

Workshop 1

Accelerate your Growth Action Planning
through insights from leadership
psychology



Funded by
UK Government

Delivered by



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Associate Professor of Change Leadership and EMCC
Accredited Executive Coach, Sheffield Business School

HELP TO GROW.

MANAGEMENT COURSE

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

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

- 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

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

**Associate Professor of
Change Leadership**

**Programme Director,
Made Smarter**

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

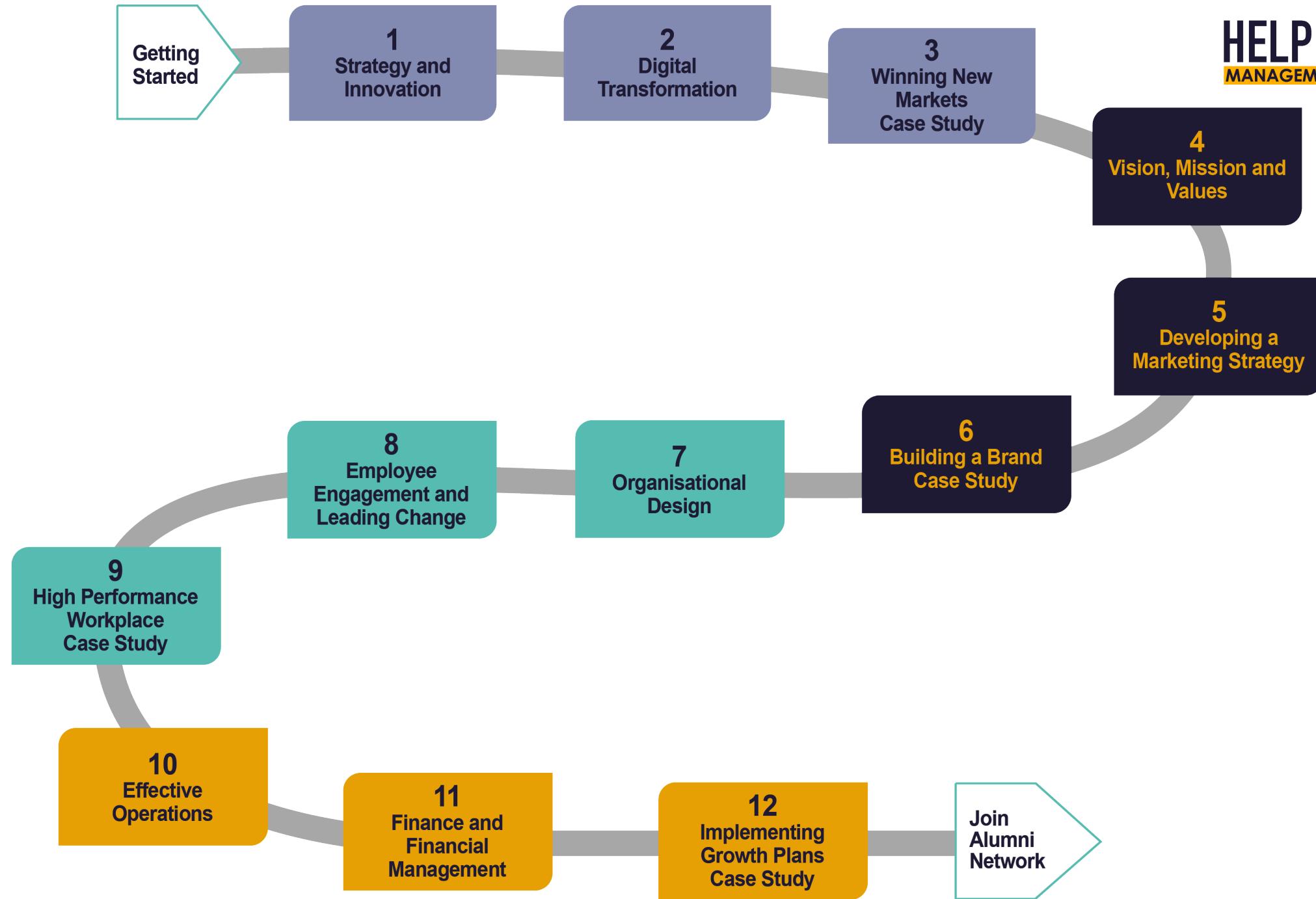
**Small Business Charter,
Board member**

**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)

Growth Action Planning resources

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PLAN ON A PAGE

BUSINESS NAME		VISION		MISSION	
GOAL	GOAL	GOAL	GOAL	GOAL	GOAL
DATES					
GOAL	GOAL	GOAL	GOAL	GOAL	GOAL
KEY ACTIONS	KEY ACTIONS	KEY ACTIONS	KEY ACTIONS	KEY ACTIONS	KEY ACTIONS

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Detailed Action Planning Spreadsheet

For further details on how to use this template, click on the "Notes on using this spreadsheet" tab below

Topic/Module Content	Action Ref No.	Issue/Opportunity Impacting on organisation and desired outcome (OO)	What data/information supports the issue/opportunity	Concepts, models and tools which could assist	How these concepts and models could be practically applied	Other contributing actions/ activities which might assist	Resources required: equipment, tech, personnel, cost	How can these be provided/final
Overarching themes, parts and modules. You do not need to create an action for each. Only what is required for your organisation	Add reference numbers to actions if you need for easy recognition	Something your business is facing which needs attention. And desired outcome/future state.	Internal info or data, or external market/competitor info, that forms the business case for action.	Throughout the programme we will be sharing models, concepts and case studies which might help.		Employee engagement is important here also, and any required change to management behaviours and approaches. Sharing information, and getting involvement and support is critical to success, particularly with impacted parties.		
PART ONE: STRATEGIES FOR GROWTH AND INNOVATION								
Module One: Strategy and Innovation								
Module Two: Digital Transformation								
Module Three: Winning New Markets. This row has been completed as an example		Some of the customer base has been lost and replacement customers and revenue need to be sought. OO: 20% lost sales from existing and new clients (identify new market potential)	Business Model Canvas (BMC) – this helps businesses look at how they deliver value and who to. The business model canvas helps appraise potential changes needed (say in marketing) to appeal to a new customer group.	Use BMC to re-examine the existing business operation, customers, marketing and value delivery. Do a few run-throughs using a new customer profile and establish what might need to change in terms of building appeal and revenue with new customer.		Competitor analysis – research on similar companies making new customer target approaches. Customer questionnaire for existing clients to establish satisfaction levels and potential product/service innovation opportunities. Research on potential market research approach. New target customer profile to be developed to generate new revenue streams.	Sales and marketing department to undertake research. Existing products and services might need little change, but the marketing approach will need to create a new appeal and appeal with a new target group.	Sales and marketing will additional support in tasks will be undertaken with the help of the government.
PART TWO: ENGAGING WITH CUSTOMERS								
Module Four: Vision, Mission and Values								
Module Five: Developing a Marketing Strategy								
Module Six: Building a Brand								
PART THREE: Building a Sustainable and Agile Business								
Module Seven: Organisational Design								

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

Your Change Plan

Enhanced
Productivity

B

Innovated Business
Model

Your
Change
Plan

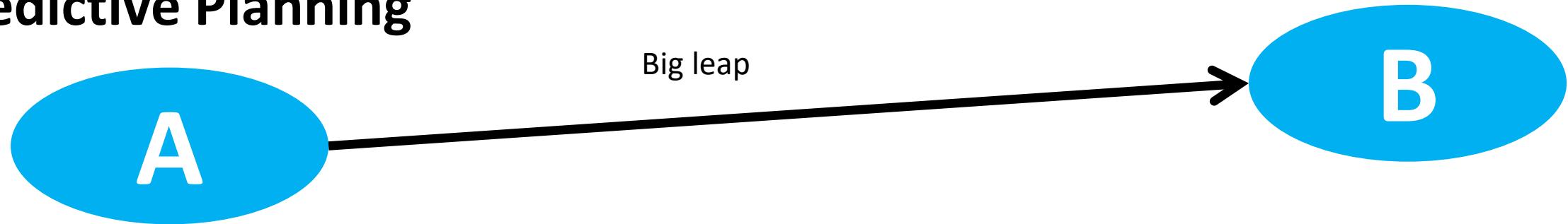
A

Current Business
Model

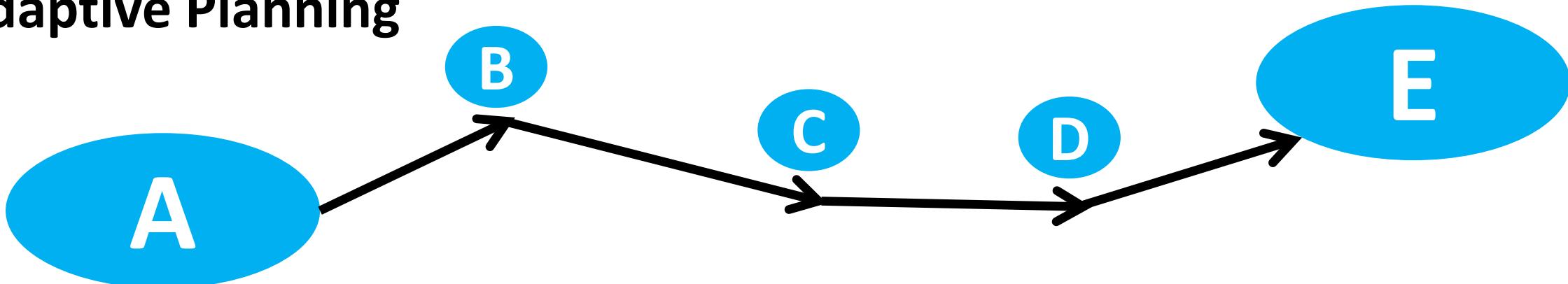


How are you thinking about your Change Plan?

Predictive Planning



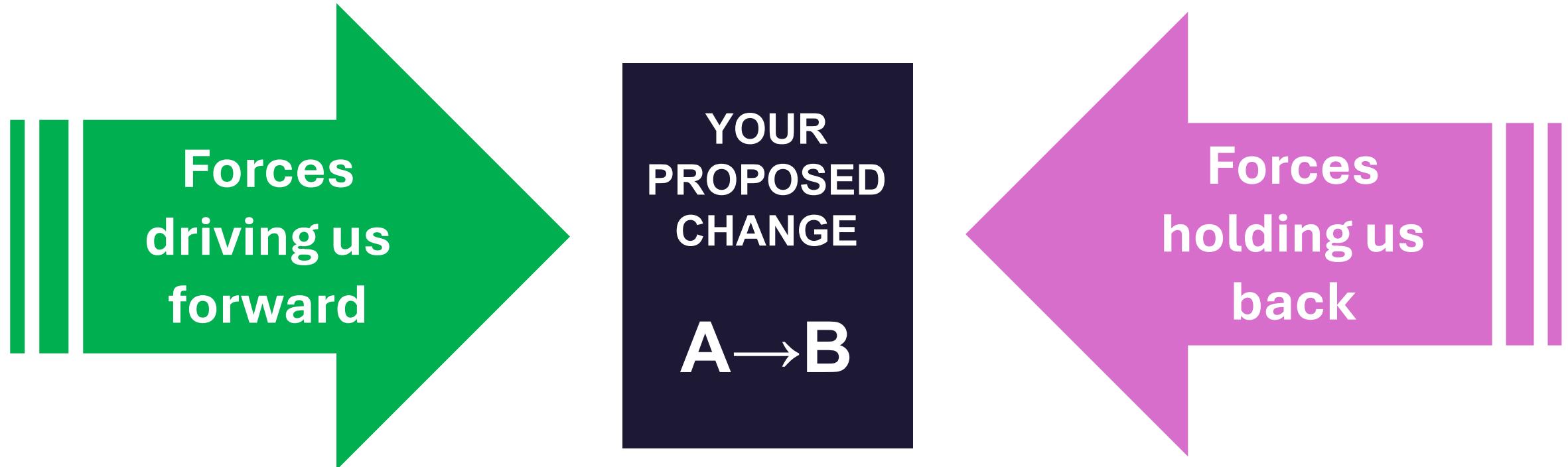
Adaptive Planning



SECTION TWO

Insights from Leadership Psychology

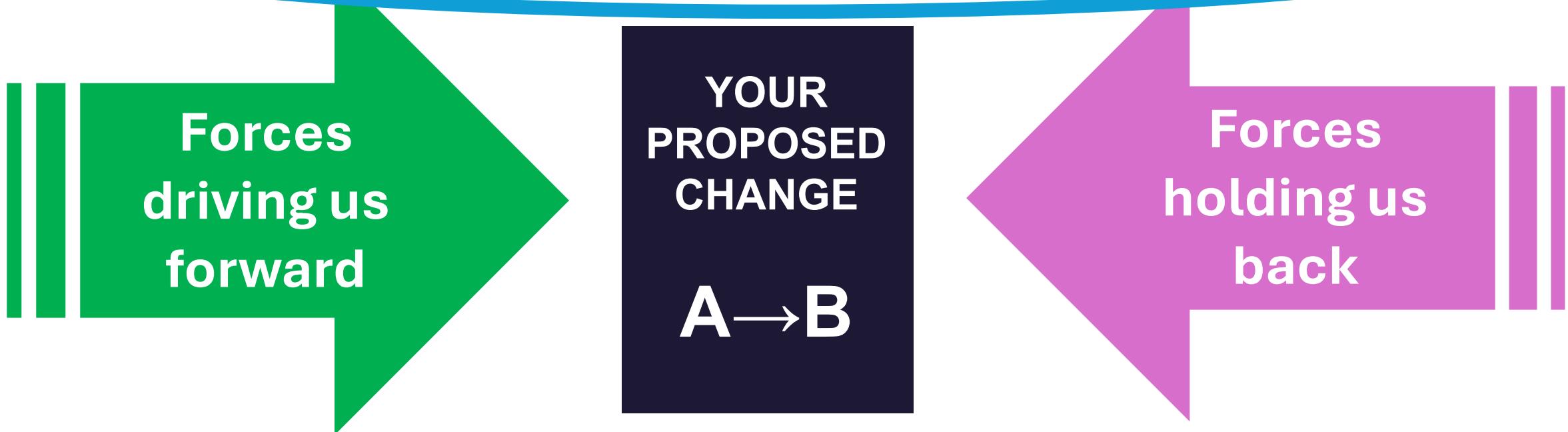
Use Force Field Analysis



You'll need to factor these into your change plan

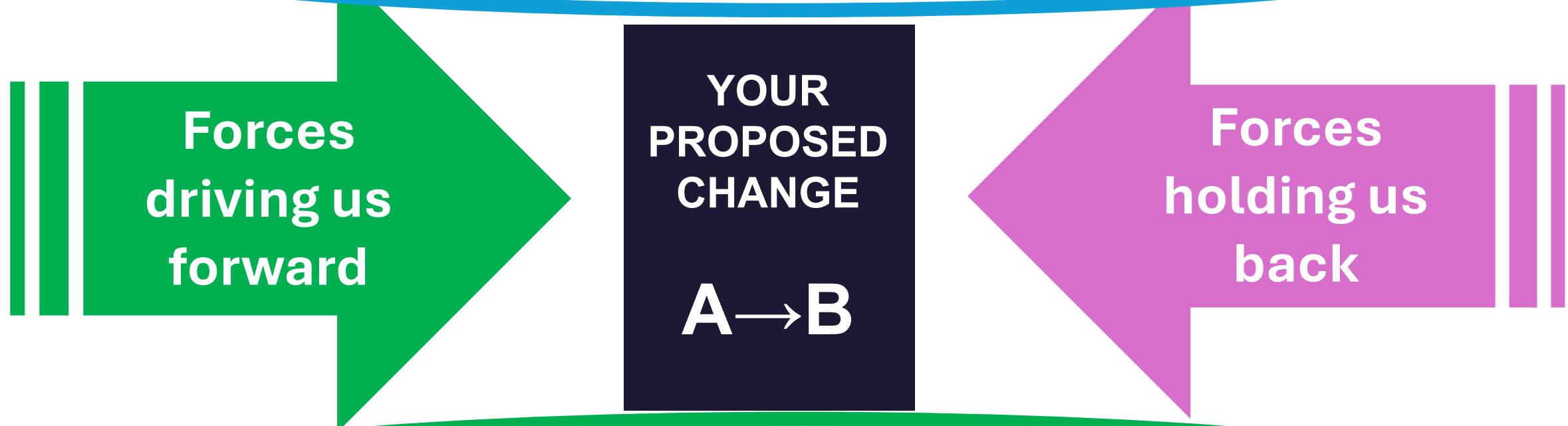
Use Force Field Analysis

You're probably aware of many of these factors



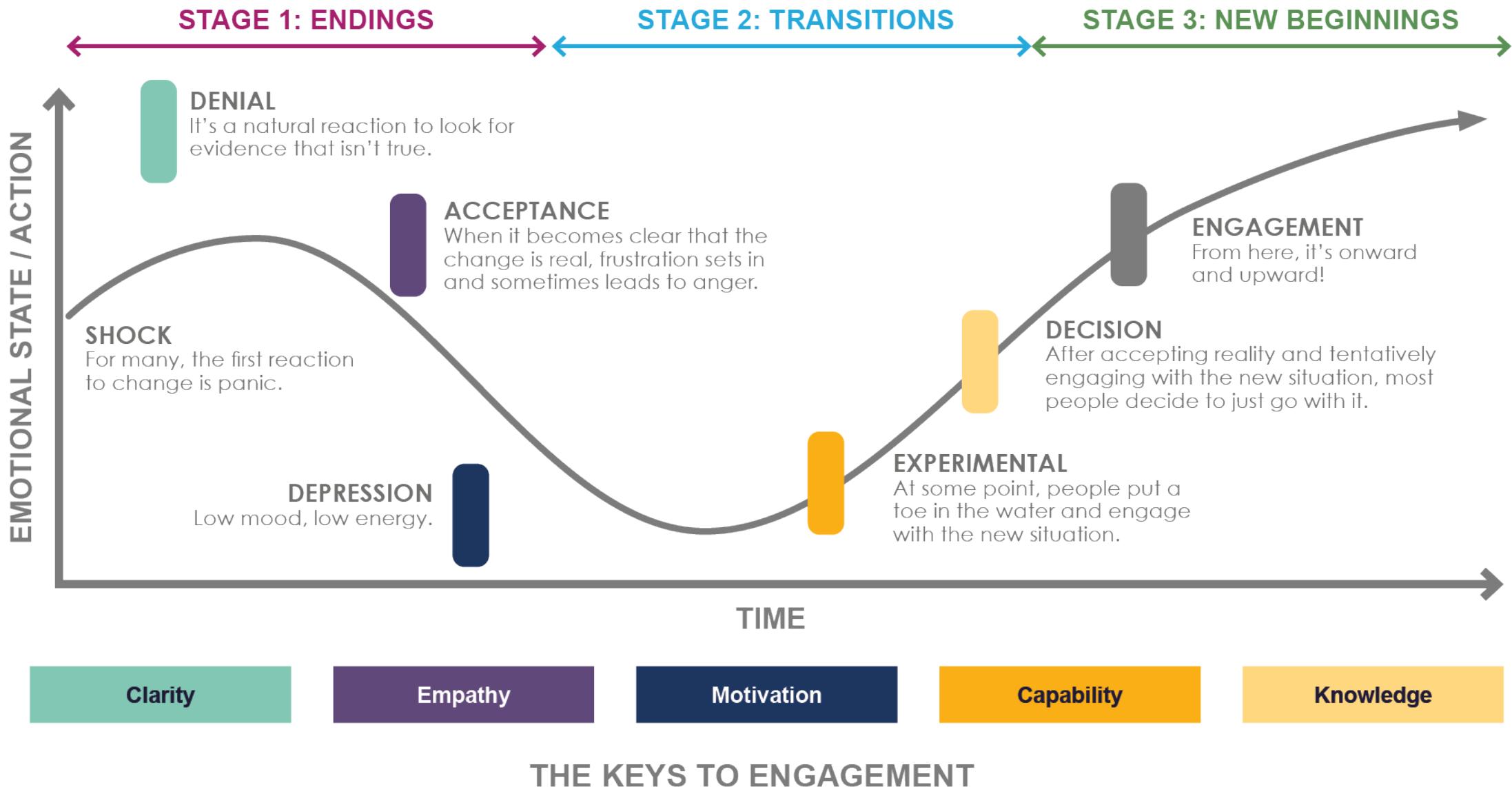
Use Force Field Analysis

You're probably aware of many of these factors



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

People don't Change, they Transition



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 result 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



Things going on in the wider world

Your organisation's environment



**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?

Growth Action Planning resources

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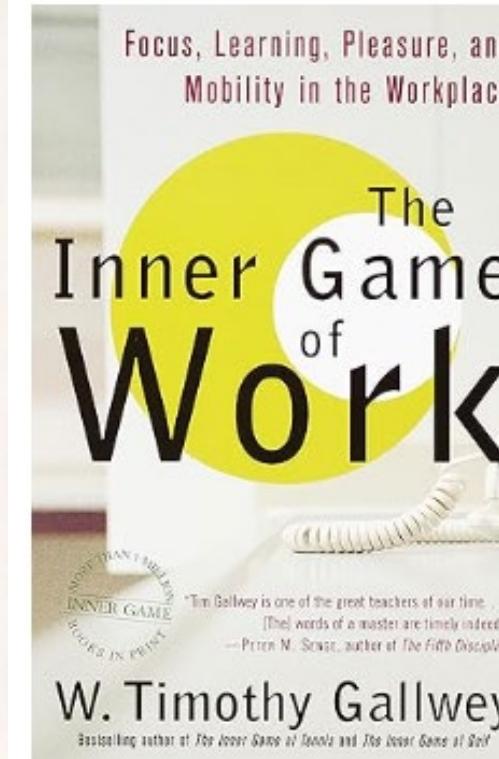
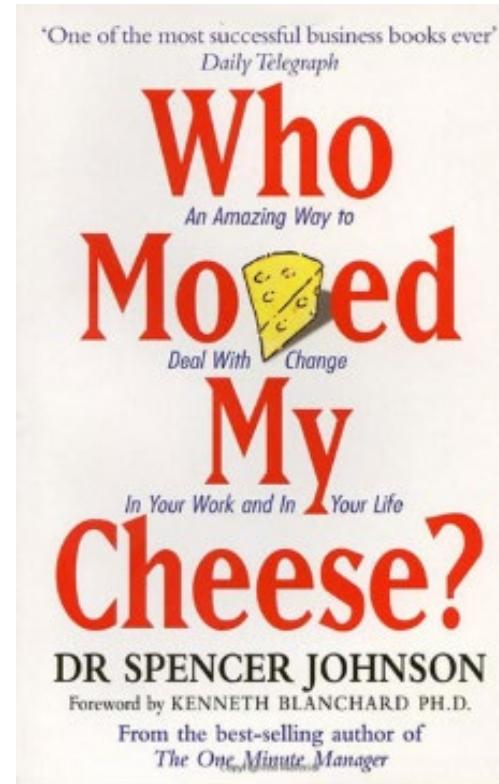
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Module 8 – Employee Engagement & Leading Change

Module 12 – Implementing Growth Plans

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Useful Books



4th Edition • OVER 650,000 COPIES SOLD
THE BEST-SELLING GUIDE TO DEALING WITH THE HUMAN SIDE OF ORGANIZATIONAL CHANGE

Managing
MAKING THE MOST OF CHANGE
Transitions

William Bridges, PhD with Susan Bridges
Foreword by PATRICK LENCIANI, best-selling author of *The Five Dysfunctions of a Team*

Objectives

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