



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

IPSL – Day 2

Outline

- Conscious Practice review
- Building BIG Relationships
- Engaging others
- Living in Change
- Building resilience
- Increasing wellbeing
- Conscious Practice

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

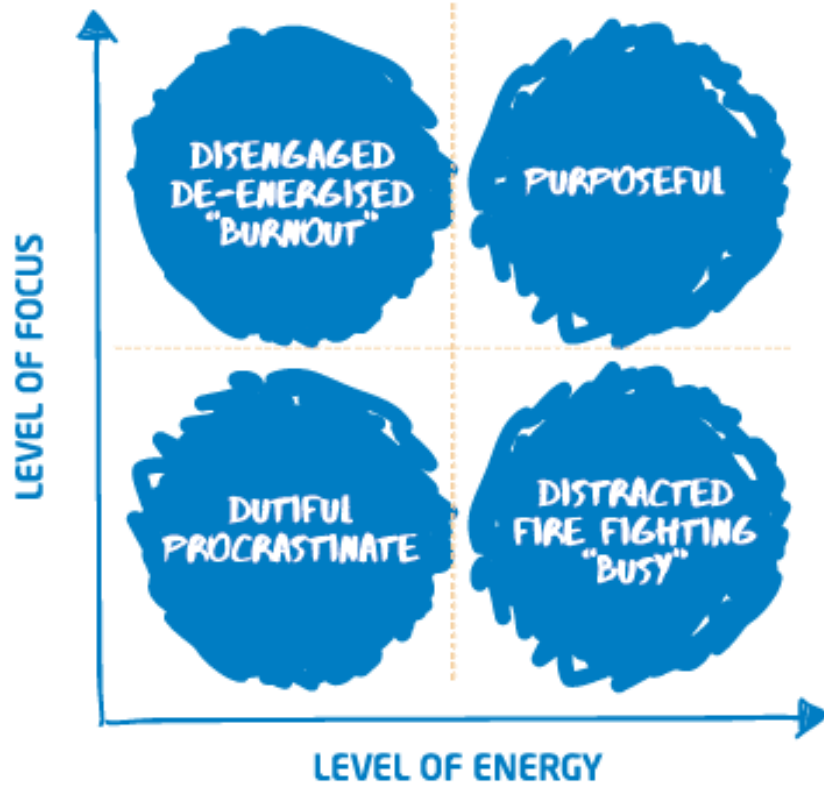
SPIRIT **SQ**

Higher purpose
Stillness
Calm
Resolute
Vision
Possibility
Belief
Meaning

ZEALOT



BUSY MANAGER



LEADER / MANAGER / OPERATOR



PLAYING TO AVOID LOSING

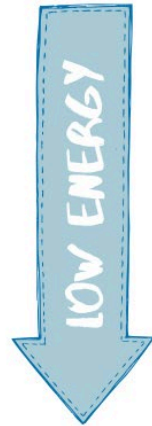
PLAYING TO WIN

Angry
Aggressive
Righteous
Controlling
In the detail

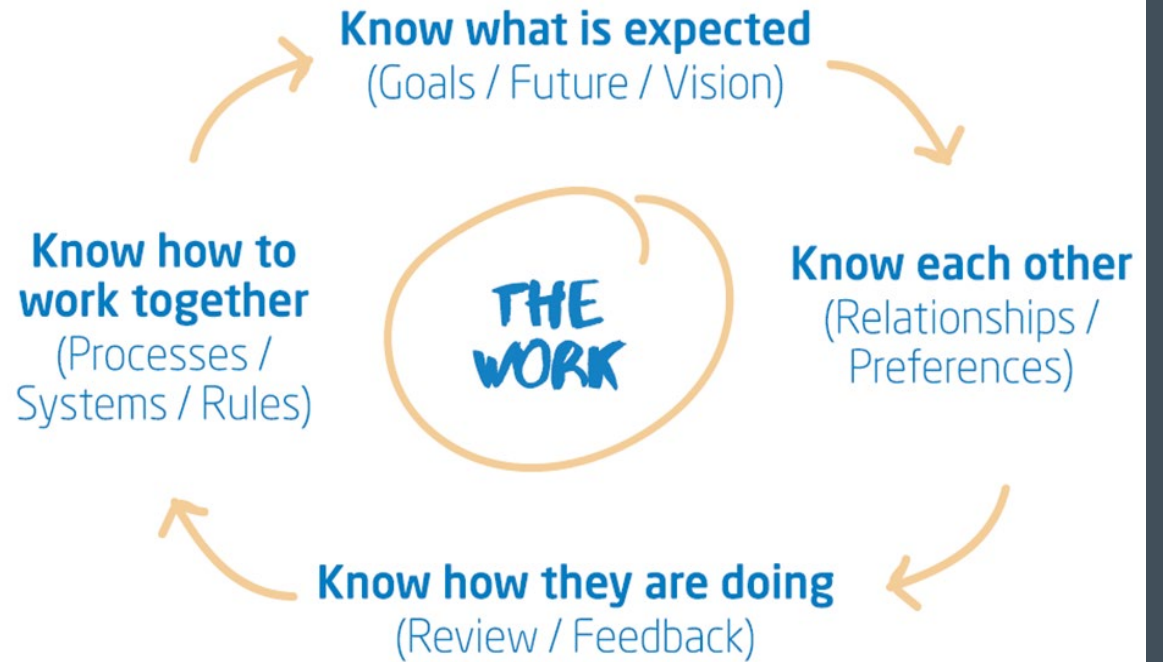


Make it happen
On the front foot
Driving
Buzzing
Confident

Withdrawn
Quiet
Playing safe
Deferring
Isolated

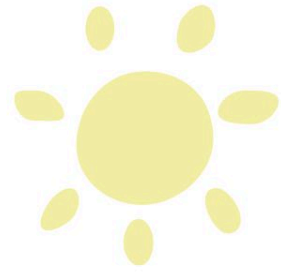


Calm energy
Peaceful
Reflective
See big picture
Grace under pressure



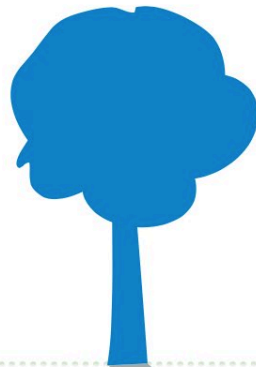
Conscious Practice Review

- Any changes to my sea?
- What have I noticed since our last session
 - My style – Physical / Intellect / Emotional / Sprit
 - Leader / Manager / Operator
 - Busy vs Purposeful?
 - Playing to win or just to survive?
 - Self limiting beliefs
- Any successes / failures?
- Anything I could have done differently?

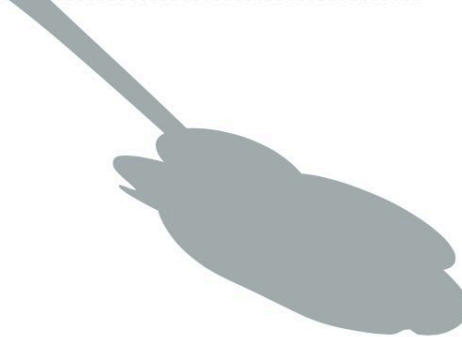


THE SHADOW I CAST...

MY
LEADERSHIP
BEHAVIOUR

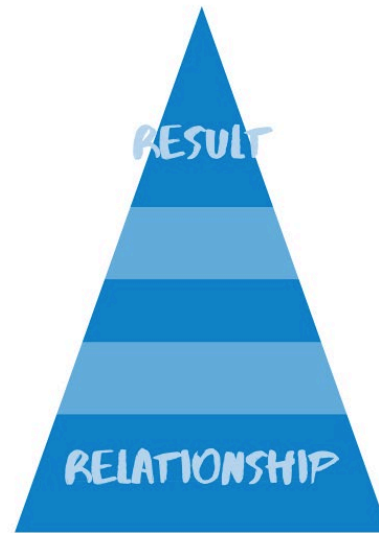
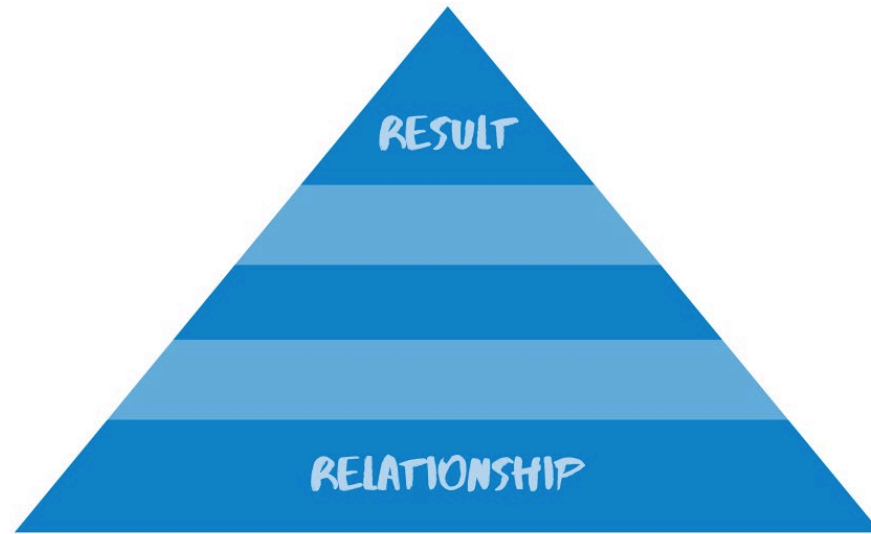


HOW IT 'LANDS'
ON OTHER
PEOPLE



Shadow I Cast

- What am I like at my best?
 - What behaviours do other people see?
 - What impact do I have?
- What am I like when I'm not at my best?
 - What behaviours do other people see?
 - What impact do I have?



RELATIONSHIP *triangle*



BIG RELATIONSHIP AUDIT

S/M/L

Relationship	Size Needed	Size Now

Types of RELATIONSHIP

1

Create/Design:

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

2

Build/Grow:

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

3

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

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R = Reliability

I = Intimacy

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Name:

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

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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?

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AGGRESSIVE

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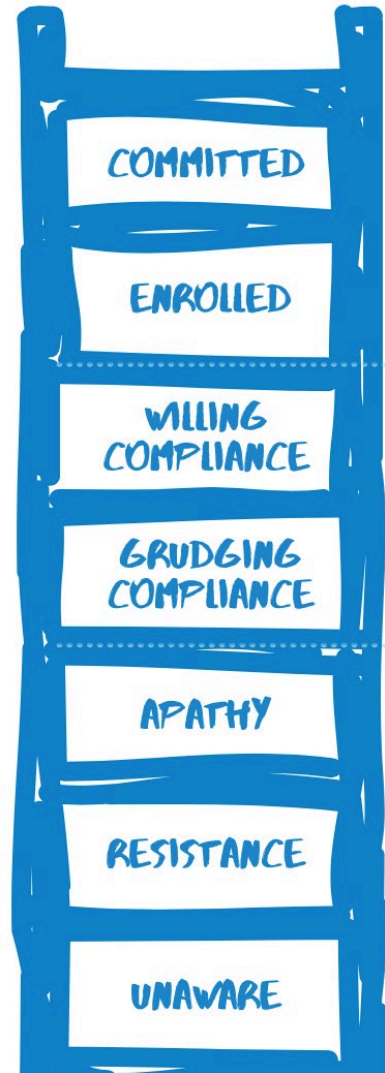
MANIPULATIVE

SPIRIT

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ZEALOT

ENGAGEMENT LADDER



I make it my idea

"Great idea, count me in, glad we're doing it, I'll champion it"

WILLING
COMPLIANCE

Go along with it, do what is required, little ownership
"You're the boss"

GRUDGING
COMPLIANCE

"You can tell me, I will do it" – don't expect enthusiasm

APATHY

Not willing to invest energy
"Why should I?"

RESISTANCE

Don't agree with it
Will challenge / sabotage

UNAWARE

No relationship
"Why are they doing this?"

A photograph of a desk setup. In the foreground, a white paper cup filled with coffee and a metal straw sits on a light-colored surface. To the left, several sheets of white paper are scattered, with a wooden pencil resting on them. The background is softly blurred, showing a white container. The word "Break" is centered in the image in a large, black, sans-serif font.

Break



“However fast the rate of change right now, this will be the slowest in your lifetime”

+

HOW WELL CAN YOU PREDICT THE RESULTS OF YOUR ACTIONS

—

COMPLEXITY

Characteristics: The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.

Example: You are doing business in many countries, all with unique regulatory environments, tariffs and cultural values.

Approach: Restructure, bring on or develop specialists, and build up resources adequate to address the complexity.

AMBIGUITY

Characteristics: Causal relationships are complexly unclear. No precedents exist; you face “unknown unknowns.”

Example: You decide to move into immature or emerging markets or to launch products outside our core competencies.

Approach: Experimental. Understanding cause and effect requires generating hypothesis and testing them. Design your experiments so that lessons learnt can be broadly applied.

VOLATILITY

Characteristics: The challenge is unexpected or unstable and may be of unknown duration, but it’s not necessarily hard to understand; knowledge about it is often available.

Example: Prices fluctuate after a natural disaster takes a supplier off-line.

Approach: Build in slack and devote resources to preparedness – for instance, stockpile inventory or overbuy talent. Those steps are typically expensive; your investment should match the risk.

UNCERTAINTY

Characteristics: Despite a lack of other information, the event’s basic cause and effect are known. Change is possible but not a given.

Example: A competitor’s pending product launch muddies the future of the business and the market.

Approach: Invest in information – collect, interpret, and share it. This works best in conjunction with structural changes, such as adding information analysis networks that can reduce ongoing uncertainty.

— HOW MUCH DO YOU KNOW ABOUT THE SITUATION

+

CHANGE has changed

- ★ Change now a continuous state
- ★ Rate and amount of change accelerating
- ★ Types and complexity of change increasing
- ★ **Limited/no periods of recovery or return to 'normality'**
- ★ **Paradox - managing the status quo *and* managing the change**

CHOSEN OR IMPOSED CHANGE

CHOSEN CHANGE

People who choose a change, see change as:

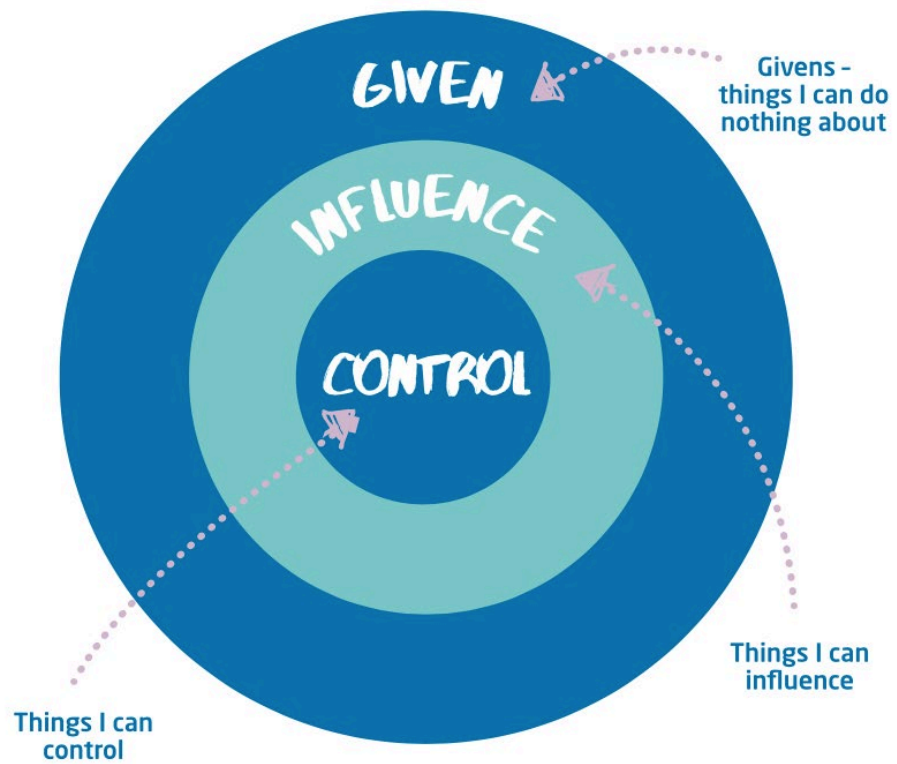
- ★ A conscious considered decision
- ★ Timely and necessary
- ★ Exciting
- ★ Solving problems
- ★ Providing new opportunities

IMPOSED CHANGE

People who have change imposed upon them, see change as:

- ★ Arbitrary and out of control
- ★ Sudden or abrupt
- ★ Potentially threatening
- ★ Creating problems
- ★ Disrupting routines and procedures

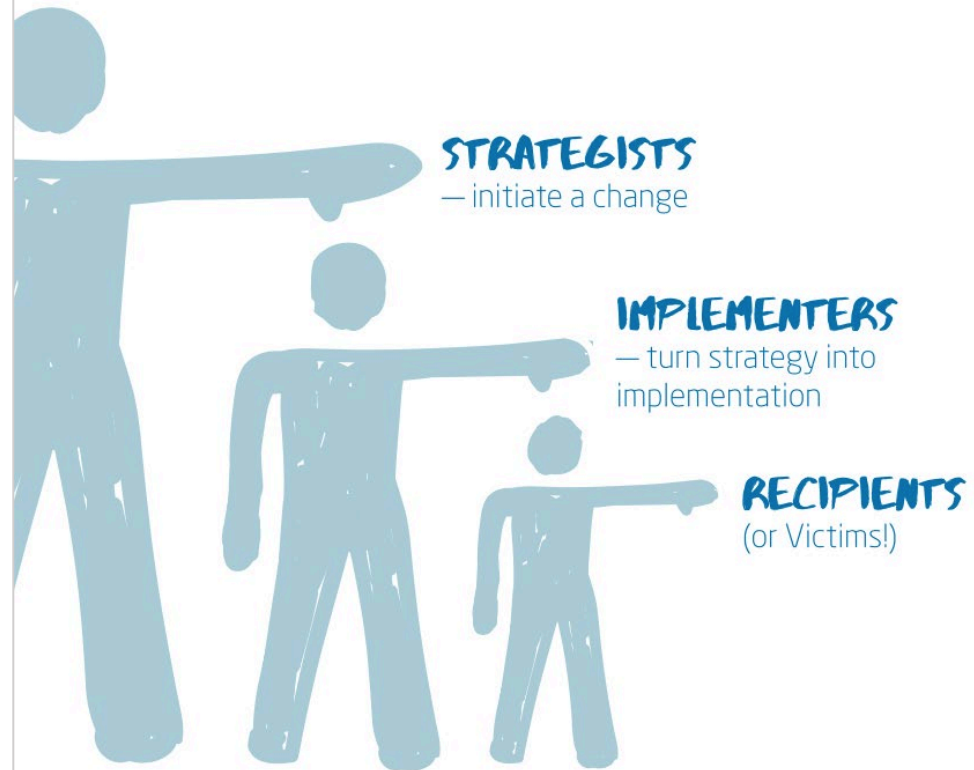
CONTROL, Influence & GIVENS



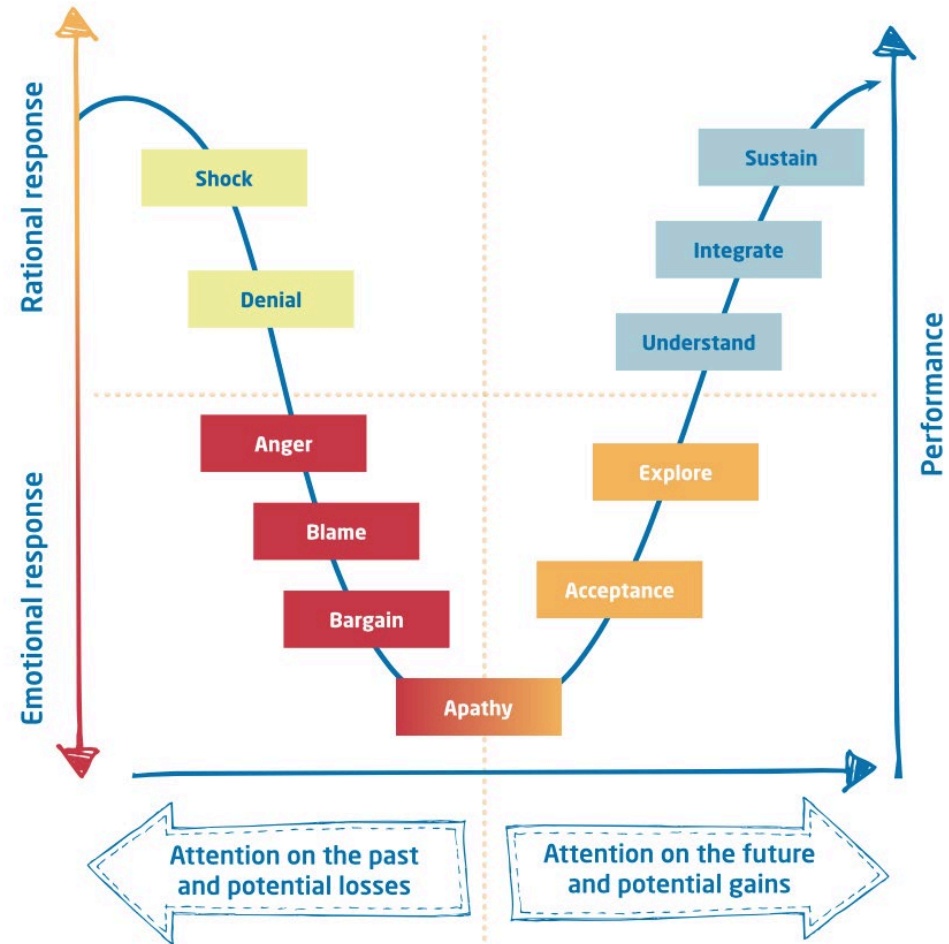
Exercise – individually

- Write down your '3am list'
 - All your current issues and challenges
- Categorise them as:
 - **Control** – I can directly do something about this
 - **Influence** – I can use my influence to affect this
 - **Given** – I can do nothing about this

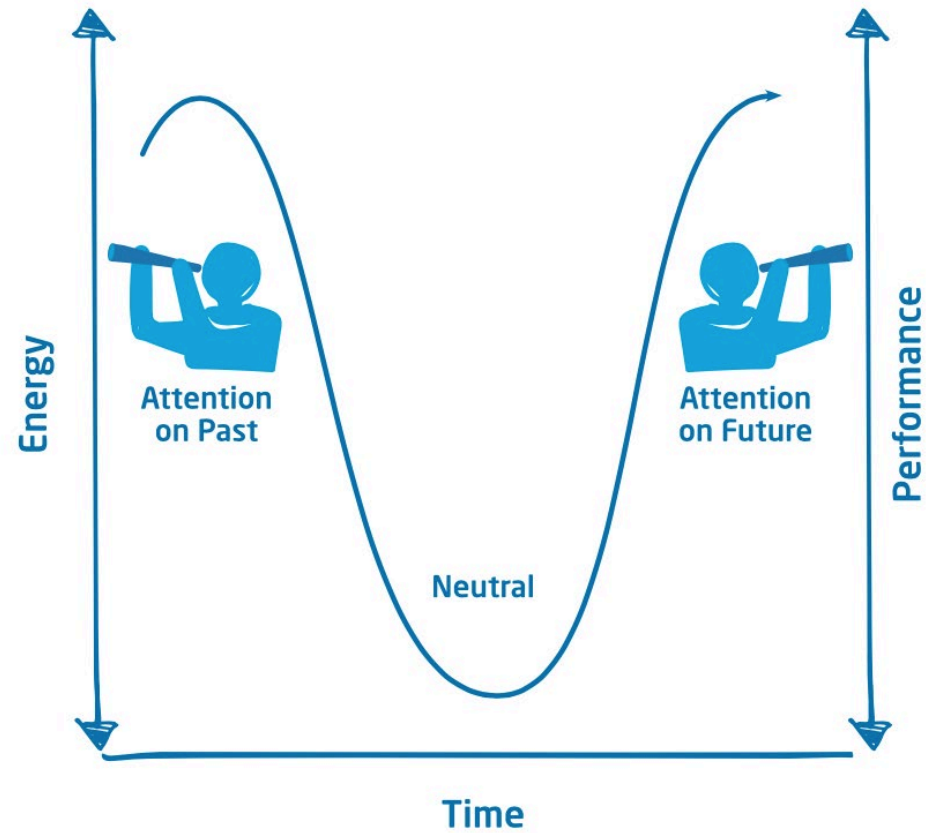
WHICH ROLE AM I IN?



HUMAN RESPONSE TO CHANGE CYCLE



CHANGE transitions



WHAT HELPS & HINDERS

IN PAIRS

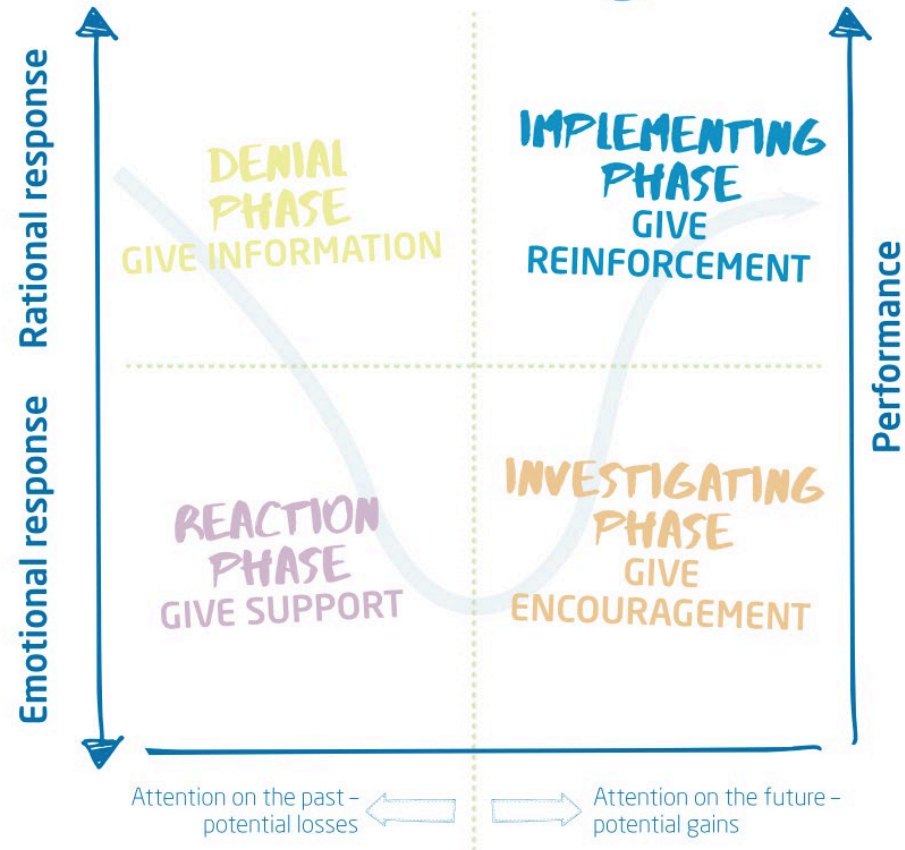
- ★ Using the curve share your story of a recent or memorable imposed change – home or work

PARTNER

- ★ Listen and question to explore what helped them move through the curve & what hindered or sent them backwards
- ★ Won't be sharing the story – just the Helps & Hinders



HUMAN NEEDS in change



1. Denial Phase – Give information

Shock

Threat

Little
reaction

Mismatch

Denial

Slower

Processing

Enablers

- Give visible support
- Provide information clearly, honestly, compassionately and consistently
- Provide facts, with gentle repetition
- Assist with support networks
- Link to business drivers

Derailers

- Hit people over the head with the truth
- Push for acknowledgement (this intensifies denial)
- Mixed messages

2. Reacting phase – Give Support

Anxiety

Confusion

Testing

Anger

Blame

Bargain

Apathy

Sadness

Resistance

Enablers

- Listen
- Acknowledge the feelings of those in resistance, acknowledge the losses
- Provide time (as the situation allows)
- Provide facts, be consistent, be honest
- Be empathetic
- Identify areas of stability

Derailers

- Argue
- Ignore
- Provide reasons why they should not feel the way they feel
- Tell them this is good for them
- Push exploration that results in denial
- Dump own reactions on team

3. Investigating phase - Give encouragement

Energy

Interest

Explore

Testing

Recycling

Future-orientation

Enthusiasm

Enablers

- Create opportunities to explore new possibilities
- Make gains tangible
- Reward exploration
- Use participative decision making to restore a sense of control
- Outline pros and cons of new possibilities

Derailers

- Push choices
- Rush choices
- Punish mistakes
- Overestimate or misrepresent future options

4. Implementing Phase – Give reinforcement

Routines

Learn

Risk

Creativity

Control

Comfort

Complacent

Enablers

- Clarify desired outcomes
- Reward effective performance
- Support risk taking and innovation
- Encourage communication
- Get out of the way

Derailers

- Micro-manage
- Change the ground rules
- Control choices
- Punish mistakes
- Limit participation
- Rush on to the next change without sustaining the present

MY LEADERSHIP in Change

ENABLING OR DERAILING?

When I meet others in change

- ★ What do I do now?
- ★ Where do I need to adjust
- ★ Do more of? Do less of?

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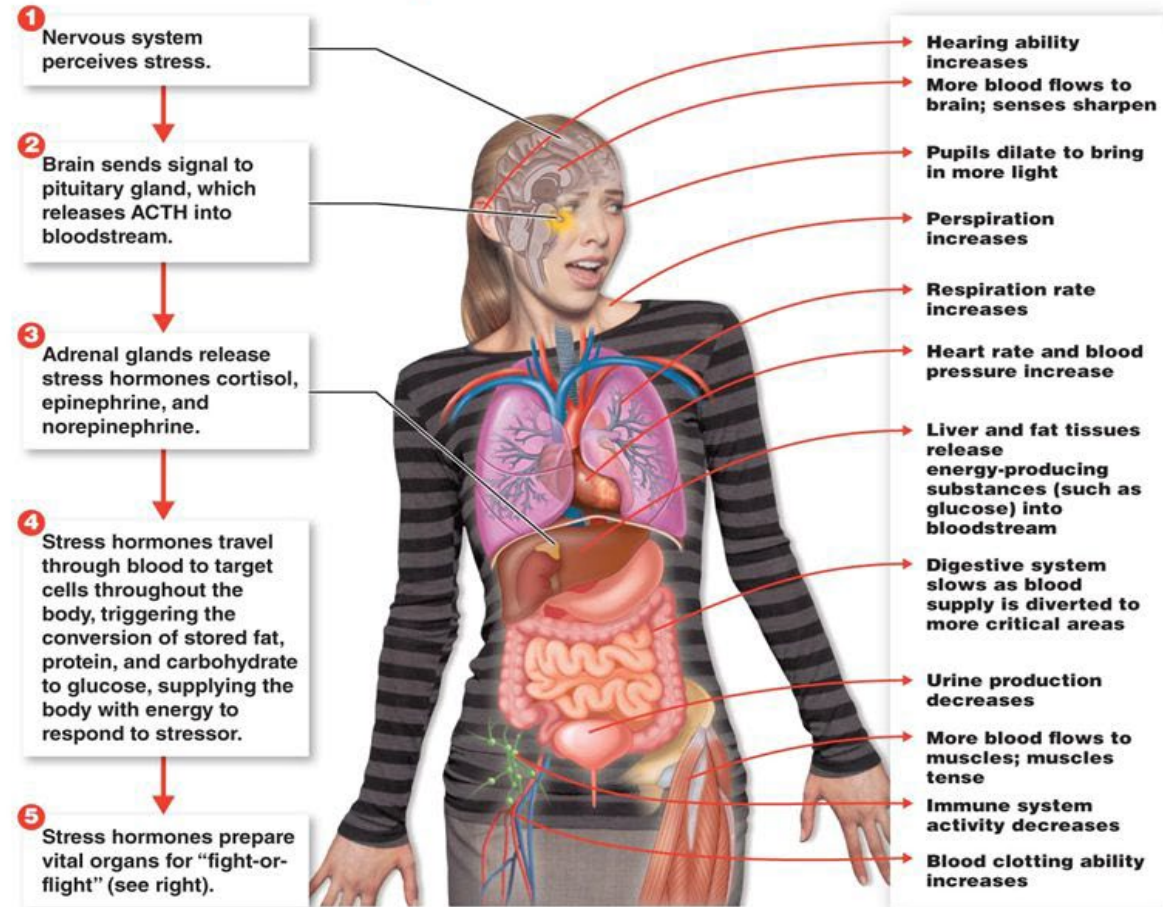
Break

“Always look after those more vulnerable than yourself by taking the oxygen mask first before helping others...”

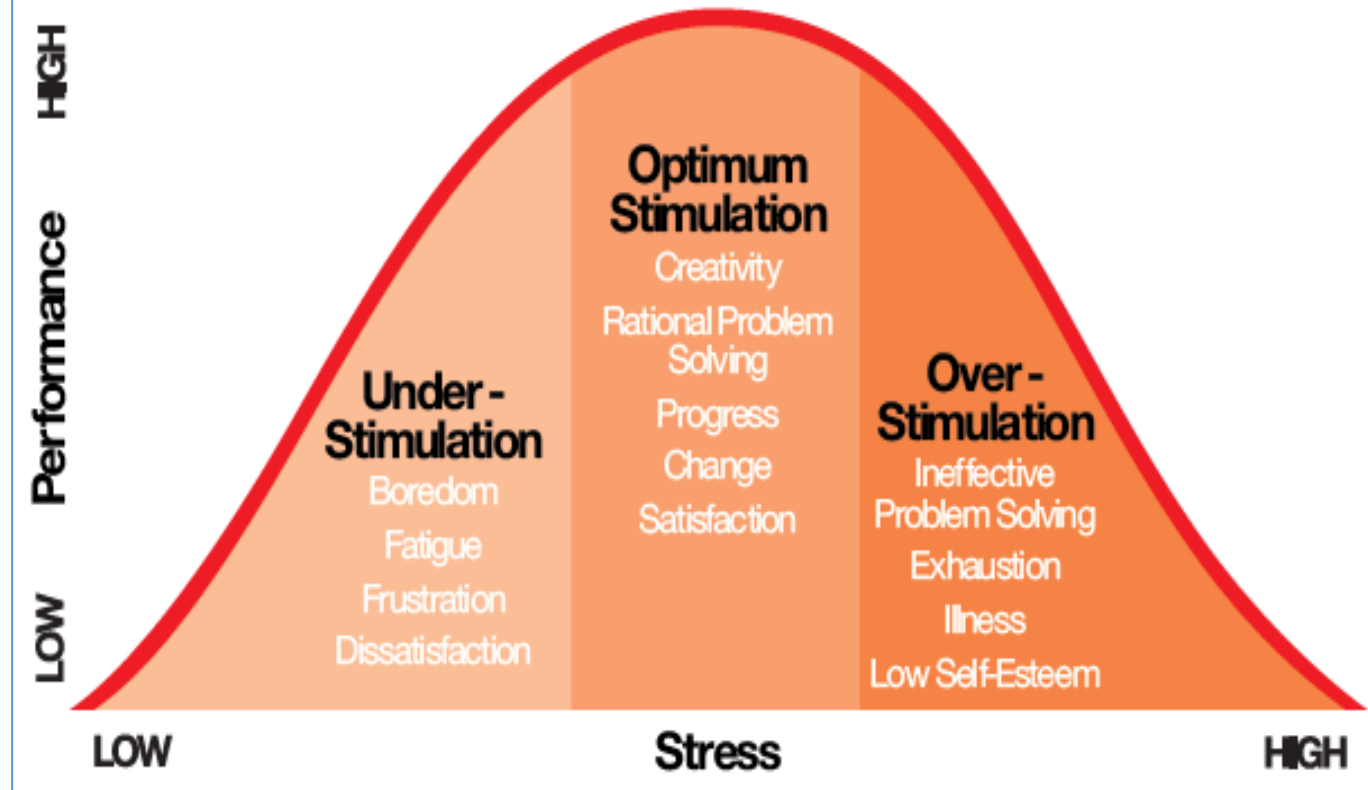
What is stress?

- **Stress** is the body's reaction to any change that requires an adjustment or response.
- The body reacts to these changes with physical, mental, and emotional responses.
- **Stress** is a normal part of life. You can experience **stress** from your environment, your body, and your thoughts.

The Stress Response



STRESS CURVE



The Wheel of Wellbeing Energies



Physical

Physical Activity

- Are you able to exercise regularly?
- Do you do regular light physical activity such as using the stairs, walking short distances, etc?
- Does your exercise involve more intensive periods that raise your heart rate?
- Does your role at work involve large periods of sitting down?

Nutrition / Drink

- Do you eat healthily most of the time?
- Do you regularly eat junk food, e.g. high in fat, salt or sugar?
- Do you drink enough water, e.g. 6-8 glasses per day?
- Do you feel that you drink too much caffeine?
- Is your alcohol consumption excessive?
- Would you consider yourself overweight?

Rest / Sleep

- Are you able to have short periods of 'rest' at work?
- Are you able to relax at home? Do you get to 'switch off'?
- Do you get enough sleep, e.g. advised 7 hours?
- Do you think the quality of your sleep good enough?

Emotional

Personal Resilience / Change Adaptability

- Are you able to 'bounce-back' easily from setbacks?
- Do you worry about what others think about you?
- Do you generally react well or badly to change?
- Do you cope well when given constructive feedback?
- Are you a 'perfectionist' and does this have an impact on your wellbeing?
- Do you tend to dwell on the past and worry about the future?

Relationships

- Do you have a good relationship with your line manager?
- Do you have a varied support network at work?
- Are there any relationships that negatively impact your mood?
- Do you have a circle of friends out of work that you can trust?

Personal Challenges

- Do you have any financial concerns?
- Do you have any challenges around family, relationships, children, etc?
- Do you have any concerns around health or illness?
- Are you affected by any past events that have directly or indirectly impacted you?

Intellectual

Time / Diary Management

- Are you constantly 'firefighting' and 'busy' at work?
- Do you lack control of your own diary? Does this impact your mood?
- Do you spend too much time in 'dull' with meetings, emails & report writing?
- Do you feel 'empowered' enough to do your job?

Stress / Pressure of Job

- Do you feel de-energised at work?
- Do you look forward to coming to work?
- Is the amount/type of work making you feel overly anxious or stressed?
- Is your physical and/or mental wellbeing negatively impacted at work?

Work Mindset

- Are you more of a 'glass half full' or 'glass half empty' person?
- Do you 'overthink' issues? Can you be fixed on the negatives rather than the positives of new opportunities?
- Would your colleagues consider you a 'mood hoover'?
- Are you able to recognise and manage your feelings and emotions effectively?
- Do you generally feel 'happy'?

Spirit

Personal development/ Hobbies/ interests

- Do you spend time on hobbies interests?
- Are you able to 'switching off' & relax?
- Do you have a network of friends and spend time socially with them?
- Would you like to spend more time to develop yourself at work/ personality?
- Do you feel challenged enough? Are you bored or apathetic?

Personal / Life Ambitions & Goals

- Do you have a set of ambitions, aims & goals for your personal/home life?
- Do you think that they can be realistically achieved?
- Do you personally feel 'stuck in a rut'?

Career Ambitions & Goals

- Do you have a set of ambitions, aims and goals regarding your career?
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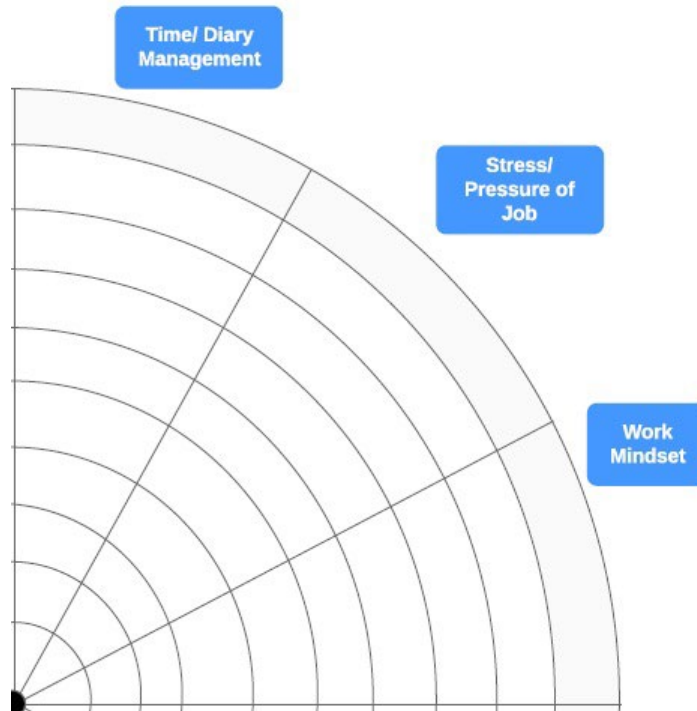
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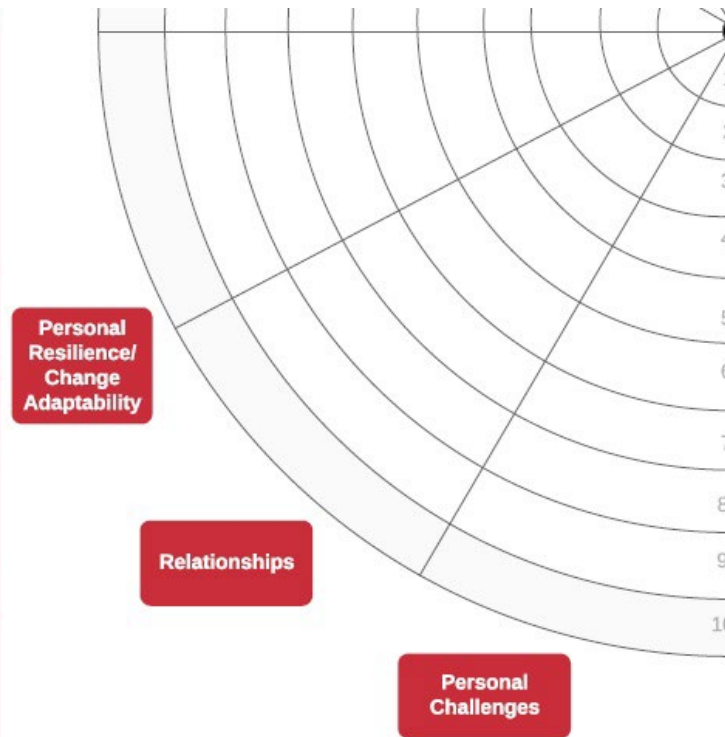
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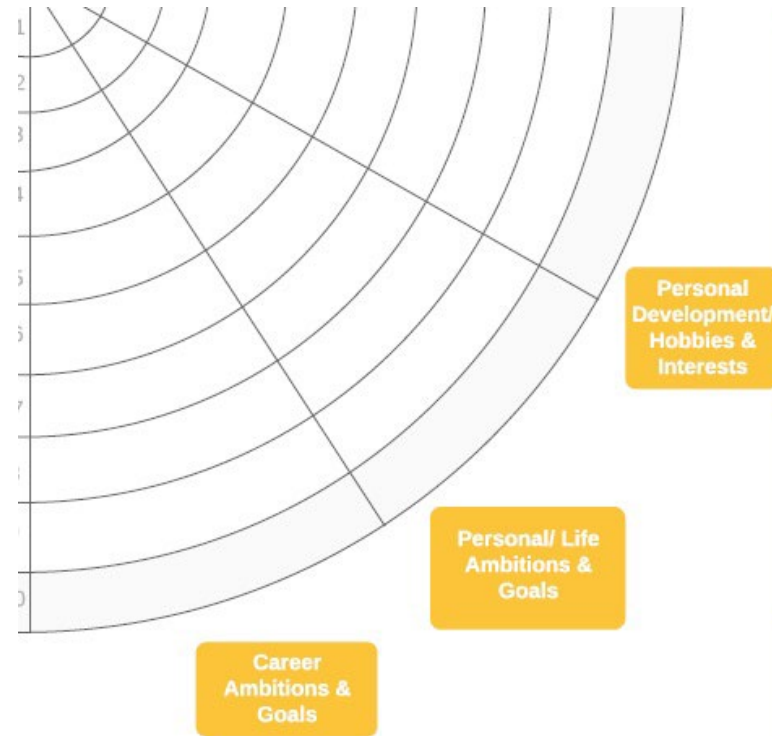
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My Wellbeing Diagnosis



Physical
Activity
Rest
Nutrition



Intellect
Time/Diary management
Stress/Pressure of Job
Work Mindset



Emotional
Relationships
Personal
resilience/change
Personal challenges



Spirit
Life ambitions/goals
Work ambitions/goals
Personal development

Score each element 1-10

Wheel of Wellbeing

In groups, discuss your scores focusing on:

1. What scores are you most pleased with?
2. Which areas need most focus?
3. What 3 actions could you take to increase your scores?

Check out

- What's the key thing you've taken from the 2 days?
- What do we need to focus on to be an even better team?