

UNCAP Master Facilitator Team



**United
Nations**



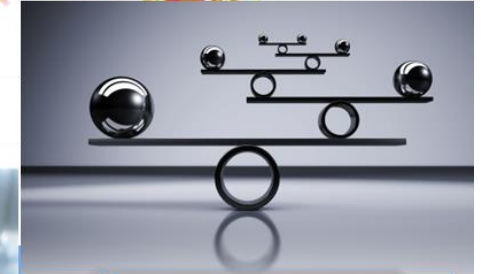
UNITED NATIONS
CAISR ACADEMY FOR
PEACE OPERATIONS

Team Development Programme

21st – 23rd Aug 24



Check In: Select a card that you are attracted to that says something about how you feel as you arrive today





How do we feel?

What is waiting, or not getting done, because you are here?

- Write down what tasks you would be doing at work today if you weren't here.
- Put it into the envelope provided, seal it and write your name on it.
- Pass the sealed envelope to the front.



How are you personally feeling today?

1. Insightful or higher

10%

2. Creative

10%

3. Optimistic

10%

4. Appreciative

10%

5. Understanding

10%

6. Curious

10%

7. Frustrated

10%

8. Irritated

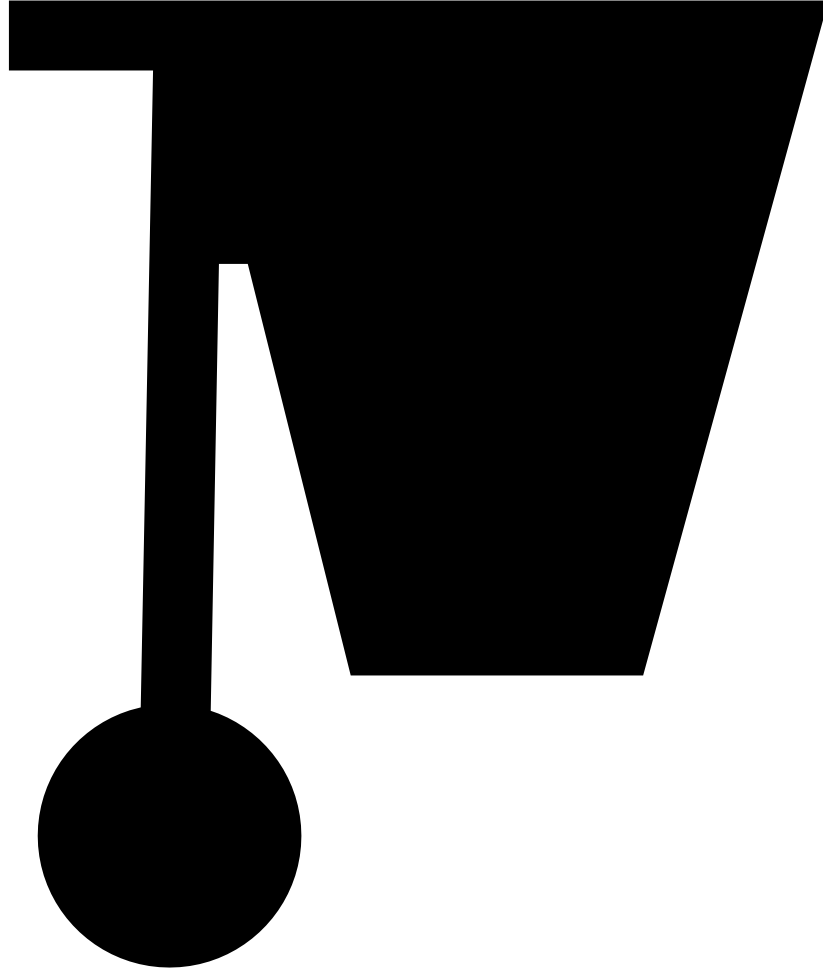
10%

9. Defensive

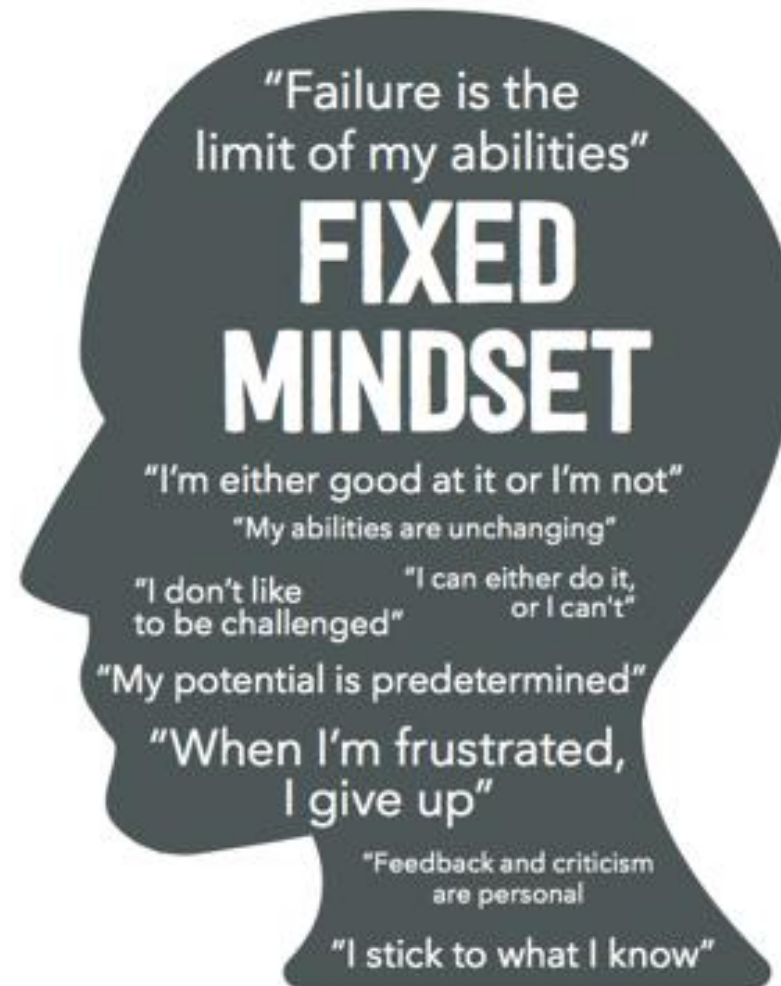
10%

10. Judgmental or lower

10%



Growth mindset



UNCAP TEAM

Mood Lift

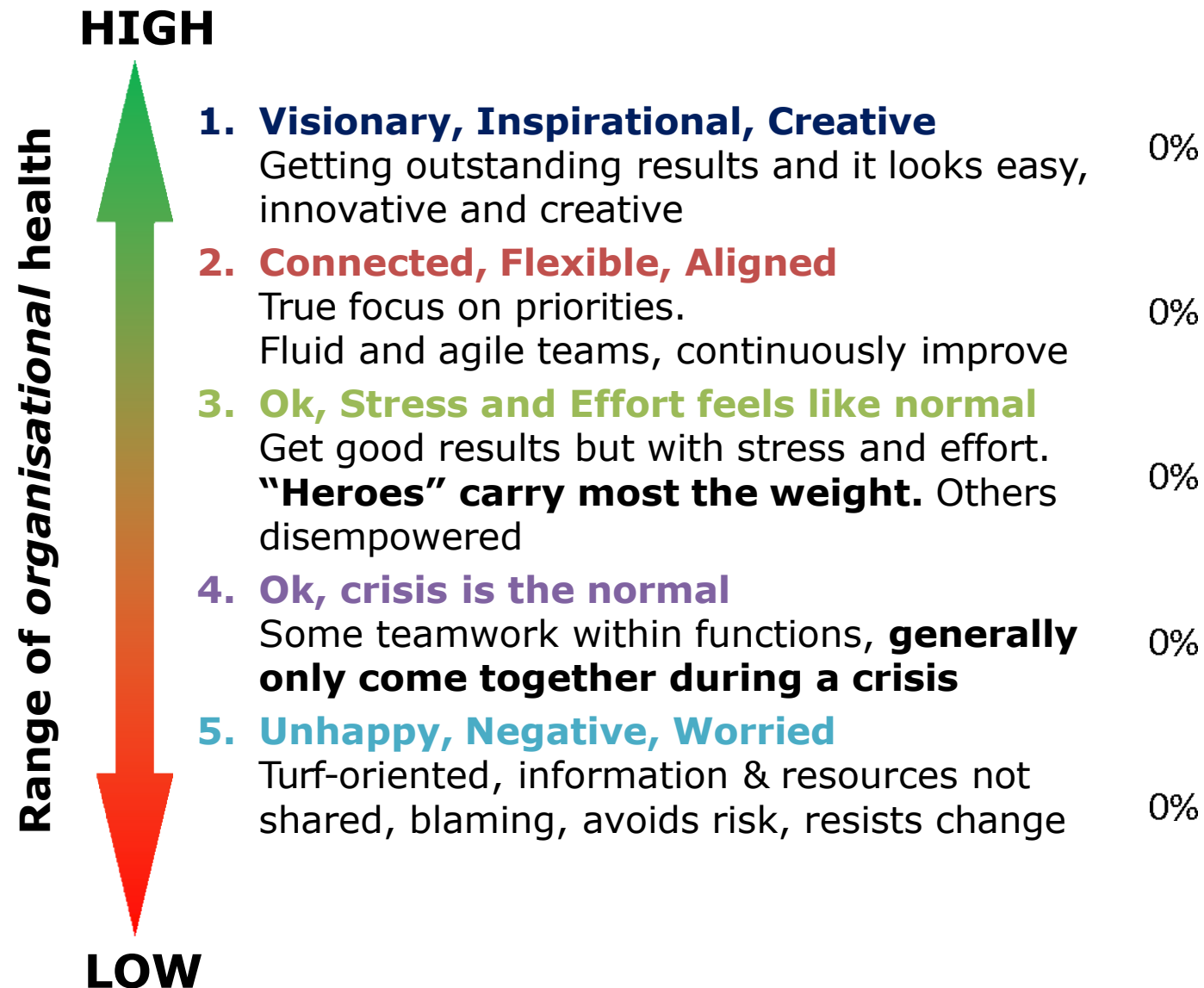
grateful
insightful
creative
resourceful
optimistic
appreciative
understanding

curious

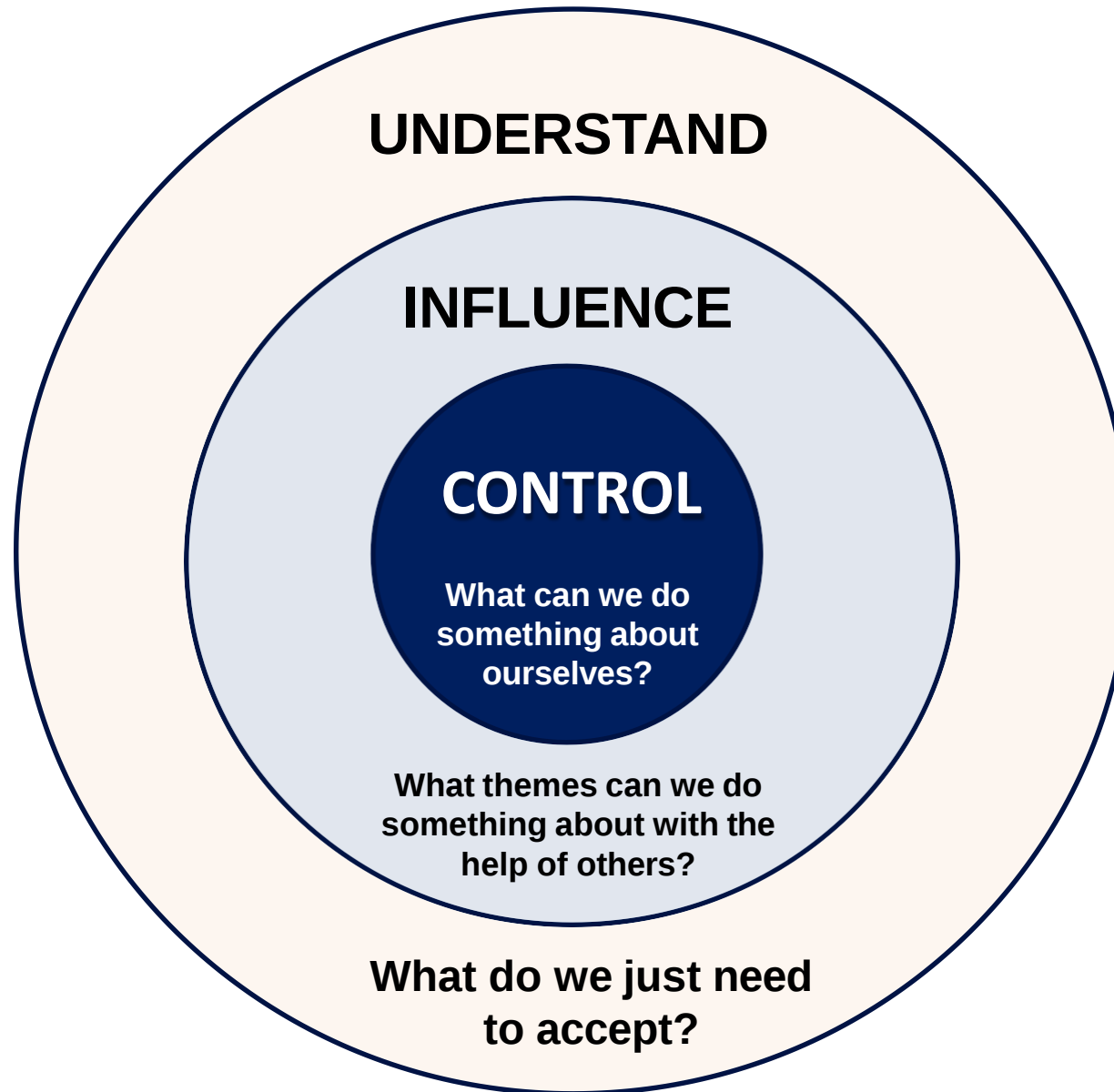
frustrated
irritated
anxious
defensive
judgmental
angry
depressed



How does the master training team “feel”?



Spheres of Influence



Agenda & Contracting

UNCAP Master Training Team

Our Team Coaching underpinning



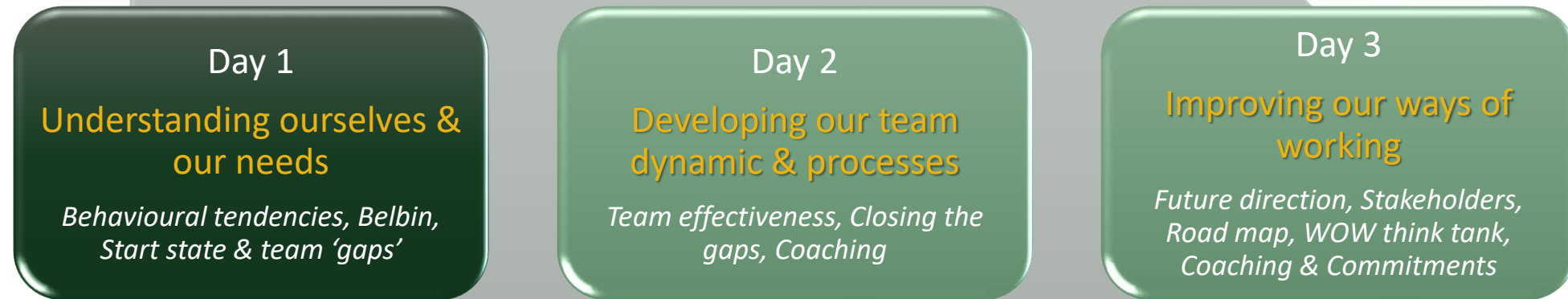
Programme outcomes

1. Improved **team dynamics**:
 - Develop enhanced **team cohesion, communication and trust** across a mixed group of UNCAP working team, UNHQ staff & external facilitators
 - Gain a greater **understanding of self and impact on others**
 - Be able to **deal with everyday challenges and conflicts** when they arise, individually and relationally with others
2. Provide **input to the UNCAP future vision and direction** and have the confidence that this will be acknowledged by senior stakeholder decision makers
3. Gain **clarity on the roles & responsibilities** of the whole master facilitator group
4. Have the opportunity to **innovate around improved ways of working** and improving the enhanced UNCAP operating model at the delivery level

....and create the conditions for psychological safety in the team to enable all the above to happen

Programme overview

21st – 23rd Aug 24



Portal for session resources & supplementary learning:
www.ambito-portal.com
Click UNCAP - Password: T34mw0rk

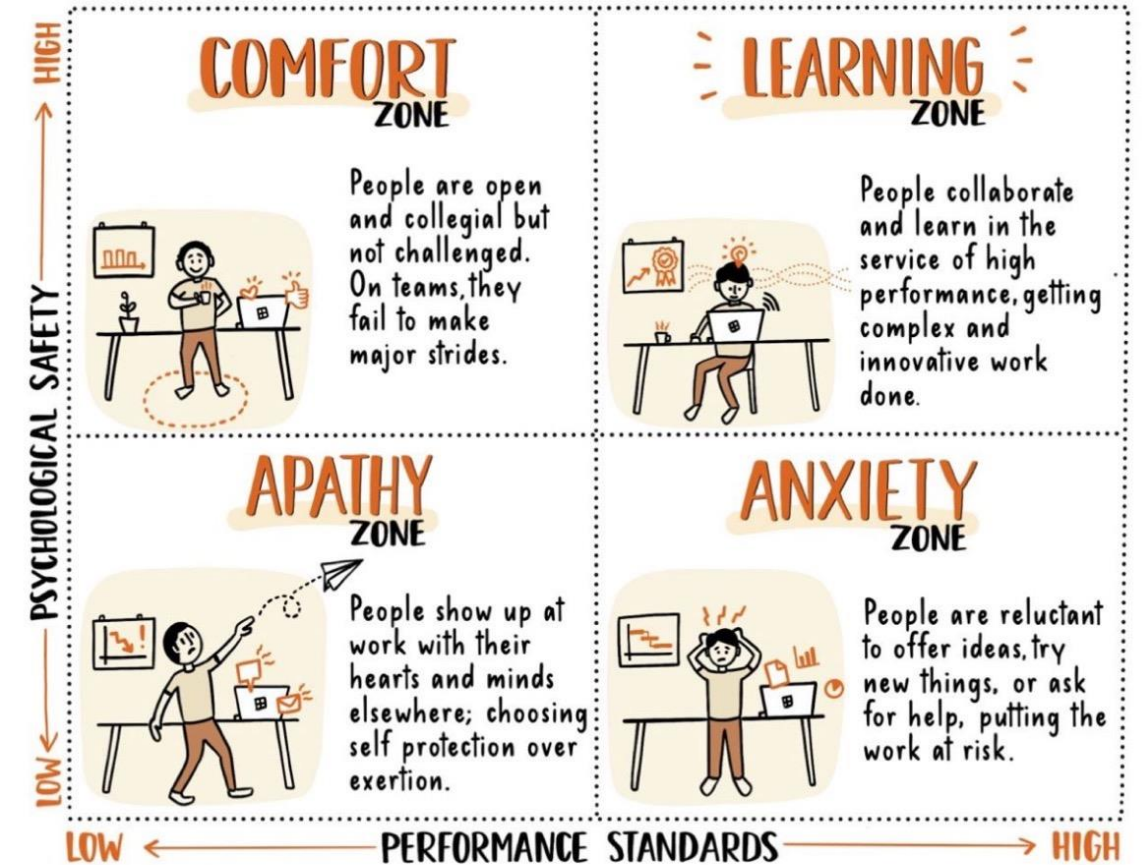
Your learning ownership:
Notebook 'Journal' for capture & reflection

Psychological Safety & Performance



HOW
psychological safety
RELATES TO PERFORMANCE STANDARDS

AMY EDMONDSON



Sketchnote: Tanmay Vora, QAspire.com

www.amycedmondson.com



Getting the best from each other today

Our predictors of success for groups & teams

- Give **respect** by being totally **present**
- Everyone's voice is valid and **equal**
- Be **curious**
- **Challenge** with positive intent and **encourage** each other
- **Confidentiality** in the room and only share what you feel comfortable to share

Break



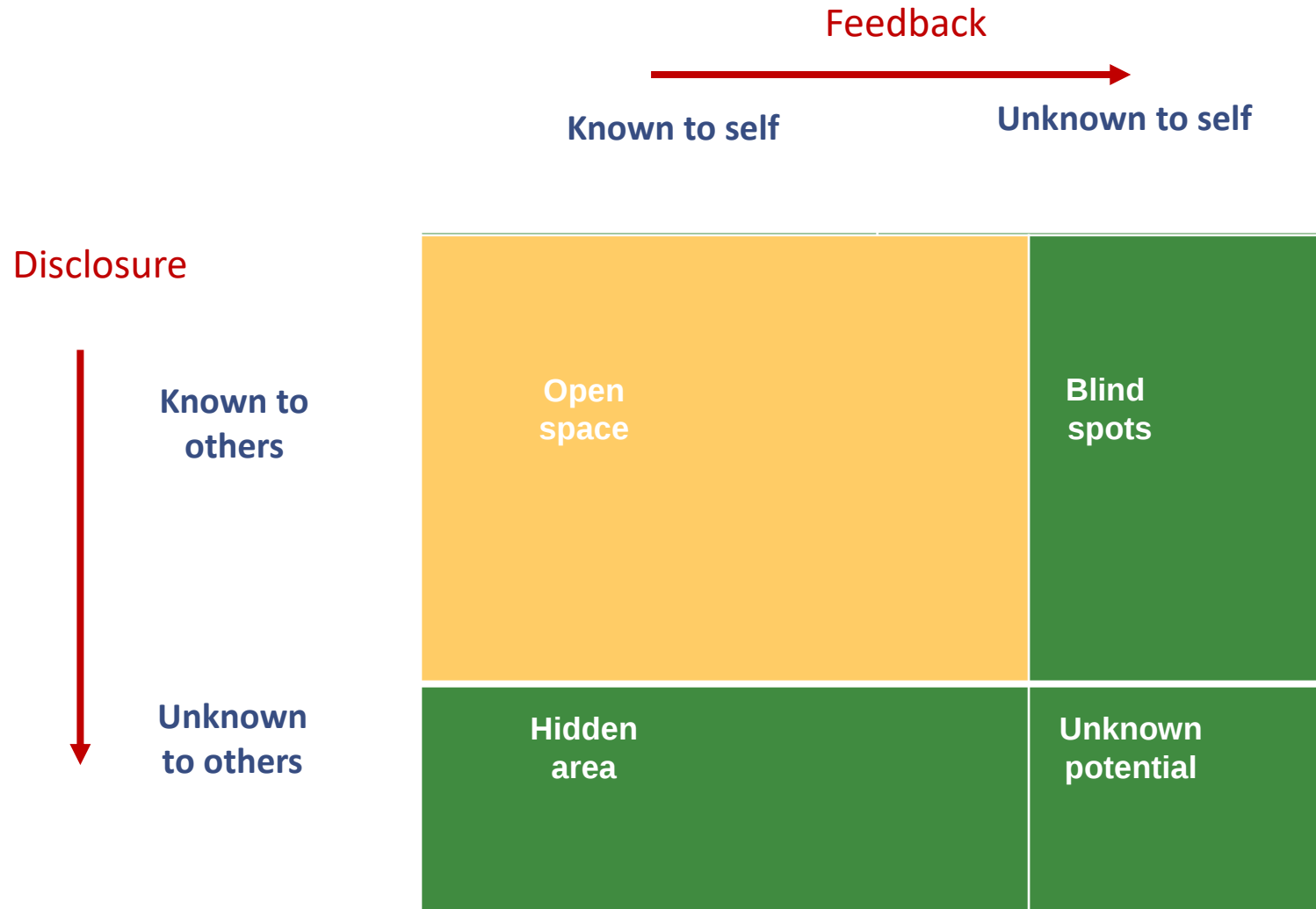
Understanding self & others

The Importance of Self Awareness

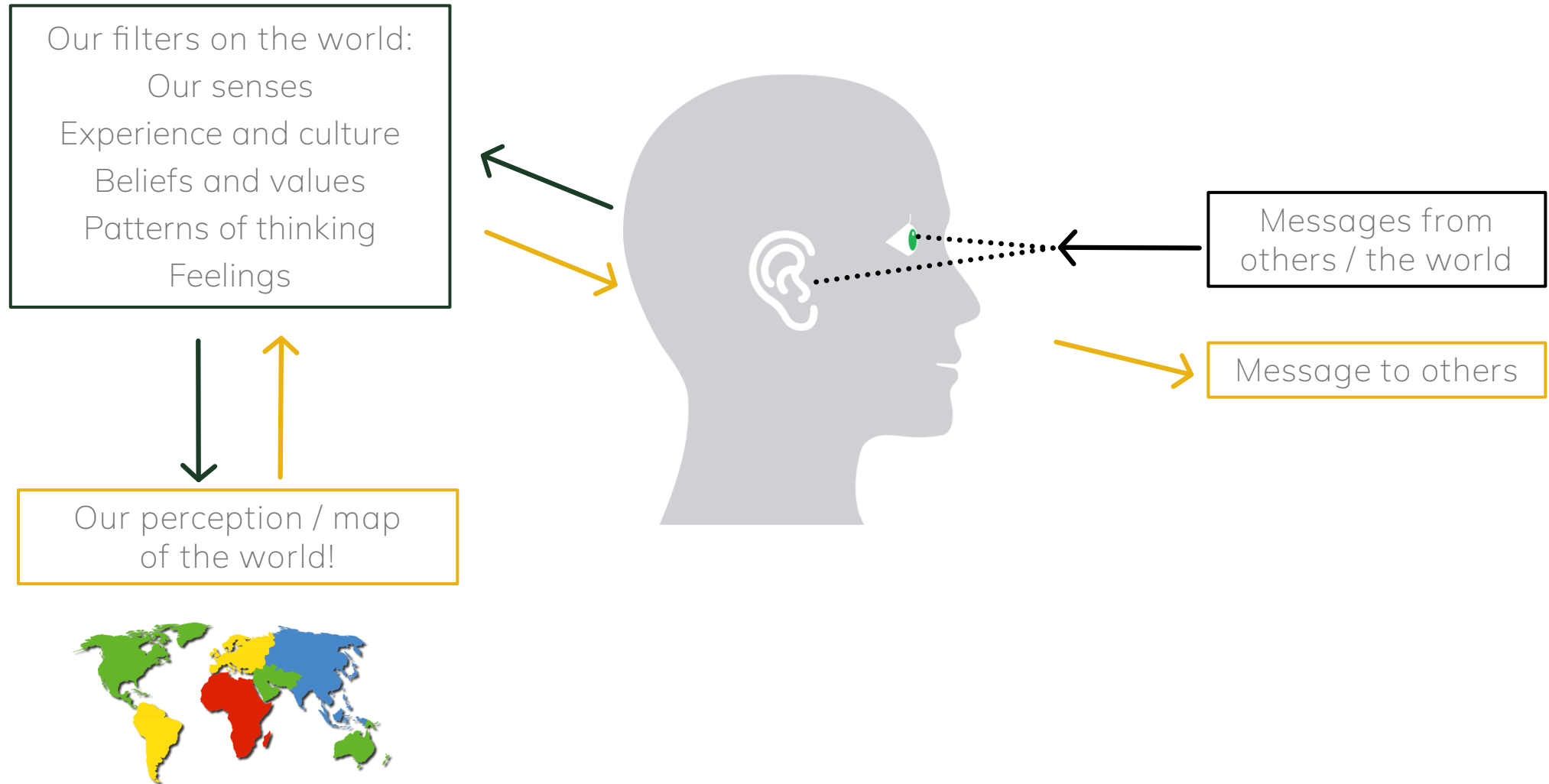
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Johari window



How we perceive the world



What makes us tick?

Behavioural Tendencies

Behavioural Tendencies

formal

dominant

controlling style strengths - takes charge - decisive - bottom-line focused potential liabilities - impatient - insensitive - autocratic	analysing style strengths - thorough - organised - good planner potential liabilities - indecisive - too detailed - risk averse
strengths - stimulating - inspirational idea generator potential liabilities - impulsive - poor follow-through - poor planning promoting style	strengths - team player - consensus builder - relationship oriented potential liabilities - too agreeable - avoids conflict - not assertive enough supporting style

easygoing

informal

What do they want to know.....?

	KNOW
Controlling	the direction, where to go
Supporting	the impact it will have on people
Promoting	that it will be exciting
Analysing	that it is facts based

How do they like to feel.....?

	FEEL
Controlling	in charge
Supporting	included
Promoting	inspired
Analysing	certain

MBTI

Another lens to understand ourselves and our preferences

Thinking about your MBTI reports.....

What insights did you have?

Possible

Personal

ENFJ Teacher Aaron, Abbey, Benjamin, Patricia Inspiring and motivational. Often clergy. People focused on helping others. Very relational. Like to work in groups.	INFJ Counselor Penny, Victoria, Bedan Idealistic, sensitive, and intuitive. Great at understanding others. Often work in helping professions or religious fields.	INTJ Mastermind Anthony, Kwame, Joshua They are strategic and they do it well. They are teachers, planners, and visionaries.	ENTJ Field Marshal Herbert, Florence Very leadership oriented. They want to be top executives, managers, and big on reducing inefficiency and ineffectiveness. Can be a bit less outgoing types.
ENFP Champion Second only to ESFPs for fun. Want lives filled with excitement and romance. Very enthusiastic and creative. Often teachers, artists, stars. Great need for diversity and change.	INFP Healer Noble servants aiding society. Different from ESFPs, they try to tackle long term problems. Often psychologists or counselors. Want to save the whales and rainforests.	INTP Architect Deepest analysts of problems to be solved. Often physicists, scientists. Most aloof of types. Critical thinkers.	ENTP Inventor Want one exciting challenge after another. Love to problem solve. Good at analysis, consider themselves full of ingenuity and ideas. Often involved in pilots, systems analysis, design.
ESFP Performer Number one in fun and enthusiasm. Always invite ESFPs to your party. The most generous of all types. Warm, friendly and vibrant people. Excellent at customer service.	ISFP Composer Quietly harmonious with world. Very observing, compassionate and inclined toward work with people in mind. Work to solve problems of the immediate such as homeless, stopping hunger.	ISTP Operator Ready to try anything once. Flushed with the rush of life. Seek excitement. A love of focus and the utility they offer. Inclined toward mechanical devices, can take apart and reassemble anything.	ESTP Promoter Excitement seekers. Never feel more alive than when making friends. Great salespeople. Excellent promotional & entrepreneur capabilities if someone else follows through.
ESFJ Provider Hosts and gracious. Graciousness of them excellent at coordinating. May be teachers, nurses. Very conscious of appearances. Milena	ISFJ Protector A high sense of duty. Upholders of family tradition. Often found in traditional helping professions, including nursing, elementary education etc.	ISTJ Inspector Diane They should be done. Completing practical tasks. Adding finishing touches. It-done people. Administrators. Duty bound & obligated, often military.	ESTJ Supervisor David A natural born workers, pillars of community. Local employees. Often in management positions. Dependable, consistent, straight forward.

Logical

Present

The four dimensions of type

EXTRAVERSION

INTROVERSION

Where do you get your energy from?

SENSING

INTUITION

What kind of information do you prefer to use?

THINKING

FEELING

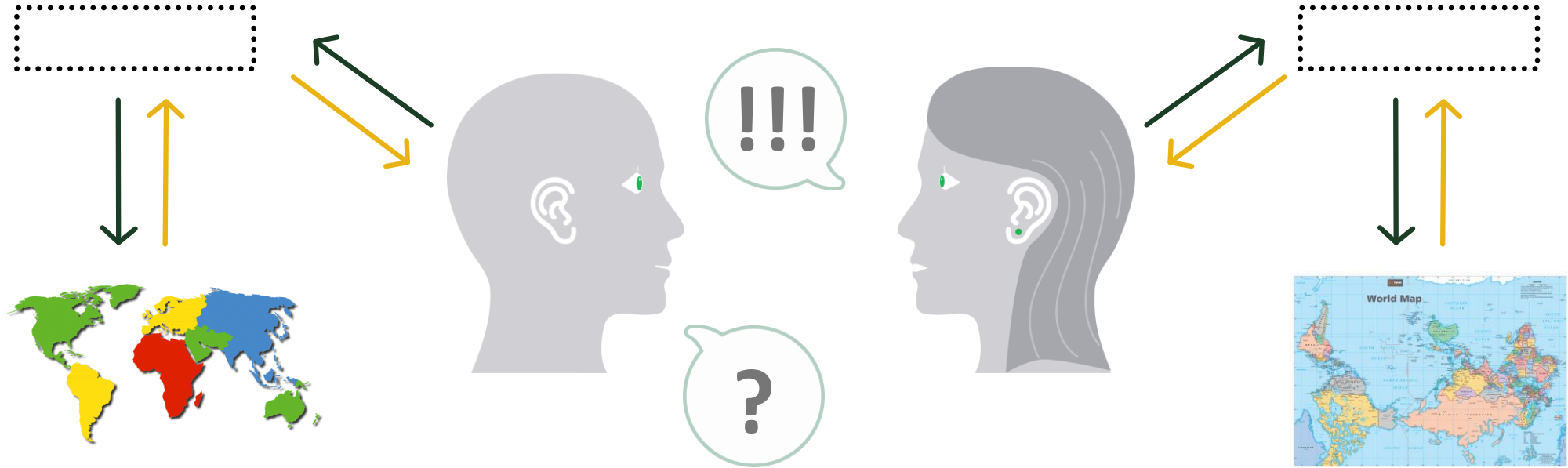
What process do you use to make decisions?

JUDGING

PERCEIVING

How do you deal with the world around you?

Our different filters give us different maps



Have conversations about your different ‘maps’:

How do you like to work?

What values are important to you?

What triggers you or causes you stress at work?

What assumptions have we made about each other in the past?

Programme Buddies



Select a buddy

Someone you don't know well and from another part of the organisation

Someone who can be your supporter and accountability partner

Spend time getting to know each other over lunch

Team Development for UNCAP Master Training Team

BELBIN Individuals in Teams

Day 1



Lunch

Belbin – Individual reports

Scenario: Training session in a crisis area

Situation:

The UN needs to deliver an emergency training session in a crisis area. The planning must be effective due to the tight schedule and the limited resources.

Duration:

20 minutes

Task:

to agree on a priority list of **eight** *must do tasks* to perform in order to deliver an emergency training session in a crisis area.

Group Formation

Team A

Abbey
Anthony
Diane
Milena
Benjamin

Team B

Aaron
Victoria
Kwame
Florence
Bedan

Team C

David
Herbert
Penny
Patricia
Joshua

De brief and Reflections (15 minutes)

Self-Reflection: Individually reflect on their experience:

- What role did I naturally take on during the task?
- What was easy or challenging for me in working with the team?

Peer Feedback: Team members are encouraged to share observations about each other's contributions in a constructive way.

Predicting Exercise outcomes – or at least, an attempt 😊

Team A:

The team possesses generally solid and reliable qualities and its members should work well together. Anthony and Diane could play an important role in raising team's atmosphere. Benjamin and Milena could be very efficient at putting agreed strategies into practice and bringing about the desired results. Abbey may provide some in depth expertise that the team requires. This team is likely to avoid any risk of conflict, but in so doing it may back away from taking difficult decisions. The team may struggle a bit in finding the direction in which should best travel.

Team B:

This team is likely to use its established knowledge (Bedan) and experience to particular advantage. Aaron may have apart to play in exploiting new opportunities. However, the team may have a reluctance to engage in activities where there is a high element of uncertainty. Kwame will ask the difficult questions and will be the sober judge in case of discordant views. At its best, this team will be work in a pleasant environment and very efficient at putting agreed strategies into practice and bringing about the desired results (Florence, Bedan and Victoria). It is likely to be self-disciplined and process-focused.

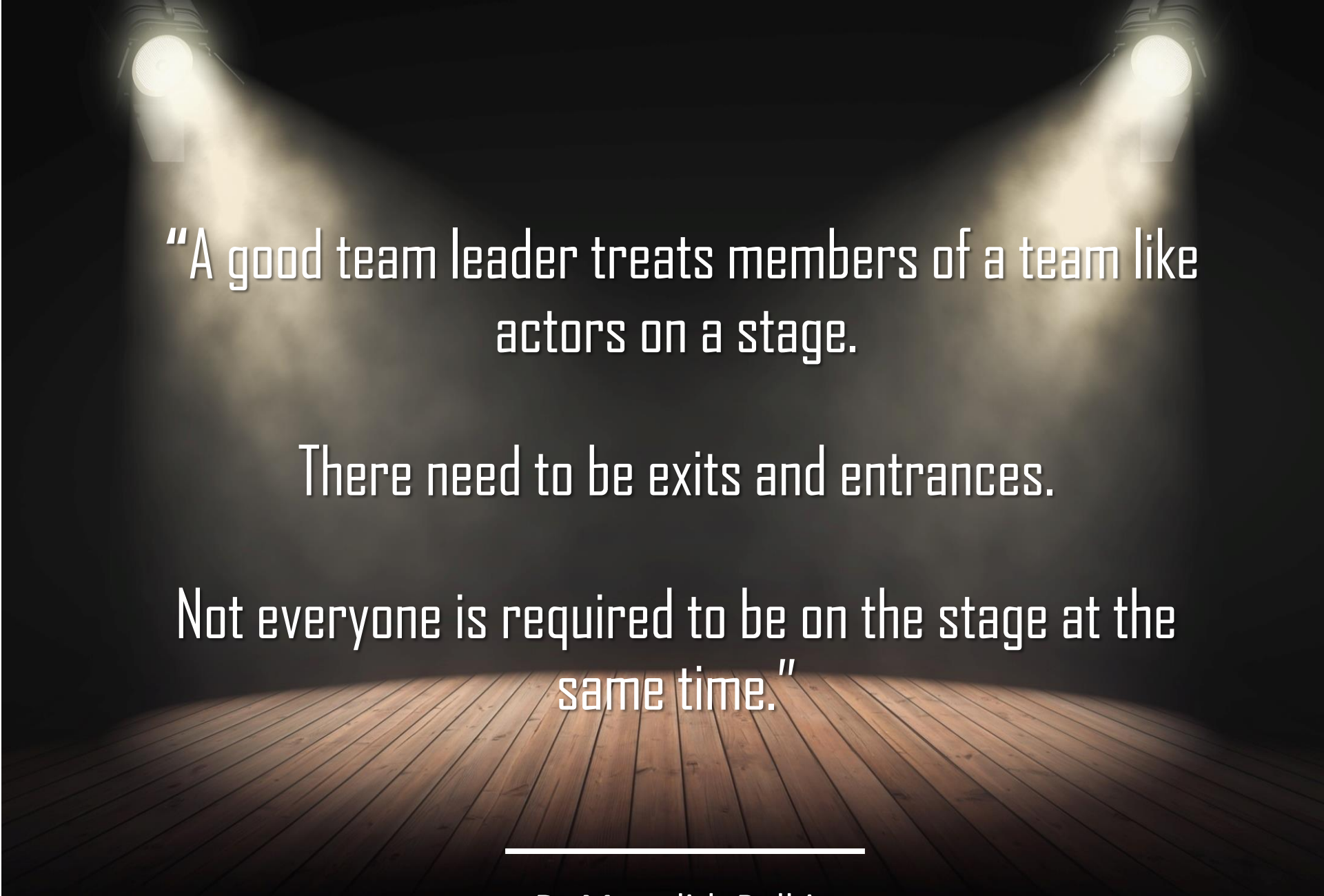
Team C:

The team possesses generally solid and reliable qualities and its members should work well together. However, it is more debatable whether it can easily find the direction in which it should best travel. David will probably be as practical as possible and will make sure the objective is met. Overall, working atmosphere should be very pleasant (Penny and Herbert). Team's strength will be in its caring attitude and ability to adapt and respond to others. Should the team need someone to research a subject in depth and gain the expertise the team requires, Joshua and Patricia could chip in and provide expert advice.

Individuals in a Team



"A team is not a bunch of people with job titles, but a congregation of individuals, each of whom has a role which is **understood** by other members."

A stage with two spotlights illuminating a wooden floor. The spotlights are positioned at the top corners, casting a warm, yellowish light onto the floor. The floor is made of wooden planks that recede into the distance. The background is dark, creating a dramatic effect.

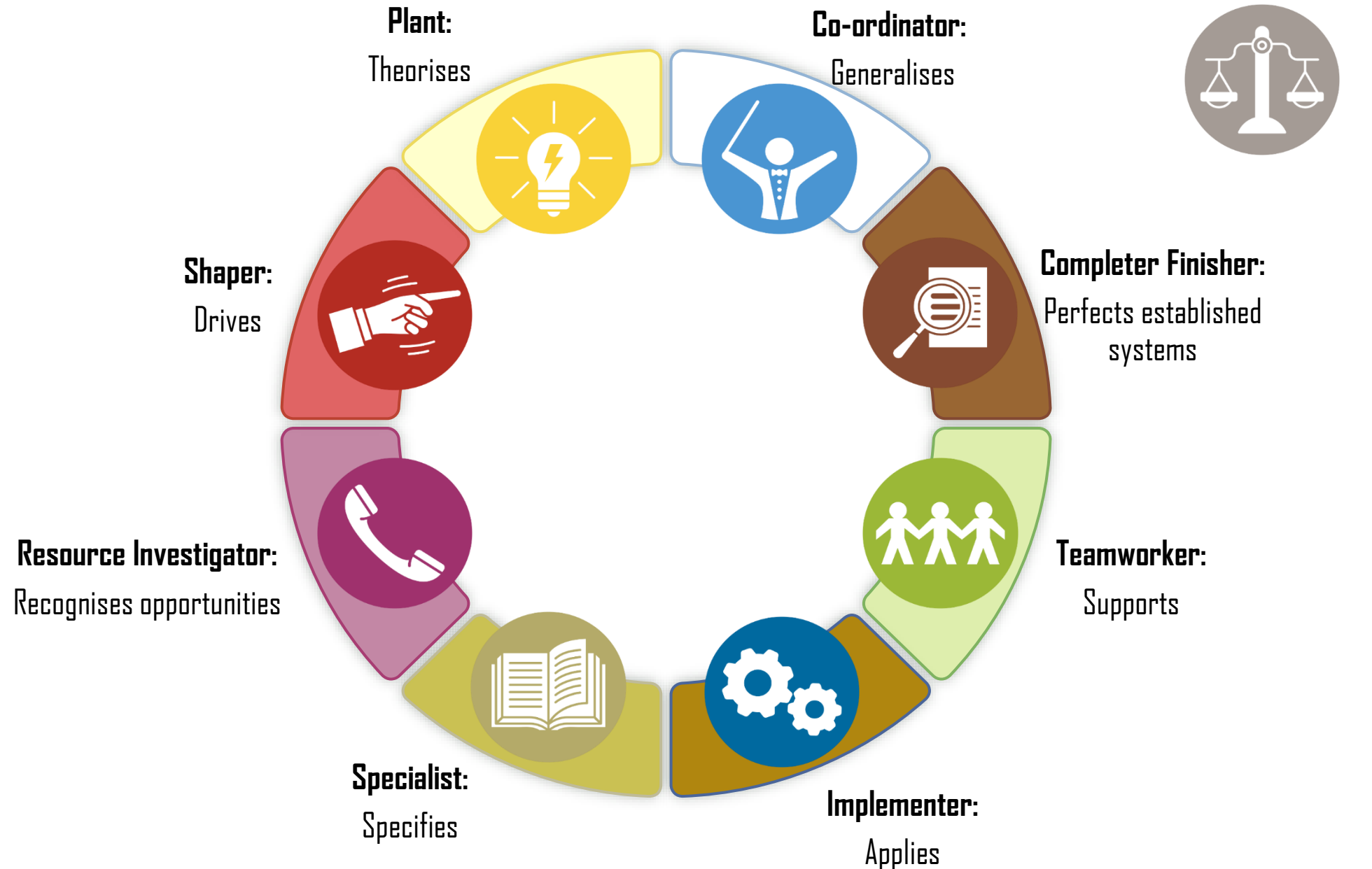
"A good team leader treats members of a team like
actors on a stage.

There need to be exits and entrances.

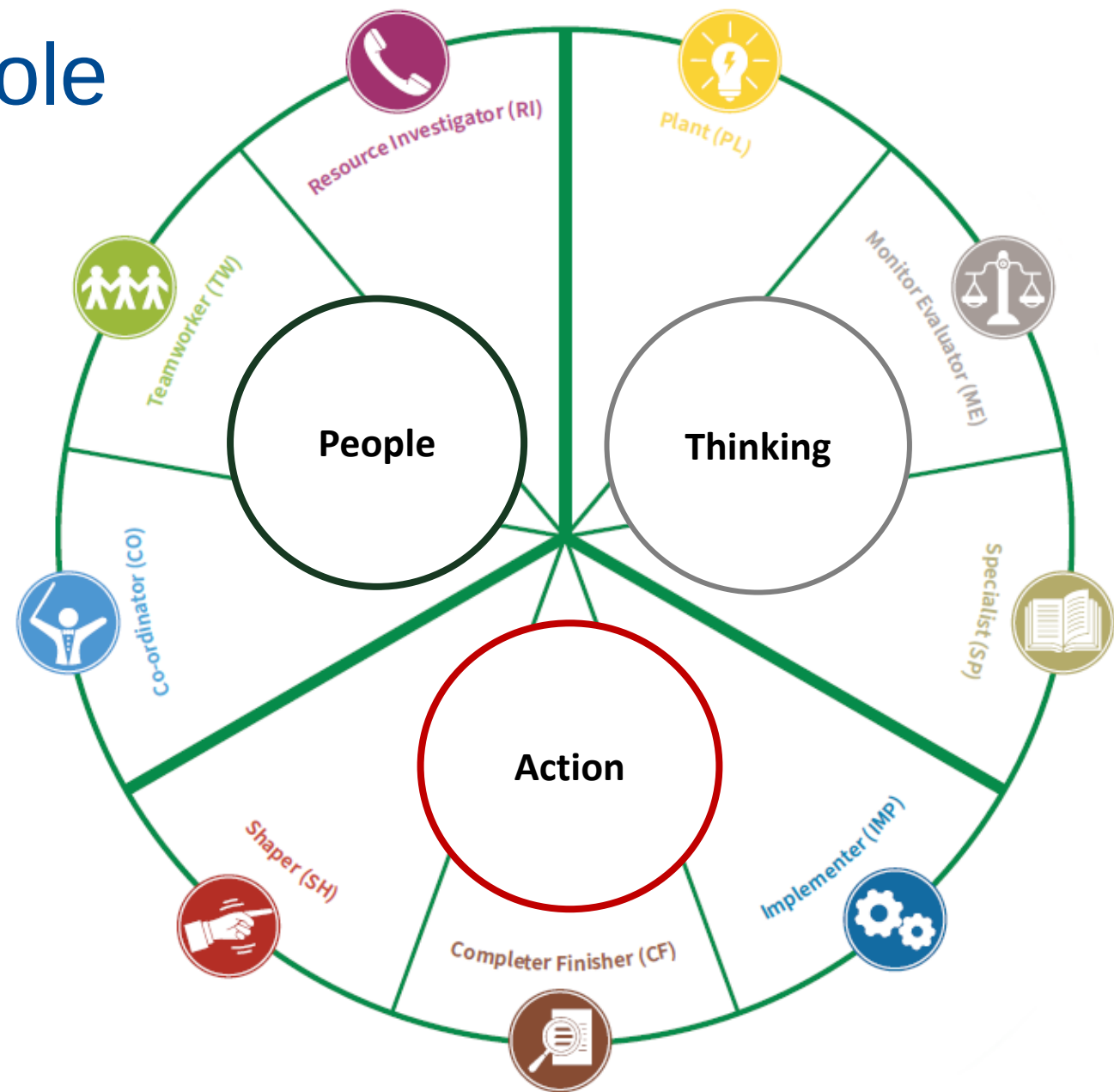
Not everyone is required to be on the stage at the
same time."

A Belbin 'Team Role' is one of nine clusters of behavioural attributes identified by Dr Meredith Belbin's research as being effective in order to facilitate team progress.

The Team Role Circle



The Team Role Circle



Increase team efficiency and effectiveness

- Understand self and others
- Maximize each member's strengths
- Acknowledge and contain weaknesses
- Exploit Synergies



Explaining the Belbin Report



RI

Resource Investigator

TW

Teamworker

CO

Co-ordinator

PL

Plant

ME

Monitor Evaluator

SP

Specialist

SH

Shaper

IMP

Implementer

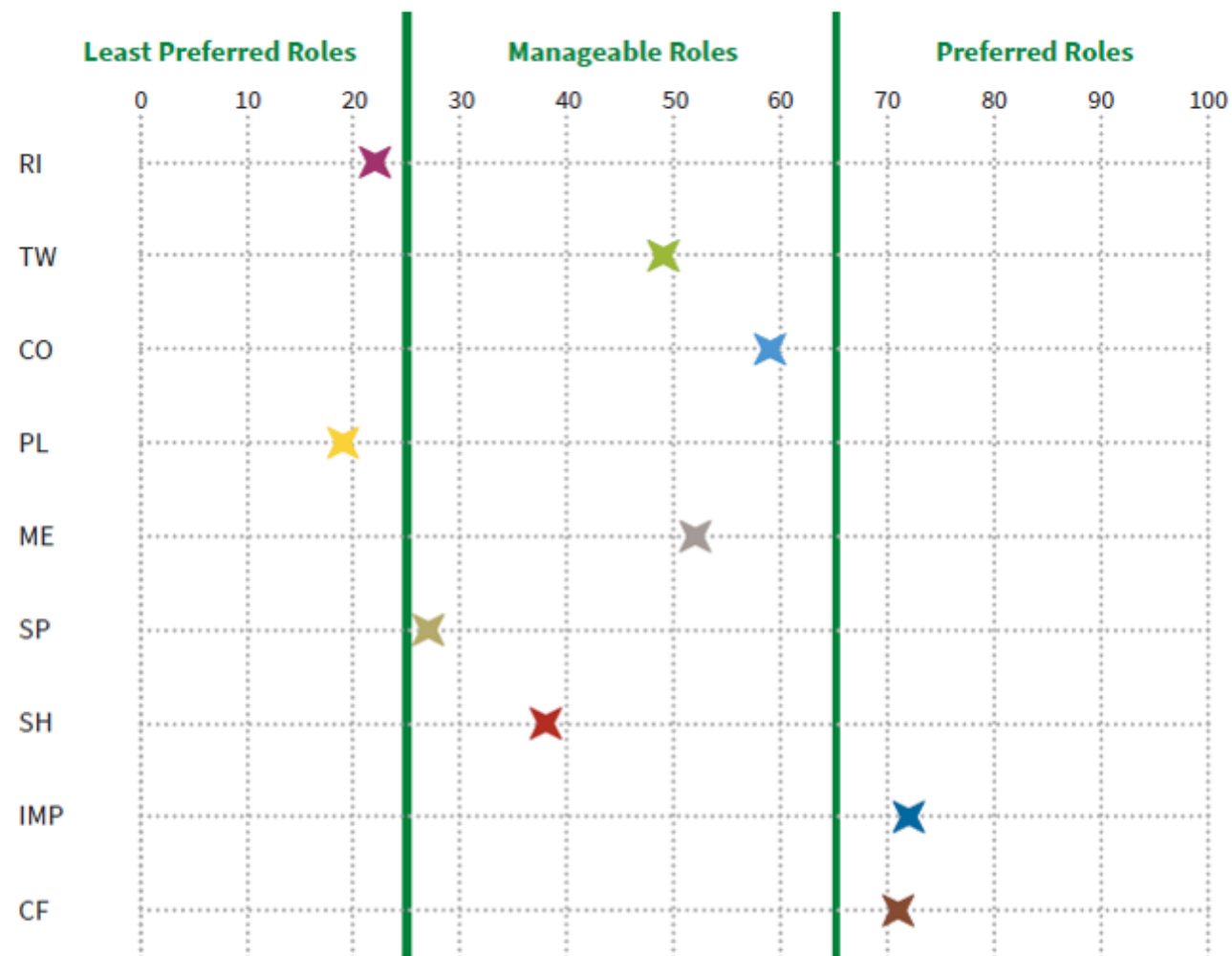
CF

Completer Finisher

Ali, from your own perspective, Implementer and Completer Finisher are your top contributions.

You are very task-focused and are interested not only in getting work done, but in achieving and maintaining high standards. You seem to be concerned with structure and detail, which is likely to be appreciated by work colleagues.

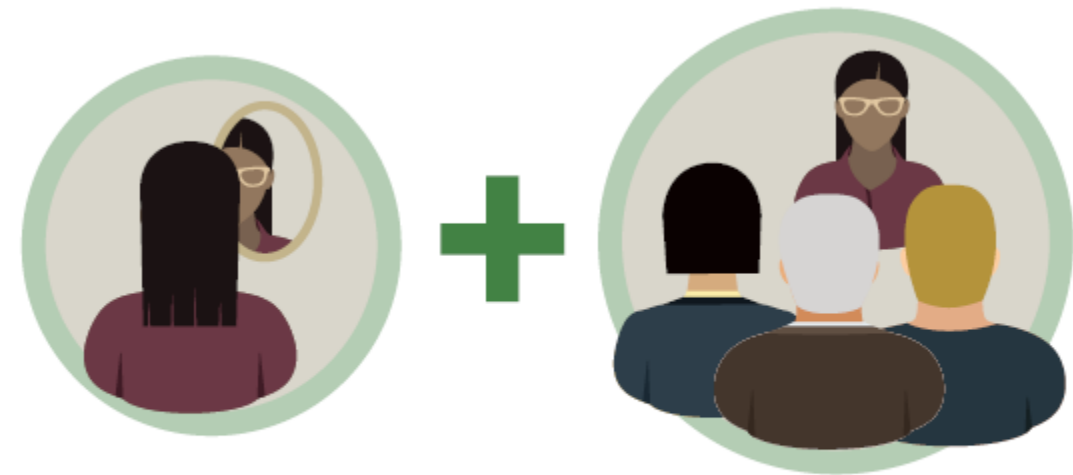
Based on your Self-Perception only



Dropped points percentile: 15



How you see yourself



How you see
yourself

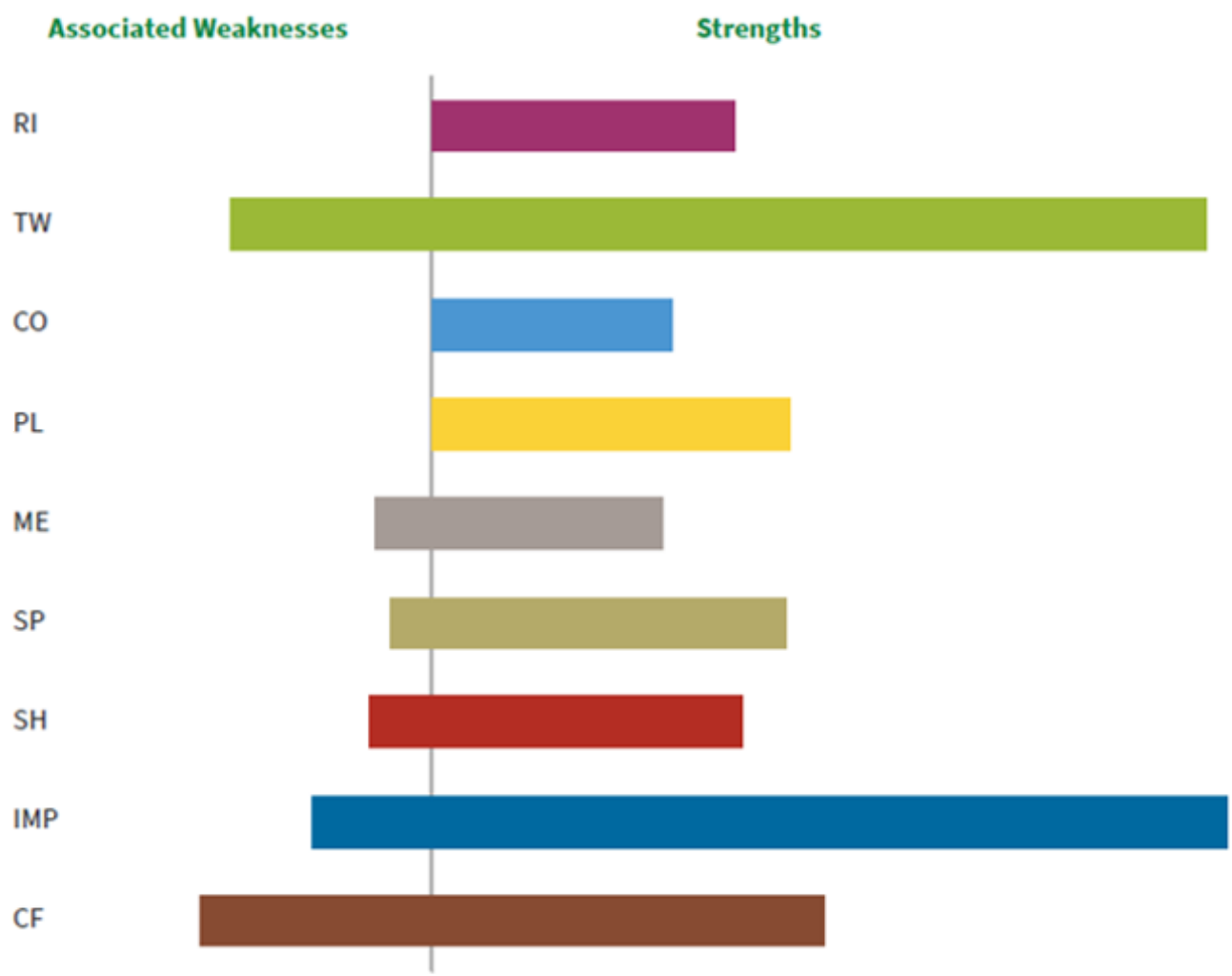
How others see you



Ali, you asked 6 people (your 'Observers') for feedback. They see your top two Team Roles as Teamworker and Implementer.

They identified that you possess the following characteristics: reliable, caring, helpful and efficient.

Based on 6 Observer Assessments



RI

Resource Investigator

TW

Teamworker

CO

Co-ordinator

PL

Plant

ME

Monitor Evaluator

SP

Specialist

SH

Shaper

IMP

Implementer

CF

Completer Finisher

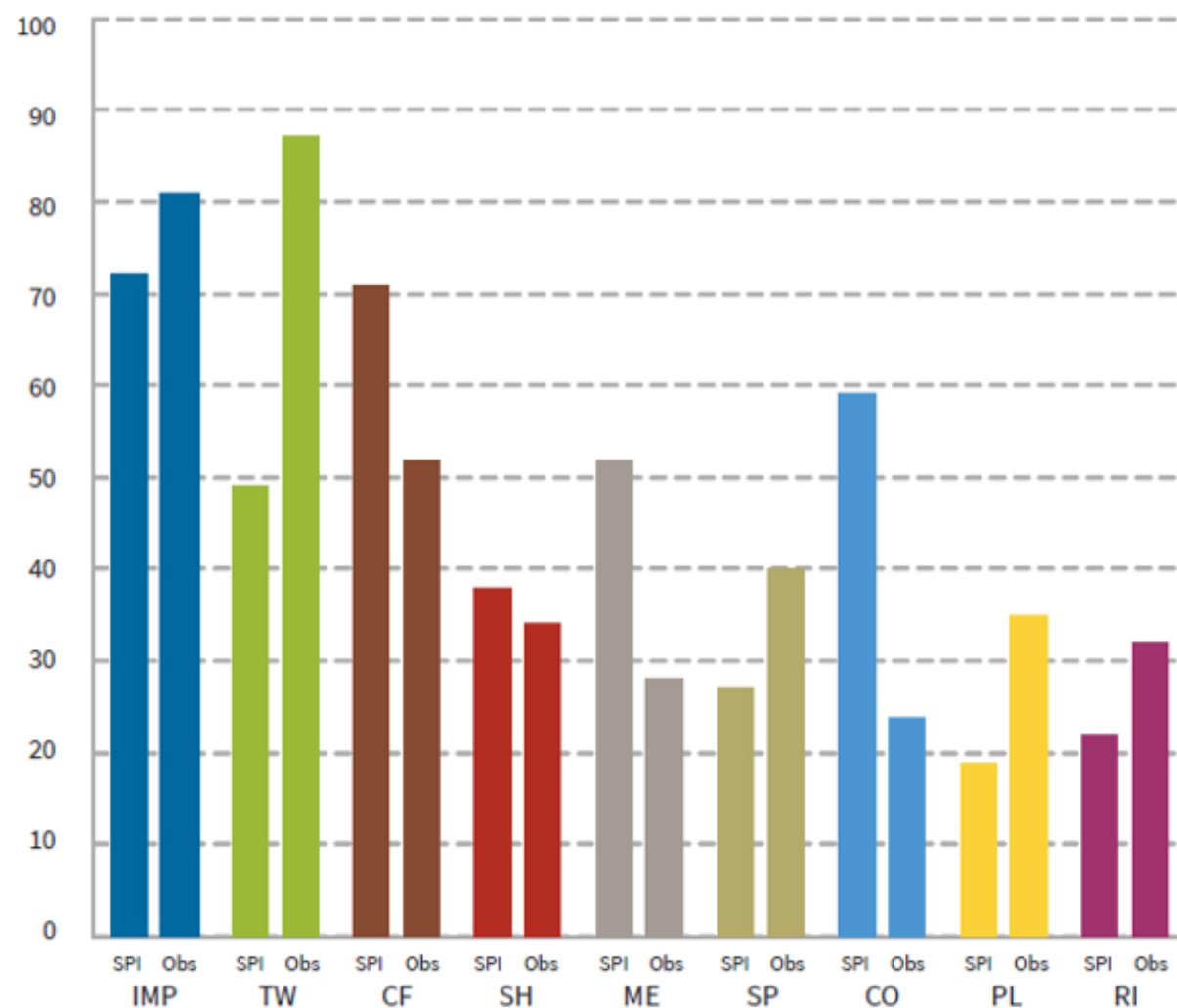
Based on your Self-Perception and 6 Observer Assessments

You see yourself as someone who thrives on process, discipline, hard work and routine.

Others agree. However, they also see your ability to adapt, your empathy and your selflessness in doing what is required.

What do your Observers agree on? They see that you can be trusted to play your part, are considerate to others and assist with what needs to be done.

Percentile





**How you see
yourself**

+



**How others
see you**

X



Reflection



**How you see
yourself**

+



**How others
see you**

x



Reflection

=



**Enhanced
self understanding**

Key to me – Homework Exercise

Read your BELBIN Report and reflect on it

Use it to fill the Key to me exercise

You will be asked to share with your team your key to me exercise tomorrow

Key to me

How I like my feedback

How I like to work

Role

My work Routine

How to get hold of me

Call on me (my strengths)

Call me out (make me aware)

Things I need

Things I struggle with

UNCAP – As Is & To Be

The diagnosis framework for the UNCAP survey

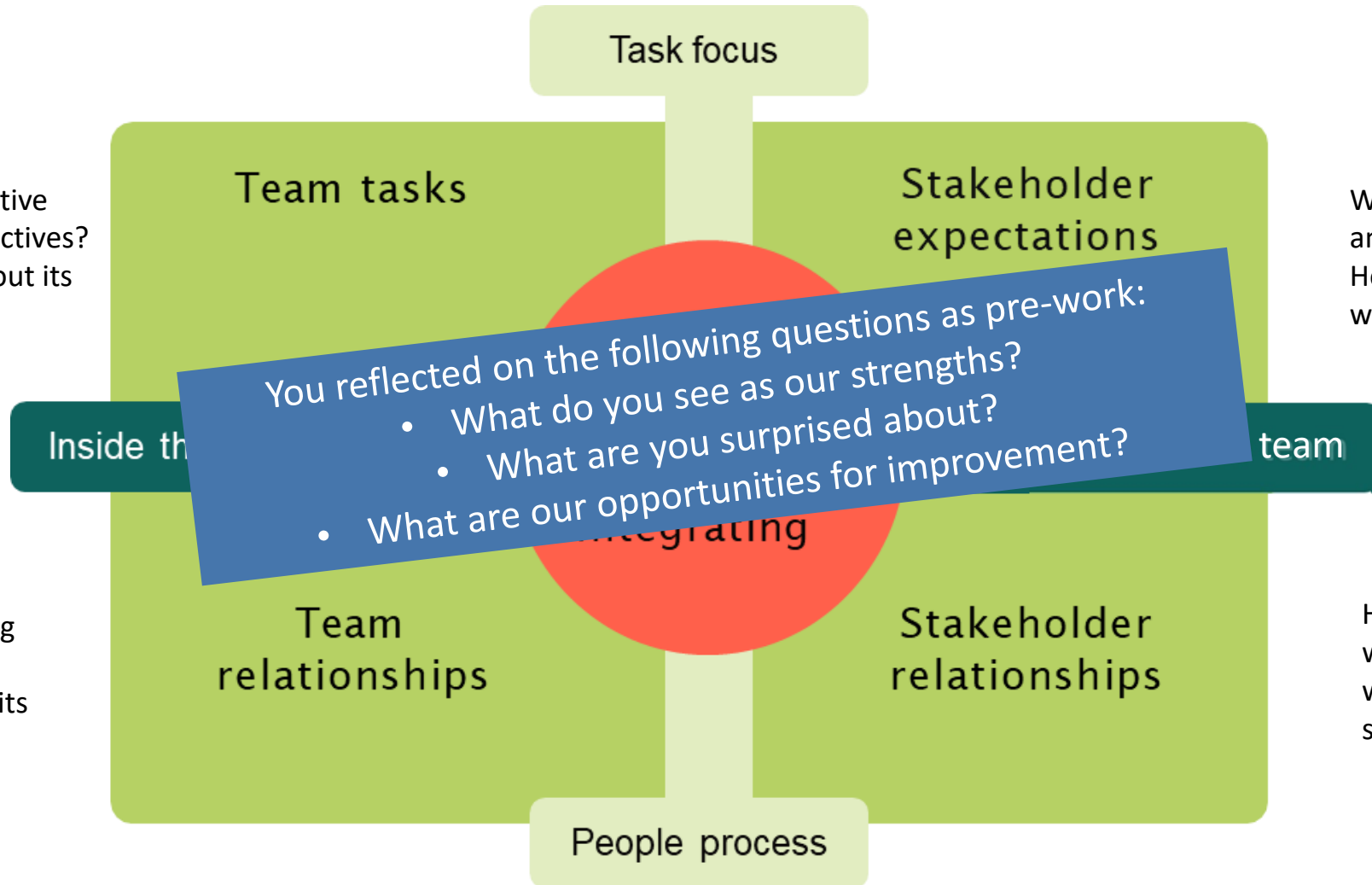
The Five Disciplines of Systemic Team Coaching

What is the team's collective endeavour and core objectives?
And is the team clear about its roles and processes?

How is your team working together, partnering internally and managing its team dynamics?

Who does your team serve and what is its commission?
How does this align with the wider organisation objective?

How is your team partnering with the various parts of the wider system and your key stakeholders?



UNCAP Now

Rich Pictures

Each group **draw** an agreed picture / images to represent **what it is like** and **how it feels** working in & for UNCAP **now**

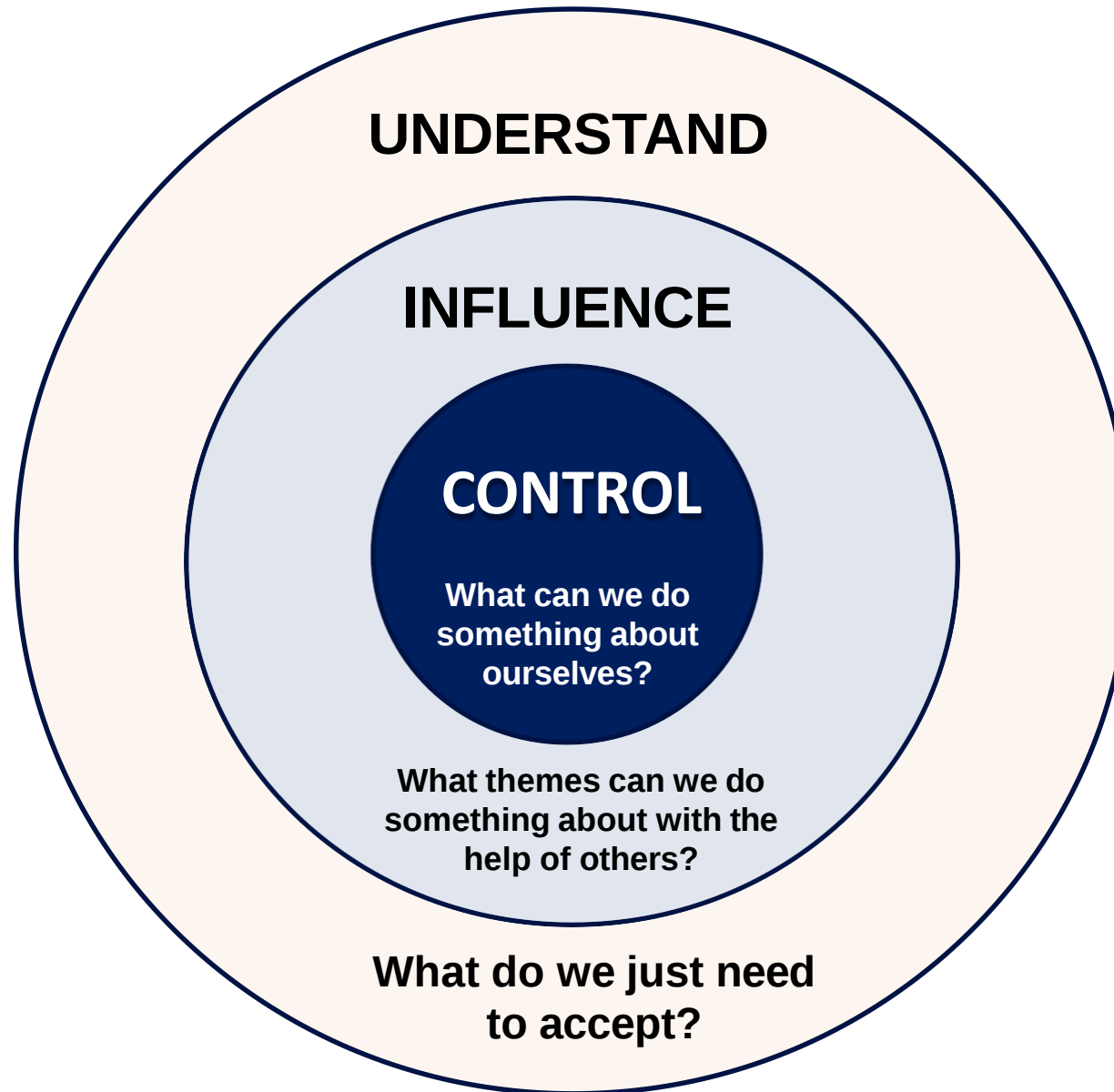
15 minutes only

Be prepared to summarise your themes to share back into the whole group

Agree 3 words to add to your image to summarise the top 3 things you believe need to change



Spheres of Influence



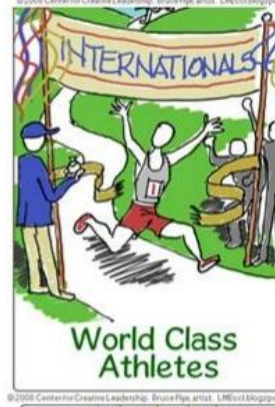
UNCAP Team: To Be

1. Consider the best possible future for the UNCAP team; think about what you might be seeing, hearing or feeling when working in or with UNCAP.

Select a metaphor card to represent what you would like to see as a **future state** for this UNCAP team.

2. Share your thoughts with a partner

3. Join another pair and select ONE agreed metaphor to represent your group ideas and summarise your thoughts on a flip



UNCAP – Our Needs

Exploring Team Potency

Remember a time when you were engaged within a team that brought out the absolute best in you and others.....

Individually for a couple of minutes write down:

What were the qualities or characteristics of that experience?

How were people interacting that made it a negative and unsuccessful experience? What impact did it have on you and others around you?

Turn to the person next to you and share what you have.

Shout some of these out for me please?



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?				

BEHAVIOUR (FROM)	BEHAVIOUR (TO)	WHY?	WHO?	HOW? ..and when
Not understanding or trusting each other as much as we could.....	Develop enhanced team cohesion, communication and trust Gain a greater understanding of self and impact on others			
Being misaligned or unfocussed on Vision, Mission & strategy.....	Provide input to the UNCAP future vision and direction and have the confidence that this will be acknowledged by senior stakeholder decision makers			
Lack of consistent understanding roles & responsibilities, procedures & standards.....	Gain clarity on the roles & responsibilities of the whole master facilitator group Understand and apply the processes from day “0”			
Not being agile nor adaptive enough	Have the opportunity to innovate around improved ways of working and improving the enhanced UNCAP delivery operating model Be able to deal with everyday challenges and conflicts when they arise, individually and relationally with others			
What else?				



Check out for today

This evening....

1. Reflections:
 - Belbin report – reflect on your own report
 - Prepare the Key to Me exercise
2. Reflect on this team's DIP
3. Reminder of the portal: www.ambito-portal.com. Select the UNCAP tab & password in T34mw0rk
4. Evening social agenda – UNCAP Team