
The Coach's Playbook

High Performance Leadership Development &
Executive Coaching : Company A Offsite / Retreat



3 Day Roadmap

Lay the Foundation, Team Building

Check in. Energize. Dig below the the surface. Who am I? Who are we? What do we need from this experience? Charter, trust building, reflections, feedback.

Day 1 PM

Day 1 AM

Visual Tribal Territorial Strategic Mapping

How do I view our current reality? Where are we headed? What do my STL colleagues see? Co-create Team Coaching priorities, and agenda.

Team Coaching

Business Deep Dive: Priorities and themes. Blend: facilitated exercises and pure team coaching.

Day 2

Day 3

Team Coaching

Continued exploration of key themes. Blend: facilitated exercises and pure team coaching. Moving towards Team Consensus. Clarity of Objectives, Key Results for each member.

End of Day 3

Measured Outcomes

An even stronger, more deeply connected and unified SLT with CLEAR AGREEMENT and COMMITMENTS moving into new fiscal year. OKRs. Personalized feedback from Nate

Pre Work for Each Team Member

Insights:

- Study your own report considering questions like:
 - What am I proud of? What are my strengths? What strengths might I push too far? How do I like to be communicated with? What gaps do I see? What support from SLT members would help me?
- Familiarize yourself with reports of other SLT members if you have them available.

Priorities:

- Consider your current reality. Make some notes on questions like:
 - What is important to me?
 - What do I believe is essential for the future success of Company A? (Top 3 Priorities)
 - What cannot happen / what must we at all cost avoid?
 - What does success look like in my opinion? What is standing in the way?

Team Coaching: Nate's Obligations

- 1 Help teams **perform** at a higher standard.
- 2 Invite teams to **engage** deeper in their endeavour.
- 3 Allow teams to **learn** from their own experience.
- 4 Hold teams **capable** of exceeding their own expectations and potential.

AB Enzymes Core Values

- **Ambition** We are creative and innovative, embrace challenges, focus on our goals and have a passion for progress!
- **Reliability** We ensure safety first in all we do, deliver on our commitments whilst being socially responsible, set high standards and strive for continuous improvement!
- **Togetherness** We achieve success through people, collaborate with our colleagues and customers, act with honesty and integrity and celebrate success!

Themes Emerging

- A strong and competent SLT. This event will help us come together even more.
- We need to be really honest. We need to lean in, not shy away, when conversations get challenging. Courageous Conversations. Healthy Conflict. Stay Online. Reach Alignment.
- Create a safe space for 'healthy conflict and debate.'
- We seem down on our luck a little right now. Morale seems low despite many amazing years preceding this past one.
- Strength in our diversity of opinion, but also creates lack of clarity and consensus.
- Team members appear willing to concede some personal priorities in the spirit of getting on the same page. Need to deliver a consistent and clear message to rest of company.
- Long overdue and good timing.
- Desire to explore 'different camps' regarding risk tolerance, status of Strategy 3.0, and desired future state.
- We had a strategy commitment, and it seems to have stalled.

Questions Emerging

- What would a wildly successful 3 days achieve?
- Do we still believe in Strategy 3.0? If yes, then what? If no, now what?
- Where we at? Honestly?
- What does total alignment look like, knowing what we know now?
- How can we support each other more effectively?
- How do we commit 100% to 'living our new strategy'?
- How capable are we currently, to deliver strategy?
- How do existing growth opportunity details (M&As) impact our desire to acquire?
- Are we willing, and are we committed, to venture into China/India? What else?
- Are we resetting? Realigning? Pushing forward? Going backwards?
- What assumptions have we been making about the position of our SLT colleagues?
Where do we all actually stand? How is this connected to personal risk tolerance?

Questions Emerging (cont'd)

- Reflection of this past fiscal year. Desire to highlight what was GOOD? What WORKED? What was tricky? What did we learn? How do we move forward without dwelling on it more? How do we avoid blaming others for 2022?
- Bumps in the road happen. Should this stall/derail us? Where are we headed?
- What is relationship with ownership (ABF) and how can we manage it?
- Can we seize new opportunities? How? What needs to change?
- Can we be on the train as it leaves the station? What is the risk of not getting on the train? Will we get left behind? Fast Follower vs Trail Blazer?
- Short term vs long term focus. What is the right balance? Why?
- Are we trying to keep ABF happy, or should we push forward aggressively and convincingly to demonstrate we can and should be bold?
- Do we still want to be Fast Followers? Are we still committed to leading differently?
- What 'camp' are my colleagues in?

Coach's Curiosities & Observations

- You appear to share a deep desire to find unity and consensus on the new path forward. To leave without this would be a missed opportunity.
- I sense some ambiguity in exactly where each of you sit on these themes. How will you get your voice in the room? How will you make space for other voices? What questions do you have for each other? How will you listen well?
- What strengths do you need to be careful of overleveraging when we are together?
- How are your individual tolerances for risk impacting your gut feeling on the future?

Coach's Curiosities & Observations (Cont'd)

- You have asked me to LEAN IN and probe with powerful questions.
- You want to get the 'unsaid said.' You want to dig below the surface. You are asking for my commitment to stay on topic if it gets uncomfortable.
- We must create a safety, but not comfort.
- You are curious about STL colleague individual risk tolerance variations.
- What blend of facilitated exercises ('liberating structures') vs Team Coaching will strike the most effective balance in service to ABE SLT?
- **I am prepared and flexible to find the right balance of 'Liberating Structures' and 'Non-Directive Team Coaching' will facilitate (make easier) the path from where you are now, to where you want to be. We will co-create the most effective process possible.**



Day 1: Team Building & Current Reality Exploration



Day 1 AM

- **Check in:** What is good about being here? What is tricky? What would a wildly successful outcome look like?
- **Indiana Jones:** Paradigms, Leadership Styles, Teamwork, and Metaphors.
- **The '4 Minute' Trust:** Who am I? Why am I here? What is my Mission?
- **Reminder: 4 Curiosities:** What are you learning about Self? Colleagues? Team? Company?
- **The Chatting Room: Powerful coaching questions probing about person.** What do you admire? Recent growth? At his best? Creative questions. Growing Edge they might consider paying more attention to.
- **Insights Reports: Vulnerability presentation** What am I proud of? What do I struggle with? What supports from SLT would make all the difference? Strengths? Strengths I push to far? How I best receive communication. Questions and observations from the group. What do you notice? What surprised you?
- **Feedback: What have we learned about each other?**

Day 1 PM

- **Tribal Mapping: Visual Leadership. 'I see what you are saying'** Participants will be asked to create a 'Tribal Map'. This will be done individually, then collectively and will allow participants to think about the organization from their own unique perspective.
- **Brain Writing:** What have we learned? What do you value? What do we value? What are our non-negotiables?



Day 2/3: Business Deep Dive



Day 2

- **Warm Up / Check in: Feedback Line:** Unique exercise to provide personal and professional feedback to each other based on what you learned and heard Day 1. What was good about yesterday? What's your biggest unanswered question for today? What kind of person do I see in you? What I like? How I saw you.
- **Clear Values and Vision gives Clear Roles and Goals.**
- **Team Values:** From yesterday - what do you value? (mind map)? How does that impact future state? Where do you need to go?
- **Vision: Team Member Priorities:** Partners do again like tribal mapping. Partners.
- **Darts:** You have 100 points to distribute across the key topics and themes that emerged yesterday. Tabulate votes. Identifies Big Rocks. What order?
- **Team Coaching:** Topic agenda determined by SLT, facilitated by coach.
- **Wise Council:** A Facilitated coaching experience to help each member express and explore their biggest unanswered questions at the end of engaging day of coaching and discussions.

Day 3

- **Warm Up: Teach Backs:** Where are we now?
- **New Shared Vision:** Brain Writing / Reflection: What do we stand for? Where we are headed as a Team? What does your contribution look like?
- **Team Coaching: Shared Experience Model:** Leveraging experience in group to help each member think through opportunity/challenge ahead.
- **OKRs:** Consider OKRs (Objective, Key Results, SupportingLines). Turn Vision into Action.
- **Consensus:** What do you need to feel that you have consensus?
- **Check out:** What has shifted for you? What have you learned about yourself? Your team? Your business? What now?
- **Feedback from Nate**



Visual Strategic Tribal Mapping

Day 1 PM



Visual Strategic Tribal Mapping



- Your current professional world
- Your challenges / obstacles
- Your leadership priorities
- Your people (team, DR's, colleagues, boss)
- Your opportunities
- Your team
- Your employees
- Our vision
- Our strategy

- Communication barriers
- Existing conflict
- Unclear goals / ambiguity
- Micro/macro challenges
- What else?

Visual Strategic Tribal Mapping

Solo Mapping Session

Individually draw a map on 1 sheet of paper of how you see the situation today by looking at factors influencing the business:

- Your risk tolerance, perception of company risk tolerance
- Key relationships
- Where are we today
- Our challenges
- Conflicts
- Poor communication
- Competition
- Customers

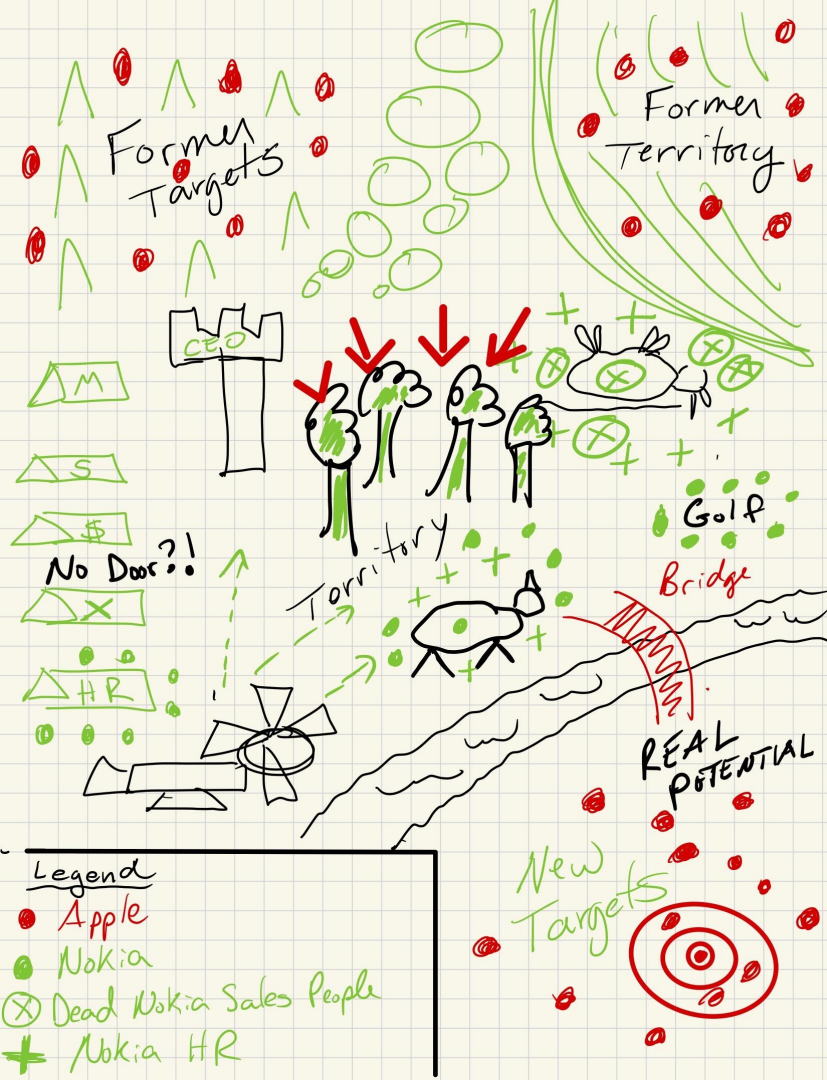


Visual Strategic Tribal Mapping

Partner Coaching Session

Teach your map to a partner (coaching) You are looking at factors influencing the business:

- Key relationships
- Where are we today
- Our challenges
- Conflicts
- Poor communication
- Competition
- Customers



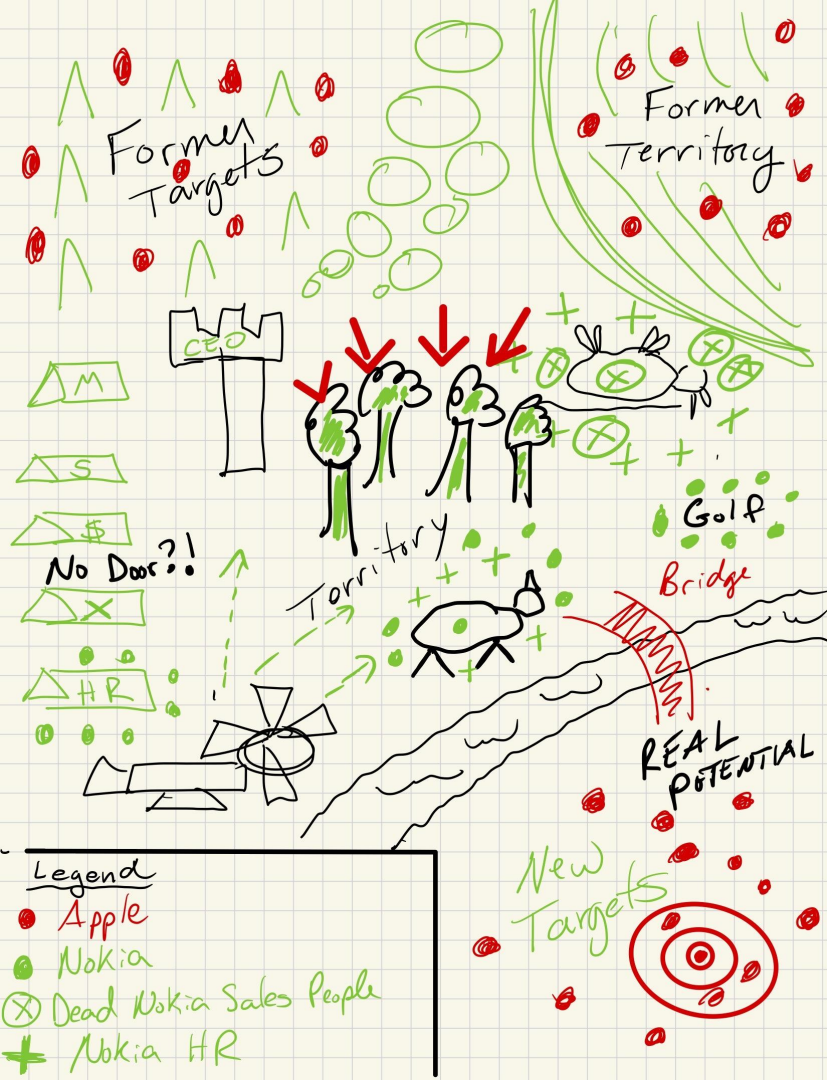
Visual Strategic Tribal Mapping

Team Mapping Session

Come together to create 1 map to take back to your teams. You are looking at factors influencing the business:

- Key relationships
- Where are we today
- Our challenges
- Conflicts
- Poor communication
- Competition
- Customers

How will you leverage this new map?

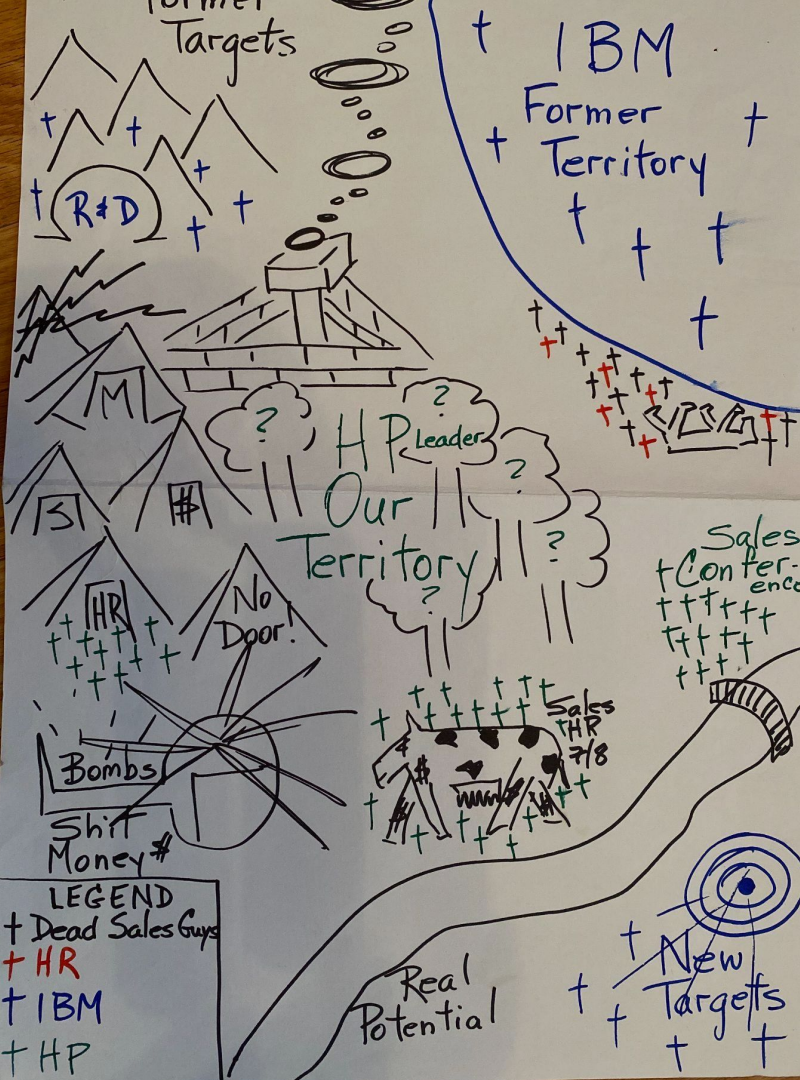


Visual Strategic Tribal Mapping

Objective: To create ONE a map showing your world and your collective view of it:

- Your current professional world
- Your challenges / obstacles
- Your leadership priorities
- Your people (team, DR's, colleagues, boss)
- Your opportunities
- Your team
- Your employees
- Our vision
- Our strategy
- Communication barriers
- Existing conflict
- Unclear goals / ambiguity
- Micro/macro challenges
- What else?

What is your vision? Present map



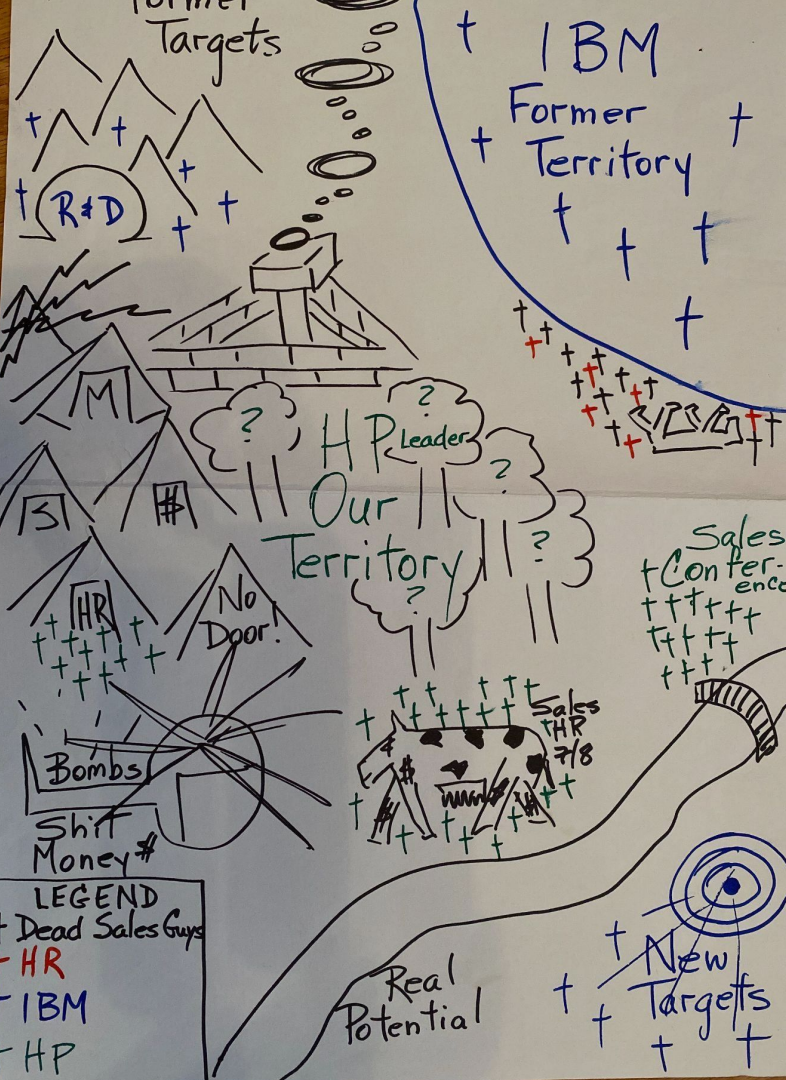
Visual Strategic Tribal Mapping

Solo Mapping Session

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Transcribe to larger sheet when done. Consider teaching to whole group.

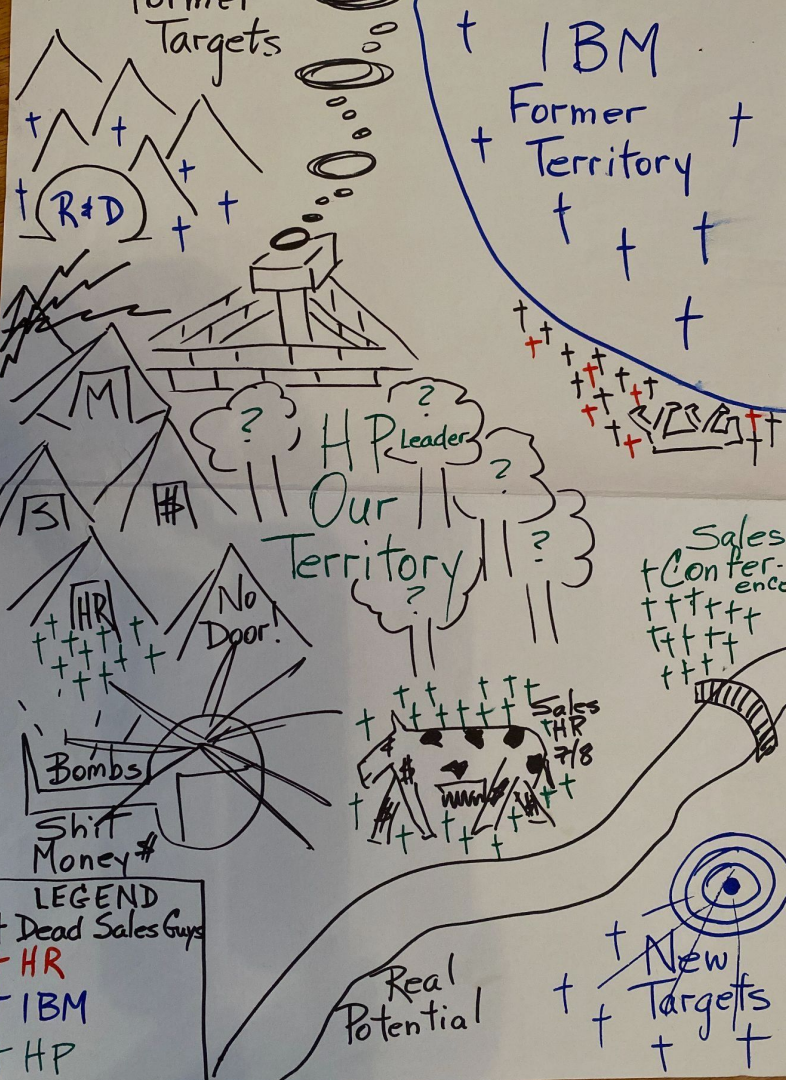


Visual Strategic Tribal Mapping

Partner/Triad Mapping Session

Teach your map to a partner/group You are looking at factors influencing the business:

- Key relationships
- Where are we today
- Our challenges
- Conflicts
- Poor communication
- Competition
- Customers



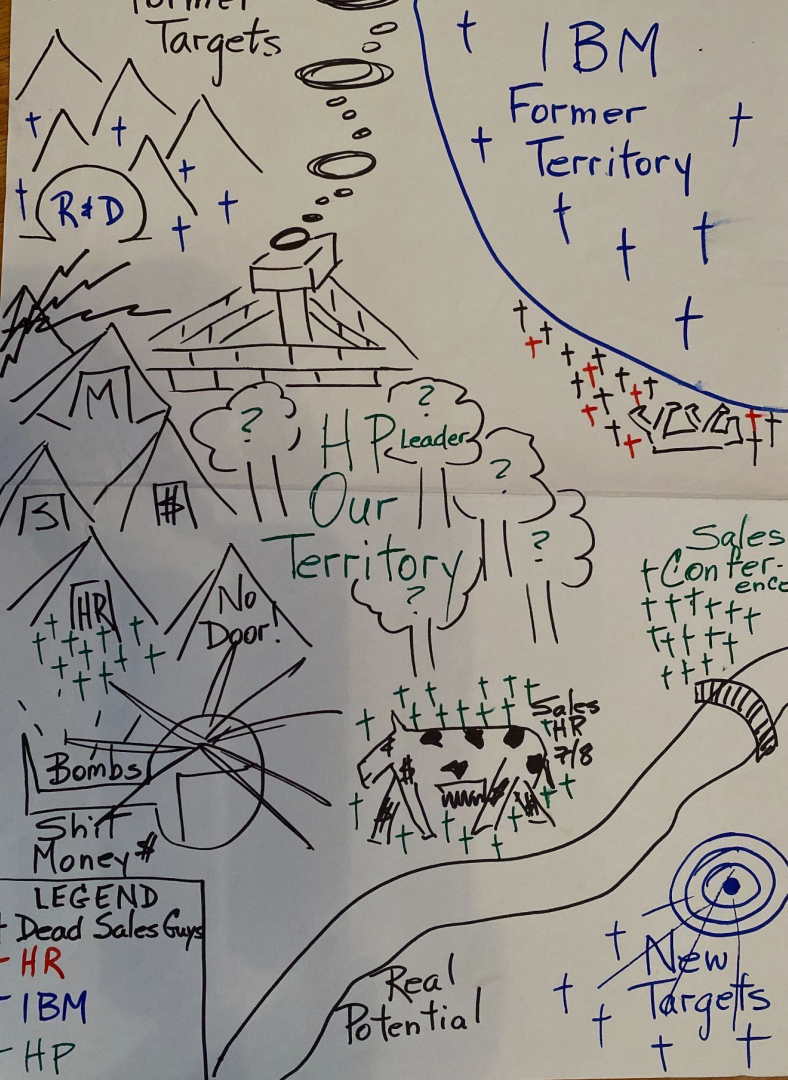
Visual Strategic Tribal Mapping

Team Mapping Session

Come together to create 1 map to take back to your teams. You are looking at factors influencing the business:

- Key relationships
- Where are we today
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- Conflicts
- Poor communication
- Competition
- Customers

How will you leverage this new map?



(B) Business Deep Dive (2 days)

- **Each SLT member to present** what they personally regard as crucially important moving forward (at the beginning of day-1 of the Deep Dive, following Tribal Mapping)
 - What is important to me?
 - What do I believe is essential for the future success of ABE?
 - What cannot happen / what must we at all cost avoid?
 - What does success look like in my opinion?
- **Sticker/Post-it session** to outline the top-3 business priorities moving forward
 - Each SLT to suggest and elaborate on their top-3 suggestions
 - Categorise and identify the common denominators
 - Agree on what we must do moving forward in relation to the ones we have agreed on
- **Assessment of current short term business challenges, and what it means for Strategy 3.0 execution**
 - Do we need to adjust the strategy in some places and/or shift some priorities?
 - What do we not compromise on!
 - Where do we need to put more effort into and accelerate?
 - What are we prepared to do, and what do we need to do to convince ABFI/ABF to support us?



Planning: Supporting Lines Framework



Help People Align



Help People Collaborate



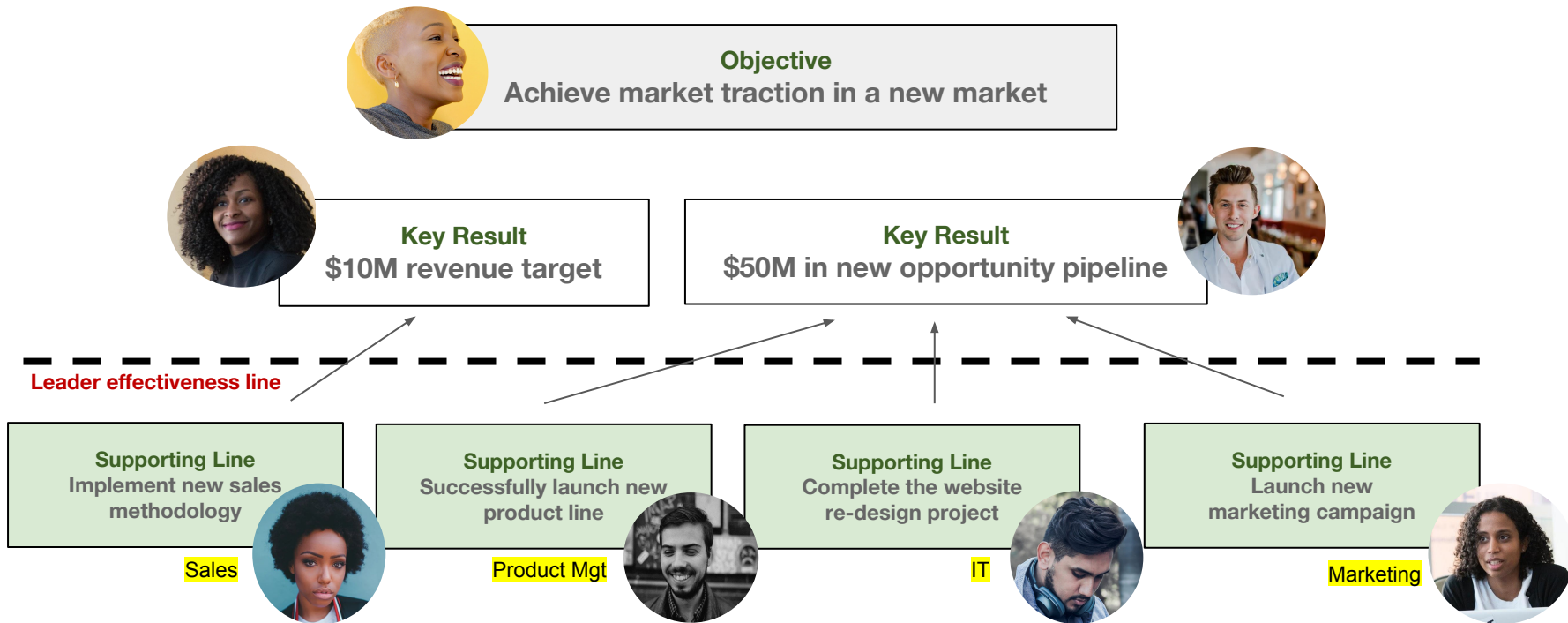


Setting Supporting Lines

A complete & co-created goal setting framework.

- **HPI Opportunity:** “I am satisfied with my level of involvement in the goal setting process.”
- **OBJECTIVE** → Grand, ambitious, inspiring
- **KEY RESULT** → SMART
- **SUPPORTING LINE** → Piece of work, agreed to in writing, done by a human, by a given date, moves KR toward completion.

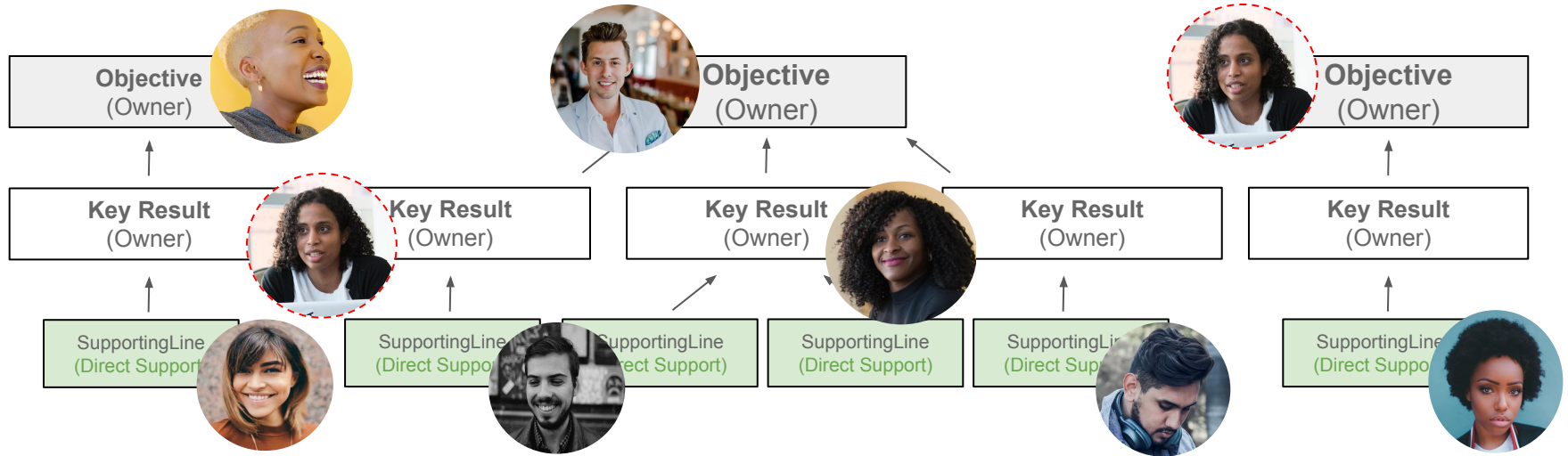
Supporting lines align cross-functional teams



Involving the team in planning makes it a shared plan.

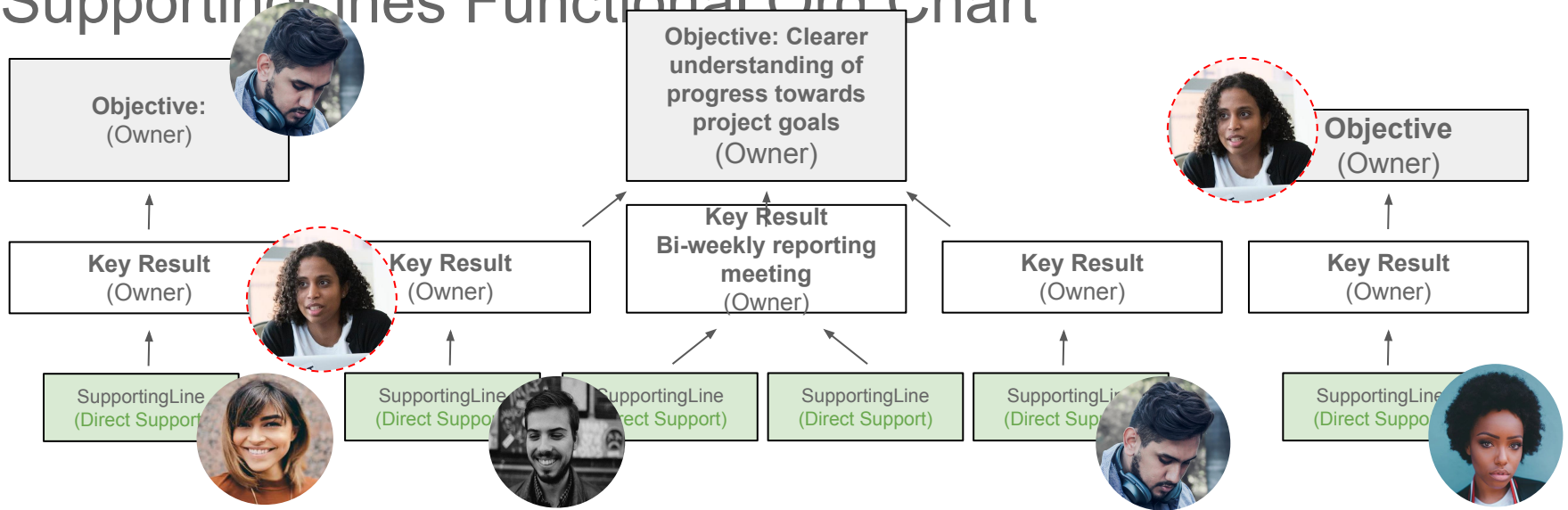
Help Teams Align

SupportingLines Functional Org Chart



Help Teams Align

Supporting Lines Functional Org Chart



Appendix





The SLT Business Deep Dive

SLT Focus Days (f2f) on what we need to prioritise to ensure AB Enzymes continued future success

WHY we should do this?

- The assumption is that we are currently not fully aligned in the SLT (6 pax in total) on the way forward, we need to address it, and ultimately come to an agreement on what we have to do
- We are arguably quite functional as SLT, and work well together. We can however get even better, and there are things we are not really discussing in a team setting that arguably should be discussed in the SLT team with everyone present
- We have an obligation to ensure everyone is committed to what we are aiming for both in the SLT, and also in the entire organisation. We could be on a path that could lead to lower engagement, and even increased retention risk - this is something we cannot ignore, and which will put the business at greater risk
- Our relationship with ABFI (and ABF) needs to change – is it time to become more assertive and not compromising on what we think is the best for ABE?
- We need to ask ourselves – are we doing the best for ABE, or are we trying to avoid upsetting ABFI (and ABF), at the potential cost of doing what we think is right and best for ABE?

Intent & Purpose

- This event is SLT's opportunity to have an in depth discussion on what approach we take in relation to short, medium and long term business priorities.
- Where are we now, and what is important to us moving forward?
 - Clarify what is critically important for each SLT member moving forward
 - Psychometrical mapping (Insights) of the SLT – understanding our respective preferences and drivers, and how they impact our interactions
 - Team building component with the aim to strengthen and/or build further trust in the SLT
 - Define how “we will play” in the SLT – defining our “Governance Charter”
 - What SLT needs to do more and less of, start or stop doing, etc. (STAR model)
- Getting razor sharp on where we really want to play, and what we fiercely believe in as SLT!
 - Where are we placing our bets, and what will we be fiercely committed to fight for?
 - If we are questioning any of our strategic aims and priorities, what needs to happen with them?
- How we will engage with our main stakeholders moving forward? How do we want to be recognised?
 - ABF
 - ABFI
 - Employees
 - Customers

Event Format, Framework & Logistics

- 3 days off-site (September 19-21)
 - 1 day focused mainly on teambuilding
 - 2 days focused on deep diving on business and leadership topics
 - Venue will be in Germany within a maximum two hour drive from Frankfurt International airport in a Winery/Hotel setting.
- One External facilitator to drive the process and help us achieve decisive outcomes
 - mainly to facilitate the business Deep Dive, but potentially also co-facilitating the teambuilding phase
 - Estimated budget needed: EUR TBC (2 days)
- One External facilitator for the teambuilding phase (optional and depending on the “bandwidth” of the process facilitator)
 - Potentially assisted by the business Deep Dive facilitator (see above)
 - Estimated budget needed: EUR TBC (1 day)
- Estimated total budget of up to max. EUR TBC including accommodation, food & beverages, psychometrics for 6 pax (SLT) etc. + travel and accommodation costs for external facilitators (1-2 pax)

Event Flow & Phases



(A) Teambuilding (1 day)

- Psychometric Assessment/Profiling of SLT done 4-6 weeks in advance of f2f event (Insights profiles available for all SLT members)
- Feedback on Psychometrics by certified facilitator with focus on team profile and dynamics (on day-1 of the f2f event)
- **“Vulnerability Presentation”** – every SLT member to present own development areas and what they either struggle with or find personally challenging, and ask how the team potentially can help and support in overcoming (facilitated by external consultant)
- **Brainstorm session to help us define the “SLT Governance Charter”** – how we shall interact with each other, and define expected behaviours moving forward (facilitated by external consultant)
- Series of **Teambuilding** exercises (outdoor and/or indoor) to put SLT team dynamics to the test, and make us reflect on how to become even better at working as a team (facilitated by external consultant with an expertise in this)
- Add social flow breakers as appropriate (e.g. meals, breaks), giving room to have fun and strengthen relationships amongst SLT members (coordinated with external team building consultants and likely organised by them)

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