "Automatic Live" where candidates can meet current employees and learn more about the company's culture and values.

Build a talent community:

If you want to stay ahead of the game in the hiring world, it's all about being proactive. Instead of waiting until a job opens up to start searching for candidates, focus on building a talent community ahead of time.

That means networking and connecting with potential candidates, even if you don't have an immediate opening. By leading with an 'always recruiting' mindset, you'll have a pool of qualified talent ready to go when the time comes.

And don't forget to get your team involved too! Encourage them to be great 'recruiters' by networking, soliciting referrals, and spreading the word about your company culture. With a proactive and engaged approach, you can build a robust talent pipeline and attract the right people to your team.



Dropbox

At Dropbox, the recruiting team identifies passive candidates and calls on hiring managers to hold informal coffee chats with potential candidates. Managers learn about

the candidates' interests, without the pressure and paperwork of a formal interview. These coffee chats have even been built into explicit goals for hiring managers and engineers to reach.

Shaking up the selection process

Here are a few things you can look at doing differently when it comes to revamping your job posts and selection process.

Revamp your job specs:

It can be a hard job to get your job spec looking perfect for your vacancy which is why it can sometimes feel easier to pass the responsibility onto someone else or simply hold on to an old job description that neither sparks excitement nor relates to the job on hand and how it has evolved.

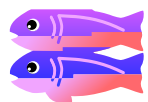
S2:EP1 HIRING THE BEST TALENT

If candidates are spending an average of [14 seconds](#) looking at a job description before deciding whether to apply, it's imperative that you make it compelling enough for them to scroll and read the entire description. If you're not up to starting from scratch, then [ChatGPT](#) can help you make a start and then you can personalise and tailor it for your team or organisation.



Red Bull use skills-based first job descriptions which means they look for candidates with specific skills rather than relying solely on educational qualifications or industry-specific experience. They use language like “play to your strengths” and “your areas of knowledge and expertise” instead of unnecessary jargon or need for educational requirements.

Experiment with the media you use to make it attractive and engaging like adding a short video of yourself introducing the role, or a TikTok style video showing ‘a day in the life’ of the role you are hiring for. And most importantly, build transparency into the process – where you can’t share the specific salary, at least advertise the salary range for the role.



Glitch include the salary range as part of the job description and say this has increased the application rate, made candidate feedback more positive, and earned the company praise on social media.

Shake up your selection process:

While interviews remain the most popular selection process, most of us are still stuck with outdated interview techniques that are inefficient and ineffective at finding us the best talent for the role. Consider that different people react differently under pressure, so look at ways in which you can put candidates at ease, so you don't miss seeing them at their best.



Microsoft

The hiring team at Microsoft recognised that some of the most talented candidates don't perform well under pressure and designed the interview process with that in

mind. Consequently, some hiring managers disclose the interview questions or send practice questions ahead of time so candidates can prepare and present their best selves. It's not like going to work every day is a surprise, so why should an interview be?

If you want to know how your candidate will fare in the real world, then assess them based on 'real-life' situations that they will face in the role. This will provide great insight to the candidate into the prospective role and give you the opportunity to assess their approach.

McKinsey&Company

At McKinsey & Company they present candidates with "real client scenarios" to

test their skills and see how they would deal with them.

Improve the candidate experience

According to the [Career Arc Candidate Experience report](#), nearly 60% of job seekers have had a poor candidate experience, and thanks to the increasing popularity of social media and review sites such as Glassdoor, 72% of those job seekers share their negative experiences online or with another person. In effect, a bad candidate experience can damage your employer brand and discourage candidates from applying in the future.

Put yourself in the candidates' shoes and apply for an open role at your organisation. How does it feel? Is this the experience you want them to have? How could you simplify the process or streamline it to improve the experience?



Amazon has simplified its application process by allowing candidates to apply to multiple positions at once. They also offer a “Job Application Status” page that enables candidates to see where they are in the hiring process and what steps are next.

If the candidate has been unsuccessful, make it a priority to follow through with helpful feedback. How you reject candidates is as important as how you hire them!



When Virgin Media conducted a “Rejected Candidate Survey” they found that 18% of the rejected applicants were Virgin Media customers and 7,500 of them or 6% of the total applicants switched to a Virgin competitor as a direct result of their poor recruitment experience. This in turn resulted in almost £4.4 million in lost revenue, nearly equal to the company’s entire annual recruitment budget. They’ve gone on to make huge improvements to this process which has steadily increased their Net Promoter Score and has had a significant financial impact.

Technology to help you

If you’re looking to get recruitment tech to help you, then there is a massive market out there. Here are some of our favourite tech options and what they can do for

- [ChatGPT](#): A Generative AI platform that you can use to help you write job descriptions, interview questions, job ads and much more. Make sure you cast your eye on the results carefully to weed out any form of bias in the content.
- [Textio](#): One of its key features is its ‘augmented writing’ capability that not only shows you the words and phrases that are likely to reduce the number of women (or men) applying for your vacancy, but it also gives you alternatives that will ensure you fill the role more quickly and with a more diverse talent pool.

S2:EP1 HIRING THE BEST TALENT

- [TestGorilla](#): It creates skills-based assessments to help you hire based on skills so you can find candidates that are good on the job, not just great at interviews.
- [Findem](#): It uses advanced AI and human expertise to source high-quality candidates that match your requirements, eliminating the need for you to manually sift through resumes and job boards.
- [Humanly](#): It is a conversational AI platform that helps engage, converse with, and schedule candidates at every stage of the recruitment process.

Try out the 'Hiring' tips and conversation starters from our '[Conversations Toolkit for Leaders](#)' to help you along your hiring journey.

Key takeaways

- Build a community of talent
- Challenge traditional selection methods
- Focus on the candidate experience
- Use tech to do the hard work for you

Reflection exercises

There's so much you can do to make your hiring process more attractive and engaging! Think about the next vacancy you have coming up or pick a random role in your team. How could you begin to start rewriting the job description for this role – for example, use AI as a helping hand to get started, specify skills required rather than educational qualifications and industry-specific experience, include salary range etc?

Building your talent community

Reflect on some of the ways in which you can slowly start building your own talent community who will be ready to fill a role when the need arises. For example, how could you encourage your employees to refer candidates, how can you build a better presence on your social media channels to connect with prospective talent while sharing stories about your people and culture, how can you engage on platforms like LinkedIn and Glassdoor or can you better manage relationships with talent that has left the organisation so they can boomerang back into a vacancy if needed?

Improving your candidate experience

You can do this next exercise individually or with a group of peers.

Do a quick audit of your current recruitment process from the eyes of a candidate or even apply for a job to get the real experience!

- How would they feel at each stage?
- Is this what you want?
- What would you want to improve and how might you do it?

S2:EP1 HIRING THE BEST TALENT

My notes

DISRUPTIVE
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SERIES 2
BUILDING PERFORMANCE AND
DEVELOPING CAREERS

EPISODE 2: ONBOARDING NEW TALENT



S2:EP2 ONBOARDING NEW TALENT

Episode 2: Onboarding new talent

Why is it worth thinking about onboarding?

Here are two stats that point out the importance of the onboarding process:

- Boston Consulting Group reveals that onboarding ranks #2 (after recruiting) with the second highest business impact of all the people management practices [in this study](#). In fact, when we look at companies that have significantly higher growth and profit margins, they typically have an effective approach to onboarding.
- Roughly 33% of employees decide to stay or jump ship within their first 30

Let's take a look at four key trends in onboarding:

1. Start before they start: This is all about making the best use of the time between when the candidate signs their contract of employment and when the individual first arrives at work. There's so much you can do before your employee steps foot in the door!



At Slack, they welcome new employees with their “Slack Connect” program that allows new hires to meet their team and other members of the company before their start date. The program includes virtual meetings, icebreakers, and team-building activities. New hires are also assigned a “buddy” who serves as a mentor and resource during the onboarding process.

2. Make it Social: Various studies have shown us that the feeling of belonging and being connected is a huge contributor to being effective for new hires. So, whether that means you provide a buddy or mentor, or you help them get to know their team members better, there is a huge benefit in helping newcomers to feel socially accepted.



Onboarding at Amazon is called “The Ramp” where new hires are assigned a “ramp coach” who provides guidance and support throughout the onboarding process.

This is an opportunity to be creative with your employment offer too!



Spotify sends their offer letter in the form of a playlist using the Spotify platform. This is a clever way to get the candidate excited about working at Spotify, giving them a compelling feel for the company’s employer brand.

3. Employee-Led: Instead of ‘doing onboarding’ to your new hires, recognise the importance of it being owned by the individual. Empower your new hires to own it for themselves and learn at a pace that works for them.



L'Oréal's ‘Pocket Coach’ is an app with the sole purpose of empowering new hires to understand, decode and master the unique company culture. It includes checklists of tasks to complete, self-assessment tools to reflect on progress and the ability to connect with peers. Totally bite-sized, newcomers complete the app by playing with it for just 5-10 minutes per day for their first month at L'Oréal.

4. Customised: Move away from broadcasting or telling people stuff during their onboarding. Instead recognise that it has a greater impact if we tailor and customise their experience and use it as an opportunity to get to know your new hires.



At Adobe they encourage their new hires to complete a survey that asks about their career goals, work style, and communication preferences. This information is then shared

with their manager to help them better support their new team member. Totally bite-sized, newcomers complete the app by playing with it for just 5-10 minutes per day for their first month at L'Oréal.

[The Conversations Toolkit](#) will give you tips and conversation starters to help you have a more powerful and impactful onboarding conversation with your new

Key takeaways

- Onboarding is one of the most important elements of the employee lifecycle –a real ‘moment that matters’.
- Great onboarding starts before their first day and is all about creating a sense of belonging and is led by employees themselves.
- Onboarding can be a great source of insights about your new starter that can help you lead them more effectively.

S2:EP2 ONBOARDING NEW TALENT

Reflection excercises

Questions to ask your new hires

Try out the following three questions with your new hire during their onboarding process:

1. If you were being managed by you, how would you do it?
2. What frustrated you in your previous role?
3. What's the best reward or recognition you have ever had at work?

Capture and review your learnings from these conversations. Did the answers provide valuable insight about the new starter? How did you apply the information you gathered? What more might you want to learn about a new starter to help manage them better?

Four onboarding trends

You can do this next exercise individually or with a group of peers.

Reflect on the four onboarding trends i.e. start before they start, make it social, employee-owned and customised and note down which of these you think you do brilliantly at the moment and which you think you could get better at. For each trend that you want to get better at, identify at least one way in which you could improve it.

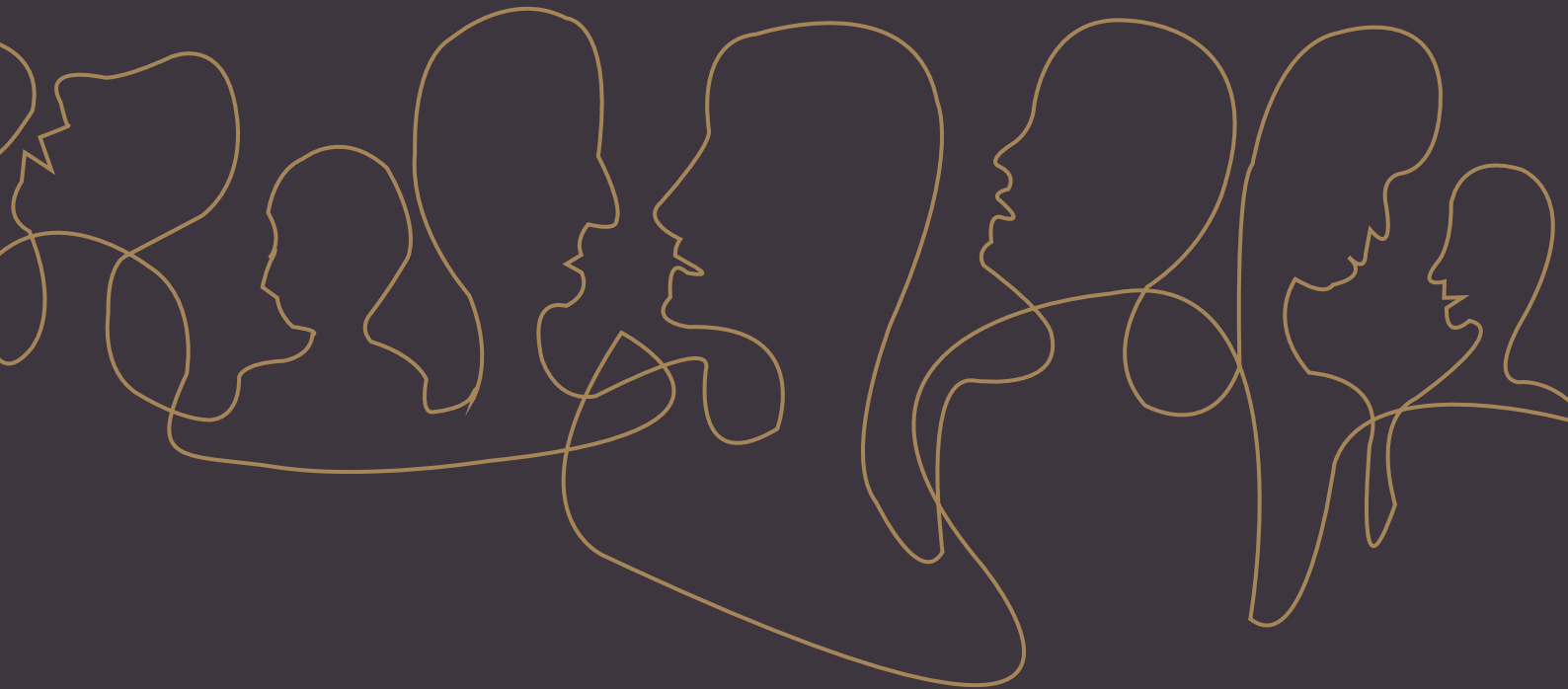
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My notes

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SERIES 3
BUILDING PERFORMANCE AND
DEVELOPING CAREERS

EPIISODE 1: GETTING THE BEST FROM INDIVIDUALS



Episode 1: Getting the best from individuals

Why annual appraisals don't work?

Even if you are still doing annual appraisal, it's helpful to understand why so many organisations are moving away from them.

Here are the four key features of the traditional year-end evaluation and why they fall short:

- **Annual objectives:** Annual objectives are no longer effective as they struggle to keep up with the rapid pace of change and can quickly become outdated and irrelevant.
- **Annual review:** Annual appraisals often focus solely on past performance, neglecting the importance of ongoing feedback and development.
- **Ratings:** Rater bias is a thing! Studies have indicated that our ability to rate other people's performance consistently and objectively is flawed. As much as [62% of a rater's judgment](#) of an employee is a reflection of the [rater](#), not the person getting reviewed.
- **Forced or guided distribution:** Forcing our people into predetermined categories not only has a negative impact on morale but fails to recognise the unique strengths and potential of each employee.

Principles behind a new approach to performance management:

It's not another process – it's a fundamental rethink of your approach that is built on

1. Frequent check-ins: These are the vehicles for performance improvements, development, appreciation and feedback. The idea being there is no set frequency as it is based on what each of your team needs. They are short, informal, and undocumented conversations (your team members may want to keep notes) based on objectives and performance which are reviewed/updated/calibrated regularly and so there is no end-of-year conversation.

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2. Employee-owned and driven: You want to [encourage your people to drive their own performance and development](#), so they decide the agenda and frequency of these conversations based on their needs.

3. Process lite (and no ratings): It's all about the conversation and not about a cumbersome process involving lots of forms, countless tick boxes and a year- end grade! Frequent check-ins

4. Measured by impact: Place emphasis on asking your people regularly for feedback on how it's going using simple tools like pulse surveys.

What it looks like in practice:

These are a few examples of organisations putting the four principles into practice in the real world.



Frequent check-ins: For example, Best Buy has eliminated annual performance reviews and instead they use a system of more frequent check-ins called "Goal Check-Ins". The company encourages employees to set their own goals and the manager's role is to provide ongoing coaching.



Employee-owned: For example, at Asana they promote a culture that encourages employees to take ownership of their work. Asana employees can schedule regular one-

on-one meetings with their managers, but they also have the flexibility to request a meeting at any time if they need guidance or feedback.



Process lite: For example, at Atlassian, there is no process, rating, or forms to fill in. Check-ins are regular and informal meetings between employees and their managers that are designed to provide regular feedback, discuss progress towards goals, and identify opportunities for growth and development. In these check-ins managers ask these three questions to prompt deeper discussions:

- What are your priorities?
- How can I help you?
- How are you feeling?



Measured by impact: For example, Amazon use a pulse survey called “Connections” to regularly gather feedback from employees about their leaders. The survey asks questions about leadership effectiveness, communication, recognition, and uses the survey results to identify areas where leaders can improve.

Two types of performance conversations

We look at two of the key performance conversations that you might have with your team members to help drive their performance:

A check-in conversation:

- A light touch, human conversation
- Provides an opportunity to agree/discuss and adapt goals and objectives
- Helps drive accountability for own performance
- The role of the leader is that of a coach to help improve performance
- Provides a vehicle for other conversations for instance to say ‘thank you’ or to discuss their well-being etc.

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Here are some conversation starters to help you get going:



A difficult conversation:

- Will help you nip performance issues in the bud
- Clarify expectations
- Increase accountability
- Enhance positive team dynamics as every individual's performance ultimately impacts the teams' performance
- Helps you avoid it escalating to a formal process

Here are some conversation starters to help you get going:



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You will find tips to help you have these conversations in our [Conversations Toolkit for Leaders](#).

Key takeaways

- Even if you can't change the way your company does appraisals, you can still use the tips and advice we've given you, right alongside your company's existing approach
- Performance management is not an annual process
- Have regular check-ins with your team – let them own/lead the agenda
- Nip poor performance in the bud!
- Try out a few conversation starters from our [“Conversations Toolkit”](#)

Reflection exercises

Having a check-in

Take a moment to think about our tips on how to check-in with your team effectively. Which parts do you think might be tough? Maybe it's making sure everyone does their part, squeezing these chats into your busy schedule, changing your style for different team members, or acting like a performance coach.

- They are short, can happen anywhere and are informal
- You don't need to keep records unless you or your team member wants to
- Listen more than you speak
- Encourage your team to take accountability of their performance - they ask for the check-in and set the agenda
- If your team are not used to owning it try something like "I've blocked Tues pm in my diary if you want to schedule a check-in - don't forget to bring your agenda"
- Everyone in your team will need a different level of support, so ask them how often they would like to meet
- New starters in your team will probably need extra check-in's to help them settle in.

Consider what specific challenges you might face and how you could get around them.

Four principles of modern performance management:

You can do this next activity individually or with a group of peers.

While it would be ideal to be able to adopt all four of the principles of modern performance management i.e. Frequent check-ins, Employee owned, Process-lite and Measured by impact, sometimes you have to start small. So, which of these four principles do you think you could give a go and how will you do it?

My notes

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Leaders

SERIES 3
BUILDING PERFORMANCE AND
DEVELOPING CAREERS

EPISODE 2: GETTING THE BEST FROM THE TEAM



Episode 2: Getting the best from the team

Work happens in teams. And the best leaders get their teams working brilliantly! We look at some ways in which you can make this happen.

Focus on team outcomes

We can often get caught up with supervising and micro-managing tasks for our teams when in reality our focus should be on how we can drive accountability and encourage them to achieve the desired outcomes. Start with building a trusting environment where they can do their best work in a way that suits them.



At Telenor, they know that giving their people flexibility over how and where work happens is key to higher engagement and better productivity, so they have adopted a “tight – loose – tight” approach. What this means is, they are very clear on what they

want their people to achieve by being ‘tight’ on expectation setting, on the goals and ambitions. The ‘loose’ part is that they give freedom and empowerment in letting people figure out what is the best way to meet those targets. And then there is ‘tight’ again on the follow-up and on the accountability.

Team goal setting

Here are the four key trends when it comes to goal setting for your team:



Collaborative: Buffer has a transparent approach to goal setting, where all employees can access and contribute to the company’s goals, objectives, and key results.

There are regular company-wide discussions and feedback sessions to define goals collaboratively. Teams then set their own goals aligned with the company’s overarching objectives. This approach fosters transparency, encourages cross-functional collaboration, and allows everyone in the organisation to see how their work contributes to the bigger picture.



Basecamp

Process lite: Basecamp has a process-lite approach to team goal setting called “Shape Up” which focuses on setting broad, fixed timeframes for projects rather than detailed

step-by-step processes. Instead of relying on extensive planning and documentation, Basecamp encourages teams to work within defined cycles called “six-week cycles.” During these cycles, teams identify the problem to be solved, develop a solution, and set goals for the cycle. This approach allows teams to work autonomously, make quick decisions, and iterate rapidly.



Agile: Southwest Airlines sets goals on a quarterly basis, aligning them with its mission of providing excellent customer

service and operational efficiency. Each department and team define objectives and key results that contribute to these overarching goals and then they have daily ‘Team Huddles’ where employees gather to review goals, share updates, and make any necessary adjustments. These huddles provide an opportunity for open communication, alignment, and collaboration, allowing teams to adapt goals based on immediate operational needs and customer feedback.



Stretch: Take steps to encourage your team to think outside the box like Coca-Cola. They organise internal innovation challenges and competitions to inspire employees to think creatively and set stretch goals.

How to set team goals

Why does it matter?

- Team goals designed together increase the motivation to achieve them
- Helps connect the team to a common purpose and each other
- Provides clarity on what they need to achieve and why it matters
- Remember that it's not an annual exercise – few, shorter-term, agile goals will feel more relevant to the team's day-to-day work

"Let's start with looking at our business strategy and what this means for us as a team."

"Let's think of activities that would meet these goals?"

"Why do these goals matter? What impact would they have? Do we feel excited about them?"

"What goals are we going to pursue as a team over the next three months?"

"How will we use our strengths as a team to achieve these?"

"Are we trying to do too much, or could we be more ambitious?"

"What could impact our ability to achieve? How would we deal with that?"

"What outcomes will tell us we've been successful?"

"What support will you need from me?"

Team performance reviews

Get your teams to work more effectively together with the help of team performance reviews. Treat it as an opportunity to pause and review what went well, what you can do differently next time and reflect on the failures to help you build psychological safety.



Ford, use something called “After Action Reviews” (AAR’s), where teams reflect on a project or task to identify successes, challenges, and areas for improvement. These AARs encourage learning from

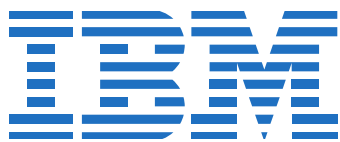
experience and continuous improvement.

At Dermalogica, they build psychological safety for the team to try something new by discussing and celebrating their failures. They believe this builds an innovative organisational culture.

dermalogica

Learning as a team

Recognise that learning doesn’t need to be expensive, lengthy or classroom based. Build it into the flow of your everyday work so you’re role modelling the importance of continuous learning. Consider bringing in industry experts to share their insights, encourage peer-to-peer knowledge sharing or support your people to identify the learning they desire like attending conferences.



For example, IBM introduced Knowledge Cafes as a peer-led learning initiative. Knowledge Cafes are informal sessions where employees gather to have conversations, share knowledge, and exchange ideas

on specific topics. The sessions are facilitated by employees who have expertise in the respective areas.

You will find tips and conversation starters to help you run learning sessions for your team in our [Team Meetings Toolkit](#).

High-performing hybrid teams

Our work environments have fundamentally transformed. The old approaches simply aren't viable for our hybrid workplaces anymore. Start thinking about how to provide a fair and equal environment for your remote teams. Consider the diverse personalities of your team members during meetings, create opportunities for your virtual teams to connect, and make an effort to understand the individual working preferences of each team member. It's a more straightforward approach, but it can make a world of difference.

The Coinbase logo, featuring the word "coinbase" in a bold, blue, sans-serif font.

Coinbase levels the playing field for their people with their commitment to there being no explicit or implicit disadvantages to working from any location for example they

conduct all team meetings as if everyone were working remotely.

The HubSpot logo, featuring the word "HubSpot" in a dark blue, sans-serif font, with the "o" replaced by an orange icon of three connected dots.

At HubSpot, they have something called personal user manuals for every colleague so the manager know best how to support their performance and productivity.

Key takeaways

- Try the 'tight-loose-tight' approach to help you focus on outcomes and give your team autonomy
- Take a collaborative, agile, process lite and aspirational approach to team goal setting
- Regularly review how things are going and celebrate wins, (and failures!)
- Make time on your team meeting agenda for learning something new as a team
- Adapt the way you work as a team so that everyone, wherever they are can perform their best

Reflection exercises

Setting team goals

Reflect on the tips for how best to set team goals for your people. What are the areas you think you might struggle with the most – for example, working in sprints or maintaining asynchronous records?

Think about your specific challenges and how you might overcome them.

Tips

- Use the longer-term company goals as your focus
- Go process lite. What? Why? How?
- Set fewer goals
- Work in short sprints
- Keep asynchronous records

Building high-performing hybrid teams:

You can do this next exercise individually or with a group of peers.

Think about how you can shape high-performing teams in your hybrid workspace. How can you ensure fairness for everyone, regardless of their location? How can you dig deeper into the work styles of your team members with different personalities? What changes can you make to help these diverse personalities shine at work, no matter where they are? How can you maintain team engagement and company culture for your remote teams? Jot down a couple of strategies that you can start implementing to make this happen.

My notes

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EPISODE 3: DEVELOPING CAREERS



Episode 3: Developing careers

There are countless benefits to supporting your team's career growth, but the top one? Keeping your talent right where they are. When our people feel appreciated and see chances to grow and move up, they're less likely to jump ship. Let's dive into how you can boost employee engagement, job satisfaction, and loyalty, simply by lending a hand in your team's career development.

Career development trends

Here are the three key trends that can help you drive career development along with examples of how progressive organisations are putting them into practice.

Always growing

Career development no longer means just vertical progression in the role. It means your people adopt an 'always learning' mindset every day so they have opportunities to grow and gain new skills and experiences.



Take Unilever, for instance. They're big on helping their people continually grow and build skills through lifelong learning. They have an initiative called 'Flex Experiences,' which is essentially their in-house talent marketplace. Using this platform, Unilever employees can dive into projects, either part-time or full-time, to deepen their existing skills or even learn some new ones. It's all about never settling and always striving to learn more.

Employee-led

Empower your people to be masters of their own career journey. You can do this by showing an interest in their ambitions, providing creative ways they can develop and helping them make time for learning. .



Adobe offers a program called “Strengths Finder” to help employees identify their strengths. The program includes an online assessment that employees can take to identify their top five strengths. Once employees have identified their strengths, they can use the program’s resources to explore how those strengths can be applied to their work. Adobe has found that employees who use Strengths Finder are more engaged and more likely to stay with the company.

Share the ‘[Conversations Toolkit for team members](#)’ with your team so they have support to help them drive their career conversations.

Experiences

As we know great learning doesn’t need to be a programme. We can provide lots of different experiences for them to gain new skills by dipping their toes into projects, providing them with a mentor or offering shadowing opportunities or job swaps.



Hootsuite created a #randomcoffee initiative. Employees sign up to be paired with a random peer, blind-date style and then get to know one another over a Zoom coffee. They also have a lateral-movement initiative they call the “stretch program,” which gives team members a formal way to try on roles in another department. Stretch employees spend one day a week on their adopted teams and the remaining time in their official roles. At the end of the trial, the fit is evaluated: If everyone’s on board, the employee can make the jump full-time.

Practical ways in which you can help:

As a leader here are just some of the ways in which you can support your people in developing their careers:

Having regular ‘stay conversations’

Gain regular insights into your teams with these short and undocumented conversations which will both help you adapt your leadership style and tailor the support your people require based on their needs and motivations.



At LinkedIn they used ‘stay conversations’ with engineers who were at risk of leaving. Focusing on things like ‘you’re on our radar’, ‘my door’s always open for you’ or ‘tell me why LinkedIn’, they not only reiterate to the individual that their efforts are being noticed, but also provide valuable insights on what’s important to them.

Having a great ‘career conversation’

A career conversation helps you get to know and understand your people well so you can then identify the best way to lead, coach and train them. You don’t need to set aside time separately for this and you certainly don’t have to be a careers guru – just use a few of the suggested conversation starters from our [‘Conversations Toolkit’](#) in your next check-in to show them you have genuine interest in helping them meet their goals and gaining new experiences.

Having a 'Talking Talent' session with your peers

A 'Talking Talent' session is an opportunity for you and your peers to get together (in person or online) and spend time discussing the people in your teams and how you can create opportunities for growth and movement. It is not about following a process or getting through all the suggested questions – choose 3 or 4 questions to get going. The more you do them, the easier they get!

Conversation starters

- Let's each talk about two people in each of our teams that we feel are ready for a new challenge and why?
- If we can't move them right now, what could we do to help them get a new challenge? A project, a mentor etc..?
- What key skills are we lacking in our team now or that we will need in the future? How could we start developing those skills now?
- Who thinks they have a flight risk in their team? Let's talk about what we could do?
- Are we taking enough risks? Are we giving people a chance to try out a new role, even if they're not quite ready?
- Do we know our teams' career aspirations as well as we should?

Key takeaways

- Remember, lack of career development opportunities is the number one reason people leave
- Encourage an 'always learning' mindset in your team and to lead their own

S3:EP3 DEVELOPING CAREERS

- Look for career development experiences like informal mentoring or job shadowing
- Have regular career conversations with each of your team
- Meet up with your peers to “talk talent”

Reflection exercises

Having a career conversation

Think about the specific challenges that hold you back from having career conversations with your team members. For example, you don't want to raise expectations, you don't want to lose your best people, or you simply feel you're not a career expert. How can you overcome these challenges?

You'll find tips and conversation starters in the '[Conversations Toolkit](#)' for leaders.

A 'Talking Talent' session

This next activity is perfect to do with a group of peers - or if you have a HR contact, ask them to help facilitate.

Send an invite to your peer group to get together for a 'Talking Talent' session. There is no pre-work, process or paperwork! The purpose is to get together and spend time discussing the people in your teams and how you can create opportunities for their growth and movement.

You'll find tips and conversation starters that you might find helpful [here](#). For your first session consider discussing questions like 'What are the advantages of a talking talent session and what challenges does it raise?'. This will help them think about why it's a good idea to do this, but also to flush out any concerns they have.

Reflect on how the session went and how you are going to keep the momentum going.

My notes

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SERIES 4

ENGAGING AND MOTIVATING THE TEAM

EPISODE 1: GREAT COMMUNICATION



Episode 1: Great communication

We often think that if we present communications in a logical, structured way and throw in some impressive numbers, it'll hook people in, getting them to embrace change. The truth is - our human brains aren't exactly wired like that! Great communication is about tapping into that human element that really resonates with us all.

Communicating in ways that really engage

Seek ways to inject a more 'human' approach into your communications. Focus on empathy and let your vulnerability shine through. Keep your messages as transparent and genuine as you can - remember, holding back vital info doesn't do anyone any good. Make sure trust is the bedrock of all your communications. And if you really want your messages to stick, for people to truly connect with them, and even be inspired to act, then don't underestimate the power of storytelling.

Here's how some leaders are doing it differently:



The CEO of WD-40 put in place a policy of "No lying, no faking, no hiding conversations." This, amongst other aspects of strong leadership, led to them not only getting through the crisis but reporting their best financials in its 57 year history.

At Direct Line they used the power of storytelling when they brought 500 leaders together in a big warehouse-style space to

direct line

update them on their new strategy. Instead of just being told what it was, they were asked to create films that would pass the story on to employees or customers. Many said it was the most impactful conference they had been to and employees of the leaders who were there had engagement levels that were 10% higher than those who weren't.

S4:EP1 GREAT COMMUNICATION



Cisco are serious about being an organisation where everyone feels they can belong. Rather than what we typically see which is a long lists of disadvantaged groups or focusing on legal compliance, their inclusion statement which goes alongside their job adverts and on their careers page says: “Without diversity of thought and a commitment to equality for all, there is no moving forward. So, you have colorful hair? Don’t care. Tattoos? Show off your ink. Pop culture geek? Many of us are. Be you, with us!”

How to get your team to speak up

You want your team to feel empowered to voice their thoughts and to have the confidence to challenge you when necessary. Look for ways to ignite conversations and curiosity among your team members. This could be through ‘ask me anything’ sessions, or even exploring lessons learned from mistakes. The goal is to nurture an environment where open dialogue and learning together are the norm.

Here’s how some leaders are doing it differently:



Every mistake is an opportunity for growth. Spotify agree and they host ‘fail-fikas’ where they celebrate failure with a retrospective view to see what opportunities there are to learn from what went wrong and what could be improved. This sets them up with the best way to try again, in a different way.



Survey Monkey is a company that celebrates curiosity. They conduct town hall meetings at which they celebrate the “question of the week,” chosen from employee surveys. They don’t shy away from it being a challenging question either! They have a peer recognition program to reward people who dare to be especially candid. In their Slack channels, they also praise each other using the hashtag #greatquestion.

Recognise different comms needs

Understand that your team members are unique and have varied communication needs. Try tweaking your team meetings to make them more comfortable for the introverts, or understanding how each team member prefers to communicate. The key here is to discover what resonates best with you and your team. It's all about that custom-fit communication approach.



At Square, silent meetings begin with the group silently reviewing a Google Doc and using the commenting feature to ask and answer questions. This helps the team

identify key points that need to be discussed in person for a short, focused conversation. This process gives “everyone a chance to be heard.”

The power of great questions

As leaders, you can sometimes feel like you need to have all the answers. Asking questions instead can lead to much richer and deeper conversations with your people.



At EY they have a practice dubbed ‘Leading with questions’. It involves finding the purpose of the conversation and connecting with that to provoke a deeper and more thoughtful dialogue. ‘Leading with Questions’ is the foundational mindset and skillset that they are asking their leaders to utilise as they engage in performance, career and developmental conversations. To help leaders they have a series of virtual workshops where leaders learn about how to lead with questions and have a safe place to practise this.

Little and often

Your team craves regular updates from you! The old-school rhythm of leadership communications, like once a month or quarter, has given way to the 'little and often' approach. Find ways to share snackable chunks of information, create informational videos that they can watch at their own pace, or even openly share your survey results promptly. The key is to maintain a steady flow of communication that's easy to digest.



Deutsche Telekom were finding it difficult to keep their remote and on-site teams connected and in sync. They overcame this challenge by using their employee app for daily updates and messages. Team leads record short videos which employees can watch in their own time.

Share the '[Conversations Toolkit](#)' for team members with your people where they'll find tips and conversation starters to have better conversations with you.

Key takeaways

- Own your communication - adapt it to your own style to make it more human and meaningful
- Storytelling is by far the most compelling and engaging way of communicating with your team. Share stories of your wins, your challenges, your motivations etc.
- Ask your team what communication would be interesting or helpful for them to hear
- Don't feel you can't be honest – your team will want to know the truth, even if it's bad news
- Consider the different personalities in your team and how they like to be communicated with - ask each one of them in your one to ones
- Don't just talk about the latest quarter figures - connect with your team on a human level - show vulnerability, admit your mistakes, say thank you, ask about Joe's new cat!
- Hold short informal comms sessions with a few bullet points of what you want

Reflection excercises

Harness the power of storytelling to engage your team. Let's explore an example of adjusting to a hybrid work environment, but feel free to adapt it to any relevant topic.

- Reflect on the transition to hybrid work, considering the challenges and opportunities. .
- Write a short personal story of your own experience adapting to hybrid work, highlighting your highs and lows.
- Emphasise lessons learned in your story from your experience
- Share your story with the team and encourage them to reflect on their own challenges and draw insights from your story.
- Facilitate a discussion on strategies for adjusting to hybrid work, incorporating ideas from your experience and their own.

Group exercise

Getting your team to speak up:

To get the best from your people, you need to create an open and trusting environment where your people feel comfortable to speak up and challenge you when needed. Reflect on what type of culture you currently have within your team.

- Pair up with a peer who is also a leader within your organisation.
- Over a period of one to two weeks, each of you attend a few of the other's team meetings. Observe how the team interacts. Are team members speaking up and challenging their leader? Is there an environment of open communication?
- After the observation period, sit down with your peer and provide feedback to each other. Discuss what you observed in their team interactions. What did they do well to encourage open communication? Where were the opportunities for improvement?
- Action plan. Now identify at least two ways in which you can help your people to speak up and challenge.

My notes

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SERIES 4

ENGAGING AND MOTIVATING THE TEAM

EPISODE 2: SHOWING APPRECIATION



Episode 2: Showing appreciation

Creating a culture of appreciation requires recognition that goes beyond impersonal and transactional gestures like cash or gift cards. Instead, employee recognition and reward programmes should be designed to genuinely express gratitude and make employees feel valued. To achieve this, it is important to adopt a set of small, common-sense practices that excite and inspire your workforce. These practices can help build an authentic culture of appreciation.

What makes us feel appreciated?

People feel appreciated when their efforts, contributions, and achievements are acknowledged and valued. Genuine appreciation stems from personalised recognition that goes beyond generic gestures. It involves understanding individuals' unique strengths, passions, and motivations, and expressing gratitude in a way that resonates with them personally.

Little and often

Employees who receive regular small rewards are a staggering [eight times more engaged](#) than those who receive compensation and bonus increases once a year. Some of the ways in which you can do this are by building a culture of everyday appreciation and using spot rewards to celebrate your people and their achievements frequently. At P&G they focus their rewards on the 'power of everyday appreciation'. The focus is on appreciating one another for the work they do every day, not just the above and beyond as they've found this is far better at driving productivity and engagement.

Personalised

We all feel recognised in different ways. Our employees all have different needs and wants and what makes one feel rewarded and appreciated may be completely different from someone else. Ask your people what they want and tailor your reward strategy based on the analysis of their needs and attitudes.



Every new employee at Button fills out an orientation survey on their first day. One of the questions they ask is- tell us about a time you felt appreciated for your work. By asking this question, the manager gains valuable insights into each individual's preferred methods of recognition, enabling them to tailor their approach.

Experiences

Dangling a financial carrot in front of your employees, can lead to a temporary uplift, but it won't last. When it comes to producing lasting change in attitudes and behaviour, rewards are [strikingly ineffective](#). Find non-cash ways to show your appreciation like paid trips or dinners or stretch assignments to build new skills.



When Google offered big cash awards of up to €0.88 million to its top performers, they discovered that it fostered jealousy and resentment. Google then phased out the cash rewards program and replaced it with one that offered experiences — everything from dinners out to new tech gadgets to trips to Hawaii. Employees said they found the new program more fun, more memorable, and more thoughtful than the cash awards.



At Abbvie every leader at the most senior level, including the chief executive officer, has been involved in leading or contributing to AbbVie's learning and development programs where senior leaders lead sessions to share their personal development and career experiences.

Surprise and delight

You can make your rewards more engaging by building in an element of surprise! Catch them off guard with celebrity shout-outs at your team meetings or get your CEO involved to write thoughtful thank-you notes.



Dribbble has a 100% remote workforce and wanted to get creative with how they reward their people. One of its favourite ways to show its gratitude is by using the website

Cameo to order personal shout-outs to employees who've gone above and beyond from their favourite celebrities. These videos are then played at team meetings so the whole team can get in on the fun.

You can get useful tips and conversation starters to help you show appreciation for your team in our '[Conversations Toolkit](#)' for leaders. This toolkit, '[30 ways to say thank-you](#)' will give you lots of ideas on how to reward the different personalities in your team.

S4:EP2 SHOWING APPRECIATION

Key takeaways

- Little and often appreciation works best
- Ask how they like to be appreciated so that you can make it personal
- Think more creatively about how you can show your appreciation - showing an interest in them, flexibility, time off, public shout outs, development etc.

Reflection exercises

Showing appreciation

Reflect on each team member individually and consider their unique strengths, contributions and achievements.

Now think of personalised gestures or recognition methods that align with each team member's preferences. It could be a handwritten note, a small gift, a public recognition, or a development opportunity.

You'll find useful tips and conversation starters in the '[Conversations Toolkit](#)' for leaders.

Different ways to say 'Thank You'

Get together with a group of peers and in advance share this toolkit titled '[30 ways to say thank you](#)'. In the meeting get leaders to discuss the ways in which they have rewarded their teams in the past and what has worked well and what hasn't worked so well. Sharing these ideas can sometimes open your eyes to simple and easy possibilities that you may not have considered but that have a huge impact on employee morale.

My notes

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SERIES 4
ENGAGING AND MOTIVATING
THE TEAM

EPISODE 3: HEALTH AND WELLBEING



Episode 3: Health and wellbeing

As the global corporate wellness market is expected to reach over \$90 billion in the future, it's important to question whether popular strategies like mindfulness apps, free healthy breakfasts, yoga sessions, or mental health first aid training are actually effective in improving employee health and well-being at work. Rather than continuing with a “parental” approach to taking care of employees’ well-being, it is crucial to change our focus and find strategies that truly make a positive impact on their health and well-being in the workplace.

What actually created health and wellbeing?

We think that any good health and wellbeing strategy should be driven by the following:

Trust and flexibility

Create a working environment built on trust and giving flexibility. Employees are [43% less likely](#) to experience high levels of burnout when they have a choice in deciding what tasks to do, when and where to do them, and how much time to spend on each. Also, instead of dictating how your people should take care of their health and wellbeing how about trusting them to drive it themselves?



Arqiva recognised that they couldn't offer remote working for everyone in their organisation because of the nature of work, for example onsite engineers. But that didn't

mean that those teams couldn't have some level of flexibility. So, instead of applying a blanket hybrid policy across the organisation, they introduced 'Team charters' which involve each manager having discussions with their team on what works best for them.

HARRY'S

At Harry's Inc, employees are trusted to block what they call 'Golden Time' in their calendars to fully disconnect to do what's important for them - pilates class, kids to bed, a doctor's appointment etc. They don't have to specify what the time is blocked for as there's an implied mutual trust that it is what you need.

Showing care based on insight

Gather insight around how your people feel and take action to show you care about their wellbeing. Use techniques like listening sessions and surveys to understand what motivates them, what makes them feel good, and what stresses them out and then take action to support the change.

KIMPTON

HOTELS & RESTAURANTS

At Kimpton, new starter onboarding begins with something they call a PPP—a "Personal Preference Profile". Employees are asked to fill out a profile with questions like: What do you like to do for fun when not at work? Tell us one thing that people would be most surprised to know about you. The goal is to tap into one of Kimpton's core values: individuality. The PPPs help Kimpton understand each employee's unique qualities, so they can approach them with understanding and celebrate their individuality.

A sense of belonging

Creating a feeling of belonging for your people by showing them they are accepted for who they are is a key factor in determining their performance at work and has a huge impact on their wellbeing. Some ways in which you can do this include pairing your new starters with a buddy to help them settle in or connecting with your teams in informal sessions to get to know each other better or simply creating a safe space for your employees to be themselves and share their views and concerns.

VAYNERMEDIA

At VaynerMedia they looked to address the disconnect that people experienced when remote working first kicked off during the pandemic. The HR Director facilitated a meeting at 12 noon each day for 12 randomly selected people chosen from across the organisation. There's nothing on the agenda apart from creating opportunities for people to forge connections across the business.

A lot less hassle

How can you as a leader remove the barriers and roadblocks that your people face with rules and processes that can disrupt the balance of an employee's intended work routine? Taken individually they may seem like only minor annoyances, but taken collectively and over a period of time, these seemingly minor irritations can add up to a whole lot of job dissatisfaction, negatively impact productivity, and impact employee wellbeing. One of the ways in which you can tackle this is by asking your people what process or policy causes them grief and reworking it



Take for example Pepsico's 'Process shredder'. They used a software tool called Waggl to let employees suggest a single thing that would make their life easier at work.

A lot less hassle

[70% of employees](#) say their personal sense of purpose is defined by their work, and when that work feels meaningful, they perform better, are much more committed and are about half as likely to go looking for a new job. Find ways to connect your people to the impact they have in solving meaningful problems for their customers or help them build a strong sense of relatedness with their team as that is an important determinant of meaningfulness at work.



Zapier has a program called “All Hands Support,” where every employee, from every part of the company, gets to spend at least 10% of their time each week working with customers and answering their questions.

Employees get the chance to associate real people and real needs with their sometimes distant-seeming customers which gives them a greater sense of how their role connects with the end product.

Key takeaways

- Treat your team as adults who can manage their own health and wellbeing
- Make sure you’re thinking about the five key elements:
 - Trust & flexibility
 - Showing care
 - Creating belonging
 - Removing the hassle and
 - Creating work that matters

Reflection exercise

Trust and flexibility

- How do you currently demonstrate trust and flexibility as a leader?
- Reflect on how you can delegate more responsibilities and empower your team.
- Recognise any concerns that may hinder your ability to show trust and flexibility
 - what are you going to do differently?

Run a hackathon-style session on removing roadblocks

Run this session with your team or bring several teams together and ask a peer to help you facilitate.

Introduction:

Explain the goal of identifying and eliminating roadblocks and unnecessary processes to enhance productivity and make work easier for everyone.

Preparation:

Define the session's objectives and desired outcomes.

Gather necessary materials, such as online boards, flipcharts, markers etc.

Set up the venue or online meeting

Introduction (15 minutes):

Welcome participants and provide an overview of the session's purpose, objectives, and timeline.

Explain the importance of identifying roadblocks and unnecessary processes to make work easier and improve productivity.

Highlight the hackathon-style format, emphasising creativity, collaboration, and rapid problem-solving.

Idea generation (15 minutes):

Ask participants to individually brainstorm and write down roadblocks and unnecessary processes they have encountered in their work.

Encourage them to be specific and concise in their descriptions.

Team formation (10 minutes):

Facilitate the formation of diverse teams, ensuring a mix of skills and perspectives.

Consider assigning roles within each team, such as a facilitator, note-taker, and timekeeper.

Problem selection (10 minutes):

Guide teams in selecting a roadblock or process to focus on, based on their individual ideas.

Rapid ideation (30 minutes):

Ask teams to collaborate and generate ideas and solutions for addressing their chosen roadblock or process.

Encourage creativity and out-of-the-box thinking.

Prototyping and testing (30 minutes):

Get teams to develop prototypes or solutions based on their ideas.

Encourage them to test their prototypes through simulations, role-playing, or quick experiments.

Solution showcase (45 minutes):

Allocate time for each team to present their solutions to others using visual aids, demonstrations, or pitches.

Allow for a brief Q&A session after each presentation.

Feedback and refinement (30 minutes):

Encourage participants to provide constructive feedback and suggestions for improving each solution.

Facilitate a group discussion where teams can refine their solutions based on the feedback received.

Action planning and implementation (20 minutes):

Facilitate a session where teams discuss next steps, create action plans, and assign responsibilities for implementing their chosen solutions.

Encourage teams to set clear timelines and establish methods for tracking progress and accountability.

Conclusion (5 minutes):

Summarise the key takeaways from the session.

Express appreciation for participants' active involvement and contributions.

Provide information on any follow-up steps such as progress updates.

My notes

DISRUPTIVE
Leaders

SERIES 5

MANAGING CHANGE

EPISODE 1: HELPING YOUR TEAM TO CHANGE



Episode 1: Helping your team to change

By acknowledging the normalcy of change, you can better prepare your team to embrace new challenges, learn from new experiences, and thrive in an ever-changing world. You may have those who welcome and eagerly embrace it, while others may struggle and resist it. However, as a leader, you have the power to cultivate an environment where all team members can effectively embrace and

Why do people find it hard to change?

Here are four of the main reasons why your people find it hard to change:

- It tends to be top down – which can lead to resistance if they feel the change is being imposed upon them
- It's presented as something big, long and complex which can be off-putting
- It often involves loss – of status, of certainty, of habits
- It's presented with data and a strong business case which fails to address the emotional aspects of change

Why would they want to change?

If we can begin by understanding what is driving their reaction, then we can use this understanding to help influence them to change their attitudes or behaviour. A great way to do this is to develop and use a leader persona to understand 'why' they would want to change and customise your messaging and plans based on them. Each persona will have their own attitudes, experiences, fears, and motivations, and we should be taking them into account. If we're serious about crafting messages that work, we need to dig deeper into their needs.

S5:EP1 HELPING YOUR TEAM TO CHANGE



For example, Michael is old school and resistant to change. Instead of spending loads of time and attention to get this persona on board, focus your attention on getting early adopters to lead the change so Michael can see the results. Focus your attention on things that might matter to him like status or his position in the hierarchy.



Charlie is neutral and would be willing to get involved if you showed her how it could help deliver business results. Build your messaging around presenting solutions that convey to her what needs to change by providing other options that could perhaps be a better way of doing something and showing the possible results she can expect to see.



Olivia is curious and willing to give it a shot so encourage her to be an early adopter. Tailor your messaging to make it exciting and informative for Olivia to want to get involved.

The SCARF Model

The SCARF Model is a brain-based model for collaborating with and influencing others. It is a great tool to help you better understand your own and your teams' threats to Status, Certainty, Autonomy, Relatedness and Fairness. Take the [SCARF Assessment](#) to learn more and ask your team to share their results with you so you are more aware of how to lead change effectively.

SCARF is an acronym for five factors that the brain is always monitoring and that have a huge impact on how we perceive our environment. It stands for:

- Status – a sense of importance relative to others
- Certainty – needing the ability to predict outcomes
- Autonomy – the desire for a sense of control
- Relatedness – the desire for a connection with others
- Fairness – an individual's perception of being respected and treated fairly in comparison to others

Communicating change

As a leader, communicating change, especially if it has negative repercussions, can be one of the hardest things for you to do. Make sure you're approaching your communications with empathy and transparency, while also creating opportunities to listen to any questions or feedback your people may have.



At Spotify they used team meetings when transitioning to a new business model. They made an effort to be transparent and inclusive, inviting teams from different departments to engage in the decision-making process and to understand the changes. This approach fostered a sense of ownership among employees.



Intel has a program called "Ask Me Anything" (AMA) sessions where employees can submit questions to company leaders and executives. The questions are addressed in live sessions, allowing employees to engage in open dialogue and share their thoughts and concerns.

Make it 'psychologically safe' for them

You can easily recognise a team with high psychological safety. Everyone is at ease being themselves, they take risks around each other and feel confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea.

Here are some examples of leaders boosting psychological safety at work:



Ford recognised the need to shift their meeting focus beyond success and incorporate sharing problems and challenges. To address this, top managers began gathering weekly to evaluate both issues and advancements. During these meetings, managers were consistently prompted to reflect on the lessons gleaned from discussing concerns, implementing necessary adjustments, and, most importantly, collaboratively resolving problems.



Dermalogica are like many organisations who publicly celebrate failure as it's a good indicator of experimentation and progress. By openly acknowledging and learning from failures, these organizations foster a culture that values risk-taking, encourages innovation, and propels continuous improvement.

Shrink the change to make it less threatening

By breaking down a long-term programme or change initiative into manageable chunks, it becomes less daunting and intimidating.



At Electronic Arts they call it 'smallifying'. They found that when tasks for their Developers were broken down into particular problems to be solved, which were manageable and could be tackled within one or two weeks, they were more creative and effective.

Empower your team to try something new

Fostering a culture that encourages exploration and new ideas increases the likelihood of your team members adopting and embracing change.



Every quarter Atlassian gives employees the chance to work on anything that inspires them within a 24 hour period while combining ideas and skill sets from different teams. The best ideas are often incorporated into Atlassian's products.



Salesforce has an employee-led initiative called "Trailblazer Advocates" where employees are empowered to be advocates for the company's values and culture. Trailblazer Advocates help shape the employee experience and drive positive change.

Let them learn from each other

Often, we revert to traditional and old-fashioned ways of training our people to help them adapt to the changes underway, when in fact peer learning may actually be more effective in this instance. Create peer networking channels for your people to be able to share their concerns, ask their questions and knowledge share with their peers help embed the change.



At Novo Nordisk they set up a 'Manager Club' where leaders could bring any issues they wanted to discuss, for example, employment policy or hybrid challenges.

S5:EP1 HELPING YOUR TEAM TO CHANGE

Key takeaways

- We need to be clear on why our people would want to change. Use persona to help you understand what makes them tick
- When communicating change always be honest and find different ways to involve your team in the changes
- Shrink the change to make it less threatening
- Make it psychologically safe for them to try new things
- Help them learn from each other

Reflection exercises

The SCARF Model

The SCARF model is a framework that explains the social needs and motivations of individuals in social interactions. It focuses on five key domains: Status, Certainty, Autonomy, Relatedness, and Fairness.

Complete [this free SCARF Assessment](#) and ask your team to complete it too. Based on these results, apply them in situations where you are introducing change so as to prevent the triggers for threats and increase the opportunities for rewards based on what is important to the team/individual. Here are some examples:

Status

Try recognising and appreciating the contributions of your team members publicly, highlighting their achievements and expertise during the change process. Provide opportunities for them to take on leadership roles or be involved in decision-making regarding the change, giving them a sense of importance and elevated

Certainty:

Clearly communicate the goals, objectives, and expected outcomes of the change to alleviate uncertainty and provide a clear direction. Provide regular updates and progress reports on the change implementation, addressing any concerns or questions that arise promptly to maintain transparency and reduce uncertainty.

Autonomy:

Encourage and support them to express their ideas, suggestions, and concerns regarding the change, giving them a sense of ownership and autonomy in the process. Provide flexibility in how tasks are accomplished, allowing them to have some control over their work methods and processes during the change.

Relatedness:

Foster a supportive and collaborative environment by promoting open communication, team-building activities, and opportunities for social interaction during the change. Create cross-functional teams or assign team members to work in pairs or groups, enhancing their sense of belonging and strengthening relationships among team members.

Fairness:

Ensure transparent and equitable decision-making processes throughout the change, involving them in discussions and considering their input and perspectives. Provide equal access to resources, opportunities, and information related to the change, treating all team members fairly and addressing any perceived biases or favoritism.

Make it psychologically safe for them to try new things

This is a great exercise to do with a group of peers.

Start by sharing the benefits of a psychologically safe team.

A psychologically safe team provides an environment where individuals can thrive, collaborate effectively, and unleash their full potential. The benefits include increased trust, improved communication, higher innovation, enhanced employee engagement, and a culture of continuous learning and growth.

Now, challenge each other by asking some questions about whether you create an environment where your people feel empowered, valued, and able to take risks without fear of negative consequences:

1. Is failure openly discussed and accepted?
2. Are mistakes and risks encouraged and celebrated?
3. Is feedback welcomed and constructively given?
4. Do our teams feel comfortable speaking up and expressing their ideas?
5. Are diverse perspectives valued and actively sought?
6. How are mistakes and failures handled by us?
7. Is there trust and collaboration among team members?

By reflecting on these questions and honestly assessing your responses, you can gain insights into whether it exhibits more characteristics of a fear culture or one that promotes psychological safety.

Now, discuss some ideas of what you could implement in your individual teams or company wide to improve psychological safety.

Here are some examples to get you started:

- Start a communication campaign to educate everyone on the importance of psychological safety and the benefits of embracing failure as a learning opportunity.
- Share examples of successful companies and individuals who have thrived through a culture that supports experimentation and learning from failure.
- Lead by example by sharing your own challenges, failures, and lessons learned in your next team meeting.
- Organise innovation challenges or hackathons within the team. Create a safe and supportive environment for brainstorming and experimenting with new ideas.
- Introduced “Failure Awards” as a fun and lighthearted way to celebrate and learn from failures. The awards highlight specific aspects of failure, such as “Most Valuable Lesson Learned,” “Boldest Experiment,” or “Biggest Pivot.”
- Dedicate a portion of work time for team members to explore new ideas, experiment, and pursue passion projects. Encourage innovative thinking, even if it leads to failures.
- Use one-on-one check-ins with team members to discuss their progress, challenges, and concerns.

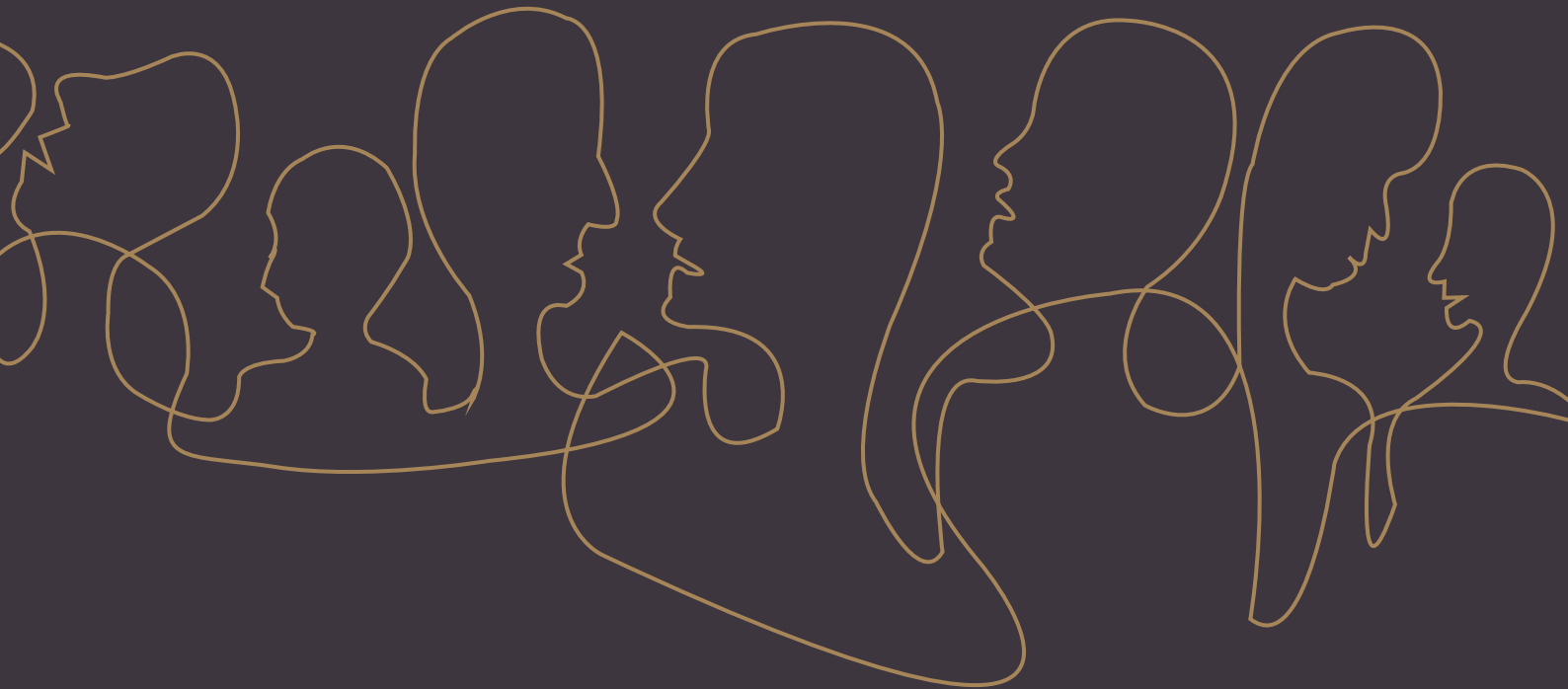
My notes

DISRUPTIVE
Leaders

SERIES 5

MANAGING CHANGE

EPIISODE 2: BUILDING A MORE INCLUSIVE TEAM



Episode 2: Building a more inclusive team

Traditional approaches to Diversity and Inclusion (D&I) have encompassed various strategies. We have relied on a “compliance-focused” approach, which involves providing a clear business rationale and setting measurable targets to achieve diversity goals. Additionally, we have focused on “fixing the difference” by providing targeted support to disadvantaged and underrepresented minority groups. Lastly, we have taken on a “busy bees” approach, implementing numerous D&I initiatives simultaneously, which often leads to confusion and fails to produce any meaningful impact. Unfortunately, none of these approaches will effectively change people’s behaviour. To truly foster behavioural changes, we must try alternative techniques.

We can refresh our approach to D&I in two key areas: **Intent** (i.e., how you frame your philosophy, strategic ambitions, the style and language you use) and **Action** (i.e., the methods you then use to put your intent into action).

Intent

D&I intent works well when:

- It’s seen as intrinsic to business success.
- It’s honest.
- It recognises ‘difference’ in all forms, not just minority groups.

Genuine link to business success:



Apple have this explicit statement that shows the importance they place on D&I and how it attributes to the success of their products: ‘At Apple, we’re not all the same. And that’s our greatest strength. We draw on the differences in who we are, what we’ve experienced, and how we think. Because to create products that serve everyone, we believe in including everyone.’

Honest:



AT&T

AT&T are honest and transparent about their D&I position and provide a real time dashboard on their website visible for everyone to see, even when their current position falls short of their desired goals

From human to human:



T-Mobile recognise uniqueness in all forms without just focusing on minority groups. They state: 'Uniqueness is powerful. Be yourself. We like it that way.'

Trends for inclusion action

There are several new trends in the ways companies are taking action. These are:

1. Data and insights:

Use a blend of data and research (surveys, focus groups, observations, etc.) to get a real picture - not just of the numbers you have in each category - but the reasons why people feel included or not. Companies are now using data in more intelligent ways to refine their approach and inspire leaders to act.



In 2018 Unilever launched a metric called the Gender Appointment Ratio to present their senior leaders with their track record over a five-year period. Giving line managers the 'big picture' of their appointment decisions raises their awareness and helps them make the unbiased choice the next time the opportunity arises.

2. Changes to key processes:

Organisations are looking at changing some of their key processes that can have a huge impact on the results they are looking to achieve.



Hiring: Virgin Pulse started including more inclusive language in job descriptions, such as “No candidate will meet every single desired qualification. If your experience looks a little different from what we’ve

identified and you think you can bring value to the role, we’d love to learn more about you!”

Talent Management: eBay uses talent calibration cards as a part of its talent management approach. Managers have calibration meetings with a physical set of two-sided cards. On one side is a reminder of the biases that could come into play. On the other side is a question that other team members can ask to challenge what each other are saying, but in a non-threatening way.



Engaging the team: At GoDaddy they took the approach that culture change requires a focus on the day-to-day events, the seemingly small interactions between employees. These are called ‘microinequities’. The HR team worked with Leaders to make them more aware of how it looks and feels when someone for example pronounces their name wrong, interrupts a co-worker, starts looking at their phone while someone is talking, or takes credit for their idea.

Key takeaways

- Make sure your intentions around D&I are honest, integral to your business aims and use human language.
- Use data and insights in smarter ways.
- Focus on great conversations/small changes you can make.
- Check in with each other to mitigate bias.

Reflection excercises

Make your job posts more inclusive

- Select a real job post or job description that you would like to make more inclusive.
- Reflect on the current language and the language used. Consider if there are any potentially exclusive or biased terms, gendered language, or assumptions that may discourage certain candidates.
- Identify potential improvements by using this free AI tool which will highlight areas of the job posting where you can make improvements to promote inclusivity. Look for opportunities to use gender-neutral language, remove unnecessary requirements that may disproportionately impact certain groups,

Changes to key processes

This is an exercise you can do with a group of peers. How could you shake up your current selection process, so everyone has an opportunity to shine at the interview stage?

My notes