



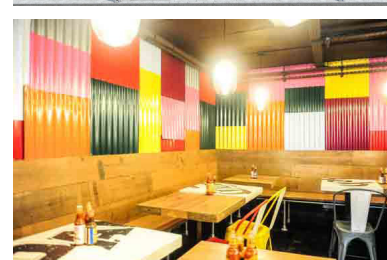
**Kaizen** Performance

The **Kaizen**  
**High Performance Program**  
at **Lafferty**

Colleague Handbook & Log



Project Management | Architecture





# Kaizen Performance

## Index

Context and Drivers.....	2
Lead Facilitator.....	3
What is a High Performance Program .....	4
Program Outline.....	6
(i) Performance Coaching Sessions.....	6
(ii) Baseline Occupational Health Screen.....	7
(iii) Best Practice Nutrition.....	8
(iv) Exercise and Mobility.....	9
(v) Sleep Masterclass .....	10
(vi) Performance Under Pressure/Stress Management.....	11
(vii) Mindfulness in a Frenetically Busy Work Week.....	12
(viii) Change & Risk at Lafferty .....	13
(ix) Maintaining a High Performance Team Culture .....	14
(x) Management Development Program.....	15
Feedback and Evaluation Mechanism.....	16



# Kaizen Performance

## Context and Drivers

We are delighted to have been given the opportunity to work with Lafferty Architects and Project Managers. Lafferty have commissioned the enclosed High Performance Program because they want to invest in their people. This commitment to you, the colleague, has been manifest in a refusal to settle for short term measures or token gesture initiatives.

The program is about structured personal and professional growth, at each colleague's own pace. We have spent a careful amount of time investing in the adaptation of the various sessions and work shops, all with a view to making the program as impactful as possible for each and every colleague.

The program has therefore been designed to generate **maximum value** for all participants but with **minimal 'time away'** from the day job required. Indeed, one of our key goals is that participation in the program will be seamless for all involved.

It is very important to us that you get as much out of this program as you require. If at any stage, you have feedback in respect of the program or want to consult with us on certain aspects, please do not hesitate to contact your lead facilitator in the strictest of confidence.

### The Kaizen Team

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# Kaizen Performance

## Lead Facilitator

**Conor McCarthy** (Director of Kaizen Performance) will be the Lead Facilitator in the High Performance Program at Lafferty. Conor works in the area of performance with many of the UK and Ireland's most accomplished firms. His experiences of organizational performance have been grounded in academic theory through a degree in commerce (first) and a masters in applied psychology (coaching).

Conor's capabilities in the area have been bolstered through 12 years of industry experience aligned to continuous professional development in some of the worlds most elite performance environments, e.g. London Business School, the Professional Rugby Environment in New Zealand and the Navy Seals in California. On the sporting front, Conor has himself competed to a high level, representing Cork as a senior county Gaelic footballer from 2003 to 2009. He is a full member of the Association for Coaching and is accredited in strengths based psychometric profiling.



Conor McCarthy

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# Kaizen Performance

## What is a High Performance Program?

The approach to performance improvement in a corporate setting is changing. Team building days can be entertaining but have been proven to have only a short term effect. Training days with ring binders full of material, can be informative but their impact has been shown to be limited in terms of return on investment and genuine performance improvement. Most forward thinking companies have now come to embrace the idea of impactful, rounded programs which support the business as well as the individual colleague in pursuit of their personal and professional goals. This requires a properly structured, evidence-based program, adapted to the needs of the organization. Only then can performance improvement be attained in a meaningful and sustainable manner.

The evidence in support of **High Performance**, at an organizational level, is that it must address 3 key areas:

- ✓ Coaching
- ✓ Wellbeing
- ✓ Development

The following program has been adapted for Lafferty to address each of these 3 areas in a coherent and integrated manner.



**Coaching:** Properly structured coaching initiatives have been proven to be the most effective starting point when it comes to developing employee potential. Through structured conversations, guided discovery and self directed learning, each colleague is provided with a route towards sustained, optimal performance. Done in the right way, colleagues are supported in the context of their own individual challenges and aspirations. The cumulative effect is undeniable.

*"I absolutely believe that people, unless coached, never reach their maximum capabilities"* **Bob Nardelli**, CEO Home Depot.



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**Wellbeing:** Within this high performance platform at Lafferty, a significant emphasis has been placed on colleagues' physical and mental wellbeing. It can therefore be seen as the central focus throughout much of the program. This wellbeing component has been adapted to improve employee health, while also boosting workplace morale. Essentially, this comprises a health screen followed by a lifestyle management program in the key areas of nutrition, exercise, movement, sleep and stress. These have been identified as the most appropriate health areas to target based on the cross section of participant colleagues at Lafferty. Each of the Kaizen facilitators for the various workshops would be considered an industry expert in their respective fields.

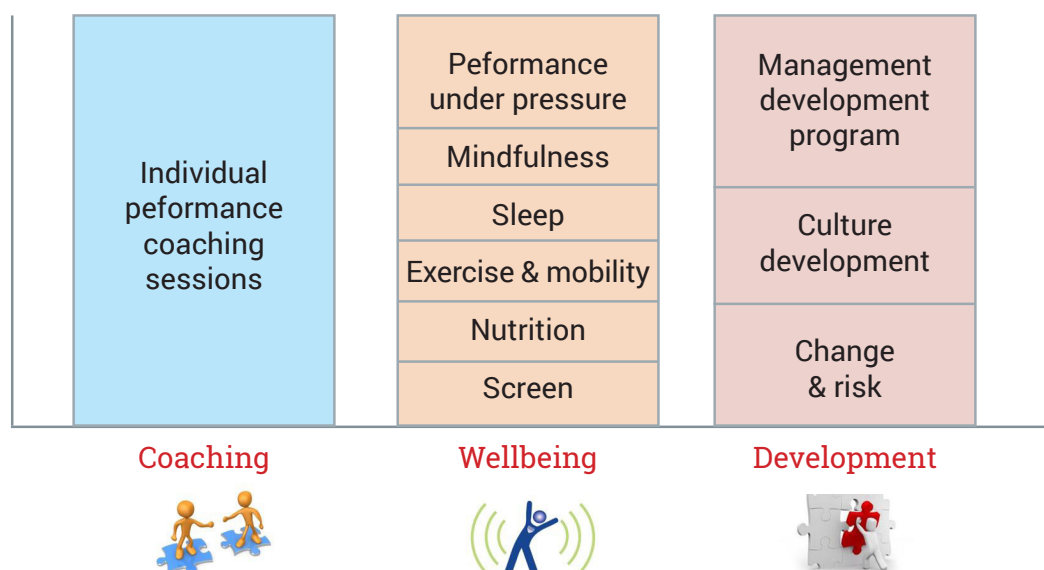
*"More than two thirds of American organisations now have wellbeing programs in place and 77% of those employees believe that such properly structured initiatives positively impact the culture at work". Forbes Magazine, July 2015.*



**Development:** Training and development is not the starting point for sustained performance improvement, it is the final piece in the jigsaw. In this regard, the most effective approach for targeting efficiency and collaboration, throughout the whole organisation, is via a structured training program for the company's managers. Further workshops for the entire participant group will focus on development of the organization's culture as well as the developing of participants' attitude towards the issues of change and risk, two of only a few certainties throughout one's working life.

*"Training and development is a critical component of success for the entire organization, but it needs more than just a script". Harvard Business Review, April 2014.*

## High Performance at Lafferty





# Kaizen Performance

## Program Outline

The exact dates for delivery will depend on work flows and tempo within Lafferty. However, sufficient notice will be provided in each case. What follows is the broad schedule of events.



**Performance Coaching Sessions:** Executive coaching has now become a fundamental part of most successful, modern businesses. One of the most powerful coaching tools in this regard is the R2 Strengths Profiler, which each participant will complete in advance of their respective one to one session with the performance coach.

This tool challenges each individual to examine (i) their strengths that they consistently use, (ii) their strengths that they may be overplaying at present, (iii) their unrealized strengths that might be used more often and (iv) their potential areas of weakness with a commensurate discussion as to how these might be mitigated in both a personal and professional context.

After discussing their profile, colleagues will be offered an opportunity to enter into a goal setting process. These goals will be SMART based and accountability will be retained between coach and coachee through online follow up and interaction. These sessions are individualised and **strictly private** between the participant colleague and the performance coach. The sessions are c. 90 minutes in duration and will be administered before Christmas through lead facilitator of the Lafferty Program, Conor McCarthy.



Comments/Observations/Goals:

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# Kaizen Performance

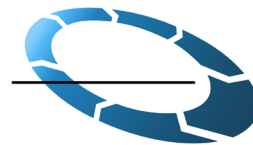


## **Baseline Occupational Health Screen:**

The most powerful wellbeing results are measurable from a clear baseline. Beginning 2017, an occupational health screening process will provide colleagues with an initial level of baseline information before commencing the wellbeing aspect of the high performance program.

The screen will be administered for each individual privately on-site at Lafferty over 1 day (revolving door mechanism) through Kaizen's outsourced health care partner, Advanced Medical Services (AMS).

Each screen will be on a one to one basis with an AMS health care professional and each colleague's results (BMI, blood pressure and cardiovascular risk factors such as cholesterol and diabetes) will be strictly private. An overall (anonymized) report on colleague health will be relayed to the Senior Leadership Team (SLT) in Lafferty.



**AMS**  
Advanced Medical Services

Key Health Indicators/Observations:

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# Kaizen Performance



**Best Practice Nutrition:** Like many organisations, there is a broad cross section of colleagues in the Lafferty Participant Group. On this basis, the most appropriate starting point for improving wellbeing would be the fundamental principles and latest (myth busting) evidence in regards to nutrition.



**Dr. Brendan Egan**

In this interactive Nutrition Workshop, **Dr. Brendan Egan** blends the delivery of information with self-assessment and active learning strategies to deliver a meaningful education experience to the group. Colleagues will get as much individual impact as possible via the completion of a pre-delivery nutritional habits questionnaire.

Brendan would be considered one of the most highly qualified and informed nutritional experts in Ireland. He received his BSc Sport and Exercise Science from the University of Limerick in 2003, MSc Sport and Exercise Nutrition from Loughborough University in 2004, and PhD from Dublin City University in 2008. He currently lectures in Sport and Exercise Science at Dublin City University. On the sporting front, Brendan has represented Sligo in Gaelic football at senior inter-county level since 2003 and won an All Ireland club title with St Vincent's of Dublin in 2014. Brendan is a regular contributor to nutritional segments on TV in Ireland and has worked with some of Ireland's top athletes.

Key Foods/Nutritional Habits/Observations Relative to My Lifestyle:

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# Kaizen Performance



**Exercise and Mobility:** The fundamentals of correct movement and the basics of best practice for the modern office lifestyle are provided through **Rob William's** exercise and office mobility workshop. Rob's content and delivery resonates with all office workers who are trying to marry a healthy lifestyle with the requirements of an office based role. While Rob has coached at Olympic level, his real world practical tips for physical improvement make him one of the country's leading mobility experts and personal trainers.

Like the aforementioned principles of best practice nutrition, these basics of exercise and mobility are seen as the fundamental building blocks which most people, at all levels of fitness, are unaware of. Whether you are interested in mild forms of exercise, have suffered from chronic back or neck pain or want to reach even higher levels of fitness, this class will empower you to maintain your own body and move in the way that nature intended. You won't be sweating after this workshop but remember to bring a change of loose fitting clothing on the day!



**Rob Williams**

Key Exercise Revelations/Observations:

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## Kaizen Performance



Canice Kennedy



**Sleep Masterclass:** In October 2006, the Harvard Business Review asserted that *“with too little sleep, people are doing things that no CEO in his or her right mind would allow.”* Since then, the value of sleep for the working population as a whole is generally believed to have been eroded further. However, the fact remains: sleep is the most valuable restorative process known to man. In his interactive workshop, **Canice Kennedy** will bring about a greater understanding of the importance of good sleep for colleagues along with some simple suggestions as to how they can achieve better quality sleep.

Every colleague will have occasional periods of intense activity and periods in which sleep is compromised, but navigating those occasions along with best practice on normal sleeping routine will make a significant difference to the energy and wellbeing levels within the Lafferty Participant Group. Canice is a sports & sleep psychologist. He holds a degree in sports coaching, a masters in psychology and also lectures in psychology in UCC.

Key Sleep Hygiene Techniques/Observations:

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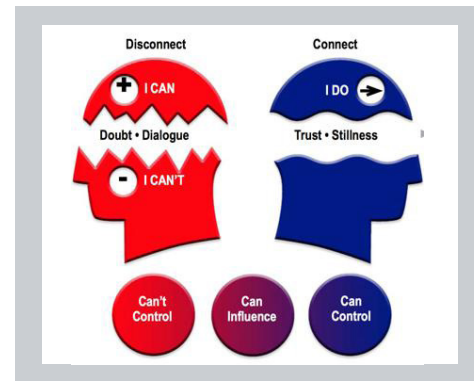


# Kaizen Performance



## Performance Under Pressure/Stress Management:

As colleagues reach for higher levels of potential, pressure and stress can often increase. The key to increased levels of high performance lies, not so much in avoiding these challenges, but in managing through them. In this workshop, **Conor McCarthy** blends the evidence-based psychological theory with common observations/parallels from the worlds most elite performance environments. Lafferty colleagues will be familiarized with the famous Red Head/Blue Head Model of Performance Under Pressure, as employed by **The New Zealand All Blacks** from 2011. Colleagues will be challenged to recognise when their own thoughts drift into the stressful Red Head Space and the unhelpful nature of this response will be discussed. Conversely, the simple ability to accept and choose your mind-set as well as your stress coping mechanism will be explained.



Colleagues will be challenged to experience and understand their emotional management abilities at an intuitive level. Practical tools for collaboration in pressurised/stressful environments will also be presented.

Key Stress Triggers/Management Techniques/Observations:

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# Kaizen Performance



Conor McCarthy



## **Mindfulness in a Frenetically Busy Work**

**Week:** Multi-tasking is a myth. In this workshop, **Conor McCarthy** will show how researchers such as Daniel Leviten and Earl Miller have proven beyond doubt that the number of things the brain can consciously attend to at any one time is a maximum of 3 or 4. And not even that, if one of them is demanding or important enough, then a colleague is already at capacity when it comes to Focus of Attention.

Conor will seek interaction in regards to the fallacy of multitasking as well as the assertion that it simply must form an unchangeable part of our working day. The research explaining how colleagues are in fact less productive and creative, when multi-tasking, will be presented and colleagues will then be introduced to the concept of mindfulness as well as easy ways in which to integrate this technique into their daily lives. Tempo will be restored. Productivity, creativity and problem solving will increase.

Key Mindfulness Observations:

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# Kaizen Performance



**Change & Risk:** In this presentation, **Capt. Alan Quirke** will reframe for Lafferty, our perceptions of risk through his experiences as a bomb disposal expert in some of the world's most hostile environments whilst on Explosive Ordnance Disposal (EOD) duty for the Irish Army. The value of questioning, risk mitigation and conviction are presented as vital tools in any highly pressurized environment. Alan will parallel Lafferty's challenge and explain how change and risk are inevitable in all walks of life (not just in bomb disposal).

Alan will explain that learning from each experience towards growth is actually an advantage that most of us, outside of the bomb disposal field, can afford to have. In conclusion of his presentation, Alan will outline the process behind mitigating risk in a team environment through (i) a good decision making processes, (ii) good communication and (iii) good training. Alan's approach to risk can also be relayed in his experiences of elite sport insofar as Alan was the Cork Senior Football Goalkeeper for over 10 years, winning an All Ireland in 2010.

Key Revelations/Observations:

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**Capt. Alan Quirke**



# Kaizen Performance



## Maintaining a High Performance Team

**Culture:** In this session, **Donal Lenihan** will bring colleagues through his experiences as manager of The British and Irish Lions Rugby Team. In this case, the challenge Donal encountered was to bring together a group of c. 50 people, from

4 different countries over a short space of time with a view to competing at an elite level against the Australian national rugby team. Donal will discuss the concept of their shared vision being the starting point on their journey and of how the values attaching to this shared vision are the most important part of any such high performance environment. This workshop will be delivered in an interactive format to the Lafferty Participant Group - questions and discussion will bring out the wisdom in the room. The goals of this session would be to:



Donal Lenihan

- ✓ To communicate the need for the Lafferty Participant Group to take ownership of their culture
- ✓ To get participants thinking about what is possible in the challenges they face
- ✓ To introduce the concept of shared vision
- ✓ To inspire the participants towards even higher levels of team work
- ✓ To generate interactive discussion on these concepts

My Commitment to the Culture/Observations:

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# Kaizen Performance



**Management Development Program:** While increased levels of wellbeing will inevitably lead to increased morale and personal development, long term added value in terms of collaboration and efficiency, at a wider team level, can only be achieved through a specific focus on teamwork and management level performance. **The Gazing Performance Management System** comprises world class content and will take those Lafferty colleagues with managerial responsibilities through the psychology of effective best practice for management & coaching.

There is no ring binder in this training program. Content will be delivered in a more sustainable, experiential manner (map and tool approach) to ensure that participants can understand their management style and further develop their management capabilities. This program will be spread across a number of days to avoid business interruption and will be tailored for those Lafferty colleagues managing projects and teams.



**gazing  
performance  
systems**

Key Revelations/Observations/Commitments:

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# **Kaizen** Performance

