

Stepping Up to Management Leadership Development Programme

TRUST AND BELONGING

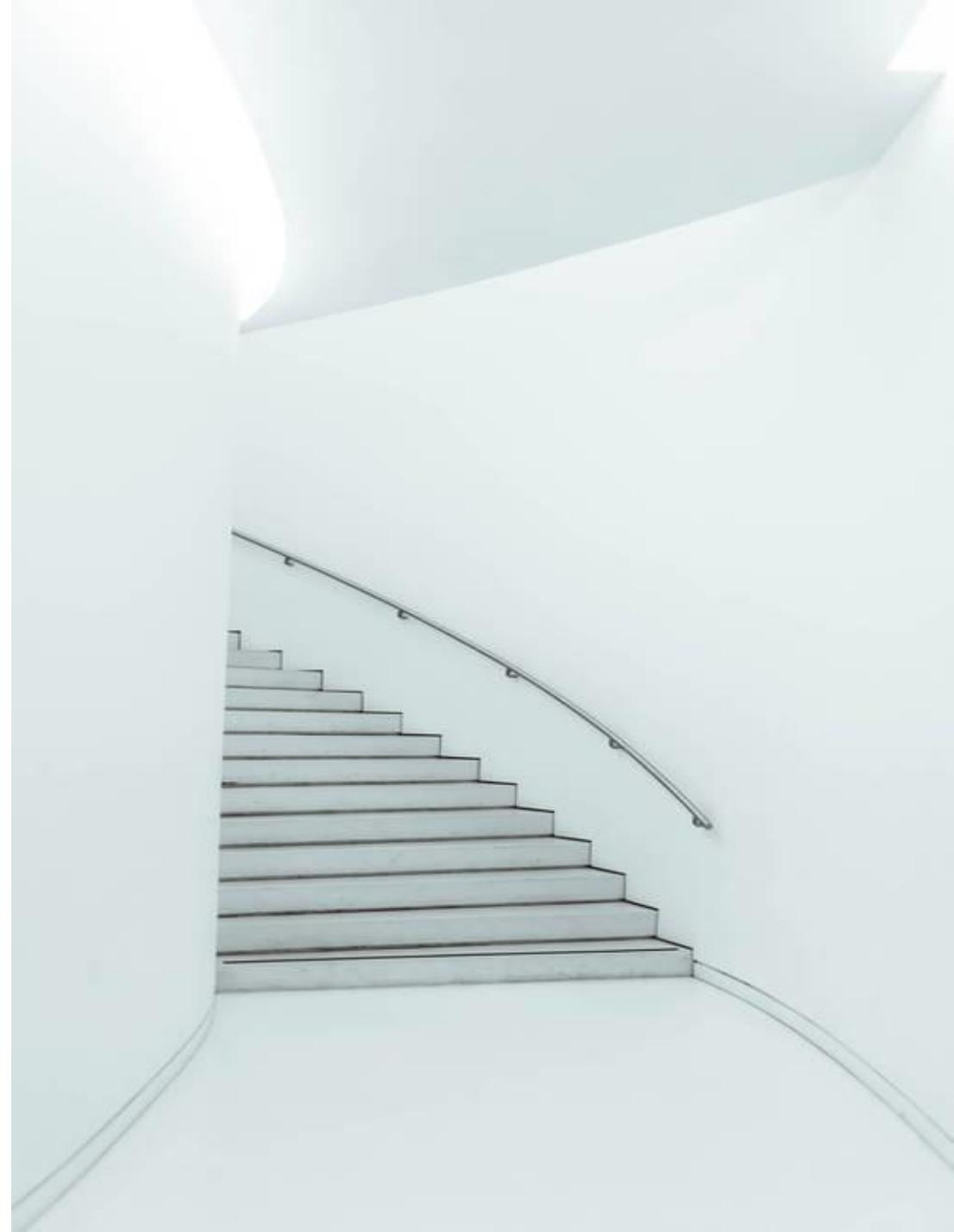
**MORGAN
SINDALL**
INFRASTRUCTURE





Agenda

- Welcome, agenda, outcomes
- Understanding your management style
- Trust and belonging
- Emotional Intelligence





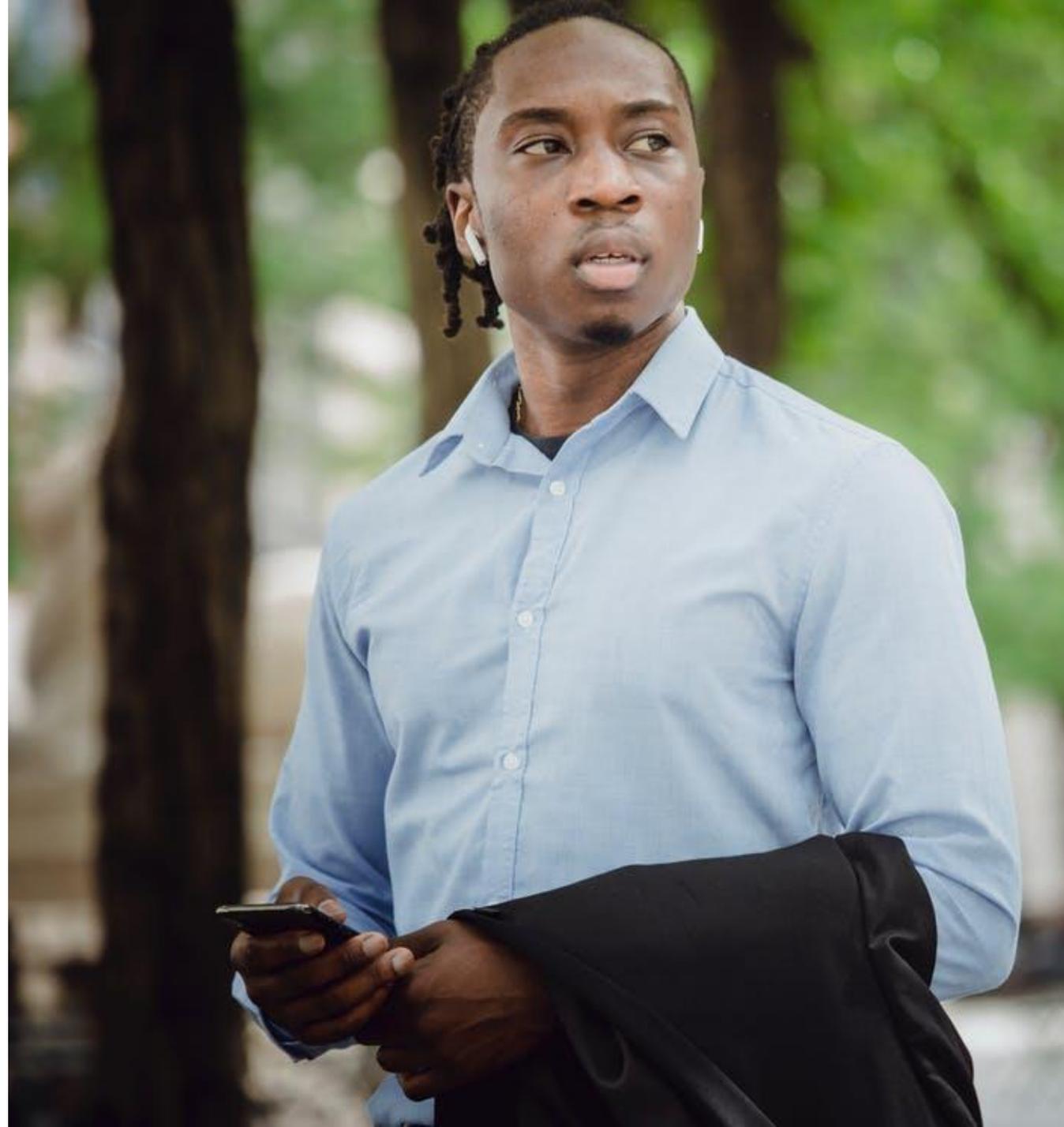
You as a Manager

Understanding
your management
style



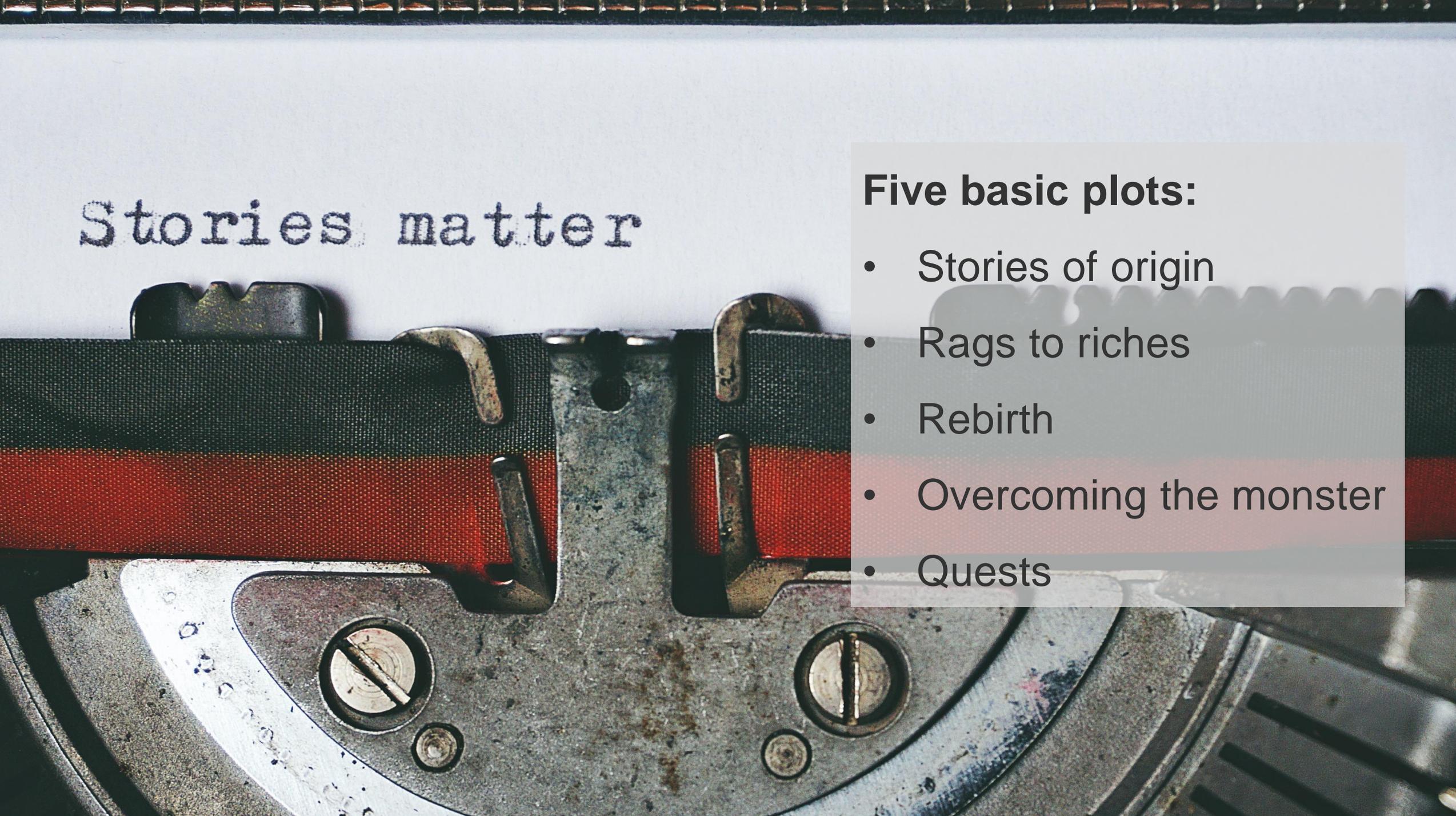
Management styles

- Autocratic
- Permissive
- Democratic
- Persuasive
- Laissez-faire



The key is to be
authentic





Stories matter

Five basic plots:

- Stories of origin
- Rags to riches
- Rebirth
- Overcoming the monster
- Quests



Management Origin Lens

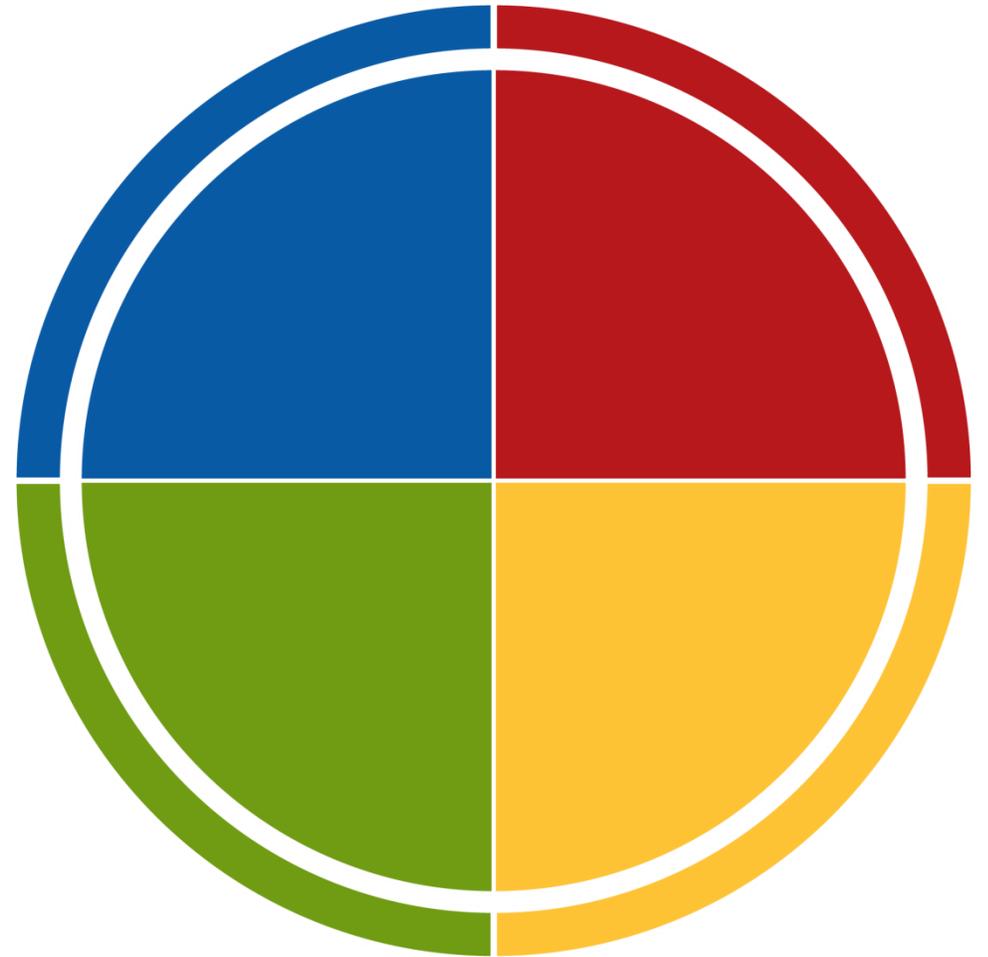
- Being
- Engaging
- Performing
- Accepting



**Deeping Deeper
into Insights**

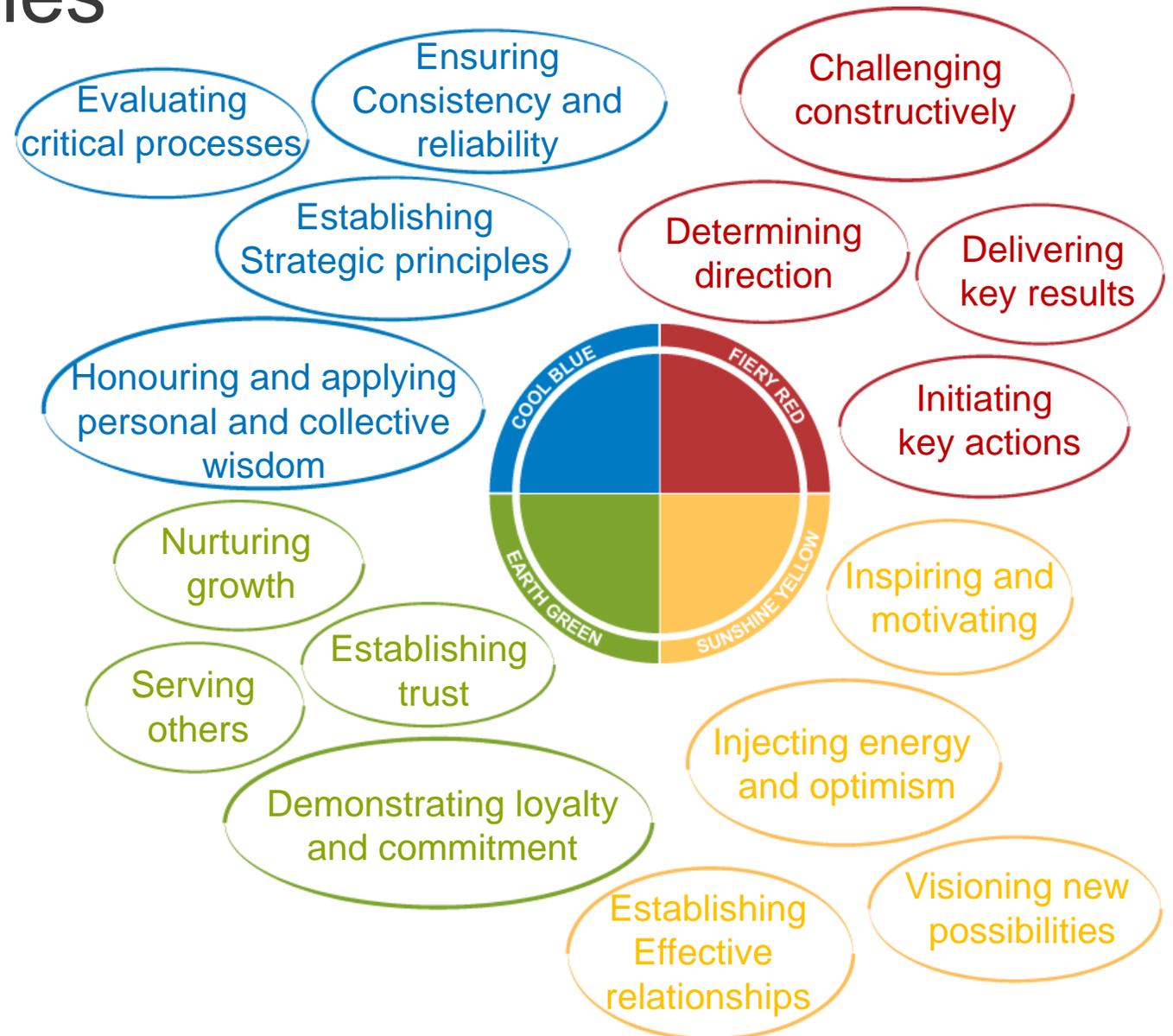
Breakout activity

- Each of your groups will have one colour energy to consider.
- What a manager of that style might look like?
- What would their strengths?
- What would be their weaknesses?



The Four Colour Energies

What other strengths can you think of?



Leaders with a preference for Fiery Red energy

...

Bring pragmatism to their decision making

Are direct and to the point

Quickly establish the pros and cons of a particular course of action

Are quick to initiate action

Demonstrate a sense of urgency

Clearly state what has to be done, by whom and by when.

Leaders with a preference for Sunshine Yellow energy ...

Endeavour to get people involved

Imagine “what could be”

Are enthusiastic, engaging, encouraging and appreciative

Act as a catalyst for future growth

Enjoy stimulating group discussion

Shift their thinking from present day reality to future possibilities

Leaders with a preference for Earth Green energy ...

Aim to create the ideal environment

Are helpful and supportive

Are careful not to overuse their authority

Appeal to others' values

Rely on personal and subjective criteria, e.g. values, opinions and beliefs

Respect others' choices

Leaders with a preference for Cool Blue energy

...

Process information methodically and literally.

Use sound rationale and logical reasoning for making assessments and decisions

Are thoughtful and take a considered approach

Look primarily to input that is factual and precise

Give others time to think through issues before coming to a conclusion

Are precise in stating what has to be done and why

**Cool Blue Energy in
Leadership on a 'Good Day'**

**Diligent
Consistent
Thoughtful
Principled
Objective**

**Fiery Red Energy in
Leadership on a 'Good Day'**

**Determined
Focused
Proactive
Courageous
Purposeful**



**Earth Green Energy in
Leadership on a 'Good Day'**

**Appreciative
Respectful
Valuing
Service-oriented
Accommodating**

**Sunshine Yellow Energy in
Leadership on a 'Good Day'**

**Empowering
Engaging
Encouraging
Adaptable
Dynamic**

Motivators

Stretching Goals

Being needed

Stability

Experimentation

Challenge and competition

Prospects and opportunities

Involvement

Recognition

Critical problem solving

Order

Being in control

Earning respect

Freedom and flexibility

Encouragement

Personal engagement

Clarity

Interdependence

Security

Appreciation

Reliability

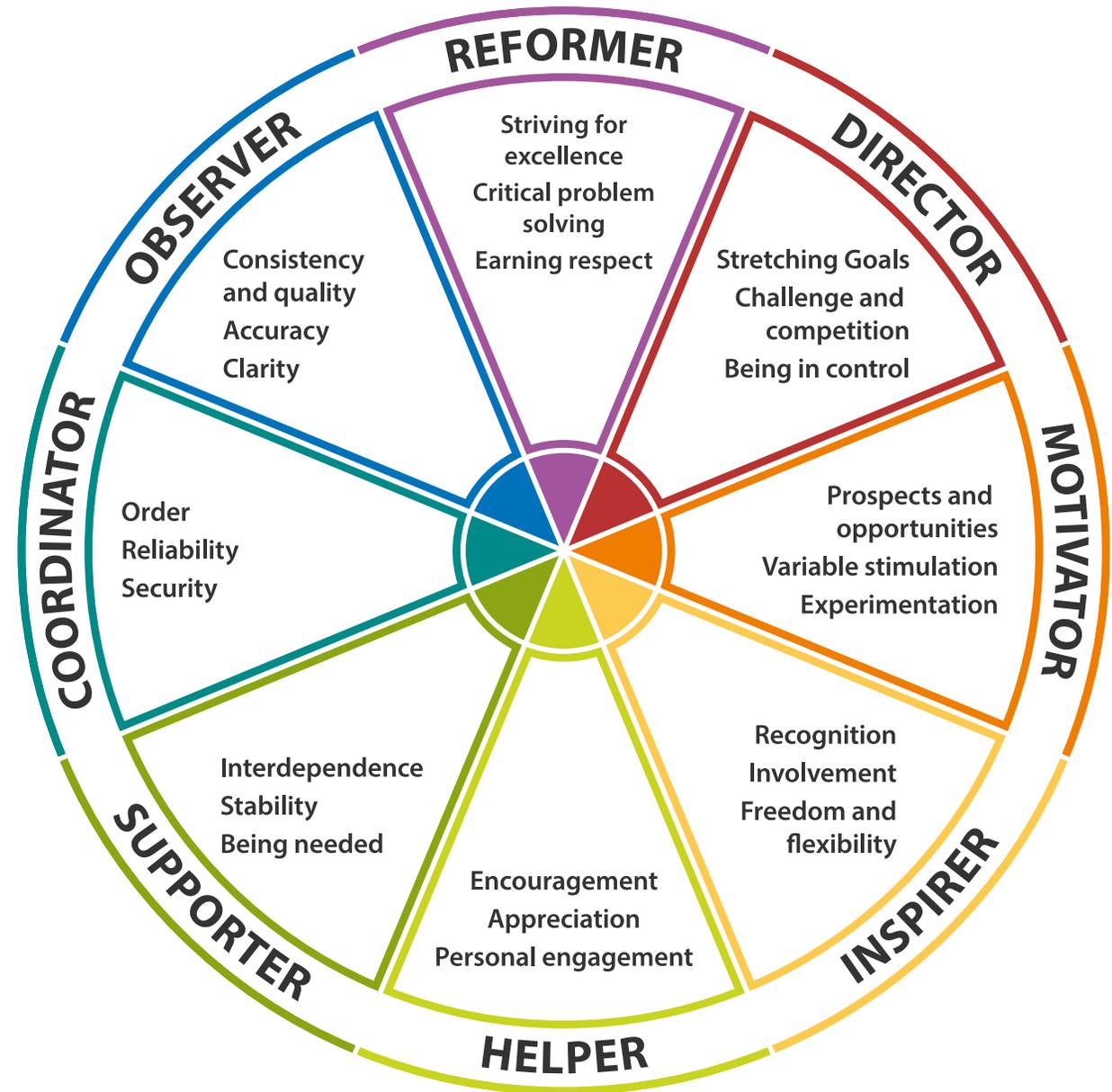
Accuracy

Consistency and quality

Variable stimulation

Striving for excellence

Motivators



Blockers

Being told what to do

Inefficiency

Lack of flexibility

Impersonal atmosphere

Time Pressure

Boredom

Not being acknowledged

Rigid parameters

Not being valued

Disharmony/conflict

Working alone

Too much uncertainty

Lack of credibility

Long, drawn-out timescales

Poor organisation

Too much detail

Lack of support

Carelessness

Confusion

Lack of focus

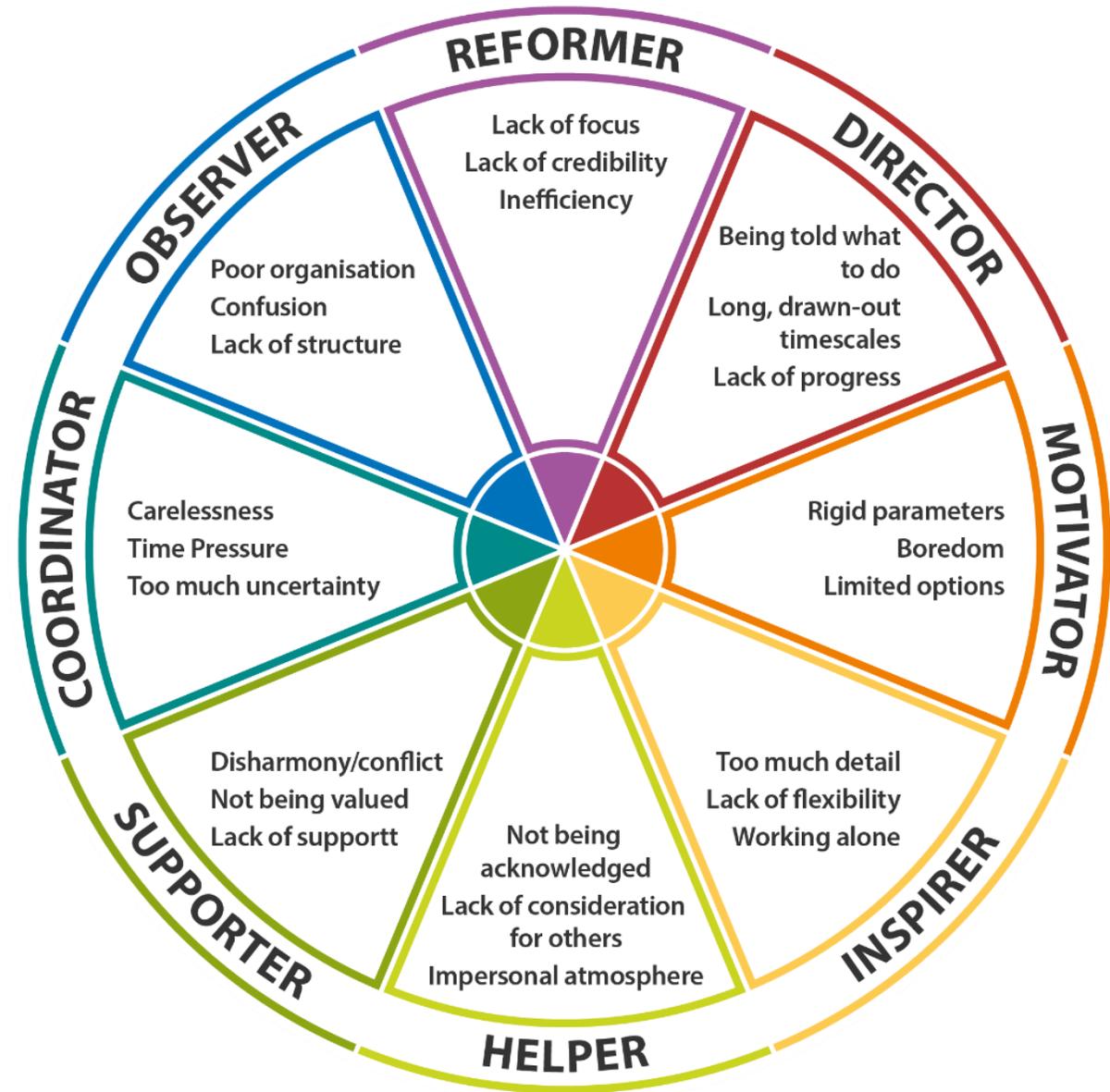
Lack of progress

Lack of consideration for others

Limited options

Lack of structure

Blockers



Your Colour Mix





Trust and Belonging



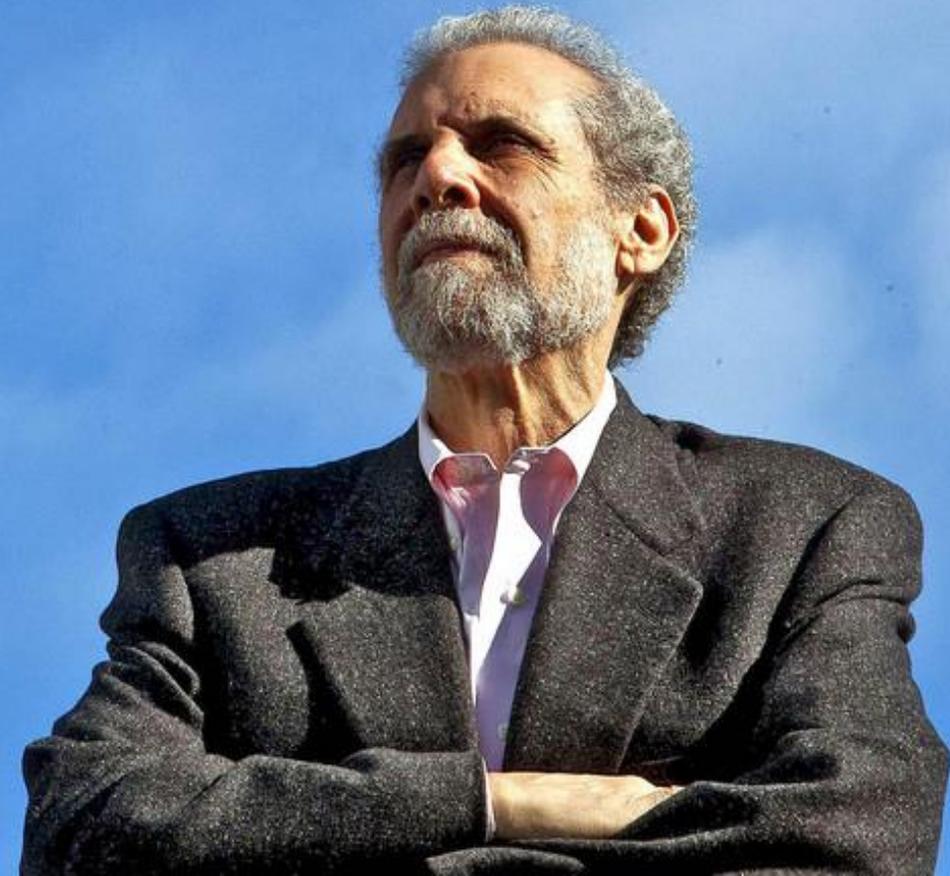
$$T = \frac{C_{\text{redibility}} + R_{\text{eliability}} + I_{\text{ntimacy}}}{S_{\text{elf-interest}}}$$



Emotional Intelligence

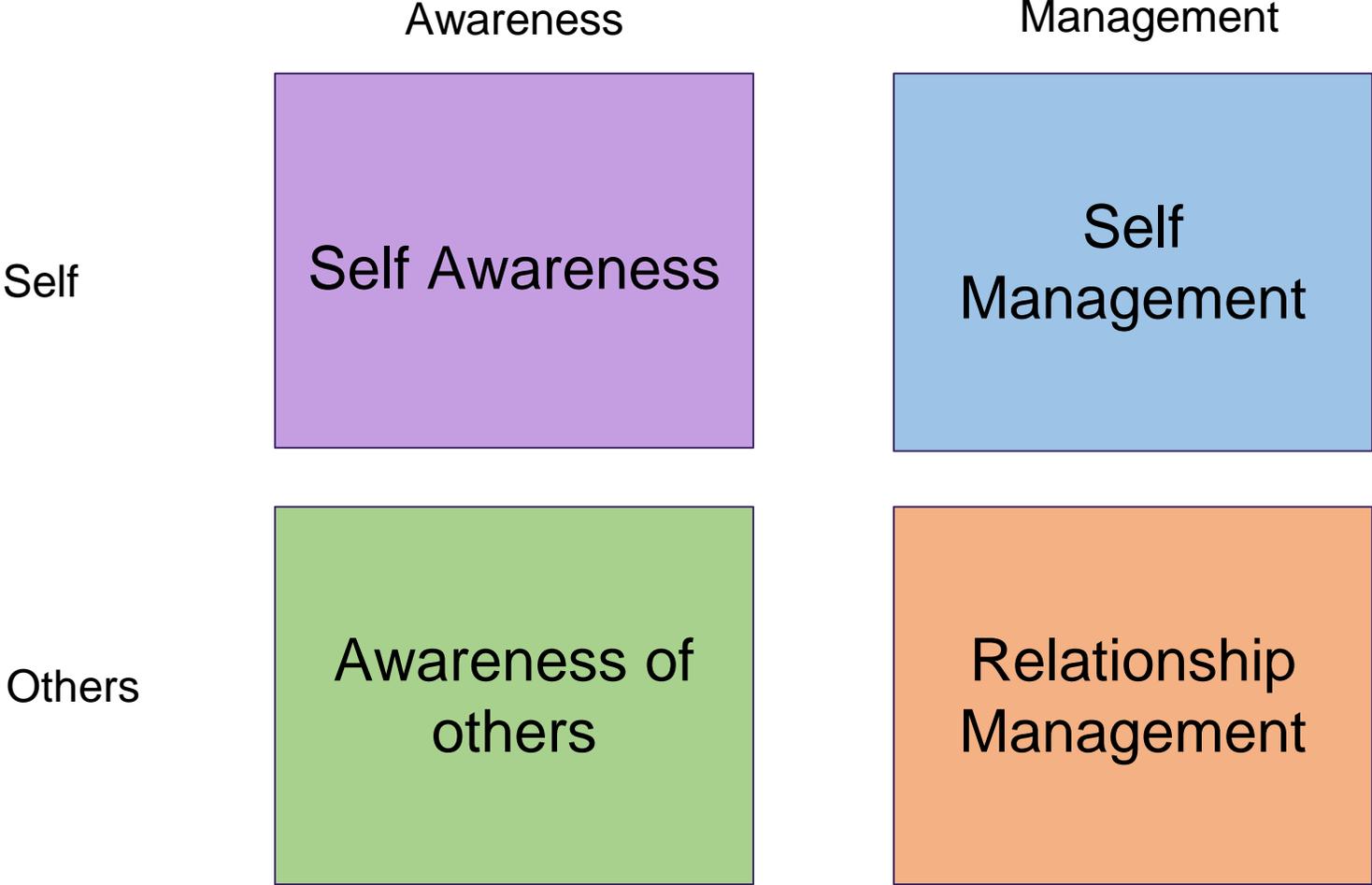
“many people with IQs of 160 work for people with IQs of 100, if the former have poor intrapersonal intelligence and the latter have a high one.”

— Daniel Goleman, *Emotional Intelligence*





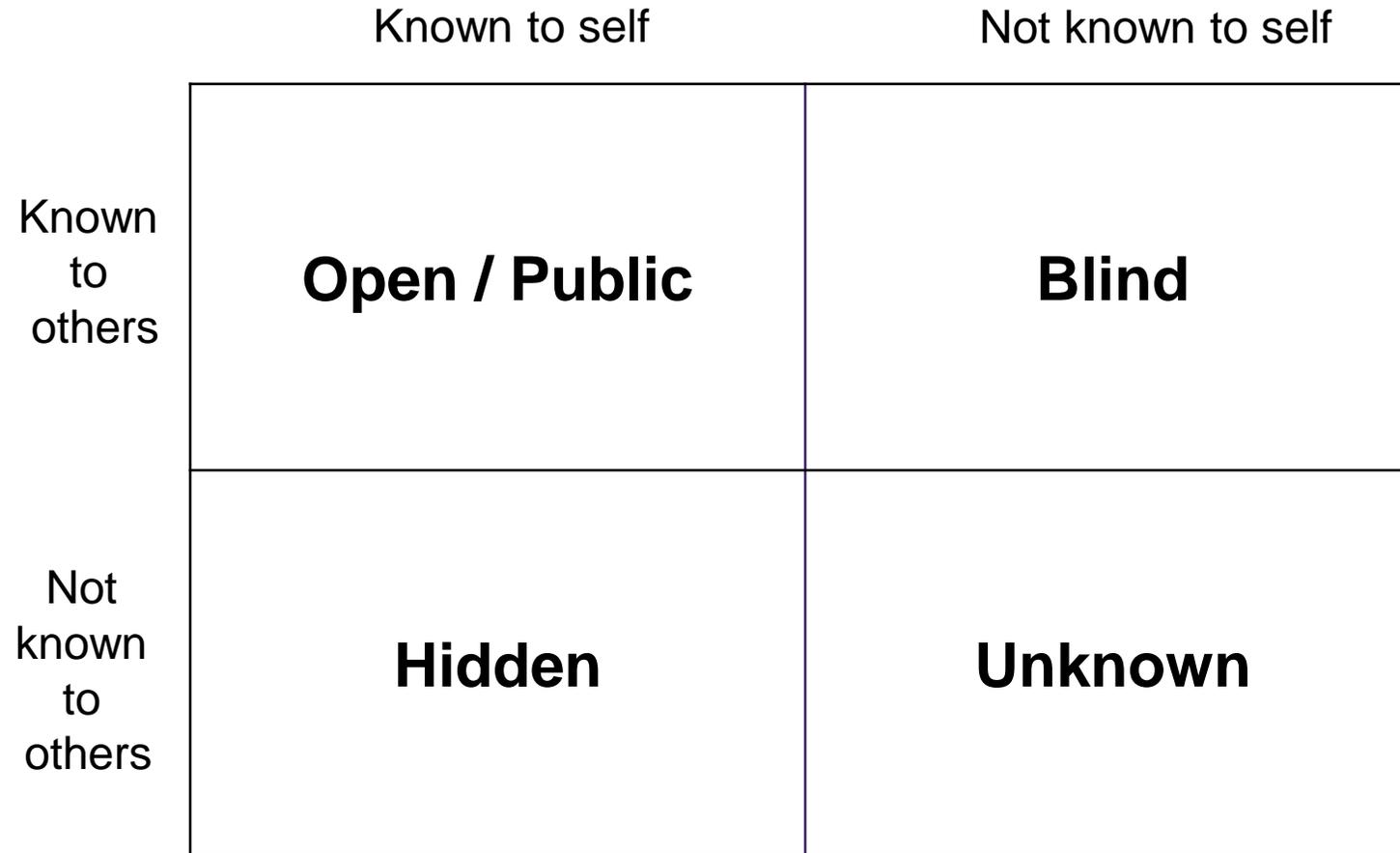
The EQ Model





Self Awareness

Johari Window



A person is standing on a rock in a vast, grassy mountain valley at sunset. The sun is low on the horizon, casting a warm, golden glow over the landscape. The person is silhouetted against the bright light of the sun. The sky is a clear, pale blue. The mountains in the background are layered, creating a sense of depth. The foreground is a field of tall, golden grass. The overall mood is peaceful and contemplative.

Self Management



Awareness of
others



Relationship
Management

A close-up photograph of a person's hand holding a silver pen and writing in a blue notebook. The background is softly blurred, showing a yellow curtain and a window with light streaming in. The text "In-between activities" is overlaid in white on the right side of the image.

**In-between
activities**