



Purpose

BELIEFS

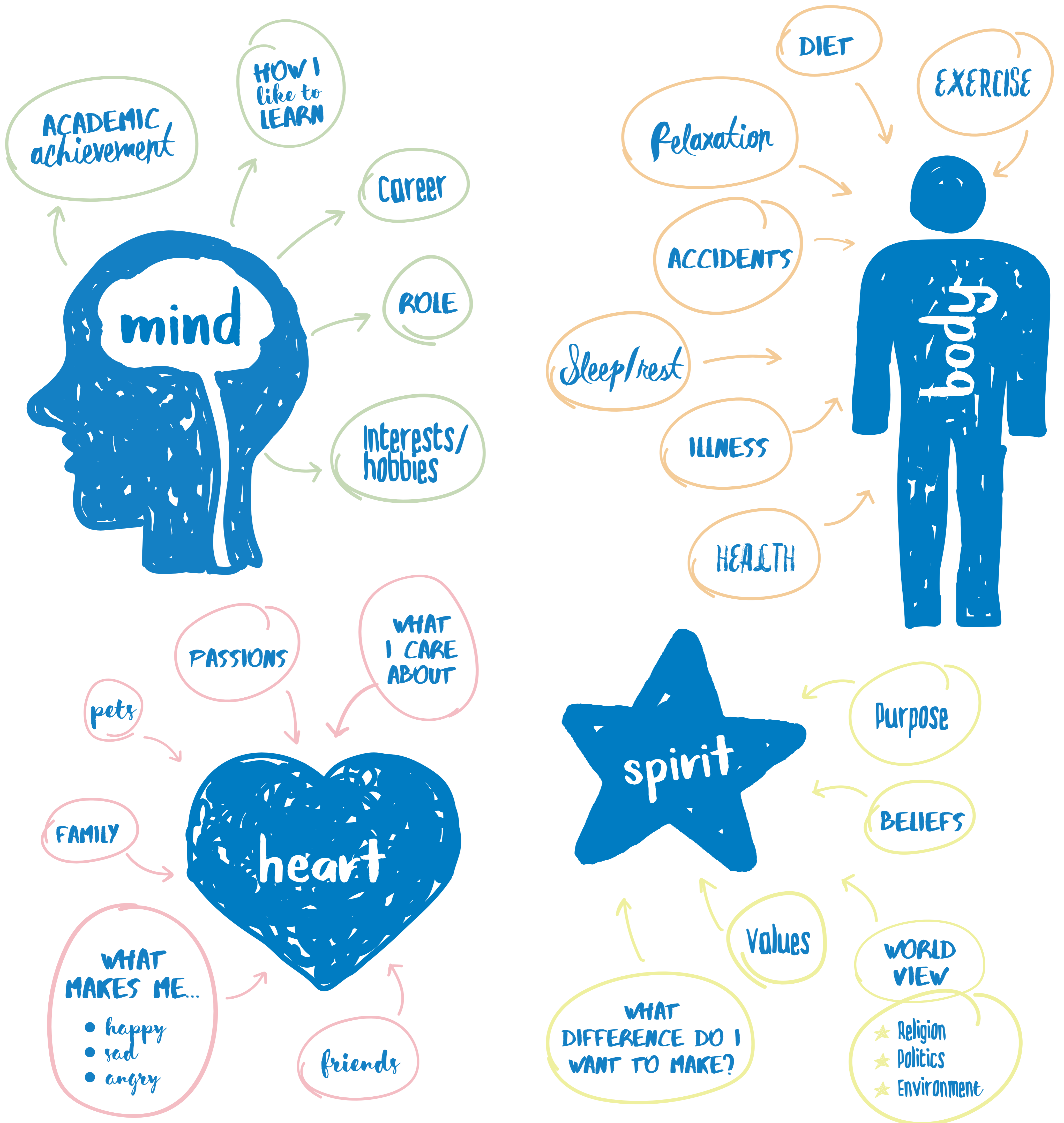
Values

WORLD  
VIEW

WHAT  
DIFFERENCE DO I  
WANT TO MAKE?

- ★ Religion
- ★ Politics
- ★ Environment

# FOUR ENERGIES OF LEADERSHIP



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## 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**

# SAFETY triangle

CHANGE

CHALLENGE

OPENNESS

TRUST

SAFETY

More **SAFETY** leads to more **CHANGE**

# FAST performing TEAMS

**Know what  
is expected**  
(Goals / Future / Vision)

**Know how to  
work together**  
(Processes /  
Systems / Rules)

**Know each other**  
(Relationships /  
Preferences)

**Know how they are doing**  
(Review / Feedback)

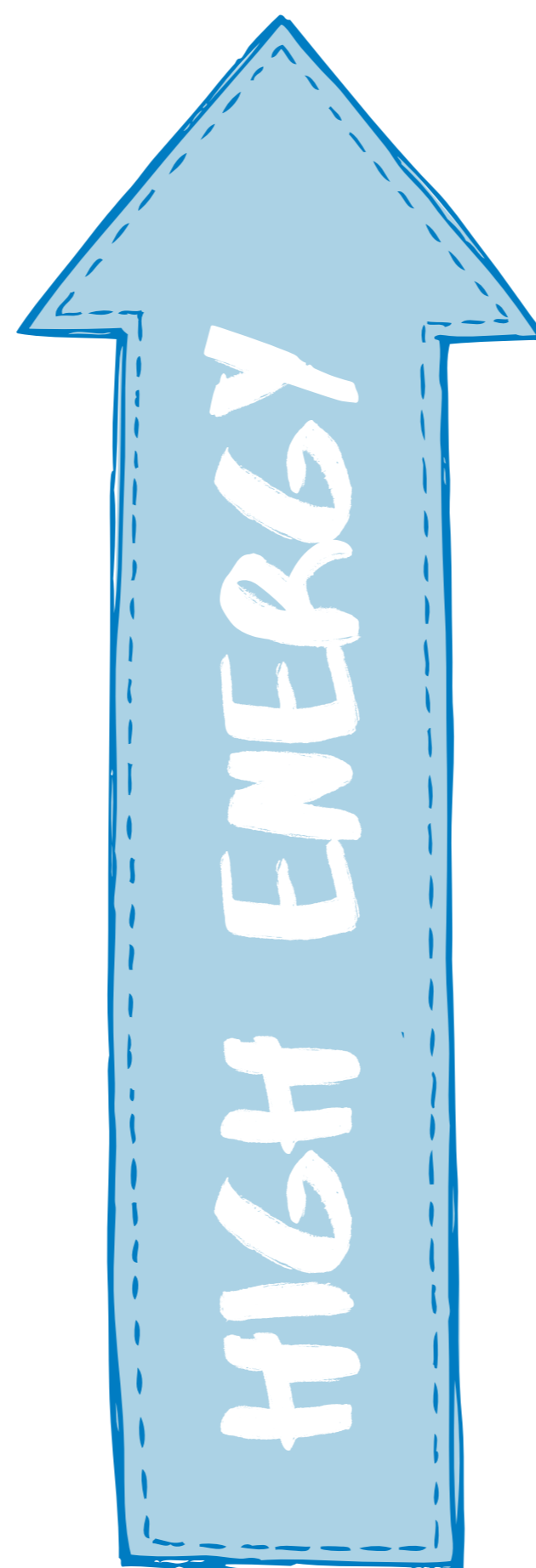
**THE  
WORK**



# PLAYING TO AVOID LOSING

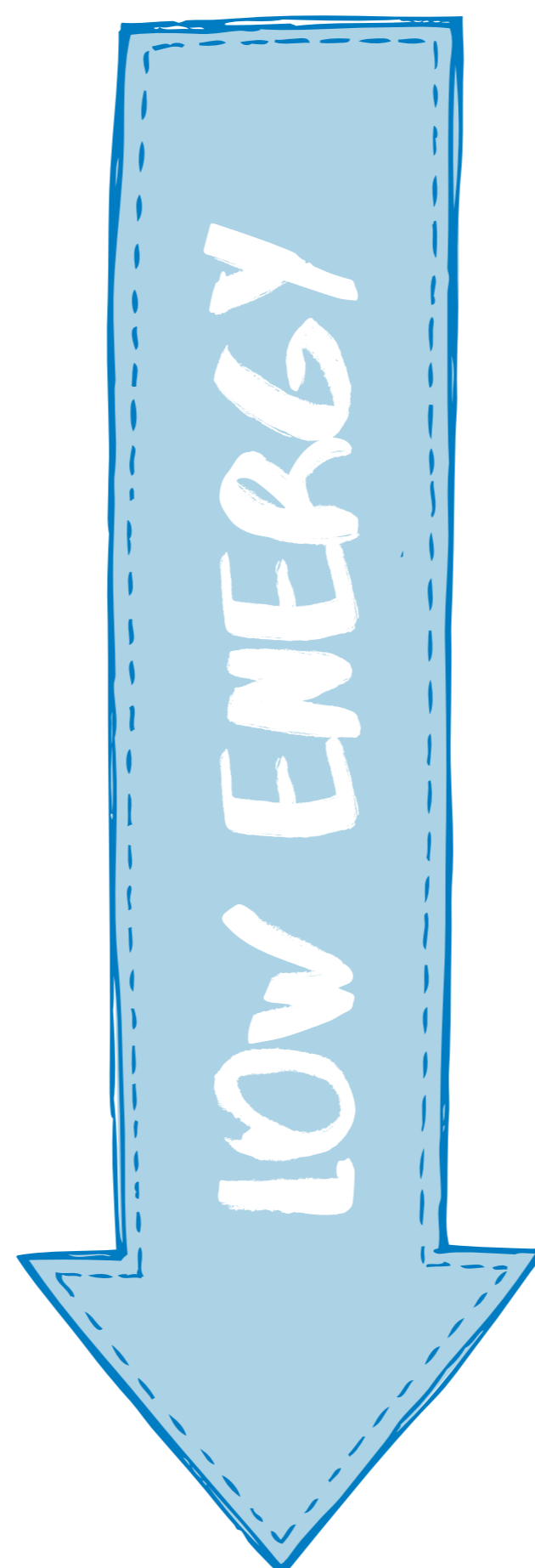
# PLAYING TO WIN

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Withdrawn  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

# 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?"

# EXAMPLES

**P.T.A.L**

We will grow by 2%  
year on year

We will have the  
lowest rate of errors/  
mistakes

We will reduce the  
number of accidents  
and lost time days

We will survive the  
recession

**P.T.W**

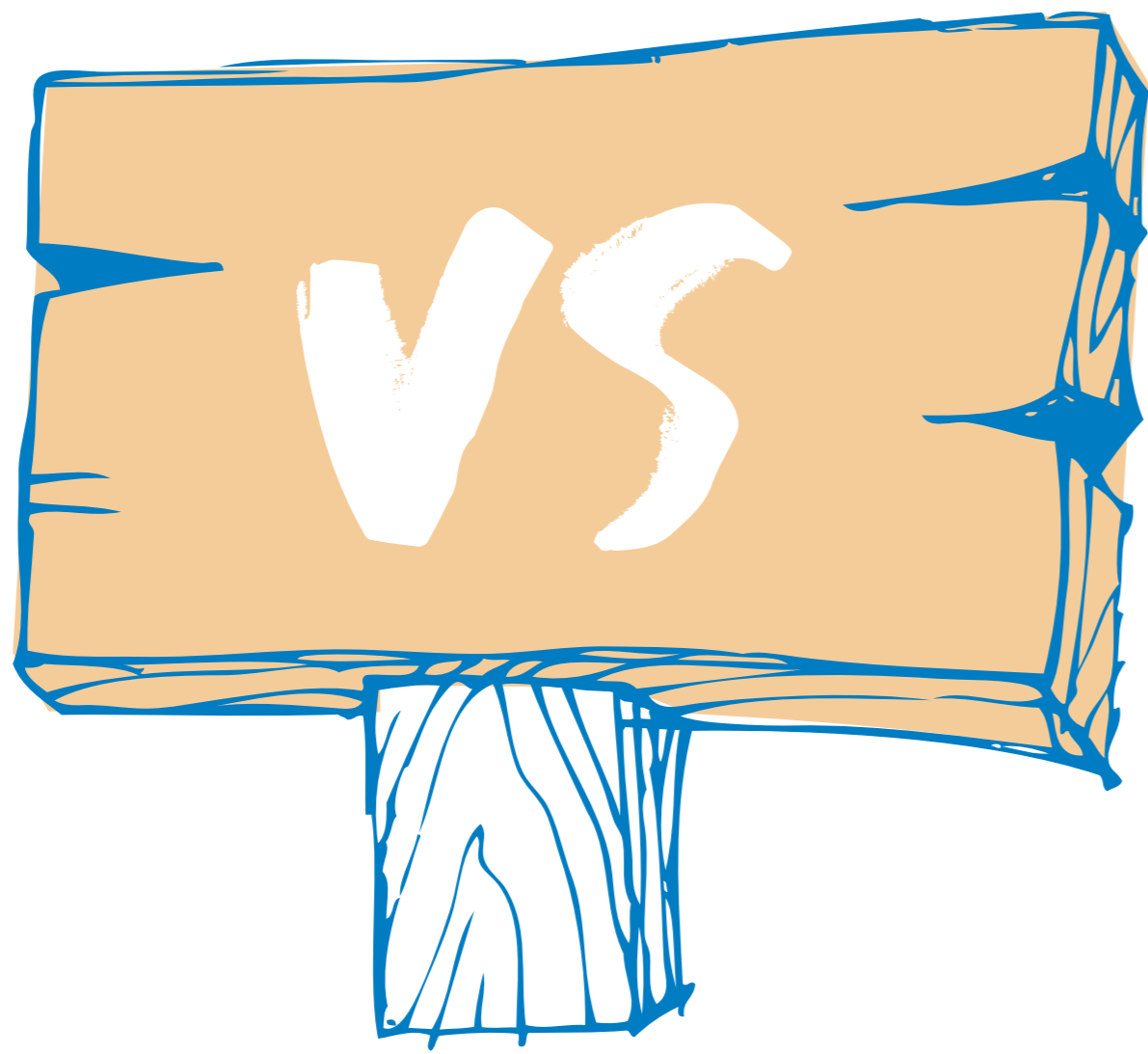
We will be the No.1  
for sales

We will be the most  
efficient function

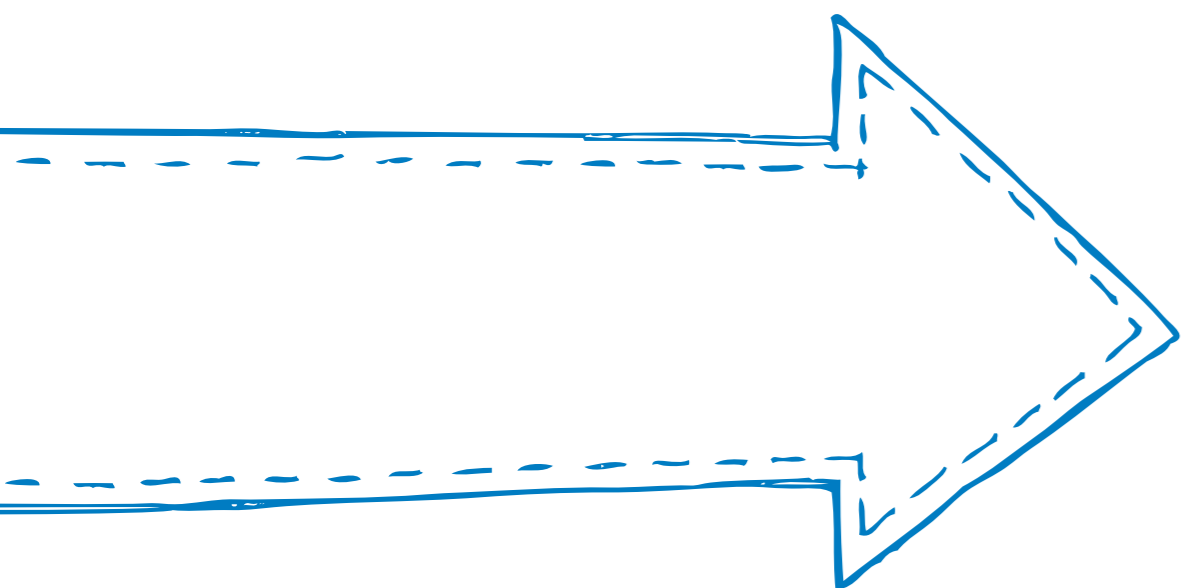
We will keep people  
safe at work

We will be in the best  
shape when there is  
an upturn

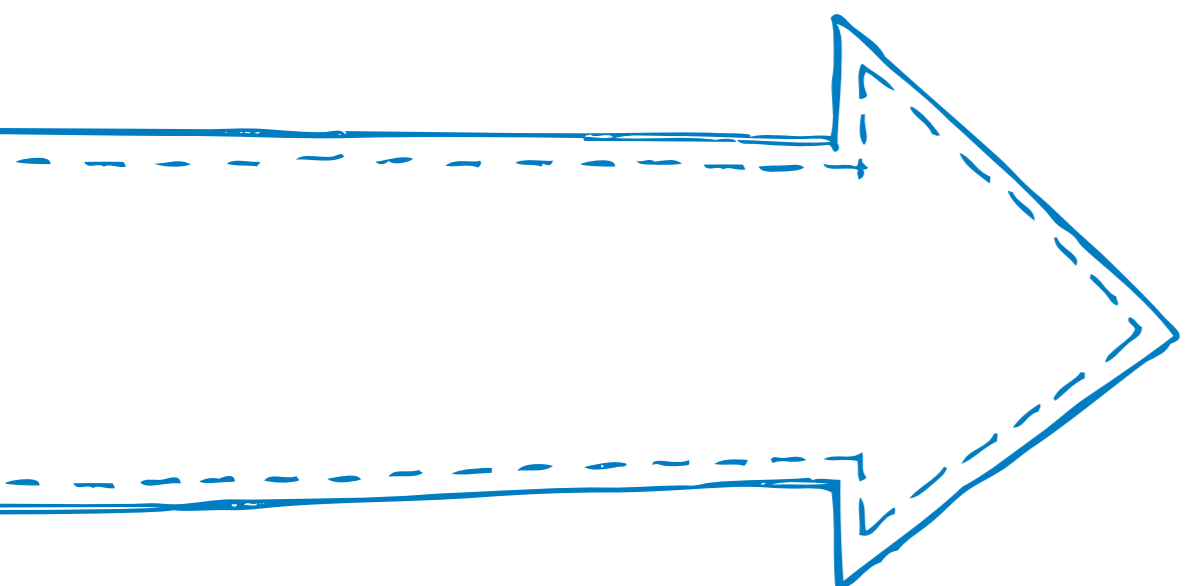
PLAYING TO WIN



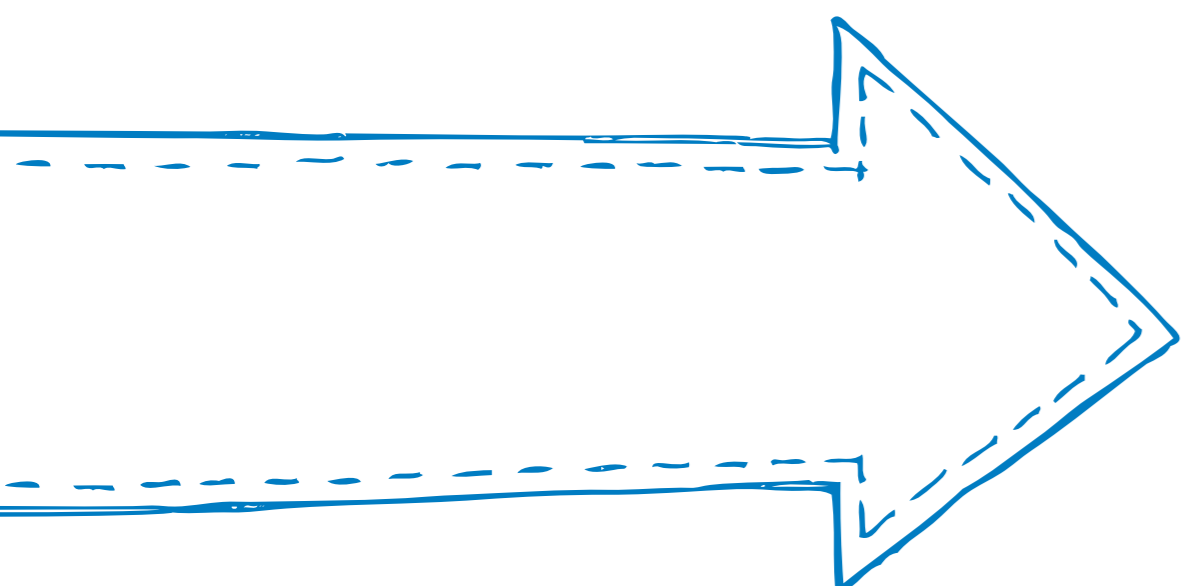
PLAYING TO  
AVOID LOSING



What are you doing when you are in each mindset?



What is the impact on me and on others?



What triggers me in/out of each mindset?

# RELATIONSHIP triangle

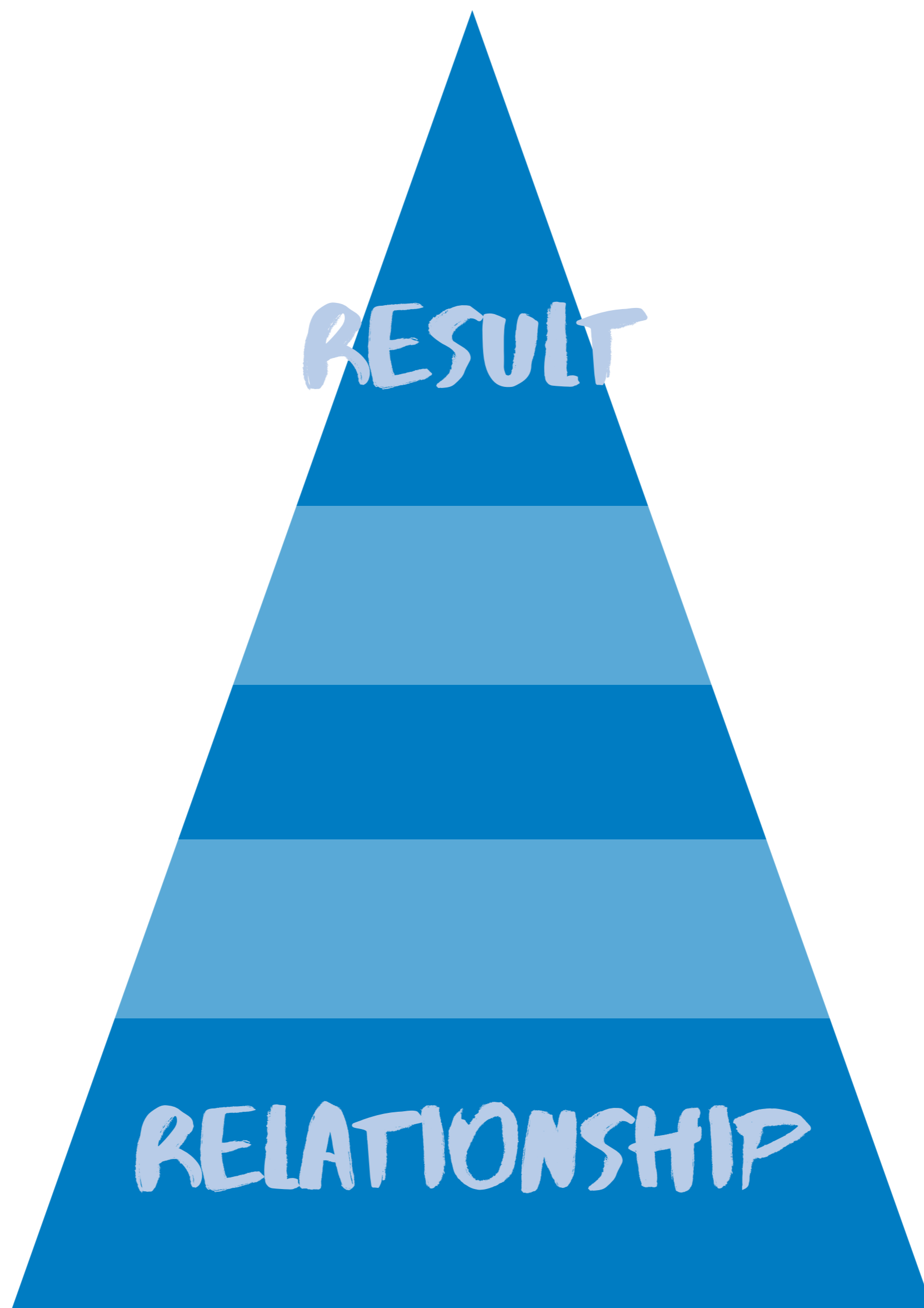
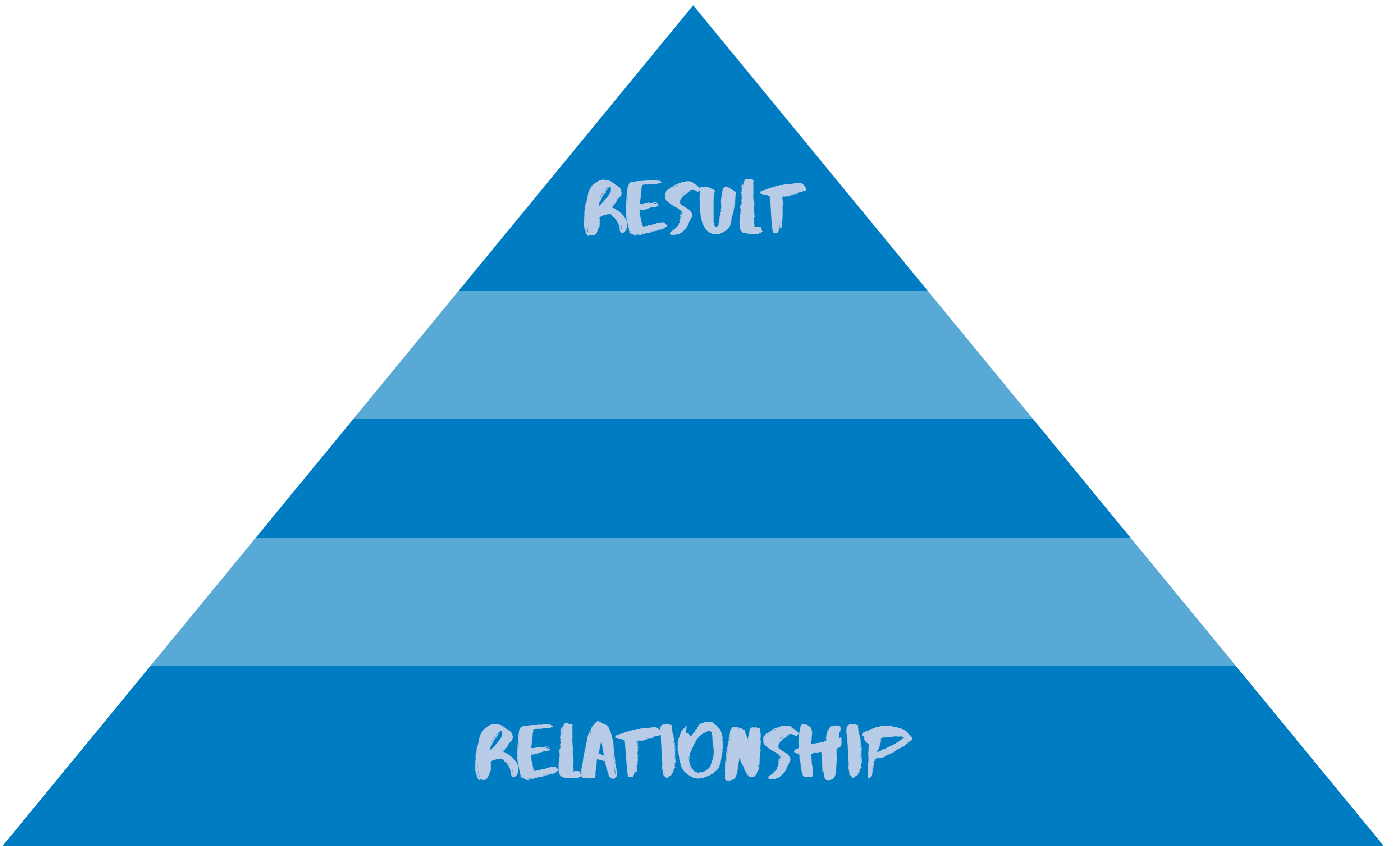
RESULTS

ACTIONS

PLANNING/PRIORITIES

POSSIBILITIES/VISIONING

RELATIONSHIPS



# 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

# BIG RELATIONSHIP AUDIT

S / M / L

Relationship	Size Needed	Size Now



# THE TRUST equation

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

T = TRUSTWORTHINESS

C = CREDIBILITY

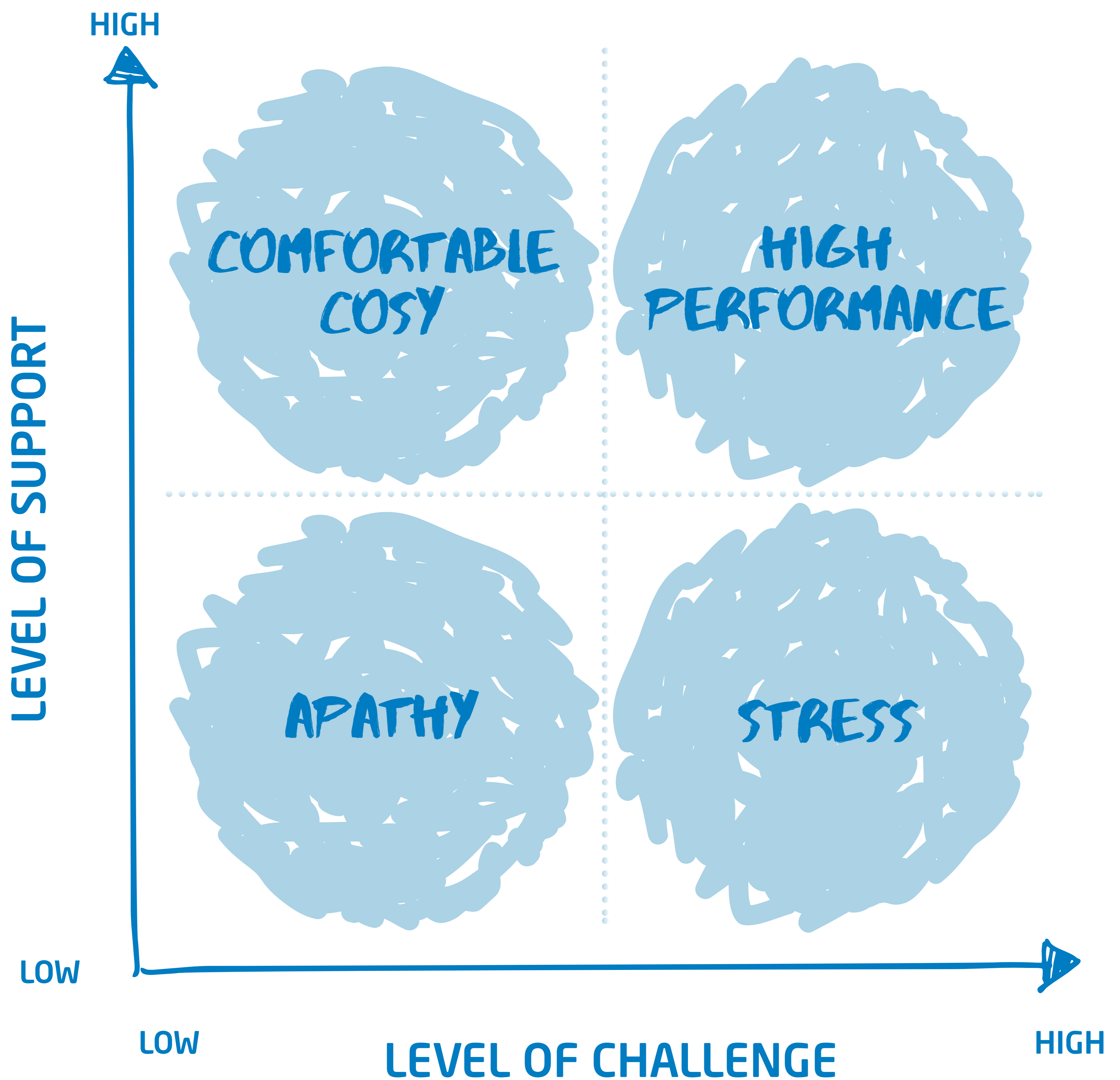
R = RELIABILITY

I = INTIMACY

S = SELF ORIENTATION

– Maister, Galford & Green

# SUPPORT AND CHALLENGE



# LEVELS OF CHALLENGE

## THINK IT

Keep quiet  
Talk to others

## DISGUISE IT

Leading question  
Personal experience (once only)

## SOFTEN IT

Justify why, reason, completely understandable

## STATE IT

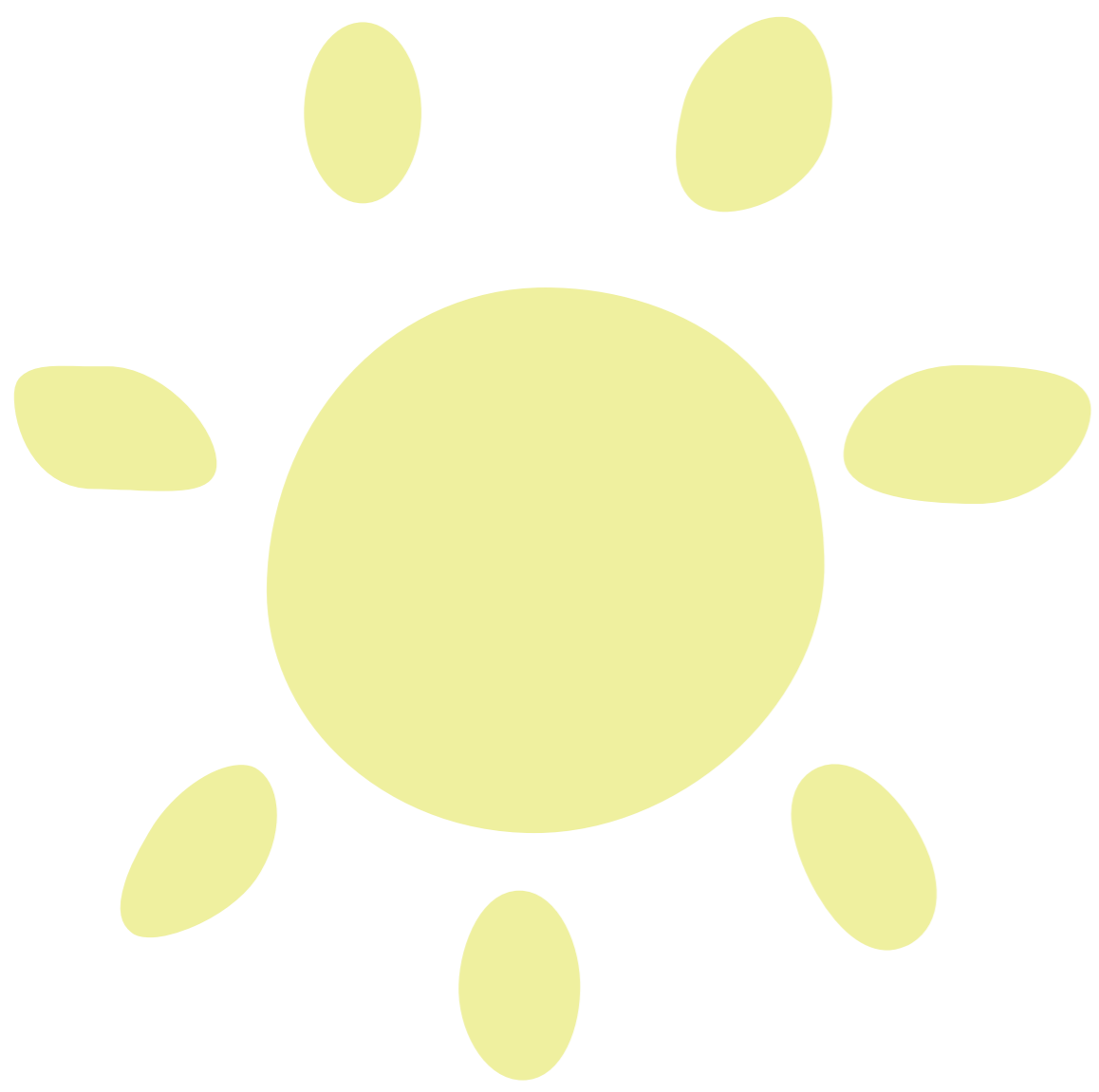
Give opinion, non specific, direct, no follow-up

## NOTICE IT, QUESTION IT

Curiosity, feel/own, no judgement

## EXPLORE IT

Drill down, not letting off the hook, really?  
what's stopping you, where growth comes from

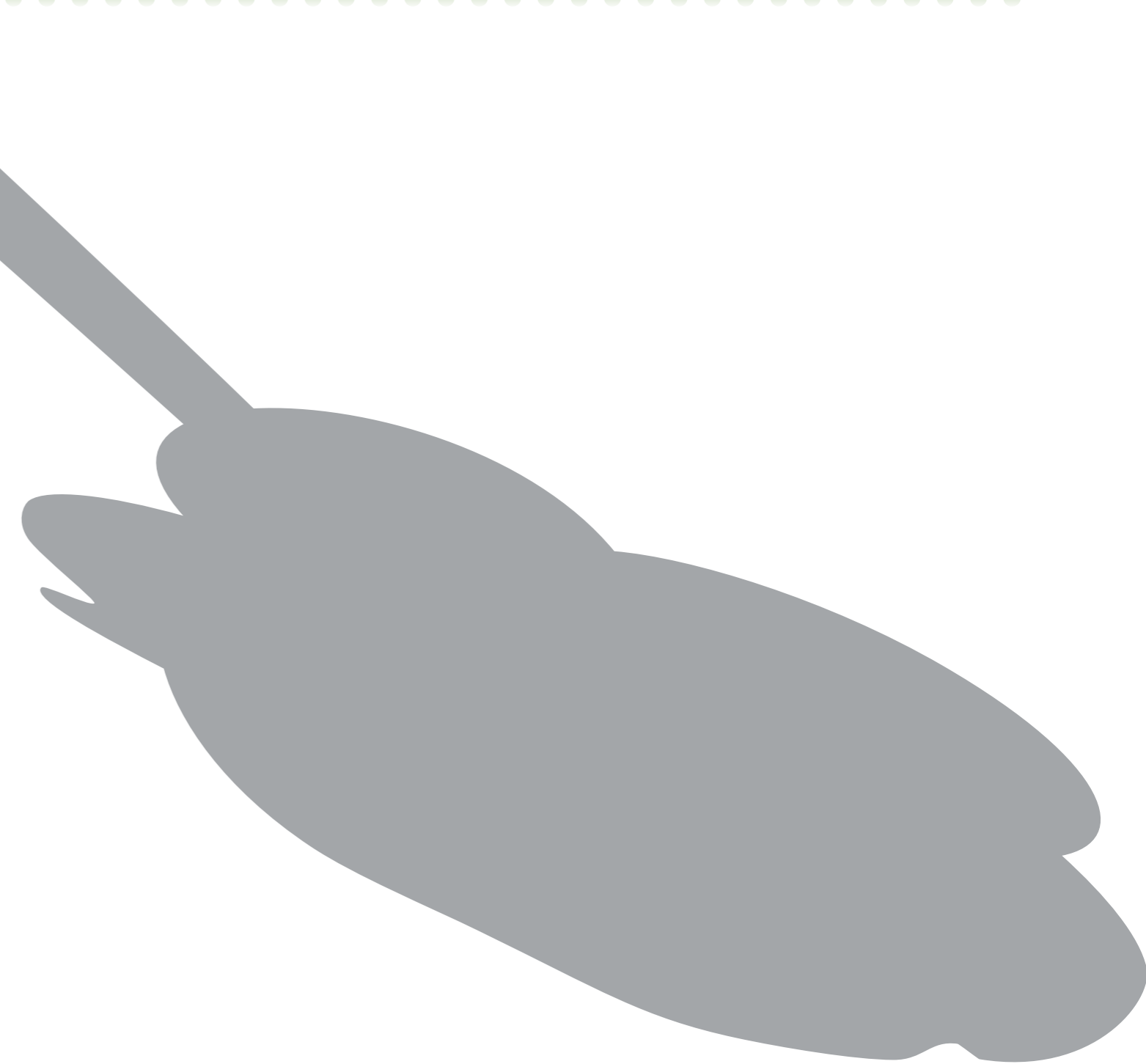


# THE SHADOW I CAST...

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?