



Stepping up to Management & Leadership Programme

PROGRAMME CONTENT

Dear learner,

This programme content guide has been designed to cover key learning outcomes and models from the Stepping up to Management & Leadership Programme. You will be able to use this guide to reinforce your learning, give you ideas for the teach-back and support you on the next stage of your personal development.

Thank you for your great input throughout the programme.

KSA

STEPPING UP TO MANAGEMENT & LEADERSHIP

Creating authentic managers who inspire, empower and develop successful teams to achieve Morgan Sindall's business goals and objectives.

Kick-off Session

Understand key attributes of a leader

* 1-2-1 Coaching Session (1 of 3)

Create their individual personal why and review first 360 report

Trust & Belonging

Increase trust, collaboration & inclusion

Trust & Belonging - Self Directed Learning

Build confidence through practical activities that support skills in the workplace

Momentum Call (1 of 2)

Share experiences and solutions

Listen & Communicate

Understand how to tailor communication styles to individual needs

Listen & Communicate - Self Directed Learning

Build confidence through practical activities that support skills in the workplace

Momentum Call (2 of 2)

Share experiences and solutions

* 1-2-1 Coaching Session (2 of 3)

In a safe environment, reflect on the successes and address challenges

Coach & Develop

Effective coaching and feedback conversations

Coach & Develop - Self Directed Learning

Build confidence through practical activities that support skills in the workplace

Innovate & Inspire

Inspire through change - recognise how change and affect the team and resilience

Innovate & Inspire - Self Directed Learning

Build confidence through practical activities that support skills in the workplace

* 1-2-1 Coaching Session (3 of 3)

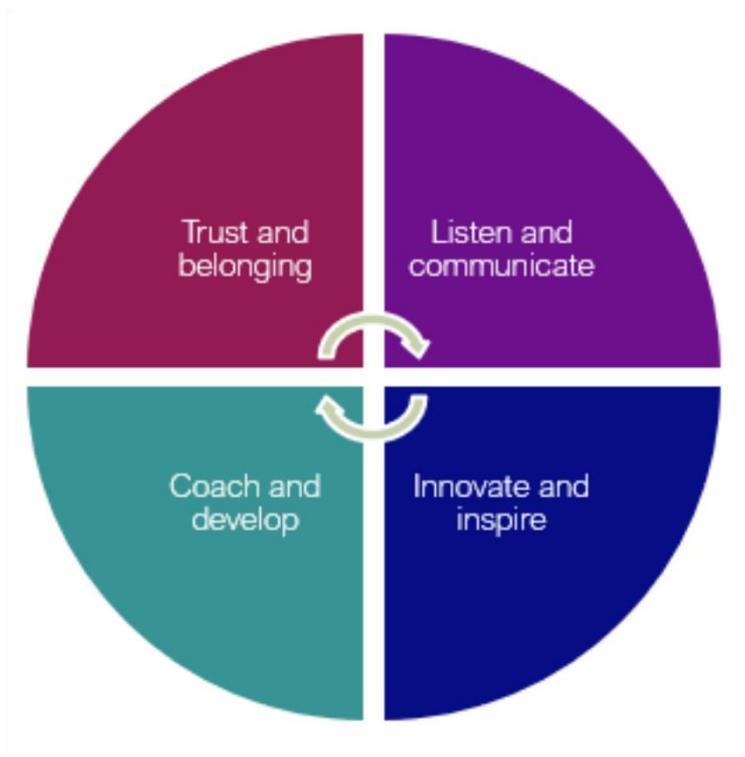
Reflect and measure personal development. Review second 360 report. Consider next actions.

Teachback

Share success and learning

STEPPING UP TO MANAGEMENT & LEADERSHIP

Creating authentic managers who inspire, empower and develop successful teams to achieve Morgan Sindall's business goals and objectives.



TRUST & BELONGING

Leaders who create an environment where people feel they belong and can speak up

LISTEN & COMMUNICATE

Leaders who listen empathetically, communicate person to person and address conflict without blame

COACH & DEVELOP

Leaders who believe in the talent of their teams and encourage them to come up with their own solutions

INNOVATE & INSPIRE

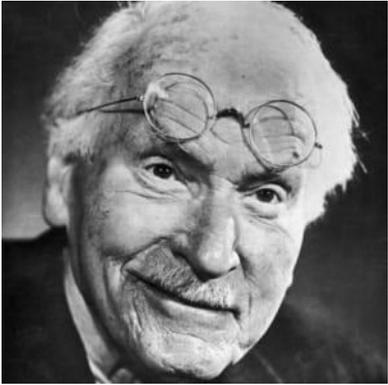
Leaders who inspire themselves and others to be better through storytelling and collaborative working

KICK OFF – Workshop 1

Creating authentic managers who inspire, empower and develop successful teams to achieve Morgan Sindall Infrastructure’s business goals and objectives.

Perception and Connecting with Others

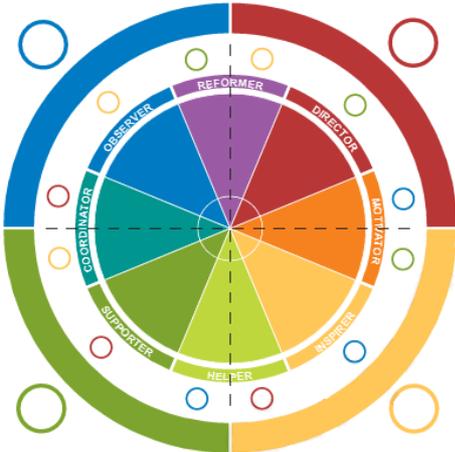
- To connect with others, we should try to see their perspective.
- As a team, we’re all heading in the same direction, but sometimes we carry different maps.
- Insights Discovery is the common map that we can all share.
- Insights Discovery is all about adapting and connecting.



“wisdom accepts
that all things have
two sides.”

Carl Jung

Self-Awareness

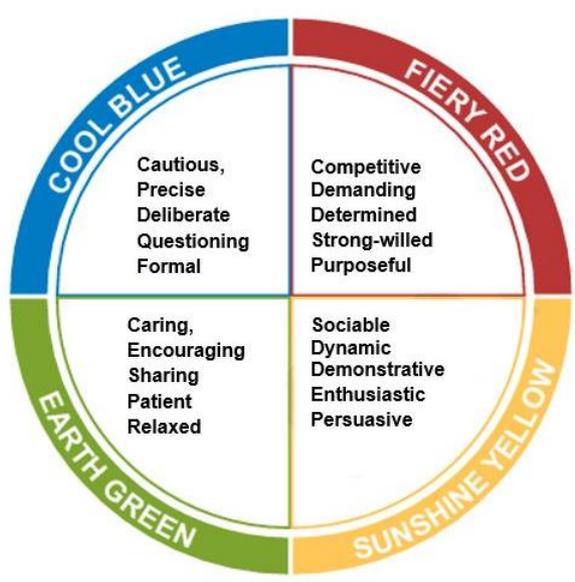


Self-awareness and recognition of different personality and communication styles enable us to adapt and connect more effectively to achieve personal and overall business goals better.

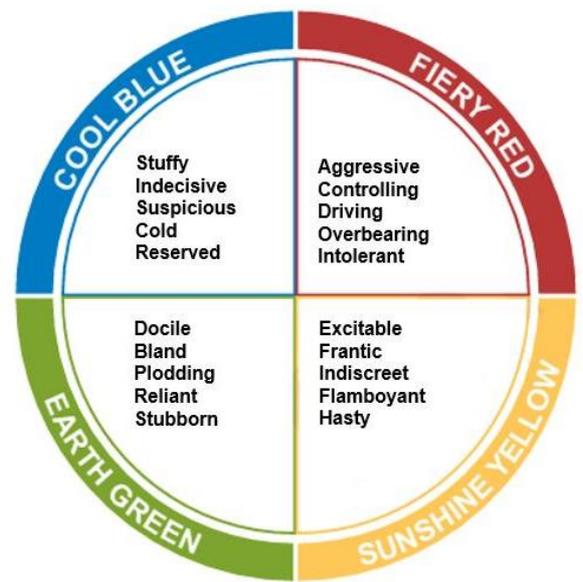
This helps us understand ourselves and how we may be seen by others, including our colleagues. We can recognise our strengths and weaknesses and understand areas for development.

How we may be Seen by Others

On a Good Day...



On a Bad Day...



Two Steps to Recognising Type

Step 1:

Do they "speak to think"?

(Fiery Red/Sunshine Yellow)

Or

"think to speak"?

(Cool Blue/Earth Green)

Step 2:

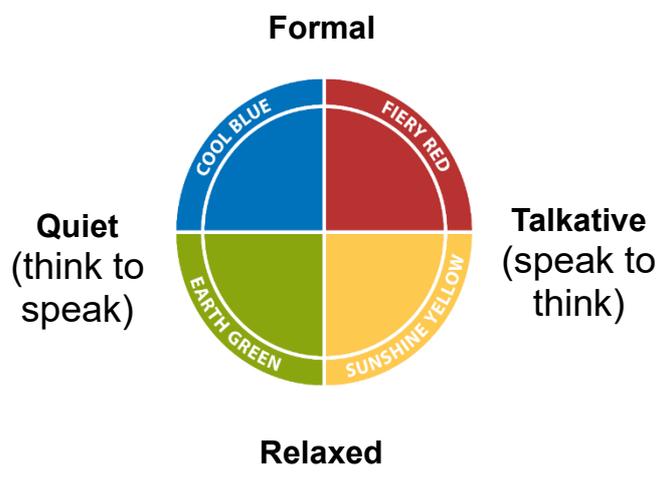
Are they more formal?

(Cool Blue/Fiery Red)

Or

more relaxed/informal?

(Earth Green/Sunshine Yellow)



TRUST & BELONGING – Workshop 2

Leaders who create an environment where people feel they belong and can speak up.

Management Styles

- Autocratic
- Permissive
- Democratic
- Persuasive
- Laissez Faire

THE KEY IS TO BE AUTHENTIC

Stories Matter!

Five basic plots:

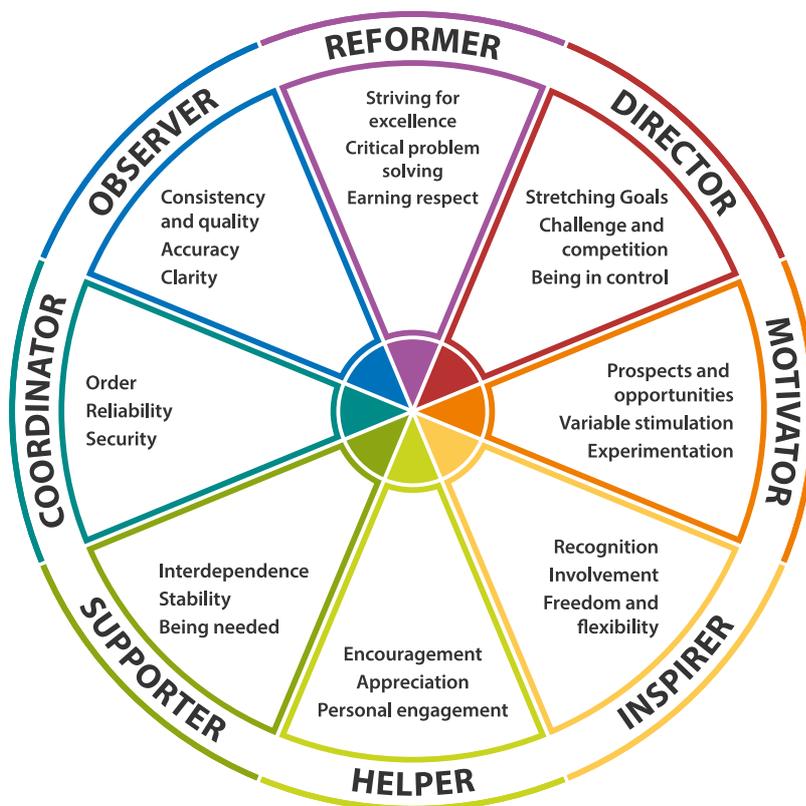
1. Stories of origin
2. Rags to riches
3. Rebirth
4. Overcoming the monster
5. Quests

Management Origin Lens

The different 'lenses' people will often use. This comes from the 2020 Harvard Business Review. The lenses are:

- Being - always thought of themselves as leaders.
- Engaging - compelled to address an urgent need.
- Performing - paternalistic leadership styles, marked by a demonstration of control, support, and team guidance.
- Accepting - didn't think of themselves as leaders until they realised that others were following them.

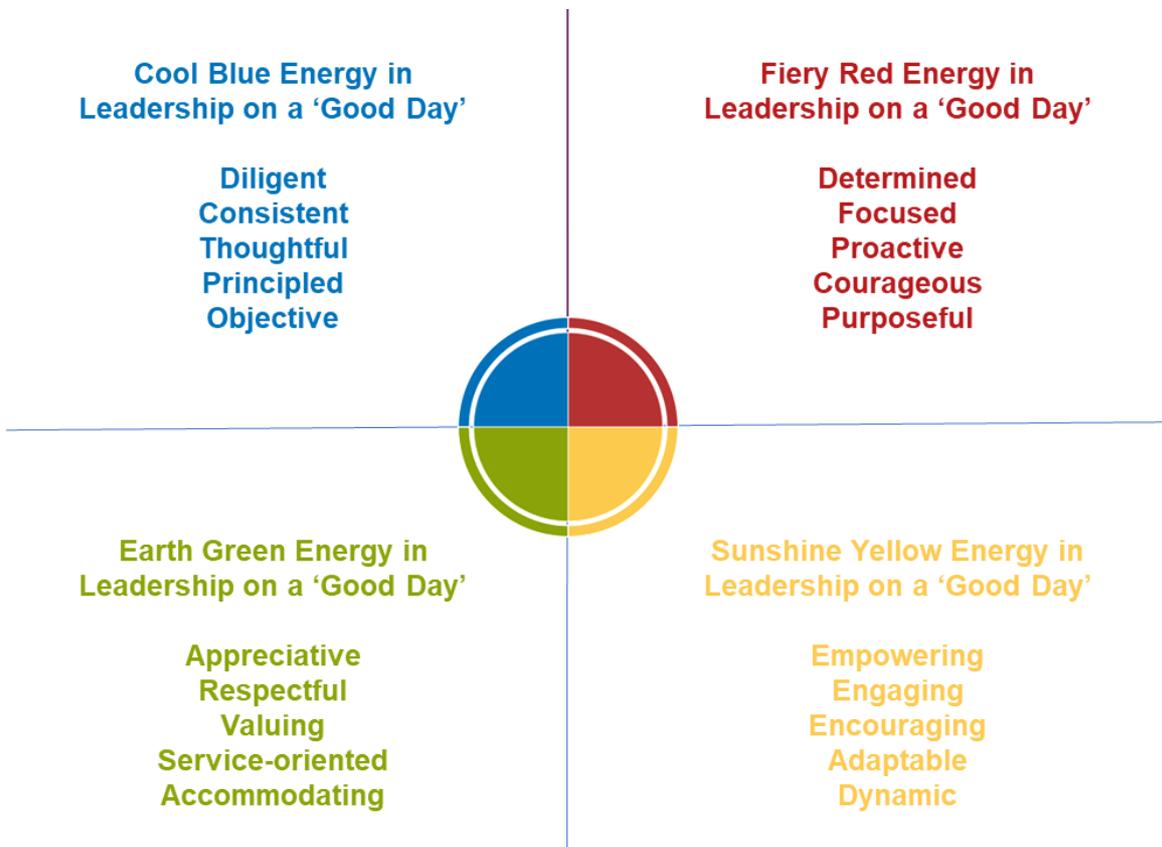
Motivators – Insights Discovery



Blockers – Insights Discovery

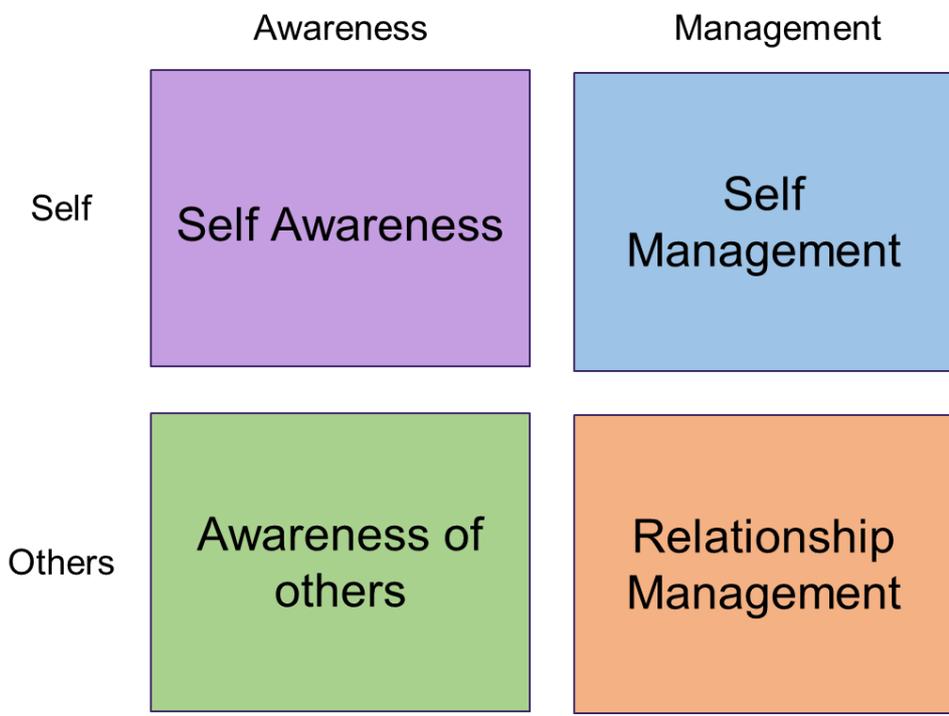


Leadership on a 'Good Day'

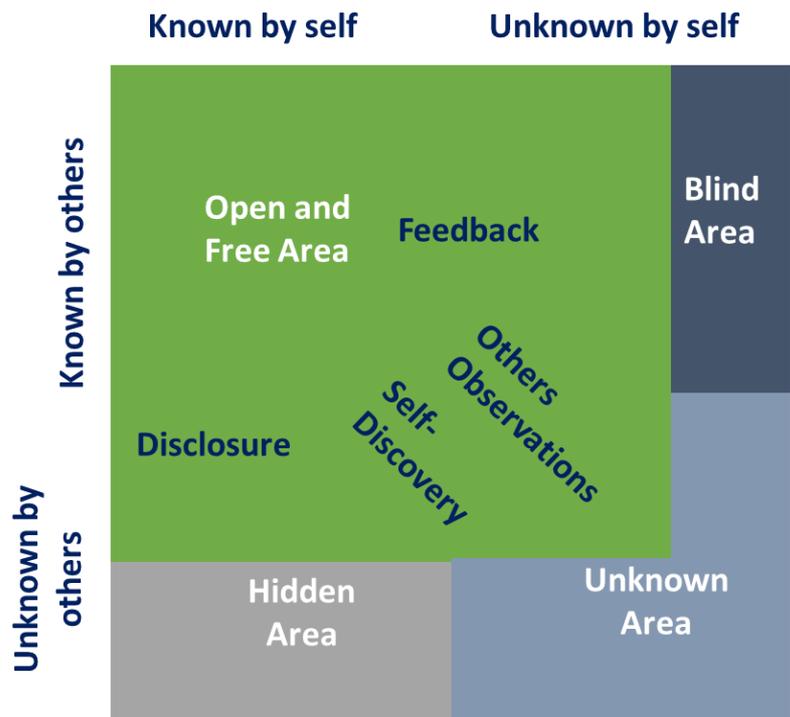


$$T = \frac{C_{redibility} + R_{eliability} + I_{ntimacy}}{S_{elf-interest}}$$

The EQ Model



Johari Window



LISTEN & COMMUNICATE – Workshop 3

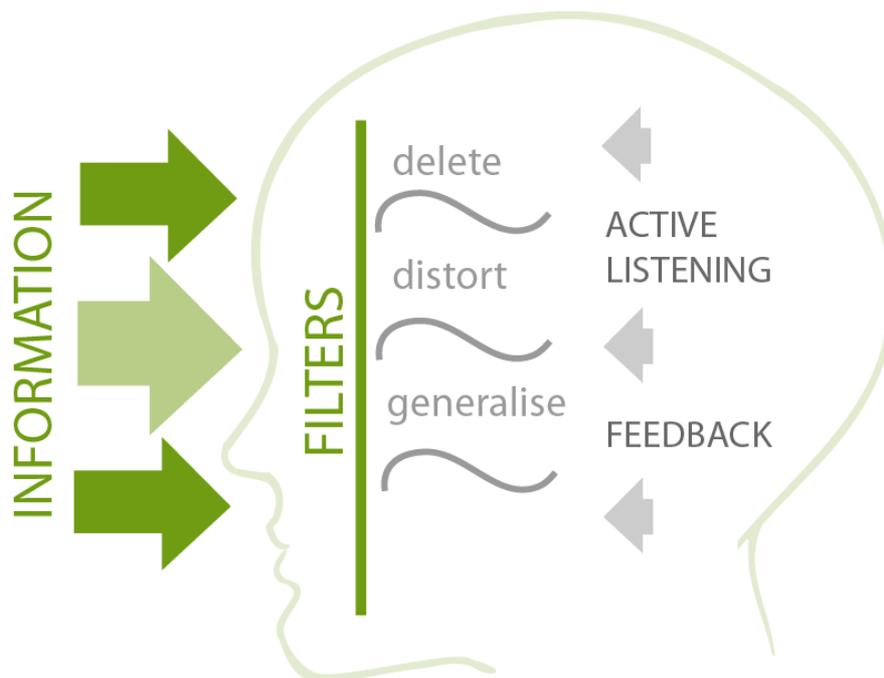
Leaders who listen empathetically, communicate person to person and address conflict without blame.



“Most people do not listen with the intent to understand; they listen with the intent to reply.”

Stephen R. Covey

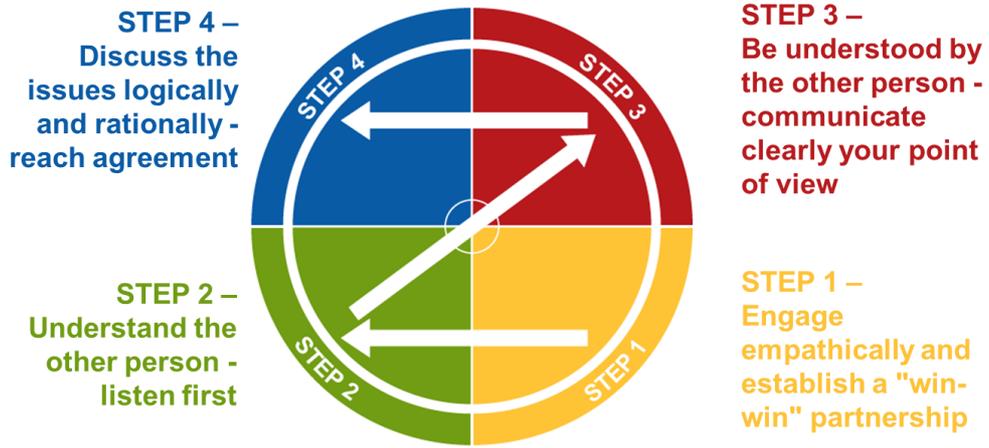
Filter of Information



Different Filters

- Different colour energy preferences between the encoder and the decoder.
- Culture, background and bias.
- Our past experiences can change the meanings of a message. When our culture, background, or biases change, the meaning of the information or idea interferes with the communication process.
- Depth of listening.
- Listening is a learned skill. Poor listening skills can be a barrier to effective communications.
- Environmental distractions.
- Bright lights, as unusual sight, or any other stimulus can provide a potential distraction. Environmental noise also impedes clear communication. Both the sender and the receiver must concentrate on the messages and feedback being sent back and forth.
- Ourselves.
 - When we focus on ourselves rather than the other person, it can lead to confusion and miscommunication. Factors or feelings that can lead to this miscommunication are:
 - Defensiveness – when we feel the other person is attacking us.
 - Superiority – when we feel we know more than the other person.
 - Ego – when we feel we are the centre of the process.
 - Perception

Colourful Communication Style



Communication Do's & Don'ts

When communicating with someone who leads with **Fiery Red** energy

Do

- Be direct and to the point.
- Focus on results and objectives.
- Be brief, be bright and be gone.

Don't

- Hesitate or waffle.
- Focus on feelings.
- Try to take over.

When communicating with someone who leads with **Sunshine Yellow** energy

Do

- Be friendly and sociable.
- Be entertaining and stimulating.
- Be open and flexible.

Don't

- Bore them with details.
- Tie them down with routine.
- Ask them to work alone.

When communicating with someone who leads with **Earth Green** energy

Do

- Be patient and supportive.
- Slow down and work at their pace.
- Ask their opinion and give them time to answer.

Don't

- Take advantage of their good nature.
- Push them to make quick decisions.
- Spring last minute surprises.

When communicating with someone who leads with **Cool Blue** energy

Do

- Be well prepared and thorough.
- Put things in writing.
- Let them consider the details.

Don't

- Get too close or hug them.
- Be flippant on important issues.
- Change their routine without notice.

COACH & DEVELOP – Workshop 4

Leaders who believe in the talent of their teams and encourage them to come up with their own solutions.

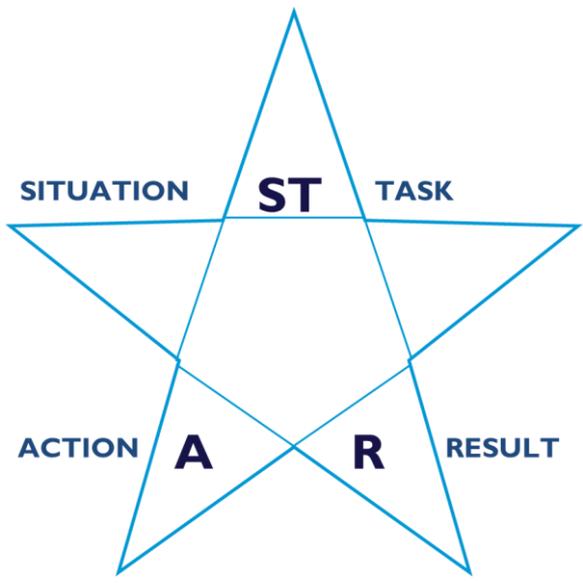
Performance / Potential Matrix

POTENTIAL ↑ High Medium Low	Rough Diamond Develop <i>Feedback / Assignments</i>	Future Star Stretch / Develop <i>Coach / Assignments</i>	Consistent Star Stretch <i>Mentor / Delegate Responsibility</i>
	Inconsistent Player <i>Feedback / Observe</i>	Key Player Develop <i>Feedback / Coach</i>	Current Star Stretch / Develop <i>Coach / Projects</i>
	Talent Risk Bad hire? <i>Counsel (PIP)</i>	Solid Professional Observe <i>Feedback / Coach</i>	High Professional Develop <i>Assignments / Learning</i>
	Low	Medium	High
	PERFORMANCE →		

“There is no such thing as negative feedback and there is no such thing as positive feedback. There is just feedback...”

Effective Coaching, Michael Downey

STAR

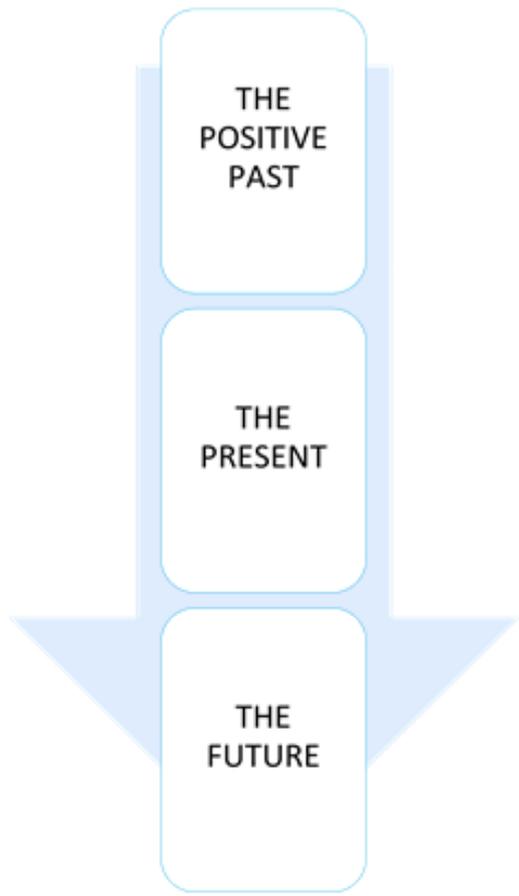


ST. – Situation or Task – This is the situation or task that your colleague faced. This might be a specific stage in the sales conversation e.g. overcoming objections or the price discussion.

A – Action – The facts and specifics about what your salesperson said or did – positive or developmental!

R – Result – What was achieved as a result of the action, or what was the impact of the action

Evolution Process

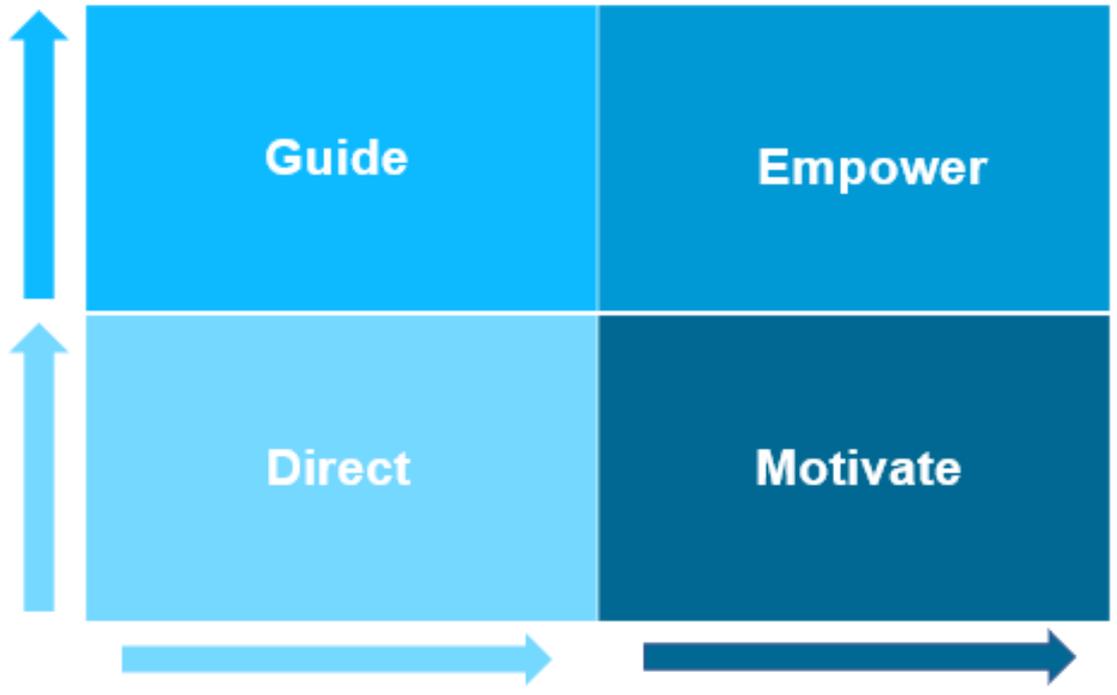
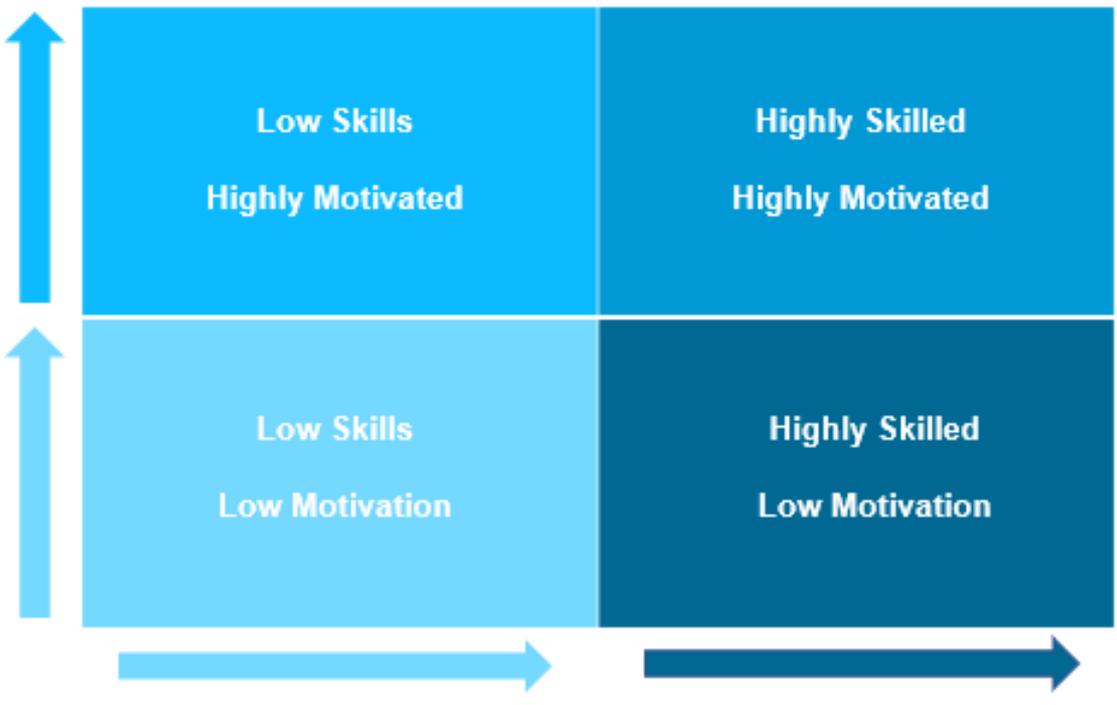


The Positive Past - The purpose of this stage is to reflect and learn from experience. Being able to give inspiring and constructive feedback is also key in this stage of the conversation.

The Present - The purpose of this stage is to gain agreement and commitment from your team member that s/he has taken on board your feedback and is ready to try a different approach. It is the 'pivot point' in which your team member agrees that s/he needs to act upon the feedback and make a conscious choice to try a different approach.

The Future – The purpose of this stage is to focus on and agree on the specific actions that your team member will take to drive a different, more successful outcome. It's also about agreeing on how you will support your team member.

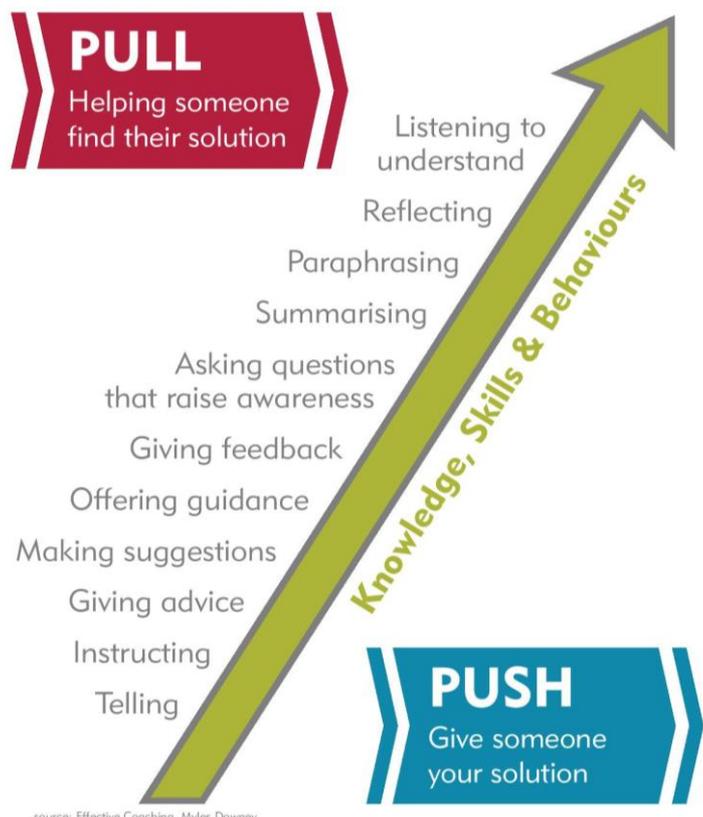
Skill / Will Matrix



“Coaching is unlocking people’s potential to maximise their own performance. It is more often helping them to learn rather than teaching them.”

John Whitmore

Push / Pull



The Process

- Acknowledge
- Build
- Praise
- Add
- Ask Open Questions

INNOVATE & INSPIRE – Workshop 5

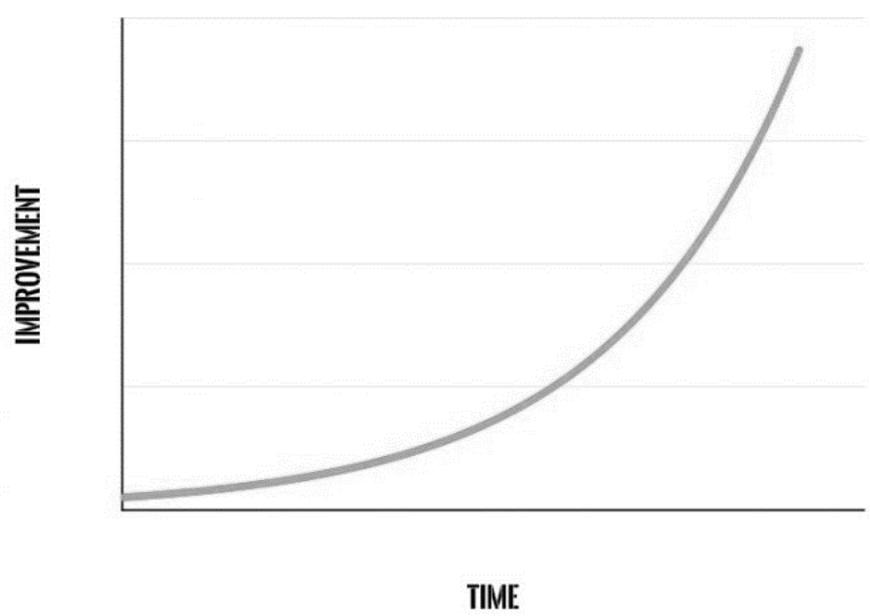
Leaders who inspire themselves and others to be better through storytelling and collaborative working.

Resilience Factors

Self Awareness Knowing Who I Am	Self Regulation Maintaining the balance between too much and too little stress	Self Efficacy Making realistic plans and taking steps to carry them out	Self Care Making choices that promote my wellbeing
Acceptance Seeing and accepting the reality of my situation	Meaning and Purpose Having an overall sense of purpose and meaning	Improvising Solutions Improvising a solution making do with whatever is at hand	Connection Having caring and supportive relationships within and outside the family

Incremental Improvements – 1% a day

IMPROVING 1% PER DAY FOR A YEAR



Five Keys to Building Collaborative Teams:

- 1. Set common goals.
- 2. Communicate clear expectations.
- 3. Promote inclusivity and involvement (in decisions).
- 4. Communicate openly and regularly.
- 5. Focus on member strengths and use them.

“Purpose is that sense that we are part of something bigger than ourselves, that we are needed, that we have something better ahead to work for.”

Mark Zuckerberg

The Five Dysfunctions of a Team - Patrick Lencioni

