

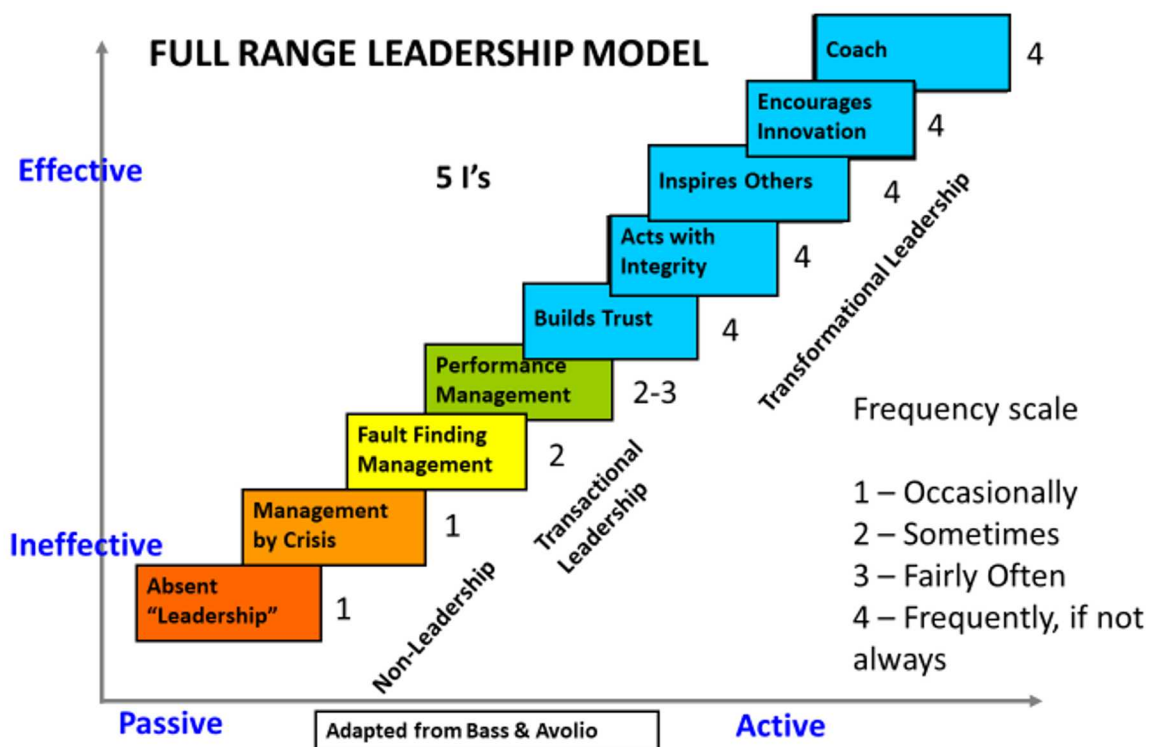


Building Trust through Leadership

This session aims to help leaders reflect about their leadership behaviours – particularly during change.

Defining management and leadership:

- Management is a transactional activity: "The Art of Getting Desired Results through People."
- Leadership should have a transforming effect: "Building people and making them successful."



Balancing your leadership skills and behaviours

What is the ideal balance between transactional leadership behaviours and transformational leadership behaviours?

Which leadership skills/ activities are transactional by nature and which are transformational?

What are the key leadership skills you personally need to develop in order to be able to build and empower your staff?

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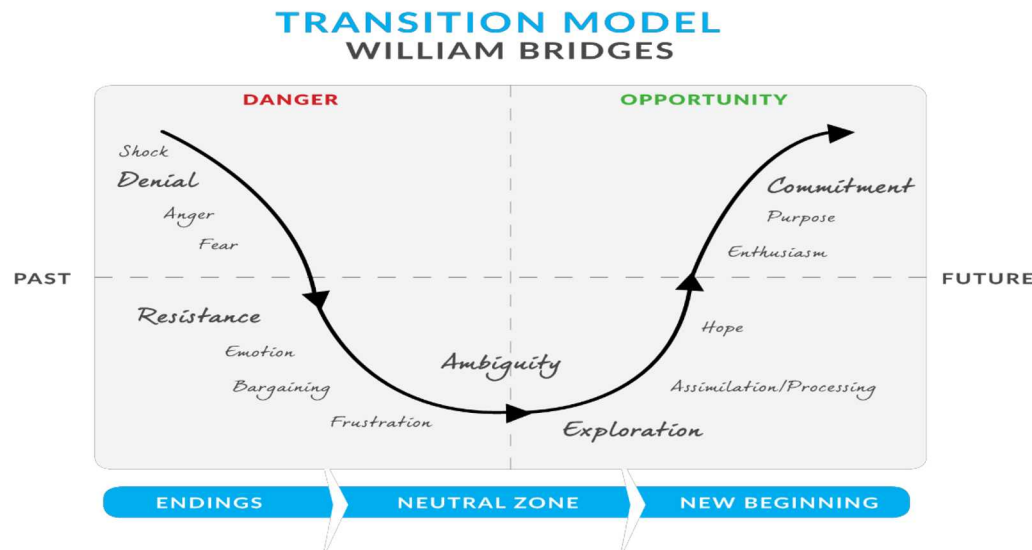
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The concept of leadership 'holding' in a crisis

<https://hbr.org/2020/04/the-psychology-behind-effective-crisis-leadership>

What do we mean by holding?

- Holding describes the way another person, often an authority figure, contains and interprets what is happening during times of uncertainty.
- Containing refers to the ability to soothe distress
- Interpreting is the ability to help others make sense of a predicament



Denial – dwell on the past – it can't happen – numb – minimising - refusing

Resistance – anger – hurt – complain – doubt – grief

Exploration – what's going to happen? – possibilities – chaos – new skills – clarifying goals/ resources

Commitment – where am I headed? – focus – teamwork – vision – co-operation - enthusiasm

What are the measures of successfully building trust?

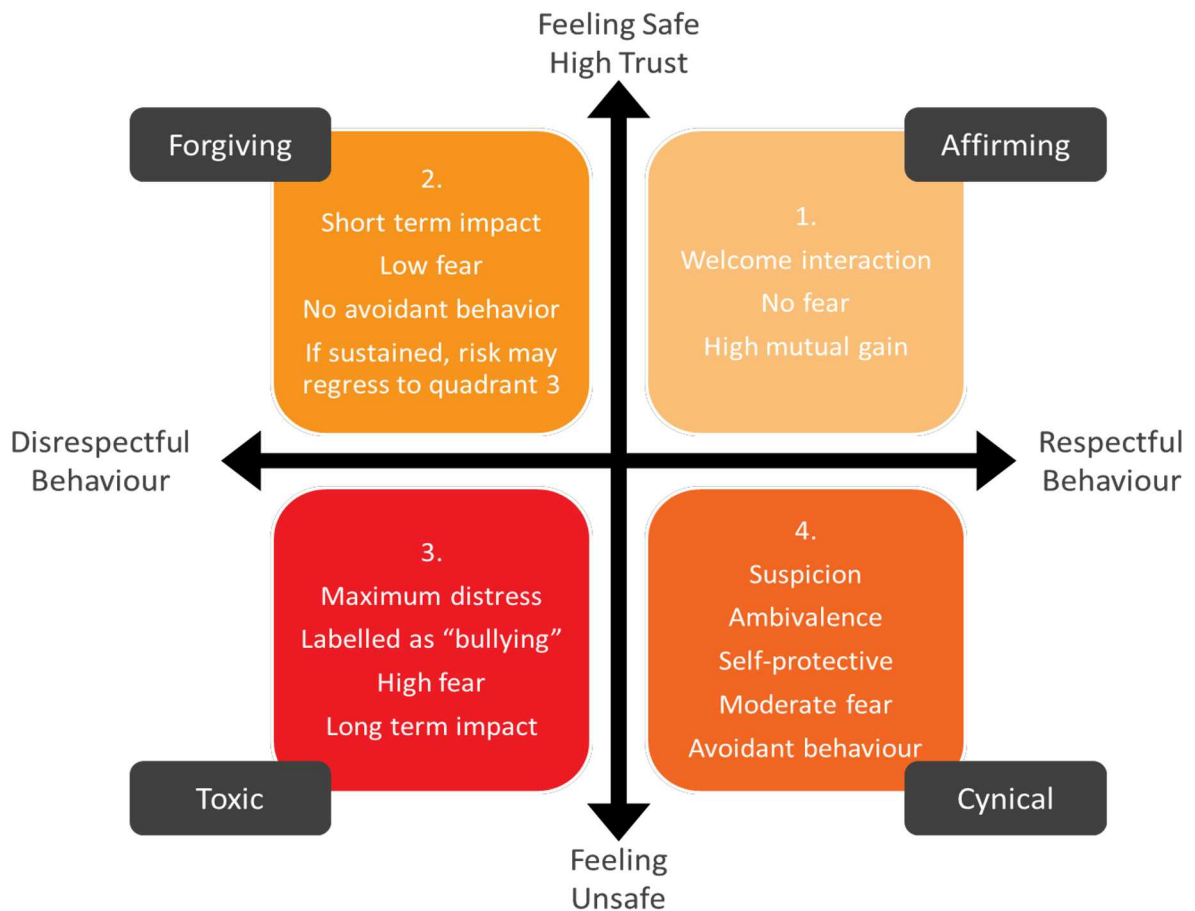
- Loyalty/ Engagement – discretionary output
- Collaboration is improved
- Innovation can only emerge when we are able to constructively disagree with each other
- Stronger relationships - that capacity for apology and forgiveness
- Motivation to do my best – work to my strengths
- Safety – psychological wellbeing 'I am in a good place'
- If trust becomes a cultural norm than it becomes a huge factor in attraction and retention of quality staff
- Conflict is constructive and interactions are more respectful

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The slide from healthy to cynical relationships.



As you observe the above quadrants, can you identify the positive behaviours which enable your relationships to remain in quadrants 1 & 2? What behaviours cause relationships to slip into quadrants 3 & 4?



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