

Workshop Guide

Constant Conversations: Coaching, Mentoring and Guiding Your Team

APAC Workshop, October 9-10, 2024 @ UALR
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Workshop Agenda

Day 1 - 9 am - 5pm	Day 2 - 9 am - 5pm
Welcome and Introductions	Welcome Back
Culture Matters: <ul style="list-style-type: none">• Psychological Safety• Vulnerability• Trust• Empathy• Emotional Intelligence• Boundaries• Balance• Delegation	Coaching Retaining Talent Performance Management <ul style="list-style-type: none">• Setting Expectations• Writing Goals• Review Conversations
Mentoring	Wrap-up and Evaluations

Welcome to UnlockGov Leaders!

Are you ready to decode the forgotten combination of your public service passion?

As a dedicated public sector manager, you hold the potential to become the confident, impactful leader you've always aspired to be. UnlockGov Leaders offers you the master key to unlock this potential without sacrificing your personal life or changing jobs. Our neuroscience-based program is designed specifically for you, opening doors to build cohesive, high-impact teams that effectively serve your community.

In just 28 weeks, you'll unlock a powerful combination of tailored curriculum, personalized group coaching, and a supportive peer network, all crafted to help you break through your unique challenges you face in public service. With only 2-3 hours a week, accessible from anywhere, you can unlock your desired work/life balance while developing your high-performing team. This flexible format is your skeleton key to transforming your leadership skills without disrupting your busy schedule.

You are invited to come along for the journey! Visit unlockgovleaders.com today and sign up for our free Leadership Locksmith email updates. Each week, we'll crack the code and unlock the latest insights and tools that open new doors in your public service career.



Dimensions of Work



Leadership Self-Assessment

Paraphrased from *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth* by Amy C. Edmondson, Harvard Business School (Wiley Press, 2019)

Leading a psychologically safe team that is willing to share ideas and take calculated risks is difficult. As you work on creating this for your team, check in by asking yourself these questions:

I. Setting the Stage

- Have I clarified the nature of the work we're doing as a team?
- How often do I refer to the interdependence of the work we are doing as a team?
- Have I spoken of failures in the right way and made sure that team members understand that failures lead to improvements over time?
- Have I made it clear why our work matters and what is at stake if we do not do this?

II. Inviting Participation

- Have I ensured that the team understands that I do not have all of the answers?
- Have I emphasized that there is always more to learn?
- How often am I asking high-quality questions?
- Have I created structures and practices that lead to team members feeling safe to share ideas and concerns?

III. Responding Productively

- Have I listened thoughtfully, signaling that what they are saying matters to me?
- Have I acknowledged team members for sharing ideas regardless of the quality of the idea?
- Have I done all I can to destigmatize failure? How can I better celebrate learning failures?
- Have I clarified boundaries between learning and negligent failures?
- Do I respond to clear violations in an appropriately touch manner?



Team Psychological Safety Assessment

by Amy Edmondson, Harvard Business School

Circle one rating for your team for each of the following:

A. If I make a mistake on my team, it is often held against me.

1 2 3 4 5 6 7
Strongly Disagree Strongly Agree

B. Members of my team can bring up problems and tough issues.

1 2 3 4 5 6 7
Strongly Disagree Strongly Agree

C. People on this team sometimes reject others for being different,

1 2 3 4 5 6 7
Strongly Disagree Strongly Agree

D. It is safe to take a risk on this team.

1 2 3 4 5 6 7
Strongly Disagree Strongly Agree

E. It is difficult to ask other team members for help.

1 2 3 4 5 6 7
Strongly Disagree Strongly Agree

F. No one on this team would deliberately act in a way that undermines my efforts.

1 2 3 4 5 6 7
Strongly Disagree Strongly Agree

G. Working with this team, my unique skills and talents are valued and utilized.

1 2 3 4 5 6 7
Strongly Disagree Strongly Agree

Scoring

Question B _____ + Question D _____ + Question F _____ + Question G _____ = **Subtotal** _____

Question A: 8 - _____ = _____ Adjusted A

Question C: 8 - _____ = _____ Adjusted C

Question E: 8 - _____ = _____ Adjusted E

Adjusted A _____ + Adjusted C _____ + Adjusted E _____ + Subtotal _____ = **FINAL SCORE** _____

Results

FINAL SCORE of 7-20 - Your team is psychologically unsafe; there is work to do

21-34 - Your team has some psychological safety, and there is an opportunity to improve

35 - 49 - Your team has a good amount of psychological safety

How Emotionally Intelligent Are You?



Instructions

Evaluate each statement as you actually are, rather than as you think you should be. When you've finished, calculate your total score and use the table that follows to think about next steps.

1

I can recognize my emotions as I experience them. **(Self-Awareness)**

Not at all = **1** Rarely = **2** Sometimes = **3** Often = **4** Very often = **5**

2

I lose my temper when I feel frustrated. **(Self-Regulation)**

Not at all = **5** Rarely = **4** Sometimes = **3** Often = **2** Very often = **1**

3

People have told me that I'm a good listener. **(Empathy)**

Not at all = **1** Rarely = **2** Sometimes = **3** Often = **4** Very often = **5**

QuickQuiz | Emotional Intelligence

4

I know how to calm myself down when I feel anxious or upset. **(Self-Regulation)**

Not at all = 1

Rarely = 2

Sometimes = 3

Often = 4

Very often = 5

5

I enjoy organizing groups. **(Social Skills)**

Not at all = 1

Rarely = 2

Sometimes = 3

Often = 4

Very often = 5

6

I find it hard to focus on something over the long term. **(Motivation)**

Not at all = 5

Rarely = 4

Sometimes = 3

Often = 2

Very often = 1

7

I find it difficult to move on when I feel frustrated or unhappy. **(Self-Regulation)**

Not at all = 5

Rarely = 4

Sometimes = 3

Often = 2

Very often = 1

8

I know my strengths and weaknesses. **(Self-Awareness)**

Not at all = 1

Rarely = 2

Sometimes = 3

Often = 4

Very often = 5

QuickQuiz | Emotional Intelligence

9

I avoid conflict and negotiations. **(Social Skills)**

Not at all = 5

Rarely = 4

Sometimes = 3

Often = 2

Very often = 1

10

I feel that I don't enjoy my work. **(Motivation)**

Not at all = 5

Rarely = 4

Sometimes = 3

Often = 2

Very often = 1

11

I ask people for feedback on what I do well, and how I can improve. **(Self-Awareness)**

Not at all = 1

Rarely = 2

Sometimes = 3

Often = 4

Very often = 5

12

I set long-term goals, and review my progress regularly. **(Motivation)**

Not at all = 1

Rarely = 2

Sometimes = 3

Often = 4

Very often = 5

13

I find it difficult to read other people's emotions. **(Empathy)**

Not at all = 5

Rarely = 4

Sometimes = 3

Often = 2

Very often = 1

14

I struggle to build rapport with others. **(Social Skills)**

Not at all = 5

Rarely = 4

Sometimes = 3

Often = 2

Very often = 1

15

I use active listening skills when people speak to me. **(Empathy)**

Not at all = 1

Rarely = 2

Sometimes = 3

Often = 4

Very often = 5

Calculate Your Score

=

So... what does your score mean?

The final section of this quiz enables you to interpret your score and identify the key areas to work on next.

Score Interpretation

15-34

You need to work on your emotional intelligence. You may find that you feel overwhelmed by your emotions, especially in stressful situations; or, you may avoid conflict because you think that you'll find it distressing.

Don't worry – there are plenty of ways that you can build emotional intelligence, starting now.

35-55

Your emotional intelligence level is... OK.

You probably have good relationships with some of your colleagues, but others may be more difficult to work with.

The good news is that you have a great opportunity to improve your working relationships significantly.

56-75

Great! You're an emotionally intelligent person. You have great relationships, and you probably find that people approach you for advice.

Researchers have found that emotionally intelligent people often have great leadership potential. Realize this potential by seeking opportunities to improve even further.

Key Points

Developing high emotional intelligence (or EI) is incredibly important for a successful career. When we have high levels of emotional intelligence, we're able to build strong working relationships and manage difficult situations more effectively.

Influential psychologist Daniel Goleman developed a framework of five elements that define emotional intelligence:

Self-Awareness

Self-Regulation

Motivation

Empathy

Social Skills

Even if you already have many of the elements of emotional intelligence, it's important to look for opportunities to build it further. This will increase your leadership potential, and improve the quality of your relationships.

For more details and to see our full emotional intelligence article and video, join the Mind Tools Club. Members can also access our exclusive Expert Interview podcast with Daniel Goleman. [Join the Club](#)

You are a BOUNDARY BOSS

New boundaries I will start enforcing tomorrow:

Boundaries I need to communicate to my team:

Boundaries I need to respect better in others:

My Priorities

7 Essential Coaching Questions

- What's on your mind?
- **And what else?**
- What's the real challenge here for you?
- What do you want?
- How can I help?
- If you are saying "yes" to this, what are you saying "no" to?
- What was most useful for you?

From *The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever* by Michael Bungay Stanier (2016)

My Advice Monster Is...

SMART Performance Goals

Example 1 - Improve Performance

The performance goal “Improve Excel skills” is too vague.

Use the SMART technique to think through creating a more effective goal:

Specific: I want to improve my performance with Excel to be better qualified for a promotion. These performance improvements will focus on quicker data entry, more efficient calculations, and creating graphs.

Measurable: I'll know I've succeeded, because within the next six months, I'll be able to enter my data, complete my calculations through custom and combined formulas, create graphs, and carry out my other work in Excel all on my own, and with minimum effort.

Attainable: I have ample time to enhance my Excel skills, and I can use the resources available, such as online courses, to grasp the finer points. This support system makes my goal more achievable and less daunting.

Relevant: I am committed to my role in the company and aspire to grow within it. Strengthening my Excel skills is a key step towards this, as it will streamline my work and make me a more valuable asset to the company.

Time-bound: I want to perfect my performance with Excel by the 1st of May.

Double check: Does this align with organizational plans and strategic priorities?

SMART Goal Statement

Improve data management performance and efficiency by improving skill set. By June 2025, attend at least 3 Excel training sessions, and by December 2025, design and implement at least two improved processes, resulting in a 50% increase in data accuracy and a 25% increase in data input efficiency.

Example 2 - Improve Productivity

The performance goal “Improve team productivity” is too vague.

Use the SMART technique to think through creating a more effective goal:

Specific: I want to motivate my team to improve their productivity by 50%.

Measurable: 50% of increased productivity will trigger a 50% faster project turnaround.

Attainable: I'll use team management software and supply my team with the right productivity tools to help.

Relevant: Higher productivity means faster project turnaround, and quicker project turnaround means satisfied clients. Satisfied clients bring good word of mouth, so we'll likely land more clients. As a result of such great results, the team's morale and self-confidence will increase, so they'll feel encouraged to continue the said good work.

Time-bound: I want to see the expected improved productivity results six months from now.

Double-check: Does this align with organizational plans and strategic priorities?

SMART Goal Statement

Improve project turnaround time by 50% by researching, procuring, and implementing team management software by January 2026.

Example 3 - Improve Customer Experience

The performance goal “Improve customer service” is too vague.

Use the SMART technique to think through creating a more effective goal:

Specific: Improve customer service skills and knowledge for employees to decrease the number of times this employee transfers simple customer service calls.

Measurable: 50% more resolved calls without transfer will trigger a 50% faster call answering.

Attainable: With the new expectation to resolve calls personally, improved training on caller FAQs, increased knowledge and abilities in license system usage, and improved understanding of common rules and regulations will increase employees’ ability to answer questions without transferring calls.

Relevant: Fewer transfers will result in better customer service, fewer dropped calls, shorter wait times for customers, and decreased staff time spent answering one call.

Time-bound: I want to see the expected improved productivity results six months from now.

Double-check: Does this align with organizational plans and strategic priorities?

SMART Goal Statement

Through better training, increased knowledge of FAQ answers, and improved skills using the permitting system, increase the percentage of calls handled without transferring to another employee to 70% of calls answered by the end of 2025.

GROUP PRACTICE

You want to improve accessibility for outdoor recreation at your local park.

Use the SMART technique to create an effective goal:

Specific:

Measurable:

Attainable:

Relevant:

Time-bound: I want to see the expected improved productivity results six months from now.

Double-check: Does this align with organizational plans and strategic priorities?

SMART Goal Statement

