LEAD II

LEADERSHIP TRAINING

Building a Culture of Trust & Credibility

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LEAD Level 2 Development Process

LPI 360 Pre-Assessment

LPI 360 Post-Assessment

May 20 In-person	**June 16** Virtual	**July 9** Virtual	**August 12** In-person	**September 16** Virtual	**October 14** Virtual
Kickoff & LPI 360 Prep	Building a Culture of Trust & Credibility	The Brain-based Case for Psychological Safety	Lean In When Others Dig In/GROW Coaching	Deliberate Doubt	Post-Assessment Results & Making Commitments
1:30-4 pm ET	2-4 pm ET	2-4 pm ET	1:30-4 pm ET	2-4 pm ET	2-4 pm ET

Ongoing: Accountability Partnerships, Homework and Application Exercises

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Icebreaker

You have your own late night talk show.

Who do you invite as your **first** guest?

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Objectives for today:

- Review your LPI 360 assessment results
- Identify 2-3 focus behaviors to measure growth
- Increase self-awareness and team awareness around the specific behaviors that build or erode trust and credibility.

p.2: Data Summary (by Practice)

Total pts possible: 60

	SELF AVG		INDIVIDUAL OBSERVERS									
			M1	C1	C2	C3	C4	C5	C6	C7	C8	O1
Model the Way	45	**46.8**	35	45	39	49	43	41	50	60	52	54
Inspire a Shared Vision	39	**39.4**	23	39	31	41	38	30	40	60	44	48
Challenge the Process	39	**40.3**	36	36	34	35	39	29	37	60	48	49
Enable Others to Act	50	**50.6**	47	48	45	51	47	52	50	60	49	57
Encourage the Heart	40	**45.2**	41	45	43	44	40	41	42	60	47	49

p.2: Data Summary (by Practice)

Identify:

- Your **highest & lowest** scored practice area (yours, your observers)
- **Discrepancies** in observer columns
- **Discrepancies** among **groups**

	SELF AVG		INDIVIDUAL OBSERVERS									
			M1	C1	C2	C3	C4	C5	C6	C7	C8	O1
Model the Way	45	**46.8**	35	45	39	49	43	41	50	60	52	54
Inspire a Shared Vision	39	**39.4**	23	39	31	41	38	30	40	60	44	48
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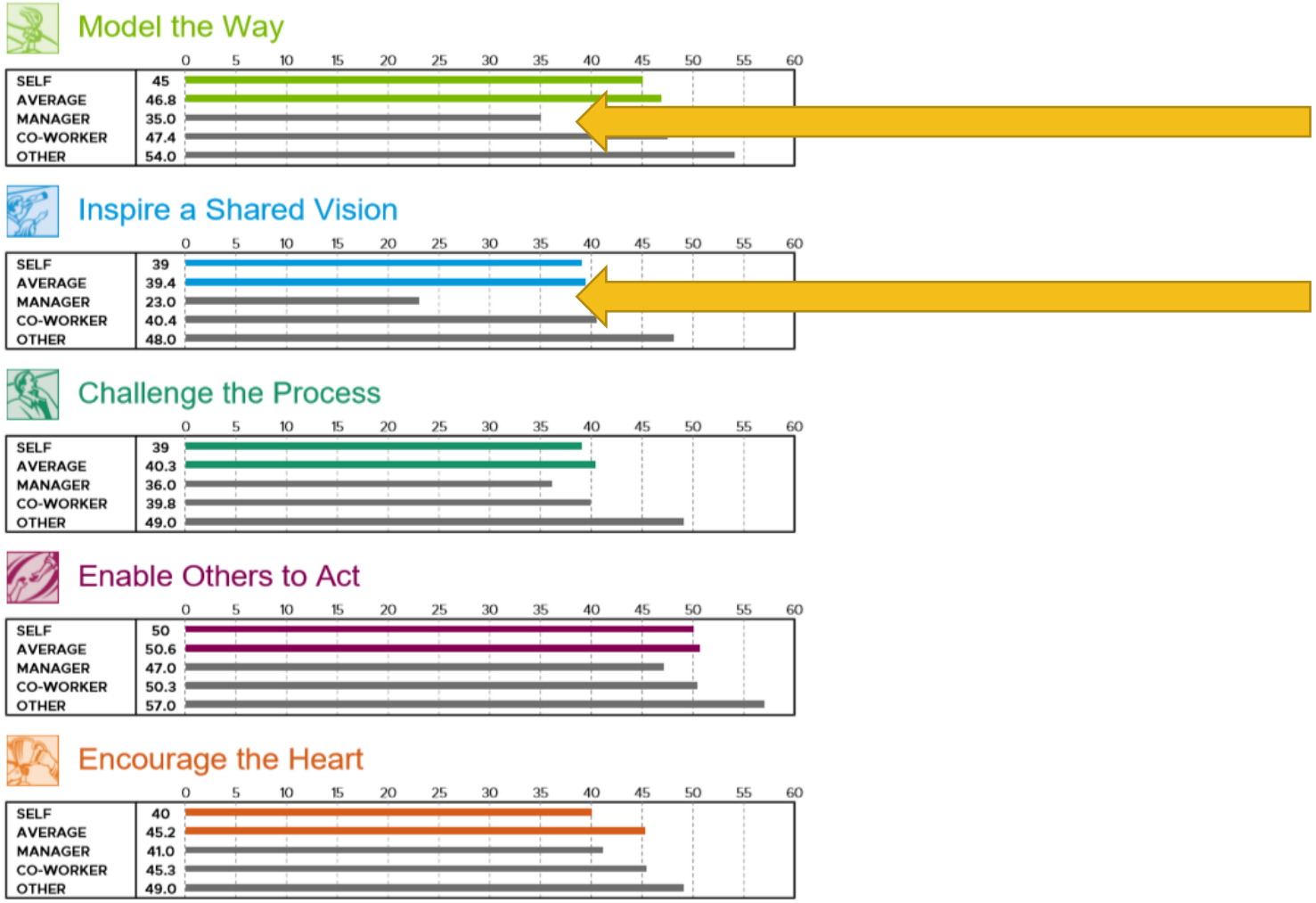
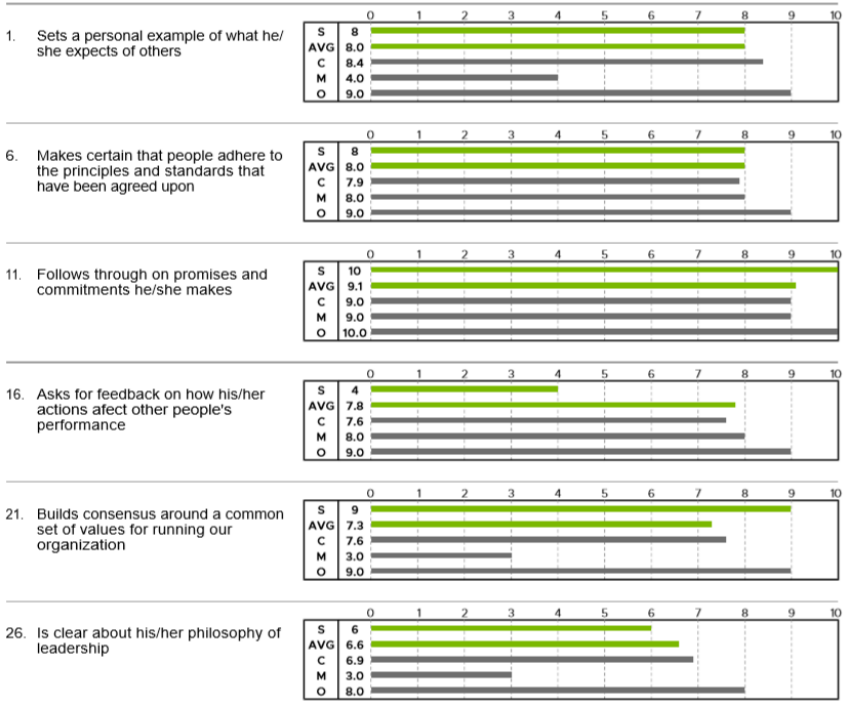
Enable Others to Act	50	**50.6**	47	48	45	51	47	52	50	60	49	57
Encourage the Heart	40	**45.2**	41	45	43	44	40	41	42	60	47	49

Five Practices Bar Graphs



pgs.6-15: Practice Area Bar Graphs

	SELF	AVG	INDIVIDUAL OBSERVERS									
			M1	C1	C2	C3	C4	C5	C6	C7	C8	O1
1. Sets a personal example of what he/she expects of others	8	8.0	4	9	7	7	8	8	9	10	9	9
6. Makes certain that people adhere to the principles and standards that have been agreed upon	8	8.0	8	6	6	9	8	7	8	10	9	9
11. Follows through on promises and commitments he/she makes	10	9.1	9	9	8	10						
16. Asks for feedback on how his/her actions afect other people's performance	4	7.8	8	6	8	8						
21. Builds consensus around a common set of values for running our organization	9	7.3	3	8	6	8						
26. Is clear about his/her philosophy of leadership	6	6.6	3	7	4	7						



Identify your **highest** & **lowest** scored behavior

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Ranked Behavior List

MOST FREQUENT		PRACTICE	SELF	AVG +/-	M +/-
14.	Treats people with dignity and respect	Enable	9	9.5	10.0
11.	Follows through on promises and commitments he/she makes	Model	10	9.1	9.0
24.	Gives people a great deal of freedom and choice in deciding how to do their work	Enable	9	9.1	9.0
4.	Develops cooperative relationships among the people he/she works with	Enable	9	8.8	9.0
9.	Actively listens to diverse points of view	Enable	8	8.6	8.0
19.	Involves people in the decisions that directly impact their job performance	Enable	8	8.5	8.0
1.	Sets a personal example of what he/she expects of others	Model	8	8.0	4.0 -
6.	Makes certain that people adhere to the principles and standards that have been agreed upon	Model	8	8.0	8.0
15.	Makes sure that people are creatively recognized for their contributions to the success of our projects	Encourage	8	8.0	8.0
10.	Makes it a point to let people know about his/her confidence in their abilities	Encourage	8	7.8	7.0
5.	Praises people for a job well done	Encourage	6	7.8 +	8.0 +
16.	Asks for feedback on how his/her actions affect other people's performance	Model	4	7.8 +	8.0 +
30.	Gets personally involved in recognizing people and celebrating accomplishments	Encourage	5	7.7 +	6.0
23.	Identifies measurable milestones that keep projects moving forward	Challenge	8	7.5	8.0
21.	Builds consensus around a common set of values for running our organization	Model	9	7.3 -	3.0 -
27.	Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	7	7.3	3.0 -
20.	Publicly recognizes people who exemplify commitment to shared values	Encourage	8	7.2	6.0 -
18.	Asks "What can we learn?" when things don't go as expected	Challenge	5	7.1 +	4.0
12.	Appeals to others to share dream of the future	Inspire	7	6.9	4.0 -
28.	Takes initiative in anticipating and responding to change	Challenge	7	6.9	8.0
3.	Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	6	6.9	6.0
22.	Paints the "big picture" of what we aspire to accomplish	Inspire	9	6.8 -	4.0 -
17.	Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	5	6.8 +	4.0
25.	Tells stories of encouragement about the good work of others	Encourage	5	6.7 +	6.0
26.	Is clear about his/her philosophy of leadership	Model	6	6.6	3.0 -
29.	Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	7	6.1	3.0 -
13.	Actively searches for innovative ways to improve what we do	Challenge	7	6.0	6.0
7.	Describes a compelling image of what our future could be like	Inspire	6	5.9	3.0 -
8.	Challenges people to try out new and innovative ways to do their work	Challenge	6	5.9	4.0 -
2.	Talks about future trends that will influence how our work gets done	Inspire	5	5.7	5.0
LEAST FREQUENT					

What do you notice?

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Trust & Credibility-Building Behaviors

#1: Sets a personal example of what s/he expects of others

#9: Actively listens to diverse points of view

#11: Follows through on promises and commitments they make

#14: Treats people with dignity and respect

Ranked Behavior List

Find and Circle these noted behaviors:

1, 9, 11, 14.

14.	Treats people with dignity and respect.	Enable	9.4	9.3	9.2
11.	Follows through on the promises and commitments they make.	Model	9.2	9.0	9.1
4.	Develops cooperative relationships among the people they work with.	Enable	9.2	8.9	8.4
6.	Makes certain that people adhere to the principles and standards that have been agreed upon.	Model	8.6	8.8	7.4
23.	Identifies measurable milestones that keep projects moving forward.	Challenge	8.3	8.8	7.8
1.	Sets a personal example of what they expect of others.	Model	9.1	8.7	8.3
28.	Takes initiative in anticipating and responding to change.	Challenge	7.8	8.7	7.1
20.	Publicly recognizes people who exemplify commitment to shared values.	Encourage	8.3	8.6	8.3
21.	Builds consensus around a common set of values for running the organization.	Model	8.3	8.6	7.9
10.	Makes a point to demonstrate confidence in the abilities of other people.	Encourage	8.2	8.6	7.9
5.	Praises people for a job well done.	Encourage	8.5	8.5	8.0
15.	Makes sure that people are creatively recognized for their contributions to the success of our projects.	Encourage	8.3	8.5	8.2
2.	Talks about future trends that will influence how work gets accomplished.	Inspire	8.2	8.5	6.4 -
22.	Paints a "big picture" about what shared aspirations will look like in the future	Inspire	7.9	8.5	6.9
30.	Gets personally involved in recognizing people and celebrating accomplishments.	Encourage	8.4	8.4	8.2
26.	Is clear about their philosophy of leadership.	Model	8.3	8.3	6.8 -
27.	Speaks with genuine conviction about the higher meaning and purpose of the work.	Inspire	7.8	8.3	6.3
13.	Actively searches for innovative ways to improve what is being done.	Challenge	7.3	8.3	6.2
7.	Describes a compelling image of what the future could be like.	Inspire	8.3	8.2	6.0 -
9.	Actively listens to diverse points of view.	Enable	8.2	8.2	6.4 -
29.	Ensures that people grow in their jobs by learning new skills and developing themselves.	Enable	7.6	8.2	7.2
12.	Appeals to others to share an exciting dream of the future.	Inspire	7.4	8.2	6.7
3.	Seeks out challenging opportunities that test their own skills and abilities.	Challenge	7.8	8.1	6.4
19.	Involves people in the decisions that directly impact their job performance.	Enable	7.8	8.1	6.9
17.	Shows others how their long-term interests can be realized by enlisting in a common vision.	Inspire	7.5	8.1	5.9 -
25.	Tells stories of encouragement about the good work of others.	Encourage	7.4	8.1	7.4
8.	Challenges people to try out new and innovative ways to do their work.	Challenge	7.2	8.1	6.2
18.	Asks "What can be learned?" when things do not go as expected.	Challenge	8.1	8.0	5.8 -
24.	Gives people a great deal of freedom and choice in deciding how to do their work.	Enable	7.5	7.8	6.6
16.	Asks for feedback on how their actions affect other people's performance.	Model	6.0	6.6	4.9

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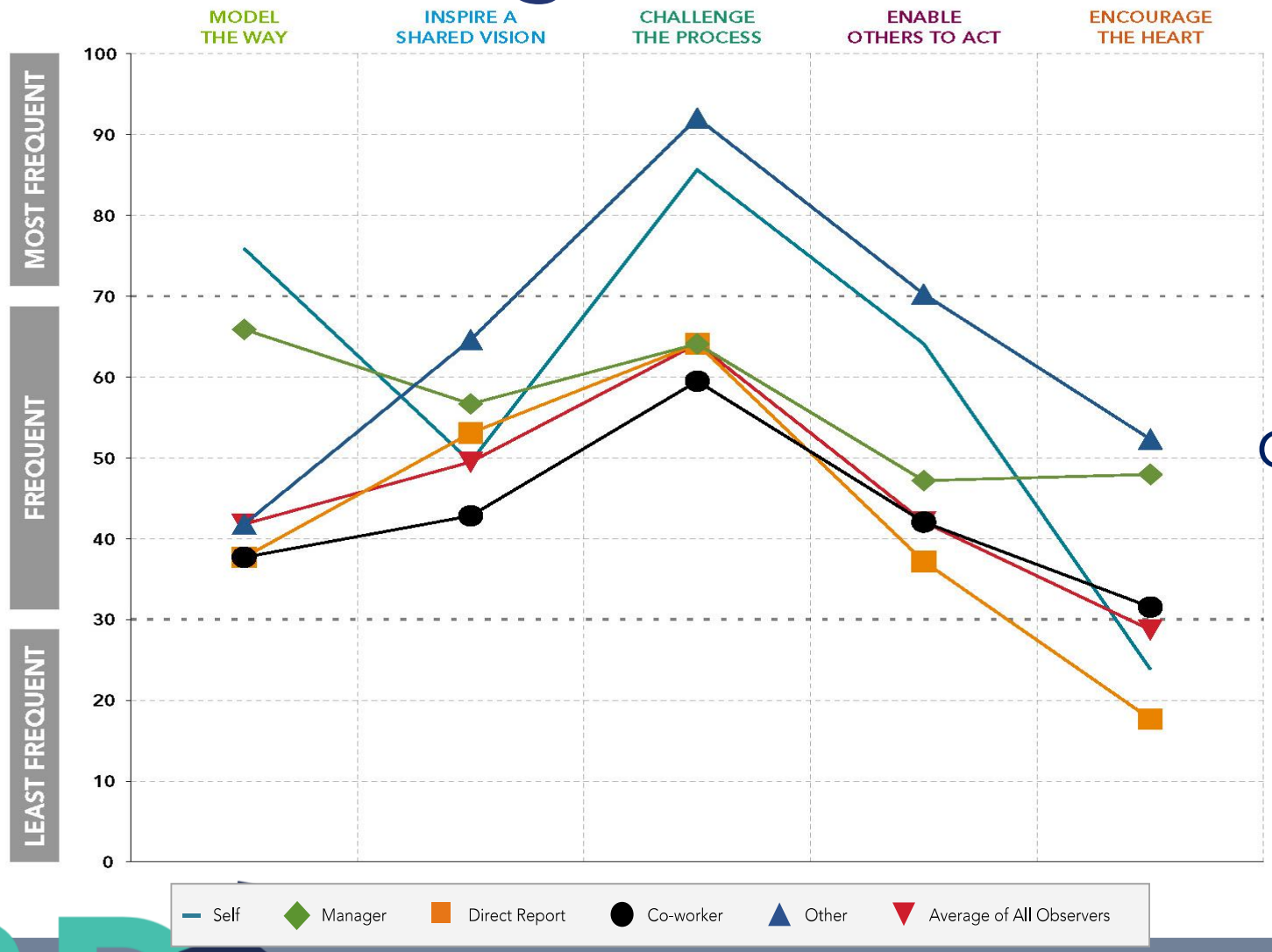
What is SIGNIFICANT?

Behavior = .7

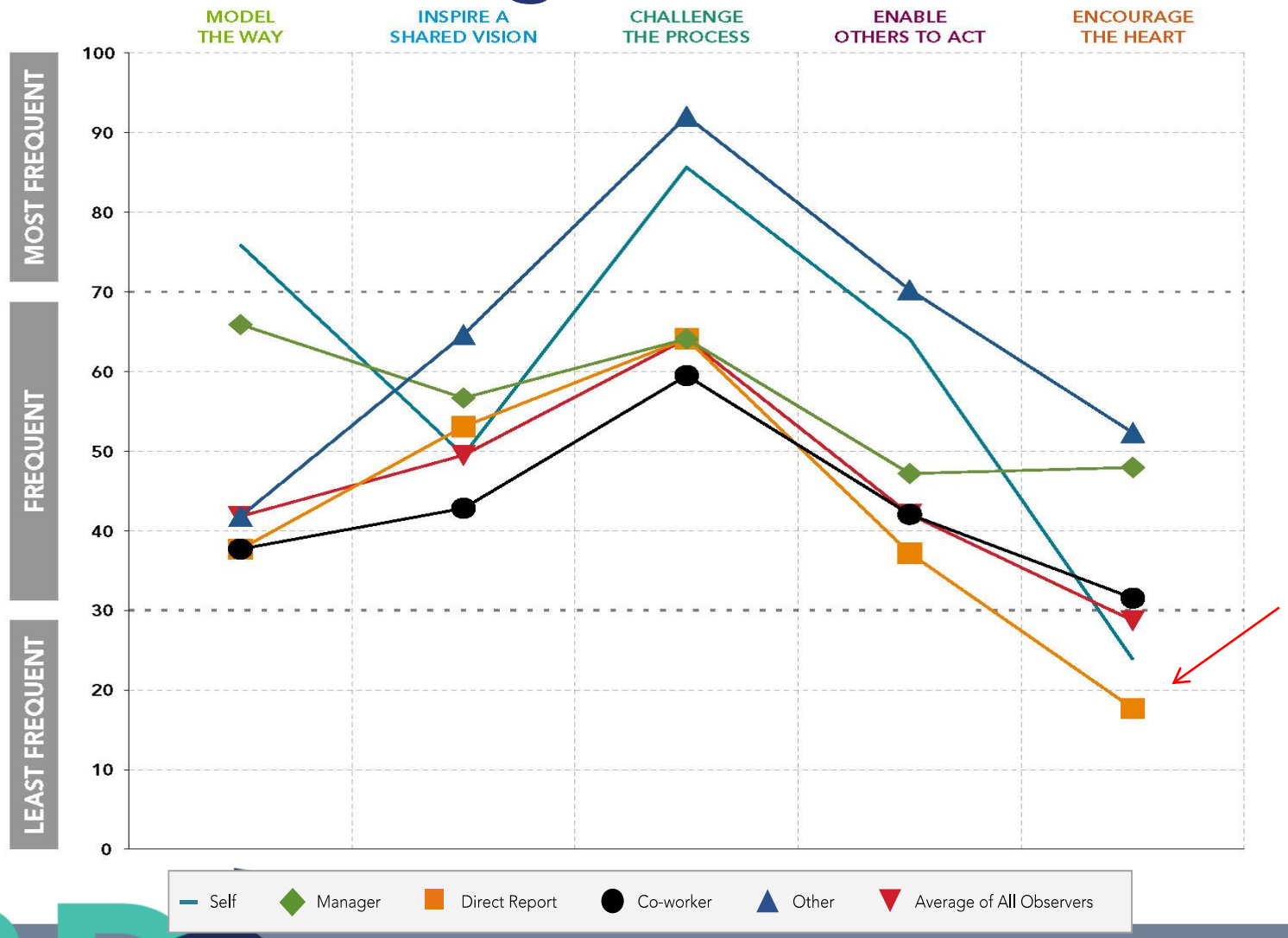
Practice Area = 1.5

Percentile Ranking



Where your scores fall in comparison to others.

Percentile Ranking



Her Direct Report score is below the 20th percentile – 80% of the direct reports in the database rated their leaders higher than Amanda's direct reports rated her.

Focus = Growth

Be intentional about the 2-3 LPI behaviors you choose to focus on!

Breakout Group

- ❑Share reflections from your LPI 360 feedback
  - ❑Share your 2-3 Focus Behaviors

Reflecting on Your LPI Feedback

Use the link to identify **2-3 behaviors** you will focus on during the development process.

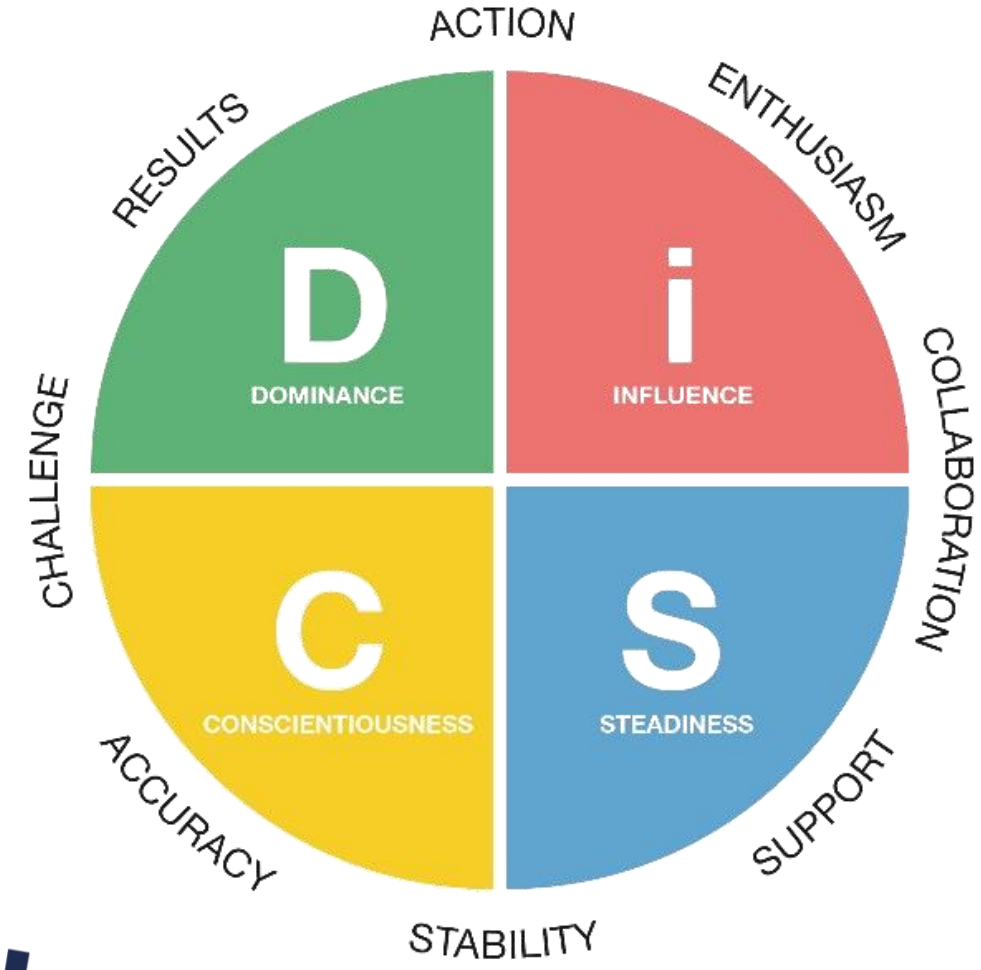
The Importance Of Authenticity

Effective leaders are authentic: They deploy individual strengths to engage followers' hearts, minds, and souls.

They are skillful at consistently being themselves, *even as they alter their behaviors to respond effectively in changing contexts.*

—Rob Goffe, from *Why Should Anyone be Led by You*

The DiSC Model



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DiSC Principles

- DISC does not measure character, education, or skills.
- Every style is valuable—there is no right or wrong.
- Designed for **dialogue**, **not diagnosis**.
- We all have blind spots. Self-awareness brings clarity and drives change.
- Focus is on the Platinum Rule: Treat others the way they wish to be treated.

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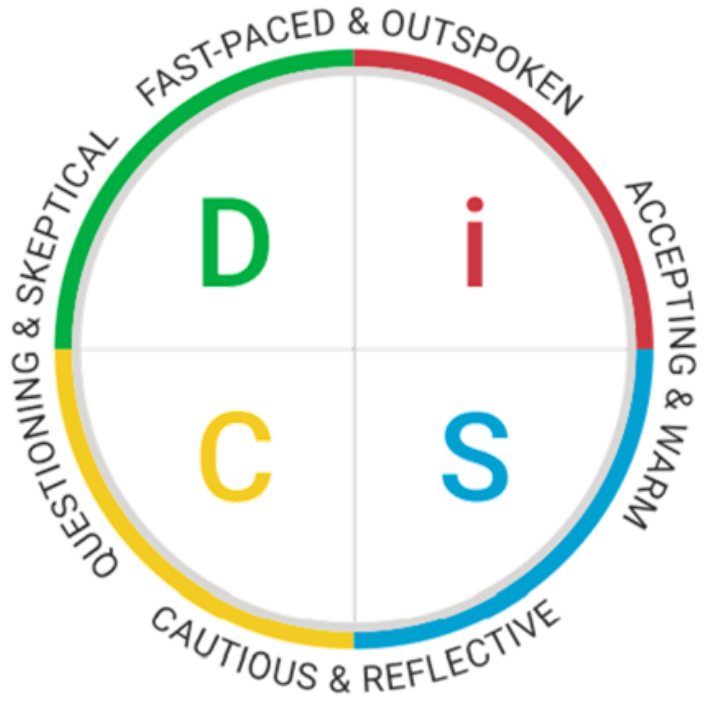

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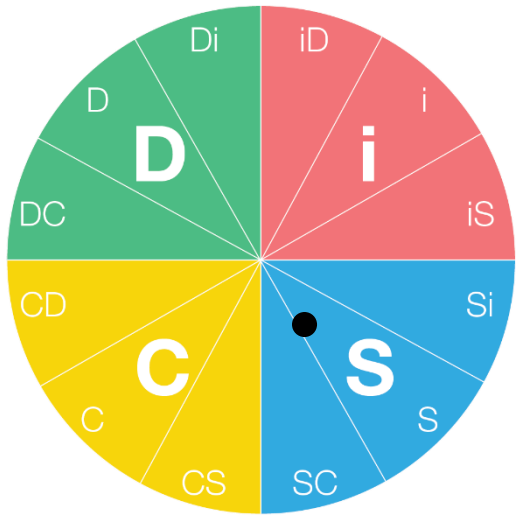
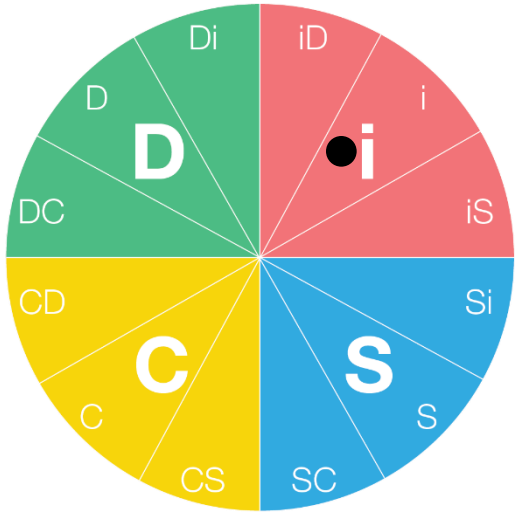
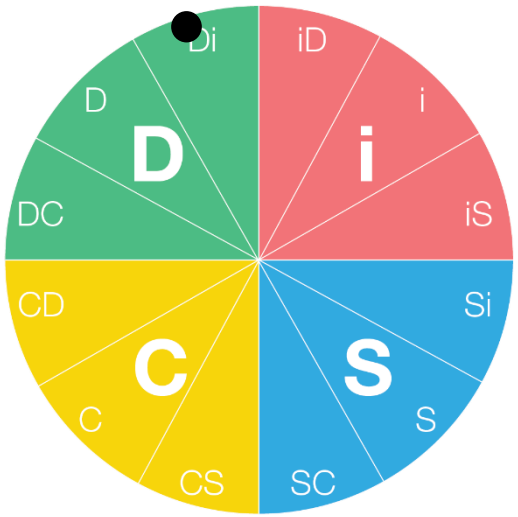
Your Inclination



Slight

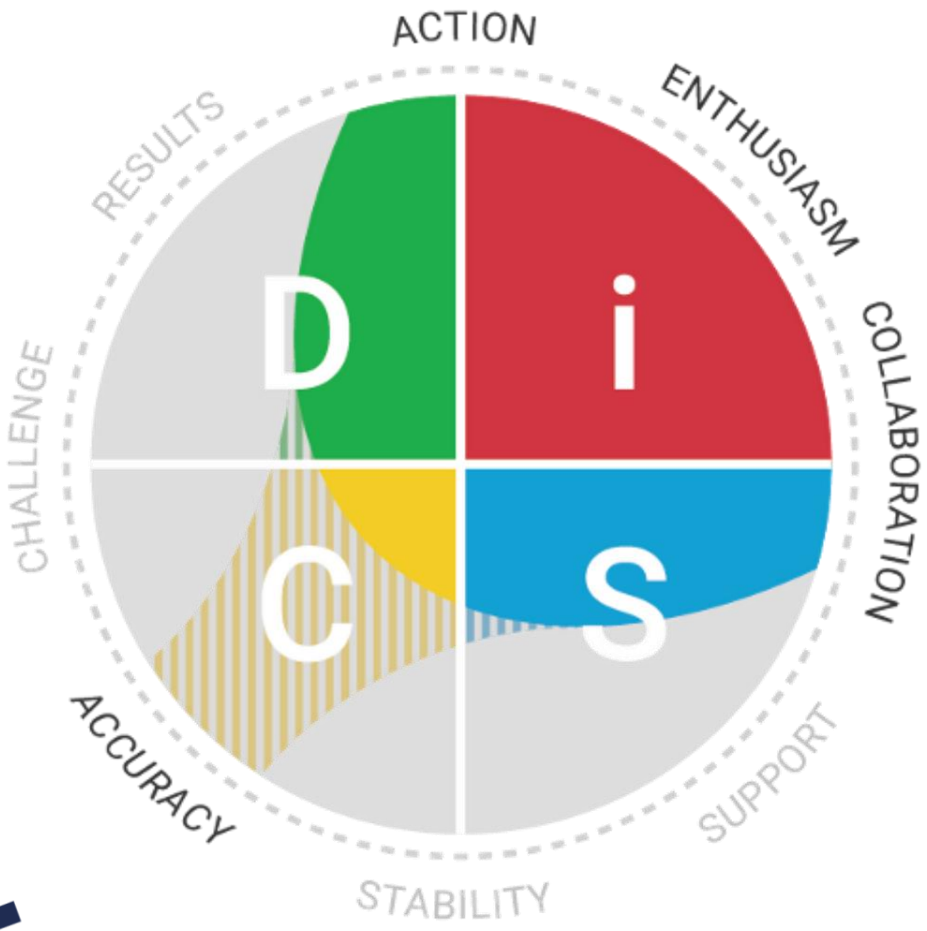


Moderate



Strong

Shading and Priorities



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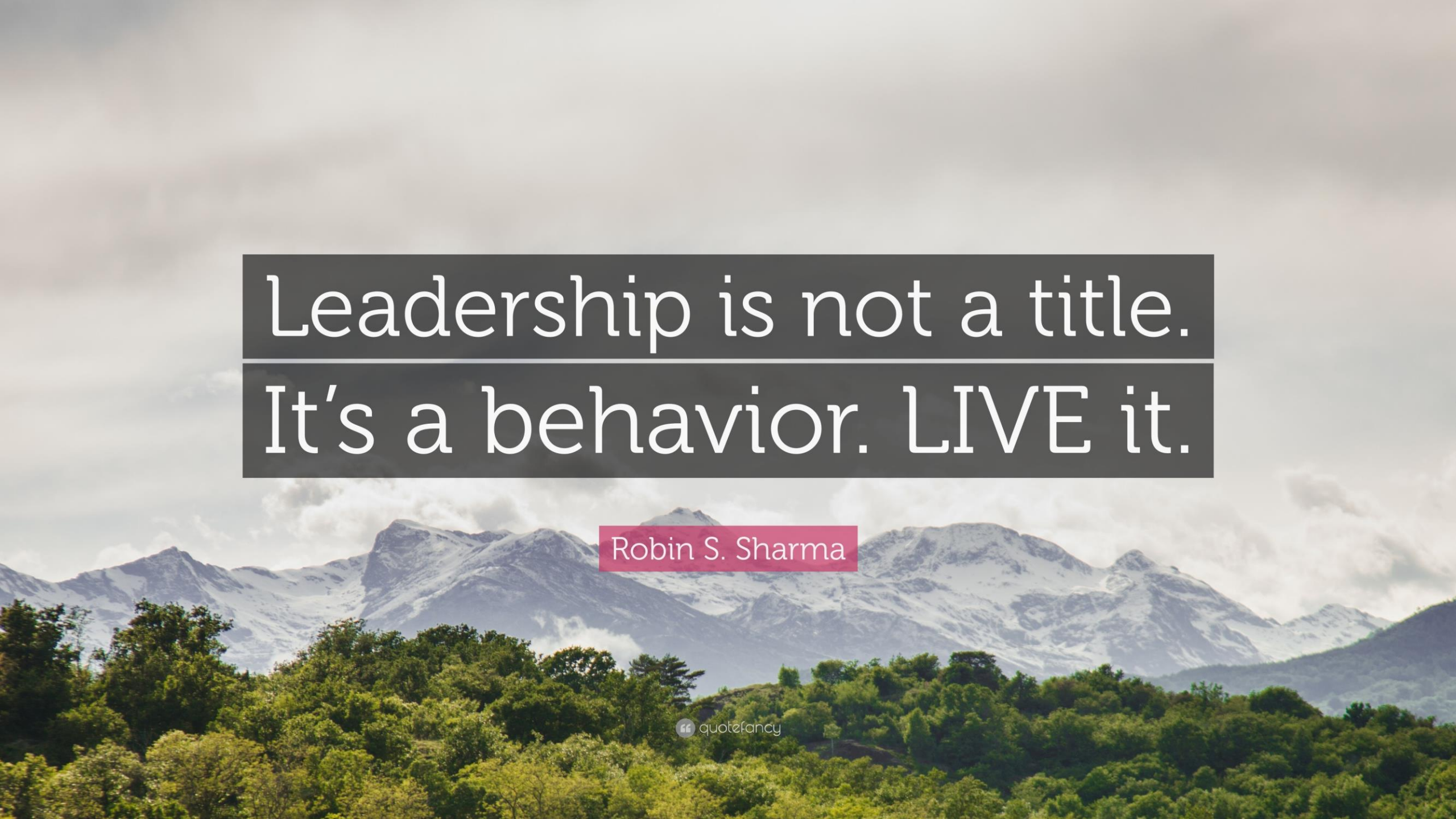
Leadership is not a title.
It's a behavior. LIVE it.
Robin S. Sharma
quotefancy

Reflect

- “Think about someone you trust deeply. What do they do (or not do) that makes you trust them?”

- “Now think of a time when someone lost your trust. What happened?”

Trust Builders & Trust Breakers

- In your breakout group, create a list trust-building behaviors or trust-breaking behaviors.
- You will have 10 minutes.
- Choose a scribe who will report the **top 3** back to the group.

Report Out

- What were your group's trust-building and trust-breaking behaviors?

- What relationship does/could DiSC have to building trust?

Self-Assessment (scale of 1-4)

1. I consistently follow through on my commitments (DWYSYWD).
2. I communicate clearly and avoid vague or misleading language.
3. I share important updates and decisions transparently.
4. I admit when I'm wrong and take ownership of mistakes.
5. I invite and accept feedback without defensiveness.
6. I give timely, constructive feedback using a clear model (e.g., SBI).
7. I encourage open dialogue and diverse viewpoints.
8. I foster psychological safety by responding to input with curiosity.
9. I set and uphold clear expectations for accountability.
10. I model integrity and align my actions with our team values.

Commit (Chat)

One trust-building behavior I will commit to practicing more often is:

Self-Assessment (scale of 1-4)

1. I consistently follow through on my commitments (DWYSYWD).
2. I communicate clearly and avoid vague or misleading language.
3. I share important updates and decisions transparently.
4. I admit when I'm wrong and take ownership of mistakes.
5. I invite and accept feedback without defensiveness.
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9. I set and uphold clear expectations for accountability.
10. I model integrity and align my actions with our team values.

Your Next Steps

- Watch | Doing Core Values – Bob Keiller – TedxGlasgow

- Choose | Your 2-3 Focus Behaviors

- Reflect | on these questions :
  - What wfollowing questionsas your biggest a-ha moment from Bob Keiller's Tedx talk as it relates to credibility?
  - What trust-building behavior did you commit to practicing more often and how is it going?

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