Lunch with Debra Wightman

**Anne Walters**

Today is actually our last Lunch with Leaders event for the year. We are planning to kick off again in the new year. Our first session will be around February. If you haven't heard anything from us yet by late January, please feel free to reach out either to myself or to the NABS e-mail address and we will see what we can do to ensure that you are hooked into the next event.

So without too much ado, I would like to introduce our speaker for today, Deb Wightman.

Deb comes with a huge amount of experience and we're very fortunate that she's going to take us through her latest adventure today and give us a little taste of what she's doing. So thanks so much, Deb and welcome.

**Debra Wightman**

Thank you very much Anne and welcome to everyone who's decided to join me during your lunch break today. It's great to see everyone on there.

I'm guessing like most people, you're very intrigued about how you see yourself versus how others see you, and through this session I'm going to present some ideas and a concept and a process on how we might be able to understand ourselves a bit better and understand how other people might see us and what we can do about it, more importantly so please, feel free to ask questions as we go, because I'd prefer that this is more informal and an interactive session rather than waiting until the end to get all the questions and raise your hand and Anne is moderating and looking at the chat and she'll be able to take in all the questions as we go. So thank you, Anne.

Perception versus reality. That's really what we're talking about. And is it the same thing? Because you've often heard that perception is reality. So are they the same? This is the actual definition of both of them. Perception is a way of understanding or interpreting things, whereas reality is the state of things as they actually exist.

Rather than as they may be perceived, or might be imagined. So how do we see ourselves generally?

Have you ever seen photos of yourself that you didn't think was very good or a very good representation of yourself? And you're a bit horrified and something that you might have liked and then have you had a friend who put that photo up or any other photo that you didn't like on social media without your permission? And when you've kindly asked them to remove it and they've said, oh, something like but it's a lovely photo of you.

And you totally disagree because you know that's not the way you see yourself. And what about a reaction to when you first heard your voice recording your voice on a recording, did you, did you think it sounded like you and were you horrified and, you know, tried to change your voice after that? So these are all examples of you, but it's just a snapshot in time.

So it is reality, but it just may not be what you want reality to look like.

So the person posting that photo probably wasn't trying to, you know, show you in a bad light. That can be debatable, but we have the ability, all of us, to just zero in on what we don't like about ourselves in that photo. And then, if we don't like it, that's all we can see. Others may not even see it.

Our perception is our story.

So my perception or our perception is the way we believe the world to be, and it's based on how I interact with the world. However, the lens in which we perceive it is often warped by our prior knowledge. Our prior experiences, our emotions, and our preconceived ideas. It's our story of life. But is it the story that others see and you can see their little diagram on the right, the 6 and the 9. It depends on where you're standing as to how you see whether it's a six or a nine, but both are correct, it's just a different viewpoint from where you might be looking at the same picture that what's in front of you.

So I think we can sort of say then that as we saw in the definition, perception's not reality.

But it can become a person's reality because it has a potent influence on how we look at it. So your voice, your tone, your body language and your frequency of behaviour can all combine to portray your personal brand, and that's how other people see you. So just an example of that.

If we look at an external brand just for a minute and let's take Qantas, 10 to 15 years ago, could you describe it in one or two words and just put it on the chat so Anne can just pick up a general consensus there of how you would describe Qantas 10 to 15 years ago in two to three words?

**Anne Walters**

We've got reliable, high quality, quality. Australia's airline trusted and safe, excellent, trustworthy, high quality, consistent, expensive.

**Debra Wightman**

Even then, yes.

Excellent. So how would you describe it now?

In two to three words.

**Anne Walters**

And we've got disaster Monopoly, not Australian. I won't say one of them exorbitant, expensive, deceitful, unreliable, arrogant, dodgy, Steven is still saying safe, someone's saying good lounges, expensive but better than others, no longer first choice. And disappointing are some of the ones that are coming through.

**Debra Wightman**

They had a lot of goodwill 10-15 years ago in their bank, in their brand bank, and you know, it seemed formidable. They had a fantastic brand, but all it takes is a couple of bad episodes and negative experiences for that goodwill to be depleted out of that goodwill bank. And then you are left with what Qantas is dealing with now. It will take them years to build their brand again. But that's what they need to do, and that's what they're trying to do. So what this proves is that negative emotions are far more powerful too than positive ones, and it takes just one or two to bring everything straight back down to earth to where you started from.

So your personal brand, then what is it? Do you know what it is?

And what I'd like you to do is write down in three words, and you don't have to write it down. But if you've got something where you can write down 3 words to describe yourself and just keep that to yourself, you don't have to show anyone, and you don't have to write it down. Just keep it in your mind until the end of the session and we'll come back to that a bit later.

I'll just give you a little bit of time to do that. It should spring to mind exactly what you think of yourself and how you would describe yourself.

OK. Does that give you enough time? Hopefully you should know yourself well enough just to come out with a couple of attributes and then how do you find out what it really is?

And what I'm going to do over the next couple of slides is show you one way, it's a valid way, scientific way of finding out what it might be at a point in time and why it's important for you to know what your personal brand is at any given time.

So just a bit of context, this is my story. So I've been in diverse senior management, managerial roles in private and government sectors. And when I started studying behavioural science, so psychology at the Charles Darwin University. Hello all the Charles Darwin University people on here today.

We went through a culture change programme and that piqued my curiosity about how people think and behave. And I would this first hand the effect of this scientifically backed method that vastly improved individual and team effectiveness, and it created a more positive workplace culture as well.

So we had a visual measurement tool through this culture programme and that was for leadership development and what it showed me was how I saw myself compared to our others saw me. So it was my perception versus reality.

What we found through this culture programme is that how you go about your job is just as important as what you do in your job.

So what it says here is you're thinking and behaviour can either help or hinder your effectiveness at work, and how others view you and your attitude and behaviours in the workplace is their reality of you in lieu of anything else being available to them.

So any gaps or blind spots can stifle your personal effectiveness, your growth, and your working relationships, and it could betray personal brand that is not who you believe you are. Now I have a little long example here. There was a lady who worked for me years ago and she was very good at her job. This is when I was in communications.

She was excellent at her job, but she was quite aggressive in her manner and the way she interacted with other team members and so they would walk around on egg shells basically, you know, to deal with this person. So we had the inevitable one-on-one one day and I said, let's call her Denise.

Denise, do you know that you're very aggressive in the way you come across and the way you deal with other team members? And she sat back and she looked at me and she said what?

I said, well, you're very aggressive in your manner and everything, she said. I didn't know that nobody's ever told me that before, which I've found a little bit hard to believe at the time because it was quite obvious to everyone else, but she really didn't understand that that's the way she had come across because she's probably been like that most of her life. No one's ever told her because they weren't game to.

And, you know, she was quite surprised. So she changed her behaviour from that day on with the team but it was too late.

Because they had seen too much of the other negative behaviour, the aggressive behaviour, they did not trust this new person and the way she was behaving, so it was too late for the team. They still sort of stood off a little bit. But what she said to me later and she thanked me, see what it did do was it changed her relationship with her husband and her two boys at home.

And so her changed manner at home really helped her in those relationships. And we still catch up now and then she still thanks me for giving her that feedback, which I thought was rather obvious, but she was not aware.

What I'm going to do now is tell you about this Human Synergistics, who's the company who took us through our culture change at the time and they were engaged for leadership and culture, culture change tools and programme that we had in place.

They operate in 18 countries, Human Synergistics they've been in Australia since 1989.

They're backed by 40 years of scientific research. They've been in the game quite some time and they have an international reputation in the field of organisational development.

Their culture programme was aimed to develop leaders and show leaders how they interacted and how their behaviours came across and it was to develop their own people in a constructive way. So they have a suite of integrated tools. And the beauty of it was they have common metrics and language used to develop leaders and teams.

At which eventually leads to high performing organisations and the little circumplex, that little graph that you see on the right hand side is called the lifestyles inventory the LSI. So I'm going to refer to this quite a bit as we go through the session and this is a scientifically backed tool to see, measure and understand 12 thinking and behaviour styles that people display.

So I've been accredited in this leadership in the LSI coaching process for about 8 years now, nearly eight years, and I have witnessed in that time profound effect it has on people, the way they change, how they go about their work, and in particular, change the way they interact with their peers and their colleagues. And it makes a huge difference.

Human Synergistics the whole premise is based on there's a stimulus, there's an event that happens, and then there's a thinking process, and that's where the LSI one comes into effect. And that measures your thoughts, your own self-assessment of yourself and what motivates you. And then there's a response. That's the behaviour that comes out the other end. This is the feedback that you get on how other people see your behaviour. How you relate to others and how you solve problems and make decisions. Now. This is an interesting one because most of you would know Stephen Kobe, you know the seven habits of highly effective people. He wrote a book called First Things First. And in that he states that between the stimulus and the response there is a space and in that space is the power to choose our response. So in our response lies our growth and freedom.

And I think it might be safe to say that most of us have jumped straight from stimulus to response at some stages in our life.

Forgoing that little bit of thinking space in the middle, depending on what's going on.

The thing is that your thinking space can be unconscious or conscious thought that's something to bear in mind and your response can be appropriate or inappropriate depending on your viewpoint and the viewpoint of the person at the other end of it. But the big thing is that tone, language and in particular body language, will play a part in how it’s interpreted. The behaviour at the other end.

It's perhaps a little example there is. You can use the same words and say the stimulus is there's been a pile of a bag of garbage sitting near your front door for about two days and you know you're waiting for someone. Maybe your partner to take that out or someone in the household to do it. And you can say in the quite calm manner. Could you please take out the garbage to this person?

And that might be one way of doing it. An alternative way might be you can say the same words, but you might put your hands on your hips and say, could you please take out the garbage which may elicit quite different reaction from that person. But you've said the same words, it's just using different tone and different body language and I guarantee there'll be a different reaction sometimes they're very, very calm.

So this looks like a lot, but what I'm going to do because you're going to become semi experts by the time we get through this is take you in the next couple of slides at a very high level. How this circumplex that little graph on the right works and the results it can achieve and what it shows and the feedback it gives to people who go through this process. So it's a confidential survey that goes out and you fill in an assessment about yourself. That's your LSI one self-assessment on your thinking.

In the same questions are given to your direct manager, your peers, and direct reports, and it's a 360 degree feedback on how they see your behaviour.

It's interesting whether to see those two match. So as you see on the circumplex, there's three general clusters. You've got your blue, green, and red clusters. They're on a circular graph for a reason because the behaviours beside each other will feed into each other and increase the behaviour or bring it down.

And it looks at the underlying effectiveness of these styles. There's 12 styles there. It's a point in time measure. So it's not like a personality test where you know your traits are largely fixed with that. It's about thinking and behaviour and thinking and behaviour can be changed and developed. And the research that Human Synergistics has shows that organisational motivation and satisfaction, your collaboration with each other and individual effectiveness are all increased when the primary cluster is in those blue constructive styles, and we'll go into those a little bit more.

Here they are and you'll recognise just this is at a very high level, there is, trust me, so much information for each style. But we were just looking at a high level at this stage. So the constructive styles is what you would see there is people accomplish goals, they strive, they work well with others. They're innovative, they're creative and they like developing others. And the constructing styles on that little circumplex range from 11:00 to 2:00.

And they're quite self-explanatory. You've got achievement, you know, do you set goals and do you actually achieve them? You've got self actualising, which gets a lot of research there from Maslow's hierarchy of needs. Humanistic encouraging is about coaching and encouraging others, and you've got affiliative.

If you go on to 3:00 where you've got the green defensive, passive-defensive styles, this is where you'll see people staying out of trouble just doing their job and just avoiding conflict, following the rules, don't rock the boat, just put your head down and don't say anything.

Then you've got the aggressive-defensive styles in the reds. This is all about looking good, proving yourself, critiquing other ideas, saying oh, that'll never work. We've done this before, you know it, and even if you've presented with solutions, oh no, that won't work either. It's about control and dominating. Now each style is based on behavioural science research from well known psychologists in that field of expertise.

And each style has 20 statements against it, so they actually come at you with a number of statements every which way to capture the full spectrum of what you're answering, because as you know, say there's an example of an ADHD example where you might have a couple of the traits or the symptoms of ADHD, but it may not affect your everyday life. But if you tick every box in ADHD and all the criteria, then it may start affecting your life significantly. The same applies for this a little bit of the green and reds which we don't really want a lot of is OK, but not a lot and I'll show you on the next slide what.

OK. And maybe the couple of slides further on, I'll show you what that means.

This is just a reminder that what shapes our behaviour. Behaviour is what we see and experience when interacting with others so that LSI two where others give you their feedback on what they think of you, that's just what they can see above the water, but they don't see the thinking. Your beliefs, your values, everything that sits underneath it. So that LSI one is your own thinking.

Now we apply our own personal interpretation to how we see our surroundings and often neglect to consider what lies underneath for ourselves and for others.

You don't know what's underneath that iceberg.

The other thing that Human Synergistics places a large emphasis on is emotional intelligence. So knowing yourself first before you try to make sense of what influence your thinking and behaviour, so just a definition there, emotional intelligence is the ability to manage both your own emotions and understand the emotions of people around you.

And our emotions drive much of our conscious and subconscious thought and processes.

That’s been around emotional intelligence since about 1990. I think it was Solovian Mayer who first coined it. You know they talked about it. They're psychologists, but the author of emotional intelligence was Daniel Goldman. He's an American psychologist. And he wrote that book, emotional Intelligence in 1995. And so According to him emotional intelligence is the largest single predictor of success in the workplace.

So it's no longer just OK to have the academic side of things, the IQ, it also needs the EQ, the emotional intelligence, Marshall Goldsmith also just another one there, who's wrote what got you here, won't get you there. He states that a lot has been written about emotional intelligence, which in essence comes down to understanding that you're not the centre of the world.

It means paying attention to others. It means having perspective on your role, but also comprehending the role of others. That you are completely aware that other people are fully as human as you.

OK, this is where we're going to learn a little bit more about the circumplex. When you get your results and the reaction to the results, we'll talk about that a little bit further on can be interesting, but when you get them on this circumplex, what we're looking for and what you'll see is we're aiming to have the red and green behaviours below the 50th percentile, which is the third ring that you might see there. And then you're trying to get the blues, which are constructive behaviours well above the 50th percentile. Now if you take a pen and put it horizontally across that circumplex if most of your results come out above that in the top section of the circumplex, that means that your focus is on satisfaction and improving yourself. You're fairly confident in what you're doing. If most of your results come out in the red and green, you're focusing on security.

So if something's missing there where you don't feel secure in what you're doing.

By the same token, if you go across and put the pen vertically, if most of your results come out on the left, you're focused on task mainly, and if most of them are on the right, it's mostly about people. So it's interesting to see the different focuses that people have.

Some passive defensive behaviours. I just want to add this. So the red and greens are OK to have as long as it's under 50 percentile, but because some of the things at the bottom of the spectrum are saying things like you're tactful, you're very respectful to superiors, you know, you're modest. That's not going to bump the scores up too much. It's the ones at the top of the spectrum that will, and I'll show you some of those right now.

Here's a sample profile, someone's profile, and let's call them Jane for today. So this is her. LSI Two. So this is what other people think of her.

And what it says is her overall strongest extension in the colours. So is the constructive cluster. She's done very well there and the primary style though is dependent because that's a far bigger extension than the others.

That means that this person that Jane actually obeys too willingly is very respectful to superiors. I think the cooperative word there is very, you can be respectful, but it goes over the top with being respectful. Seeks help from others all the time. They're totally dependent on others to actually do their job. However, the good thing is, is that her secondary style is affiliated, so she's cooperative likes to include others in activities and friendly.

As I said, the red and greens are OK to have in small doses, but you see the oppositional at 7:00 that's also creeping up with dependence, so she's also well at the same time, she's being very encouraging of other people, she's also oppositional at the same time will say, well, that'll never work. No, I don't want to do that. And I think that might work. So it's a little bit of a contrast there, and if she actually pushes that oppositional down, her humanistic encouraging blue on the opposite side will actually raise much more than what it is.

The profile that she would have would be dependence that she's easily fooled as well, self doubting and worries a lot and is dependent on others. But as I said, the good thing there is she's also got affiliative. So she's very good at relations and she's helpful, sincere and sees the best in others.

So it's not a bad profile, it's actually quite good. She's got a really healthy dose of constructive blue behaviours. Just needs to get those reds and greens down a little bit.

This is the interesting bit because what happens is when you send it out the research the survey to your respondents, you put down your higher level manager, your peers and your direct reports and you'll have three or four in the cohort for your peers and direct reports and usually just one, your higher level manager in in that breakout, and it shows you the breakouts and what you can see is there's a different relationship happening in the different areas because you're getting different profiles. The manager in particular. If you have a look at that, look where the dependence is, it's out to the nth degree. It's out to the 99th percentile, so that's at the 5:00 there.

So what that means is the manager is seeing this person as being totally dependent on them. They're not making their own decisions, and they're also quite avoidant. And you see that's quite high as well right next door to dependence. And they feed on each other to a large degree too.

And if Jane, as we called her, were to work on reducing her dependence across the other side is achievement at the top in the blues. If she worked on that dependence and getting it down, that achievement would rise. You know, it would increase because they work on each other, they work synergistically. So the beauty of this is she can go back to the manager and say, where do you see me? If she wants to, because this is a totally confidential process. You don't have to do have a discussion about it with anyone, but the beauty would be to go back to the manager and say where do you see this dependence playing out? You know, how do you see that and how can I be less dependent and more achievement oriented?

Now look at the peers or associates. They're actually not seeing much dependence at all. It's under the 50th percentile, but what they're seeing there is something a little bit different is oppositional. So somehow James being a bit oppositional with her peers.

She's not with her manager. And if you look across the direct reports, the healthy dose of constructive behaviours there, especially achievement, they do believe that she is achieving and achieving for the team and the dependence is there a bit, but nowhere near what it is with the manager. So again, you can go back to these people and say, where do you see me being oppositional, you know, to the peers, how does that look and how can I change that? And that's the beauty of having these breakouts, which can be quite confronting sometimes for some people.

So I would like to throw to a fellow culture practitioner right now a man called Mr Steven Ball, and he's tuned in here today. And Steven, do you have any other experiences on the reactions of people to how they received their results, especially given that Steven has done about 5 to 600 LSIs, In over 2 decades and more than two decades. So is there anything you'd to comment on, Steven?

**Steven**

Only that thanks for sharing myself image there. I love the way you started off this. About when you see yourself and you look in the mirror, given I’m 70 next year. You look in the mirror and you go. When did all this happen? Like a stranger looking back at you, the thing I'm just looking at this step. It's interesting how this person is perceived to react differently with different groups and so the direct reports say I very positive the manager's frustrated by a lot of direction. And the peers is finding them a bit hypercritical, which could be the context of budgetary wars or something like that. And it can be really frustrating because you think I only see them once a month and they've locked and loaded on me to some extent. But how you react to it reflects your style. So if you're very aggressive and you get to report your and you question it challenge it not in a constructive way, but you go very defensive on it.

And if you're very passive, of course you'll just accept it. Oh, yeah. OK, I get it.

It's an interesting thing how you respond to it in terms of your own particular style. And just while I'm rattling along Deb on this, the thing about it is that your intent comes, you can have good intent in trying to communicate well, but it comes across differently. So you might say something like and don't take this personally anyone, you might say something like. Yeah, thank you for your input, but has anyone got anything available to add to the meeting? I think I'm moving the meeting along really quickly and they're thinking give me the survey I'm going to fill it out on him right now. He's the rudest person I've ever met, so you can have good intent but bad outcome and that'll reflect sometimes in that oppositional style where you think I'm terrific the way I go about things I'm challenging, I'm in control, I'm decisive, and then you get your feedback, micromanager hyper critical.

So you think that the way you're doing it is really constructive, but others are finding it really quite frustrating.

The thing about the LSI Two is that the connection between your day-to-day activities, you can kiss goodbye to engagement and psychological safety if you've got a particularly aggressive profile, because that would be from your point of view, the akin to the lunatics running the asylum. And so you really need to think this one through. Is my profile at odds with odds with the direction which we're trying to go?

And if it is can I change it and last bit Deb I'm stealing time. I was doing a debrief with someone who come in at #1 out of 100 for interpersonal skills.

So I'm trying to explain it to him. Imagine the line of 100 managers. If you look to your right, there's 99 other managers with more interpersonal skills than you. According to your team. Ouch.

He's now at the 27th percentile, which you think that's not too good.

Coming from 1 to 27, is pretty good. And in terms of coaching and mentoring, he was zero and he's now much the same of the 27. So you can make the change pretty well.

And last thing we do, sorry.

Deb and I have introduced as part of safety leadership and again, you can't be a good safety leader if you don't have a very constructive style where you're listening, supportive and welcoming feedback. There's no chance you can introduce the speak up culture and psychological safety if you've got a lot of red in your profile because, you're really not interested in what they've got to say, and you want to stay in control. And so it's proved very effective process. And thanks, Deb. Sorry about the length of that.

**Debra Wightman**

Excellent, great insights. Has anyone got any questions at all at this stage before we go on, we're going to look at another leader’s profile over a number of years. See if it can change.

**Anne Walters**

We have a question from Jessica

**Marin-Ulloa, Jessica**

Sorry, just give me a second.

I just wanted to know how would you account for cultural differences when using these tools and particularly in assessing how you see yourself and you see others, because what may appear and I'm thinking about power distance and when you something that may appear aggressive to some people may not necessarily be aggressive. You know the cultures.

**Debra Wightman**

You're absolutely right, Jessica, because and interestingly, this is across 18 countries and that and the data shows that while there might be small differences, especially with the Asian ethnicity and the way they see aggressiveness, and whether that's a good thing or not, or they'd see assertiveness as the way you have to be or they might see it like in some countries, you don't say anything to your superiors, you don't give your opinion. You know that that is the culture.

But when it comes down to it, it sort of normalises. There's not much difference between it other than those little tweaks. And I know Steven has worked with Singaporeans and I think a few other cultures too, Steven, but am I right in saying that it actually doesn't make too much of a difference in the long run because you'll still look at the statement and mark it as you see it.

But in these LSIs and in the LSI Two, you're benchmarked against 14,000 other managers, and that's from Australia and New Zealand normally.

Do you wish to add anything Steven?

**Steven**

Yeah. Deb. So Hong Kong was really competitive. If you can get ahead by stabbing your friends in the back, so be it. And then when we had a look at it and I think maybe I don't really want to be like that. Singapore last year it was a high on approval stay under the radar. Don't say anything, don't rock the boat type stuff. And if you look at Australians, our dominant style is avoidance.

Apparently we're better than anyone else protecting our rear end when things go wrong. It's a gift that we have. And I find it hard to believe that New Zealand is a more conventional I find them really innovative. But anyway, so it does vary, but what doesn't vary is when you say to everyone in all of the countries like I've worked in six with the LSI, what would be the profile of the most effective leader. And everyone says the same thing high on achievement, self actualising, humanistic and supportive and a good team person.

And so it doesn't matter where you are and what your current profile is. Thanks Deb.

**Debra Wightman**

And that there'll be, there's a few slides on. We'll, we'll show you that to just prove that point from the from the research. Thanks, Anne. I'm sorry.

**Anne Walters**

We also have a question from Joanna Embry, Joanna.

**Joanna Embry**

Oh, hi. My question is you know like a small team or even in a larger team, if you send out the questionnaires for doing the LSI Two and people are aware that people within their team are going to see this and see that, you know what comes back.

Do people always answer truthfully? Do you know what I mean? Because if they're concerned that it's going to offend the other person in their team if it comes across of what they're thinking about their style.

**Debra Wightman**

Great question. It's amazing how honest people are when they are faced with the survey, even though they might know them very well, even though they might be a bit of a mate, they will still be honest in how they fill out that questionnaire. And if you've got a small team too they can only put three or four direct reports in there. So some people might be missed out, but it is a confidential process. So when you get the results back. You're getting a cohort, you're getting a result of the three or four direct reports together, so you won't know exactly who gave which comment. So there's a number of statements there and that's why you have to go back and then seek that feedback from those people saying, you know, where do you see me acting out like this? But you're right. There can be games played. People think I'll send it out to just all my best mates, you know, thinking that they're going to get a wonderful score.

And that they might know them a bit better, but in all honesty they will be honest themselves and when they're filling it out and lots of times, it's because they will fill it out honestly because they probably can't give that feedback directly to that person because they are mites or whatever, you know, but they find it easier just to put it in a confidential survey where they know their name's not going to be on that feedback.

So it does still work and you can actually do group LISs as well. It's called the group styles inventory. That's one of human Synergistics tools as well, where as a team you would you would go through a simulation exercise like getting stranded on an island or being stuck in the Antarctic together. And then you have a scenario that you have to deal with on how you get off this island and what you're going to do and how you react to that is seen.

Which then measures how the team is in the red, blue or green behaviours and how they act together as a team, whether they act synergistically to be able to get through this scenario. So it throws up all different interesting scenarios on how people act in certain circumstances, but mostly people will honest honestly answer the questions or the statements that are there.

**Joanna Embry**

Thank you.

**Debra Wightman**

Thank you.

Here's an example of a leaders LSI journey over three years just to show that if you work on it, things can change and you can pull back the red extensions. This person had large extensions in the red, so the power and competitive and oppositional.

And I don't think I'll be wrong in saying that this person was a little bit shocked when they saw that first profile going back to 2017 or 2019. I can't quite read that.

Because I had very little constructive styles in there, quite oppositional. But this big oppositional and power going on.

And they were a little bit shocked to know that that's how they were received by others. So this person worked very hard on reducing those red behaviours. And once you reduce those red behaviours, the other side, the constructive styles come up. And as you can see, blue started to grow, the red started to go backwards a little bit, they were reduced every year. That takes a lot of hard work to sort of get these to change, but when you look at 2021, they have a good dose of blue constructive behaviours. By then the green the avoidance, which was really high to start with a couple of years earlier, they pulled that right back to virtually nothing, totally non-avoidant at all. By the time they got to 2021 and the reds pulled right back to around the 50th percentile, which is accepted level for Reds because some of the reds are sometimes you need a little bit of red at the bottom there.

So the as I said, this person worked on the oppositional and that in then increased the humanistic encouraging.

But what I can say here is that there is a lot of scepticism in going back to some of the points before about people doing this survey to start with and a lot of them don't want to do it out of fear of finding out what other people think of them and maybe what they think of themselves.

But in the end, most leaders are surprised and pleasantly surprised by their results, because often they find out that they their team think they are doing a good job. They are a good role model. Sometimes, and as Steven said earlier, the reaction to your results, this is a red what we would call a red person with these original results. They reacted in in a red way that they were shocked. It's like I don't believe this, you know.

But they at least went on then to actually work on it and say, OK, I'll accept it and I'll work on these behaviours. Some reds don't. I've seen reds right out to the 99th percentile and they don't believe it. They just say how dare those people say those things about me and I just don't believe it. What's interesting is when you've got a red leader and if you're underneath a red leader, you can go one of two ways. You can go up against them and go red yourself. That doesn't get you too far or in the end you just back off. And you'll say, OK, I'm just going to be passive. I'm just going to go along with it, you know, because I'm not going to rock the boat here. It's very hard to actually be constructive, but it that's what it should be in those circumstances.

The biggest disconnect that I've always seen though, is the higher managers score. It's often very different to how people see themselves and how he is, and direct reports might see them. So you'll often see a higher level manager not giving someone anything for achievement and self actualising because they're not achieving in the way that they would want. And that's a great opportunity for a discussion to say what am I not doing because it's not like you're not achieving and not doing a job, but how is it not fulfilling what the manager wants to see?

There might be a few people on the line too, who have been through this process. So there might have been a bit sceptical about doing it and I don't know whether they wanted to add anything at this stage.

And what their opinion is now of the process and how they might have used it.

**Anne Walters**

I apologise, is it Skefos?

**Skefos Tsoukalis**

Yeah, it is. It is.

**Debra Wightman**

Hello Skefos.

**Sekfos Tsoukalis**

I don't know whether that was the segway, that's actually my LSI.

**Debra Wightman**

Very honest.

**Skefos Tsoukalis**

So yeah, that was my LSI back in 2017.

And absolutely utilised this tool not only as being a tool but as an opportunity to try and identify how you can improve and it's not necessarily about OK, I'm going to reduce my red, but it's also about how am I going to increase my blue and reduce my green. I think this Johari Window was probably the best piece of advice and tool that was given to me because what it does it starts to identify where your blind spots are, where your strengths are, and where your weaknesses are, and then allows you to do that. But it's also quite interesting as well. Yeah, you have a perception. When I first received that LSI back in 2017, I can tell you I went home and cried.

Because it was, it was actually, It was quite it was confronting.

Because it's not how you perceive yourself. You perceive yourself in a totally different way internally, it's like it's the mirror. It's exactly the mirror. You think you're a lion, but you're actually a kitten.

And you utilise that to reflect and utilise something like this as an opportunity in terms of self improvement, you know and as a tool to help you guide you through that process moving forward in terms of self improvement. So yeah, that was that was me and yeah and it's been it's been a great journey.

A lot less angry and I think a lot less angry. I remember, Steve, you probably remember me at the first in the first meeting? Much more less angry than what I was. Less perfectionistic. And you know, becoming more entrusting of people.

**Debra Wightman**

Getting a lot of hearts there.

**Skefos Tsoukalis**

I think that was probably my key is just you need to trust your people moving forward.

**Debra Wightman**

Great reflection Skef.

**Skefos Tsoukalis**

I’m going to go hide now.

**Debra Wightman**

And you're being honest about it, which is, which is fantastic, because what Skef did and his whole team was, even though this is confidential, they put their profiles up, up, outside their office doors so that anyone could see it because it makes it far more impactful when people can see that you're actually working on something and they may forgive you if you transgress, you know, on a couple of little behaviours now and then if they know you're trying to make a difference that you're trying to change your behaviour if they don't know that they'll see the behaviour and they go. Here we go again. They they're just being themselves, you know, so.

**Skefos Tsoukalis**

Yeah, that was four years laminated on my office door.

**Debra Wightman**

Yes, you know it was very powerful. And as you said about this Johari window, that's a summary that you do get in in the results that you get it's very powerful because it shows you every single behaviour on there that might be a confirmed strength that everyone agrees on or you might have unrecognised strengths where you didn't know you're as good as you were at something or that you weren't as oppositional as you believed yourself to be.

**Skefos Tsoukalis**

Exactly it is it is confronting because you perceive yourself to be in one space when you're actually in an entirely different space and you know it's only human nature for you not to listen to understand others because you don't agree with them. It's until you see something tangible such as this that you realise, holy \*\*\*\*, you know, maybe others are in the right space and it's then the challenge to say well what am I going to do. Am I going to move to the right and actually try and reflect and improve. Or am I just going to continue in the same wheel spin that I am moving forward? I think I've spoken enough. I'll go back to hiding.

**Debra Wightman**

Thanks Skef. That was very brave of you to share.

And the good thing about this process too is they do give you prescriptive strategies, very prescriptive on what you can do to actually improve the Blues, the constructives and to reduce the reds and greens.

This is some of the data that proves that the LSI and using the LSI does work. And this comes from Human Synergistics data over many years. So if you’re a constructive individual, you'll be 37% less stressed, you'll have better health and well-being. You'll be 43% have better working relationships with your colleagues and 47% greater readiness for promotion.

That is a question that's asked at the end of the survey, it asks other people only, do you think this person is ready for promotion? And so it's interesting to see where people mark you on that. And you're going to be more effective in your role by about 34%.

So just before we go on to the next slide. Leadership does shape culture. It’s responsible for about 42% for shaping culture.

And there's a separate survey that Human Synergistics do, where they also plot the culture of the organisation on to a similar circumplex and say you speak in the same language, you can see what's red, green and blue.

So what do people think this culture survey might look like with the reds, green and blue or for Australia and New Zealand government sector? They've got the data on the government sector for Australia and New Zealand. Which styles do you think would be most dominant red, green or blue?

**Anne Walters**

I'm going to go out on a limb and say green. Lots of green.

**Debra Wightman**

It and you can put it up on the chat for Anne to see if you like.

**Anne Walters**

So I've got Sarah saying Green, Nikola, saying red and green, Rachel's saying green Jessica's saying green.

**Debra Wightman**

No blues?

**Anne Walters**

Stephanie saying red.

**Debra Wightman**

OK, let's have a look at it then. It's the next slide.

So on the left are your most constructive organisations in government.

And it doesn't even look very constructive. Then they're quite good with their humanistic encouraging, but the blues aren't very high and that's the most constructive ones.

The reds and greens aren't too high, which is probably why they are most constructive on your right is the least constructive, and as you correctly said, it's mainly avoidant, oppositional, and passive-defensive behaviours. Very little constructive behaviours in the least constructive organisations.

So what that might look like in the organisation is that in these highest constructives they’d be helping others learn from their mistakes, encouraging new ideas, promoting open discussions, and they would be strong role models. The one on the right, the least constructive, what that would look like and feel like, is there'd be people dismissing ideas, they're critical, we've done this before. It never worked before. They won't allow new ideas to come through. There's procrastination waiting for others to make decisions.

Achieving by conforming and just using past policies and procedures to get by. So is that a surprise to anyone? Probably not. But let's look at the same time these leaders were given, what would be their ideal culture, and that's what they put all the blues right through the top. Hardly any red and green except a little bit of oppositional. It's under the 50, but they may have meant that to mean, you know, we do want to challenge ideas sort of thing and I might have seen that as an oppositional thing, but mainly they are looking at goal orientation, self actualising where growth and learning, humanistic, encouraging, where you support one another and building relationships through affiliate.

Thanks, Anne. So let's make this a little bit more interactive now.

We're going to see the three styles in action and we have in our audience today three very brave volunteers from the Department of XYZ who've been tasked with organising their staff Christmas party. And so our three volunteers before I go any further are Darren, Chantelle and Anne, and we're going to be a fly on the wall as they come together, they're the leaders of their organisation. They've been tasked with this organising the Christmas party and this is their first meeting. Now I want you to sort of now have a look at them and look at their body language the way they speak and what's going on and then at the end of it, let's see if we can guess who's blue, who's red and who's green.

**Darren Peck**

All right. Well, I'll kick off, Deb. So I'm Darren, so, so team, for our sins we've been tasked to come up with a plan for the Christmas party. So the executive have told us to get something together. So yeah, I just thought.

**Chantelle O’Connor**

I don’t know why they brought us together to do it, I think I could just do it by myself, but I guess we have to work together.

**Darren Peck**

I reckon it would be probably better because yeah, you know, diverse ideas, getting a bit more buying from other people, different perspectives. I reckon that'd be really valuable. So look, I've got a few ideas I thought I'd kick off and we can kick them around. And in fact, I've got a little bit of an agenda. So the first thing I thought we could discuss is the time and the dates. So I was thinking. You know, where are we at now? Early November, I reckon it might be good to have the Christmas party towards the end of this month. What do you guys reckon? Because otherwise, you know, people will be going on. Leave that sort of thing. Any thoughts in that space?

**Anne Walters**

Do you think that we should make a decision about the date? I'm just not sure if we should make the decision about the date.

**Chantelle O’Connor**

We definitely should, and it should always be December. Christmas is in December. Simple.

**Darren Peck**

Yeah, but yeah, OK. Some sometimes people, you know, go and leave. So I'm thinking I'm thinking maybe the end of this month and I think, yeah, we probably do need to because the executive are asking us to make a decision. So I reckon I reckon we put something up to them at least and see what they reckon. So, Chantelle, why don't we just go within the November if you're OK, compromise sound all right? Yep. OK. I'll just move on to the next quickly the next thing I'll call on my list. I reckon we should discuss, you know, like the format. Should it be casual, you know, finger food or more informal, formal what? What do you reckon? And let's discuss a theme as well. I've got a couple of ideas, but I'll throw to you guys first.

**Anne Walters**

Do you think we should come up with a theme? I feel like maybe we shouldn't make those sorts of decisions. Maybe we need to ask the executive what they want

**Darren Peck**

Well, the executive is asking us Anne. So that's why we're here. So we're going to try and, you know, put a proposal up to them. Chantelle, any ideas?

 **Chantelle O’Connor**

Yeah nineties, 90s theme all the way.

**Darren Peck**

90s, OK, alright, that sounds alright to me. I'm happy with that. let's put that in and see what the what the executive reckon. What else have we got? What have I written on my notes here?

Right. In terms of the cost, do you think reckon it should be subsidised by management or you know pay as you go sort of thing, what do you reckon?

**Chantelle O’Connor**

I'm just going to take over here for a second, Darren. I think that you've missed the entertainment. I think that's very important. I've already spoken to my friend who has a band and they play 90s songs and they're willing to come and play. So I'm just going to go ahead and lock that in.

**Darren Peck**

Sounds good to me actually. Anne what do you think?

**Anne Walters**

Do you think we should, Chantelle? We don't even know if we've got a budget. I'm just not sure if we should be making that sort of decision.

**Chantelle**

You would say that.

**Darren Peck**

OK, I reckon explore the idea. Chantelle, see what your friends can do, you know, free or what the cost might be, and we'll package it up into the proposal. We'll put it all in the mix here. Nothing's off the table yet.

Now, yeah, but back to the cost. What do you reckon? Should we get people to pay or ask management to subsidise?

Any ideas?

No, no wrong ideas here. Feel free to jump out.

Including you, Anne.

**Chantelle O’Connor**

Well, I don't want to pay. I think management should pay.

**Darren Peck**

Fair enough. Yeah, no worries. Anne?

Get them to pay. Let's put it down.

**Anne Walters**

I don't really have an opinion on this one.

**Darren Peck**

No, I didn't think so. That's all right. We'll see if we'll see if management should pay. I reckon they. They should show. Should put a little bit in at least.

How we going for time, Deb, do you want us to keep going?

**Debra Wightman**

You can stop there if you like. I think everyone's got a pretty good idea of which behaviours are being played out, but let's see. Hey, I don't know whether you've been putting it on to chat or not, but who do you think, guys, I'll ask you. There is.

**Anne Walters**

Lots of people in the chat in agreement with Darren Blue, Chantelle Red and myself green.

**Debra Wightman**

Ah, very good. Very well picked, very well identified. But can I ask and that is correct that is the correct identification.

Darren, how did you feel?

**Darren Peck**

OK, it was a challenge. I was massively challenged.

**Debra Wightman**

You were constructive

**Darren**

Trying to be inclusive when you know the green is just totally stepping back and not giving me anything to work with and then the red just like a bull in the China shop. That was a challenge.

**Debra Wightman**

And can I they are acting and over exaggerating here. This is not their natural styles by the way. So Chantelle, you were red. Did you feel empowered or how did you feel?

**Chantelle**

I felt completely out of character. I don't behave like that. I actually think that it's kind of childish. And Darren did a really good job of trying to manage that. But I was also getting frustrated with the green, with Anne, she wasn't really adding anything and too scared to make any decisions.

**Darren**

Which is massively out of character too. Hey, Anne?

**Debra Wightman**

I was just going say that. And Anne, how did you feel when you tried to say something or come up with something?

**Anne**

That's right it's a struggle when you can't, when you feel like you can't say anything so absolutely.

**Debra Wightman**

Yeah excellent. Thank you very much.

Anne, Darren and Chantelle for being our Guinea pigs today and for everyone else who's correctly identified their behavioural style, we'd better get going because we're running out of time here, so.

And if we can go back to the next slide.

We're just going to finish up.

That's just a slide that people can refer to. It's all the other tools that Human Synergistics have. As I said, the group styles, we can get a group in a scenario and see how your styles come out. There is management impact and leadership impact and they work, their like an LSI on steroids. They actually show you how you make other people behave, not just your own style, but how you make other people behave. And then there's a fair culture surveys.

If you go on to the Human Synergistics website. If you go on to their website, you can see some of the big companies who have had fantastic results with their tools, working in the blue zone was coined by Yarra Valley water, who's one of the icons in this space. So there was a Royal Flying Doctor service, IBM, Sanitarium, all big names. So back to your brand. We'll just wrap up here. So the definition of your personal branding is that it's a process of defining and promoting what you stand for as an individual. And it's the culmination of your experiences, skills and values that differentiate you.

Your self assessment would be done through the LSI one. That's how you see yourself and your personal brand in lieu of anything else that you've got would be the LSI two. How other people see you.

So the good news is that you're in control of your personal branding, and you can change it. So go back to the three things you wrote down earlier on.

And that's how you describe yourself. If you want an informal way of finding out what personal brand is, just go to one of your colleagues or a friend and say ask them to describe you in two to three words and see if it matches up with what you've written down. If you don't like the results, then you have the control to actually work on the attributes that you would like to be known for.

But frequency and consistency of behaviour is very important, remembering that if they see one negative thing, that brand will go back to square one.

An example of that is in TV and radio. When I used to do planning that in the old days for TV and radio plans you had to make sure that in TV the audience say it was people 25 to 39 they had to see your message at least three times before they took it in and then in radio it was at least five times you needed to impact those people before they actually took it on board. They want to see it happen again and again.

So in a year's time you can see if those descriptors have changed by asking people again or some other people, or you can embark on an LSI journey and that one's scientifically proven and you can find out how people really see you.

And that's it. That's the end of the presentation. One more slide which just has my details on it. Does anyone else have any other questions and thank you for joining me for today's session.

**Anne Walters**

I just want to thank Deb very much for joining us today. Graham, I might just get you to take the question offline. You can hang on maybe at the end when everyone else is gone, because I know some people do have to go. Thanks so much, Deb, for taking us through that today. If anyone has got an interest in further looking into this, please feel free to reach out to Deb. She has provided her details there and I've put them back up on the screen as I mentioned, today was our last session for the year, but thank you so much for joining us and thank you, Deb, for agreeing to come on to today's session.

There was a survey put in the chat, Shona might be able to put it again in so that it's further down if you do have a couple of minutes just to stay on it's a very short survey. It just helps us to know your level of satisfaction but also whether there's any topics that you'd like to see in the future on this particular series of events. So please take a couple of minutes just to fill out that survey. If you do have some time. Otherwise, thank you everyone and have a wonderful day and a wonderful weekend.

**Debra Wightman**

And please reach out if you do want to know more.

**Anne Walters**

If you do have any questions, please feel free to stay on and Deb can take any questions when everyone else is gone, if that's all right.

**Debra Wightman**

Thank you.