

Managing & Leading in a VUCA* World

Level 1: Becoming A Manager

* VUCA – Volatility, Uncertainty, Complexity, Ambiguity

Module Two: Self-Management

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Learning Outcomes – Overall

1. A deeper understanding of what makes a good manager & leader
2. A shared language for management
3. Learn with, and from, your peers
4. Explore the challenges and rewards of working together
5. Be more confident, competent, and effective

Check-in

- Tell us:
 - How are you feeling today?
 - What reflections have you had since our previous session?

How we work together

In Sessions

- Cameras on
- Email/slack/SM off

In Breakouts

- Change leader
- Keep time
- Include all
- Report completely

Between Sessions

- Homework
- Study Groups
- Reflective Journal
- Optional reading

Missed Sessions

- Read slides
- Read handouts
- Group check-in
- Group support

Ways to learn

Theory:

Theory from sessions or reading

Discuss:

How relevant is it?

What would you add, subtract, or change?

Try:

Try things with your team

Reflection:

Journal

Reflect & learn

Develop your own style and process

Your online resource

- This is your own web page that will grow with you:
 - mndful.co.uk/bam-gd/
- You will also find there:
 - study group guidance
 - reflective journal notes
 - suggested reading
 - session slides

Homework Feedback

- Each Study Group to succinctly present their thoughts
 - How much of your time should you spend on the five main activities described by Peter Drucker?
 - Is there anything you would add?
 - How much time do you spend now?
 - How much time would you like to spend
 - The pros and cons of asking your team members their preferred leadership style?
 - Any other comments or thoughts?

Recap of Module 1: What is a Manager?

- Companies appoint managers to enable growth and scaling
- Companies have goals, objectives and strategies – managers are expected to know and implement these
- Companies have policies, processes and values – managers are expected to know and adhere to these
- Managers are a conduit for all these things and are expected to be communicators and motivators
- Managers are role models – their behaviour is copied by employees
- You are accountable for your team

Recap of Module 1: Drucker's Influence

- Drucker's Five Tasks of Management are still relevant and are still taught today
 - “Set objectives, organize resources, motivate staff, monitor performance and develop people including themselves.”
 - The key difference in VUCA companies is that managers do tasks as well, although whether they should is debatable.
- A manager considers what the Company expects & needs from them; what the people who report to them expect & need; and what they themselves need.
- In high-growth and/or volatile environments the Company needs adaptability, flexibility, openness to change, and systemic learning
- Learning comes from theorising, trying, reflecting and sharing

Recap of Module 1: Styles

○ Learning Styles

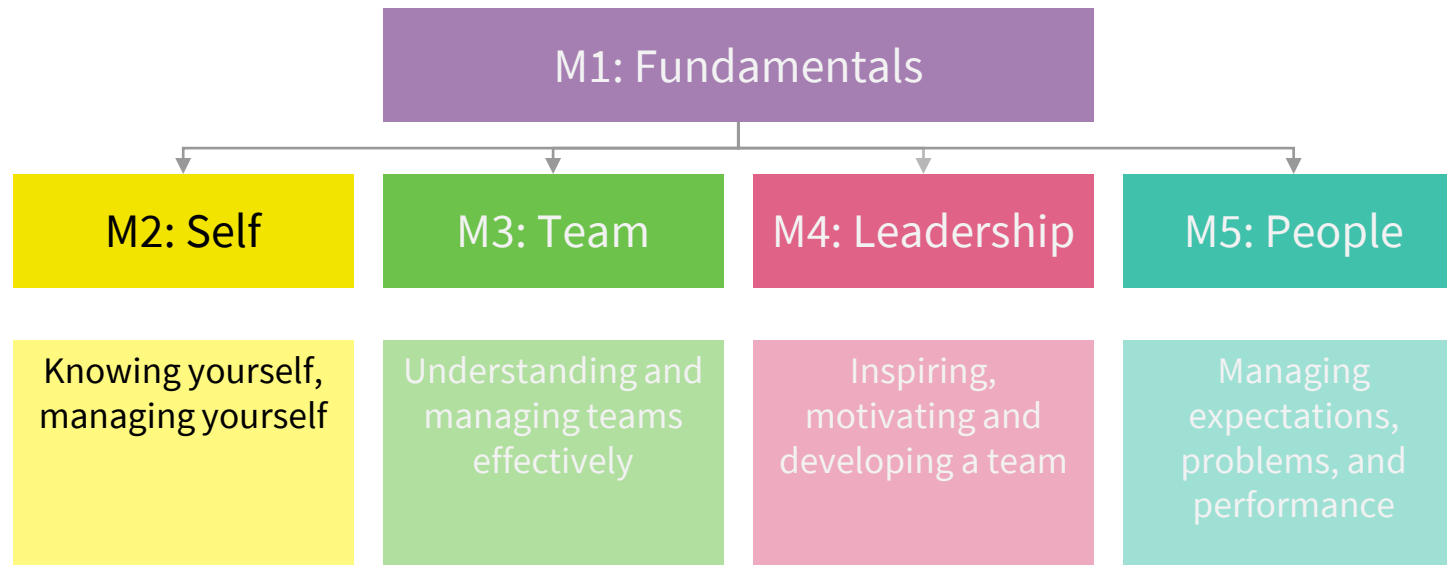
- People learn best in their own way
- You will have a preference
- So will your people
- Experience & reflection are key
- You will both learn & teach/coach

○ Management Styles

- Understand Company style & values
- Understand how to adapt
- Situational adaptability
- Consciously adaptability
- Intent & purpose

Managing Yourself

M2: Managing yourself



How well we understand ourselves

- Session 1
 - Self-awareness
 - Internal
 - External
 - Emotional Intelligence
 - Four Domains
 - Twelve Competencies
- Session 2
 - Values
 - Mindset
 - Motivation
 - Stress, Anxiety, Depression
 - Your personal mission statement

Self - Awareness

Self-awareness “subjects of interest”

- Values
- Passions
- Aspirations
- Fit with your environment
- Thoughts
- Feelings (Emotions)
- Behaviours
- Strengths
- Under-used strengths
- Impact on others

Thoughts | Behaviour | Emotions

Two Types of Self-Awareness

Internal Self Awareness is about how we see the “subjects of interest”

External Self Awareness is about how others see the “subjects of interest”

Dr Tasha Eurich
Organizational psychologist and
executive coach

“We’ve found that internal self-awareness is associated with higher job and relationship satisfaction, personal and social control, and happiness; it is negatively related to anxiety, stress, and depression.”

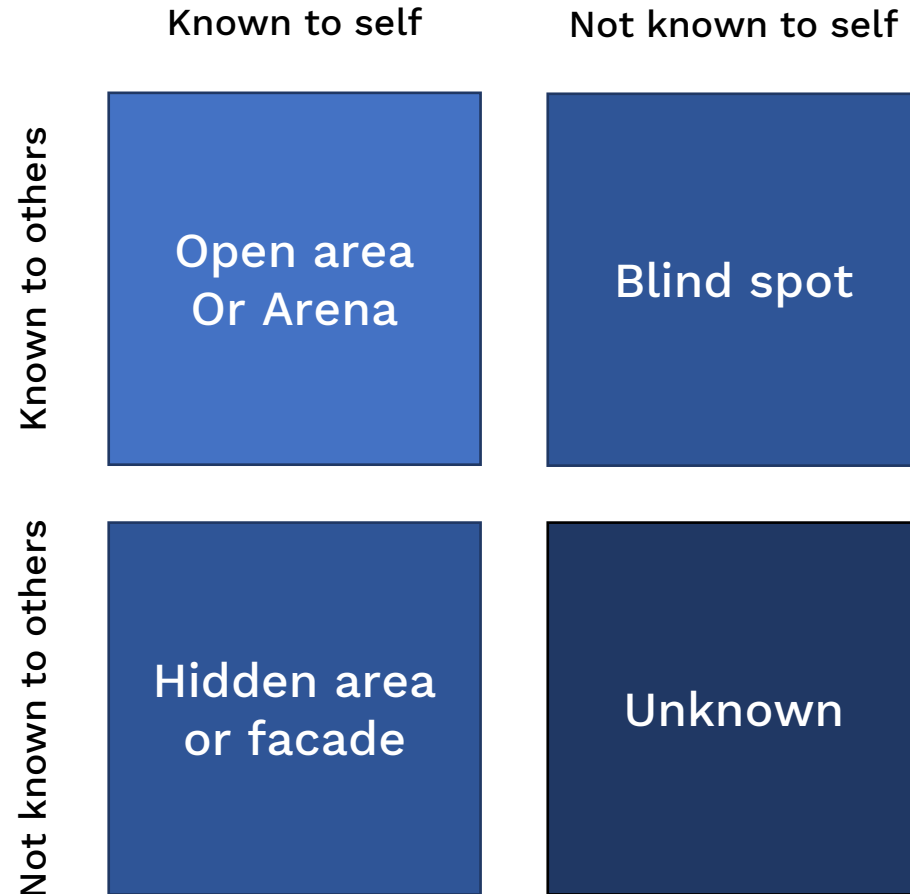
Dr Tasha Eurich
Organizational psychologist and
executive coach

“For leaders who see themselves as their employees do, their employees tend to have a better relationship with them, feel more satisfied with them, and see them as more effective in general.”

Benefits of self-awareness

- Improve skills by recognizing what you do well and what you need to improve
- Raise happiness levels by aligning your ideals with your actions
- Become a better leader by understanding how employees perceive your behaviour
- Strengthen work and personal relationships by managing emotions
- Increase work motivation by seeking out your true passions
- Decrease stress by identifying emotions and lessening tasks you don't enjoy

Johari Window



Breakout

- This is an exercise in trust & psychological safety
- Do you know how to create it?
- Use the Johari Window Worksheet and work in pairs
- Follow the instructions on the sheet
- One person focusses on themselves, one reflects
- Be considerate of your partner's wishes
- Be honest
- If you find yourself in a triad, one person observes, or you have one focus and two reflectors
- When we re-join, share thoughts, observations, discomfort

Feedback

- How did that feel?
- What made you feel at ease?
- What made you feel uncomfortable?
- Did you learn anything about yourself?
- Would you use this tool in your work as a manager?

Rate yourself

- Are you low or high internal self-awareness?
 - Awareness of yourself
- Are you low or high external self-awareness?
 - Awareness of how others see you

The Four Self-Awareness Archetypes

This 2x2 maps internal self-awareness (how well you know yourself) against external self-awareness (how well you understand how others see you).

	Low external self-awareness	High external self-awareness
High internal self-awareness	<p>INTROSPECTORS</p> <p>They're clear on who they are but don't challenge their own views or search for blind spots by getting feedback from others. This can harm their relationships and limit their success.</p>	<p>AWARE</p> <p>They know who they are, what they want to accomplish, and seek out and value others' opinions. This is where leaders begin to fully realize the true benefits of self-awareness.</p>
Low internal self-awareness	<p>SEEKERS</p> <p>They don't yet know who they are, what they stand for, or how their teams see them. As a result, they might feel stuck or frustrated with their performance and relationships.</p>	<p>PLEASERS</p> <p>They can be so focused on appearing a certain way to others that they could be overlooking what matters to them. Over time, they tend to make choices that aren't in service of their own success and fulfillment.</p>

SOURCE DR. TASHA EURICH

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How to raise your self-awareness

- Reflect on situations, your actions and the outcomes
- Schedule time for this regularly
- Make notes – your memory can play tricks on you
- This can apply to work and personal life
- Analyse your progress (we'll talk about goals in S2)
- Seek feedback – who do you trust to give you an honest opinion?
- Journal – it is proven to accelerate personal development
- Think about the things that you enjoy, and the things that you are anxious about

Break



Emotional Intelligence

Breakout

Consider these two questions:

- What is Emotional Intelligence?
- Why is it useful?

Summarise your answers when we return

Your thoughts on EQ



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- What is Emotional Intelligence?
- Why is it useful?

Emotional Intelligence

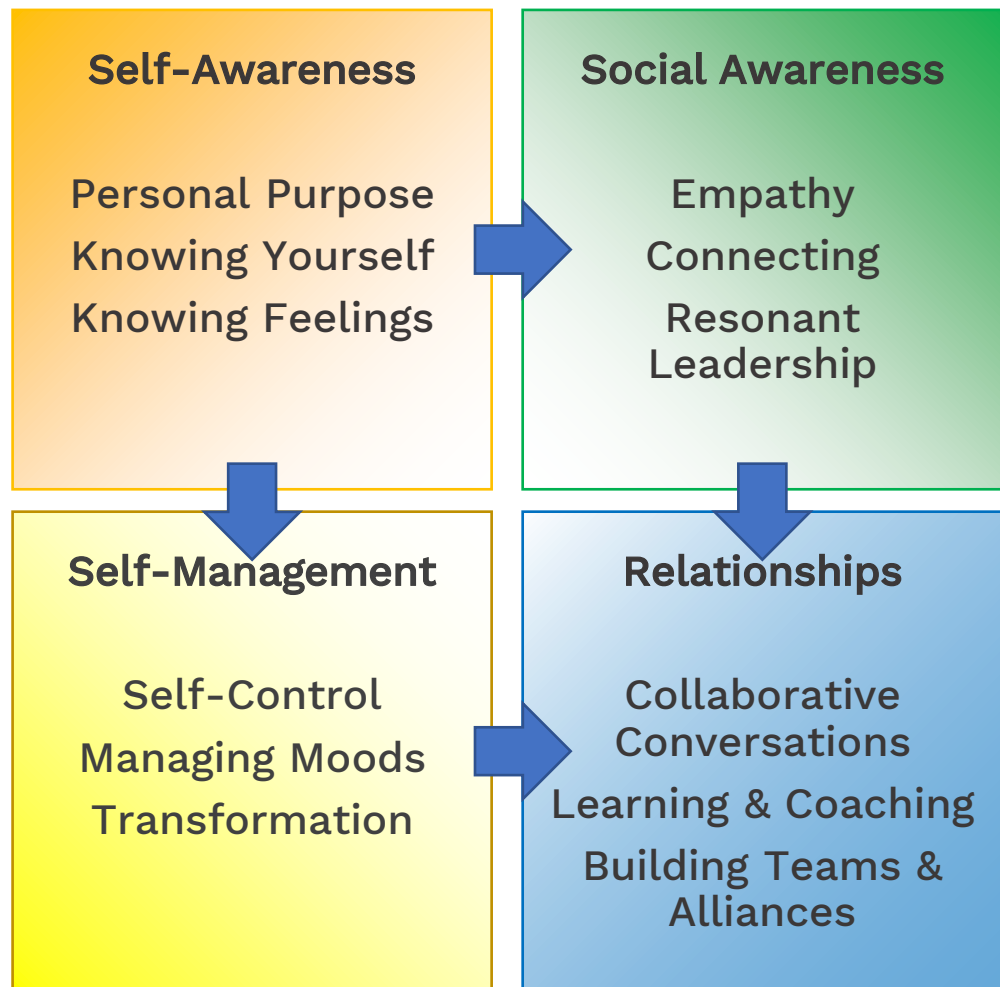
- First coined in 1964
- First described for Leadership by Daniel Goleman in his eponymous book in 1995
- MUCH misunderstood, misquoted and dismissed
- There are four domains and twelve competences
- More to do with behaviour than intelligence (so mis-named)

Emotional Intelligence

Recognition
Regulation

Self

Social



Emotional Intelligence Domains and Competencies

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation		Conflict management
	Positive outlook	Organizational awareness	Teamwork
			Inspirational leadership

SOURCE MORE THAN SOUND, LLC, 2017

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Emotional Intelligence

- How can you assess your EI?
 - Start with a self-assessment (there are plenty online)
 - A good 360 will give you an outside perspective but you can do your own
 - There are commercial tools for comprehensive assessment (Goleman has one)
- At this point focus on self-awareness – this is the foundation of EI
- We can do a simple test now

A simple EI Test

- On a scale of 0 to 10 rate each of the following:
 - I am aware of my feelings and act accordingly
 - I can share my feelings in a straightforward, composed manner
 - I treat others with compassion, sensitivity, and kindness
 - I am open to the opinions and ideas of others
 - I can decisively confront problem people
 - I maintain a balance between my personal life and work
- Add up your scores (will be somewhere between 0 and 60)
- Divide by 6 and multiply by 10 to get a percentage

What the scores mean

- 0-15 = you have work to do on your EQ, but maybe you marked yourself down?
- 16-30 = you have some work to do on your EQ, focus on yourself first
- 31-45 = you are in line with many people, maybe explore ways to raise your score
- 46-60 = you have a good base on which to build further
- 61-75 = this is a good score, you will see the benefits and want to do more
- 76-100 = this is an exceptional score, you are an exceptional leader

This is all dependent on YOUR intrinsic awareness and your honesty

You can ask a colleague, or your one or more of your team, how they would rate you on the quick test <- **TRY THIS**

Breakout

In groups

- Discuss your thoughts about EI competencies
- Discuss your quick score

- Are there things you would like to know more about?
- Are there things you would like to get better at?

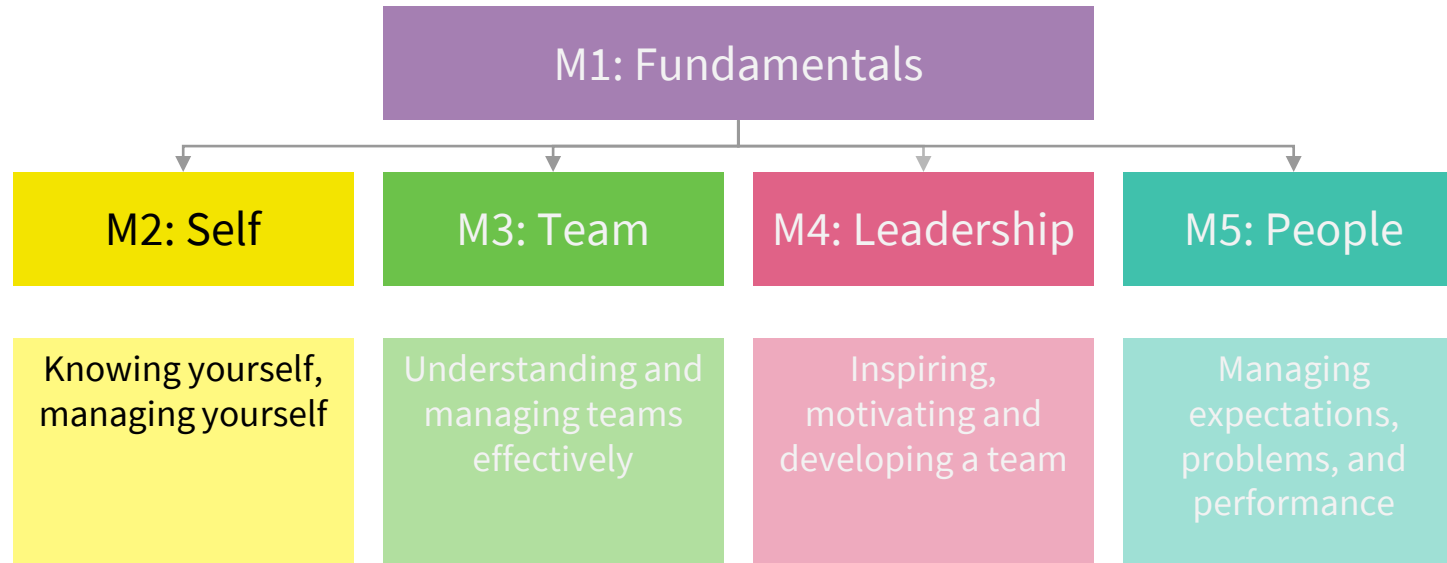
Your thoughts on EQ

- Discuss your thoughts about EI competencies
- Discuss your quick score

- Are there things you would like to know more about?
- Are there things you would like to get better at?

Summary

M2: Managing yourself



Managing Oneself

Peter Drucker
Harvard Business Review (1999)

Sketchnoted by
Sacha Chua
sach.ac/managing1
Aug 22, 2013

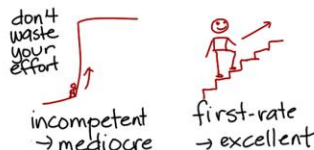


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What are my strengths?

Feedback analysis

- Write down the outcome you expect
- 9-12 months later, compare results
- Build on your strengths



The second half of your life



3 ways to develop a second career: *prepare early!*

- Start one by moving jobs
- Develop a parallel career (e.g. part-time, consulting...)
- Be a social entrepreneur/organizer.

Take responsibility for relationships

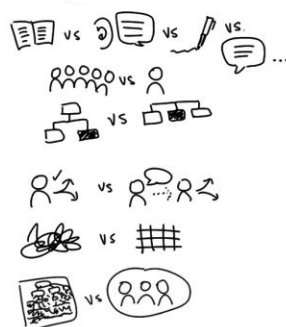
Other people are individuals too. Adapt to different strengths, ways of working, values. *ask!*
Take responsibility for communication *share yours!*

What should I contribute?

Plan: 18 months beyond: fuzzy

- What does the situation need?
- What is the greatest contribution I can make? (Strengths, way of work, values)
- What results have to be achieved to make a difference?
 - Hard to achieve (stretch)
 - But within reach
 - Meaningful
 - Visible
 - Measurable (if possible)

How do I work?



Don't try to change yourself. Improve how you perform. Avoid what you'll perform poorly.

What are my values?

- What kind of person do I want to see in the mirror?
- Are my org.'s values compatible?

Values > strengths
resolve conflicts

Where do I belong?

Where do I not belong?
Know yourself so that you can say "Yes, but this way."

Study Groups

- Your next topic to discuss and present your ideas at M3S1:
 - Smaller companies, and high-growth companies, ask a lot of their employees. Which specific competencies from the Goleman 12 do you think are most important?
 - If you had to rank them from 1 to 12 with one most important, what would your list look like?

Reflective Journal

- Make notes about what you have learned, any reading, anything you try with your team
- Make notes about your self-awareness and EI
- Describe anything that you find difficult at the moment
- Describe one key takeaway, one area of curiosity and one unanswered question for a future session from today's session

Check-out

- Tell us:
 - One takeaway from today?
 - What would you like to explore further?



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