Emerging Leaders Programme

Welcome

Covid Guidelines:

- Respect 2 metre social distance at all times (tables, flipcharts, breaks)
- Protect your workspace and your folder items
- Only use pens, pencils, markers and blutac from your folder
- No sharing of materials
- Follow all hotel guidelines
- Stay safe and respect others

Programme Aim

- Enable you to become an agile leader in our business who can demonstrate the ability to lead in a challenging industry

How?

1. **Embark** on an understanding of self awareness which is aligned to our behavioural competencies
2. **Introduce** you to the skills, processes and tools which will support our CRH objectives and make you an effective leader
3. **Enable** you to grow into a Coach and Mentor in our business
4. **Teach** you the supporting skills required to deliver our Empowering People initiatives
5. **Challenge** your understanding of diversity – everyone is not like me
6. **Support** you in understanding mental health and its impact in our industry
7. **Challenge** you to think about your impact in every conversation you have

Programme Content

Quarter 1 –

Module 1
360 feedback

How others see me?

Benchmark self against seven leadership competencies

Module 2
Introduction to self awareness

Understand my behavior preference

Understand the preferences of others

Adapt to connect

Module 3
Unconscious Bias

How unconscious bias works

Recognising hidden bias and preferences

Learning strategies to deal with unconscious bias

Programme Content

Quarter 2 –

Module 4
People Management Skills

- Situational Leadership
- Understand core communication skills
- Coaching and feedback

Module 5
Managing Underperformance

- Conflict Management
- Introduction to Transactional Analysis
- Actor Clinic

Module 6
Negotiating for Success

- The process of negotiation
- Understanding the BATNA
- Understanding the bottom line
- Skills required to negotiate effectively

Programme Content

Quarter 3 –

Module 7
Presentation Skills

- Mindmapping and structure
- The importance of body language
- Practice and delivery

Module 8
Personal Effectiveness

- How to prioritise using Covey Matrix
- Setting goals, objectives and competencies for me and my team
- Eliminating time stealers

Module 9
Leading a High Performing Team

- Understanding team dynamics
- Effective Team Meetings
- Delegation as a management tool

Programme Content

Quarter 4 –

Module 10
Have the Conversation

- Build the confidence to have a mental health conversation
- Engage in actor led case studies to enhance learning

Module 11
Director Presentation

- Your learning outputs from ELP
- How will this support your role?
- How will this support the business?

Group 1

Ground Rules

- Don’t hold back
- Open & Honest
- Embrace
- Preparation
- Homework
- Respect for others
- Be present
- Dedication

Objectives

- Manage Relations
- Improve Self & Others/Accept 360 feedback & act on it
- Time management
- Presentation Skills
- Conflict/Negotiation/Difficult Situations
- Developing others
- Effective team work
- Trust
- Self reflect
- Delegation
- Mental Health
- Effective Leader

Group 2

FARRANS
A CRH COMPANY

Ground Rules

- Open minded
- Honest
- Take onboard 360 feedback
- Plan ahead & be prepared
- Sleep
- Participate
- Discretion for all
- Confidential
- Respect
- Open to others views
- Contribute
- Jump in two feet
- Balance of conversation (no 1 person voice)

Objectives

- Know what others think of me
- Leadership style
- Spotlight S&W – How to improve
- Delegation
- Better line manager
- Better time management
- Conflict/Difficult conversations
- Identify blind spots
- Work smarter
- Implement People Management Skills
- Presentation Skills

Group 3

FARRANS
A CRH COMPANY

Ground Rules

- There are No silly questions
- Support & Encourage
- Respect opinions & viewpoints
- Treat all as equals
- People have been chosen for a reason, don't ask why
- Give it the time it needs
- Commit & embrace
- Openminded
- Mutual trust and respect
- Open & Honest
- Confidentially
- Learn from mistakes

Objectives

- Time management
- Encourage & help others
- Delegation
- Learn from each other
- Difficult conversation
- Learn from feedback
- Presentation skills
- Negotiation skills
- Learn management processes
- Right decisions
- Improving delivery

Introduction to Insights Discovery

Insights Discovery

A Profile and a Tool to ….

Understand Yourself

Understand Others

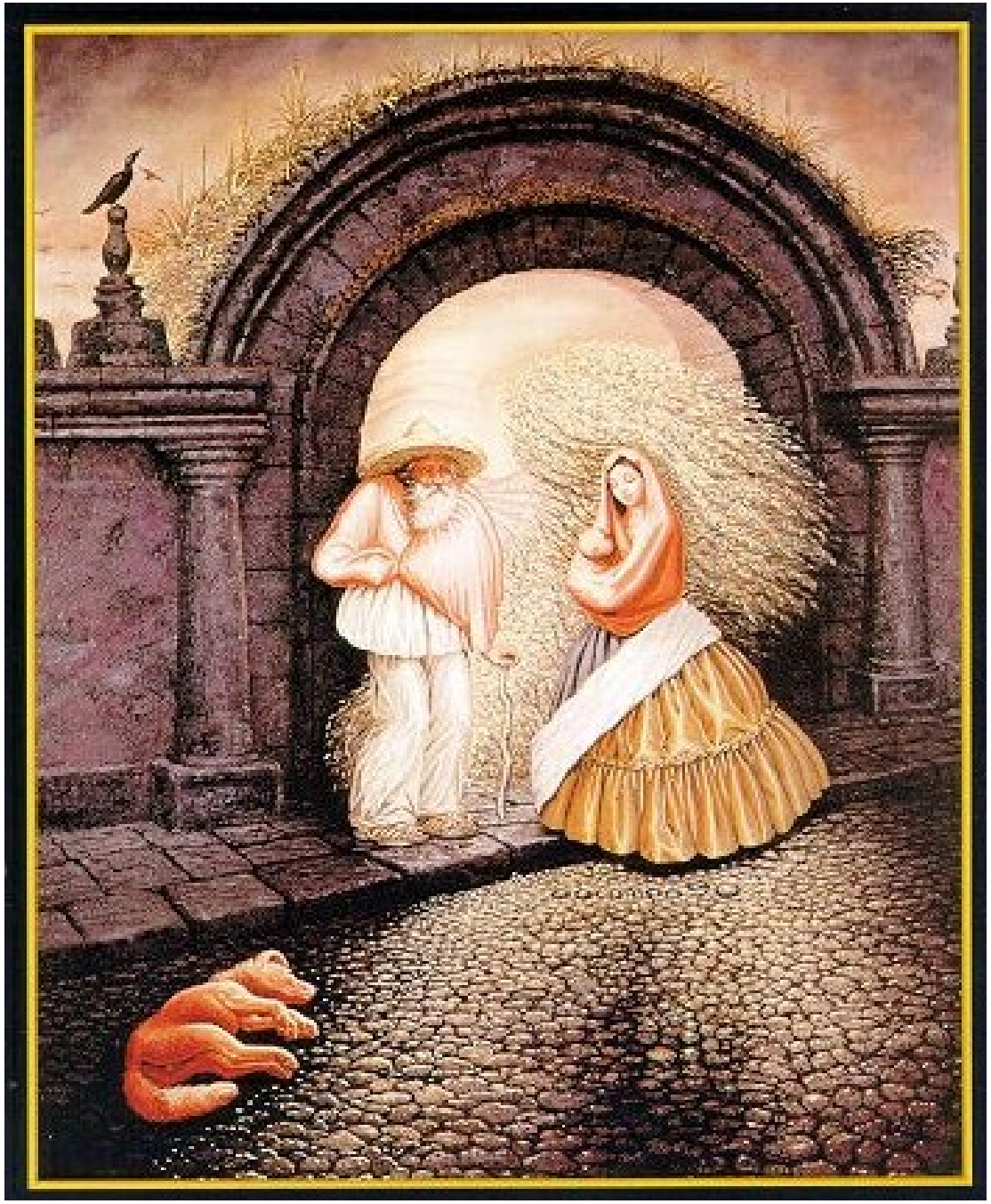
Adapt to Others

Develop interpersonal strategies

Who am I?

The Jungian Preferences

"Every advance, every conceptual achievement of mankind has been connected with an advance in self awareness."
– Dr Carl G Jung



FARRANS
A CRH COMPANY

FARRANS
A CRH COMPANY

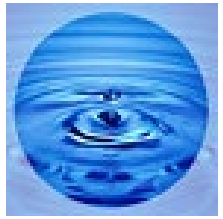
Perception

The mind interprets patterns based on past experience – or on patterns it already knows

News Flash: Cmabrigde Uinervtisy Rscheearch

Aoccdrnig to a rscheearch at Cmabrigde Uinervtisy, it deosn't mttaer in waht oredr the ltteers in a wrod are, the olny iprmoetnt tihng is taht the frist and lsat ltteer be at the rghit pclae. The rset can be a taotl mses and you can sitll raed it wouthit porbelm. Tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef but the wrod as a wlohe.

The Four Insights Colour Energies



Cool Blue

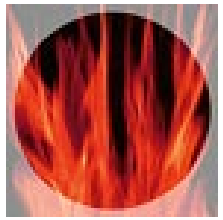
Showing no bias, Objective, Detached

Earth Green

Still, Tranquil, Calming, Soothing

Sunshine Yellow

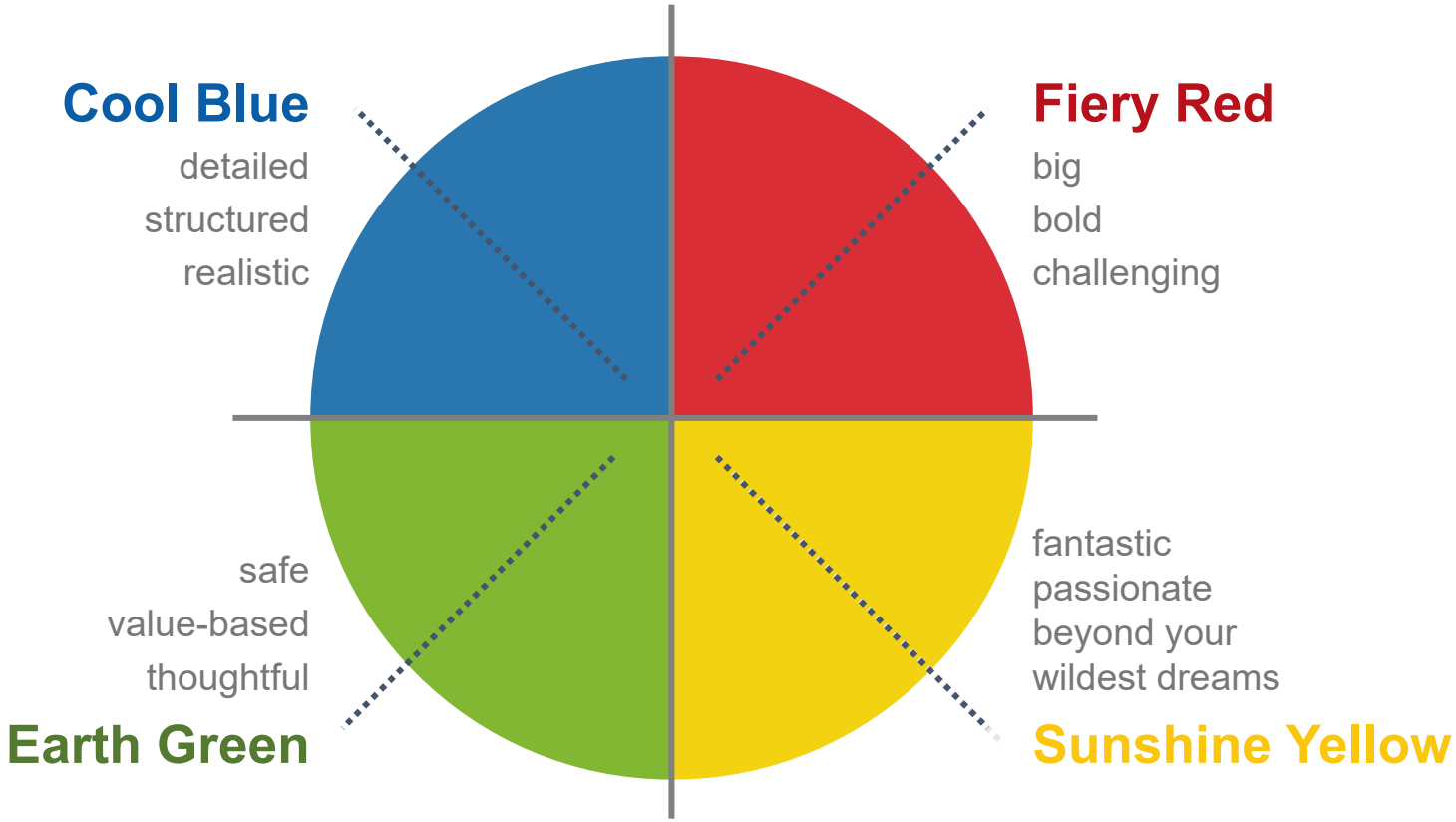
Cheerful, Uplifting, Spirited, Buoyant



Fiery Red

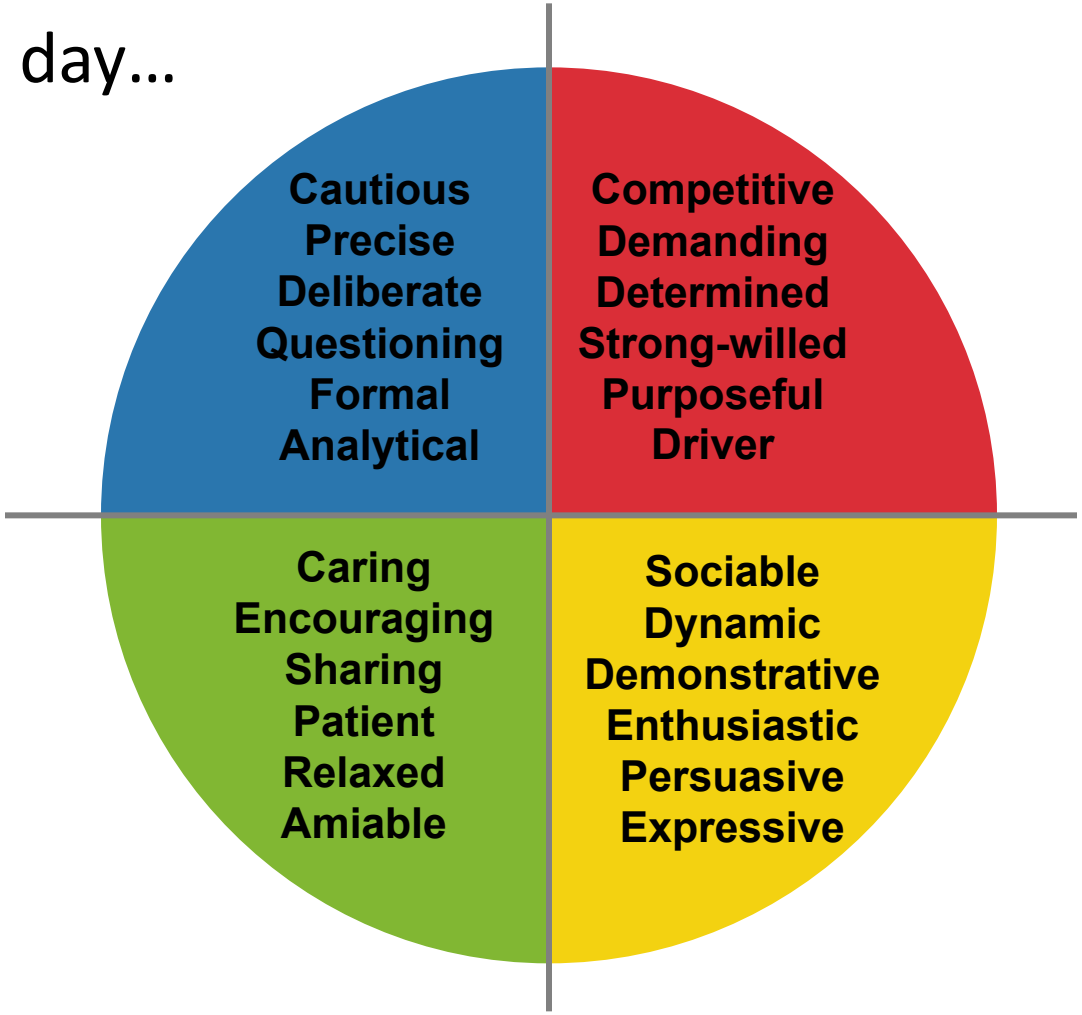
Positive, Affirmative, Bold, Assertive

The Insights Colour Quadrants



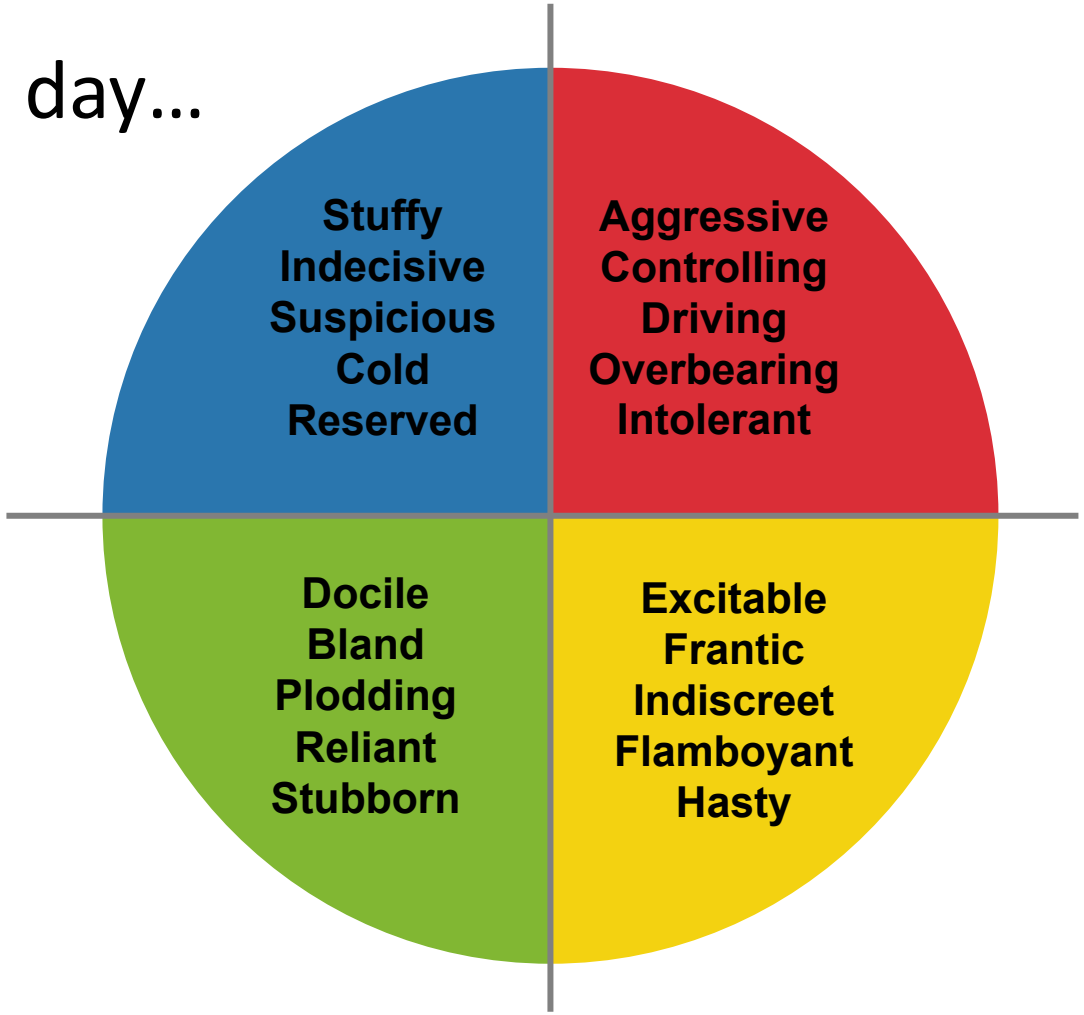
The Insights 4 Colour Energies

On a good day…



The Insights 4 Colour Energies

On a bad day…



Psychological Preferences – An Introduction

Jung talked about three pairs of preferences:

- Introversion and Extraversion
  - the way we react to outer and inner experiences

- Thinking and Feeling
  - how we make decisions

"The predominance of one or other points of view depends less upon the objective behaviour of things than upon the psychological attitude of the investigator and thinker."
C. G. Jung 'Nature of the Psyche'

Your ‘Attitude’

Introversion		Extraversion
Quiet	← | →	Talkative
Observant	← | →	Involved
Inwardly focused	← | →	Outwardly focused
Depth focused	← | →	Breadth focused
Intimate	← | →	Gregarious
Reserved	← | →	Flamboyant
Reflective	← | →	Action oriented
Thoughtful	← | →	Outspoken
Cautious	← | →	Bold

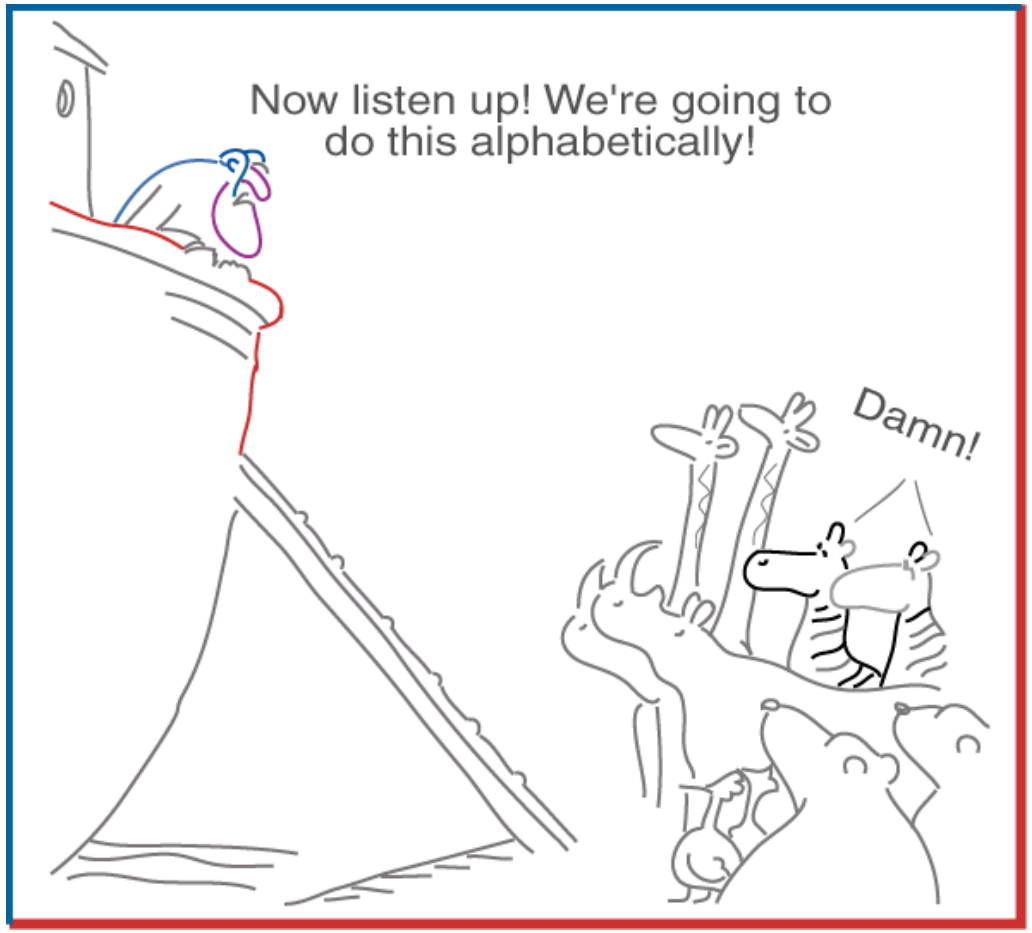
Preferences – Introversion and Extraversion

Preferences – Introversion and Extraversion

Your Decision Making ‘Functions’

Thinking		Feeling
Formal	↔	Informal
Impersonal	↔	Personal
Analytical	↔	Illogical
Detached	↔	Involved
Objective	↔	Subjective
Strong-minded	↔	Flexible
Competitive	↔	Accommodating
Particular	↔	Ambivalent
Task focused	↔	Relationship focused

Thinking and Feeling: Jung's Rational Functions



Thinking and Feeling: Jung's Rational Functions

Individuals with a preference for Fiery Red energy …

Are active - move in a positive and firm direction

Have a strong determination that influences those they interact with

Are single-minded and determined in their focus on results

Approach others in a direct and straightforward manner

Seek an outcome that is specific and tangible

Individuals with a preference for Sunshine Yellow energy …

Radiate enthusiasm and encourage participation

Enjoy and seek the company of others

Approach others in a persuasive, engaging and inviting manner

Have a desire to be involved

Like to be noticed and appreciated for their contributions

Individuals with a preference for Earth Green energy …

View world through what they value and what is important to them

Seek harmony and depth in relationships

Defend what they value with quiet determination and persistence

Prefer democratic approaches that respect the individual

Ensure all perspectives are heard & considered in choices or decisions

Individuals with a preference for Cool Blue energy …

Desire to know and understand the world around them

Maintain a detached and objective standpoint

Value independence and intellect

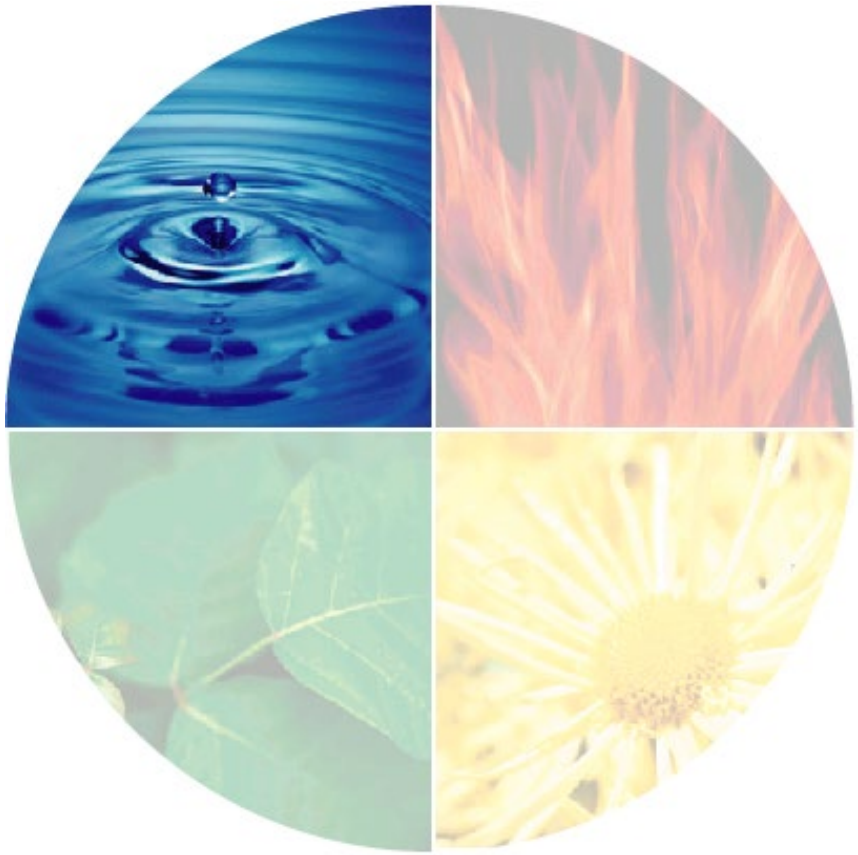
Think things through before committing to action

Like information to be accurate and complete before proceeding

Your Colour and Your Preferences

Cool Blue (IT)

- Preference for being structured, organised, functional and formal
- Good at ignoring distractions and maintaining focus



The Cool Blue - Overview

GOALS

Understanding

APPROACH TO LIFE

High standards & correct

SEEN BY OTHERS AS

Analytical & distant

Cool Blue: Gifts and Liabilities

Gifts

knowledgeable and detailed

air of competence

asks probing questions

thorough follow-up

Liabilities

initial interaction may be difficult or stuffy

questions may be seen as critical and insensitive

overlooks others' feelings

focus on inconsequential details

Your Colour and Your Preferences

Earth Green (IF)

- Preference for being personal, apparently relaxed, friendly and informal
- Good at concentrating on one thing for long periods of time

The Earth Green - Overview

GOALS

Harmony

APPROACH TO LIFE

Focus on stability, values & supporting others

SEEN BY OTHERS AS

Mild & docile

Your Colour and Your Preferences

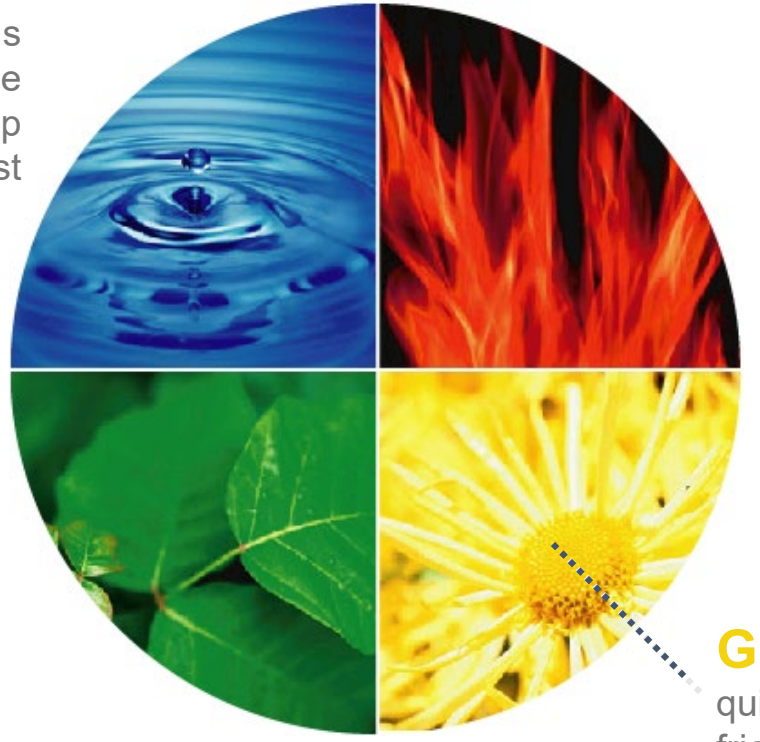
Sunshine Yellow (EF)

- Preference for being stimulating, personal, innovative and friendly
- Good at developing a broad sphere of interest

Sunshine Yellow: Gifts and Liabilities

Liabilities

May lack focus
Too casual for some
Poor planning and follow-up
Can lose interest



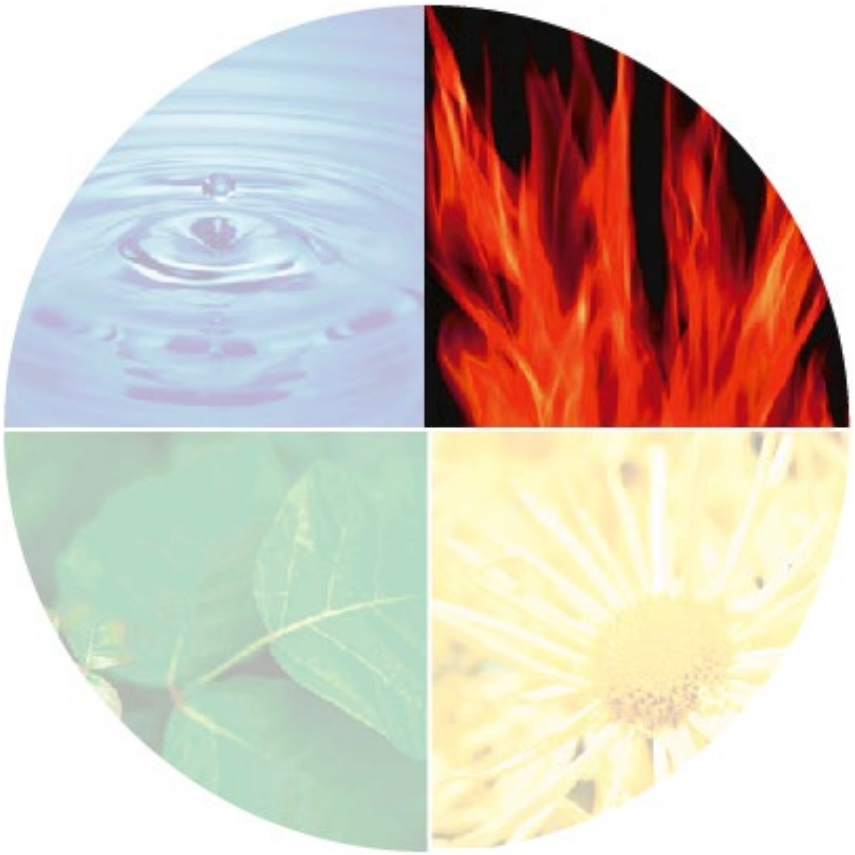
Gifts

quick to build relationships
friendly and sociable
adaptable, imaginative
skilful presenter

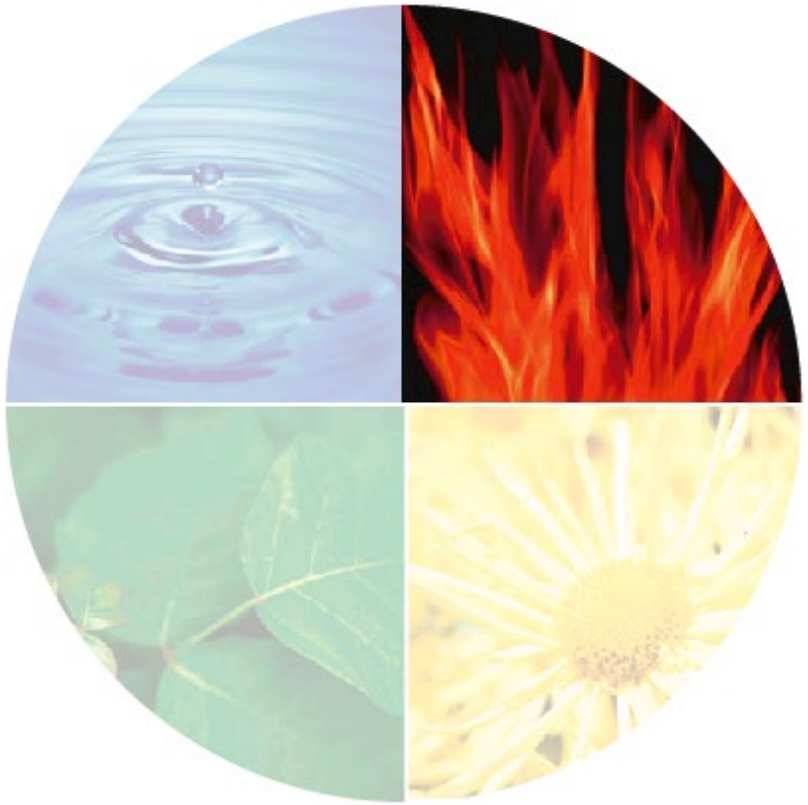
Your Colour and Your Preferences

Fiery Red (ET)

- Preference for being busy, formal, efficient and structured
- Good at starting a task by looking at the outer situation



The Fiery Red - Overview



GOALS

Personal achievement and meeting challenges

APPROACH TO LIFE

Inner certainty

Focus on action

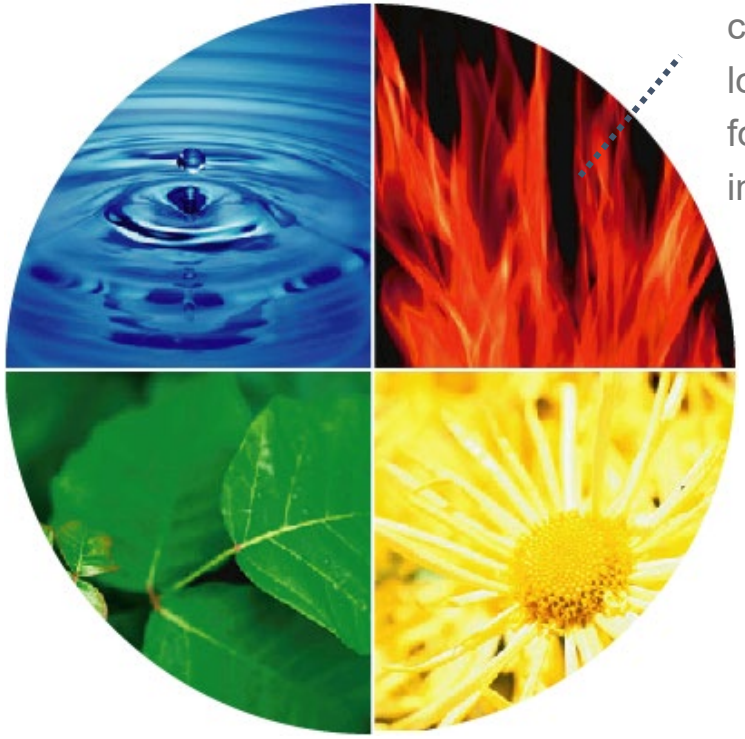
SEEN BY OTHERS AS

Impatient

Fiery Red: Gifts and Liabilities

Gifts

confident, determined
loves challenges
focused
influencing others



Liabilities

poor listener
can be seen as arrogant
may push too hard
doesn’t wait for feedback

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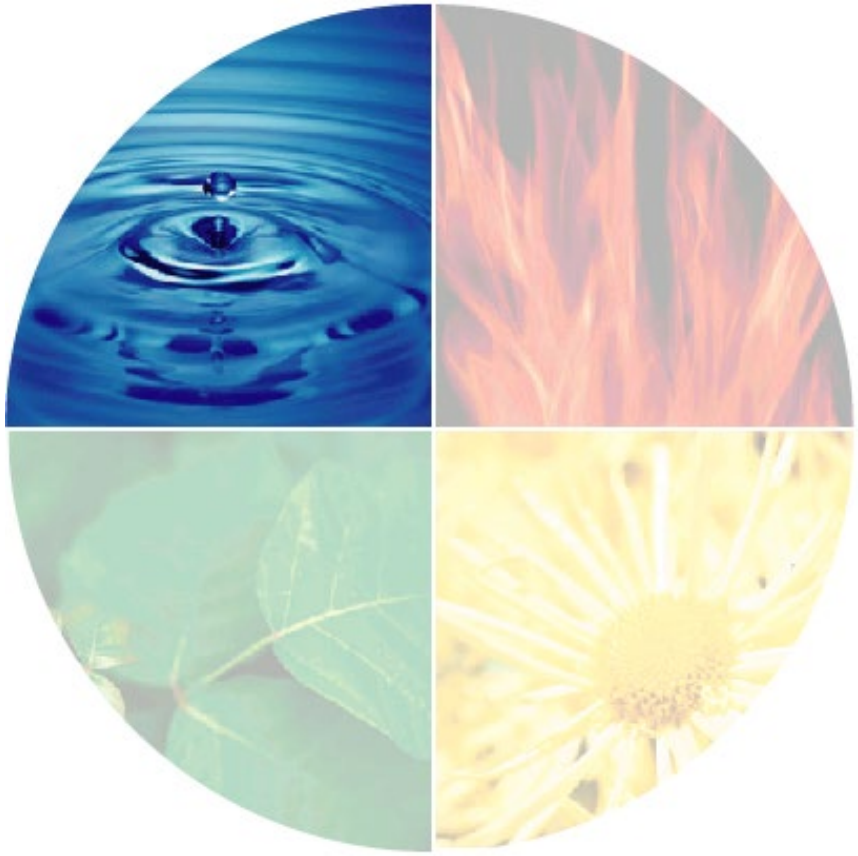

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The Earth Green - Overview

GOALS
Harmony

APPROACH TO LIFE
Focus on stability, values & supporting others

SEEN BY OTHERS AS
Mild & docile

Earth Green: Gifts and Liabilities

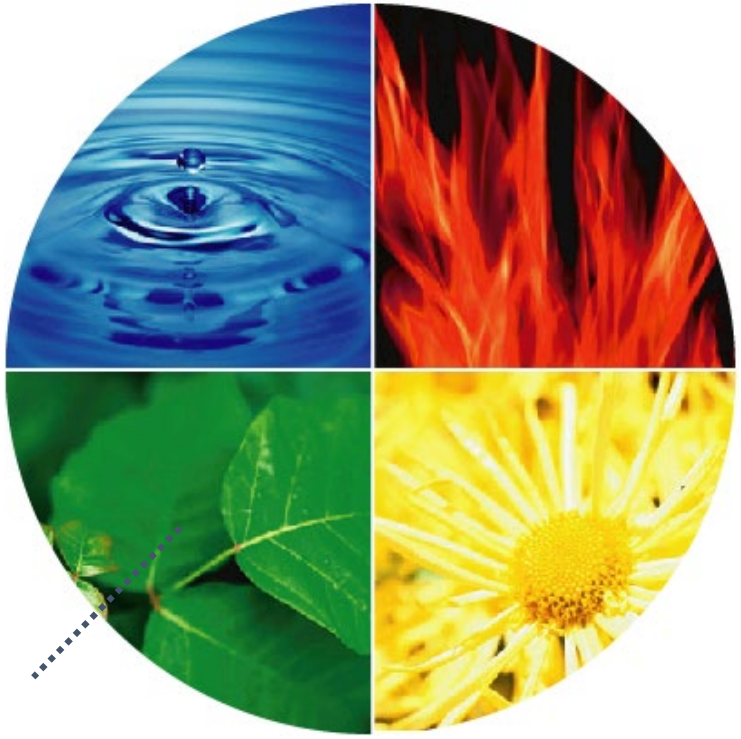
Liabilities

slow to adapt

may lack enthusiasm in asking for a decision

avoids rejection

takes difficulties personally



Gifts

builds deep, long-term relationships

natural listener

sincere and warm

persistent

Your Colour and Your Preferences

Sunshine Yellow (EF)

- Preference for being stimulating, personal, innovative and friendly
- Good at developing a broad sphere of interest

The Sunshine Yellow - Overview

GOALS

Recognition

APPROACH TO LIFE

Fun & interaction

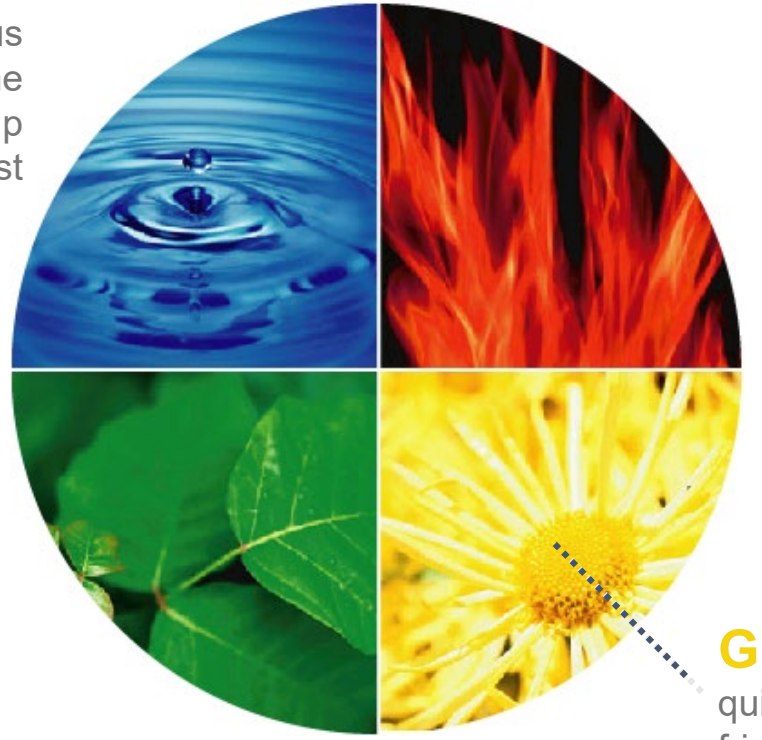
SEEN BY OTHERS AS

Disorganised

Sunshine Yellow: Gifts and Liabilities

Liabilities

May lack focus
Too casual for some
Poor planning and follow-up
Can lose interest



Gifts

quick to build relationships
friendly and sociable
adaptable, imaginative
skilful presenter

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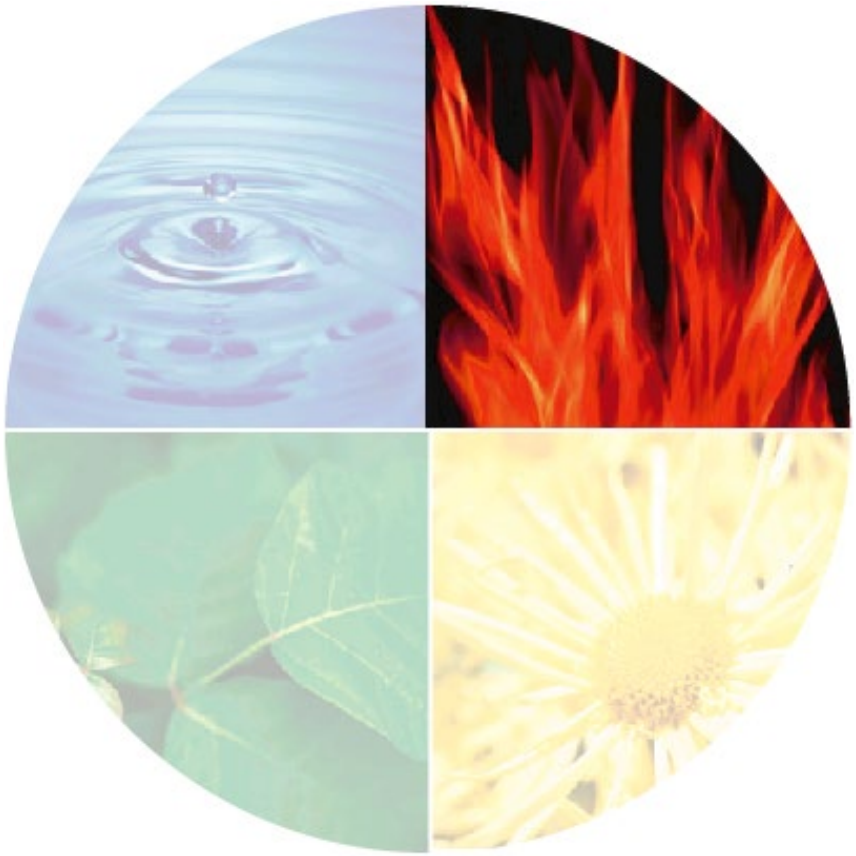
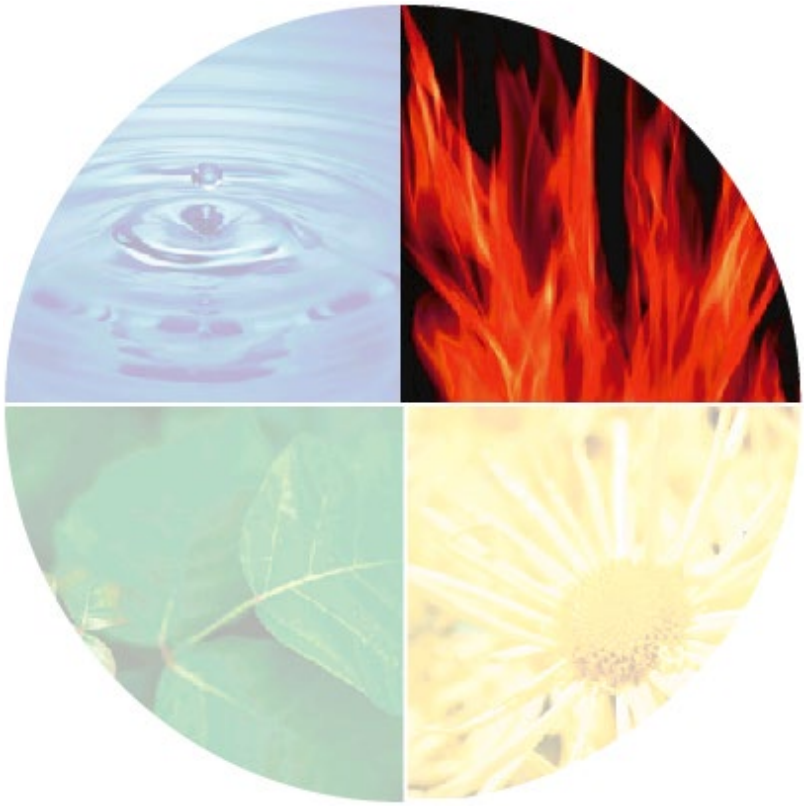


The Fiery Red - Overview



GOALS
Personal achievement and meeting challenges

APPROACH TO LIFE
Inner certainty
Focus on action

SEEN BY OTHERS AS
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Fiery Red: Gifts and Liabilities

Gifts

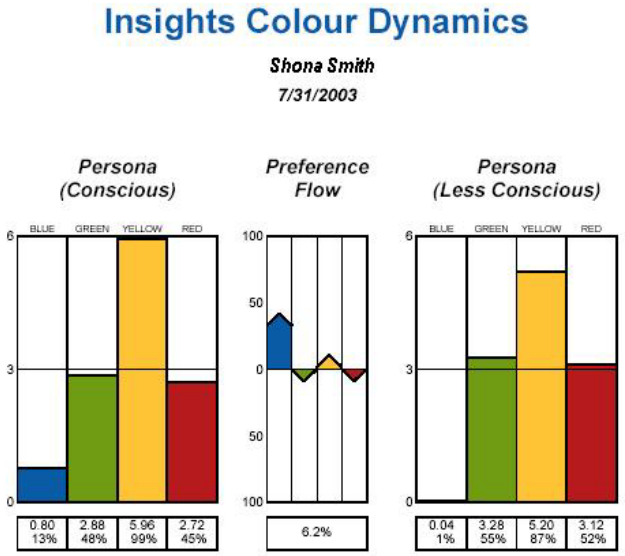
confident, determined
loves challenges
focused
influencing others

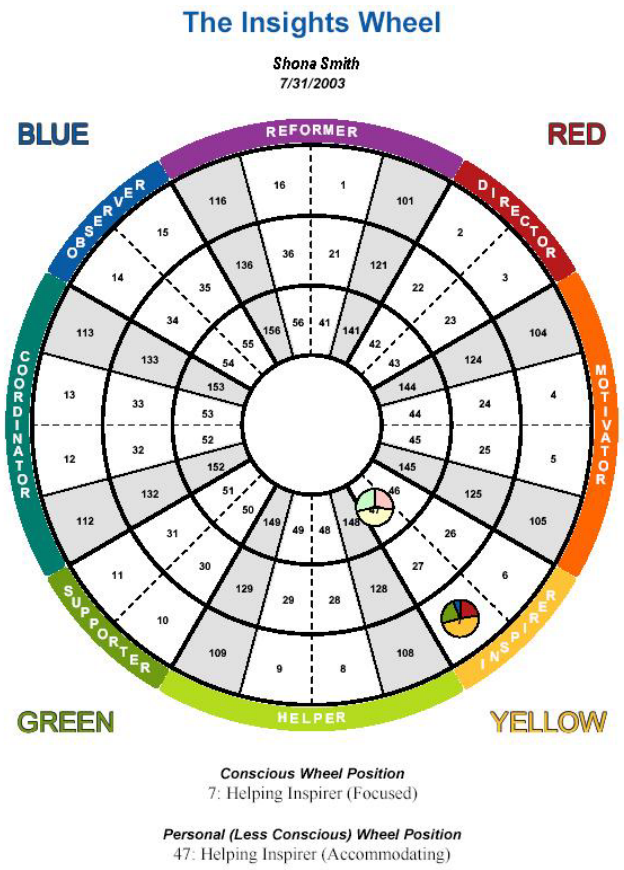
Liabilities

poor listener
can be seen as arrogant
may push too hard
doesn’t wait for feedback

Insights System

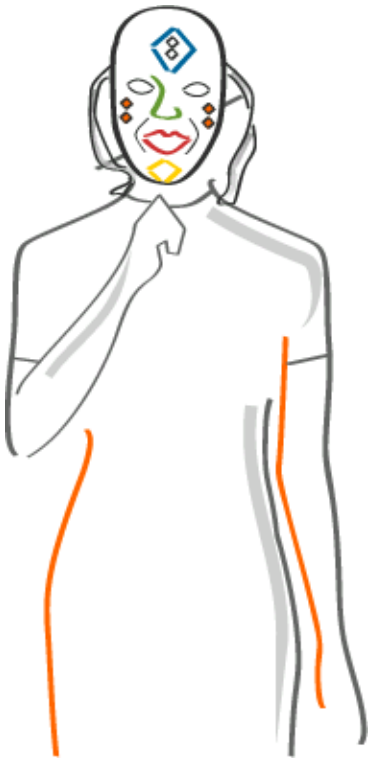
- Look at your position on the Insights Wheel in your Discovery Profile
- Also look at your Insights Colour Dynamics page
- There are three bar charts – top left, top right and a central graph

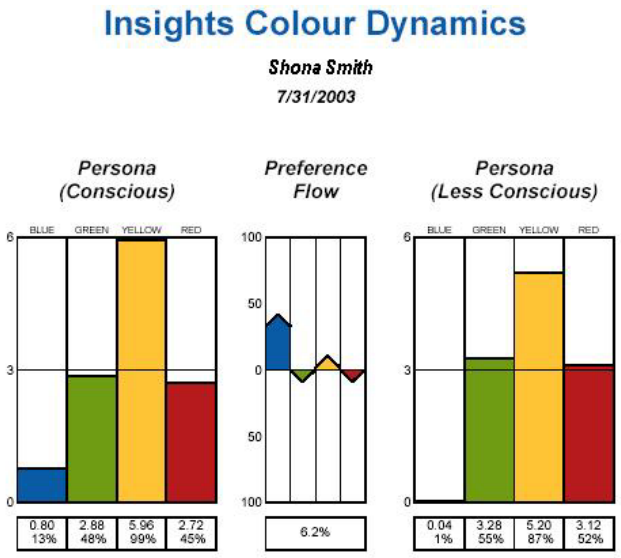




Graph I – the Conscious Persona

- That part of the personality where private and public meet and interact
- Where who we are interacts with who we are expected to be

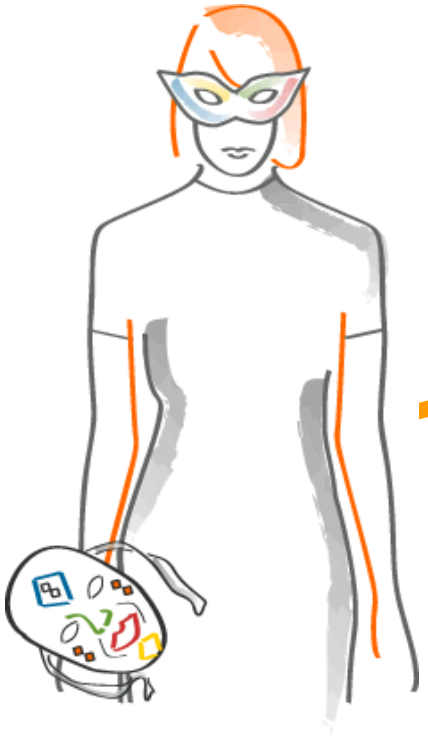


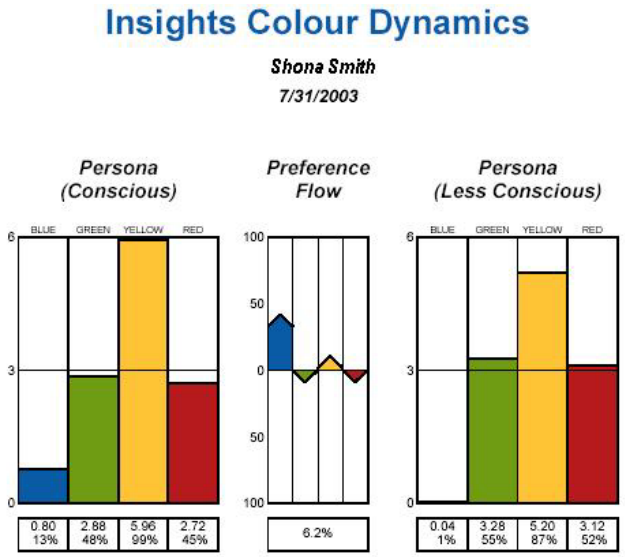


The 'Persona' was a mask worn by actors in Ancient Greece to convey the personality of the part they were playing.

Graph II – the Less Conscious Persona

- The more instinctive "you"
- The "you" when you are not controlling the way you present yourself to the world



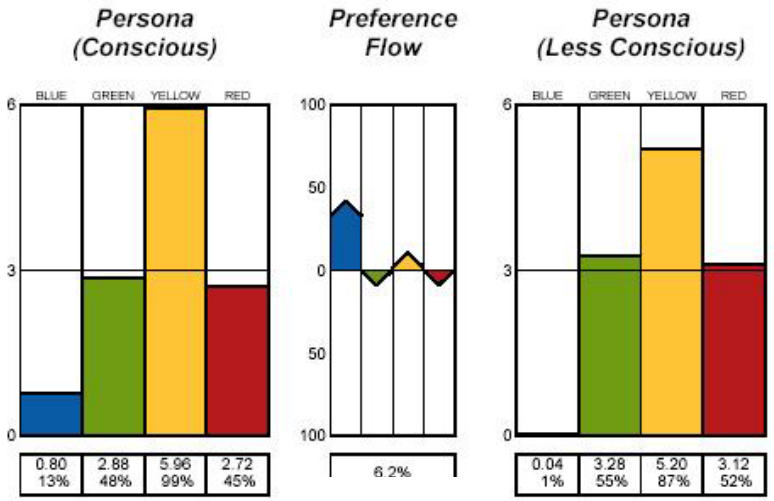


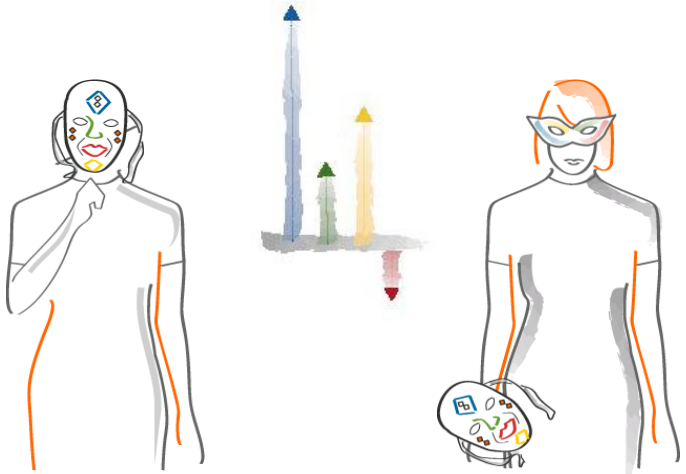
The Less Conscious you - your 'shoes-off' self.

The Preference Flow Graph (middle graph)

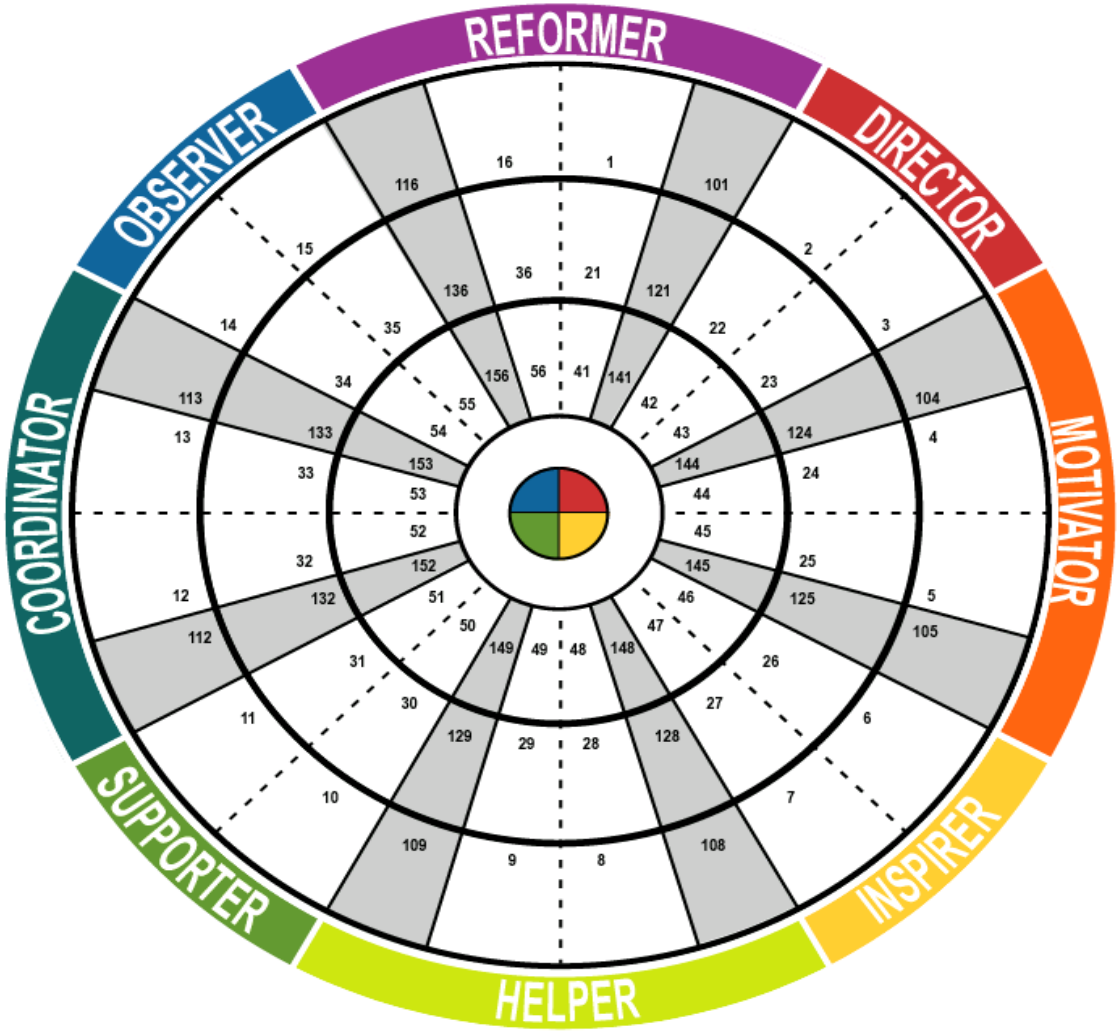
- The degree to which the public persona, who you see yourself to be (Graph I), moves you from your more instinctive “you” (Graph II)

- Determines which preferences are currently having an impact on your work style and which are having less

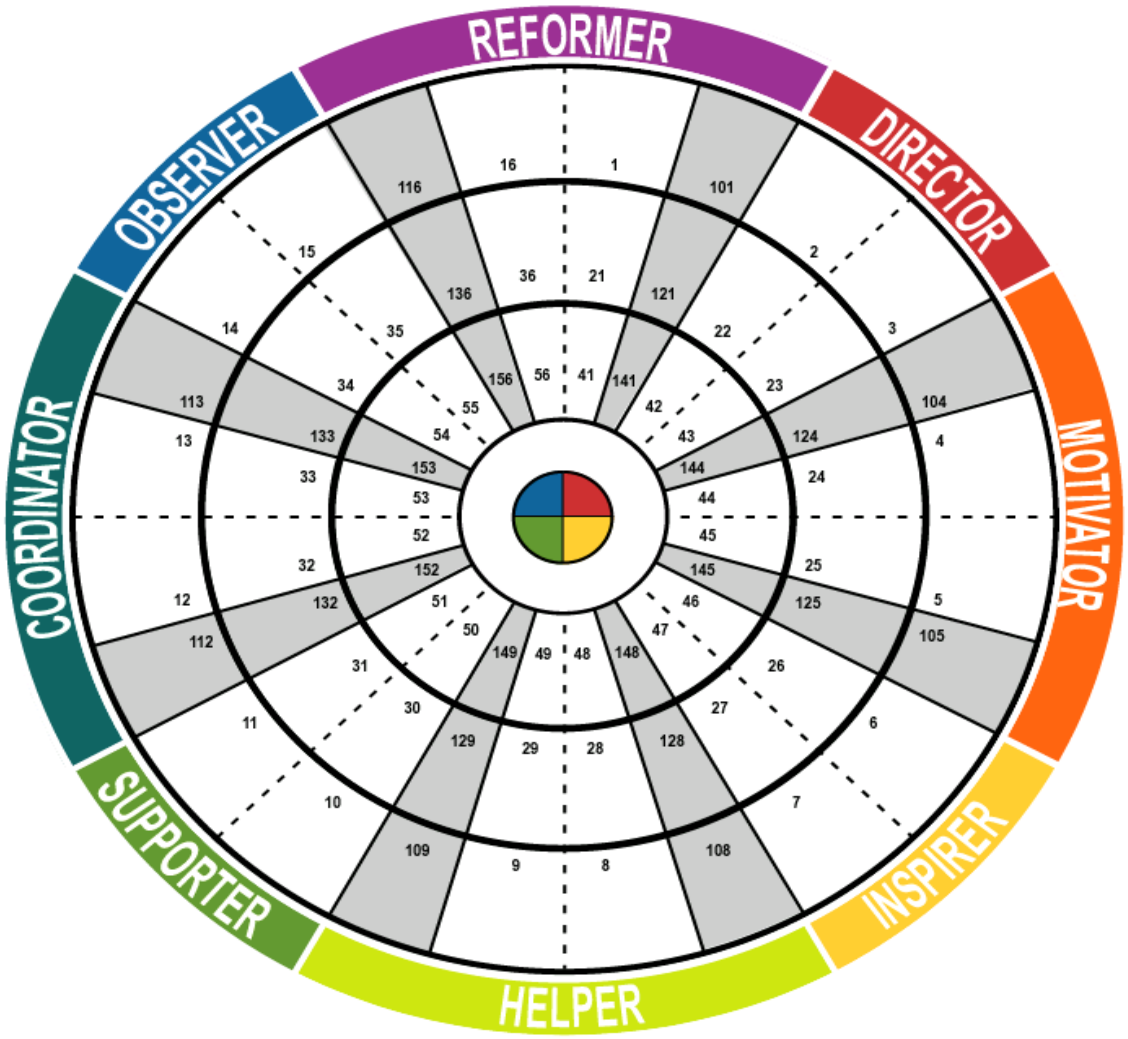
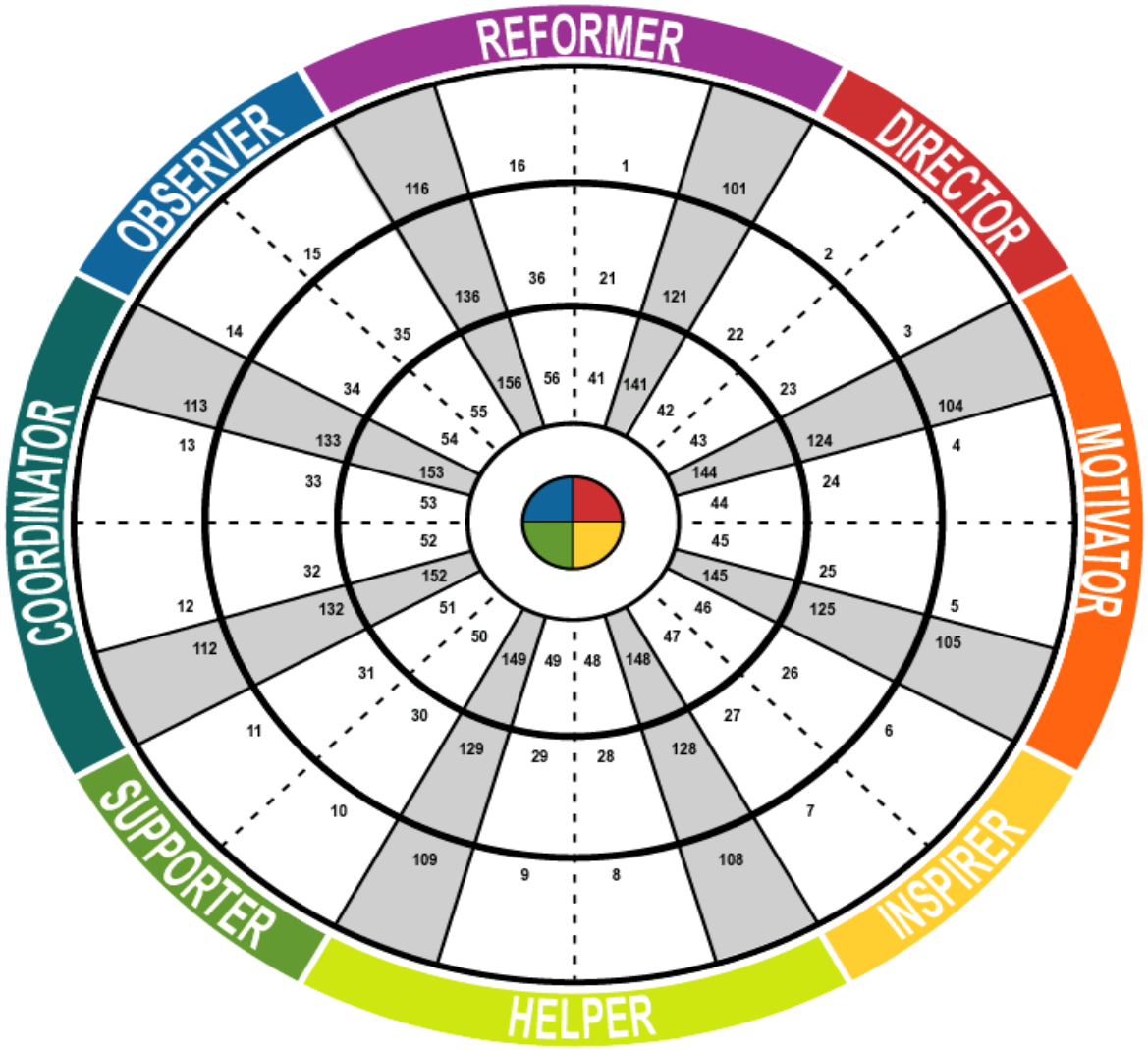




The Preference Flow Graph (middle graph)



The Classic Types



Accommodating Types