WELCOME!

Agenda

KIC

DAY 1	
11:00-13:15	Key elements of high-performing teams
13:15-14:15	Lunch
14:15-15:45	LEGO Serious play
15:45-16:00	Summary of Day 1
16:30-18:30	Evening activity
19:30	Dinner

DAY 2	
09:00-12:00	Leadership skills driving high eNPS
12:00-13:00	Lunch
13:00-14:30	Biohacking for leaders
14:30-15:00	Summary and closure

HOW SUCCESSFUL TEAMS REACH THEIR GOALS

UK Men`s Eight Rowing team preparing for Sydney Olimpics 1998-2000

Will It Make The Boat Go Faster?

Ben
Hunt-Davis

WINNING GOLD

KEY ELEMENTS OF HIGH-PERFORMING TEAM

YES or NO?

1. Are team members open about their strengths and potential weaknesses?

2. Do team members openly disclose their opinions?

3. Do team members demonstrate engagement regarding decisions made?

4. Do team members hold each other accountable for their part?

5. Do team members demonstrate focus on team results?

A successful organization

SMART:
Strategy
Marketing
Finance
Technology

HEALTHY:
Minimal politics
Minimal confusion
High morale
High productivity
Low turnover

LEADERSHIP BEHAVIOURS:
Trust
Conflict
Commitment
Accountability
Results

The Five Dysfunctions of a Team

The Five Dysfunctions of a Team

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Dysfunctional Team

Result
- High team turnover
- Poor performance
- Focus on self over team

Accountability
- Poor performance tolerated
- Missed deadlines
- Objectives missed

Commitment
- Keep discussing the same thing
- Lack of ownership
- Unclear objectives and priority

Conflict
- Avoid people and problems
- Ignore pressing issues
- Lack of transparency drives confusion

Trust
- Hide mistakes, conceal weaknesses
- Blame culture, hold grudges
- Hesitate to ask for help

Pyramid levels (top to bottom):
- Lack of Results
- Avoidance of Accountability
- Lack of Commitment
- Fear of Conflict
- Lack of Trust

The Five Dysfunctions of a Team

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High Performing Team

Result
- Outstanding and recurring team results
- High motivation and engagement
- Focus on team results

Accountability
- Poor performance managed
- Same standards for everyone
- Goals and activities clear

Commitment
- Buy in and alignment on common objectives
- Clear direction and priorities
- Full engagement in decisions made

Conflict
- Healthy team debate
- Co-design of solutions
- Confront issues and problems quickly

Trust
- Safe environment to speak up
- Team members help each other
- Leverage strengths for the team

Dysfunctional Team

Result
- High team turnover
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- Blame culture, hold grudges
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Pyramid (top to bottom): Lack of Results; Avoidance of Accountability; Lack of Commitment; Fear of Conflict; Lack of Trust

An experience that changed the team

Lindström Lithuania Leadership Team

Linas Rubys
Head of Operations

Živilė Strukčinskienė
Customer Service
Manager

Alina Borisova
Production Manager

Rasa Šlekienė
M&C Specialist

Česlava Ivickienė
Business Controller

Ovidijus Gudaitis
Business Development
Manager

Renata Kasparavičienė
Head of High Value

Vilma Šeštavickaitė
HR Partner

Saulius Zabulis
Head of Fast Track

Simona Virketienė
Production Manager

Aivaras Sebeckis
Managing Director

Leadership Team Coaching – our journey together

"The heroic leader is dead, long live the leadership team." P. Hawkins

2022, April

LOW 1.00-3.24	
MEDIUM 3.25-3.75	
HIGH 3.76-5.00	

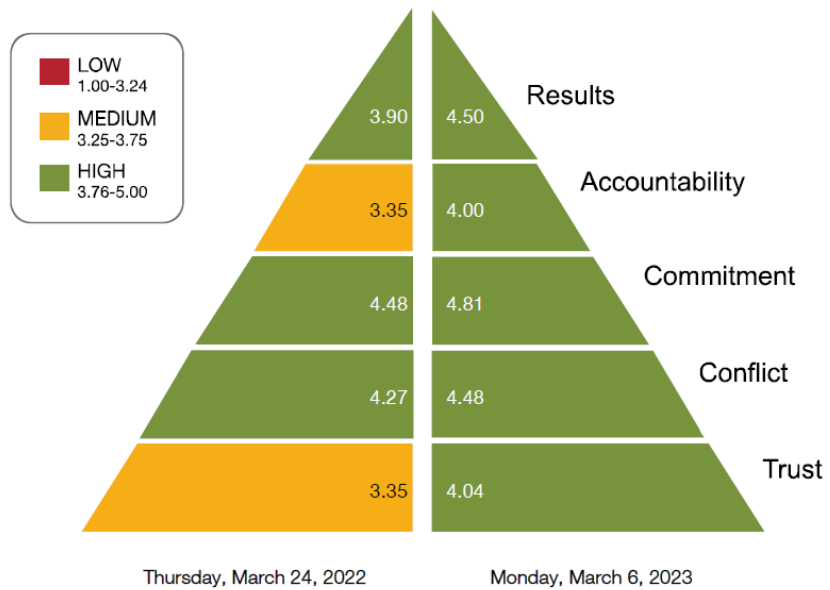| Value	Dimension
3.90	Results
3.35	Accountability
4.48	Commitment
4.27	Conflict
3.35	Trust

Thursday, March 24, 2022

Promotion of Coaching culture

Emotional intelligence workshop for the Leadership Team

"No one cares how much you know, until they know how much you care" -Theodore Roosevelt

Leadership Team journey

LOW
1.00-3.24

MEDIUM
3.25-3.75

HIGH
3.76-5.00

3.90	4.50	Results
3.35	4.00	Accountability
4.48	4.81	Commitment
4.27	4.48	Conflict
3.35	4.04	Trust

Thursday, March 24, 2022   Monday, March 6, 2023

2023, March

24

How this experience affects the whole company?

Lindström Team event

"Leadership Day" instead of "Boss's Day"

"I am a leader of Lindström"

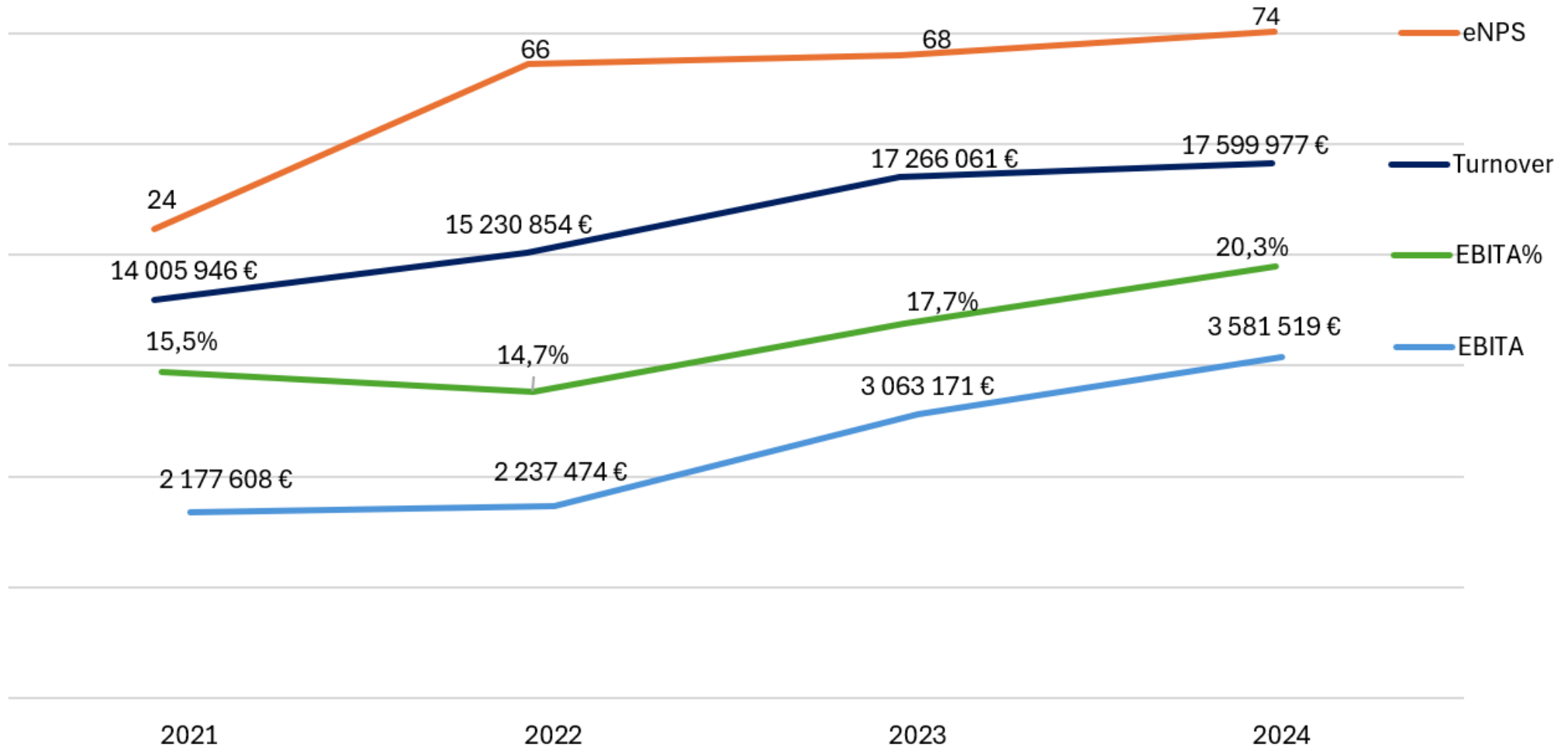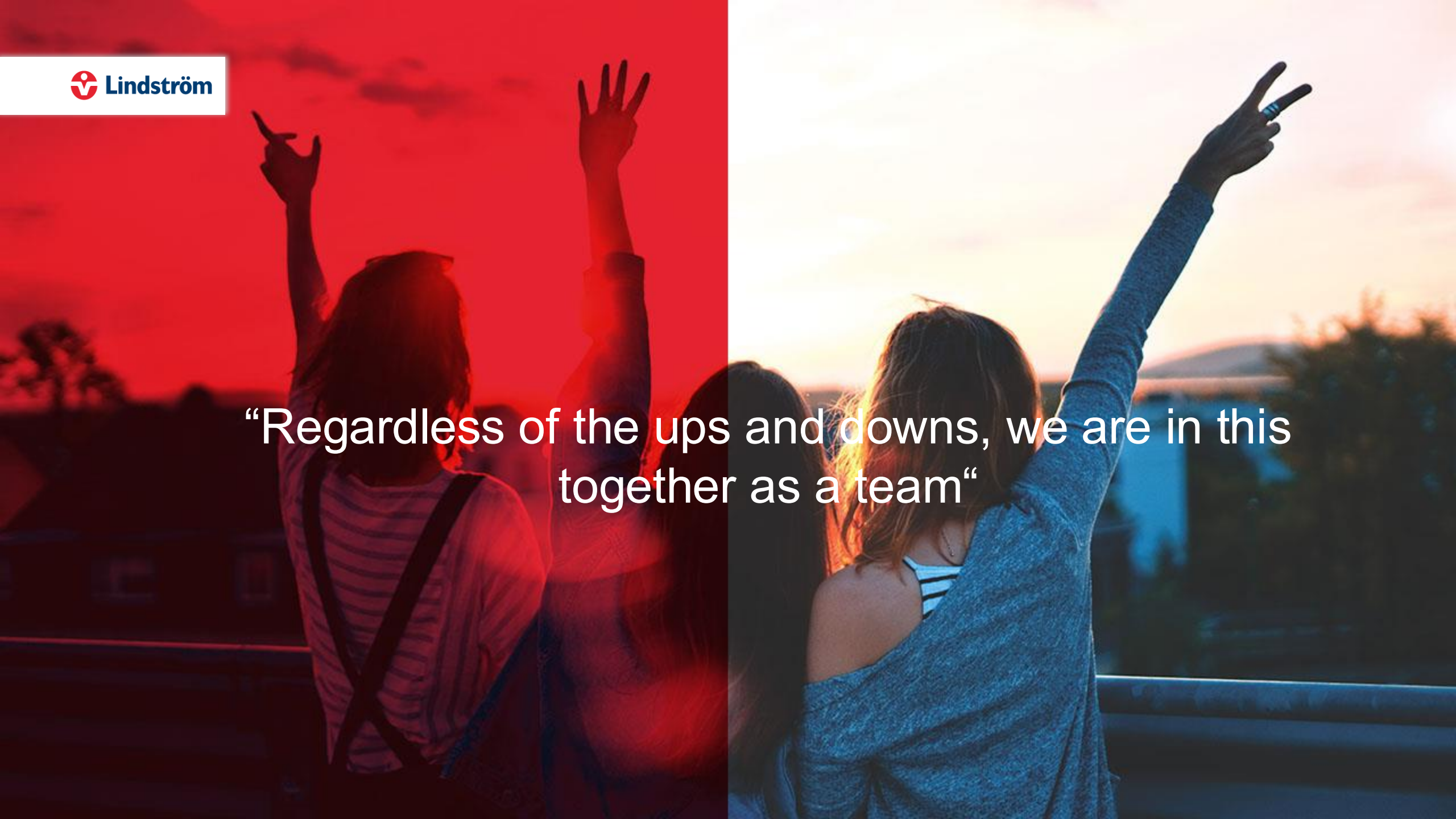Everyone is a leader because everyone influences someone.
— John C. Maxwell

Executive summary
Development of strategic goals 2021 - 2024

	2021	2022	2023	2024
eNPS	24	66	68	74
Turnover	14 005 946 €	15 230 854 €	17 266 061 €	17 599 977 €
EBITA%	15,5%	14,7%	17,7%	20,3%
EBITA	2 177 608 €	2 237 474 €	3 063 171 €	3 581 519 €

"Regardless of the ups and downs, we are in this together as a team"

TRUST & PSYCHOLOGICAL SAFETY

Trust

PREDICTIVE TRUST

A belief that team members can be counted on to perform as expected.

VULNERABILITY TRUST

Team members are willing to be open and honest with each other, even when it means admitting their mistakes or weaknesses, and they are asking for help.

We became more open-minded, resilient, motivated, and persistent when we **feel safe**.

Harvard Business Review article «High-Performing Teams need Psychological Safety: Here`s How to Create It»

Psychological safety

Feeling safe to take interpersonal risks, to speak up, to disagree openly, to surface concerns without fear of negative repercussions or pressure to sugarcoat bad news.

Trust is personal; psychological safety is a group phenomenon.

Trust is important component of psychological safety in teams.

How to raise the level of trust in a team

- Getting to know each other better

- Invest time in bonding over non-work topics

- Speak human to human

- Replace judgment with curiosity

- Explore and celebrate diversity

- Give and receive appreciation

- Lead by example

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«MANUAL OF ME»

1. Split into 2 groups at your tables (3-4 persons per group)

2. Finish these sentences in your small group

3. When done, share how this information might help to improve your teamwork.

I am at my best when…

I am at my worst when…

You can count on me to…

What I need from team is…

HEALTHY CONFLICTS

Healthy and productive conflict

Conflict is needed for teams as long as it is productive.

Harmony undermines innovative thinking.

Should be based on a shared commitment to the team's goals and involve honest debate about ideas.

The ability to disagree without causing offense is a crucial precondition for good communication and problem-solving.

Most common reasons for conflicts: different expectations or work styles, personality clushes, limited resources, lack of clear communication, power dynamics.

Conflict continuum

How to have a healthy conflict in a team

- Keep discussions respectful

- Discuss the position not the person

- Base decision on shared goal

- Listen, reflect, ask, ensure understanding

- Ensure everyone contributes equally

- Do not compete to win

- Replace «No, but…» with «Yes, and…»

"YES, AND..."

1. Peer up with one person at your table, preferably your neighbour.

2. One of you will say «I think we can improve collaboration between our departments by…». Another one will reply «No, but…». Continue conversation for 3 minutes only by starting your reply with «No, but…».

3. One of you will say «I think we can improve collaboration between our departments by…». Another one will reply «Yes, and…». Continue conversation for 3 minutes only by starting your reply with «Yes, and…».

4. Reflect on your feelings after each round. What does it mean for you? How this experience could help you in future discussions?

COMMITMENT, ACCOUNTABILITY, FOCUS ON RESULTS

Commitment and accountability

Unclear decisions lead to wavering commitment.

Priorities, responsibilities and standards – who, when, what, in which order, how.

Performance issues go unadressed when feedback culture is low.

Alignment between project or initiative with vision, mission, strategic goals, shared purpose.

The best form of accountability is peer pressure.

Delegation of accountability provides development.

How to raise the level of commitment and accountability

- **Ensure clarity** on decisions made and each team member`s contribution

- **Agree on timelines**, milestones, follow-ups

- **Review progress** on regular basis

- **Align team behaviours** with business critical outcomes

- Apply coaching approach and **growth mindset**

- **Be crystal clear when delegating** or setting expectations

- **Stay open** and available for support

- Promote open feedback and **feedforward culture**

- Ensure **constructive problem solving**

Focus on results

Link results to vision, mission, strategic goals and shared purpose.

Performance metrics and recognition – both are important.

Explore success factors and obstacles related to results.

Collective goals are valued higher than individual goals.

How to ensure strong focus on results

- Be clear on measurement and KPIs

- Celebrate small wins, share results

- Recognize commitment and acknowledge contribution

- Care for team`s well-being and workload

- Draw lessons learned to ensure continuous improvement

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START / STOP / CONTINUE

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1. Individually think about commitment, accountability and focus on results in your team.

2. Provide answers to these 3 questions using Start / Stop / Continue approach.

3. Share ideas at your table and write down TOP ideas on 3 post-it notes: Start, Stop, Continue.

START: What new behaviour we could try to improve commitment, accountability and focus on results?

STOP: Which behaviours are not productive?

CONTINUE: What works well and should be maintained?

Talent wins games, but teamwork and intelligence wins championships.

Michael Jordan, basketball legend

Questions leaders can ask their teams

TRUST

How can we create a safe space **for** open communication and vulnerability?

What can I do to help build stronger trust within the team?

HEALTHY CONFLICT

Are there any issues we`re avoiding that need to be addressed?

How can we make disagreements more constructire and productive?

COMMITMENT

Do you feel clear about our team`s goals and your role in achieving them?

What can I do to ensure everyone is fully committed to our decisions?

ACCOUNTABILITY

How can we hold each other accountable in a way that feels fair and supportive?

What should we do if someone is not meeting expectations?

FOCUS ON RESULTS

What can we do to prioritise team goals over individual objectives?

How can we measure and celebrate our collective progress as a team?

Summary

- Lead by example

- Strengthen your and teams communication skills

- Ensure clarity and follow up

- Create open feedback and continuous improvement culture

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Lack of Results

Avoidance of Accountability

Lack of Commitment

Fear of Conflict

Lack of Trust

As difficult as teamwork is to measure and achieve, its power cannot be denied. When people come together and set aside their individual needs for the good of the whole, they can accomplish what might have looked impossible on paper.

Patrick Lencioni, American author of books on business management and team management

LUNCH BREAK

Lindström

LEADERSHIP DAYS #2025

Powered by

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LEGO SERIOUS PLAY
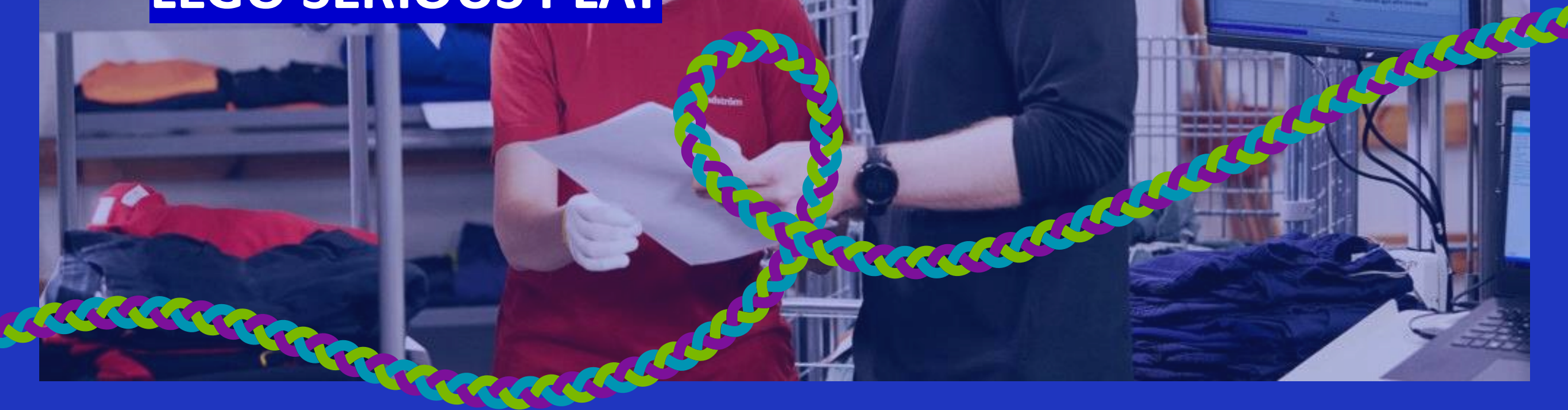
Lets build some LEGOs

1. Find your LEGO exploration kit

2. Open the bag GENTLY

3. Have the bricks in front of you on top of your table

IMAGINATION 1

THE SUPER-DUPER 3000 SNOW SCOOTER

IMAGINATION 1

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DESCRIPTIVE IMAGINATION

"THINK INSIDE OF THE BOX!"

THE SUPER-DUPER 3000 SNOW SCOOTER
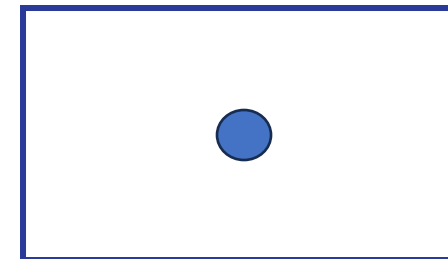
IMAGINATION 2

FUN IN THE SNOW

IMAGINATION 2

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CREATIVE IMAGINATION

"THINK OUTSIDE OF THE BOX!"

FUN IN THE SNOW

IMAGINATION 3

KIC

INNOVATION

IMAGINATION 3

KIC

CHALLENGING IMAGINATION

"THERE IS NO BOX!"

INNOVATION

IMAGINATION 4

COOPERATION

CLOSURE OF DAY 1

1. What «a-ha» moments did you have today?

2. What is the one thing you will do to strengthen your team?

3. Tell your neighbour when and how you will do it.

4. Write an encouragement card to a colleauge (not specific one).

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OUTDOOR ACTIVITY AND DINNER

16:30 outside @ Lindstrōm sign

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Go around the room and greet 3 colleagues like old good friends which you have not seen for a very lond time.

Get to know the interesting fact about your new neighbours.

LEADERSHIP SKILLS DRIVING HIGH eNPS

12 key drivers of employee performance and engagement

Growth
- 12 - Learn and grow
- 11 - Progress

Teamwork
- 10 - Best friend
- 09 - Quality
- 08 - Mission matters
- 07 - Opinions count

Management support
- 06 - Development
- 05 - Cares
- 04 - Recognition
- 03 - Do best

Basic needs
- 02 - Material and equipment
- 01 - Expectations

GALLUP®

70%

Managers impact on variability of employee engagement scores

Longitudinal Gallup survey with more than 3,3 M employees across 100 K teams, over 50 diverse industries

Modern and efficient performance management

An ongoing and agile process of:

- setting goals, aligning actions, following-up and tracking results;

- providing feedback, support and recognition;

- forward looking, supporting employee development.

Done through continuous and regular flow of meaningful and efficient communication between employee and manager.

Two types of conversations

Regular individual check-ins (1:1 / 1-2-1)

Short, regular and quick check-ins (once per 1-2 weeks)

Operational tasks, deadlines, activities review and update

Problem solving, decision making

Prioritizing, adjusting tasks to changing environment

Feedback and recognition

Support and help

Periodical review

Longer conversation takes place on periodical basis (e.g. once per 3-6 months)

Summary of key achievements during previous period

Review of progress

Lessons learned, reflection on experience

Planning for next period – main projects, priorities, deliverables

Review of development areas and action planning

Employee well-being, motivation, career development goals

Focus on results, growth, feedback and recognition!

Power of recognition

Only 23% of employees feel they get the appreciation they want and deserve.

70% of employees said recognition, rewards and appreciation would compel them to stick with their employer.

Recognition satisfies basic human needs – to be heard, accepted, listened to and included.

Being specific about what employees have contributed to, leader shows attention and employee`s efforts matter.

Don`t leave appreciation and recognition to chance. Notice it, capture it and deliver, preferably in public.
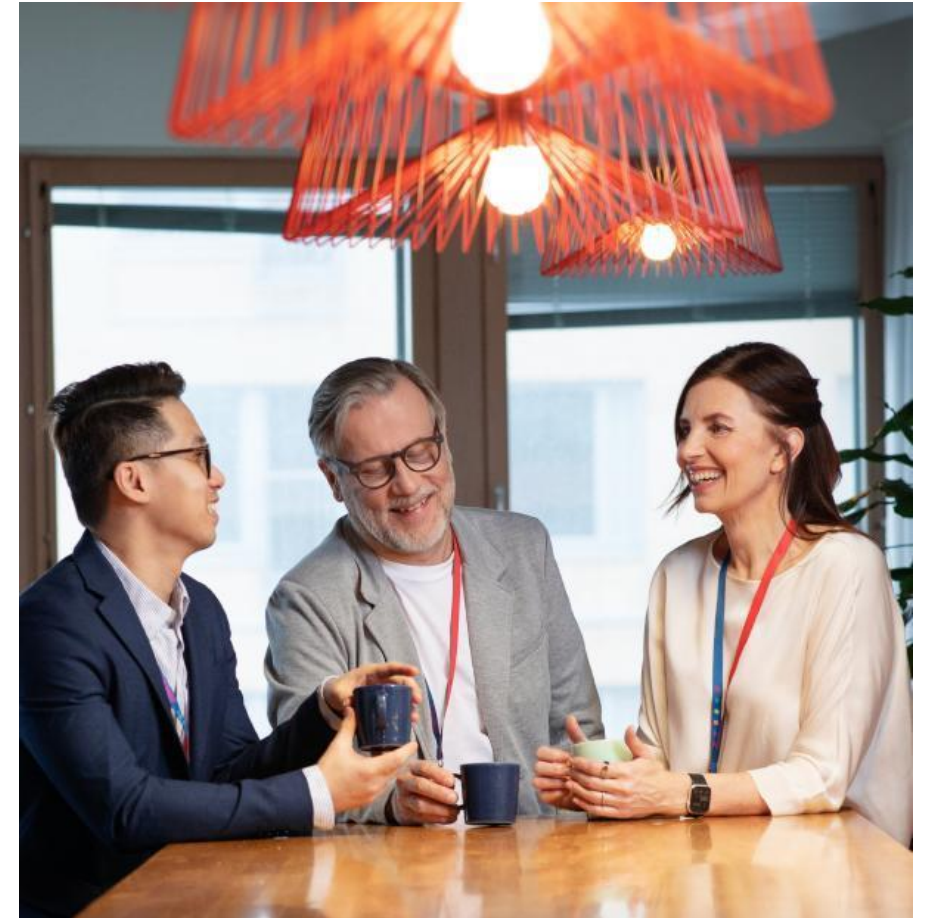
Which is the best leadership style?

Assessing employee for particular task or role

Competency

Leadership style

Commitment

- Previous experience
- Knowledge
- Skills and abilities

- Confidence
- Interest, enthusiasm
- Motivation, willingness

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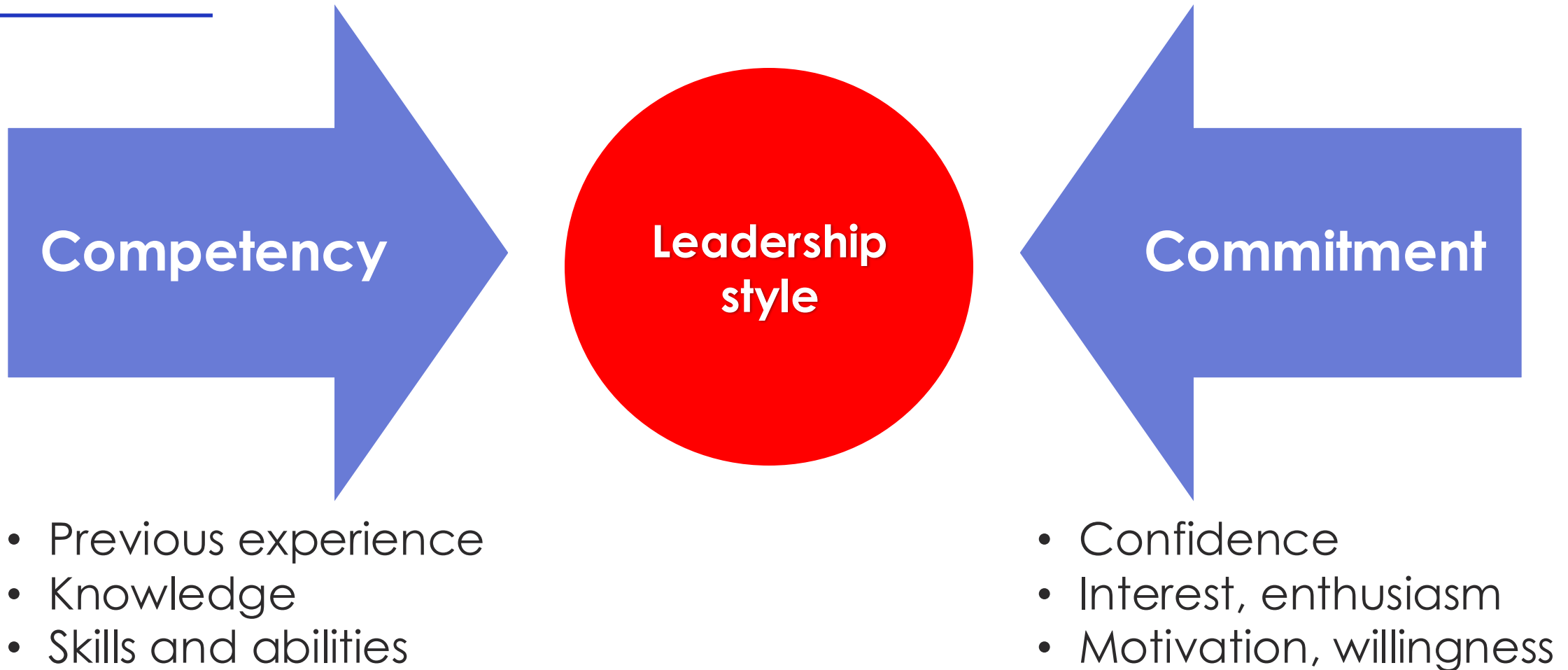
Situational leadership approach
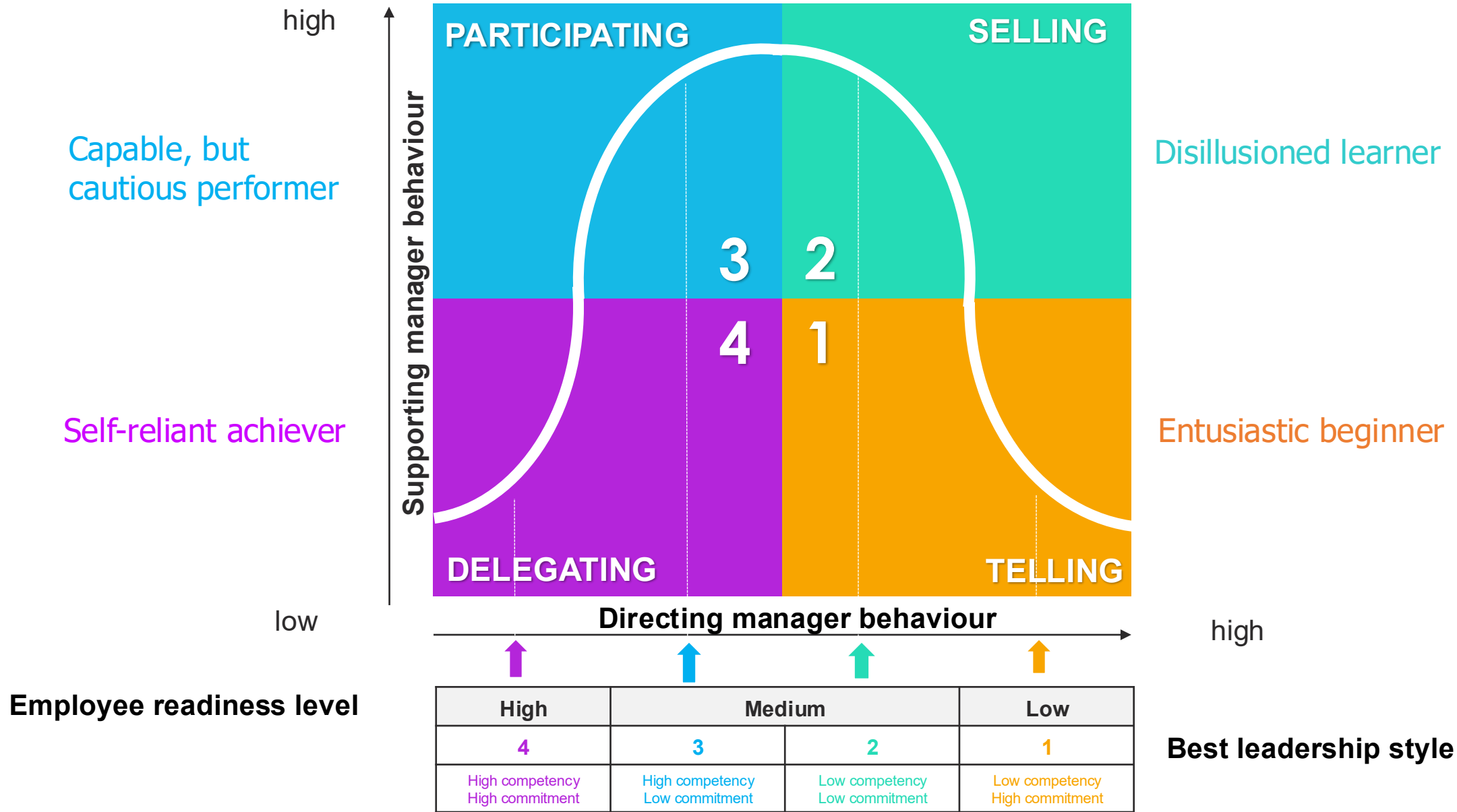
Which leadership style would be appropriate?

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1. Employee works in the company for 5 years, is a good performer. Replaces manager during vacation. Proactively approaches issues, collects information and brings potential solutions. Helps younger colleagues and supports their onboarding. During recent conversation has mentioned high interest in new projects to make work more interesting and developmental.	**2.** Employee joined the company 2 years ago from a similar position in a similar industry. Quickly learned everything and performs the work independently according to expectations. During recent meetings has criticized changes, new processes, makes negative comments about ideas. Continues to perform direct duties, however is not engaged in team discussions and team activities.
3. Employee works in this position for 3 years. Has been nominated to join Baltics project and is very excited about this opportunity, exposure and development it will bring. Participation in the project requires various skills including efficient remote collaboration and good English – these are skills and experience he is missing at the moment.	**4.** Employee has been promoted 2 months ago, changed the position and department. During first weeks the onboarding took place and now the employee is working independently. Employee struggles to perform all tasks during working hours. Instead of an excitement about career development the employee now seems exhausted.

PRACTICAL APPLICATION

1. Choose 1 team member from your team.
2. Assess his/her competency and commitment towards particular task or role.
3. Identify the best leadership style for this employee and specific actions you could do as a manager.
4. Share your case with your neighbour and discuss any other ideas or actions.

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Continuous development through 70/20/10 model

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70%
LEARNING BY DOING

Problem solving
Trying new approaches
New tasks
Other roles and responsibilities
Projects, innovations, improvements
Reflection
Working on feedback

20%
LEARNING FROM OTHERS

Coaching colleagues
Job shadowing
Mentoring
Professional networks
Sharing best practices

10%
FORMAL EARNING

Courses
Modules
Workshops
Masterclasses
E-learning
Reflection
Books
Podcasts

Would most people who have worked with you say that you bring out the best or the worst in them?

Emotionally intelligent leader

Emotional intelligence (EQ) is the ability to understand and manage your emotions, as well as recognize and influence the emotions of those around you.

Employees with high emotional intelligence are more likely to stay calm under pressure, resolve conflict effectively, and respond to co-workers with empathy.

Essential for leadership effectiveness because the way a leader makes one feel can impact engagement and productivity.

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12 core competencies of emotional intelligence

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PERSONAL COMPETENCE

RELATIONAL COMPETENCE

KNOWLEDGE

SELF-AWARENESS
Emotional self-awareness

SOCIAL AWARENESS
Empathy
Organizational awareness

MANAGEMENT

SELF-MANAGEMENT
Emotional self-control
Adaptability
Achievement orientation
Positive outlook

RELATIONSHIP MANAGEMENT
Influence
Coach and mentor
Conflict management
Teamwork
Inspirational leadership

Emotions are important data

HIGH INTENSITY

SURVIVAL
Stressed out
Frustrated
Anxious
Angry
Defensive

PERFORMANCE
Challenged
Connected
Excited
Joyful
Confident

NEGATIVE

POSITIVE

BURNOUT
Exhausted
Depressed
Drained
Sad
Hopeless

RECOVERY
Relaxed
Peaceful
Calm
Serene

LOW INTENSITY

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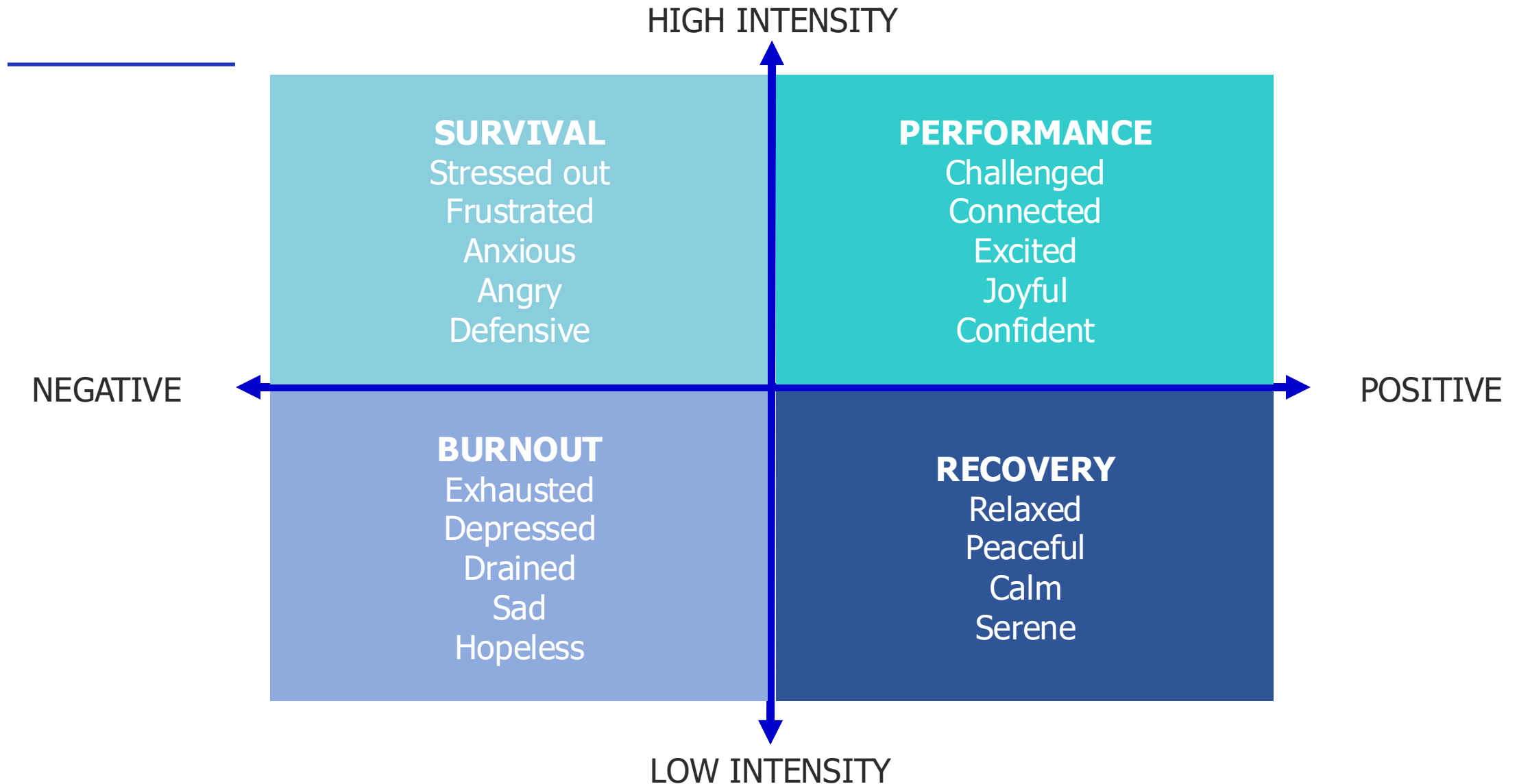
FEEDBACK CULTURE

FEEDBACK IN ACTION #1

Split in pairs.

In each pair, **one of you will throw the ball into the box** which will be positioned approximately **3-4 m behind you**.

Your partner will be **standing in front of you and can give you feedback** after each throw to improve your performance.

The goal of the activity is to work together through the power of feedback to ensure that the ball lands in the box.

You can have as many attempts as you like within **5 minutes.** Keep a count of how many times you get the ball into the box.

After 5 minutes, switch roles and repeat the activity.

FEEDBACK IN ACTION

Well done!

Keep it up!

You are my superstar ☺

Keep practicing!

What is Feedback?

A communication to a person that gives them **information** about their performance, their behavior and its impact on others in order **to build either competence or confidence.**

Two types of feedback

Motivational

Builds confidence

Developmental

Builds competence

Both are intended to help

What stops us from giving Feedback?

Responses to Feedback

Feedback framework

A **ACTION**
WHAT WAS DONE
WHAT WAS SAID

What I noticed was…
What I saw was…
When you didn't say/didn't do…

I **IMPACT**
THE EFFECT IT HAD

It has the effect of…
It caused…
The impact/effect on me/the task/the process was…

D **DO**
WHAT WOULD/ COULD YOU DO DIFFERENTLY?

I'd encourage you to do/say this more often…
I'd encourage you to continue to do/say that
What I would have liked…
What I would encourage you to do next time is…
What I suggest you do differently is to…

FEEDBACK IN ACTION #2

To practice giving high-quality, effective performance feedback

5' to prepare one piece of motivational feedback and one piece of developmental feedback for your partner from the ball activity.

Your feedback should be focused on the feedback they gave you during the ball activity. Use our Feedback Framework **(AID)**.

Take turns receiving feedback from your partner.

If the feedback is not clear or you need examples, please ask for them.

Enjoy your feedback experience!

When giving feedback DOs

- Deliver feedback face-to-face wherever possible

- Start with the motivational because it encourages the person to listen, and then follow with developmental feedback about what can be improved

- Ask the team member what they thought about their performance and behavior and the impact it had

- Ask the person how they might vary or do things differently

- Listen to what the person has to say before you comment

- Offer specific examples of the observed performance/behavior

- Describe behavior and its effect on you/others

- Refer to relevant performance/behavior, not personality

- Focus on behaviors that can be changed

- Refer to established performance criteria

- Offer perceptions and opinions as that, not as fact

- Offer alternatives/suggestions where improvement is needed

- Formulate your feedback; think about the words you will use

- Own the feedback; 'I think', 'I observed'

- Allow questions

When giving feedback Don'ts

- Judge or criticize the person

- Overload them with 'and another thing'. Instead, keep the feedback specific

- Use 'but' or 'however' – your feedback loses impact if you do

- Use jargon to hide behind and confuse

- Hide the developmental feedback in the middle of motivational feedback – it will diminish its impact

- Trivialize the feedback, e.g., 'apart from that' or "it's only a small thing'. If you really want to help the person, they need to know you are serious

- Overload the person with feedback

- Be vague – it will lead to confusion and debate

- Direct your feedback through a third party

- Refer to personality. Instead, refer to the individual's performance/behavior

When receiving feedback DOs

- Show that you are listening

- Use open body language to show you are open to the feedback

- Ask questions to clarify or for examples

- Act on the feedback you have received; actions mean more than words

- Thank the person for giving you the feedback

- Accept praise

- Take notes if you wish and remain interactive

through eye contact

- Discuss development opportunities

- Ask yourself 'How can I benefit from this?'

- Remember, sincere feedback is a gift; it is going to help you

When receiving feedback **Don'ts**

- Justify or rationalize

- Make the feedback personal

- Be overly defensive

- Argue

- Tackle too much in one session

- Be passive. Instead, look for support on how they can help you develop

- Focus on negative responses. Instead, be balanced

- Generalize. Instead, keep focused on the specific feedback you have been given

- Beat yourself up over feedback. Remember, no one is perfect

- Ignore the feedback. Instead, use it to help yourself

Feedback is care

- Feedback is a core skill of Manager/Leader

- **Feedback shows care and supports** people development

- **Feedback is emotional** and we need to be aware of and manage the different responses to feedback

- Feedback Framework will help to deliver helpful and timely feedback **to keep our people at great performance**

SELF-REFLECTION ON WE CARE BEHAVIOURS

1. Which We Care Behaviours do you consider as your strenghts? How do you demonstrate them on everyday life?

2. Which We Care Behaviours would you like to strenghten? How could you do that? Who and what could support you?

3. What kind of positive impact would it make on your team, performance and results?

People will forget what you said, people will forget what you did, but people will never forget how you made them *feel*."

Maya Angelou, a poet, dancer, singer, activist, and scholar, world-famous author

BIOHACKING FOR LEADERS

Modern tools and the importance of self-care and well-being for leaders.

Energy Management and Key Aspects of the Nervous System

The role of the subconscious and autonomic nervous system in energy management.

Stress, anxiety vs. lack of energy and procrastination. How to overcome it.

Prevention and management of burnout.

neurobiology and vision. Back to yourself

Habits, routines, and rituals. High performance can only be achieved in areas that can be automated – habits play a significant role here.

The difference between habits, routines, and rituals—their significance and integration into daily life.

MED (minimum effective dose) strategies for performance improvement, enhancement approaches, tools, and exercises.

How to maintain your health, brain function, and energy levels.

Productivity and habit-forming tricks.

Bonus view: Improve what you measure, or biohacking approaches to performance.

Biohacking tracking and measurement approaches for health and beyond: focus, brain activity, fatigue, and energy levels.

Avoiding mistakes, clarity in decision-making, peace of mind, and the ability to work effectively in high-stress situations.

Biohacking for leaders

reach your goals by relaxing like a pro
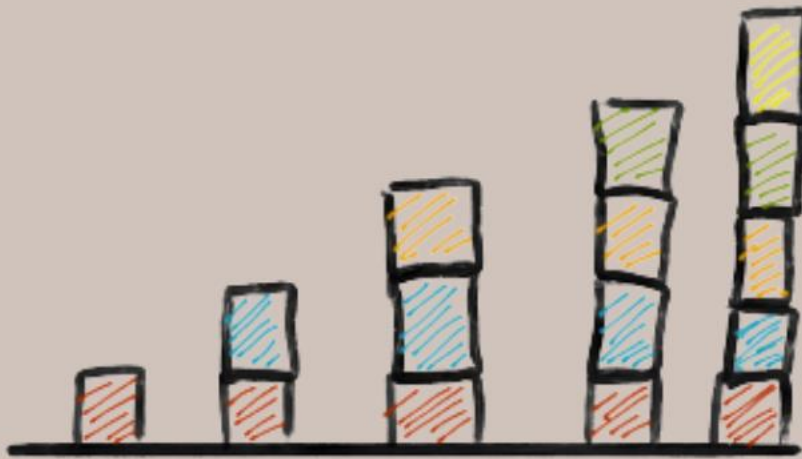
How to double the turnover?

How to live to 120?

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2013
35 gadi

Statistics/ situation

~55 health span

~75 life span

Oficial statistics portal: https://stat.gov.lv/
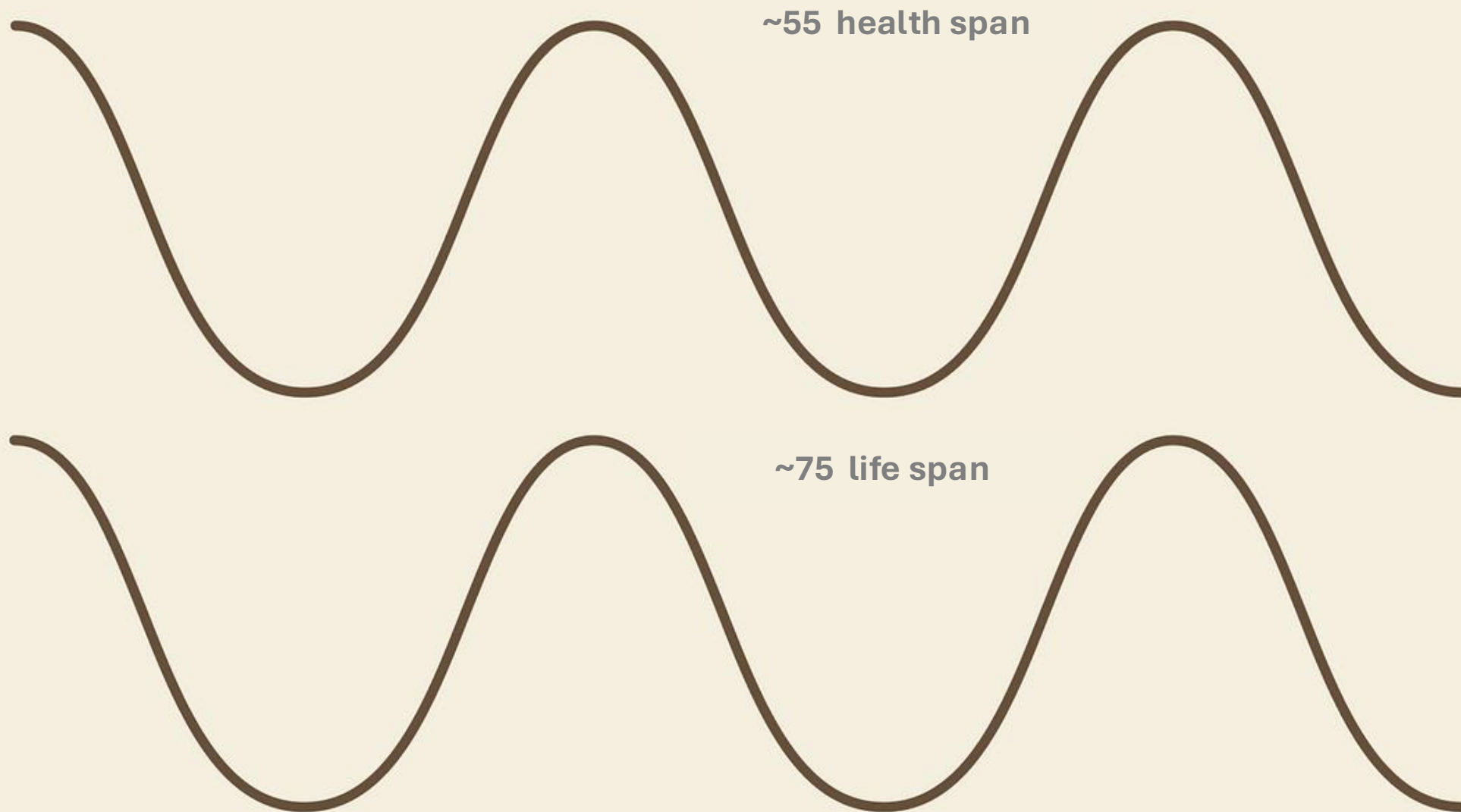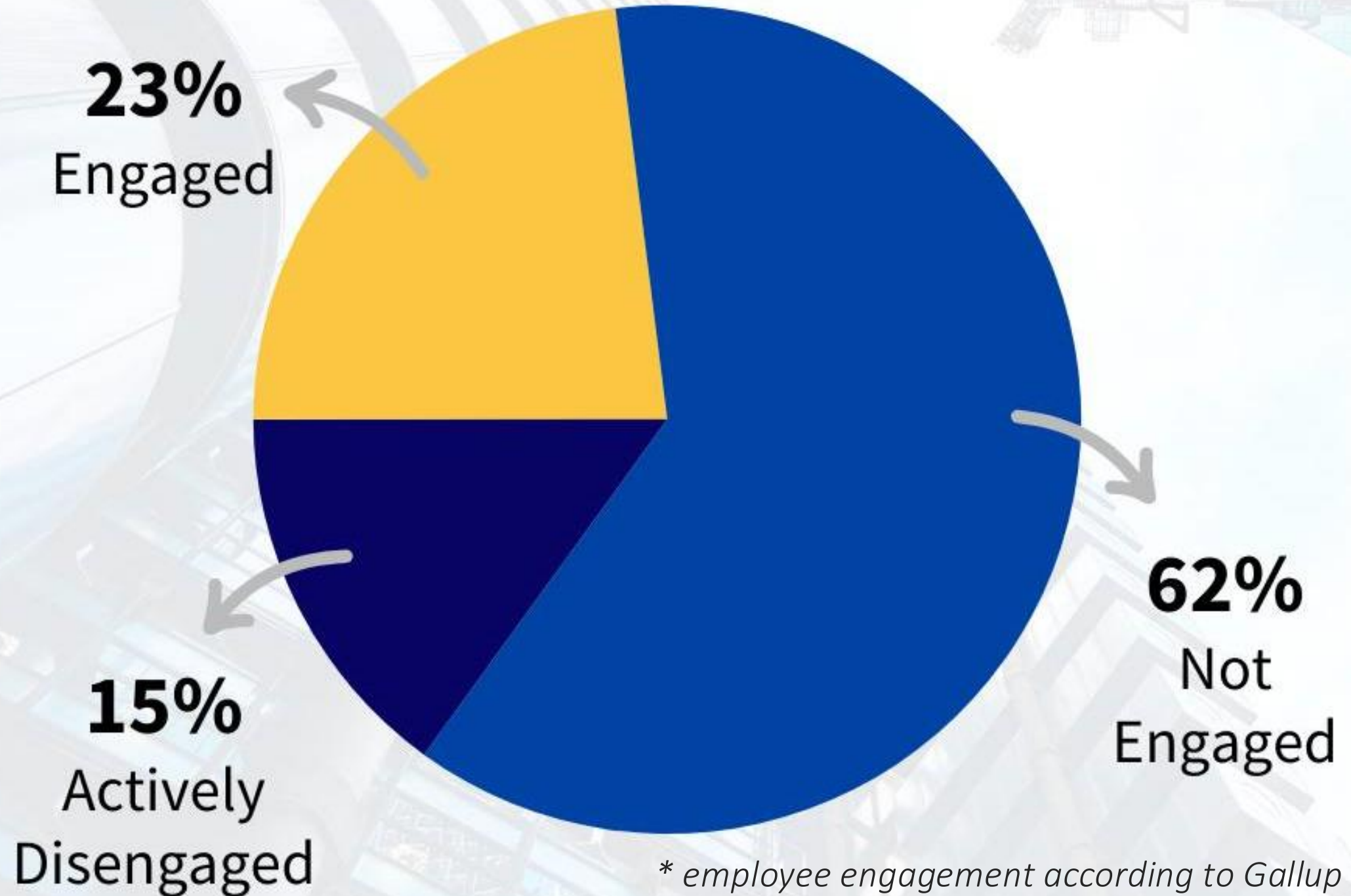
* employee engagement according to Gallup 2024

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– $ 260 billion – USA

– € 3 trillion – world*

– 170'000'000 € – Latvia**

*– WHO
** – Latvijas Darba devēju konfederācija

Why so?
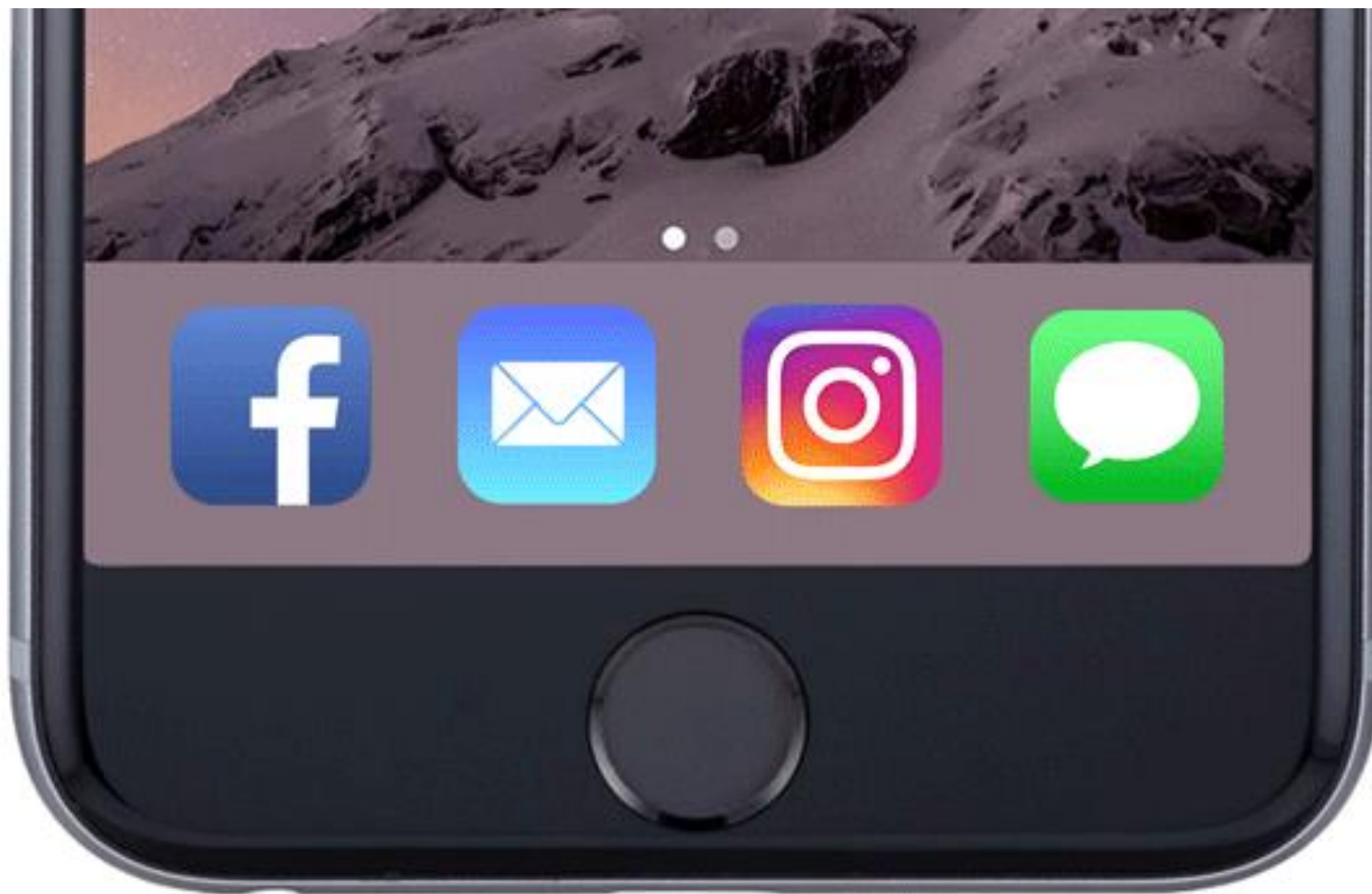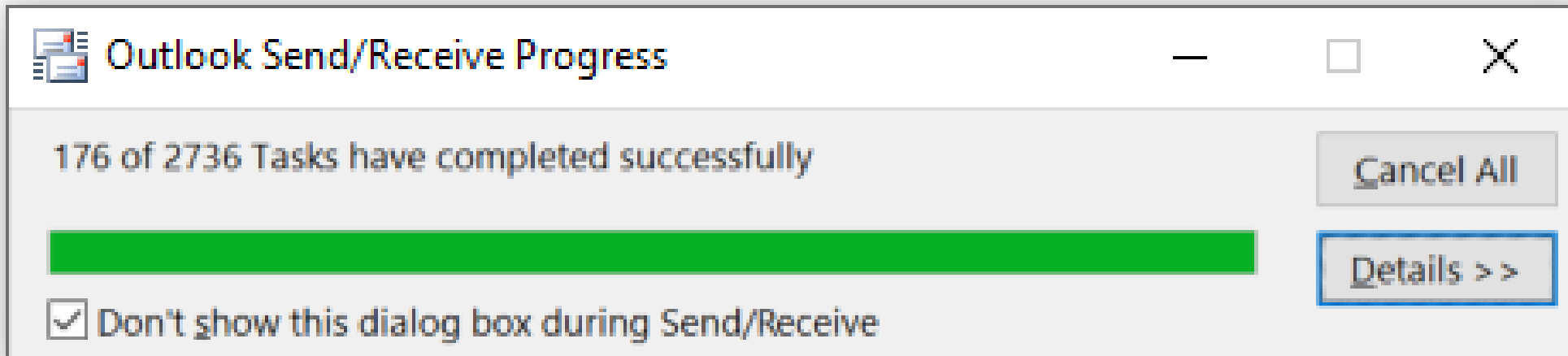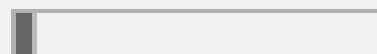
Hypernormal stimuli

Pornography vs. love

Social Media vs. Authentic relationship

Fast Food vs. Whole foods

News vs. Deep meaning

Drugs & stimulants vs. Natural state of being

Productivity vs. Meaningful work & creativity

«Your eyes see, your ears hear
what your brain is looking for.»

Dan Sullivan

KIC

Red car effect

Baader–Meinhof fenomen

few myths

it's all in your head
performance above all
linear perception
willpower does the job
you can or you can't – you're right

Parasympathetic

KIC

PUPIL
Constriction

HEART
Slow heartbeatn

AIRWAYS
Constricts
the bronchial tubules

LIVER
Stimulates
bile release

BLOOD VESSELS
Constriction

DIGESTIVE SYSTEM
Stimulates activity

UTERUS
Relaxation

URINARY SYSTEM
Increase
the urinary output

CRANIAL
CERVICAL
THORACIC
LUMBAR
SACRAL

Sympathetic

PUPIL
Dilate

HEART
Increases heartbeatn

AIRWAYS
Dilates
the bronchial tubules

SWEAT GLAND
Stimulates
secretion

LIVER
Increase the rate of
glycogen to glucose

DIGESTIVE SYSTEM
Decrease activity

ADRENAL GLANDS
Stimulates the production
of adrenaline

UTERUS
Vaginal contraction

URINARY SYSTEM
Relaxes
bladder

CERVICAL
THORACIC
LUMBAR

Sympathetic
ganglion

potencial

performance

KIC

what is biohacking & why?

Fragile

Value

Stress
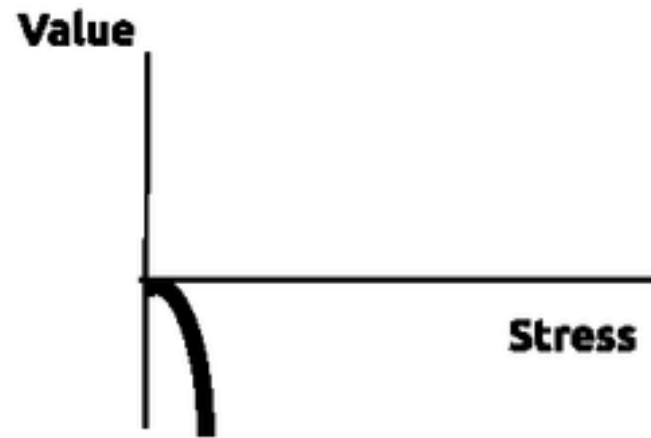
FRAGILE
(HARMED
BY TENSION)

/Nassim N. Taleb/

TECHNOLOGIES
FOR NEUROHACKERS & BIOHACKERS

Tools Designed to Upgrade the Mind, Brain and Body

cyclical
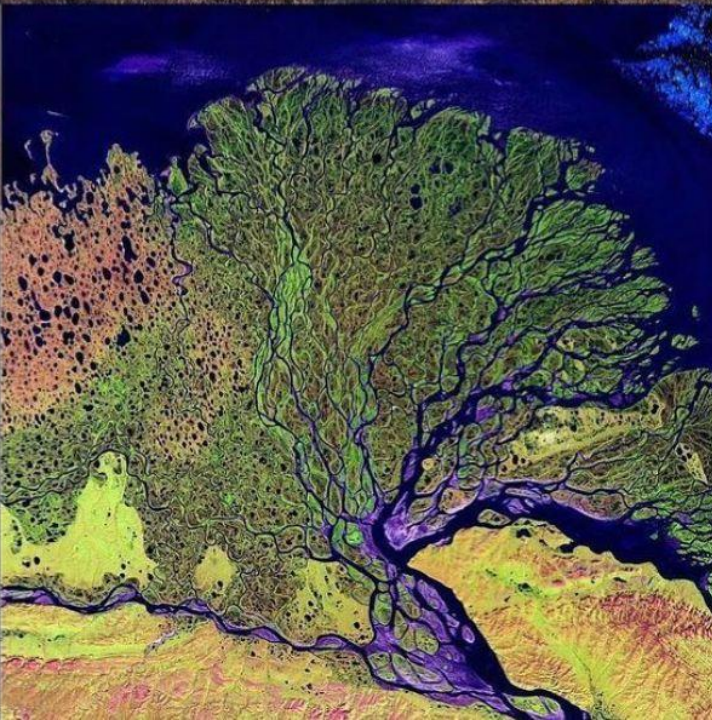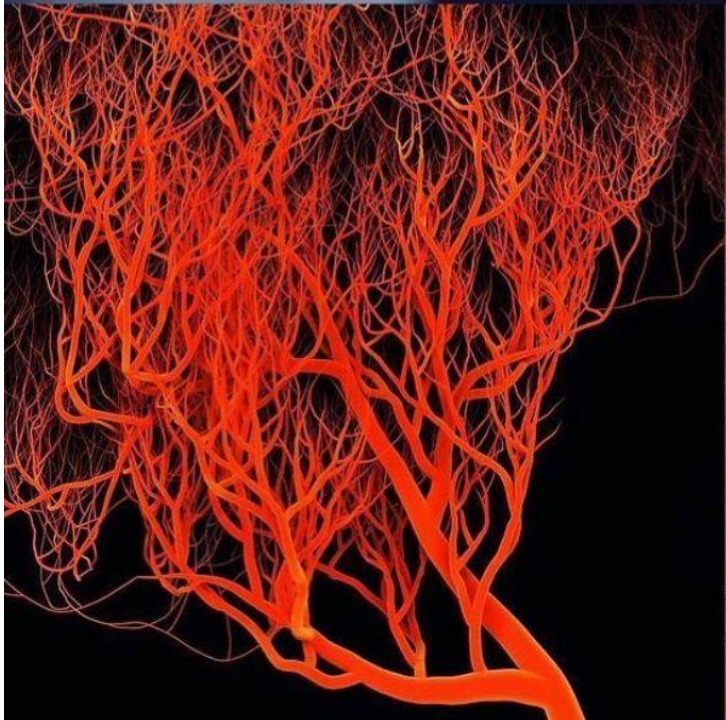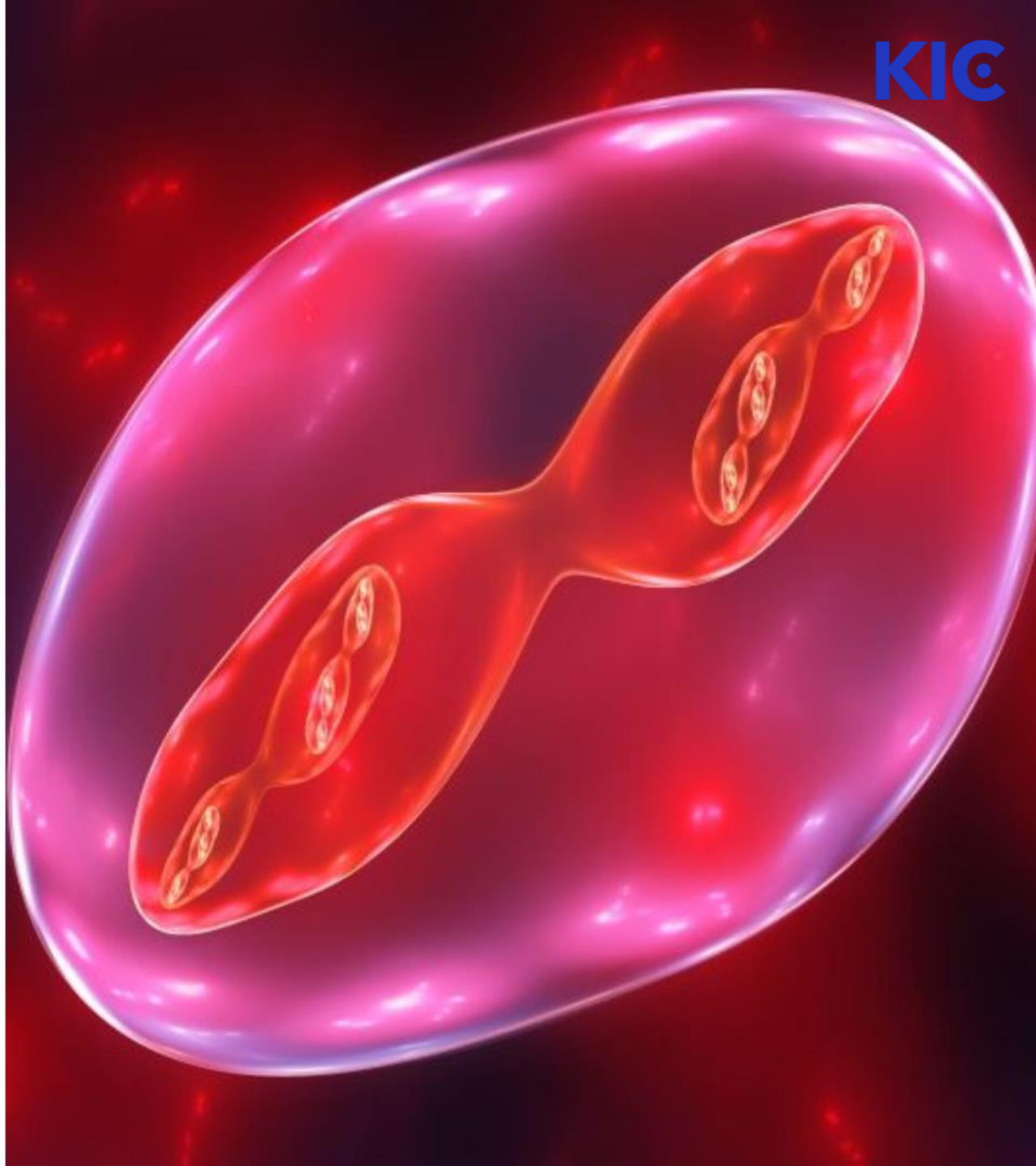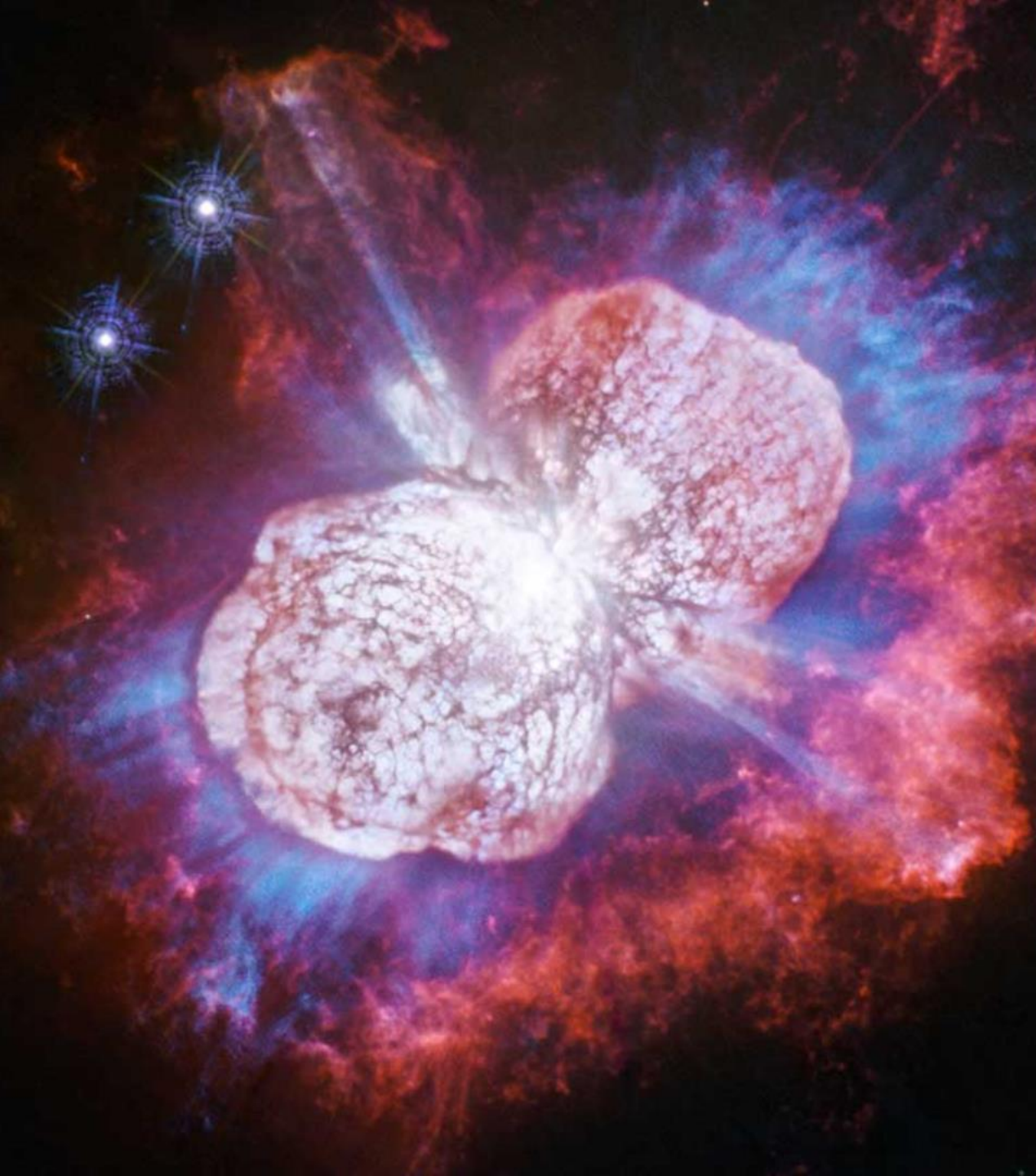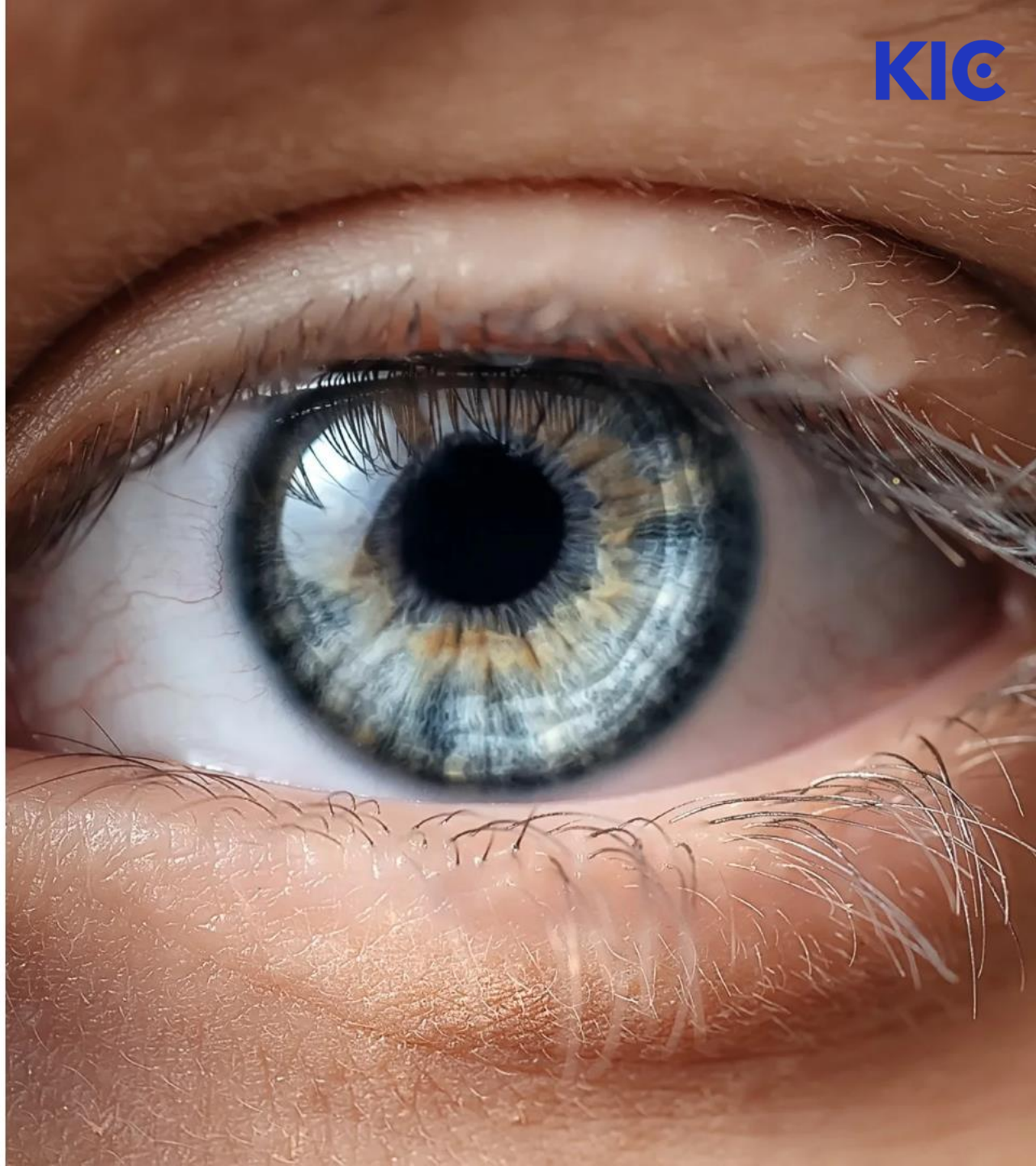
micro

inhale
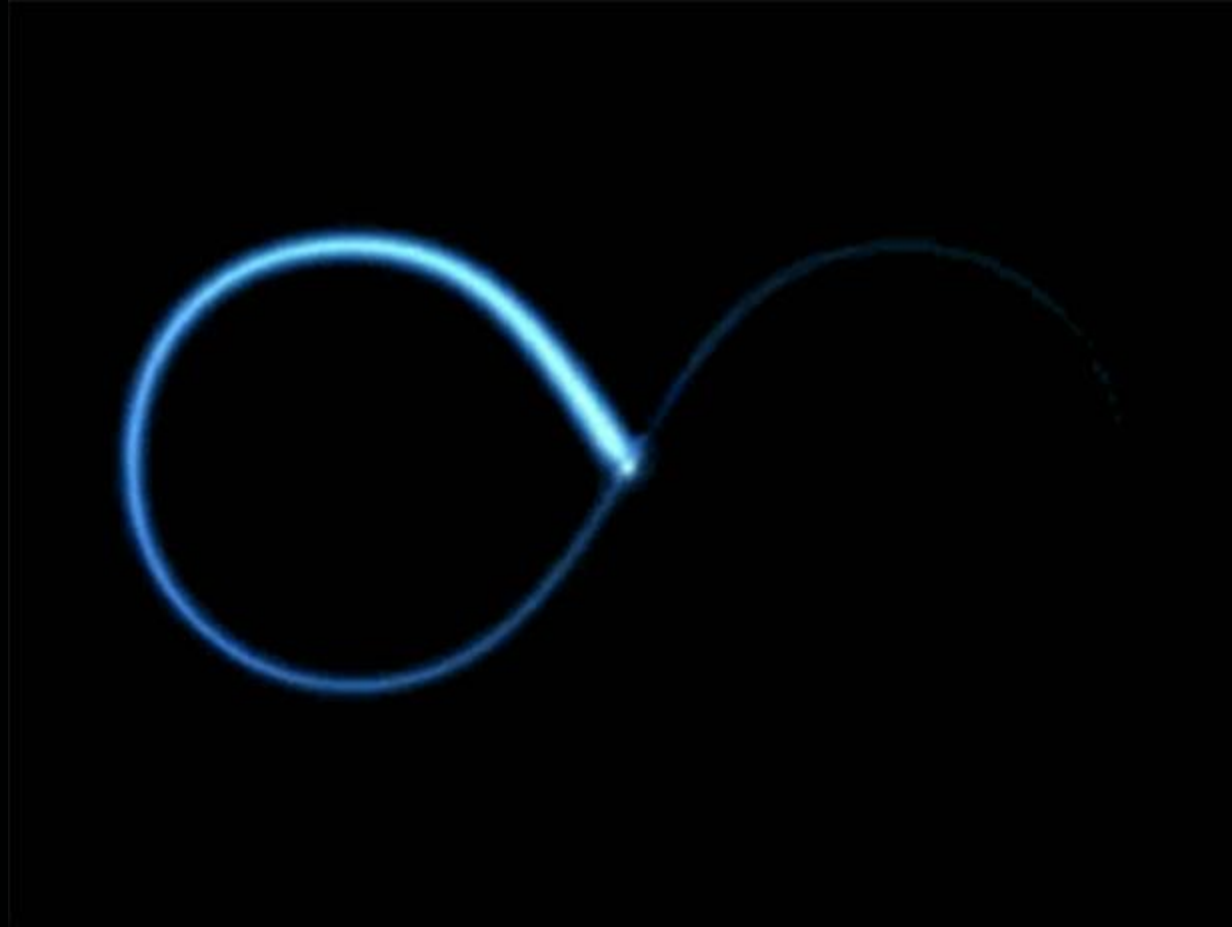
exhale

Infradian (seasonal) rythm (>24h)

FIGURE 2

THE ULTRADIAN PERFORMANCE RHYTHM
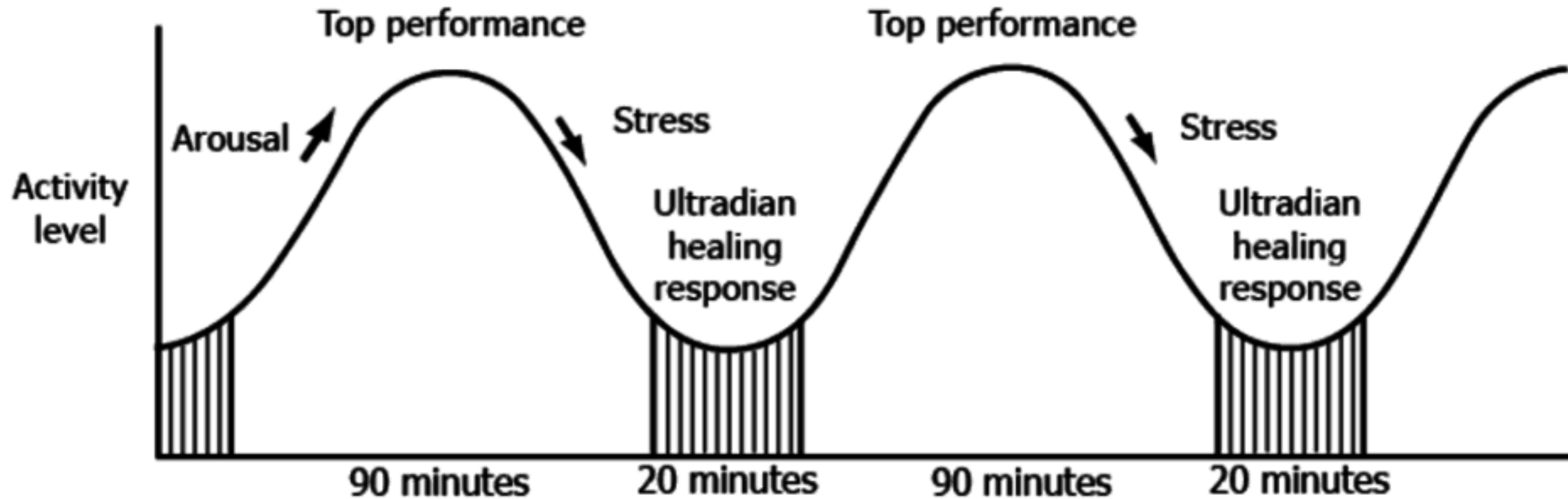
Adapted from: Rossi, EL: *The 20 Minute Break*. Tarcher Putnam, New York, 1991 p. 12
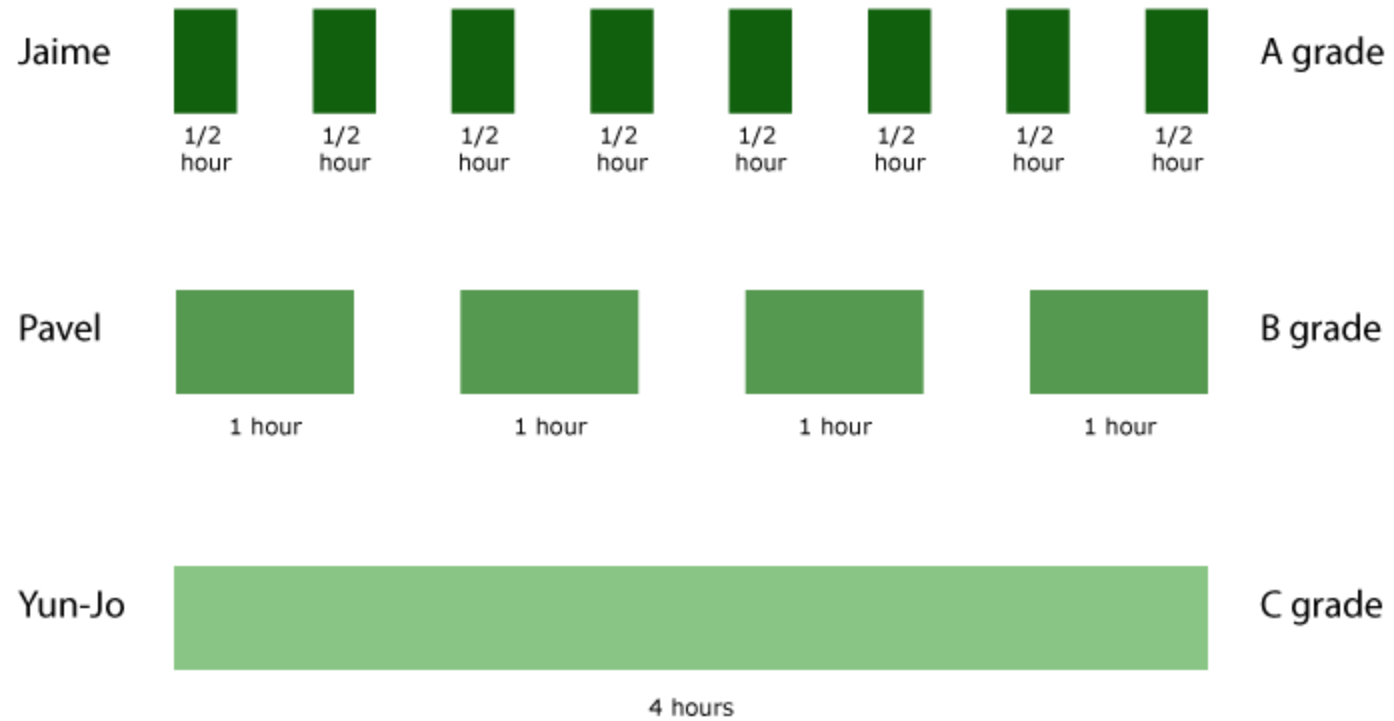
Jumping directly from one meeting to another can cause spikes of stress
Taking breaks between conversations eases that stress.

Stress level during meetings   Stress level during breaks

Microsoft's Work Trend Index 2021

KIC
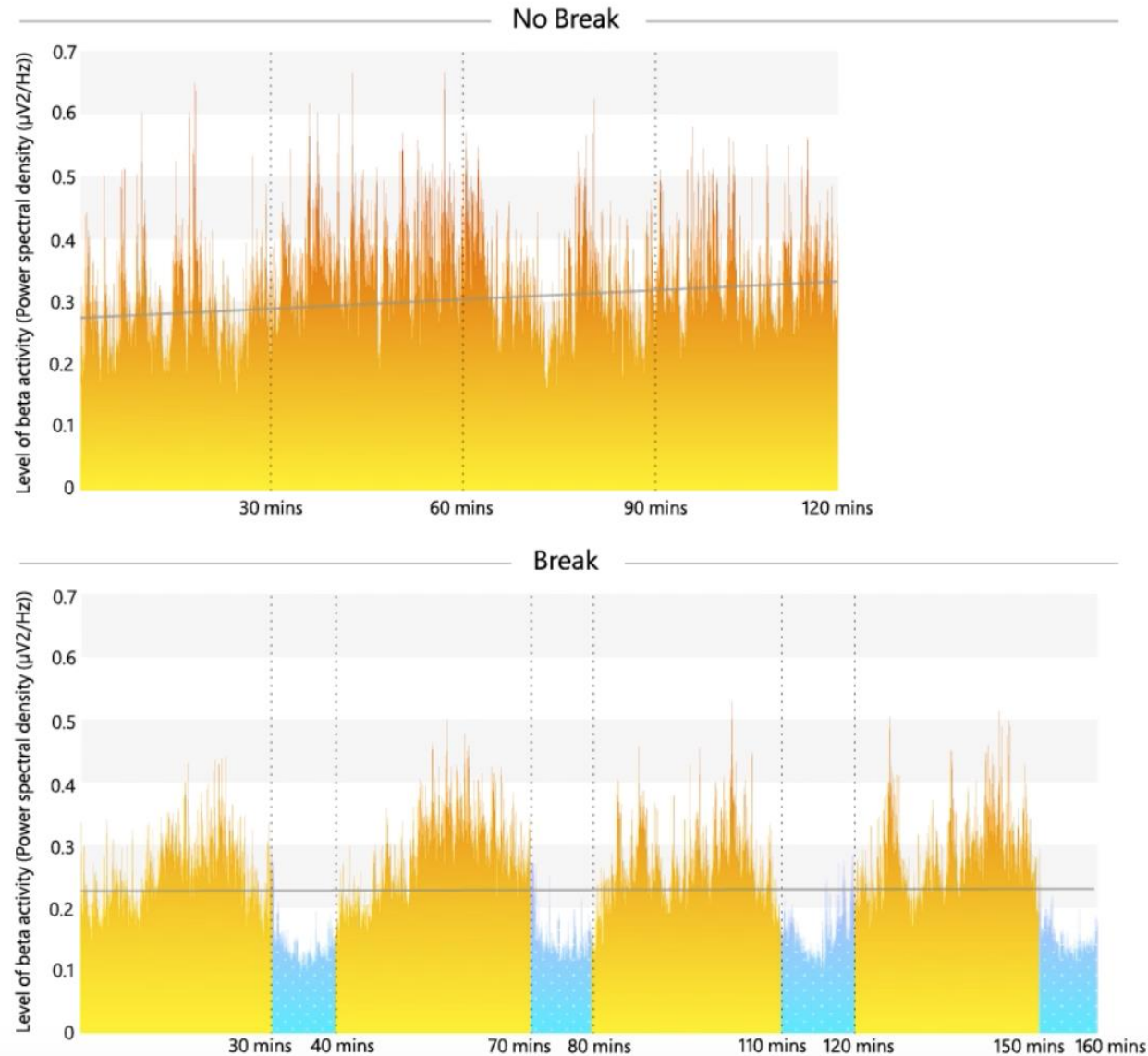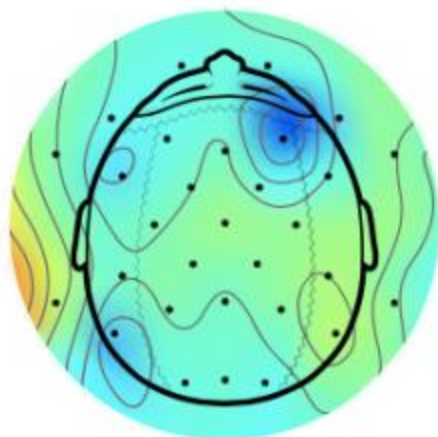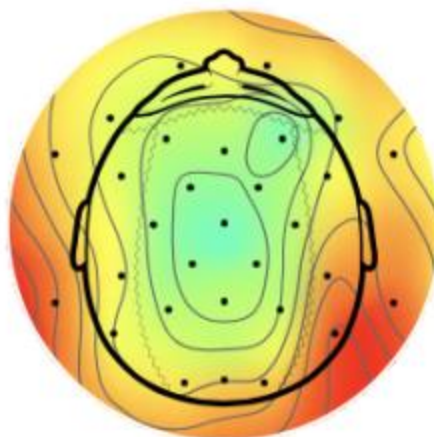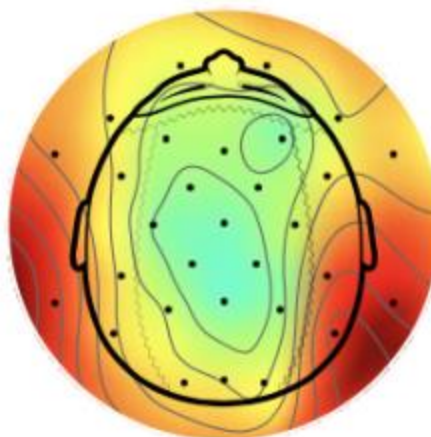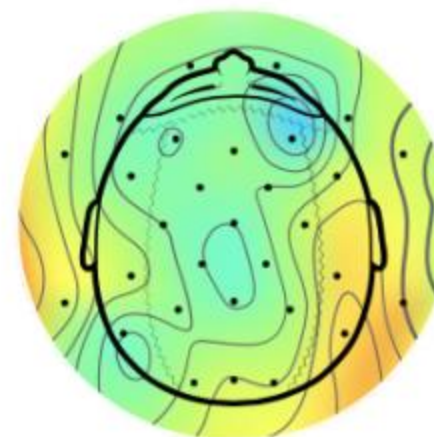
Sanāksme 1   **Sanāksme 2**   **Sanāksme 3**   **Sanāksme 4**

Ar pārtraukumu

Sanāksme 1   **Sanāksme 2**   **Sanāksme 3**   **Sanāksme 4**

Microsoft's Work Trend Index 2021
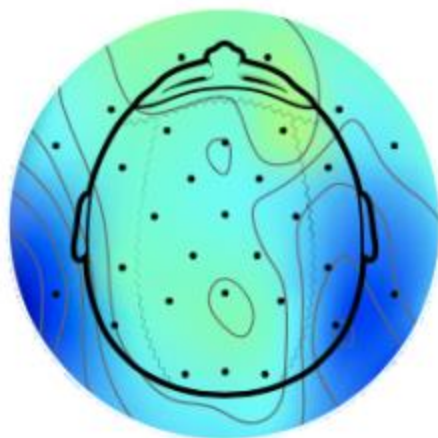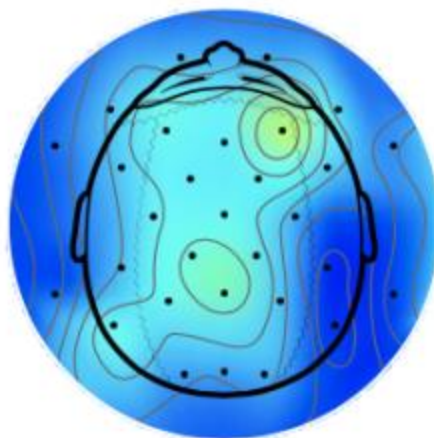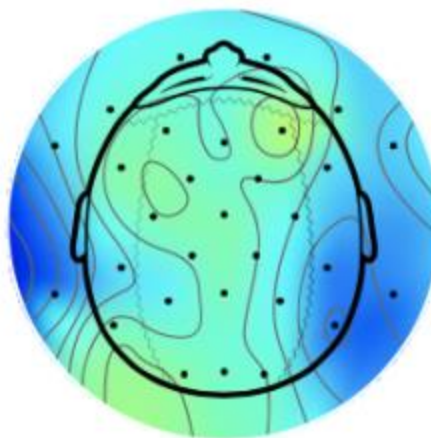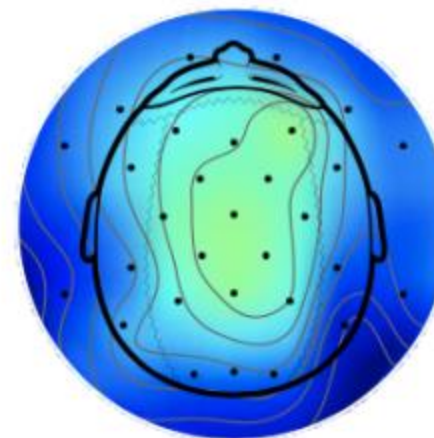
An EEG cap to monitor electrical activity in the brain

Average beta activity across research subjects during four meetings

Less stress | More stress

Your brain works differently when you take breaks

Microsoft's Work Trend Index 2021

habits | routines | rituals

I write only when inspiration strikes.
Fortunately, it strikes every morning at nine o'clock
sharp.

W. Somerset Maugham

The Intentionality Curve
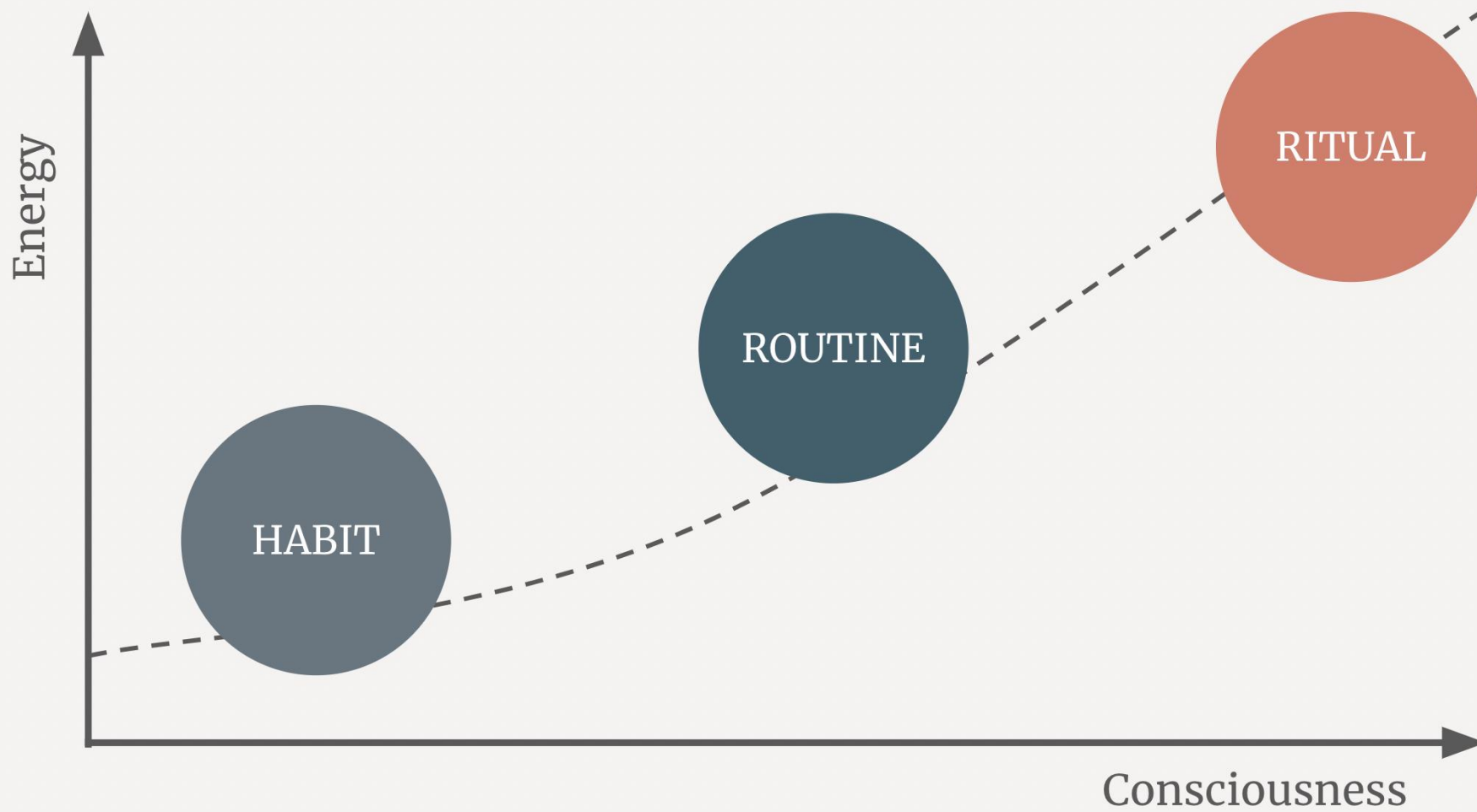
1%

The aggregation of marginal
gains by 1%

small habit creation

KIC

After I finish {existing habit} _____,   I do   ___{desirable habit}___, and then I reward myself with{positive stimulus}_____.

After I finish {working at my desk}_____, I do   ____{stretching}___, and then I reward myself with{cheering me up}_____.

KIC

1% **better**

1% **worse**

The day you were born

time/ years →

Age: 30-40
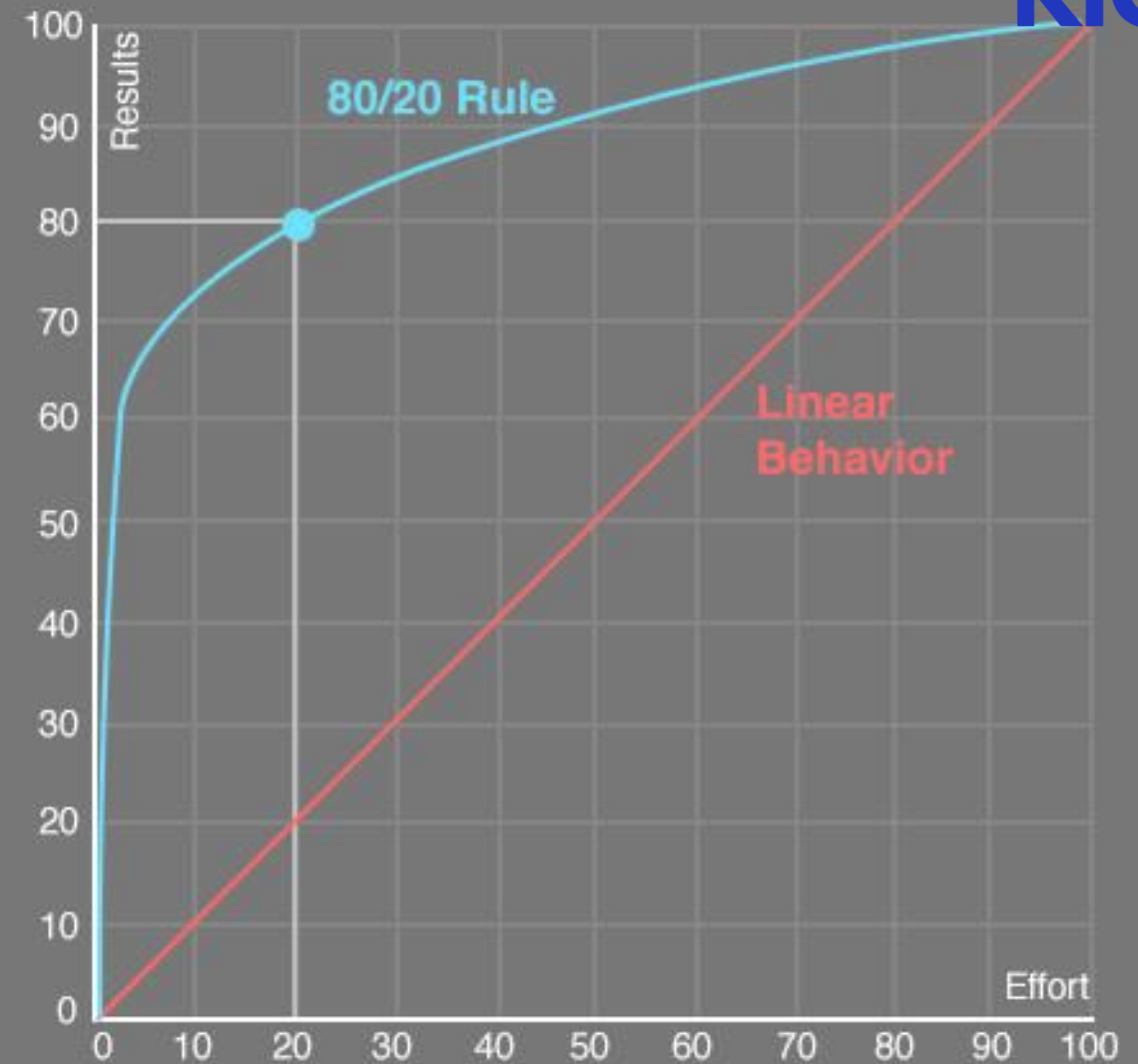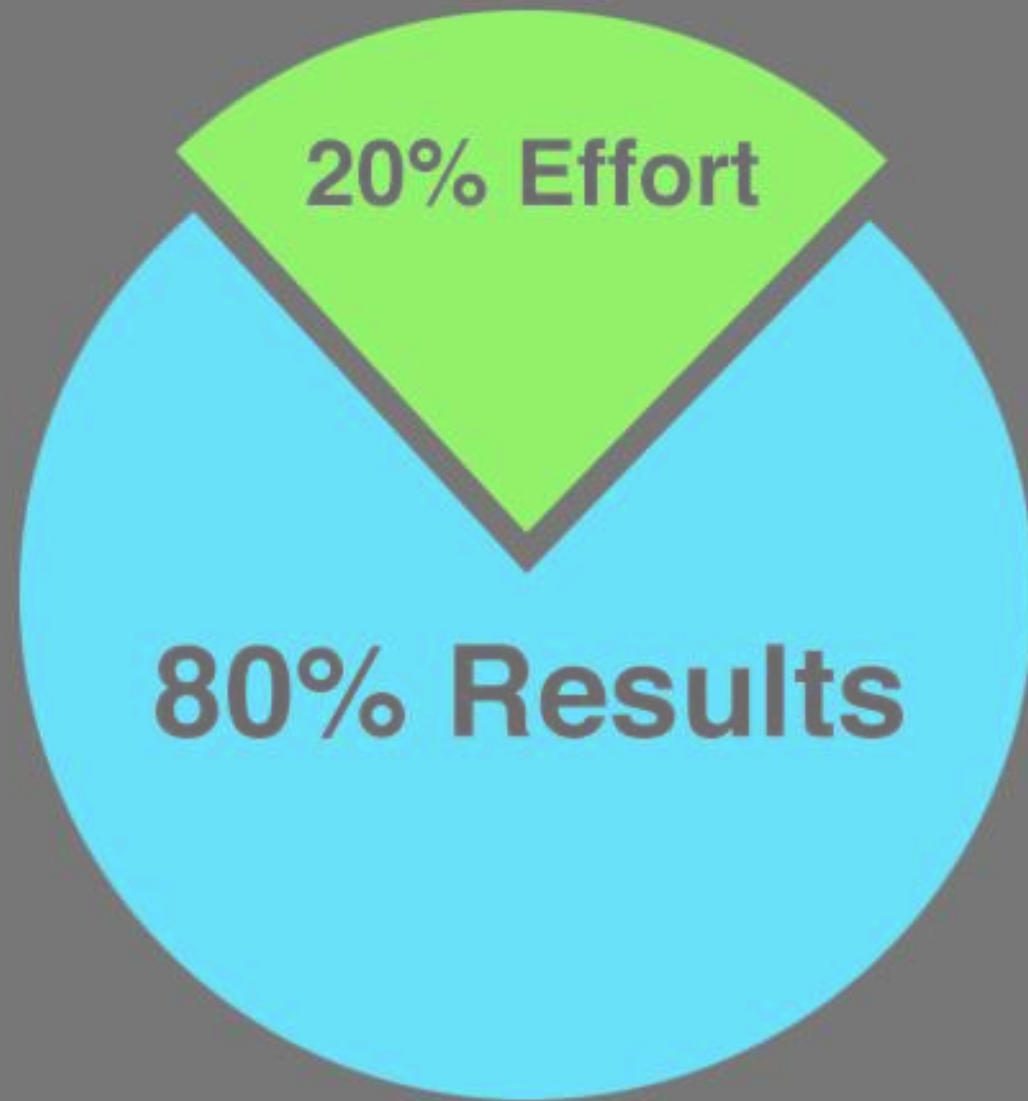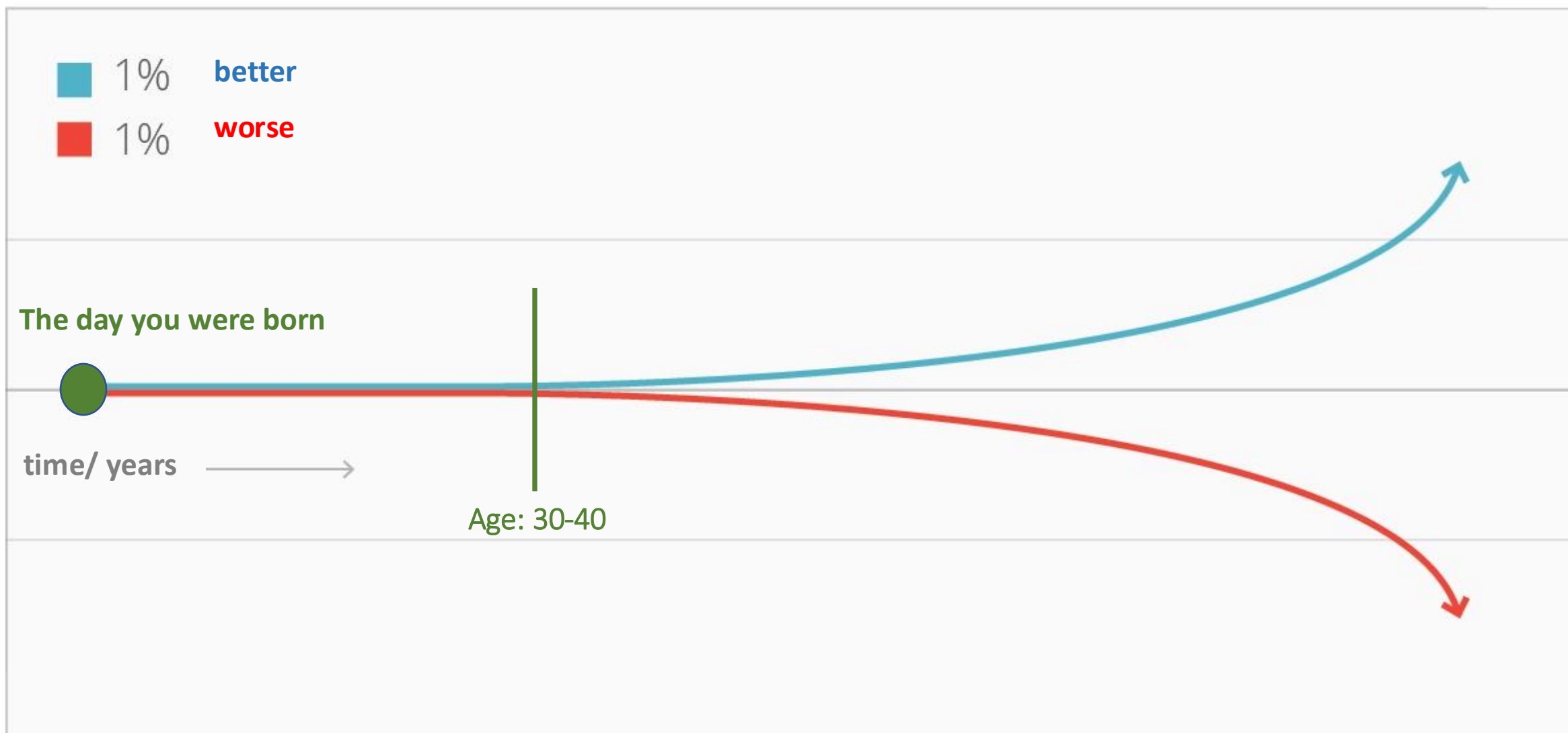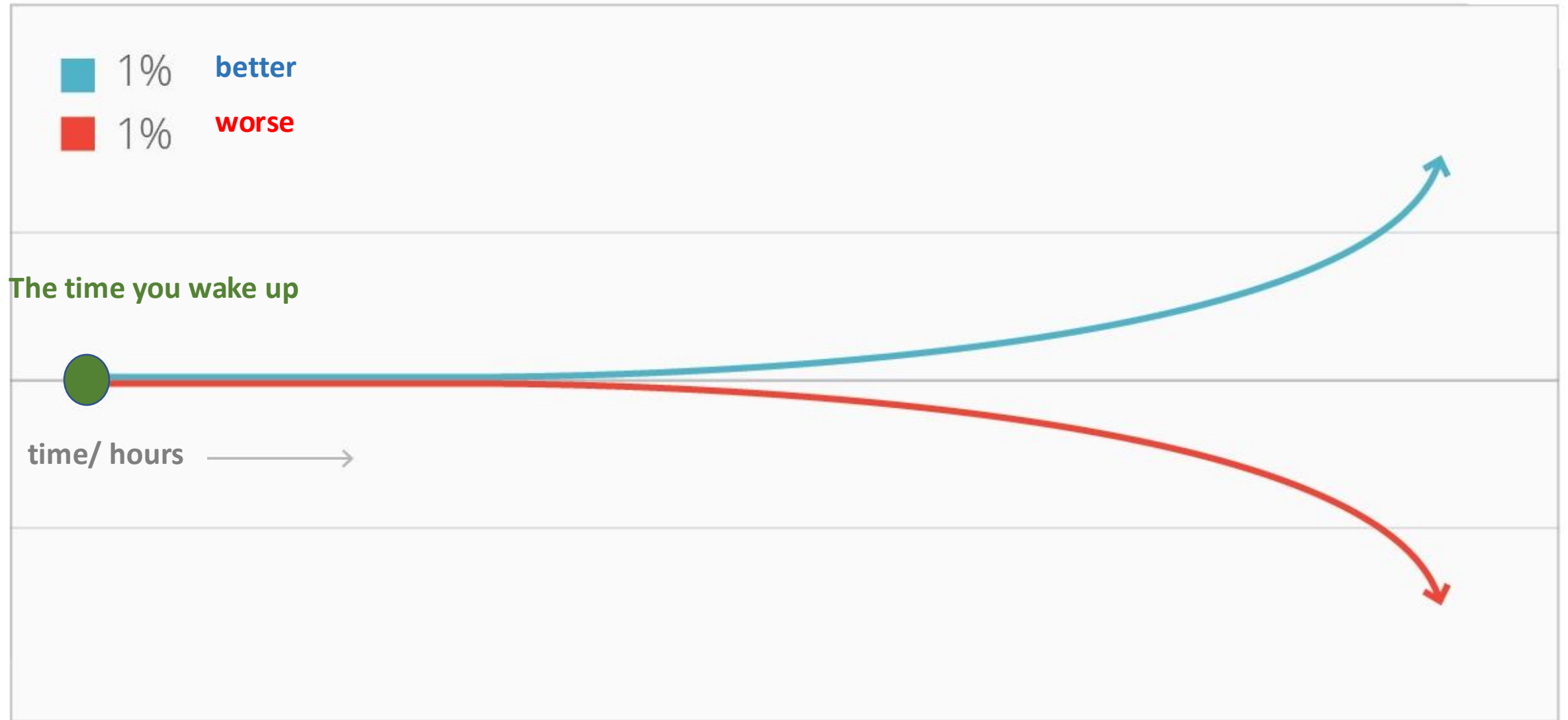
HOMEWORK

- Audit: what is your process toward success/ goals?

- What is 1% for you? (name at least 3 examples)

- What could be your gamechanger habit for 2025/2026?
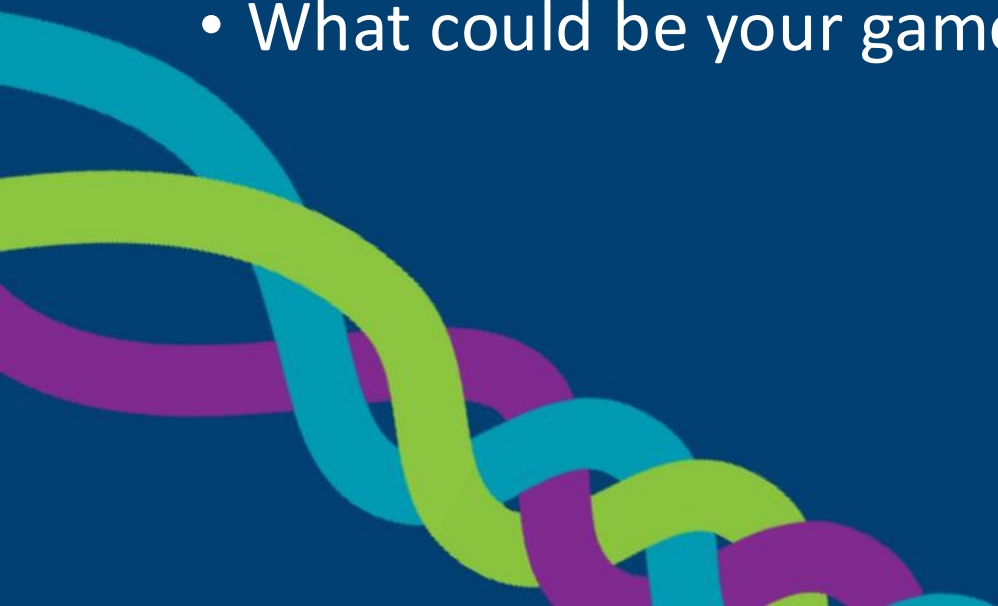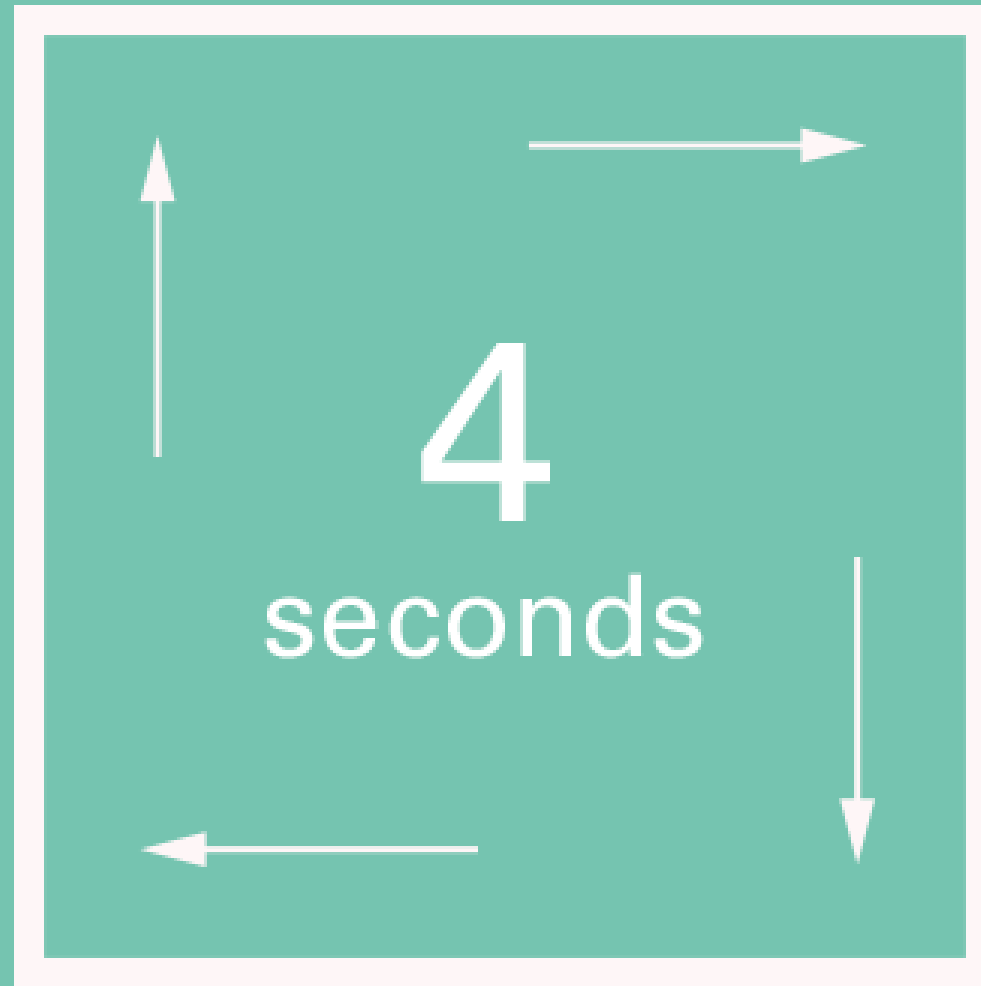
MED
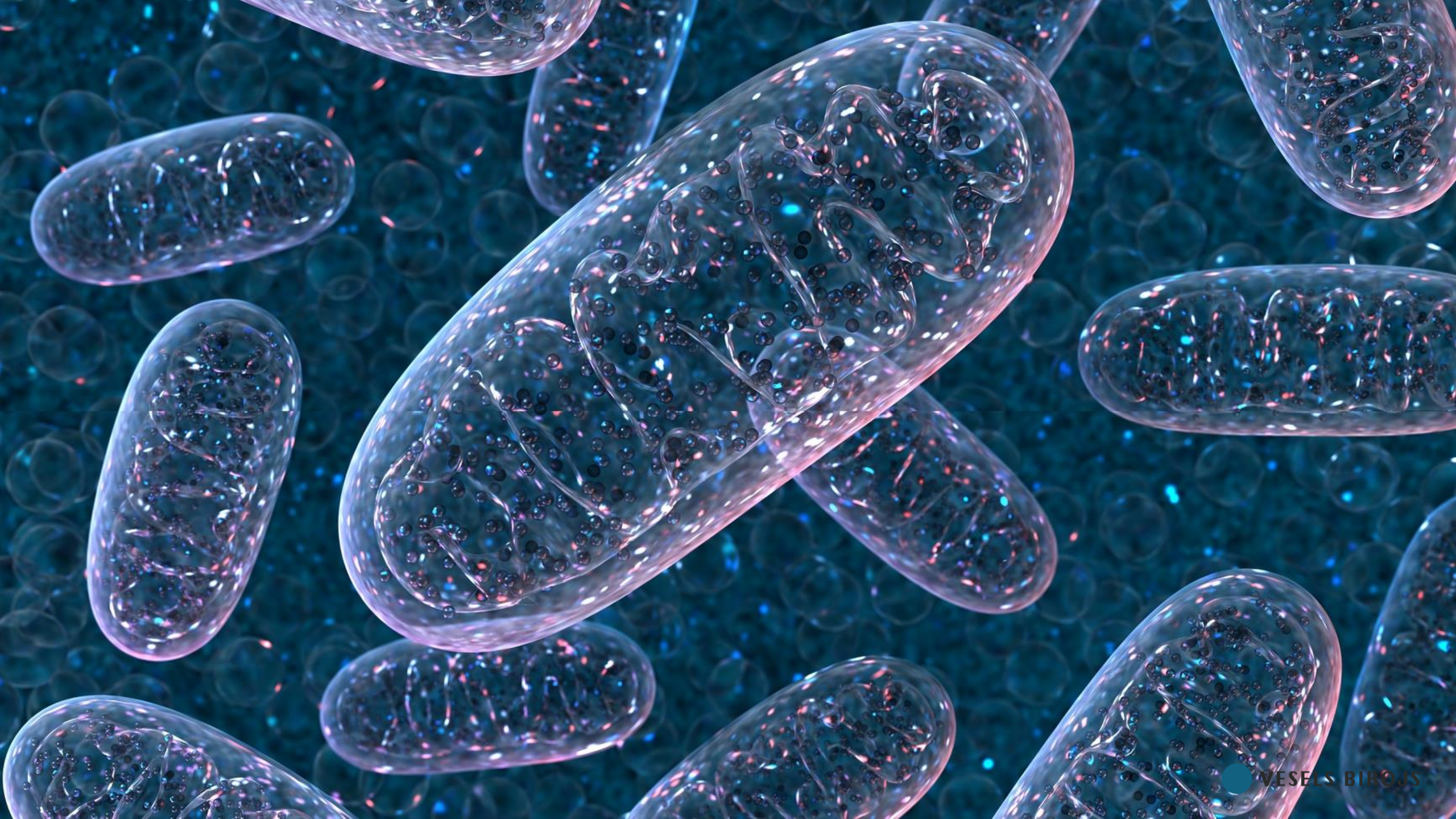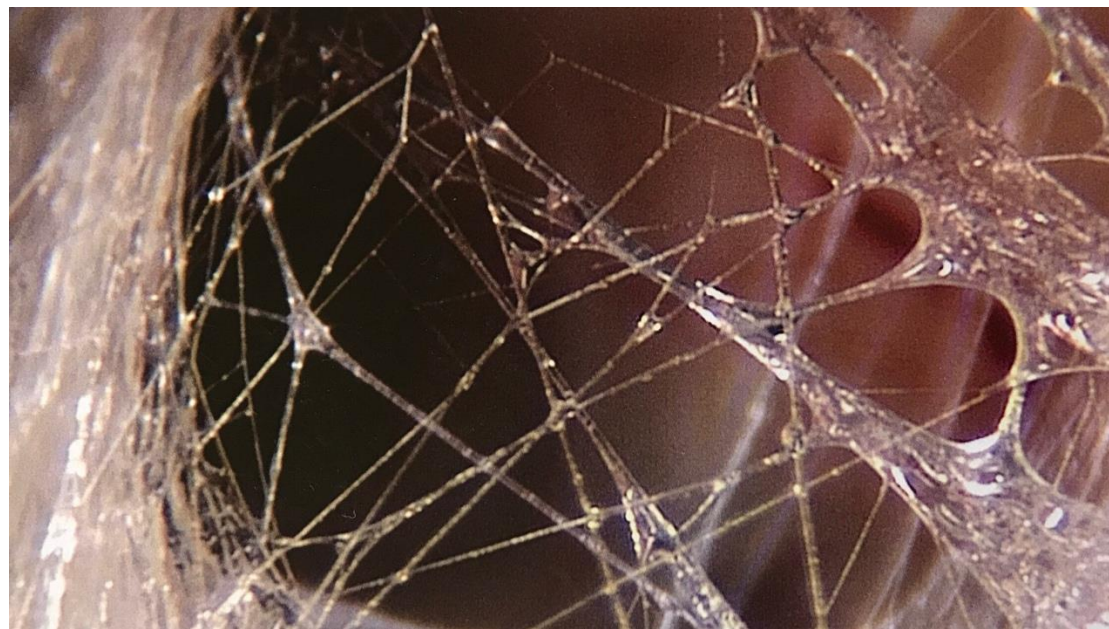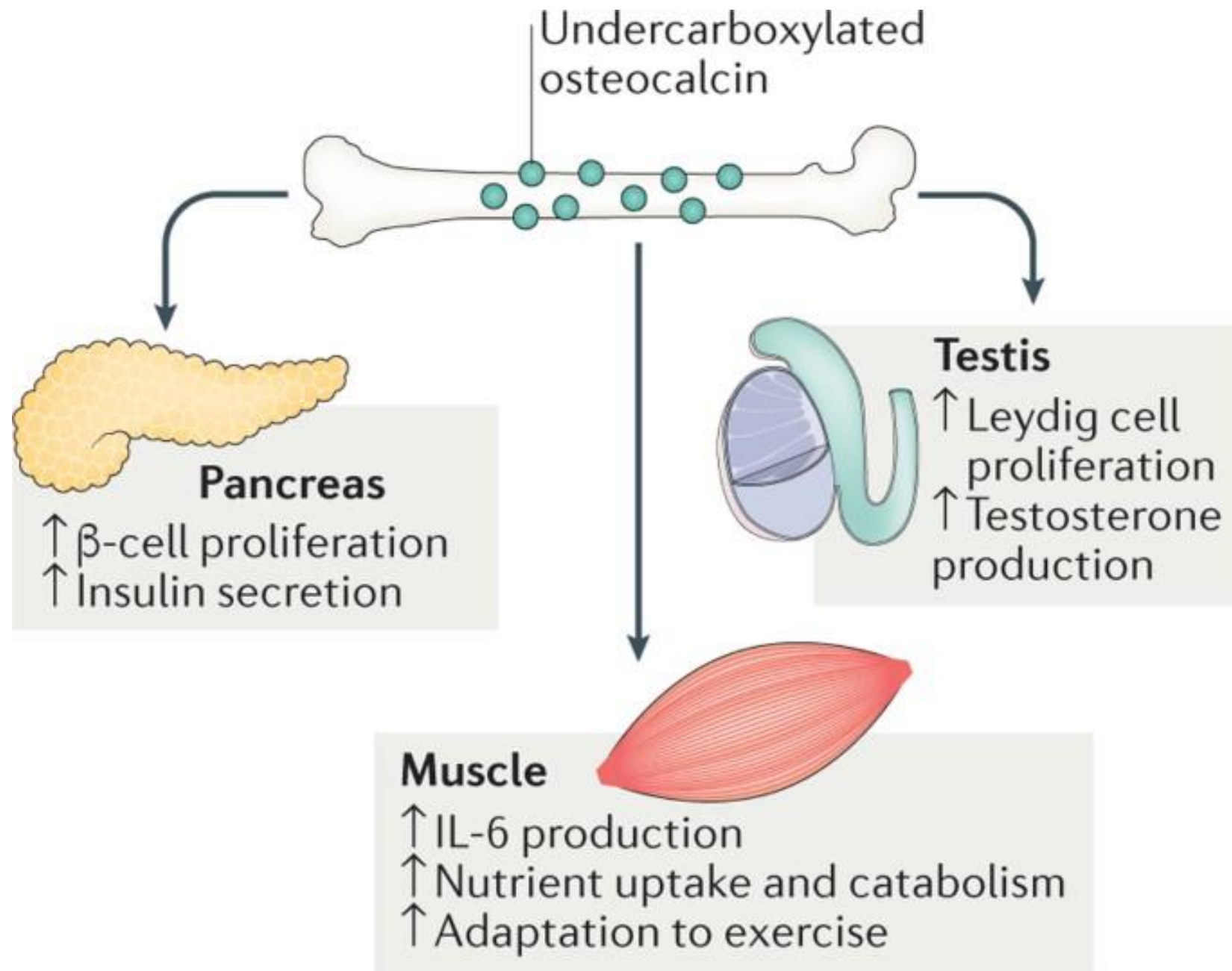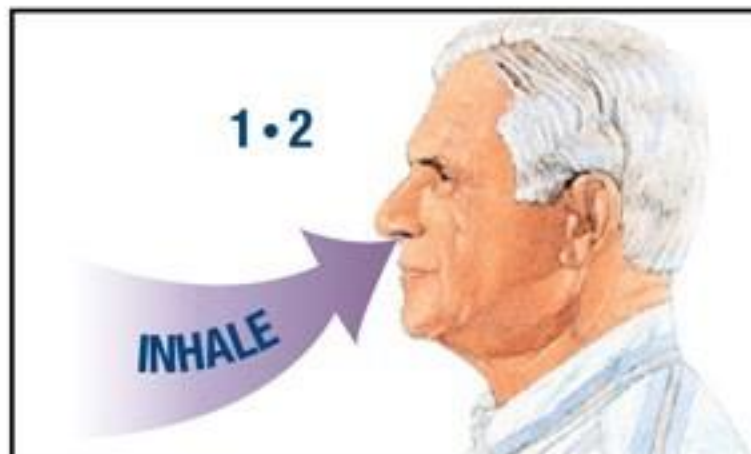
Biology of Osteocalcin *Meredith L Zoch, Thomas L Clemens, Ryan C Riddle*

BLĄG, JAU 41

WHAT IS HAPPINESS?
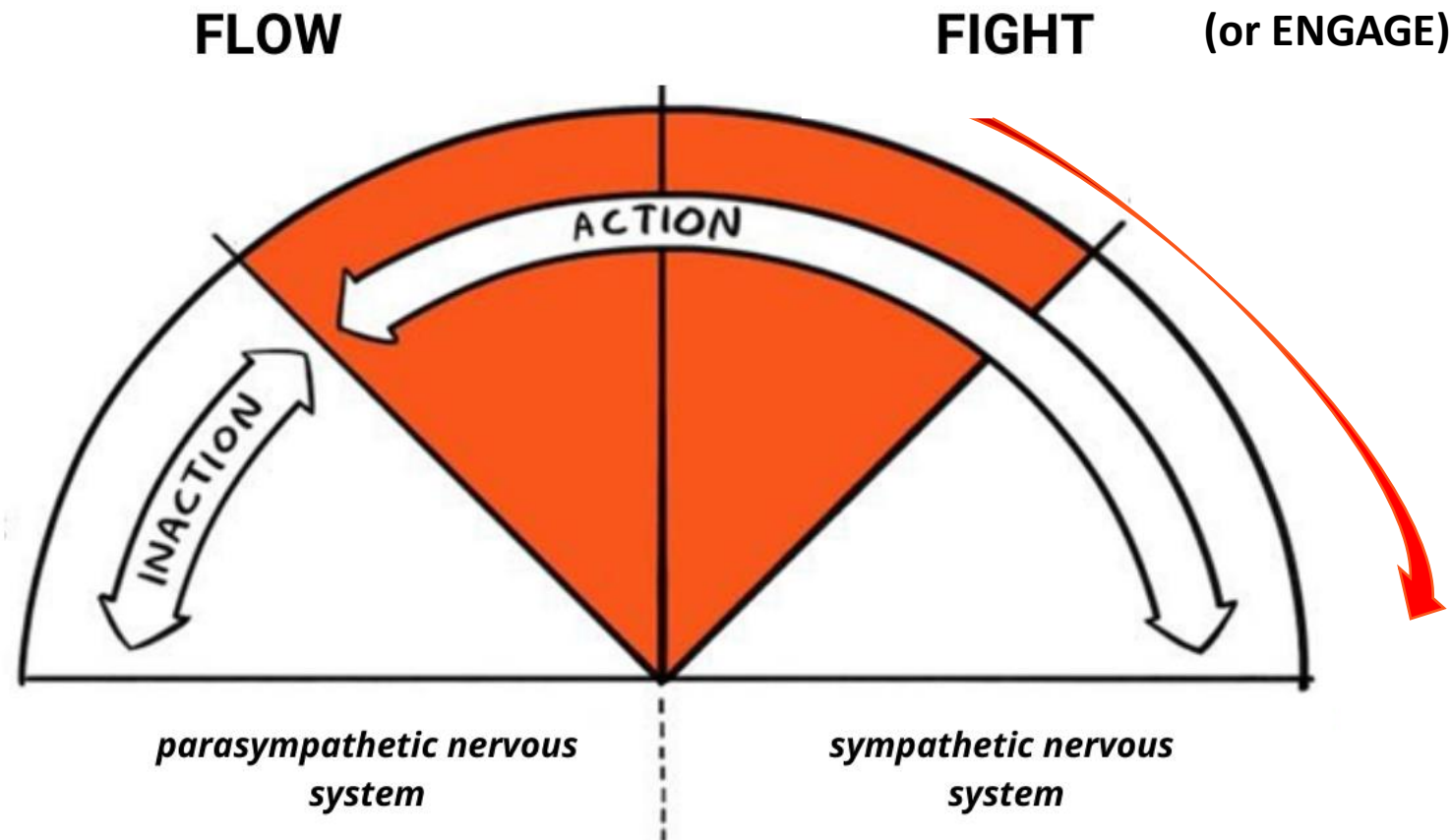
SUMMARY AND KEY TAKEAWAYS

Summary

Trust is the fundament of high performing teams. Supported by healthy conflicts, commitment, accountability and focus on results.

The best leadership style is the one which is adapted to the situation, employee`s competence and commitment, the environment and task.

There are 2 types of conversations which every leader must have with each employee.

Feedback is important part of performance management and employee development. It is each leader`s responsibility and part of the role.

Leaders set the tone for the organization and its culture. If they lack emotional intelligence, it could have more far-reaching consequences, resulting in lower employee engagement and higher turnover rate.

Leaders have to take care of their well-being first in order to be able to support team members.

CLOSURE OF DAY 2

1. Review your notes and success board. Which ideas, thoughts, conclusions speak to you most?

2. How an action plan would look like to turn these ideas into daily life?

3. Add this development action to your annual development plan.

4. Share your action plan with an accountability partner.

CLOSURE
Aivaras Sebeckis

HAVE A SAFE TRIP HOME!