

HOW THE COURSE WORKS

The Promoting Excellence Certificated Self Awareness & Understanding Course consists of a series of Modules, each containing slides with videos, and worksheets, self-scoring on-screen downloadable diagnostics, and other materials for you to download and either retain or print as you wish.

Taken together, they will lead you, in a modular basis, through the whole of our Promoting Excellence Self Awareness & Understanding Course, and the course will conclude with a certificate that you can download to show you have successfully completed the training and have been officially certificated by Promoting Excellence Limited. Your name can be typed onscreen into the certificate, which can then be retained as a PDF or printed off.

Each module has video narration, so you are best to complete the course where sound will not disturb others around you. The course is linear, so you should start by downloading and completing the Introduction, followed by Module ONE, Module TWO and so forth. Your password and login ID gives you access to this page, in most cases, for a full year from purchase, so you will not need to rush, but can work methodically. Some downloads are quite large - up to 50MB or so - so you should only download the module upon which you are currently working, before progressing to the next one.

Where a module has worksheets, bonus materials and handouts, these are listed onscreen in your course, in the order you will need to download them. Not all courses, and not all modules have worksheets or handouts, but where they do, they are listed below for you to download and use.

IS THE COURSE FOR AN INDIVIDUAL OR A GROUP? WILL THEY USE THIS DIFFERENTLY?

The course has been written for use by individuals or small groups. An individual will need to reflect on some of the ideas raised, and to jot down their thoughts. They may like to then discuss their ideas with peers, or a competent leader. A small group will find benefit in discussing the ideas and issues raised as a group and perhaps agreeing on joint actions.

AIMS

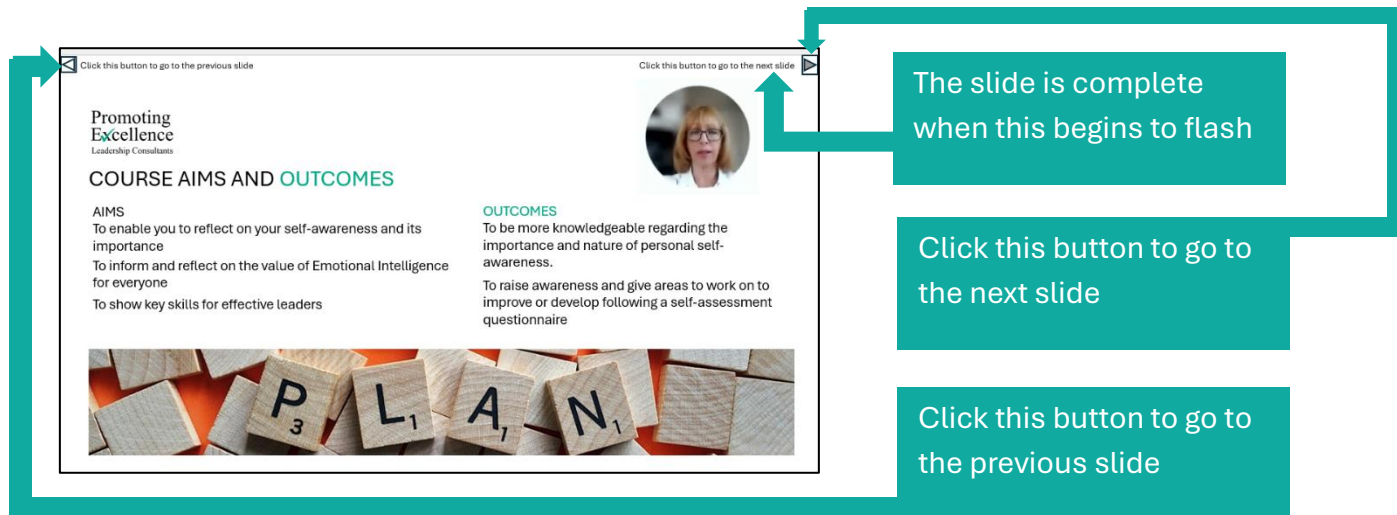
- To enable you to reflect on your self-awareness and its importance
- To inform and reflect on the value of Emotional Intelligence for everyone
- To show key skills for effective leaders

OUTCOMES

- It is expected that by the end of this course you will be more knowledgeable regarding the importance and nature of personal self-awareness.
- To raise awareness and give areas to work on to improve or develop following a self-assessment questionnaire

SOME HOUSEKEEPING POINTS

In each module, you can go forwards to the next slide by clicking on the button in the top right corner of each module-slide. To signify that a slide is fully completed and ready to advance, the button-label will flash. You can also go backwards to look again at any slide you have completed. To do that click the button in the top left corner. When going back through slides, their videos (if any) will not automatically play - but you can play them by clicking on them)



The image shows a screenshot of a PowerPoint slide titled "Promoting Excellence Leadership Consultants" with the subtitle "COURSE AIMS AND OUTCOMES". The slide content includes:

- AIMS**
 - To enable you to reflect on your self-awareness and its importance
 - To inform and reflect on the value of Emotional Intelligence for everyone
 - To show key skills for effective leaders
- OUTCOMES**
 - To be more knowledgeable regarding the importance and nature of personal self-awareness.
 - To raise awareness and give areas to work on to improve or develop following a self-assessment questionnaire

The slide features a circular portrait of a woman in the top right and a photograph of wooden blocks spelling "PLAN" at the bottom. Navigation buttons are located in the top left ("Click this button to go to the previous slide") and top right ("Click this button to go to the next slide"). Three callout boxes on the right provide instructions: "The slide is complete when this begins to flash" (pointing to the next slide button), "Click this button to go to the next slide" (pointing to the next slide button), and "Click this button to go to the previous slide" (pointing to the previous slide button).

If you are using this course on an iPad, please choose the option 'Download', rather than 'View'. Download gives you the full file (remember you need the Apple PowerPoint app, free to all Microsoft 365 subscribers. It is best to download the App first.) The Download will be saved into 'Files' on your iPad and will auto-run if you have the PowerPoint App already downloaded.

Technical support on device configuration options can only be provided by your ICT department. The course has been tested and certified as running on PC (Windows 10, Windows 11, with Office 365 (v24-12 tested) and iPad (iOS 18 tested).

All modules are in Microsoft PowerPoint Show format.

SELF-AWARENESS AND UNDERSTANDING YOURSELF

MODULE ONE

Resources Required –

MODULE ONE slides: Self Awareness & Understanding Yourself (ppsx file)

MODULE ONE Worksheet 1: Raising Self-awareness at Work

MODULE ONE Worksheet 2: Johari Window

Please now download these three items from your course online

Self-Awareness & Understanding Yourself

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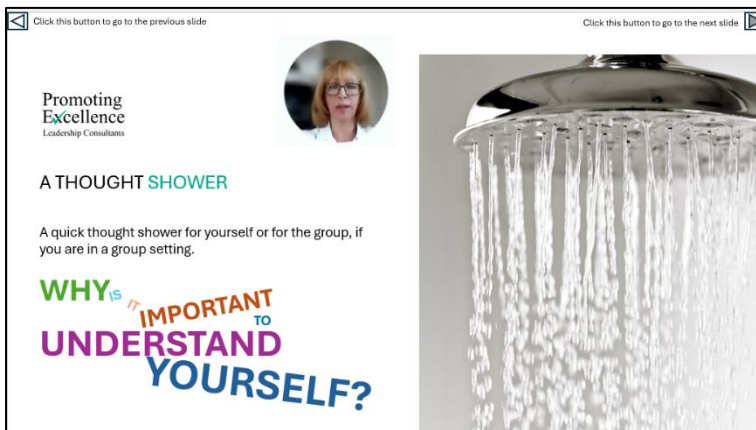
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MODULE ONE: SELF AWARENESS & UNDERSTANDING YOURSELF
Building skills to help you with the challenges we all face at work



A QUICK THOUGHT SHOWER FOR YOURSELF OR IF YOU ARE IN A GROUP SETTING.



Why is it important to understand yourself?

Jot down some ideas:

UNDERSTANDING YOURSELF

How do your suggestions compare with ours on the PowerPoint? Would you add anything?


SELF-AWARENESS

Self-awareness has more than one aspect.

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SELF AWARENESS

Two aspects to self-awareness:

1. How we see our own values, thoughts, feelings, strengths, weaknesses, and impact on others
2. Understanding how other people view us, in terms of those same factors listed above.

"We've found that even though most people believe they are self-aware, self-awareness is a truly rare quality: We estimate that only 10%–15% of the 5,000 people we studied actually fit the criteria."
Dr. Tascha Eurich (Harvard Business Review)



Dr. Tascha Eurich (https://hbr.org/2016/04/what-self-awareness-really-is-and-how-to-improve-it)

How aware are you? What do you think about the statistic 10%–15% of the 5,000 people studied have self-awareness? Any examples to back up your view?


THE IMPORTANCE OF UNDERSTANDING YOURSELF

Even more reasons to understand yourself.

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THE IMPORTANCE OF UNDERSTANDING YOURSELF

Managing ourselves successfully at home, or work, means understanding our own:



- 1: self-awareness
- 2: self-control
- 3: courage
- 4: positivity and resilience
- 5: transparency
- 6: objectivity and fairness
- 7: intuition and insight

Goleman, Boyatzis, and McKee (2002) <https://psycnet.apa.org/record/2002-06050-000>

Do you agree? Why?

SIGNS OF NO SELF-AWARENESS

The Signs of no Self-awareness



Do you know anyone lacking in self-awareness? What are the tell-tale signs?
If you are working with others, ***it is important not to give specific names here.***

RAISING SELF-AWARENESS AT WORK

See the worksheet Module 1: Raising Self-awareness at Work and complete the following.

Task:

How is your team doing?

How are you doing?

What are the possible areas to work on?

Assign a **Red (Not Done)**, **Amber (Sometimes)** or **Green (Done Well)** response to the middle column.



EXPERIENCED LEADERS & SELF-AWARENESS

Do you agree with Dr Tasha Eurich's Harvard Business Review article <https://hbr.org/2018/01/what-self-awareness-really-is-and-how-to-cultivate-it> that states that "the more power a leader holds, the more likely they are to overestimate their skills and abilities"?

Agree Or Disagree

Why?

Read it now (remember that this is an external link, and you should use appropriate protection for Viruses for your PC and ensure you have permission to access external websites before clicking the link. Promoting Excellence and its affiliates will not accept responsibility for any damage as a result of accessing external websites. The link is to 'The Harvard Business Review' and an article by Dr Tasha Eurich.

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EXPERIENCE & SELF-AWARENESS

An interesting fact about leaders who have lots of experience – they did not gauge their leadership effectiveness very well compared with those who were less experienced.

Tasha Eurich – HBR 2018 'what Self-Awareness Really Is'

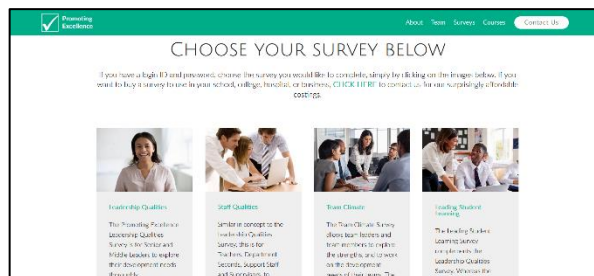
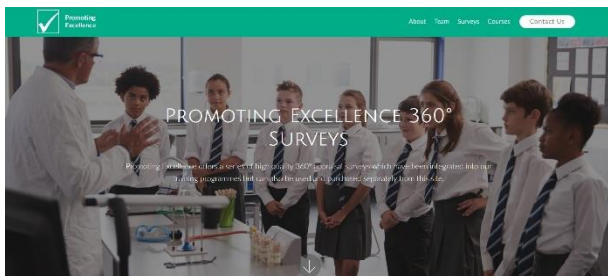
Reflect: Why do you think those with higher leadership positions and more experience are not as accurate as predicting their effectiveness?

Reflect: Why do you think research shows that those with higher leadership positions and more experience are not as accurate as predicting their effectiveness?

360° FEEDBACK

A useful device for assessing our self-management and working with others. This is completed by 6 people (the individual requiring the 360°, a manager, staff we manage and by our peers). See the Promoting Excellence website for more details.

<https://www.promotingexcellence.co.uk/surveys.html>



Any purchaser of this course can access a reduced price 360° survey. Please contact us for a fully no-obligation quote – is much more affordable than you might think!

To contact us, please e-mail jc@promotingexcellence.co.uk

3 VIDEO SLIDES ON JOHARI WINDOW (CREATED BY JOSEPH LUFT AND HARRY INGHAM IN 1955.)

A good reference for this is at Mindtools.

Read it now (remember that this is an external link, and you should use appropriate protection for Viruses for your PC and ensure you have permission to access external websites before clicking the link. Promoting Excellence and its affiliates will not accept responsibility for any damage as a result of accessing external websites. The link is to Mindtools, who currently allow access, free of charge, to two resources (this article on the Johari Window would be one of your two). Please note that Mindtools is a very useful site, but not free once you have accessed the two, initial, free articles.

<https://www.mindtools.com/au7v71d/the-johari-window>

The Johari Window is a great way to start thinking about 4 aspects of yourself and others. The website states there are 3 positive elements that can emerge through engaging with and reflecting on this way to enhance self-awareness.

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THE JOHARI WINDOW

The Johari Window is useful in helping individuals to become more self-aware and this knowledge and understanding can also positively impact on team effectiveness.

Joseph Luft and Harry Ingham, 1955

Luft and Ingham's theory focuses on four panes within a window

What is the Johari Window?

Potential Hidden
Blind Open

1. By building trust with others through sharing information about yourself.
2. Improving your own self-awareness by discovering what other people think about you, your strengths, and your weaknesses - and comparing this feedback to the perception you have yourself.
3. Improving communication and team interpersonal relationships

See the worksheet Module 1: Johari Window

After reading the worksheets

Reflect: How open are you...

how large is your window?

Do you share lots of personal information at work - or are you more reticent?

As the worksheet states, this may be for several reasons and trust plays a large part here.

TEST YOUR KNOWLEDGE

1. What are the 4 Johari window panes?

2. What are the 2 aspects to self-awareness?

WHAT IS EMOTIONAL INTELLIGENCE?

MODULE TWO

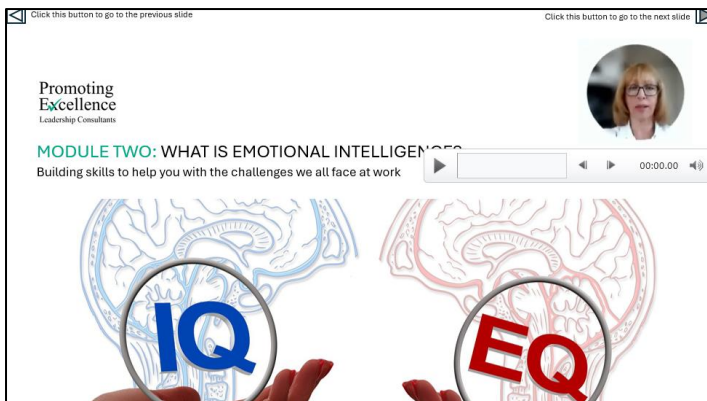
Resources Required –

MODULE TWO slides: What is Emotional Intelligence? (ppsx file)

MODULE TWO Worksheet 1: Assessing your EI - Self-assessment Task

Please now download these two items from your course online

What is Emotional Intelligence?

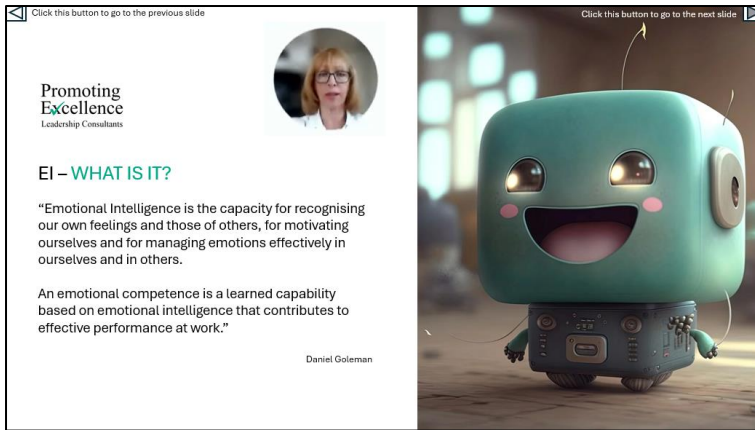


What would be your definition?

WHAT IS EMOTIONAL INTELLIGENCE?

Daniel Goleman is a psychologist and author of 'Emotional Intelligence' 1995 – well worth reading. Although one of the most published and famous proponents of the concept and use of EI, Goleman didn't actually coin the phrase Emotional Intelligence.

It was Peter Salavoy and John Mayer in their article 'Emotional Intelligence', published in the journal 'Imagination, Cognition, and Personality' in 1990 who first used the phrase.



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EI – WHAT IS IT?

"Emotional Intelligence is the capacity for recognising our own feelings and those of others, for motivating ourselves and for managing emotions effectively in ourselves and in others.

An emotional competence is a learned capability based on emotional intelligence that contributes to effective performance at work."

Daniel Goleman


What do you think about the quote by Daniel Goleman?

IQ AND EMOTIONAL INTELLIGENCE DIFFERENCES

The difference between IQ and Emotional Intelligence is shown in the table on the PowerPoint.

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IQ AND EQ - DIFFERENCES

Intellectual Intelligence & Emotional Intelligence

How would YOU describe the differences?

The difference between IQ and Emotional Intelligence is shown in the table

Reflect: Can you spot the difference between the two?

IQ	EI
Truth	Trust
Facts	Feelings
Contracts	Contact
The law	Justice
Own advice	Awareness of others
Own input	Insight from others
Own experience	Collaboration
Telling	Asking
Pushing	Guiding

Reflect: Can you spot the difference between the two?



KNOWING YOURSELF - AWARENESS AND MANAGEMENT

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KNOWING YOURSELF

Do you know yourself honestly and accurately?
Do you know how your behaviour impacts on others?
Out of control emotions can have a massive impact on how others perceive you

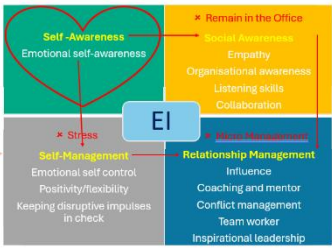



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AWARENESS & MANAGEMENT



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Ask yourself...

Do you know yourself honestly and accurately?

Do you know how your behaviour impacts on other people?

Can you cite evidence to back up your view?

THE JOHNSON & JOHNSON'S STUDY

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THE JOHNSON & JOHNSON STUDY

A Johnson & Johnson's study of more than fourteen hundred employees revealed a strong relationship between superior performance and emotional competence

Results revealed that Emotional Intelligence, is a distinguishing factor for great leadership performance and so they value testing EI rather than IQ for prospective employees.



See: https://www.eiconsortium.org/reports/ei_study.html for more detail regarding the study

What do you think about the Johnson & Johnson's study?

Do you exhibit the positive behaviours that come from having EI?

An EI Structure

See Worksheet Module 2: Assessing your EI - Self-assessment Task

After completing the assessment decide how/when you can show more EI at work

Outline one strength and one area for development

Strength

Development Area

DEVELOPING YOUR UNDERSTANDING OF EMOTIONAL INTELLIGENCE

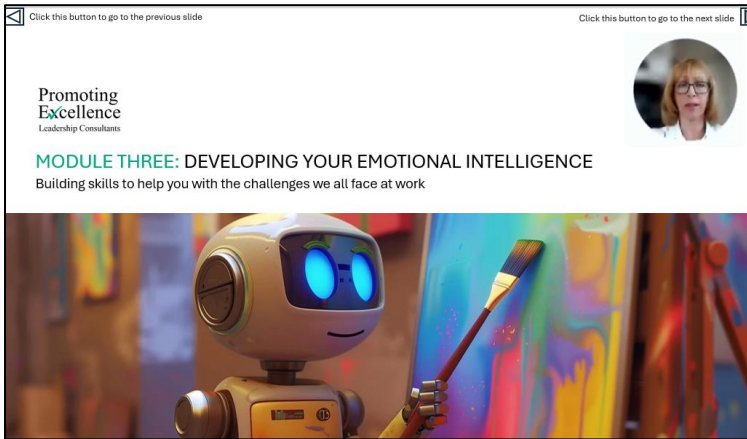
MODULE THREE

Resources Required –

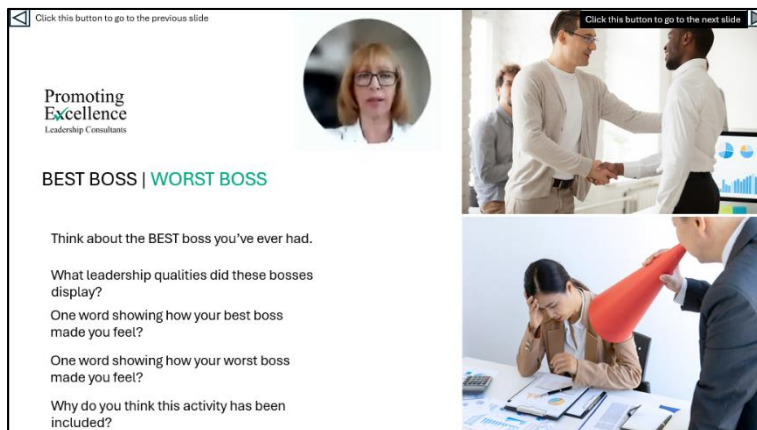
MODULE THREE slides: Developing Your Understanding of Emotional Intelligence (ppsx file)

Please now download this item from your course online

Developing your understanding of Emotional Intelligence



BEST BOSS/WORST BOSS – 2 SEPARATE SLIDES



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BEST BOSS | WORST BOSS

Think about the BEST boss you've ever had.

What leadership qualities did these bosses display?

One word showing how your best boss made you feel?

One word showing how your worst boss made you feel?

Why do you think this activity has been included?

As the PowerPoint states, the best boss/worst boss is a useful exercise in thinking about the qualities required for successful leadership. This can help to improve your leadership skills either now or in the future and links to understanding the importance of EI in the workplace. What were your descriptors of your best and worst bosses?

Best bosses:

Worst bosses:

POSITIVES DERIVING FROM HAVING EI/ EI HELP US TO...

Three ways to develop emotional intelligence (with more reasons why on page 24):

1. Trying team-building exercises
2. Acting as a coach or mentor
3. Training in difficult conversations, conflict management and networking skills



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POSITIVES DERIVING FROM
HAVING GOOD EI

Understanding emotions - will improve our relationship skills especially how we influence and communicate.

Three ways to develop emotional intelligence:

1. Trying team-building exercises
2. Acting as a coach or mentor
3. Training in difficult conversations, conflict management and networking skills

GOOD
THINGS
ARE GOING
to
Happen

These are some strategies to help you, or your colleagues develop EI.

Which will you try? When?

THE ELEMENTS OF EI; KORN FERRY SAY THAT EI IS...

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THE ELEMENTS OF EI

Korn Ferry (formerly 'The Hay Group') are a global Management Consulting firm. They postulated two main components to successful EI

1. Self-awareness: Knowing your emotions and their effects. Confident in your strengths, knowing your limitations.
2. Self-management: Knowing how to manage your emotions, how to stay calm and positive even in difficult situations

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Looking at the 4 areas, reflect

How would you rate leaders in your organisation in these four areas?

My assessment of the leaders in the organisation (Confidential)		
1	Self-Awareness	
2	Self-Management	
3	Social Awareness	
4	Social Management	

How would you rate yourself?

My assessment of myself (Confidential)		
1	Self-Awareness	
2	Self-Management	
3	Social Awareness	
4	Social Management	


EI

More reasons to develop EI.

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EMOTIONAL INTELLIGENCE

Self-awareness can be applied in our working lives to help us:

- understand emotions more clearly – ours and other people's
- improve teams and leadership skills – and our general performance
- maximise career development opportunities
- improve our communication skills and interact with others in the workplace/manage difficult conversations
- improve job satisfaction – by focusing on job roles and tasks that truly motivate us



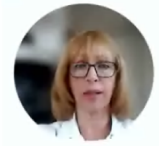
My Notes:

DANIEL GOLEMAN'S CONCEPT OF EI


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DANIEL GOLEMAN'S CONCEPT OF EI
Daniel Goleman is one of the World's foremost EI experts



Click the link to view a YouTube video of Daniel explaining what EI is and how to use it
Link: https://www.youtube.com/watch?v=_QpUH7i7EhM
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The link provided above is to YouTube which has its own privacy policy and tools which you should also read before clicking the link above.
Link to YouTube Privacy Tools:
https://www.youtube.com/intl/ALL_uk/howyoutubeworks/our-commitments/protecting-user-data/#privacy-guidelines

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https://www.youtube.com/watch?v=_QpUH7i7EhM

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CONTINUING TO DEVELOP YOUR SELF-AWARENESS AND EMOTIONAL INTELLIGENCE

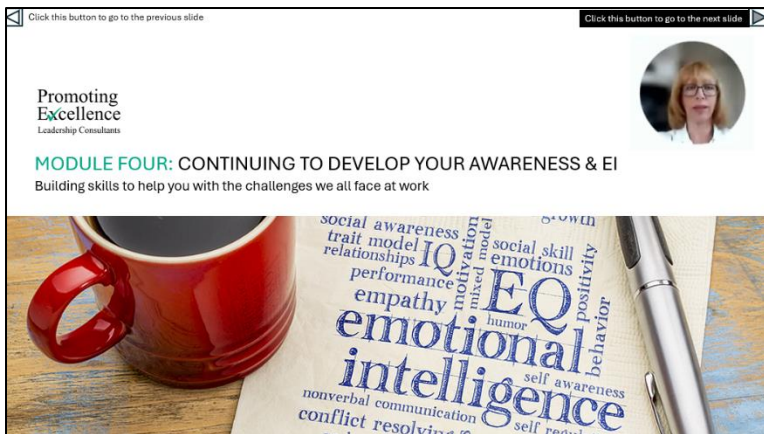
MODULE FOUR

Resources Required –

MODULE FOUR slides: Continuing to Develop your Self-Awareness and Emotional Intelligence (ppsx file)

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Continuing to Develop your Self-Awareness and Emotional Intelligence



‘WHAT’ NOT ‘WHY’ – 2 SLIDES

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WHAT | NOT WHY

Instead of a constant focus on 'Why' E.g. Why is this happening?
or 'Why do I always feel so bad?' or 'Why didn't I get...?'

Ask 'What?' E.g. 'What it is about the situation that leads to me ask why?
Think about the circumstances and try to change what you do, how you act etc.
And so feel better, and more self-aware.

WHY...?
WHAT...?

Here the importance of avoiding too much introspection is stressed. Therefore, better to ask, What? E.g. 'What it is about the situation that leads to me ask why?

Instead of focussing on 'why?' think about the circumstances and try to change what you do, how you act etc. This makes us question whether we can adapt - stop asking 'why' and think 'what' can we do differently.

What can you do differently?


WHY BOTHER WORKING ON EI?

To become more self-aware and the many benefits is a simple answer. Read the slide on the PowerPoint and record why you should try to improve your EI.

Click this button to go to the previous slide

Click this button to go to the next slide


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WHY BOTHER WORKING ON EI?

We all need AI. The most reassuring aspect of emotional intelligence is that it is not an innate characteristic but can be a learned capability.

Critical self-awareness means you also have the confidence and courage to acknowledge where things have not gone well. Also, to recognise when you are uncomfortable in your role and to identify the skills you need in order to overcome this.



Leaders, in particular, must be self-critical

Why I should try to improve my EI:

WHEN THE GOING GETS TOUGH, HOW WILL YOU REACT?

Watch the clip linked below, if your ICT department allows it (please read the notes below first), and note an individual without self-awareness!

Many years ago, 'Fawlty Towers', a sit-com featuring John Cleese as 'Basil Fawlty' showed a man who had no self-control. Comedy was built on the interactions and his impact on colleagues. In real life, a lack of self-control in anyone, especially leaders/managers, is not at all funny!

When Basil is under pressure, he rants and raves, he is sarcastic, he often abuses his staff and he totally loses control.

A clip can be found on YouTube – see note below https://www.youtube.com/watch?v=_n77eoOfRPE

NOTES ON LINKS

Please remember that external links are beyond our control. **The clip contains bad language.** Promoting Excellence and all other creators of this material cannot be held responsible for the uses and consequences (direct or indirect, financial or otherwise) of external links. If in any doubt at all, consult your ICT specialist before clicking ANY links.

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Link to YouTube Privacy Tools: https://www.youtube.com/intl/ALL_uk/howyoutubeworks/our-commitments/protecting-user-data/#privacy-guidelines

When the going gets tough, how do you react? What can you do differently?

IMPROVE YOUR EI. HOW? BY... IMPROVE YOUR EI – HOW? ALSO, BY... TO BE EVEN BETTER AND HAVE EVEN BETTER EI

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IMPROVE YOUR EI – HOW? BY...

Asking for feedback from a trusted colleague especially after interactions with others. Ask 'How did that go? Did I show ...?'

If unsure about personal triggers note down times when you feel angry, irritated, or stressed to work out why.

Use how you feel to help you make decisions – how would you feel if you did do 'X' or if you did not do 'X'?

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~ GOOD ~
THINGS
ARE GOING
to
Happen

Actions you could take to improve your EI. Decide and note down what your goal will be after seeing these 3 slides.



WE SHOULD TAKE CARE TO AVOID

Read and reflect. Be aware of your behaviour

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BUT WE SHOULD TAKE CARE TO AVOID

- Assuming that we don't bring emotions to work. Feelings can be hidden, but not dropped at will
- Thinking that EI is not relevant to behaviour at work
- Assuming EI needs no further development
- Failing to see that emotions can change and are highly dependent on different circumstances
- Forgetting that different cultures have varying ideas about the appropriate expression of emotions

KNOW YOURSELF AND YOUR BEHAVIOURS

MODULE FIVE

Resources Required –

MODULE FIVE slides: Know Yourself and Your Behaviours (ppsx file)

MODULE FIVE Assessment: Leadership Behaviours

MODULE FIVE Worksheet: Feeding back and Understanding Your Leadership Behaviours

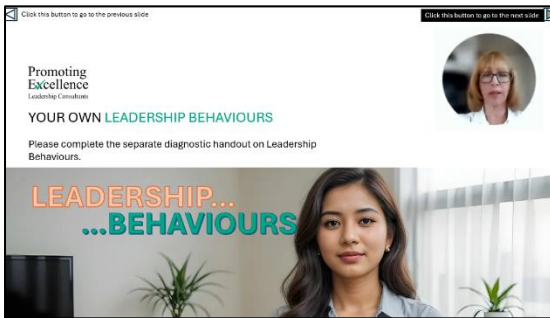
Please now download these three items from your course online

Know Yourself and Your Behaviours



The slide features a navigation bar at the top with buttons for 'Click this button to go to the previous slide' and 'Click this button to go to the next slide'. On the left, the logo for 'Promoting Excellence Leadership Consultants' is displayed. In the top right corner, there is a circular profile picture of a woman with blonde hair and glasses. The main content area contains the text 'MODULE FIVE: KNOW YOURSELF AND YOUR BEHAVIOURS' followed by the subtitle 'Building skills to help you with the challenges we all face at work'. The bottom half of the slide is dominated by a large, textured, parchment-like background with the quote 'KNOWING YOURSELF IS THE BEGINNING OF ALL WISDOM.' in a bold, serif font. The name 'ARISTOTLE' is written in a small green box at the bottom right of the quote.

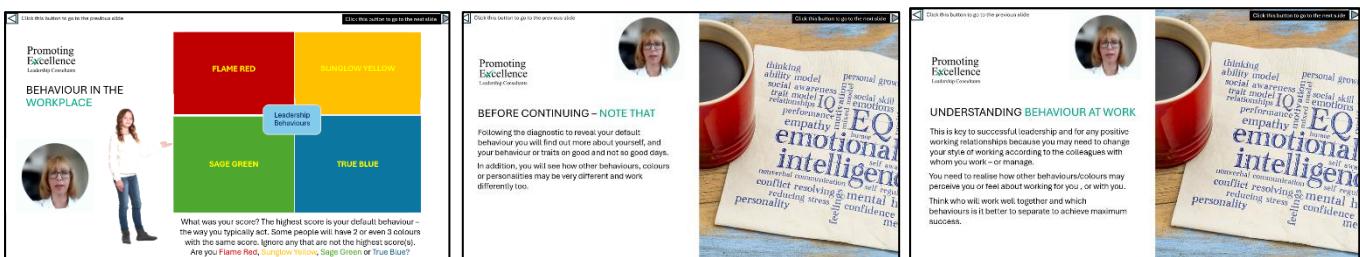
YOUR OWN LEADERSHIP BEHAVIOURS



Complete the assessment Module 5 Leadership Behaviours

Then work through the following slides:

- Behaviour in the Workplace
- Before Continuing Note ...
- Understanding Behaviour at Work



What was your score?

The highest score is your default behaviour/ colour. Which are you - Flame Red, Sunflower Yellow, Sage Green or True Blue?

Default behaviours are your go to behaviours – how you work or behave especially under pressure.

Can you see how the colleagues around you work and behave very differently in certain situations?

BEHAVIOURS ON A GOOD DAY AT WORK

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BEHAVIOUR ON A GOOD DAY AT WORK

TRUE BLUE
Careful
Accurate
Considered
Objective
Methodical

FLAME RED
Achievement-oriented
Exacting
Driven
Determined
Steadfast

Leadership Behaviours

SAGE GREEN
Empathic
Supportive
Collegiate
Enduring
Calm

SUNGLOW YELLOW
Gregarious
Energetic
Outgoing
Passionate
Compelling

What do these mean?
AT BEST

What are your behaviours - linked to your colour?

Do you recognise yourself?

My Notes:

BEHAVIOURS ON A BAD DAY AT WORK

Click this button to go to the previous slide

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BEHAVIOUR ON A BAD DAY AT WORK

Leadership Behaviours

TRUE BLUE
Sceptical
Reticent
Inflexible
Wavering
Exactng

FLAME RED
Combative
Dominant
Compelling
Controlling
Domestic

SAGE GREEN
Biddable
Wishy-washy
Ponderous
Dependent
Obstinate

SUNGLOW YELLOW
Volatile
Frenetic
Incautious
Ostentatious
Impulsive

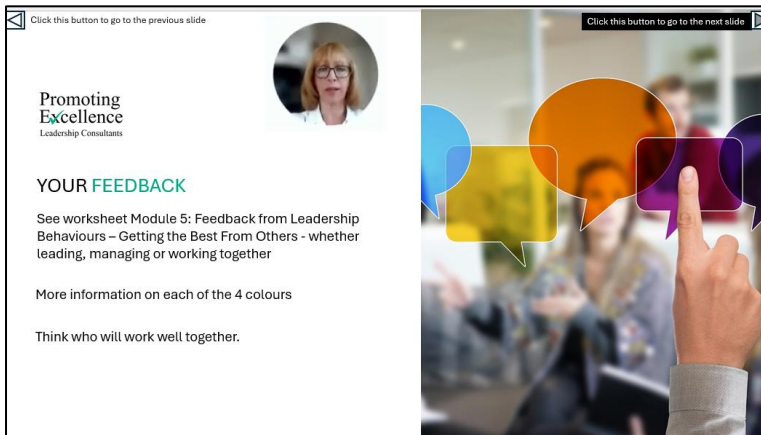
What do these mean?
AT WORST

What are your behaviours on a bad day? Note how things change. Do you recognise yourself?

Can you recognise the colours/behaviours of colleagues around you?

My Notes:

Your Feedback



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YOUR FEEDBACK

See worksheet Module 5: Feedback from Leadership Behaviours – Getting the Best From Others - whether leading, managing or working together

More information on each of the 4 colours

Think who will work well together.

Which colours do you think would work well together? The answer will be on the next few slides.

Read and work through Worksheet Module 5: Feedback from Leadership Behaviours – Getting the Best from Others - whether leading, managing or working together

Information to read and absorb on the worksheet.

My Notes:

Complementary Styles x2 slides

Click this button to go to the previous slide

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COMPLEMENTARY STYLES

SUNGLOW YELLOW

STRENGTHS

- Quick to build relationships
- Friendly and sociable
- Adaptable and imaginative
- Can see the bigger picture

TRUE BLUE

STRENGTHS

- A bit reserved at first
- May overlook other's feelings
- May be rigid and unimaginative
- Can focus on unimportant detail

POTENTIAL WEAKNESSES

- May lack detail and focus
- Too casual for some
- Poor planner
- Can lose interest

POTENTIAL WEAKNESSES

- Knowledgeable and detailed
- Has an air of competence
- Asks lots of questions
- Very thorough to the end

Strengths & Weaknesses

Here are the answers to the previous question- which colours or behaviours work best together?

Also, an opportunity to find out the strengths and areas of weakness associated with the colours or behaviours.

Any thoughts?

My notes:

KEY LEARNING POINTS

What will you do as a result of this information?

My Notes:

Final Reflections

How does this apply to you?

What have you learnt about yourself?

Will it require personal change?

What will you do differently?

My Notes:

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“Self-awareness gives you the capacity to learn from your mistakes as well as your successes. It enables you to keep growing.”

Lawrence Bossidy

Former Chair and CEO of Honeywell

