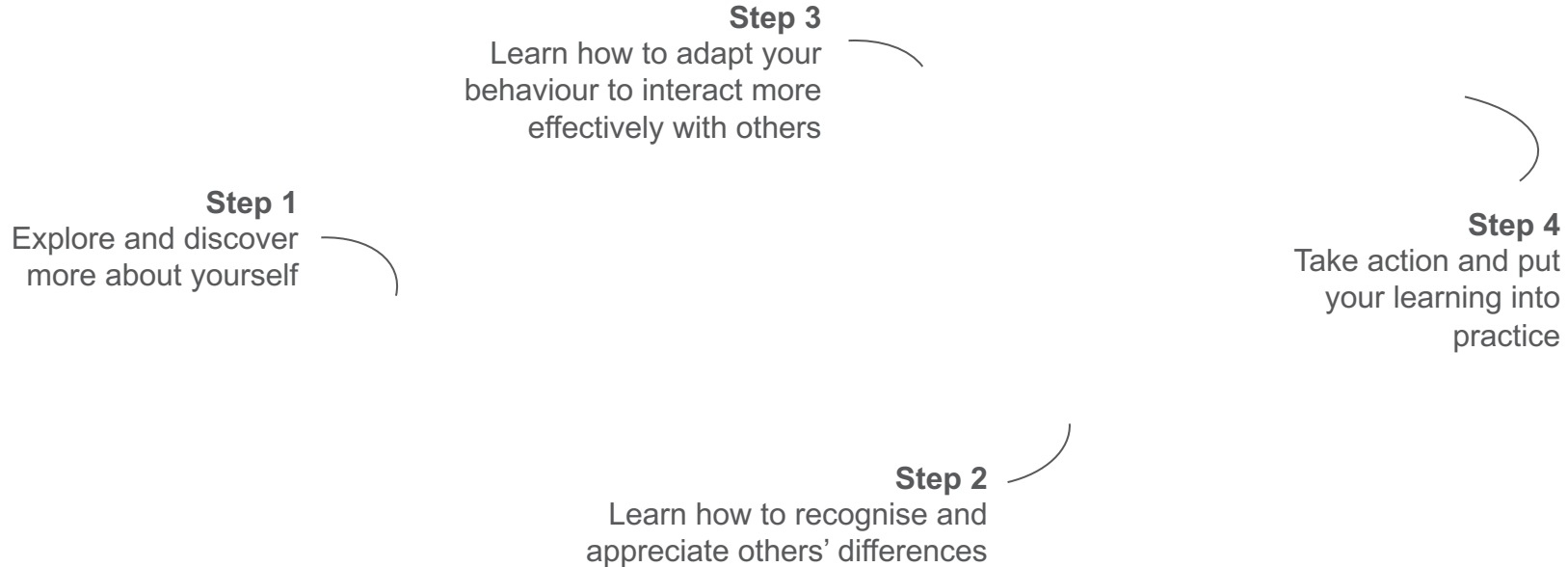


Virginia Bankers Association
Manager Development Program
Session 2

Insights Discovery: Learning Your Personal Leadership Style
October 12, 2022



The steps to personal effectiveness



Goals for Today

Will Do Morning

Perception
Color Energies
Jungian Preferences
Insights Profile
Profile Sharing

Will Do Afternoon

Leadership
Effectiveness
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

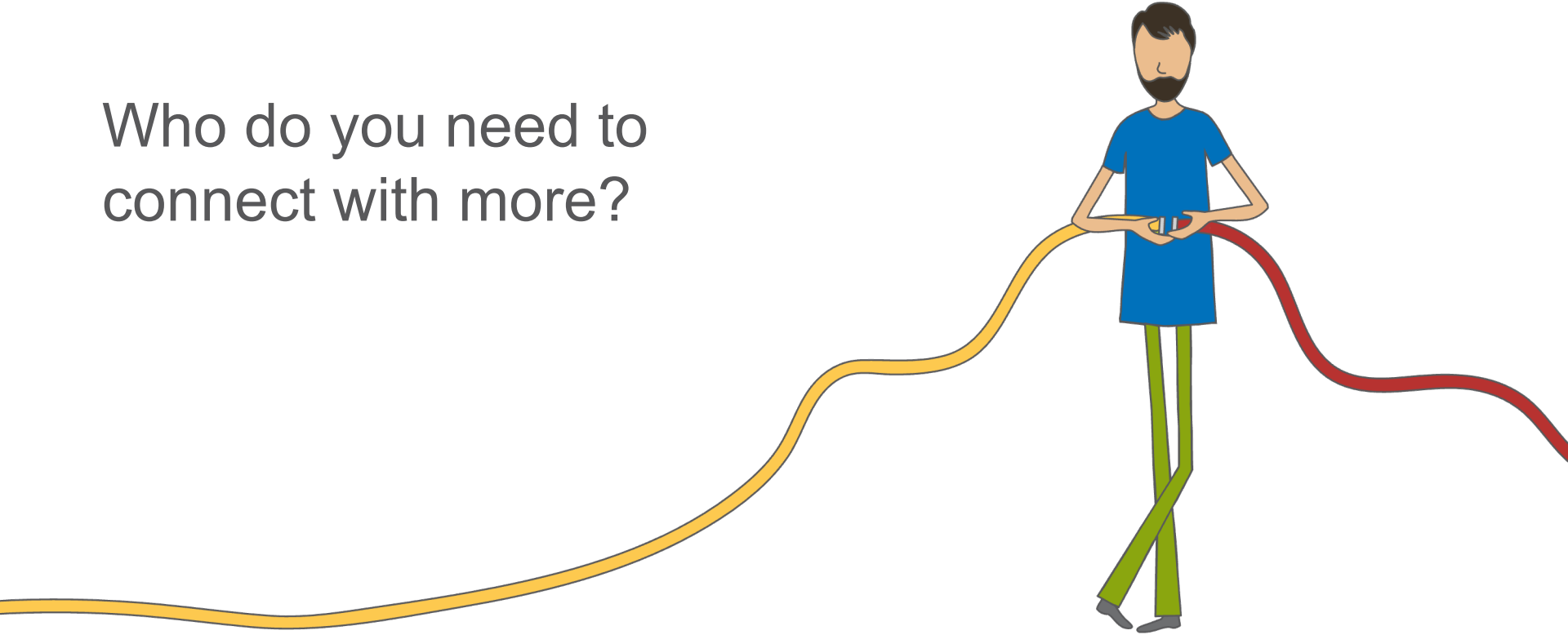
Introductions

- 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

Actions I took

Beliefs I formed

Emotional and physical responses

Logical conclusions I drew

Interpretations and meanings I gave

Value judgements I made

My perception (selected data)

The event (as a camera would capture it)



Perception

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

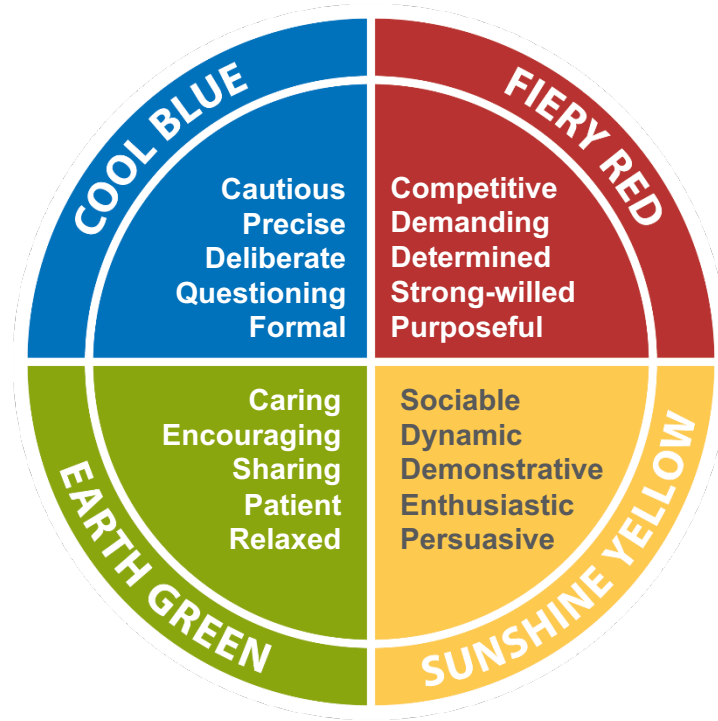
Perceptions can change, with awareness.



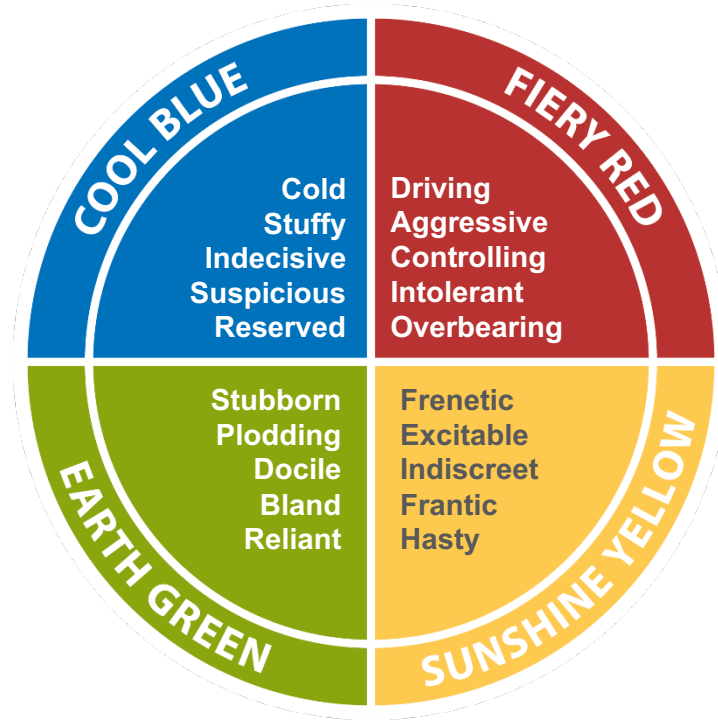
cheerful reflective concise challenging caring assertive
enthusiastic determined firm factual well-argued reliable
accommodating objective active steady fun sensitive
accurate tactful driving constant structured harmonious
strong-willed purposeful convincing cautious calculating amenable
persuasive patient influencing diplomatic logical sociable
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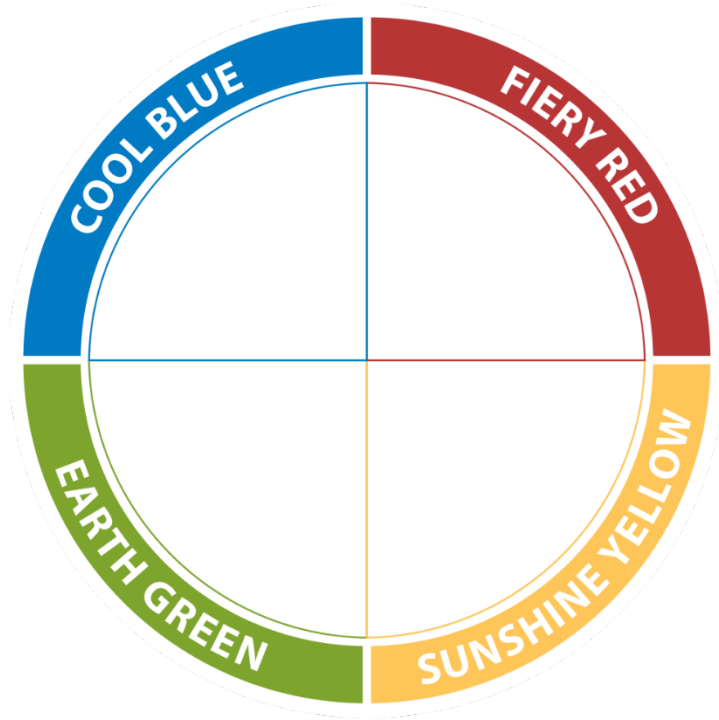
Insights Discovery Colour Energies



Insights Discovery Colour Energies



Your color energy mix



We each have all
four color energies
within us.

We are the

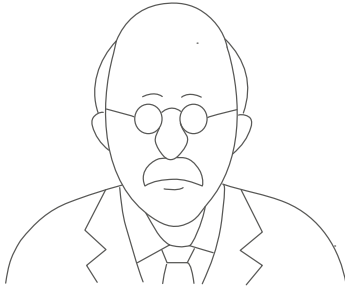
RAINBOW!

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

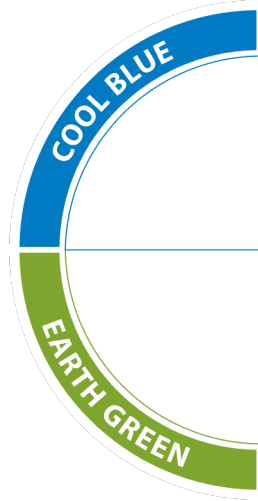
50

100

Feeling

Jungian preferences and the colour energies

Introversion



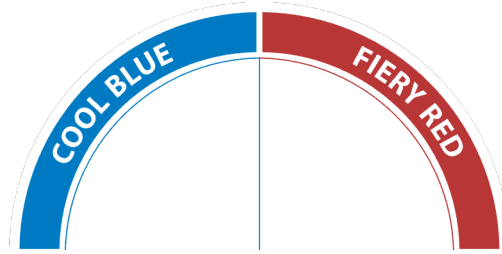
Jungian preferences and the colour energies



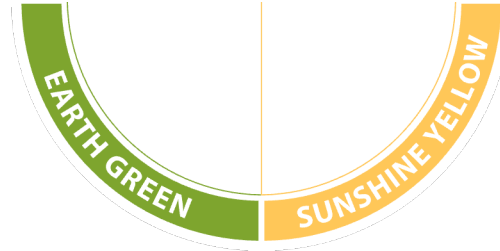
Extraversion

Jungian preferences and the colour energies

Thinking

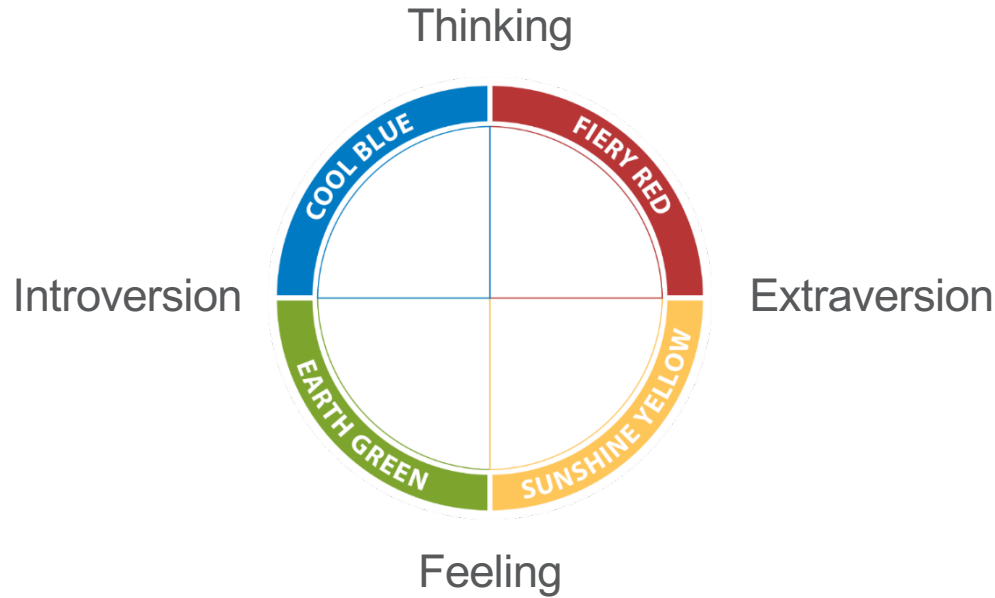


Jungian preferences and the colour energies

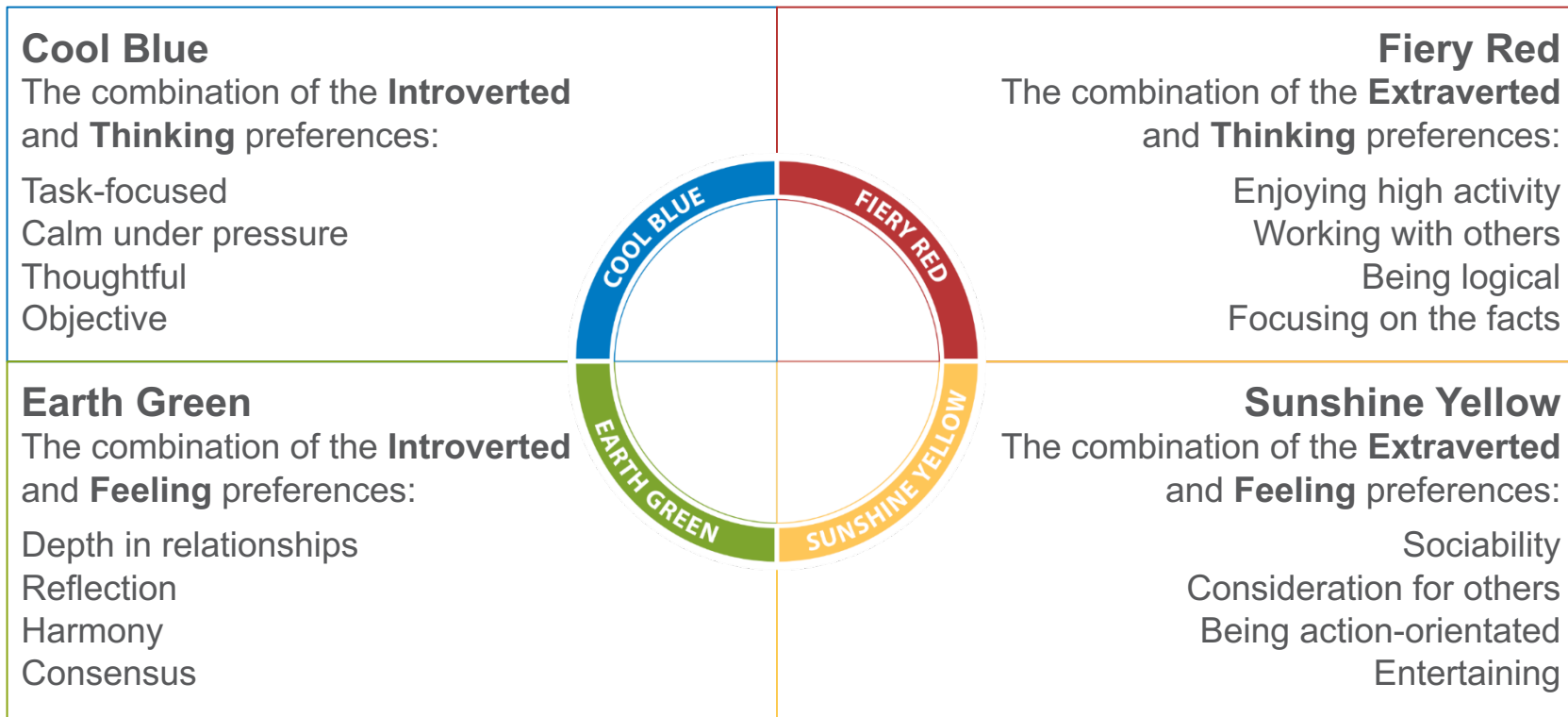


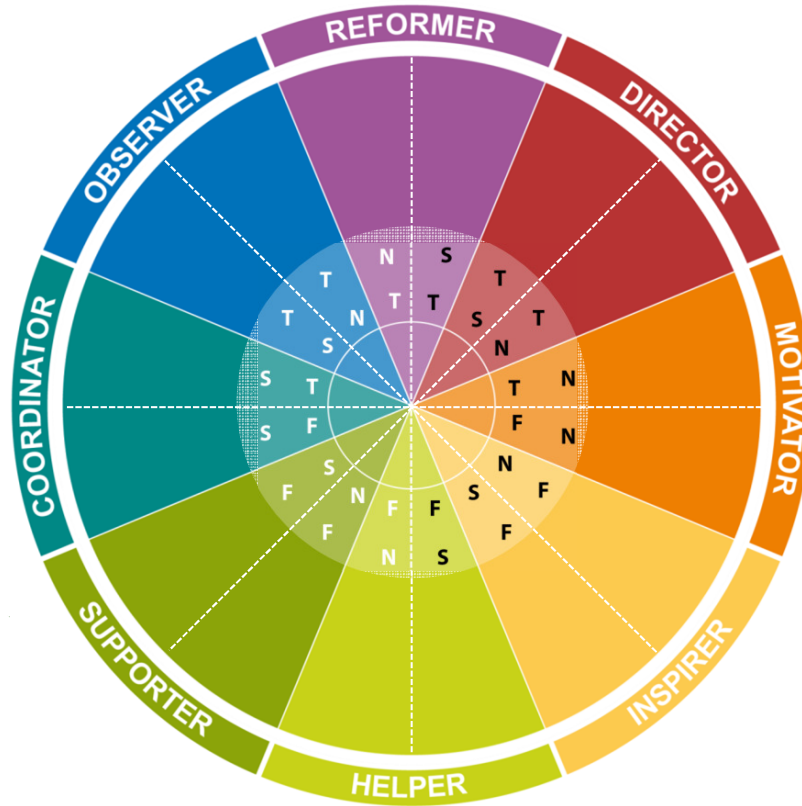
Feeling

Jungian Preferences and the Colour Energies



Jungian Preferences and the Colour Energies





The Insights Discovery Personal Profile



Evaluator Frames

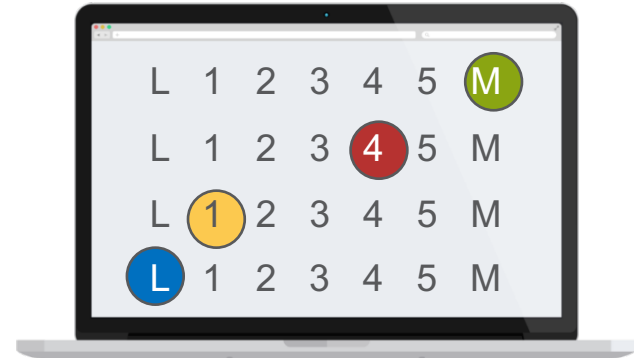
Frame 1

- 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



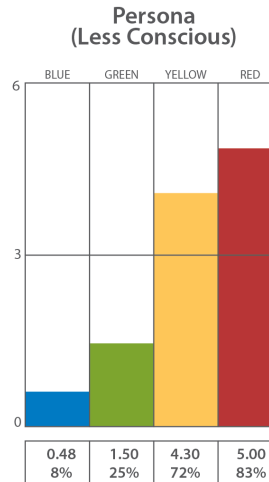
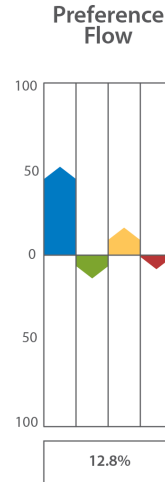
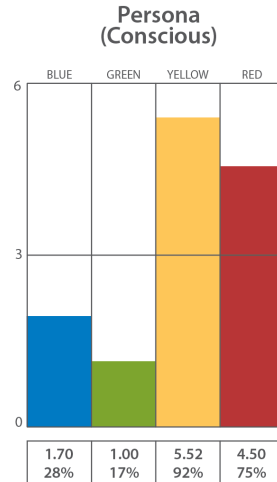
Colour Energy graphs – dynamics

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"**.

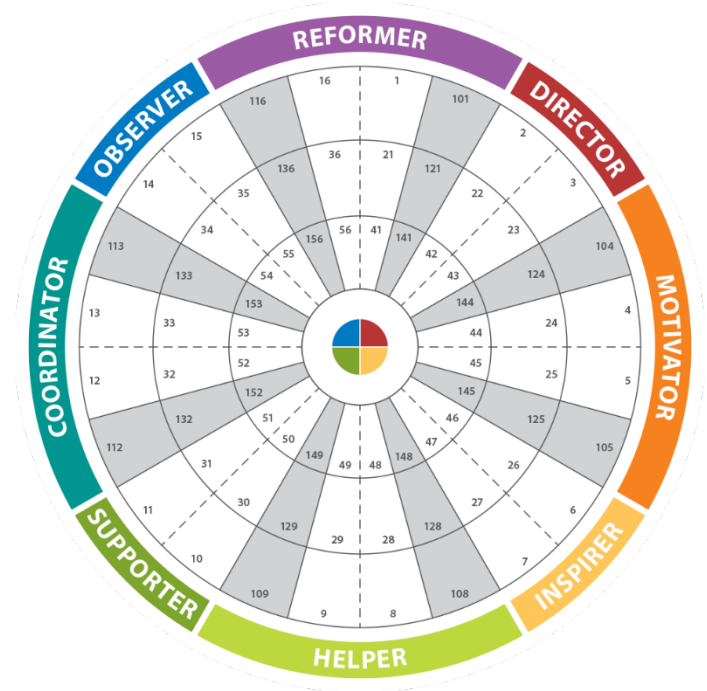
The candid photograph

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

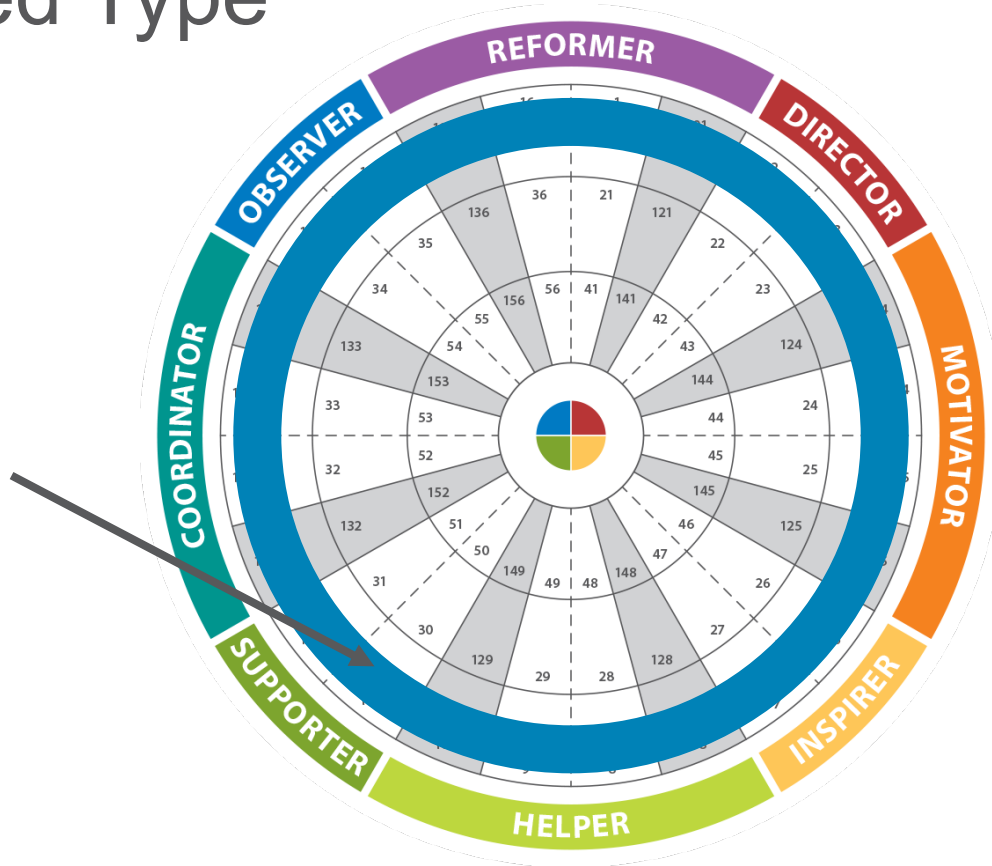
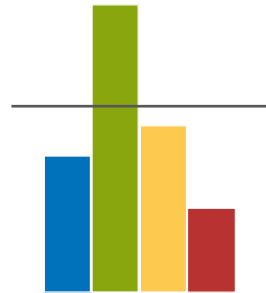
The Insights Discovery 72-Type wheel

Wheel position determined by:

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

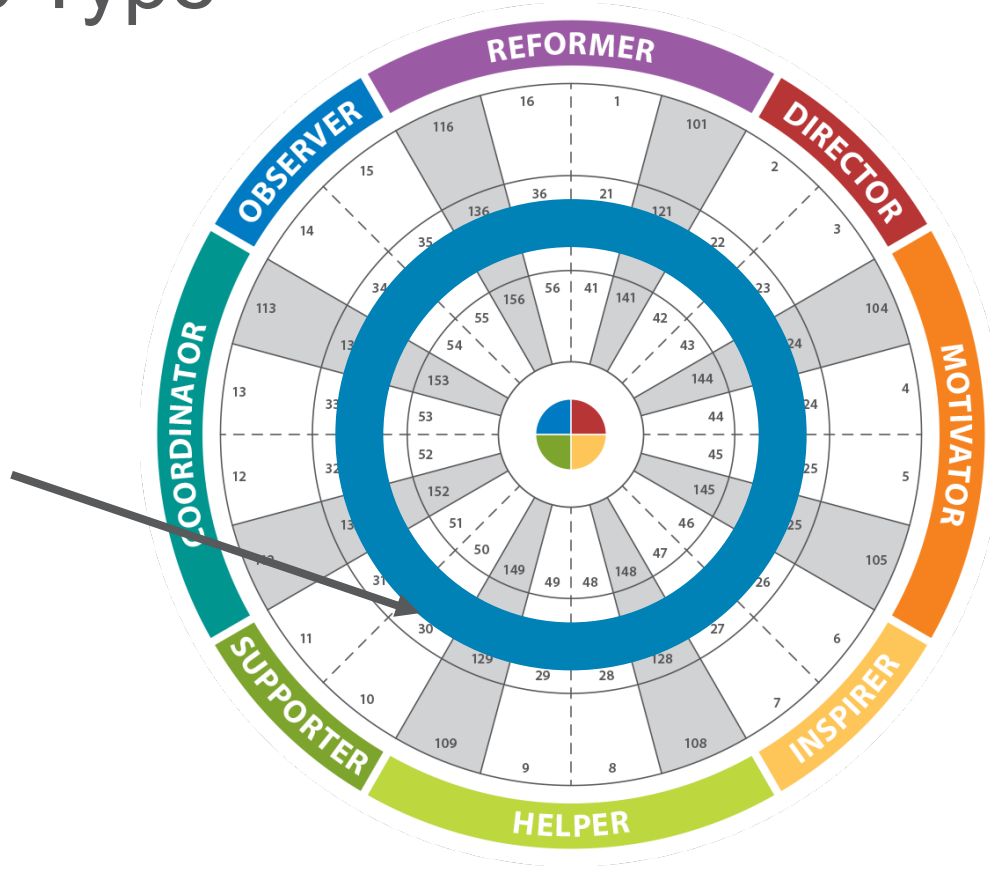
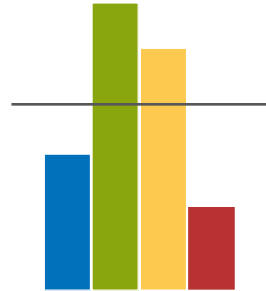


Focused Type



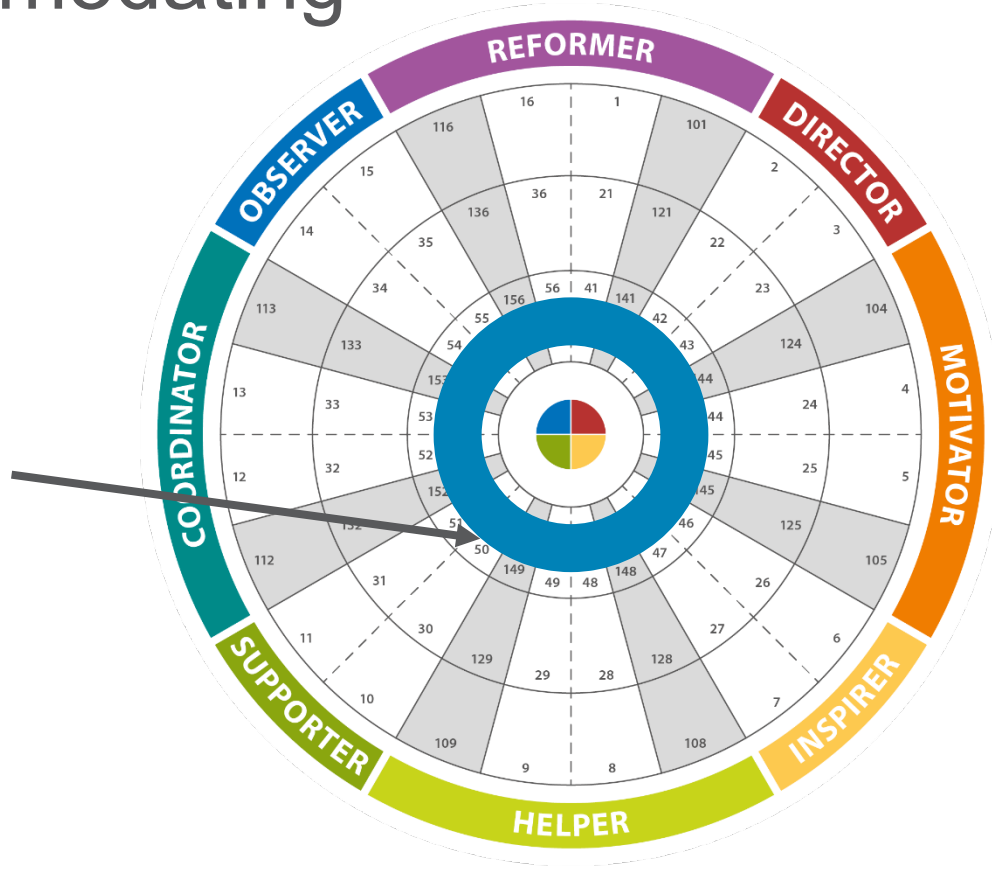
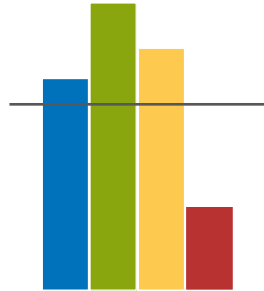
Focused ring = 3% of population

Classic Type



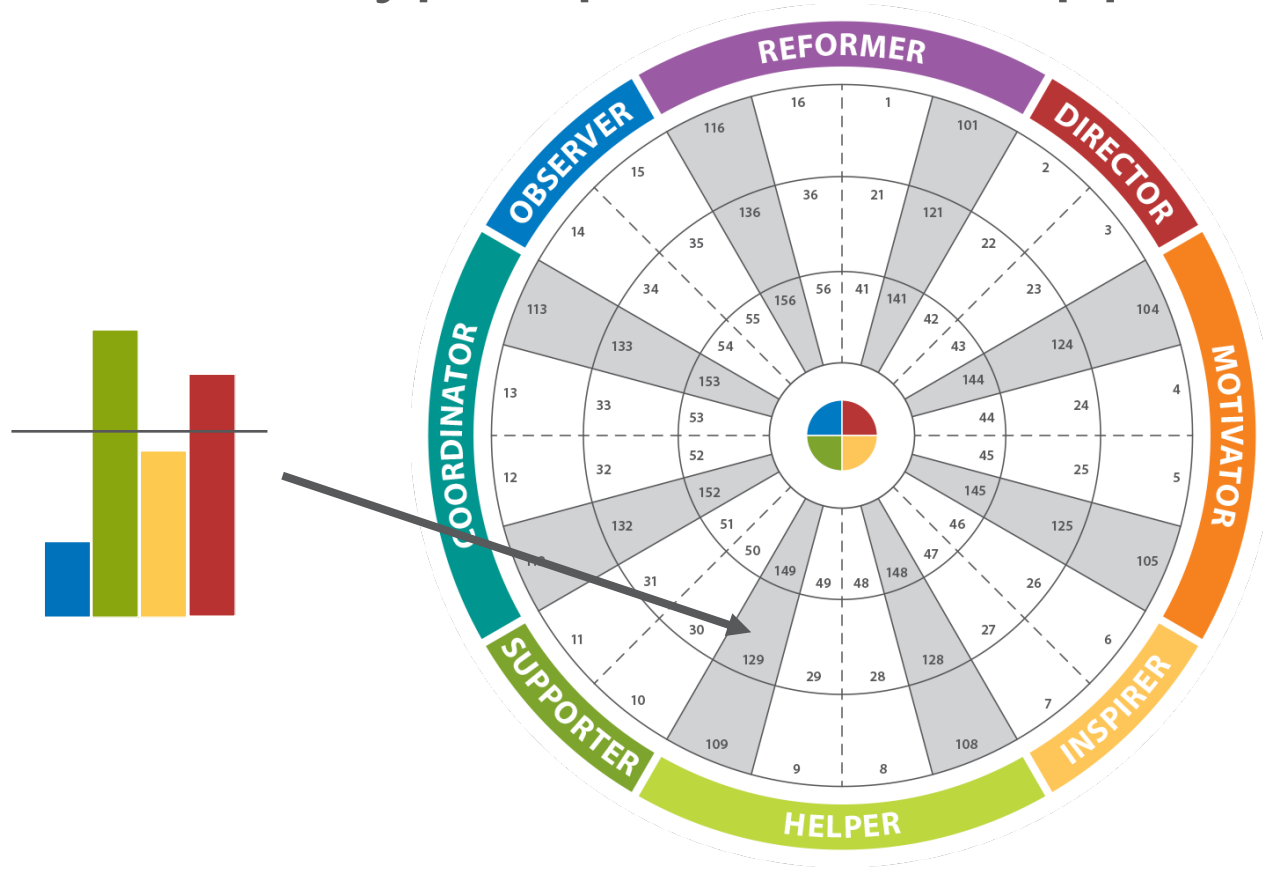
Classic Ring =
54% of population

Accommodating Type



Accommodating
Ring = 43%
of population

Creative types pull on two opposing energies



Creative positions
= 9% of population

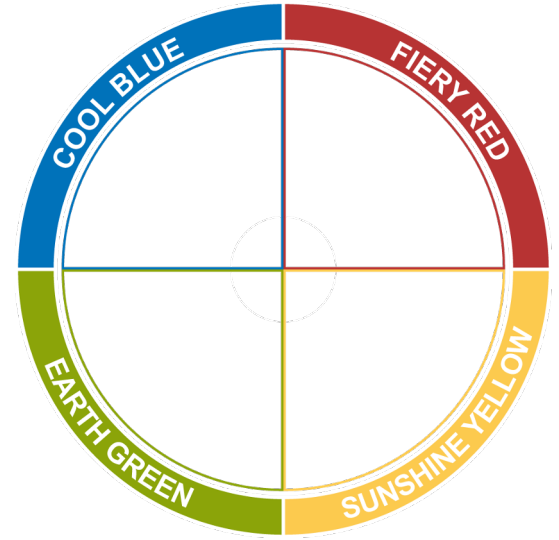
Profile sharing

Each person share, as you are comfortable:

- What 2-3 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 or Strengths statements you are proud to bring to your work?
- What are 2 do's and 2 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.

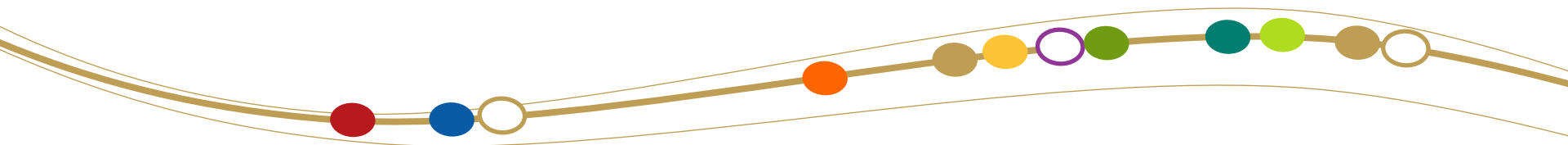
- All of the color energies are strengths.
- Everyone can access each color energy.
- Insights does not create preferences in the individual.
- No one should not be "boxed in" by their color energy preferences.
- Insights is not an excuse for behavior.
- Insights cannot be used in formal decisions, like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



Leadership Effectiveness

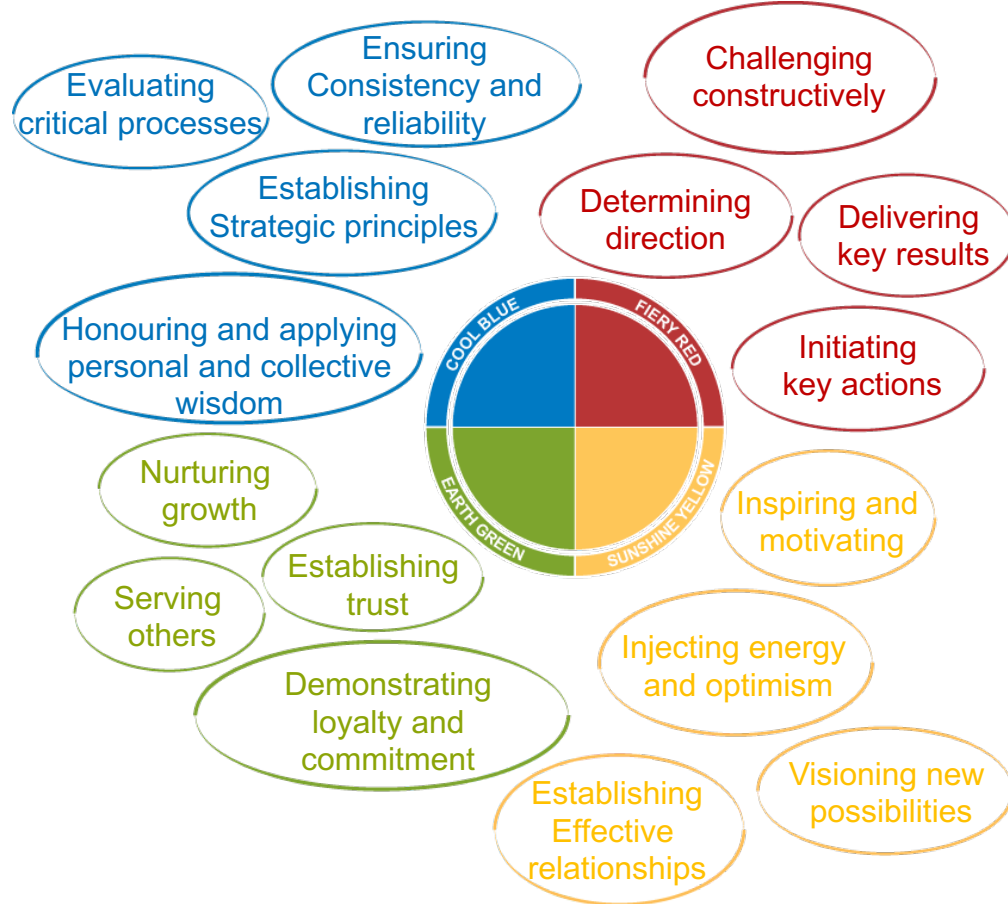
Being an effective leader begins with YOU

- 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

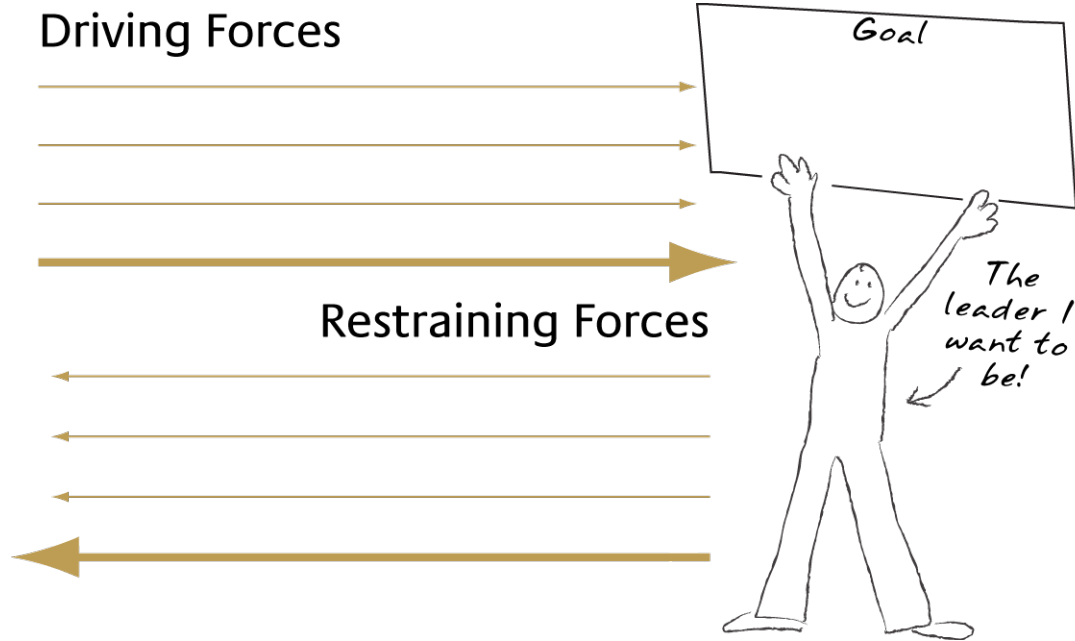
Look primarily to
input that is factual
and precise

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

Are precise in stating
what has to be done
and why

Motivators and Blockers

Forcefield Analysis



Motivators



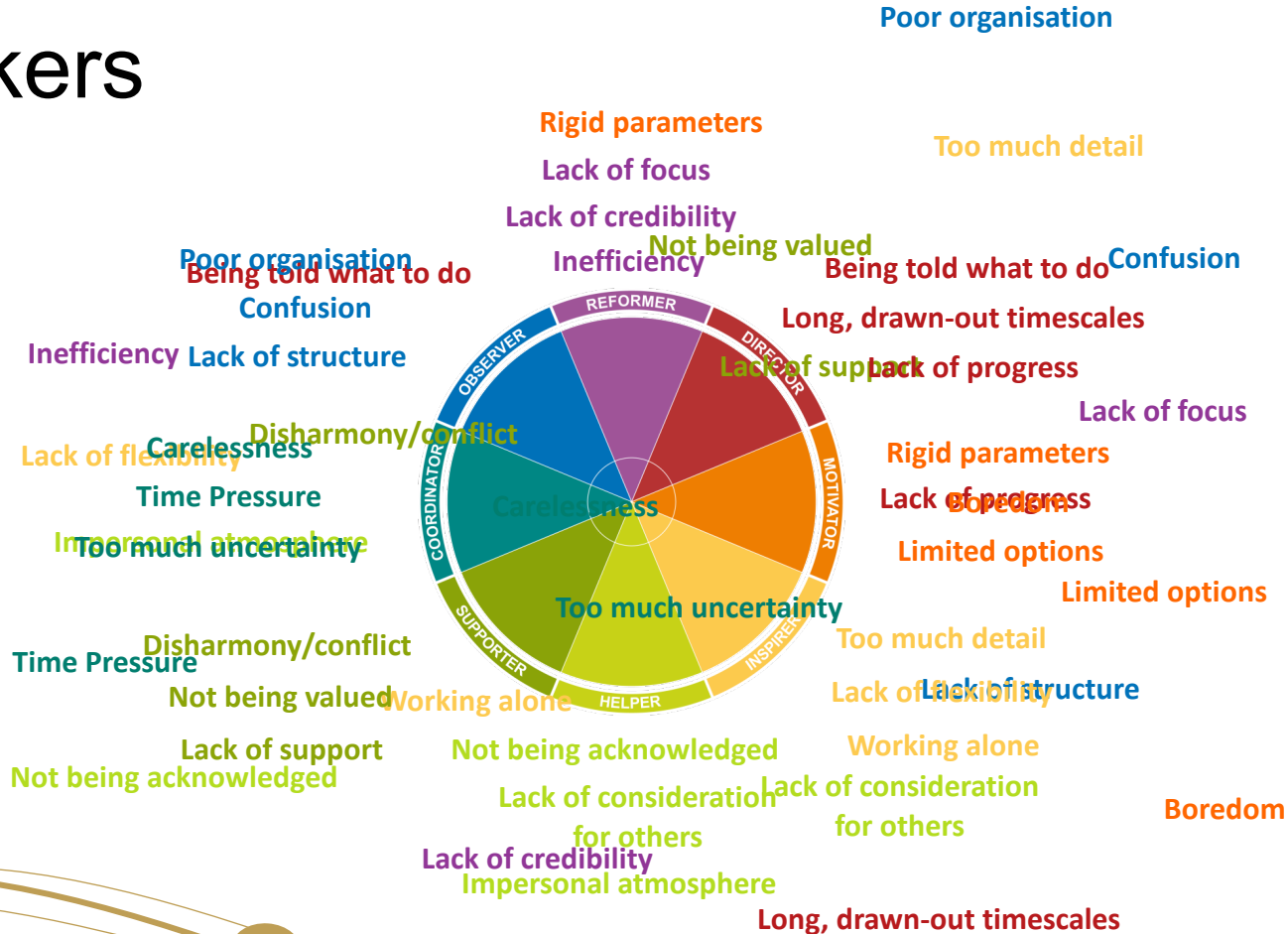
Motivators



Blockers



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



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

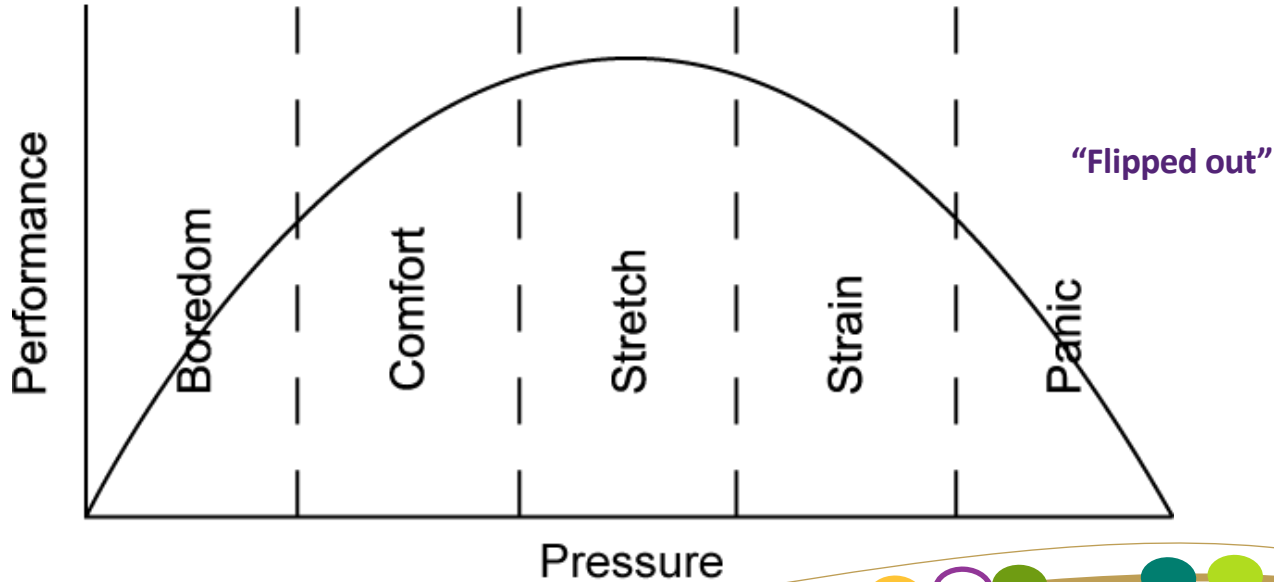


Silent, withdrawn, hurt
Judgmental, impersonal, withdrawn
Stubborn and overly cautious

Overly responsive
Appears opinionated and
argumentative
Critical and rebellious

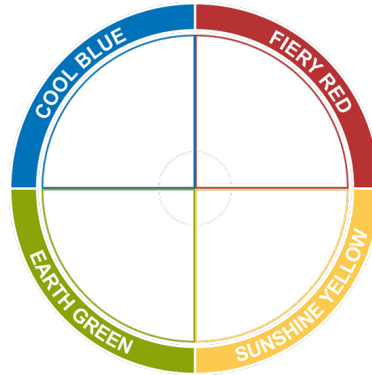
The Impact of Stress on Performance

- Yerkes-Dodson Human Performance Curve



High Stress “Flipped Out”

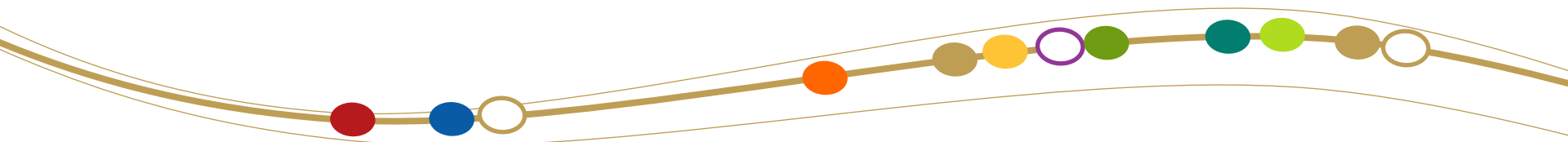
Pessimistic
Cold and calculating
Frozen



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



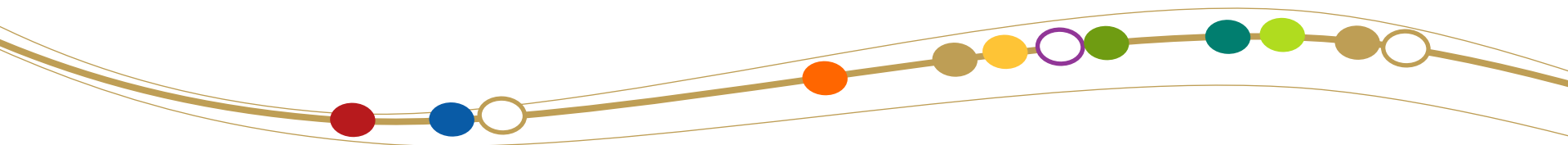
Allow for fast action
Make decisions and clarify the plan
Take time out
Put them in control
Let them lead the process

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

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

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