



Senior Leadership Development Programme

Workshop 2
Engaging Others
for Change

OVERVIEW

FUTURE

- ★ What am I up to/leading for?
- ★ What do I care about?
- ★ The Future you want to create
- ★ Being your Best Self

ENGAGE

- ★ Engaging others in the Future you want
- ★ Building BIG relationships
- ★ The shadow I cast
- ★ Self limiting beliefs

DELIVER

- ★ Delivering more now and later
- ★ Conversations for delivery
- ★ Making BIG requests
- ★ Helping others take ownership



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—LEADING FOR A CHANGING WORLD—



Workshop
Style

- Timings: 9:00 – 3:30 with plenty of breaks!
- Lots of opportunity to interact
- Regular break-outs in pairs or small groups
- Use live chat to ask any questions as we go
- Try to keep background noise & interruptions to a minimum
- If you need a comfort break, send me a chat message, so I know you've only left temporarily (hopefully!)
- Make sure that your power cable is connected
- Have your journal or pen & paper handy
- As always, we'll share a link with key slides and bite-sized boosts afterwards



LISTENING LEVELS



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

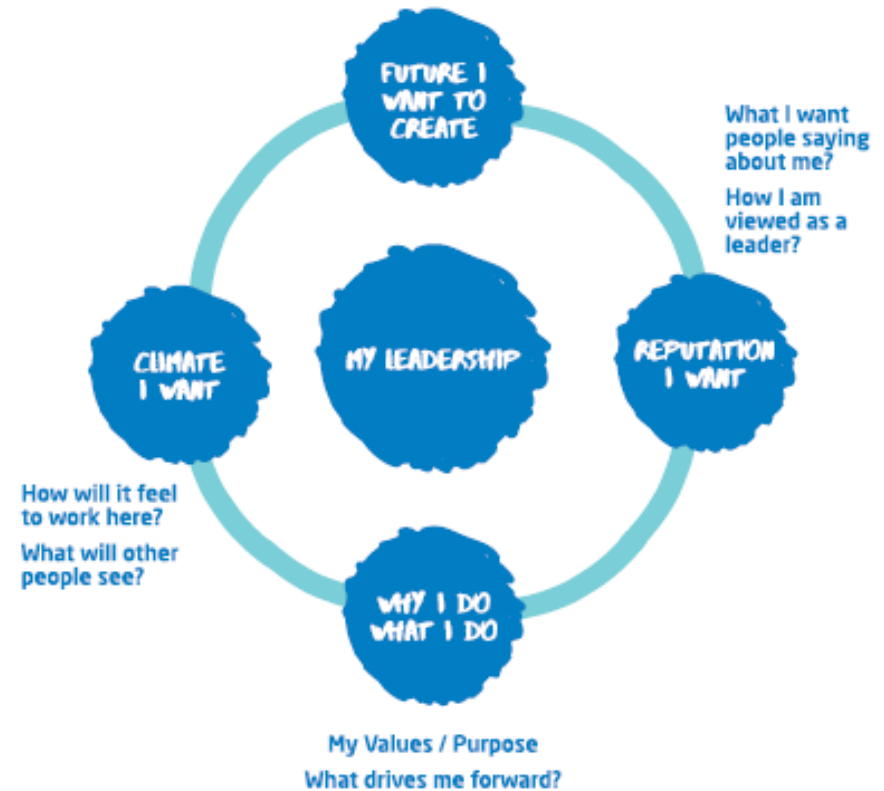
SPIRIT **SQ**

Higher purpose
Stillness
Calm
Resolute
Vision
Possibility
Belief
Meaning

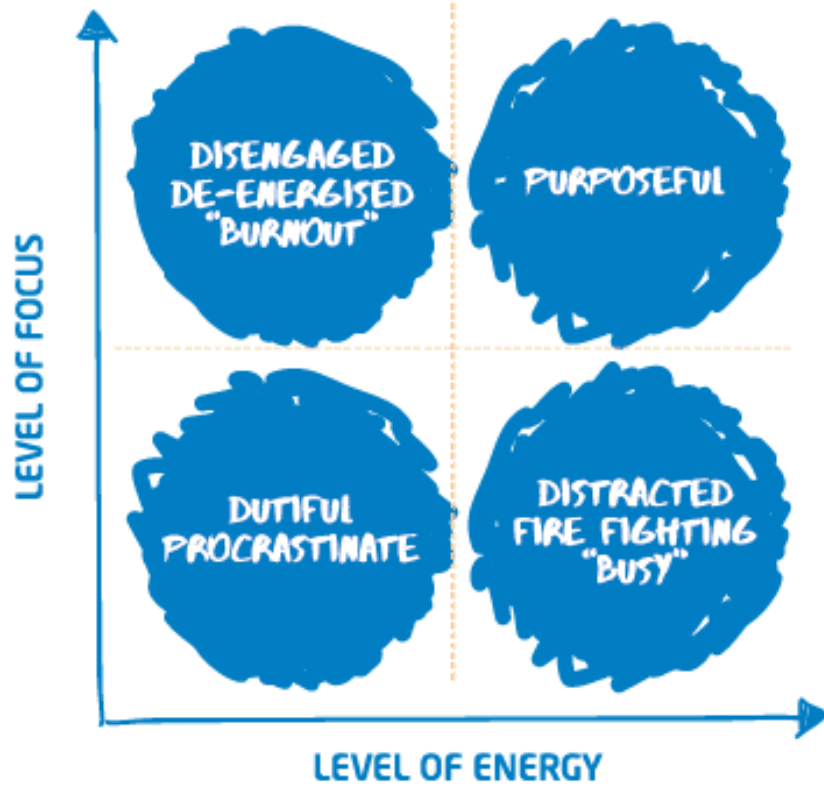
ZEALOT

LEADERSHIP map

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



BUSY MANAGER



- Ghoshal & Bruch
HBR Feb 2002

LEADER / MANAGER / OPERATOR



Conscious
Practise
Review

- In turn
- What have I noticed and experimented with about using the 4 energies? Actions and Impact?
- How are my Listening levels with others?
- What have I noticed about when I am Purposeful or a Busy Manager?
- What helps me to be my Best Self?
- Who have I talked with about the Future I want to bring about?
- If I haven't yet set up my Support Network – what held me back?
- How did I get on asking about the Shadow I Cast? (Don't share the actual feedback yet – coming later)



Territory
for Today

- Conscious Practice Review
 - Break
- Self-limiting Beliefs
- Choosing my Mindset
- Shadow I Cast Feedback
 - Lunch
- BIG Relationships
- Planning for bigger Relationship
- Building Trust
 - Lunch
- Engaging Others
- Engagement Ladder
- Conscious Practice Set Up



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 top of 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

SELF LIMITING beliefs



SELF LIMITING beliefs

Example: Self limiting belief is about senior people/hierarchy



Don't Fail/Lose
Survive

Success is Likely
Thrive



PLAYING TO
AVOID LOSING

PLAYING TO
WIN



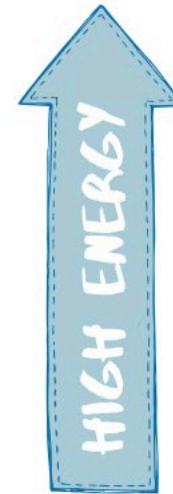
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PLAYING TO AVOID LOSING

PLAYING TO WIN

Angry
Aggressive
Righteous
Controlling
In the detail



Make it happen
On the front foot
Driving
Buzzing
Confident

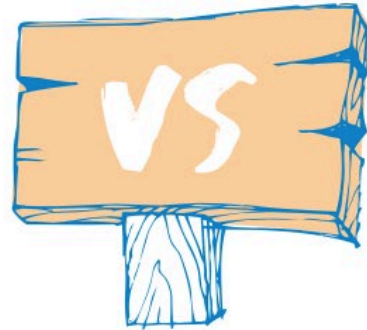
Withdrawn
Quiet
Playing safe
Deferring
Isolated



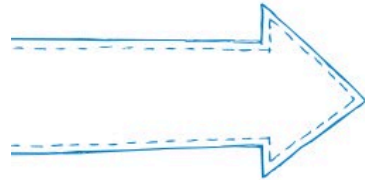
Calm energy
Peaceful
Reflective
See big picture
Grace under pressure



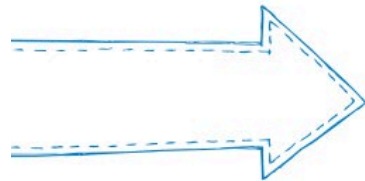
PLAYING TO WIN



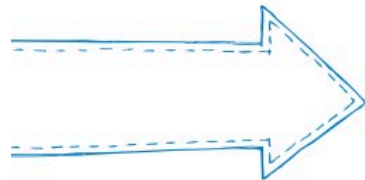
PLAYING TO AVOID LOSING



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?



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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?



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EMPOWERING belief

- ★ From the feedback you have had about your impact at your best, select the impact you are most pleased with/proud of
- ★ Turn it into an empowering belief
eg. I inspire people
I create excitement
- ★ Must be from 'I'
No 'sometimes' or 'can'!



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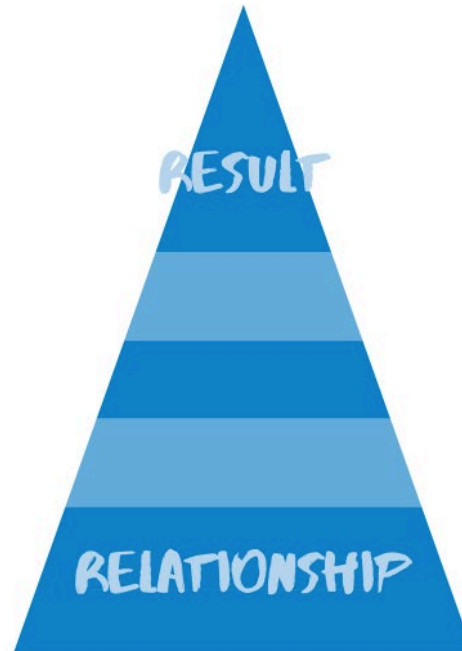
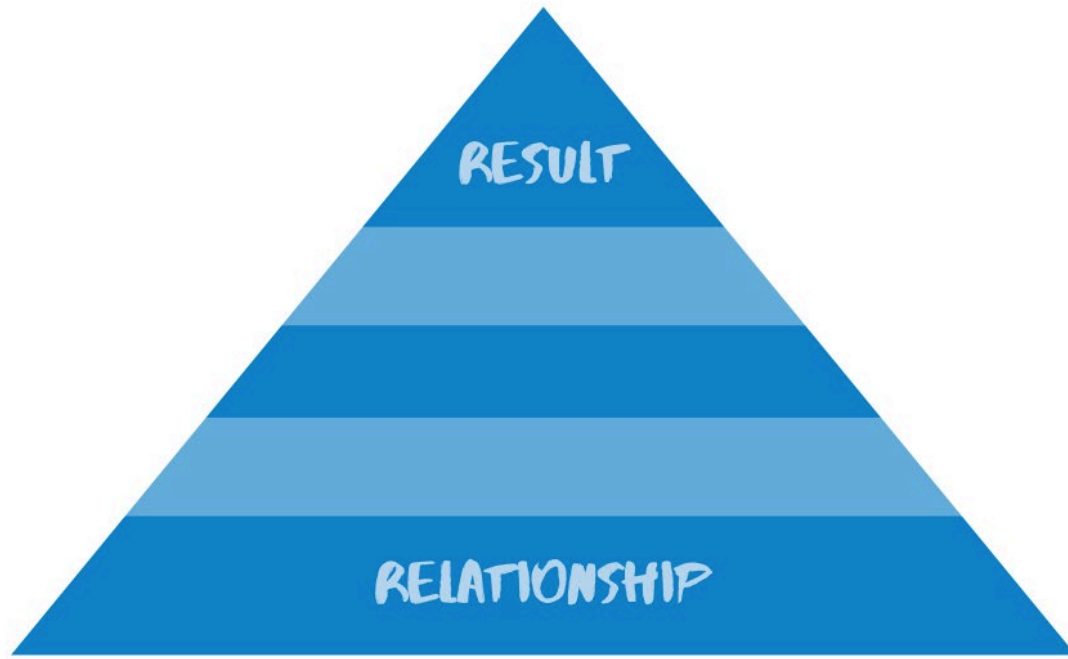
Lunch

Building Bigger Relationships



RELATIONSHIP triangle





BIG RELATIONSHIP AUDIT

S / M / L

Relationship	Size Needed	Size Now



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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



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Break

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.



ENGAGEMENT LADDER



ENGAGEMENT LADDER



COMMITTED

I make it my idea

ENROLLED

"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?"



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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



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CORE REASONS behind resistance



Source: Rick Maurer



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CORE FACTORS for engagement



Source: Rick Maurer



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Options to Increase Engagement

UNDERSTANDING

Ask them to share what they do understand (to identify gaps)

Use visuals, headlines & detail

Ask questions to allow them to apply knowledge

Involve others who have greater/different levels of understanding

Start with THEIR world, not yours

Provide opportunities to reflect, discuss, match to existing knowledge.

Avoid - Tell once and go away

TRUST

Build Trust in YOU

WHAT'S IN IT FOR ME

What could be the benefits of this?

- In the short, medium, long term
- Time, Cost, Resource

Describe rational & emotional aspects

Explore what they care about & where /how this fits – however little

What would be a help right now?

What can you usefully focus on to help you?

What aspects do you like or do fit?

How can we make this work better for you?

Take an adult-adult approach, real world. 'nothing's perfect'

CONSCIOUS PRACTICE

- ★ Decide what you want to try doing differently – set up experiments
- ★ Continue to refine your Future, build your support network, notice your triggers in/out of:
 - leader mode
 - PTW and PTAL
- ★ Focus on increasing the level of engagement for one key person
- ★ Notice your self limiting beliefs and what triggers them. Try using the tools to interrupt them
- ★ Take steps to build at least one key relationship and record the results
- ★ Seek more impact feedback



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Check out

- What really engaged me today?
- What relationship will I be working on over the next few weeks?

