

## Leads Others : Effective Line Management

### Leading with Impact

Time	Agenda Item	Slide	Interaction	Narrative/Notes
0-12	Set up			
	MS Teams set up with audio Interaction instructions	1	Discuss Tools Chat box	<ul style="list-style-type: none"> <li>Ensure webcams and audio are working, set out etiquette rules (mute, close emails etc), ensure familiarity with Teams functionality</li> </ul>
	Session expectations	1		<ul style="list-style-type: none"> <li>Aiming for a very interactive session – please question, challenge, and share your views as much as possible. We'll be working through some of your real world challenges and problems so be prepared to contribute fully throughout!</li> </ul>
	Overview of Programme and where this module fits in	2		<ul style="list-style-type: none"> <li>A reminder that the aim of the programme is to equip ISG managers with the skills and behaviours to effectively manage and develop their teams, maximising potential and creating engagement</li> <li>Today we're focusing on the 4th Elective Module : Leading with Impact</li> </ul>
	Overall Skill Elements & Learning Outcomes	3		<ul style="list-style-type: none"> <li>Brief explanation of how the overall module builds and how the skill elements link to the Capability Framework</li> </ul>
	Signposting of Teams page	4		<ul style="list-style-type: none"> <li>Resources will be posted to the Teams page to allow you to access the material after the session</li> </ul>
	Introductions	5	Discuss Chat box	<ul style="list-style-type: none"> <li>Short introductions (name, job title, team size) if group has not worked together before. Intro from facilitator.</li> </ul>

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	Learning outcomes	6		<ul style="list-style-type: none"> <li>Let's look at today's session in a little more detail – explain why this skill element is important:</li> <li>If we are to be successful in our career, we will often need to get our point across to others in the right way and influence their thinking. It's also the case that sometimes achieving success requires us to step back, listen and understand the point that others are trying to make.</li> <li>What we think, what we say and how we show up to these situations all contribute to the footprint of our impression. If we can learn how to balance these skills effectively, it will be recognised in the eyes of others. Peoples measure of us will remain high and we will protect our own personal brand and reputation.</li> <li>If we fail to do this, we risk being overlooked, or, being in the spotlight for the wrong reasons.</li> <li>Therefore, we need to explore how we can create a positive impact with our stakeholders, by using the right techniques at the right time.</li> </ul>
	Roadmap	7		<ul style="list-style-type: none"> <li>Explain session roadmap</li> </ul>
12-20	Understanding Impact			
	What is 'impact'?	9	Chat box / discussion	<ul style="list-style-type: none"> <li>Ask: What does 'Impact' mean to you? <i>Answers in chat</i></li> <li><i>Build on the answers in chat</i></li> <li>Build: Impact is a measure of the <b>impression</b> you create and / or the influence you command</li> <li></li> </ul>

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	What impact are you trying to create?	10	Individual Work	<ul style="list-style-type: none"> <li>• Take a moment and consider your world at work right now!</li> <li>• What are you working on?</li> <li>• Who are you working with?</li> <li>• What kind of impact and impression are you trying to create and why?</li> <li>• What makes it difficult?</li> <li>• There's always a lot happening for us at work. We've got multiple accountabilities; we're working on different things for different stakeholders and we're trying to lead the team at the same time. With all of this in mind we're trying to create the right kind of impression, an impression that helps us influence others and achieve what we need to!</li> <li>• The key question is 'exactly what impression am I trying to create, with who, and why? Taking this into account allows us to think through how we go about achieving this in the right way. It will be clear from your thinking that every situation is different, therefore we need to understand what to take into account to tailor our approach.</li> </ul>
20-35	Maximising Control			
	The two dials of impact	12	Discussion	<ul style="list-style-type: none"> <li>• The research in this area tells us that there are two factors that we should be taking into account.</li> <li>• Together they can make or break people's impression of us!</li> <li>• They are 'control' and 'presence'. Let's take a look at each.</li> </ul>
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	What is control?	13	Discussion	<ul style="list-style-type: none"> <li>• So what do we mean by control?</li> <li>• Build: The level of consideration we give to a situation before we show up dictates our control!</li> <li>• Build: When you are in control how do you feel? How do you act?</li> <li>• When we are in control, we tend to be confident, calm, composed, open, honest and resilient.</li> <li>• Build: How does your behaviour change when you're not in control of how you show up?</li> <li>• When we're not in control our brain is on high alert mode, flitting between fight, flight and freeze as we respond to situations. When this happens, we can see a range of possible responses.</li> <li>• Build: We appear passive and fail to express our wants, needs and feelings or fail to get our point across.</li> <li>• Build: We go on the offensive and express ourselves in an attacking way to get our point across.</li> <li>• Build: We fall into passive aggressive mode, we express our negative feelings indirectly through our actions, rather than dealing with them directly.</li> <li>• If we give a situation low consideration, we will mostly likely be unprepared and out of control when we show up. This can lead to feelings of fear, anxiety, and unpredictability in our behaviour.</li> <li>• However, if we give situations higher levels of consideration before we show up, we can be confident that we've done all we can to prepare and therefore feel much more in control.</li> <li>• Build: So, our levels of control should always be switched on and dialed high!</li> <li>• Let's look at how we can achieve this!</li> </ul>

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	Keeping control high!	14	Q&A	<ul style="list-style-type: none"> <li>• Ask: What makes you feel more in control when you show up to situations?</li> <li>• <i>Build on the answers</i></li> <li>• Build: We can increase our level of control by consideration of <u>how</u> we deliver our message, and, <u>who</u> we deliver it to.</li> <li>• Considering these factors helps increase our levels of certainty, in effect, this calms the brain down and gives us more autonomy and control over a situation.</li> <li>•</li> <li>• Ask: When considering our delivery what do we need to think about?</li> <li>• Build:</li> <li>• Arrive early, organise the space</li> <li>• Know your subject matter</li> <li>• Break your message down</li> <li>• Practice your delivery</li> <li>• Think through your Q&amp;A</li> <li>• Plan to handle the unknown</li> <li>• Keep your goal in mind</li> <li>•</li> <li>• Ask: When considering our audience what do we need to think about?</li> <li>• Build:</li> <li>• Think about their authority/status</li> <li>• Look at the situation through their eyes</li> <li>• Understand their primary triggers</li> <li>• Adjust your style to their needs</li> <li>• Identify influencers &amp; allies</li> <li>• Consider what's going on for them</li> <li>• Remember, they're only human</li> <li>•</li> <li>• Ask: Considering these factors, on a scale of 1-10 how much consideration do you give to to help dial up your control?</li> <li>• Ask: What do you need to focus on to improve?</li> </ul>

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35 - 55	Adjusting Presence			
	What is presence	16	Chat box / discussion	<ul style="list-style-type: none"> <li>• Ask: How would you define presence?</li> <li>• Build: Presence is the extent to which we capture attention through...</li> <li>• What we think</li> <li>• What we say</li> <li>• What we do</li> <li>• On the basis that our control is high...we have two possible approaches to help us achieve great presence!</li> <li>• Ask: If we show up with high presence what might that look and feel like?</li> <li>• Like Sam, we could show up in this way, be visible and at the forefront of discussions.</li> <li>• Ask: If we show up with low presence what might that look and feel like?</li> <li>• Sam could also show up this way and take more of a back seat to bring others into the discussion.</li> <li>• In some situations, it might be more appropriate to turn up with high presence, and in other situations it might be more appropriate to show up with low presence.</li> <li>• The key thing to realise is that we have a choice!</li> <li>• If we consider the situation in advance, we can make more informed decisions about how we play it, and therefore increase our chances of capturing people's attention in the right way, at the right time!</li> </ul>
	Exploring your choices	17	Chat box / discussion	<ul style="list-style-type: none"> <li>• Let's look at how these choices can play out.</li> <li>• Build: If we're not thinking through our presence and how best to show up, we're probably not in the discussion!</li> <li>• Build: We might decide to play it high and dial up our presence because we need to cultivate our own voice and take a more assertive position!</li> <li>• Build: Or we might decide to play it low and dial our presence down because we need to encourage the voice of others, build rapport and take a more approachable position!</li> <li>• Build: Mastering these skills allows us to understand when we need to flex and how we do that to best facilitate the discussion. Dialing our presence up to make our point and dialing it down to allow others to make theirs!</li> </ul>

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	Mind your control	18	Chat box / discussion	<ul style="list-style-type: none"> <li>The interesting thing is that we can only play high or low when we choose to be in control.</li> <li>If we take the control away let's explore what happens.</li> <li>Well, if we're not dialing our presence up or down then we're still not likely to be in the discussion, regardless of how in control we are.</li> <li>Ask: if we're not in control and we attempt to play it high, how might our assertive behaviour change?</li> <li>Build: as previously discussed we might come across as overwhelming, or potentially aggressive, as we convey our message in perhaps a more attacking way.</li> <li>Ask: if we're not in control and we attempt to play it low, how might our approachable behaviour change?</li> <li>Build: in this situation we might come across as passive, possibly failing to express our wants needs or feelings, or even communicating them in an apologetic way.</li> <li>Finally, If we're not in control we're unlikely to be able to adapt to the needs of the situation and therefore we're more likely to derail the discussion rather than facilitate it.</li> <li>So having high impact requires us to show up with high levels of control, and make conscious choices as to the presence we project!</li> <li>How therefore do we tweak our presence? Let's have a look.</li> </ul>
	When to play high & low	19	Chat box / discussion	<ul style="list-style-type: none"> <li>Ask: When might we want to consider playing it high?</li> <li><i>Build on the answers</i></li> <li>Build: We might want to consider playing it high when....</li> <li>Ask When might we want to consider playing it low?</li> <li><i>Build on the answers</i></li> <li>Build: We might want to consider playing it high when....</li> </ul>

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55-80	Balancing our Signals			
	Balancing our Signals	21	Chat box / discussion	<ul style="list-style-type: none"> <li>We can dial our presence up and down through our personal communication channels.</li> <li>Specifically, through our body language, the tone we use and the words we choose!</li> <li>Ask: Looking at this pie chart which channel do you think carries the most weight in terms of getting our message across to others?</li> <li>55% of the message is in our body language.</li> <li>38% of the message is in our tone (how we say what we say).</li> <li>7% of the message is in our words (what words we choose to say it).</li> <li>The secret is trying to ensure that all of our signals are complimentary.</li> <li>When we are playing high, our body language, tone and words should be congruent with high, assertive presence.</li> <li>When we are playing low, all three channels should be congruent with low, approachable presence.</li> </ul>
	Playing high and low	22	Jamboard	<ul style="list-style-type: none"> <li>Work in your groups and capture examples of high and low presence under each channel!</li> <li></li> </ul>
	Playing it low...approachable	23	Chat box / discussion	<ul style="list-style-type: none"> <li><i>Build on the answers from the Jamboard session</i></li> <li>Here are some other things to think about to help you play it low....</li> </ul>
	Playing it high...assertive	24		<ul style="list-style-type: none"> <li>Here are some other things to think about to help you play it high.</li> </ul>
85-90	Wrap Up & Action planning			
	Revisit learning outcomes	26		<ul style="list-style-type: none"> <li>Getting our point across in a way that protects our personal brand</li> <li>Creating positive impact with stakeholders by using a variety of self-management techniques</li> </ul>



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	Key points	27		<ul style="list-style-type: none"> <li>• As a reminder the key points of the session are..</li> <li>• We have a choice about how we show up to situations</li> <li>• Ensuring that we are in control gives us confidence and reduces uncertainty</li> <li>• Flexing our presence allows us to adapt to the needs of the situation</li> <li>• We must play it the right way at the right time, if we are to make an Impact!</li> </ul>
	Action planning	28		<ul style="list-style-type: none"> <li>• Consider what you are currently working and who you are working with</li> <li>• Take control, think through your end game and build your confidence</li> <li>• Reflect on times that require high and low presence, adjust your approach</li> </ul>
90	End			