



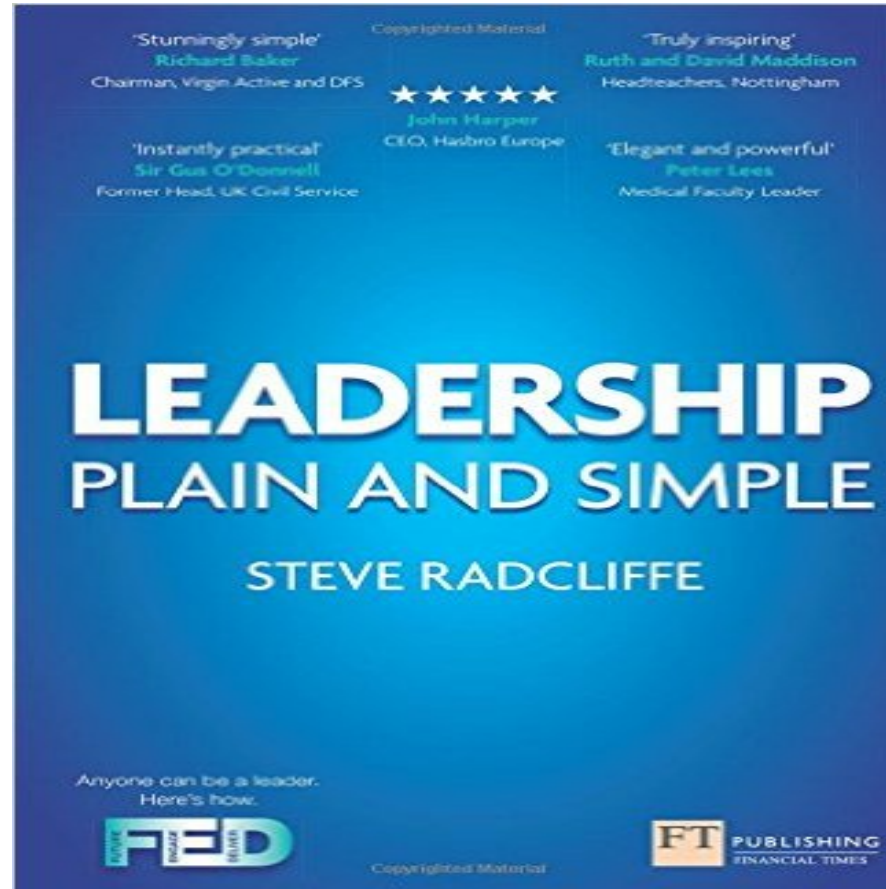
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# Future Engage Deliver (F.E.D)

January 2017



# An Introduction





# Can I lead?

“Leading is a natural human activity that is part of all of us.  
You don’t need a certain IQ or job title to be a leader”

...and you don’t need to be a line manager or a budget holder

“You need to be ‘up to something’. That is, you need to have an ambition, dream or goal for your team, organisation, colleagues or yourself and it’s got to matter to you.”

## Future

- Be guided by a **future** you want

## Engage

- Engage others to build a **future** together
- Build big relationships

## Deliver

- Make things happen through others –  
Maximising Delivery

Physical

Intellectual

Leadership  
Energies

Emotional

Spiritual



# The 4 Energies for Leaders

- In general, your natural preferences and the years of any specific training may encourage leaders some to focus on a particular energy.
- You may not have learned to use, or may not see as important, the other leadership energies.
- You need to discover ways to both develop and demonstrate your other 3 energies



# Exploring your energies

- **Which energies do you use most?**
- **Which of these energies do you bring least?**
- **If you brought the energy, you used least currently to your work around CVD– What do you think could happen for your work programme?**



# Managing Energies

“Your first and foremost job as a leader is to manage your energy and to help manage the energy of those around you.”

Peter Drucker





# Being a conscious leader



# Aim to be a conscious leader

Spend more time playing to win

- Am I playing to win?

Spend more time in leader mode

- Am I in leader mode?

Build bigger leadership muscles

- What muscles do I need to build/use?

Build bigger relationships

Are my relationships big enough to get the job done?

# The MODES we find ourselves in

- OPERATOR
- MANAGER
- LEADER

# Managing your modes

- When do you show up most in your operator/manager mode at work?
- What would it be like to show up in Leader mode more of the time? What do you think could happen?
- How could you trigger a move from your operator/manager mode to leader mode?



# A Leader's Energies

## Operator

- Physical
- Intellectual
- Emotional
- Spiritual

## Manager

- Intellectual
- Physical
- Emotional
- Spiritual

## Leader

- Spiritual
- Emotional
- Intellectual
- Physical





# Future





# Building 'future' muscles

- Be guided by the future you want
- See the big picture - the whole
- Get in contact with WHY you are doing things?

Don't limit yourself by:

- Thinking from the present
- The 'I can't see how' belief
- Other self limiting beliefs



# Future

**What do I really  
care about in  
relation to the  
CVD  
Programme?**

**What are my  
personal values and  
beliefs that I hold  
that align to this?**



**What do I want to make happen locally?**





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Engage



# Engage

## Relation ships

- Big enough to get the job done
- People feel valued and listened to

## Possibilities Ideas

- Possibilities that are meaningful to others
- Co-invention/ co-production

## Opportunities

- Be specific about what you can work on together
- Look together for opportunities

## Actions

- Start the conversations that lead to big requests



# Engage Practices

consciously

- **‘Engage’ rather than transmit**
- You are not presenting a scientific paper now

consciously

- **Build big relationships**
- Big enough to get the job done



# Which Individuals do we see as engaging ?



**Who are they?**

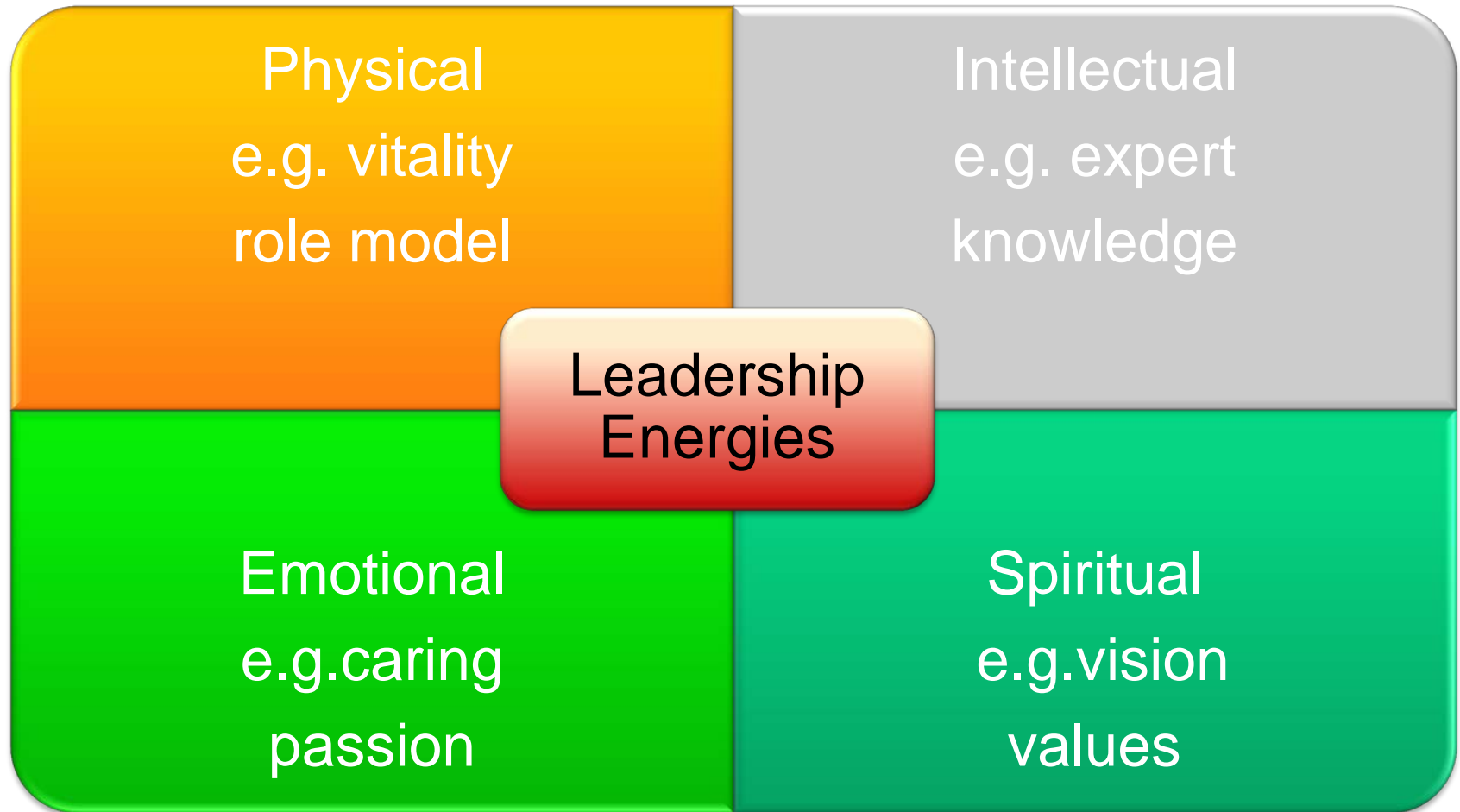
**What do we see them doing?**

**How do they make people feel?**



# Someone who engages you

what energies are they using?



Relationships need  
to be big enough to  
support the



**results**

**actions**

**opportunities**

**possibilities, ideas**

**relationships**



If you can't make a key relationship bigger, can you build alternative relationships to get the job done?

results

actions

opportunities

possibilities, ideas

relationships





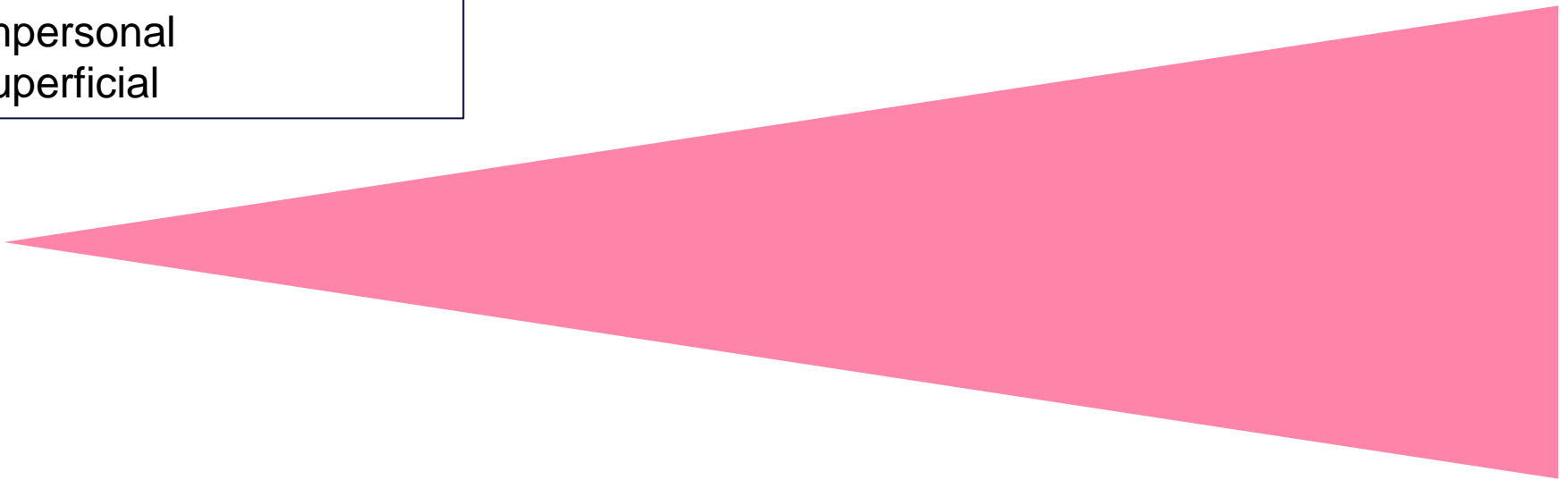


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# Big and small relationships

**Small relationships** eg  
transactional  
impersonal  
superficial

**Big relationships** eg  
trusting  
loyal  
playful





# 3 relationship conversations

1. Conversation to ***deepen*** relationship eg with someone you don't know very well
2. Conversation to ***redesign*** relationship eg when peer becomes your line manager or direct report
3. Conversation to ***clear up*** relationship eg after misunderstanding or 'bust up'



# Planning a relationship conversation

Who?

- Who do you need a bigger relationship with?

Benefits

- What would be the benefits of a bigger relationship?
- For you /for them

say

- What do I need to get over?
- (about me/us, not just about facts)

do

- What do I need to do differently?

when

- When will I do this ?



# Engage: The importance of 'Big' Relationships

You need to have a big enough relationship to get the job done!



# The Engagement Ladder



Committed Partners



Enrolled



Willing Compliance



Grudging Compliance



Apathy



Resistance/Sabotage



Unaware



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# Deliver





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# Deliver more now

Excel  
in  
future

Excel  
in  
engage

Really  
mean  
it!

FED talks about deliver 'more' but you may prefer to think of deliver 'better'

# Checklist in the 'Delivery' conversation

## 1. Big Request

- Are you clear on the what, why and when?
- Did you check that others understand what you are asking?
- Are you co-producing through engagement and vision?

## 2. Maximising the Probability of delivery

- what arrangements have you agreed about frequency of reporting?
- Are you engaging and delegating appropriate?
- Are you encouraging open, honest feedback (including setbacks)?
- What support have you offered them in terms of coaching?
- Are you helping staff manage their 4 energies?

## 3. Delivery review

- Are you acknowledging success and partners part in it?
- Are you encouraging honest conversation about setbacks and allowing space about lessons learnt for both you, them and the wider system?

## 4. Wrap up

- Are you encouraging them and yourself to reflect on what you and they have learnt, notice and enrolling in terms of their leadership and their use of energies?
- Do you and they need to recalibrate the next BIG request in light of the review?

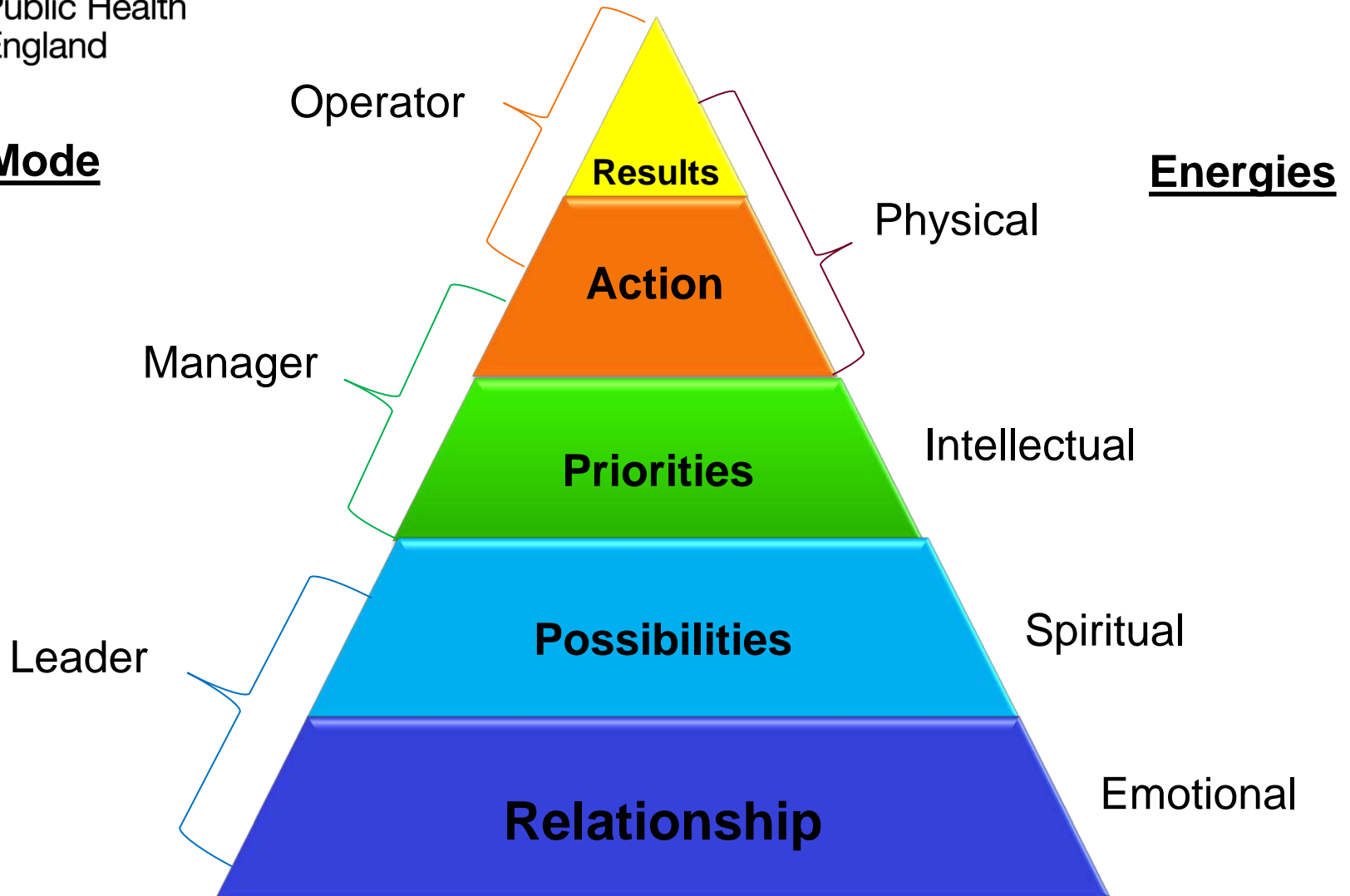




# FED - on a page

Mode

Energies





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## Further reading

[www.futureengagedeliver.com](http://www.futureengagedeliver.com)

‘Leadership Plain and Simple’  
by Steve Radcliffe