

Workshop 1

Accelerate your Growth Action Planning
through insights from leadership
psychology



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Funded by
UK Government

Delivered by



**SMALL
BUSINESS
CHARTER**

**ACCELERATE YOUR GROWTH
ACTION PLANNING THROUGH
INSIGHTS FROM LEADERSHIP
PSYCHOLOGY**

**VINCENT TRAYNOR
ASSOCIATE PROFESSOR OF CHANGE LEADERSHIP
SHEFFIELD BUSINESS SCHOOL**

Objectives

- Reflect on the effectiveness of your change planning and implementation
- Learn key skills and mindsets from leadership psychology
- Leave with renewed focus and actions to accelerate your growth ambitions

Agenda

	Topic
1.00	Recap of Help to Grow: Management and Growth Action Planning
1.10	Insights from Leadership Psychology
1.30	Your Focus – Pair Work
1.40	Next Steps

Professor Paula Whitehouse, Curriculum Director, and I will be around in the coffee break

My Credentials

**Part of Help to Grow:
Management Curriculum
Development Team**

**Led over 100 leaders through Help to
Grow: Management at Sheffield
Hallam University**

**Associate Professor of
Change Leadership**

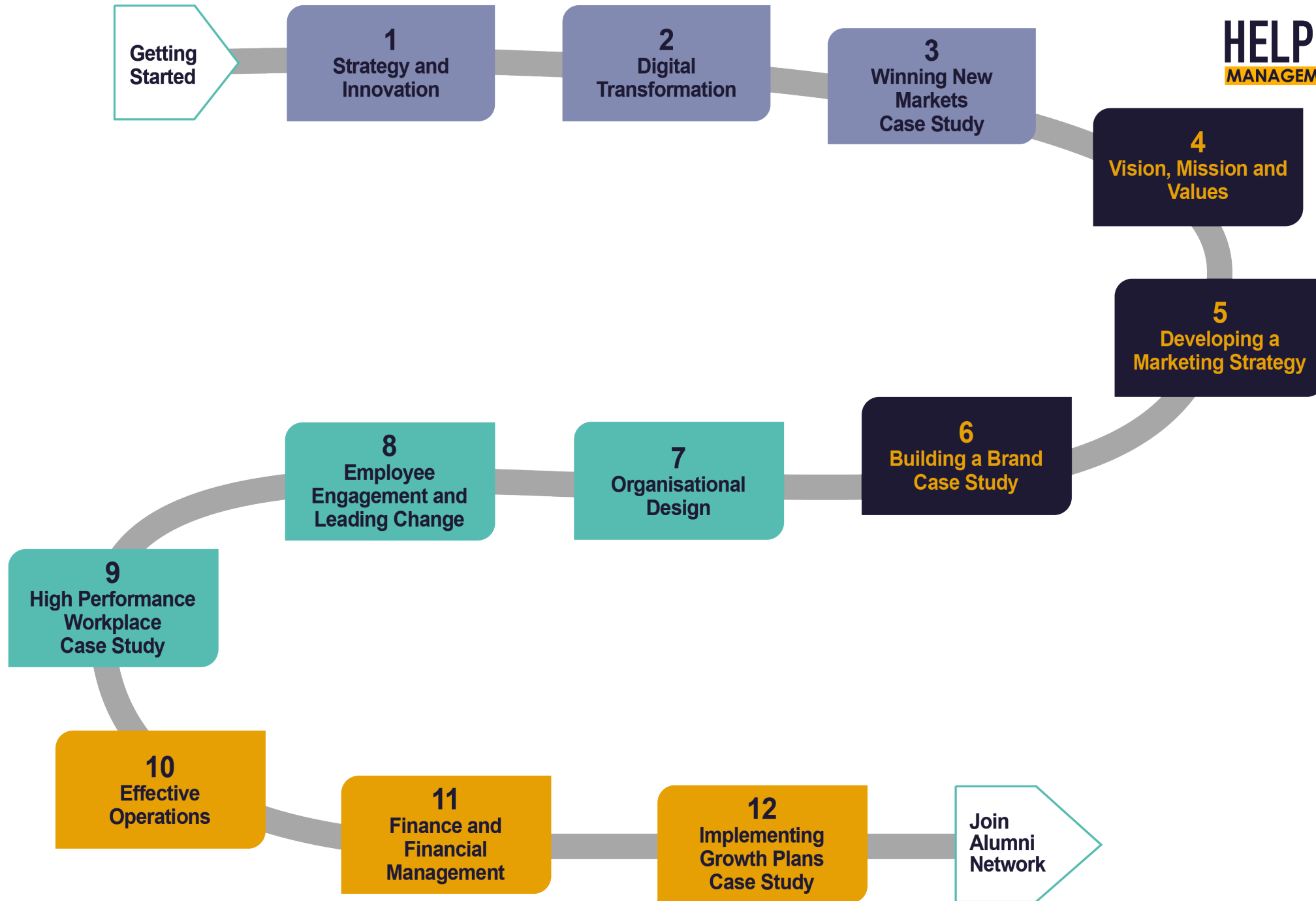
**Small Business Charter,
Board member**

**Programme Director,
Made Smarter**

**Master Practitioner
Executive Coach (EMCC)**

SECTION ONE

Recap of Help to Grow: Management and Growth Action Planning



Why Focus on Productivity?

For Your Business:

Productivity is a measure of how efficiently you can convert inputs, such as labour and capital, into outputs—products and services.

Raising your level of productivity can:

- make you **more competitive** in your chosen markets through lower prices and/or better-quality products and services;
- **enhance profits** and free up finance and resources to **invest**;
- create greater **opportunity to enhance stakeholder value**.

Firms that increase productivity are **more resilient** to negative shocks such as high inflation and economic uncertainty and are more **able to embrace the benefits of new technologies** because they generally can **adapt quickly**.

The Big Picture:

Paul Krugman (Nobel Prize in Economics) once said –

“productivity isn't everything, but, in the long run, it is almost everything - a country's ability to improve its standard of living over time depends almost entirely on its ability to raise its output per worker”

(Krugman 1994a: 11)

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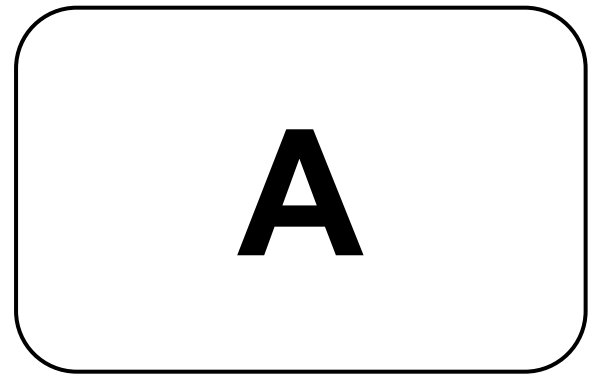


- **Current participants - on the GAP area of the VLE**
- **Alumni - on the Alumni Content Hub (latest V6 materials)**

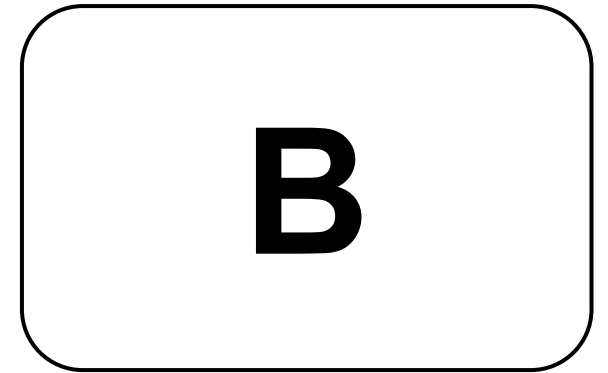
Your Change Plan

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**Enhanced
Productivity**



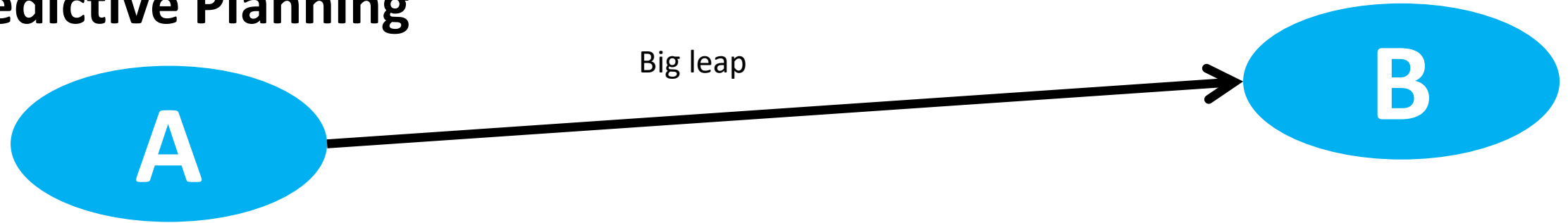
**Current Business
Model**



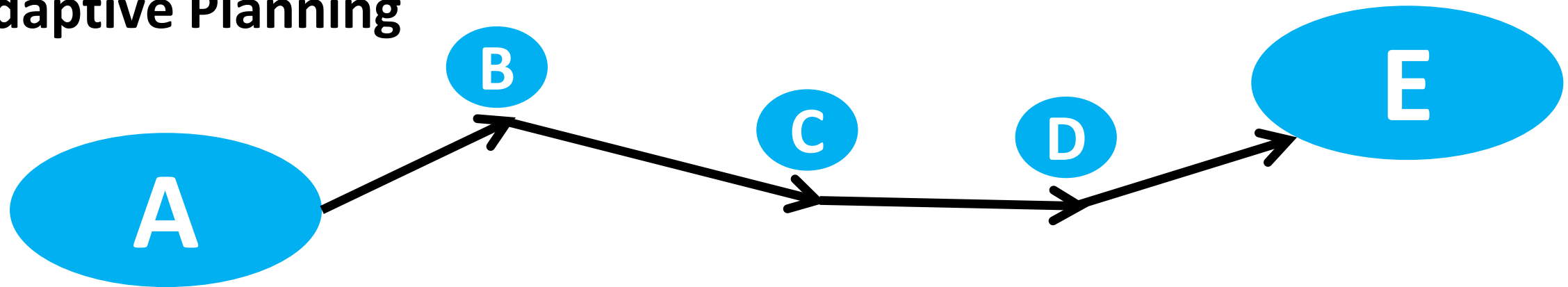
**Innovated Business
Model**

How are you thinking about your Change Plan?

Predictive Planning



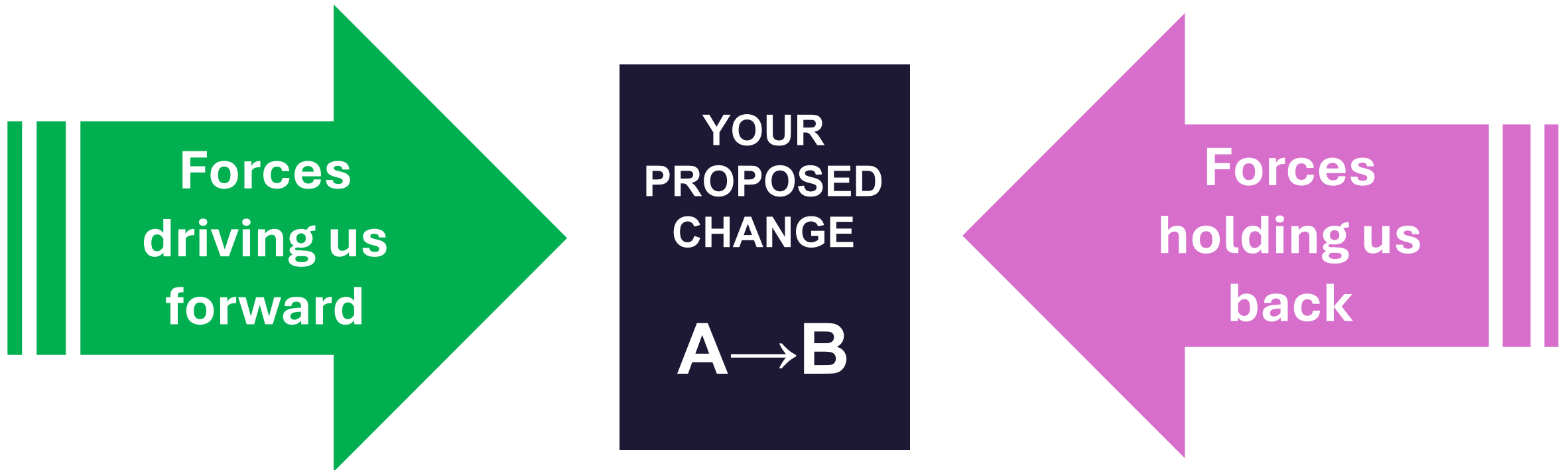
Adaptive Planning



SECTION TWO

Insights from Leadership Psychology

Use Force Field Analysis



You'll need to factor these into your change plan

Use Force Field Analysis

You're probably aware of many of these factors

**Forces
driving us
forward**

**YOUR
PROPOSED
CHANGE**

A→B

**Forces
holding us
back**

Use Force Field Analysis

You're probably aware of many of these factors

**Forces
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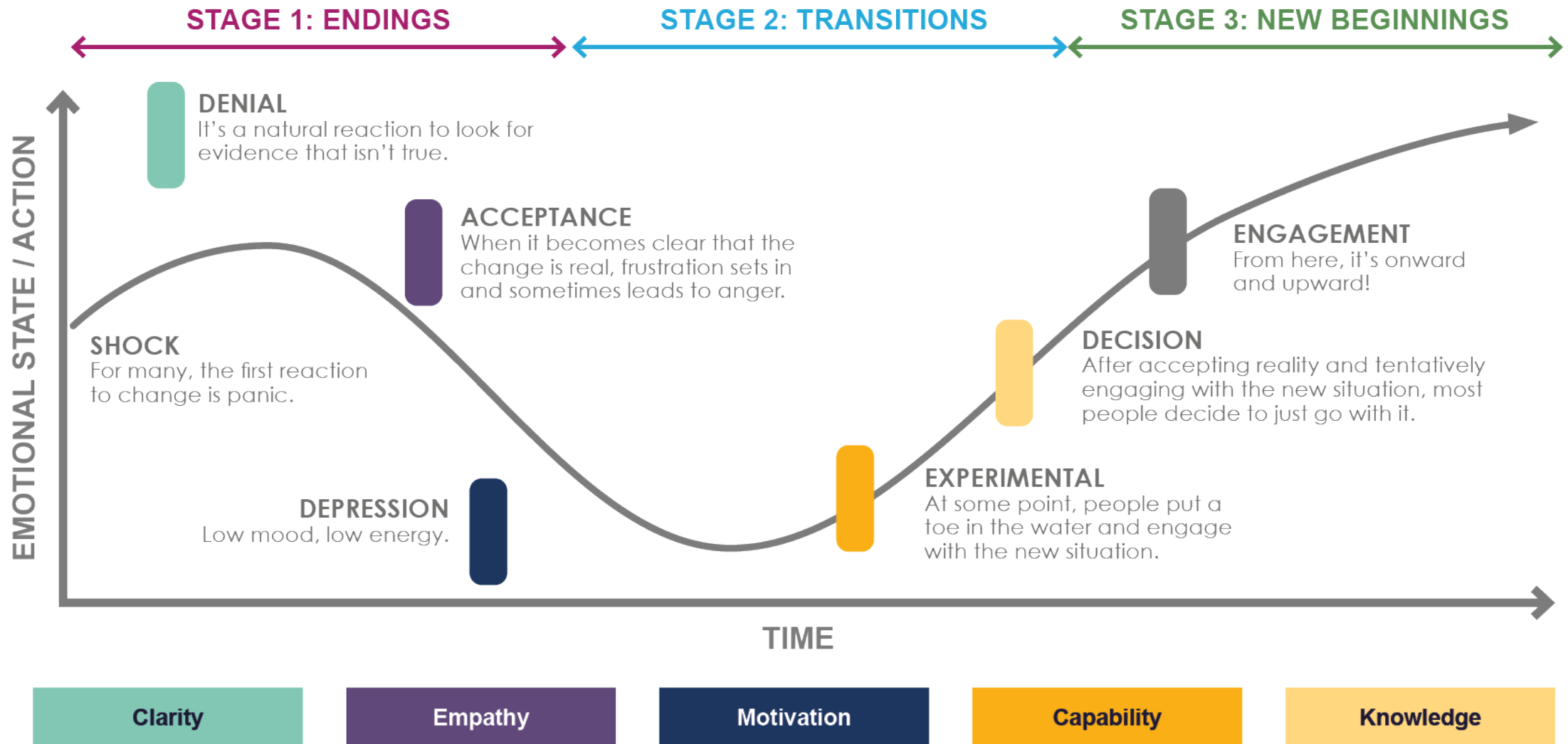
A → B

**Forces
holding us
back**

**Are there factors that are out of sight or
you've turned a blind eye to?**

People don't Change, they Transition

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THE KEYS TO ENGAGEMENT

Things in the irrational landscape can become more active

External landscape

Colleagues	Budgets	Resources
Clients	Deadlines	Quality
	Stakeholders	Relationships

Internal landscape

The Past	Emotions	Values
Voices	<u>Attachments</u>	Dreams
Feelings	<u>Worries / Fears</u>	Conflicts

Potential Reactions

Discussion

FREEZE – Feelings are shut down and we fail to engage emotionally with others > results in a sense of remoteness and lack of connection

FLIGHT – Fear is mobilised and we fail to control our anxiety
> can result in passive behaviour, conflict avoidance, manipulation

FIGHT – Aggression is mobilised and we fail to control our frustration
> can results in critical outbursts, irritability, passive aggression

Safety Mechanisms (Defense Mechanisms)

- Switching ourselves off – Denial
- Wishful thinking
- Avoiding others
- Projection onto others e.g. blaming
- Splitting
- Think we must do everything ourself
- Getting cross with ourselves
- Overuse of humour

Undesired dynamics within your Organisation



.... between your firm and others in
your operating environment



.. and at a macro level too

Things going on in the wider world

Your organisation's environment

Others

Others

Others

Others

Your
Organisation

Others

You



**How can we best lead
people through this?**

Firm-Level Outcomes

To generate



**Colleagues to work with you
to scope and deliver change**

Will enable



**Your development as a
leader of change**

You

Your role and work relationships

Stay grounded emotionally

Get perspective

Your health

You

Your role and work relationships
Stay grounded emotionally
Get perspective
Your health

Notice without Judgement

Keep an eye out for opposing forces
Name them (tentatively)
Try to understand the underlying worry
Empathise

Plan with Others

Plan > Do > Review

Engages, gets best thinking, provides focus, builds trust, gives something to celebrate

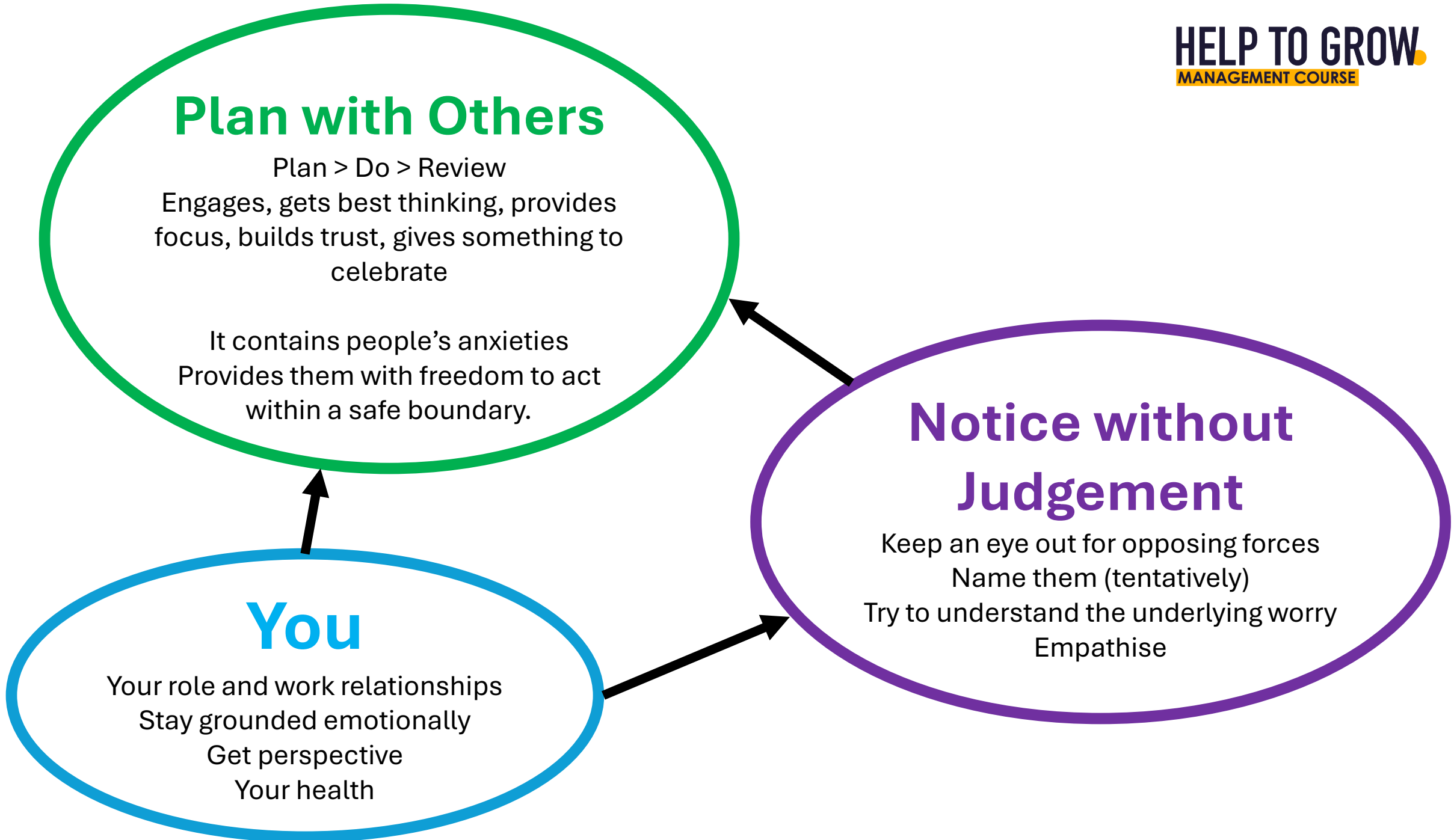
It contains people's anxieties
Provides them with freedom to act within a safe boundary.

You

Your role and work relationships
Stay grounded emotionally
Get perspective
Your health

Notice without Judgement

Keep an eye out for opposing forces
Name them (tentatively)
Try to understand the underlying worry
Empathise



Mindset & Limiting Assumptions

Self 1

Invented self

Judgmental

Controlling

Distrustful of Self 2

Critical voice

Self 2

Natural self

Potential talent ability

Creative

High performance

Confident voice

Performance

=

Self 2 Potential

–

Interference of Self 1

If we can identify and reduce our interference our performance will improve

SECTION THREE

Your Focus

In Pairs

**Share with your partner:
Share one practical thing you can
do to enhance your
Growth Action Planning**

SECTION FOUR

Next Steps

Capturing your ideas and motivation

**Identify practical things you can
do to enhance your Growth
Action Planning**

How can you make this happen?

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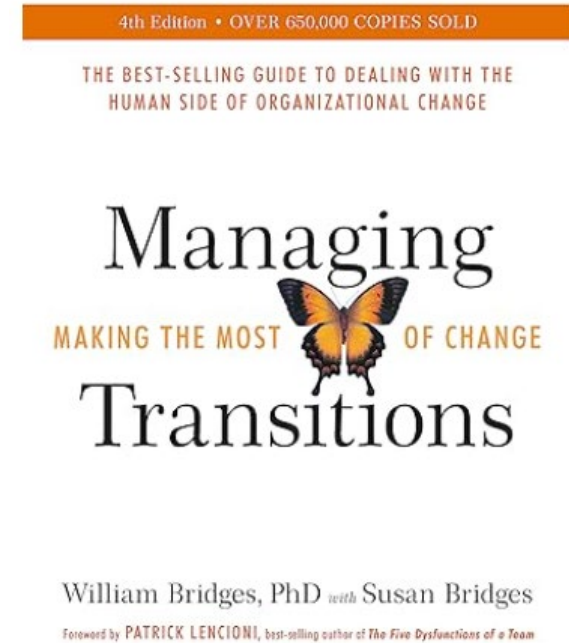
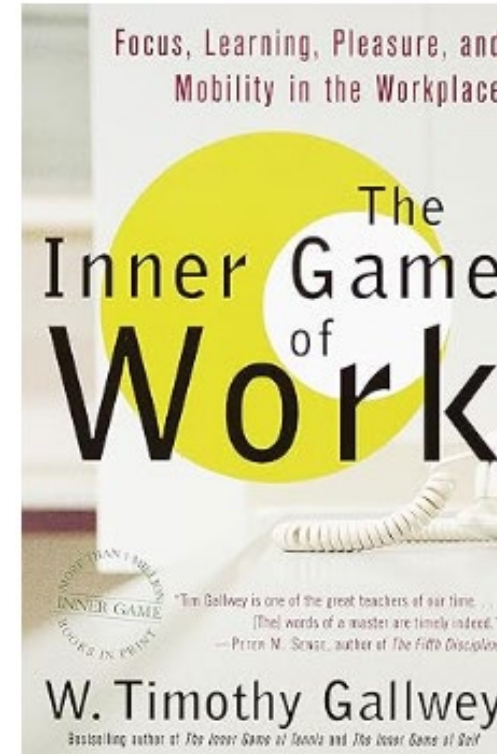
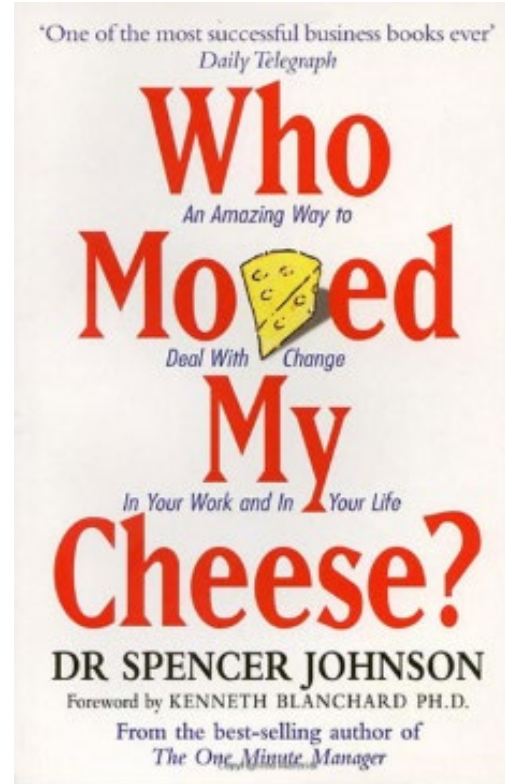
Help to Grow: Management Course

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Useful Books

**Module 8 –
Employee
Engagement &
Leading Change**

**Module 12 –
Implementing
Growth Plans**



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