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Personal effectiveness part 3

Core development programme
Add-on module

go beyond

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Agenda

1. Developing self awareness
2. Building your profile within the business
3. Gravitas and personal power
4. Influencing and engaging others
5. Managing difficult conversations
6. Decision making
7. Personal development & self-reflection

Tasha Eurick – TED talk

https://www.ted.com/talks/tasha_eurich_increase_your_self_awareness_with_one_simple_fix?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare

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Are you a self-awareness unicorn?

2 Types of people

Those who think they're self-aware
And
Those who actually are!

95% think they are!
ONLY 10-15% actually are!

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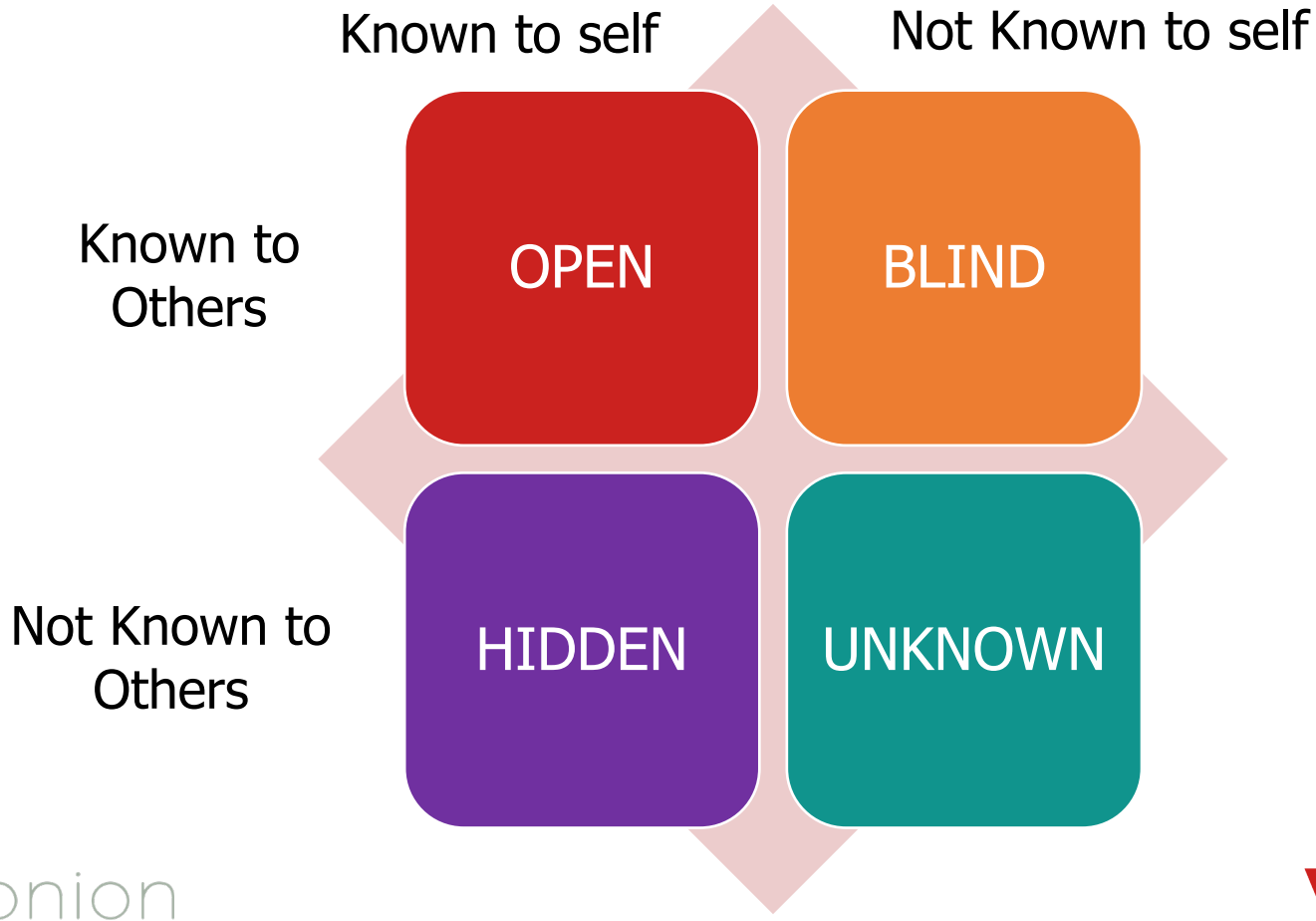
Johari's window



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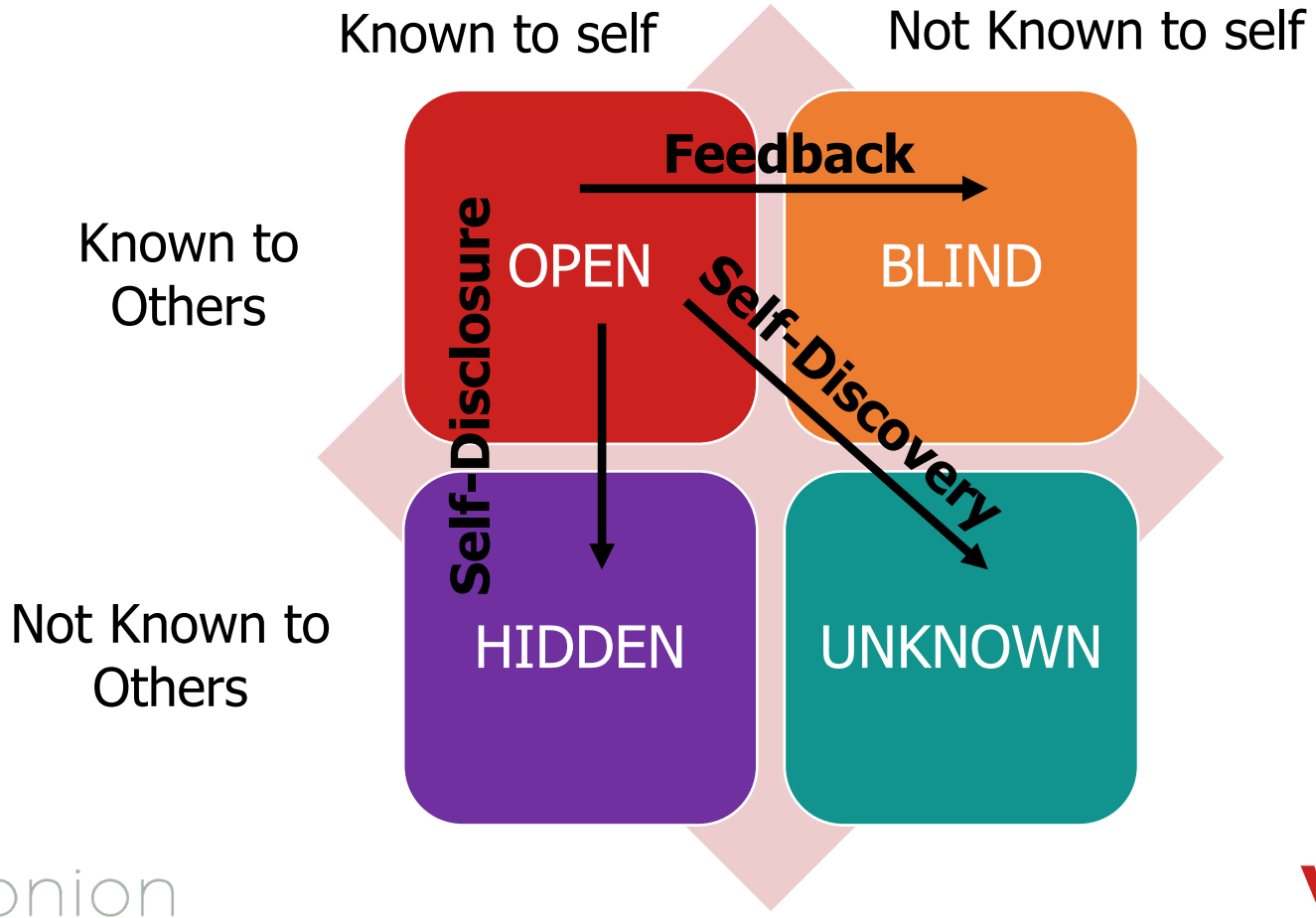
Johari's window



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Johari's window

Breakout Room activity

	Known to self	Not Known to self
Known to Others	How OPEN is my window?	Where do I need more feedback? How do I respond to feedback?
Not Known to Others	Could I disclose More? Share my Vulnerabilities, Thoughts, feelings and opinions	Where are my opportunities to break out of my comfort zone?

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mbti

WHO ARE WE?

ISTJ — RESPONSIBLE REALIST
Thorough Conscientious Realistic
Systematic Organized Reserved
Detached Analytical Observant
Practical Logical Factual Efficient

ISFJ — PRACTICAL HELPER
Dependable Responsible Loyal
Patient Realistic Understanding
Considerate Sensitive Thorough
Organized Practical Detailed Kind

INFJ — INSIGHTFUL VISIONARY
Visionary Imaginative Reflective
Reserved Empathetic Sensitive
Compassionate Idealistic Intense
Insightful Caring Contemplative

INTJ — CONCEPTUAL PLANNER
Innovative Independent Logical
Objective Insightful Demanding
Competent Productive Theoretical
Strategic Reflective Conceptual

ISTP — LOGICAL PRAGMATIST
Realistic Troubleshooter Factual
Expedient Detached Objective
Adaptable Logical Independent
Analytical Emergent Practical

ISFP — VERSATILE SUPPORTER
Practical Caring Accommodating
Kind Considerate Spontaneous
Modest Adaptable Gentle Loyal
Cooperative Observant Tolerant

INFP — THOUGHTFUL IDEALIST
Flexible Insightful Developmental
Complex Empathetic Contained
Reflective Idealistic Spontaneous
Compassionate Caring Imaginative

INTP — OBJECTIVE ANALYST
Theoretical Detached Sceptical
Strategic Insightful Contained
Conceptual Analytical Innovative
Independent Challenging Logical

ESTP — ENERGETIC PROBLEM-SOLVER
Active Logical Troubleshooter
Analytical Outgoing Enthusiastic
Observant Resourceful Practical
Adaptable Spontaneous Realistic

ESFP — ENTHUSIASTIC IMPROVISER
Adaptable Energetic Cooperative
Realistic Spontaneous Tolerant
Playful Gregarious Resourceful
Enthusiastic Observant Friendly

ENFP — IMAGINATIVE MOTIVATOR
Imaginative Energetic Innovative
Supportive Flexible Enthusiastic
Expressive Cooperative Friendly
Persuasive Emergent Spontaneous

ENTP — ENTERPRISING EXPLORER
Enthusiastic Imaginative Flexible
Outspoken Emergent Theoretical
Analytical Challenging Conceptual
Enterprising Resourceful Logical

ESTJ — EFFICIENT ORGANIZER
Assertive Decisive Realistic Logical
Objective Practical Structured
Organized Responsible Efficient
Pragmatic Straightforward Direct

ESFJ — SUPPORTIVE CONTRIBUTOR
Organized Supportive Outgoing
Friendly Accepting Decisive Loyal
Practical Cooperative Realistic
Sympathetic Appreciative Warm

ENFJ — COMPASSIONATE FACILITATOR
Empathetic Diplomatic Imaginative
Friendly Expressive Supportive
Persuasive Organized Responsible
Collaborative Enthusiastic Warm

ENTJ — DECISIVE STRATEGIST
Strategic Questioning Theoretical
Direct Logical Objective Decisive
Confident Assertive Competent
Innovative Structured Challenging

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Building your profile

Breakout Room activity

How do you improve your visibility and profile at work?

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What can you do?

1. Talk to people – face to face if possible
2. Get to understand more about other parts of the business
3. Speak up in meetings – have a voice, share your thoughts and opinions
4. Network inside and outside the organisation
5. Volunteer for a project working with a mix of people from across the business
6. Find a mentor, coach or supporter in the business

Gravitas and Personal Power

Breakout Room activity

What is it?

How do I get more of it?

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Having Gravitas means….

- ✓ You are taken seriously
- ✓ Your contributions are considered important
- ✓ You are trusted and respected

Gravitas increases your ability to influence and persuade

How do you develop it authentically!

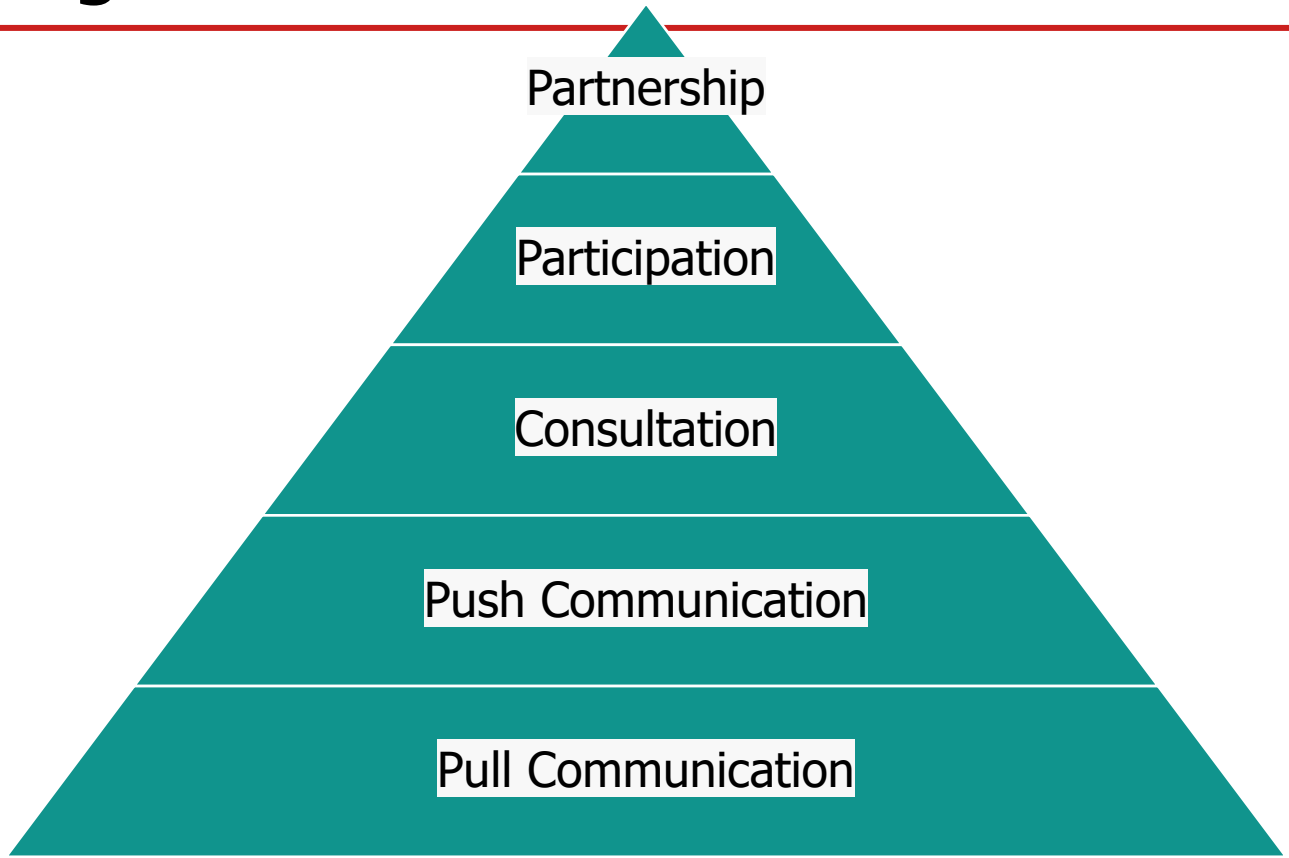
- Be clear with yourself about what you want
- Be explicit about your values and goals then you are more likely to support them
- Be open to feedback
- Create time for broader conversations with people
- Beware of the self-fulfilling prophecy " I need more confidence "
- You need COURAGE not confidence.
- Have the courage to act in pursuit of your values and goals
- Confidence will often grow from your acts of courage
- Be clear about the impact you want to have!

Your sources of power

Breakout Room activity

Positional Power	**Legitimate** – I have authority the job title !	
	Reward – e.g " I can give you access to the CEO"	
	Coercive – e.g. " I can withhold a parking space"	
Personal Power	**Charisma** - your charm	
	Expert – your knowledge and experience	

Engaging with others



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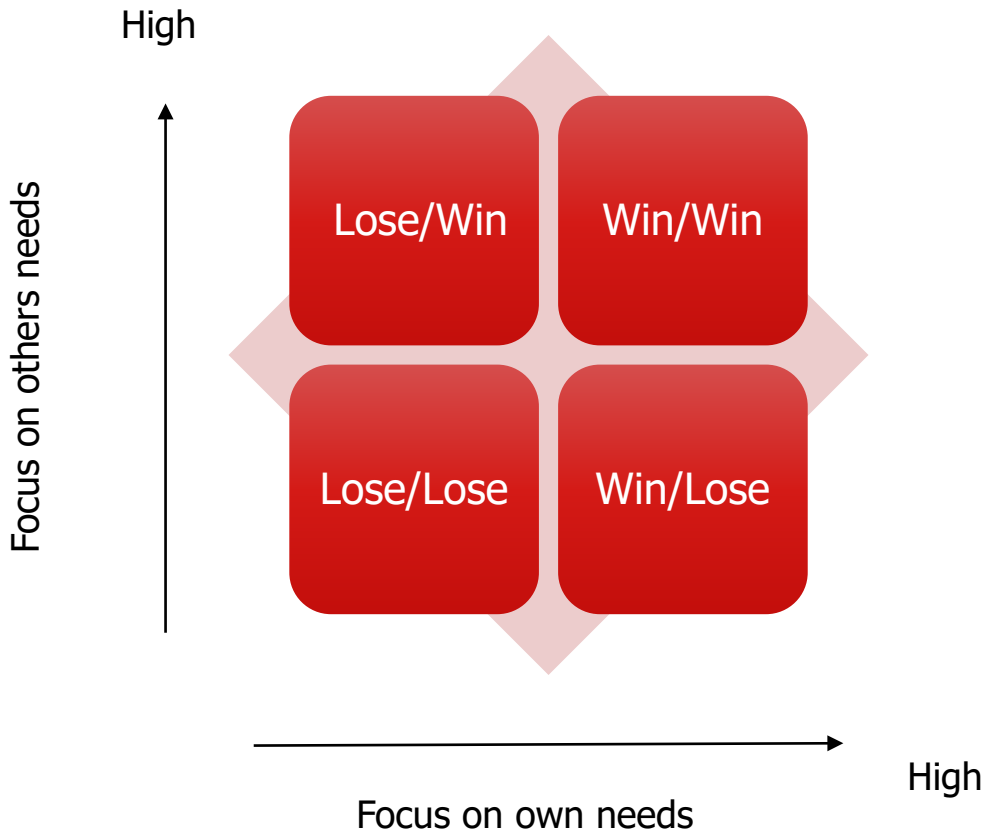
Influencing and engaging others



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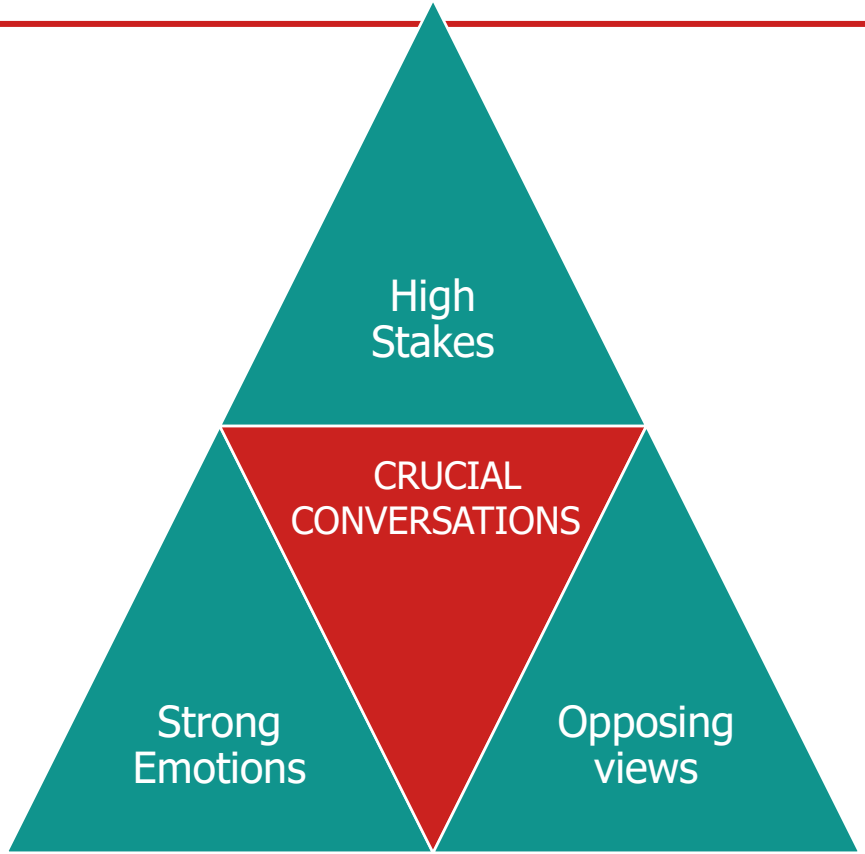
Managing “difficult” conversations



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Reflections on your conversations …

- When do conversations turn from routine to crucial?
- How do you currently hold these conversations?
- What do you do well?
- When is it difficult and why?

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Avoiding Silence to Violence

Silence	Violence
Masking	Controlling
Avoiding	Labelling
Withdrawing	Attacking

1. Start with the heart

What do I really want:

For me? / For others? / For the relationship?

Don't make the fools choice –
its not an alternative between pushing to win
and staying safe by being silent .
Its about asking more questions…..and what else could I do?

2.Learn to look

Keep things on your radar!

- Notice when a conversation is turning difficult
- Look for signs in others and consider are you becoming stressed?
- Am I going for silence or violence ?
- Know when to take a break and reflect

3. Make it safe

- **Apologise** when appropriate

- **Contrast** to avoid any misunderstanding – a don't / do statement. E.g (the don't part) the last thing I want to do is you to think I don't value your work.
  (the do bit) I think your work is brilliant and we need to talk about your punctuality

- Create a **mutual purpose – something that satisfies everyone.**
- Find what needs lie beneath the other person's wants,
  - do other's believe you care about their goals in this conversation.
- Try to find your common ground and if not find a way to a solution where both parties feel considered.
- Find a position which shows mutual respect.

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4. Master my stories

- Retrace my path to action. Feelings drive actions

He made me mad!!

FEEL
Hurt, worried

ACT
Silence
Sarcasm

4. Master my stories

- Retrace my path to action. Feelings drive actions

- What is the REAL story?

4. Master my stories – tell the full story

Separate fact from story, what evidence do I have to support my story?

Watch for the 3 “clever “ stories

- **Victim stories** – “It’s not my fault”
- **Villain stories** – “Its all your fault”
- **Helpless stories** – there’s nothing else I can do

Clever stories get us off the hook - now tell a useful one.

4. Master my stories – tell a useful one!

Clever stories get us off the hook - now tell a useful one.

- **Victim stories** – ***"It's not my fault"*** – Turn into actors
  Am I pretending not to notice my role on this.
  Recognise the role you have played too

- **Villain stories** – ***"Its all your fault"*** – Turn into humans.
  Ask why would a reasonable, rational and decent person do what this person is doing?
  Let empathy replace judgement.

- **Helpless stories** – ***"there's nothing else I can do"*** – Turn into the able.
  Ask what do I really want? For me, for others and the relationship?
  Then kill the *fools choice* that makes you feel helpless and ask
  "What would I do right now if I really wanted these results"

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5. State my path

What

How

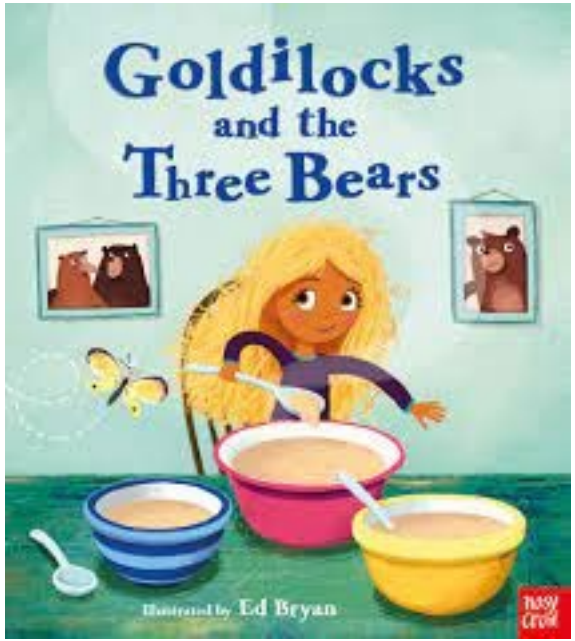
Share your facts – facts are least controversial
Tell your story – the conclusions you've drawn from the facts
Ask for others' paths – listen and be prepared to reshape your story
Talk tentatively – the more forceful you act the more resistant people will be
Encourage testing – make it safe for others to express a different view

The goldilocks test

Too Soft "It's probably my fault …"

Too hard " You wouldn't trust your own mother
to make you a cup of tea!!"

Just right " I'm starting to feel like you don't trust me.
Is that what's going on here?
If so, I'd like to know what I did to lose your trust."



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Explore others' Paths

- Start with heart again and get ready to listen and remain curious
- Ask, mirror, paraphrase, agree, build, & compare
- Consider: am I actively exploring other's views or avoiding disagreement?
- Prime if the other person clams up then take your best guess at what they might be thinking or feeling.
- Your ABCs
  - Agree when you share views
  - Build when others leave something out, share views, then build
  - Compare two views when you differ significantly

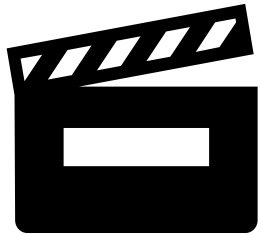
Move to Action

Dialogue is not decision making
Before making a decision the people involved need to decide how to decide

Four methods of decision making

1. **Command** – turn decision over to the most senior or expert
2. **Consult** – gather ideas, evaluate options, make a choice and then inform others
3. **Vote** – fast, however are people then committed?
4. **Consensus** – takes time to all agree!

The two riskiest times are at the beginning and the end of the conversation.



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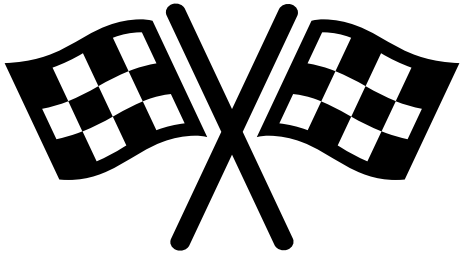
Finish Clearly

- Vocalise what you've agreed
- Determine who will do what by when
- Identify any other support or resources needed
- Make deliverables crystal clear with agreed timelines
- Set a follow up time to review and discuss further



Resilient

Adjective

1. (of a person or animal) able to withstand or recover quickly from difficult conditions.
'babies are generally far more resilient than new parents realize'

2. (of a substance or object) able to recoil or spring back into shape after bending, stretching, or being compressed.
'a shoe with resilient cushioning'

Diplomatic sensitivity

Do you?

- Know when to stand firm and when to accommodate
- Identify and respond appropriately to underlying attitudes or behaviour patterns such as cultural norms and personality differences
- Maintain objectivity when your position or opinion is challenged

Work through the following scenarios in pairs and consider how you would maintain Diplomatic Sensitivity with each situation

Advocacy

What is meant by advocacy?

"Explains and demonstrates the practical benefits and impact of the organisation's work"

"Answers any criticisms of the organisation's work honestly, courageously and with integrity"

Work through the following scenarios in pairs and consider how you would demonstrate advocacy with each situation

Acknowledgements

Designed and delivered by Onion People Development
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Supported by funding from the Construction Industry Training Board
citb.co.uk

VGC behavioural competencies

VGC values	Competency cluster	Behaviours
We achieve potential	Delivering results	Achieving through commitment Problem solving Innovation and adaptability Tenacity and resilience
We deliver on our promises	Strategy and planning	Advocacy Development focus Knowledge focus Networking
We look after each other	Collaborative relationships	Client focus Teamwork and team leadership Influencing Diplomatic sensitivity

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VGC behavioural competencies

Delivering results

Achieving through commitment: generating results by taking responsibility for personal performance and activities, recognising opportunities and acting efficiently, at the right moment and within established parameters; delivering on promises and striving to 'go beyond'

Problem solving: analysing problematic situations from a variety of viewpoints and finding workable solutions

Innovation and adaptability: generating fresh thinking and contributing to (or leading) activities that have not been tried before; being able to flex an approach as the requirements of a situation change

Tenacity and resilience: being determined to achieve a desired outcome in the face of setbacks or obstacles; maintaining effective performance under pressure

Strategy and planning

Advocacy: being able to articulate or express the value of the organisation and the work it delivers

Development focus: demonstrating trust and confidence in the ability of others; fostering an environment that will encourage professional and personal growth (in self and colleagues)

Knowledge focus: understanding where knowledge gaps exist and actively keeping up to date with developments in the relevant field

Networking: working to build and maintain friendly, trustworthy and open internal and external relationships and networks

Collaborative relationships

Client focus: using an understanding of the needs of internal and/or external clients and customers to identify solutions and drive action

Teamwork and team leadership: Working co-operatively and collaboratively with others and participating as an active, inclusive and contributing member of a team (or leading it, if applicable)

Influencing: acting to have a specific impact or effect on others, or to convince others in an honest, respectful and sensitive manner

Diplomatic sensitivity: possessing the ability to hear accurately and appreciate the thoughts, feelings and concerns of others; being able to keep emotions under control and restrain negative actions when faced with opposition

VGC behavioural competencies

Behavioural indicators detail – Personal effectiveness part 3 content (n.b. some indicators listed may not be suited to classroom learning). For more information please refer to the VGC Academy guide.

Cluster	Competency	Level	Indicator
Delivering Results	Tenacity & Resilience	3	Finds ways to remove barriers that are hindering progress
Delivering Results	Tenacity & Resilience	3	Maintains an enthusiastic and focused approach to new or repeated challenges
Delivering Results	Tenacity & Resilience	3	Regards setbacks as an opportunity to learn
Delivering Results	Tenacity & Resilience	3	Uses appropriate coping techniques when dealing with pressure
Strategy & Planning	Advocacy	3	Explains and demonstrates the practical benefits and impact of the organisation's work
Strategy & Planning	Advocacy	3	Answers any criticisms of the organisation's work honestly, courageously and with integrity
Strategy & Planning	Development Focus	3	Is open to and encourages feedback
Strategy & Planning	Development Focus	3	Demonstrates initiative in professional self-development, identifying requirements through effective self-reflection
Strategy & Planning	Development Focus	3	Continually acquires and applies new learning to improve own performance
Strategy & Planning	Development Focus	3	Provides support and well thought-out feedback to colleagues when needed
Strategy & Planning	Networking	3	Evaluates current network for effectiveness and relevance to achieving objectives
Strategy & Planning	Networking	3	Identifies and creates opportunities to initiate new connections that will assist in achieving objectives
Strategy & Planning	Networking	3	Invests time to get to know internal and external contacts beyond the transactional nature of daily work
Collaborative Relationships	Influencing	3	Conveys an impression of authority, approachability and confidence through solid written, oral and listening skills
Collaborative Relationships	Influencing	3	Persuades by using concrete examples to make a point
Collaborative Relationships	Influencing	3	Reads cues from other people to assess if communication approach should change to effectively deliver messages
Collaborative Relationships	Influencing	3	Adapts communication to others' needs and interests
Collaborative Relationships	Influencing	3	Able to confidently challenge other viewpoints while remaining courteous
Collaborative Relationships	Diplomatic Sensitivity	3	Knows when to stand firm and when to accommodate
Collaborative Relationships	Diplomatic Sensitivity	3	Identifies and responds appropriately to underlying attitudes or behaviour patterns such as cultural norms and personality differences
Collaborative Relationships	Diplomatic Sensitivity	3	Maintains objectivity when their position or opinion is challenged

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