

Mad Sad Glad



A Leaders Toolkit to Help Create Inclusive, High Performing Teams

More women in leadership

Increased female participation

Networking and skill-building for girls and women

THE KNOCK-ON EFFECT

Increases in women's employability

Higher earnings for women

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THERE ARE MORE REASONS TO ADVANCE WOMEN INTO KEY DECISION-MAKING ROLES IN THE SPORTING SECTOR THAN TO SIMPLY MEET GENDER EQUALITY TARGETS... THERE ARE STRONG LINKS BETWEEN WOMEN-OWNED BUSINESSES AND BETTER BUSINESS PERFORMANCE AND INNOVATION. ADVANCING WOMEN IN BUSINESS & SPORT



Mad Sad Glad



What is it?

The mad sad glad style retrospective encourages your team to be more emotionally-aware to help build a positive team dynamic and provides an opportunity to reflect on issues and opportunities from a different perspective.

Mad, sad, glad provides the team members with a way to safely discuss their feelings about what is going on for them in the workplace.

This is a useful exercise for teams going through change, new teams getting to know one another or for leaders who are newly appointed to lead a team.

Mad – List the things that are driving you crazy. What is stopping you from performing at your best?

Sad – What are some of the things that have disappointed you or that you wished could be improved?

Glad – What makes you happy when you think about our team/workplace/culture? What are the elements that you enjoy the most?

Why use it?

When new teams are coming together (forming) or changes are occurring in the organisation, people often have very different and sometimes very mixed feelings about changes. Often, the pace of change or the workplace culture hasn't allowed people enough time or space to consider what it is about the change that is making them feel sad or upset, or excited and eager to get stuck in.

This exercise will help you, as the leader, to get these emotions out into the open. Just having the opportunity to express them will help some people feel better about whatever is going on.

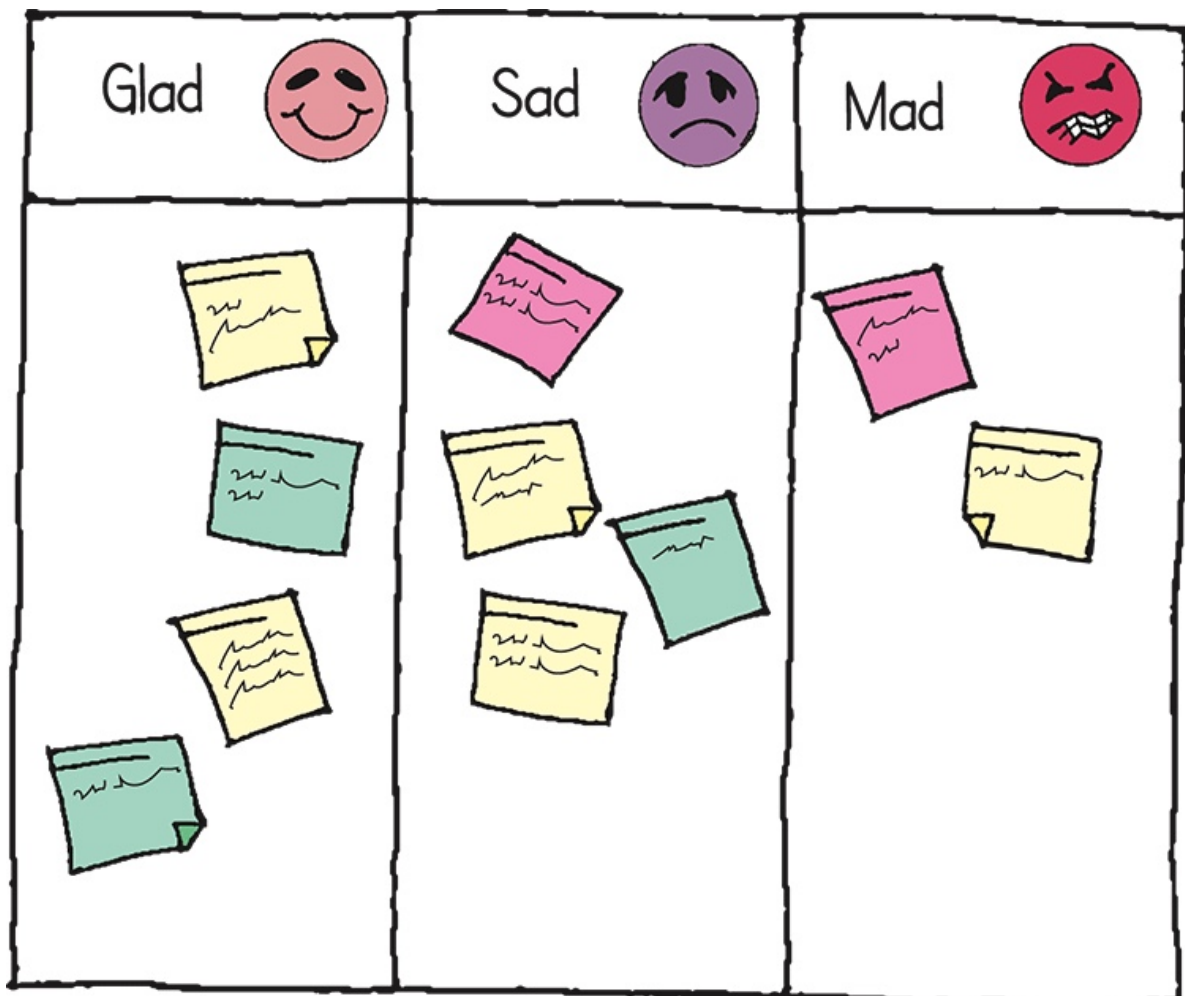
This tool enables everyone to have their say, whereas in open discussion forums some people may dominate the conversation. You will also be able to understand what steps to take to help people through the process.



Preparation



1. Invite the relevant people to your team meeting or a workshop specifically allocated for this process.
2. Ensure it is in a room where they will not be disturbed and where they can concentrate.
3. Have flipchart paper markers, regular pens and Post-it-notes.
4. Draw 3 columns on the flip chart with the headings Mad, Sad & Glad.
5. Provide each team member with 3 post-it notes





Process

1. Ask people to write down what it is that makes them mad on one note, sad on one note and glad on one note.
2. Have them place them onto the flipchart into the relevant columns.
3. Group post-it notes into similar themes (ask two team members to do this)
4. Discuss the items that people have put up. Are there any common threads? Are there any areas where people feel particularly mad or particularly glad?
5. Ask if anyone would like to say a little bit more about what they put down.
6. Finish with glad as it leaves things on a positive note.
7. Acknowledge range of emotions and range of ways people are feeling. Acknowledge the things that need to improve, ask what action is appropriate. Above all, celebrate what's going right!





- **Give people the time and space to open up and share.** As long as they are not making derogatory remarks and understand the no-blame principal, then each idea should be discussed.
- **Don't try and solve the problems on the spot.** It is not always possible, and some problems may not actually be fixable. The goal is simply to work through the issues and then look for solutions afterwards to report back at the next meeting.
- **Frequency is the key:** Making this process a part of your team operating cadence means that you will be able to make changes on the fly and stay in touch with your team's sentiment. Much like steering a big ship, it's a lot easier to make small changes enroute to the destination, rather than finding out at the end you have docked in the wrong port.
- **Anonymous or named?** Given that mad sad glad is all about sharing how people feel, there are some pros and cons to anonymity:
 - *Anonymous brainstorming – If you have a positive team dynamic, reasonable maturity and team communication skills – anonymity is a great way to provide people a safe space to share. By being anonymous, it might draw out something in the team that would otherwise remain hidden beneath the surface. The drawback of anonymity is that it gives people the opportunity to say what they want, play the political game or be insensitive. For the seasoned facilitator who can deal with this, however, the anonymous option can provide invaluable insights.*
 - *Non-anonymous brainstorming – by having names attached to comments, this increases accountability and means that it automatically starts to moderate the ideas suggested. This will require team members to have a certain level of built trust and courage to say that is on their mind but might reduce the likelihood that the truth may be hidden because of fear of being pinpointed.*
- Think of your current team culture and how you think they might react to a mad, sad glad retrospective? If you think you can manage the social risk by setting the right tone, have a team that is relatively respectful and collaborative and focused on solutions, not blame – then anonymous brainstorming is what we would recommend.



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