



 THE GUINEA GROUP

THE LEADERSHIP UPGRADE

Training Program

NAME:

DATE:

THE 4 OUTCOMES

01

DYNAMICS: LEADING DIFFERENT PERSONALITY STYLES

DYNAMICS

02

DIARISING: WHAT IS IN YOUR CALENDAR IS SYMBOLIC OF YOUR PRIORITIES

DIARISING

03

DEALING: WITH CONFRONTATION: THE 3-BULLET POINT PROCESS, AND THE 3PS

DISCUSSING

04

DECIDING: DECIDING WHAT YOU COULD UPGRADE

DECIDING

THE 3 PARTS

1

ABOUT YOU

Favourite leader?
Why?
Favourite Movie?

2

ABOUT ME

Resilience Coach
Married 29 Years
Triathlete

3

ABOUT US

Open
Honest
Safe

In an Emergency **Acknowledgement of Country** Mentally Healthy

WORKSHOP SLIDES

BEFORE WE START...

8 10 12 2 4

3

VALUES SHARE

Safety
Productivity
Innovation
Respect
Empowerment

Safety

In the pursuit of safety, Manuplex understands we need to stay healthy as people, as a team, and as an enterprise. Our awareness of best practice in all our operations and management helps us anticipate and manage what could go wrong before it does, whether that's on-site – or human factors off-site, like our physical, mental or emotional wellbeing.

Safety is a chain that is dependent on its weakest link, and Manuplex chooses never to be that link.

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NOTES / REFLECTION

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EXPECTATIONS

What do you hope to learn today?

Leadership Plan



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YOUR WHY

Why do you do leadership?

Leadership Plan



Start With 'Why' - TED Talk from Simon Sinek

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NOTES / REFLECTION

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WORKSHOP SLIDES



"Coming together is a beginning, staying together is progress, and working together is success."
— Henry Ford

1. DYNAMICS

- What is your bird profile?
- What are your team's bird profiles?
- The CVS Process

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WHAT IS YOUR BIRD PROFILE?



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<https://takeflightlearning.com/personality-type/owl/>
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NOTES / REFLECTION

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Why?

Explain yourself in 3 sentences

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WHAT ARE OTHER'S BIRD PROFILE?



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NOTES / REFLECTION

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What is your strategy?

- What is their style?
- How can you connect?
- Build rapport first?



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The CVS Process

“In excess of 800 1:1 Coaching Conversations with leaders at all levels of organisations (just in the last 3 years) have taught me three main things about leadership. They are that leaders must **care** for their team, they must **value** their team members, and they must **support** their decisions. Without these three things in place, leaders will struggle to get engagement from their team members.

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NOTES / REFLECTION

The CVS Plan

Care	➔	Time
Value	➔	Listening
Support	➔	Backing

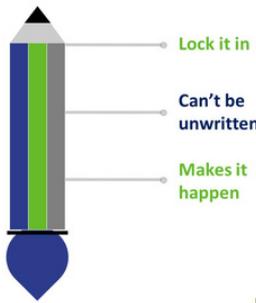
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ACTIVITY

In your Workbook:

Reflect on what your BIRD means (and your CVS Plan), and how you can apply what you have learnt to your leadership.



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NOTES / REFLECTION

WORKSHOP SLIDES



2. DIARISING

- Systems Leadership
- Never reschedule or cancel
- Review it regularly

The key is not to prioritise your schedule, but to schedule your priorities.
— Stephen Covey

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SYSTEMS LEADERSHIP

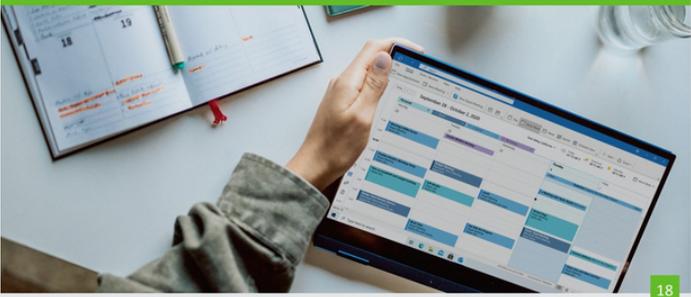
Systems Leadership Theory (SLT) is a cohesive set of models that analyses and explains behaviours. Understanding and **Organising Work**. Work is defined as turning intention into reality. That is, the development and selection of a pathway that moves us towards a goal.

It is in the “micro-decisions” made by these frontline managers and the degree to which day-in and day-out they reinforce and signal the importance of safety where the “rubber meets the road” so to speak with respect to safety.

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NOTES / REFLECTION

Your calendar is a micro-decision



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NEVER RESCHEDULE OR CANCEL

Within Reason

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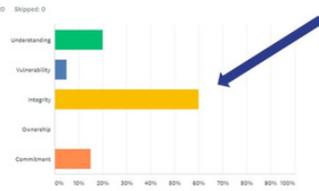
NOTES / REFLECTION

WORKSHOP SLIDES

Because it is all about integrity

Integrity
The word that I think best generally describes the concept of leadership is

Answered: 20 Skipped: 0



Trait	Percentage
Understanding	~15%
Vulnerability	~5%
Integrity	~65%
Ownership	~10%
Commitment	~10%

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REVIEW IT REGULARLY

Schedule a review

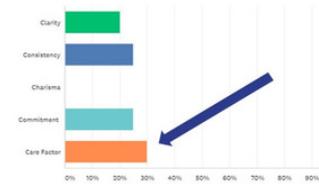
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NOTES / REFLECTION

Back to care factor

Care Factor
Which is the most important character trait in your leader?

Answered: 20 Skipped: 0

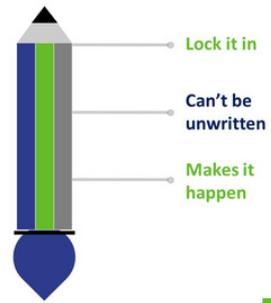


Trait	Percentage
Clarity	~15%
Consistency	~15%
Charisma	~15%
Commitment	~15%
Care Factor	~35%

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ACTIVITY

In your Workbook:
What people stuff do you need to schedule, and when is now the best time to do that?



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NOTES / REFLECTION

WORKSHOP SLIDES



"A good leader is one who knows the way, goes the way, and shows the way."
— John C Maxwell

3. DISCUSSING

- Emotional Intelligence
- Difficult Conversations
- Recognition

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EMOTIONAL INTELLIGENCE

	SELF	SOCIAL
RECOGNITION	SELF-AWARENESS Emotional Self-Awareness Accurate Self-Assessment Self-Confidence	SOCIAL AWARENESS Empathy Organisational Awareness Service Orientation
REGULATION	SELF-MANAGEMENT Self-Control Transparency Adaptability Achievement Drive Initiative	RELATIONSHIP MANAGEMENT Inspirational Leadership Dealing with Others Influence Change Catalyst Conflict Management Building Bonds Teamwork & Collaboration

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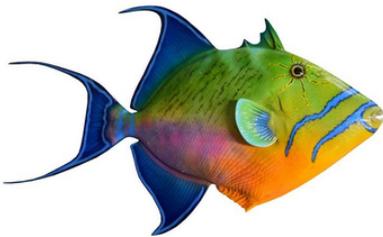
NOTES / REFLECTION

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Triggers



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DIFFICULT CONVERSATIONS

- Interrogate reality
- Provoke learning
- End with a commitment

- Point 1
- Point 2
- Point 3



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NOTES / REFLECTION

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WORKSHOP SLIDES

It is not fair not to ...

- Name the issue
- Select a specific example that illustrates the behaviour or situation you want to change
- Describe your emotion about the issue
- Clarify what is at stake
- Identify your contribution to this problem
- Indicate your wish to resolve the issue
- Invite your partner to respond



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THE IMPORTANCE OF RECOGNITION

In a 2013 survey, 1,200 Americans studied:

83% of respondents said recognition for contributions was more fulfilling than any rewards or gifts:

“Recognition is proven as among the best method of improving work motivation and employee engagement”

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NOTES / REFLECTION

1 minute of recognition ...

	
1 Minute	100
Recognition	Minutes Initiative

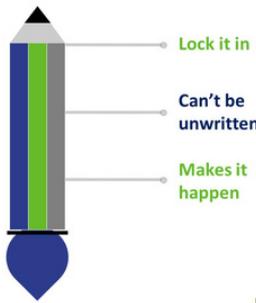
Yet, 2 out of 3 people receive no workplace recognition in a given year

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ACTIVITY

In your Workbook:

Let's work through a difficult discussion that you might need to have?



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NOTES / REFLECTION

WORKSHOP SLIDES



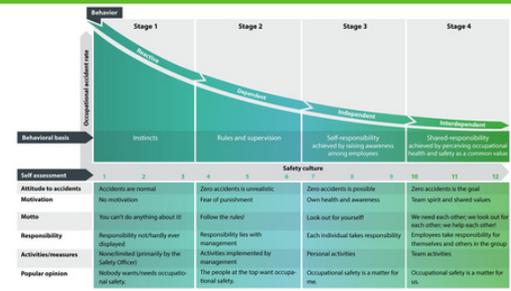
"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."
— President John Quincy Adams

4. DECIDING

- Your organisational culture
- Demonstrating empathy
- Active listening


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YOUR ORGANISATIONAL CULTURE




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NOTES / REFLECTION

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Transformational Leadership

Transactional	Vs	Transformational
Leadership is reactive		Leadership is proactive
Works within organisational culture		Works to change the organisational culture by implementing new ideas
Motivates team members by fear or failure		Motivates followers by reward and recognition, and team success
Management by Exception; Maintains the status quo, corrective actions to change behaviour		Leadership by Observation; Behaviours are considered, corrective actions are about coaching behaviour
DIRECTION		CONNECTION


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DEMONSTRATING EMPATHY

Apathy

Your care factor is low

Automatic Reaction

Empathy

Cognitive
Emotional
Compassionate
Non-automatic Reaction

Lead like a parent

Sympathy

Your care factor is high

Automatic Reaction

Just be present


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NOTES / REFLECTION

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WORKSHOP SLIDES

Cognitive Emotional Compassionate



Desire to Understand



Desire to Feel



Desire to Help & Support

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ACTIVE LISTENING

“Listening is not the same as hearing. Listening is a conscious activity based on three basic skills: **attitude, attention, and adjustment**. These skills are known collectively as triple-A listening. A positive attitude paves the way for open-mindedness.”

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NOTES / REFLECTION

Triple A listening is about being interested



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ACTIVITY

In your Workbook:

Reflect on how you could be more transformational!



Lock it in

Can't be unwritten

Makes it happen

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NOTES / REFLECTION

NOTES / REFLECTION

A series of horizontal dotted lines for writing notes or reflections.



ANY QUESTIONS? WE'RE HERE TO HELP

We exist to support leaders to upgrade their mindset, upskill their leadership, and uplift their teams, to create psychologically safe and high performing teams!

+61 422 058 736 | theteam@theguineagroup.com.au

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