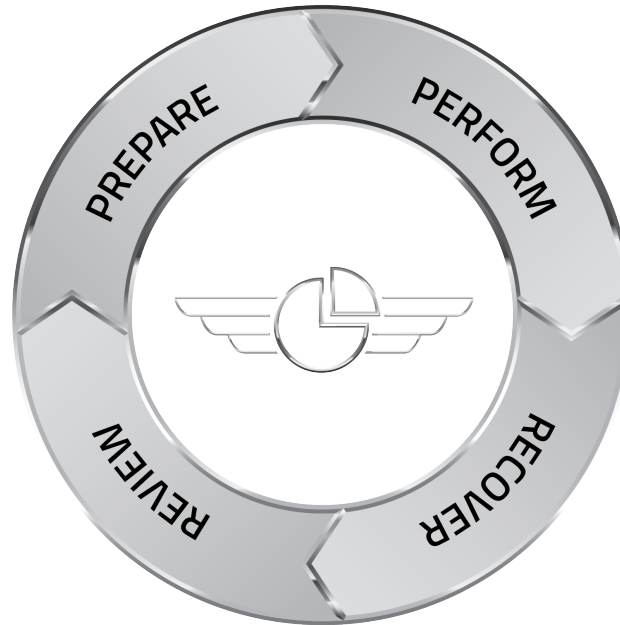


EXECUTIVE TEAM OPERATING RHYTHM

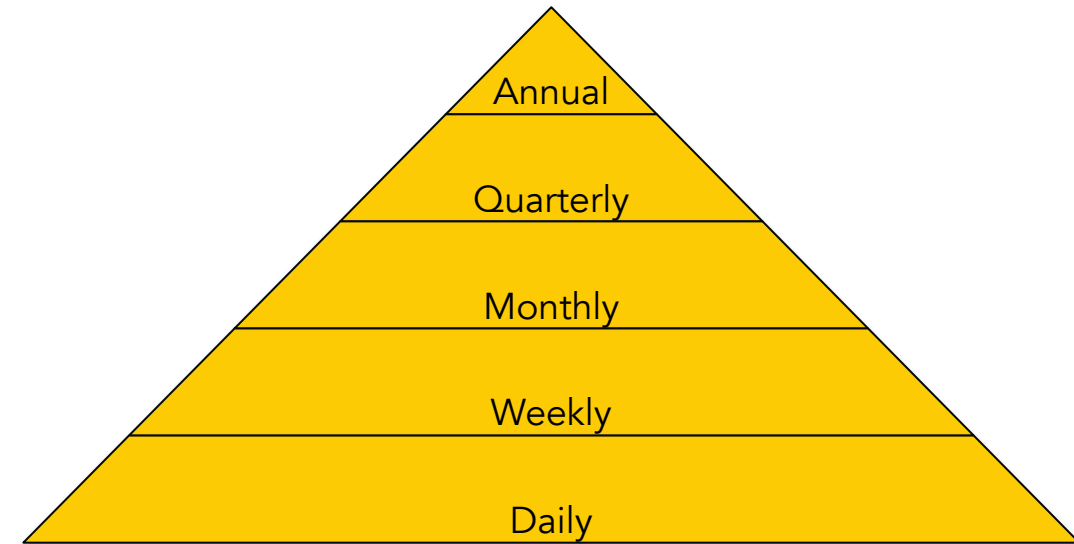
EXECUTIVE TEAM OPERATING RHYTHM



Chief Maker Principle:
"Wherever possible automate the pursuit of excellence"

MEETING OPERATING RHYTHM

- Focus
- Alignment
- Clarity
- Close bonds
- Unity
- Problem Solving



"If you can't describe what you do as a process, you don't know what you're doing." Edwards Deming

TLT OPERATING RHYTHM

MEETING	ATTENDANCE	FORMAT	PURPOSE
Annual Vision & Strategy Offsite	Leadership Team	2 day facilitated off site workshop	Connect, bond, learn, review and refine mission
Quarterly Review	Leadership Team	2 day offsite	Check-in to re-alignment and on target
Monthly Strategy Meeting	Leadership Team , Steering Committee Members and Project Leaders	One Day	Update on Strategy Review progress of transformation projects to support their progression
Weekly Executive Council	Leadership Team	One to two hours	Deeper thinking time to discuss executing the strategy, sharing lessons and challenges – one major challenge
Weekly Ops / Trade	As required	One to two hour onsite	Operational alignment and ensuring on track to monthly targets
Quarterly Board	As required	Half Day	Strategy and Governance

MEETING:

ANNUAL VISION AND STRATEGY OFFSITE

Attendees and Roles:

All senior members of staff
Hand-picked future stars
Admin
Facilitator

Logistics

When: Annually
Where: Off the Grid
Length: 2 Days

Purpose:

The purpose of the meeting is to do a thorough review of the Vision and Strategy and to reconnect as a team. It is to share the wins and losses, grow and align as a team.

Agenda:

1. Recap and review of previous year and performance. Good news and some of the losses
2. Review of numbers and projects the last year
3. Outline of future challenges from across the organisation
4. Review and Refine Purpose, Values, Vision, Strategy and Goals
5. Team building activities
6. Professional development

MEETING:

QUARTERLY STRATEGY OFFSITE

Attendees and Roles:

Leadership Team
Hand-picked future stars
Facilitator

Logistics

When: Quarterly
Where: Offsite – Out of city or on fringe. Away from usual surroundings.
Length: One to Two Days

Purpose:

The purpose of the meeting is to review progress against the Vision and Strategy and to realign as a team:

1. Stay focused on the major strategic and tactical priorities
2. Bring resources of company to bear to help individuals executive projects
3. Provide clarity & direction for all of us so we stay FOCUSED
4. Build our unity, collaborate, share challenges and wins

Agenda:

1. Performance update across Commercial, Operational, People and Strategic Project
2. Update strategic plans and realign as a team
3. Update of new challenges from the organisation
4. Team building
5. Professional development if time

MEETING:

MONTHLY STRATEGY AND TRANSFORMATION STEERING COMMITTEE

Attendees and Roles:

Leadership Team
Transformation Steering Committee
Project Leads
Admin – Minutes and actions

Logistics

When: Monthly
Where: Onsite in meeting room (
Length: 4hours (as required)

Purpose:

The purpose of the meeting is to drive momentum in the execution of our strategic plan and transformation projects under each strategic pillar:

1. Overall review of strategic plan execution progress
2. Bring resources of company to bear to help individuals executive projects
3. Provide clarity & direction for all of us so we stay FOCUSED
4. Develop & hold project leaders accountable if behind on budget and schedule

Agenda:

1. Purpose of the meeting (5 minutes)
2. Recap and update previous meeting actions (15 minutes)
3. Overall Transformation Portfolio View
 - a. Red/Amber/Green Report for all projects
- a. Projects Review (2 hours)
 - a. Project update report
 - i. Actions Completed
 - ii. Budget & Resources
 - iii. Timelines
 - iv. Risks & Issues
 - v. Key decisions required
 - vi. Next month actions and milestones
 - b. Other Strategic Plan Items for Discussion

MEETING:

WEEKLY OPS & COMMERCIALS MEETING

Attendees and Roles:

ALL TEAM MEMBERS

Logistics

When: Weekly
Where: Onsite in meeting room
Length: 1 to 2 hours (as required)

Purpose:

The purpose of the meeting is to ensure we are hitting our monthly and quarterly operational targets :

1. Share challenges across the team
2. Work together to ensure targets are hit

Agenda:

1. Review performance against monthly and quarterly targets
2. Exception reporting and challenges from each team member
3. Workshop any challenges together to fix them now (Re-priorities on the fly for any high risk / critical issues)

MEETING:

EXECUTIVE COUNCIL

Attendees and Roles:

ALL LEADERSHIP TEAM MEMBERS

Logistics

When: Weekly
Where: Onsite in meeting room
Length: 90 Minutes

Purpose:

The purpose of the meeting spend time doing deeper thinking on the business, actively collaborate and talk about the real issues that matter executing the plan and achieving the vision. This is a calmer meeting, a time to reflect as individuals and a team, to talk about people and culture, where the strategy is at risk etc.

Note: if a leader has a major challenge that can cost the turnaround then this becomes the primary focus of the meeting as you bring the entire resources and experience of the executive team to solve the problem as a team now.

Agenda:

1. Each executive shares in <2 mins their current biggest challenges in executing the strategy
2. Chair and team agree 1 – 3 topics to discuss in depth
3. Team works together:
 1. Define the real root cause problems
 2. Clarify obstacles and how the team will fix
 3. (Note – this might require calls on the spot to get data / opinion or buy-in)
 4. Take as much time as required to fix the problem
4. Clarify actions, owners and timelines

MEETING STANDARDS

Before Meeting	<ul style="list-style-type: none">Ensure meeting is on strategySend an agenda with clear purpose and outcomes advanceKeep preparation materials to a minimumParticipants review and turn up prepare24 hours minimum notice
During Meeting	<ul style="list-style-type: none">Start on time. Lock out late attendeesChair of meeting confirms objectives and roles (including "voice of customer chair")Phone off table – laptops for meeting work onlyLeave meeting if your attendance is not requiredIf meeting needs to change agenda to tackle immediate issues. Then do it.Confirm actions, owners and timesGive meeting a rating out of 10Final summary and finish early
After Meeting	<ul style="list-style-type: none">Send out actions with assigned owners and time within 24 hours

KEY FRAMEWORKS

WHAT DRIVES A SUCCESSFUL TRANSFORMATION?



A MISSION

A clear vision and goals steeped in a bigger purpose with a clear strategy & roles to align the group



PEOPLE

We have the right people with the right capability in the right roles



CULTURE

Our team is united, constantly improving in a challenging and enjoyable environment.



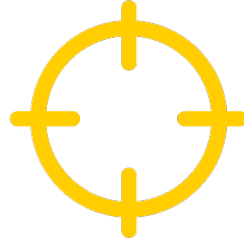
TOOLS

My people have the systems, processes and hardware to perform their role with excellence



EXECUTION

We have strong governance of our transformation to keep the clock ticking



CREATE AN ELECTRIC TEAM CULTURE

THE MIDDLE LEVER

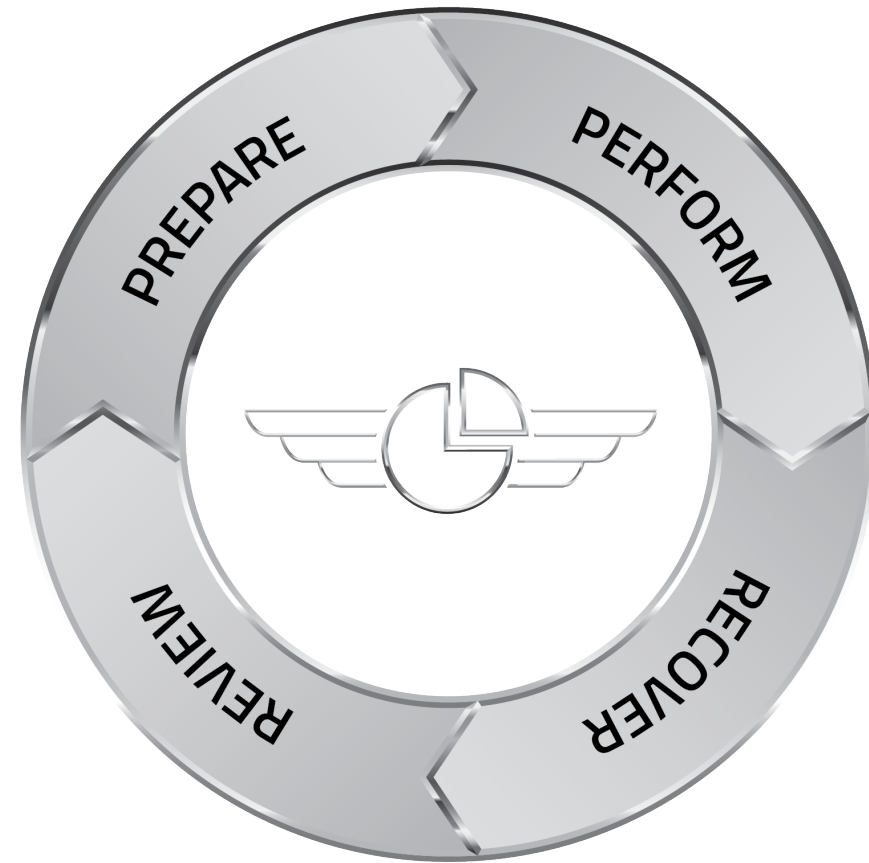
1. Automate the Pursuit of Excellence
2. Raise the Bar & Challenge the Competition
3. Create a Powerful Narrative
4. Build Trust and Tight bonds
5. Rituals and Traditions



CHIEF MAKER™

AUTOMATE THE PURSUIT OF EXCELLENCE

- Conduct detailed reviews, make them exciting and interesting with metrics
- Rehearse and plan key performances
- When big moments come put on your game face and knock it out of the park
- Recover as a team with teambuilding and fun
- Create your operating rhythm
- Get obsessed with results



RAISE THE BAR & CHALLENGE THE COMPETITION

- Agree the values and bring them to life with behavioural standards and phrases that demonstrate your team team spirit
- Giving and Receiving Feedback that help everyone raise their game and get results
- Key Influencers – recruit powerful influencers + remove toxic players
- Have pride in your 'house'
- Symbolic Actions – singular, public and overt demonstration of the values that raise the bar on what is acceptable

"A standard you walk pass is a standard endorsed by you."

"Expect what you accept"



CREATE A POWERFUL NARRATIVE

- Look for and stop telling stories that reinforce negative beliefs and attitudes
- Define the stories, mantras and language that brings out the best spirit in your people
- Become brilliant at asking hard questions that make everyone think deeply about their decisions and actions
- Become the chief story-teller of your business – victories, heroes and villains
- Unleash purpose across the business and with your customers and suppliers

“The language of a team is the window to its soul”



BUILD TRUST & TIGHT BONDS

- Trust with each other – “Am I likeable, reliable and capable?”
- Getting to really know each other’s lives, ambitions, histories and ways of operating
- Sharing memorable experiences that create a joint history
- Going the extra mile for each other
- Having each other’s backs
- Recognising effort and performance

*“Compete aggressively on the outside and
collaborate intensively on the inside”*
– Trevor Matthews, Insurance Industry Titan



RITUALS AND TRADITIONS

....create a deep sense of belonging & bring life to the office

- Symbols in the office that show what is most important to you
- Traditions that bring the team together
- Rituals that bring the values to life
- Celebrations & Awards that are based on values
- Random and regular acts of fun



SITUATIONAL DELEGATION

