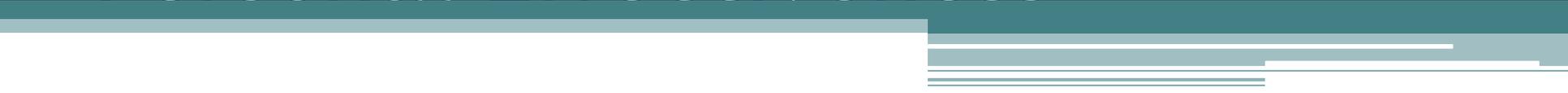


Women into Leadership Personal Effectiveness



Deborah Dalley

‘Our lives begin to end the day we become
silent about the things that matter the most’

Martin Luther King



Aggressive Behaviour



Being aggressive means getting your own way at the expense of other people by putting them down, making them feel small, incompetent or foolish. This can be through high level forms of aggression such as bullying and shouting or low level forms such as sarcasm, excessive flattery or adopting a patronising attitude.

Submissive Behaviour

Being submissive means ignoring your own needs and feelings and giving in to other people. It often means putting up with a situation you are not happy about rather than putting your ideas forward.



Assertive Behaviour

Being assertive means being honest with yourself and others. It means being able to say what you want but not at the expense of the other person. It means being able to negotiate and look for win-win situations or workable compromises.



‘We train people how to treat us’



‘Here is Edward Bear now coming downstairs on his head. Bump, bump, bump behind Christopher Robin. It is as far as he knows, the only way of coming down.’



A.A.Milne

A habit is a routine
behaviour that is repeated
regularly and tends to occur
unconsciously.

66



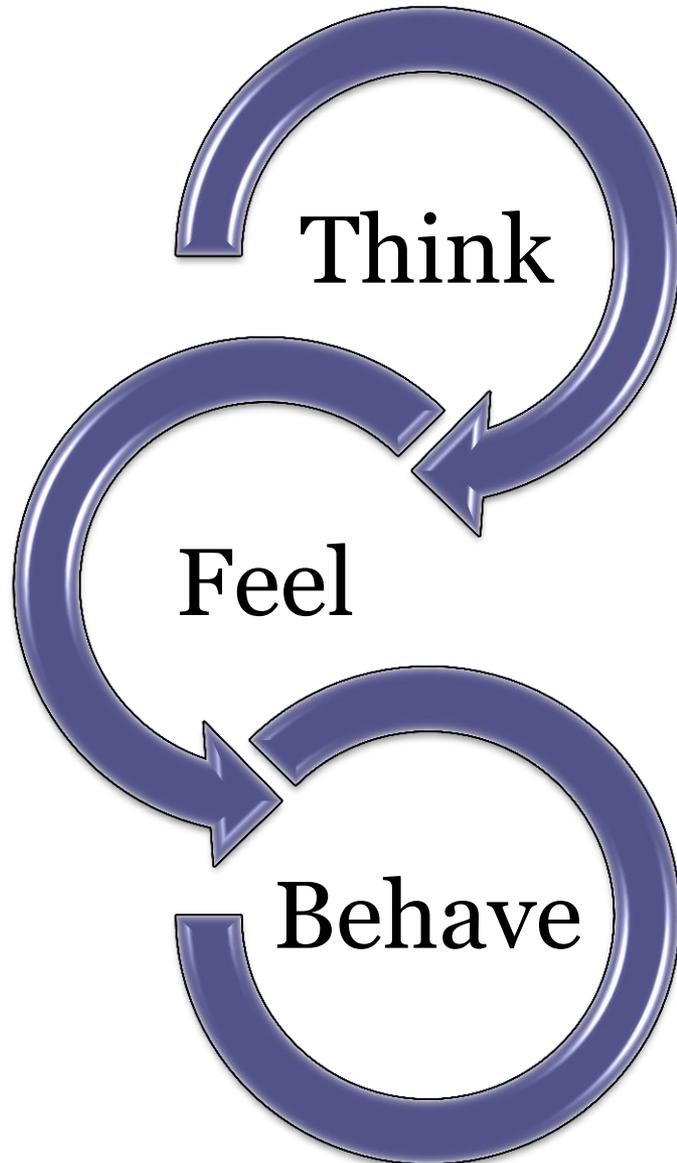
‘People are not disturbed by things but by
the view they take of them’

Epictetus





Our self-confidence is based on a judgement we make about our ability to handle a situation.

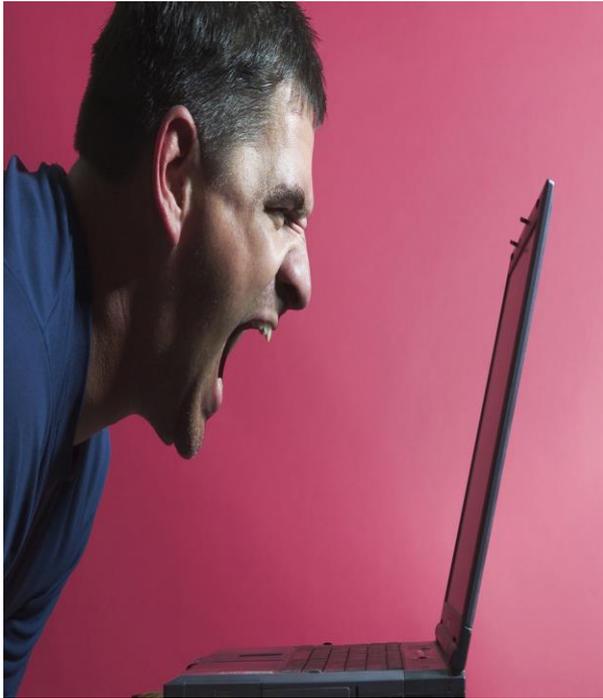


Think

Feel

Behave

Managing our Emotions



- Think about a time when your emotions got the better of you, when you had an emotional response that led to behaviour that undermined your intended outcome for the situation.

Pathways to the brain:

Emotional Brain – fast road



Rational Brain - slow road



Self Awareness

Attunement – the ability to tune into your emotional state



Understanding - the ability to unearth the root of a recognised emotional state and to know why you are feeling that way



Acceptance – the ability to accept those emotions and deal with them in an appropriate way



Managing our emotions

- Rule 1

The brain does not want to feel an emotion that is inconsistent with the physiology of the body.

- Rule 2

When you are feeling a disruptive emotion ask yourself what you want to feel and then behave consistently.

Managing Our Emotions

You are feeling lethargic and you want to feel energetic.

You are feeling irritable and you want to feel happy.

You are feeling anxious and you want to feel calm.

Emotional Contagion



- . Our emotional state has huge impact on all of our working relationships and interactions – often a much bigger impact than we realise
- Anyone feeling strong emotion whether positive or negative can have a significant impact on the people around them.

Communication Skills

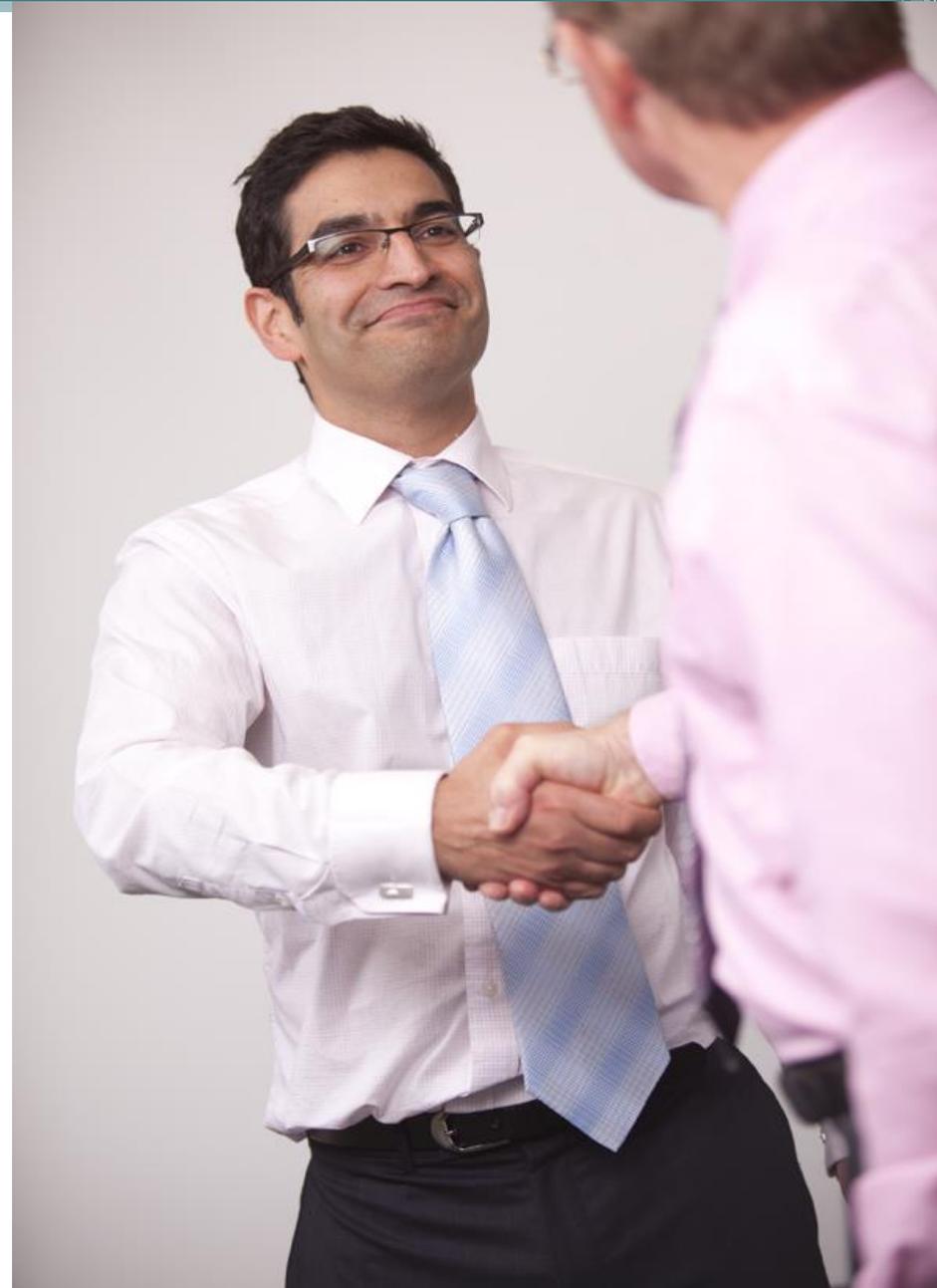
Language
and banked
phrases

Non-verbal
behaviour

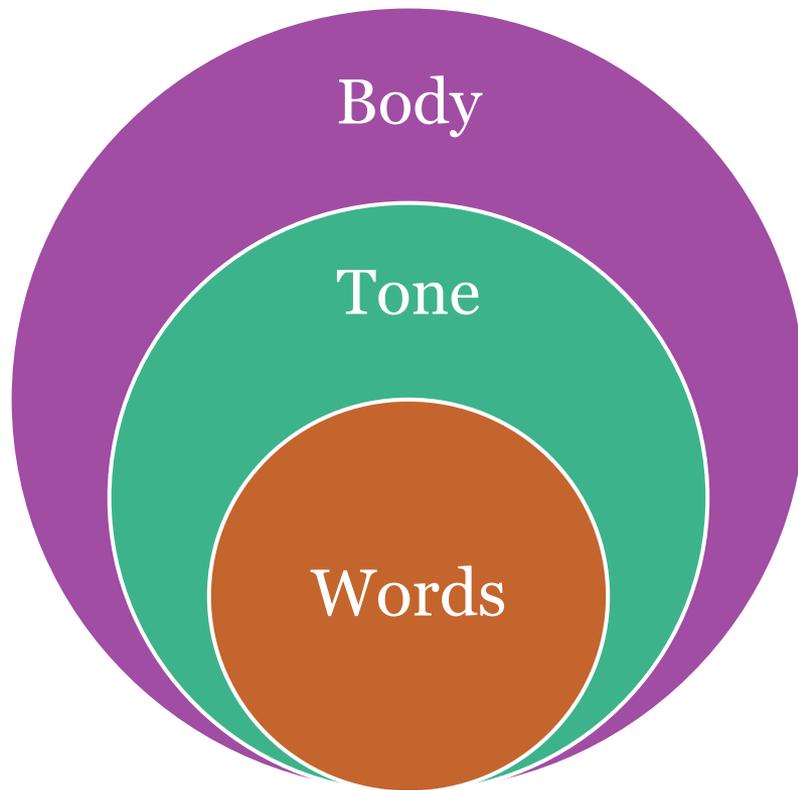
Listening

Non verbal impact

- Image / personal presentation
- Eye contact
- Gestures
- Posture
- Movement
- Facial expression
- Personal space

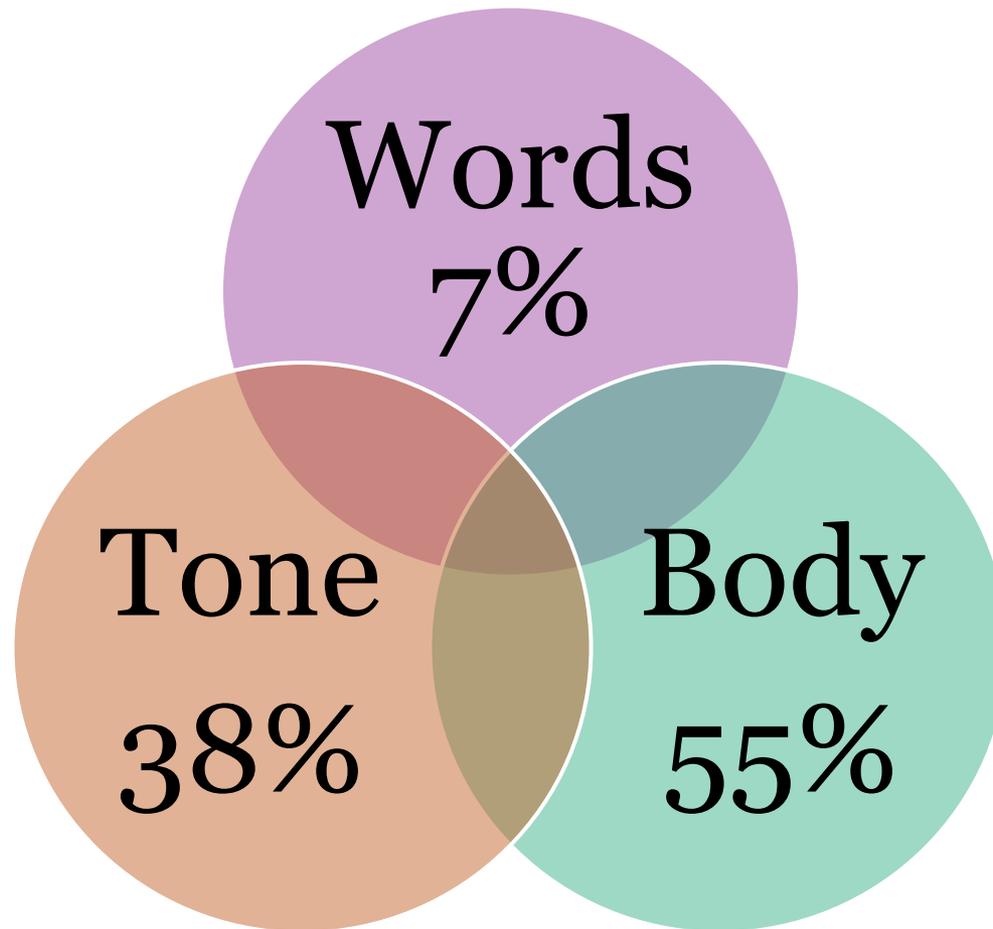


Congruence



- When our words, tone and body language are congruent 99% of the meaning comes from what we say

Congruence



Five Levels of Listening

- Waiting to speak
- Listening to tell our story
- Listening to give advice
- Listening and asking for more
- Intuitive listening



Content:

F

- Describe the facts or behaviour in a clear and non-judgemental way.

E

- Outline the effect or the impact of the above on the service, others or you.

D

- Discuss how to do it differently

- You have just observed Samir, who is a member of your team, giving a presentation. His PowerPoint slides had a lot of text on them and he read from the slides for the majority of the presentation which meant he rarely made eye contact with the audience. He sounded quite hesitant and appeared to lack confidence in what he was saying.

You have just observed Samir, who is a member of your team, giving a presentation. His PowerPoint slides had a lot of text on them and he read from the slides for the majority of the presentation which meant he rarely made eye contact with the audience. He sounded quite hesitant and appeared to lack confidence in what he was saying.

F

- Describe the facts or behaviour in a clear and non-judgemental way.

E

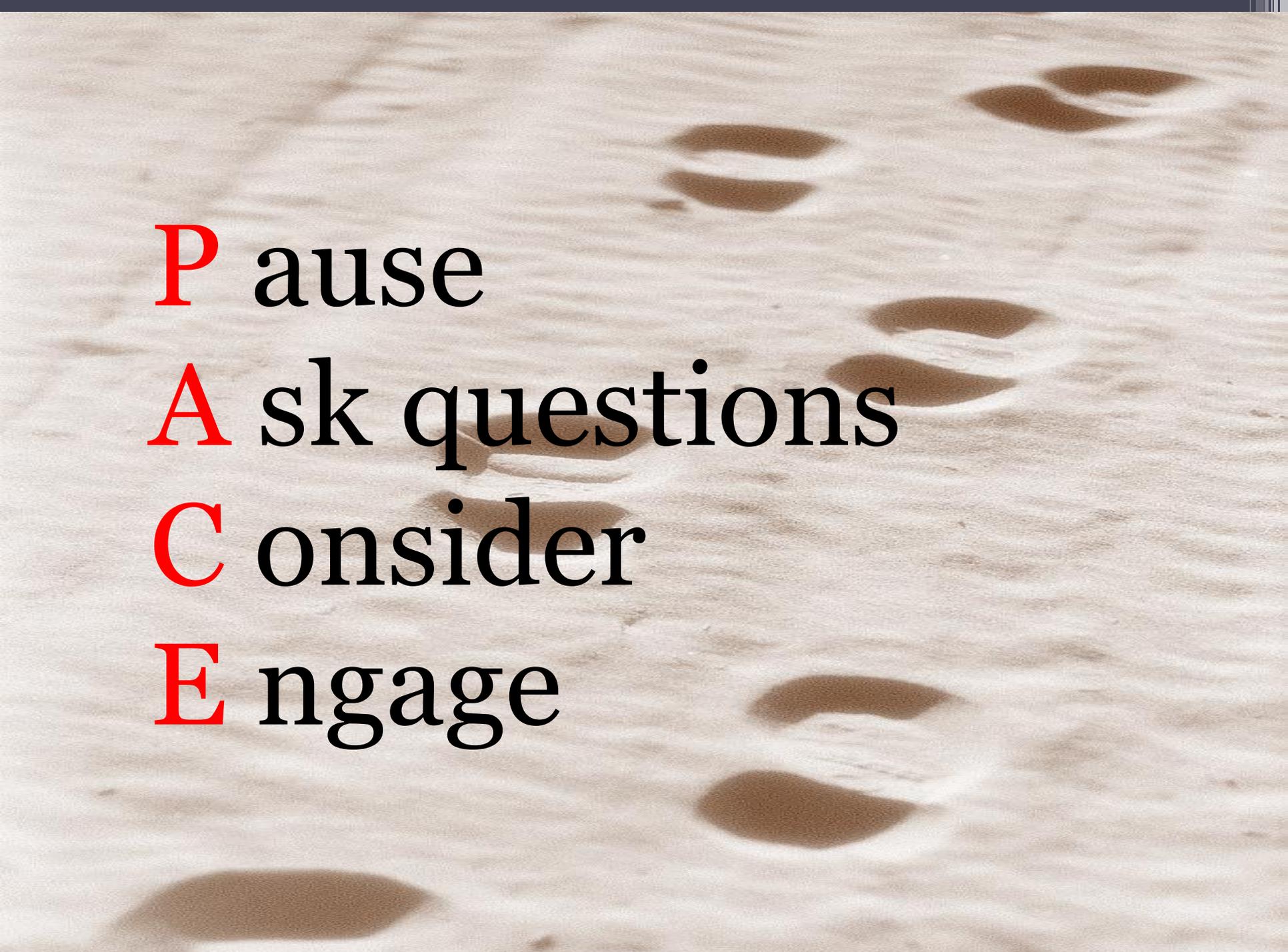
- Outline the effect or the impact of the above on the service, others or you.

D

- Discuss how to change

SAYING





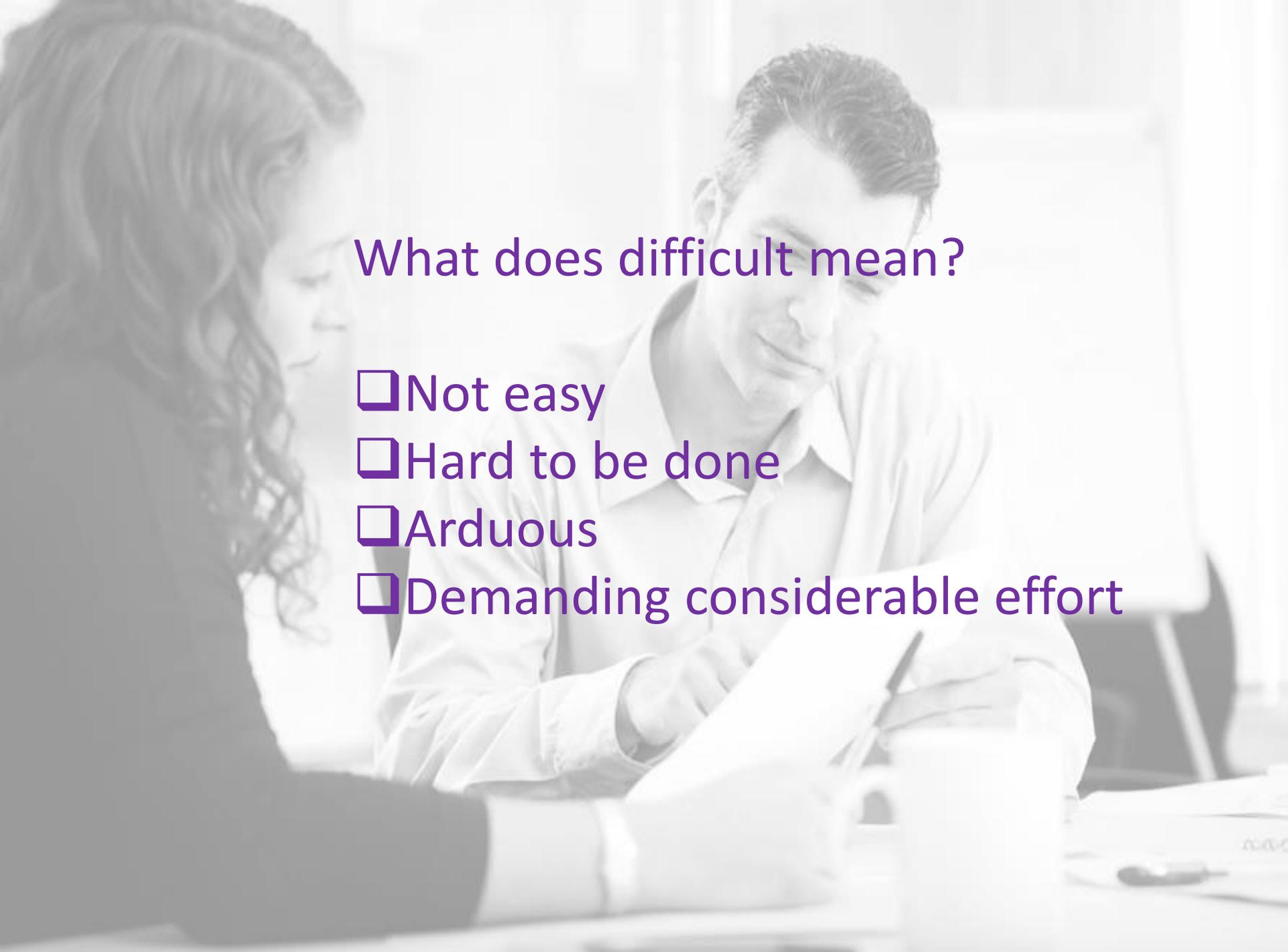
Pause

Ask questions

Consider

Engage

- ‘If you always do what you have always done you will always get what you have always got’



What does difficult mean?

- Not easy
- Hard to be done
- Arduous
- Demanding considerable effort



A conversation is a talk between two or more people in which thoughts, feelings and ideas are expressed, information is exchanged and questions are asked and answered.

Sent an e-mail or text to someone because you did not want to say something face to face.

Delivered a message to the whole team or group that was really intended for one person.

Complained about someone's behaviour but not spoken to them directly about it.

Asked a leading question in the hope that someone else will raise the issue that you want to talk about.

Incident

Repeated
Incident

Pattern

Relationship

Incident

Notice it

**Repeated
Incident**

Give feedback

Pattern

*Initiate a
conversation*

Relationship

Preparation

What is happening?



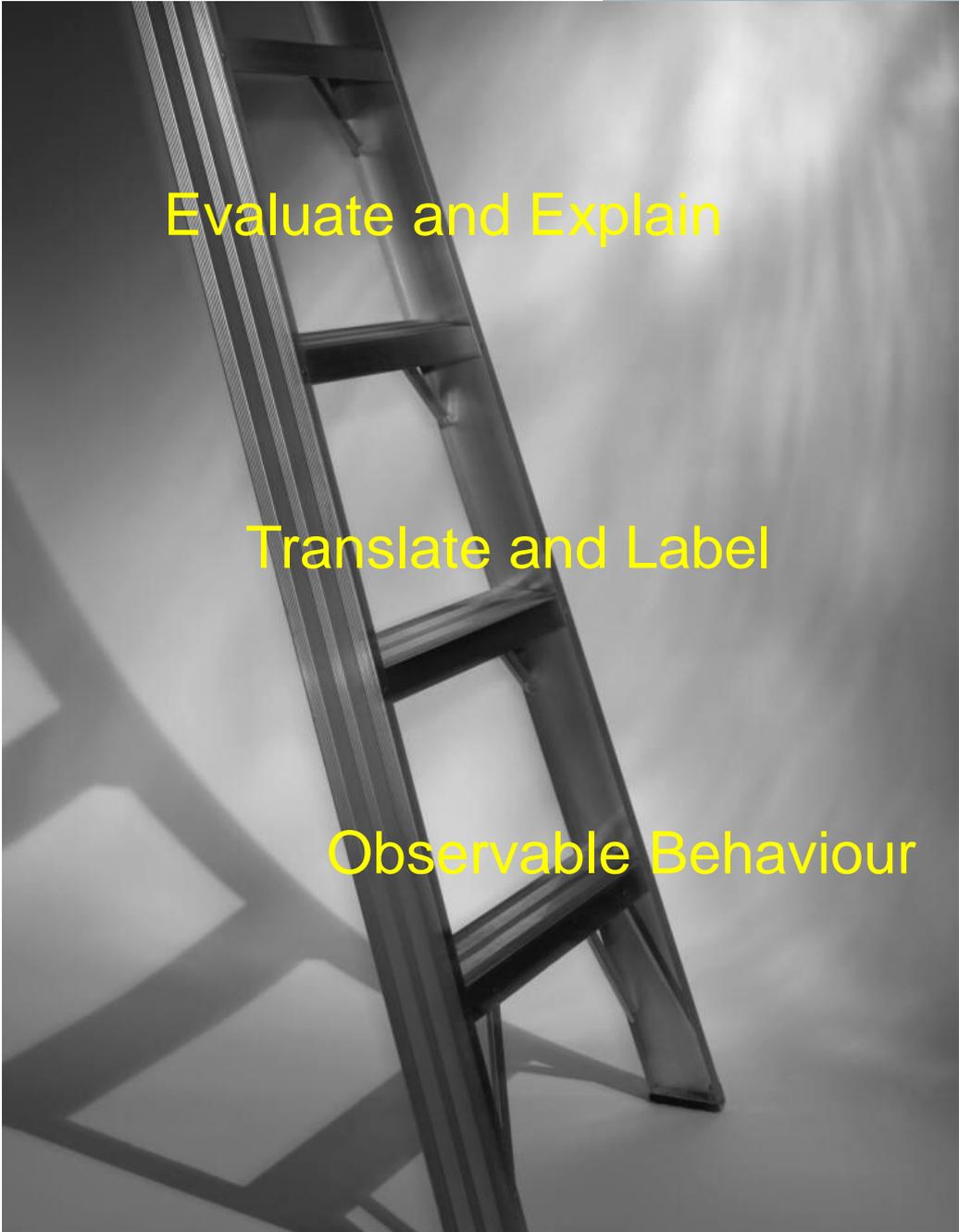
What are my reasons for having this conversation?



What has contributed to the issue?



What do I want?



Evaluate and Explain

Translate and Label

Observable Behaviour

What is happening?

She is really disorganised

He is so behind with his research and just isn't doing enough

He lets himself and the team down with his attitude to work

She is so disorganised

- Her desk is always covered in papers and she struggles to find things when asked.
- It often takes her over a week to answer e-mails.

He is so behind with his research and really isn't doing enough.

- He has been back from his sabbatical for 6 months and has not produced a paper yet.
- At his last PDR we agreed some interim deadlines but he has not met them.

He lets himself and the team down with his attitude to work

- He regularly uses Facebook during working hours and it is clearly visible to other people
- On three occasions this week he has complained that he has too much work to do

Preparation

What is happening?



What are my reasons for having this conversation?



What has contributed to the issue?



What do I want?

Shift from the Blame to Contribution

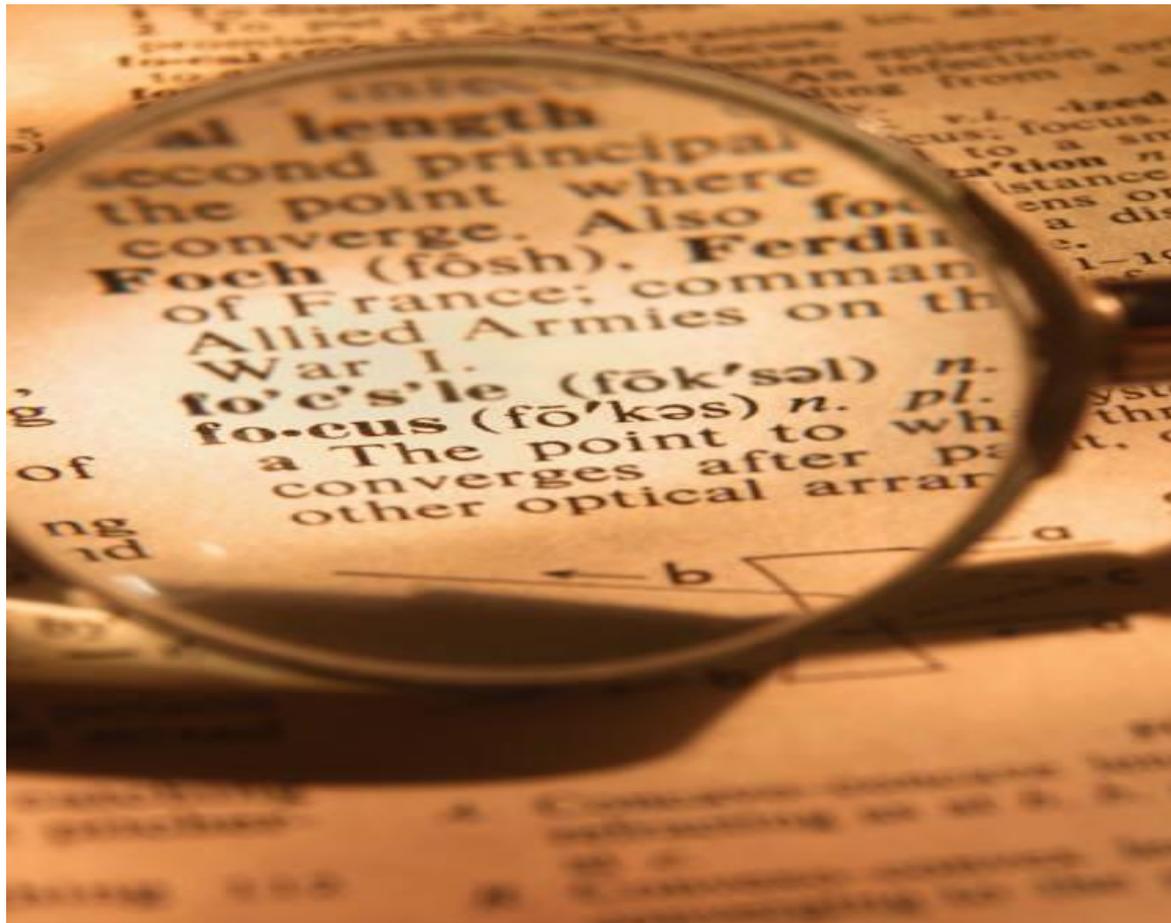
How I
contributed to
the problem

- I forgot to
- I thought that
- I assumed
- I neglected

How others
contributed to
the problem

- They said.....
- They did.....
- They denied.....
- They promised.....

What do I want?



What do I want?

Is it possible?



Is it realistic?



Is it negotiable?

Preparation

What is happening?



What are my reasons for having this conversation?



What has contributed to the issue?

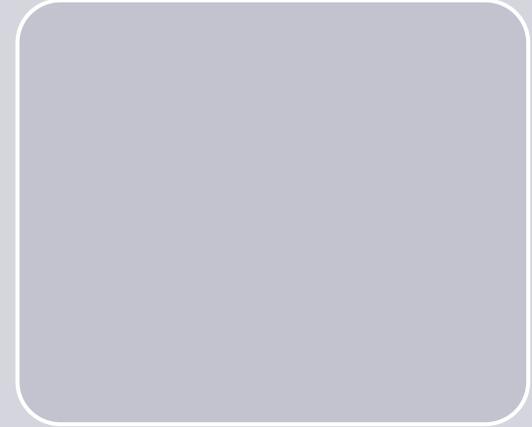


What do I want?

CRASH!

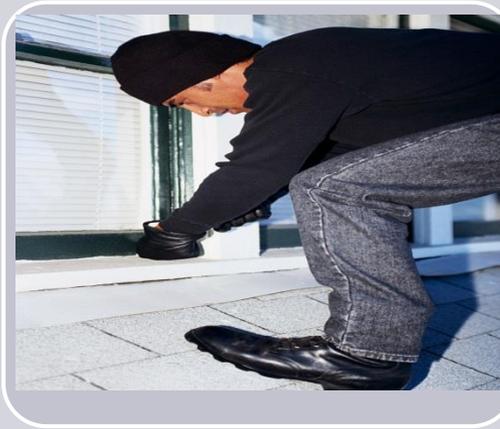
Internal
dialogue

CRASH!



Internal
dialogue

Mental
picture



Internal
dialogue

Mental
picture

Your
body's
reaction

The Framework

Opening the conversation



Invite discussion



Discuss alternatives



Agree a way forward



Close

Opening the conversation

The 30 second introduction



The 30 Second Introduction

Open the conversation

Describe what is happening

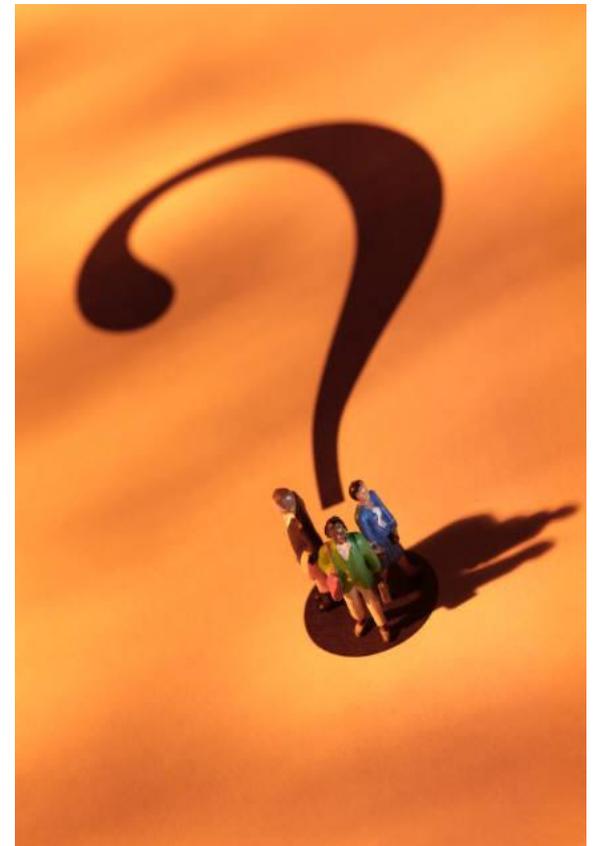
Describe the effect it is having

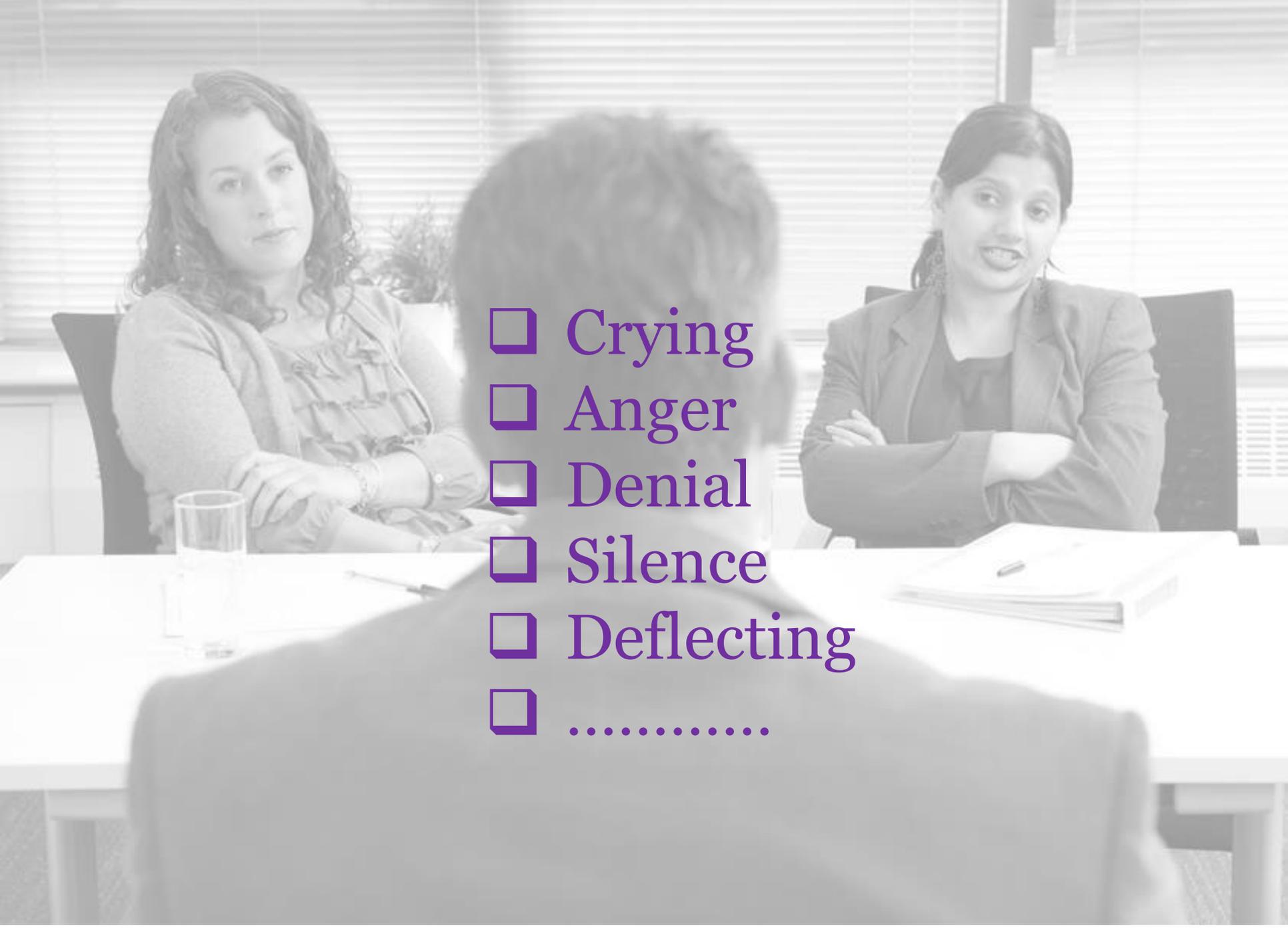
Identify what has contributed to the problem

Ask a question to invite discussion

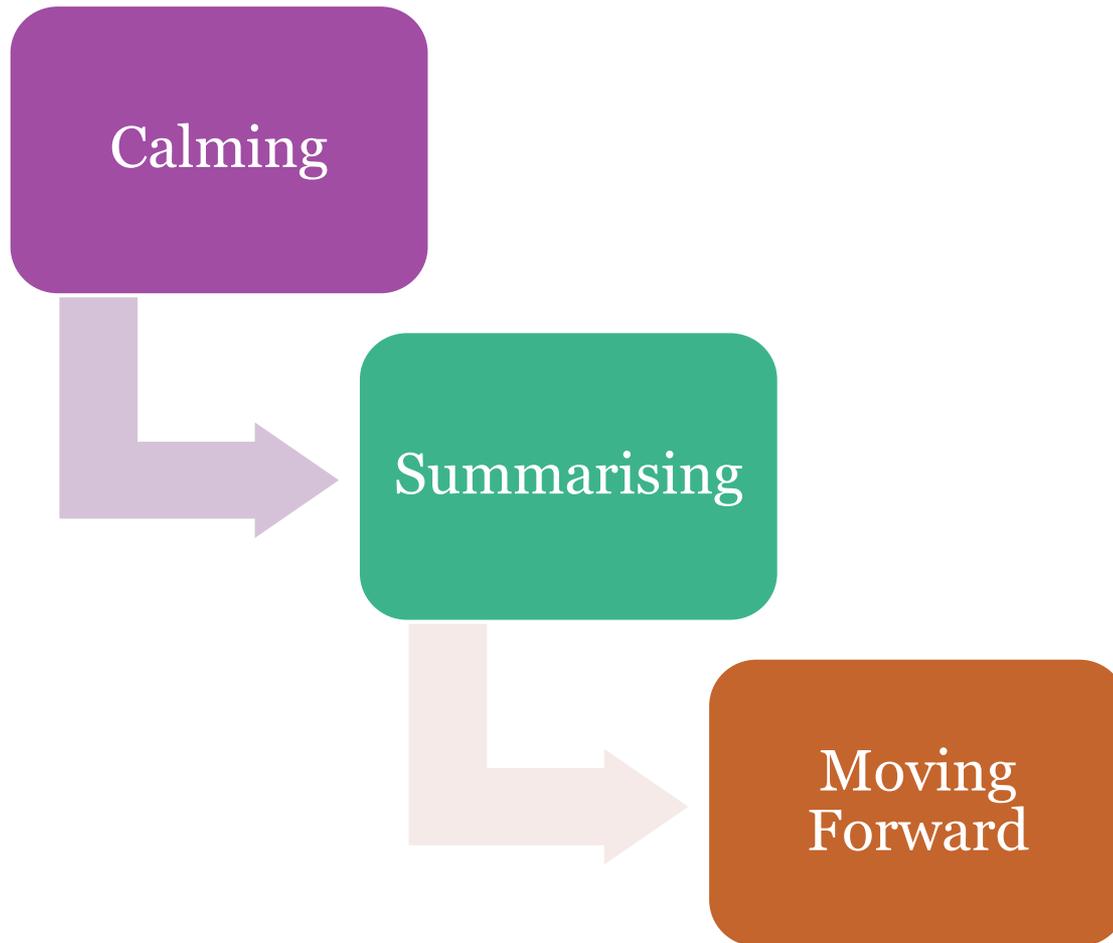
Invite discussion:

- Tell me how you see the situation?
- How do you feel about what I have just said?
- What is your perspective on this?
- What do you want to happen?
- How do you feel we could move forward from here?
- What options do you think are open to us?



- 
- A grayscale photograph of a meeting. Two women are seated at a table, facing a man whose back is to the camera. The woman on the left has her arms crossed and a neutral expression. The woman on the right is smiling and also has her arms crossed. The man in the foreground is out of focus. The background shows office windows with blinds.
- Crying
 - Anger
 - Denial
 - Silence
 - Deflecting
 -

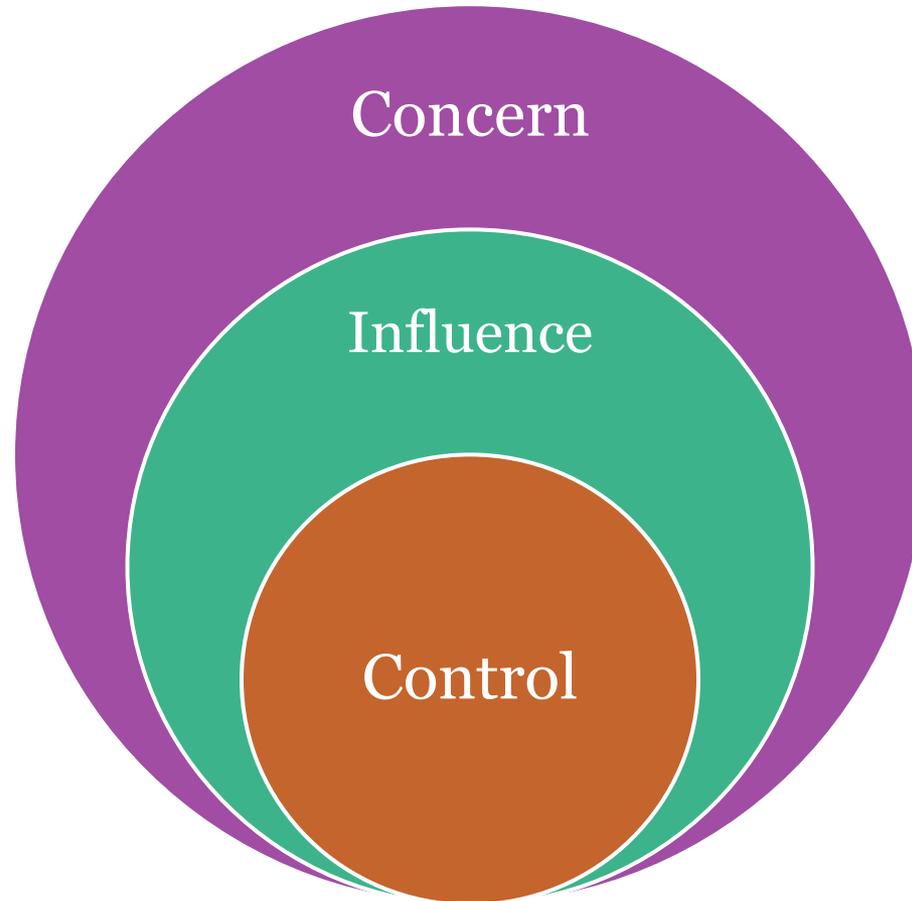
The Control Trilogy



- In your groups identify the things that cause you not to use your time as effectively as you could.
- Which of these factors could you influence?



Circle of Influence



What are the most important parts of your role?



What really matters?



Write down 5 things.

anydo

Things To Do



- You can only eat an elephant one bite at a time



Rotational Time Management





**Are you an owl
or a lark?**

Schedule your social media
@ hootsuite

Track your time
@ toggl

Save useful articles to read
later or offline
@ pocket



‘The only difference between
a rut and a grave is depth’



- ‘People are disturbed not only by things but the views they take of them’

Epicletus – Greek philosopher



External event or demand



Perception of the event



Pressure

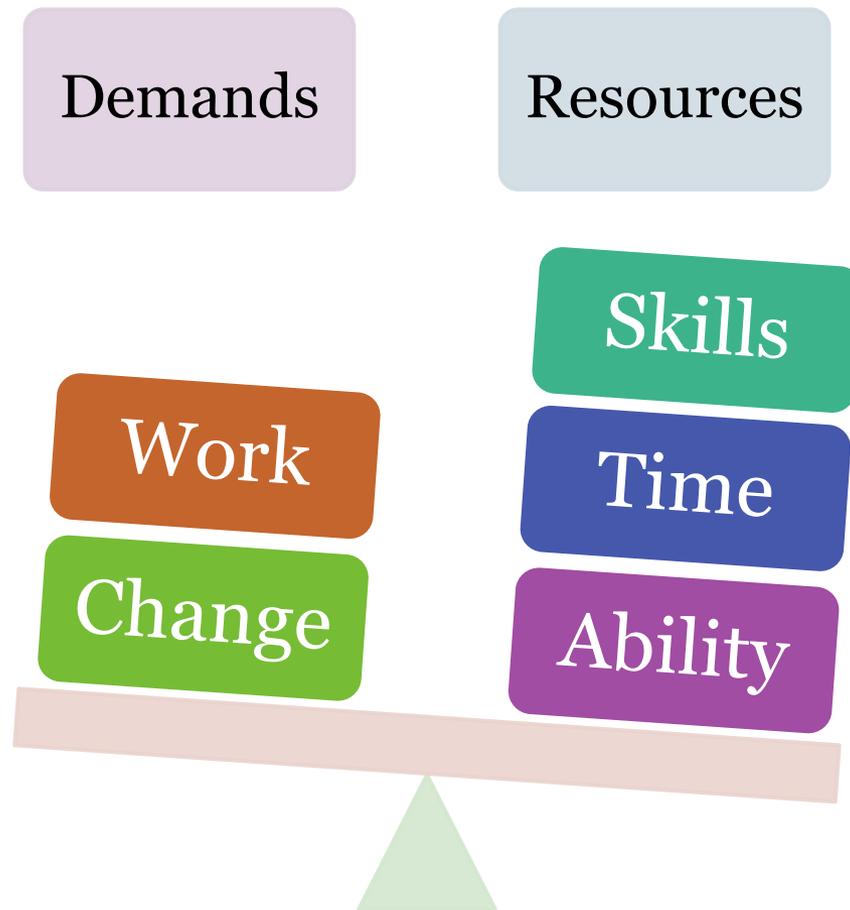


Anxiety



Stress

The Stress Balance



The Six Primary Sources of Stress

Demands

Control

Support

Relationships

Role

Change

Some warning signs can include:

Physical

Appetite loss

Digestive problems

Headaches

Tiredness

Aches and pains

Nausea

Dizziness

Emotional

Irritability

Reduced concentration

Withdrawal and problems
with communication

Mood swings

Loss of humour

Inability to cope and
irrational fear of failure

Loss of self esteem

Behavioural

Forgetfulness

Less care in personal
appearance

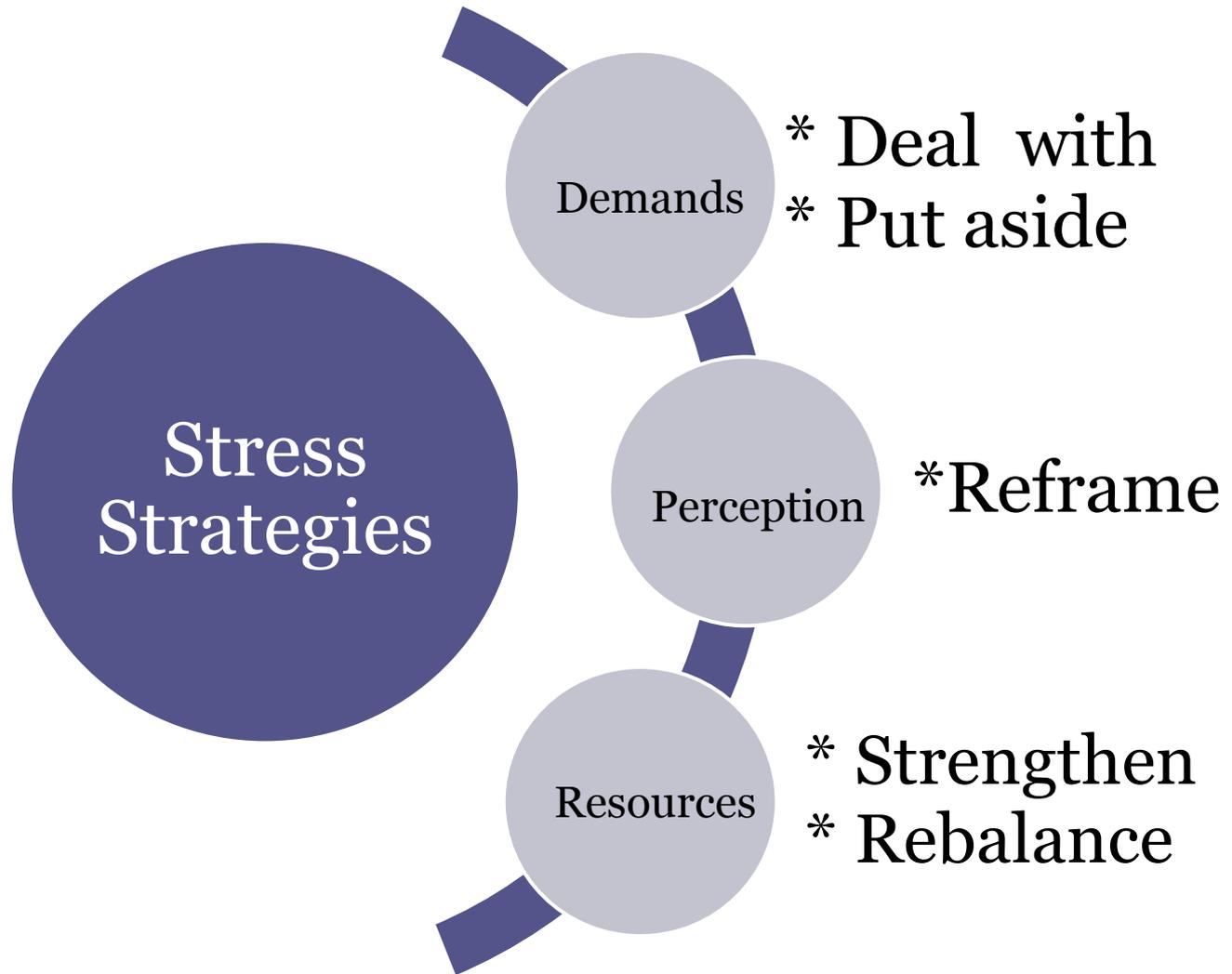
Increasing periods of
inactivity

Slowness in decision making

Accident proneness

Taking more time off

Declining job performance



Active mental or physical distraction



8		9	3		4	2
9	8	2	6		7	4
5	1	3	9	4		
6	4	7	2		5	3
4		6	5		3	1

Self nurturance



Emotional expression



Confronting the problem



Manager's role

- ✓ Thinking about ways to minimise the likelihood of stressful situations or circumstances arising
- ✓ Having appropriate communication channels in place to know if teams or individuals are under pressure
- ✓ Implementing and using systems and procedures to deal with individual concerns and issues when they arise

Where and how do you collect data to assess how people are feeling?

Sickness
patterns

Staff
turnover

Exit
interviews

Appraisals

One to one
meetings

Informal
chats

Return to
work
interviews

Work rates

??????

Choices Framework

Stay with it and stop
moaning

- Can I do this?
- What will it cost me?

Work for change in others
or the system

- Who or what do I want to
change?

Options

Get out

- Where to, when, how?

Work for change in myself

- What do I need to change?
- How can I do this?