

MEDALS

L&D PLAYBOOK



FROM



EXPENDABLE ORDER TAKERS



TO



VALUED WAVE MAKERS



ROB MOORS

Coach | Mentor | Facilitator
Chartered FCIPD, FLPI, EMCC



www.robmoors.com | rob@robmoors.com | 07764 487892

#MedalsPlaybook #MindsetToolsetSkillset

#MINDsetTOOLsetSKILLset

**CHANGING THE WAY WE COLLECTIVELY THINK ABOUT
LEADERSHIP, L&D AND COACHING...**

**... SO WE CAN CO-CREATE THE TOOLS WE NEED TO
PERFORM...**

**... AND DEVELOP TOGETHER TO HELP EACH OTHER
ACHIEVE MORE; INDIVIDUALLY AND COLLECTIVELY.**

A stylized, handwritten signature in white ink, possibly reading 'RM' or 'RM' with a flourish.

Mindset-Toolset-Skillset is like Mirror-Signal-Manoeuvre... Chaos if done the wrong way round.

Who's Rob?

CIPD



HIGH 5 TEST



BACKGROUND:

I have over 20 years' experience in Senior Leadership roles within People, L&D and Leadership Development teams; spanning organisations such as the NHS, TalkTalk and Sky.

WHY I DO WHAT I DO:

Everything changed for me when I became a first-time leader of people; a shift I was ready for, but not prepared for. My mistake?... Thinking I had to have all the answers. My epiphany came through leadership coaching, which helped me realise that my job wasn't to be the hero; but to guide, develop and coach others; within my own team, and with the stakeholders I served.

I believe a simple shift is at the heart of future Learning and Leadership. For decades we've trained leaders in the skills and traits we want from them (**Skillset**), then provided the resources to deploy them (**Toolset**) but questioned their commitment when it fizzles out (**Mindset**).

By flipping the approach, it becomes much clearer... Get everyone thinking the same way about what we want to achieve and what we want that to feel like (**Mindset**). Then co-create the responsibilities, accountabilities and measures that will help us to monitor if it's working (**Toolset**). Then... coach and develop the skills required to achieve all of this (**Skillset**).

HOW I GO ABOUT IT:

- ☐ Helping Leaders & Teams to add more value in business, through vision, purpose and execution
- ☐ Developing a coaching style & conversational skills in Leaders
- ☐ Unlocking a new mindset within Leaders that puts people at the heart of performance

WHAT I DELIVER:

- ☐ Leadership Coaching & Facilitation – Operational and L&D Leaders
- ☐ Workshops, Webinars, and Keynote Speaking

QUALIFICATIONS & ACCREDITATIONS:

- ☐ Chartered Fellow – CIPD (FCIPD)
- ☐ CIPD Level 7 Diploma (HRD)
- ☐ Fellow – Learning & Performance Institute (FLPI)
- ☐ ILM Endorsed Manager/Coach
- ☐ EMCC Accredited Coach (Senior Practitioner)
- ☐ Professional Member of EMCC UK & EMCC Global
- ☐ Signed to the EMCC Global Code of Ethics
- ☐ Performance Consultants Certified GROW Coach

RM



TRAINING (NOT PERFORMANCE)

Order-taking = head shaking

RESULTS (THE WRONG ONES)

Bums on seats and LMS Treats

ANALYSIS (THE WRONG QUESTIONS)

Our (limited) survey says...

PRIORITISATION (WHOSE ARE THEY?)

My Dad is bigger than your Dad

SYMPTOMS (SOLVING THE FIRST REQUEST)

Wiping the nose of the problem





MINDset:

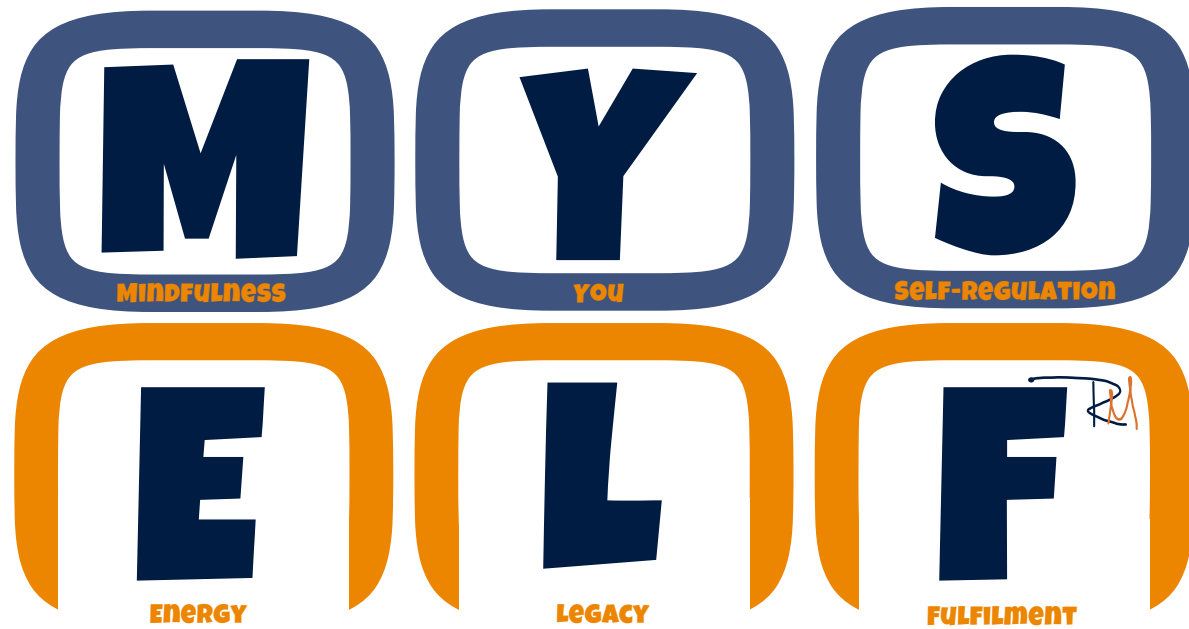
'MYSELF'

IT'S ALL ABOUT YOU, YOUR PURPOSE & 'VISION'

#MEDALSPAYBOOK #MINDsetTOOLsetSKILLset FROM EXPENDABLE 'ORDER-TAKERS', TO VALUED 'WAVE-MAKERS'.



1



RESPOND VS REACT



Number 1 is leading yourself before leading others.

M is for Mindfulness. Mindfulness – How often are you ‘fully in’ a situation, at any one time? We often pride ourselves on our ability to multitask, but that means our attention and focus is naturally divided. How often do you get to the end of day not knowing where it’s gone? Does it take you a moment to remember what you’ve done or who you’ve been with? What were the great parts of your day; the vivid memories of it? How was your focus different there? Practice being ‘in the moment’; when speaking to someone, lock your screen, put your phone down on the desk, take your headphones off, sit somewhere different; focus on them. Look at the other elements in this model... how many are you deeply thinking about for the first time in a while? What routines could you put in place to do it more often and consistently?

Y is for You. You – How well do you know you; to be able to consider the other elements in the model? When was the last time you completed a self-awareness survey or course? E.g. DISC, Insights... and looked for coaching to support that? How well do you know your strengths? When you play to them best and when do you over-play them? What are your goals, aims, responsibilities and accountabilities? How often do you gather feedback from others on all of these? All these can change over time and with context; understanding them helps you to respond to yourself, rather than react to others.

S is for Self-Regulation. Self-Regulation – Do you ‘react’ or ‘respond’ to situations? What do your reactions look like? What do they feel like? What triggers them? What effect does this have on your work and the people around you? How would a different response have a different and better impact? What could you do in those situations to manage that reaction and lead with a considered response instead?

E is for Energy. Energy – Reflect on what has given you energy in this and your previous roles; and what has depleted it? What are the things that get you out of bed in the morning; what are the things that make you want to stay there? Work can have a knock-on effect to other parts of our lives; leaving us impatient and irritable at home, for example, when our energy (physical, mental and emotional) has all been spent at work. So, what pumps you up, rather than deflates you?

L is Legacy. Legacy – When you retire, what do you want your legacy to be? Professionally and Personally. What do you want the people you work with in the future to say about you? Who are those people? Where do they work? How does that make you feel? What does it look, feel and sound like? How can you make that a reality?

F is Fulfilment. Fulfilment – Why do you do what you do? Why did you start it? Is what you’re doing enough? Can you honestly say that what you’re doing is fulfilling you against the legacy you want to leave? What are the things you want to achieve over the rest of your career; beyond even what might have been possible in your previous employment? What will make you look back and go, YES... I am happy with what I did and how I did it? How can you go about that?

#MYSELF #RespondVsReact



www.robmoors.com
rob@robmoors.com
07764 487892





ENGAGE:

'C¹² LEADERSHIP' IT'S NOT ABOUT YOU

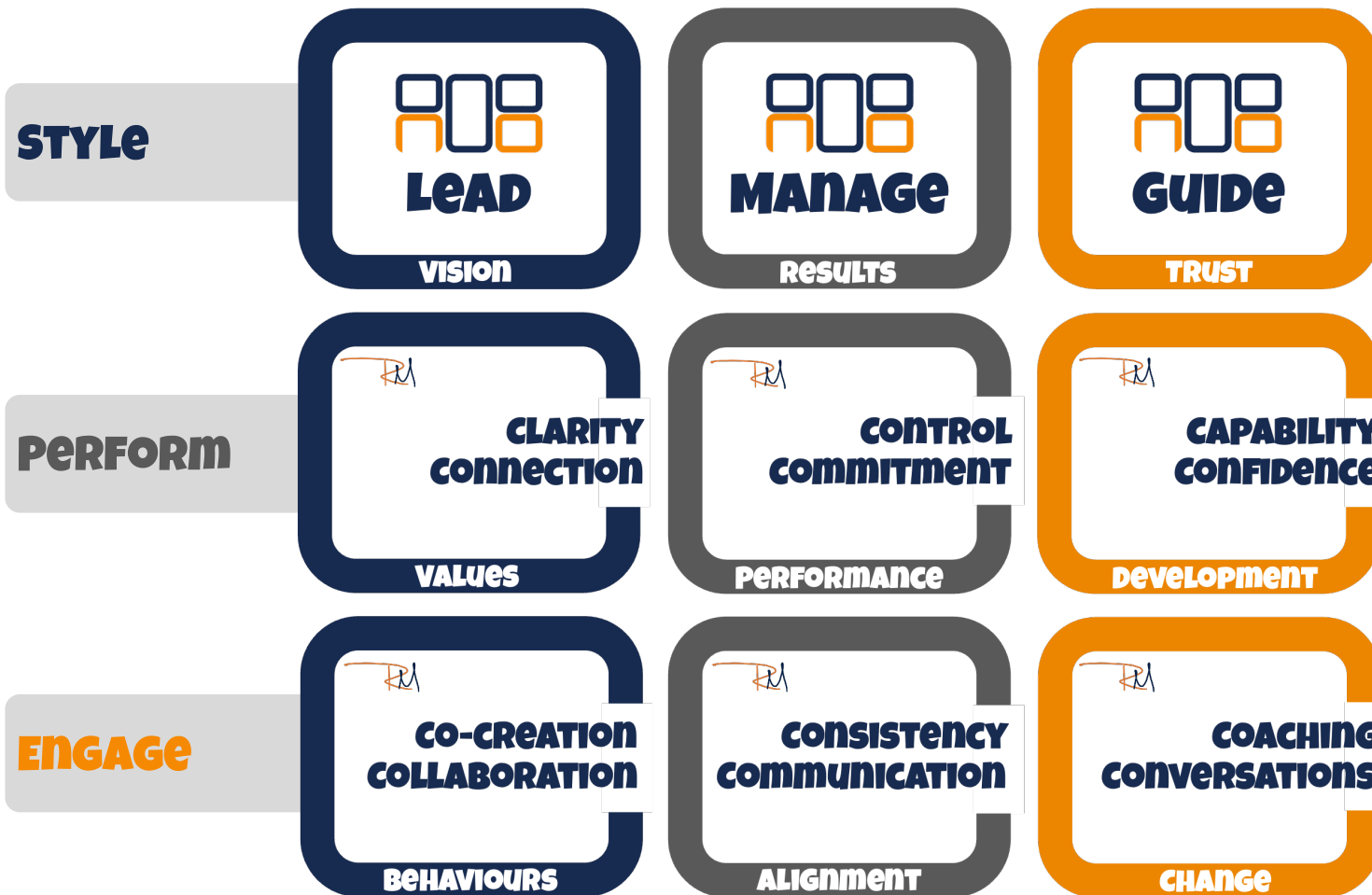
#MEDALSPLAYBOOK #MINDSETTOOLSETSKILLSET FROM EXPENDABLE 'ORDER-TAKERS', TO VALUED 'WAVE-MAKERS'.



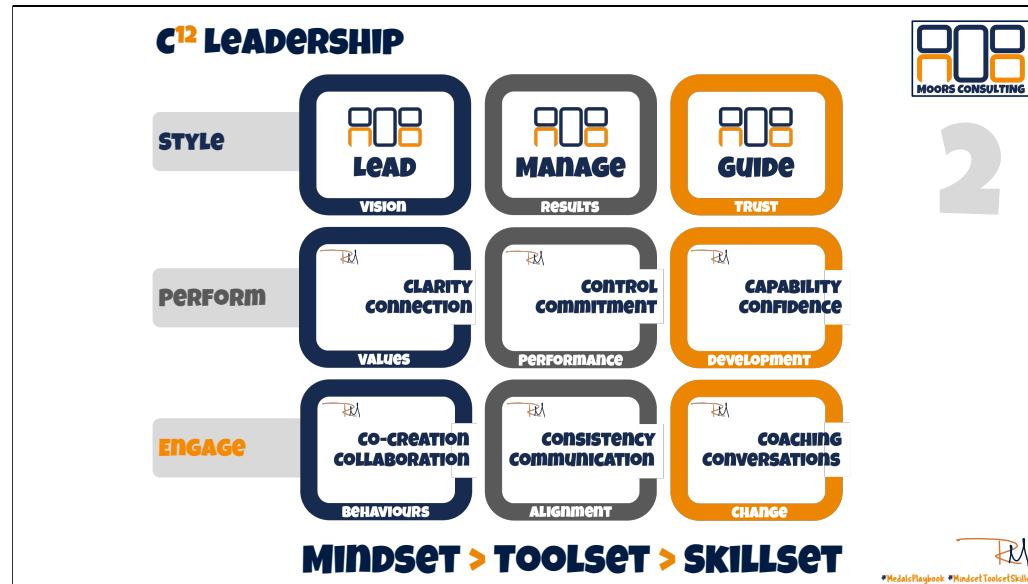
C¹² LEADERSHIP



2



MINDSET > TOOLSET > SKILLSET



Number 2 is to Engage others with your **Vision**; rather than 'selling and telling' it to them. We often train people (**Skillset**), then give them support resources and systems (**Toolset**) and then wonder why they aren't doing and don't appear to care (**Mindset**).

C12 Leadership is about flipping that... Mindset first, then Toolset, then Skillset.

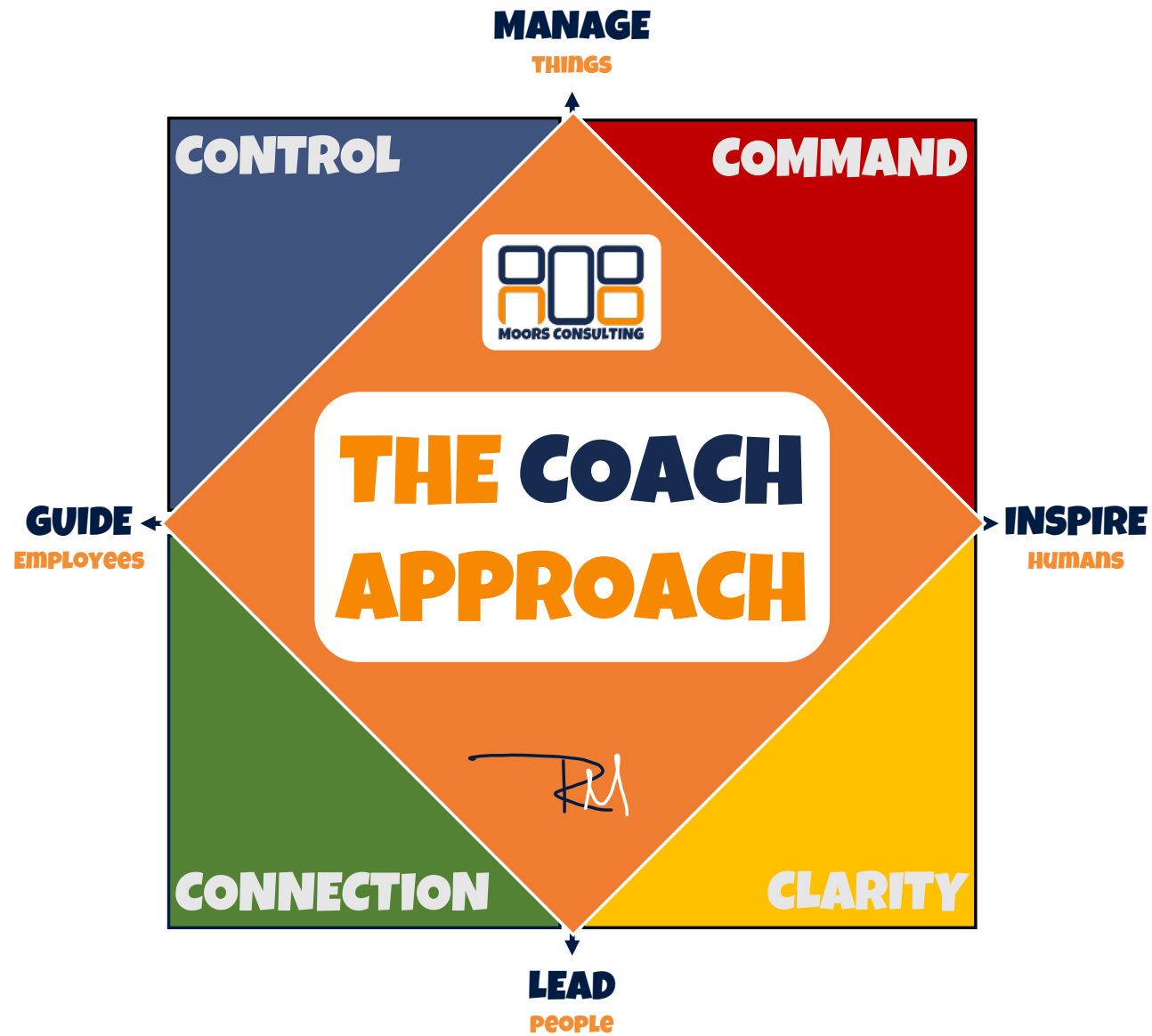
Lead with a clear **Vision**, and **Co-create** and **Collaborate** with your teams to build the **Values** and **Behaviours** that underpin it; which they will then feel more naturally and purposely connected to.

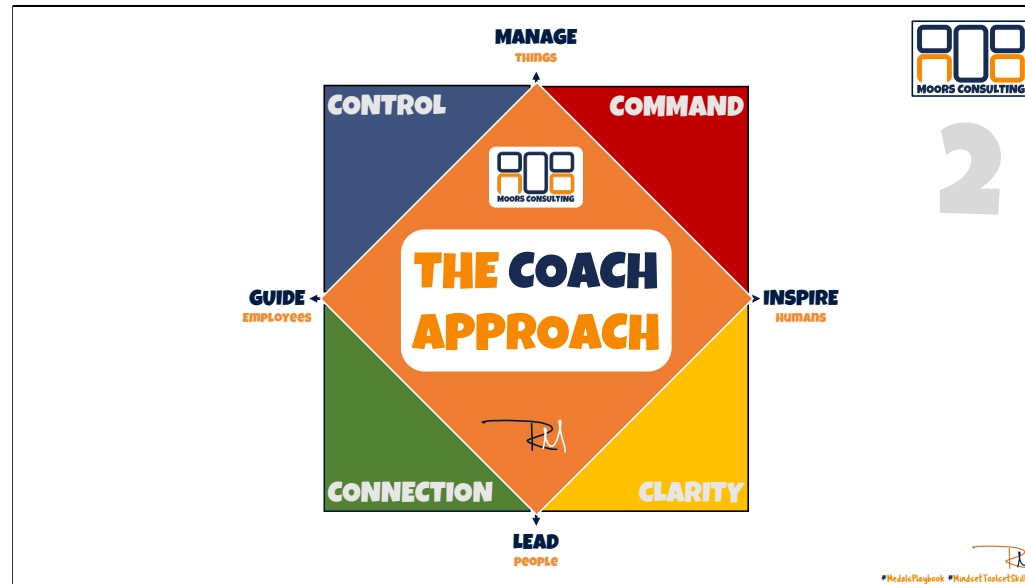
Manage with **Consistency** and complete **Communication**, so that the **Control** and **Commitment** around **Results** measures, goals, and **Performance** are **Aligned** with the vision you built together; and so feel more owned by your people, rather than thrust upon them.

Then **Guide** your teams by giving them **Trust**, trust to identify how they work, what they need, and to creatively experiment. Adopt a **Coaching** style, looking for opportunities for natural **Conversations** as part of their **Development**, to unleash their potential, creating real **Change** through developing their **Capability** and **Confidence**.

#C12Leadership #MindsetToolsetSkillset







It can be exhausting to keep trying to figure out what 'state' you're in every day, and which psychometric box you fit into; add to that the task of constantly assessing others in the same way, to understand what they need from you at any one time.

Equally, I'm not sure I can survive another round of, "Why is 'leadership' better than 'management'?"... Aargh! It's no wonder we're so stressed.

Good news! There is another way.

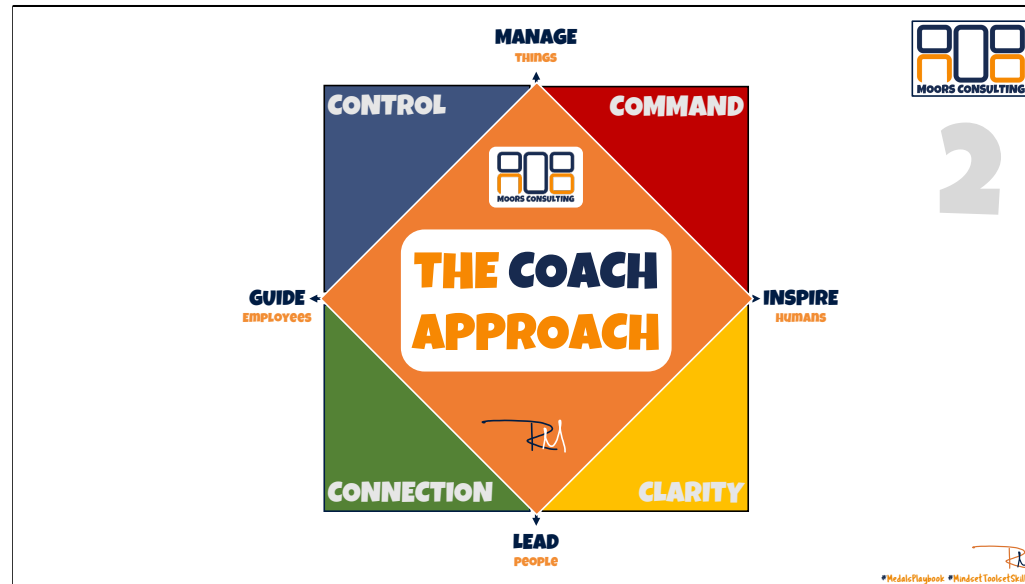
Over time, we'll need to lead in different ways, and our people will need different types of support from us... FACT. However, what's the best way to understand what these are? Simple: Ask. Talk. Listen. Be interested. Be Curious... Lead with a 'Coaching Style'.

By doing this, you'll more easily figure out what people need, and trust levels will go through the roof! From there, you can flex to be whatever is needed at that time... e.g.

- Direct 'Command & Control' Management
- Energising 'Command & Clarity' Inspiration
- Values-driven 'Clarity & Connection' Leadership
- Focused 'Connection & Control' Guidance

#TheCoachApproach #MindsetToolsetSkillset





Ask them... and listen.

Sometimes 'Command & Control' is needed - but usually when you're 'Managing Things'...

'Leading' with 'Clarity & Connection' will make 'people' want to follow you, as they seek to find their way...

'Employees' will need 'Guidance' at times, where you will need to dial-up and balance your 'Connect & Control' skills...

Sometimes they will just need 'Inspiration' from a leader who can motivate them at a 'human' level by being a 'Clear & Commanding' figurehead.

The mistake we make is that we assume we must instinctively know what 'they' need... and either jump straight in with 'our style', or become stressed trying to figure it out.

Instead, lead with 'Trust', in a 'Coaching Style'; with a genuine interest in understanding the person in front of you. Understand them and understand what they need from you... take the guesswork out of it.

* TheCoachApproach *MindsetToolsetSkillset





ASK:

'DREAM BIG' **PERFORMANCE CONSULTANCY**

#MEDALSPAYBOOK #MINDSETTOOLSETSKILLSET FROM EXPENDABLE 'ORDER-TAKERS', TO VALUED 'WAVE-MAKERS'.



PERFORMANCE PHARMACISTS



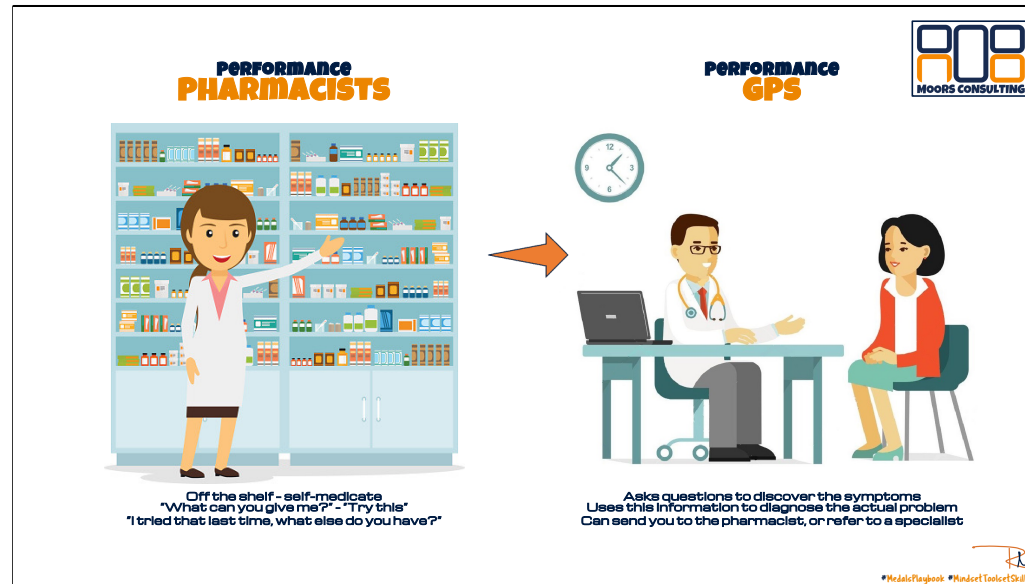
Off the shelf - self-medicate
 "What can you give me?" - "Try this"
 "I tried that last time, what else do you have?"

PERFORMANCE GPS



Asks questions to discover the symptoms
 Uses this information to diagnose the actual problem
 Can send you to the pharmacist, or refer to a specialist





In L&D, we often work like a **Pharmacist**...

We have all our **pre-packaged solutions** stacked in storage, some of it on display; some of it our customers can pick off the shelves themselves, others they have to ask us for first... Just so we can check it's the right one.

By doing this, we're often helping the customer relieve their **symptoms** with best guesswork... you can already hear the requests for '**re-training**' coming in as you read this, yes?

Instead, try being a '**Performance GP**'...

Unlike the Pharmacist, the GP won't have the solutions on show, and won't give them out just because you ask. GPs will **ask questions** about the problem, to understand if it actually a symptom of a bigger problem, e.g. When does it happen? How long has this been happening?...etc. If it turns out to be something simple, they'll send you back to the Pharmacist with a prescription for something 'off the shelf'... However, if they think there may be something bigger at play, they will refer you to an expert in that field to help you.

Let thank sink in... GPs are the experts in helping you identify the **real problem**; but they don't profess to be the expert in all of the **solutions**. L&D can learn a lot from this.

#DreamBig #MindsetToolsetSkillset



DREAM BIG CONSULTANCY

3



DO

What is it that you need to be done differently?

REASON

Why do you think training is the answer?

ENVIRONMENT

Are there other contributing culture factors?

ABILITY

Is this a new, never used, skill that is required?

MOTIVATION

What motivates current process?
Bonus? Targets?

BLOCKERS

Why isn't it already being done how you would like?

INSIGHT

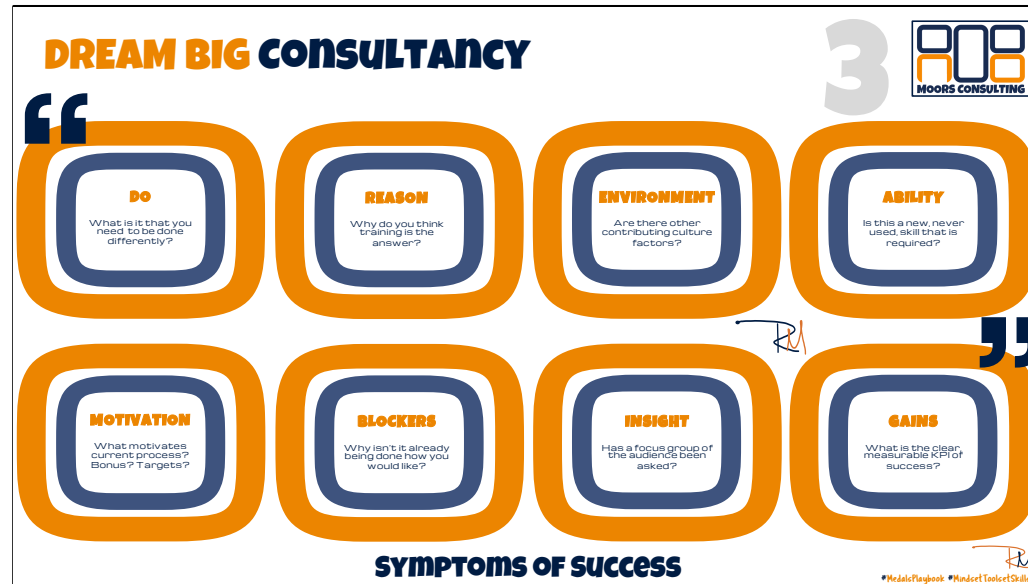
Has a focus group of the audience been asked?

GAINS

What is the clear, measurable KPI of success?

SYMPTOMS OF SUCCESS

#MedalsPlaybook #MindsetToolsetSkillset



Number 3 is my **DREAMBIG** formula for Performance Consultancy

To act like a GP, rather than a Pharmacist...

asking questions to find out more about the symptoms, so you can diagnose the real challenge or problem... even if that turns out to be nothing to do with Training or L&D... e.g. the IT Systems are too difficult to use and and often crash.

- **Do** - What do they need to do differently?
- **Reason** - Why do you think training is the answer?
- **Environment** - Is the problem cultural?
- **Ability** - Is this a brand new skill, or a re-training request?
- **Motivation** - Would the training motivate them more than current motivations?
- **Blockers** - Why aren't they currently doing it?
- **Insight** - Is knowledge to be stored or remembered, and have you talked to the people involved?
- **Gains** - What's the clear measurable KPI, and what else impacts that KPI?

#DREAMBIG #SymptomsOfSuccess





ASSEMBLe:

'RADAR' STAKEHOLDER IDENTIFICATION



#MEDALSPLAYBOOK #MINDSETTOOLSETSILLSET FROM EXPENDABLE 'ORDER-TAKERS', TO VALUED 'WAVE-MAKERS'.

RADAR STAKEHOLDERS



**SEEK, FIND,
COMMIT,
ACT**

4





Number 4 is to become crystal clear on the stakeholder relationships, in both directions... and also within your own team, not just with other teams.

'Accountability' and 'Responsibility' are often confused with each other, but, You cannot hold someone accountable for something until they have chosen to be responsible for it. We need to stop trying to push more accountability **onto** people and focus on inspiring responsibility **within** them.

- With this mindset; who is going to play each required role in a project?
- What is the required attendance and what is the impact of not attending?
- Who is the decision-maker for each stage
- If this person doesn't appear in any of the other 4 areas, why? ...etc

If people are **resisting responsibility**, why is that? What could be done to **engage and inspire** them to want to?

#RADAR #SeekFindCommitAct





LAYOUT:

'ID'⁸

INTELLIGENT DESIGN

#MEDALSPAYBOOK #MINDSETTOOLSETSKILLSET FROM EXPENDABLE 'ORDER-TAKERS', TO VALUED 'WAVE-MAKERS'.



ID⁸ – INTELLIGENT DESIGN



5

DISCUSS

Scope
Identify
Intent

DISCOVER

Outcomes
Challenges
Requirements

DEFINE

Wireframe
Flow
Moments

DESIGN

Experiences
Moments
Afters

DELIVER

Review
Approve
Commit

DEBRIEF

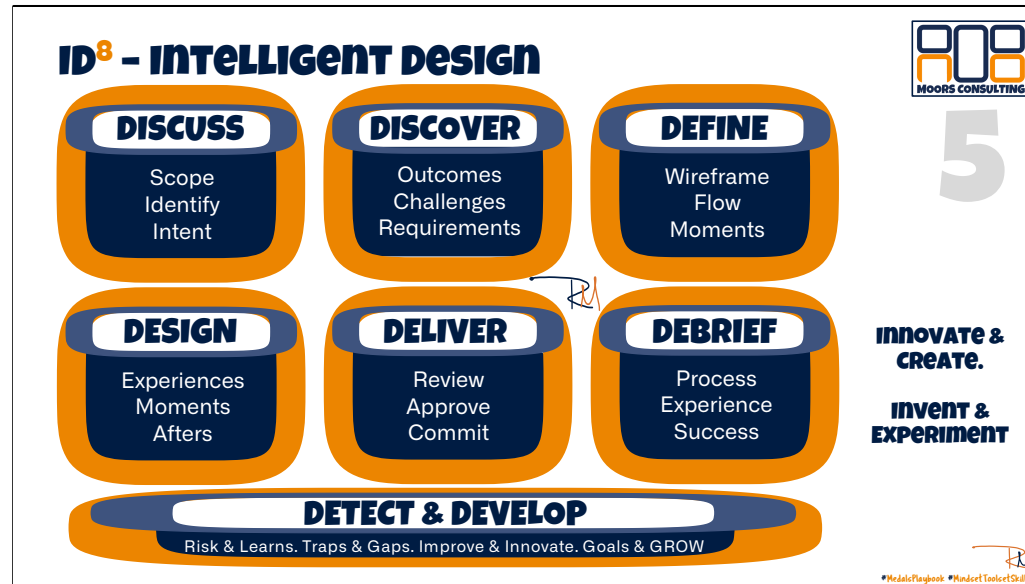
Process
Experience
Success

DETECT & DEVELOP

Risk & Learns. Traps & Gaps. Improve & Innovate. Goals & GROW

**INNOVATE &
CREATE.**

**INVENT &
EXPERIMENT**



Number 5 is to **Intelligently Design** learning support when it is actually needed; we cannot **maintain** the waterfall design project method, and we cannot **sustain** 4-week inductions and 1000s of LMS content updates.

As the Design expert, seek to **Discuss** and understand the challenges and requirements of the Stakeholder and make a clear picture of the intent; alongside **Discovering** what the result will be on the back of this, and what might get in the way.

From there, **Define** potential paths; be creative, suggest experiments and control groups... short sharp interventions that you can quickly monitor the performance benefit of; then agree on a **Design** that will plot all this as a valuable learning experience.

To **Deliver**, we must continually review progress in short bursts rather than over an afternoon at the end of the project. Identify changes, errors, and blockers quickly, and make sure a course correction is made as and when needed... rather than sticking to an already outdated agreement because that's what was planned and agreed.

Throughout all of this we should be **Detecting** what's going well and not, and looking to **Develop** ourselves, our relationships and the solutions in line with those learns.

Bringing all of this into a **Debrief** is essential; a debrief that celebrates both successes and learns together.

#ID8 #InnovateCreate #InventExperiment





Succeed:

'PLAN IT' PROJECT MANAGEMENT



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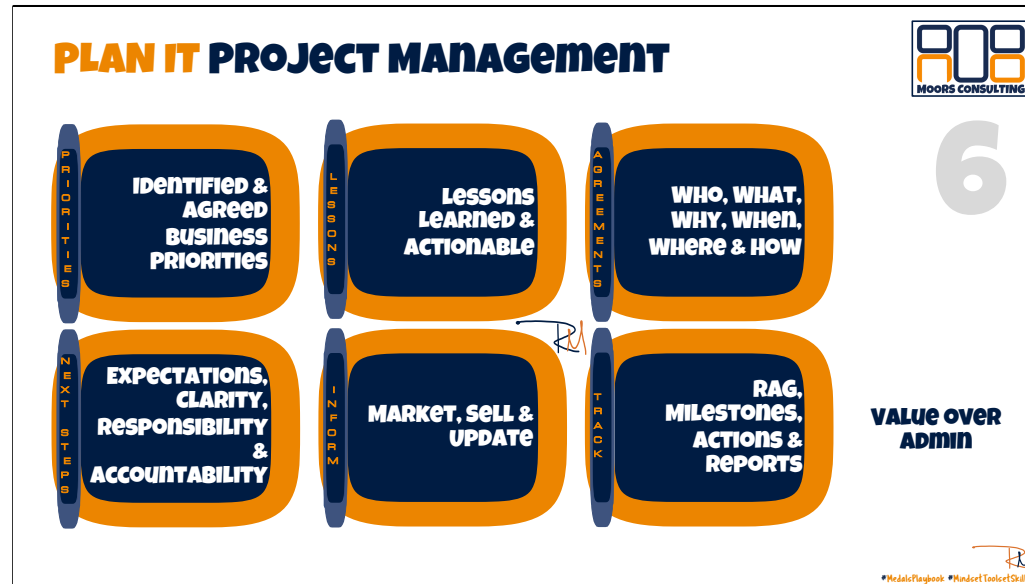
PLAN IT PROJECT MANAGEMENT



6



**VALUE over
Admin**



Number 6 is about managing the process.

Communication and agreement is key to this final piece; aligning everyone's view of the world rather than assuming all your Stakeholders know exactly what each other are doing and asking for.

As such, the steps explains themselves; but Prioritisation is worthy of particular mention...

Remember, the mountain of requests you get are just that... requests. They are not YOUR priorities, they are the priorities of your Stakeholders.

Seek to bring those stakeholders together to agree the resource and workload of the L&D team, by sharing these requests, inviting the stakeholders to summarise their 'ask' to each other, and then agree between themselves which are the 'business priorities', balanced against plot your available resource and time. All agree and commit to the next steps.

It's easy to think this is passing the buck... but it's not! Imagine being a CEO and getting told that a Training Designer decided which project was the most important to get on with... that's just not right. Remember, responsibilities and accountabilities are to be clear, co-created and agreed.

*PLANIT *ValueOverAdmin





TRAINING CONSULTANCY

SUPPORTING MANAGERS

OUR PRODUCTIVITY

LEARNING CULTURE

WHO SHOUTS THE LOUDEST

COURSES

SKILLSET FIRST

PERFORMANCE CONSULTANCY

ENABLING LEADERS

RESULTS FOR THE BUSINESS

FOCUS ON COACHING CULTURE

ORDER THE PRIORITIES

RESOURCES

MINDSET FIRST



Here's a summary to help you make some small changes that lead to big results. Pick one at a time, and plan your actions.

P: What are the real issues? Problems Vs Symptoms. What's getting in the way?

E: Serve the people who serve the people - Far more scalable.

R: Happy Sheets, eLearning completions and LMS hits Vs NPS, CSAT and Sales.

F: Learning is like breathing – always happening. Good and bad habits/behaviours - all learning. Guide the learning.

O: Whose priorities actually are they? If your, you're prioritising the wrong things. Bring the owners together.

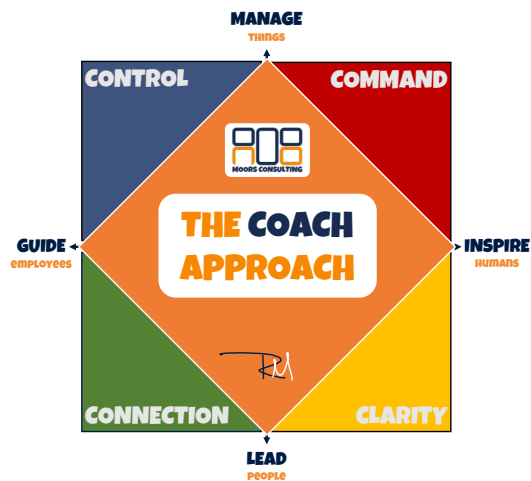
R: What do people need, when do they need it, how do they need it.

M: Mindset-Toolset-Skillset: Everyone has to think this way before they can 'do' this way.



www.robmoors.com
rob@robmoors.com
 07764 487892





WWW.ROBMOORS.COM
ROB@ROBMOORS.COM
 07764487892



HELPING YOU SOLVE THE LEADERSHIP PUZZLE

C12 LEADERSHIP

