

UNCAP Master Training Team



**United
Nations**



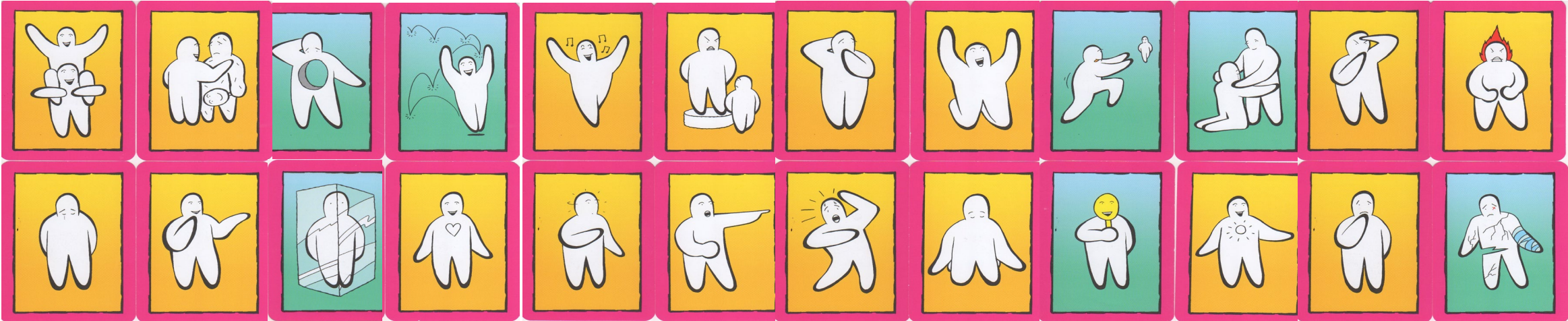
UNITED NATIONS
*CAISR ACADEMY FOR
PEACE OPERATIONS*

Team Development Programme

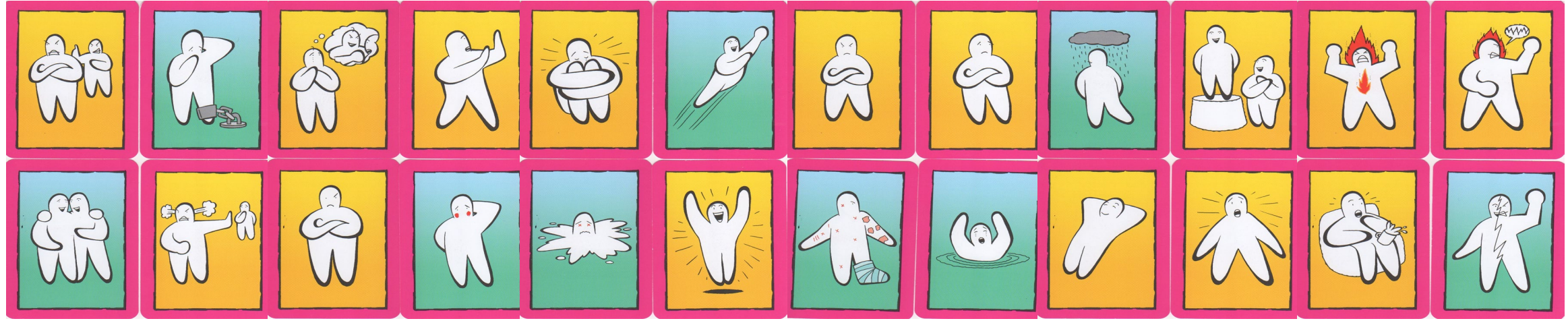
DAY 2 - 22nd Aug 24



Arrival states



A. B. C. D. E. F. G. H. I. J. K. L. M. N.



Check In

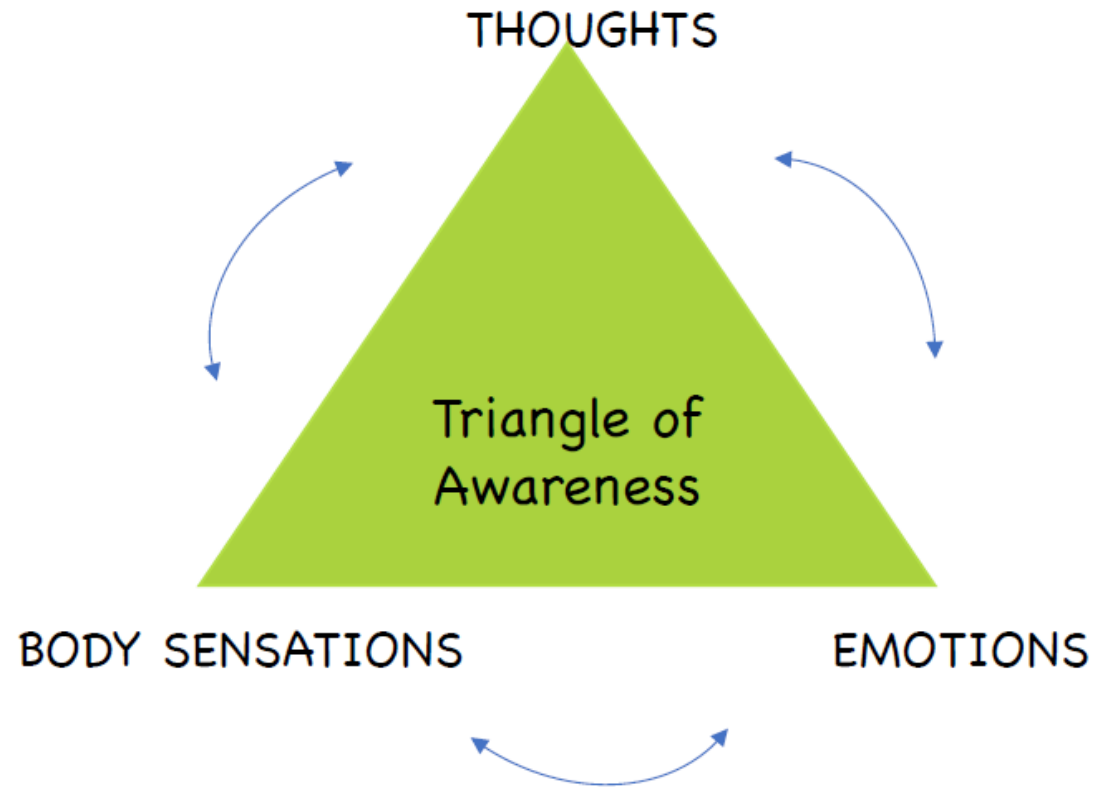


Feel?



Distraction?

Mindfulness



PAUSE

What is here now; physical sensations, thoughts and emotions?

BREATHE

Just being with the breath and body

CARRY ON

Responding with awareness and kindness

www.thrivinglife.eu

Thriving Life 

Belbin – team application

Exercise: Key to me Disclosure (30 minutes)

In groups, share your Key to Me focusing on the following areas:

1. Preferred ways of receiving feedback
2. Key strengths and Weaknesses
3. Specific needs and work preferences
4. Challenges in the workplace

The BELBIN Circle Exercise

1. Enter your names or initials in the segments that correspond to your top two Team Roles. (you can find these on the 'Team Role Feedback' page of their Individual report.)
2. Once names have been entered, discuss and analyze the findings.
3. Come up with a list of five strengths of the team, and five possible weaknesses.
4. Take three action points from your discussions to increase the team's effectiveness



Team Strengths:

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____

Team Weaknesses:

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____

Action Points:

1)

2)

3)

Break



```
operation = "MIRROR_X":  
mirror_mod.use_x = True  
mirror_mod.use_y = False  
mirror_mod.use_z = False  
operation = "MIRROR_Y":  
mirror_mod.use_x = False  
mirror_mod.use_y = True  
mirror_mod.use_z = False  
operation = "MIRROR_Z":  
mirror_mod.use_x = False  
mirror_mod.use_y = False  
mirror_mod.use_z = True
```

```
(1+x+y+2a)-(3  
5+x+k+2a  
bpy.context.scene.objects.active  
"Selected" + str(modifier  
mirror_ob.select = 0  
bpy.context.selected_ob  
data.objects[one.name].select
```

```
please select exactly  
OPENAI  
{x-12-y+n...}  
types.Operator):  
X mirror to the selected  
object_mirror_mirror_x"  
mirror x" (1+x+y+2a)-(3a+3g+x)
```

Team Effectiveness

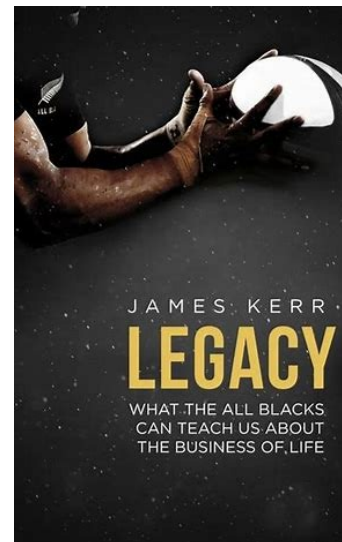
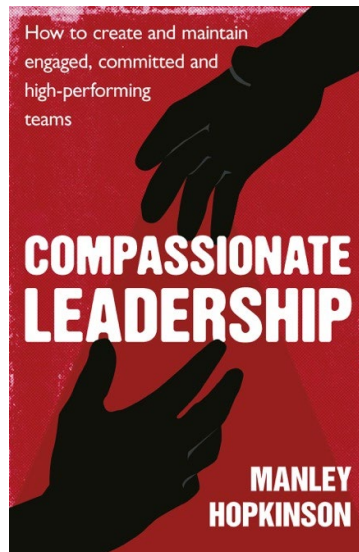
Trust

What is 'Collective Brilliance'?

'A team is greater than the sum of its parts'

'Securing the best for all'

Creating the environment for success



"Talent wins games but teamwork and intelligence wins championships."
Michael Jordan

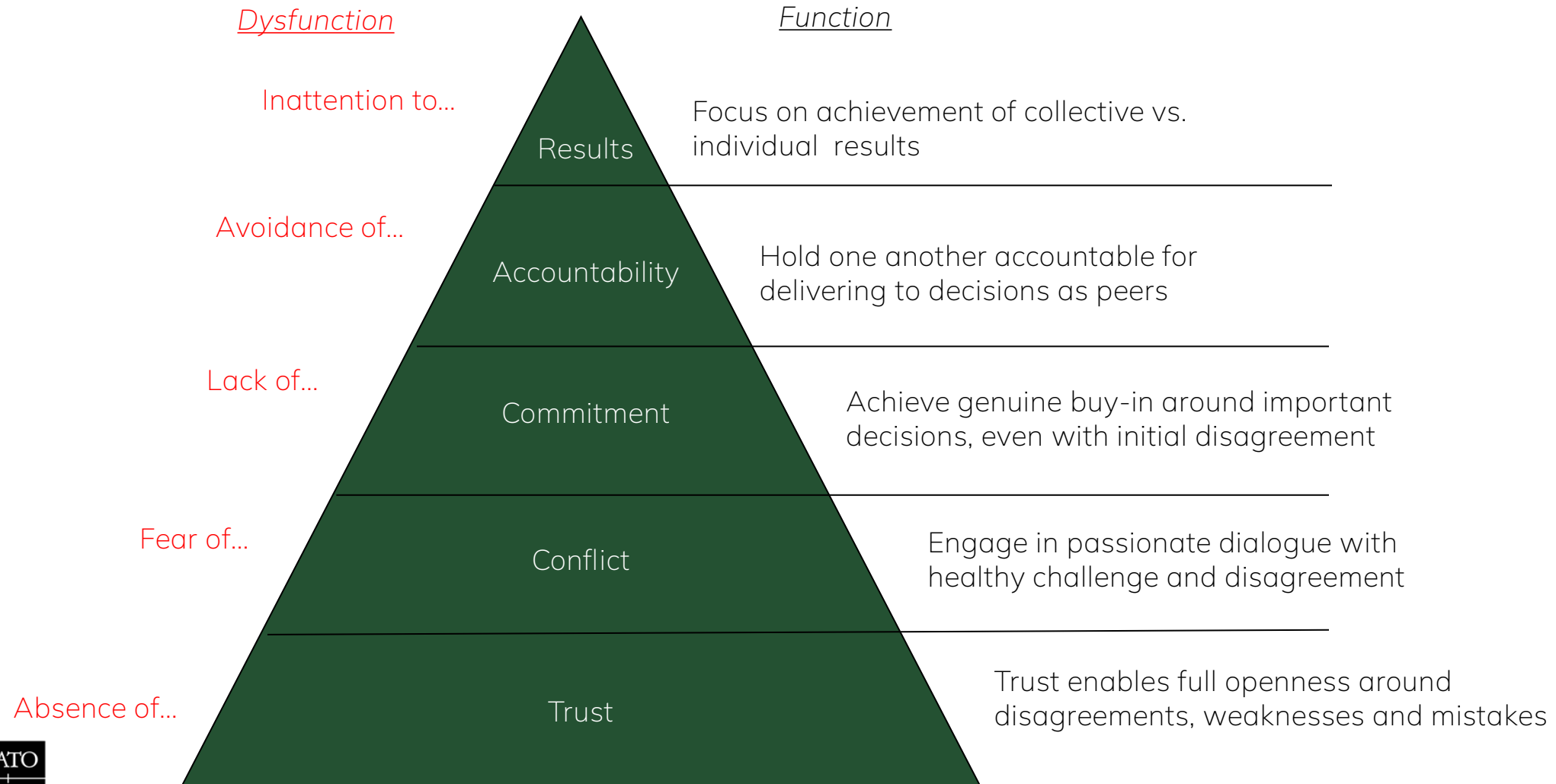
"Great things in business are never done by one person. They're done by a team of people"
Steve Jobs

"A team is not a group of people who work together. A team is a group of people who trust each other" **Simon Sinek**

"Individual commitment to a group effort – that's what makes a team work, a company work, a society work, a civilization work" **Vince Lombardi**

"A single arrow is easily broken, but not ten in a bundle" **Japanese Proverb**

Patrick Lencioni's 5 dysfunctions of a team



Discuss in 3 groups & capture your feedback on a flip:

What were the key messages from the 5 Dysfunctions of a team video?

What lessons are of particular relevance to UNCAP (master training 'team') as a whole team? Is there any overlap with your HPT criteria from yesterday?

Your Lencioni team Assessment

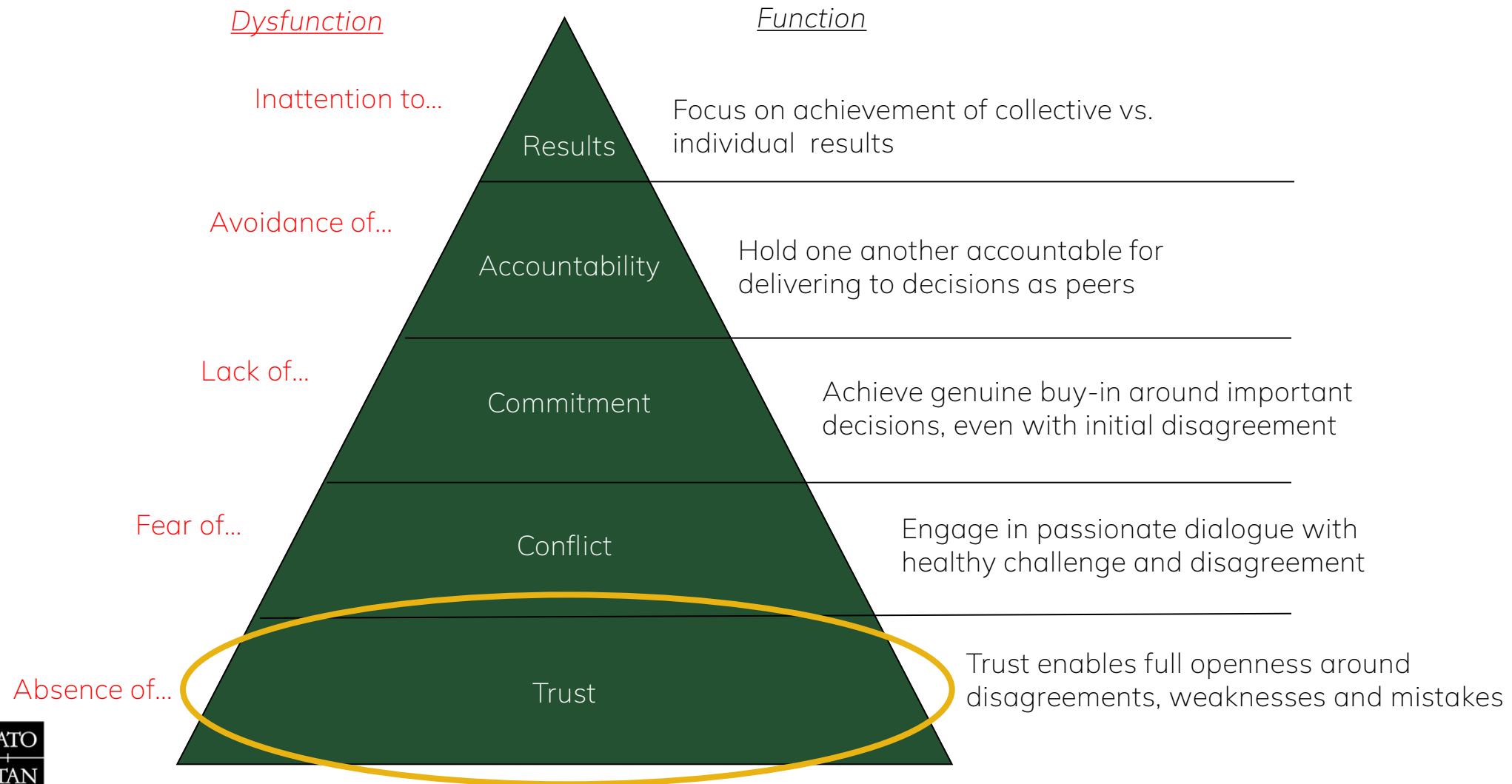
Dysfunction 1: Absence of Trust	Dysfunction 2: Fear of Conflict	Dysfunction 3: Lack of Commitment	Dysfunction 4: Avoidance of Accountability	Dysfunction 5: Inattention to Results
Statement 4: _____	Statement 1: _____	Statement 3: _____	Statement 2: _____	Statement 5: _____
Statement 6: _____	Statement 7: _____	Statement 8: _____	Statement 11: _____	Statement 9: _____
Statement 12: _____	Statement 10: _____	Statement 13: _____	Statement 14: _____	Statement 15: _____
Total: _____	Total: _____	Total: _____	Total: _____	Total: _____

A score of 8 or 9 is a probable indication that the dysfunction is not a problem for your team.

A score of 6 or 7 indicates that the dysfunction could be a problem.

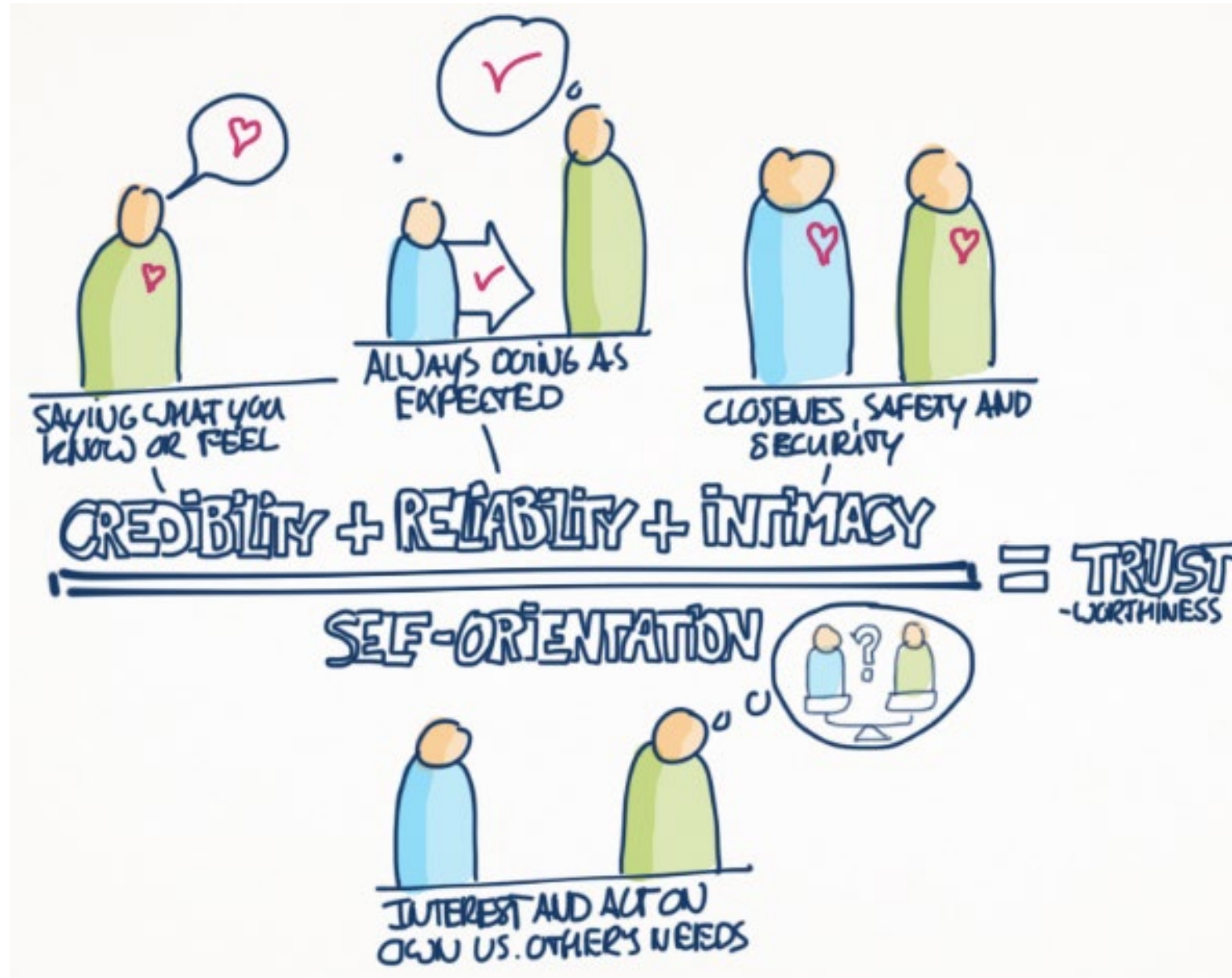
A score of 3 to 5 is probably an indication that the dysfunction needs to be addressed.

Patrick Lencioni's 5 dysfunctions of a team



What is Trust?

The Trust Equation



“No quality or characteristic is more important than trust”

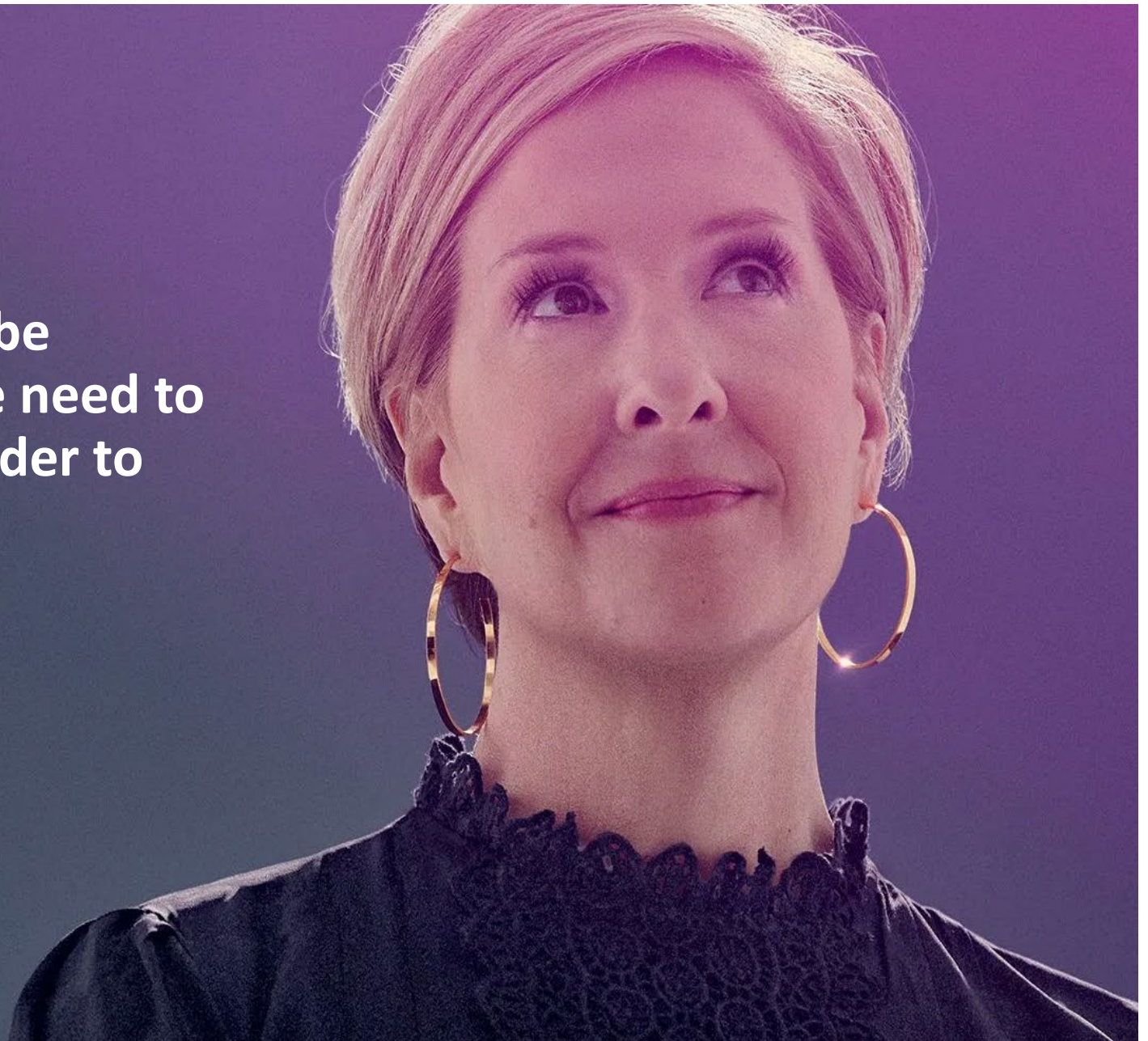
A Definition: Charles Feltman

‘**Trust** is choosing to make something important to you vulnerable to the actions of someone else’

‘**Distrust** is deciding what is important to me is not safe with this person in this situation (or any situation)’

**“We need trust to be
vulnerable, and we need to
be vulnerable in order to
build trust.”**

Bréne Brown



How do we build trust?

Did you suggest any of these ideas?

- Behavioral profiling (eg behavioural tendencies, MBTI, Belbin) – shared & safe language
- Knowing each other's strengths & areas for development
- Open, honest, transparent
- Deeper disclosure
- Maps of the world & perspectives – listening & questioning - Feeling heard & being listened to
- Trust equation discussions
- Coaching conversations – broadening perspective
- Check ins

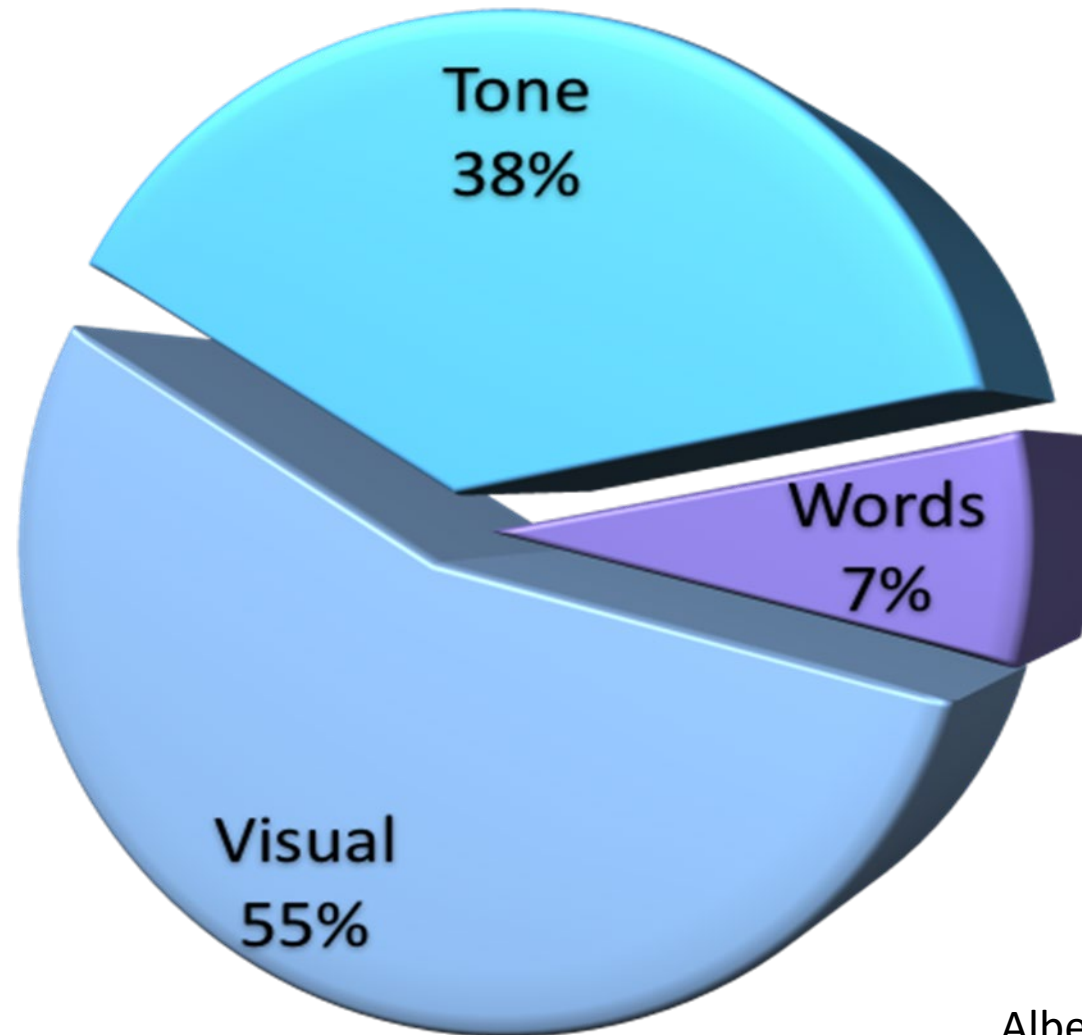
LISTEN



SILENT



The whole communication message



Albert Mehrabian

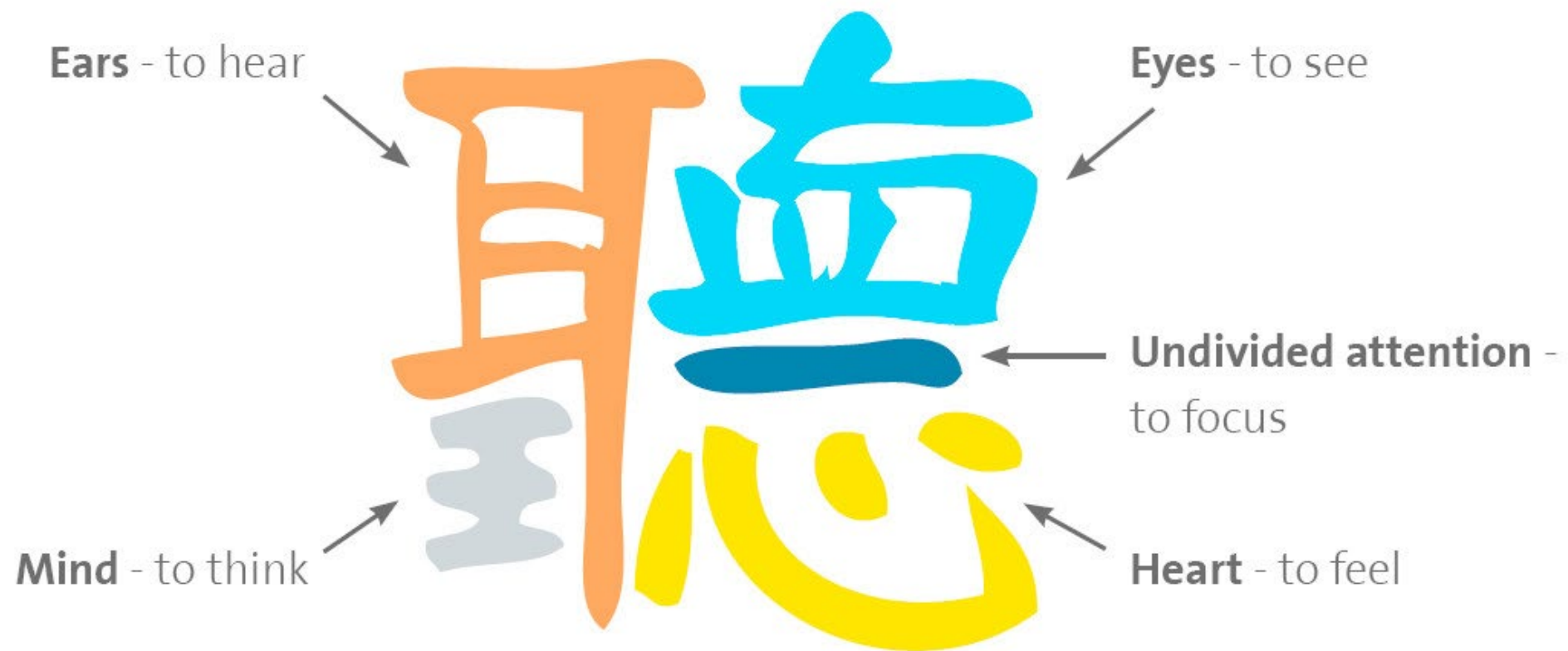
Do you ever listen with.....

- **Giving Advice** like *"I think you should ..."*
- **Explaining your situation** *"But I didn't mean to ..."*
- **Correcting the person** *"Wait! I never said that!"*
- **Consoling the person** *"You did the best you could ..."*
- **Telling a story** *"That reminds me of the time ..."*
- **Shutting down feelings** *"Cheer up. Don't be so mad."*
- **Sympathizing** *"Oh you poor thing ..."*
- **Interrogating** *"How come you did that?"*
- **Evaluating** *"You're just too unrealistic."*
- **One-Upping** *"That's nothing. Listen to this!"*

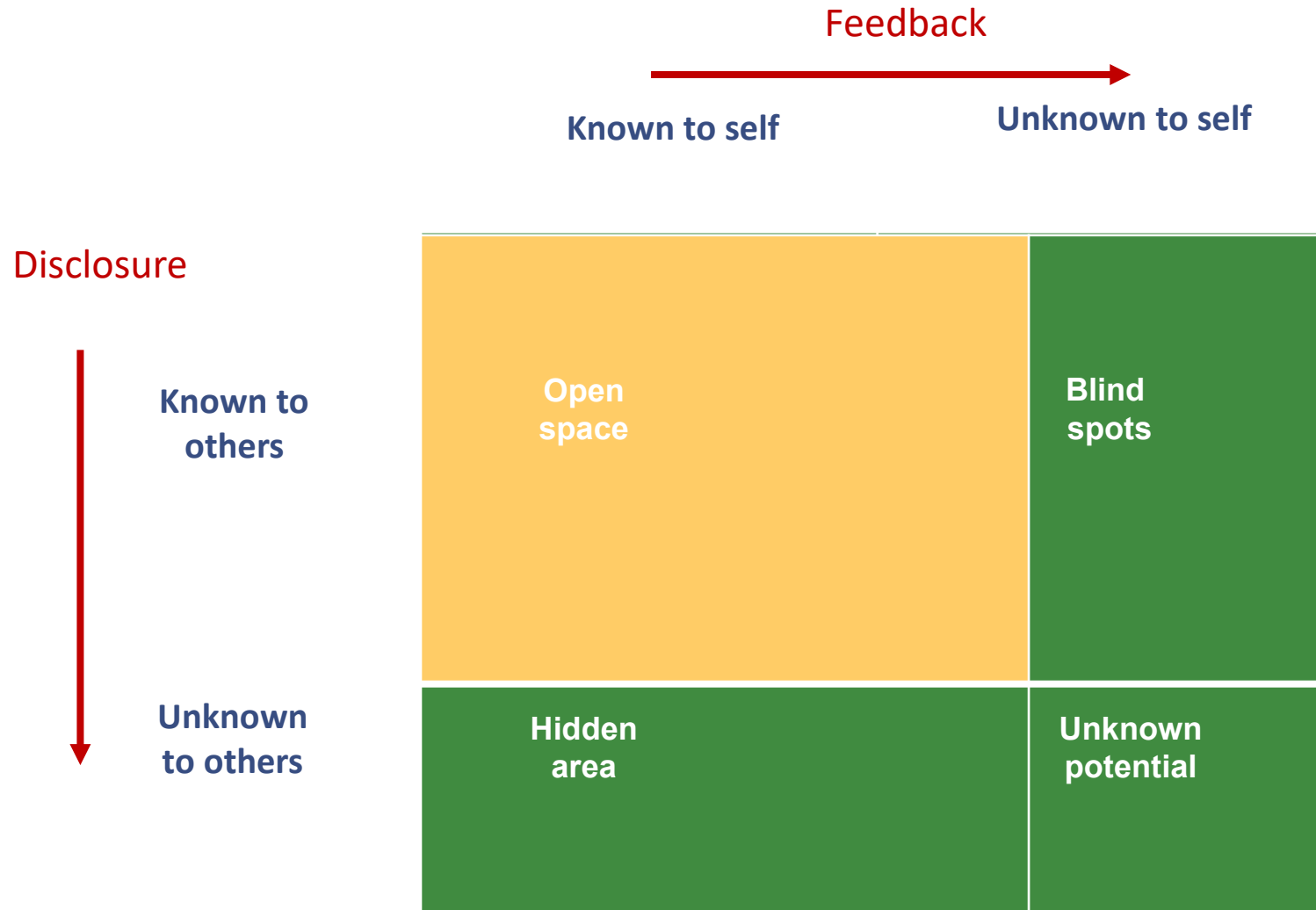
Covey's 5 levels of Listening

Listening continuum		
Common levels	Empathetic listening - stop thinking about anything else other than what the other person is saying	Within the other persons map of the world
	Attentive listening – paying attention and focusing on what the speaker says	Within your map of the world
	Selective listening – hearing the parts of the conversation that interest you – ready to respond	
	Pretend listening – give the appearance of listening with casual gestures	
	Ignoring – no effort to listen	

From Stephen Covey: Seven Habits of Highly Successful People



Building Trust in Teams



Lencioni deepening trust exercise

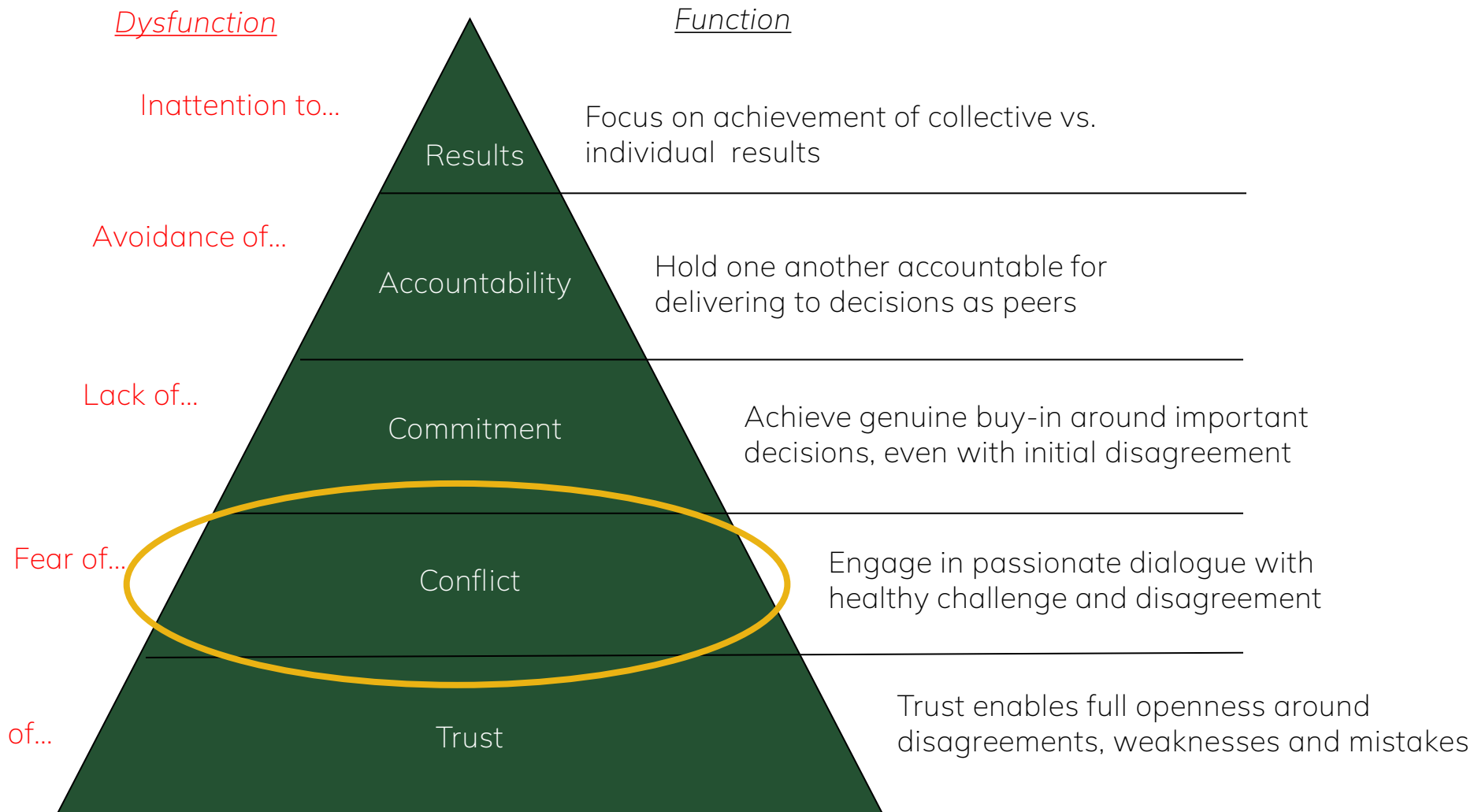
In his “Field guide”, Lencioni uses several exercises to build trust in a team. One of which is a personal histories exercise, rooted in powerful questions.

Breakout pairs with your buddy for 10 minutes to share a topic of your choice.

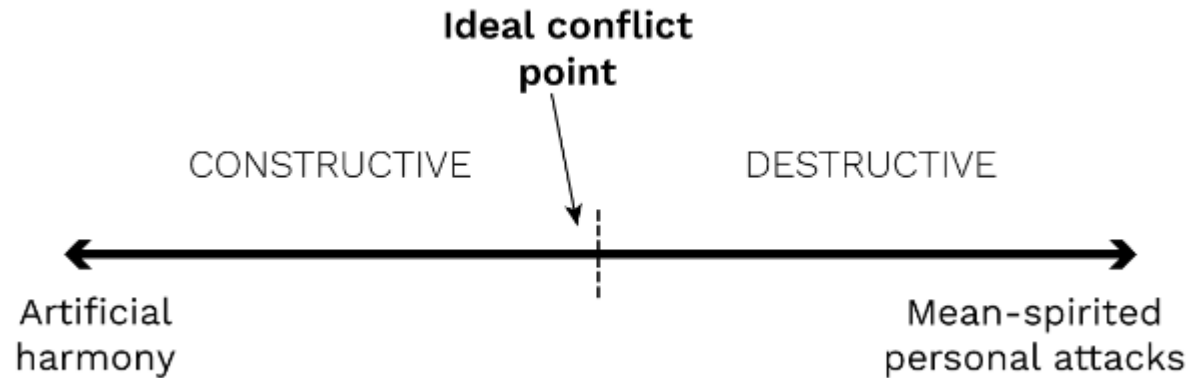
- An internal belief you hold that’s holding you back
- A moment in your life that shaped the person you are

Practice your listening skills when you buddy is sharing their story:-

Patrick Lencioni's 5 dysfunctions of a team



Creating healthy conflict



Inevitability of discomfort!

How to get there

- Conflict profiling
- Creating space in meetings for debate & discussion – changing meeting agendas
- Discuss your conflict norms - considering different cultural styles
- Real-time permission – remind people that conflict is a good thing

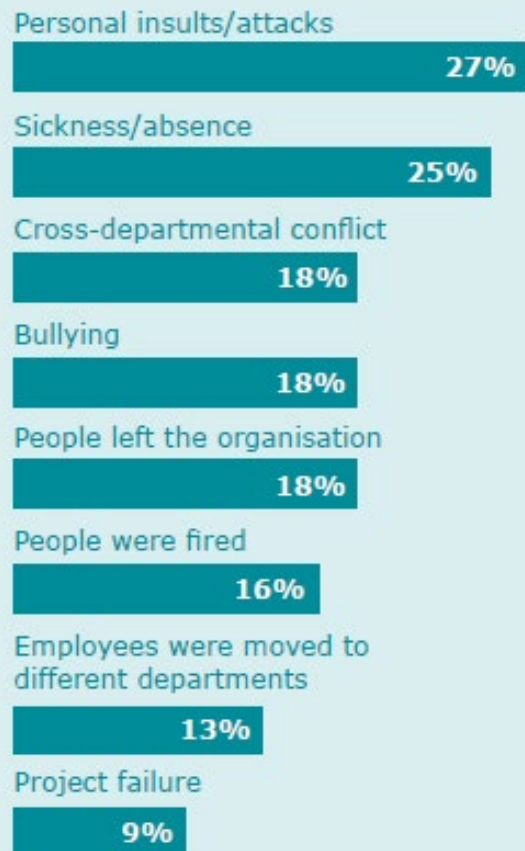
Team Effectiveness

Dealing with unhealthy conflict

How does conflict make you feel?

How does conflict make you feel?

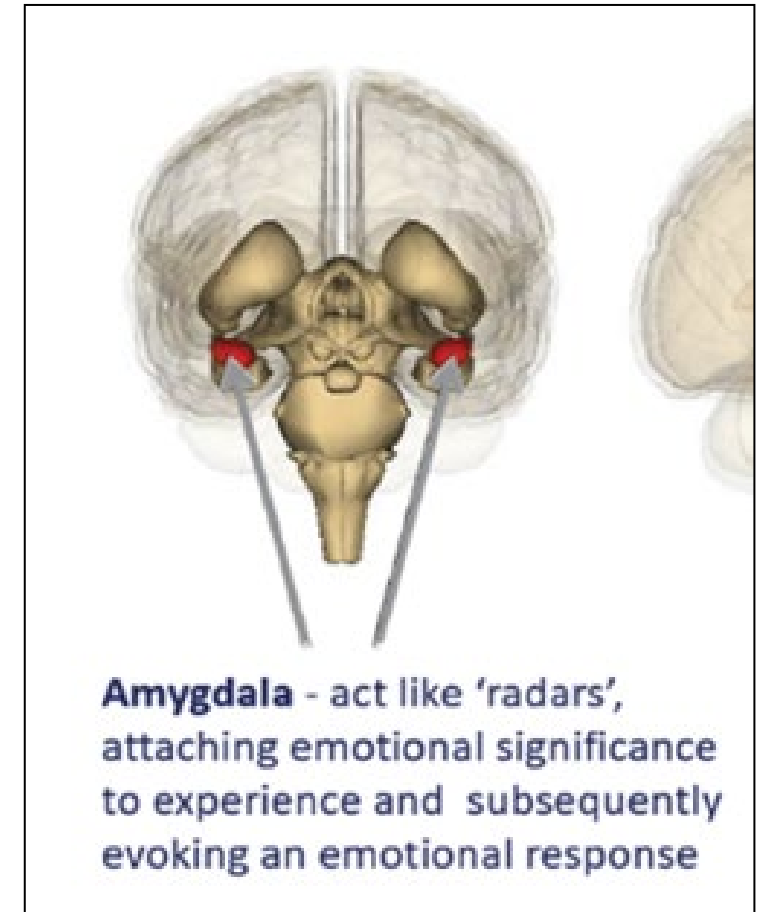
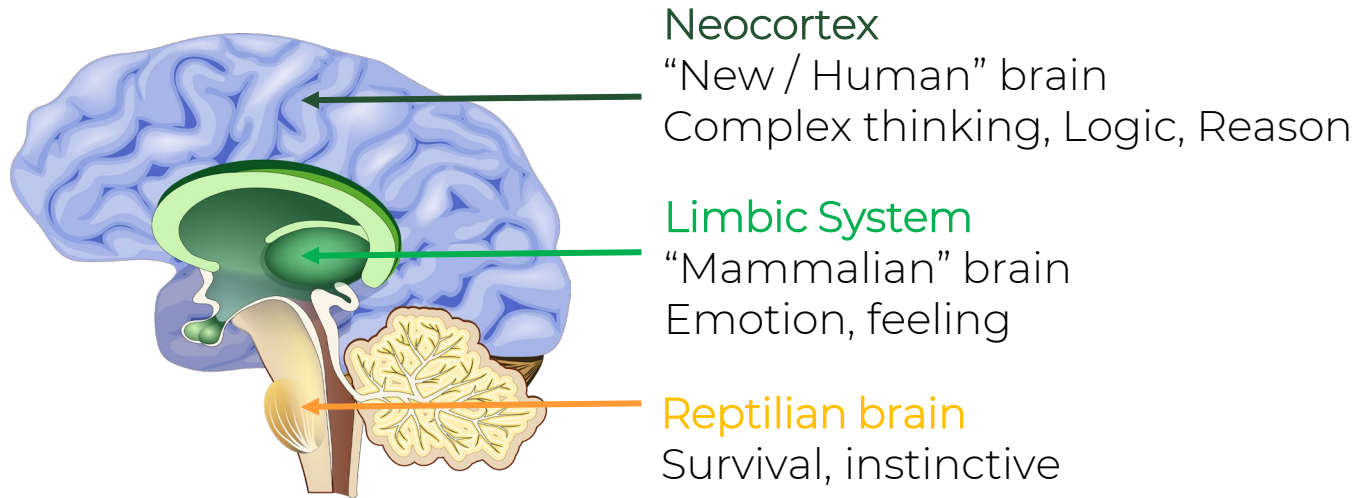
What negative outcomes of workplace conflict have you witnessed?



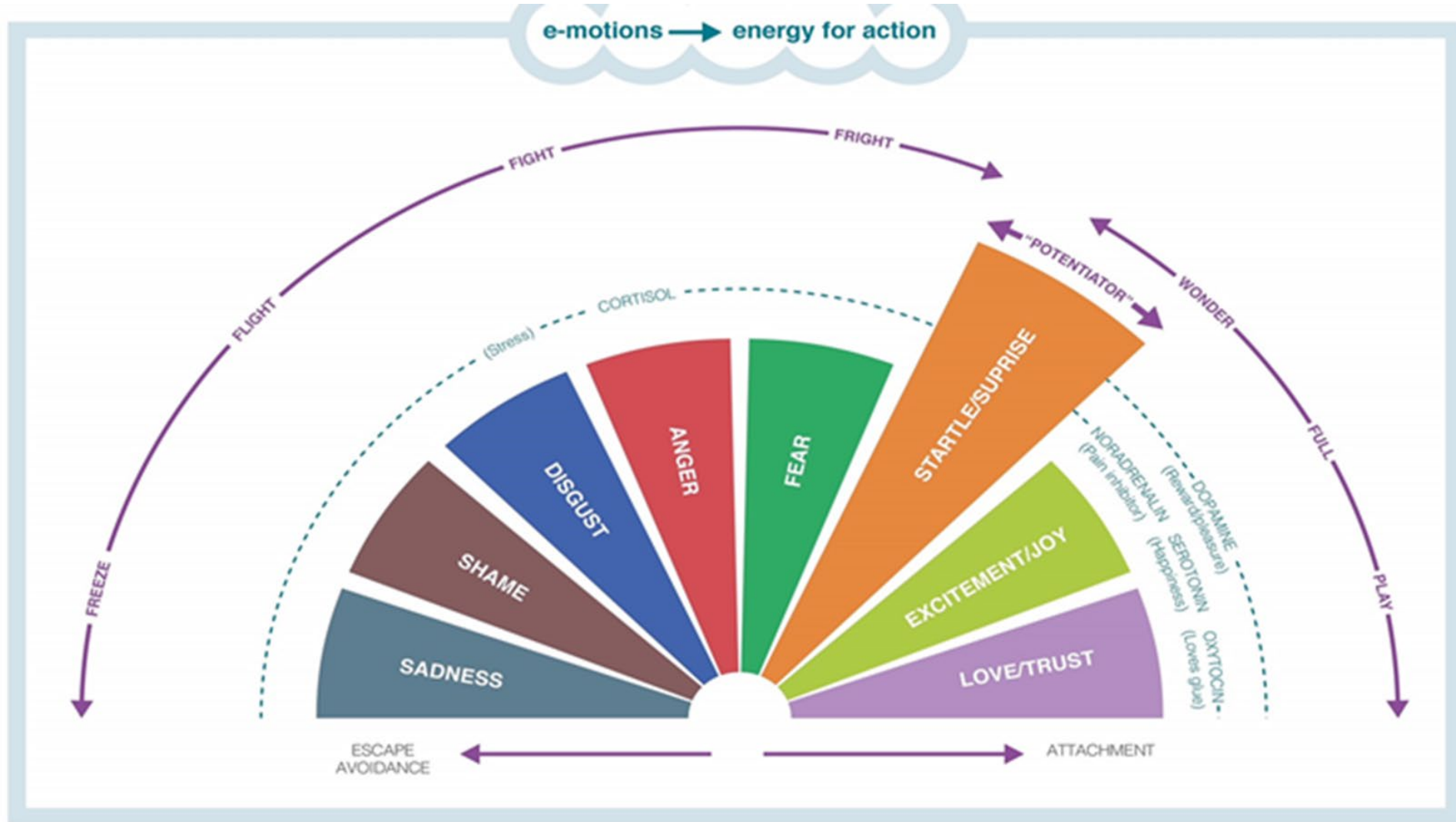
How does conflict make you feel?



Brain Basics



Our emotions



Threat Response

Fright – Fight – Flight – Freeze

- Built in and automatic human response to physical threat!
- Role in evolution!
- Useful to us?
- What about non-physical threats?



An Amygdala Hijack – what happens?

Immediate and overwhelming, and out of measure with the actual stimulus because it has triggered a much more significant emotional threat

When in amygdala hijack you:

- Can only think about what's troubling you
- Memory is poor and can only remember what's relevant to the threat
- Can't learn anything new – rely on old learned patterns
- Can't innovate or be flexible



What are your triggers?

Write down 2 triggers maybe a situation/ a meeting/ a person & discuss with a partner for a few minutes.
Think 'what gets the worst out of you?'

The Top 5 amygdala (emotional) triggers

1. Condescension
2. Being treated unfairly
3. Being unappreciated
4. Feeling you are not being listened to
5. Being held to unrealistic deadlines



The Role of the Amygdala

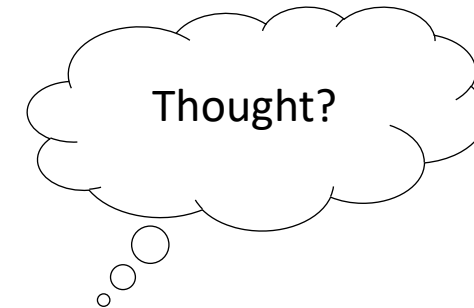
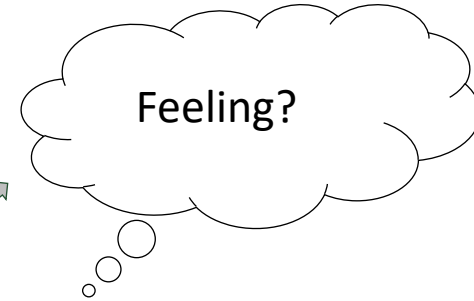
Trigger



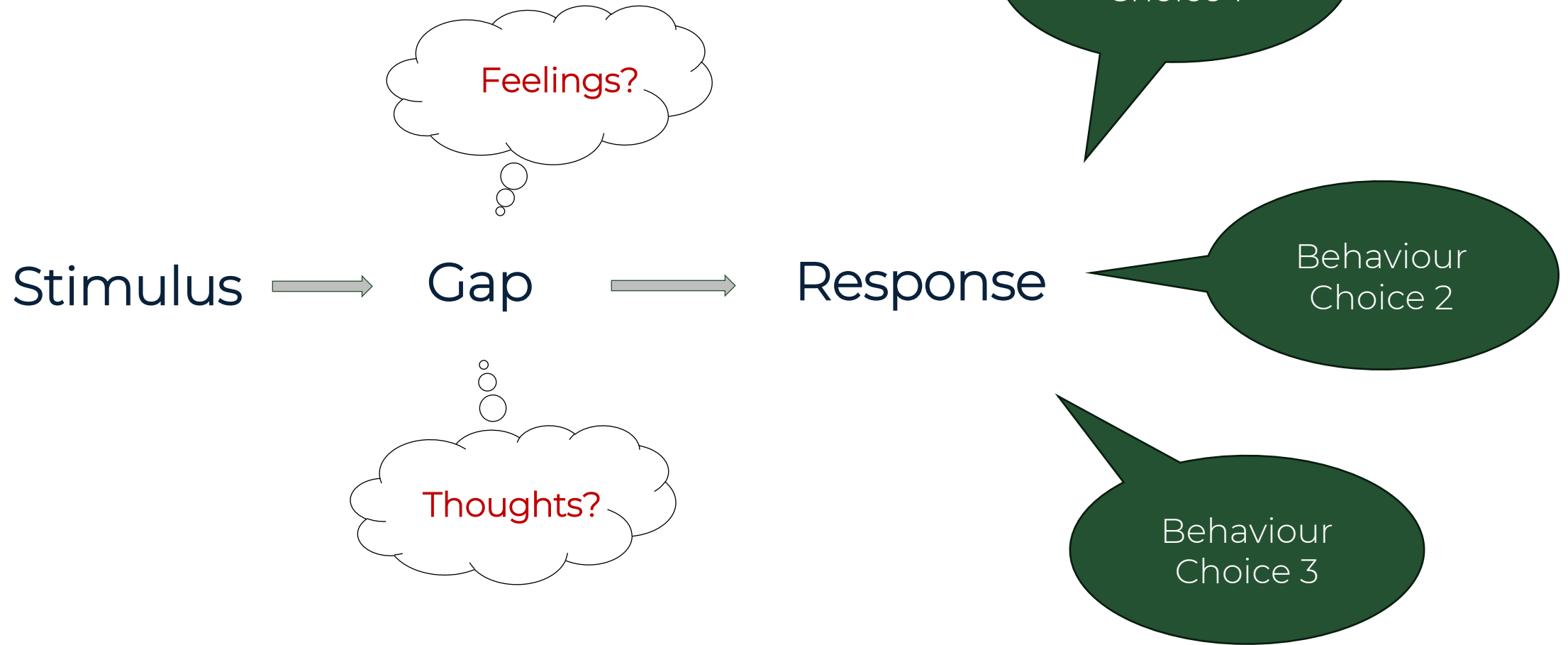
Stimulus

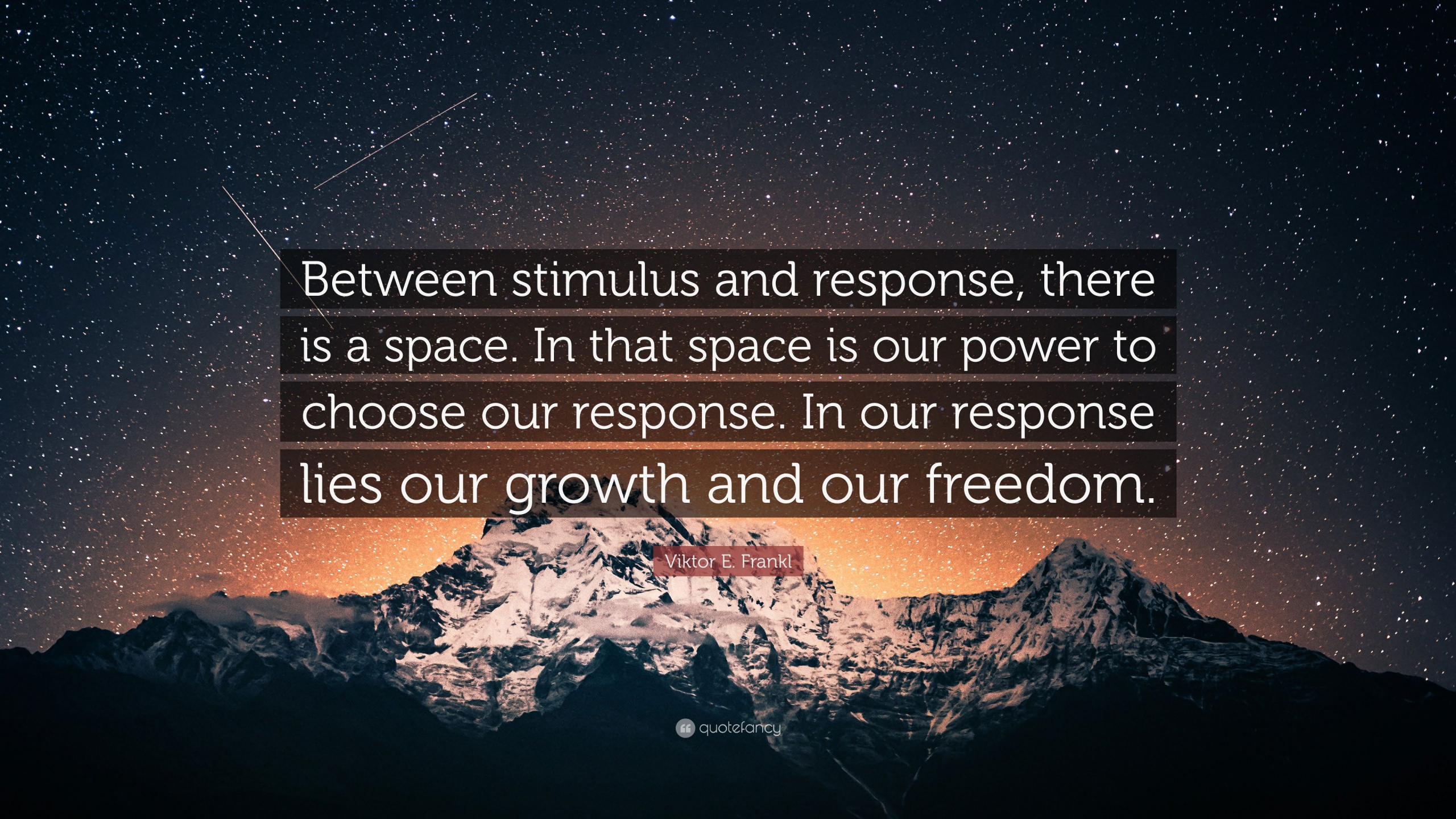


Response



Stimulus Gap Response

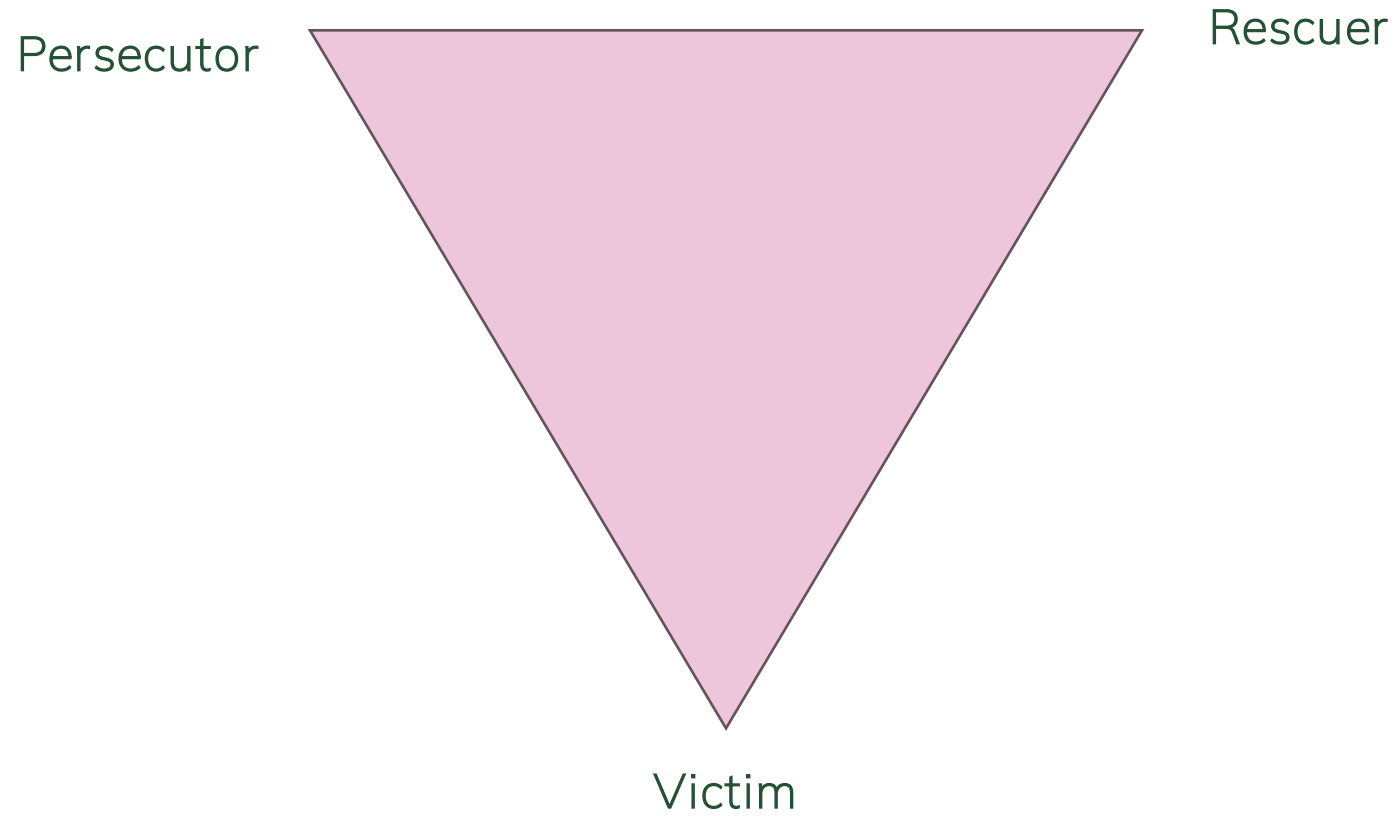




Between stimulus and response, there
is a space. In that space is our power to
choose our response. In our response
lies our growth and our freedom.

Viktor E. Frankl

The Drama Triangle



Karpman Drama Triangle

Persecutor

Aggressive
Angry
Judgemental

Discounts others value and
integrity



Rescuer

Over-helpful
Self sacrificing
Needs to be needed

Discounts other's ability to
think for themselves



Victim

Downtrodden
Helpless
Complains of unmet needs

Discounts self



Winners Triangle

Assertive

Knows own feelings, needs and wants
Non-judgemental
Uses “I” Messages



Accepts others value and integrity

Nurturing

Gives help when asked
Cares and understands
Doesn't need to be needed



Accepts other's ability to think for themselves

Vulnerable

Shares real feelings

Accepts self





Lunch

Team Effectiveness Building the Roadmap

BEHAVIOUR (FROM)	BEHAVIOUR (TO)	WHY?	WHO?	HOW? ..and when
Not understanding or trusting each other as much as we could.....				
Being misaligned or unfocussed on Vision, Mission & strategy.....				
Lack of consistent understanding roles & responsibilities, procedures & standards.....				
Not being agile nor adaptive enough				
What else?				

Impact for you

Coaching conversations

Enabling growth & development

What is coaching?

The art of facilitating another person's learning, development and performance.

It raises self-awareness and identifies choices.

Through coaching, people are able to find their own solutions, develop their own skills, change their own attitudes and behaviours.

The whole aim of coaching is to close the gap between potential and performance.

Jenny Rogers, Senior UK Coaching Author

A continuum of interventions for learning & leading



Who is the expert?
What's the time & energy required?
Who owns the outcome?
How engaging does it feel?

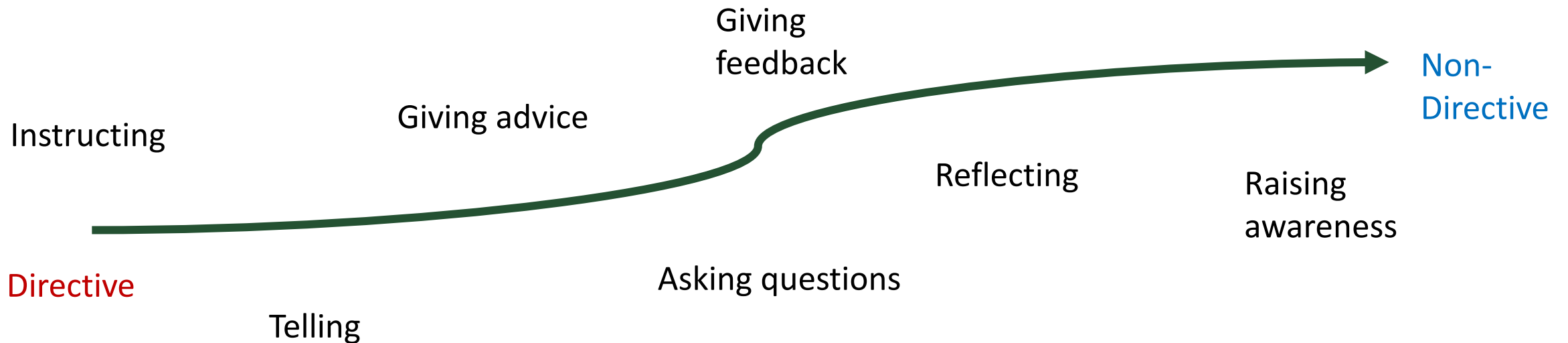
Coaching & Mentoring – what's the difference?

Mentoring

Mentoring is a **more directive** approach where somebody (the mentor) shares their knowledge, skills and experience for the benefit of others

Coaching

Coaching is a **less directive** approach where somebody (the coach) asks questions in order to raise a person's awareness and help them generate helpful insights & ideas that are their own.



Core Coaching skills

- Asking open & 'powerful' questions
- Building rapport / relationship
- Active listening
- Reflecting back
- Giving supportive feedback
- Being curious / open minded – leaving your own assumptions at the door – what is the other person's 'map of the world'?
- Using your intuition
- Avoiding giving your ADVICE



Your Advice Monster



Taming your Advice Monster

Tell it monster

Noisiest monster

'I'm convincing you that the only way I add value here is to give the answer; in fact, if I don't have the answer I will fail'

Short term wins:

- Short term wins – ego based
- Person with the answers all the time
- Status – people come to me for solutions

Cost:

- Becomes the bottleneck
- Exhaustion
- Your advice may not be as good as you think
- It disempowers 'I'm not as smart'



Save it monster

Quieter monster

With an arm around you, 'I care for everyone', 'I have the biggest heart'. Ensures no one fails, sees job to save and rescue everyone. Feels noble.

Short term wins:

- Gets it done ('even if I do it myself')
- People feel supported

Cost:

- Exhausting rescuing everyone
- Not allowing any responsibility & accountability
- Message to others: 'I can be sub-optimal as there is always someone to 'clean up' after me
- Infantilising people

Control it monster

Sneakiest monster

In charge; the only way for success is maintaining control 'If I step away for a moment there will be chaos', 'if I let others do it, there will be chaos'!

Short term wins:

- Status, power & security 'people feel safe around here'
- Not anxious about the unexpected happening

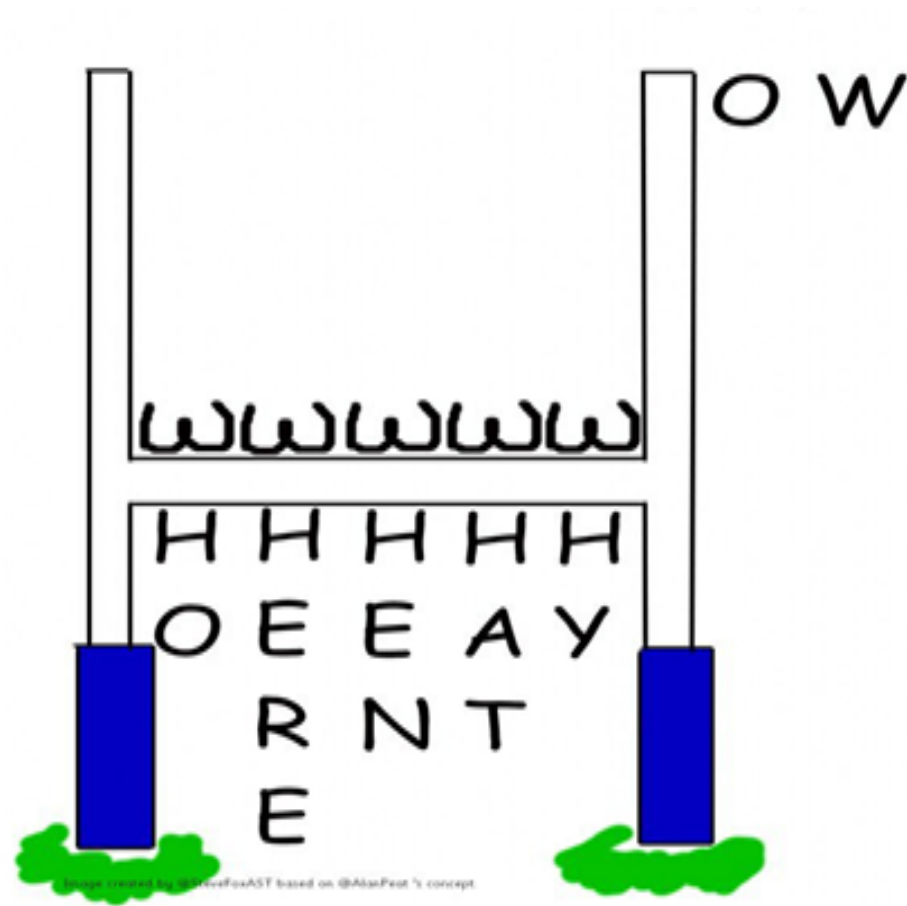
Cost:

- Exhausting controlling everything
- Trying to control things you can't actually control
- Can't be agile, unable to adapt

Asking Questions

Asking questions

Open questions begin with:



Beware of “*why?*” questions

Effective questions 1

Closed	Open	Active
Is this an effective strategy for you?	What makes this an effective strategy for you?	Please say more / tell me about...
Is there more to be learned here?	How can you take learning from this experience?	Help me understand...
Did you try something different?	What did you try? How did it go?	Show me how...

Effective questions 2

Notice the emotional response you may get from each column

Negative Questioning	Positive Questioning
Why are you behind with your schedule?	How is the project progressing?
Why haven't you done it?	What support do you need to succeed?
What went wrong?	What worked well?
What's the problem?	What problems will you have to overcome?
Do you know what you're doing?	What do you hope to achieve? What steps do you think you should take?

Examples of Powerful questions

Powerful / Insightful questions
What's on your mind?And what else?
What's important about that?
What would the consequences of that be for you or for others?
What's the hardest or most challenging part of this for you?
What's the REAL challenge here for you?
What would you gain / loose by doing / saying that?
If someone said / did that to you, what would you feel / think / do?
If you're saying yes to this, what are you saying no to?
What else is possible for you?
What is your responsibility here?

Coaching Task

In buddy pairs:

Coach each other (20 minutes each way - timer)

- As coachee: an opportunity for supported thinking. Bring a REAL issue around your contribution to this team
- As coach: an opportunity to practice your coaching skills

Check Out

This evening....

1. Any personal reflections in your journals
 - Reminder of the portal: www.ambito-portal.com. Select the UNCAP tab & password in T34mw0rk
2. Evening social agenda – UNCAP Team

Check Out for today

How are we doing?

Clear?

Curious?

Concerned?