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Personal effectiveness part 2

Core development programme Intermediate

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We don’t need positivity right now!

“ Nothing to see here, all’s fine ”

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Agenda

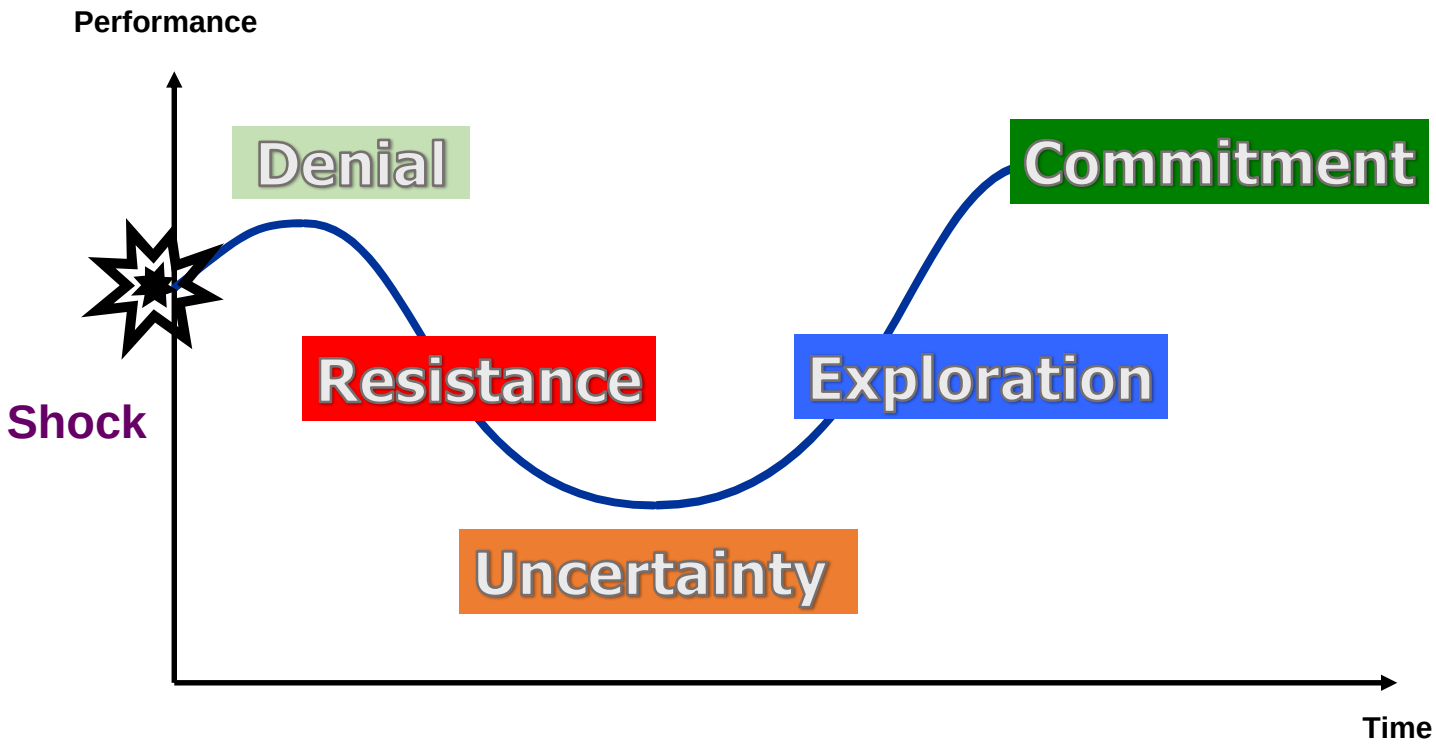
1. Positivity v Optimism
2. Your personal "Coronacoaster"
3. Reactions to change – bear bear bear!
4. New ways of working & optimism
5. Diplomatic sensitivity
6. Personality differences – MBTI
7. Innovation and adaptability
8. Giving and receiving feedback – part 2
9. Personal development & self-reflection

Your Coronacoaster

Share your drawings

- Share your “Coronacoaster” drawing illustrating your emotional experience of lockdown
- What did you learn from each other?

The Transition Curve



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Change is experiential

- Change is an experience, cognitive, emotional, physical
- No two people experience it in the same way

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Coping with change

- **ESCAPE** coping – avoid or ignore.
- **CONTROL** coping – proactive – manage your feelings, get support, be part of the change.

How are you coming to terms with the “new normal” ?

Activity

Acknowledge the impact

- What is the greatest loss you have experienced during this pandemic?

- What is the greatest gain you have experienced during the pandemic?

Activity

Envision the future

- What are you learning about yourself during the pandemic?
- What do you want to take forward into this new way of working and living?
- What two words or phrases will remind you of how to apply what you've learnt?

Attentive companions

Storytelling

- Sharing and listening to each other's stories as "attentive companions" helps
- Find time to ask how people are and really listen
- Listen to experiences of challenges, happiness and reflections

Listening through filters

DELETE

DISTORT

GENERALISE

ASSUMPTIONS

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Listening levels

TO HEAR – WHAT I NEED TO HEAR

TO RESPOND – WHAT I WANT TO SAY

TO UNDERSTAND – WHAT IS HAPPENING FOR YOU

Listening levels - FEC

FOCUS

- LISTEN AT THE EMPATHETIC LEVEL
- NOTICE BODY LANGUAGE, VOICE TONE, HESITATION

ECHO

- USE COACHES WORDS "WHAT IS IT THAT LOVE ABOUT?....."

CURIOUS

- BE CURIOUS PROBE WITH MORE QUESTIONS
  " WHEN YOU SAY CHALLENGING WHAT DO YOU MEAN?"

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The Contagion Effect

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Negativity is contagious - just like COVID!

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Activity

Optimistic Conversations

- So looking at the positives you have identified
- How can you keep these things alive?
- What will you do?
- What support do you need?
- How can you support others?

Resilient

Adjective

1. (of a person or animal) able to withstand or recover quickly from difficult conditions.
'babies are generally far more resilient than new parents realize'

2. (of a substance or object) able to recoil or spring back into shape after bending, stretching, or being compressed.
'a shoe with resilient cushioning'

Diplomatic sensitivity

Do you?

- Know when to stand firm and when to accommodate
- Identify and respond appropriately to underlying attitudes or behaviour patterns such as cultural norms and personality differences
- Maintain objectivity when your position or opinion is challenged

Work through the following scenarios in pairs and consider how you would maintain Diplomatic Sensitivity with each situation

Advocacy

What is meant by advocacy?

"Explains and demonstrates the practical benefits and impact of the organisation's work"

"Answers any criticisms of the organisation's work honestly, courageously and with integrity"

Work through the following scenarios in pairs and consider how you would demonstrate advocacy with each situation

The four pairs of preferences

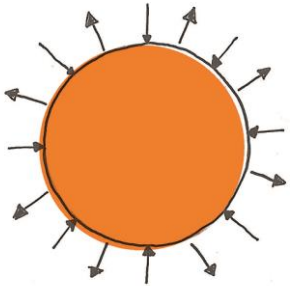
EXTRAVERSION	INTROVERSION
How do you direct and receive energy?	
SENSING	INTUITION
How do you take in information?	
THINKING	FEELING
How do you decide and come to conclusions?	
JUDGING	PERCEIVING
How do you approach the outside world?	

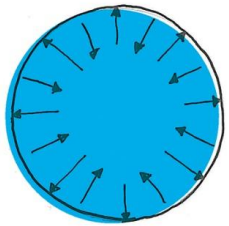
The four pairs of preferences

EXTRAVERSION	INTROVERSION

How do you direct and receive energy?

EI characteristics



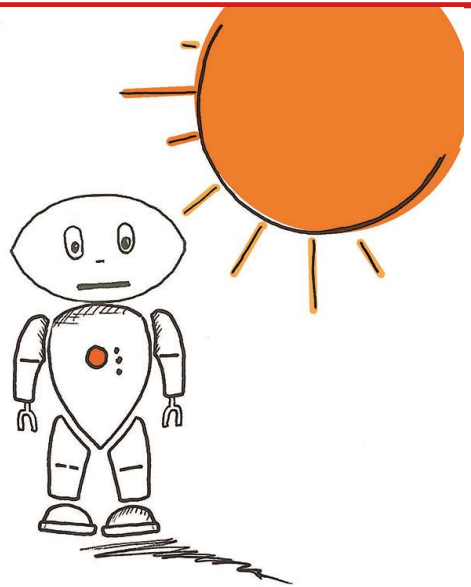


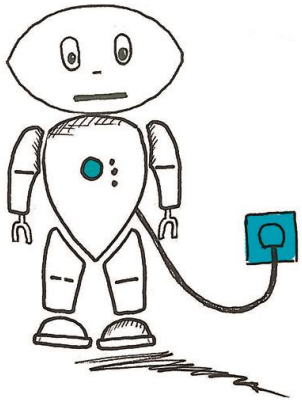
Tend to act before thinking
Prefer to take action quickly
Talk things through
Are more expressive when interacting
Gain energy from interaction
Have a breadth of interests

Tend to think before acting
Prefer to spend time on reflection
Think things through
Are more contained when interacting
Gain energy from concentration
Have a depth of interests

Remember, E–I is not about sociability or social confidence

Analogy





E

I

Activity – EI

Firstly agree who will be your spokesperson to feedback a summary of your discussion to the group.

Your task is to discuss two things:

1. **Celebrate your type with your fellow Es or Is**

   What do you love about your type?

2. **Irritants about your opposite E or I type**

   What irritates you about your opposite type?

You will have 10 minutes

Preferred working environment

PREFERRED WORK ENVIRONMENT

What is your preferred work environment?

- Enjoy opportunities for interaction
- Like plenty of stimulation
- Like some background noise
- Prefer a busy and lively environment

- Need space for concentration
- Prefer quiet for reflection
- May be irritated by background noise
- Prefer a calm and spacious environment

Self assessment & reflection

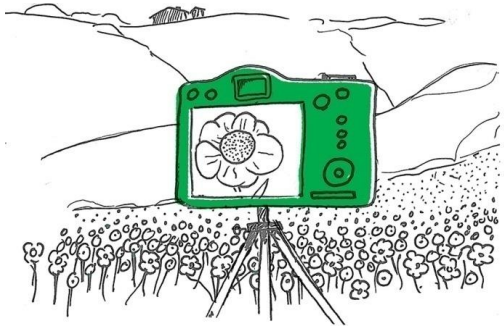
Consider which preference is more you?

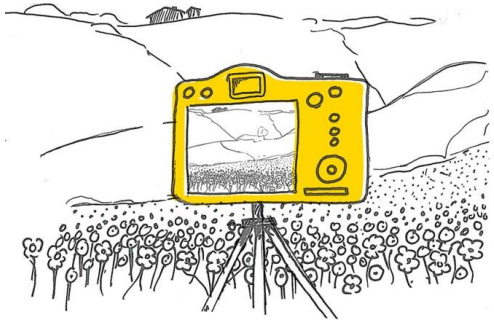
- Where does your preference for Extraversion/Introversion serve you well?
- When do you find you use the opposite preference?
- How could you further develop either of these preferences?

The four pairs of preferences

SENSING	INTUITION
How do you take in information?	

SN characteristics

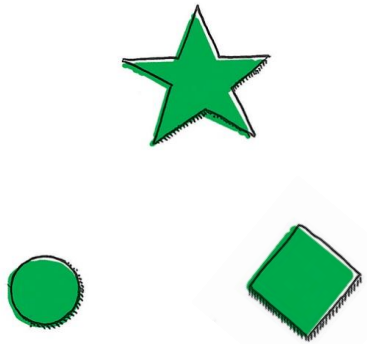




Want to know the facts	Seek out new ideas
Look at the specifics	Look at the bigger picture
Adopt a realistic approach	Adopt an imaginative approach
Focus on the here and now	Anticipate the future
Ensure things work in practice	Ensure things work in theory
Collect observations	Use conceptual frameworks

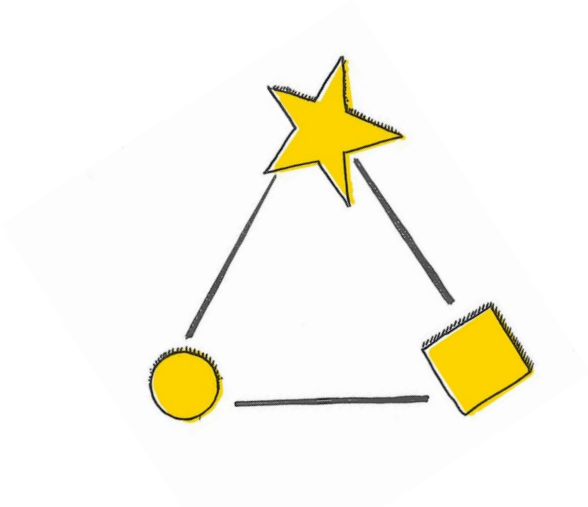
Remember, Sensing isn't 'sensitive' and iNtuition isn't 'gut feel'

Analogy



Ensures individual data is accurate
May overlook the patterns

S



Ensures patterns are understood
May overlook the accuracy of the detail

N

Activity – SN

Firstly agree who will be your spokesperson to feedback a summary of your discussion to the group.

Your task is to discuss and capture the information you took from the picture you are about to see.

You need a scribe as well as a spokesperson for this activity to record the group response as you discuss.

You will have 10 minutes

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M. Logli

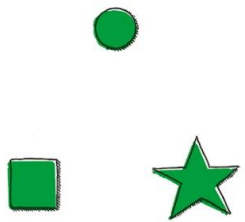
Looking at a picture

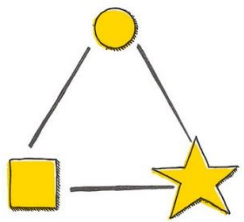
s

WHAT DO YOU SEE?

Tell me about a picture

n





- Will tend to state what is in the picture
- Are likely to state the specifics
- Will focus on what's realistic
- Focus on the here and now

- Will go beyond the picture to make associations
- Are likely to talk about the "big picture"
- Are engaged by imagination
- Anticipate the future

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Self assessment & reflection

Consider which preference is more you?

- Where does your preference for Sensing/Intuition serve you well?
- When do you find you use the opposite preference?
- How could you further develop either of these preferences?

The four pairs of preferences

THINKING	FEELING

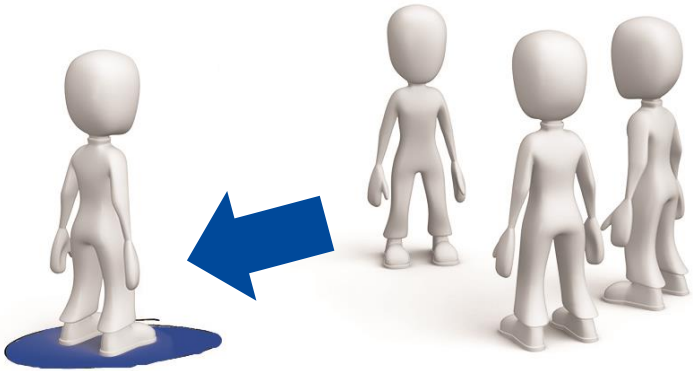
How do you decide and come to conclusions?

TF characteristics

Apply logical reasoning	Apply individual values
Use cause and effect analysis	Understand others' viewpoints
Seek objective truth	Seek harmony
Decide using impersonal criteria	Decide by personal circumstances
Focus on tasks	Focus on relationships
Provide a critique	Offer praise

Remember, Thinking types can feel and Feeling types can think

Illustration



Makes decisions by stepping out of the problem to be objective

T

Makes decisions by stepping into the problem to be compassionate

F

Activity – TF

Firstly agree who will be your spokesperson to feedback a summary of your discussion to the group.

Your task is to discuss the following:

- Describe CONFLICT

You will have 10 minutes

Recognition or appreciation

RECOGNITION OR APPRECIATION

How do you like to be recognized or appreciated?

- Like to be recognized for a job well done
- Want recognition at the end of a project or when you have excelled
- Like recognition from someone qualified to judge your performance

- Like to be appreciated for personal contribution and effort
- Want to feel valued and appreciated during a project
- Like appreciation from those you have made a difference to

Self assessment & reflection

Consider which preference is more you?

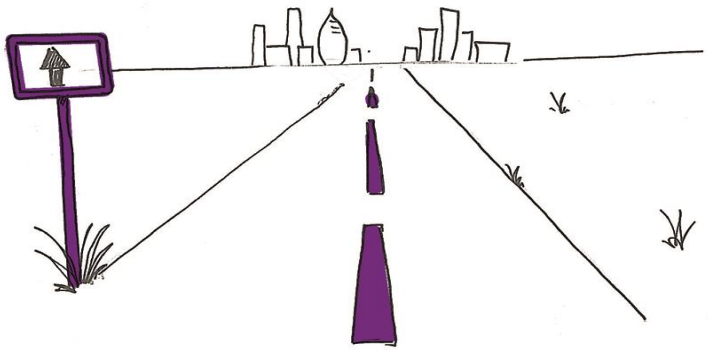
- Where does your preference for Thinking/Feeling serve you well?
- When do you find you use the opposite preference?
- How could you further develop either of these preferences?

The four pairs of preferences

JUDGING	PERCEIVING

How do you approach the outside world?

JP characteristics



Like to come to closure	Keep a range of choices available
Make plans	Remain flexible
Act in a controlled way	Respond to emerging information
Prefer to act within a structure	Prefer to go with the flow
Prefer to schedule activities	Prefer to be spontaneous

Remember, Judging isn't 'judgmental' and Perceiving isn't 'perceptive'

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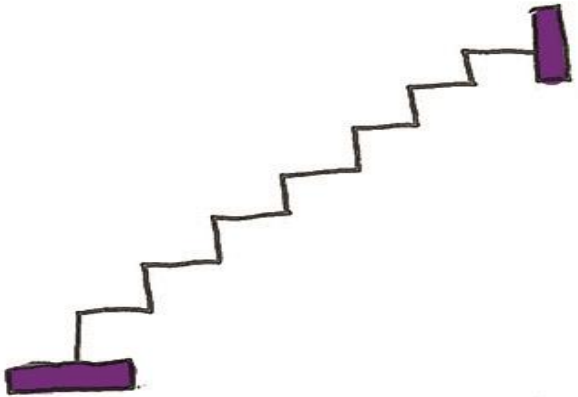
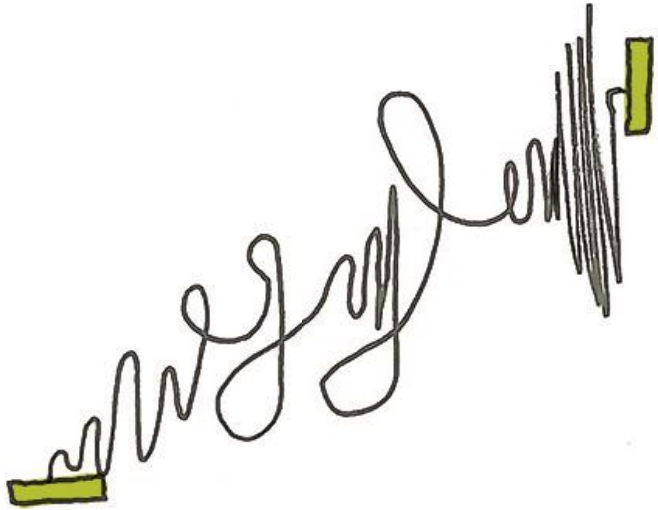
Illustration





J

P

Activity – JP

Firstly agree who will be your spokesperson to feedback a summary of your discussion to the main room.

Your task is to plan your approach to buying and building some IKEA flat pack furniture.

- Explore your different approaches to this activity
- How do your approaches relate to the J and P preference
- Summarise the two different approaches – J versus P

You will have 10 minutes

Work V Play

j

WORK FIRST VS. PLAY FIRST

p

When do you work and when do you play?

- Tend not to feel comfortable "playing" while there is work to be done
- Need to mentally "park" the work before you can play
- Have clear definitions of work time and play time
- See play as a reward for finishing work

- Play without the outstanding work interfering with your enjoyment
- Are happy to "play" at work and work at nonconventional times
- See work and play as one and the same thing
- See life as too short not to take chances to play

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Self assessment & reflection

Consider which preference is more you?

- Where does your preference for Judging/Perceiving serve you well?
- When do you find you use the opposite preference?
- How could you further develop either of these preferences?

mbti

WHO ARE WE?

ISTJ — RESPONSIBLE REALIST

Thorough Conscientious Realistic

Systematic Organized Reserved

Detached Analytical Observant

Practical Logical Factual Efficient

ISFJ — PRACTICAL HELPER

Dependable Responsible Loyal

Patient Realistic Understanding

Considerate Sensitive Thorough

Organized Practical Detailed Kind

INFJ — INSIGHTFUL VISIONARY

Visionary Imaginative Reflective

Reserved Empathetic Sensitive

Compassionate Idealistic Intense

Insightful Caring Contemplative

INTJ — CONCEPTUAL PLANNER

Innovative Independent Logical

Objective Insightful Demanding

Competent Productive Theoretical

Strategic Reflective Conceptual

ISTP — LOGICAL PRAGMATIST

Realistic Troubleshooter Factual

Expedient Detached Objective

Adaptable Logical Independent

Analytical Emergent Practical

ISFP — VERSATILE SUPPORTER

Practical Caring Accommodating

Kind Considerate Spontaneous

Modest Adaptable Gentle Loyal

Cooperative Observant Tolerant

INFP — THOUGHTFUL IDEALIST

Flexible Insightful Developmental

Complex Empathetic Contained

Reflective Idealistic Spontaneous

Compassionate Caring Imaginative

INTP — OBJECTIVE ANALYST

Theoretical Detached Sceptical

Strategic Insightful Contained

Conceptual Analytical Innovative

Independent Challenging Logical

ESTP — ENERGETIC PROBLEM-SOLVER

Active Logical Troubleshooter

Analytical Outgoing Enthusiastic

Observant Resourceful Practical

Adaptable Spontaneous Realistic

ESFP — ENTHUSIASTIC IMPROVISER

Adaptable Energetic Cooperative

Realistic Spontaneous Tolerant

Playful Gregarious Resourceful

Enthusiastic Observant Friendly

ENFP — IMAGINATIVE MOTIVATOR

Imaginative Energetic Innovative

Supportive Flexible Enthusiastic

Expressive Cooperative Friendly

Persuasive Emergent Spontaneous

ENTP — ENTERPRISING EXPLORER

Enthusiastic Imaginative Flexible

Outspoken Emergent Theoretical

Analytical Challenging Conceptual

Enterprising Resourceful Logical

ESTJ — EFFICIENT ORGANIZER

Assertive Decisive Realistic Logical

Objective Practical Structured

Organized Responsible Efficient

Pragmatic Straightforward Direct

ESFJ — SUPPORTIVE CONTRIBUTOR

Organized Supportive Outgoing

Friendly Accepting Decisive Loyal

Practical Cooperative Realistic

Sympathetic Appreciative Warm

ENFJ — COMPASSIONATE FACILITATOR

Empathetic Diplomatic Imaginative

Friendly Expressive Supportive

Persuasive Organized Responsible

Collaborative Enthusiastic Warm

ENTJ — DECISIVE STRATEGIST

Strategic Questioning Theoretical

Direct Logical Objective Decisive

Confident Assertive Competent

Innovative Structured Challenging

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WHAT'S YOUR BEST-FIT MYERS-BRIGGS® TYPE?

ISTJ

Quiet, serious, succeed by being thorough and dependable. Practical, matter-of-fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized—their work, their home, their life. Value traditions and loyalty.

ISFJ

Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.

ISTP

Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyze what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.

ISFP

Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, don't force their opinions or values on others.

ESTP

Flexible and tolerant, take a pragmatic approach focused on immediate results. Bored by theories and conceptual explanations; want to act energetically to solve the problem. Focus on the here and now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.

ESFP

Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work, and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.

ESTJ

Practical, realistic, matter-of-fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.

ESFJ

Warmhearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-to-day lives and try to provide it. Want to be appreciated for who they are and what they contribute.

INFJ

Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.

INTJ

Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Skeptical and independent, have high standards of competence and performance—for themselves and others.

INFP

Idealistic, loyal to their values and to people who are important to them. Want to live a life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfill their potential. Adaptable, flexible, and accepting unless a value is threatened.

INTP

Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Skeptical, sometimes critical, always analytical.

ENFP

Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.

ENTP

Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.

ENFJ

Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfill their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.

ENTJ

Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.

Innovation & adaptability

What is the difference between innovation and creativity?

Define innovation

Give examples of innovation within VGC

Characteristics of innovative people

1. Continuous reflection and learning
2. Unattached exploration – staying open
3. Moving between concrete and abstract thinking – (S and N)
4. Action-orientated
5. Opportunity – focused
6. Mental resilience – adapt positively in adversity
7. Intellectual humility – humble in the face of new information
8. Courage to submit unfinished ideas

Adapted from a paper from Escade Entrepreneurship Institute

Fruit thinking

Fruit

More fruit thinking

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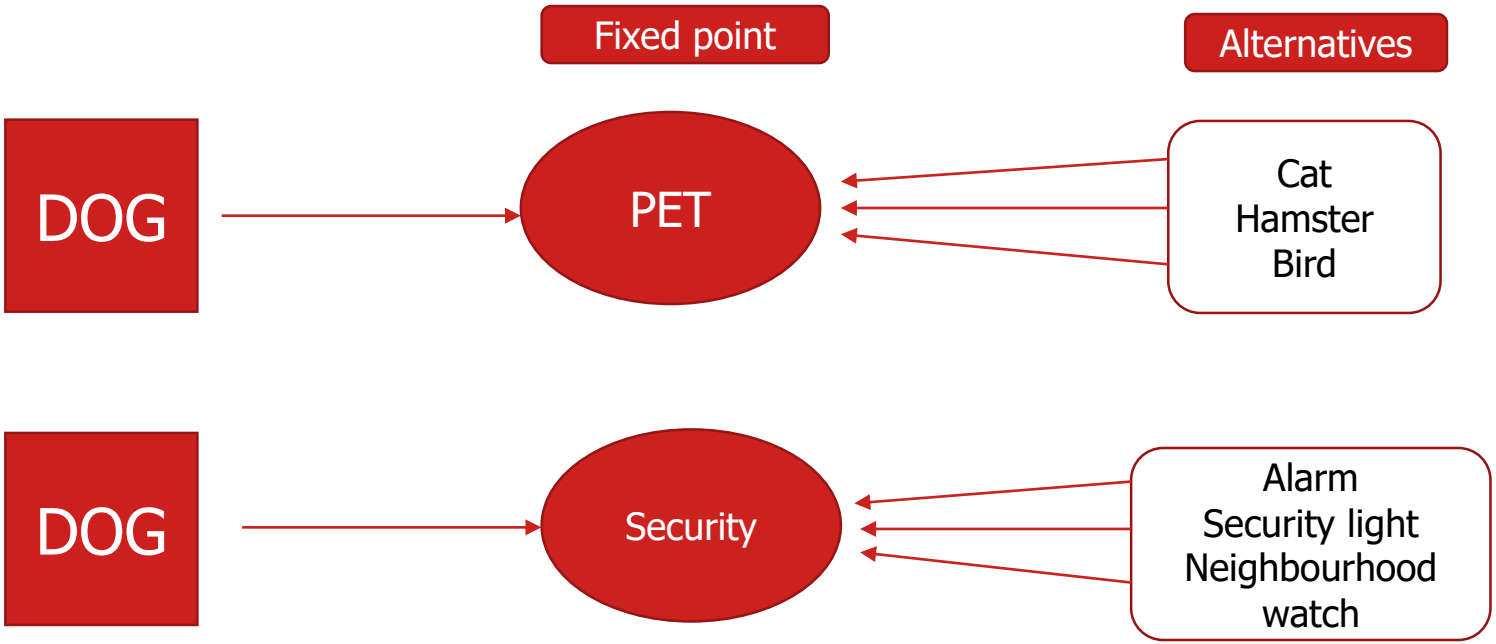
The importance of fixed points



Innovative thinking

Drawing connections between different ideas - Wind surfing

Different ways of billing - **Dollar shave club /Microsoft office 365**

Convenient rentals - **Zip cars / uber bikes**

Clothing rental subscription – **Rent the Runway**

Airbnb – shifted to experiences on line during pandemic

Dyson, Apple, innovative companies

WeWork – rent a desk in a communal space

Purple bricks – first online estate agent

Zipline – blood delivery service to remote areas via drones

Feedback or criticism

A structure which can be used to deliver constructive feedback is **BIFF**

Behaviour – describe the specific behaviour with examples

Impact – explain the impact of the behaviour

Feeling – share how this behaviour makes you feel e.g concerned, frustrated

Future – explore how this behaviour could be modified in the future

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Creating a culture of feedback

- What is needed to create a culture of feedback?

Gibbs Reflective Cycle

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Personal development & self-reflection

Three questions

- How open are you to feedback?
- How much time do you spend focused on driving your personal development?
- How often do you engage in self-reflection?

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Personal effectiveness part 2

Core development programme Intermediate

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