



Leadership  
**Excellence**  
Programme

*Day 5*

# Situational Leadership Insights & Presenting with Gravitas

Name:

In partnership with

**MSAmlin**

 **SEVENTY20TEN**



## Day 4 Review

**MS**  **amlin**

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# Programme journey

## Leadership Excellence Programme



Notes

# Activity

Notes

## Day 4 Review

### In small groups

- Draw a mind map covering the key topics of the last session
- What stood out for you the most?
- What topics have you already discussed with someone outside of this group?





## Situational Leadership

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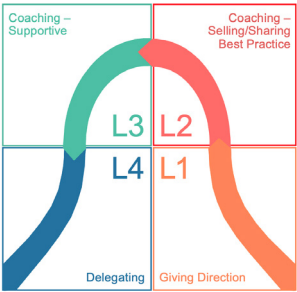
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# Learning outcomes

- Gain an understanding of the Situational Leadership Model
- Identify my own Situational Leadership Style
- Identify the levels of skill, motivation and confidence that each team member has in relation to different tasks in their role
- Identify what interventions we can provide as a manager to boost skill, confidence and/or motivation in team members
- Assess the correct Insights Discovery colour energy to enable you to adapt your leadership style most effectively to the situation
- Identify the actions you can take to adapt your leadership with your team

Notes

# Leadership style



Notes

# Activity

## Activity: Leadership Style

### Individually

- Complete the short questionnaire
- Identify your natural leadership style
- When does this work well for you?



Notes



# Diagnose

**Skill** – ability and knowledge to complete an action

**Will** – the desire (motivation) and confidence to complete and action

Notes

# Skill v Will



Notes

# Activity

## Activity: Skill or will?

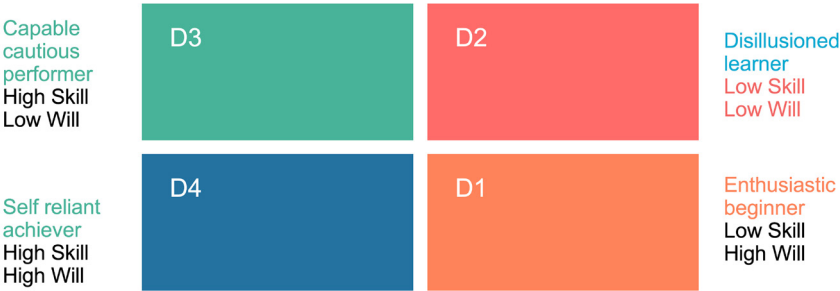
### Individually

- Plot where you think you team members are on the model
- How does this differ with different tasks?
- What are some of the challenges you are currently facing with individuals?
- Is it skill or will or both?



Notes

Plot your team



Notes

# Activity

## Activity: Discuss your findings

### In pairs

- Where do you think your team members are on the model?
- How does this differ with different tasks?
- What are some of the challenges you are currently facing with individuals?
- Is it skill or will?



Notes

# Leadership behaviour

## Support

Asking questions  
Listening  
Coaching  
Encouraging  
Inspiring  
Boosting confidence  
Empathising

**Builds 'Will'**

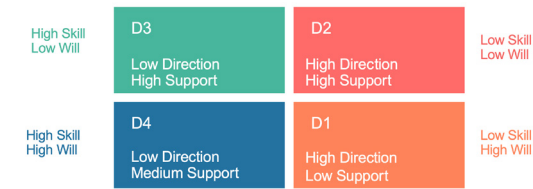
## Direction

Structuring  
Organising  
Teaching  
Supervising  
Controlling  
Telling  
Selling ideas

**Builds 'Skill'**

Notes

# Leadership style



Notes

# Activity

## Activity: Skill or Will?

In small groups

- Develop a team plan based around individual needs – **Direction and Support**
- List any individual development needs or support to make this happen
- Discuss what help or development you might need



Notes



# Good day behaviours



Notes

	Clues to Body Language	Clues to Verbal style	Clues to Behaviour	Clues to Environment
	Formal Direct eye-contact Upright/big posture	Business like Fast pace/quick response Direct	Pragmatic Forthright/challenging Task focused	Business like and efficient Orderly – easy access Awards/achievements
	Relaxed Open/responsive Facially expressive	Animated/expressive Spontaneous Talkative/sharing	Friendly/engaging Flexible Informal	Unstructured Lots going on (messy) Group photos on display
	Warm smile Some eye contact Few gestures	Soft tone Slower pace Diplomatic/enquiring	Cooperative Easy going Considerate	Comfortable/lived-in Personal and warm Family Photos and plants
	Detached/less eye contact Still/few gestures Little facial expression	Little tonal variation Questioning Thoughtful	Formal and indirect Analytical Controlled/reserved	Neat and orderly Organised information Reference material on show

Notes

# Activity

## Activity: Reflection

### Individually

Take some time to think about adapting your leadership style

- What have you found useful?
- What action might you take as a result?



Notes



## Recognising Type

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# Recognising type

Every time you meet someone you have the opportunity to practise your skill of recognising and adapting to their colour energies.

Notes

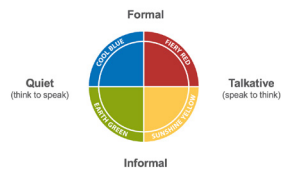
# Recognising type

## Step One

- Do they "speak to think"  
(Fiery Red/Sunshine Yellow) or  
"think to speak"  
(Cool Blue/Earth Green)?

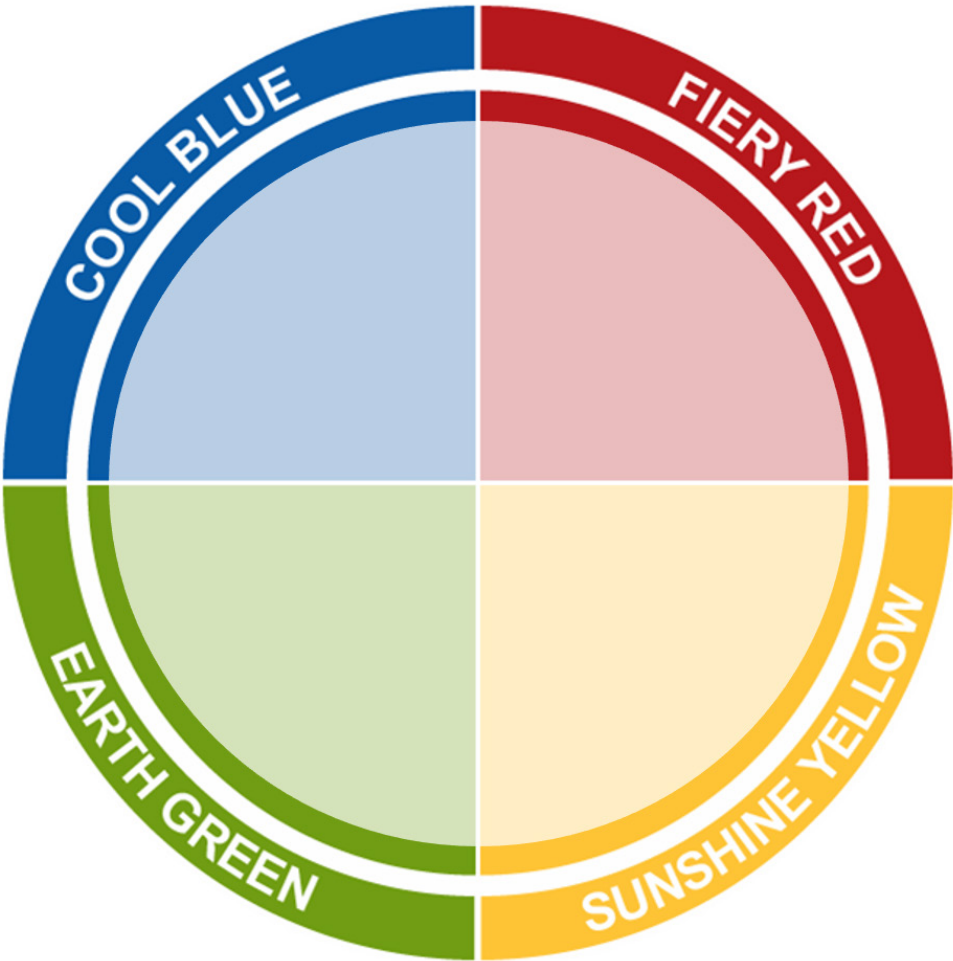
## Step Two:

- Are they more formal/task focused  
(Cool Blue/Fiery Red) or more  
informal/relationship focused  
(Earth Green/Sunshine Yellow)?



Notes

# Map your team



# Activity

## Activity : Map your team

### Individually

- Using a blank piece or your workbook
- Think about your current team or a team you were part of in the past
- Map them into the correct quadrant



Notes



# Adapt to connect

- Adapting works from the 'outside in'.
- Changing your outer behaviour, results in a change in your inner state
- Connecting works from the 'inside out'.
- Changing your inner state, results in a change in your outer behaviour
- Putting effort into both adapting and connecting will significantly enhance the strength of a relationship

Notes

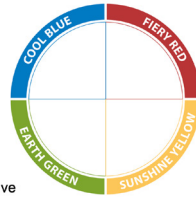
# Adapting and connecting

## Cool Blue

Be well prepared and thorough  
Do not be flippant on important issues

## Earth Green

Do not push for quick decisions  
Be patient and supportive



## Fiery Red

Be direct and to the point  
Do not hesitate or waffle

## Sunshine Yellow

Do not impose a routine  
Be friendly and sociable

Notes

# Cool blue

## APPROACHING:

- Slow down, not too direct
- Be more formal

## GENERAL:

- This is the tough one, so be prepared

## FOLLOW-UP:

- Don't miss details, facts, figures or prices

## PRESENTING:

- Support statements with proof
- Demonstrate your product knowledge



## HANDLING OBJECTIONS:

- Ask searching questions to highlight concerns

## GAINING COMMITMENT:

- State logical alternatives

Notes

# Fiery red

APPROACHING:  
• Be direct and assured  
• Don't waffle or hesitate

GENERAL:  
• Focus on facts not feelings

FOLLOW-UP:  
• State options with probability  
of success

PRESENTING:  
• Be well organised and factual

QUESTIONING:  
• Watch for impatience  
• Follow his/her pace



HANDLING OBJECTIONS:  
• Meet resistance with reflective  
questions

GAINING COMMITMENT:  
• State alternatives clearly

Notes

# Sunshine yellow

**APPROACHING:**

- Be sociable, even if it hurts
- Talk about them

**GENERAL:**

- Be interested in them

**FOLLOW-UP:**

- Be clear and direct
- Focus on the future

**PRESENTING:**

- Focus on future benefits
- Tell stories

**QUESTIONING:**

- Not too many details



**HANDLING OBJECTIONS:**

- Ask questions to allow them to express themselves

**GAINING COMMITMENT:**

- Offer incentives and special deals

Notes

# Earth green

**APPROACHING:**

- Talk more slowly
- Be more open

**GENERAL:**

- Slow down
- Show you really care

**QUESTIONING:**

- Show personal interest
- Ask his opinion
- Listen carefully

**PRESENTING:**

- Get feedback
- Quote benefits



**HANDLING OBJECTIONS:**

- Don't push, check carefully to reveal concerns

**GAINING COMMITMENT:**

- Show people benefits
- Ask for commitment in a gentle and friendly way

Notes

# Activity

## Activity : Your team

### Individually

Think about your team members

- Do they lead with different colours?
- How can you adapt your style to match theirs?



Notes



Presenting with Gravitas





# Presenting with gravitas

Notes

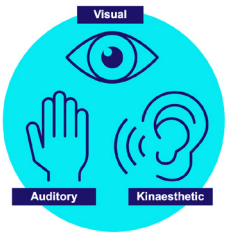
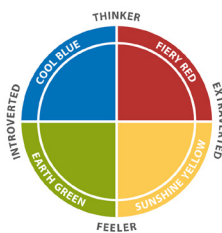


# Purpose of presentation

Notes



# Our preferences



Notes

# Painting word pictures



Notes

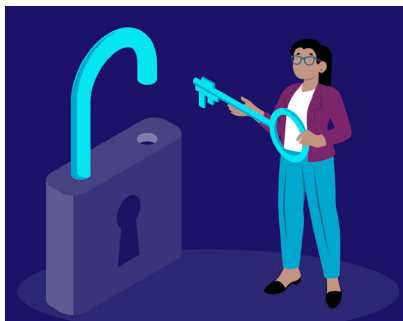
# Story telling

Notes

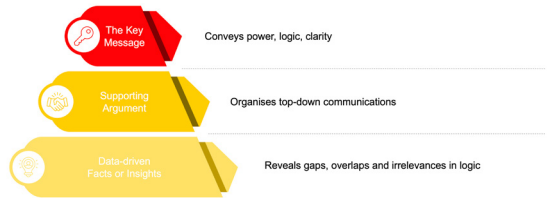


# Is your presentation accessible to all?

Notes



# The Minto model



Notes

# Activity

## Activity

### Individually

- Plan and design a 10-minute presentation using the Minto pyramid principle
- The presentation should be a review of your learning journey on this programme
- Your audience will be your line manager
- You will be expected to submit your presentations at the end of the allotted time
- You may be asked to deliver the presentation during this session so be prepared!



Notes













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