

zero|one|ten
Leader



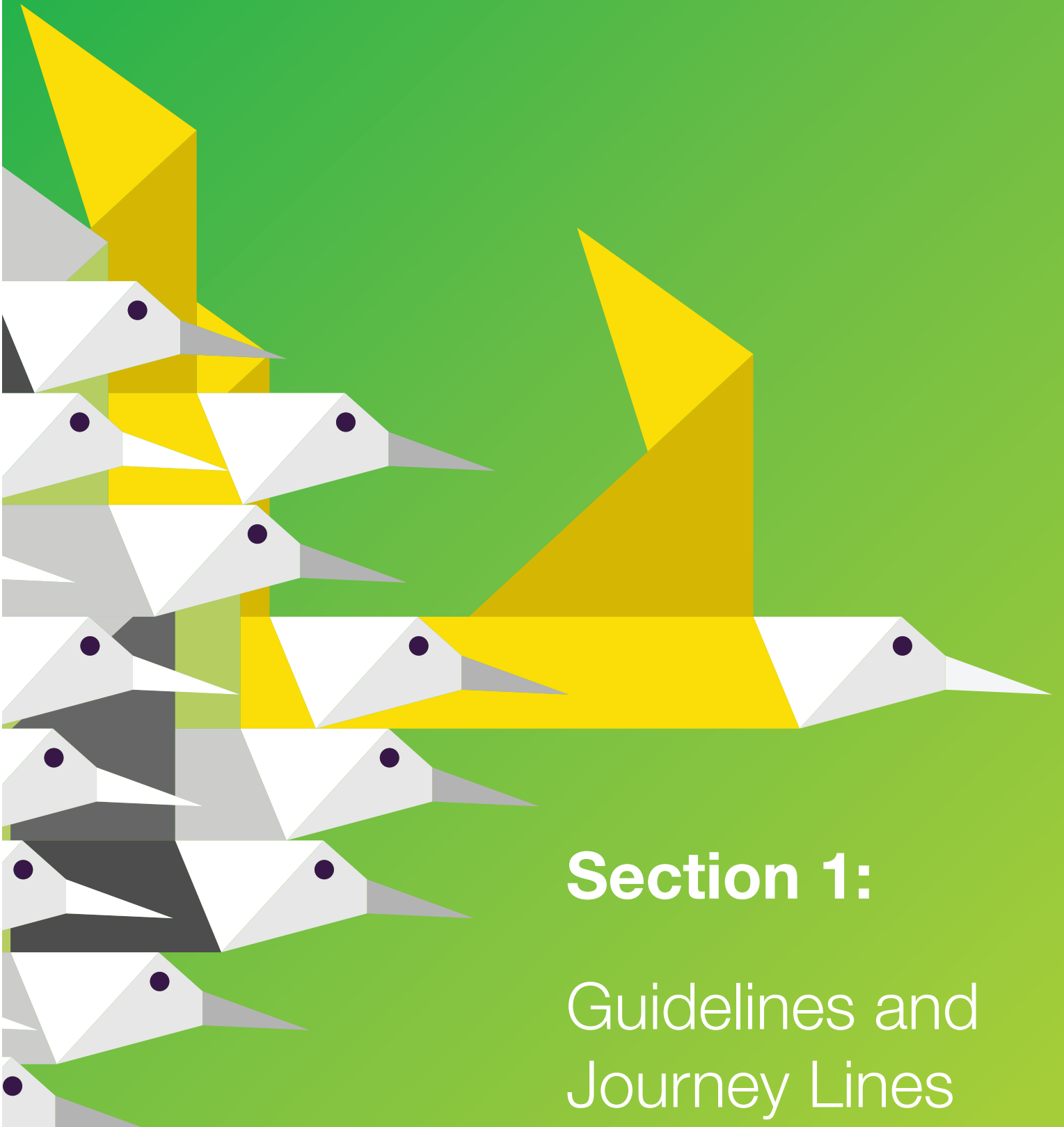
Workbook



Lead Self
Lead Others
Lead the Work

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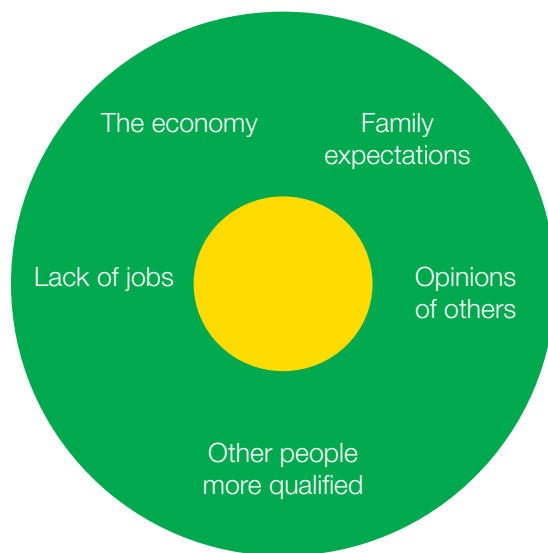
Section 1:

Guidelines and
Journey Lines

Guidelines for Participation

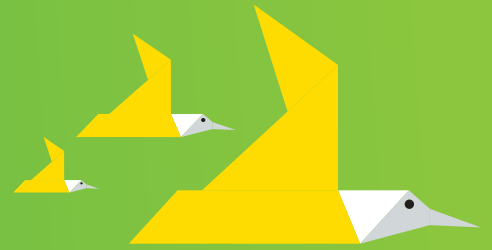
Circles of Concern & Influence

Circle of Concern



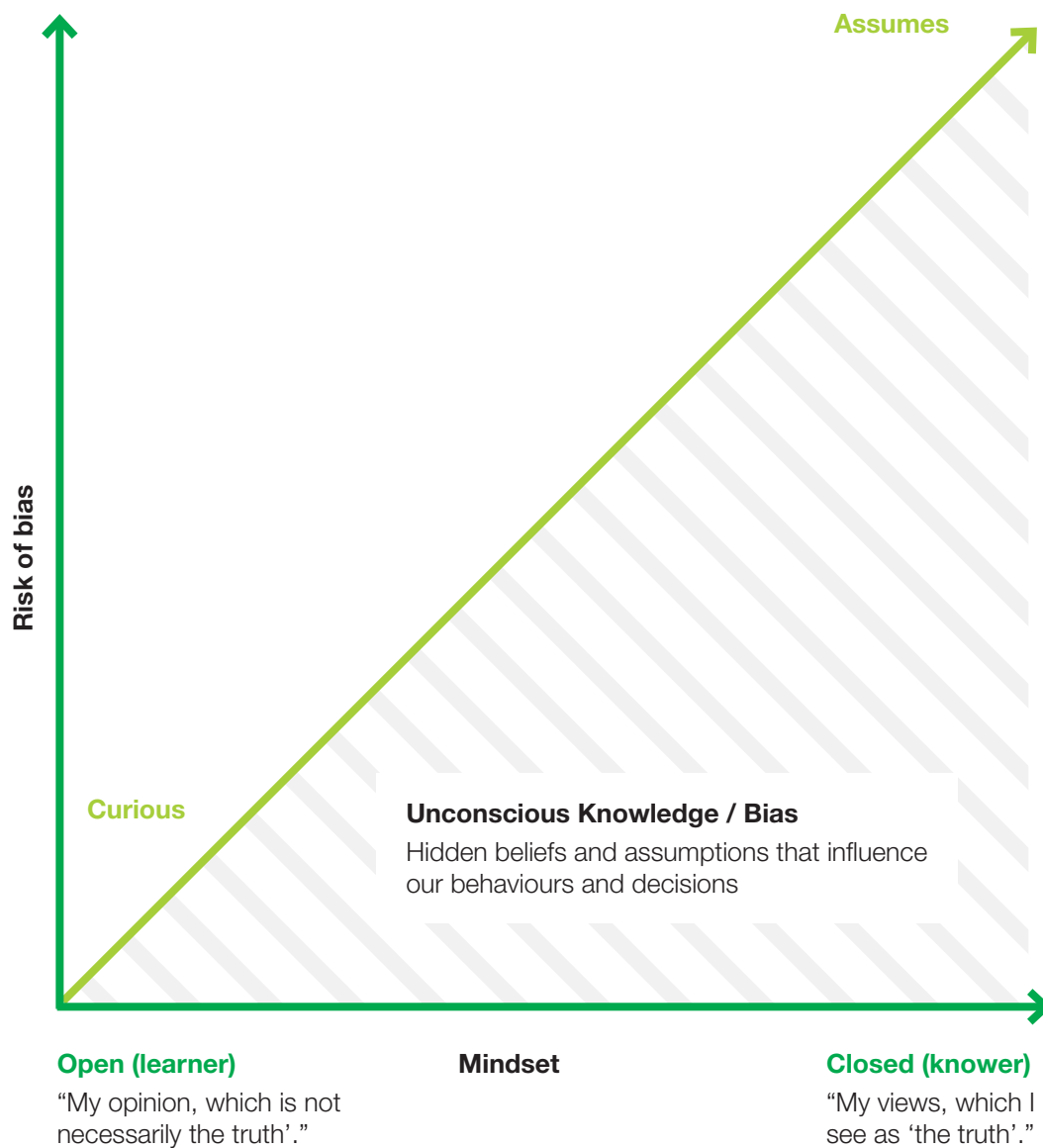
Circle of Influence





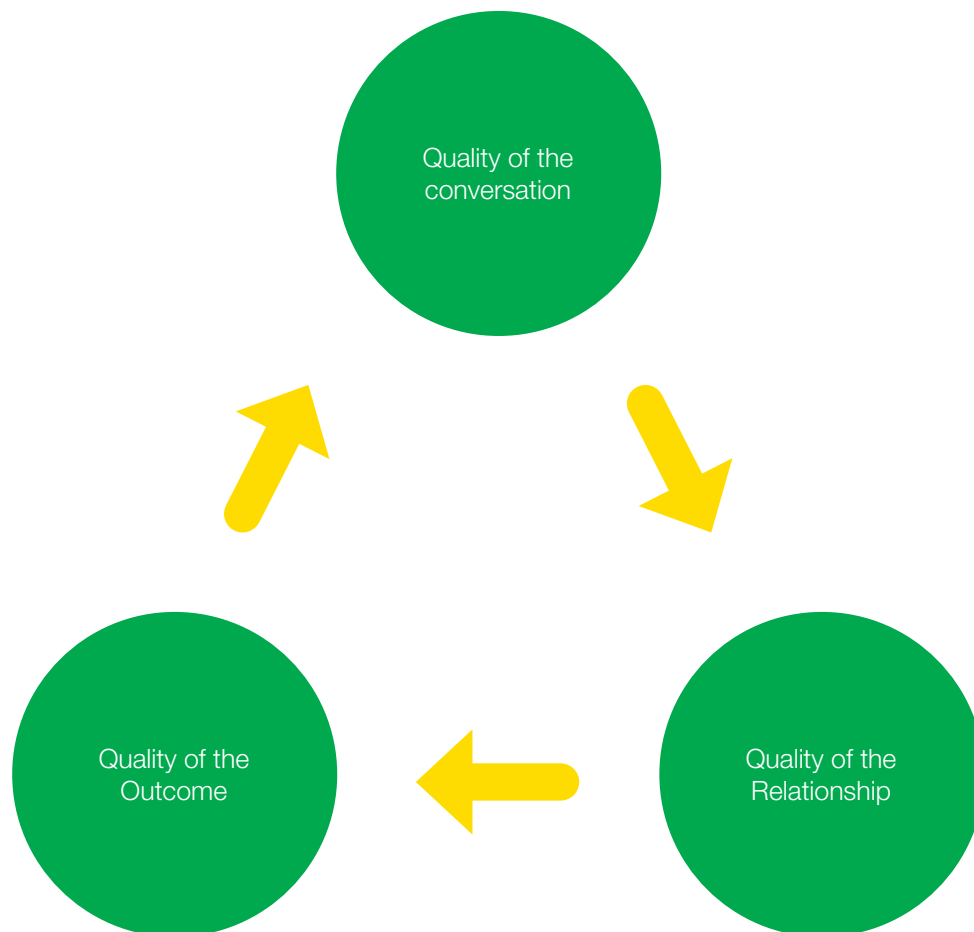
Guidelines for Participation

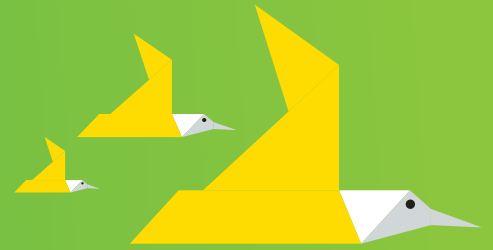
Unconscious Knowledge / Bias



Guidelines for Participation

Quality Conversations





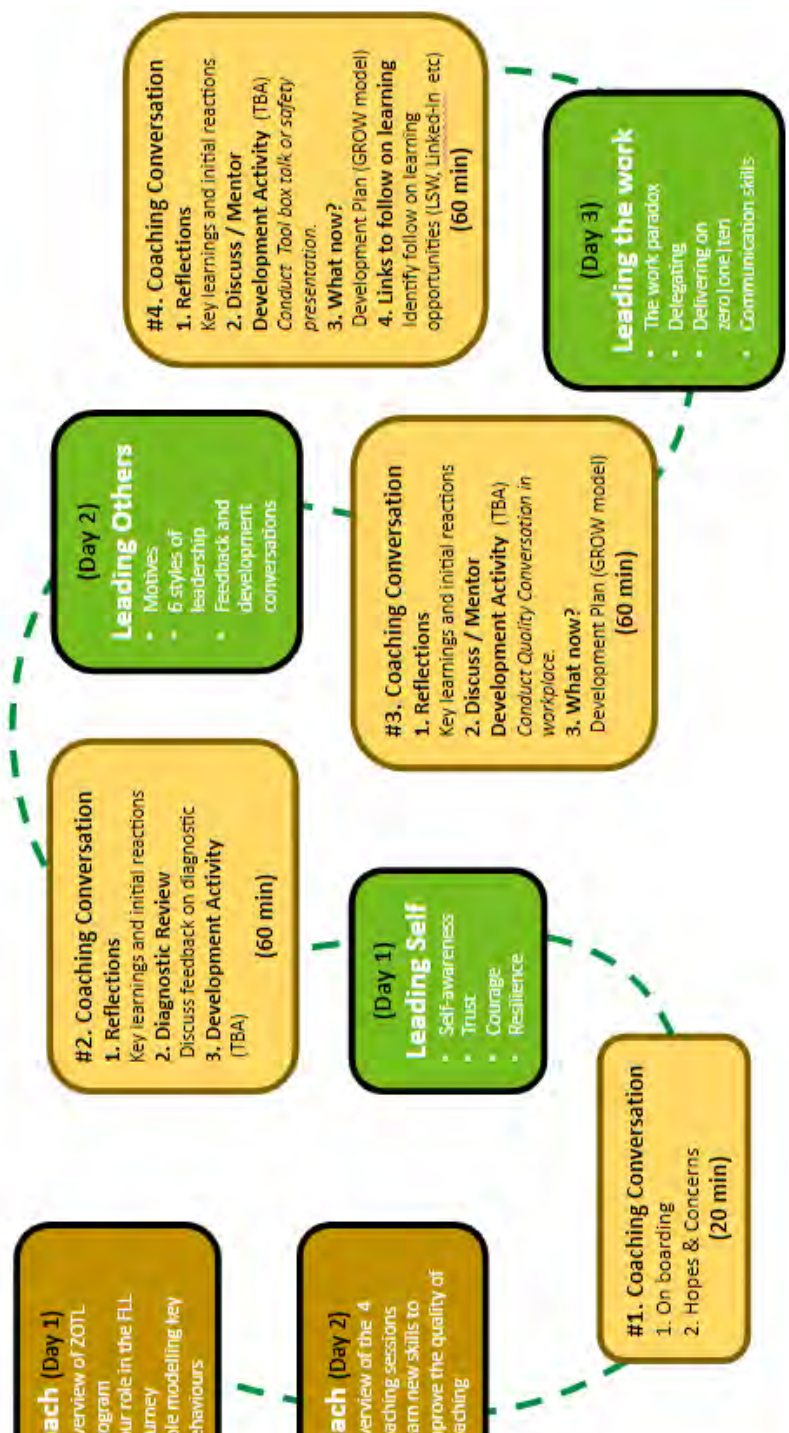
Exploring the Success Profile

Competencies	Experiences
<ul style="list-style-type: none"> • Communicates effectively – Develops and delivers communications that convey a clear message to a diverse audience. • Manages conflict – Handles conflict effectively and de-escalates. • Instills trust – Builds trust with the team through honesty, authenticity and consistent behaviours. • Ensures accountability – Holds self and others accountable to team goals. • Builds effective teams – Builds a team that applies their different skills and perspectives to achieve common goals. • Customer focus – Builds relationships with customers and delivers to the customers needs. • Directs work – Provides direction, delegates and removes obstacles. 	<ul style="list-style-type: none"> • Safe Production - Works safely at all times. • Experience with people of diverse backgrounds in tense or challenging situations. • Exposure to customers to appreciate their perspectives and have insight into their experiences and motives. • Onsite experience, knowledge of Boral products, work standards, practices and processes. • Exposure to different sites, departments or business areas to gain broader Boral and industry knowledge. • Exposure to great leaders and role models to know what leadership looks like.
Traits	Drivers
<ul style="list-style-type: none"> • Respect for others - Respect people from all walks of life. • Openness – Adapt to change and appreciate differences in opinion, values and experience. • Resilience - Staying calm under pressure, maintaining a positive outlook. • Perseverance - Work through issues despite setbacks. • Integrity - Do what you say you are going to do. • Courage - Do the right thing even when it is hard. 	<ul style="list-style-type: none"> • Achievement – Delivers upon goals. Works towards zero one ten. • Supportiveness – Works with, encourages and empowers others. • Pride – Pride in obtaining the best results for Boral, our customers and workforce. • Care – Facilitates safe environment for all. • Improvement – Seeks to continuously learn and improve. • Values – Lives and breathes Boral values. • Professional – Professional when interacting with others.

Guidelines for Participation

Leader Program Summary

Full Program Overview

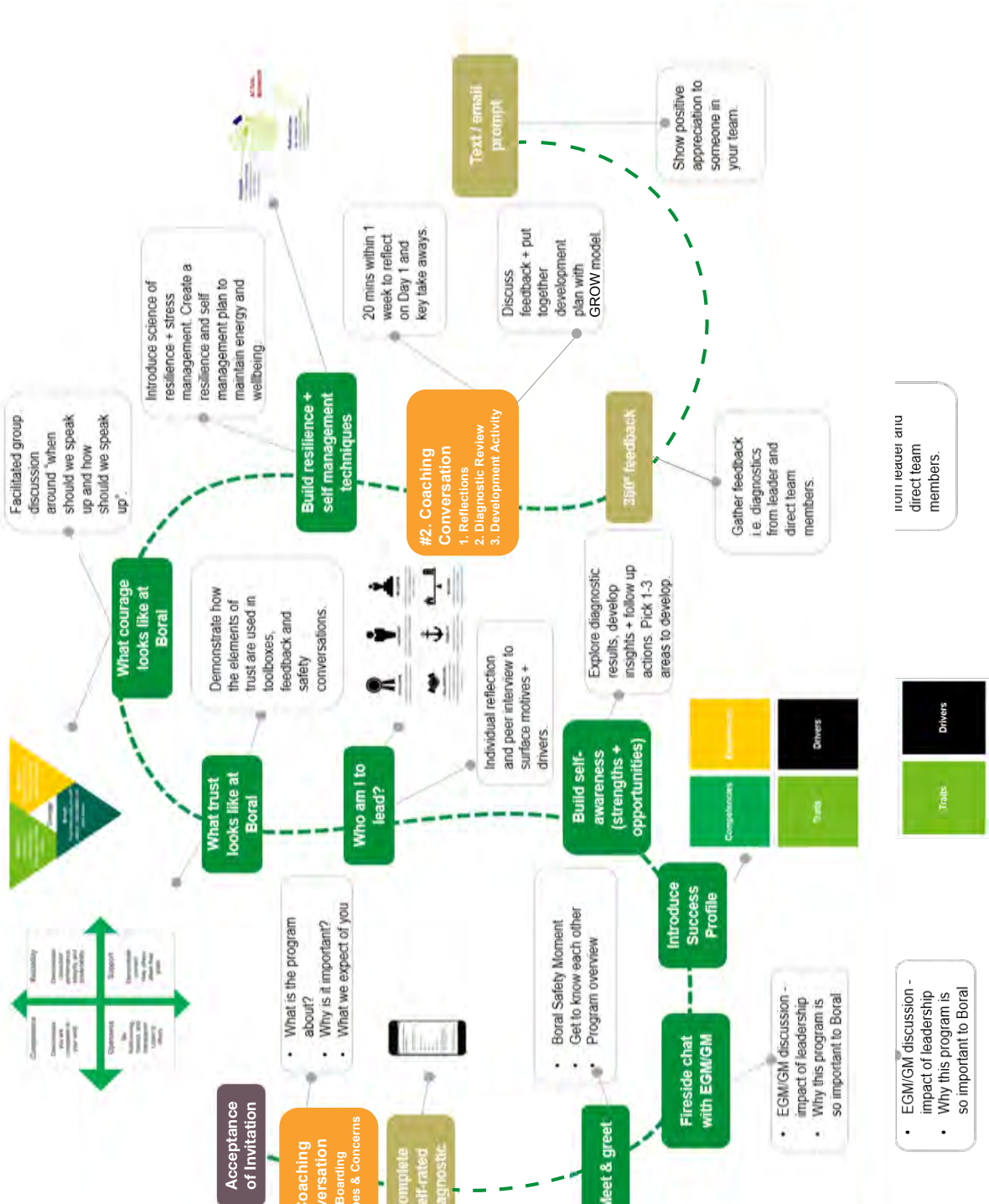




Guidelines for Participation

Our Journey Together

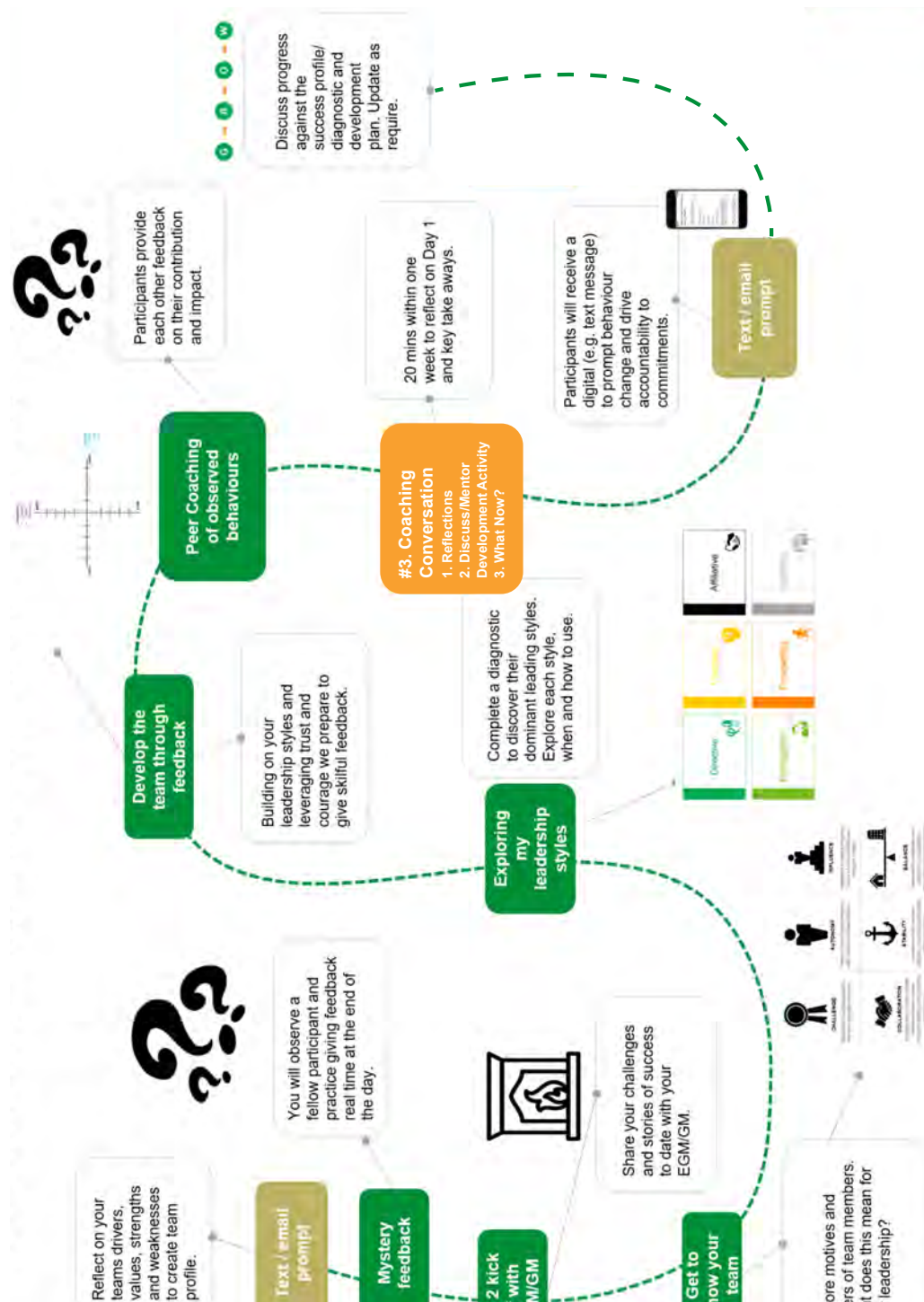
Part One - Leading Self



Guidelines for Participation

Our Journey Together

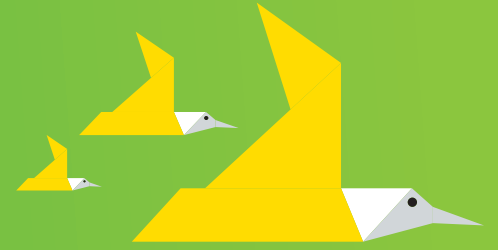
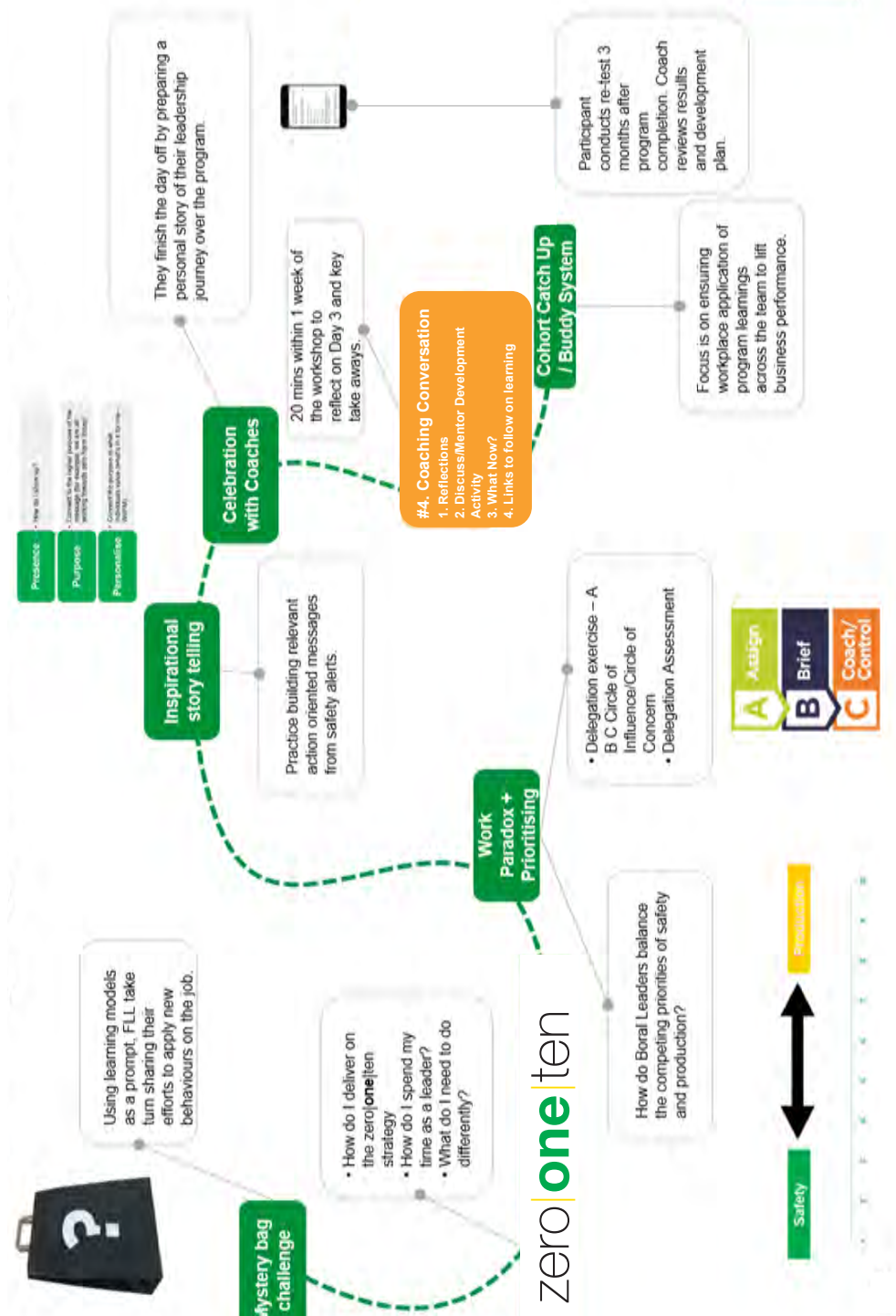
Part Two - Leading Others

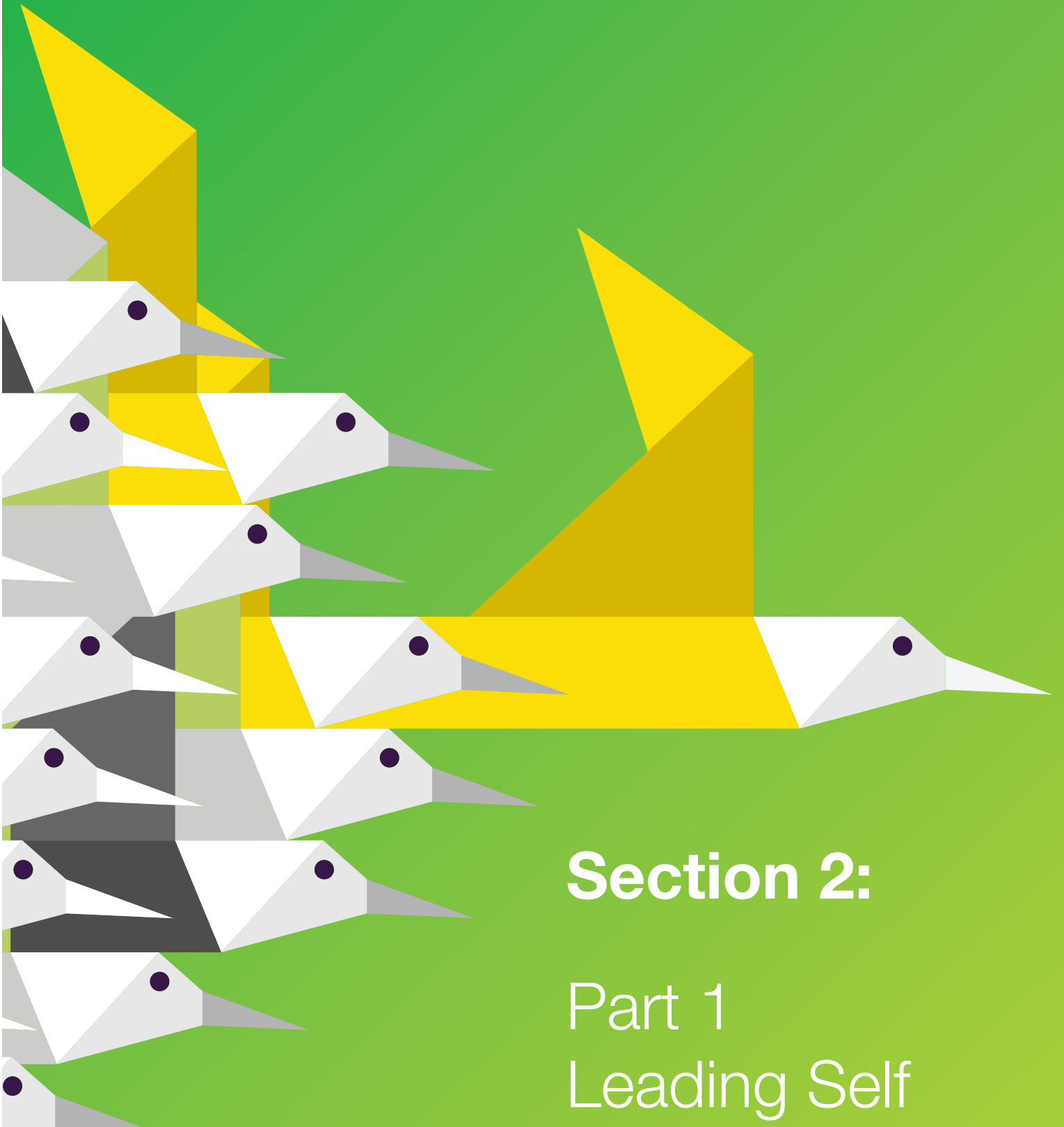


Part Three - Leading the Work

Guidelines for Participation

Our Journey Together





Section 2:

Part 1

Leading Self

Part 1: Leading Self

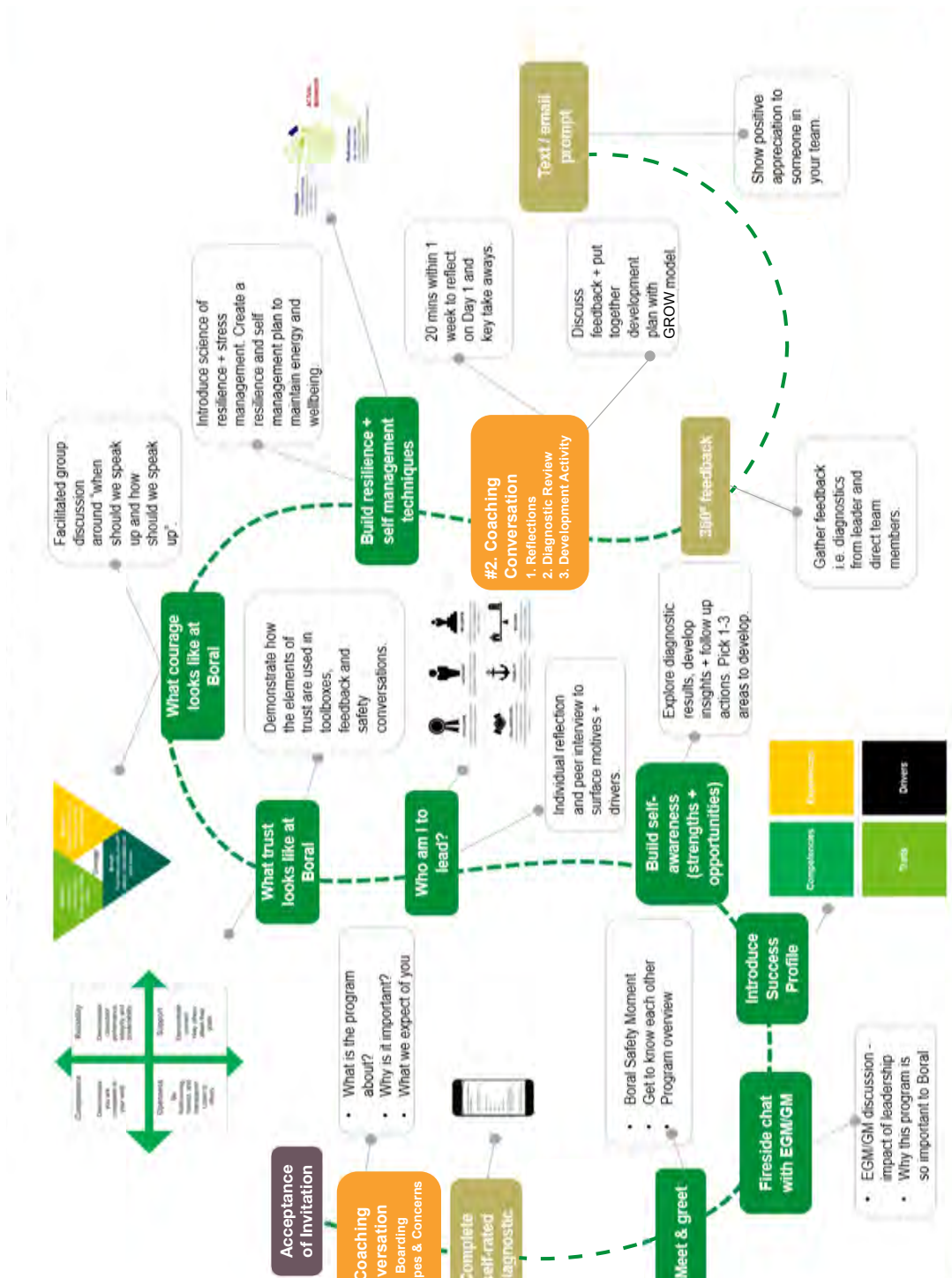
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Part 1 Leading Self

Our Journey Together

Part One - Leading Self

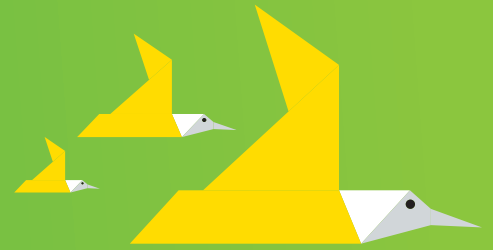




1a

Building Self
Awareness





1a Building Self Awareness

Day 1: Leading Self

Who am I to lead?

1. I know what drives me as a leader, I am aware of my strengths and I am willing to keep learning and developing as a leader at Boral.
2. I know how to build trusting relationships with all of my team mates and I am comfortable to have courageous conversations.
3. I take the time to look after myself so I can manage stress effectively and have the energy to keep others safe and productive.

(1 = not comfortable; 10 = very comfortable)





1a Building Self Awareness

Self-awareness

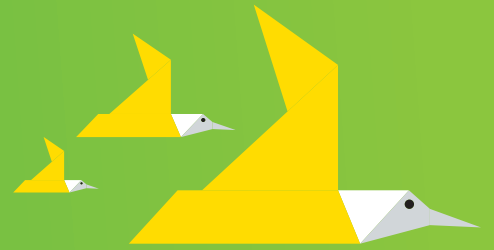
Strengths & Opportunities

What examples/stories can you use to back up your reasoning?

What would those closest to you say about your leadership?

When was the last time you asked someone else about your leadership in regards to this element?

How did it feel to do this activity and reflect on your leadership?



1a Building Self Awareness

Self-awareness

Strengths & Opportunities

Strengths

Large empty rectangular area for writing strengths, colored light green.

Opportunities

Large empty rectangular area for writing opportunities, colored light yellow.



1a Building Self Awareness

Consider the ‘what’s...

What

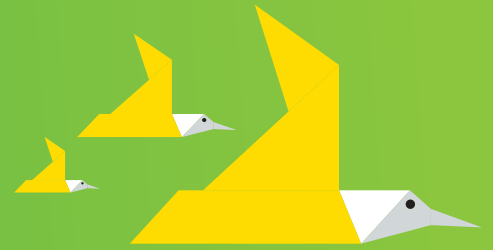
What have you learnt about yourself as a result of this process?

So What

What implications does this have for your leadership?

Now What







What are you going to do about it?



1a Building Self Awareness

Self-awareness

Leadership Drivers and Motives

 <p>Challenge Motivated by achievement in the face of tough obstacles</p>	 <p>Collaboration A preference for work-related interdependence, group decision-making, and pursuing shared goals</p>
 <p>Autonomy Prefers to work autonomously with freedom to take initiative</p>	 <p>Stability A preference for process-orientated, structured and stable work environments</p>
 <p>Influence Motivated to seek increasing levels of responsibility and being in charge</p>	 <p>Balance Motivated to integrate work and life in a sustainable, enjoyable and meaningful way</p>

The goal: To end with the 6 Drivers and Motives most important and motivating to you.

- Review each Driver and Motive in your Workbook.
- Write down the 6 in order of what resonates most with you.

1

2

3

4




5

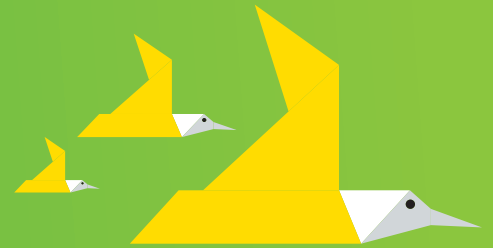
6

1a Building Self Awareness

Self-awareness

Leadership Drivers and Motives




 CHALLENGE	 AUTONOMY	 INFLUENCE
<p>Motivated by achievement in the face of tough obstacles.</p> <p>Characteristics:</p> <ul style="list-style-type: none"> • Exhibit a strong desire to excel. • Take initiative/responsibility; are self starters. • Like a sense of challenge and accomplishment. • Are competitive and like to be the best; pursue excellence and personal improvement; often exceed expectations. • Have high expectations; tend to be critical and unforgiving of their mistakes. <p>Overused:</p> <ul style="list-style-type: none"> • Want to do it all; may take on too much work and get overloaded or burn out. • Can allow focus on task and results to get in the way of sensitivity toward people. • Dislike being micromanaged. • Have a low tolerance for boredom and routine. • Can be overly hard on themselves when they fail to meet their own high standards. 	<p>Prefers to work autonomously with freedom to take initiative.</p> <p>Characteristics:</p> <ul style="list-style-type: none"> • Have an individualistic approach that often leads to new ways of thinking and doing things; are independent thinkers. • Expresses confidence in own decisions, rather than rely on a consensus approach. • Takes ownership of tasks using their particular style and methods. <p>Overused:</p> <ul style="list-style-type: none"> • May need to be prodded to participate in group events and share ideas. • Tend to be less communicative. • Like to do things their way; may use an 'it's my way or the highway' approach and thus have difficulty attaining buy-in for decisions. • May rock the boat and break the rules to an inappropriate degree. 	<p>Motivated to seek increasing levels of responsibility and being in charge.</p> <p>Characteristics:</p> <ul style="list-style-type: none"> • Like to lead and guide the actions of others; prefer leadership roles. • Are interested in advancement and moving up. • Enjoys visible signs of recognition. • Often emerge as the informal leader on teams and projects; like to rally the troops. • Like to feel their work has impact. <p>Overused:</p> <ul style="list-style-type: none"> • May appear to others as being political and manipulating. • May be overly concerned with what other people think. • Can be domineering. • May have difficulty working in a team environment where they are the team member or follower rather than the leader.



1a Building Self Awareness

Self-awareness

Leadership Drivers and Motives

 <p>COLLABORATION</p>	 <p>STABILITY</p>	 <p>BALANCE</p>
<p>A preference for work-related interdependence, group decision-making, and pursuing shared goals.</p> <p>Characteristics:</p> <ul style="list-style-type: none"> • Are most happy when working with others. • Build rapport easily; are approachable. • Like to participate in and be a part of a team; have a need to belong. • Open up about themselves; are self-disclosing. • Like to develop personal friendships with people at work. <p>Overused:</p> <ul style="list-style-type: none"> • May focus on relationships at the expense of getting their work done. • May unnecessarily seek peer approval on tasks. • May avoid conflict and have a tough time giving constructive feedback. • May be overly dependent on personal relationships to get work done. 	<p>A preference for process-oriented, structured and stable work environments.</p> <p>Characteristics:</p> <ul style="list-style-type: none"> • Likes predictability in their work environment. • Desire plenty of information and no-surprises approach. • Are dependable and reliable. • Like processes and procedures. • Tend to avoid risks. <p>Overused:</p> <ul style="list-style-type: none"> • May have difficulty with the pace of change within and outside the organisation. • May do things because ‘that’s the way they have always been done’ rather than finding new and better processes. • May be more focused on the here and now, rather than preparing for the future. • May be stuck in their comfort zone. 	<p>Motivated to integrate work and life in a sustainable, enjoyable and meaningful way.</p> <p>Characteristics:</p> <ul style="list-style-type: none"> • Like to balance all areas of life, not just work. • Are most productive in the absence of stress. • Are reluctant to take on extra work if it will get in the way of their personal life. • Leave work on time, prefer not to work overtime or weekends. • Are more focused on being satisfied at work than achieving and attaining status. <p>Overused:</p> <ul style="list-style-type: none"> • May come across as lacking dedication, commitment and initiative. • May allow outside interests get in the way of performing job duties. • May have a reputation of being a clock-watcher. • May be less productive than others on the team.



1a Building Self Awareness

Exercise

Leadership Motives and Drivers

What is your primary driver and how does this show up in your leadership?

What might you need to watch out for?

Tip: think about your style of leadership, how you give feedback, what you appreciate in others, how you prioritise your time, what actions you take?



1a Building Self Awareness

Self-awareness

Take a Deep Dive

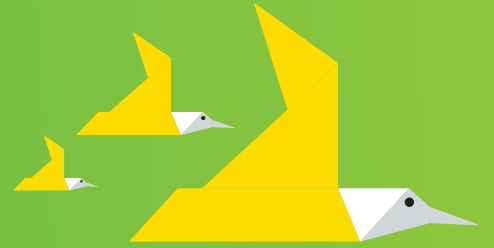
<p>What have been the most satisfying and enjoyable experiences?</p>	<p>What have been the most challenging experiences?</p>
<p>What are the greatest risks you have taken?</p>	<p>What would you go out of your way to defend?</p>



1b

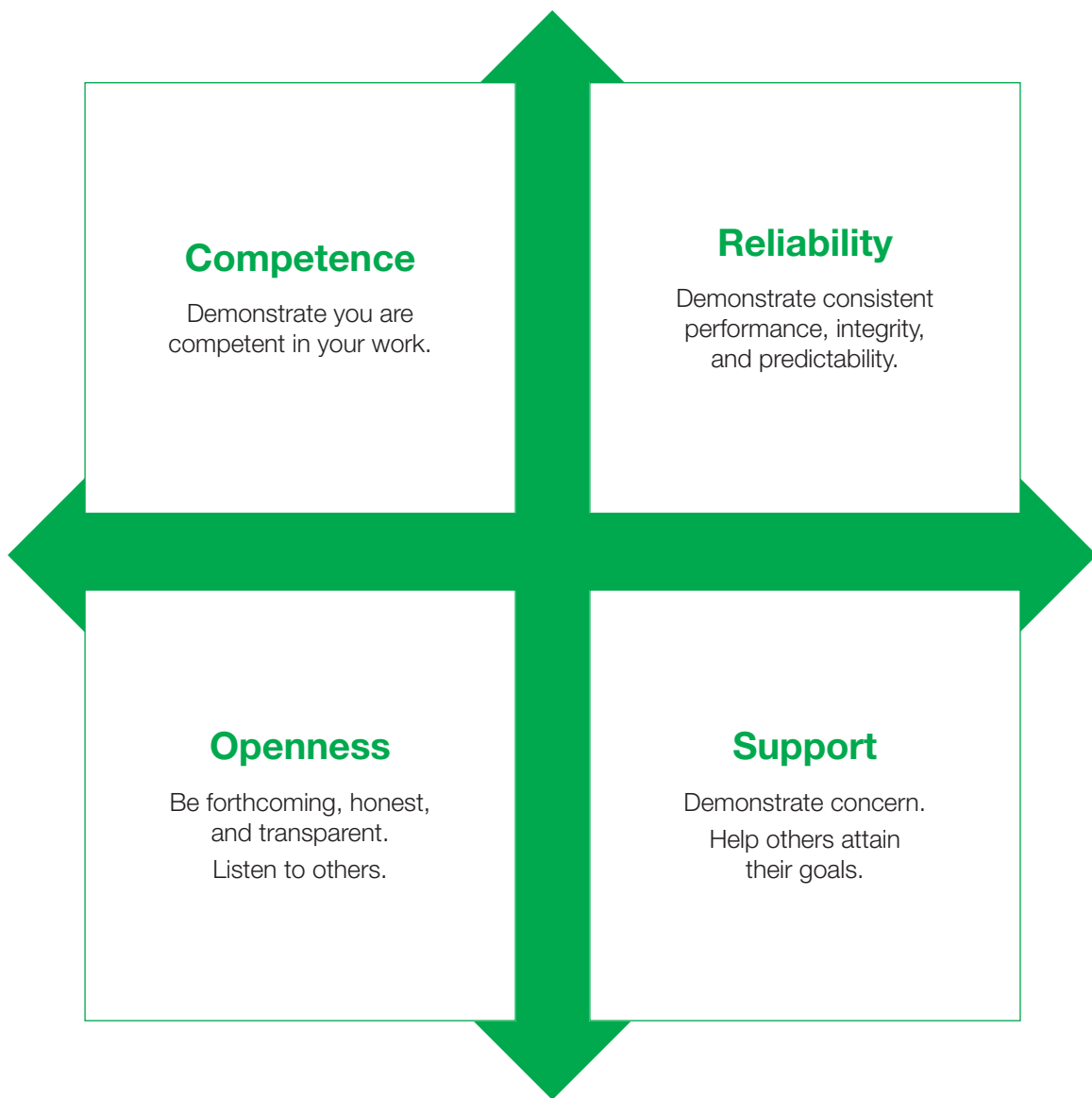
Trust





1b Trust

Four Elements of Trust



What can you do within the next 7 days to build trust with your team?



1b Trust

Four Elements of Trust

How can you use the elements of trust in your toolbox?

How can you use the elements of trust in your safety conversations?

How can you use the elements of trust when you give feedback?

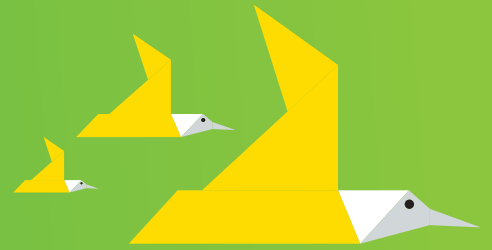




1c

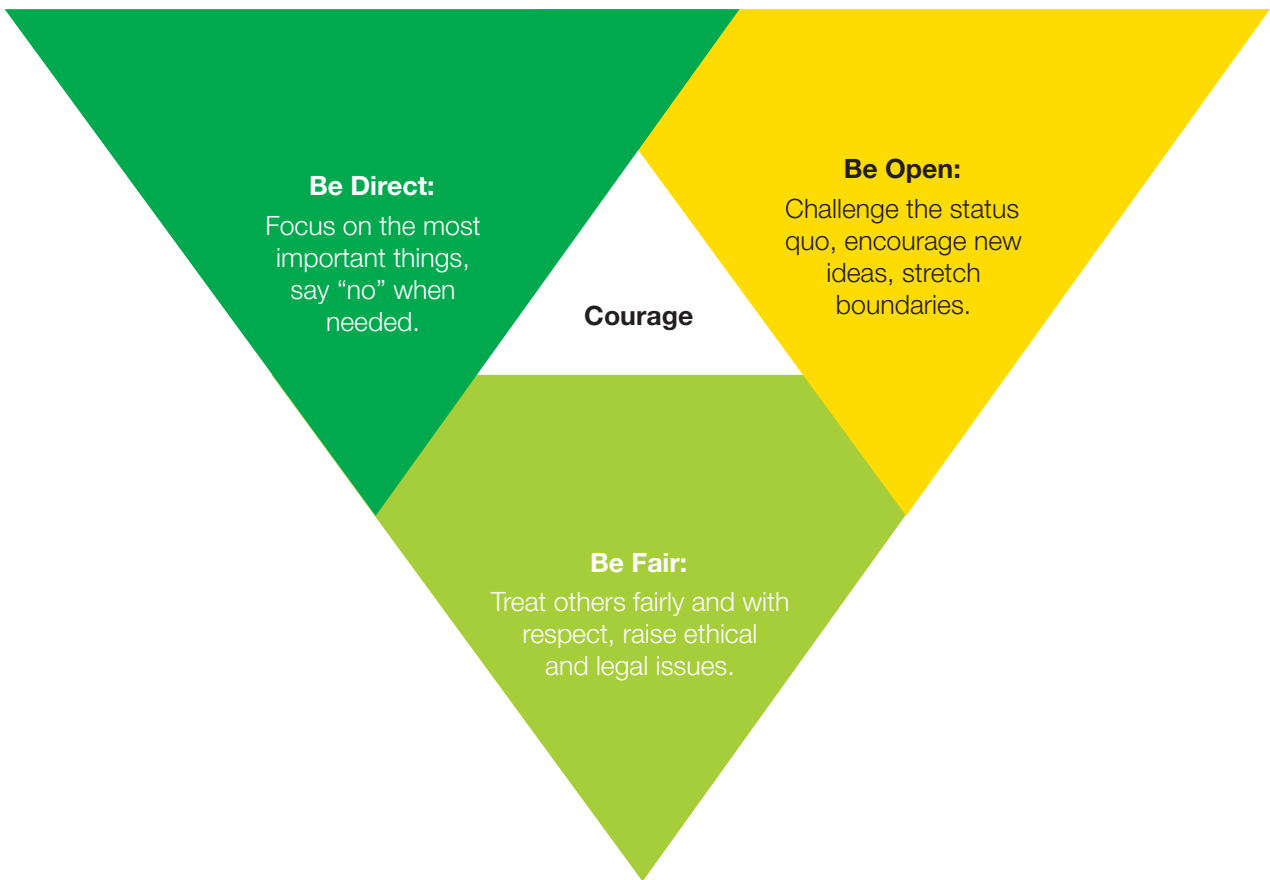
Courage





1c Courage

Courage



What is the most difficult thing for you to do in this model? Why?

What will it take for you to increase your courage capacity in this area?



1c Courage

Courage

Thinking about the courage model, what might you need to do differently to enhance your leadership?

Will you need to have courage to seek coaching and ask for feedback? What elements of the courage model will help you to do this?





1d

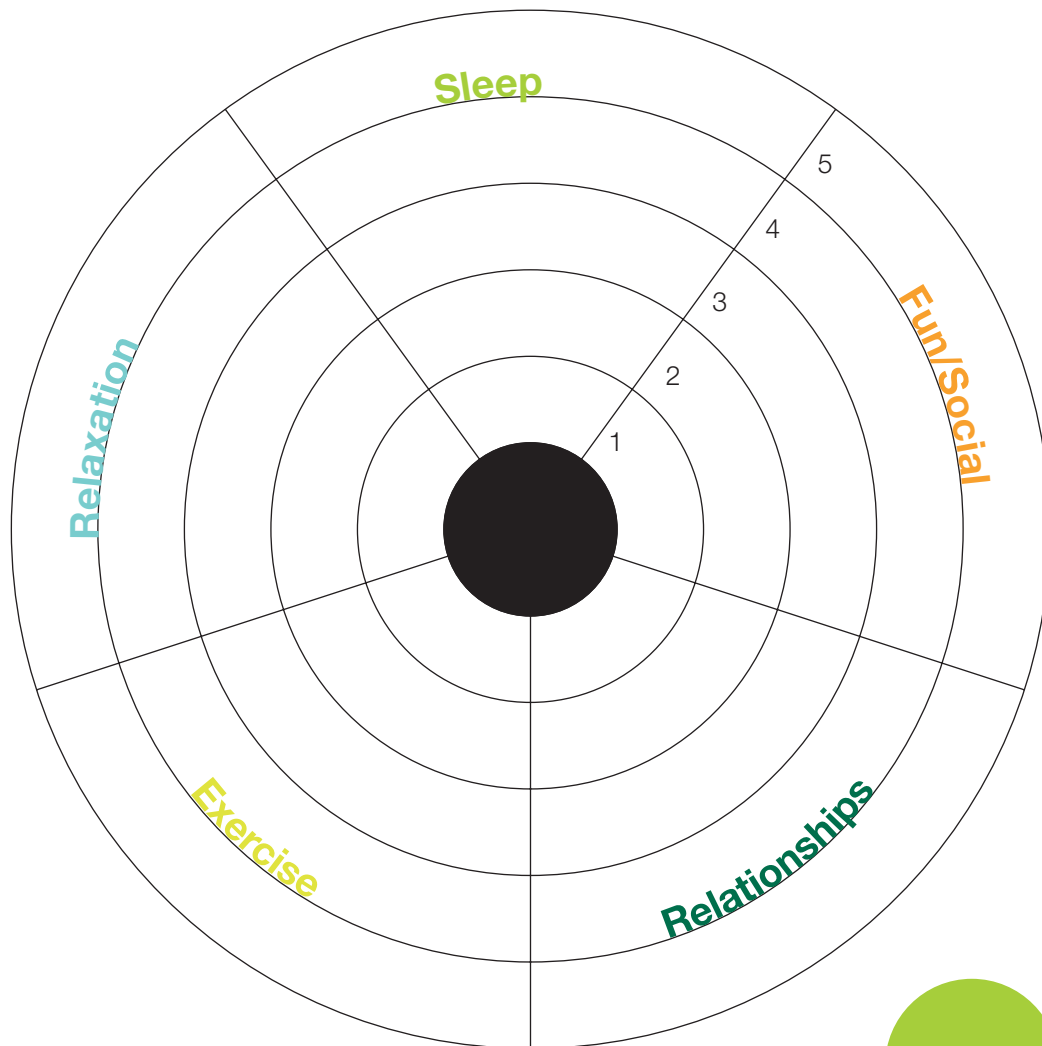
Resilience and
Holistic Health



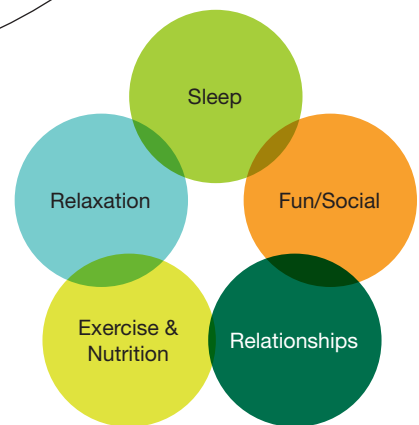


1d Resilience and Holistic Health

Resilience Wheel



Rate yourself 1-5 (not satisfied – very satisfied) and colour in the segment to capture your resilience wheel

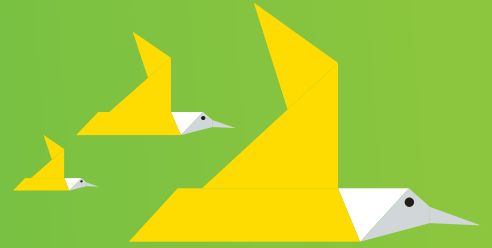


1d Resilience and Holistic Health

Resilience and Energy

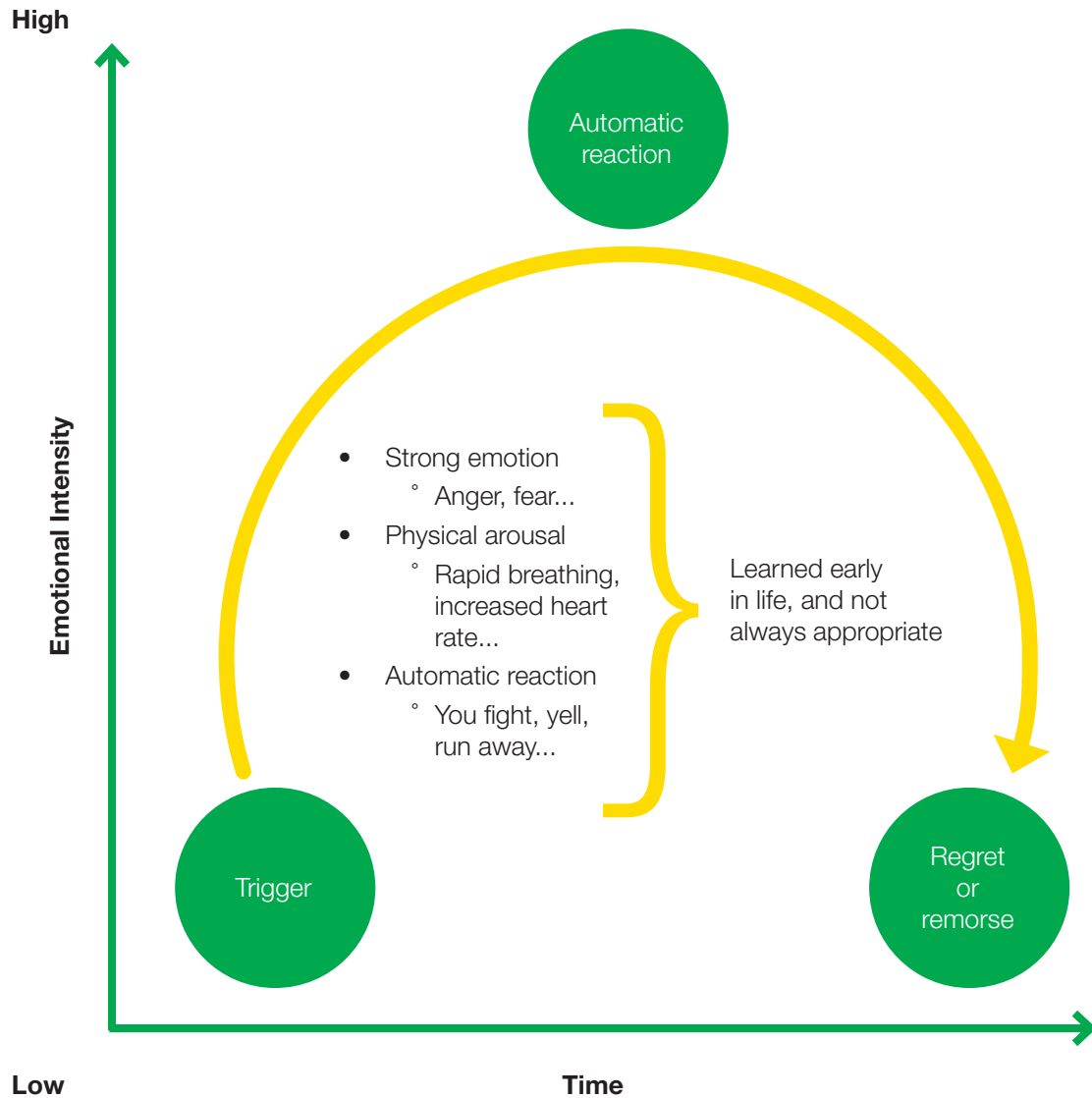


**An argument can knock your immune system for 3-4 hours*



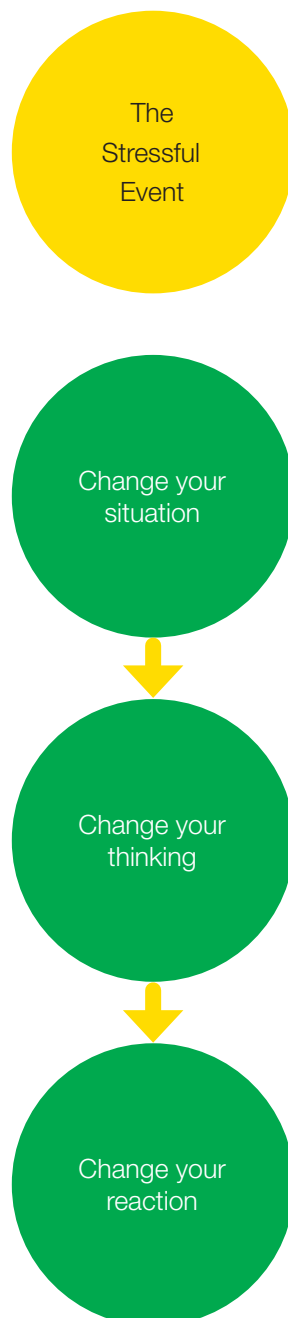
1d Resilience and Holistic Health

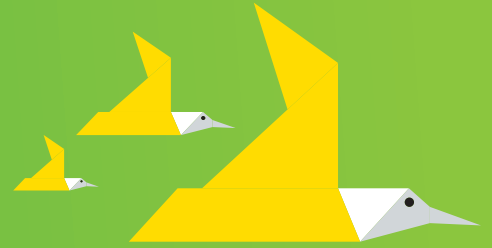
Stages of the Stress Response



1d Resilience and Holistic Health

Switching off the Stress Response





1d Resilience and Holistic Health

Stress Response Exercise

Recall a recent episode in which you experienced a stress response. Write a few notes to describe what happened.

- What set it off? Triggers or catalysts? What other people were involved?

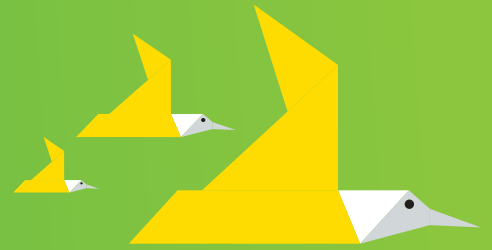
- What fed it or kept it going? Or squelched it?

- What behaviour would have been more effective?



Next Steps





Next Steps

Reflections and Key Learnings

- Reflecting on the workshop, which of the key learning models are you already doing well?

- Prepare to share a story of where you have been successful with one of these key learning models.

- What are your peers doing really well with? What did you learn from their successes?

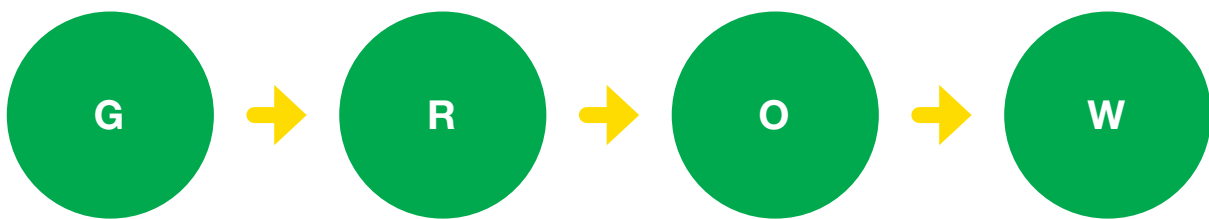
- If you role model the key behaviours from this workshop, what might the future look like for you and your team?

- If all of the zero|one|ten Leaders are role modelling this style of leadership, what might the impact be?

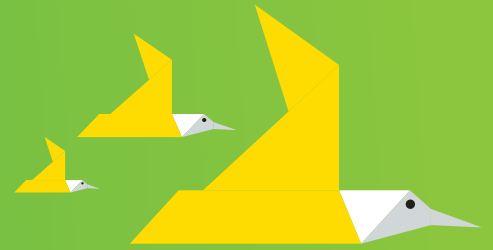


Next Steps

Part 1: Leading Self Development Conversation



Foundation			
Goals	Reality	Options/ Obstacles	Way Forward/ Will
<ul style="list-style-type: none">What is your goal in this area?	<ul style="list-style-type: none">Why did you pick this goal?	<ul style="list-style-type: none">What will get in the way of you achieving this goal?	<ul style="list-style-type: none">What actions will you take to reach this goal?



Next Steps

Preparing for your development conversation

Action reminders:

Make sure to get feedback on the diagnostic from your team before your development conversation with your senior leader.

You might like to complete the diagnostic again. There is a spare copy in the back of your folder.

Prepare for your session by thinking about the coaching model below. Your senior leader will ask you about your goals, what you want to achieve and how you will get there.

Stretch

Goals	Reality	Options/Obstacles	Way Forward/ Will
<ul style="list-style-type: none">• What do you want to achieve?• What is your goal in this area?• Why is it important for you to improve?• How will this improve your leadership?	<ul style="list-style-type: none">• What, Where, Who, When, How?• Why did you rate yourself this way?• Tell me about a situation where you have done this well?• How do others see you? What feedback have you received on this specific skill?• Are there any discrepancies?	<ul style="list-style-type: none">• What could you do/ What could stop you?• What skills, abilities, experiences are required to help you be successful in this area?	<ul style="list-style-type: none">• What is the plan/ When will you start?• What can you do next week?• Do you need anyone to support you?• What change will you expect to see?

