

Virginia Bankers Association  
Manager Development Program  
Session 2: Leadership and Management  
October 13, 2021



# The steps to personal effectiveness

**Step 1**  
Explore and discover  
more about yourself

**Step 3**  
Learn how to adapt your  
behaviour to interact more  
effectively with others

**Step 2**  
Learn how to recognise and  
appreciate others' differences

**Step 4**  
Take action and put  
your learning into  
practice

# Goals for Today

## Will Do Morning

Perception  
Color Energies  
Jungian Preferences  
Insights Profile  
Profile Sharing

## Will Do Afternoon

Personal Leadership  
Motivators & Blockers  
Stress  
Action planning

*Movement Based Activities*  
*Small Group Conversations*  
*Partner Conversations*  
*Personal Reflection*

## Might Do

Change the plan up  
based on group  
energy and interest

## Won't Do

Deep dive on the  
evaluator, graphs,  
and/or wheel

# Group Agreements and Norms

- Be open, curious, and respectful
- You get out what you put in
- Use everything for your advancement
- Take space, make space
- Take care of yourselves

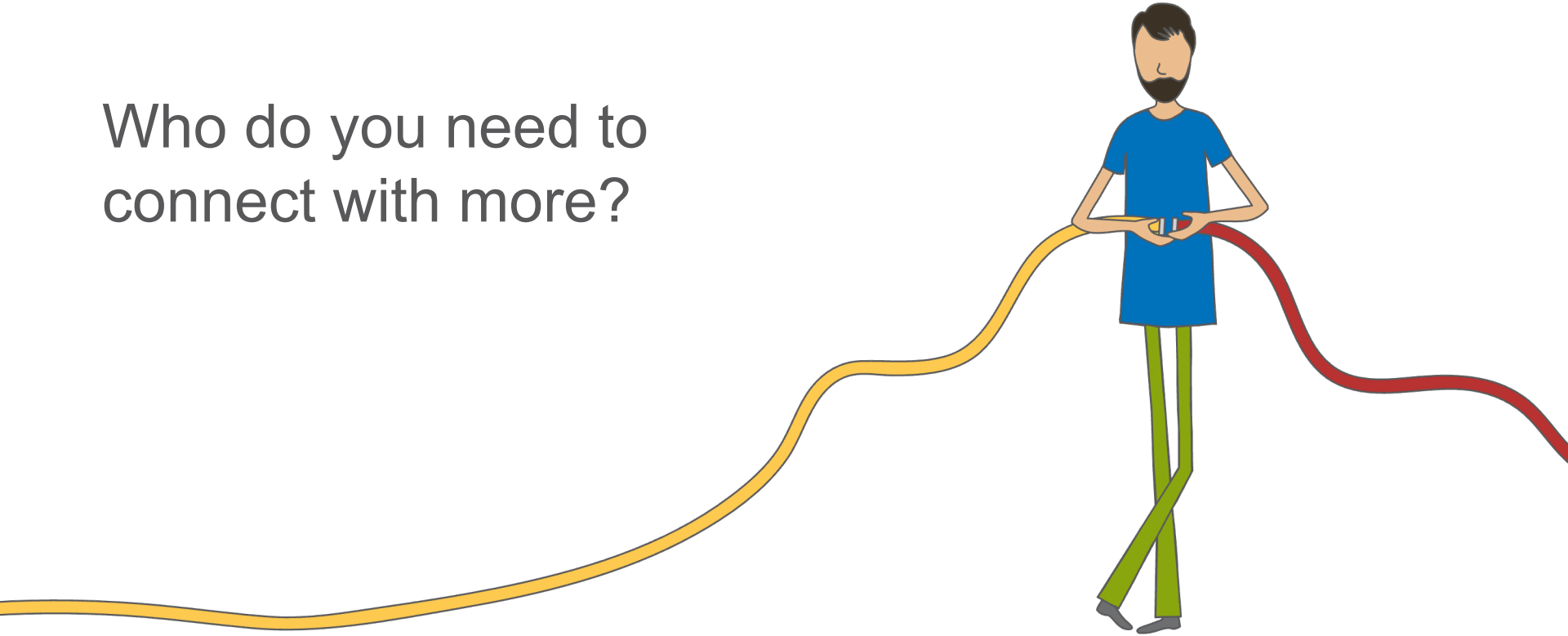
# Introductions

- Name
- Organization
- Pronouns
- I am most engaged in my role when...

# Introduction to Insights

# Today is about connections

Who do you need to connect with more?



Who  
am I?

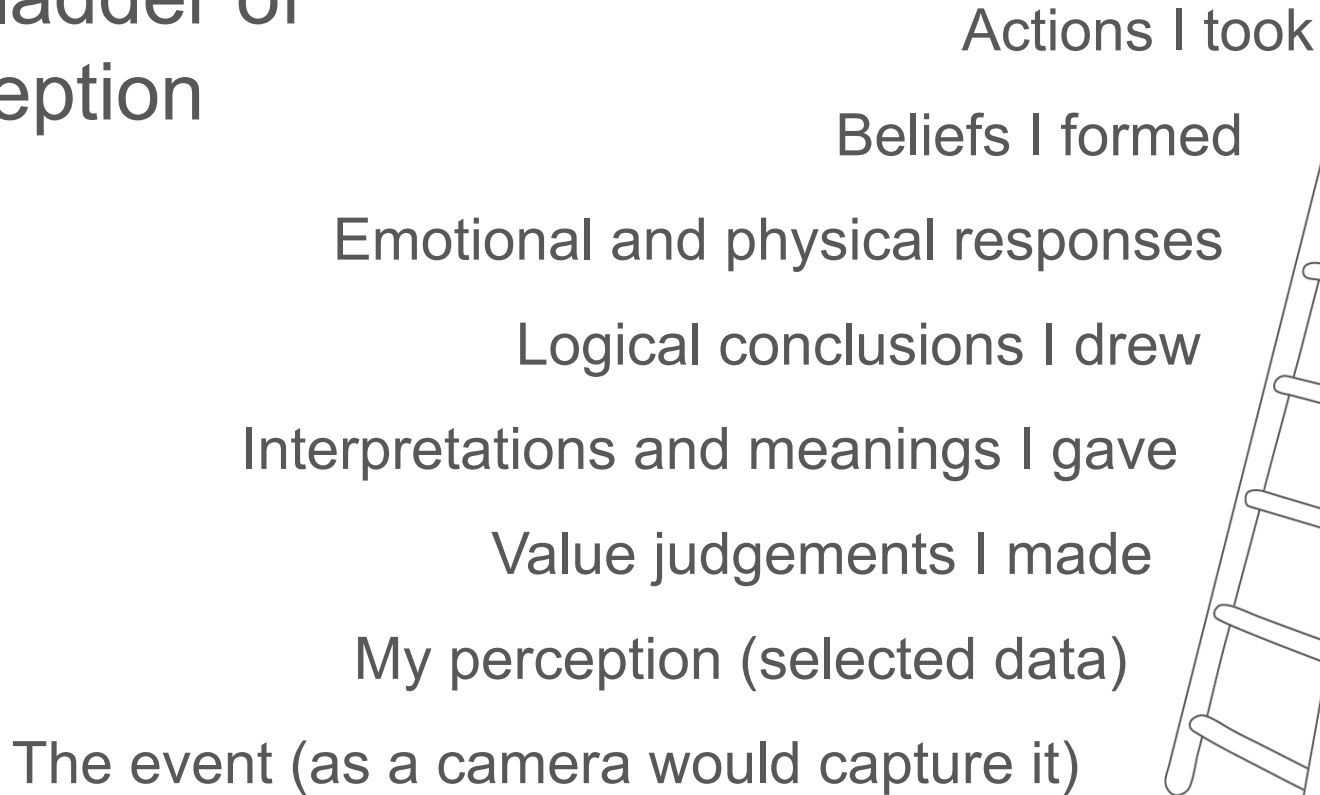


# Perception scenario

Your group has a new manager and you have joined the first virtual team meeting led by this person. The manager (your boss) greeted everyone else on the call by name, but did not greet you.

What are your immediate thoughts and feelings?

# The ladder of perception



# Perception

You will see the world differently from the way other people see it.

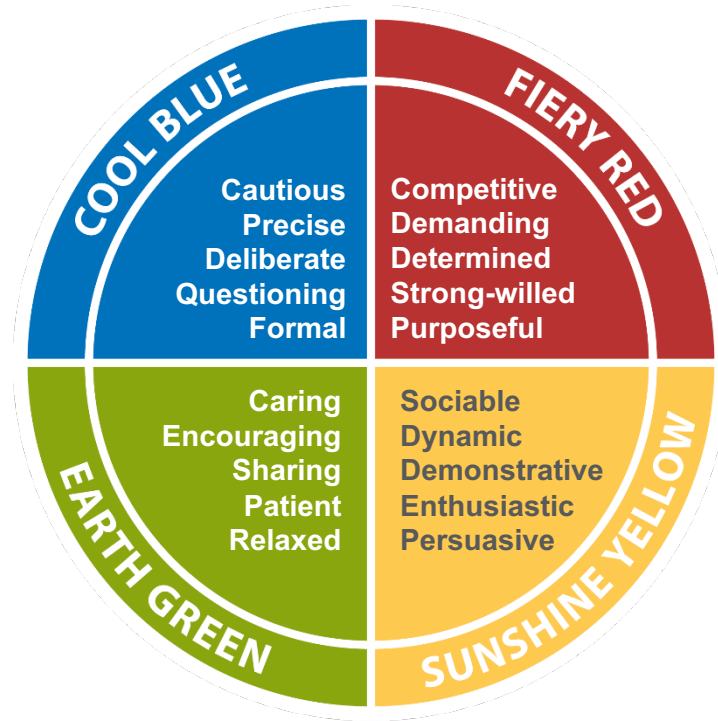
Perceptions can change, with awareness.



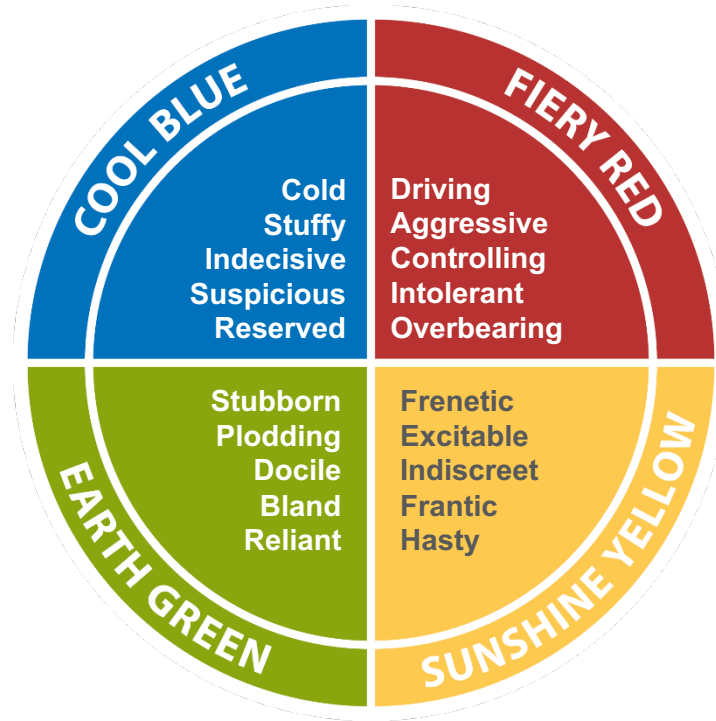
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enthusiastic determined firm factual well-argued reliable  
accommodating objective active steady fun sensitive  
accurate tactful driving constant structured harmonious  
strong-willed purposeful convincing cautious calculating amenable  
persuasive patient influencing diplomatic logical sociable  
outgoing courageous co-operative forceful conventional optimistic  
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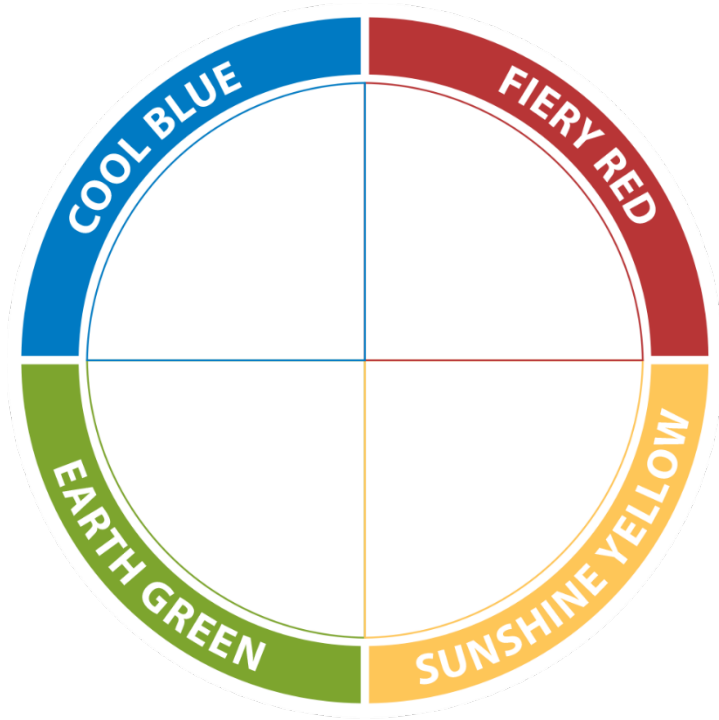
# Insights Discovery Colour Energies



# Insights Discovery Colour Energies



# Your color energy mix



We each have all  
four color energies  
within us.

We are the

**RAINBOW!**

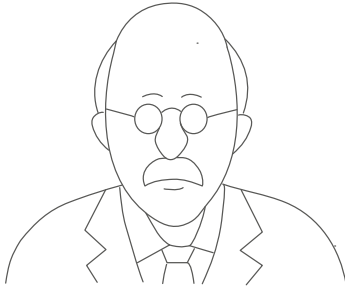


# Summary of Jung's Psychological Preferences

## How we are oriented to the environment (to the object)

**Introversion** – Internally, through observation and reflection

**Extraversion** – Externally through engagement, involvement and taking action



## How we make decisions

**Thinking** – With our 'head' using analysis and a logical rationale

**Feeling** – With our 'heart' deciding on what something is worth, using our personal values

## How we take in and process information

**Sensation** – In a concrete, realistic and tangible way, grounded in the present

**Intuition** – Finding meaning through interpretation, and future possibilities

# Your 'attitude'

1

**Introversion**

50

100

**Extraversion**

# Your decision making 'functions'

1

**Thinking**

50

100

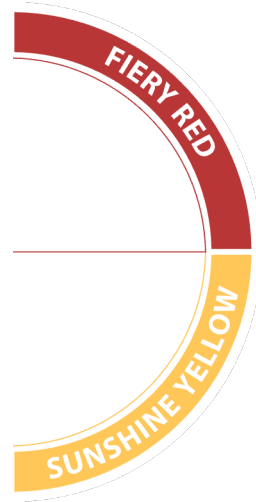
**Feeling**

# Jungian preferences and the colour energies

Introversion



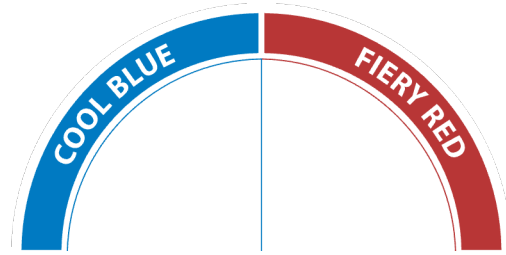
# Jungian preferences and the colour energies



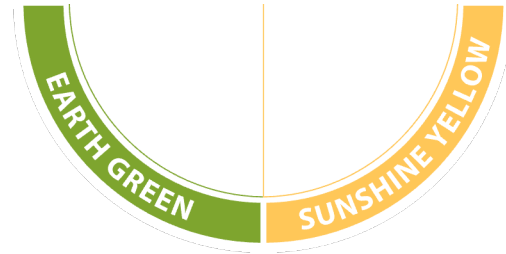
Extraversion

# Jungian preferences and the colour energies

Thinking

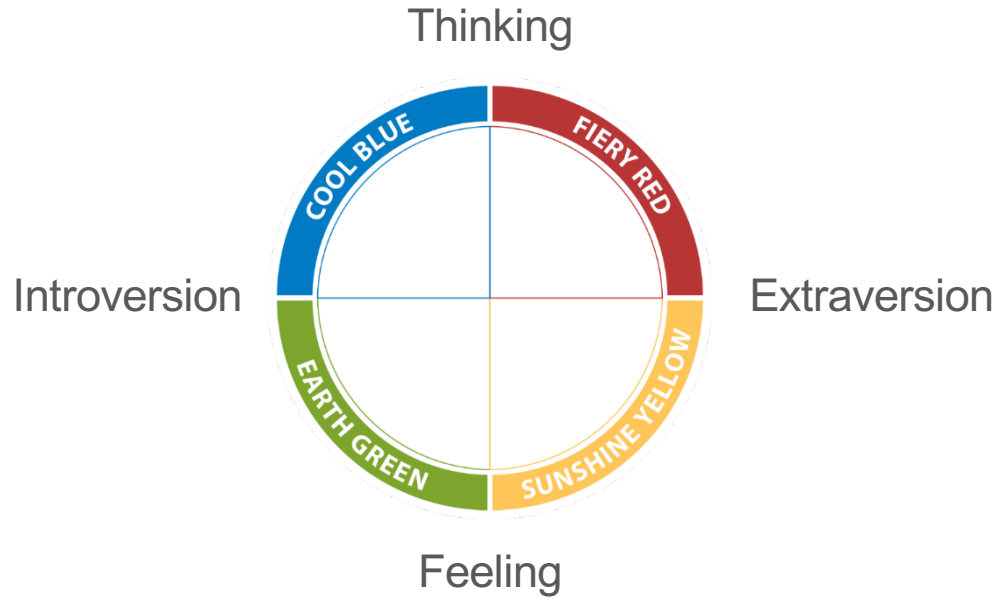


# Jungian preferences and the colour energies



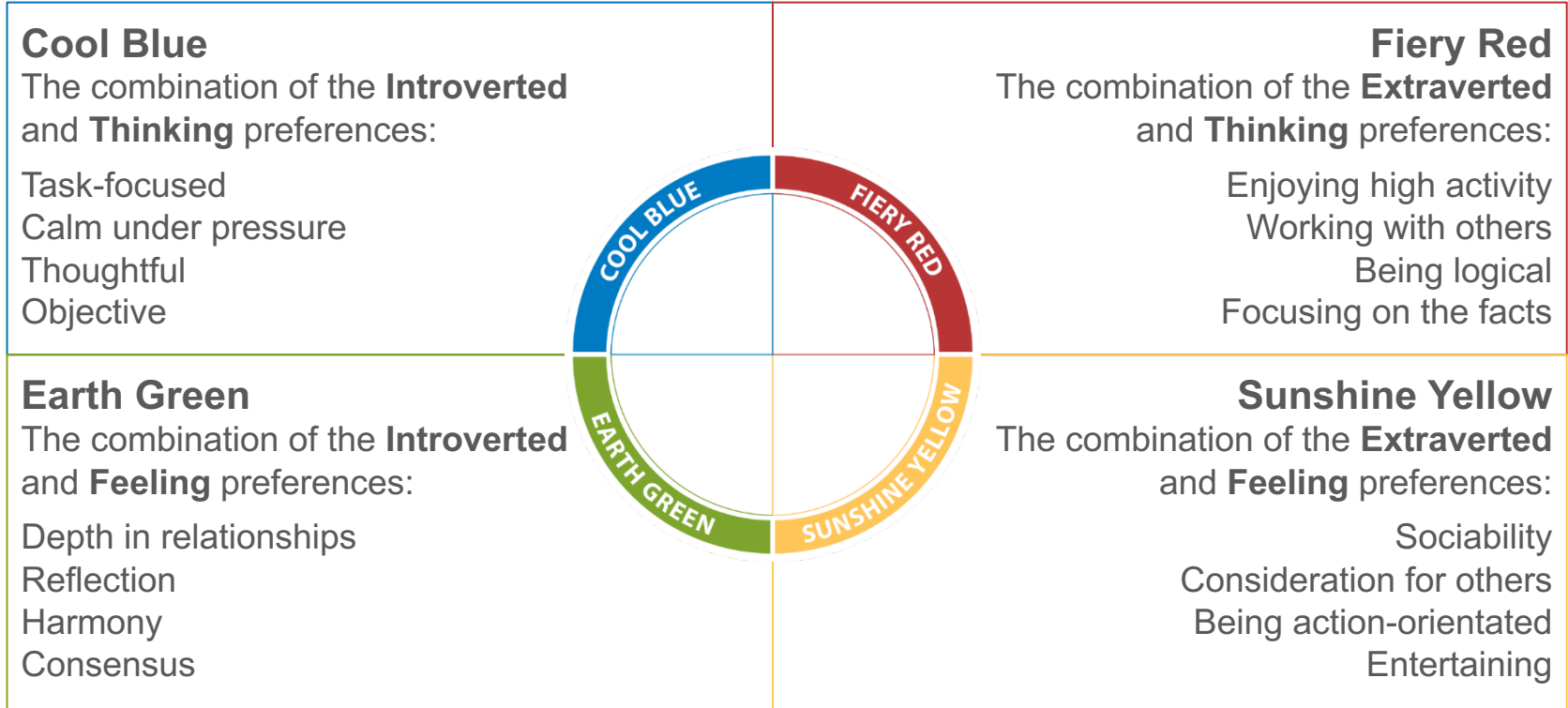
Feeling

# Jungian Preferences and the Colour Energies





# Jungian Preferences and the Colour Energies



# The Insights Discovery Personal Profile



# Evaluator Frames

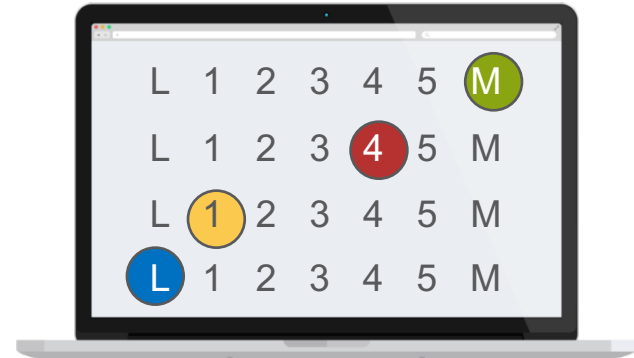
## Frame 1

- Amicable and quick
- Reliable and restrained
- Forceful and goal-oriented
- Methodical and logical



## Frame 2

- Calm and even-tempered
- Determined and dominant
- Buoyant and light-hearted
- Exact and precise



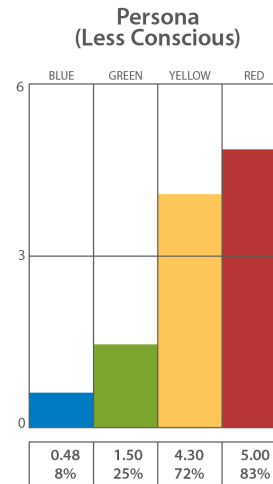
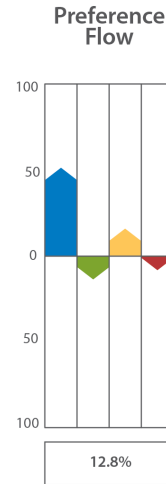
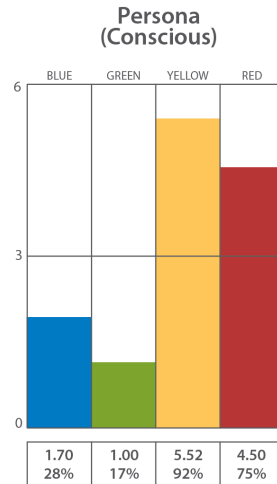
# Colour Energy graphs – dynamics

The **direct** responses to the evaluator.

Your intentional self. Combines;  
- how you show up  
- who you want to be  
- who you believe you're expected to be

How you **"ACT"**.

The portrait picture of you



The **indirect** responses to the evaluator.

Less aware of these energies. Suggests your more instinctive behavior.

Highlights possible blind spots.

How you might **"REACT"**.

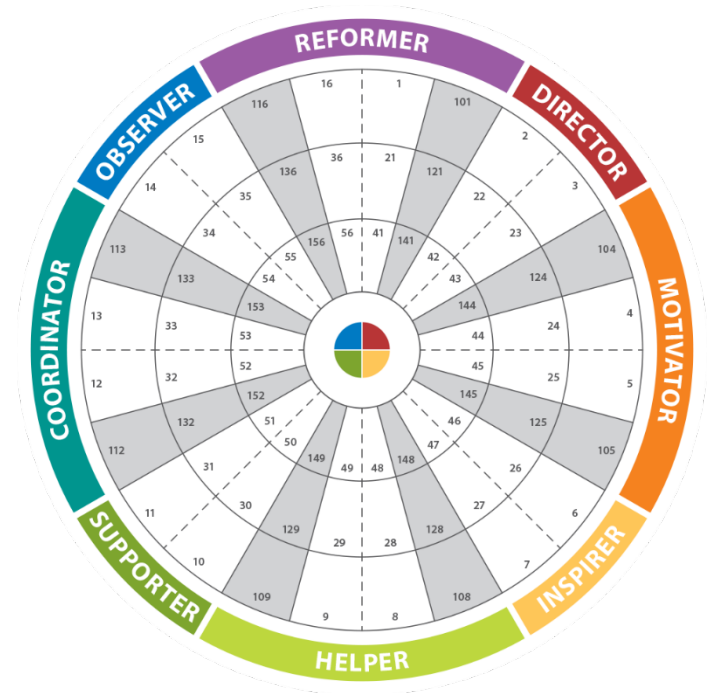
The candid photograph

Preference Flow: Highlights which colour energies you might be putting a conscious effort into adjusting, to meet the needs of your environment

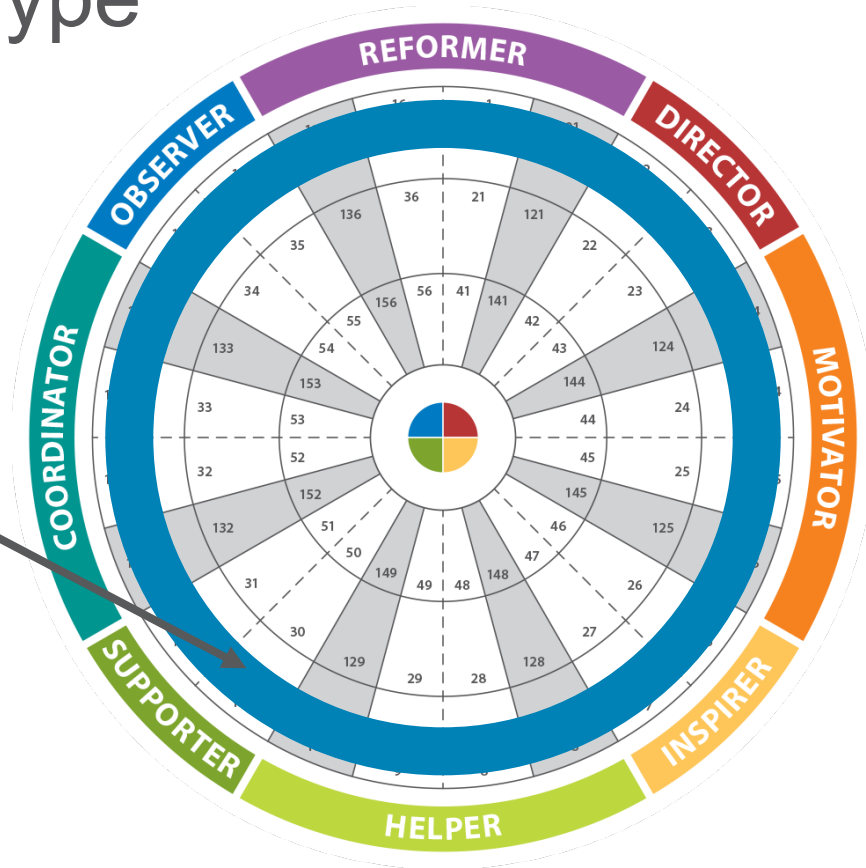
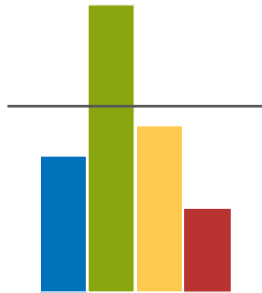
# The Insights Discovery 72-Type wheel

Wheel position determined by:

- Order of colour energies
- Number of colour energies above the midline

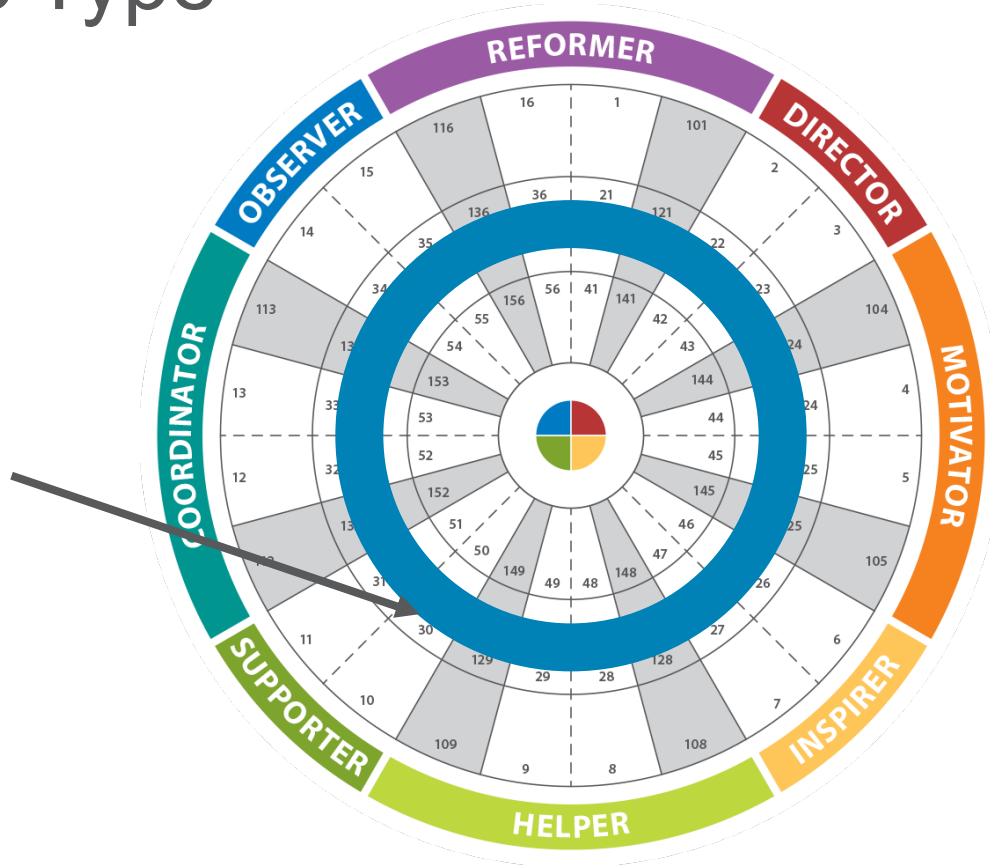
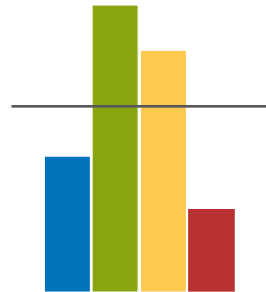


# Focused Type



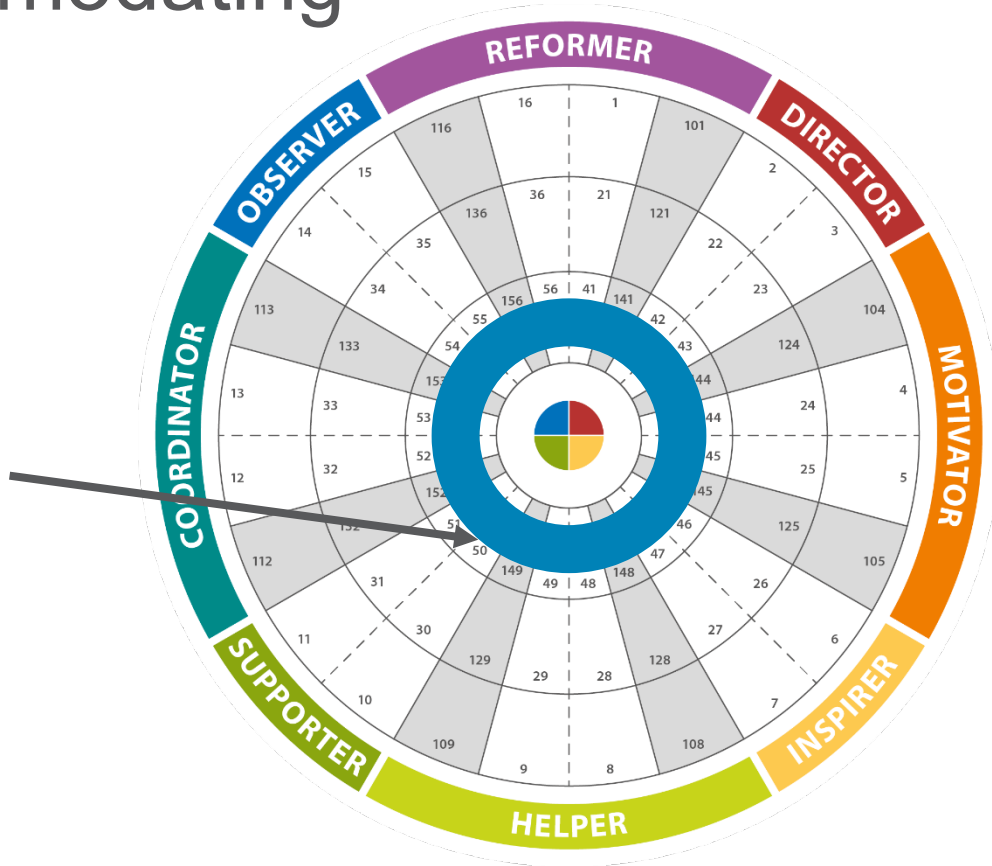
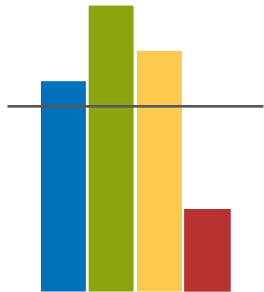
Focused ring = 3% of population

# Classic Type



Classic Ring =  
54% of population

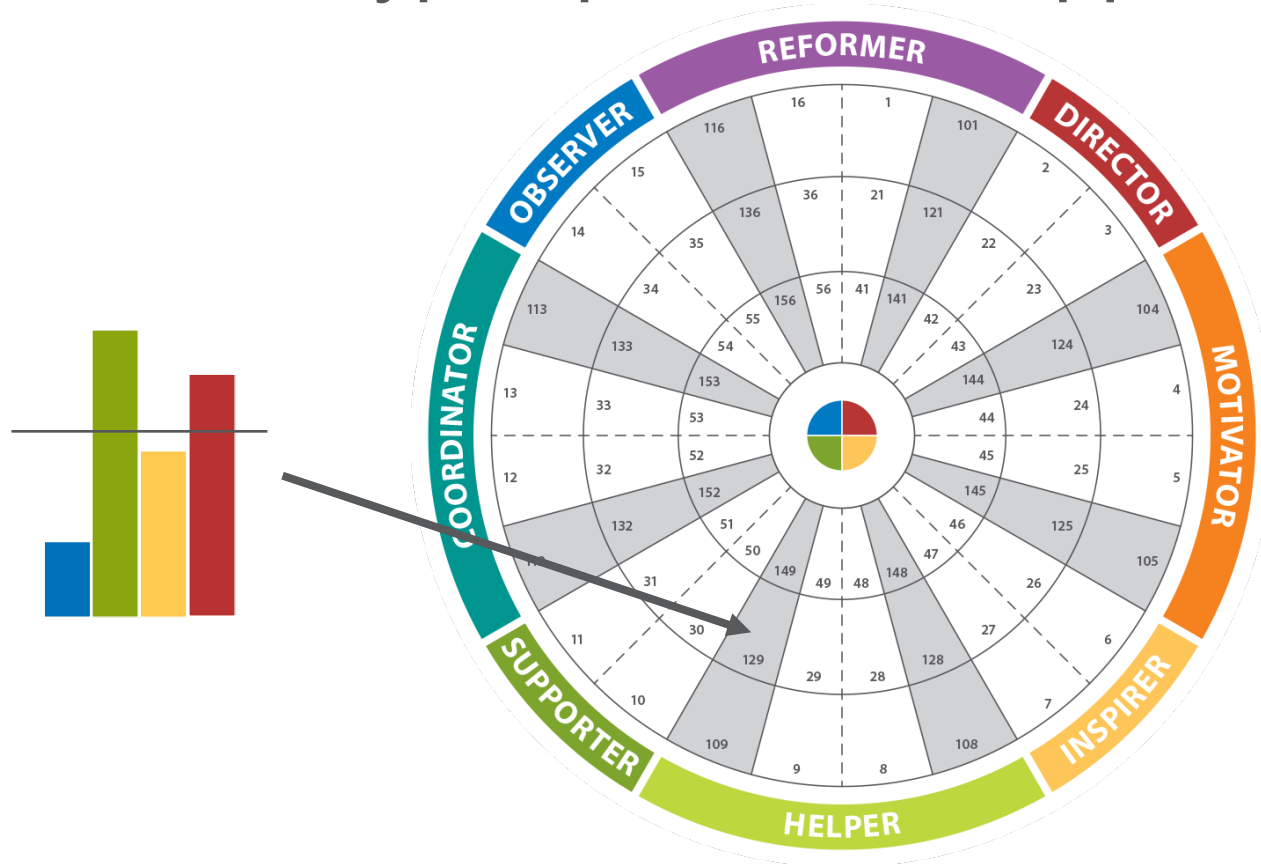
# Accommodating Type



Accommodating  
Ring = 43%  
of population



# Creative types pull on two opposing energies



Creative positions  
= 9% of population

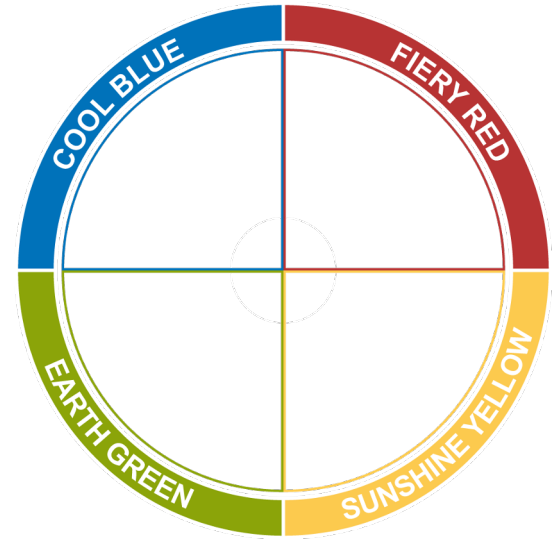
# Profile sharing

Each person share, as you are comfortable:

- Which statements from your profile Overview section do you believe are most pertinent or relevant for you and why?
- What are 2 Value to the Team statements you are proud to bring to your work?
- What are two do's and two dont's you would recommend to your colleagues to think about when they communicate with you?

The ways you **talk about** and **use** Insights will influence the culture that will develop around the tool.

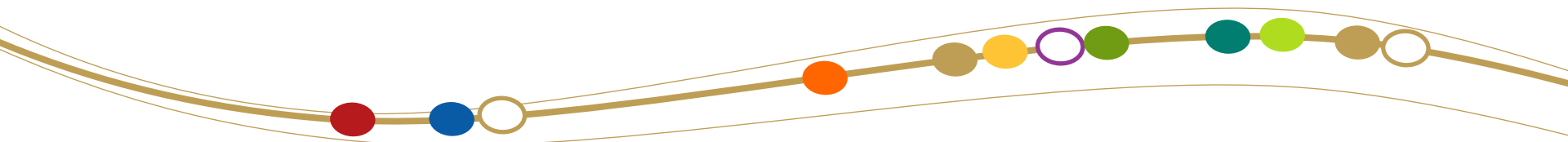
- All of the color energies are strengths.
- Everyone can access each color energy.
- Insights does not create preferences in the individual.
- No one should not be "boxed in" by their color energy preferences.
- Insights is not an excuse for behavior.
- Insights cannot be used in formal decisions, like hiring.



# Leadership Effectiveness

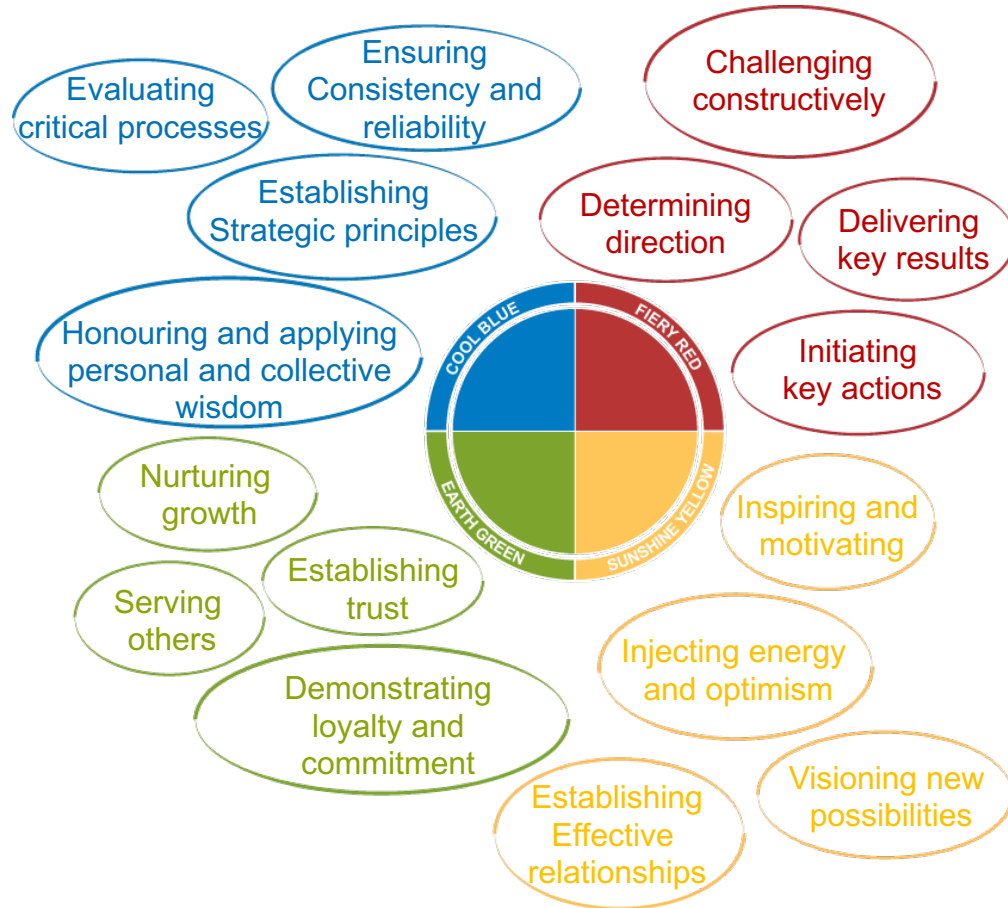
# Being an effective leader begins with YOU

- Being self-aware
- Being aware of the impact you have on others
- Knowing what really matters to you
- Behaving in alignment with your core purpose and values
- Expressing yourself authentically



# The Four Colour Energies: Leadership Strengths

1) What other strengths can you think of?



2) When might this color energy be most effective?

3) When might this color energy be least effective?

**Leaders with a preference for Fiery Red energy ...**

Bring pragmatism to their decision making

Are direct and to the point

Quickly establish the pros and cons of a particular course of action

Are quick to initiate action

Demonstrate a sense of urgency

Clearly state what has to be done, by whom and by when.

**Leaders with a preference for Sunshine Yellow energy ...**

Endeavour to get people involved

Imagine “what could be”

Are enthusiastic, engaging, encouraging and appreciative

Act as a catalyst for future growth

Enjoy stimulating group discussion

Shift their thinking from present day reality to future possibilities



**Leaders with a preference for Earth Green energy**  
...

Aim to create the ideal environment

Are helpful and supportive

Are careful not to overuse their authority

Appeal to others' values

Rely on personal and subjective criteria, e.g. values, opinions and beliefs

Respect others' choices

**Leaders with a preference for Cool Blue energy ...**

Process information methodically and literally.

Use sound rationale and logical reasoning for making assessments and decisions

Are thoughtful and take a considered approach

Look primarily to input that is factual and precise

Give others time to think through issues before coming to a conclusion

Are precise in stating what has to be done and why

# Cool Blue Energy in Leadership on a 'Good Day'

Diligent

Consistent

Thoughtful

Principled

Objective

# Earth Green Energy in Leadership on a 'Good Day'

Appreciative

Respectful

Valuing

Service-oriented

Accommodating

# Sunshine Yellow Energy in Leadership on a 'Good Day'

Empowering

Engaging

Encouraging

Adaptable

Dynamic

# Fiery Red Energy in Leadership on a 'Good Day'

Determined

Focused

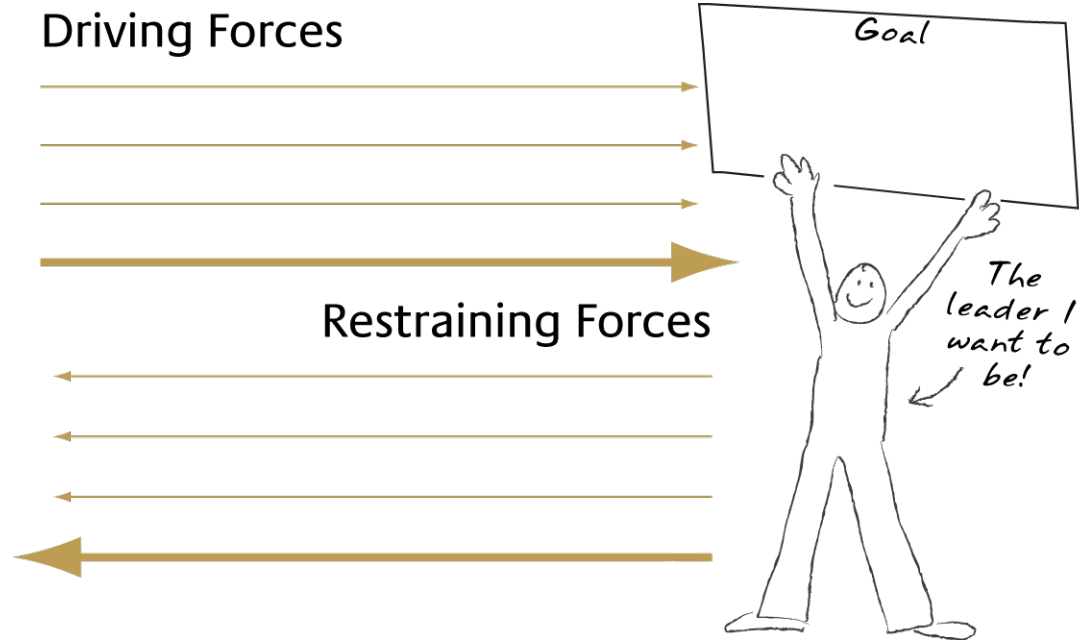
Proactive

Courageous

Purposeful

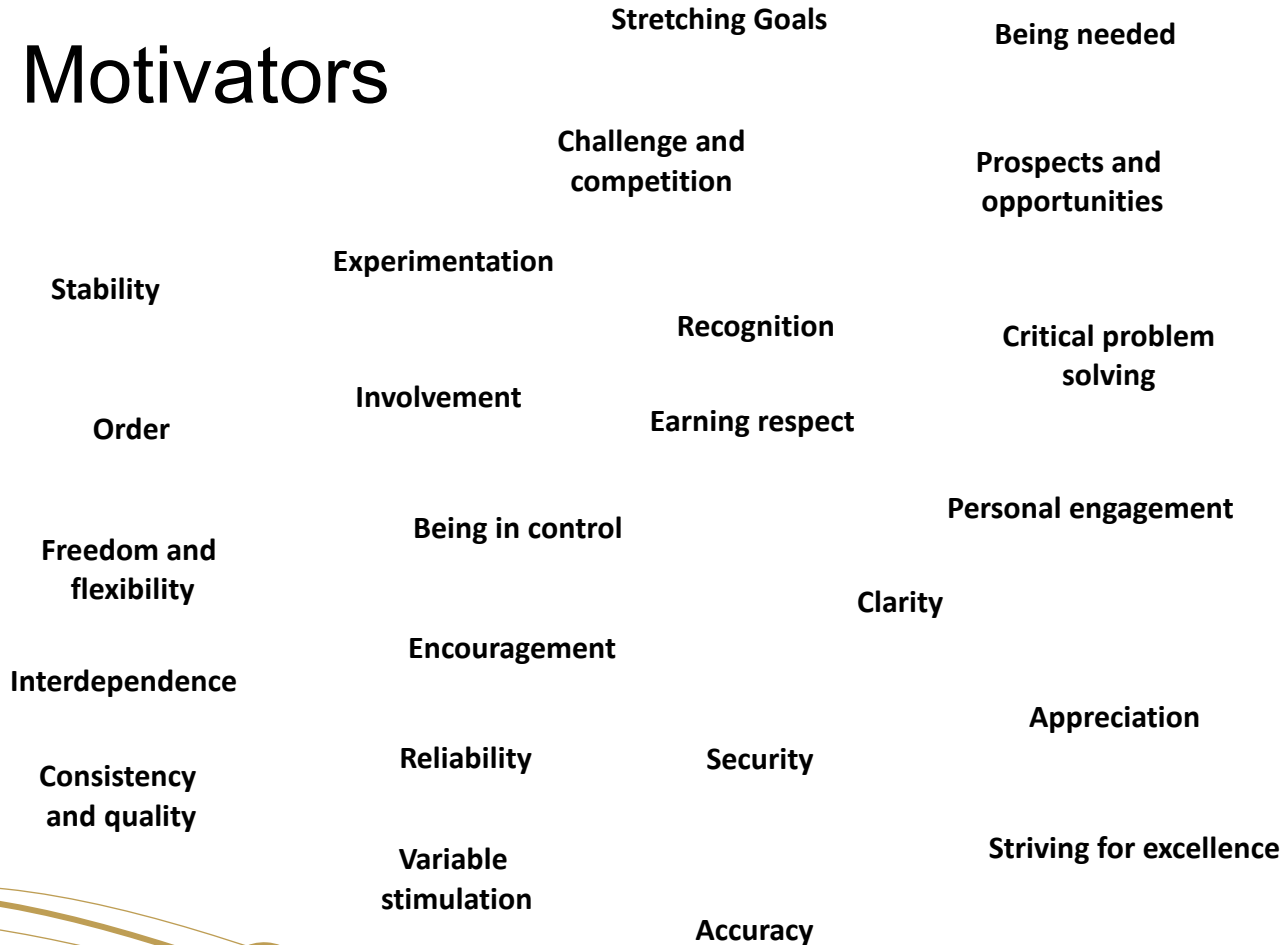
# Motivators and Blockers

# Forcefield Analysis





# Motivators



# Motivators



# Blockers

Poor organisation

Rigid parameters

Too much detail

Being told what to do

Not being valued

Confusion

Inefficiency

Lack of support

Lack of focus

Lack of flexibility

Disharmony/conflict

Carelessness

Lack of progress

Impersonal atmosphere

Too much uncertainty

Limited options

Time Pressure

Working alone

Lack of structure

Not being acknowledged

Lack of consideration for others

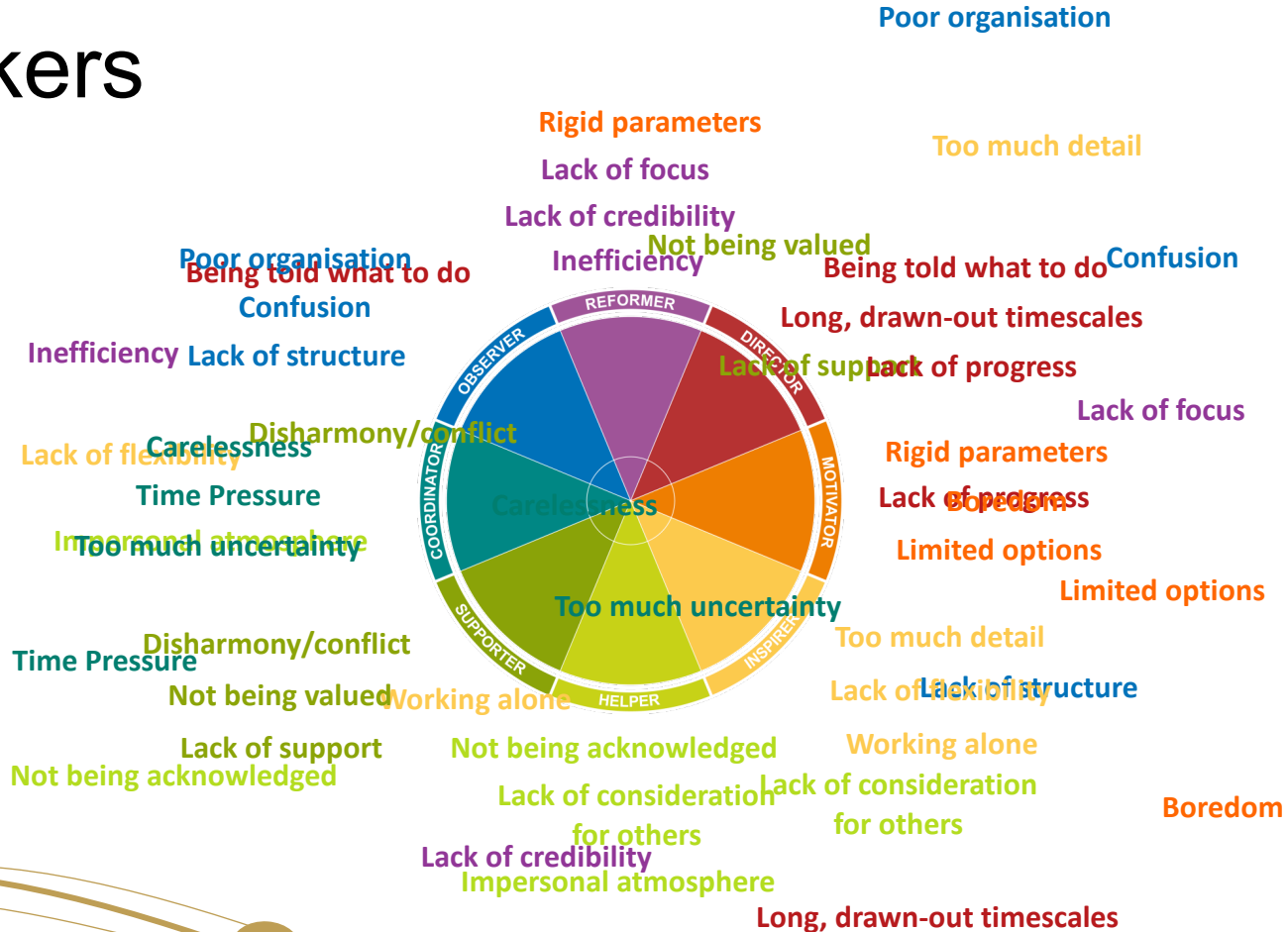
Boredom

Lack of credibility

Long, drawn-out timescales



# Blockers



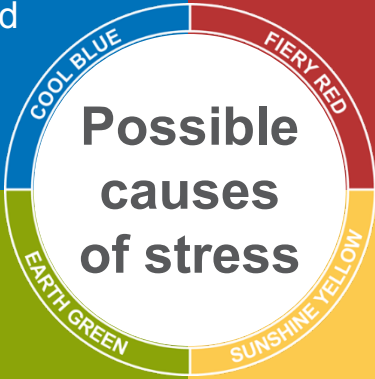
# Leadership Under Stress

## LOSS OF COMPETENCE

- Lack of information, structure or logic
- Poor work quality
- Time wasted, distractions or task rushed

## LOSS OF CONTROL

- Lack of focus or indecisiveness
- Being out of control
- Incompetence and slow pace



## Possible causes of stress

## LOSS OF CONNECTION

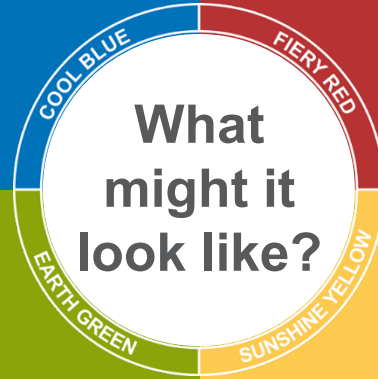
- Unfair or impersonal treatment
- Violation of values, exploitation
- Interruptions or time pressure

## LOSS OF CHOICE

- Restrictions on flexibility
- Slow pace, no interaction or fun
- Personal rejection

Questioning and deliberate  
Nitpicking  
Aloof, withdrawn  
and resentful

Aggressive and impatient  
Irritable and demanding  
Overly concerned with short-term  
goals



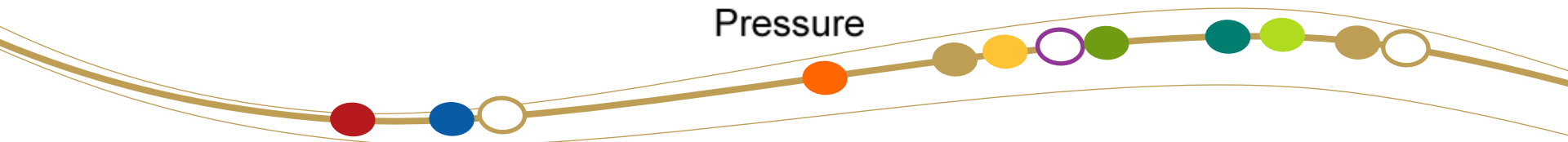
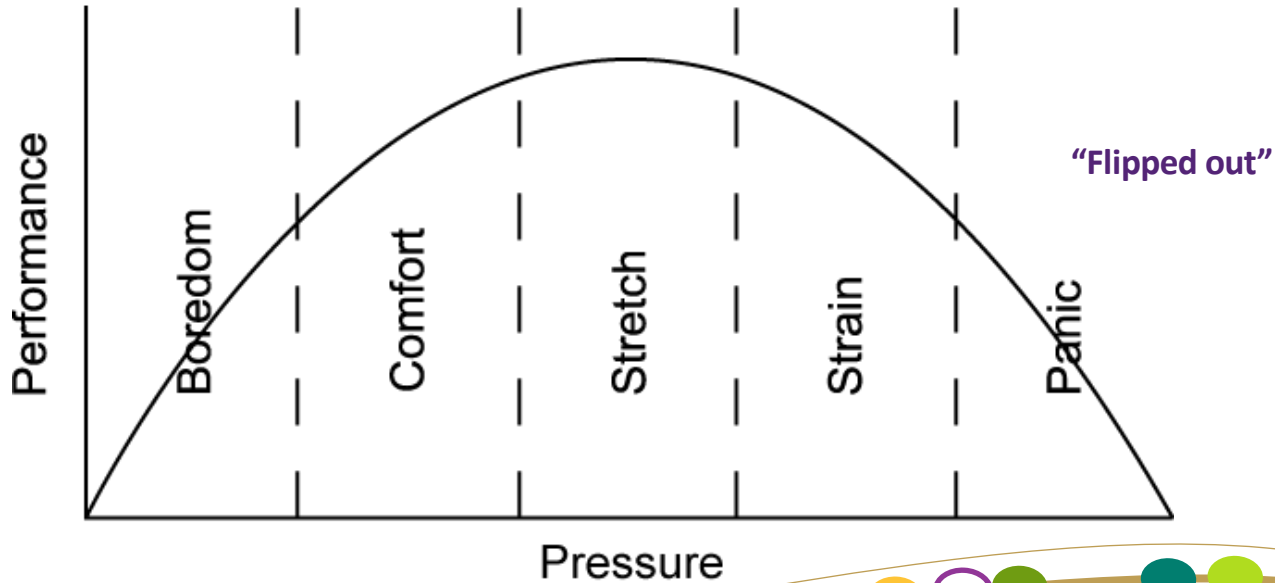
What  
might it  
look like?

Silent, withdrawn, hurt  
Judgmental, impersonal, withdrawn  
Stubborn and overly cautious

Overly responsive  
Appears opinionated and  
argumentative  
Critical and rebellious

# The Impact of Stress on Performance

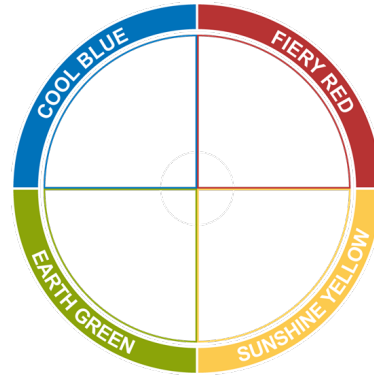
- Yerkes-Dodson Human Performance Curve





# High Stress “Flipped Out”

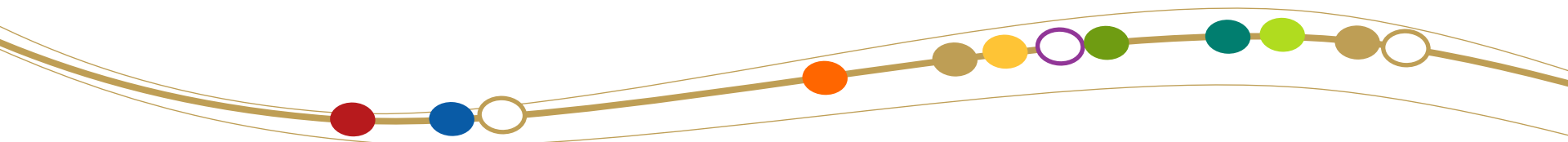
Pessimistic  
Cold and calculating  
Frozen



Aggressive  
Insensitive  
Persecutor mindset

Devoid of feeling  
Feeling wounded  
Resentful

Victim mindset  
Emotional extremes  
Verbose



Get their feedback on how to proceed  
Provide detailed information and support  
Time to reflect and analyze data  
Clear instructions  
Space to ask questions and understand

Personal contact to restore trust  
Genuine understanding and sincerity  
Put task aside to another day  
Space to reflect  
Praise and appreciation for contributions

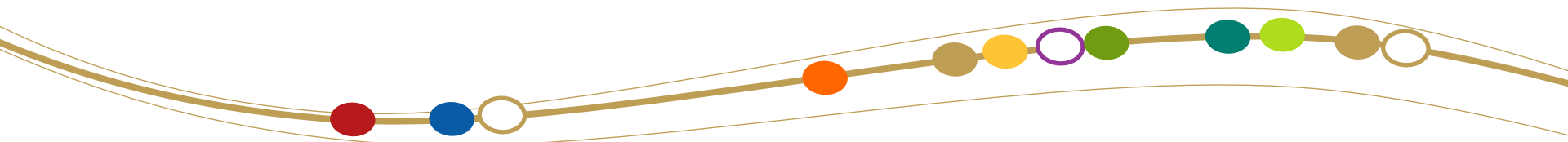
Allow for fast action  
Make decisions and clarify the plan  
Take time out  
Put them in control  
Let them lead the process

Allow room for maneuvering  
Allow them to save face  
Change focus  
Provide space to share feelings  
Involve them or others they are worried about



# Action Planning

1. What are your core leadership strengths you can build on and amplify?
2. What do you need to lead effectively?
3. What challenges do you anticipate for yourself and your team in the next 3-6 months?
4. How might you support your team in a way that leverages your best leadership?



EMPOWERING  
PURPOSE,  
DESIGNING  
PATHWAYS, AND  
STRENGTHENING  
PEOPLE FOR A  
BETTER FUTURE

THE  
CONVERSATION  
IS THE CHANGE

STRATEGY

LEADERSHIP

CULTURE

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