

Leading with Resilience

Workshop 3: Leading From the Front – Pre-work

There are three exercises below. We will be looking at the output from the exercises during the workshop.

1. **Colour Energies in Leadership:** Compare Deloitte Future Leaders Framework (DFLF) and feedback to your Insights Colour Energy strengths, areas for development and possible blind spots. Are there common areas of focus?
2. **EQ Leadership Capabilities:** Review the list of Emotional Intelligence capabilities for leaders and identify potential areas of focus for you.
3. **Personal Values and Character Strengths:** Identify your personal values and/or your character strengths and consider how, from your perspective, they connect with the DFLF Shared Values.

These exercises are designed to help you:

- Think about good leadership from different perspectives.
- Identify where you would like to focus your attention as you develop as a leader.
- Think about your personal leadership style, strengths and how you want to be perceived as a leader.

Pre-work Exercises

1. Colour energies in Leadership

To utilise your Insights Discovery personal profile effectively, we suggest you start with your Deloitte Future Leaders Framework (DFLF) and any feedback you have, if applicable – look at your strengths and potential development areas from this feedback and compare it to your Insights Discovery strengths, possible weaknesses, and blind spots.

You can find the Deloitte Future Leaders Framework [here \(NSE People & Purpose - Deloitte\)](#).

- a) In what areas are you already using your colour energy strengths in leadership?
- b) In what areas might you spend time using your colour energies more/more effectively?

The overview on the next pages may be helpful.

Using Your Colour Energies in Leadership

Cool Blue in leadership can...

- Use logical reasoning to make decisions
- Give others time to think
- Be thoughtful and considerate
- Process information methodically
- Be precise



Fiery Red in leadership can...

- Be direct
- Be quick to see the pros and cons
- Be pragmatic
- Be quick to initiate action
- Demonstrate a sense of urgency



Earth Green in leadership can...

- Consider values, opinions and beliefs
- Be careful not to overuse authority
- Create the ideal environment
- Be helpful and supportive
- Respect others' choices



Sunshine Yellow in leadership can...

- Imagine "what could be"
- Be enthusiastic and appreciative
- Involve people
- Create stimulating group discussion
- Act as a catalyst for future growth



Cool Blue Energy in Leadership on a 'Good Day'

Diligent
Consistent
Thoughtful
Principled
Objective

Fiery Red Energy in Leadership on a 'Good Day'

Determined
Focused
Proactive
Courageous
Purposeful

Earth Green Energy in Leadership on a 'Good Day'

Appreciative
Respectful
Valuing
Service-oriented
Accommodating

Sunshine Yellow Energy in Leadership on a 'Good Day'

Empowering
Engaging
Encouraging
Adaptable
Dynamic



2. Leadership Capabilities

If we look at leadership capabilities in terms of emotional intelligence (EI or EQ) capabilities:

- Are there any other leadership capabilities that you would like to work on? (Below is the list from Goleman's "The New Leaders", which is quite comprehensive.)
 - Consider which EQ capabilities have already come up in our discussions on resilience and stress management.
- a) **Self-awareness** – without self-awareness we are not aware of what we are good at, we are oblivious to the impact on others of our behaviour and actions and we are unaware of our need for improvement. Hence within self-awareness, Goleman includes:
- i. **Emotional self-awareness** – the ability to assess how our emotions affect us and our performance.
 - ii. **Accurate self-assessment** – knowing our strengths and limitations, open to feedback and able to ask for help.
 - iii. **Self-confidence** – leaders who know their strengths are able to take on a challenge with presence and assurance.
- b) **Self-management** – with better awareness we are better able to manage our emotional responses, mental attitude, and personal drive.
- i. **Self-control** – ability to manage own emotional reaction; stays calm and clear-headed in a crisis.
 - ii. **Transparency** – authentically and openly living by their values, demonstrating integrity and able to admit to own mistakes.
 - iii. **Adaptability** – able to juggle multiple demands without losing focus; adaptable leaders are flexible in adapting to new challenges, rapidly adjust to change and are agile in their thinking in the face of reality.
 - iv. **Achievement** – continually learning and looking for new ways of doing things, pragmatic and setting challenging but attainable goals with a realistic assessment of risks.
 - v. **Initiative** – leaders with self-efficacy – have what it takes to control their own destiny; they seize opportunities or create them rather than waiting for them, cutting through red tape.
 - vi. **Optimism** – ability to see opportunities in a setback; optimistic leaders expect the best in others and expect change for the better in the future.
- c) **Social Awareness** – tuning into the feelings of the group of the organisation.
- i. **Empathy** – quickly attuning to the emotional state of a person or group, leaders with empathy can stand in the shoes of the other person and see their perspective.
 - ii. **Organisational awareness** – able to attune to the political forces in an organisation, the organisational values, and cultural norms.

- iii. **Service** – maintaining strong relationships; leaders with a strong service orientation maintain contact with clients to make sure they get what they need and make themselves available.

d) **Relationship management**

- i. **Inspiration** – creating resonance to move people with a compelling vision and shared mission; able to articulate a vision in a way that inspires others to follow.
- ii. **Influence** – knowing the audience; able to obtain buy-in from stakeholders; persuasive and engaging.
- iii. **Developing others** – genuine interest in those they help, understanding their goals, strengths and weaknesses and able to give timely constructive feedback.
- iv. **Change catalyst** – recognise the need for change, challenge the status quo, find practical ways to overcome barriers to change.
- v. **Conflict management** – understand differing perspectives, find common ground and look for a win-win situation.
- vi. **Teamwork and collaboration** – active, enthusiastic commitment to collective effort, operating with respect, helpfulness and cooperation; spending time forging and cementing close relationships beyond work.

3. **Personal Values & Character Strengths**

Leading with authenticity is about leading according to your values. There are two alternative exercises below, but feel free to look at both if you have time! In either case:

- a) If you think about your personal values or character strengths, how do these compare to the DFLF Shared Values? There is a list below, that may be helpful but please add others if they are more relevant to you.
- b) Can you make a connection between your personal values/character strengths and the DFLF Shared Values?

Option 1:

Go to www.viacharacter.org and complete the free survey online (it should take about 20 mins). Download your free report and think about your top five character strengths in respect of the questions above.

Option 2:

Clarifying Your Personal Values: What's Most Important To You?

Values are a set of standards that determine what is important to you. Looking at your values below can help lay the foundations for considering your career choices. There are no wrong or right answers; your values are what matter to you.

Circle 10-20 values in total that are important to you. You can choose any number from each section, but try not to exceed 20 in total. Cross out any values you feel strongly do not fit with you. Your gut response is often the best! If there are any values missing that are important to you, please note them under 'other values'.

WORK CONTENT	WORK ENVIRONMENT	WORK RELATIONSHIPS	CORE VALUES
challenging	flexible	teamwork	integrity
opportunity to lead	quiet	honesty	achievement
creative	noisy	caring	respect
variety	freedom	competitive	responsibility
ability to take risks	security	open	power
constantly changing	happy	respectful	influence
detailed	action-oriented	diverse	appreciation
social activities	structured	collaborative	helping
learning	casual	humour	belonging
focussed	exciting	harmony	equality
gaining knowledge	pressurised	autonomy	independence
being in control	predictable	recognition	contributing
adventurous	comfortable	support	status
helping others	high salary	communication	authenticity
Initiating things	nice location	people contact	commitment
leading edge	relaxed pace	independence	balance
accountable	public contact	fun	honesty
working in a team	organised	trust	having an impact
goal-focused	disciplined	comfortable	fairness

Other values:

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YOUR TOP 10 VALUES - AND YOUR DEFINITION OF EACH VALUE

	TOP 10 VALUES	YOUR DEFINITION
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		