

High Performing Teams

Launch Event

Jonathan Males &
Katherine Bond



Mezzana Partners

Team development specialists and high- performance experts.

Deep psychological expertise blended with 25 years of experience transforming teams and leaders in elite sport and business.

Teams as the vehicle for organisational change.



Launch agenda

- Start of your High Performance Journey
- Leadership and High Performance
- Sara Symington
- Programme structure – the next 9 months
- Getting going with your coach – focus on leadership behaviour
- Clarity on next steps

High Performing Teams is in support of this

Our 2020/2025 Five-Year Plan | Vision



Achieved through strengthening our three elixirs and with technology as a key focus



Underpinned by our shared values of **bright**, **caring**, **passionate**, **responsible** and **unified**



High Performing Teams will

- Define world class at Aztec – what that means for you and your leadership
- Help you to develop your team and people
- Sustain performance – to coach, enable, develop, hold people to account
- Lead to regular, effective performance coaching conversations with each of your team members
- Help you get comfortable to give constructive and challenging feedback
- Directly support you to deliver the 5 YP
- Be benchmarked against key business metrics

A blurred background image of an office environment. Several people are visible, some sitting at desks with laptops, others standing and talking. The image is intentionally out of focus to create a sense of a busy, collaborative workspace. A vertical blue line runs down the center of the image.

High Performance Team Leadership

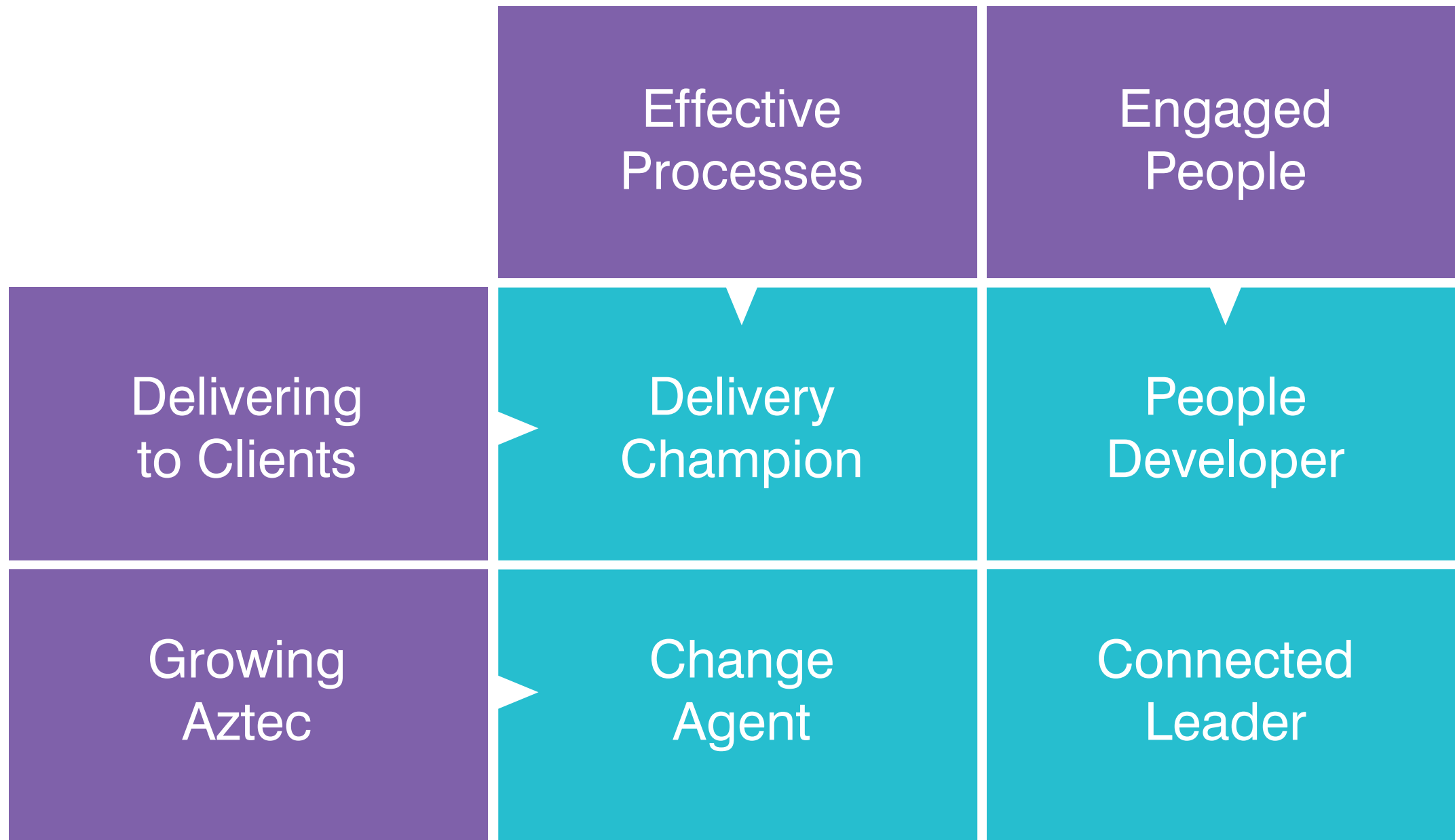
High Performance Team Leadership

The capacity to manage yourself AND your team.

Deliver to clients AND grow Aztec.

BALANCE the demands of the task with the needs of your people.

High Performance Team leadership





People Developer

- Inspire and create a high performance team environment
- Actively coach, give feedback, develop and hold your people to account
- Listen to feedback and work on own performance



Connected Leader

- Authentically live the Aztec values
- Maintain purpose and direction
- Connect across the business



Delivery Champion

- Maintain client focus
- Take ownership of work processes to ensure that they are efficient and effective
- Eliminate wasted effort



Change Agent


- Look out to the external environment and changing client demands
- Identify new and emerging skills your team will need
- Enable and motivate your team to adopt new technology and ways of working



Poll

Where do you spend most of your time right now? (People Developer, Connected Leader, Delivery Champion, Change Agent)

Where do you need to develop most?

A blurred background image of an office environment. Several people are visible, some sitting at desks with laptops, others standing and talking. The image is out of focus, emphasizing the text overlay.

Defining High Performance

Sara Symington

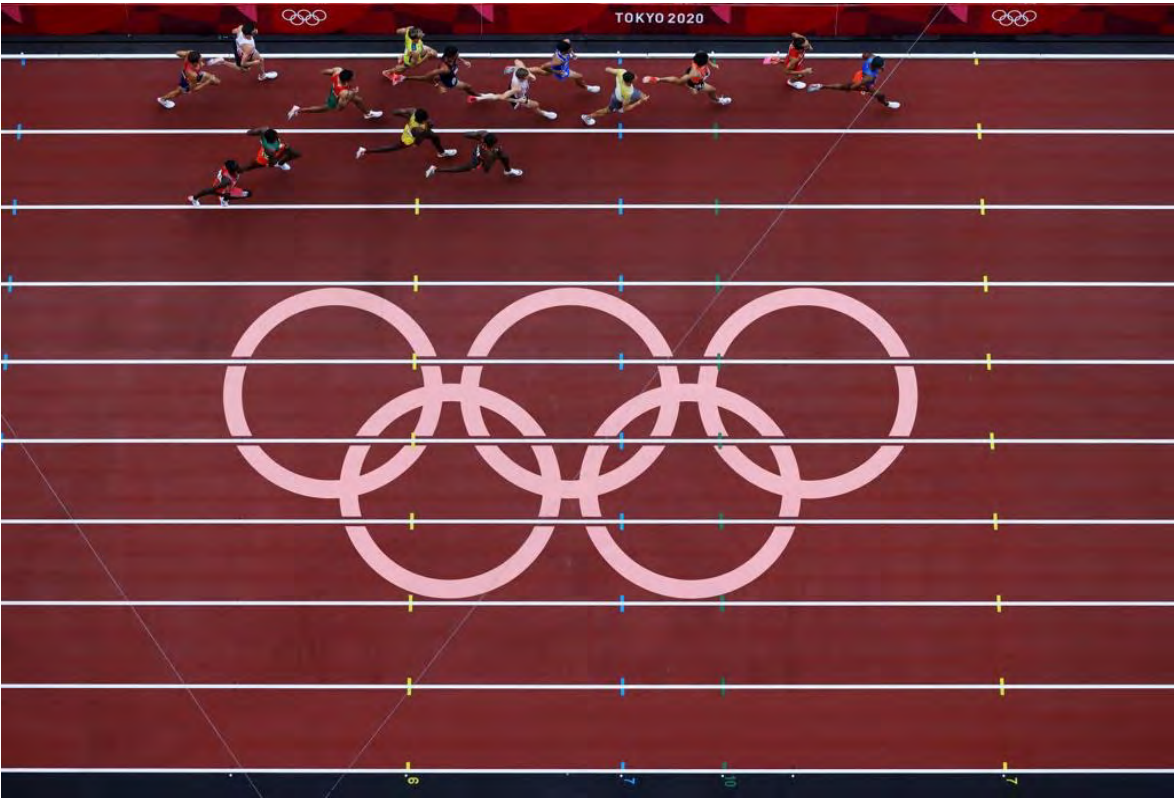




Discuss in pairs

What have you heard from Sara that resonates for you?

What areas do you need to focus on to improve your performance?





A blurred background image of an office environment. Several people are visible, some sitting at desks with laptops, others standing and talking. The image is intentionally out of focus to create a sense of a busy, collaborative workspace. A vertical blue line runs down the center of the image, separating the left and right sides.

Your HPT Journey

Participant Journey

2021

SEPTEMBER

Launch

Commitment 1
– Benchmark data

→ Coaching session 1
+ learning agreement

→ Line manager input
– Discuss and finalise
learning agreement

OCTOBER

MODULE

01

Leading
Healthy High
Performance

Commitment 2
+ online coaching

→ Action learning 1
(jurisdiction based)

DECEMBER

MODULE

02

Leading
Exceptional
Teams

Commitment 3
+ online coaching

→ Team Cascade 1
– Commitment

2022

FEBRUARY

MODULE

03

Individual
Performance
Conversations

Coaching session 2
– review progress

→ Action learning 2
(jurisdiction based)

APRIL

MODULE

04

Team
Performance
Conversations

Commitment 4
+ online coaching

→ Team Cascade 2
– Commitment

MAY

MODULE

05

Team Agility
and Leading
Change

Commitment 5
+ online coaching

→ Action learning 3
(jurisdiction based)

JUNE

Integration
& Celebration

Team Review
and
Consolidation

Coaching session 3
– review and next steps

→ Line manager input
– Review and 2022 plan

Delivery team

Private Equity

1. Jersey, UK and US
2. Guernsey and Luxembourg

Sponsors: Matt Horton, Ganash Lokanathan



Jonathan Males



Hetty Einzig

Delivery Team

1. Real Assets & Private Debt

Sponsors: Paul Conroy, Peter Brown

2. Business Units 1:

IT, Transformation, Operations,
Business Development, Marketing

Sponsors: James Gow, Charlotte Light



John Anderson



William Winstone

Delivery Teams

Delivery Team

1. Corporate Services & Depositary

Sponsors: Steve Romeril, David Griffin

2. Business Units 2:

HR, Risk & Compliance, Finance & Legal,
Facilities

Sponsors: Katie Thorpe, Virginia Rothwell



Katherine Bond



Gary Buxton



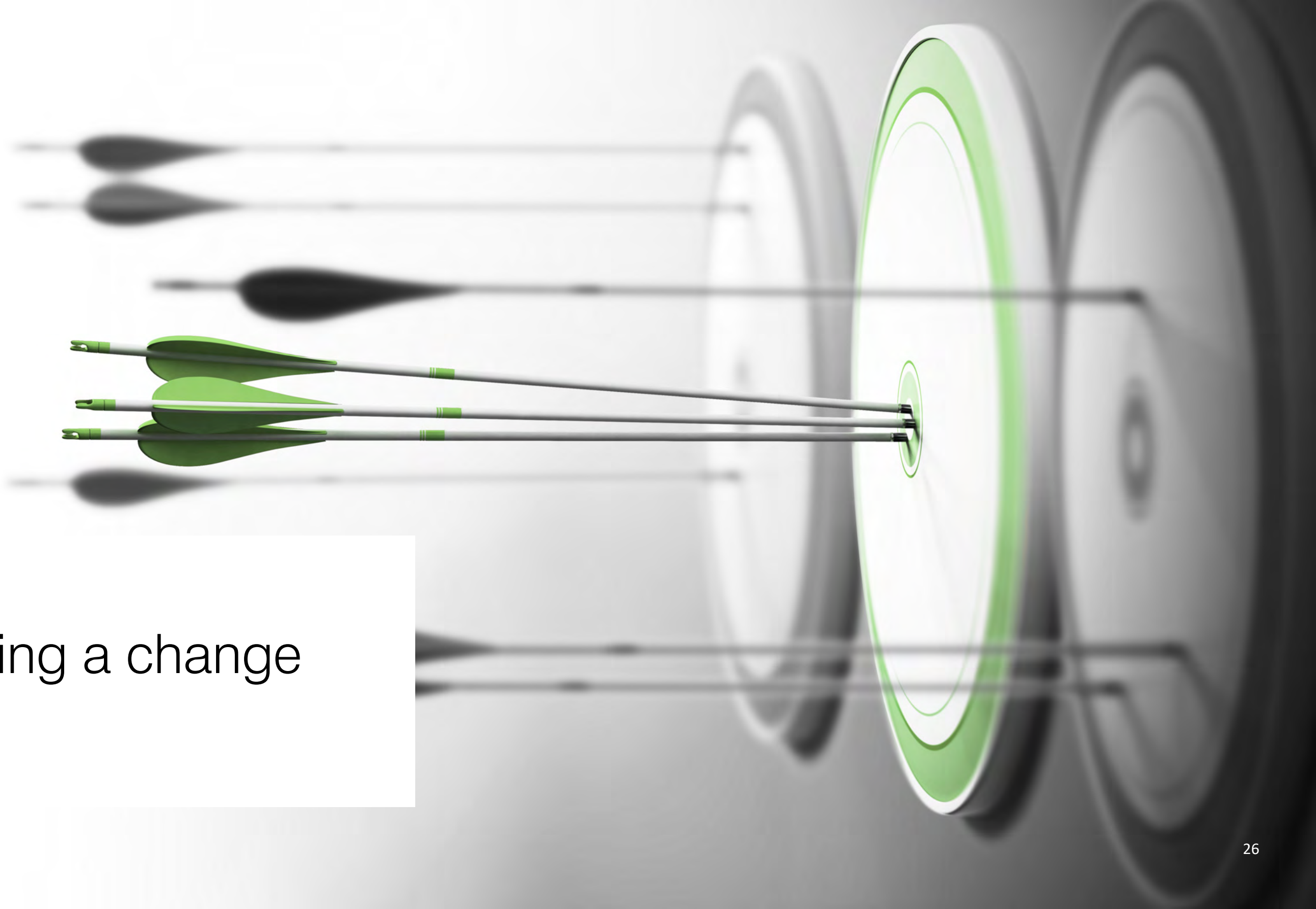
Breakout in threes

- What excites you most about this opportunity?
- What might challenge you?
- How can you ensure you're creating space and applying learning quickly?

Next steps

- Make sure you've completed your self assessment and collected team feedback – by end 15/9
- Book your coaching sessions – by end 15/9
- Learning agreement:
 - Download template and review guidance
 - Complete part 1 and discuss with coach
 - Send to your line manager (who completes part 2)
 - Meet with your line manager to discuss and together complete part 3
 - Send completed LA to hpt@aztec.com (saved as *yourname* learning agreement)
- Coaching session 1 (guidance notes)
- Module 1 – late October/early November

Making a change





Making a change

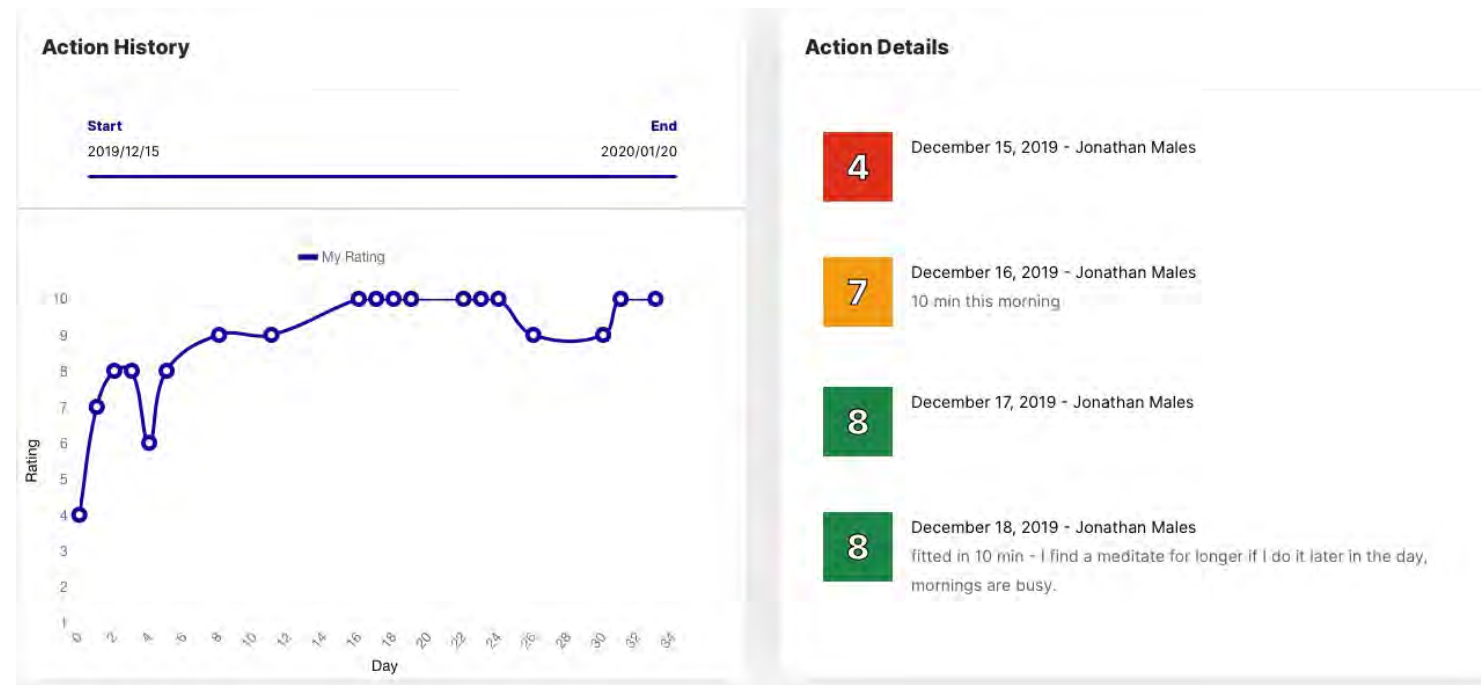
Improvement doesn't happen by accident – takes focused, consistent application

We want to help you develop high performance leadership habits

“A robust, consistent and easily initiated pattern of thinking and behaviour”

Coaching support with a powerful online process after each module – starting today

The Habit Builder



- You choose ONE specific new behaviour
- Regular, daily attention leads to greater change than only trying once in a while
- Track your progress to create an immediate reward
- Journal reflections help you to embed new learning
- Your coach will support you here too

Habit Builder Steps

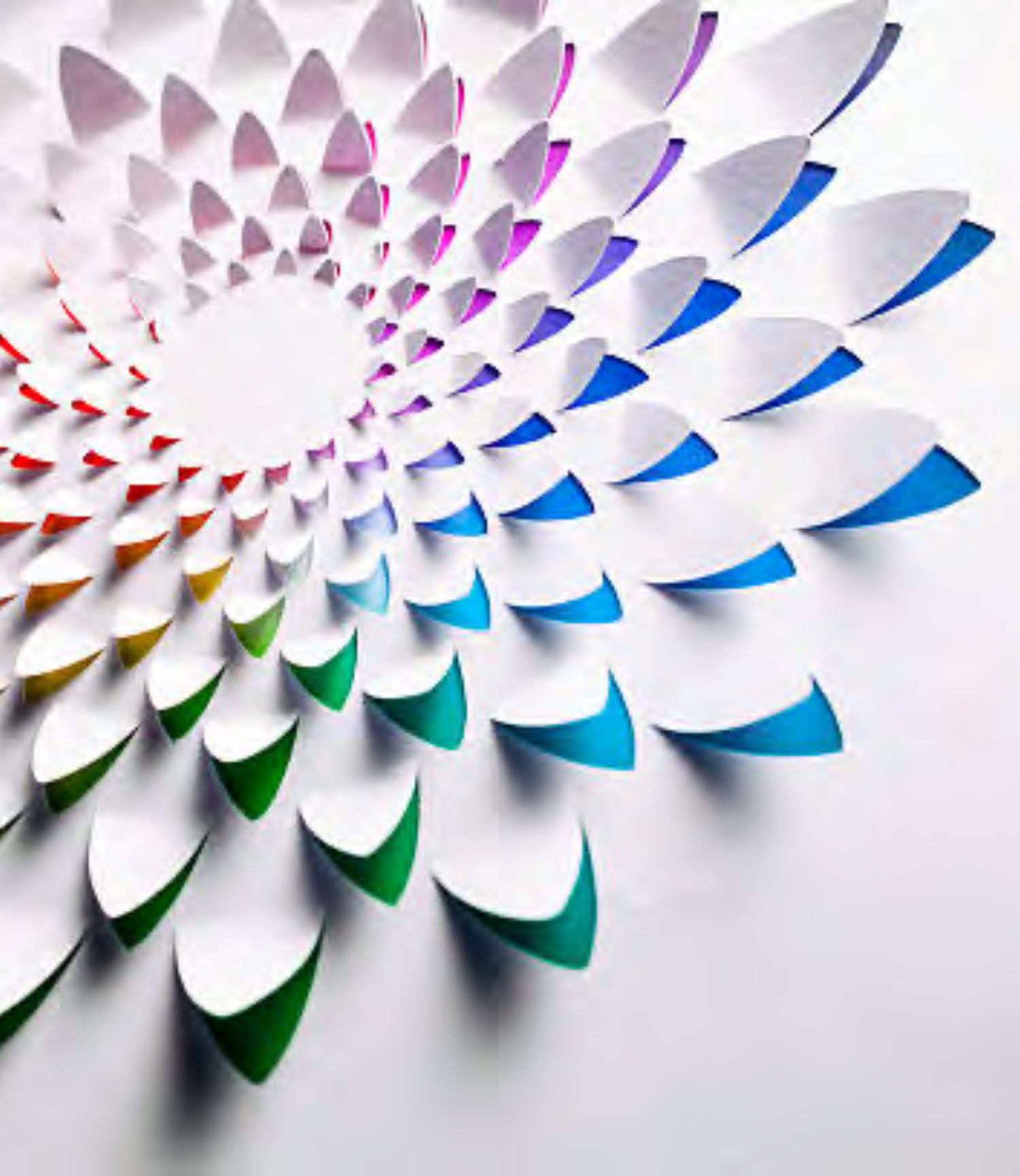
- After each today's launch and each HPT module, you choose one new habit that will help you apply new skills
- You decide when and how often to receive a nudge by email or text
- The more often you check in, the more benefit you get
- Invite accountability buddy and make visible to your team
- Your line manager can coach and comment
- Record your learning (score 1-10) and add journal comments
- We will coach you online over the next 4 weeks
- Reflection questions help you, and we can adapt the programme
- Aztec has insight on adoption, engagement and impact across the business

High Performance habits

1. When I start my working day, instead of jumping into my work, I will identify one leadership quadrant (People Developer, Connected Leader, Change Agent, Delivery Champion) to prioritise today, and note which one in my check-in entry
2. When it's the end of my working day, instead of answering more emails, I will spend three minutes reflecting on my performance and choose one thing I want to improve on tomorrow
3. When I start my working day, instead of focusing on the tasks of the day, I will choose one high performance behaviour that I want to see in my team that I will demonstrate myself today

Instructions for accessing the platform

- Go to the link in your calendar invitations
- Complete the review questions and choose/adapt your habit
- Choose what time and days you'd like your nudge
- Invite a buddy – perhaps one of your conversation partners from today
- The system will recognise your Aztec email address



Next steps

- Get going with the Habit Builder
- Complete self and team assessment & coaching slots
- Learning agreement
- Coaching session
- Module 1

Email with next steps and links tomorrow

Thank you

jonathanm@mezzanapartners.com

katherineb@mezzanapartners.com

