



gaining outcomes *GO*

# Designing Minds

INNOVATIVE LEADERSHIP



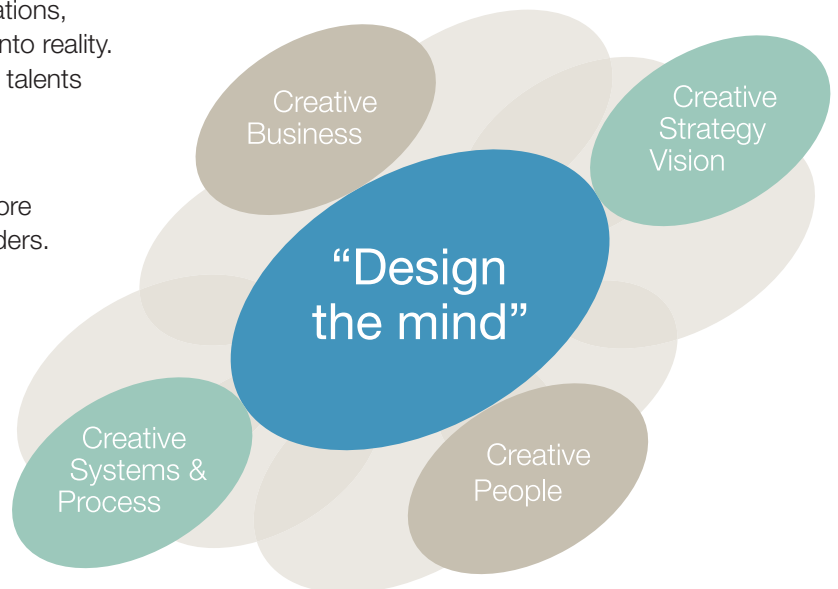
Gaining Outcomes GO  
Self Coaching Handbook

# Welcome to Designing Minds

Gaining Outcomes Designing Minds is a series of self coaching tools focusing on areas of human potential, creativity, innovation and whole brain thinking; social, analytical, logical, systematic and visionary.

In essence, we help people to become more **'innovative thinkers'** by developing their creative potential, helping them to build a culture which inspires original thought, creating new ideas and innovations, establishing a process which turns their ideas into reality. When a collection of brilliant minds, hearts and talents come together... expect a masterpiece!

**Designing Minds Innovative Leadership Self Coaching Handbook** is designed to explore the key attributes to be effective innovative leaders.



## Topics Covered

This handbook will give the learner some underpinning information and tools to lead and empower people, whoever you come into contact with.

- **What is Effective Leadership**
- **Whole Brain Thinking Leadership**
- **Caps a Leaders Wear: Coaching, Mentoring, Managing, Training**
- **Designing a Future Focus**

# Modeling Excellence as Leader

Have you ever thought about what it is successful leaders do? Have you thought about going inside a successful person’s head to hear what they are thinking? Your model of success and leading could be different from others, so how do we find our own unique way of leading others that works.

**Define Effective Leadership? If you could define effective leadership, what would you say it is?**

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## What is Effective Leadership?

How often have you heard the comment, “He or she is a born leader”? There are certain characteristics found in some people that seem to naturally put them in a position where they’re looked up to as a leader.

Whether in fact a person is born a leader or develops skills and abilities to become a leader is open for debate. There are some characteristics that are found in great leaders. These qualities can be developed or may be naturally part of their personality. Let us explore them further.

Some personal qualities include passion, humor, and empathy strength of character, general maturity, patience, wisdom, common sense, trustworthiness, reliability, creativity, and sensitivity.

Some human values come to surface in a great leader. Trust, it is important that a leader is trustworthy to lead others. A leader needs to be trusted and be known to live their life with honesty and integrity. A good leader “walks the talk” and in doing so earns the right to have responsibility for others. True authority is born from respect for the good character and trustworthiness of the person who leads.

A great leader is enthusiastic about their work or cause and also about their role as leader. People will respond more openly to a person of passion and dedication. Leaders need to be able to be a source of inspiration, and be a motivator towards the required action or cause.

Although the responsibilities and roles of a leader may be different, the leader needs to be seen to be part of the team working towards the goal. This kind of leader will not be afraid to roll up their sleeves and get dirty.

A great leader is confident. In order to lead and set direction a leader needs to appear confident as a person and in the leadership role. Such a person inspires confidence in others and draws out the trust and best efforts of the team to complete the task well. A leader who conveys confidence towards the proposed objective inspires the best effort from team members.

A great leader has vision and goals in focus, is able to think whole brain, they have the ability to think analytically, have a systematic approach, strategically plan and have understanding and compassion. Not only does a great leader views a situation as a whole, but is able to break it down into sub parts and see it from all angles.

A great leader is committed to the outcome and strives for excellence, they not only maintain a high standard, but they are also proactive in raising the bar in order to achieve excellence in all areas.

A great leader is a great communicator, one that is effective in getting solution focused results, see’s things from a range of viewpoints. Leading others can be natural talent, being observant, identifying what triggers each individuals motivation is a skill, a skill that can be learnt. A great leader is open to learning, open to feedback, open to have the people they lead empower them to succeed.

These personal characteristics are foundational to great leadership. Some characteristics may be more naturally present in the personality of a leader. However, each of these characteristics can also be developed and strengthened. A great leader whether they naturally possess these qualities or not, will be consistently developing and strengthening themselves in their leadership role.

My notes on effective leadership:

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Think of someone you know who is an effective leader - what are their qualities you admire about them?

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List your top 5 qualities or strengths you have as a leader

1. ....

2. ....

3. ....

4. ....

5. ....

List 5 development areas you would like to work on

1. ....

2. ....

3. ....

4. ....

5. ....

**Reviewing your list, what have you noticed? What stands out for you to move forward?**

What is it you need to do to strengthen your qualities as a leader? Who do you know that could help you?  
How will you go about these things differently from what you have always done?

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# Whole Brain Thinking & Leadership

Well let's explore how individuals think and what brain functions are dominant in individuals. Have you ever wondered what causes people to do things differently? Why is it people go about things sometimes in our mind, completely off track, or approach situations in a way we wouldn't approach them, yet it seems to work for them.

## NBI Profiling

The Neethling Brain Preference Profile (NBPP) was developed after extensive international research since 1980 on left/right brain functions. Kobus Neethling under the research guidance of Prof Paul Torrance of the University of Georgia first developed the NBPP for adults before applying similar methodologies to develop a number of other whole brain instruments.

This whole brain thinking profile gives an indication of how comfortable you should be in a certain situation. How you act towards other people in certain situations, how you do business, communicate, learn, teach, you solve problems, you make decisions.

The way we represent our experience varies from individual to individual. By understanding how we create those experiences, we can appreciate the diversity around us.

## NBI Whole Brain Thinking

### L1 Blue

Likes working with facts

Precise and exact

Logical and rational

Mathematical/ financial

Rational

Technical

Performance driven

Analytical

**TOTAL:**

## What are your thinking processes? Which part of the brain do you like to use best?

The activity below is a quick self assessment of our preferred way of thinking generally.

For a more accurate profile, you can contact us at:

**coaching@gainingoutcomesgo.com** and we can organize for you to get online and complete the Whole Brain Thinking Profile Instrument. There are 16 different profiles, you can explore which your preferred thinking is in, Leadership, Skills, Job, Creativity, Learning, Parenting, Relationship, Teacher/Trainer, Student or Sports, so golfers and you too could get better with more awareness of how you're playing the game.

Take a look at all the descriptions below. Give each description a mark out of 5. Giving 5 means this is really like you and 1 least like you at all. After you have scored each item, work out the total marks for each quadrant.

### L2 Green

Prefers traditional thinking

Likes detail

procedural

Likes security and safekeeping

Sequential and chronological

Punctual/ time conscious

reliable

organised and orderly

**TOTAL**

### R1 Yellow

See whole picture - not detail

Likes change - trying new things

Does several things at a time

imaginative

always looking for alternatives

enjoys challenges and risks

intuitive about new ideas

future orientated

**TOTAL**

### R2 Red

People focus

empathetic

intuitive towards others

expressive when communicating

caring and supportive

experiences strong emotions

likes personal interaction

enthusiastic

**TOTAL**



## If you have scored high in:

The **L1 Blue** leadership style is more 'Direct' , authoritative, stands firm, last say, 'distant', clear goals, inflexible, decisive, focused. Investigative, results, doing it right, monitor & assess, performance, priorities

The **L2 Green** leadership style is more 'Task' orientated, proven methods, practice, punctuality, diligence, experience, caution, Results-driven, checklists, supervision, evaluation, planning, procedure, rules/regulations , like to be organised

The **R1 Yellow** leadership style is more new ideas, 'Alternatives' , risks, visionary, future positioning, strategy, ignore details, Informal, playful, open-minded, new schemes, not traditional, 'intuitive flashes' , options, variety, not locked into anything.

The **R2 Red** leadership style is more 'Team' focused, connecting, communicate, feedback, consensus, involve others, approachable, social, Value the person, motivate, encourage, inspire, assistant, open-door, interact, sensitive

## Body Language Clues and Typical Phrases

### Blue

- Little head or body movement
- 'Down to business' attitude
- Looks may imply directness or challenge
- Upright, straight, formal
- Knowing the bottom line
- Critical analysis
- Break it down
- Key point
- Hardware
- Tools

### Green

- No extreme facial expressions
- Studious
- Arms to sides or folded
- Serious, reserved
- Sequence
- Play it safe
- By the book
- Self disciplined
- Law and order
- Establishing habits
- We have always done it this way

### Yellow

- Could look distracted
- May look else where, close eyes
- Sketches, doodles
- Impatient, fidgety
- Conceptual blockbusting
- Play with an idea
- The big picture
- Broad based
- "Cutting edge"
- Synergistic
- Innovative

### Red

- Nods head a lot to acknowledge
- Lots of eye contact
- Speaking with eyes
- Frequent questions
- Likes team work
- The family
- Interactive
- Participatory
- 'Human values'
- Personal growth
- Human resources



# Caps Leaders Wear

## The Coach, the Mentor, the Manager, the Trainer

When we look at the caps leaders can wear, it is usually in the workplace and we know the Mentor, Coach, Trainer and Manager are the four common caps. The other two caps that could play out in the workplace however it is not recommended to play the role of counselor or consultant in a work environment. Being aware of the different roles and how they play at any one time is crucial for all great leaders, the more behavioral flexibility a leader has the more productive results can be achieved.

### Coaches Role

Partnership, collaboration, advice free zone, futures focused, solution focused, exploring

### Manager Role

Directive, goal, outcomes, results, answer to, ensuring job is done

### Consultants Role

Expertise on a subject, advising, problem analysis, direction on how to, what to telling approach

### Mentors Role

Role model, aspire to like, sharing knowledge, advice, problem solving, focuses on professional development of the person, relationship crosses boundaries

### Trainer

Teaching a skill, imparting knowledge, transferring knowledge, building blocks, foundations

### Counseling

Advising, therapy, specialized in fields  
Past driven as to 'why'  
Problem focused, analyzing the past.

## Activity with the Caps Leaders Wear

Think of situation and someone you know for each of these roles.  
List the person, the situation and their characteristics you identify for their role.

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When would there be times you as a leader would need to 'wear' the caps of Coach, Mentor, Manager, Trainer?

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Have you found you may be wearing one cap too much in certain situations?

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If so, which cap would need more practice?

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# Basic Solution Focused Principals and Assumptions for Leaders

As a leader, here are some key areas for you to consider and develop to enhance your leadership qualities.

- Nothing is **wrong** or **broken**. People work perfectly to achieve their current outcomes.
- People have the **resources** they need
- The person is naturally **creative, resourceful & whole**
- Behind every behavior is a **positive** intention
- Every behavior is **useful** in some context
- If you are not getting the **response** you want, do something different
- If someone can do something, anyone can **learn** it
- People make the best **choice** available to them at the time
- If it's possible in the world, it's possible for the person It's only a matter of **how**.



How do successful leaders keep motivated and focused? What success strategies do they use? Successful leaders notice what they and others do differently. Below is an activity, the first is to list 5 things you had a problem or challenge with and worked through the problem or challenge really well.

The next activity is to list 5 things you had a problem with and didn't handle well...

**Think of 5 situations where you had a problem and worked through it really well?**

1. ....
2. ....
3. ....
4. ....
5. ....

**Think of 5 situations where you had a problem which you didn't handle it so well?**

1. ....
2. ....
3. ....
4. ....
5. ....

**Reflecting on your list, what have you noticed?**

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Often people will do the same thing over and over again and usually get the same result. Have you noticed what was done differently.

Sometimes it is what we value that makes a difference, sometimes it could be other things that cause us to do something different. What caused you to handle some things differently and get results and other times not get results.

**What comes to mind now, reflecting on the two differences?**

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## As leaders how do we motivate?

As a leader, have you ever wondered, why people are enthusiastic about an idea, task, work situation, then a few months, days or over time, it is like the 'novelty wears off'? I suppose you may wonder what is it exactly that motivates people to move forward, achieve, be energized and be motivated. People are motivated by what they value, however, often people don't know what they value until they have been taken away from them.

## What are values? Why are they important?

Values are who we are, not who we would like to be, not who we think we should be, but who we are in our lives, right now. Another way to put it is that values represent our unique and individual essence, our ultimate and most fulfilling form of expressing and relating. Our values serve as a compass pointing out what it means to be true to oneself.

As a leader we know how important it is for people to be clear about their own values, however, the process of clarifying values is often difficult.

- Values are largely unconscious and run our behavior
- They are how we decide if our actions are good or bad, right or wrong.
- They provide the primary motivating force behind our actions – the 'why' we do things.
- They can change with context; however our core values are usually the same across all contexts.

***'We are not our behaviors, we are responsible for our behaviors, but our behaviors are not us'***

Highly valued criteria are those which one is willing to invest resources in, (ie. Money time, energy) to accomplish. To understand these is to understand the anatomy of how workplaces are formed and maintained, and the structure of life choices.

For example people have certain criteria that when violated cause them to leave a career or job

Ranking involves carefully comparing the criteria which seem to be very important to you. Suppose you had one without the other in a job or career? Which would you ultimately choose?

## Exercise:

Here is an example list of some highly valued criteria for workplace or career.

What would be your Top 10 most important things in a job? Pick your top 10 and list with number '1' as the MOST important and to number '10' as the LEAST important.

- |                                 |                                |
|---------------------------------|--------------------------------|
| ..... Status / Power            | ..... Respect                  |
| ..... Promotion / Getting ahead | ..... Money                    |
| ..... Adventure                 | ..... Independence             |
| ..... Stability / Safety        | ..... Life experience          |
| ..... Financial security        | ..... Popularity               |
| ..... Recognition               | ..... Working alone            |
| ..... Working with others       | ..... Challenge                |
| ..... Achievement               | ..... Security                 |
| ..... Location                  | ..... Responsibility           |
| ..... Fame                      | ..... Leadership/Influence     |
| ..... Knowledge                 | ..... Artistic creativity      |
| ..... Competition               | ..... Self fulfillment         |
| ..... Helping others            | ..... Creativity               |
| ..... Continues learning        | ..... Sense of belonging       |
| ..... Time freedom              | ..... Intellectual stimulation |

Now you have your top ten of what most important to you in a job (your values) identified. How is your current workplace environment meeting your primary values needs? If you think some of your values are not being met, then ask yourself the following:

**1. What is within my control to change and what is not?**

**2. With areas identified you can't control can you influence?**

- If we can influence a situation identified who can control the change (eg: who is able to make a change, this is the person which I need to focus my influences towards).

**3. If it is in your control, what are some of the things you can do about changing the situation.**

An example is: Nikki feels her work colleague wasn't showing her respect when in meetings. Her colleague dismisses any ideas raised by Nikki and often talks over her. Nikki could influence this situation by suggesting a 'ground rules' to be established at the start of the next meeting. She suggested on white board or flip paper for us

***'To gain the most out of these meetings - our ground rules for successful meeting are:'***

- Mobiles off, show respect, allow each to speak and wait for the person to finish, ask questions.

Nikki suggested everyone in the meeting contribute to this list of ground rules with meetings. With everyone participating in establishing ground rules, everyone becomes involved. Nikki also suggested everyone takes turns in running the meeting, this gives opportunity to each person in the meeting to direct and run the meeting and agenda. Now, you may or may not be able to do this in your workplace, however the objective is, Nikki took influence over something she has no control over, made suggestions for better effectiveness, not only for herself but for others and the meeting outcomes, these suggestions could have been declined, however they weren't, everyone welcomed them. The point is, if you don't ask the questions or influence you will never no, it's about giving it a GO!

**Notes on what needs attention to action:**

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**Shifting STUCK States**

Effective leaders also know where to put their energy to, 'where energy goes, energy flows' This next activity if you are saying 'yes' to things that are not of value or spending time on things that are not of value or to the 'big picture' of what you really want. What are you saying 'no' to?

An example could be if 'I'm saying 'yes' to 'extra work load' , then I'm saying 'no' the quality of work and time on important projects. If I'm saying 'no' to 'meetings that are not important' then I'm saying 'yes' to time spent more effectively.

<b>By saying YES to</b>	<b>I am saying NO to</b>
1. ....	.....
2. ....	.....
3. ....	.....
4. ....	.....
<b>By saying NO to</b>	<b>I am saying YES to</b>
1. ....	.....
2. ....	.....
3. ....	.....
4. ....	.....

# Designing a Future Focus

As an effective leader, taking time to reflect on what you want for the future, thinking about what you might evolve can lead to creating what you want, more so than what you don't want.

## The Model for SUCCESS:

What are you leaving behind, that no longer is of use or effective, taking time to write down from this moment on, what needs to be left behind? Once written, shred it and throw it away.

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What space has opened up for you now? Write down what you feel and think has open up for you, for you to move forward.

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What are you called to bring? As an effective leader, what is your purpose, what do you feel and think has been called to come in for you, for your future as a leader.

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What will you do first? To leave footprints in the sand, what will you do first to move forward to creating what you want with your leadership, life and purpose?

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What is the next step ( after this day what is your vision of your business/ life/relationships say in 12 months time what would you be reflecting on you have achieved. )

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Next, is your action planning.

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## Action Plan

If your intention is to be effective, effective leader's action and move forward with what they want. What good ideas or ways of performing a task a better way can you action?

This is the spot for you to write them down. It has been found that if new ideas or actions are not used within 24 hours, they are generally forgotten.

When you get back to work put this sheet in a prominent place and make sure that you try all of the things that you have made note of.

A series of horizontal dotted lines for writing.

## Dear Effective Leader,

Thank you for taking the time to build on your skills and knowledge when it comes to leadership. This learning is only the 'Tip of the Iceberg', you are just scratching the surface to what is possible as a leader and good on you for building what is possible.

This ebook is designed to help draw out and help move you toward the true potential of what's possible. Below is a list of suggested reading, to help continue to build and discover. If you feel you would like to explore more, please contact us on [coaching@gainingoutcomesgo.com](mailto:coaching@gainingoutcomesgo.com) we look forward to hearing from you soon.

Take Time to Reflect

Kind Regards,  
Terry-Lyn Stevens

## Suggested Reading

### **The NLP Coach**

Ian McDermott & Wendy Jago

### **Believe and Achieve**

Paul Hanna

### **Who Moved My Cheese**

Spencer Johnson

### **Good to Great**

Jim Collins

### **Learned Optimism**

Martin Seligman

### **7 Habits of Highly Effective People**

Stephen Covey

### **Leading your TEAM**

Andrew Leigh & Michael Maynard

### **Fierce Conversations**

Susan Scott

### **Influencing with Integrity**

Genie Z.Laborde





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