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LEADERSHIFT

Unlock the Full Value of Working Cross-Enterprise

Participant Guide

Aspira Leadership

Program Learning Modules

1. **Deep Self-Awareness**

   - The Personality Drivers Exercise
   - Identifying your strengths and potential "watch-outs" for cross-enterprise collaboration
   - How to "leverage and learn" from diversity of strengths
   - Anticipating stakeholder dynamics, including areas for possible misunderstandings and conflict
   - How to "flex" to other styles to strengthen mutual respect

2. **Collaborative Trust**

   - Understanding why Trust is important for collaboration
   - The challenges of Trust in today's business world
   - What are the Trust Disruptors and how to minimize them
   - Repairing trust that may be fractured
   - Making Trust sustainable long-term

Program Learning Modules

3. Advanced Collaboration and Influencing

- Curiosity, open-mindedness, empathy, and patience
- Advanced listening skills
- Focusing on the needs and priorities of your stakeholders
- Reading the Landscape – Understanding cultural norms and decision-making patterns
- Developing a strategic lens
- Building and maintaining a strategic network

4. Optimizing Your Impact

- Cultivating the right mindset for cross-enterprise collaboration
- Demonstrating executive presence and gravitas
- Using Communication Agility to position your ideas with confidence and conviction
- The skills for "Healthy Debate" to enable a rich exchange of ideas and opinions in direct and respectful ways
- Offering "win-win" solutions and "blending" multiple agendas

Reflection Exercise

Which of these areas do you feel are most critical to your leadership success working cross-enterprise?

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Part 1 – The
Personality Drivers

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Personality Drivers Exercise Instructions

01

There is NO such thing as a better or worse score. Please just answer authentically.

02

Focus on your behaviors/habits when you are engaged in work.

03

Answer the questions based on your habit or "Comfort Zone".

Interpersonal Connection

		0 Never	1 Rarely	2 Sometimes	3 Usually
1.	You gain energy by being around others.	0 Never	1 Rarely	2 Sometimes	3 Usually
2.	You like to learn about your colleagues' personal lives and share about yours as well to build closer bonds.	0 Never	1 Rarely	2 Sometimes	3 Usually
3.	You prefer projects and initiatives that require a high level of interaction with others as opposed to working on your own.	0 Never	1 Rarely	2 Sometimes	3 Usually
4.	You are intentional about and prioritize building and maintaining strong relationships.	0 Never	1 Rarely	2 Sometimes	3 Usually

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Visibility

Score:

		0 Never	1 Rarely	2 Sometimes	3 Usually
1.	You are very comfortable and look forward to opportunities where you are presenting in front of others.	0 Never	1 Rarely	2 Sometimes	3 Usually
2.	You believe it is important to share your successes and those of your team.	0 Never	1 Rarely	2 Sometimes	3 Usually
3.	It is highly motivating for you to receive consistent positive feedback as you work on initiatives, and it can be frustrating if you go long periods without your efforts being acknowledged.	0 Never	1 Rarely	2 Sometimes	3 Usually
4.	You are a consistent communicator in meetings and have an orientation that, if you were invited to the meeting, it is important to influence the discussion and share your views.	0 Never	1 Rarely	2 Sometimes	3 Usually

Harmony

Score:

		0 Never	1 Rarely	2 Sometimes	3 Usually
1.	You tend to be highly aware of and sensitive to how other people are feeling, and focus on discovering their priorities and needs.	0 Never	1 Rarely	2 Sometimes	3 Usually
2.	In an effort to maintain positive relationships, you may avoid sharing your disagreement or corrective feedback.	0 Never	1 Rarely	2 Sometimes	3 Usually
3.	The experience that someone is upset or disappointed with you is something that you tend to dwell on, and it creates considerable stress.	0 Never	1 Rarely	2 Sometimes	3 Usually
4.	It is a challenge for you to set boundaries and say "no", as you much prefer to quickly agree to someone's request and make them happy.	0 Never	1 Rarely	2 Sometimes	3 Usually

Independence

Score:

		0 Never	1 Rarely	2 Sometimes	3 Usually
1.	Other people have described you as a "Self-Starter."				
2.	You attribute much of your professional success to your hard work and self-reliance.				
3.	When you are asked to achieve an objective or outcome, it is your strong preference to have clarity and autonomy around resources and decision making, as opposed to having to depend on the support and input of others.				
4.	Decision making processes that have more ambiguity related to ownership and roles can frustrate you and seem inefficient.				

Accuracy

|	0 Never	1 Rarely	2 Sometimes	3 Usually
1. You are known for having exceptionally high standards for quality and precision.	0 Never	1 Rarely	2 Sometimes	3 Usually
2. You often encourage your team to reflect more on whether the decision/strategy is the best one, or whether it warrants more analysis and consideration.	0 Never	1 Rarely	2 Sometimes	3 Usually
3. It is a priority for you to have all of the relevant data and time for thorough analysis before making a decision.	0 Never	1 Rarely	2 Sometimes	3 Usually
4. You are very good at assessing risk and anticipating what might go wrong.	0 Never	1 Rarely	2 Sometimes	3 Usually

Emotional Expression

|	0 Never	1 Rarely	2 Sometimes	3 Usually
1. You have been described as a Passionate Communicator.	0 Never	1 Rarely	2 Sometimes	3 Usually
2. You tend to "wear your emotions on your sleeve".	0 Never	1 Rarely	2 Sometimes	3 Usually
3. Your tone of voice changes significantly depending on your passion for the subject.	0 Never	1 Rarely	2 Sometimes	3 Usually
4. You share your thoughts (verbally or over email) in an emotional way that you later regret.	0 Never	1 Rarely	2 Sometimes	3 Usually
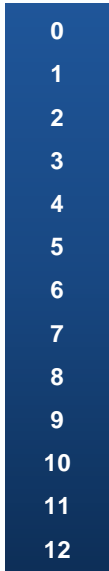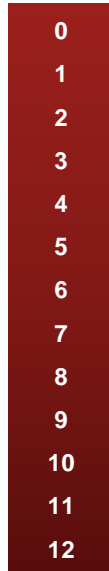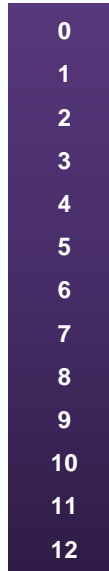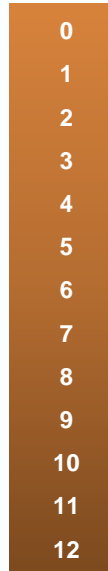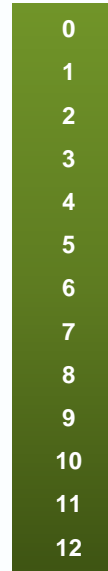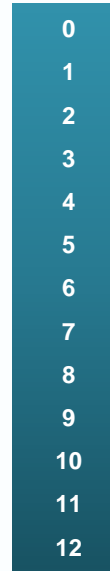
Interpersonal Connection Strengths

0 - 4 Score Strengths

- Task-driven
- Efficient
- Getting the team focused

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8 - 12 Score Strengths

- Relationship building

Interpersonal Connection Growth Opportunities

0 - 4 Score Growth Opportunities

- Unapproachable
- Not a team-player
- Underdeveloped network

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8 - 12 Score Growth Opportunities

- Lack of productivity

Visibility
Strengths

0 - 4 Score Strengths

- Listening
- Focus on Team vs. Self

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8 - 12 Score Strengths

- Strong advocate
- Passionate leadership
- Positive feedback

Visibility

Growth Opportunities

0 - 4 Score Growth Opportunities

- Under-participating in meetings
- Perceived as lacking thought-leadership

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8 - 12 Score Growth Opportunities

- Listening and curiosity
- Self-focused, personal agenda

Harmony
Strengths

0 - 4 Score Strengths

- Decisions
- Challenging others
- Corrective feedback

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8 - 12 Score Strengths

- Listening, empathy
- Alignment, inclusion
- Win-Win outcomes

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Harmony
Growth
Opportunities

0 - 4 Score Growth Opportunities

- Perceived as abrupt or confrontational
- Lack of empathy and focusing on points of resistance

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8 - 12 Score Growth Opportunities

- Conflict averse
- Not holding boundaries

Independence
Strengths

0 - 4 Score Strengths

- Comfortable in ambiguity
- Not needed to be the decision maker

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8 - 12 Score Strengths

- Taking the Lead
- Encouraging the team to create decision making clarity
- Decision making

Independence
Growth Opportunities

0 - 4 Score Growth Opportunities

- Not stepping into leadership/decision making role when needed

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8 - 12 Score Growth Opportunities

- Sharing information collaboratively
- Lack of patience for collaborative decision making

Accuracy
Strengths

0 - 4 Score Strengths

- Comfortable with change
- Comfortable trying new approaches
- Don't let the perfect be the enemy of the good

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8 - 12 Score Strengths

- Quality of work product
- Thoughtful, good risk assessment

Accuracy
Growth Opportunities

0 - 4 Score Growth Opportunities

- Lack of precision, polish
- Inadequate risk assessment

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8 - 12 Score Growth Opportunities

- Indecisive
- Risk-averse
- Rigid

Emotional Expression Strengths

0 - 4 Score Strengths

- "Grace Under Fire"
- Objective, fact driven
- Poised, professional

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8 - 12 Score Strengths

- Passionate leadership
- Perceived as high energy
- Easy to read

Emotional Expression
Growth Opportunities

0 - 4 Score Growth Opportunities

- Perceived low sense of urgency/passion

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8 - 12 Score Growth Opportunities

- Emotional overwhelm
- Perceived lack of maturity/poise

Self-Awareness
Action Plan

ACTION PLAN

1. Based on your PD assessments, what were some important strengths that you were reminded of?

2. Are there any development areas you should focus on to help enhance your cross-enterprise collaboration?

Interpersonal Connection
Adapting Tips

0 - 4 Score Adapting Tips

- Keep your focus on the task
- Don't over-share
- Avoid tangential thinking/sharing

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8 - 12 Score Adapting Tips

- Take the time to get to know them on a personal level
- Focus on the impact of people

Visibility
Adapting Tips

0 - 4 Score
Adapting Tips

- Ensure to keep the conversation balanced between listening and speaking
- Shift the attention toward them
- Remember that they often prefer smaller meetings

8 - 12 Score
Adapting Tips

- Emphasize the benefits to their ideas
- Offer your time for an in-depth conversation
- Do not focus on the negative too quickly

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Harmony
Adapting Tips

0 - 4 Score Adapting Tips

- Communicate clearly, don't "hedge"
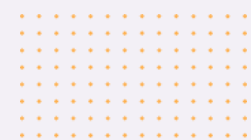- Don't shy away from respectful debate

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8 - 12 Score Adapting Tips

- Avoid language that is overly direct, or harsh
- Focus on an inclusive, collaborative approach

Independence
Adapting Tips

0 - 4 Score
Adapting Tips

- Provide guidance and support

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8 - 12 Score
Adapting Tips

- Ensure they are "kept in the loop" on information sharing
- Give them an opportunity to influence and shape decisions

Accuracy
Adapting Tips

0 - 4 Score Adapting Tips

- Be careful of delving into too much depth and detail
- Demonstrate your willingness/enthusiasm to try new, innovative approaches
- Don't be overly structured when ideating

8 - 12 Score Adapting Tips

- Emphasize facts and logic
- Provide ample thinking time
- Highlight risk mitigation

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Emotional Expression
Adapting Tips

0 - 4 Score Adapting Tips

- "Grace under Fire"
- Demonstrate composure/calm
- Appropriate formality

8 - 12 Score Adapting Tips

- Be more casual
- "Meet" where they are in their emotional expression

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Reflection Exercise

Think of one of your key stakeholders and analyze the Personality Drivers that are the most clearly observable. List those personality drivers.

Based on the personality drivers you listed, which of the adapting tips could you implement in future interactions to strengthen your trust and credibility?

Reflection Exercise

If you have ever experienced Collaborative Trust, did you experience any the positive impacts described? If so, which ones?

If you have ever experienced a scenario where Collaborative Trust was disrupted, did you experience any of the negative impacts described? If so, which ones?

Trust Disruptors

Not Following Through

- Not following through on commitments and deadlines
- Not prioritizing projects
- Not being fully present in meetings

Sensitivity with Data

- Lack of transparency, flow of data
- "Selective" sharing of data
- Lack of consideration for whom expects to receive data for decision making
- Uneven data sharing

Poor Collaboration Behaviors

- Abrasive communication
- Avoiding disagreements
- Preemptive escalation
- Dominating meetings
- Perceived rigidity
- Being overly negative
- The "meeting-after-the-meeting"
- "Finger-pointing"/assigning blame
- Inappropriate "venting"

Closed Minded, Resistance

- Resistance to new ways of thinking
- Minimizing the importance of organizational history, experience, and tenure

Reflection Exercise

Based on your past experience, when Collaborative Trust has broken down, which of these Trust Disruptors were present and what was their impact?

Knowing your Personality Drivers and tendencies under stress, are there any Trust Disruptors that you need to be aware of avoiding?

Trust Creators

Staying Engaged & Following Through

- Be fully engaged and present in meetings (especially virtually)
- Be responsive in your communication to demonstrate respect and sense of urgency
- Avoid over commitment
- Align on communication and deadlines, and how to address if/when missed

Intentional Information Sharing

- Pause and reflect on who expects to be informed and/or be part of the decision-making process
- Be as open and transparent as possible, even with bad news
- Share information evenly

Collaborative Behaviors

- Share opinions with confidence - not arrogance
- Have the courage for open debate – and offer it skillfully
- Minimize "venting"
- Avoid the "meeting after the meeting"
- Share credit appropriately
- Listening with sincere curiosity

Trusting Disposition and Feedback

- Assume positive intentions
- Have a bias toward trusting your partner's expertise/competence
- Emotional resilience
- Provide feedback skillfully

Collaborative Trust
Action Plan

1. With the objective of optimizing Collaborative Trust, which Trust Creators do you believe would be particularly important to prioritize?

2. Are there any opportunities to integrate some of the trust check-ins and/or rehabilitators into your regular work routine? If so, how?

Case Study Questions

1. How would you assess Carolina's Personality Drivers? Were there any that seemed to stand out?

2. What are some of the positive strengths and abilities that Carolina brought to the meeting?

3. Even though Carolina's intentions were good, what mistakes did she make that contributed to the suboptimal outcome?

Carolina's
Strategic Data Gathering and Preparation

Strategic Data Gathering and Preparation Checklist

✓ **Stakeholder Priorities**

✓ **Stakeholder Personality Drivers**

✓ **Stakeholder Points of Resistance**

✓ **Decision Making Landscape**

✓ **Developing a Strategic Lens**

1. Based on what you read in the case study, what information could Carolina have gleaned on the checklist key areas?

2. With this information, how could she have approached this meeting more effectively?

Your Strategic Data Gathering and Preparation **Action Plan**

Strategic Data Gathering and Preparation Checklist

✓ **Stakeholder Priorities**

✓ **Stakeholder Personality Drivers**

✓ **Stakeholder Points of Resistance**

✓ **Decision Making Landscape**

✓ **Developing a Strategic Lens**

Reflect on a current Stakeholder/Group who you need to collaborate with and influence.

1. How many of the areas are you aware of today, and which ones would you still need to learn?

2. Based on the information you have, how might you incorporate this information to best prepare for your next collaboration effort?

Steps to Creating Your Networking Action Plan

01

Put your "current" network on paper

02

Evaluate your "current" network and discover where your needs are

03

Create your **Action Plan** to build and maintain your network

Who Is Part Of Your Network?

Some criteria to consider when determining who is part of your network:

➤ They are your Allies when you are trying to influence and get your ideas implemented

➤ You regularly share ideas and information with each other to help improve your ideas

➤ They regularly provide you with valuable information on stakeholders, priorities, agendas, and cultural norms and you do the same for them

➤ You trust they would speak in positive terms about you and your contributions when you are not in the room, and you would do the same for them

Creating Your Network Map

Level 1: My Team

Line of Business: Name:	Line of Business: Name:	Line of Business: Name:
Line of Business: Name:	Line of Business: Name:	Line of Business: Name:

Level 2: My Function

Line of Business: Name:	Line of Business: Name:	Line of Business: Name:
Line of Business: Name:	Line of Business: Name:	Line of Business: Name:

Level 3: Across the Organization

Line of Business: Name:	Line of Business: Name:	Line of Business: Name:
Line of Business: Name:	Line of Business: Name:	Line of Business: Name:

Level 3: Across the Organization

Level 2: My Function

Level 1: My Team

Me

Evaluating Your Network

1. How strong is your network in relation to your key stakeholders?

2. How balanced is your network from a 360 perspective (peers, reports, senior leaders)?

3. How wide is your network (your function/business across the organization)?
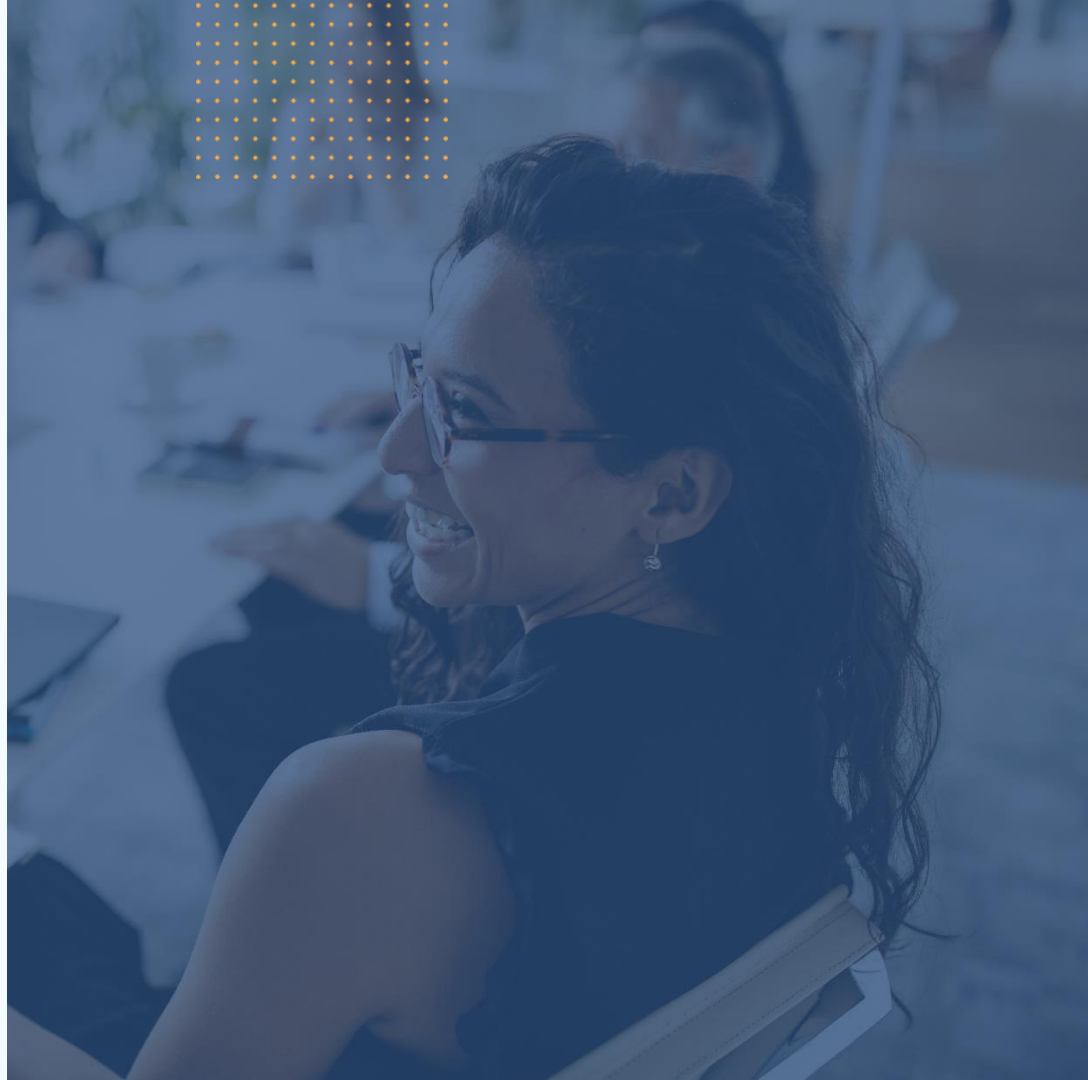
Strategic
Networking
Action Plan

Name	Strategy	Schedule

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Part 4 – Optimizing Your Impact

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Case Study Questions

1. What were some of the Personality Drivers that stood out to you about Sean?

2. Can you remember any scenarios from your past where you engaged in behavior similar to Sean? If so, which behaviors and/or qualities seemed familiar?

3. If you were Sean's mentor or coach, knowing his personality tendencies, what advice would you give him for future meetings so he can increase his positive impact while still honoring his authenticity?

Reflection Exercise

Can you resonate with any of the Participation Prevention Committee members?

Mindset
Action Plan

Which of these Mindset Skills, Tips, and Strategies do you plan on implementing and how?

Communication
Action Plan

1. Reflect on a previous interaction with a stakeholder where you could have used these tools. How would it go differently now?

2. Think about an upcoming stakeholder meeting. Which of these tools do you plan on using and how?

ACTION PLAN

Final Reflection

1. In what ways could this LeaderShift content help you unlock the full value of working cross-enterprise?

2. Which strategies stand out most for you? How do you intend to put this learning into action in the next 30-60 days?