

# PEOPLE LEADERS PROGRAM

## Module 1 – Takeaway Toolkit

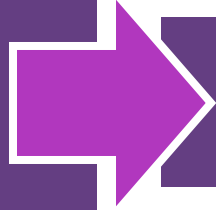
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PEOPLE of  
*Influence*

&

 AIRTRUNK

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Leadership is about getting results with and through other people.  
It can be summarised as:



# LEADERSHIP

# WHAT IS IT?

## INITIATIVE

- Taking initiative, being pro-active
- Taking ownership & accountability
- Speaking up, pushing for better, questioning the status quo
- Thinking ahead, thinking strategically, innovatively, commercially
- Making decisions

*You need to...*

## TAKE THE LEAD

## INFLUENCE

- Conversing with team members to coach, train, delegate and give feedback
- Creating a high performing team
- Building relationships & influencing across the business
- Facilitating cross-functional teams and working groups to get things done

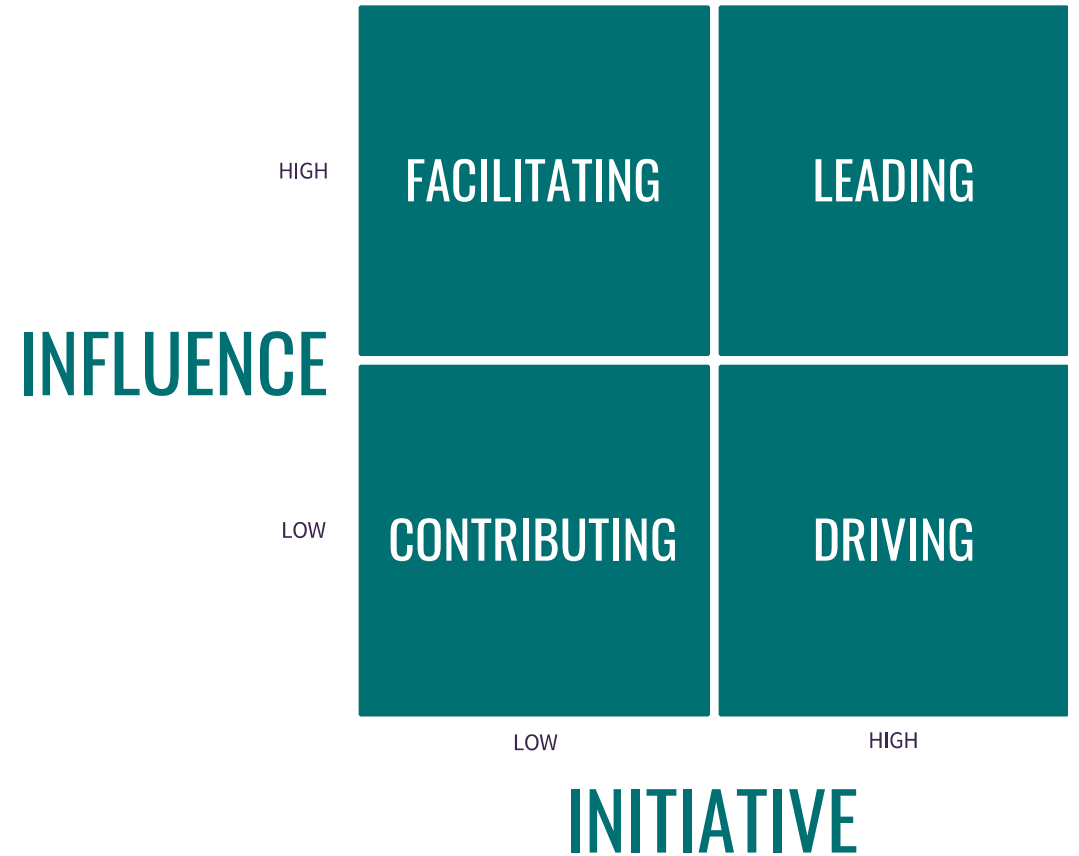
*and then...*

## BRING OTHERS ON THE JOURNEY

Thinking of leadership as a combination of Initiative + Influence gives rise to four different leadership modes: *leading, facilitating, driving* and *contributing*.

**Great leadership** is having the *situational adaptability* to quickly and accurately discern which leadership mode is most appropriate for the current situation, and then seamlessly moving into that mode, for optimal results.

Great leaders ask themselves "Where are the opportunities for me to lead?", but they also ask "Is this current situation one in which I should *empower* someone else to lead and I play a role of facilitating, driving or contributing?"



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1.



# WHAT

do we mean  
by mindset?

2.



# WHY

does mindset  
matter?

3.



# HOW

do we change our  
mindset?

4.



# SUMMARY

next steps

1.



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## SUMMARY

next steps

# WHAT IS MINDSET?



## FIXED MINDSET

The belief that  
intelligence and  
talent is **FIXED**



## GROWTH MINDSET

The belief that  
intelligence and  
talent can **GROW**



**DR CAROL  
DWECK**

Professor of Psychology  
Stanford University

1.



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# WHY DOES GROWTH MINDSET MATTER?

## FIXED

avoid challenges

give up easily

see failure as a bad thing

Ignore or get defensive about useful feedback

feel threatened by the success of others

feel threatened by new or disruptive ideas

**As a result, they may plateau and achieve less than their full potential**



## GROWTH

embrace challenges

persist in the face of setbacks

see failure as essential to mastery & success

learn from feedback and criticism

find lessons/inspiration in the success of others

excited by new or disruptive ideas

**As a result, they reach ever-higher levels of achievement**

# WHY DOES GROWTH MINDSET MATTER?



1.



# WHAT

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# HOW DO WE CHANGE OUR MINDSET?

THE KEY IS CHANGING THE LANGUAGE YOU USE: TO YOURSELF AND OTHERS



# CHANGE YOUR OWN MINDSET

From a  
**FIXED MINDSET** > To a  
**GROWTH MINDSET**

1

**LEARN** TO  
HEAR YOUR  
FIXED MINDSET  
VOICE

2

RECOGNISE  
THAT YOU  
HAVE A  
**CHOICE**

3

**TALK BACK**  
TO IT WITH  
A GROWTH  
MINDSET VOICE

4

TAKE THE  
GROWTH  
MINDSET  
**ACTION**

# EXAMPLE SCENARIO #1



Despite putting  
in your best efforts,  
you fail to deliver  
on your core  
priorities in this  
quarter

## FIXED MINDSET

Blaming others

Defensiveness

Focus: the past

My team did not support me at all. I was all alone in this. Plus, my manager's expectations were unrealistic. Of course I couldn't deliver!

Comparing yourself to others

Threatened by others' success

Others achieved their targets, but their targets were probably easier and they're more experienced anyway. That's not fair.

Focused on ability

Using labels

Feeling defeated by the challenge

I worked really hard, but still failed. Maybe I'm not cut out for this. They think I'm an underachiever. Why bother?

## GROWTH MINDSET

Focus: what you can control (yourself)

Focus: the future

I can't change what's already happened. What matters is what I do next. What can I **learn** from this, to **improve** next quarter?

Inspired by others' success

Focused on learning

Focus: the future

I'm will continue to put in **effort**. But maybe I could **try** something different. How can I **learn** from what others are doing?

Focus: improvement

Embracing the challenge

Focus: the future

This has nothing to do with ability. There must be a way to **improve** these results next quarter. What could I **try** to do differently?

# EXAMPLE SCENARIO #2



You have a great  
quarter and  
achieve above  
expectations.

## FIXED MINDSET

Focus: a moment in time

Getting complacent

Focus: the past

This is great. I nailed it.  
Phew. I've earned a breather.

Comparing yourself to others

Focus: only on the end result

This is great. I need to make sure senior  
leadership recognises that I'm outperforming my  
peers.

Using a self-label

Focused on ability

I'm a high performer. I'm proud of myself.  
I have a natural talent for this.

## GROWTH MINDSET

Focus: improvement

Embracing challenge

Focus: the future

This is great. I nailed it.  
But what's next? How can I **improve**?  
Can I challenge myself to go to another level?

Comparing yourself today to yourself yesterday

Focus: progress

This is great. I'm putting in a lot of **effort** and I'm  
**improving**. I'm glad it's showing.

No self-label

Focused on effort and learning

I'm performing at a high level at the moment.  
I'm putting in sustained **effort** and applying the  
skills I've **learned**. I'm proud of myself.  
This has nothing to do with ability.

# EXAMPLE SCENARIO #3



You receive  
negative  
feedback on your  
performance from  
a senior leader

## FIXED MINDSET

Defensiveness

Comparing yourself to others

Blaming

I am good at my job. They don't know what they're talking about! I've seen others do worse and this leader didn't give *them* feedback!

Defensiveness

Blaming

Focus: the past

It's not my fault. The expectations weren't clear. Plus, my colleague was being difficult. This is so unfair.

Taking it personally

Feeling defeated by the challenge

If that's what they really think, then why should I bother trying anymore?

## GROWTH MINDSET

Focused on improving yourself

Focus: the future

I am good at my job. But I want to keep getting **better**. This feedback can help me **improve**.

Accepting what you can't control (the past).

Focus: the future

Ouch. I'm not entirely to blame here, but what's done is done. There must be something I can **learn** from this. What can I **improve** so this doesn't happen again?

Focusing on effort, not just the result

Embracing the challenge

Sounds like I haven't perfected this **yet**. But I need to keep **trying**. Even world champions have room for **improvement**.

# EXAMPLE SCENARIO #4



A colleague asks you to deliver a high stakes presentation on a topic you don't know much about (even though you are not a confident public speaker, at all)

## FIXED MINDSET

Focused on ability

Using labels

Only focused on the end result

I don't want to do this. I am not someone with 'the gift of the gab'. I'm going to fail.

Resisting the challenge

I'm not good at public speaking.  
I should *not* do this.

Comparing yourself to others

Focus: what you can't control

There are others who are better at this than me.  
They should ask one of them.  
The audience is going to think I'm terrible. I'll look like an idiot.

## GROWTH MINDSET

Focused on the effort

Not focused on ability or the end result

I don't want to do this. But this is a **learned** skill like any other. What matters is that I at least **try**.  
If I don't **try**, I automatically fail.

Embracing the challenge

Focused on effort

Focus: the future

I'm not good at public speaking **yet**. But I can only **improve** by getting out of my comfort zone.  
That's why I *should* do this. The only way to master a difficult skill is to **try**, over and over.

Learn from others

Accept what you can't control (others' opinions)

There are others who are better at this than me.  
Which of these people can I **learn** from and get their help in preparing? I can't control what the audience thinks. All I can do is **try** my best.

# CHANGING SOMEONE ELSE'S MINDSET

Helping others  
respond with a



## GROWTH MINDSET

1

RECOGNISE THE  
**LANGUAGE** OF  
FIXED MINDSET

2

RECOGNISE THE  
POWER OF THE  
**WORDS** YOU USE

3

**USE** GROWTH  
MINDSET  
LANGUAGE

# EXAMPLE SCENARIO #4



You want  
to praise  
one of your  
colleagues for a  
great result.

## FIXED MINDSET

Focused on ability

Using labels

Only focused on the end result

Great result. You are so talented at this.

Praise undermined by implied threat

Only focused on the end result

Great result. It would be a shame if you let these results slip next quarter.

Comparing them to others

Focus: what they can't control (others)

Great result. You are a stand out in this team.

## GROWTH MINDSET

Focused on the result AND the effort

Not focused on ability

Great result. I appreciate the massive **effort** you put into this.

Focused on the result AND the effort

Focus: the future

Great result. With this sort of focus and **effort** I am sure you will continue to deliver great results.

Comparing them to themselves (not others)

Focus: progress

Great result. You continue to **improve**.

# EXAMPLE SCENARIO #5



You need to give some feedback to a colleague about performance they could improve.

## FIXED MINDSET

Framed as 'Me vs You'

Starting with a problem-focus

I want to give you some feedback. The way you engage with my team isn't great. You are hard to get in touch with, your deliverables are often late and the deliverables don't always meet our brief.

Only focused on the end result

Focus: past

Let's look at your results.

Focus: what they can't control (past performance)

Focus: past

Your performance is not at the expected level.

## GROWTH MINDSET

Framed as 'Us Together'

Starting with a solution-focus

I don't think we've perfected our ways of working just **yet**. I'd be interested in working with you to **improve** them. Are you OK to talk this through to ensure we are aligned?

Focus: learning, not just the end result

Focus: the future

Let's look at these results and more importantly, what we can **learn** for next time.

Focus: what they can control (what they do next)

Focus: the future

Your performance is not at the expected level **yet**.

1.



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# IN SUMMARY

How will you incorporate the following insights into your daily leadership practice?

## FIXED MINDSET

### DANGER

Putting any sort of labels on people, positive or negative

**including that they have a fixed mindset!**

Praising fixed traits

Focus on results

Interpersonal comparisons

Focus on past

Focus on what you (or others) cannot control



## GROWTH MINDSET

**BETTER** “how can we get better?”

**IMPROVE** “how can we improve?”

**LEARN** “what can we learn from this?”

**YET** “we haven’t achieved our targets...yet”

**TRY** “let’s see what happens if we try”

**EFFORT** “what matters is the effort we put in”

Praising effort

Focus on effort or progress

Intrapersonal comparisons (progress or improvement)

Focus on future

Focus on what you (or others) can control

VS

VS

VS

VS

VS

# EXTRA

# RESOURCES

Here are some extra resources for those of you serious about developing yourself or others further:

## BOOKS

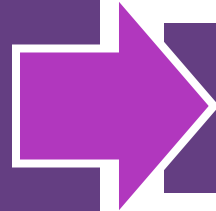
- ✓ *Mindset* by Carol Dweck
- ✓ *Peak Performance* by K. Anders Ericsson  
World's leading expert on developing expertise – has found no evidence of natural talent even in so-called genius performers.
- ✓ *Outliers* by Malcolm Gladwell  
Looks at the factors that could explain extraordinary success other than talent, intelligence and hard work – popularised the 10,000 hour rule from K. Anders Ericsson.
- ✓ *Grit* by Angela Duckworth
- ✓ *Learned Optimism* by Martin Seligman  
His work is a precursor to Carol Dweck's.

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## VIDEO

- ✓ **TED Talk** Angela Duckworth's talk on Grit  
She links grit to growth mindset
- ✓ **Documentary** Michael Jordan to the Max  
The video clip we watched in the session

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# THE BIG SIX CONVERSATIONS

We believe that you lead people ***one conversation at a time***.  
These are the six conversations every leader or manager needs to master.

CONVERSATION	GOAL	DRIVEN BY WHOM
EXPECTATION- SETTING CONVERSATIONS	<b>Align</b> and <b>commit</b> to tasks/goals (WHAT), deadlines (WHEN), quality standards, ways of working, behaviours (HOW)	MANAGER
COACHING CONVERSATIONS	Either help someone <b>solve a problem</b> or <b>achieve a goal</b> , for themselves	COACHEE
FEEDBACK CONVERSATIONS	Either get someone to <b>change a behaviour</b> or <b>continue a behaviour</b>	FEEDBACK GIVER
DIFFICULT CONVERSATIONS	Reach a mutually acceptable solution	EITHER PARTY
DELEGATION CONVERSATIONS	Either <b>efficiency</b> (allocating tasks more efficiently according to will and skill) or <b>Professional Development</b> (not just the sh*t tasks!)	EITHER PARTY (MORE OFTEN DELEGATOR)
TRAINING CONVERSATIONS	Increase knowledge and/or skill	EITHER PARTY

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# COACHING CONVERSATIONS

1



WHAT  
**GOOD** COACHING  
LOOKS LIKE  
COACHING **KPIs**

2



HOW  
TO **STRUCTURE** THE  
CONVERSATION  
THE **GROW** MODEL

3



APPLYING  
COACHING  
**FLEXIBLY** IN  
DIFFERENT  
SITUATIONS

4



THE  
**GOLDEN RULES**  
OF COACHING







# COACHING KPIs

## WHAT GOOD LOOKS LIKE



Remember: the goal of a Coaching conversation is to either help someone **solve a problem** or **achieve a goal**, *for themselves*

KPI		COACH	COACHEE
	Percentage time talking	30%	70%
	Ratio of questions	10-20	1
	Level of engagement in the conversation	High	High
	Level of mental gymnastics (effortful thinking)	<b>Low</b> (ideally) <small>If the coach is doing the difficult thinking, what are they not doing? Listening!</small>	High

# COACHING

## MINDSET

For a Coaching conversation to be successful, the Coach needs a **Growth Mindset**

THIS PERSON IS A PROBLEM



THIS PERSON HAS A PROBLEM



THIS PERSON IS CAPABLE AND RESOURCEFUL  
ENOUGH TO SOLVE THEIR OWN PROBLEMS  
(GROWTH MINDSET)

2

G  
R  
O  
W

# STRUCTURE YOUR COACHING CONVERSATION

The GROW model is the most popularly used coaching framework used in workplaces. In essence, it is a problem solving methodology.

Remember: the goal of a Coaching conversation is to either help someone **solve a problem** or **achieve a goal**, *for themselves*

G

## GOAL

What are you trying to achieve?  
What problem are you trying to solve?

R

## REALITY

What is your current situation?

O

## OPTIONS

What options are available?

W

## WILL

What actions will you commit to?

# SOME OF OUR FAVOURITE QUESTIONS

## GOAL

What would you like to achieve in this conversation?  
If you had a magic wand, where would you like to be at the end of this conversation?

What's the situation? What are you trying to achieve?  
What would be the ideal outcome?  
It sounds like you have two goals. Which one would you like to focus on first?  
What are the benefits of achieving this?

G

R

## REALITY

What is the situation right now?  
On a scale of 1-10, if an ideal situation is 10, what number are you at now?  
What are you feeling? What effect is this having on you?  
What is it about the situation you don't want?  
What steps have you already taken towards your goal?  
What is getting in the way of your goal?  
What is the *real* situation here?  
Given what we've discussed, are there any refinements you would make to your goal?

## WILL

Out of those options, what's the best option?  
To what extent will this meet the goal you have?  
What will you do? How will you do that? When will you do it?  
What might get in the way? How could you overcome that?  
Who else can you call on to help?  
How will you know it's worked?  
On a scale of 1-10, how confident in this plan are you?  
Would you like to me to check in on progress? By when?

W

O

## OPTIONS

What could you do? Is there anything else? And what else? (A.W.E. question)  
What steps have you tried in the past?  
Who could help with this?  
If you were giving advice to yourself, what would you suggest?  
If I wasn't here, what would you do?  
Imagine having a dialogue with the wisest person you know or can think of: what would they tell you to do?



60 min



30 sec

# APPLYING COACHING

## FLEXIBLY IN DIFFERENT SITUATIONS

### FORMAL 1:1

30-60 min  
(scheduled in calendar)

Suggested for:

**Solving a difficult problem**

Either reactive (they come to you) or proactive (you raise the issue)

**Professional Development** conversation

*Once a month* (focus on present issues)

**Career Development** conversation

*Once a quarter* (focus on future)

### MINDSET

Take it seriously!

Use G.R.O.W. framework & the Coaching KPIs

### QUICK COFFEE

15 minutes

Suggested for:

**Pro-active check ins:** “How are you doing?

Need any help from me as your manager? Yes? Alright, let’s chat!”

**Reactive problem solving:** “That sounds challenging. I’m happy to help. Want to take a walk and we can talk it through?”

### MINDSET

Try to use the G.R.O.W. framework

(even though this is a shorter conversation)

### DELAY CONVERSATION

3 minutes  
then delay until later

Suggested for:

**Interruption with a question –  
“Have you got a minute?”**

Ask 3 questions. If it can’t be solved without a bigger conversation, then postpone to another time:  
“This sounds like a bigger conversation. I need to stay focused on what I’m doing right now. Can we schedule a time to have this conversation properly?”

### MINDSET

Ask before tell

### QUICK QUESTION

30 seconds

Suggested for:

**Interruption with simple question**

Take 30 secs  
Coachee asks question...  
Manager: “What do you think you should do?”  
Coachee: “I was thinking...etc.”  
Manager: “Yeah, sounds about right.”  
Coachee: “Great, thanks!”

### MINDSET

Ask before Tell

4



# GOLDEN RULES OF COACHING

Ask before tell.

---

Coach the person not the problem.

---

If you are thinking of a solution,  
you are not listening to the person.

---

Silence is where the magic happens.

---

Belief: this person is capable and resourceful enough  
to solve their own problems.

---

It is their goal. It is their problem. Let them own it.

---

*"Give a person a fish, feed them for the night.  
Coach a person to fish, feed them for the rest of their life."*


Translation: Always handing out solutions teaches dependency.  
Building others' capacity to solve their own problems builds  
independence and sustainable excellence.

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# FEEDBACK CONVERSATIONS

1 

HOW  
TO **STRUCTURE** THE  
CONVERSATION

2 

**AVOIDING** THE  
WORD  
FEEDBACK!

3 

THE  
**GOLDEN RULES**  
OF FEEDBACK

1



# FEEDBACK CONVERSATIONS

## Think of this as a checklist:

These are the vital few things that make the biggest difference to success, but are also the things people tend to overlook.

Remember: the goal of a Feedback conversation is to either  
**change a behaviour or repeat a behaviour**

O

### OPEN THE CONVERSATION

How will you get this conversation started on the right foot?

B

### BEHAVIOUR (WHAT - WHAT HAPPENED?)

What is the specific, objective behaviour that you observed?

I

### IMPACT (WHY)

What is the impact of this behaviour?

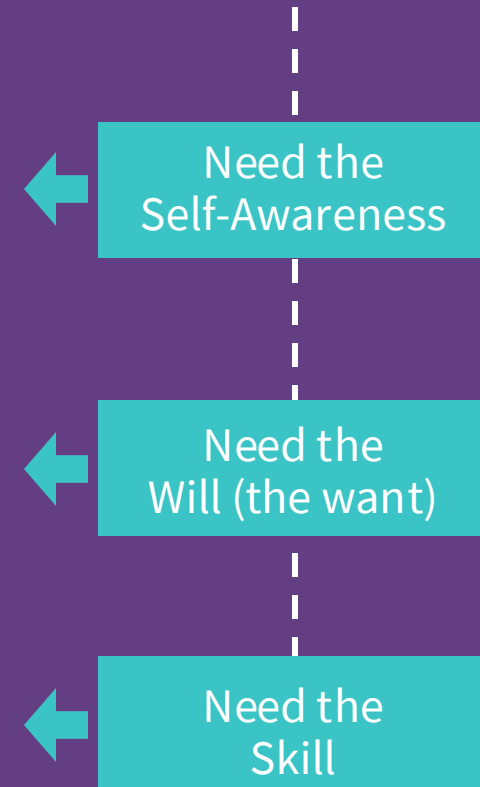
C

### COMMIT (HOW)

What actions will you commit to either repeating or changing?

## THE SCIENCE OF BEHAVIOUR

For someone to change a behaviour or continue a behaviour they:



2



# AVOIDING THE WORD FEEDBACK!

Have you noticed that the word **feedback** puts people on the defensive?

This is particularly pertinent to *change behaviour* feedback.

## ALTERNATIVES TO THE WORD FEEDBACK:

<b>Consider</b>	"I've got some ideas on [issue] that you might want to <b>consider</b> ."
<b>Better</b>	"I've got a few ideas that I think would make this even <b>better</b> ."
<b>Improve</b>	"I've got a few ideas for how we could <b>improve</b> [issue]."
<b>Learn</b>	"I think there's a few things we could <b>learn</b> from this that we could improve for next time."
<b>Yet</b>	"I'm not sure this is as good as it could be <b>yet</b> . Can we talk it through?"
<b>Try</b>	"I've got some things you might want to <b>try</b> ."
<b>Idea</b>	"I've got an <b>idea</b> for you..."
<b>Reflection</b>	"I've been thinking about [issue]. Can I share some of my <b>reflections</b> with you?"
<b>Thoughts</b>	"I've got some <b>thoughts</b> on this, can I share them with you?"
<b>Perspective</b>	"I want to offer you my <b>perspective</b> on what happened."
<b>Suggestion</b>	"Can I make a <b>suggestion</b> ?"
<b>Advice</b>	"If I could offer some <b>advice</b> ."
<b>Help</b>	"I wanted to <b>help</b> you with...[issue]."
<b>Guidance</b>	"I wanted to offer some <b>guidance</b> on [issue]"
<b>View</b>	"If I could offer my <b>view</b> ..."
<b>Collaborate</b>	"Perhaps we could <b>collaborate</b> on ways to improve this situation."
<b>Work together</b>	"Perhaps we could <b>work together</b> to improve this situation."

3



## GOLDEN RULES OF FEEDBACK

If you fail to prepare, prepare to fail

---

Be clear on your goal. Choose either 'change behaviour' or 'continue behaviour', but not both. Avoid the sh\*t sandwich.

---

Sometimes for people to change they need to feel some pain. Likewise, to repeat a behaviour they need to feel some pleasure.

---

The feedback should be proportional to the impact. The bigger the impact, the bigger the conversation. Don't make a mountain out of a molehill. Likewise, don't underplay something that is a big deal.

---

Get a reputation for giving generous, positive, supportive feedback. Build up social capital in the social bank account.

---

Role model how to receive feedback in a positive way. Ask for feedback (well, ask for 'advice' rather than feedback).

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# YOUR FIRST CONVERSATION

## PART 1

I'd like to talk to you about my role as your manager. It is my responsibility to ensure that I am *challenging and supporting you to do your best work.*

In order to do this, I need to:

1. Be 100% clear on **expectations**. The expectations for your role as well as the expectations for any tasks or projects you undertake.
2. Give **feedback** to you regularly. Both positive feedback on things you can continue and feedback on things that you might consider changing.
3. Have regular **coaching** conversations with you to help you solve day to day problems, grow as a person and thrive in your career.

I know I can improve in these areas. So here is what I propose...

→ → → *next page*

# YOUR FIRST CONVERSATION

## PART 2

### **Expectations**

As a starting point, let's have a conversation to clarify the expectations for your role. Let's ensure we are on the same page as to what your goals are and also our values and standards of behaviour.

### **Coaching**

When you have challenges or goals that you want my help with, I am going to resist the urge to always give you my opinion or try to solve the problem for you. I know you are capable and resourceful, so instead I am going to try to take a coaching approach where I ask you questions and support you in solving the problem for yourself.

### **Feedback**

In our one on ones I will bring you two pieces of feedback. Something that I'd love to see you continue doing and something I'd like you to consider.

I want you to do the same: bring me two pieces of feedback each week to help me adjust and improve.

BROUGHT TO YOU BY:

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