

# Optimising Individual Performance

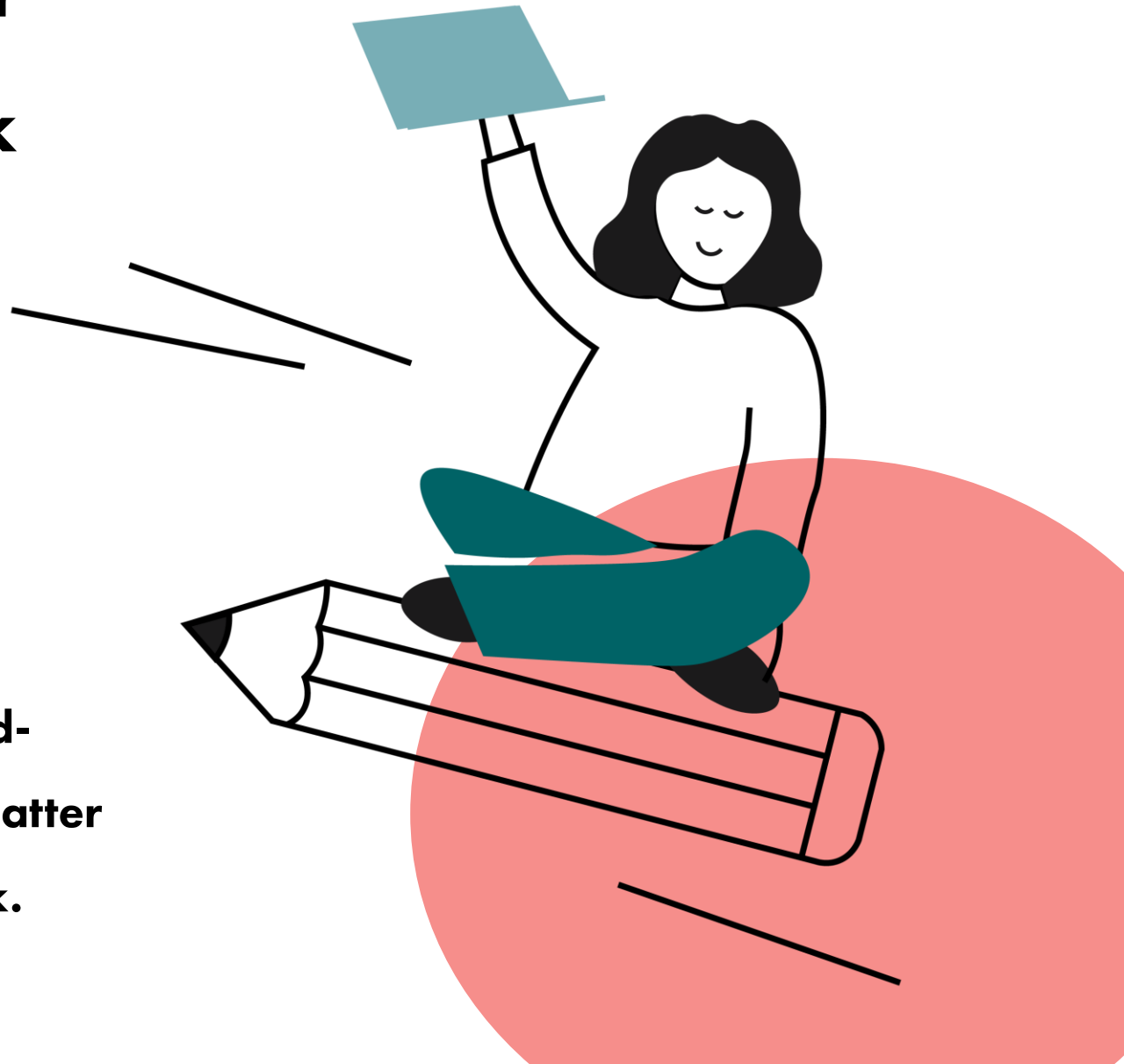
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*hybrid-working edition*

**fortis street.**

**If you want to optimise your performance at work, check out these **four skills** and see that step-change.**

**This is a summary of our High-Performance coaching programme, with a focus on hybrid-working and **actions you can take**. So, no matter where you are, you'll be a superstar at work.**



# Individual High-Performance Framework

No one is successful by themselves at work anymore. Connecting to and being connected with others supercharges your performance

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## ● **Connectedness**

Delivery is the foundation of being viewed as a high performer. Knowing what the goals are, how they connect to the strategy and delivering against them

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## ● **Delivery**

## Optimising Individual Performance

*hybrid-working edition*

Having the language to describe yourself, to be able to better understand others and to adapt your approach to your audience

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## ● **Self-awareness**

Understanding what is driving your decisions, why we get led down the wrong path and when and how to just make the decision

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## ● **Decision making**

# Self-awareness



<b>What is it?</b>	Having the language to describe yourself, to be able to express what is going on for others and to be able to adapt your approach so your audience can hear you.
<b>Why is it important?</b>	You are more able to adjust your work so that you play to your strengths, which connects to your being more engaged and motivated. You can self-regulate in times of pressure and influence others through better understanding of their motivations.
<b>What's different when I'm hybrid-working?</b>	Away from the day-to-day influence of our group, we can become self-focussed and limiting in our view of our impact on others. Individuals who are by themselves may end up ruminating, making assumptions or becoming narrow in their view of what's important.
<b>What's the outcome, when I do this well?</b>	Having the language to describe your strengths and frustrations at work helps many individuals to feel much more confident in the workplace. It also enables you to have greater understanding of and empathy for others, which is key tool for influence and impact.

<b>Actions to Grow this Skill</b>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>• If you have had a psychometric completed in the last year or two, dig it out and read it again.</li> <li>• If you haven't had a psychometric completed recently or you have had a big life event since you did your most recent psychometric, there are plenty of online options, for free, that you can do now. Make sure you choose one that has (and shows) a solid science-based methodology. Our recommendation is <a href="http://www.viacharacter.org">www.viacharacter.org</a> – character strengths.</li> </ul>	
<ul style="list-style-type: none"> <li>• Highlight the sentences and phrases that resonate for you.</li> </ul>	
<ul style="list-style-type: none"> <li>• Grab a big piece of paper and write down the following:               <ol style="list-style-type: none"> <li>1. Three or four statements that really describe who you are, stay focussed on your qualities that you really like</li> <li>2. One area that you could develop more or where you sometimes get yourself into trouble, and</li> <li>3. One thing others could do to work more effectively with you.</li> </ol> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Hybrid-working extension</b> – share this with one of your key teammates or your people leader and ask for their feedback</li> </ul>	

# Decision Making



<b>What is it?</b>	Understanding what is driving your decisions, why we get led down the wrong path and when and how to stop gathering more data and just make the decision
<b>Why is it important?</b>	Individuals who don't consider others' views, are slow to make decisions or demonstrate poor judgement in their decision making will struggle to deliver against their goals and find others avoiding working with them.
<b>What's different when I'm hybrid-working?</b>	Because you're receiving fewer immediate or non-verbal cues from others, you're likely to go to the extreme of your decision-making preference. For most us, this ends up being either fast but without reference to others or ponderous without realising others want you to move along.
<b>What's the outcome, when I do this well?</b>	Individuals who seek out information to make decisions have a broad knowledge of their business and industry. Individuals who are prepared to make decisions minimise wasted time and take action, which is appealing to others - as long as they are also willing to acknowledge and learn from their mistakes.

<b>Actions to Grow this Skill</b>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>• Read what your psychometric says about your decision-making style. Reflect on how you've seen that played out.</li> </ul>	
<ul style="list-style-type: none"> <li>• (If sometimes you are too quick to make decisions) Ask great questions – widen your knowledge of the situation, the people involved, the business drivers. Just as you think you've got enough information, ask one more question.</li> </ul>	
<ul style="list-style-type: none"> <li>• (If sometimes you are too slow to make decisions) Experiment a little – challenge yourself to make a low-risk decision today. What happened? Probably nothing. Ok, make a slightly higher-risk decision tomorrow and test what happens. Keep going.</li> </ul>	
<ul style="list-style-type: none"> <li>• Learn from your mistakes – firstly, accept that no matter what, sometimes the decision won't result in a great outcome. Now comes the power of reflection and learning. Hindsight is 20/20 vision but only if you take the time to stop, look back and learn.</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Hybrid-working extension</b> – ask one of your stakeholders or colleagues about the decision they need from you today or this week. Treat it as a priority. And make that magic happen.</li> </ul>	

# Delivery



<b>What is it?</b>	Delivery is the foundation to being viewed as a high performer. Knowing what the goals are, how they connect to the strategy and delivering against them.
<b>Why is it important?</b>	We are rewarded and recognised at work for delivering against our goals. Others have confidence in those that deliver, they have credibility, and it gives them the license to innovate and grow their career.
<b>What's different when I'm hybrid-working?</b>	In distributed groups, it can be harder to have visibility of, or even interest in, others' goals. We can quickly lose sight of the important things and end up spending our time on tasks that do not connect to organisational or team goals.
<b>What's the outcome, when I do this well?</b>	You are recognised as a high performer because you deliver against the goals. Your work is aligned to the organisational goals and demonstrates contribution to organisational success. You are reliable – you're the postman, you always deliver – and that makes you someone others want in their team.

<b>Actions to Grow this Skill</b>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>• Write a daily to-do list. Ask yourself how these play to your strengths?</li> </ul>	
<ul style="list-style-type: none"> <li>• Batch up your tasks and always do admin in the afternoon. This way, you are not constantly jumping between activities and losing momentum or wasting your morning energy on trivia.</li> </ul>	
<ul style="list-style-type: none"> <li>• Get your organisation's strategic plan and your business unit's operational plan. Write up how your business unit's operational plan contributes to the strategic plan.</li> <li>• Now, look at your own objectives – what are the stepping stones between those and your business unit's operational plan? Revisit your goals with your People Leader if you can't see the connection - you may be working on the wrong things...</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Hybrid-working extension</b> – set up a Monday morning heart-beat video conference with your team, where everyone talks about:               <ul style="list-style-type: none"> <li>• One thing they achieved last week</li> <li>• Three things they are working on this week, and</li> <li>• One area where they need others' help.</li> </ul> </li> </ul>	

# Connectedness



<b>What is it?</b>	No one is successful by themselves at work anymore. Connecting to and being connected with others is key to optimising your performance and others'.
<b>Why is it important?</b>	If you think you're going to be seen as a "lone wolf" high performer, you're dreaming. By being deeply connected with others, you leverage the best of you and of your colleagues to achieve great outcomes.
<b>What's different when I'm hybrid-working?</b>	When we are hybrid-working, we may miss the easy opportunities to connect, which happen simply by being in the same space. Introverts may go "invisible" because they are loving WFH while extroverts may be missing the energising presence of others.
<b>What's the outcome, when I do this well?</b>	Individuals, who are viewed as broadly and deeply connected across their team and organisation, are seen as individuals who can be relied on to play well with others, know how to leverage the strengths of the group and enable others to play at their best. They are seen as obvious candidates for other roles, making career progression easier.

<b>Actions to Grow this Skill</b>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <li>• Re-read your psychometric. In particular, consider your introvert/extrovert preference and how this might play out for others. Think about how you can adapt your style to fit others' preferences.</li> </ul>	
<ul style="list-style-type: none"> <li>• Practice your listening skills – really hone your ability to hear others' messages. The ability to take in others' views without judgement, to seek to understand and to demonstrate that empathy and understanding are key to unlocking connectedness.</li> </ul>	
<ul style="list-style-type: none"> <li>• Manage yourself – every team has conflicts. How you behave in those moments will be remembered. If you're feeling tired or grumpy, manage yourself. If you don't handle conflict well, work on those skills. Your brand is built with every interaction.</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Hybrid-working extension</b> – connect with each of your stakeholders and team members every week. Ask them what they are working on and how things are going. Demonstrate your great listening and empathy skills. Make sure they have visibility on what you are working on and connect by asking for help.</li> </ul>	

# More Resources

[Challenges of hybrid work and how to overcome them](#)

Stephen R Covey, **The 7 Habits of Highly Effective People**

Jim & Jamie Dutcher, **The Wisdom of Wolves**

Gerald R Ferris et al, **Political skill at work**

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● **Connectedness**

John Doerr, **Measure what matters**

Atal Gawande, **The Checklist Manifesto**

Rob Dial, **Level Up** or his podcast

**Mindset Mentor**

Arnold Schwarzenegger, **Be Useful**

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● **Delivery**

## Optimising Individual Performance

*hybrid-working edition*

If you are looking for an online psychometric, we recommend (and use)

<https://www.viacharacter.org/character-strengths-via>

Over 10 million people globally have used this tool, research-based, it is developed out of work initiated by Martin Seligman, one of the key thinkers in Positive Psychology.

Carol Dweck, **Mindset**

Brian Little, **Who are you really?**

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● **Self-awareness**

[Three lessons on decision making from a poker champion](#)

Chip Heath & Dan Heath, **Decisive**

Daniel Kahneman, **Thinking, Fast and Slow**

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● **Decision making**



At Fortis Street, we work with individuals and teams to optimise their performance at work. Elite performers know there is always more, always better.

We have taken some snippets from our High-Performance coaching programme, that are especially helpful for hybrid-working. This is not the full programme, just some tasty bits to help you keep growing.

We hope you find this useful and feel free to share it with others. If you have any questions about being a high performer, please get in touch, we would love to work with you – [www.fortisstreet.co.nz](http://www.fortisstreet.co.nz)



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