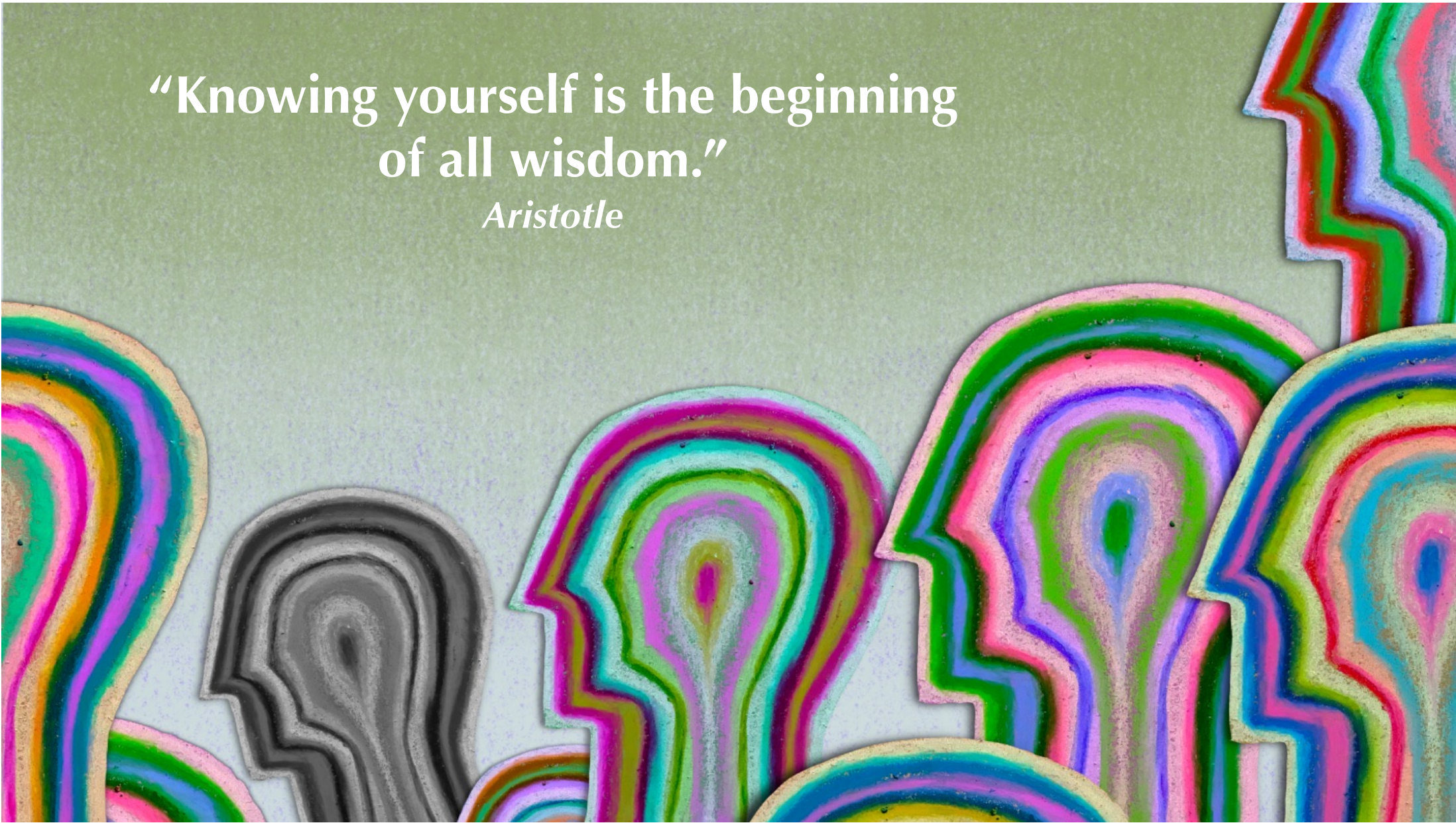


“Knowing yourself is the beginning
of all wisdom.”

Aristotle



DEVELOPING OUR SELF AWARENESS



PAUSE
PARTNERSHIP
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Leadership Equation

$$P = C \times M^2$$

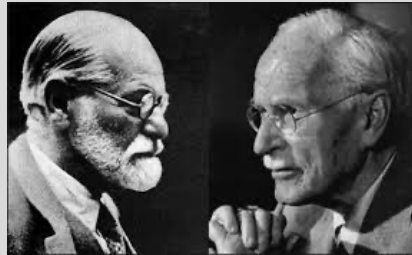
Performance = Capability x Mindset²

Values, Strengths
Preferences, Beliefs

UNLOCK THE POWER OF STRENGTHS BASED LEADERSHIP



- Early 1900's modern psychotherapy and psychology emerge from the work of Sigmund Freud and Carl Jung.



- Motivations were to better understand the conscious and unconscious human mind, strengths-based:

1. Treat disease & disorder of mental illness

2. Build resilience & well being

3. Make life more fulfilling & productive

- 2 world wars created a persistent need and focus on disease and disorder → treating PTSD → psychology lost its way on the goals of wellbeing, resilience and fulfilment.
- In 1998, Martin Seligman, President of American Psychological Association (APA) developed POSITIVE PSYCHOLOGY a science-based study to refocus psychology on optimizing human functioning to enable individuals and communities to flourish.
- This formed the basis of understanding a strengths-based approach to psychology and strengths-based leadership.

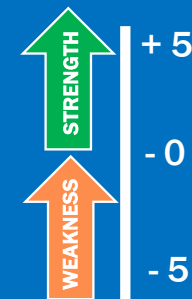


WHAT IS A STRENGTH?

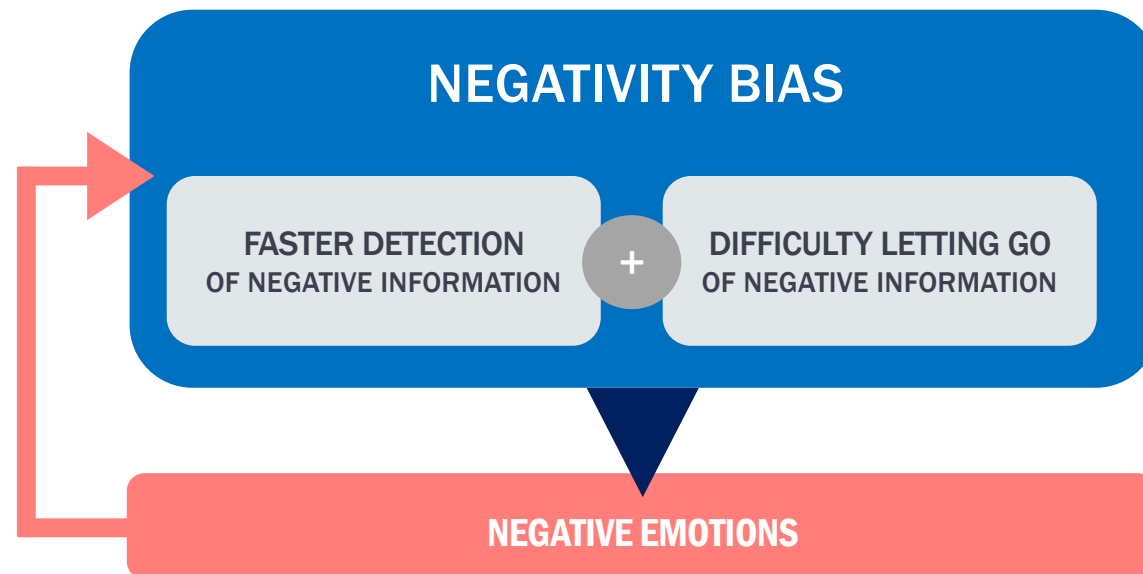
YOU PERFORM IT WELL

IT ENERGIZES YOU

YOU USE IT OFTEN



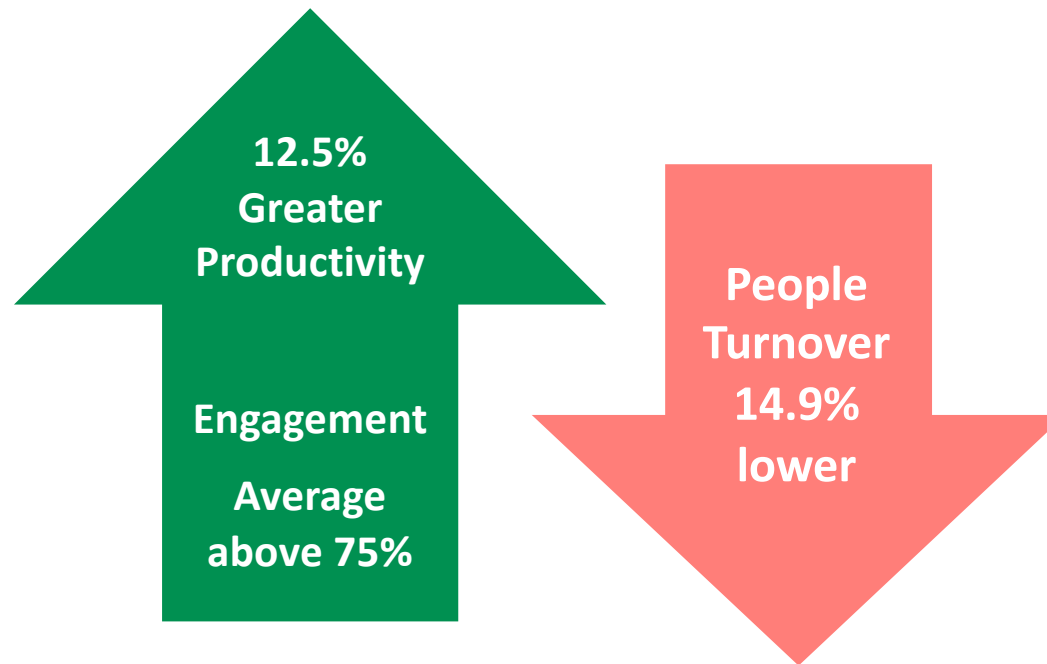
Our innate negativity bias



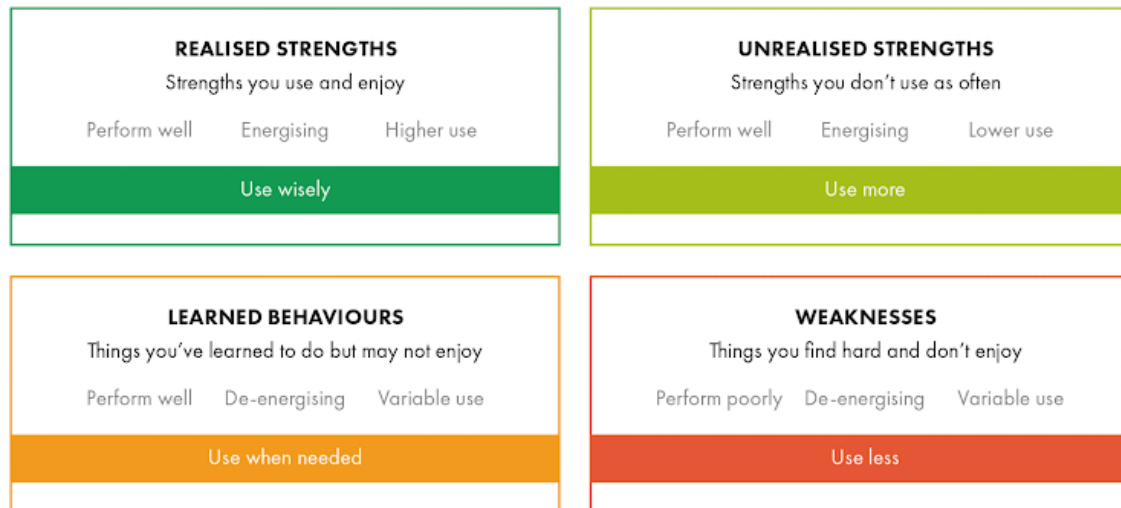
Organizations where Strength feedback used:

The success accelerator

Hodges and Asplund, 2010



Individual Strengths Profile



- 80% population have work ethic as a learned behavior – it's the healthy place for it
- If humor is a weakness, it doesn't mean you don't have a sense of humor or are not funny! It means you don't LEAD with being the funny one in the room.
- *Weakness means this was your lowest learned behavior.

Exercise

What does success look like for my leadership?
What will you bring to this team?

- What doesn't surprise me as it's been said about me since I was a child...
- My key strengths that underpin my success as a leader ... and can enrich this team

- My unrealised strength that I want to use more in the future...that will help me most.

- What do I want to rely on less...
- What is the task that makes me rely on this learned behaviour?

- What do I need to accept and adapt to or ask for help with?
- What do I want to address to improve?

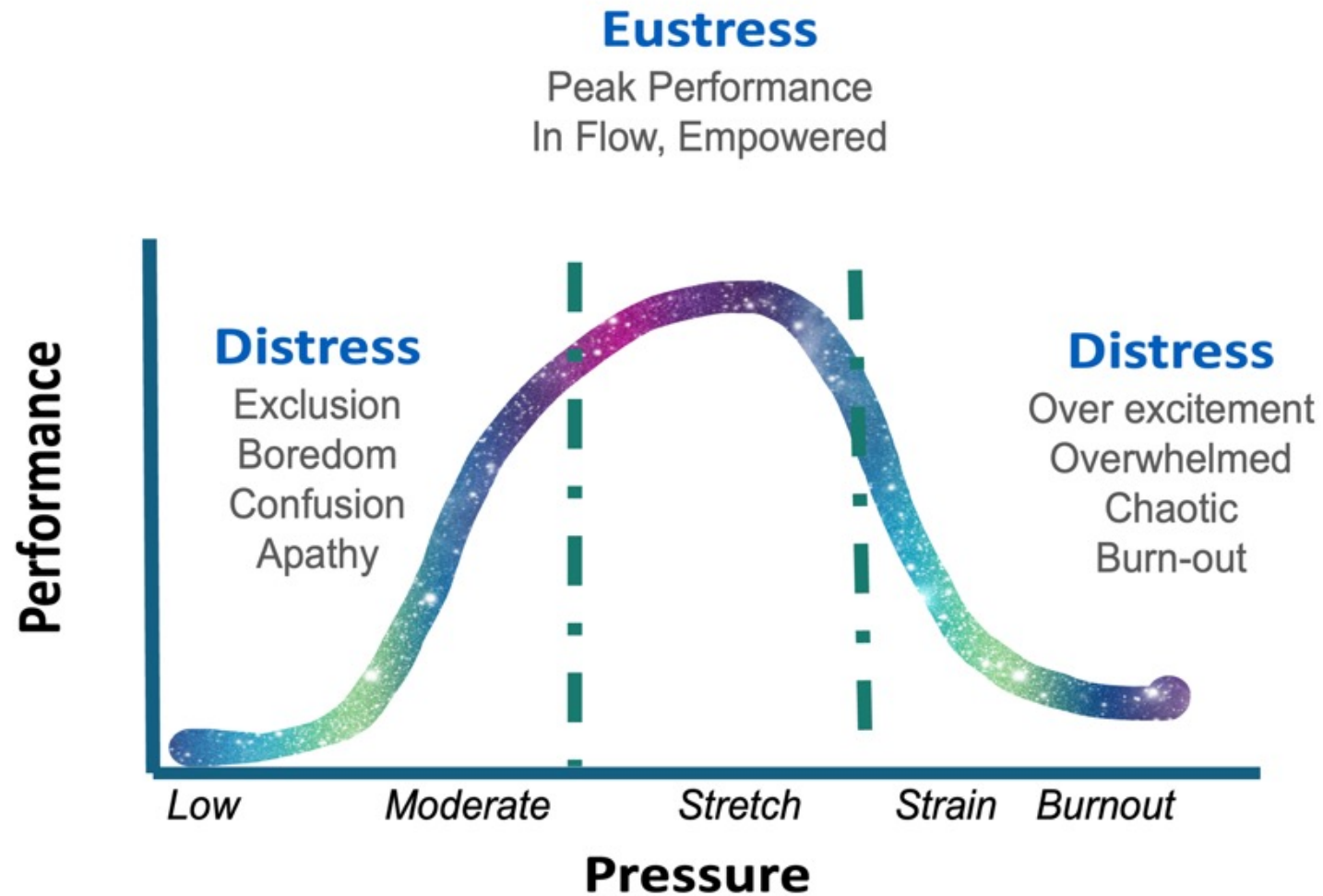
Leadership Equation

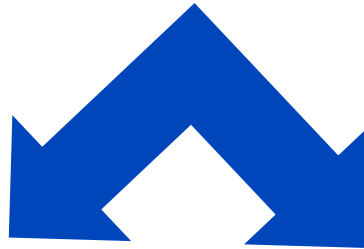
$$P = C \times M^2$$

Saboteurs

$$\text{Performance} = \text{Capability} \times \text{Mindset}^2$$

Values, Strengths
Preferences, Beliefs





Saboteurs

Natural survival response
to distress

PQ

Building
Positive Intelligence
enables better management
of saboteurs

What Are Saboteurs?

Under pressure, we all over index on our strengths to “survive”

Focus on your cocktail of top 2-4, the rest don't derail you
The numbers only indicate level of self awareness



- Over-played strengths that trip you up when under pressure
- Better understand triggers for me and others
- Better self awareness and self management

Read your report, focusing on the pages of top 2-3 saboteurs



Rejection Being Patronized Suffocation Loss Abandonment
 Anxiety Pressure
 Limiting Beliefs "I'm not good enough"
 VALUES being stepped on!! Paradox
 Toxicity Unfairness Cognitive Biases
 JUDGING ME, YOU, THIS...
 Listen for the "Should've..."
 Exhaustion Parent child dynamics Disrespect Prove mode

WHAT TRIGGERS OUR SABOTEURS?

Perfectionism
 Hurt SURVIVAL THREATENED
 → FIGHT, FLIGHT, FREEZE Anger Denial Disappointment
 Threat to LOVE Eustress tips over into Distress Tension
 Aggression Humiliation Growth mindset trips into being Fixed Loss of Control
 Change V.U.C.A.D.A Polarity
 Fear Disrespect Perceptions & Catastrophic fantasies Competition / need to win / need to be right
 Ignorance Imposter Syndrome



Meet the Judge, Your Master Saboteur. We all share this!!

It is an early warning system.



All saboteurs are an accomplice to the Judge.

We judge ourselves.

We judge others.

We judge situations.

How do you know your Judge is activated?

Beware when you think or say the word "should" ...

"I should be investing more time in client relationships."

"I should be more patient."

"I shouldn't be so stressed,"

"I should be able to handle this."

"I shouldn't be so emotional/cold."

"I shouldn't have to be chasing them up."

"They should stop micro-managing me"

"They should know this stuff"

"The company shouldn't expect us to ..."

Strength

Discernment. Weigh up positive and negative, fact and emotion to make powerful judgments.

Goal/result oriented, high standards, driven, inspires

Clear direction, make stuff happen, confident, safe

Does it right, methodical, high attention to detail

Efficient, data driven, pragmatic

Brings people with them, engaging, encouraging, supportive, empowering

Great risk manager, procedural, strategic, forward looking

Sets pace, brings new ideas, exciting, creative

Flexible, peace maker, consensual

Principled, idealistic, values driven

THE JUDGE

HYPER ACHIEVER

CONTROLLER

STICKLER

HYPER RATIONAL

PLEASER

HYPER VIGILANT

RESTLESS

AVOIDER

VICTIM

Saboteur

Judge self, others or situation with a negativity bias, often through hindsight “should have”.

Doing not leading, results over people, task/ST focus, lose perspective, , no empathy.

Anxiety based binary, no empathy, aggressive, disempowers.

Perfectionist, lost in detail, stuck, self critical and critical of others, disempowering.

Data & fact over emotion; inflexible, binary, no empathy

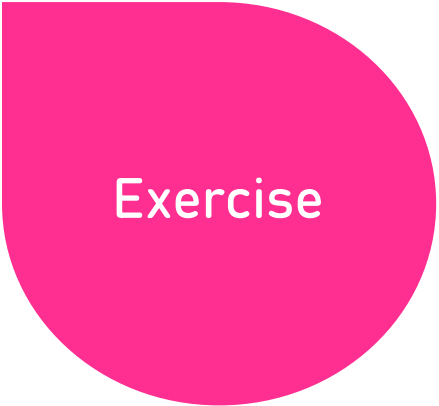
Discretionary help at high cost to self, martyr, suffocate and disempower others.

Anxiety-based worry of future unknowns, overly pessimistic, negative, fixed mindset, paralysis.

Not taking others along, not finishing, FOMO, never satisfied, avoids discomfort, risk of low fulfilment

Passive, avoid rather than fail, avoids uncomfortable, procrastinates, not finish

Overwhelmed, helpless, negative, fixed mindset



Exercise

**Share your saboteur cocktail.
When you are triggered, how does it feel?**

How does it impact you? How does it impact others?

How do your saboteurs undermine your leadership?

**HOW DO WE
STRENGTHEN
POSITIVE
INTELLIGENCE?**

OUR PQ MUSCLE



Managing Saboteurs & Strengthening your PQ

1. Call it in the moment.

- Recognize it's your monkey brain
- PAUSE. Breathe
- Unhook, Break state. Reset to respond NOT react.
- Treat emotion as data, with curiosity. What do I need right now?
How do I want to show up?

2. Plan for it

- Manage your mindset, know your triggers
- Power of Pause, 30' Leadership time
- Reframe. Thoughts. Feelings. Behaviours.

3. Strengthen your PQ.

- Power of Pause, 30' Leadership time
- Micro-mindfulness and PQ Reps
- Practice C.L.R. Celebrate. Learn. Recognize.
- Unlock the power of gratitude.
- Build Healthy Resilience habits



By breathing down
into the gut, we
trigger a brain hit
of serotonin, our
calming drug

AND BREATHE...

**Imagine you are sitting in a
meeting and are triggered...**
Feet anchored on the ground
Sit upright, straight back
IN & OUT THROUGH NOSE
Take 3 long deep breathes,
pushing it down into your gut.

micro- mindfulness

With the lightest
touch rub your
thumb and
forefinger prints
together...

PQ Reps

Triggers your
parasympathetic
nervous system



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Managing Saboteurs & Strengthening your PQ

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Power of PAUSE ...

30-minute leadership reflection time each week.

Pick a couple of questions that feel relevant to explore....

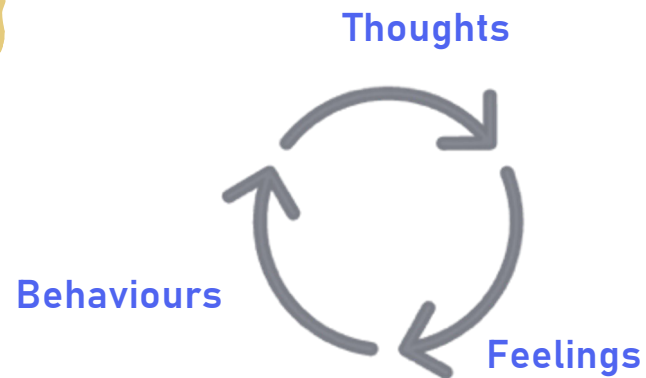
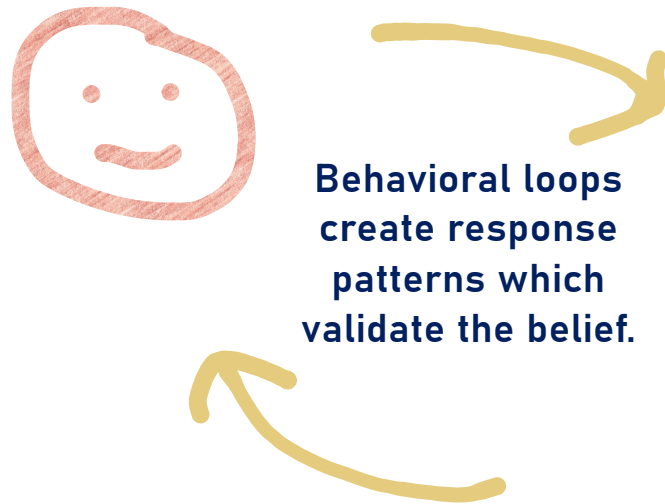


1. What did I lead well this week? What was the learning from it?
2. What does success look like for me next week?
3. What am I feeling grateful for? In my team? My strengths? In my relationships? In my life?
4. When did my saboteurs get triggered? How did they show up in my behaviour? How did it feel? How can I manage this trigger differently. next time?
5. Which relationships need a health check on the trust bank account? How will I strengthen the trust bank balance?
6. What was my Empowering high and low point?
7. What's happening next week I can think and plan for, so that I bring my best self? Plan to Influence? Plan to Align?
8. What strengths can I use more explicitly and intentionally?

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Reframe: You are in control of your thoughts.

- Emotionally High-Jacked
- Stuck in Negativity Loops
- Undermined by Limiting Beliefs



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Catastrophic fantasies ...



Managing Saboteurs & Strengthening your PQ

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3. Strengthen your PQ.

- Micro-mindfulness and PQ Reps
- Power of Pause, 30' Leadership time
- Ask for help to think – thinking partnerships
- Unlock the power of gratitude.
- Practice C.L.R. Celebrate. Learn. Recognize.

micro- mindfulness

With the lightest
touch rub your
thumb and
forefinger prints
together...

PQ Reps

Triggers your
parasympathetic
nervous system



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How to be a great Thinking Partner

Ask for help to think...
help someone to think.

When you are the thinking partner, it's not your answer they need. It's a great question to unlock their solution.



Bring an open curious
mindset & questions.

Listen to understand NOT respond. Play back what you hear. Challenge to build, not destroy.
Ban the Low Why? "Why didn't you call sooner?" It begs defensiveness from them and looks to the past. The High Why? Brings purpose and inspiration. Why is this important to you and your future?



Always use the
W.H.A.T. Questions

in order, written down, in full. This frames the thinking, drives ownership and ensures its not just nice chat.

60-70% of your time is spent defining the WHAT

What do I / we want?
How will I / we achieve it?
Accountability for Action?
Timeframe?

- 1 Describe all surface symptoms
- 2 Peel back layers of underlying conditions
- 3 Get to the root cause of what you want to change. What will shift the needle?



**Practice Gratitude.
Build the ritual.**

Just the act of thinking about what am I grateful for activates the release of oxytocin

- Our feel-good chemical
- Lowers stress, counter acts cortisol and pain
- Trust and social bonding chemical

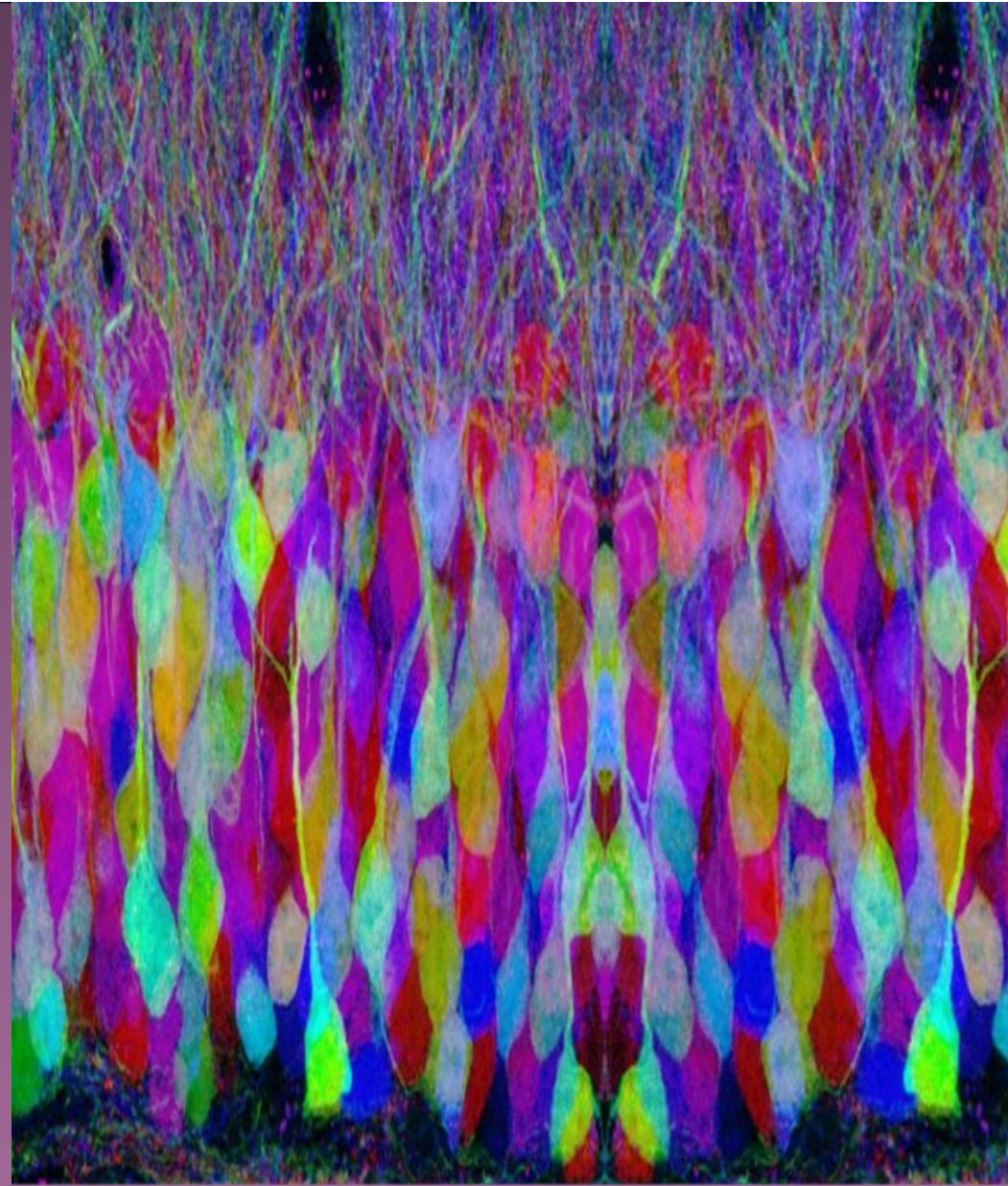
Leaders who invest 25% of their energy into C.L.R.

Celebrate the wins & winning moments.

Learn from experience to thrive and grow.

Recognise. The person. The team. The impact.

... Drive accountability, Momentum, Optimism,
High Performance, Purpose, Self Awareness,
Gratitude, Energy, Fulfilment, Trust, Growth, ...





Life's line of choice. Set your intention.

CHOOSE!
Walk towards
the best
version of me

BEWARE!
Reasonable
reasons to walk
away from best
version
of me

PAUSE
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