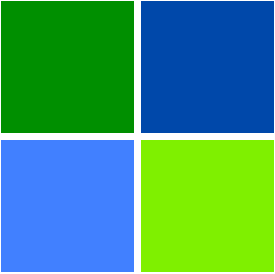


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19 June 2011



Leadership Module – Day 2
Stories about Leaders

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Tim Mead, Yeo Valley

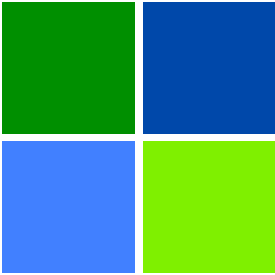


Leadership Stories

- Form 5 Groups
- Think of an effective leader you know or have known:
 - Talk about them
 - How would you describe their style?
 - Map the key points on flipchart
 - Share with the whole group

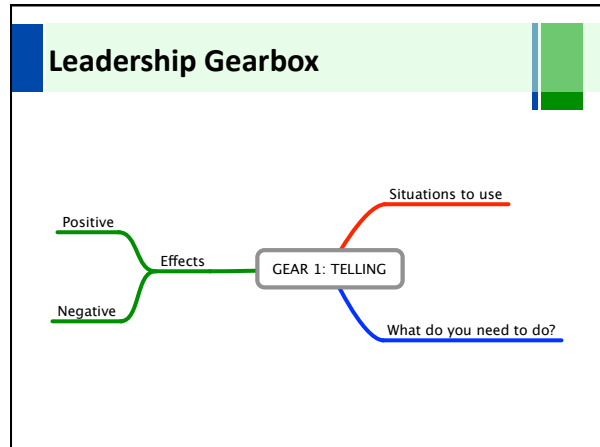
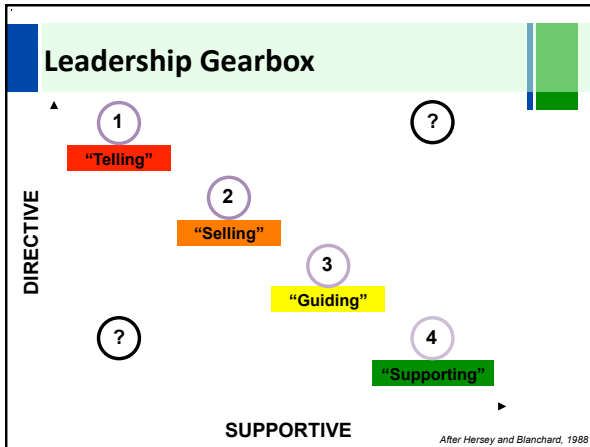
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Leadership Tools: The Leadership Gearbox

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Gearbox Thinking Time

- Complete the workbook
- Find out which issues emerge for you
- Use some of the time to think about what you'd like to work on
- Find a partner you'd like to have a conversation with

Timing: 25 minutes

- With your partner, discuss areas of leadership you'd like to work on

Timing: 20 minutes

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Leadership Module – Day 2

Leading Change

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Making the Switch

- For things to change, somebody somewhere has to start acting differently.
- Everyone has an emotional Elephant side and a rational Rider side.
- You've got to reach both.
- And you've also got to clear the way for them to succeed.



DIRECT the Rider

- **FOLLOW THE BRIGHT SPOTS:** Investigate what's working and clone it.
- **SCRIPT THE CRITICAL MOVES:** Don't think big picture, think in terms of specific behaviors.
- **POINT TO THE DESTINATION:** Change is easier when you know where you're going and why it's worth it.

MOTIVATE the Elephant

- **FIND THE FEELING:** Knowing something isn't enough to cause change. Make people feel something.
- **SHRINK THE CHANGE:** Break down the change until it no longer spooks the Elephant.
- **GROW YOUR PEOPLE:** Cultivate a sense of identity and instill the growth mind- set.

SHAPE the Path

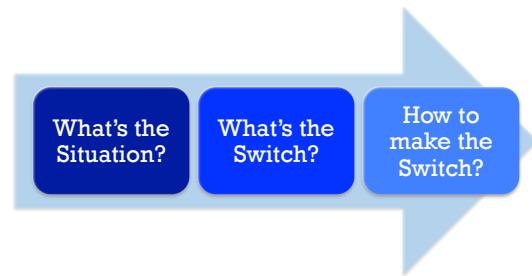
- **TWEAK THE ENVIRONMENT:** When the situation changes, the behavior changes. So change the situation.
- **BUILD HABITS:** When behavior is habitual, it's "free"—it doesn't tax the Rider. Look for ways to encourage habits.
- **RALLY THE HERD:** Behavior is contagious. Help it spread.

Stories of Change

- Think of a change that you've been involved in
- In groups, talk about the process
- Identify any 'Switch' strategies that helped it work
- Map the key points on flipchart
- Share with the whole group

Timing: 20 minutes + 10 minutes feedback

Using Switch



Identify Situations for Change

- Mind map situations that you face in your professional life where change is needed but may be difficult
- Identify one situation which you would like to work on
- Determine your objectives for this situation

Timing: 20 minutes

Using 'Switch' – Group Process

- Form Groups of 4
- Each person presents their situation and objectives
- In the Group, identify 'What's the Switch' and How do we make the Switch?

Timing: 1 hour (15 minutes per person)

Closing

- Form 4 groups
- One person acts as facilitator – at flipchart
- Time: 15 minutes:
 - What were the key points of the day for you?
 - What do you want to work on?
- Feedback to whole group