

1. Understanding your business & leadership style - "how you see yourself"

" Above all else, know thyself " Socrates

The starting point is you and your leadership.

- "How I see myself" - the Australian version of the DiSC Personal Profile System enables you to identify your behavioural preferences - in other words, your communication style
- More importantly, it provides invaluable information on your behavioural **strengths, weaknesses and motivations**
- It also provides strategies for improving personal and interpersonal effectiveness
- This helps you understand how you ...
 - communicate with others
 - solve problems & manage change
 - behave when under pressure
 - make decisions
 - manage your time
 - build trust

2. Perception of your leadership versus 'reality'.

How others see you - "*looking in the mirror*"

- The "How Others See You " profile provides you with feedback on the **actual impact** you have on others, as measured by colleagues or staff
- The key benefit it provides is a comparison of "**How you see yourself**" with "**How others see you**" - *perception versus reality !*
- Many people are unaware of the impact they have on other people - the Integro process helps you remove your "*blind spots*" "*We don't get where we want to be by fooling ourselves about where we are*"
- First you must know how to manage and lead yourself, by understanding your natural influencing style and learning when its appropriate or inappropriate to use it - that is, **developing flexibility and versatility**
- Managers sometimes believe they can change people's behaviour and yet behavioural preferences are relatively unchanging
- Rather than focussing on changing behaviour, they should first focus on understanding and accepting that people are different, and knowing how to work with these differences - **using diversity to achieve better results**

DAY TWO - Building Business Culture through your Leadership.

Are you a Leader, Boss or Bully? What type of culture does your leadership create? Do you know when to follow, when to lead, when to manage?

"First Seek to Understand, Before Being Understood" Stephen Covey 7 Habits

1. Effective communication

How do we get on the same wavelength as those we wish to influence?

The three steps to leadership success. Successful leaders...

1. know themselves, i.e. their own strengths, weaknesses and motivations
2. can recognise the needs and expectations of others
3. and can **adapt their own style** to meet those needs and expectations

2. Building Trust

What is the difference between being trustworthy and building trust?

- Most of us believe we are trustworthy and yet sometimes, even though we think we are doing the right thing, we fail to build trust with others
- Recognising the four behavioural **elements of trust - reliability, openness, acceptance and straightforwardness**
- Understanding the strengths and weaknesses of each behavioural style in developing the elements of trust
- Learning how to build trust with different behavioural styles to create long term relationships
- Why the **"golden rule"** in dealing with people is wrong. We use the **"platinum rule"** ...instead of treating people as *you* want to be treated, treat them as *they* want to be treated

3. How do we build interpersonal flexibility?

This is the key to successful relationships, getting results through people and capitalising on change

- **are you...**
 - flexible or inflexible ?
 - proactive or reactive ?
 - constructive or defensive ?
 - **win / win** or **win / lose** (eventually **lose / lose**) ?
- **do you...**
 - see change as an opportunity or a threat ?
 - accept responsibility or bitch, whinge, complain, blame & shame ?
- The **"How others see you"** feedback system provides you with a second mirror that measures your interpersonal flexibility, as seen by your colleagues and staff
- It provides you with feedback on your specific behaviours and attitudes that either help or hinder you in building trust and dealing with change

