

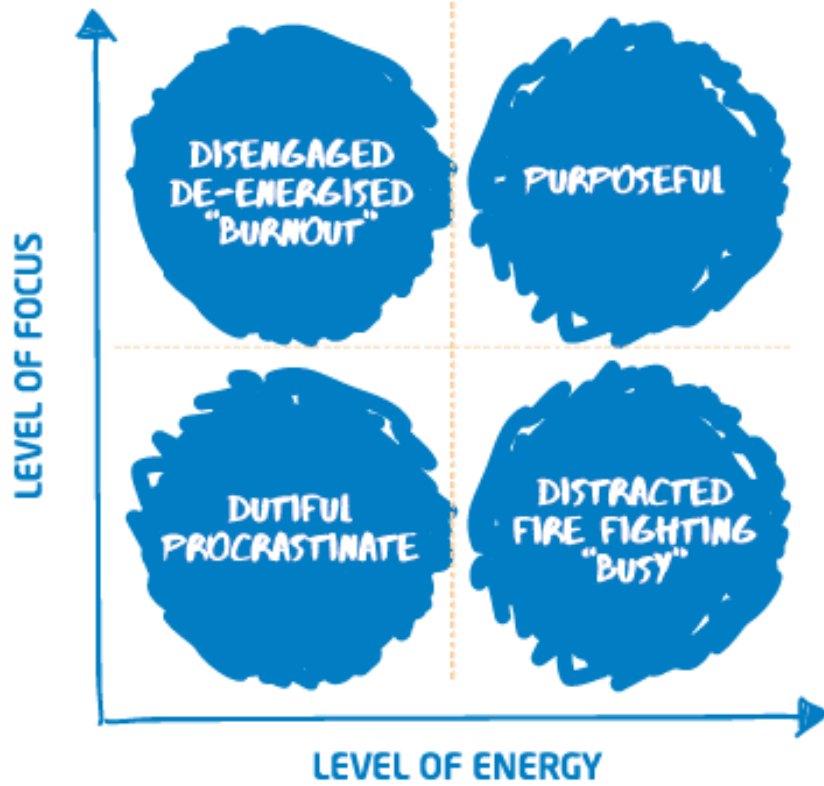


Workshop 2

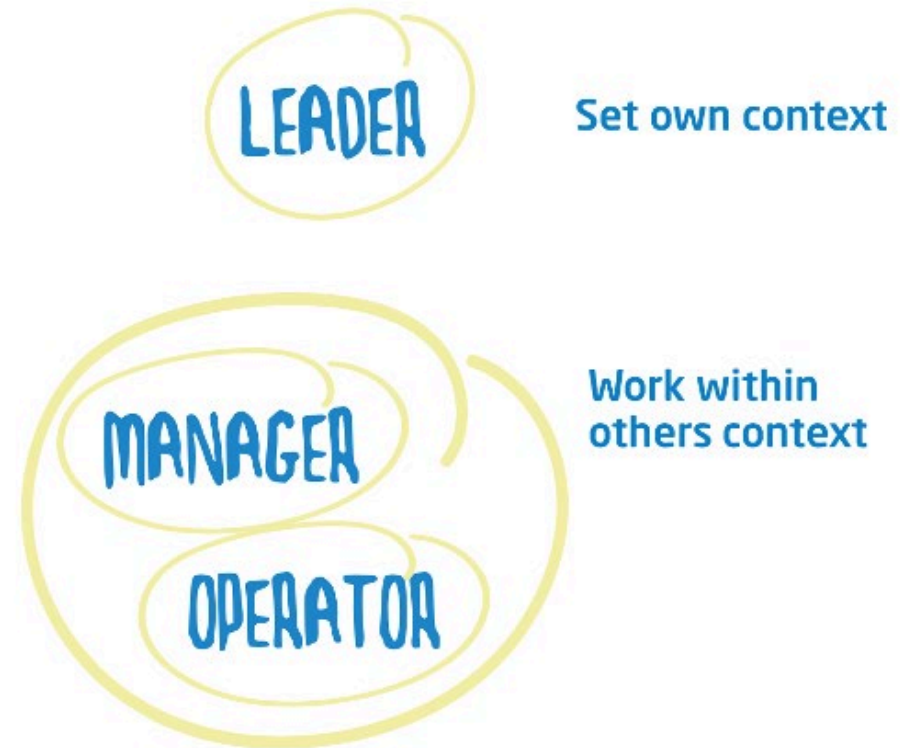
# Outline

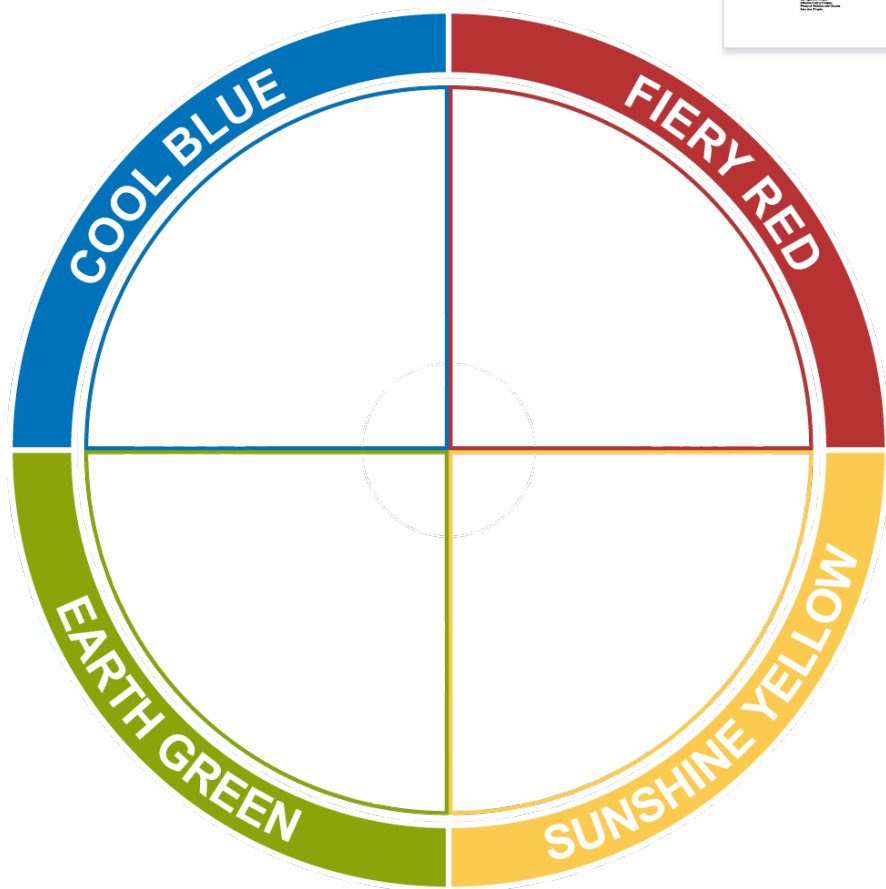
- Conscious Practice review
- Playing to Win
- The 'Shadow I Cast'
- Self-limiting beliefs & 'Imposter' syndrome
- BIG Relationships
- Relationship audit
- Building Trust
- Engaging others
- Conscious Practice

# BUSY MANAGER



# LEADER / MANAGER / OPERATOR





# LEADERSHIP map

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



# Conscious Practice Review

- What have I noticed since our last session
  - Leader / Manager / Operator
  - Busy vs Purposeful
  - Climate in my team
  - Sharing my vision
  - Insights reflections
  - Mentor / Shadowing
- Any successes / failures?
- What have I done differently?

**F**UTURE

**E**NGAGE

**D**ELIVER

**D**EVELOP

**D**RIVE

Playing to win not just to avoid  
losing...

# PLAYING TO AVOID LOSING

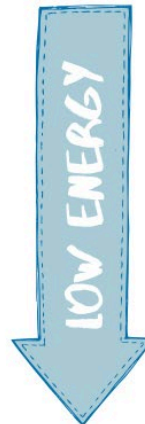
# PLAYING TO WIN

Angry  
Aggressive  
Righteous  
Controlling  
In the detail



Make it happen  
On the front foot  
Driving  
Buzzing  
Confident

Withdrawn  
Quiet  
Playing safe  
Deferring  
Isolated



Calm energy  
Peaceful  
Reflective  
See big picture  
Grace under pressure





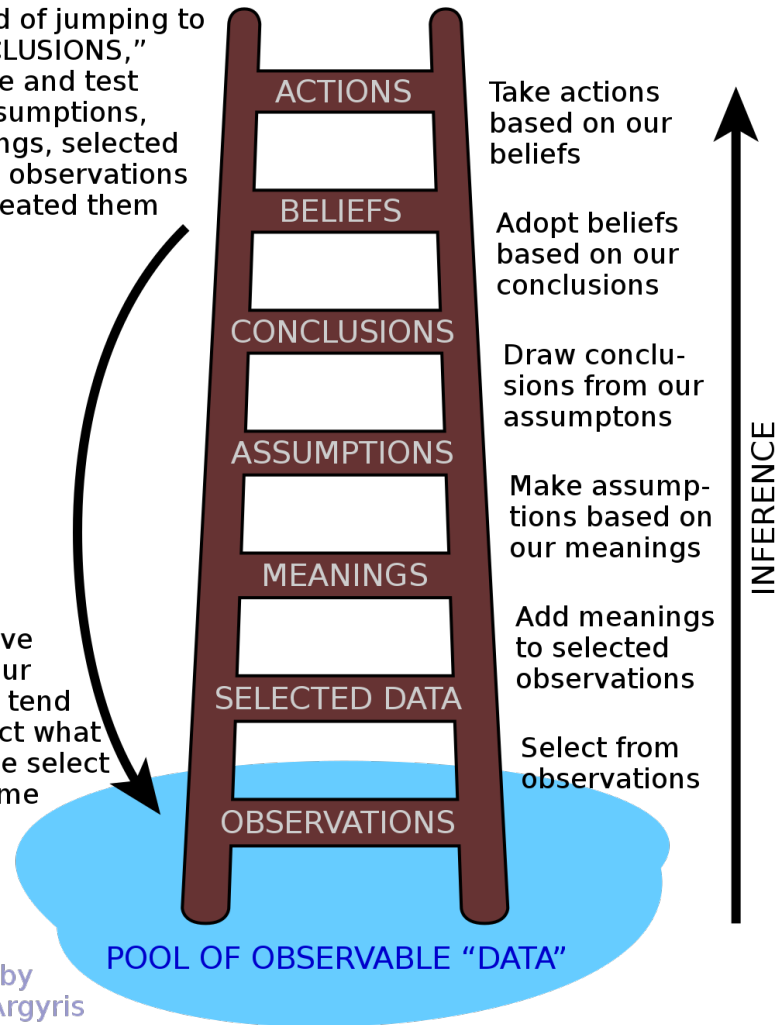
- What pushes me into the RED?
- How do pull myself back into the GREEN?

# 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)



POOL OF OBSERVABLE "DATA"

# 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 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 overlaid in the center in a large, black, sans-serif font.

**Break**

# SELF LIMITING beliefs



Armour/Mask

Limiting Beliefs  
(not true)

# SELF LIMITING beliefs

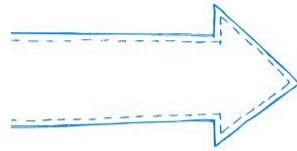
**Example:** Self limiting belief is about senior people/hierarchy



# Having a Fear Conversation

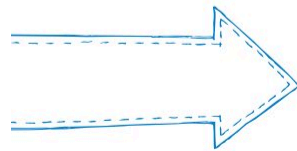
1. Which of the fears are present for you at work?
2. How does this fear impact the way you lead / behave and what might be the impact on others in the organisation?
3. How would you be showing up if you didn't have this fear?
4. What would help to tackle this fear?
5. What action can you take to move beyond the fear?
6. How confident are you in taking this action? (1 – 10)

# Best Self

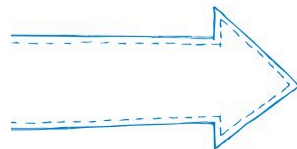


**Think of a time when you were most purposeful:**

- ★ 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?

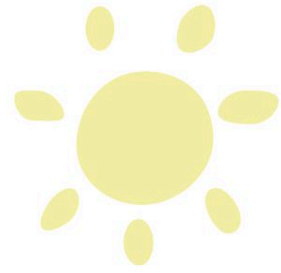


**Speak from 'I'**



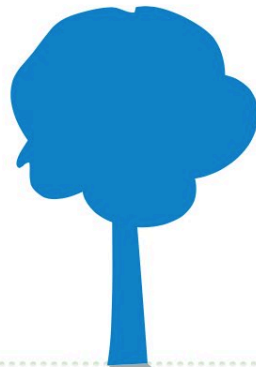
**Dare to boast**



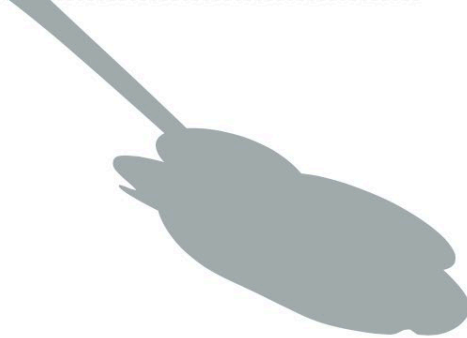


# THE SHADOW I CAST...

MY  
LEADERSHIP  
BEHAVIOUR



HOW IT 'LANDS'  
ON OTHER  
PEOPLE

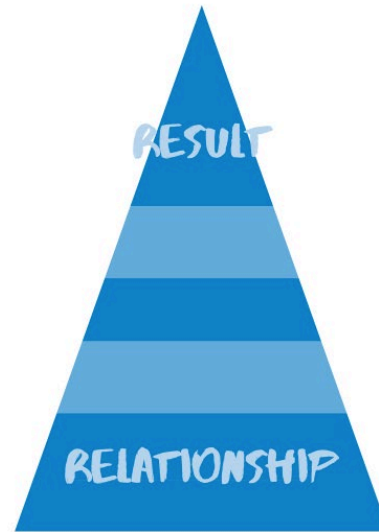
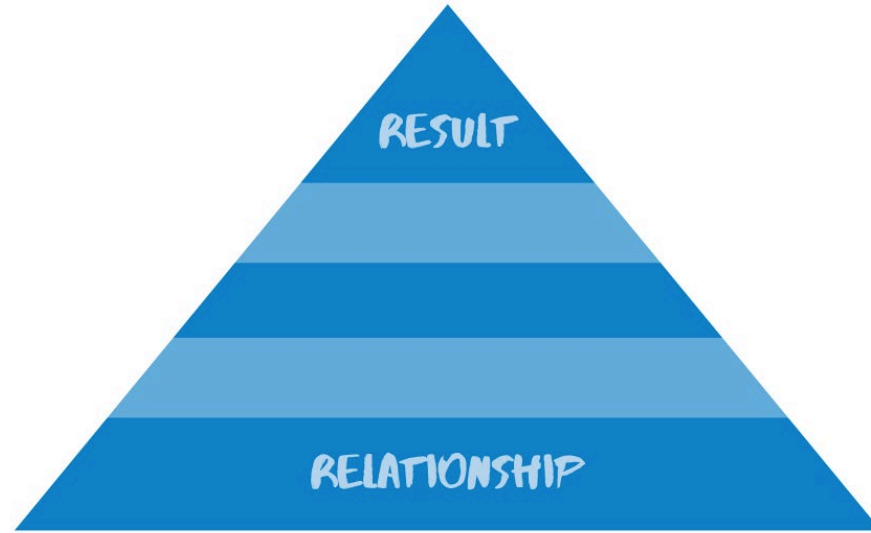


# THE SHADOW I CAST...

- ★ 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 setup. In the foreground, a white paper cup filled with coffee and a brown paper sleeve 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 overlaid in the center in a large, black, sans-serif font.

Break



# RELATIONSHIP *triangle*



# BIG RELATIONSHIP AUDIT

S/M/L

Relationship	Size Needed	Size Now

Note: Include your manager in this

# Types of RELATIONSHIP

1

## *Create/Design:*

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

2

## *Build/Grow:*

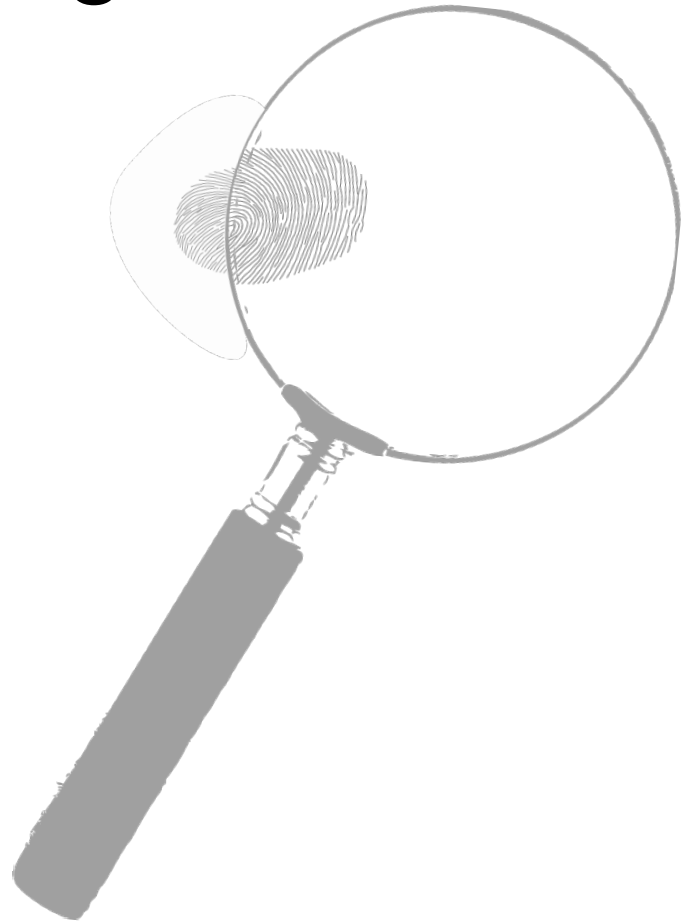
- ★ How will we work together?
- ★ What do we both need?

3

## *Repair:*

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

# Recognising Colour Energies



Every time you meet someone you have the opportunity to practise your skill of recognising and adapting to their colour energies.



# Engagement of Colour Energies

## Cool Blue

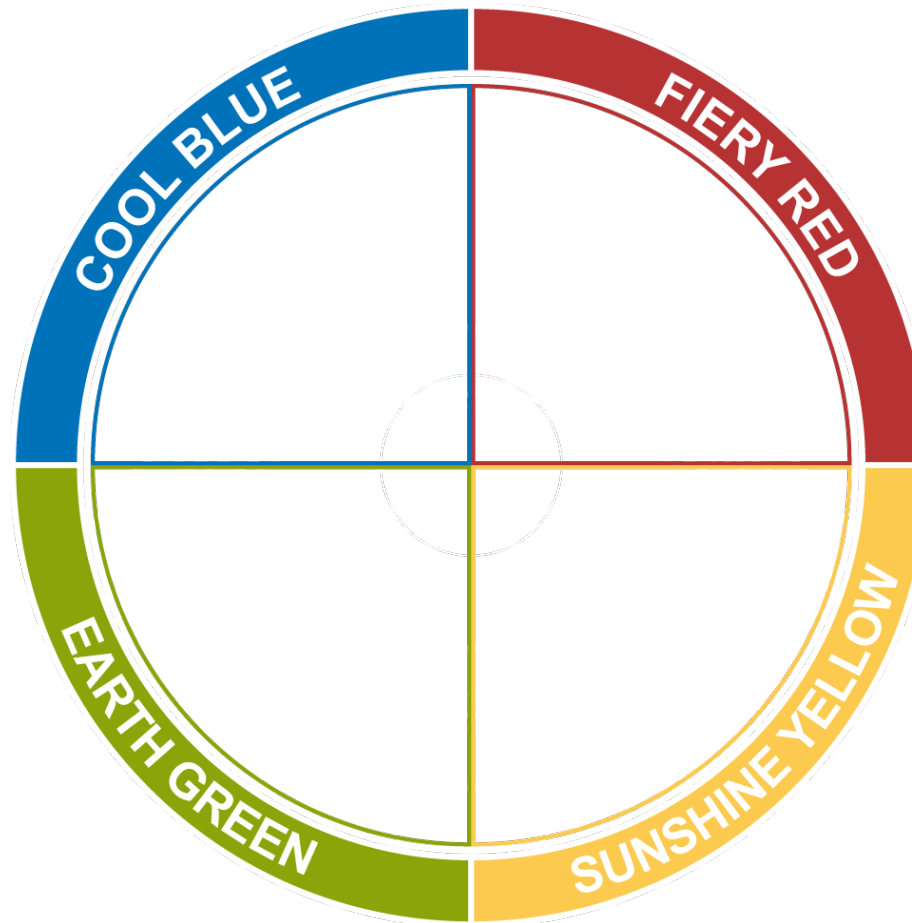
Be precise and accurate  
Be well prepared and thorough  
Do not be flippant on important issues

Do not push them to make quick decisions

Be patient and supportive

Let them know you care

## Earth Green



## Fiery Red

Be brief

Be direct and to the point

Do not hesitate or waffle

Do not tie them down with routine

Be friendly and sociable

Involve them

## Sunshine Yellow

# Be the detective ...

## *Email communications*

What clues might indicate the sender's style?





To \_\_\_\_\_

Subject **TRIP!!!**

**GANG!**

We did it! I was picked to represent our team for the Japan Manufacturing Excellence Exchange Programme. Wish you could all go with me; we'd have a great time!

I'll be leaving at the end of March and will be gone for two weeks.

Wish me luck!

**Preference for Sunshine Yellow energy**

P.S. If you want me to ask them anything while I am there, send me the stuff before I go.





To \_\_\_\_\_

Subject Japan Manufacturing Excellence Exchange Programme Trip

The undersigned will be departing from MSP International Airport at 0830, Monday, March 26, for Tokyo, Japan to participate in the Manufacturing Excellence Exchange Programme. I will be visiting Toyota, Mitsubishi, Nissan, and Panasonic over an 11-day period.

Please familiarise yourselves with these companies and forward your detailed questions about their processes and operation to me by March 10 so I can compile and organise them prior to my trip.

A debrief will be held on April 12 at 1400 to review all aspects and learning from the trip.

While I am gone Dave Smith will be in charge of the group.

Sincerely,

**Preference for Cool Blue energy**





To \_\_\_\_\_

Subject Your Upcoming Visit

Dear Janice,

I am so pleased you are coming to visit. It will be a great chance for us to get to know each other better and for me to really understand what I can do to help you in your business. I've booked you into a great little inn by the water. They give wonderful personal service and the view of the water and mountains is spectacular.

I'm certain we will get a lot accomplished and strengthen our partnership immensely.

Looking forward to seeing you,

**Preference for Earth Green energy**





To \_\_\_\_\_

Subject **SEND ME YOUR PHONE # ASAP I NEED TO TALK TO YOU!**

Sent: Tuesday, February 4, 2020 13:15





To \_\_\_\_\_

Subject **FORGET IT FIGURED IT OUT MYSELF!**

Sent: Tuesday, February 4, 2020 13:17

**Preference for Fiery Red energy**



# Recognising Types

Think of the person you would like to build a Big Relationship with.

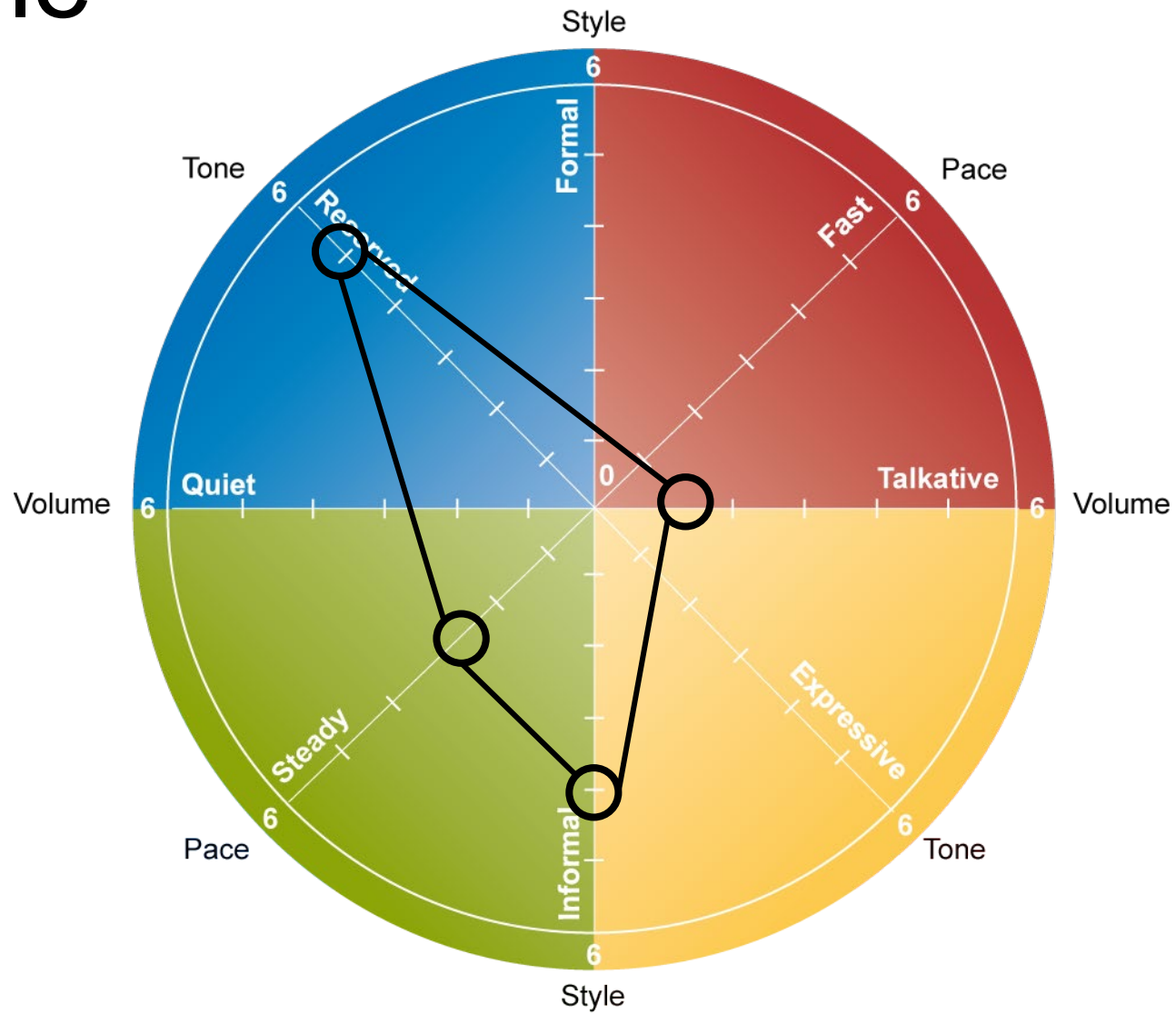
What clues may indicate their use of the four colour energies?

What colour energies do you see and not see?

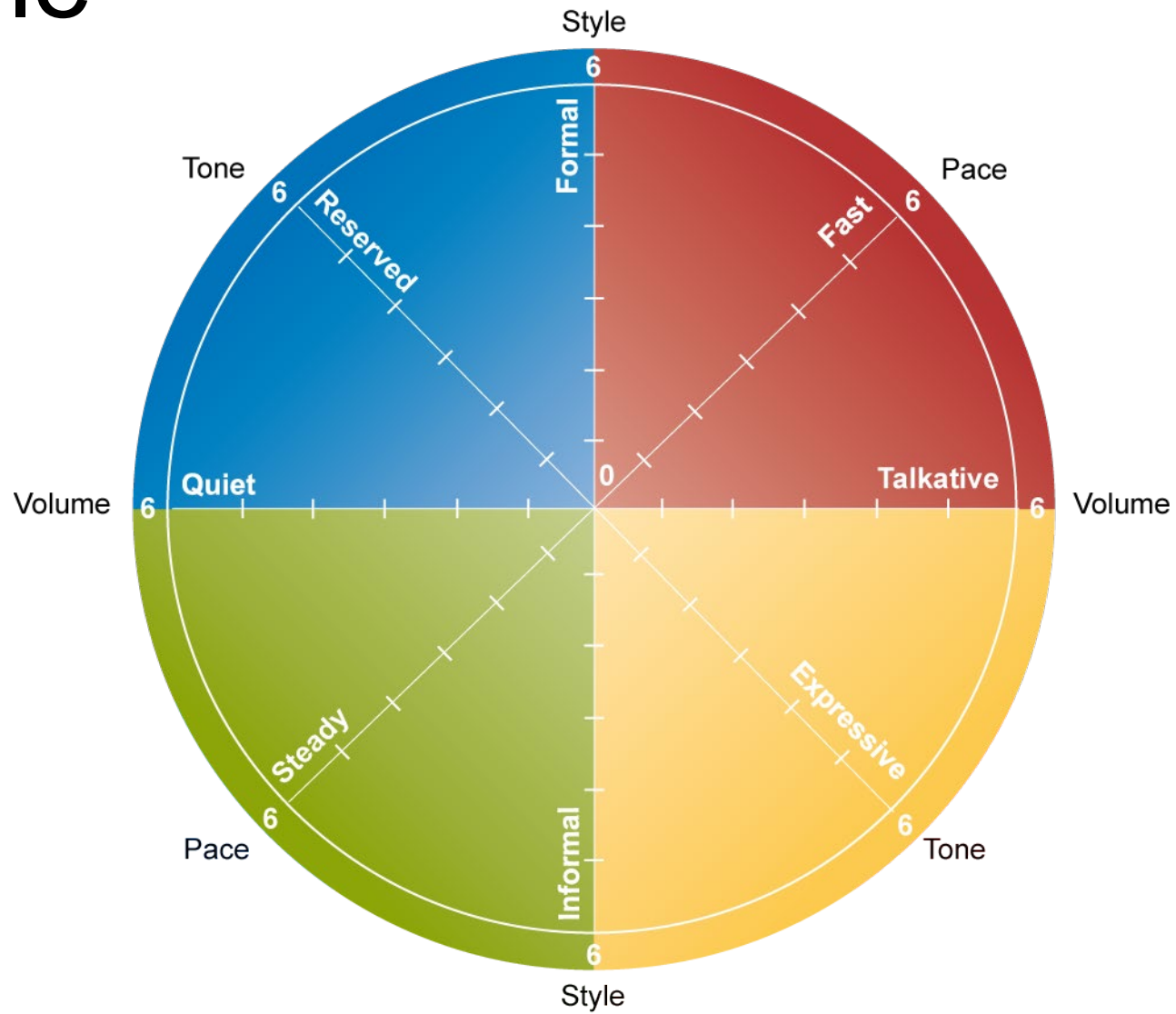




# Verbal Style



# Verbal Style







# RELATIONSHIP .....with your Line Manager (coaching in 3s)

How would you describe the relationship with your line manager?

Read the **'Ideal Environment' section....**

- Tick the statements that are in place and cross those that aren't
- What currently enhances your work environment and what do you see as detrimental?
- What could you do to enhance your working environment and what could you ask others to do?



Read the **'Managing You' section ....**

- In what way is your manager's style effective for you and where is it not working? Give specific examples.
- What would you like your manager to do more of and what would you like them to do less of in managing you?

Read the **'Motivating You' section ....**

- How would you describe your current motivation? What is motivating you at the moment?
- What, if anything, is blocking your motivation? What can you do to overcome this?

# 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
- Take steps to build your key relationship and consider the level of trust and your use of colour energies.
- Sit down one to one with your manager and use the '**Managing You**' and '**Motivating You**' section of your Insights profile as a catalyst for discussion. Highlight areas of high importance that are currently not being met.
- Ask for feedback on the 'Shadow I Cast'
- Refer to the '**Blind Spots**' and '**Management Style**' sections of your Insights profile and ask others close to you if they see this in you.
- Look at options to increase engagement in your team

# Check out

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