

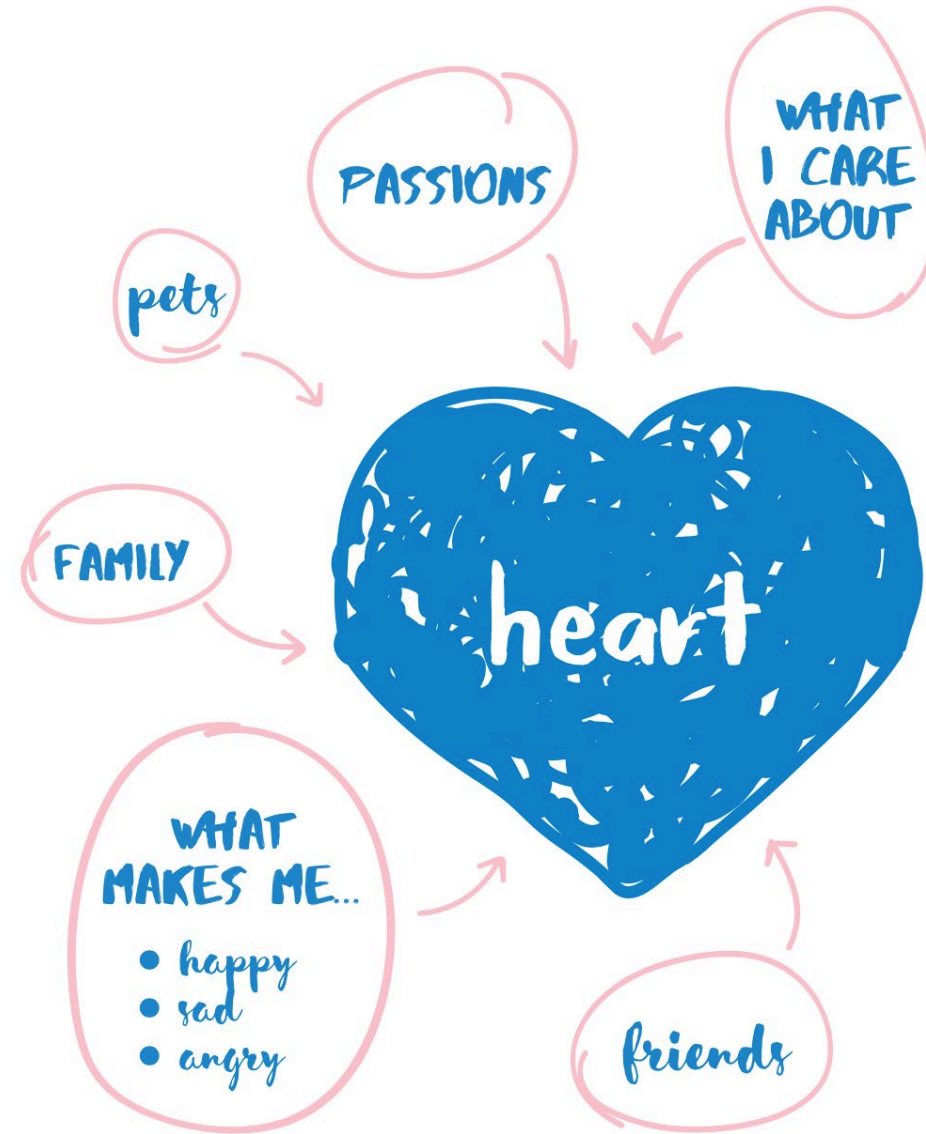
LOUNGERS



Bristol – 01.11.22

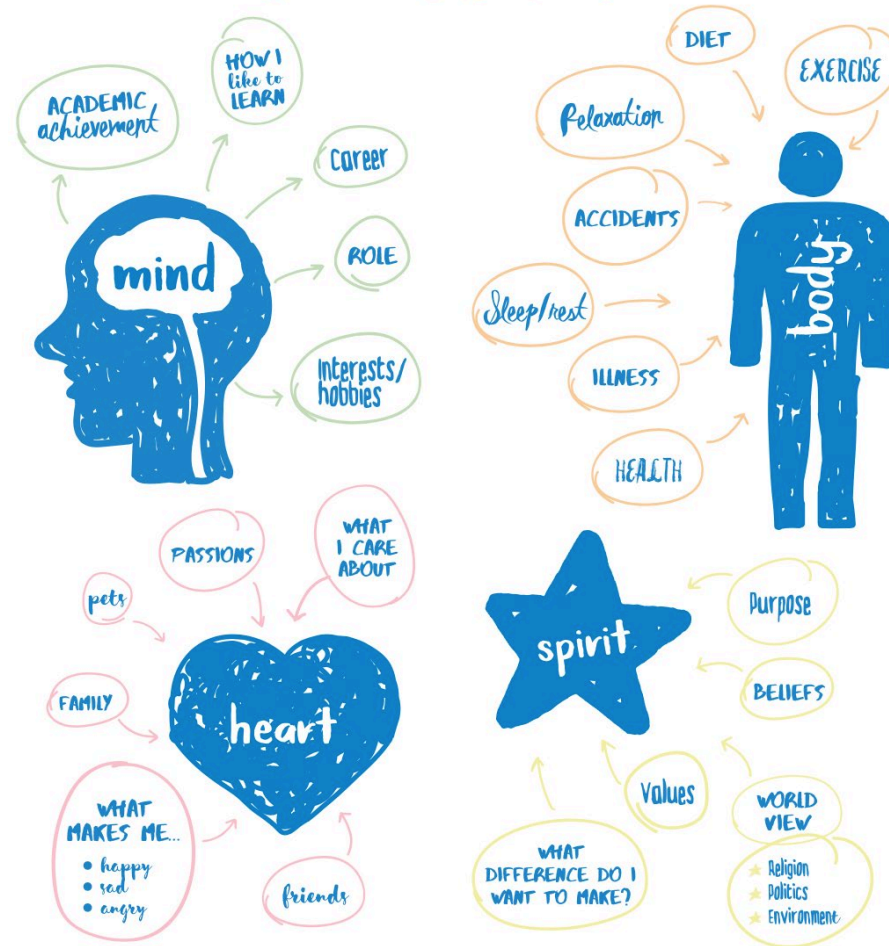








FOUR ENERGIES OF LEADERSHIP



LISTENING LEVELS



FOUR ENERGIES OF LEADERSHIP

PHYSICAL

Gestures
Stamina
Physicality
Tone
Voice
Motion
Volume

AGGRESSIVE

INTELLECTUAL

Thinking
Formality
Debating
Structure
Eloquent
Rational
Logical

OPINIONATED

EMOTIONAL

Openness
Passion
Vulnerability
Listening
Relationships
Rapport
Empathy
Trust

MANIPULATIVE

SPIRIT

Higher purpose
Stillness
Calm
Resolute
Vision
Possibility
Belief
Meaning

ZEALOT

FOUR energies

IN PAIRS

- ★ Share your strongest/least deployed energy
- ★ How does my strongest serve me well/trip me up?
- ★ What could happen if I used my least deployed more often?

LEADER / MANAGER / OPERATOR

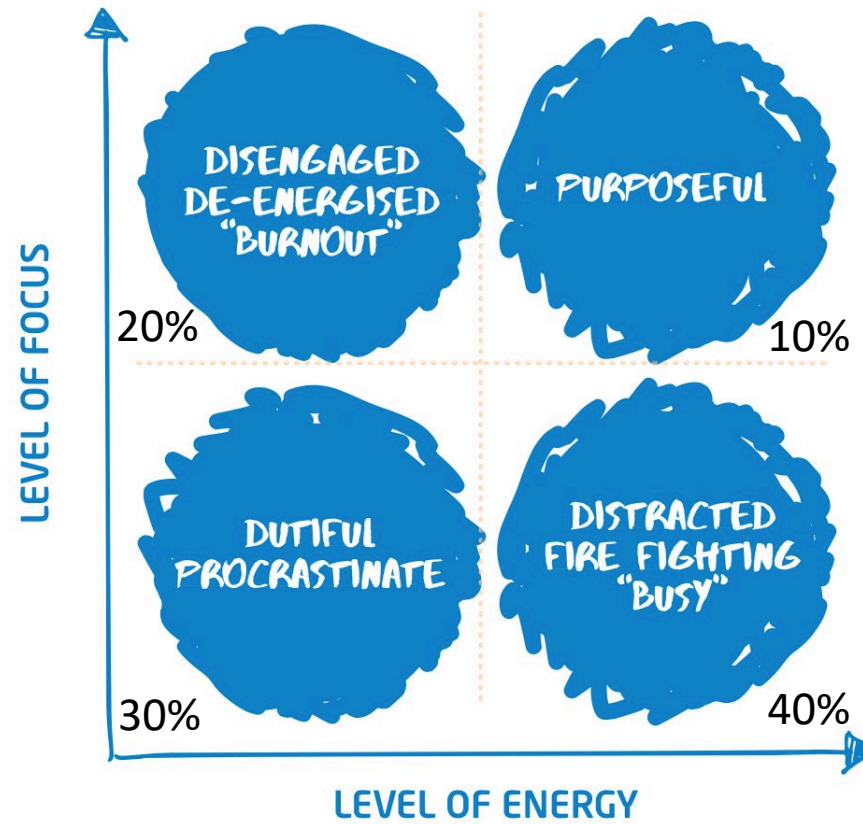


Set own context



Work within
others context

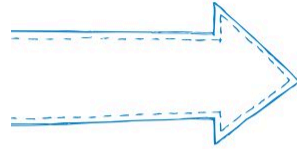
BUSY MANAGER



HOW DO I SPEND my time?

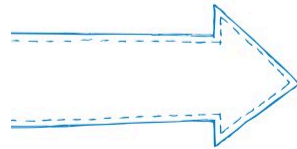
- ★ How often am I in each mode?
- ★ What am I like in each mode?
- ★ What triggers me in and out of each mode?

Best Self

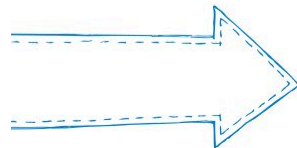


Think of a time when you were most purposeful:

- ★ Describe what happened
- ★ Which of the 4 energies did I use?
- ★ What impact did I have on others?
- ★ How did it feel?
- ★ How did this fit with what I care about?
- ★ What results were achieved?



Speak from 'I'



Dare to boast

Playing to win not just to avoid
losing...

PLAYING TO AVOID LOSING

PLAYING TO WIN

Angry
Aggressive
Righteous
Controlling
In the detail

Make it happen
On the front foot
Driving
Buzzing
Confident

HIGH ENERGY

Withdrawn
Quiet
Playing safe
Deferring
Isolated

Calm energy
Peaceful
Reflective
See big picture
Grace under pressure

LOW ENERGY



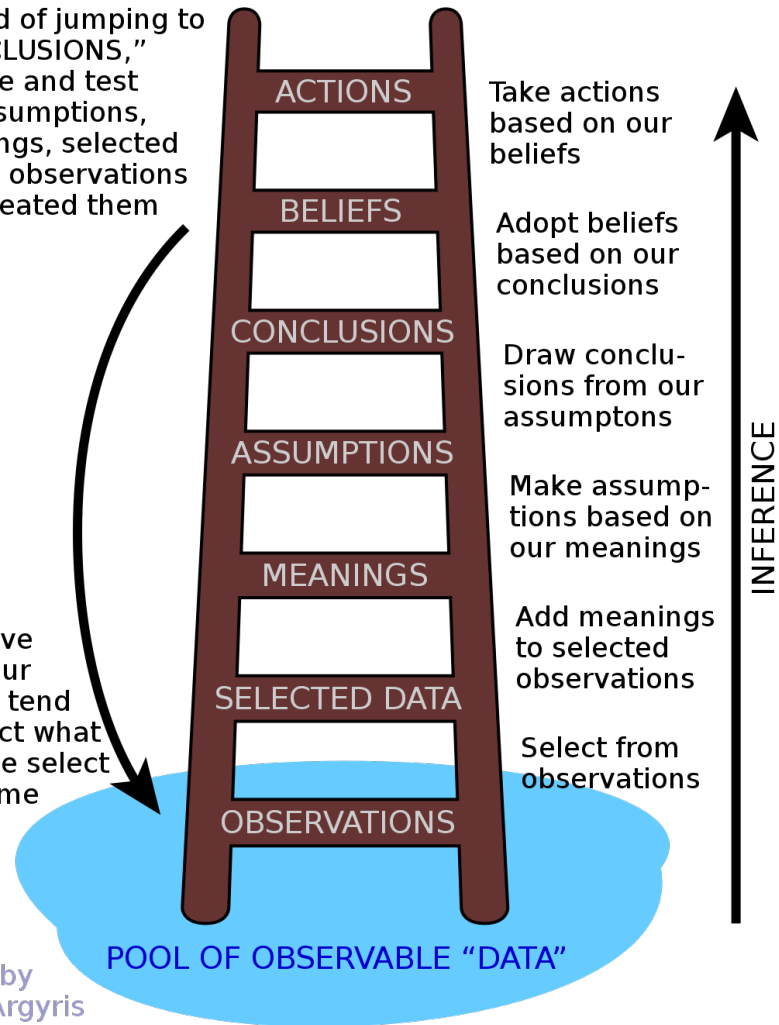
- What pushes me into either side?
- How do pull myself back into the 'green'?

LADDER OF INFERENCE

Instead of jumping to
"CONCLUSIONS,"
analyze and test
the assumptions,
meanings, selected
data & observations
that created them

Reflexive
loop: our
beliefs tend
to affect what
data we select
next time

Model by
Chris Argyris
(1923-2013)



IMPORTANCE OF LANGUAGE

PLAYING TO AVOID LOSING

"I can see this being a problem"

"You need to stop making so many mistakes"

"Let's aim for 2% growth"

"The market is tough, that's just the way it is."

PLAYING TO WIN

"How can we make this happen?"

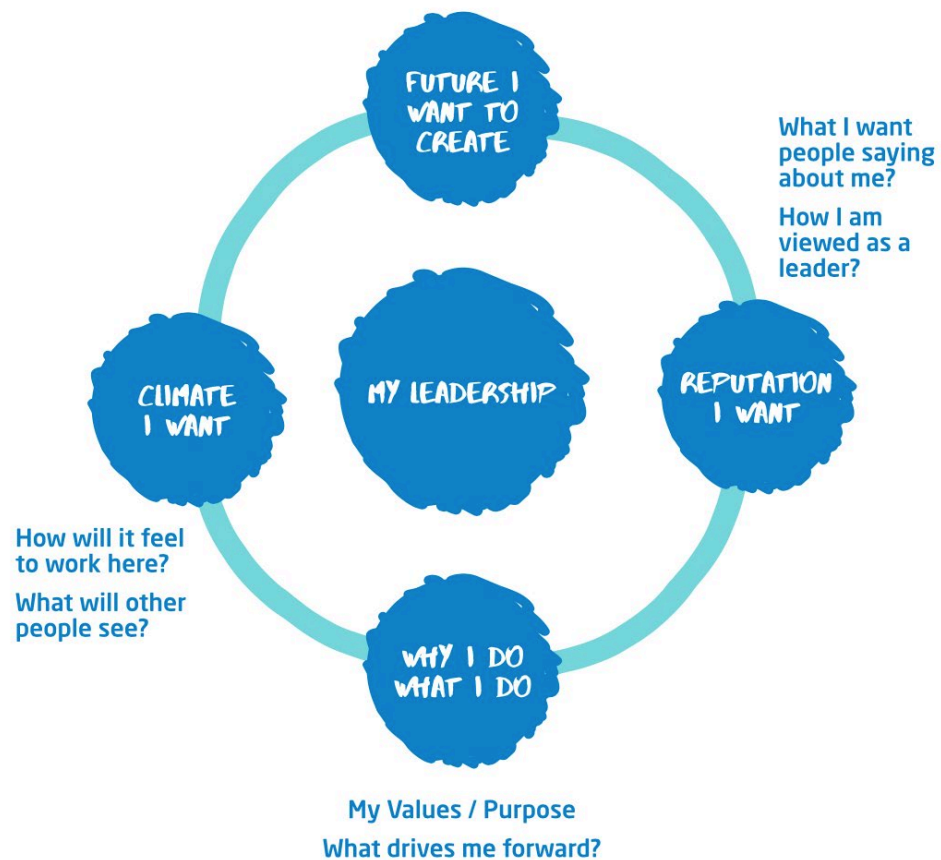
"We need to build on your strengths"

"How can we be the best in our field?"

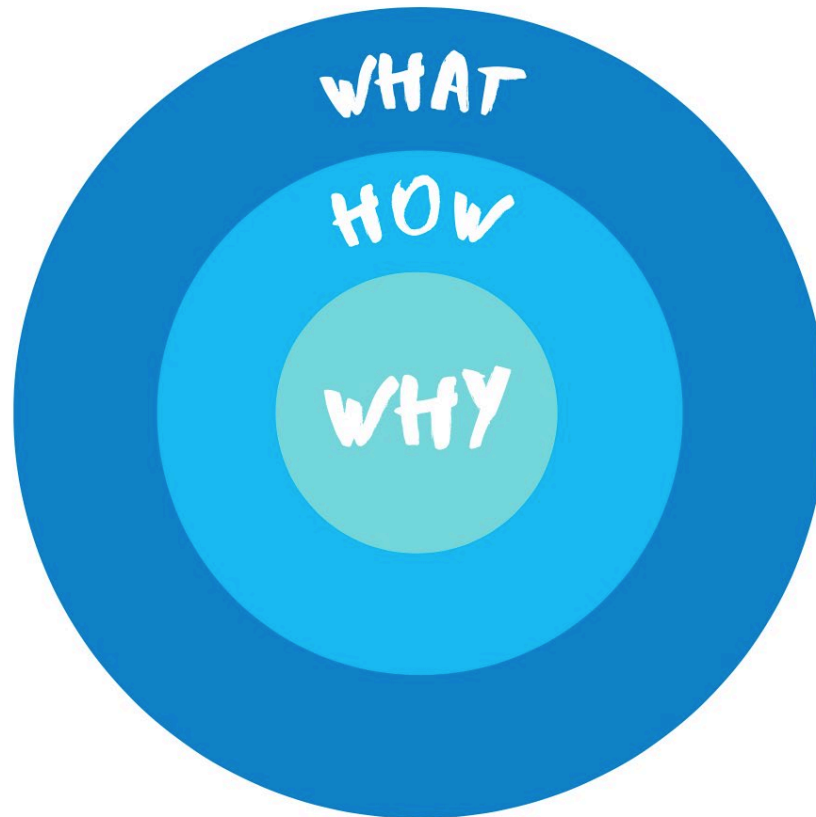
"The market is tough, how can we use this to our advantage?"

LEADERSHIP map

What will success look like?
How will we know when we get there?



FINDING YOUR 'WHY'



Finding your 'Why'

- Why do I do what I do?
- What drives me? What is my purpose?
- What excites me about my role?
- What gives me energy?
- What has happened when I've had a great day?

Selling the 'Why'

- What is success for my team?
- How does the link to the Loungers vision?
- How will we know when we've achieved it?
- How will the world be different?
- Why does it matter:-
 - To me
 - To my team

SELLING the 'why'

IN GROUPS

- ★ Share your vision
 - ★ Group to ask questions
- ★ Give feedback on:-
 - ★ Clarity / Energy