





CHANGE LEADERSHIP

EMOTIONAL TRUST – FIND YOUR “BLINDSPOTS”

SESSION GOALS...

- Identify characteristics of emotional intelligence
- Discuss strategies for high quality relational development
- Examine how ***Change*** dynamics impact relational trust



EQ



SELF

SOCIAL

Self-Awareness

*Consciousness/
Identification;
Understanding;
Accurate Assessment;
Confidence;
Realistic Personal Appraisal;
Motivation*

Social Awareness

*Empathy;
Service Orientation;
Organizational Awareness;
Recognition;
Connection;
Team*

Self-Management

*Self-Control; Self-Discipline;
Trustworthiness/ Transparency;
Adaptability; Achievement;
Initiative; Success Drive;
Optimism*

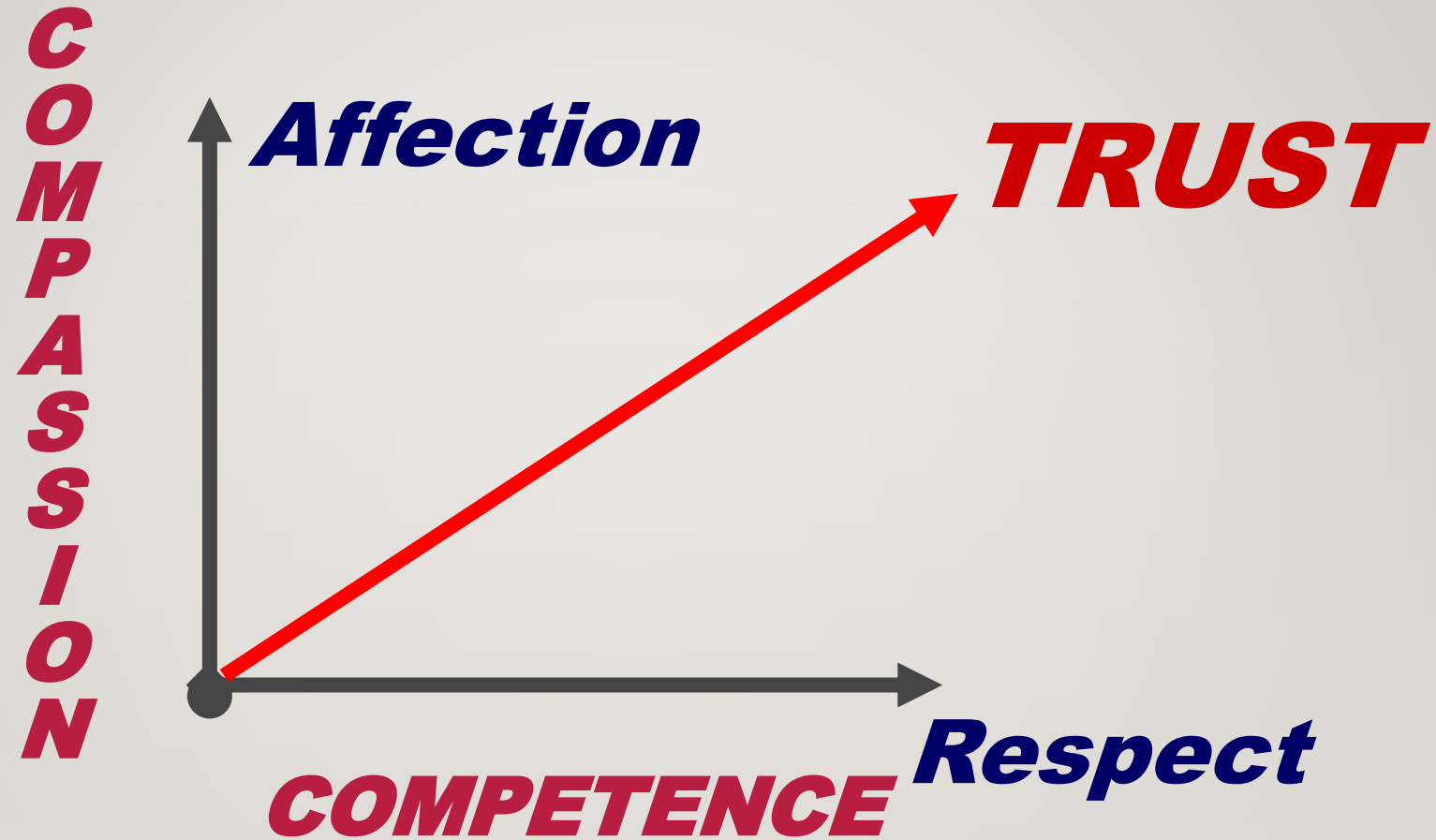
Relationship Management

*Coaching/Mentoring;
Influence; Leadership;
Championing Change;
Building Relationships;
Teamwork & Collaboration*

RECOGNITION

REGULATION

How you build Trust...



PERSONALITY ADVANTAGES

Passion	Creating warm emotional connections	Relationship builder with strong people skills
Mystique	Thinking before speaking	Solo intellect behind the scenes
Prestige	Achieving success with higher standards	Overachiever and often top performer
Alert	Careful precision	Manages and focuses on details
Innovation	New ideas and solutions	Creative Problem Solver
Trust	Building loyalty over time	Stable and reliable partner
Power	Leading through authority	A leader who makes decisions

SECONDARY ADVANTAGE

INNOVATION

PASSION

POWER

PRESTIGE

TRUST

MYSTIQUE

ALERT

INNOVATION

THE
ANARCHYTHE
ROCKSTARTHE MAVERICK
LEADERTHE
TRENDSETTERTHE
ARTISANTHE
PROVOCATEURTHE
QUICK-START

PASSION

THE
CATALYSTTHE
DRAMATHE PEOPLE'S
CHAMPIONTHE
TALENTTHE
BELOVEDTHE
INTRIGUETHE
ORCHESTRATOR

POWER

THE
CHANGE
AGENTTHE
RINGLEADERTHE
AGGRESSORTHE
MAESTROTHE
GUARDIANTHE
MASTERMINDTHE
DEFENDER

PRESTIGE

THE
AVANT-GARDETHE
CONNOISSEURTHE
VICTORTHE
IMPERIALTHE
BLUE CHIPTHE
ARCHITECTTHE
SCHOLAR

TRUST

THE
EVOLUTIONARYTHE
AUTHENTICTHE
GRAVITASTHE
DIPLOMATTHE
OLD GUARDTHE
ANCHORTHE
GOOD CITIZEN

MYSTIQUE

THE
SECRET
WEAPONTHE
SUBTLE
TOUCHTHE
VEILED
STRENGTHTHE
ROYAL GUARDTHE
WISE OWLTHE
DEADBOLTTHE
ARCHER

ALERT

THE
COMPOSERTHE
COORDINATORTHE
ACETHE
EDITOR-IN-CHIEFTHE
MEDIATORTHE
DETECTIVETHE
CONTROL
FREAK

PRIMARY ADVANTAGE

INNOVATION

I BRING CREATIVITY



- I think unconventionally
- I create a myriad of concepts
- I advocate an untraditional point of view
- I bring humor to conversations
- I artistically consider different options
- I work well independently

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PASSION

I CONNECT WITH **EMOTION**



- I create strong emotional bonds and experiences
- I communicate expressively
- I use emotion to create connections
- I adjust messages in real time based on audience reaction
- I inspire people to be advocates for you and your plans
- I have a participatory style that invites others to join in

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POWER

I LEAD WITH **CONFIDENCE**



- I communicate and inspire with intensity
- I shape and guide people and opinions
- I confront problems to clear the path for progress
- I set high standards of achievement for your team
- I present with force
- I command respect

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PRESTIGE

I SET THE STANDARD



- I increase and exceed expectations
- I collect symbols of achievement
- I focus on details and aim for perfection
- I tap into trends
- I evoke admiration
- I rely on and leverage first impressions

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TRUST

I BUILD LOYALTY



- I am reliable, I do what I say I will do
- I put others before myself
- I focus on one thing at a time
- I adhere to a fixed routine
- I avoid surprises
- I look to the past for solutions

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MYSTIQUE

I COMMUNICATE CAREFULLY



- I rarely show emotion
- I maintain a detached space
- I remain calm in situations of pressure
- I work independently and privately
- I employ a minimalist approach
- I enjoy complex, analytical problems that stump others

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ALERT

I PROTECT THE **DETAILS**



- I set clear expectations
- I establish consequences
- I accelerate urgency
- I use rational risks to drive action
- I concentrate on details
- I depend on deadlines

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“Blind Spots” Exercise

1. _____

2. _____

1. _____

2. _____

DOUBLE TROUBLES

THE ANARCHY

VOLATILE ■ STARTLING ■
CHAOTIC

Innovation provides a strong dose of creative energy to any organization. But in excess, you can become unruly and insubordinate. Out-of-the-box ideas can be great but don't become a troublemaker or throw crazy ideas into the brainstorming session just for the sake of it. Avoid creating a volatile and chaotic work space.

THE DRAMA

THEATRICAL ■ EMOTIVE ■
SENSITIVE

Passion makes people intimately attuned to the feelings of others. But taken too far, without blending in a Secondary Advantage, Passion can become too sensitive. Avoid becoming overly theatrical. And don't let yourself take things too seriously.

THE AGGRESSOR

DOMINANT ■ OVERBEARING ■
DOGMATIC

A Power personality exudes a natural authority. Yet taken to the extreme, without blending in a Secondary Advantage, you can become too dominant and forceful. Avoid crushing the creativity of others and silencing their contributions to the group discussion.

THE IMPERIAL

ARROGANT ■ COLD ■
SUPERIOR

Prestige thrives on public recognition. But too much focus on your achievements can make you look pretentious. Being completely unafraid to promote yourself can cause others to be annoyed easily. Avoid thinking you are superior to others. This can make you seem arrogant and cold.

THE OLD GUARD

PREDICTABLE ■ SAFE ■
UNMOVABLE

Trust builds consistency and loyalty. But when you don't combine Trust with a Secondary Advantage, it can become too predictable, and perhaps a little boring. Avoid becoming too stuck in your own ways. Sometimes it's essential to try new things. Don't become so unmovable that people don't look to you for help.

THE DEADBOLT

UNEMOTIONAL ■ INTROVERTED ■
CONCENTRATED

Mystique tends to be secretive. You rarely share information about yourself, but too much secrecy can negatively impact your trustworthiness. People may wonder whether you have something to hide. Avoid becoming too introverted and unemotional that you completely shut others out. This can make it hard for others to work with you.

THE CONTROL FREAK

COMPULSIVE ■ DRIVEN ■
EXACTING

In Control Freak mode, when you forget to use your Secondary Advantage, negative energy can make you unpleasant company. Don't be so compulsive and exacting that others don't want to work with you. Don't be such a downer that you constantly dismiss the ideas of others. Avoid micromanaging to such an extreme that you make it impossible to be productive.



LET'S CONNECT

- Email:

john@jpgperformanceconsulting.com

- Website:

www.jpgperformanceconsulting.com





PERFORMANCE TRUST –
EARN RESPECT AS YOU
RESPECT OTHERS



CHANGE LEADERSHIP

SESSION GOALS...



IDENTIFY CHARACTERISTICS OF
HIGH-PERFORMANCE

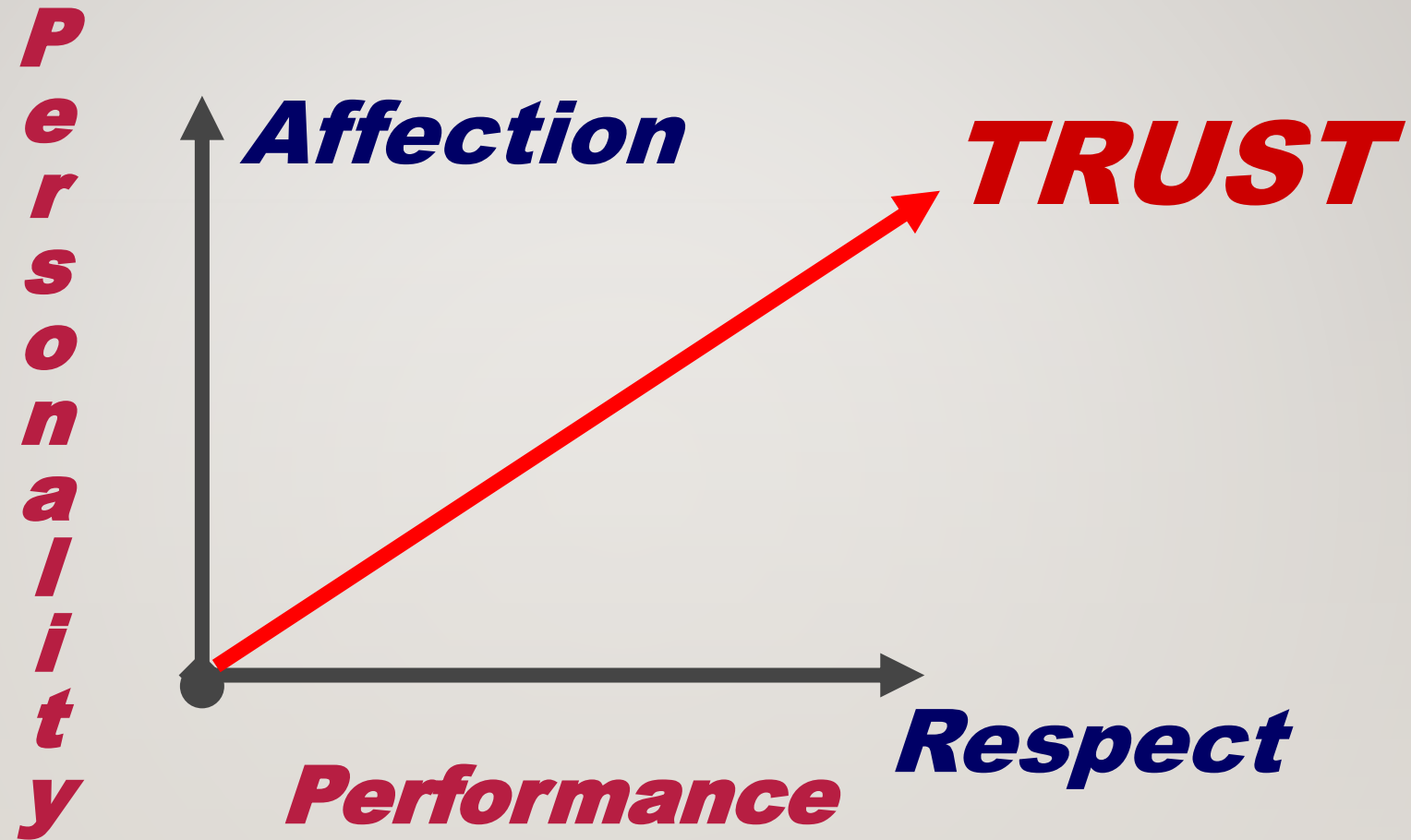


DISCUSS STRATEGIES FOR HIGH
QUALITY COMPETENCE
DEVELOPMENT



EXAMINE HOW **CHANGE**
DYNAMICS IMPACT
PERFORMANCE -BASED TRUST

How you build Trust...





-
- Training?
 - Motivation?
 - Attitude?
 - Knowledge Level?
 - Experience?
 - Effectiveness Fit?
 - Other?



PAIRED RELATIONSHIPS AND NETWORKS

*“THERE IS NO REPLACEMENT FOR A
ONE-ON-ONE CONNECTED
CONVERSATION.”*

colLABORation



COMPETENCY FRAMEWORK



**Identify top
performers**



**Involve the
people doing
the work**



Communicate



**Use relevant
competencies**

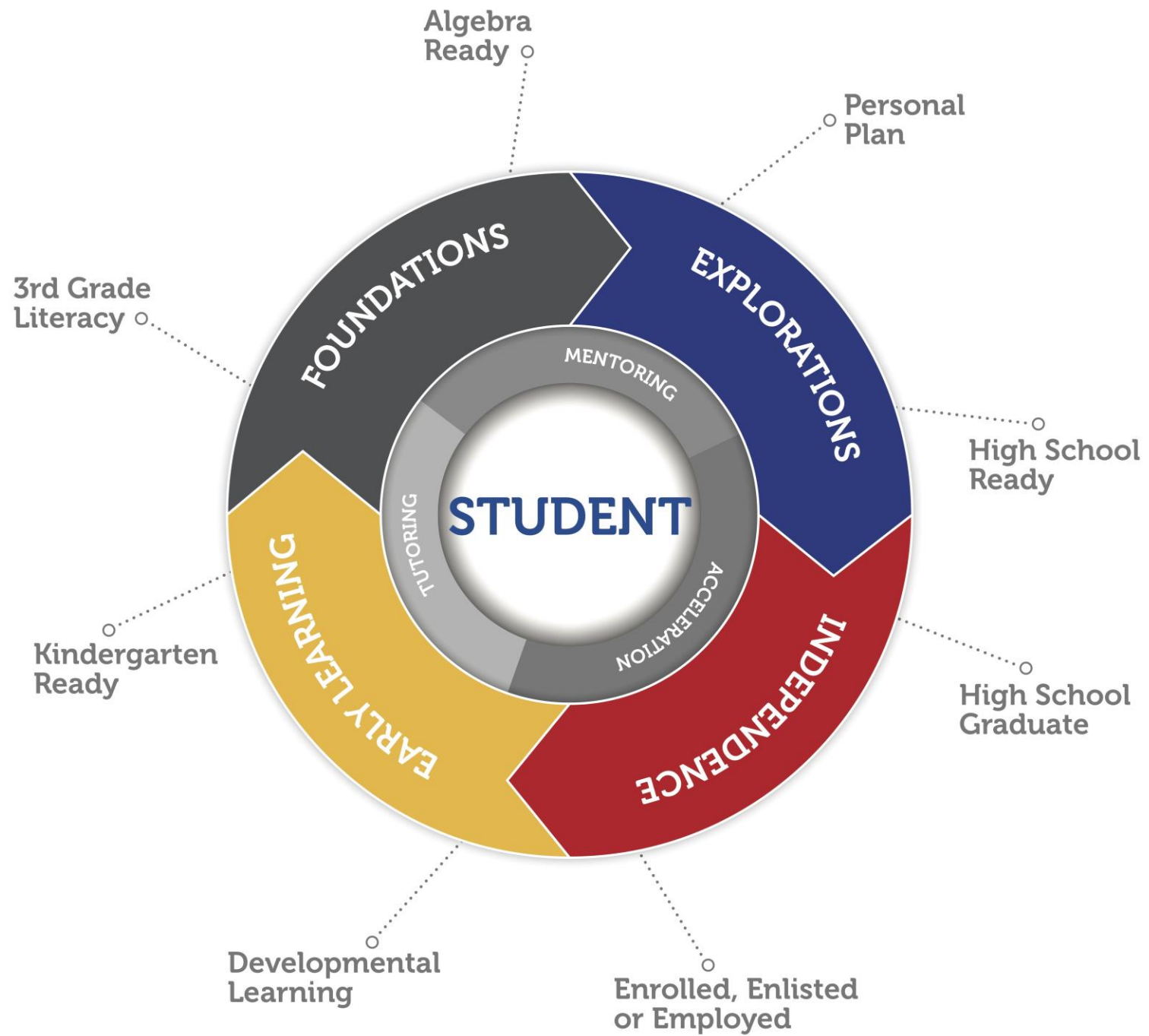


ACTIVITY

Reflect on a situation where your actions contributed to building competence for you or your team.

- What did you do?
- What did you learn?
- What will you consider to develop the RESPECT side of

TRUST?



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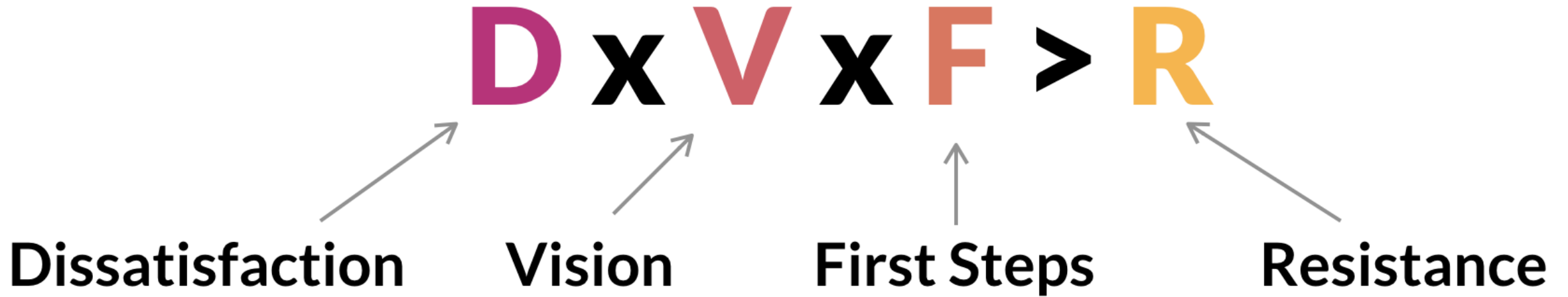
“History doesn’t
repeat itself, but it
often rhymes.”

Mark Twain

$$\text{D} \times \text{V} \times \text{F} > \text{R}$$

D **x** **V** **x** **F** **>** **R**

Dissatisfaction Vision First Steps Resistance

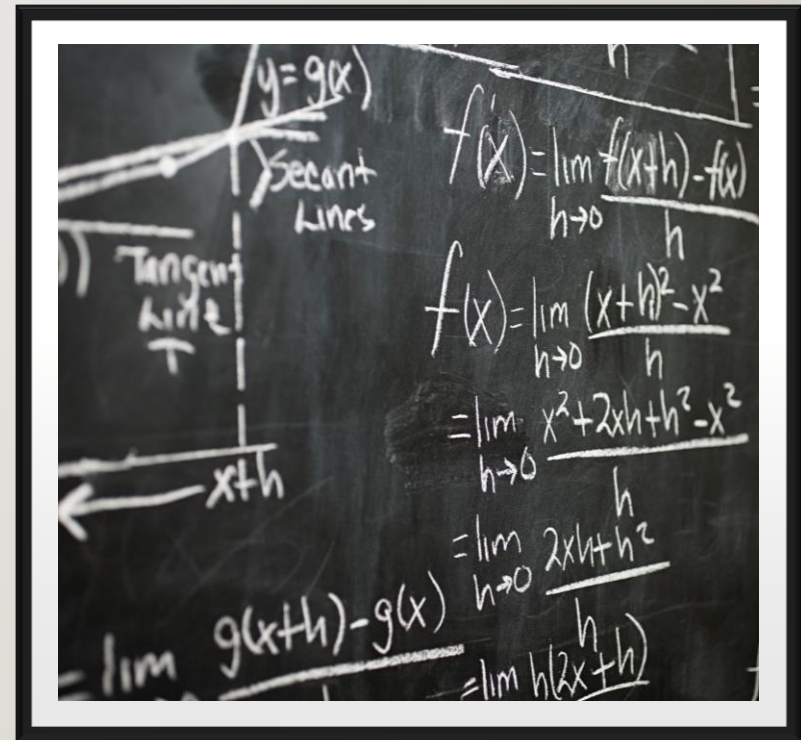


CHANGE LEADERSHIP

MANAGING THE VARIABLES OF CHANGE

SESSION GOALS...

- Identify variables for effective change
- Discuss strategies for leading change through assessing Dissatisfaction, Vision, First Steps, and Resistance
- Examine how each of the change formula variables is dependent on trust and team-work for success









PLAN ahead



TEAM PERFORMANCE AND CULTURE



Level 5

2%

Teams at this level truly model “team – me” cultures and commit to continual internal development.



Level 4

22%

These teams start each day aspiring to defeat the competition. While higher performance may occur than Level 3 teams, sustainability of results is a challenge.



Level 3

49%

Most team members meet expectations especially if the work adds personal value and benefit to the individual. This level typifies a “me-team” culture.



Level 2

19%

Teams at this level operate at much less than full capacity. High performers often leave.



Level 1

8%

Teams at this level are toxic. The members may even sabotage the organization’s potential for success.



PI.E.S.

LEADERSHIP DECISION
PROCESS IN RESPONSE TO
RESISTANCE



...Best Way Forward



REFLECTIONS

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