

CARE & GROWTH

APPLICATION MODULES



SCHUIITEMA
HUMAN EXCELLENCE GROUP

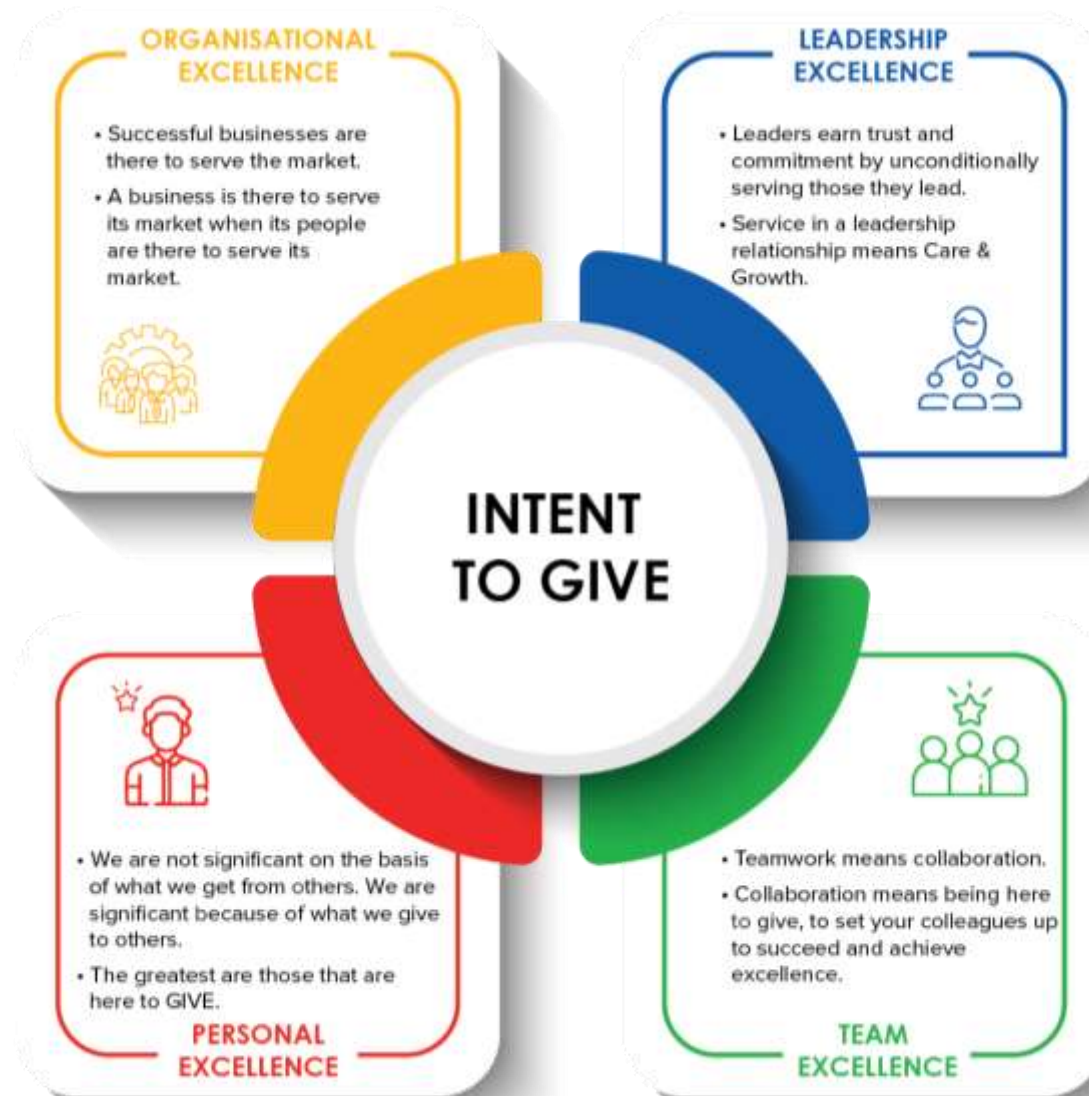


Translating the Care & Growth philosophy into daily practices that **cultivate care, provide purpose, enable growth** in the leader and their direct reports, and ultimately **produce amazing results**



This document gives an overview of the standard application modules in our four content areas.

This library of content is constantly expanding as development of our contribution is a constant priority of the Schuitema Group.



• INTRODUCING CARE AND GROWTH •



Online introduction to Care & Growth:

- 4x 2-hour Modules.
- Can be scheduled in a single day or over multiple days.

A survey report per leader with a 1-hour feedback session.

• CUSTOMIZED CARE & GROWTH APPLICATION JOURNEY FOR BUSINESS UNIT •



1x 2-hour application module engagement per month. Each application module will include the following:

- Each session will cover a new piece of inspirational content.
- Each session will include an application task to develop leadership mastery.

Bi-monthly 1-1 coaching discussions with each member of the executive team.

• SURVEY REASSESSMENT •



A survey report per leader with a 1-hour feedback session to track progress.

- Will include previous scores in the report.

• LE01: The Leaders Intent •

Understanding the fundamental shift that has to take place in the intent of leader if they want to mobilize commitment.

INTRODUCTION TO CARE AND GROWTH LEADERSHIP

• LE02: Legitimate Leadership •

Establishing the key criteria of legitimate leadership as Care and Growth.

INTRODUCTION TO CARE AND GROWTH LEADERSHIP

• LE03: Empowerment •

Care and growth is about the incremental suspension of control or empowerment of people.

INTRODUCTION TO CARE AND GROWTH LEADERSHIP

• LE04: Maturation •

The product of the empowerment journey is to enable mature and accountable people.

INTRODUCTION TO CARE AND GROWTH LEADERSHIP

• LE05: Care •

Building the foundation by getting to know what is important to direct reports. Care and Growth Leaders who are aware of this will fully engage direct reports.

CARE

• LE06: Time and Attention •

Developing the skill of appropriately allocating time to all important tasks, not just the urgent ones. This is where real development of direct reports will start.

CARE

• LE07: Leadership Values •

Understanding the values that are operative for a leader in particular situations and the importance of this is in earning trust from direct reports.

CARE

• LE08: The Leaders Intent •

Doing a self-diagnoses of the leaders intent to understand the various motives that inform the leaders interactions at work.

CARE

• LE09: Clarifying Contribution •

Understanding the difference between results and contribution. Empowerment starts with clarifying contribution for each direct report.

MEANS

• LE10: Watching the Game •

Watching the Game: Knowing what to look for when enabling people through Coaching.

MEANS

• LE11: The Leadership Standard •

Providing leaders with a clear standard for the ongoing application of Care and Growth.

MEANS

• LE12: Empowering Conversations •

How to shift a person's attention from what has been done to them to what they can do in a conversation.

ABILITY

• LE13: The Coaching Cycle •

Understanding the details of how to use the job to grow direct reports. This is the technical expertise behind leaders achieving coaching excellence.

ABILITY

• LE14: The Coaching Conversation •

The reporting discussion that produces competency. How to have a discussion that has the growth of the coachee as the deliverable by the leader.

ABILITY

• LE15: Articulating the "Why" •

Excellent leaders help provide a sense of purpose by articulating a convincing "why" for their direct reports.

ABILITY

• LE16: Dealing with Exceptions •

Identifying the contributions that have been made in the hierarchy regarding what has gone wrong or right.

ACCOUNTABILITY

• LE17: Managing Performance •

Turning performance management reviews into growth discussions for your direct reports.

ACCOUNTABILITY

• LE18: Assessing Performance •

Assessing performance against a standard. Ensuring that your diagnosis sees things as they are i.e. what the real issues are that are holding back excellence.

ACCOUNTABILITY

• LE19: Dealing with Discipline •

How to censure and discipline in a manner that is fair and based on care, but not "soft". If you don't hold accountable, you have not empowered direct reports.

ACCOUNTABILITY

• LE20: Reward and Recognition •

How and why to demonstrate positive accountability by being appropriate. Going beyond annual bonuses and understanding the true meaning of rewards.

ACCOUNTABILITY

• LE21: The Five Steps to Empowerment •

For real growth leaders enrich the scope of authority of their direct reports by applying the 5 Steps of Empowerment to devolve authority to the right level.

ACCOUNTABILITY

• TE01: Self Organizing Teams •

Understanding what Care and Growth looks like in a team context. Learning how colleagues can Care for and Grow each other.

BUILDING THE TEAM

• TE07: Team Excellence Spiral •

Team development through Transactional Correctness. Understanding how Transactional Correctness produces a virtue cycle.

BUILDING THE TEAM

• TE13 Know your Colleague •

The members of the team share their biographies so as to get to know each other.

BUILDING COLLABORATIVE INTERACTIONS

• TE02: How Teams Form •

Understanding the process by which a collection of individuals form the unified collective we call a team.

BUILDING THE TEAM

• TE08: Process over Outcome •

Understanding the difference between process and outcome. Developing the skill of "walking to walk well" whilst working as a team.

BUILDING THE TEAM

• TE14: Listening •

Cultivating the skill of listening in a team. Listening means suspending your own agenda to give attention to the agenda of someone else.

BUILDING COLLABORATIVE INTERACTIONS

• TE03: The Team as an Entity •

Understanding how the maturation of the individuals in a team builds the team over time.

BUILDING THE TEAM

• TE09: Agile Excellence Through Care and Growth •

The role of leaders of Agile teams. The synergy between Care and Growth and Agile.

BUILDING THE TEAM

• TE15: Feedback •

Transactional Correctness and feedback. How to give feedback that enables the colleagues and builds trust.

BUILDING COLLABORATIVE INTERACTIONS

• TE04: The Benevolent Intent of the Team •

Giving people a reason to act for something bigger than self-interest.

BUILDING THE TEAM

• TE10: Retrospectives •

How to use retrospectives to refine team collaboration. Establishing Agile ways of working.

BUILDING THE TEAM

• TE16: Collaboration over Competition •

Setting each other up to succeed. Understanding the foundation of effective teamwork.

BUILDING COLLABORATIVE INTERACTIONS

• TE05: Team Agreements •

Understanding what Care and Growth looks like in a team. Articulating values and a basic agreement between members of the team with regard to how they will treat each other.

BUILDING THE TEAM

• TE11: Team Learning •

Enabling teams to synergize their competencies to add value to the way the team contributes.

BUILDING THE TEAM

• TE17: Golden Arrows •

Reviewing what there is to affirm in each member of the team. Cultivating gratitude for colleagues in a team.

BUILDING COLLABORATIVE INTERACTIONS

• TE06: Team Commit •

Each team member commits to the contribution they personally will make to the team, in light of the team agreement.

BUILDING THE TEAM

• TE12: Check in •

The use of the "check in" to cultivate more effective team meetings.

BUILDING THE TEAM

• TE18: Trust in the Team •

Establishing a spirit of trust between members of the team.

BUILDING COLLABORATIVE INTERACTIONS

• **PE01: Being Here to Give vs Being Here to Get** •

Understanding that we manufacture our experience of the world in our attitude to the world i.e. our own intent in our transaction

TRANSACTIONAL CORRECTNESS & GROWTH

• **PE07: Journaling as Diagnosis** •

Using a Journal as a diagnostic tool to understand ourselves better by diagnosing our internal dialogue.

WORKING WITH INTENTION

• **PE13: Predatory and Receptive Attention** •

Understanding the difference between two attention modalities, Intent to give or to get. How to increase impact by working on what we pay attention to.

WORKING WITH ATTENTION

• **PE02: The Transactional Correctness Model** •

Understanding the inner aspects of being here to give and that the root of success and personal happiness for everyone starts with Gratitude.

TRANSACTIONAL CORRECTNESS & GROWTH

• **PE08: Gratitude Journaling** •

Implementing the T exercise into journaling as a practical way to cultivate our own attitude of Gratitude and build a fulfilling life.

WORKING WITH INTENTION

• **PE14: Inward Gathered-ness** •

The relationship between attention and Intention. Understanding the effect of moving attention within.

WORKING WITH ATTENTION

• **PE03: Maturation of Intent** •

Exploring the journey of human maturation through lens of human intention. Maturity means being here to give.

TRANSACTIONAL CORRECTNESS & GROWTH

• **PE09: Petty Tyrants** •

Using impossible people as a device for growth, rather than irritation by cultivating true resilience.

WORKING WITH INTENTION

• **PE15: Meditation** •

Mediation and quietening internal dialogue. Meditation as a foundational practice for all individuals to enable them to see things as they are.

WORKING WITH ATTENTION

• **PE 04: Understanding Attention** •

Articulating the criteria that explain the functioning of human attention.

TRANSACTIONAL CORRECTNESS & GROWTH

• **PE10: Body Gratitude** •

Understanding the affect of affirmation in dealing with chronic discomfort.

WORKING WITH INTENTION

• **PE16: Affirmations** •

Working with affirmations in meditative practice and continuing to building a foundation of resilience.

WORKING WITH ATTENTION

• **PE05: Maturation of Attention** •

Exploring the journey of human maturation through the lens of human attention. What we give attention to changes as we mature.

TRANSACTIONAL CORRECTNESS & GROWTH

• **PE11: Biographies 1** •

Reviewing the biographical account of our lives by firstly understanding your own story and then connecting with our own narrative.

WORKING WITH INTENTION

• **PE17: The Bubble of Perception** •

Exploring the advanced implications of receptive attention.

WORKING WITH ATTENTION

• **PE06: T Exercise** •

How to transmute resentment into gratitude and therefor turn crisis into opportunity.

WORKING WITH INTENTION

• **PE12: Biographies 2** •

Reading the text of our biographic account. Learning to take control of building a new narrative and being able to free ourselves of disabling narratives.

WORKING WITH INTENTION

• OE01: Framing Benevolent Intent •

The key to organizational excellence is that the intent of the organization is noble enough to solicit the will to contribute in it's members.

TRANSLATING STRATEGY TO TACTICS

• OE02: Reframing Economics •

Understanding economics from the point of view of the intent to contribute rather than the pursuit of self interest.

TRANSLATING STRATEGY TO TACTICS

• OE03: Accounting for Contribution •

The value-added perspective of accounting for the performance of the business and how to account for it.

TRANSLATING STRATEGY TO TACTICS

• OE04: Wealth Distribution •

How value-added gest distributed and what is the rationale for this distribution.

TRANSLATING STRATEGY TO TACTICS

• OE05: The Benevolent Intent of the Function •

Phrasing the benevolent intent of the function. The groundwork to give all employees a sense of purpose.

TRANSLATING STRATEGY TO TACTICS

• OE10: The Organization as a Community •

Diagnosing the politics of the organization. How to use a climate survey to understand the nature of relationships in the organization and develop a more desirable climate.

TRANSLATING STRATEGY TO TACTICS

• OE11: Cultivating the Organizational Spirit •

Developing the organization spirit from a self-serving orientation to a market-serving spirit.

TRANSLATING STRATEGY TO TACTICS

• OE06: Snake Killing •

The incremental suspension of control and the system. Critically assessing systems and procedures to eliminate inefficiencies and ensure decisions are made by the right people.

REFINING SYSTEMS AND STRUCTURE

• OE07: Strategy and Vertical Business Process •

Pro-active Leadership Diagnostics. Making sure that your business is set up to empower all employees at every level.

REFINING SYSTEMS AND STRUCTURE

• OE08: Value Added Scoreboards •

Eliciting buy-in and positive contribution by using the Value-Added Statement and deploying this as the methodology for communicating financial performance.

REFINING SYSTEMS AND STRUCTURE

• OE09: Vertical Empowerment •

The incremental suspension of control and hierarchy. Pro-actively addressing the issue of empowerment throughout the hierarchy to devolve authority.

REFINING SYSTEMS AND STRUCTURE

• OE09: Horizontal Empowerment •

The incremental suspension of control and its implications for support function. Pro-actively addressing the issue of empowerment by brining authority back into the line.

REFINING SYSTEMS AND STRUCTURE

• OE13: Strategy and Process •

Strategy and defining the horizontal business processes. Making sure your business runs efficiently to deliver on its mandate.

REFINING SYSTEMS AND STRUCTURE

• OE12: Focusing on Process •

Developing business process to shift attention from results to doing things to do them well. Excellent process produces excellent results and maturing employees to focus on their contribution.

REFINING SYSTEMS AND STRUCTURE