



INTERNAL TEAM COACHING

Dr Claire Keow

DR. CLAIRE KEOW

- Certified Virtual LearnCaster Facilitator, EnSync Learning, Malaysia
- Certified Virtual Facilitation Skills, FOLKS, India
- Certified Professional Marketer – CPM (Asia), Asia Marketing Federation (graduate by February 2021)
- Certified Professional Coach, Corporate Coach Academy
- Certified Team Coach, Leadership in Motion Global, USA
- Certified Neuro-Linguistic Programming (NLP) Practitioner, USA
- Certified Small & Medium Business Administrator, World Association of Visioneers and Entrepreneurs, USA
- Certified Train the Trainer, TTT Certification by PSMB, Malaysia
- PHD specializing in Entrepreneurship, International University of Entrepreneurship, USA
- Commerce Degree in Marketing & Economics, Curtin University of Technology Australia (Recipient of Outstanding Scholastic Achievement and Excellence Award)
- Lifetime Member of Institute of Marketing Malaysia (IMM)
- Sales Wiring Specialist for Individuals and Businesses, Game Changer International



ATURCARA

DAY 1		DAY 2	
8.30 - 9am	Ice Breaking	8.30 - 9am	Activity
9 - 10.30	Session 1	9 - 10.30	Session 4
10.30 - 11am	Tea Break	10.30 - 11am	Tea Break
11am - 1pm	Session 2	11am - 1pm	Session 5
1 - 2pm	Lunch	1 - 2pm	Lunch
2 - 3.30pm	Session 3	2 - 3.30pm	Session 6



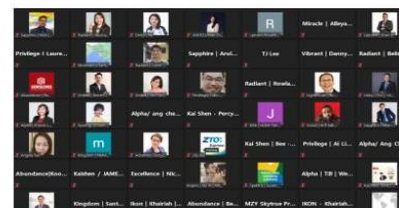
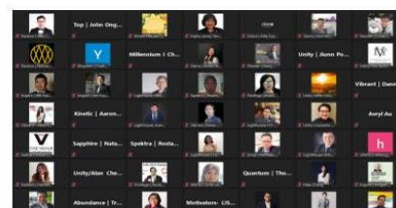
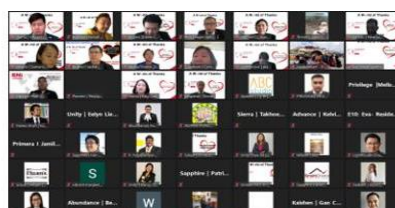
JIKA DIBERI PILIHAN UNTUK MINUM TEH
TARIK DENGAN 3 ORANG, SIAPAKAH 3
ORANG TERSEBUT DAN MENGAPA
ANDA PILIH MEREKA ?

ICE BREAKING

APAKAH CIRI-CIRI
YANG PERLU ADA
UNTUK
MENCAPAI
MATLAMAT /
ARAH YANG
SAMA?

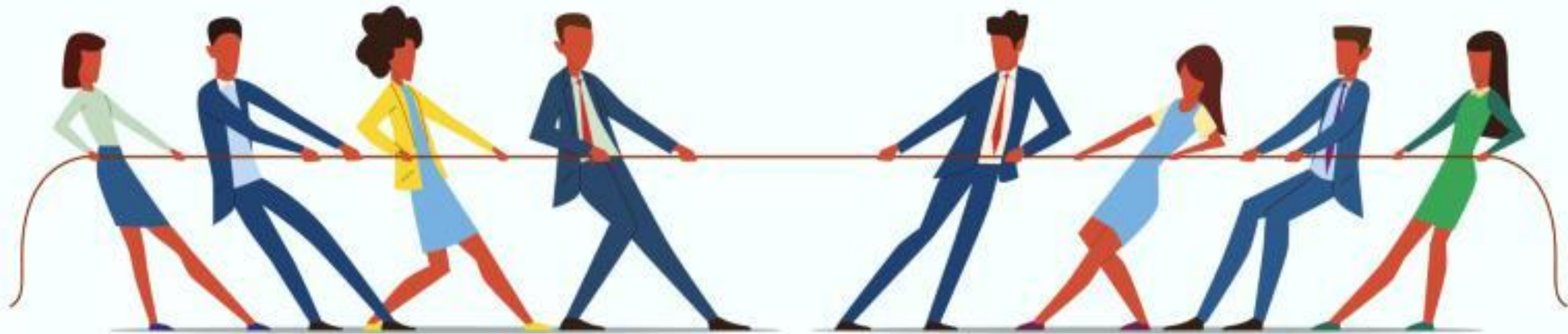


SELAMAT DATANG KE ERA BARU / NORMA BARU

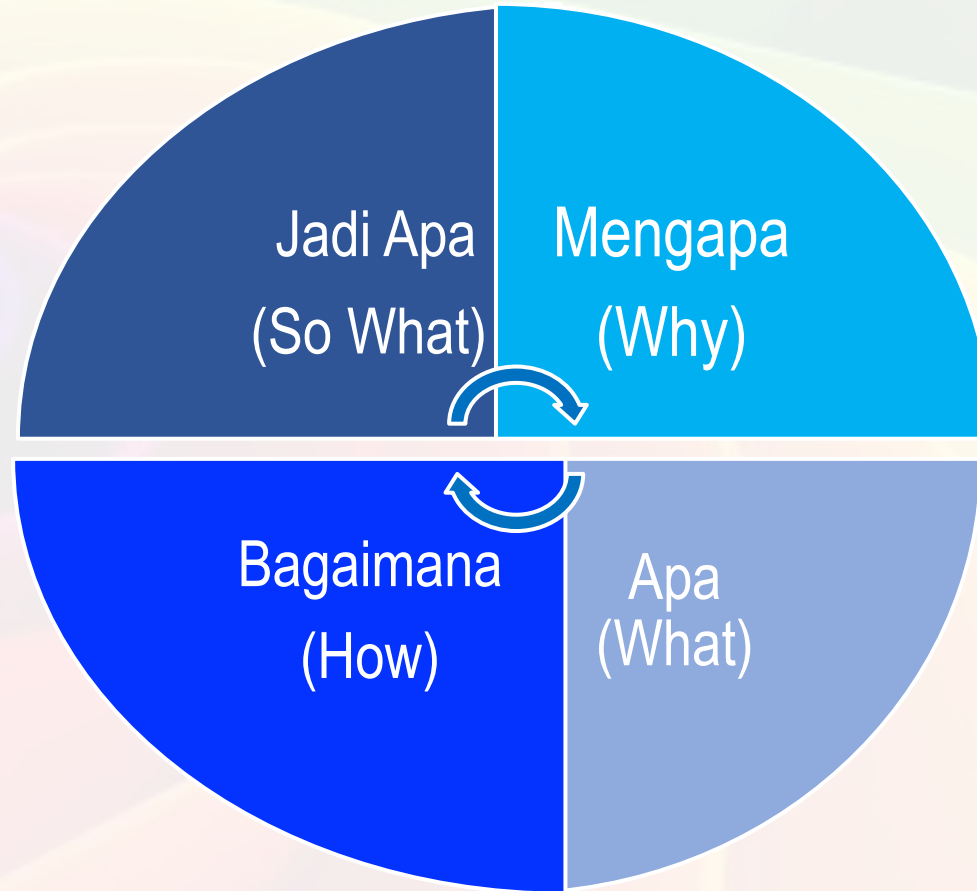


ONAL
NG

A World of Thanks



Check-In



Berikut adalah dua perkara sebelum kita bermula:

1. Rasa ingin tahu - menerima kenyataan bahawa anda tidak tahu semua jawapan bagi setiap persoalan
2. Bersedia untuk menjadi keliru kerana seperti ungkapan pakar Psychology hebat Milton H Erickson, "*kematangan bermula dengan kekeliruan,*"
3. Melibatkan diri dalam semua perbincangan

TUJUAN

Ketahui bagaimana metodologi ARL (Action Reflection Learning), Leadership in Motion USA dapat membantu tenaga pengajar untuk membolehkan individu, pasukan dan organisasi mengubah (mengubah sikap dan tingkah laku) dalam proses dinamik yang sangat interaktif dari mentaliti 'silo' ke minda 'bekerja dalam satu pasukan'.

Objektif Kursus :

- *Mempelajari cara untuk membentuk dan membimbing satu pasukan kearah kecemerlangan*
- *Memahami mengapa Ekuiti penting dalam memahami sebuah pasukan*
- *Mempelajari Prinsip 10 ARL (Pembelajaran Refleksi Tindakan) LIM, USA*
- *Mencuba sekurang-kurangnya 15 konsep dan alat pembelajaran praktikal*
- *Mendapat keyakinan dan kecekapan untuk menerapkan sekurang-kurangnya 10 konsep / metodologi dengan segera dan mengaplikasinya*
- *Mendengar kes sebenar bagaimana individu, pasukan dan organisasi telah berubah selepas mempraktik metodologi Internal Team Coaching*
- *Menerima semua maklumbalas yang dikongsi bersama dalam bentuk softcopy*
- *Mempelajari cara memotivasikan diri dan setiap ahli pasukan untuk meluahkan potensi mereka*
- *Merancang dan Merangka papan skor (Scoreboard) untuk mencapai hasil yang diinginkan*
- *Mengikuti bengkel pembelajaran yang menarik*

SRWR : Stop, Reflect, Write, Report

- Select a Leader, Presenter and Time Keeper
- Pilih seorang Ketua Kumpulan, Penyampai dan Penjaga Masa

STOP | REFLECT | WRITE | REPORT



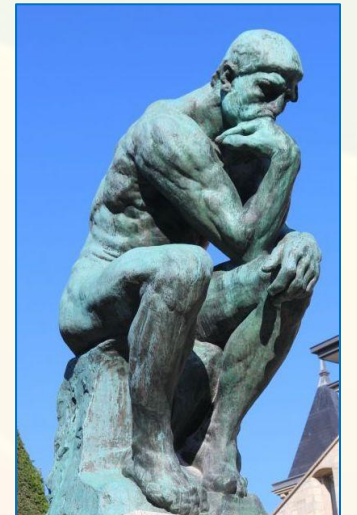
WHAT IS IT?

Stop | Reflect | Write | Report (also called SRWR or “Stop|Reflect”) is one of the most frequently used tools in our work. It is a process that invites a team to stop and to reflect on a question; to slow down their process. Usually we ask the people to write down their responses to a question, but it is not essential to write the thoughts down. It is a quick process for collecting and then sharing thoughts.

SRWR

Stop, Reflect, Write, Report

- Apakah cabaran yang saya hadapi dalam kumpulan saya?

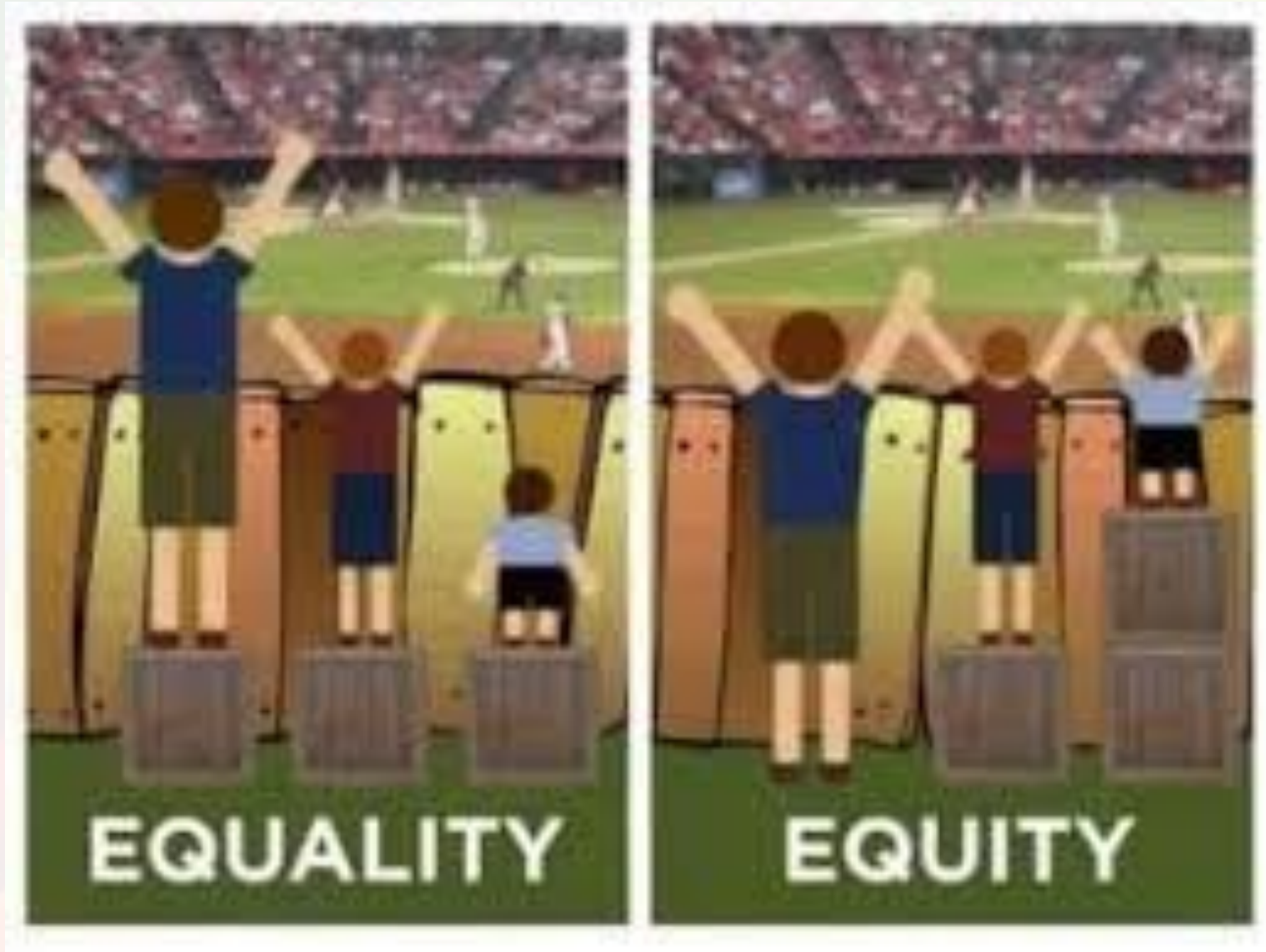


The background features a vibrant, abstract design. At the top, there is a horizontal band of overlapping, multi-colored squares in shades of purple, red, orange, yellow, green, and blue. Below this band, the background transitions into a light, wavy pattern of soft, overlapping curves in pale yellow, light green, and light blue, creating a sense of movement and depth.

Ekuiti vs Kesaksamaan (Equity Vs Equality)

EXPLANATION

- From Picture 1, it is assumed that everyone will benefit from the same supports and they are being treated equally.
- From Picture 2, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



Picture 1

Picture 2

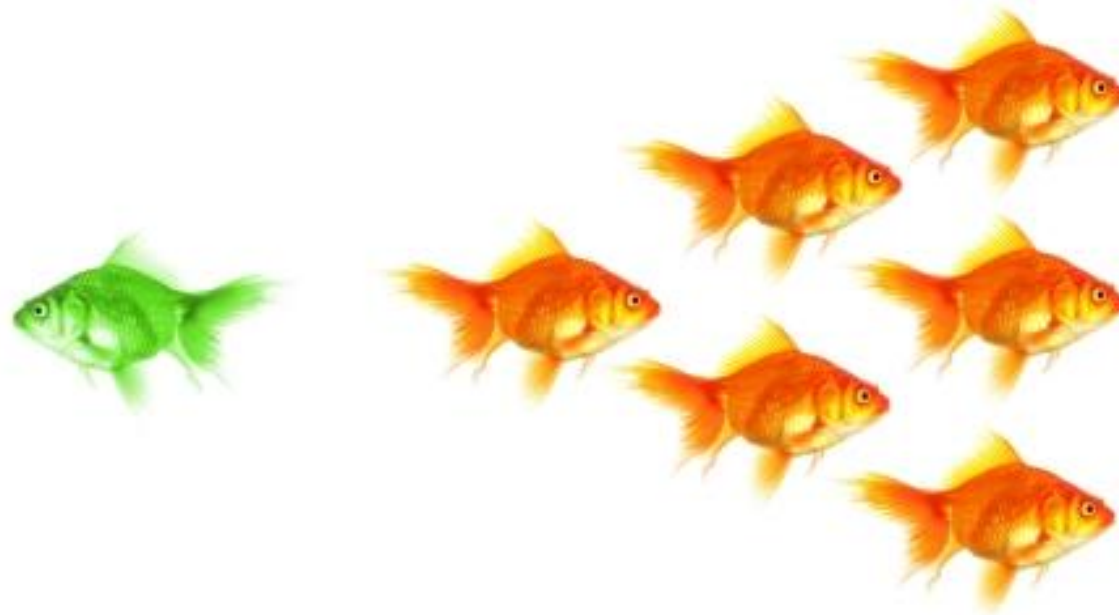


Personality Profiling

PROFIL D.I.S.C.

D.I.S.C. PROFILING

"Same, same but Different"



"Rambut sama hitam, hati lain-lain"

PROFIL D.I.S.C.

D.I.S.C. PROFILING



Latihan : Menerokai Cara & Gaya Anda

DISC Profiling



Bertindak untuk Menang

- Mengambil Tindakan untuk berubah
- Menang untuk diri, pasukan dan Syarikat
- Menggunakan Profiling DISC: Ingin memahami dahulu daripada difahami



PROFIL D.I.S.C.

D.I.S.C. PROFILING

Dominance
Dominan



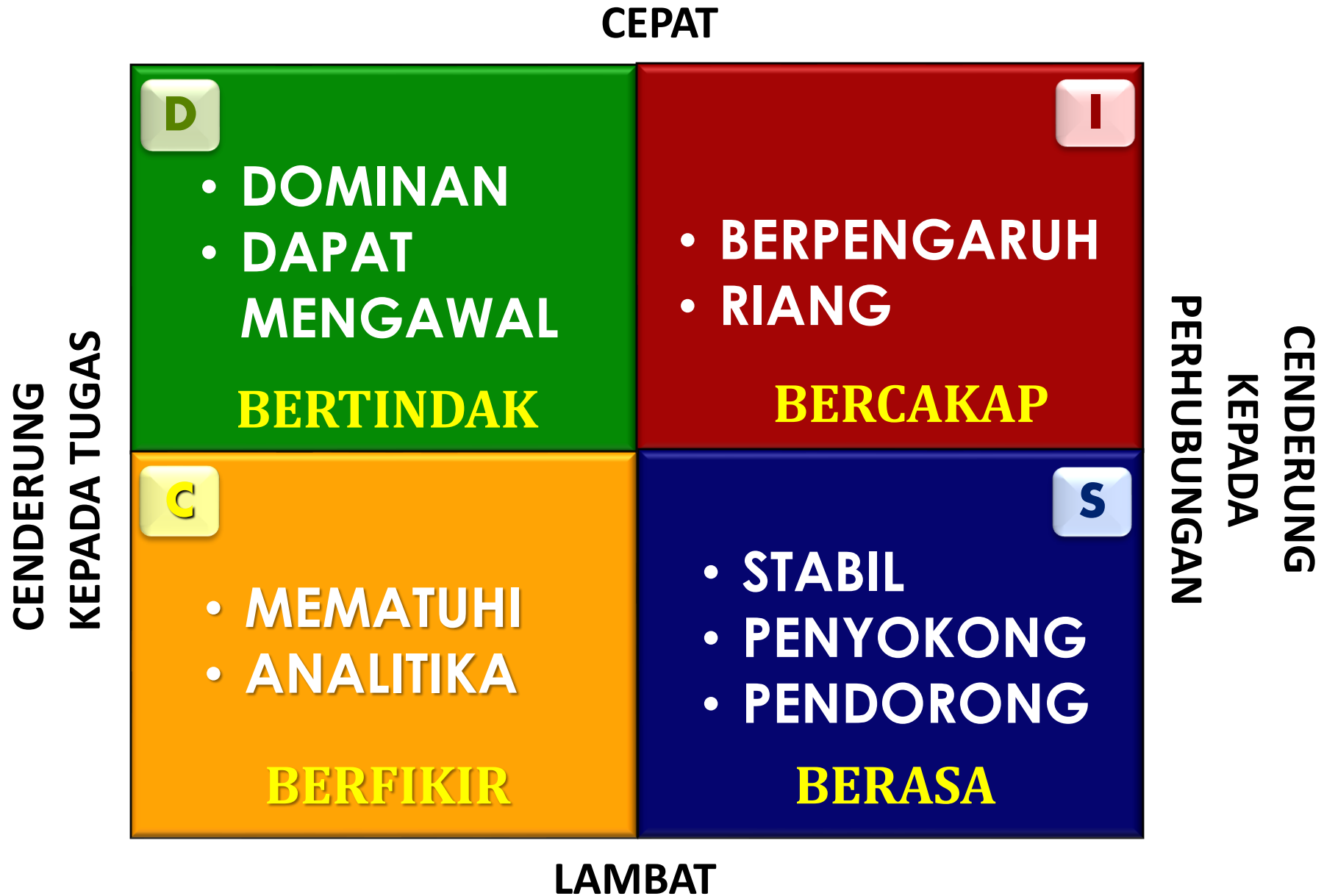
Influence
Berpengaruh

Compliance
Mematuhi

Steadiness
Stabil



4 Kategori Profil



D

- Siapkan kerja dengan cepat
- Multi-task
- Ketegasan
- Mengarahkan
- Bertindak dengan Cepat
- Kecekapan

I

- Pandai bercakap
- Spontan
- Gambaran Besar
- Pencapaian individu
- Perubahan dan Pelbagai

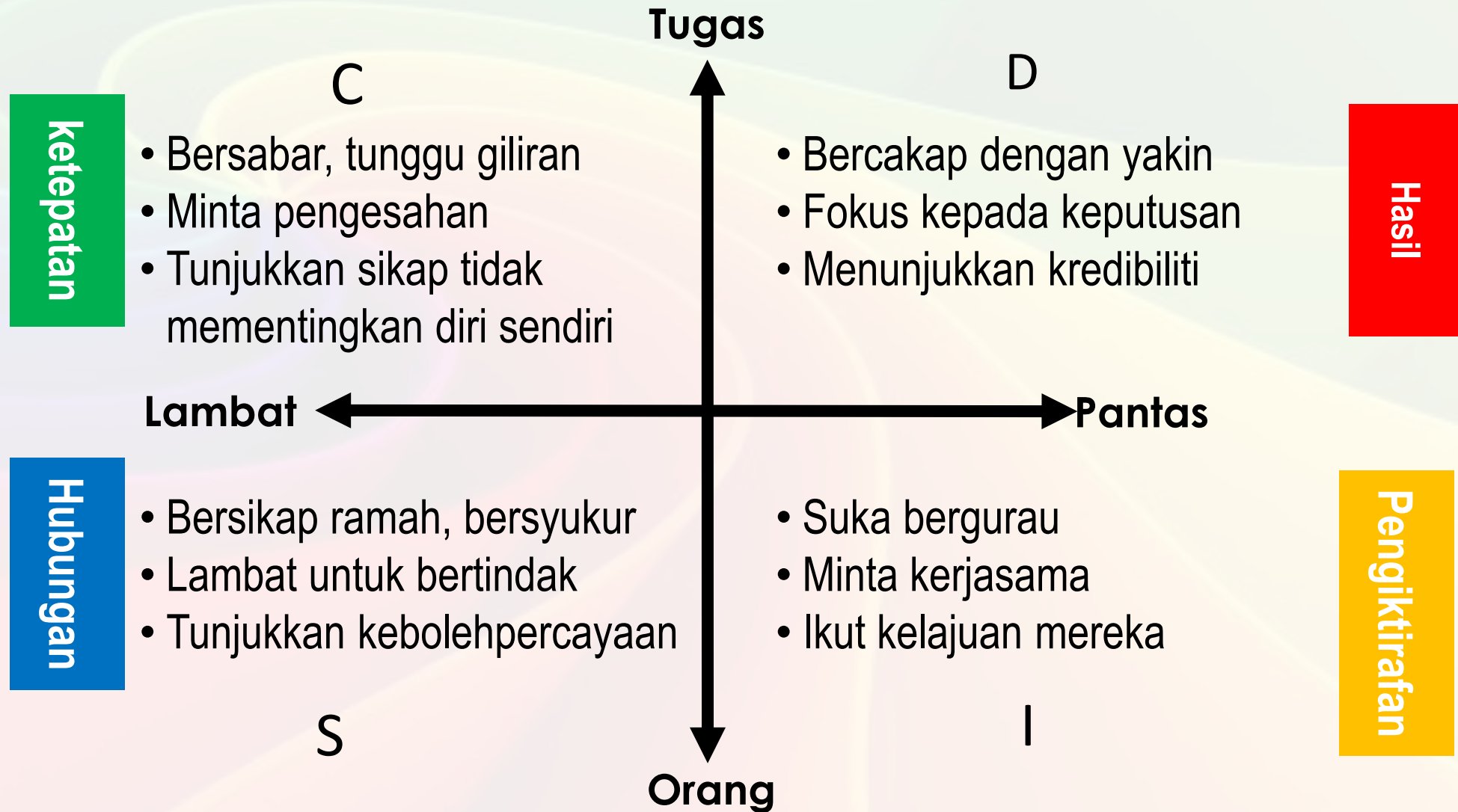
S

- Menghargai orang
- Kerjasama
- Keamanan dan Harmoni
- Berhati-hati

C

- Terperinci
- Analitikal
- Beremosi
- Struktur

Berinteraksi dengan Gaya Berbeza

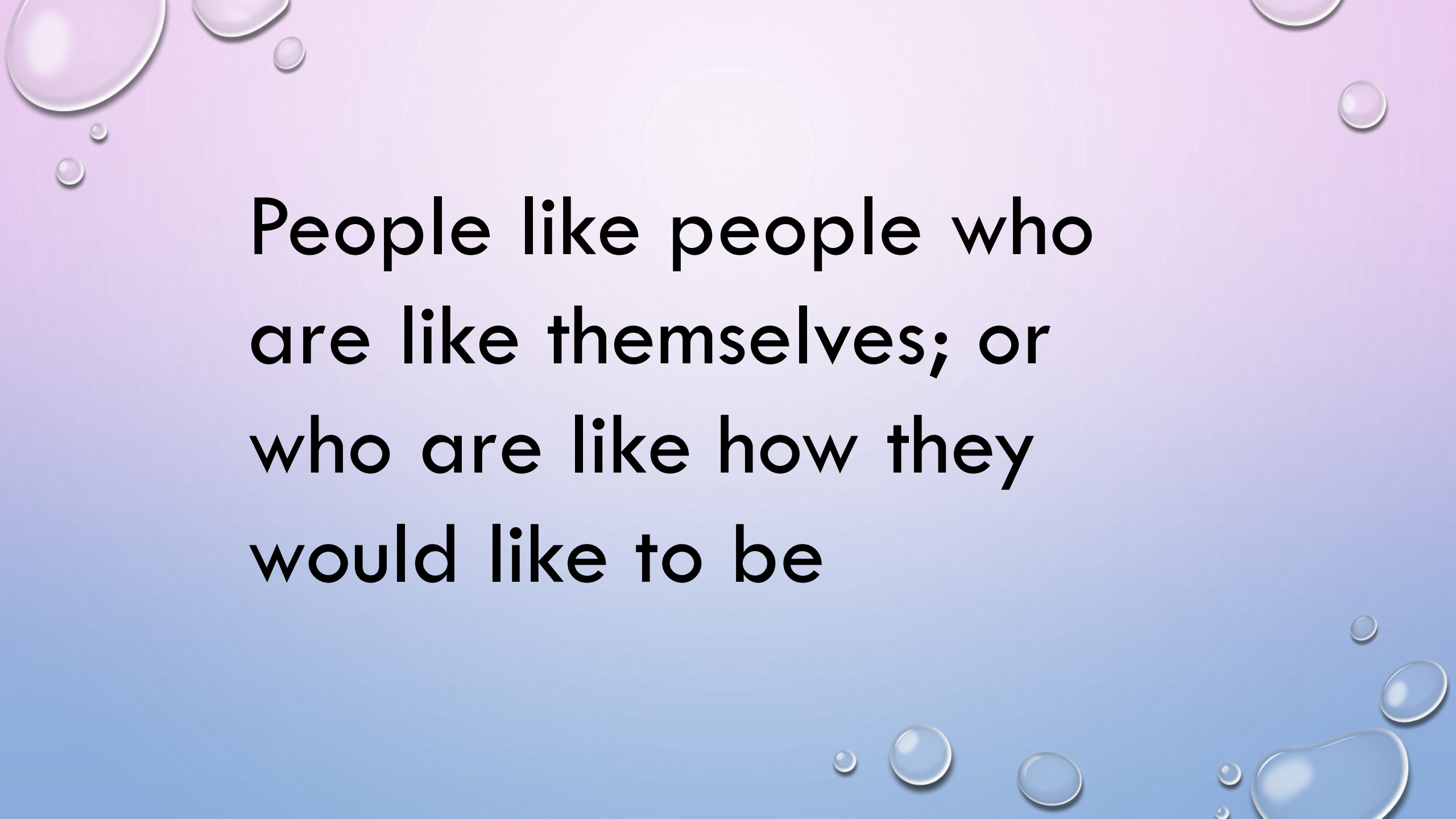




PEOPLE are **not**
DIFFICULT, they are just
DIFFERENT.

ORANG **tidak** SUKAR,
mereka hanya
BERLAINAN.





People like people who
are like themselves; or
who are like how they
would like to be

4 Magic Phrases You Can Use to Respond to ANYTHING

- That's interesting – tell me more
- That's interesting – Why would you say that to me?
- That's interesting – Why would you do that?
- That's interesting – Why would you ask that?

PENYATAAN YANG KUAT

- 1. Saya tidak tahu sama ada ini betul atau salah
- 2. Bayangkan apa yang akan berlaku sekiranya kita
- 3. Sekiranya kita dapat
- 3. Anda mungkin sudah tahu
- 4. Akan sukar bagi mereka untuk mengatakan mereka tidak setuju, secara mental dan emosional
- 5. Adakah anda akan terkejut

PENYATAAN YANG KUAT

- 6. Saya tidak akan memberitahu anda untuk
- 7. Sekiranya anda boleh memilih
- 8. Anda tahu....anda wanita yang pintar, anda pembeli yang bijak
- 9. Hanya orang gila yang akan melakukan

POWERFUL STATEMENTS

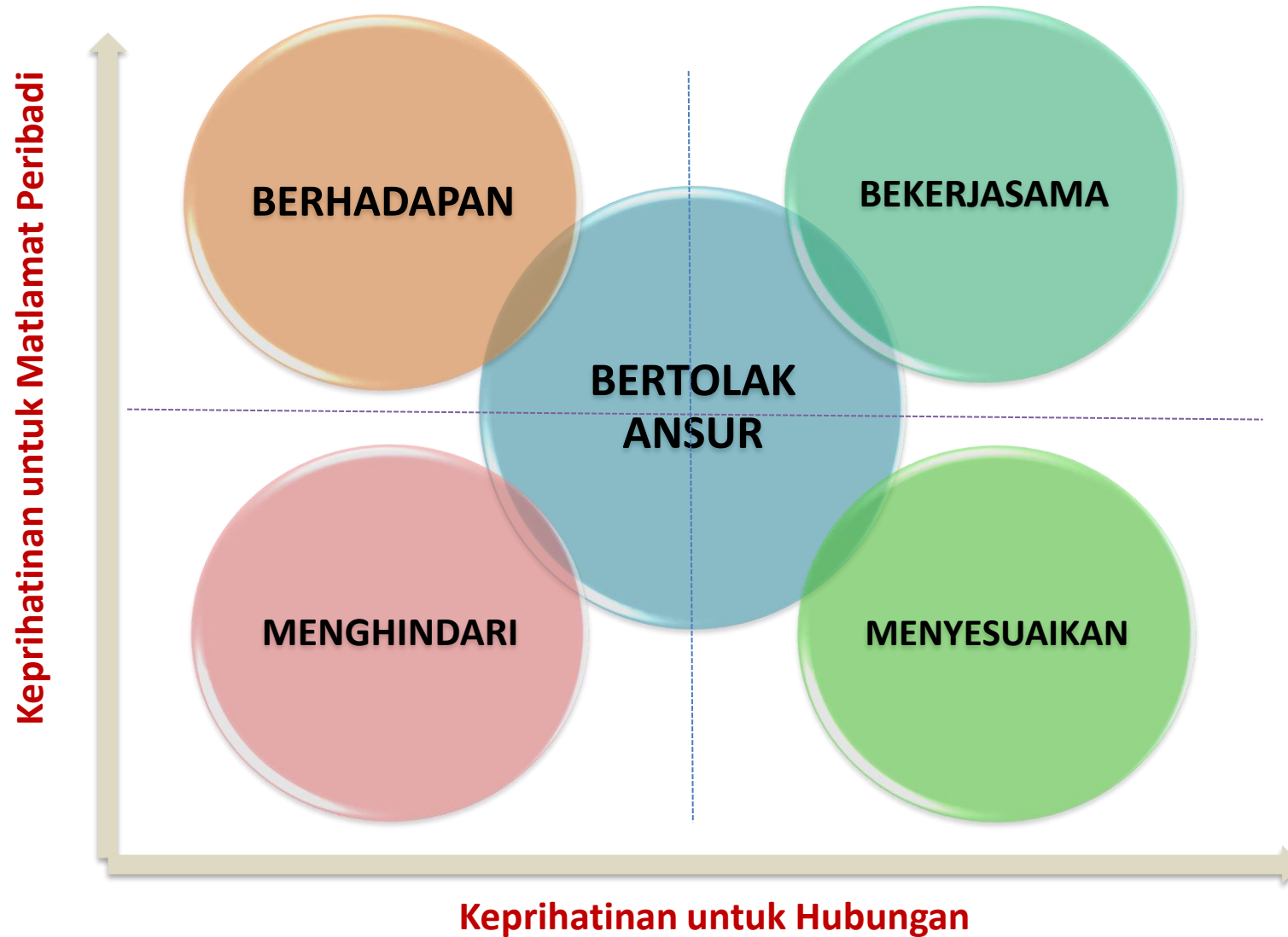
- 1. I don't know if.....this is right or wrong (drops resistance, say direct opposite, resistance goes down).
- 2. Imagine what would happen if we.....(you don't tell them to do something, imagine what would happen)
- 3. If we could(do our biz transactions and have a great meal. allows you to get complete compliance of your thoughts)(trigger priming)
- 3. You probably already know.....(what the best restaurant is, because i don't), that the market has dropped
- 4. It will be hard for them to saythey don't, mentally n emotionally agree
- 5. Would you be surprised.....(answer is mostly no), would you be surprised if u found out that bonds are losing money..)

POWERFUL STATEMENTS

- 6. I wouldn't tell you to.....(go to decide....)
- 7. If u could choose....(where would u go)
- 8. You know,,,you are a smart woman, you a wise shopper
- 9. Only a crazy person will do.....(it is impossible for someone to say no)

GAYA KEPIMPINAN - PERBEZAAN PENGENDALIAN

Based on Thomas Kilmann Model



GAYA KEPIMPINAN - PERBEZAAN PENGENDALIAN

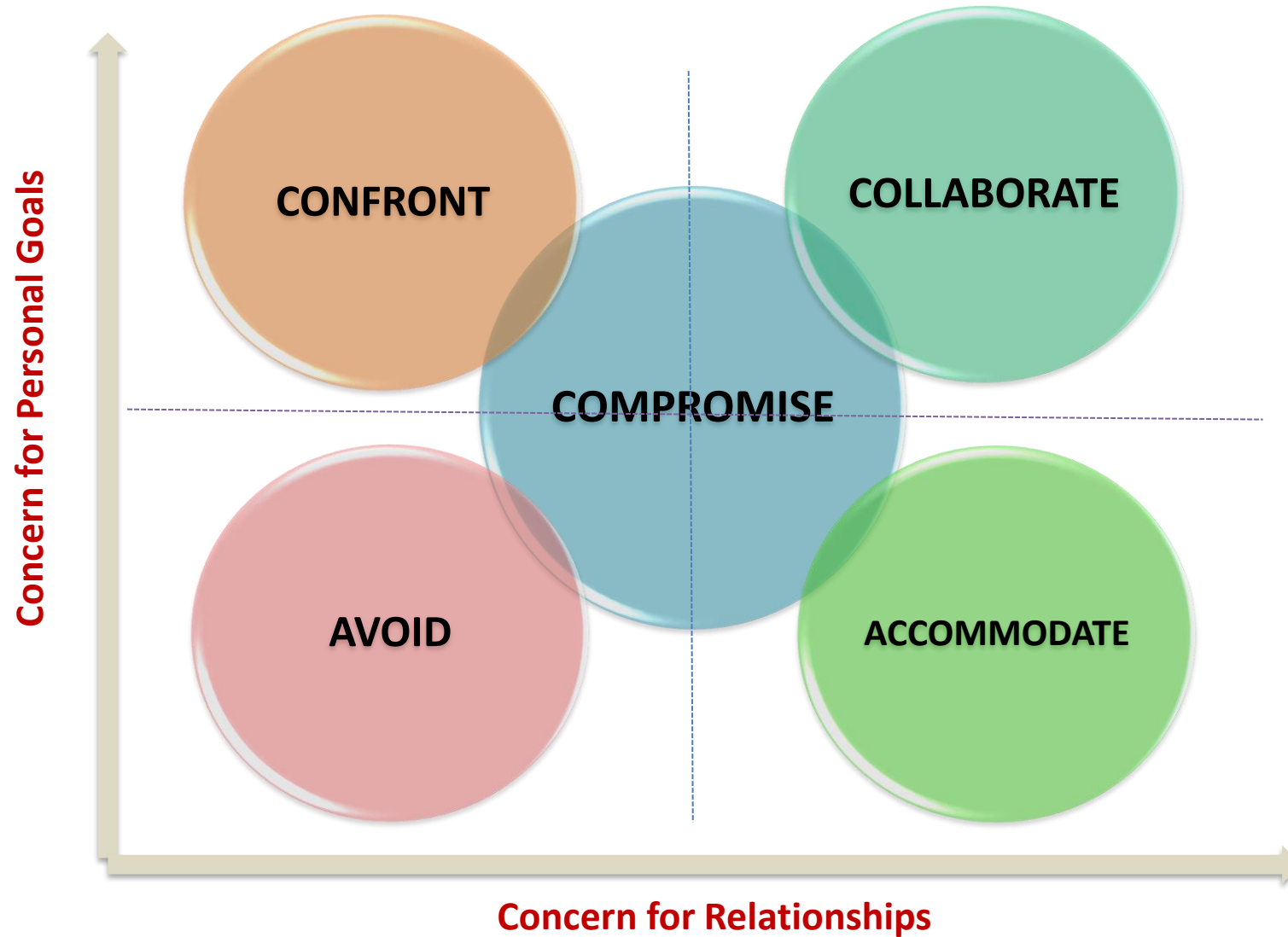
Gaya	Cogan kata	Andaian	Niat	Kelemahan	Kebaikan
MENGHINDARI	Saya tidak mahu membincangkannya	Sekiranya saya tidak mengatasi konflik, ia akan hilang	Kedamaian	<ul style="list-style-type: none"> Kekecewaan, Kebencian Cenderung memburukkan konflik dari masa ke masa 	<ul style="list-style-type: none"> Kontroversi tidak terkawal
BERHADAPAN	Pertarungan yang baik adalah sihat	Anda perlu tahu saya berfikir atau merasakan dan bagaimana atau mengapa kita berbeza	Anjurkan jawatan	<ul style="list-style-type: none"> Memusuhi Tidak membina hubungan berterusan yang positif Mengabaikan keperluan orang lain 	<ul style="list-style-type: none"> Berani untuk mempunyai sudut pandangan yang berbeza Keputusan cepat dibuat

GAYA KEPIMPINAN - PERBEZAAN PENGENDALIAN

Gaya	Cogan kata	Andaian	Niat	Kelemahan	Kebaikan
BEKERJASAMA	Mari cari jalan penyelesaian	Kami dapat menyelesaikan sebarang perbezaan	Bekerjasama	<ul style="list-style-type: none"> Kadang kala menimbulkan keperluan bersama yang baru 	<ul style="list-style-type: none"> Memupuk hak milik dan komitmen
MENYESUAIKAN	Saya akan melepaskan	Saya boleh melepaskan pandangan saya untuk mengatasi perbezaannya	Lepaskan	<ul style="list-style-type: none"> Perspektif yang berharga mungkin hilang Boleh mengakibatkan kurangnya ikatan 	<ul style="list-style-type: none"> Meninggikan orang lain Memelihara hubungan
BERTOLAK ANSUR	Mari masuk akal dan pertimbangkan pilihannya	Kita dapat mencari sudut pandangan bersama	Cari persamaan; mengatasi masalah ini dan teruskan	<ul style="list-style-type: none"> Semua pihak menyerahkan sesuatu Mungkin dilihat sebagai kerugian 	<ul style="list-style-type: none"> Konfrontasi selektif dan fokus pada hasil dan hubungan.

LEADERSHIP STYLES – HANDLING DIFFERENCES

Based on Thomas Kilmann Model



LEADERSHIP STYLES – HANDLING DIFFERENCES

Style	Mottos	Assumptions	Intention	Cost/ Disadvantages	Benefits
AVOID	I don't want to talk about it	If I don't address the conflict, it will go away	Peace	<ul style="list-style-type: none"> • Frustration, Resentment • Tend to worsen conflict over time 	<ul style="list-style-type: none"> • Controversy does not get out of control
CONFRONT	A good fight is healthy	You need to know I think or feel and how or why we differ	Advocate for a position	<ul style="list-style-type: none"> • Antagonizing • Not building positive ongoing relationship • Overlook the needs of others 	<ul style="list-style-type: none"> • Have the courage to have a different point of view • Quick decisions are made

LEADERSHIP STYLES – HANDLING DIFFERENCES

Style	Mottos	Assumptions	Intention	Cost/ Disadvantages	Benefits
COLLABORATE	Let's figure out a solution	We can work out any differences	Work together	<ul style="list-style-type: none"> • Sometimes raises new mutual needs 	<ul style="list-style-type: none"> • Cultivate ownership and commitment
ACCOMMODATE	I'll let go	I can let go of my point of view in order to overcome the differences	Let go	<ul style="list-style-type: none"> • Valuable perspectives may be lost • May result in lack of engagement 	<ul style="list-style-type: none"> • Elevates other person • Preserves relationship
COMPROMISE	Let's be sensible and consider the options	We can find a shared point of view	Find a common ground; get past the issue and move on	<ul style="list-style-type: none"> • All parties give up something • Maybe viewed as lose-lose 	<ul style="list-style-type: none"> • Selective confrontation and focus on both results and relationships.

Stages of Team Formation

Bruce Tuckman Model





5 Peringkat Pembinaan Pasukan



PERINGKAT 1 : PEMBENTUKKAN


- A) Dikenali sebagai peringkat perkenalan dan penerimaan satu sama lain
- Ahli-ahli kumpulan mula mengenali dan menerima satu sama lain
- Pada peringkat ini, masing-masing bertemu buat kali pertama untuk melaksanakan tugas bersama

-
- B) Pada peringkat ini, ahli pasukan cuba mengenalpasti dan mempelajari perlakuan yang diterima oleh ahli pasukan dan perlakuan yang tidak digemari
 - Peringkat ini melibatkan ketidakpastian yang tinggi tentang matlamat pasukan, kuasa dan hubungan antara perseorangan

C) Peringkat ini lebih menekankan kepada orientasi dan penyesuaian diri dikalangan ahli pasukan

PERINGKAT 2 : PERTELINGKAHAN DAN PERSAINGAN

- A) Semasa di peringkat ini, ahli pasukan mula merasa selesa antara satu dengan yang lain
- Persoalan tentang siapa yang layak menjadi ketua, peranan yang perlu dimainkan oleh ahli-ahli pasukan, undang-undang dan peraturan pasukan dan sebagainya mula ditimbulkan

- 
- B) Peringkat ini dikaitkan dengan konflik yang tinggi
 - Ini adalah kerana penetapan matlamat, peraturan dan sebagainya tidak akan diterima dengan mudah kerana mungkin terdapat ahli pasukan yang akan menentang struktur cadangan


-
- C) Peringkat ini berakhir apabila struktur pasukan telah jelas iaitu apabila pasukan sudah melantik siapa yang akan menjadi ketua pasukan, peranan yang perlu dimainkan oleh setiap ahli pasukan, tanggungjawab dan autoriti yang perlu dilaksanakan dan sebagainya

PERINGKAT 3 : PEMBENTUKKAN NORMA KUMPULAN

- Pada peringkat ini, semua permasalahan dan konflik yang timbul telah dapat diselesaikan
- Kesepaduan pasukan dan keamatan mula terbentuk apabila ahli pasukan jelas tentang arah dan tujuan pasukan, norma-norma yang patut dipatuhi serta peraturan-peraturan yang perlu diikuti


PERINGKAT 4 : PELAKSANAAN

- Pada peringkat ini, apabila isu struktur telah dapat diselesaikan, pasukan mula berfungsi sebagai satu unit
- Setiap ahli pasukan bertindak menyokong antara satu dengan yang lain, contoh : dengan membekalkan maklumat yang berkaitan dengan tugas untuk membantu membuat keputusan

- 
- Pelaksanaan tugas mula dijalankan oleh setiap ahli pasukan yang telahpun mengetahui tanggungjawab masing-masing

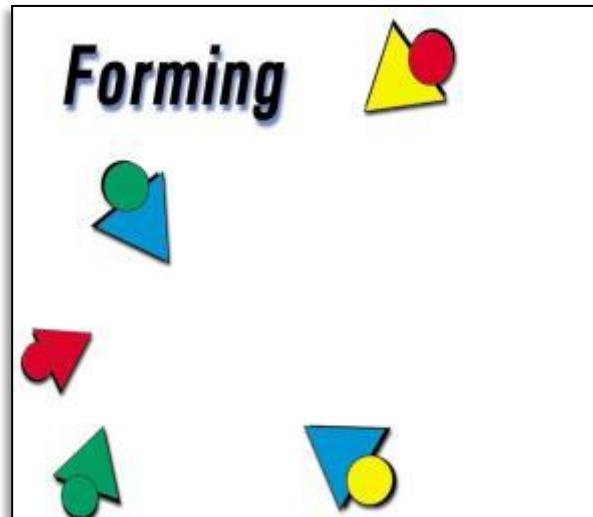
PERINGKAT 5 : PEMBUBARAN

- Akhirnya, selepas sesuatu tugas telah disempurnakan, pasukan akan dibubarkan
- Perasaan ahli pasukan terhadap pembubaran adalah pelbagai, ada yang merasa seronok dan ada juga yang merasa sedih
- Bagaimanapun, lazimnya hanya pasukan yang bersifat sementara akan melalui peringkat pembubaran ini. Contohnya : pasukan projek

- 
- 8) Pembinaan pasukan kerja sebenarnya merupakan suatu rekabentuk kerja yang baru dan semakin digemari oleh organisasi
 - Ini adalah kerana pasukan kerja yang cekap akan dapat membantu organisasi mencapai matlamatnya dengan berkesan

-
- 9) Pasukan kerja dibentuk atas andaian utama bahawa hanya pekerja yang tahu tentang selok-belok kerja yang mereka lakukan secara tepat
 - Oleh itu, adalah logik sekiranya pandangan mereka diambil kira semasa proses membuat keputusan
 - Atas andaian ini, terdapat beberapa jenis pasukan kerja yang mempunyai tahap penglibatan yang berbeza dalam proses membuat keputusan yang dibentuk dalam organisasi

Stages of Formation



Roadmap for Team's Development :

- Keeping every stage in perspective in its journey to maximum efficiency.
- Less likely to get distracted by judgement and worry.
- Understanding these stages will help team members navigate with minimum loss of momentum.
- More likely to remain focused on our goals.
- Allow us to adjust our techniques until we have complete control over it.

Stages of Formation

Forming



- *Identify needs*

- *Identify roles*

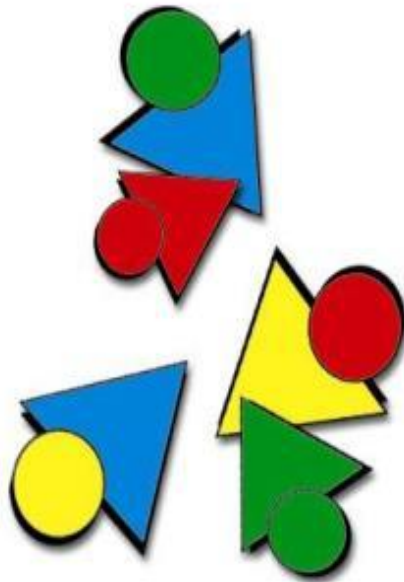
- *Gather diverse set of resources*



- Initial stage.
- Supervisors need to be directive.
- Team members actually gets to know one another.
- Start to exchange information
- Start to develop working relationship.
- Observe how others work and react to pressure.
- Individual roles and responsibilities are unclear.

Stages of Formation

Storming

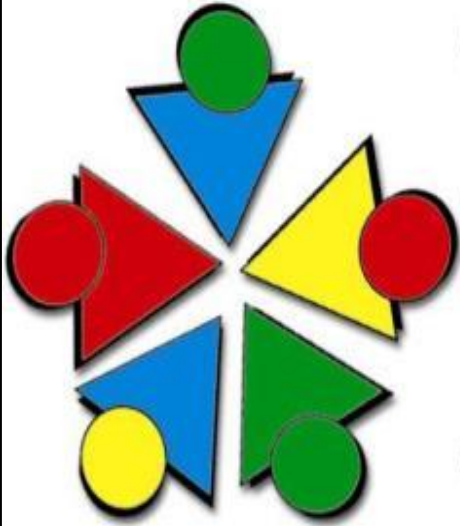


- *Initiate collaboration*
- *Assemble ideas*
- *Evaluate perspectives*
- *Work to bring team members out of their comfort zone*

- A stage during which competing ideas are explored and considered.
- Supervisors need to be accessible yet remain directive.
- Clarity of purpose increases but plenty of uncertainties persist.
- If the team is not matured enough, it may never emerge from this stage.
- The team needs to be focused on its goals to avoid becoming distracted by relationships and emotional issues.

Stages of Formation

Norming

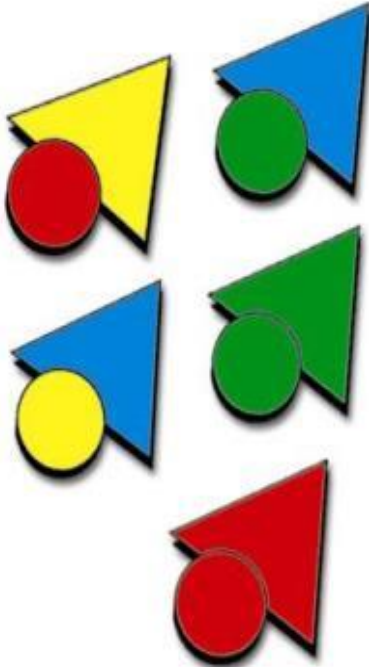


- ***Start migrating***
- ***Accept differences among team members***
- ***Develop a strategy***
- ***Work toward common goal***

- During this stage, members align their efforts and resources to the team's common goals.
- Supervisors adopt collaborative approach.
- Roles and responsibilities are clear and accepted.
- Big decisions are made by group agreement.
- The team discusses and develops its processes and working style.
- There is general respect for the leader.

Stages of Formation

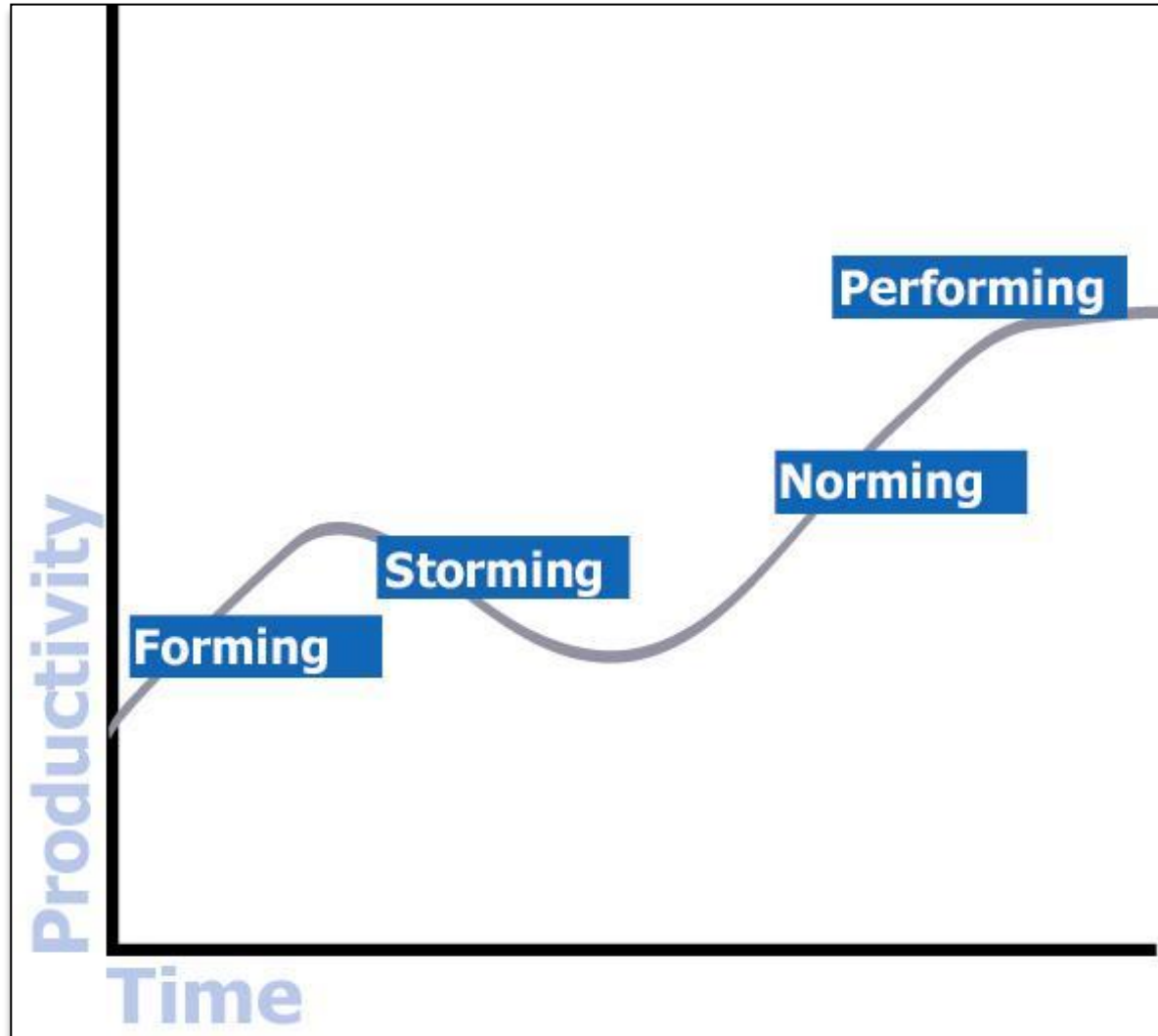
Performing



- *Leverage the strengths of all team members*
- *Work as a single unit*
- *Solve the challenges*

- The stage when the team functions as a whole.
- Supervisors adopt participative approach.
- The team knows clearly why it is doing what it is doing.
- The team has a shared vision.
- Team members learned how to work efficiently.

The Productivity Wave



Where do you think your team is at

1. Forming
2. Storming
3. Norming
4. Performing

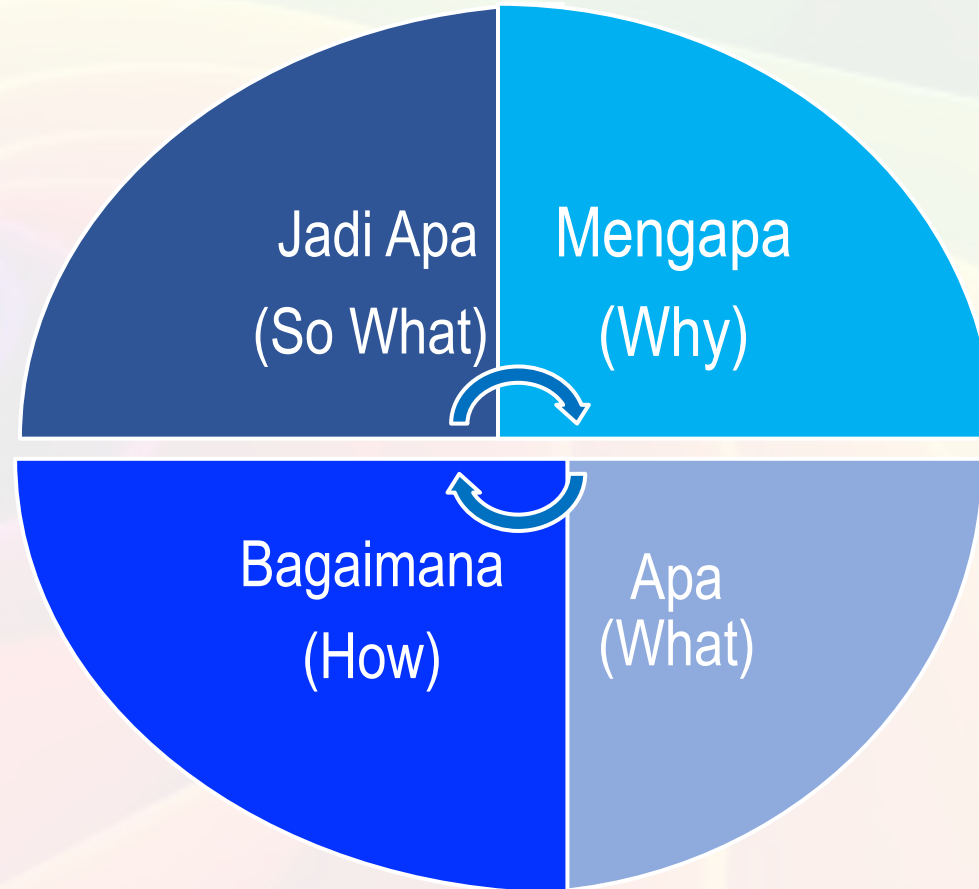
Penetapan Norma

Menyelaraskan dan mendapat persetujuan
untuk mendorong prestasi





Penetapan Norma



Tabiat Orang Berjaya



CONTOH MEMENUHI NORMA

- Menepati masa
- Berkongsi dan bertanya soalan
- Bersikap terbuka
- Setiap orang memikul tanggungjawab 100% untuk berjaya
- Menghormati idea yang berbeza
- Bersikap membina
- Beri tumpuan
- Ingin tahu
- Memberi dan menerima maklum balas
- Belajar dari kesilapan
- Semua orang mengambil bahagian
- Meminta pertolongan
- Mengenali bakat masing-masing

NORMA DALAM KUMPULAN

- Kami akan sentiasa menepati masa dalam mesyuarat
- Kami akan selalu
- Kami akan....

Fist-Five

Cara 'mengundi' pada keputusan yang dicadangkan menggunakan Fist-Five



Fist Tertutup = Tidak bersetuju dengan keputusan yang dicadangkan



1 jari = Tidak suka tetapi tidak akan menyekatnya

Dua jari = Tidak teruja tetapi akan berjaya



Tiga jari = Cadangan yang bagus, akan melibatkan diri

Empat jari = Cadangan yang bagus, akan bekerja keras
untuk menyokongnya



Lima jari = Idea yang hebat! Akan meninggalkan
kumpulan sekiranya tidak dilakukan



ROLE CONTRACTING

Apakah tugas saya?

Bagaimana saya tahu yang saya telah mencapai matlamat saya dalam kerja saya?

Apa yang akan saya lakukan dalam 2021 ?

Apa pertolongan yang saya perlu?

PEER LEARNING

An engagement strategy that allows peers to ask for help in addressing professional and personal challenges in a supportive and safe environment.

Satu strategi penglibatan yang membolehkan rakan sekerja meminta pertolongan dalam menangani cabaran professional ataupun peribadi dalam satu persekitaran yang menyokong dan selamat

PEER LEARNING

- Get a richer appreciation of the challenges your peers are facing and benefit from learning different perspectives on how to approach them.
- Experience a collaborative process that increases the level of engagement and fully utilizes the brainpower of a group.

PEER LEARNING

*Menghargai dengan lebih mendalam mengenai cabaran yang dihadapi oleh rakan sekerja dan dapatkan manfaat daripada mempelajari perspektif yang berbeza tentang cara mendekatinya.

*Alami proses kolaborasi yang meningkatkan tahap penglibatan dan mendengar semua suara dalam kumpulan kami

PROSES PEER LEARNING ADALAH MUDAH

1

Penerangan daripada COACHEE

Tajuk; Konteks, Fokus Soalan;
Rumusan.

2

SOALAN : PUSINGAN 1

Letak diri anda dalam coachee punya
masalah : Soalan yang Berbuka,
bukan permintaan dan bukan Nasihat

3

PERMINTAAN, TAWARAN, TINDAKAN SELANJUTNYA

Letak diri anda sebagai
Konsultan, kongsiikan
pengalaman dan idea anda /

PEER LEARNING PROCESS IS EASY

1

Presentation by COACHEE

Title; Context; Focus
Question; Summary.

2

QUESTIONS :ROUND 1

Put ourselves in the coachee's shoes:
I Questions, Open Ended Questions,
Not Recommendations

3

REQUESTS , OFFERS & NEXT STEPS : ROUND 2

Put on a Consultant / Advisor's
HAT to the Coachee, share your
experience and ideas

Ringkasan Pembelajaran Hari Ini

Check-In



Stories



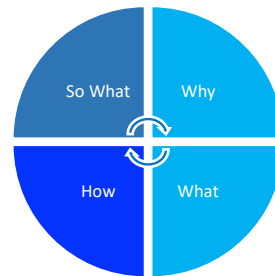
SRWR



Setting Norms



4-Mat



Fist-5



Shared Leadership as the foundation

LIHAT – SEBUT – BUAT - DAPAT



- Visualisasi
- Berfikir diluar kotak
- Berazam
- Tetapkan matlamat anda

- Gunakan perkataan yang positif
- Bercakap dengan keyakinan
- "Walk the Talk:



- Bertindak dengan proaktif
- Rancangkan masa dan pelan anda

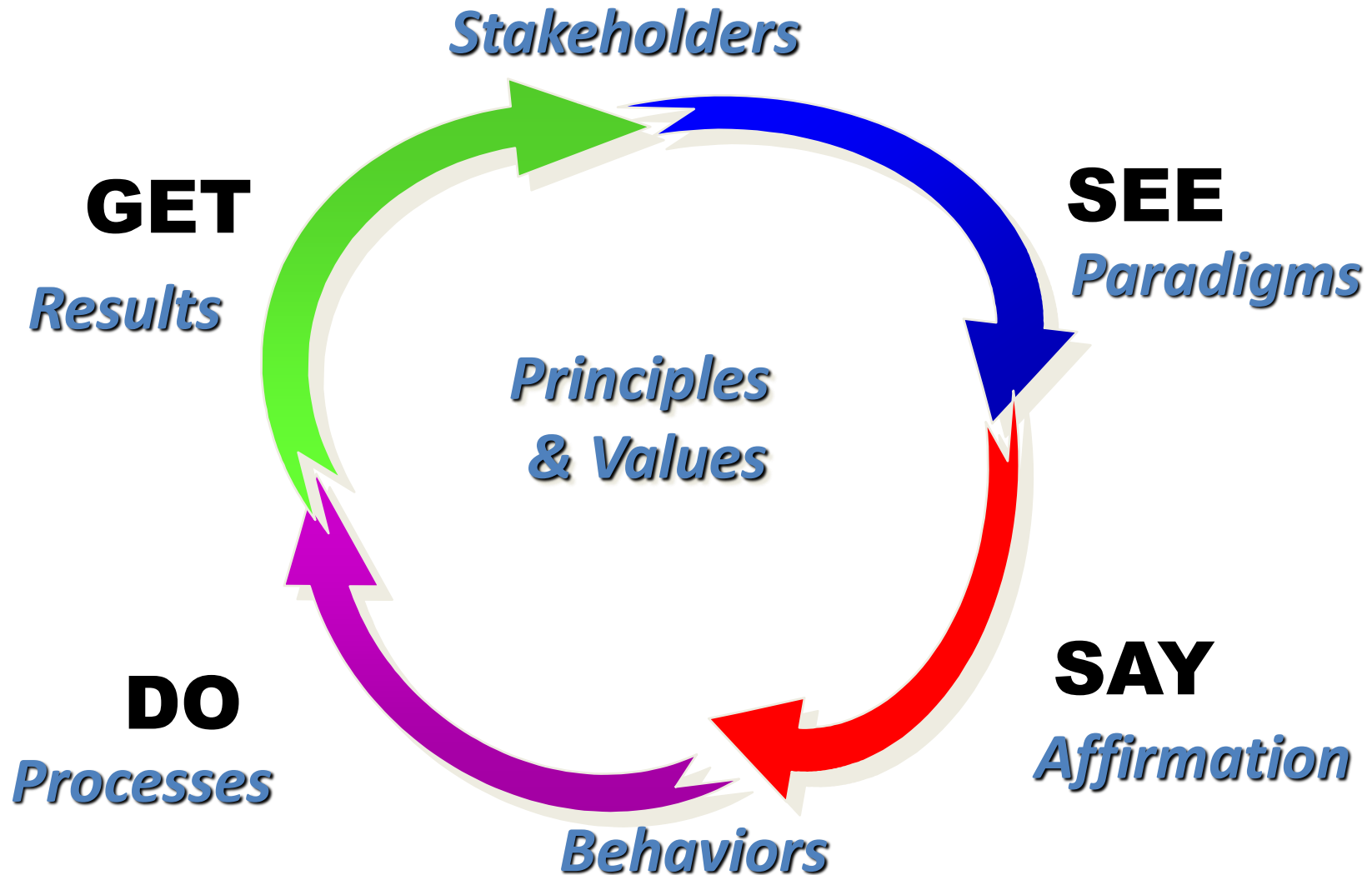
Buat sahajalah !



- Menerima dengan persamaan dengan perasaan anda

Basic Change Model

Personal Leadership



Building momentum for change
and sustaining it with
Scoreboards

The 4 Disciplines of Execution(4DX)
Achieving your Wildly Important Goals

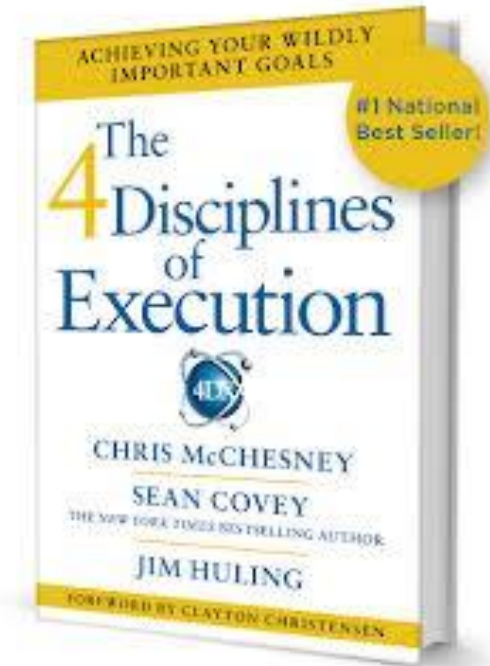
About the Authors

Chris McChesney – is the Global Practice leader of Execution for FranklinCovey and one of the primary developers of the book. For more than a decade, he has led FranklinCovey's ongoing design and development of these Disciplines.

Sean Covey – is the EVP of Global Solutions & Partnerships for FranklinCovey and oversees FranklinCovey's international operations in 141 countries. As the Chief product architect, he organized and directed the original teams that conceived and created these Disciplines.

Jim Huling – is FranklinCovey's managing consultant for The 4 Disciplines of Execution.

FranklinCovey is a global company specializing in performance improvement through a change in human behavior.



Do you remember the last major initiative you watched die?

It went down with a crash or was quietly suffocated by other competing priorities?

What happened?

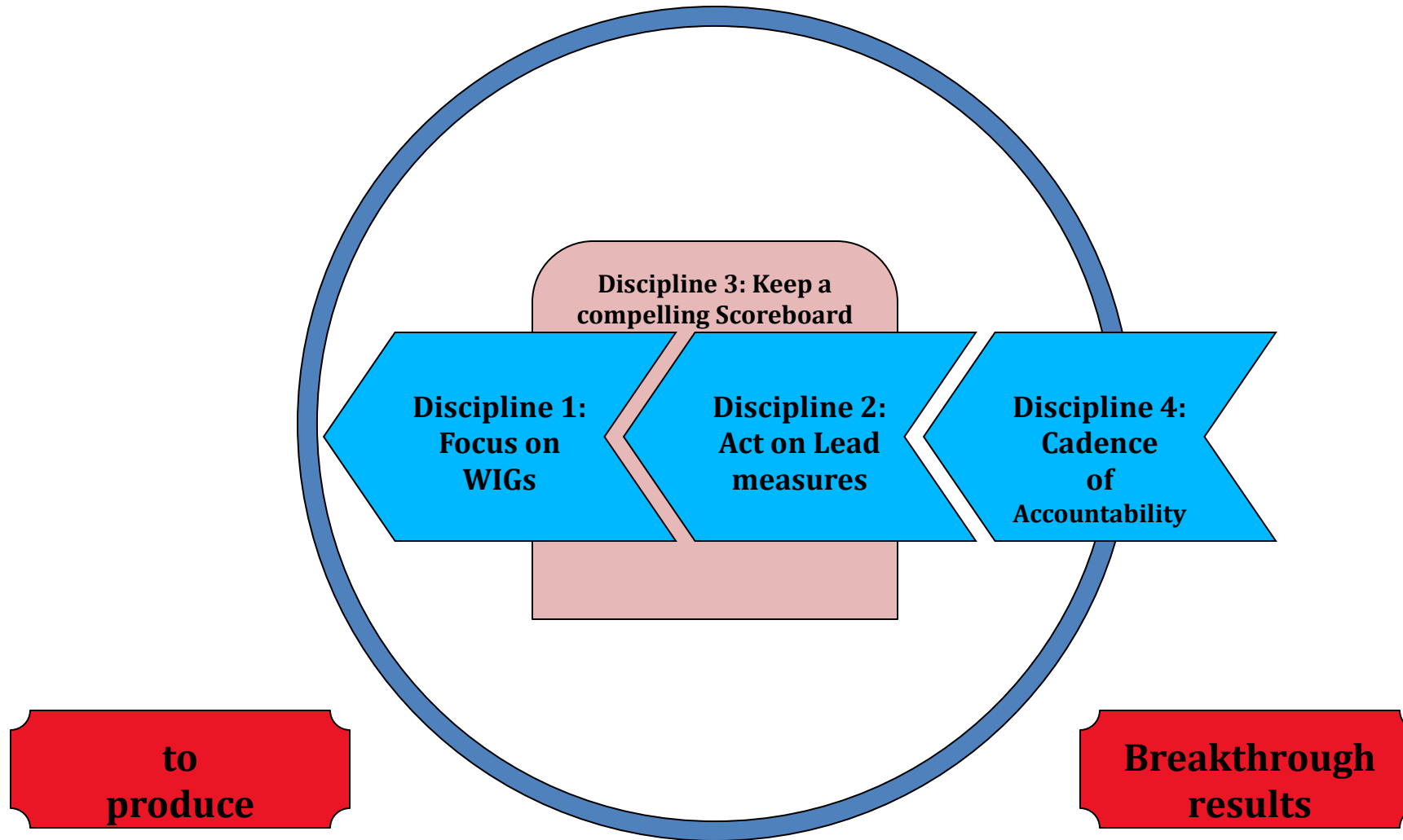


The “whirlwind” of urgent activity required to keep things running day-to-day devoured all the time and energy you needed *to invest in executing your strategy for tomorrow!*

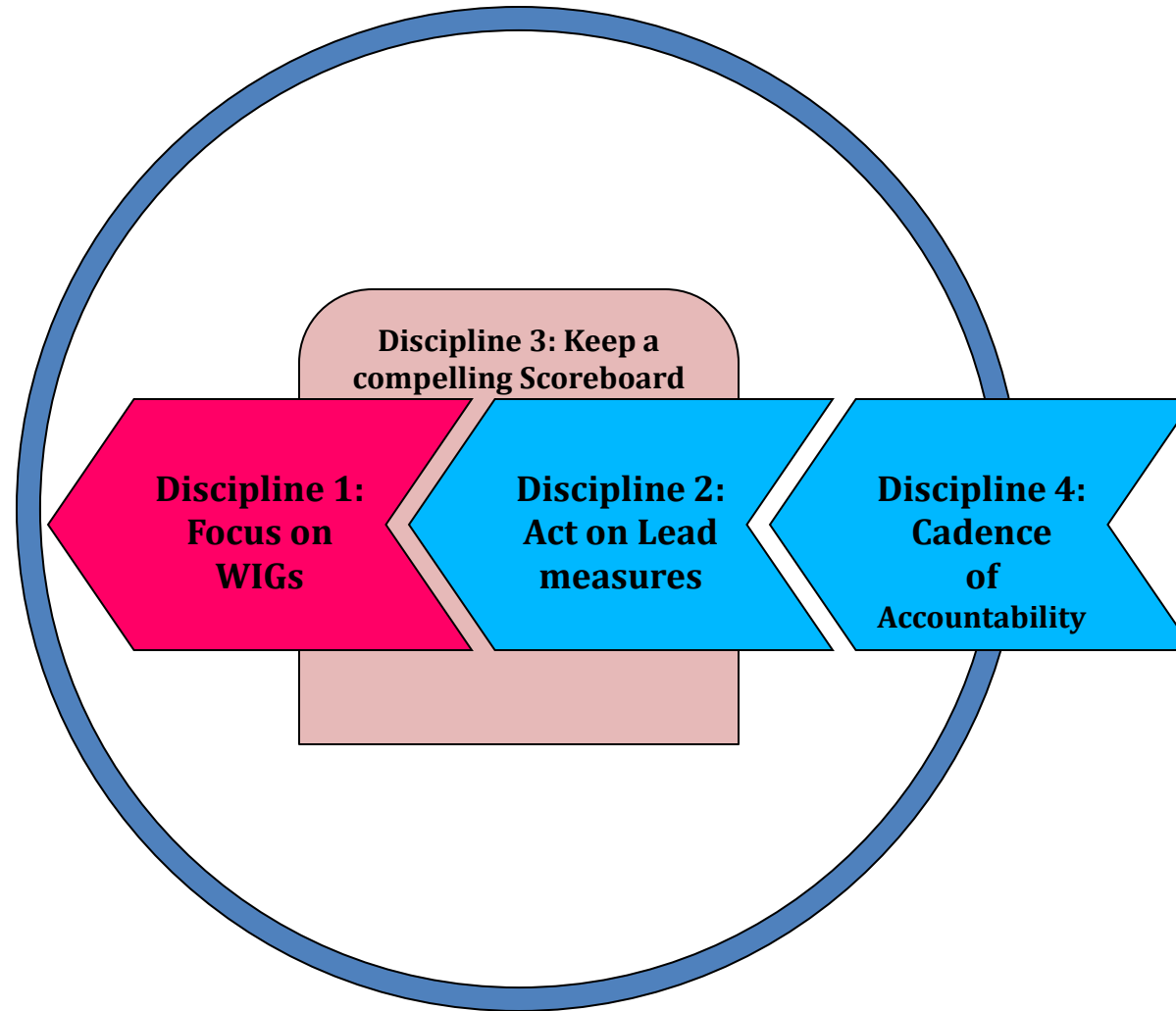
The 4 Disciplines of Execution (4DX)

can change all of that by providing simple, repeatable and proven formula for executing your most important strategic priorities in the midst of a whirlwind.

The 4 Disciplines of Execution(4DX)



The 4 Disciplines of Execution(4DX)



Discipline 1 :

Wildly Important Goals (WIGs)

- Focus on the "wildly important"
 - What moves the self/team/organization forward
 - One or two goals that make all the difference
- Minimize focus on *"the whirlwind"*
 - The massive amount of energy spent on day to day operations



Discipline 1 :

Wildly Important Goals (WIGs)

- How to identify your WIG
 - Don't ask, "What's most important?"
 - Instead ask, "If every other area of operation remained the same, what is the one area where change would have the greatest impact"
- Four rules can help you narrow your WIGs
 - **Rule #1:** No individual /team focuses on more than two WIGs at the same time.
 - **Rule #2:** The battles you choose must win the war i.e. achieve the WIGs at the higher level.
 - **Rule #3:** Senior leaders can veto, but not dictate the WIGs at lower level.
 - **Rule #4:** All WIGs to have a finish line – from X to Y by when.



Discipline 1 :

Wildly Important Goals (WIGs)

- **Example**
 - Society: 10 cr. PMJDY accounts by 26 Jan 2015
 - Company level: Total NBP rank from 3rd to 1st by Mar 2015 among Sector companies
 - Personal: Lose 10 kg till 15 June 2015

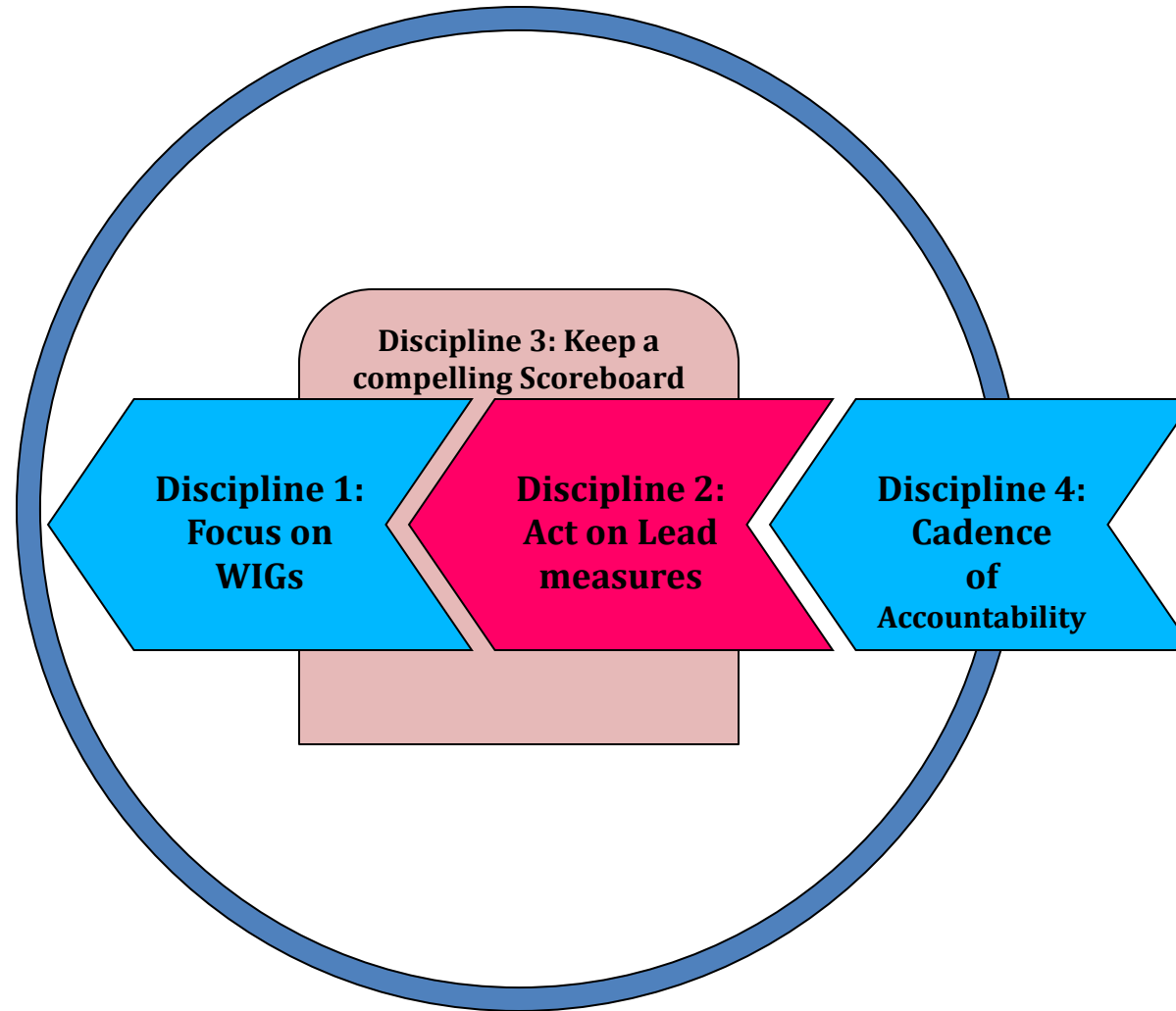
Installing Discipline 1 :

Wildly Important Goals (WIGs)

Most teams go through five stages of behavior change:

- **Stage 1: Getting clear** - Have crystal clarity on the WIG and the 4DX process.
- **Stage 2: Launch** - Recognize that a launch phase requires focus and energy, especially from the leader. Identify your (a) Models (b) Potentials & (c) Resisters.
- **Stage 3: Adoption** – Focus on adherence of the process, hold accountability, track results, make adjustments, invest in potentials through training and mentoring, answer issues of the resisters and clear path for them.
- **Stage 4: Optimization** – Encourage and recognize creative ideas, recognize follow through and celebrate successes.
- **Stage 5: Habits** – Make the process habitual by celebrating accomplishments, moving to new WIGs, sustaining superior performance

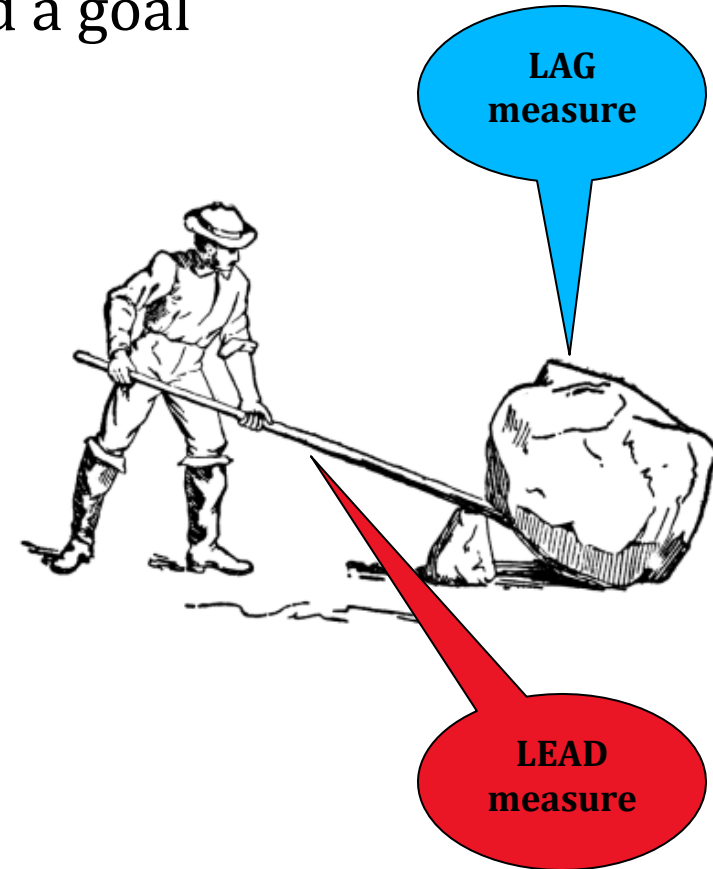
The 4 Disciplines of Execution(4DX)



Discipline 2:

Act on the Lead Measures

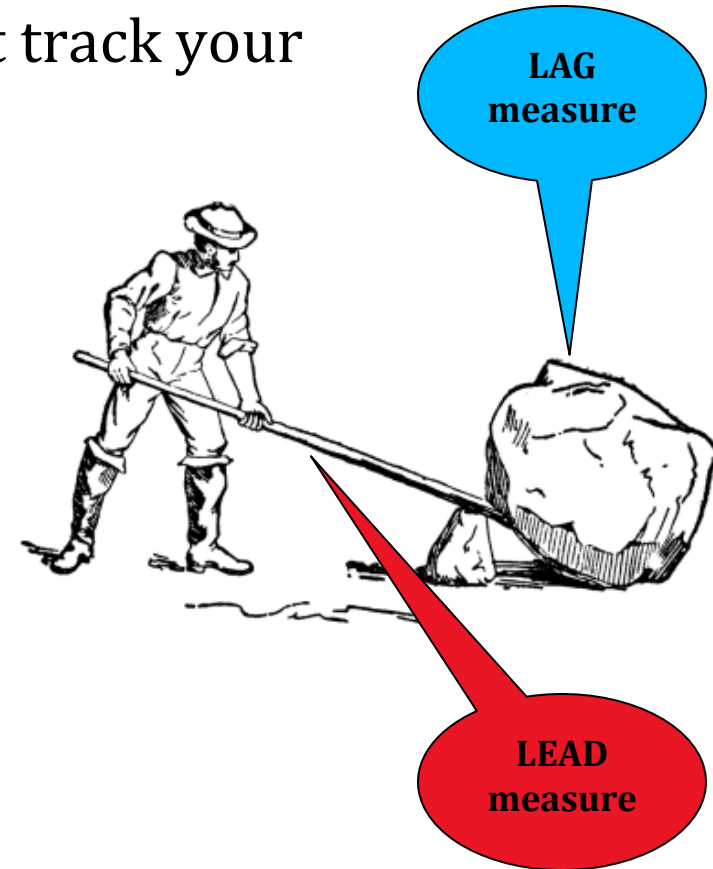
- Lag measure tells if you have achieved a goal
 - Achievement against Target
- Lead measure tells if you are likely to achieve a goal
- Lead measures are the levers which
 - You can influence
 - Predict the Outcome



Discipline 2:

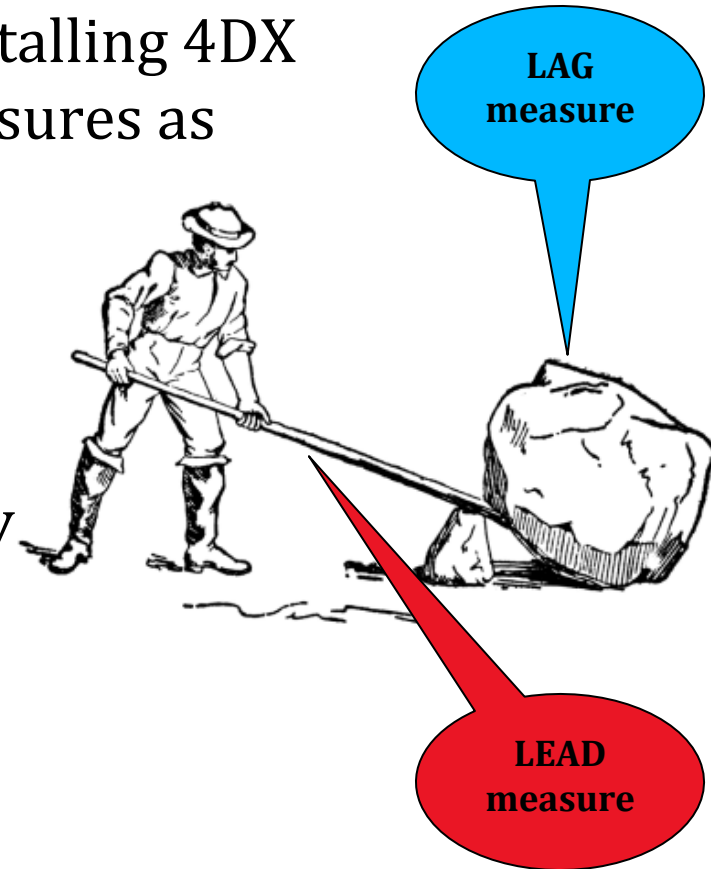
Act on the Lead Measures

- In order to achieve the WIG you must track your Lead measures
- **Example**
 - Attendance to Training modules
 - CRPs/ Onsite activities
 - IA/Branch Activation levels
 - Leads through Surrender/Maturity cases

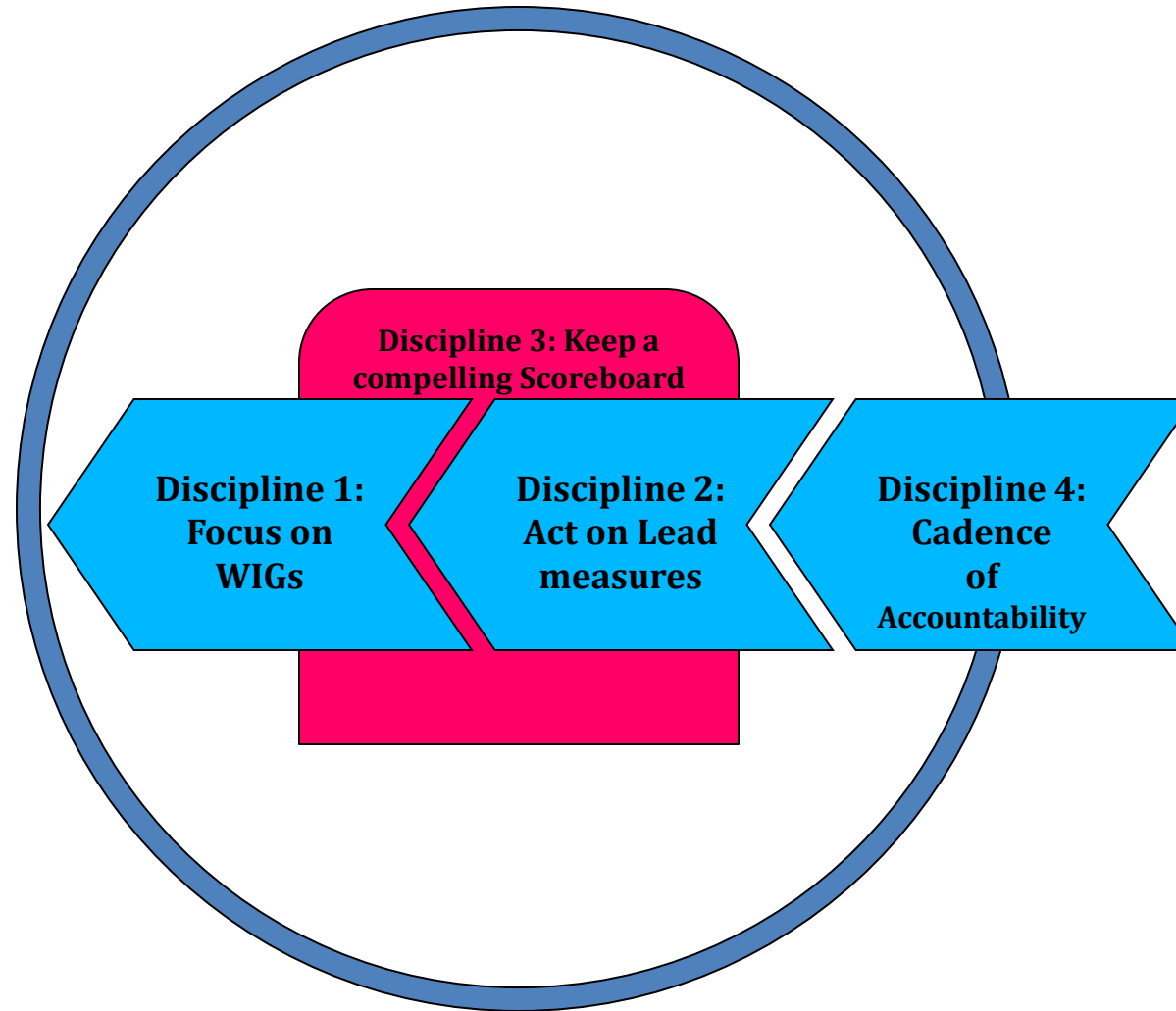


Installing Discipline 2: Act on the Lead Measures

- The single most difficult aspect of installing 4DX in the team is to decide the Lead measures as
 - They are counterintuitive
 - Hard to keep track of
 - Often look too simple
- The lead measures can be decided by
 - **Step 1:** Brainstorming possible ideas
 - **Step 2:** Rank by impact
 - **Step 3:** Test Top Ideas
 - **Step 4:** Define the lead measures



The 4 Disciplines of Execution(4DX)



Discipline 3:

Keep a Compelling Scoreboard

- This is a *discipline of engagement*.
- People disengage when they don't know the score.
- A good scoreboard tells the team where they are and where they need to be in what time.
- A compelling scoreboard needs to be
 - Simple
 - Visible
 - Lead and Lag Measures side by side
 - Tell at a glance if you are winning

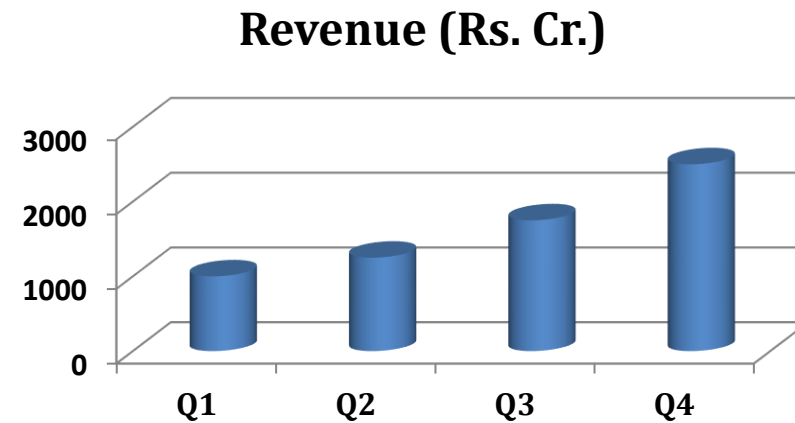


Discipline 3:

Keep a Compelling Scoreboard

- Many believe that engagement drives results. However the *vice versa* is equally true.
- The satisfaction that comes with executing a goal with excellence matters more than the money, designation or company name.
- **Example:**

Branch	Budget	Achievement
AA	20	15
BB	25	20



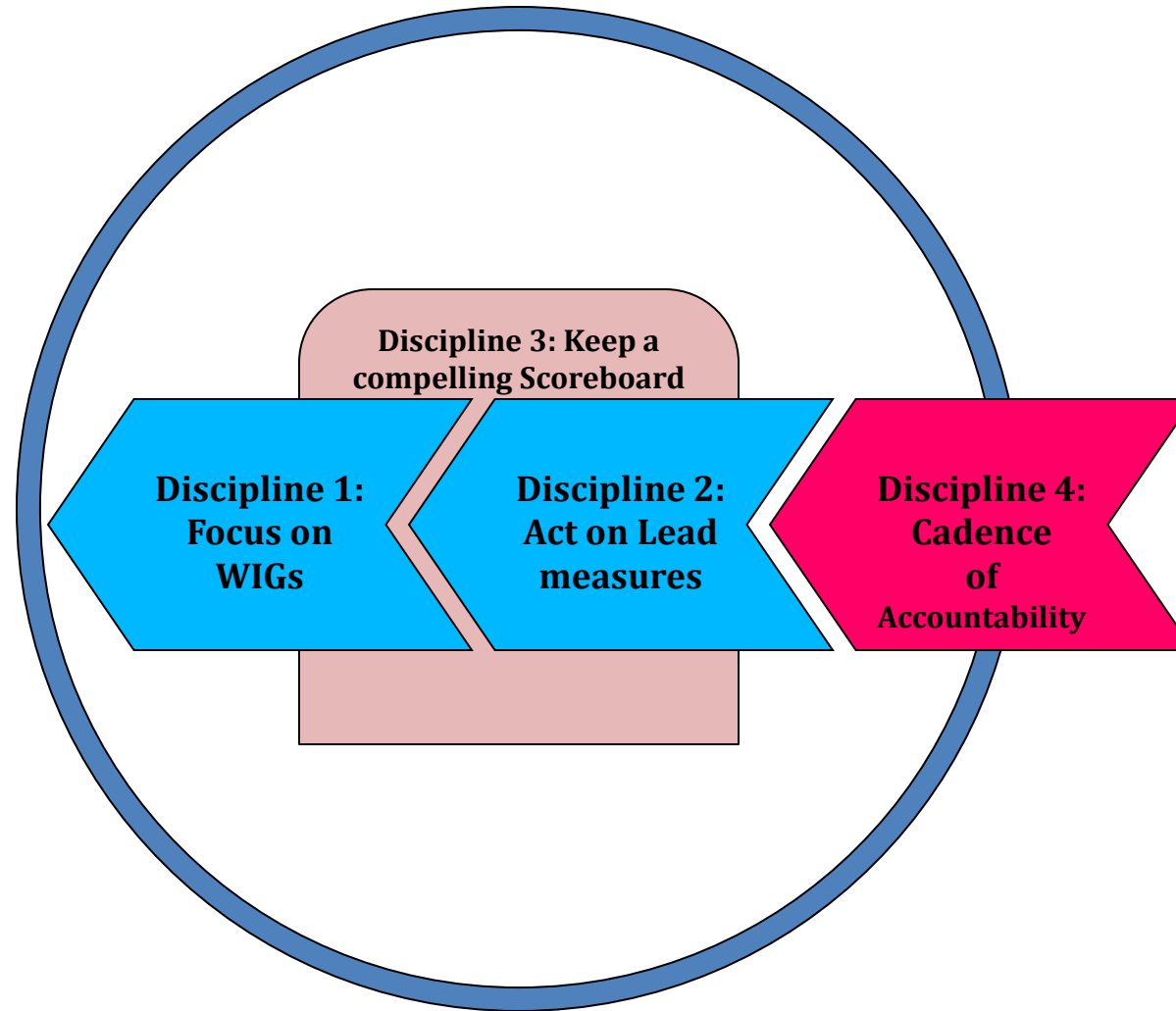
Installing Discipline 3:

Keep a Compelling Scoreboard

- **Step 1: Choose a Theme** – that displays clearly what you are tracking.
- **Step 2: Design the Scoreboard** – that is simple, seen easily, target displayed and gives the winning position at a glance.
- **Step 3: Build the Scoreboard** – The team should be involved in building the scoreboard.
- **Step 4: Keep it updated:** it should be clear who is responsible for updating the scoreboard, when and how often it should be posted.



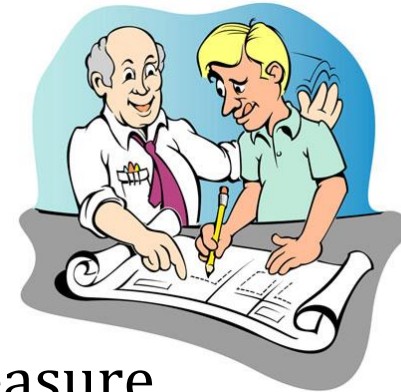
The 4 Disciplines of Execution(4DX)



Discipline 4:

Create a Cadence of Accountability

- Discipline 4 is where execution happens
- Create a rhythm of frequent periodic meetings with Leader, Manager or Coach to review progress
- Same time every day/week/fortnight/month to
 - Report on Commitments
 - Review and Update Scoreboards
 - Make New Commitments
- A commitment must represent a specific deliverable and influence the lead measure.



Discipline 4:

Create a Cadence of Accountability

- **Example:**
Sales Weekly Commitment sheet

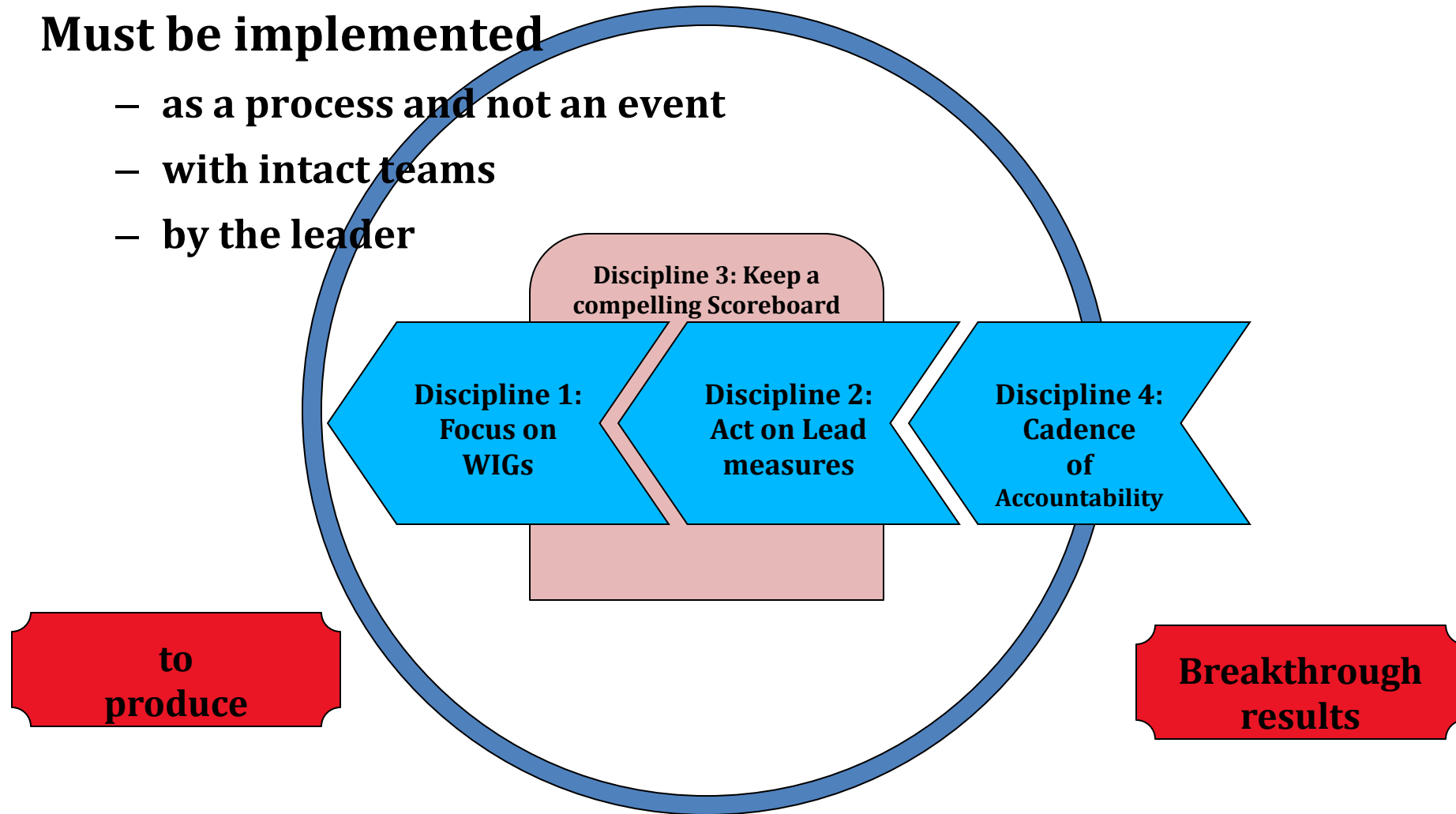
Week	Units sold	Agents	Activation	Gross Profit	Net Profit
01-07	20	12	5	1.50	1.00
08-14	30	12	5	2.50	2.00
15-21	19	13	6	3.00	2.50
22-31	35	14	7	5.75	5.00



The 4 Disciplines of Execution(4DX)

Must be implemented

- as a process and not an event
- with intact teams
- by the leader



LAG MEASURE	LEAD MEASURE
MEASURES THE GOALS	<p data-bbox="1312 614 2140 828">PREDICTIVE: Measures something that leads to the goal</p> <p data-bbox="1350 913 2102 1056">INFLUENCEABLE: Something we can influence</p>

SUSTAIN

This is an opportunity to create self-directed teams that will assist the Company to survive and sustain during this trying period.



Coming together is a

beginning

Keeping together is

progress

Working together is

success

- Henry Ford -

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Rumusan Akhir dan Penutup

- Apa yang anda pelajari hari ini?
- Sesi maklum balas

Terima kasih!

