

Facilitating a better future



lma
LLOYD'S market association

2024 ELEVATE Programme Manager Workshop 1

Objectives this afternoon

- Understand the distinction between management and leadership
- Explore your role as a manager and your potential as a leader
- Develop essential feedback skills using the COIN model
- Learn to navigate emotional reactions in feedback conversations
- Prepare for challenging feedback and performance discussions

Objectives today

Discuss with a person(s) next to you:

What would you like to get out of today, what would make this session valuable for you?

Agenda

- Management vs. Leadership
- Organisational Blindness and Your Role
- The Manager's Hat
- From Manager to Leader
- Feedback as a key tool and the COIN Feedback Model
- Managing Emotional Reactions
- Challenging Feedback and Performance Discussions
- Action Planning and Wrap-up

Management vs Leadership

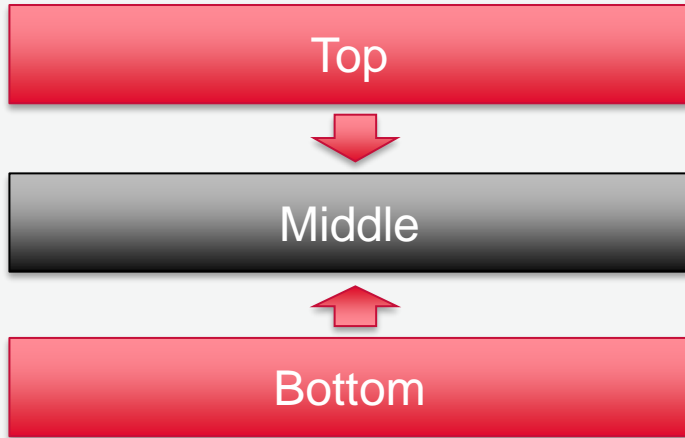
Management

- Focuses on systems and processes
- Maintains current operations
- Controls resources
- Plans and organises
- Solves problems

Leadership

- Focuses on people and vision
- Drives change and innovation
- Inspires and motivates
- Sets direction
- Creates opportunities

Organisational blindness



Feel burdened and isolated



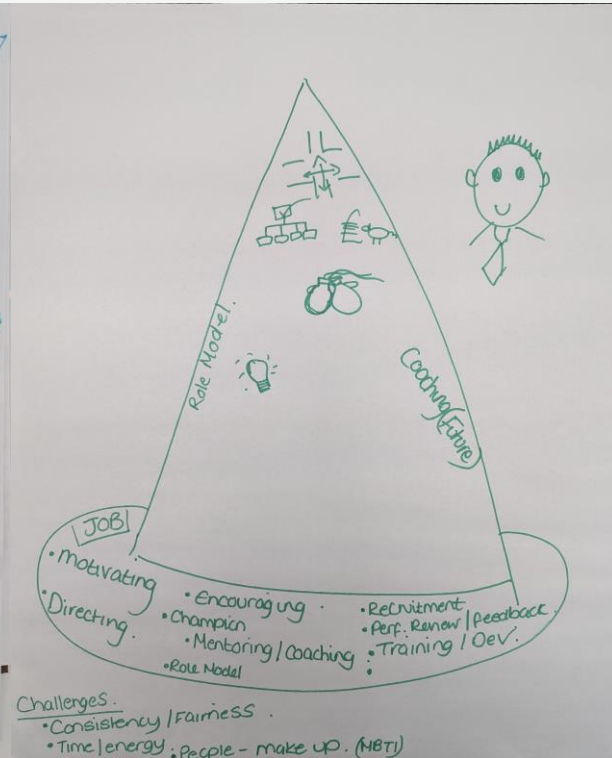
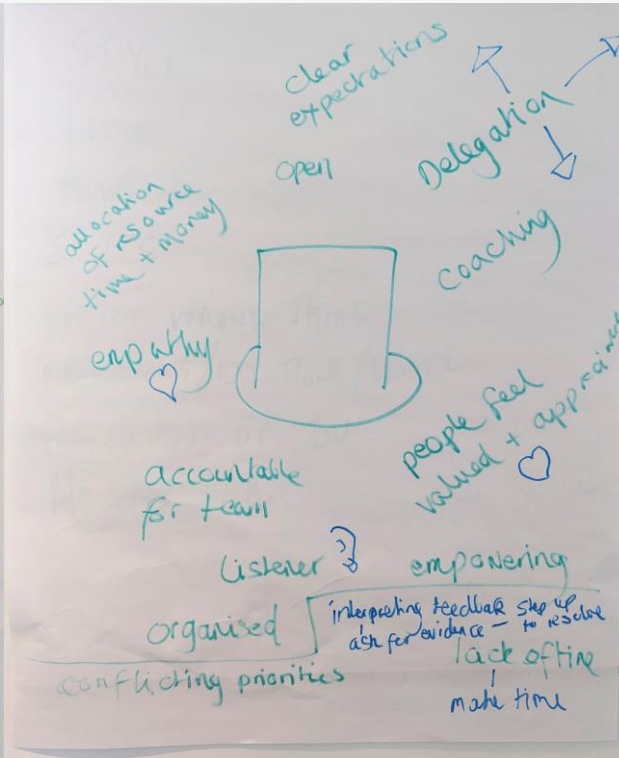
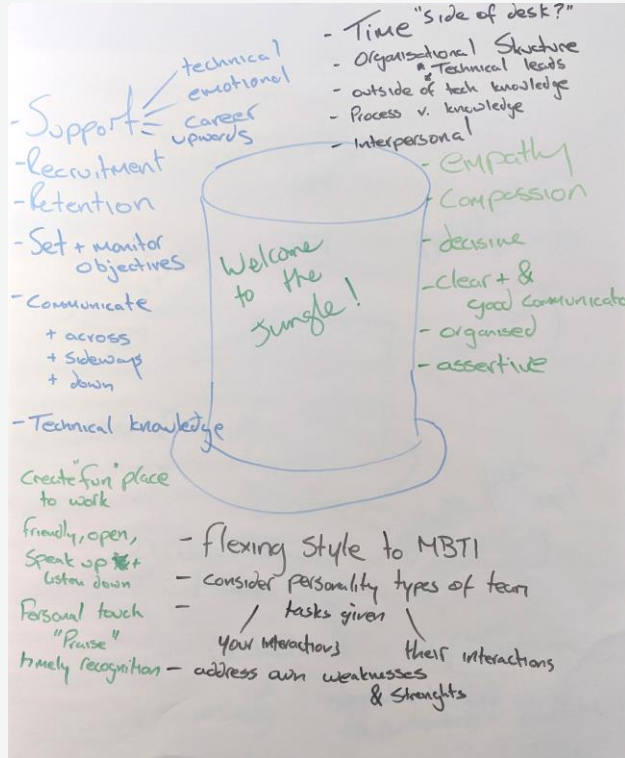
Feel under pressure and stuck



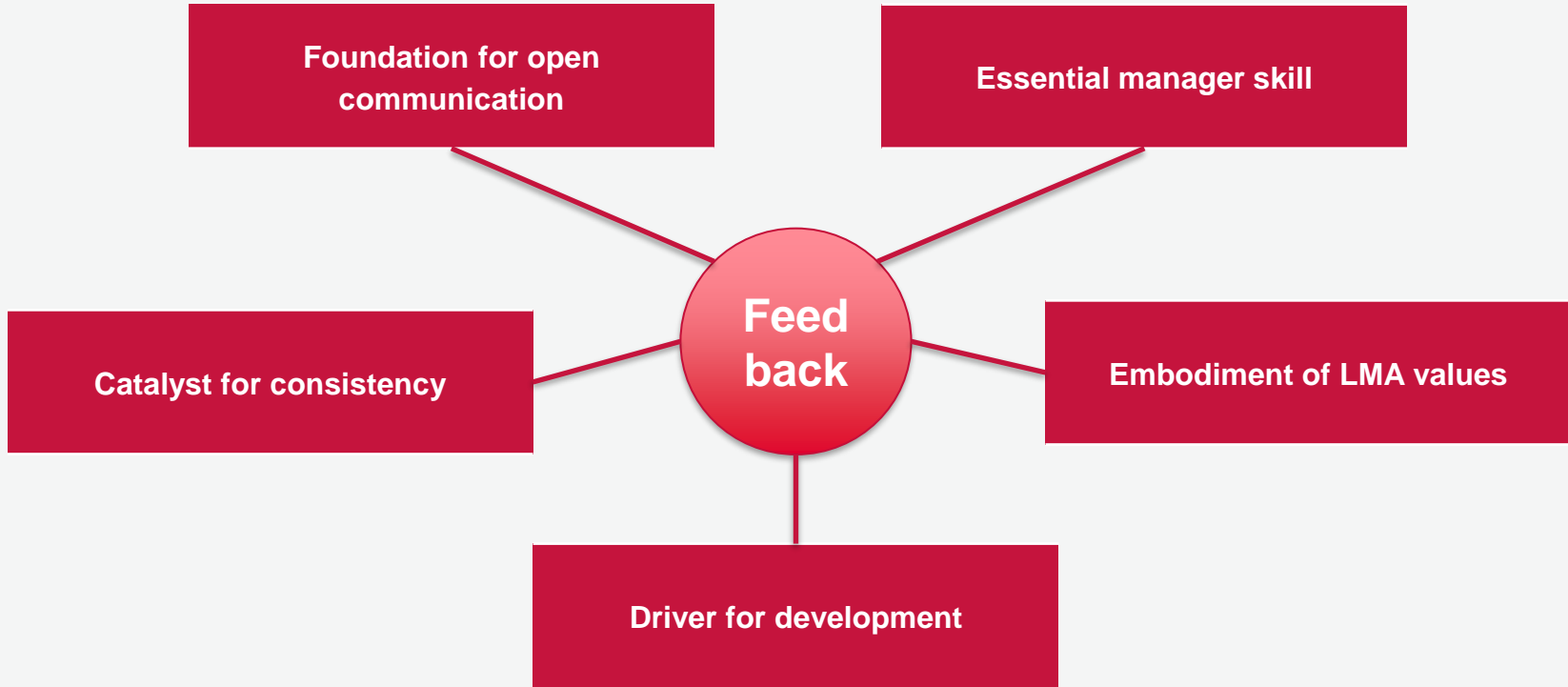
Feel powerless and unappreciated

"Leadership is not a position. Leadership is taking responsibility to create change. Anyone can lead, anytime, anywhere." – Barry Oshry

Your role as a manager – The Manager's Hat



Feedback



The importance of feedback

- Employees are **3.6 times** more likely to strongly agree that they are motivated to do outstanding work when their manager provides daily (vs. annual) feedback. (Gallup, 2017)
- **92%** of respondents agreed that constructive feedback improves performance. (Zenger/Folkman 2019)
- **60%** of millennials want feedback on a daily or weekly basis. (PwC, 2018)
- Employees who regularly receive feedback are **2.7 times more likely** to be engaged at work. (LinkedIn, 2019)

The barriers to feedback and strategies for success?

Group discussion:

- Flipchart 1: What are the barriers to feedback?
- Flipchart 2: What do you already know about the remedies or strategies for success?

COIN for feedback



COIN for feedback



COIN for feedback



COIN for feedback



Preparation/ feedback handout

	Feedback Preparation	Feedback on the feedback	Notes
CONTEXT <i>about what, where, when, who, <u>why</u></i>	<i>Take a moment to consider feedback you want to give—either constructive or appreciative. (Or select a scenario)</i>	<i>Share feedback based on how the feedback giver used the COIN model</i>	<i>Capture feedback that you received when you were delivering the feedback.</i>
OBSERVATIONS <i>are specific and focused on behaviour</i>			
IMPACT <i>on self, others, team, or company</i>			
NEXT STEPS <i>going forward</i>			

COIN role play exercise in pairs

-
- | | | |
|---|---|----------|
| 1 | Choose a starting role—feedback giver, feedback receiver—for each person. | 1 minute |
|---|---|----------|
-
- | | | |
|---|--|----------|
| 2 | <p>The feedback giver shares: (or individually review roles in the selected scenario)</p> <ul style="list-style-type: none">• The feedback I want to give is _____• I want you to react/respond to the feedback by _____ | 2 minute |
|---|--|----------|
-
- | | | |
|---|--|-----------|
| 3 | Roleplay the feedback conversation using COIN. <i>Remember to make it a dialogue.</i> | 5 minutes |
|---|--|-----------|
-
- | | | |
|---|--|-----------|
| 4 | The feedback reciever provides feedback on the use of COIN. | 2 minutes |
|---|--|-----------|
-
- | | | |
|---|--------------------------------------|--------------|
| 5 | Switch roles and repeat the process. | ~ 20 minutes |
|---|--------------------------------------|--------------|
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DEBRIEF

COIN Roleplay

Handling emotional reactions to feedback

- Amygdala hijack
- Triggers
- RAWA

Amygdala Hijack



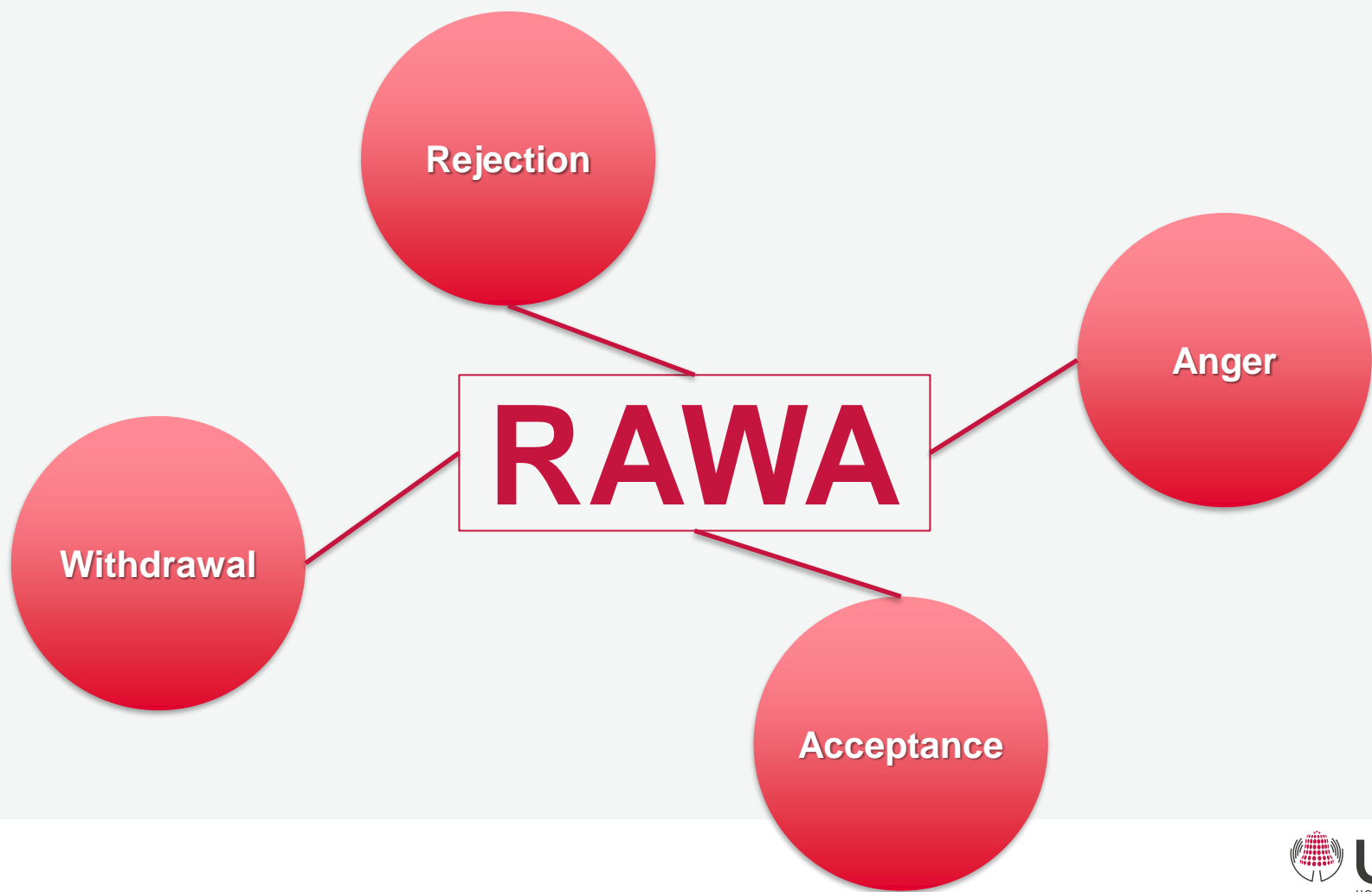
Me
The feedback
is threatening
and I'm off balance

TRIGGERS

It
The feedback is wrong,
unfair, unhelpful

Us
I can't hear this
feedback from you







RAWA Remedies?

Activity (10 minutes) – 5 Groups

- You will be assigned an emotional reaction
- In your group, discuss the reaction you have been assigned
Silence, Rejection, Anger, Withdrawal or Acceptance
- Develop a short recommendation to share with the group sharing
example phrases you might hear, and your advice and guidance
on how to manage those reactions

LMA performance reviews



LMA performance reviews

What to say

What not to say

Actions

- One key takeaway
- How will you seek feedback and from whom?
- How will you incorporate feedback into your daily, weekly and monthly schedule?
 - individual discussions
 - seeking feedback
 - appreciation!

Next group coaching discussion

- What did you decide to do? (e.g. leverage MBTI know how; seek feedback; make feedback a habit; be a role model in what way specifically; etc.)
- What did you actually do?
- What did you learn?
- What challenges do you face?
- What will you do next?