KNOW YOURSELF TO LEAD THE TEAM

EXECUTIVE CORE RETREAT #2
LEADER ESSENTIAL

THE 5 VOICES

KNOW YOUR VOICE
THE CORE

IQ
SKILLS

EQ
CONNECTIVITY

PERSONALITY
WIRING

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DRIVERS THAT AFFECT YOUR BEHAVIOR

LEADERSHIP BEHAVIORS

NATURE
NURTURE
CHOICE
THE OUGHTS AND SHOULD OF “NURTURE”

ROLE MODELS

SCHOOLING

FAITH

GENDER

CULTURE

SUCCESSES

PARENTING

FAILURES

AUTHORITY FIGURES

DREAMS

EARLY LIFE EXPERIENCES

OUGHTS & SHOULDS

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KNOW YOURSELF TO LEAD YOURSELF

REALITY

TENDENCIES

CONSEQUENCES

ACTIONS

(PATTERNS)

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FIVE CIRCLES OF INFLUENCE
FIVE VOICES

PIONEER

NURTRER

CREATIVE

CONNECTOR

GUARDIAN

© GiANT WORLDWIDE, Source Credit: E. Rogers, Diffusion of Innovations (1962)
1. We all have the capacity to use **all** 5 Voices.
2. Some voices are more **natural** to us than others.
3. **Maturity** allows us to value the contribution each voice brings.
4. Nature / Nurture and Choice have **all** played a part.
5. Don’t **assume** you know what someone else’s foundational voice is.
6. Don’t **assume** you know what each word means.
NURTURER

UNSPoken Assumptions

- Play nice, it’s always personal!
- They don’t know how this is really going to affect people
- Do they really want to hear what I think?

At Their best, What do they Bring to the table

- Everyone deserves to be heard - appreciates each contribution
- Intuitively feels how an organization will react to a new idea
- Pragmatic realism - has this really been thought through?
- Defender of values - people always come before profit
- Commitment to relational harmony before/after conversation
- Positively framed questions
WHAT **QUESTIONS** ARE THEY REALLY ASKING?

- What are people going to be most upset about?
- Who is going to hate this?
- Is this really practical? Is it really going to happen?
- Has the final decision been made?

**NEGATIVE IMPACT**

- Overly resistant to change & can be passive aggressive
- Feel unable to challenge proposed direction when they disagree
- Making money often seen as an impure motive
- Don’t value the contribution they make
RATE YOUR NURTURER VOICE

GREEN
- My Foundational Voice, my default pattern of communication & thinking

YELLOW
- Not my Foundational Voice but I value it and it’s easily accessible

RED
- Not my Foundational Voice, I find it hard to value and hard to access
CREATIVE

UNSPoken AssUmpTIOns

‣ I’m never satisfied with the status quo - it can always be better
‣ People never seem to understand my ideas or my vision
‣ I communicate and function best when I know my contribution is valued and appreciated
‣ The word “can’t” is not in my vocabulary

At theIre Best, What Do They BrInG to the Table

‣ They see the future first - both in terms of long term opportunities and potential dangers.
‣ They are never satisfied with good enough.
‣ Conceptual Architects - They are able to see how all the pieces fit together.
‣ Strong sense of social justice and a willingness to ask the questions on behalf of the last and the least.
WHAT QUESTIONS ARE THEY REALLY ASKING INSIDE?

- So what? Does all this activity really get us nearer to delivering the big picture vision?
- Are we compromising our values in a way that we might regret later?
- Are you ready to listen to what I need to share?
- Why are we limiting ourselves? How could we do it better?

NEGATIVE IMPACT

- They can often fail to celebrate the 90% that has been achieved, focussing instead on the 10% that hasn’t!
- Idealism often trumps pragmatism leading to a sense of paralysis until they believe it can be perfect.
- Tendency to ignore financial constraints and other practical hurdles.
RATE YOUR CREATIVE VOICE

GREEN
- My Foundational Voice, my default pattern of communication & thinking

YELLOW
- Not my Foundational Voice but I value it and it’s easily accessible

RED
- Not my Foundational Voice, I find it hard to value and hard to access
GUARDIAN

UNSPoken Assumptions

- Convince me that change is really necessary.
- If it looks too good to be true it probably is!
- People would be astonished if they knew how smart I am.

at their best, what do they bring to the table

- Relentless commitment to ask the difficult questions
- Capacity to deliver the vision once it has been agreed
- Long-term commitment to delivery & follow-through
- Capacity to keep projects on time and on budget
- Ability to detach decision-making from personal sentiments
- Guard what we already have that is working
WHAT **QUESTIONS** ARE THEY REALLY ASKING?

- Is it worth the risk and investment?
- Can we test the hypothesis before we go all in?
- Am I at risk of being taken advantage of?
- Are we honoring the past as we look towards the future?

**NEGATIVE IMPACT**

- Inability to compromise when they have a strongly held opinion
- Desire for truth & right decisions override feelings of others
- Can appear overly critical of people and ideas.
RATE YOUR GUARDIAN VOICE

GREEN
- My Foundational Voice, my default pattern of communication & thinking

YELLOW
- Not my Foundational Voice but I value it and it’s easily accessible

RED
- Not my Foundational Voice, I find it hard to value and hard to access
CONNECTOR

UNSPOKEN ASSUMPTIONS

‣ If I recommend it, everyone else will love it
‣ Collaboration: I want everyone to be excited about the future
‣ Whatever we need, I can get it or I have a source
‣ Desire credit & appreciation for making key connections

AT THEIR BEST, WHAT DO THEY BRING TO THE TABLE

‣ Capacity to maintain a large number of relationships
‣ Knowing how to connect with people & their aspirations
‣ Creativity, Energy & Imagination
‣ Connections to new opportunities
‣ Persuasive and inspirational communication
WHAT QUESTIONS ARE THEY REALLY ASKING?

‣ What will make this connect with people?
‣ You really can’t “see it”?
‣ Is everyone still with me?

NEGATIVE IMPACT

‣ People pleasing tendencies
‣ Seems as if the conversation always comes back to being about them & their agenda
‣ Passive aggression & withdrawal after rejection
RATE YOUR CONNECTOR VOICE

GREEN
- My Foundational Voice, my default pattern of communication & thinking

YELLOW
- Not my Foundational Voice but I value it and it’s easily accessible

RED
- Not my Foundational Voice, I find it hard to value and hard to access
PIONEER

UNSPoken Assumptions

‣ Anything is possible!
‣ Visioning a new future is the highest priority
‣ Let’s build big things that give us maximum influence.
‣ If you are around my table, you’re in.

At Their Best, What Do They Bring To The Table

‣ Strategic thinking to achieve the objective
‣ Courage to make difficult decisions
‣ Communicate an attractive vision of the future
‣ Capacity to align resources and people to make things happen
‣ Energy, possibilities & creative problem solving
WHAT QUESTIONS ARE THEY REALLY ASKING?

- Who says we can’t?
- Are you competent?
- Do you really not “get it”?
- Have you got a proven track record?

NEGATIVE IMPACT

- Arrogance & “Me Focused” Agenda
- Failure to hear or value all the voices
- Critique too quickly
- Frustration with those who don’t “get it”
- “Back me or fight me!”
- Insensitivity to the needs of others
RATE YOUR PIONEER VOICE

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- My Foundational Voice, my default pattern of communication & thinking

YELLOW
- Not my Foundational Voice but I value it and it’s easily accessible

RED
- Not my Foundational Voice, I find it hard to value and hard to access
ORDER YOUR NATURAL VOICES 1 - 5

Using your answers to these question, order each of the 5 voices from 1 to 5 according to which one you believe is most natural to you (1) down to which is most unnatural (5).

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2. ________________
3. ________________
4. ________________
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If left to NATURE alone this is the rank order we would expect

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FIVE VOICES

CONNECTOR

CREATIVE

GUARDIAN

NURTURER

PIONEER

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RULES OF ENGAGEMENT

NURTURER

1. We want to hear your opinion
2. No one is going to critique immediately

CREATIVE

1. It’s ok to be wrong sometimes
2. We promise to ask clarifying questions

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RULES OF ENGAGEMENT

GUARDIAN

1. Please ask the difficult questions
2. We promise to watch our body language

CONNECTOR

1. Please sell your ideas as passionately as you can
2. Please recognize we will critique them
RULES OF ENGAGEMENT

PIONEER

1. Please listen to everyone else’s view first
2. Beware the strength of your critique
EXECUTIVE CORE RETREAT #2

KNOW YOURSELF TO LEAD THE TEAM
COMMUNICATING VISION & LEADING EFFECTIVE CHANGE
DRIVERS THAT AFFECT YOUR BEHAVIOR

NATURE

NURTURE

CHOICE

LEADERSHIP BEHAVIORS
FIVE VOICES

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THE CORE

IQ
SKILLS

EQ
CONNECTIVITY

PERSONALITY
WIRING

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COMMUNICATING VISION

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COMMUNICATING CHANGE

IDEAL

GUARDIAN  NURTURER  CONNECTOR  PIONEER  CREATIVE

SUCCESS

GUARDIAN  NURTURER  KEY NURTURERS  KEY CONNECTORS  KEY GUARDIANS  PIONEER  CREATIVE

FAILURE

GUARDIAN  NURTURER  CONNECTOR  PIONEER  CREATIVE

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BUILD THE BRIDGE

“If the vision is compelling, we will find a way.”

“The vision may be compelling but without a bridge I’m not coming.”
1. Acknowledge your own tendency
2. Empower others to communicate the vision
3. Develop long-term relational trust
4. Remain sensitive to the pace of change
5. Don’t press the gas, help them take their foot off the brake
6. Run a pilot project
HOW DO NURTURERS AND GUARDIANS LEAD PIONEERS, CREATIVES & CONNECTORS?
SUPPORT AND CHALLENGE MATRIX

PROTECTOR
Culture of Entitlement and Mistrust

LIBERATOR
Culture of Empowerment and Opportunity

ABDICATOR
Culture of Apathy and Low Expectation

DOMINATOR
Culture of Fear and Manipulation

High Support
Low Support
High Challenge
Low Challenge
WHAT DOES HIGH SUPPORT & HIGH CHALLENGE LOOK LIKE FOR YOUR VOICE?
KNOW YOURSELF TO LEAD YOURSELF

- KNOW YOURSELF
- LEAD YOURSELF
- REALITY
- ACTIONS
- CONSEQUENCES
- TENDENCIES
- (PATTERNS)

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FIVE CIRCLES OF INFLUENCE
EXECUTIVE CORE RETREAT #2
KNOW YOURSELF TO LEAD THE TEAM