



# Intro to Brilliant People Management

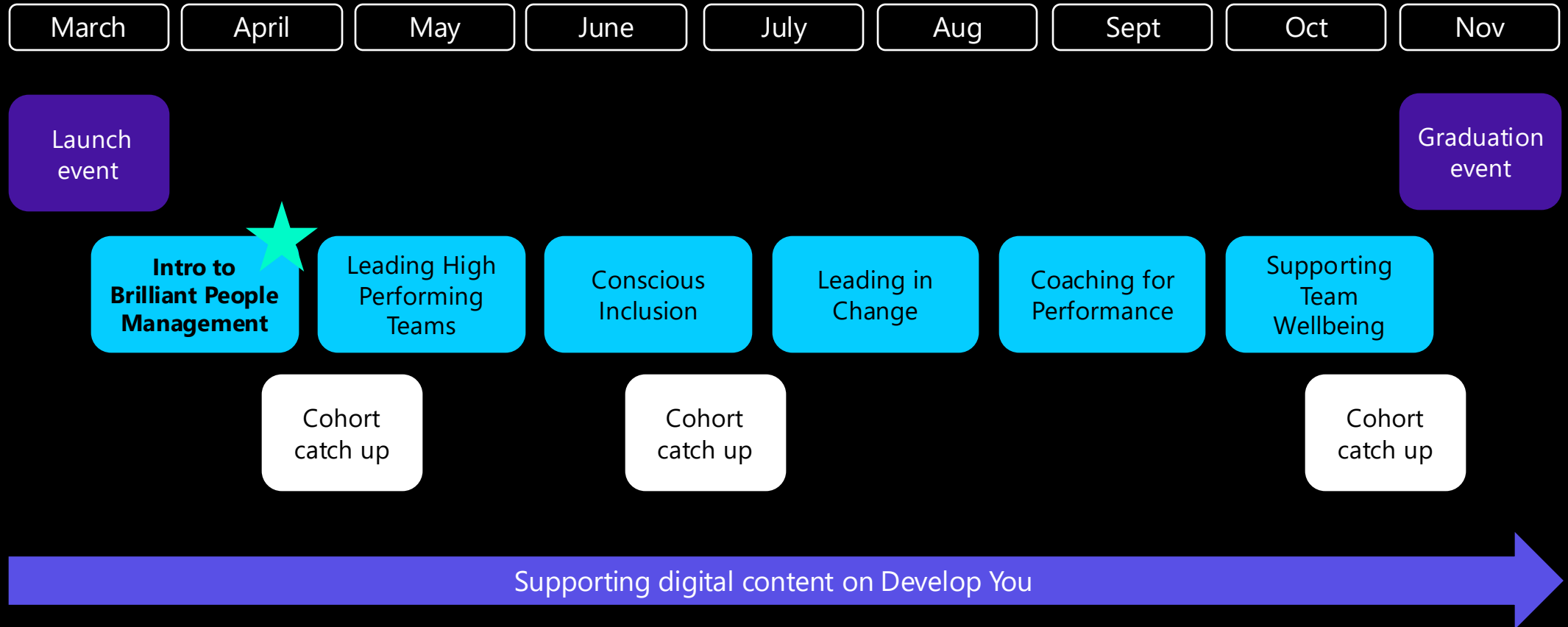
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Brilliant People Management

# Develop YOU

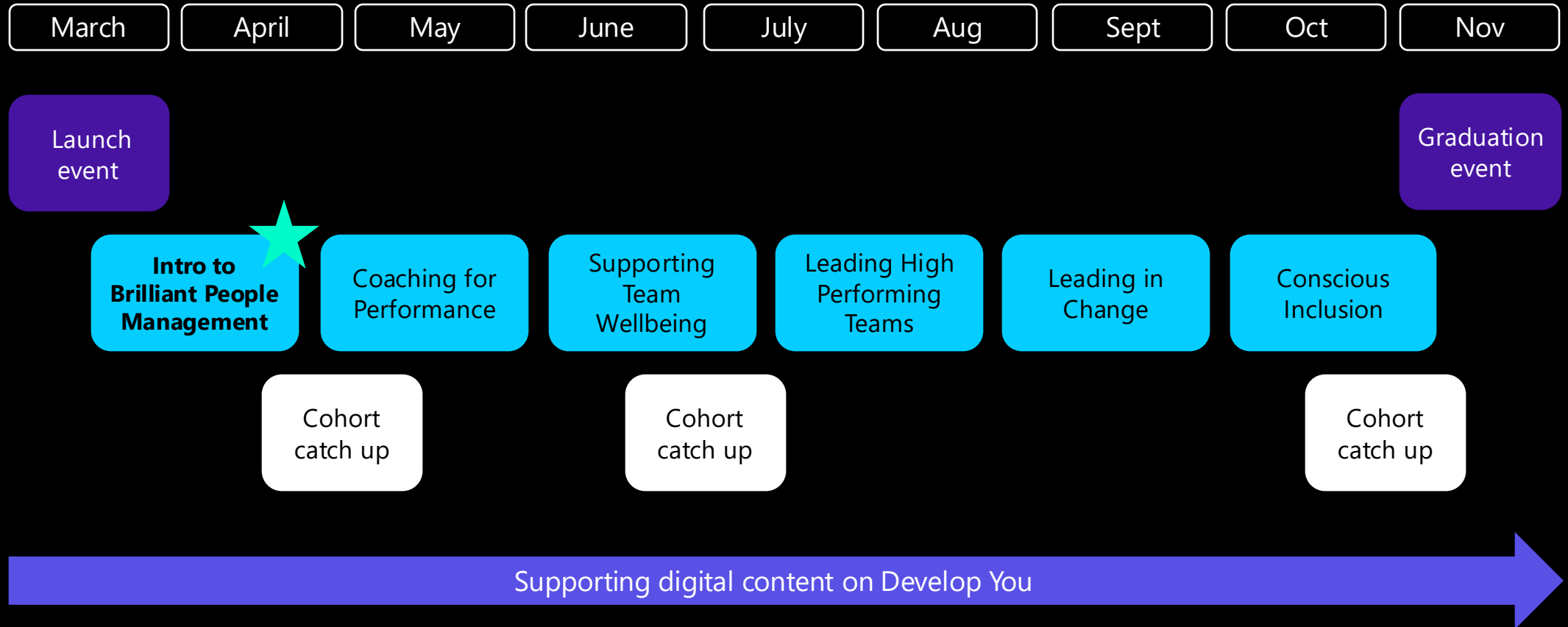
# Programme timeline

## New manager cohort

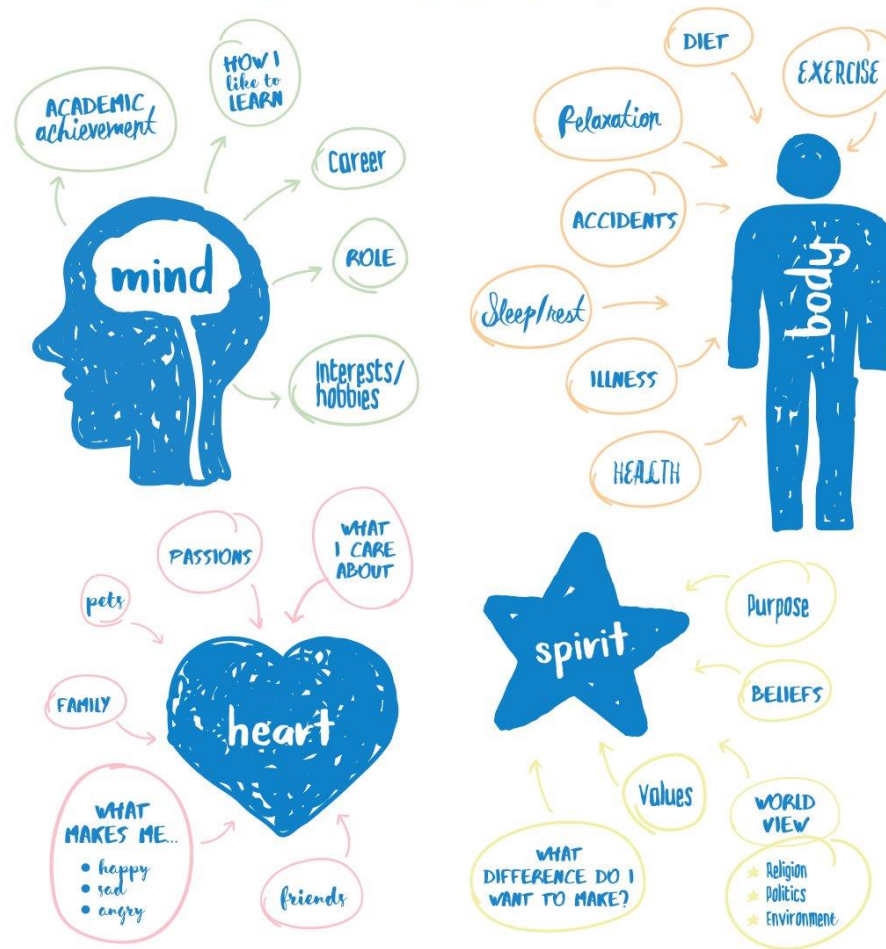


# Programme overview

## Developing manager cohort



# FOUR ENERGIES OF LEADERSHIP



# 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

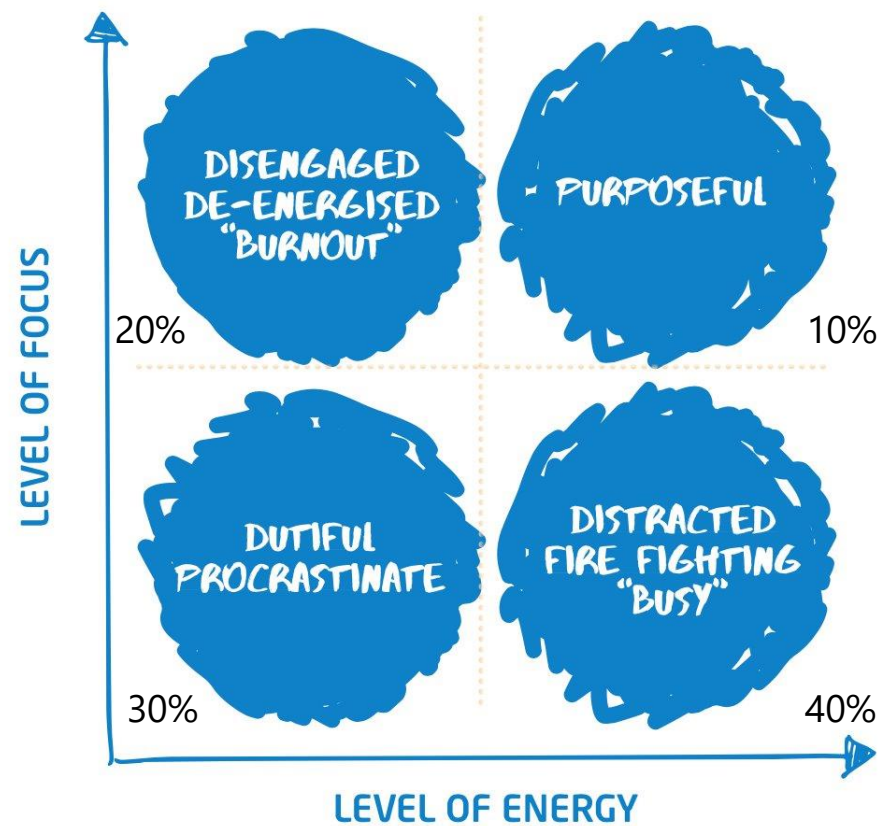


Set own context



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?



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Withdrawn  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



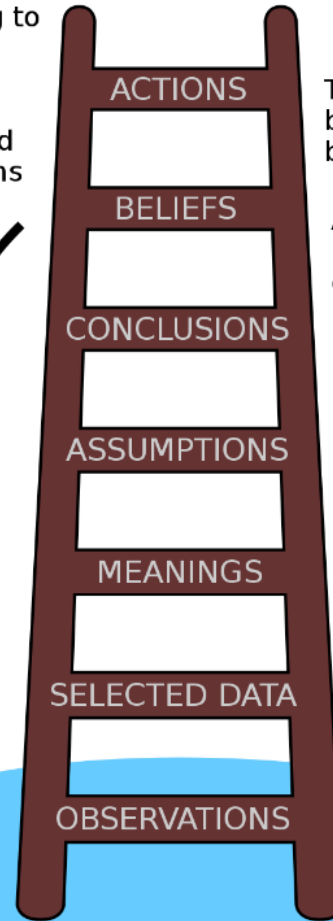
- What pushes me into either side?
- How do pull myself back into the 'green'?

# 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)



Take actions based on our beliefs

Adopt beliefs based on our conclusions

Draw conclusions from our assumptions

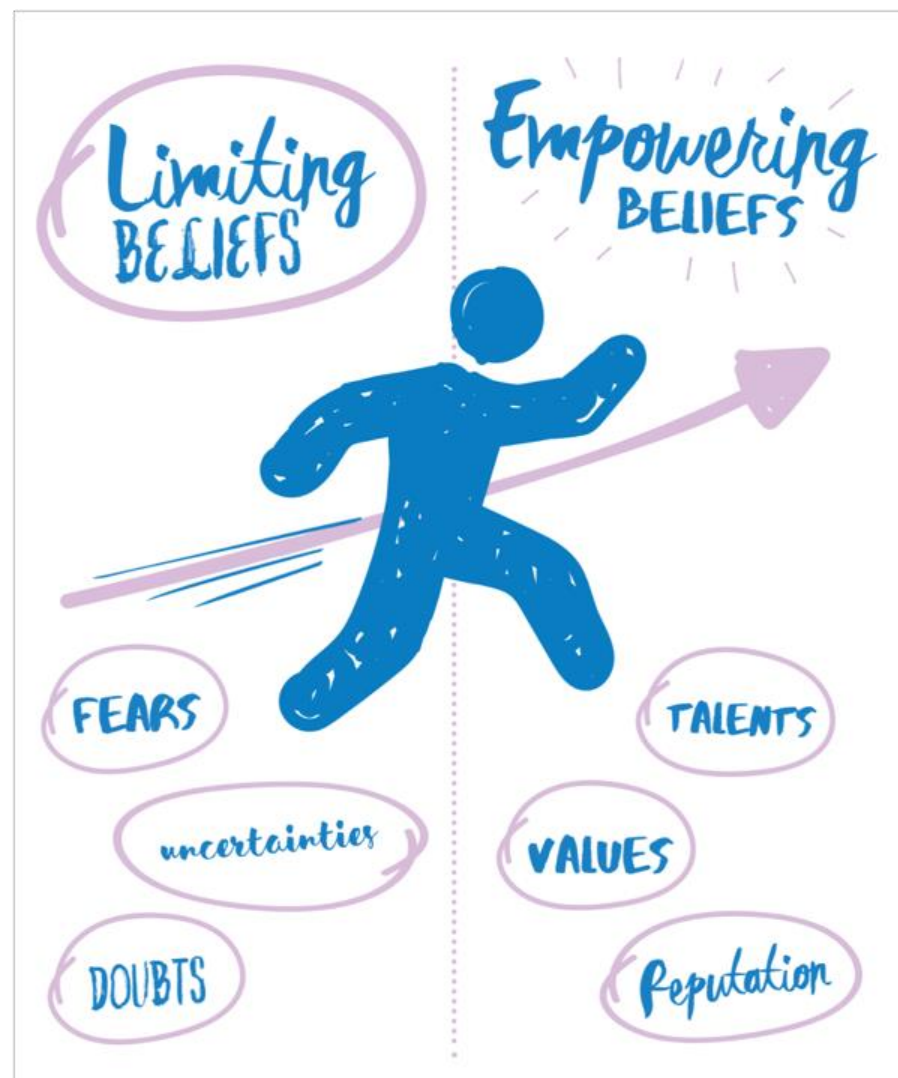
Make assumptions based on our meanings

Add meanings to selected observations

Select from observations

INFERENCE

POOL OF OBSERVABLE "DATA"

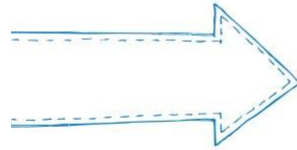


# SELF LIMITING beliefs

**Example:** Self limiting belief is about senior people/hierarchy

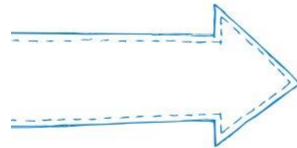


# Best Self

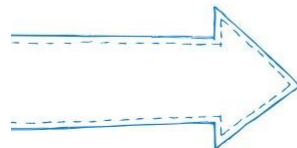


**Think of a time when you were most purposeful:**

- ★ 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'**



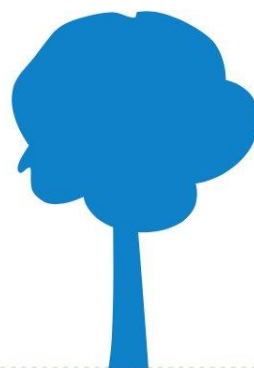
**Dare to boast**





# THE SHADOW I CAST...

MY  
LEADERSHIP  
BEHAVIOUR



HOW IT 'LANDS'  
ON OTHER  
PEOPLE



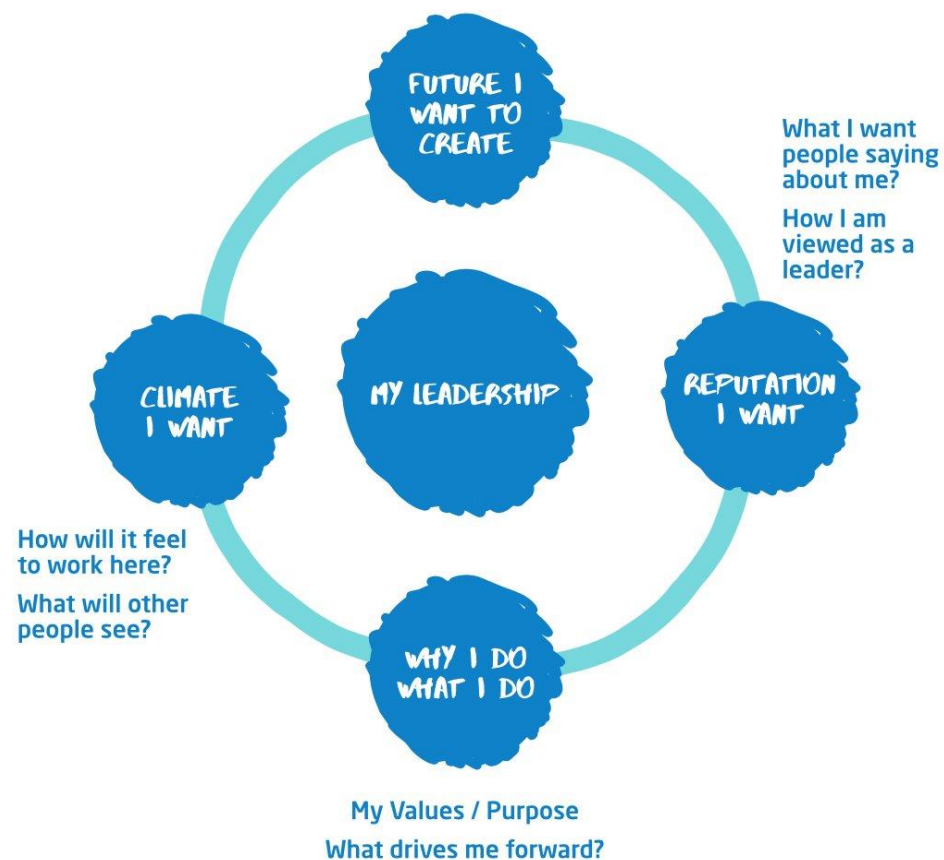


## In groups

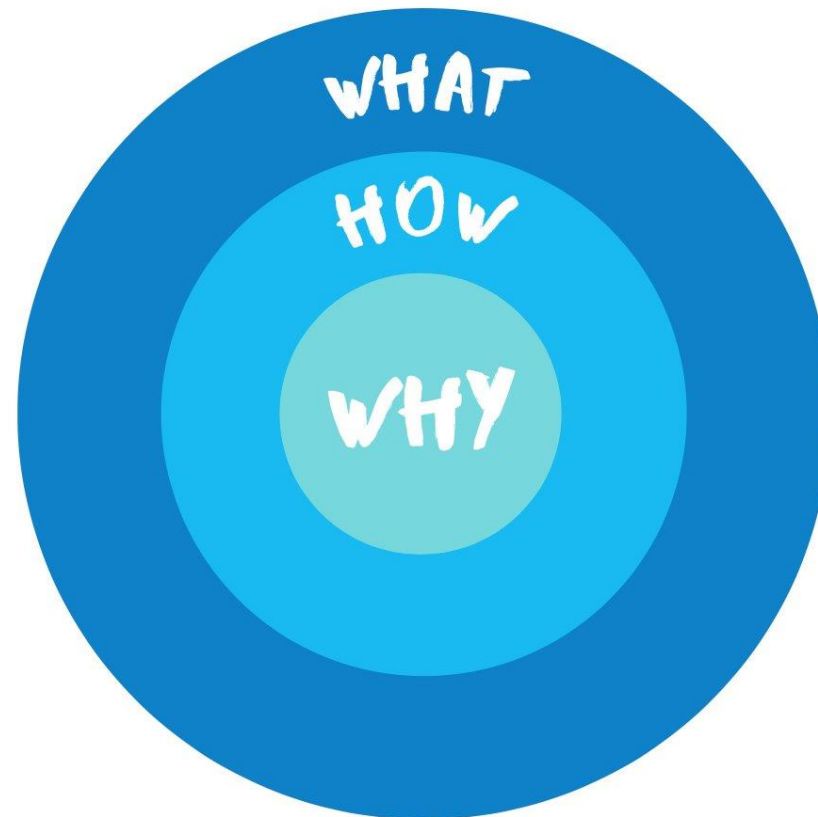
- What am I like at my best? What would others see?
- What impact does that have?
- What am I like when I'm not? What would others see?
- What impact does that have?

# LEADERSHIP map

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



# FINDING YOUR 'WHY'



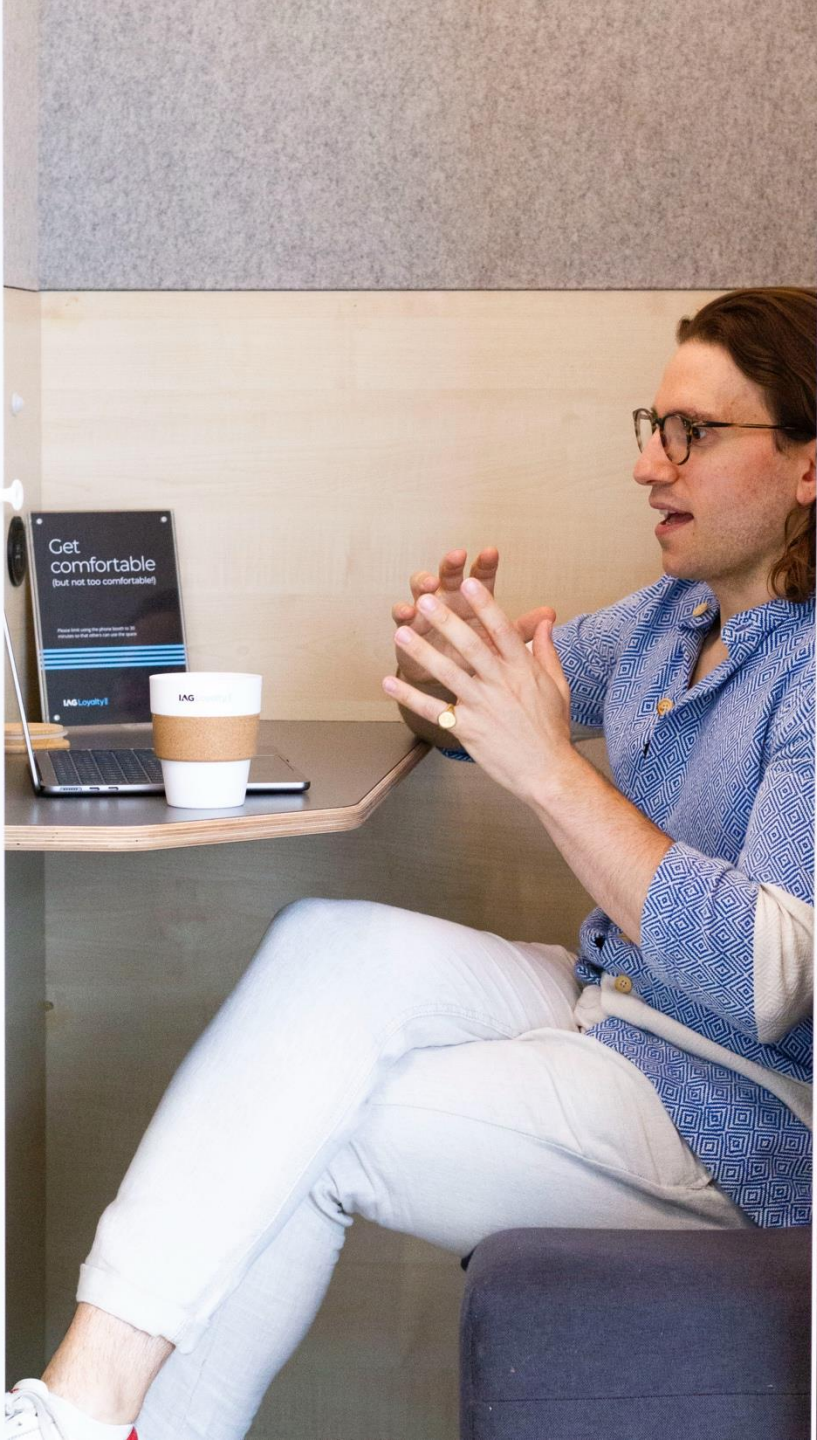


# Finding your 'why'

- 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?

# What's the climate I want?

- Think of the best team you've ever worked in or with
- What attributes made it so great?







# Selling the 'why'

- What is success for my team?
- How does it link to the IAG Loyalty 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



# Conscious practice

- Raise your awareness:-
  - Try using a different leadership 'energy'
  - Leader / Manager / Operator
  - Busy vs Purposeful –
  - Self-limiting beliefs vs You at your best
  - Playing to Win not to survive
- Ask for feedback on the 'Shadow you cast'
- Share your vision of the future you want

