



**WE DELIVER**

Leadership Training Program

NAME:

DATE:

## THE 4 OUTCOMES

01	LEARNING	ABOUT SELF, EMOTIONS, AND WHAT DRIVES BEHAVIOUR
02	ENGAGEMENT	WITH OTHERS, IN THEIR COMMUNICATION STYLE
03	ARTICULATION	CONVERSATIONAL AND CARE FACTOR SKILLS
04	DEMONSTRATION	LEADING BY EXAMPLE

## FIRST THINGS FIRST...

<p>01</p> <p><b>ABOUT YOU</b></p> <p>Favourite Team Member? Why? Favourite Movie?</p>	<p>02</p> <p><b>ABOUT ME</b></p> <p>Resilience Coach Married 29 years Triathlete</p>	<p>03</p> <p><b>ABOUT US</b></p> <p>Open Honest Safe</p>
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IN AN EMERGENCY  
TRADITIONAL OWNERS  
MENTALLY HEALTHY

## BEFORE WE START...


8 10 12 2

# WORKSHOP SLIDES

**Expectations**

What do you hope to learn, over the next two days?

A3 Worksheet





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**Leadership is about service, and giving**

Take this money please  
This is not a tease  
It is about being giving  
And creating storytelling



Anthony Guinisa 

6

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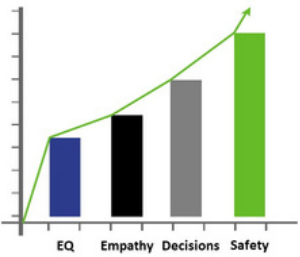
## NOTES / REFLECTION

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**Current Teamwork Evaluation**



EQ Empathy Decisions Safety

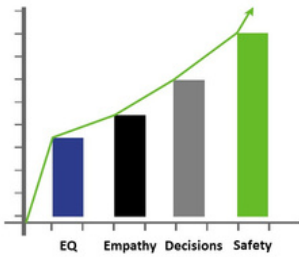
Where are you starting?

It is important to evaluate where you feel you are at, currently, as what can be measured, can be managed and improved!

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**Upgraded Teamwork Evaluation**



EQ Empathy Decisions Safety

Where did you get to?

We will do this survey again at the end of the program, to see how far we have all come!

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## NOTES / REFLECTION

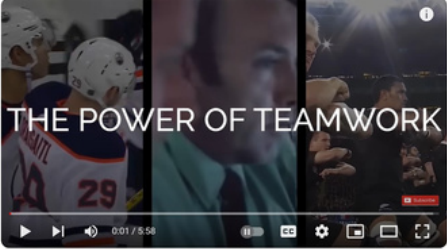
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# WORKSHOP SLIDES

Teamwork 9



**THE POWER OF TEAMWORK**

The Power of Teamwork - Teamwork Motivational Video

 <https://www.vv> theguineagroup.com.au



**"We learn not in the school, but in life"**  
—Seneca the Younger

**1 Learning**

- 5 Stages of Team Development
- Accountability
- What drives behaviour


## NOTES / REFLECTION

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5 Stages of Team Development 11



**Forming** (1) A working group

- Excitement
- Anxiety
- Optimism

A pseudo team

**Storming** (2)

- Communication gaps
- Frustration
- Conflicts

A potential team

**Norming** (3)

- Shared goals
- Team cohesions
- Acceptance


A real team

**Performing** (4) High performing team

- Teamwork
- Value Add
- Cohesiveness
- In equilibrium

**Adjourning** (5)

- Unease
- Dissatisfaction
- What next?

 <https://www.revolutionconsultinggroup.com.au/5-stages-of-team-development/> theguineagroup.com.au

Where is your team, and why? 12



**Forming** (1) A working group

A pseudo team

**Storming** (2)

A potential team

**Norming** (3)

A real team

**Performing** (4) High performing team

**Adjourning** (5)

 <https://courses.lumenlearning.com/busy-principlesmanagement/chapter/reading-the-five-stages-of-team-development/> theguineagroup.com.au

## NOTES / REFLECTION

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# WORKSHOP SLIDES

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Accountability (for execution)

“By recognizing and tuning into our own emotions, we become more self-aware, and more mindful, which allows us to make informed decisions and respond to situations more effectively.”

— ANNIE MILLER, MSW, LCSW-C, LICSW



<https://www.welwellmind.com/what-are-emotions-2795178#~:text=1%20better%20understand%20what%20emotions,response%2C%20and%20the%20behavioral%20response->

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Facilitation (for confidence)

What is a facilitator?

Ingrid Bens defines a facilitator as:

“One who contributes structure and process to interactions so groups are able to function effectively and make high quality decisions. A helper and enabler whose goal is to support others as they achieve exceptional performance.”

A facilitator is a person whose role is to guide people through a process to an effective result. This process could be a meeting, a brainstorming session, training and development, a planning session, team building, conflict resolution, or any situation involving a group of people where there are desired outcomes, goals or targets (or where there certainly should be!)

<https://www.cffgroup.co.uk/knowledge-and-learning/resources-what-are-facilitation-skills-and-how-to-use-them/#:~:text=1%20facilitator%20is%20someone%20who%20helps%20others%20to%20achieve%20their%20goals%20more%20effectively>

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## NOTES / REFLECTION

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15

What drives behaviour?

Subjective Experience (or thought), Psychological Response ...

A → B → C

- Beliefs
- Values
- Emotions

<https://www.welwellmind.com/what-are-emotions-2795178#~:text=1%20better%20understand%20what%20emotions,response%2C%20and%20the%20behavioral%20response->

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Stress can drive behaviour (and perception)

“The HPA axis

During times of stress, the hypothalamus, a collection of nuclei that connects the brain and the endocrine system, signals the pituitary gland to produce a hormone, which in turn signals the adrenal glands, located above the kidneys, to increase the production of cortisol.

During a stressful event, an increase in cortisol can provide the energy required to deal with prolonged or extreme challenge.”



<https://bit.ly/2ARy60G>

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## NOTES / REFLECTION

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# WORKSHOP SLIDES



**“Be tolerant with others, and strict with yourself”**  
—Marcus Aurelius

- Your DISC Profile?
- Other’s DISC Profile?
- Building your EQ?

**2 Engagement**

**Overhauls Under Pressure**

This model came out of an experience that I had when I was on site that I was on when the C4 incident occurred.



- Care Factor** (Heart icon): Knowing that humans are the key concerns.
  - Psychological Safety
  - Psychological Empowerment
  - Psychological Connection
- Control** (Gears icon): Because responding is more important than reacting.
  - Conscious Control
  - Behavioural Control
  - Situational Control
- Courage** (Person icon): The ability to act, regardless of the fear faced.
  - Try
  - Trust
  - Tell

**19**

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## NOTES / REFLECTION

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**Creating Psychological Safety**

*“The best thing I have done for my emotional control is to learn to breathe and to start meditating regularly.”*

*“And taking the stoic view that we can choose our response and responding is better than reacting.”*



- Care Factor** (Heart icon): Knowing that humans are the key concerns.
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**Your DISC Profile**

Personally, what I love about DISC is the self-awareness piece, and the element of understanding yourself in a more meaningful way ... before you try and understand others!

**Check out pages 9, 13, 15**



**21**

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## NOTES / REFLECTION


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# WORKSHOP SLIDES

— *Your DISC Profile helps you understand yourself* 22




**Part I Understanding DISC**

**BEHAVIOURAL STYLES**  
 Historical and contemporary research reveal more than a dozen various models of our behavioural differences, but many share one common thread: the grouping of behaviour into **four basic categories**.


The DISC styles are **Dominance, Influence, Steadiness, and Conscientiousness**. There is no "best" style. Each style has its unique strengths and opportunities for continuing improvement and growth.

The DISCstyles™ assessment examines external and easily observable behaviours and measures tendencies using scales of **directness** and **openness** that each style exhibits.

Page 4

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— **Other's DISC Profile** 23



And the other thing that is to love about DISC profiling is the ability to be aware and empathise with other people, and to understand their communication styles! Winner!

*Check out pages 19, 29*

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**NOTES / REFLECTION**

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— *Your DISC Profile helps you understand yourself* 24




**PART III UNDERSTANDING OTHERS AND ADAPTABILITY**


Understanding your own behavioural style is just the first step to enhancing relationships. To really begin to use the power of behavioural styles, you also need to know how to apply the information to other people and in other situations. Good relationships can get better and challenging relationships may become good.

**People want to be treated according to their behavioural style, not yours.**


Page 26

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— **Making it count** 25



- Ask others
- Know others
- Practice this skill

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**NOTES / REFLECTION**

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# WORKSHOP SLIDES


**Team Building Activity – Spaghetti Tower** 26

**For:** **Creative Problem Solving & Collaboration Skills**  
**Link:** There are times when you need to work together to solve problems


**Required:** 1 bag of uncooked spaghetti, 1 roll of sticky tape & 1 bag of marshmallows for each team

**Instructions:** **Using just these supplies, which team can build the highest tower?**  
 Note that there must be a full marshmallow at the very top of the spaghetti tower, and the whole structure has to stand on its own (that means no hands or other objects supporting it!) for as long as judging takes!!!


**Duration:** 10 minutes for planning  
 30 minutes for building  
 20 minutes for debriefing

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**Building Your EI** 27



<https://jobballleadershipfoundation.com/deepening-understanding/emotional-intelligence/>

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**NOTES / REFLECTION**

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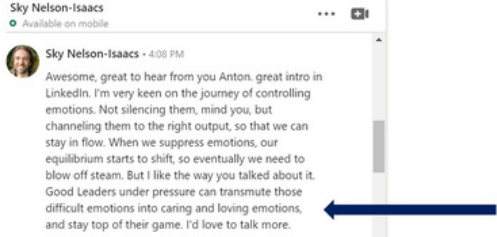



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**Emotional control is not about emotional suppression** 28



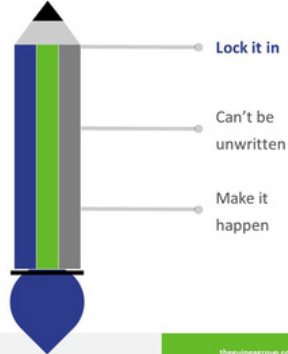
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**Activity** 29

**On your worksheet:**

What are your current challenges?

What can you do about them?



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**NOTES / REFLECTION**

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# WORKSHOP SLIDES




**“The mind that is anxious about future events is miserable”**  
— Seneca the Younger

- Psychological Safety
- Systems Leadership
- Transformational Leadership

**2 Articulation**

**Leadership is about service, and giving**

“Money doesn’t buy happiness; Money buys choices. It’s what you do with those choices, That makes you happy”



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## NOTES / REFLECTION

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**Overhauls Under Pressure**

This is a model that we are working hard to validate, and to study, to be able to publish a report/s on.

There are studies, and books that relate to each part of the model. And we will pull research together that tests the validity of each element as a distinct part of the whole model.



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  - Trust
  - Tell

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**Creating Psychological Safety**

*The best thing I have done for my relationships is to continue to learn the fine art of psychological connection.*

*And learning how to communicate with humans in a way that leaves them better than I found them.*



- Care Factor** (Heart icon): Knowing that I am safe and that I can voice my key concerns.
  - Psychological Safety
  - Psychological Empowerment
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## NOTES / REFLECTION


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# WORKSHOP SLIDES

**Conversational Skills** 34



**10 ways to have a better conversation**  
29,113,156 views | Celeste Headlee | TEDxCreativeCoast • May 2015

**About the speaker**

**Celeste Headlee**  
Writer and radio host

Celeste Headlee's years of interview experience give her a unique perspective on what makes for a good conversation.

When your job hinges on how well you talk to people, you learn a lot about how to have conversations -- and that most of us don't converse very well.

Celeste Headlee has worked as a radio host for decades, and she knows the ingredients of a great conversation: Honesty, brevity, clarity and a healthy amount of listening. In this insightful talk, she shares 10 useful rules for having better conversations.

[https://www.ted.com/talks/celeste\\_headlee\\_10\\_ways\\_to\\_have\\_a\\_better\\_conversation?language=en](https://www.ted.com/talks/celeste_headlee_10_ways_to_have_a_better_conversation?language=en)

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**Communicate to care and connect** 35

The best leaders that I have worked with were focused on connection, not direction. And I think strong teamwork being able to connect ... and build rapport ... with a wide range of personality styles.

Even those people that you don't like ...

Being a good team member is about creating psychological safety.

*Deep down, humans are just emotions in skin*



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## NOTES / REFLECTION

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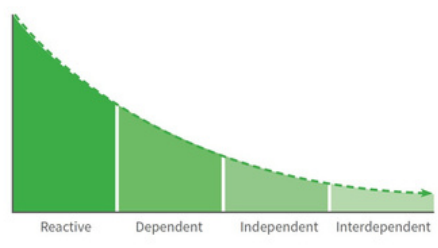
**Psychological Safety** 36

Project Aristotle (what do effective teams require)? The google study results were:

- 1 Psychological Safety:**  
Team members feel safe to take risks and be vulnerable in front of each other
- 2 Dependability:**  
Team members get things done on time and meet Google's high bar of excellence
- 3 Structure and Clarity:**  
Team members have clear roles, plans and goals
- 4 Meaning:**  
Work is personally important to team members
- 5 Impact:**  
Team members think their work matters and creates change

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**And the link to physical safety** 37



Reactive    Dependent    Independent    Interdependent

Interdependence = Willingness

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## NOTES / REFLECTION

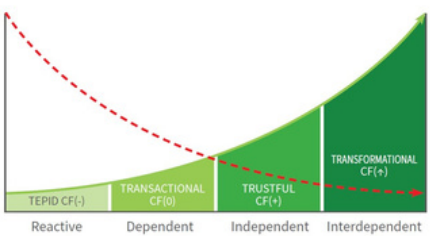
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# WORKSHOP SLIDES

**Transformational Teamwork** 38



**Transformation defined:**

"An approach "that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders".

THE GUINEA GROUP <https://www.lanaston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf> theguineagroup.com.au

**Transformation in action** 39

Transactional	Vs	Transformational
Teamwork is reactive		Teamwork is proactive
Works within organisational culture		Works to change the organisational culture by implementing new ideas
Motivates team members by appealing to their own self interest		Motivates team members by encouraging them to put team interests first
<b>Management by Exception;</b> Maintain the status quo, corrective actions to change behaviour		<b>Leadership by Observation;</b> Behaviours are considered, corrective actions to coach behaviour
<b>DIRECTION</b>		<b>CONNECTION</b>

THE GUINEA GROUP Credit: James MacGregor Burns theguineagroup.com.au

## NOTES / REFLECTION

Area for notes and reflection with horizontal dotted lines.

# ACTIVITY



What could you start doing to be more transformational?  
What is your commitment?

A large area with horizontal dotted lines for writing.




# WORKSHOP SLIDES

**Systems Leadership (and time effectiveness)** 41


Systems Leadership Theory (SLT) is a cohesive set of models that analyses and explains behaviours. Understanding and Organising Work. Work is defined as turning intention into reality. That is, the development and selection of a pathway that moves us towards a goal.


It is in the “micro-decisions” made by these frontline managers and the degree to which day-in and day-out they reinforce and signal the importance of safety where the “rubber meets the road” so to speak with respect to safety.

<https://responsegroup.com.au/wp-content/uploads/2022/07/An-Introduction-to-Systems-Leadership-Theory-1.pdf>

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**It starts with your calendar ...** 42



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## NOTES / REFLECTION

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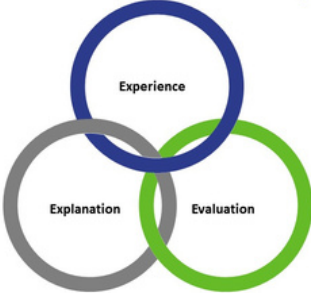
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**Tell great stories** 43

**Unpack**

- Your experience
- How you have evaluated it
- What you learnt that you could explain





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**And touch some hearts** 44

It's all about emotions, and being:

- Relevant
- Relatable
- Revealing



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## NOTES / REFLECTION

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# ACTIVITY



What is your story?

A large area for writing, consisting of 20 horizontal dotted lines on a light green background.

# ACTIVITY



FACILITATION: What is a conversation you would like to have?

A large light green rectangular area containing 20 horizontal dotted lines for writing.

# WORKSHOP SLIDES



**“Life is never going to be perfect, as much as we want it to be, and I have to lead by example.”**

- Patsy Kensit

- Teamwork takes courage
- Accept vs Expect
- The one behaviour

**4 Demonstration**

**Overhauls Under Pressure**

Regardless of your position or your level in the organisation, you will need to be courageous and make decisions confidently at some stage.



- Care Factor**
  - Knowing what humans are the key concerns
  - Psychological Safety
  - Psychological Empowerment
  - Psychological Connection
- Control**
  - Because responding is more important than reacting
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- Courage**
  - The ability to act, regardless of the fear faced.
  - Try
  - Trust
  - Tell

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## NOTES / REFLECTION

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**Being able to act**

**Courage first.**

**Confidence second.**

**Competence third.**




- Care Factor**
  - Knowing what humans are the key concerns
  - Psychological Safety
  - Psychological Empowerment
  - Psychological Connection
- Control**
  - Because responding is more important than reacting
  - Conscious Control
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**Teamwork takes Courage**

“Courageous (teamwork) is what every employee hopes for and what every company needs. A courageous leader guides their staff without stamping out creativity, they lead by example, and they stand at the helm of the company, giving everyone behind them confidence to do their jobs to the best of their ability”.



**Have the courage to try, trust, and tell**

**50**

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## NOTES / REFLECTION

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# WORKSHOP SLIDES

**Try, Trust, Tell** 51

**Definition of courage:**  
Mental or moral strength to venture, persevere, and withstand danger, fear, or difficulty!



**TRY**

The courage of action and pioneering "first attempts"

Associated with:

- Having initiative
- Challenging norms
- Leading

Requires:

- Overcoming resistance

Risks:

- Your actions may harm others

**TRUST**

The courage of relying on self and others

Associated with:

- Giving up situational control
- Being receptive to help
- Following

Requires:

- Putting faith in others

Risks:

- Ridicule, rejection, or resentment

**TELL**

The courage of "voice" and truth telling

Associated with:

- Truth telling
- Caring
- Putting faith in others


Requires:

- Conviction

Risks:

- Being let down

**Have a future focus** 52

 <https://enemachina.com/increase-your-ability-to-pivot-with-agile-change-management-practices/> [theguineagroup.com.au](http://theguineagroup.com.au)

## NOTES / REFLECTION

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**And engage others in it** 53

**We Deliver**

Change takes courage!

Where do you want to go, and who do you want to become is the big question for you and your team!

**We are all in the People Business!**



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**Accept vs Expect** 54

**Expect**

Trends

Changes

Outliers

**Accept**

Standards

↑

↓

**Action**

**Action**

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## NOTES / REFLECTION


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# WORKSHOP SLIDES

**Overhauls Under Pressure** 55



**Care Factor**  
Knowing that humans are the key to success

- Psychological Safety
- Psychological Empowerment
- Psychological Connection

**Control**  
Because responding is more important than reacting

- Conscious Control
- Behavioural Control
- Situational Control

**Courage**  
The ability to act, regardless of the fear faced.

- Try
- Trust
- Tell

**Safe Space**

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**The one behaviour** 56

The word that I think best generally describes the concept of leadership is

Answered: 20 Skipped: 0



Word	Percentage
Understanding	20%
Vulnerability	5%
Integrity	60%
Ownership	10%
Commitment	5%

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## NOTES / REFLECTION

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**Remember to use recognition** 57

In a 2013 survey, 1,200 Americans studied responded that:

- 83% of respondents said recognition for contributions was more fulfilling than any rewards or gifts
- 76% found peer praise very or extremely motivating
- 88% found praise from managers very or extremely motivating
- 90% said a "fun work environment" was very or extremely motivating
- "Recognition is proven as among the best method of improvement work motivation and employee engagement"



**1 Minute Recognition** vs **100 Minutes Initiative**

Yet, **2 out of 3** people receive no workplace recognition in a given year

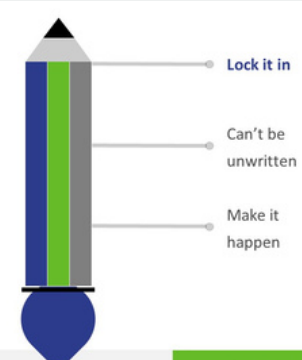
- On **point** – what specifically
- On **purpose** – why specifically
- On **period** – when specifically

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**Activity** 58

**On your worksheet:**

What is in your leadership Action Plan?



**Lock it in**

**Can't be unwritten**

**Make it happen**

**6**

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## NOTES / REFLECTION

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# WORKSHOP SLIDES

**Upgraded Teamwork Evaluation** 59



EQ Empathy Decisions Safety

**Where did you get to?**

We will do this survey again at the end of the program, to see how far we have all come!

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**The Great Leadership Philosophers** 60



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## NOTES / REFLECTION

A large area for notes and reflection, featuring horizontal dotted lines for writing.

# Team Charter



## What is a Team Charter?



A tool that clarifies and aligns a team's purpose and establishes boundaries & expectations. It defines directions and provides governance in challenging situations.



SHARED Purpose



SHARED Goals



SHARED Behaviours



What is your Measure of Success?

## SHARED Purpose

***We exist to minimise Unit Outage Downtime and to maximise Unit Operating Capacity between Overhauls.***

***We will achieve this through***

- Deliver Planned Outages Safely and to Schedule
- Conduct Daily Outage Activity and Cost Review
- Manage Schedule and Costs by Authorising Contingency Activities prior to their commencement.
- Actively seek Stakeholder and Alliance Personnel engagement
- Improving our plant operating and maintenance knowledge
- Implementing a fact based structured planning procedure
- Constantly review Outcomes and adopt Lessons Learnt



## SHARED Goals

***Produce an agreed Stakeholder Outage Schedule  
Manage Outage Safely to Agreed Schedule and Budget***

***We will achieve this through***

- Prioritise Safety in the Planning & Execution of Outage
- Review Safety Procedures and incorporate Latest Standards prior to Outage
- Obtain Stakeholder Signoff of Schedule, Timing and Costs
- Hold regular Stakeholder Review Meetings prior to Outage
- Improve Team Knowledge, Skills and Execution of Outages
- Identify, Record and Address known Risks prior to Outage
- Produce accurate Resource, Cost and Work Pack Documentation



## SHARED Behaviours

***We will demonstrate a desire for Team and Personal  
Growth and Development***

***We will achieve this through***

- Demonstrate Collective Team Values
- Develop a Rapport with Team Members and Stake Holders
- Act in Professional Manner that Supports Team Behaviours
- Support Team Development through Knowledge sharing
- Proactively seek out new Personal Skills and Knowledge
- Challenge ideas through Mutual Respect and Critical Thinking



## Measure of SUCCESS

*We will track and display the Team's Achievements*

*We will achieve this through*

- Measure Outage Safety Data, Cost and Duration
- Measure work scope delivered and unforeseen emerging work
- Confirm emerging work reviewed and lessons learnt transferred to SAP
- Identify reasons for rework during Outage and update lessons learnt
- Review CCV's and inspection results and update Overhaul documentation
- Confirm all Close out - ITP's / reports available prior to return to service
  
- Pride in work
- Increased capability - "Knowledge x skill = capability"
- Confidence in leadership
- Approachability - help / support



### Final Team Charter

#### Purpose

- Gain more knowledge in plant areas
- Structured planning
- Strive for Quality outcomes
- With Cost efficiency
- & Safety
- To Develop new skills
- And deliver On schedule
- With Stakeholder engagement

#### Goals

- Prioritise safety in planning & execution
- Produce optimised schedule and deliver to schedule
- Deliver on agreed scope
- Gain knowledge
- Develop new skills
- Quality outcome (no re work)

#### Metrics

- CCV's / inspections
- Close out - ITP's / reports
- Pride in work
- Meeting milestones
- Agreed KPI's achieved
- Increased capability - "Knowledge x skill = capability"
- Confidence in leadership
- Approachability - help / support

#### Behaviours

- Inclusive
- Challenge Respectfully
- Professional
- Approachable
- Factual
- Open to other opinions / being flexible
- One team culture
- Supportive
- Proactive
- Sharing knowledge

## NOTES / REFLECTION

A large area for notes or reflection, featuring a light green background and horizontal dotted lines for writing.







## ANY QUESTIONS? WE'RE HERE TO HELP

We exist to support leaders to upgrade their mindset, upskill their leadership, and uplift their teams, to create psychologically safe and high performing teams!

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