



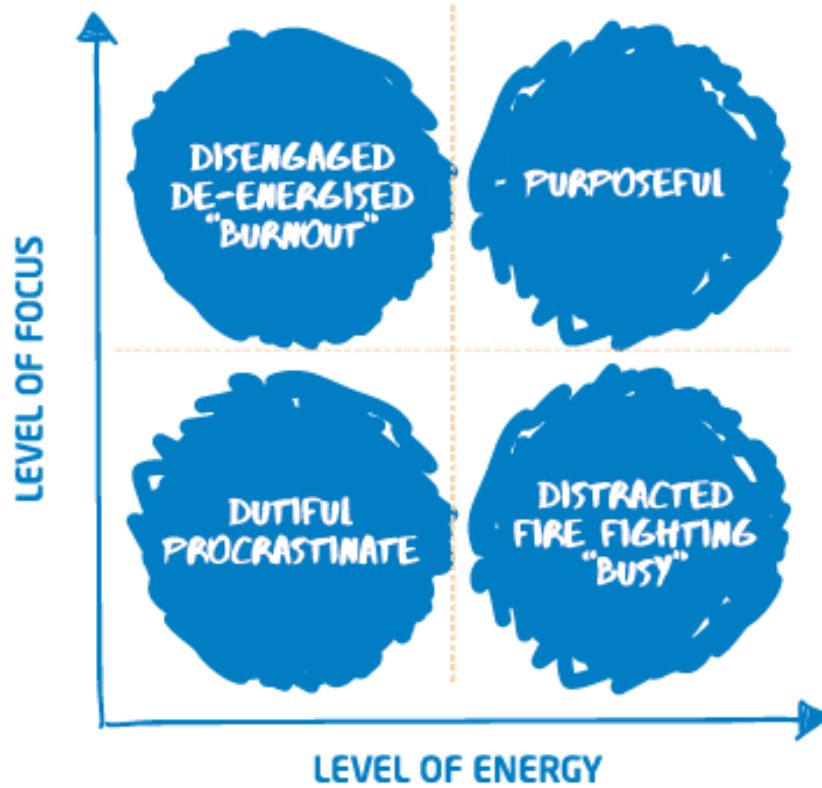
 **andpartnership**
— LEADING FOR A CHANGING WORLD —

GOC- Workshop 2

Outline

- Conscious Practice review
- Me at my Best
- Playing to Win
- The 'Shadow I Cast'
- Self-limiting beliefs & 'Imposter' syndrome
- BIG Relationships
- Relationship audit
- Building Trust
- Engaging others
- Conscious Practice

BUSY MANAGER



LEADER / MANAGER / OPERATOR



FOUR ENERGIES OF LEADERSHIP

PHYSICAL PQ

Gestures
Stamina
Physicality
Tone
Voice
Motion
Volume

AGGRESSIVE

INTELLECTUAL IQ

Thinking
Formality
Debating
Structure
Eloquent
Rational
Logical

OPINIONATED

EMOTIONAL EQ

Openness
Passion
Vulnerability
Listening
Relationships
Rapport
Empathy
Trust

MANIPULATIVE

SPIRIT SQ

Higher purpose
Stillness
Calm
Resolute
Vision
Possibility
Belief
Meaning

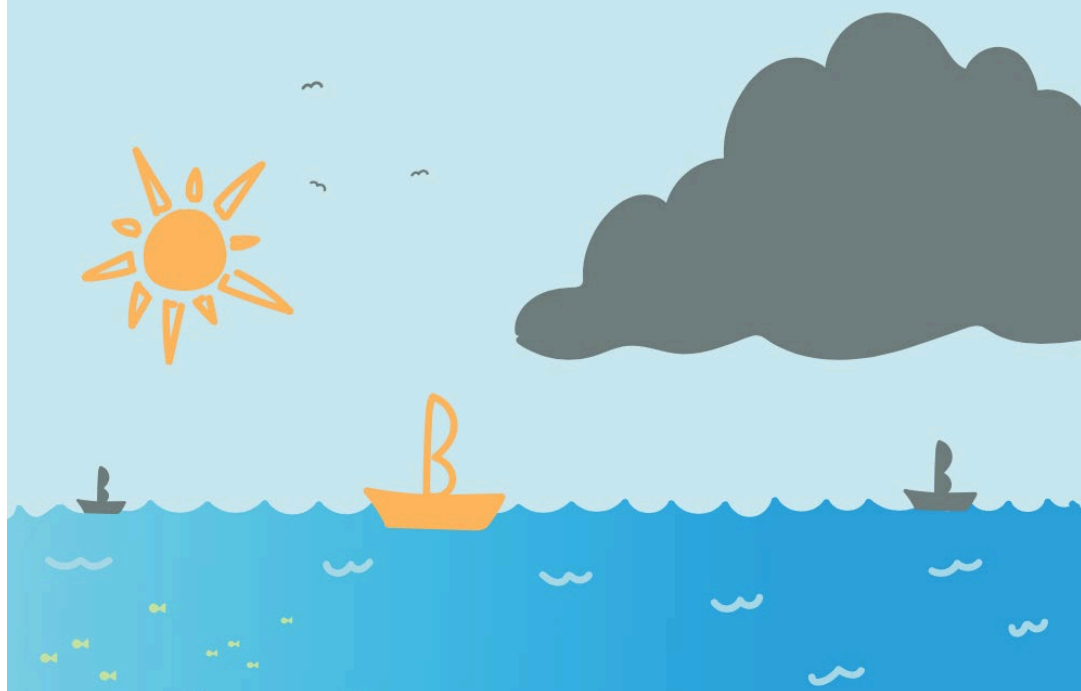
ZEALOT

LEADERSHIP map

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



THE SEA I'M SWIMMING IN



LISTENING LEVELS



Conscious Practice Review

- Any changes to my sea?
- What have I noticed since our last session
 - My leadership style
 - Leader / Manager / Operator
 - Busy vs Purposeful?
 - Climate in my team
 - Sharing my vision
- Any successes / failures?
- What have I done differently?

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Withdrawn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



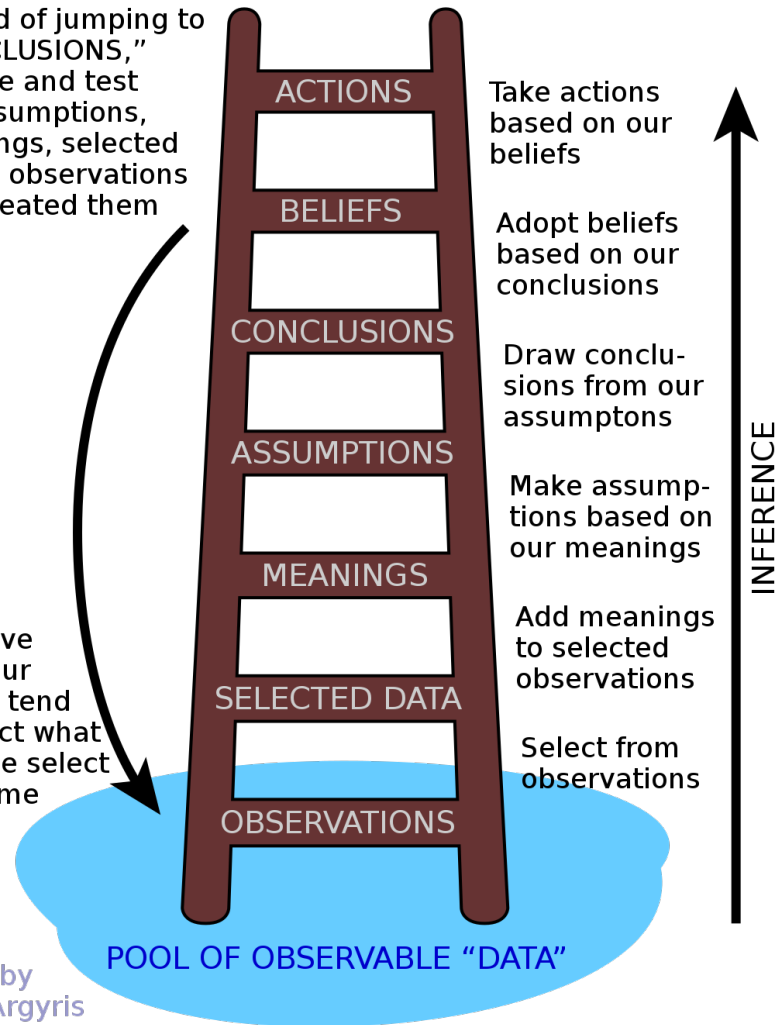
- What pushes me into the RED?
- How do pull myself back into the GREEN?

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?"

A photograph of a desk with a stack of papers, a pencil, and a cup of coffee. The word "Break" is centered over the papers. The scene is softly lit, suggesting a calm morning or afternoon. The papers have some faint handwriting, and the pencil is sharpened. The cup is white and contains a brown beverage with a red straw.

Break

SELF LIMITING beliefs

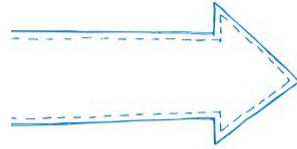


SELF LIMITING beliefs

Example: Self limiting belief is about senior people/hierarchy

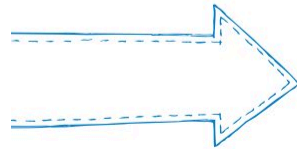


Best Self

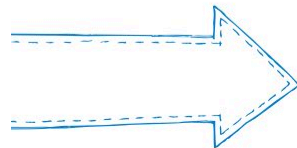


Think of a time when you were most purposeful:

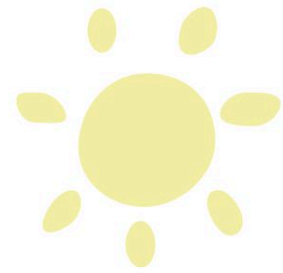
- ★ Describe what happened
- ★ Which of the 4 energies did I use?
- ★ What impact did I have on others?
- ★ How did it feel?
- ★ How did this fit with what I care about?
- ★ What results were achieved?



Speak from 'I'

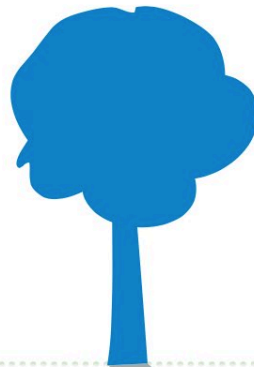


Dare to boast

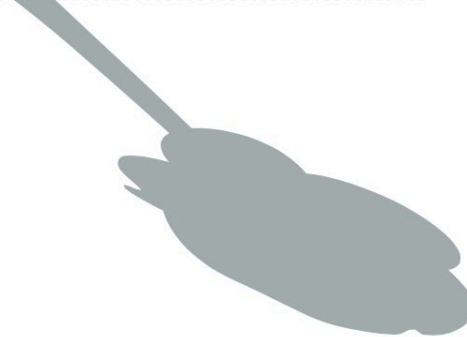


THE SHADOW I CAST...

MY
LEADERSHIP
BEHAVIOUR



HOW IT 'LANDS'
ON OTHER
PEOPLE

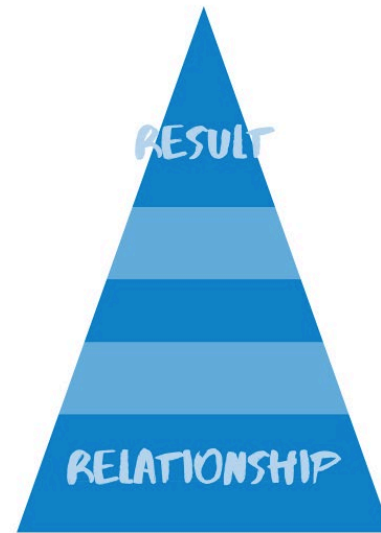
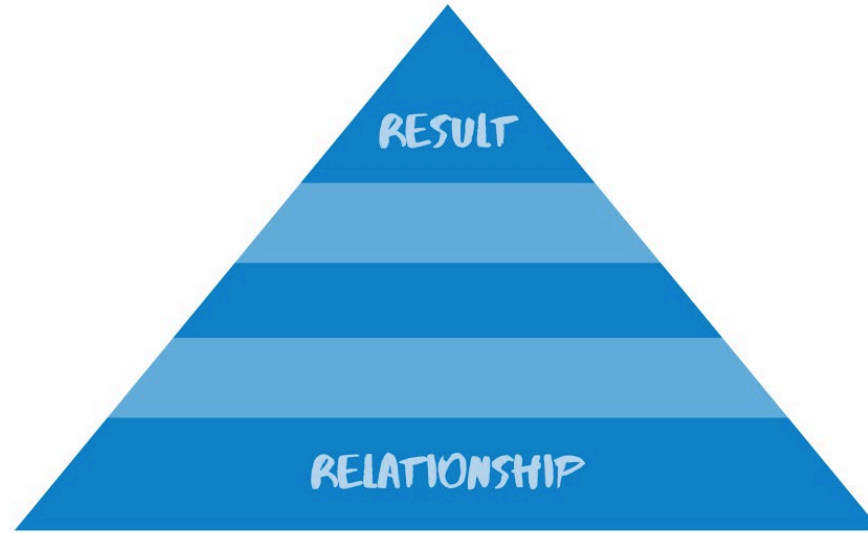


THE SHADOW I CAST...

- ★ When I am at my best, what is it like to be around me?
- ★ What impact do I have on you?
- ★ When I am not at my best, what is it like to be around me?
- ★ What impact do I have on you?

A photograph of a desk with a stack of papers, a pencil, and a cup of coffee. The word "Break" is centered over the papers. The scene is softly lit, suggesting a calm morning or afternoon. The papers have some faint handwriting, and the pencil is sharpened. The cup is white and contains a brown beverage with a red straw.

Break



RELATIONSHIP *triangle*



BIG RELATIONSHIP AUDIT

S / M / L

Relationship	Size Needed	Size Now

Types of RELATIONSHIP



Create/Design:

- ★ make a connection
- ★ common ground
- ★ what is important to them?



Build/Grow:

- ★ How will we work together?
- ★ What do we both need?



Repair:

- ★ acknowledge the past
- ★ state you want to move on
- ★ co-create the future

THE TRUST equation

$$T = \frac{C+R+I}{S}$$

T = TRUSTWORTHINESS

C = CREDIBILITY

R = RELIABILITY

I = INTIMACY

S = SELF INTEREST

$$T = \frac{C+R+I}{S}$$

T = Trustworthiness

C = Credibility

R = Reliability

I = Intimacy

S = Self Interest

Name:

$$T \square = \frac{C \square + R \square + I \square}{S \square}$$

Name:

$$T \square = \frac{C \square + R \square + I \square}{S \square}$$

Name:

$$T \square = \frac{C \square + R \square + I \square}{S \square}$$

Employee Engagement





Organisations with higher engagement level

- Outperformed the total stock market index
- Posted total shareholder returns 22% higher than average
- Twice the annual net income

Aon Hewitt

KeneXa[®]



Companies with engagement scores in the top quartile averaged 12% higher customer advocacy

84% of 'Worlds Most Admired' Companies stated their efforts to engage employees had strengthened customer relationships

GALLUP[®]

HayGroup[®]



Engagement scores in the top quartile averaged **18% higher productivity**

71% of companies with above average employee engagement performed **above their sector average**

GALLUP®



59% of engaged employees say **work brings out their most creative ideas** – only 3% of disengaged employees agree

Engaged employees are more likely to **search out new methods, techniques and transform innovative ideas**

GALLUP®





Engaged employees in the UK take an average of **2.7** sick days per year, while disengaged staff take **6.2**

Sickness absence costs the UK economy **£17 billion** per year



High levels of engagement are **positively associated** with **wellbeing**





Bottom **10%** has **2x** voluntary turnover



GALLUP®

TOWERS WATSON 



Organisations with low engagement
experience 62% more accidents

Engaged Employees

Perform **better**, work **harder**, longer,
smarter

Work more **vigorously**, offer **innovative**
suggestions

**BEYOND
ANY
DOUBT**

What is engagement?

DEFINITION OF ENGAGEMENT

“...ENGAGEMENT IS THE
EMOTIONAL COMMITMENT
AN INDIVIDUAL HAS TO AN
ORGANISATION AND IT'S GOALS.
THIS EMOTIONAL COMMITMENT
MEANS ENGAGED INDIVIDUALS
ACTUALLY CARE ABOUT THEIR
WORK AND THEIR COMPANY.”

- forbes.com 22/06/12

Exercise

Think of a time you've been truly engaged

- What was the topic / project?
- What did the person do?

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

ENGAGEMENT LADDER



ENGAGEMENT activity

WITH YOUR FUTURE IN MIND:

- ★ Identify a key short-term deliverable
- ★ Map current levels of engagement for key players – include yourself

IN PAIRS

- ★ Share and decide where you need people to be
- ★ Agree who you need to focus on over the next few weeks

Conscious Practice

- Continue to raise your awareness:
 - Busy vs Purposeful
 - Your leadership style
 - Playing to win not just to avoid losing
 - You at your best
 - Be aware of your 'self-limiting beliefs'
- Take steps to build your key relationship and consider the level of trust
- Look at options to increase engagement in your team

Check out

- What's struck me most about today?
- What will I be working on?