



Catalyst Leadership Course

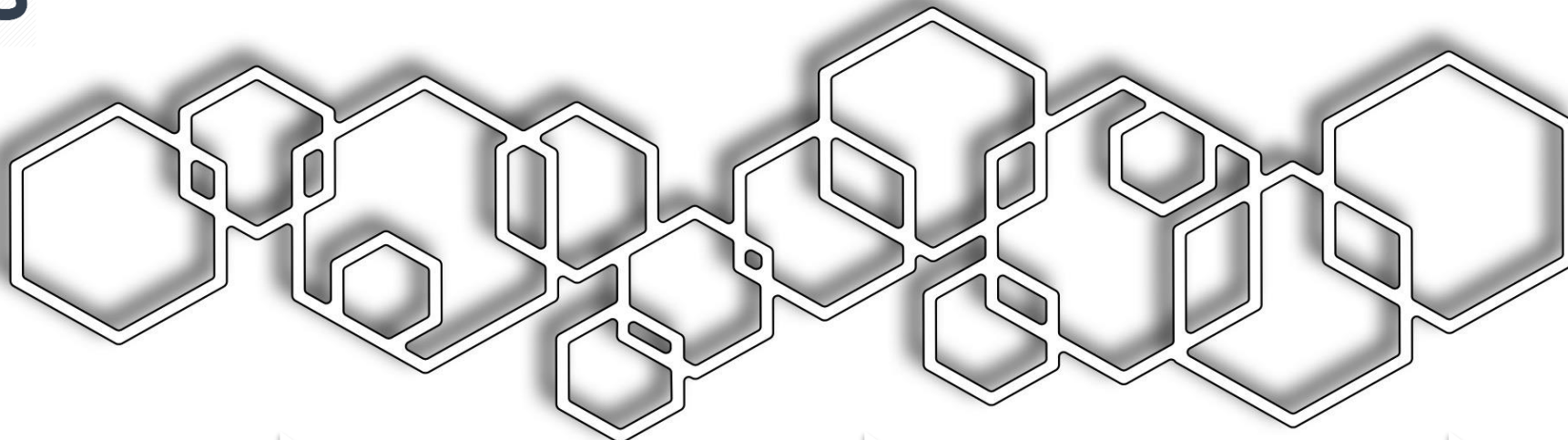
From Manager to Leader
Doer to Developer
Expert to Coach

Donovan Mattole, VP, HR Brenntag NA
Sam McKee, *Principal & Executive Coach*





CATALYST LEADERSHIP COURSE



Experiential Overview

Key Learnings

Q & A

CATALYST LEADERSHIP VIDEO GOES HERE

CATALYST LEADERSHIP COURSE

In chemistry, a catalyst is an agent that accelerates a reaction. In leadership, a catalyst accelerates growth. We want this Catalyst Leadership Course to boost Brenntag leaders forward in three key areas, making them change agents wherever they live, work and serve.



From Manager
to **Leader**



From Doer
to **Developer**



From Expert
to **Coach**

TRANSFORMATIONAL LEADERSHIP

Through the Catalyst Course, leaders will:

- ✿ be inspired to live and lead with Brenntag core values
- ✿ understand their unique personality and leadership strengths and opportunities
- ✿ receive peer feedback on their current leadership impact and priorities
- ✿ develop robust and meaningful development plans for themselves and their team
- ✿ set clear expectations and hold accountability through specific impactful feedback
- ✿ make the critical shift from doer to developer through coaching skills
- ✿ build high performing teams that excel in results and relationships

**Day 1: Manager
to Leader**

Personality &
Leadership Style

Personal &
Company Core
Values

**Day 2: Doer to
Developer**

Development
Plans &
Expectations

Feedback &
Coaching

**Day 3: Expert
to Coach**

High Performing
Teamwork

Tools & Team
Action Plan

	Pre-Work	Classroom Agenda	Applied Learning	Team Call
Day 1 From Manager to Leader: Maximizing Your Leadership Style & Impact	<ul style="list-style-type: none"> ➤ Kickoff Call ➤ Insights Discovery ➤ Personality Assessment 	<ul style="list-style-type: none"> ➤ Leadership Wisdom ➤ Personality & Leadership Style Insights ➤ Personal & Company Core Values ➤ Defining Your Leadership FROM & TO statements ➤ SOCIAL DINNER 	<p>(Within 30 Days)</p> <p>Share with your line manager what you learned about your personality and leadership style from Insights Discovery and share your development plan. Ask for feedback, support and accountability. Do the same with your direct reports.</p>	<p>✓</p> <p>30 days after class</p>
Day 2 From Doer to Developer: Developing Yourself & Others	<ul style="list-style-type: none"> ➤ Alignment with Manager on Objectives 	<ul style="list-style-type: none"> ➤ SIMPLE Clarity & Accountability ➤ Giving Game-Changing Feedback ➤ Development Plans ➤ Coaching Skills ➤ EXEC DINNER 	<p>(Within 60 Days)</p> <p>Have a one-on-one session with each direct report where you set expectations, offer SSBI feedback and/or GROW model Coaching. (~1 hour/direct report)</p>	<p>✓</p> <p>60 days after class</p>
Day 3 From Expert to Coach: Building High Performing Teams	<ul style="list-style-type: none"> ➤ Read The Five Dysfunctions of a Team ➤ Team Assessment 	<ul style="list-style-type: none"> ➤ Five Behaviors of Cohesive Teams ➤ Building Trust ➤ Mastering Conflict ➤ Achieving Commitment ➤ Embracing Accountability ➤ Focusing on Results ➤ Team Action Plan ➤ Your Leadership Commitment ➤ CELEBRATION DINNER 	<p>(Within 90 Days)</p> <p>Lead a team session using the tools and the action plan you formed in class.</p>	<p>✓</p> <p>90 days after class</p>

Research shows that the most significant factor in a learner experiencing a **lasting performance improvement** is their **line manager's support and accountability** before and after training. — Bob Pike, Leadership Training Expert



Line Manager Mentoring and Alignment - We believe this partnership is the most critical to sustained success. From the start, we help each participant and their manager identify the most important objectives and goals to be accomplished through the course. It starts with a conversation about the expense, the investment, and the expectations but it continues with support, feedback and coaching it will take for success.

DAY 1 – SELFIE DAY – MAXIMIZING YOUR LEADERSHIP STYLE & VALUES



From Manager
to **Leader**

Involve me

Be brief, be
bright & be gone

Show me you
care

Give me the
details









Grab about 12 cards of various colors & read the strength statements.

Create a “keeper pile” of cards that describe you well.

Create a “discard pile” of cards that DO NOT describe you. Or you can give these cards to others in the room who have those strengths.

GOAL: Refine your keeper pile to 4-6 cards that describe you best.

**Cool Blue Energy
on a 'Good Day'**

Diligent
Consistent
Thoughtful
Principled
Objective

**Fiery Red Energy
on a 'Good Day'**

Determined
Focused
Proactive
Courageous
Purposeful



**Earth Green Energy
on a 'Good Day'**

Appreciative
Respectful
Valuing
Service-oriented
Accommodating

**Sunshine Yellow
on a 'Good Day'**

Empowering
Engaging
Encouraging
Adaptable
Dynamic

**Individuals
with a
preference
for Fiery Red
energy ...**

Are active and
move in a
positive and
firm direction

Have a strong
determination
that influences
those they
interact with

Are single-
minded and
determined in
their focus on
results

Approach
others in a
direct and
straightforward
manner

Seek an
outcome that
is specific and
tangible

**Individuals
with a
preference
for Sunshine
Yellow
energy ...**

Radiate
enthusiasm
and
encourage
participation

Enjoy and
seek the
company of
others

Approach
others in a
persuasive,
engaging and
inviting
manner

Have a desire
to be involved

Like to be
noticed and
appreciated
for their
contributions

**Individuals
with a
preference
for Earth
Green
energy ...**

View the world
through what
they value and
what is
important to
them

Seek harmony
and depth in
relationships

Defend what
they value with
quiet
determination
and persistence

Prefer
democratic
approaches
that respect
the individual

Ensure all
individual
perspectives
are heard and
considered in
making choices
or decisions

**Individuals
with a
preference
for Cool Blue
energy ...**

Desire to
know and
understand
the world
around them

Maintain a
detached and
objective
standpoint

Value
independence
and intellect

Think things
through before
committing to
action

Like
information to
be accurate
and complete
before
proceeding

Warren Buffett

"You have to know the business [and the company] has to be run by honest and able people."

Jeff Bezos

amazon.com

'Lead with data.'

"[Jeff wants to] base all decisions on data, not ... instinct."



"In a gentle way, you can shake the world."

— Gandhi



Bill Gates **Microsoft**

"It was tough not to back off against Bill, with his intellect and foot tapping and body rocking; he came on like a force of nature. The irony was that Bill liked it when someone pushed back and drilled down with him to get to the best solution."

— Paul Allen, Co-Founder



Respectful Use of Color Language



“If we dialed up our cool blue energy...”



“Thinking about this from a green energy perspective...”



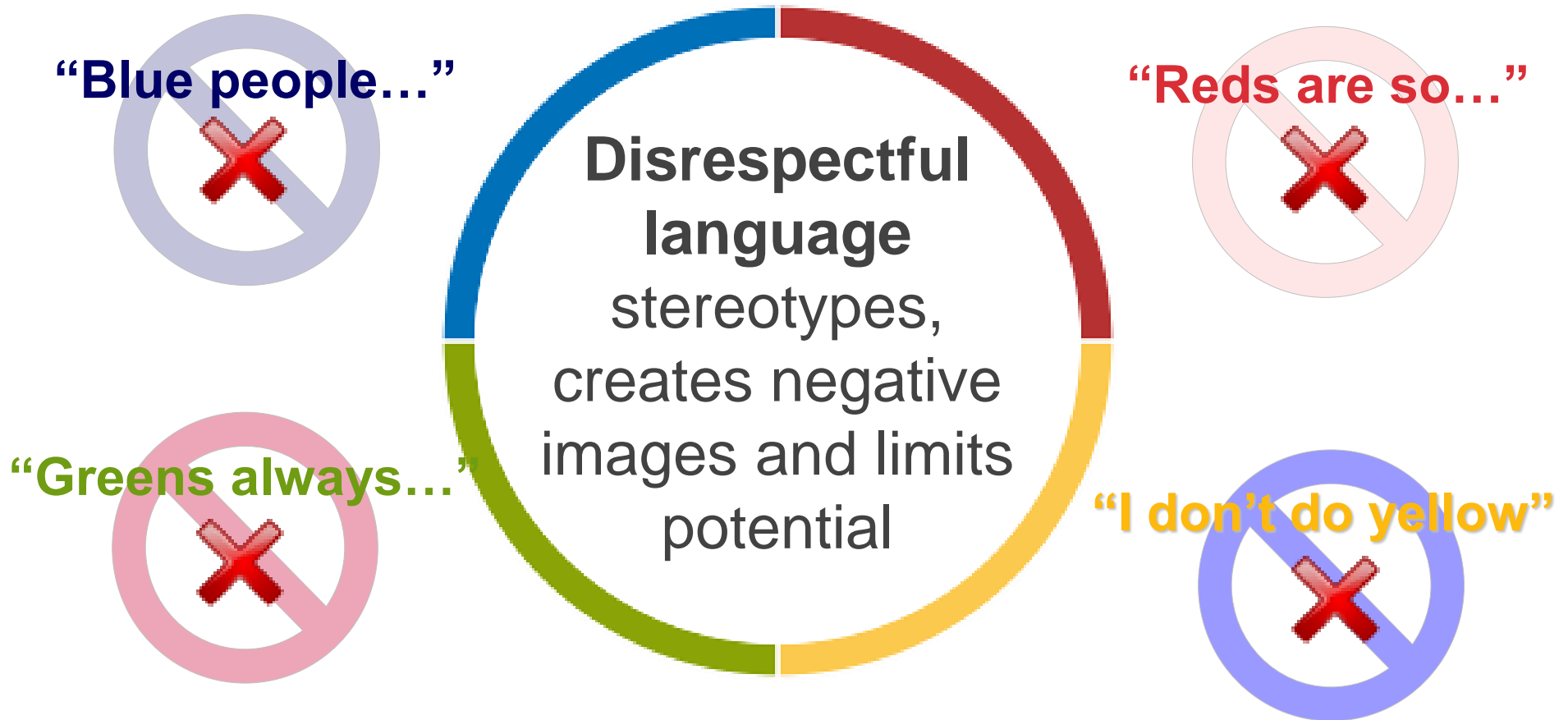
“Leading with strong fiery red energy, he...”



“When we draw on our yellow energy...”



Disrespectful use of language



COLORFUL CONNECTIONS

Cool Blue - **Let's do it right**

DO

Be well prepared and thorough
Put important things in writing
Let them consider all the details

DON'T

Invade their personal space
Be flippant on important issues
Change their routine without notice

Fiery Red - **Let's do it NOW**

DO

Be direct and to the point
Focus on results and objectives
Be brief, be bright and be gone

DON'T

Hesitate or waffle
Focus on feelings
Try to take over

Earth Green - **Let's do it in a caring way**

DO

Be patient and supportive
Slow down and work at my pace
Ask my opinion; give time to answer

DON'T

Take advantage of my good nature
Push me to make quick decisions
Spring last minute surprises

Sunshine Yellow - **Let's do it together**

DO

Be friendly and sociable
Be entertaining and stimulating
Be open and flexible

DON'T

Bore me with details
Tie me down with routine
Ask me to do things alone

How we get energy and reenergize

INTROVERSION



Quiet
Observant
Inward-focus
Depth
Intimate
Reserved
Reflective
Thoughtful
Cautious



EXTRAVERSION

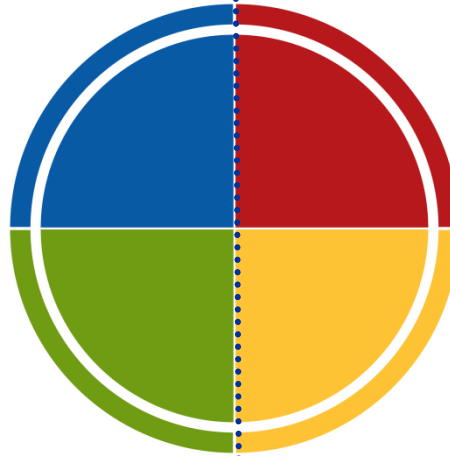
Energetic
Involved
Outward-focus
Breadth
Quick
Action-oriented
Outspoken
Bold



INTROVERSION



THINK,
then speak,
then
THINK
some more.



EXTRAVERSION



SPEAK,
then think,
then
SPEAK
some more.

How does this preference help you and your team?
How does it sometimes hinder you or others?



Thinking Preference



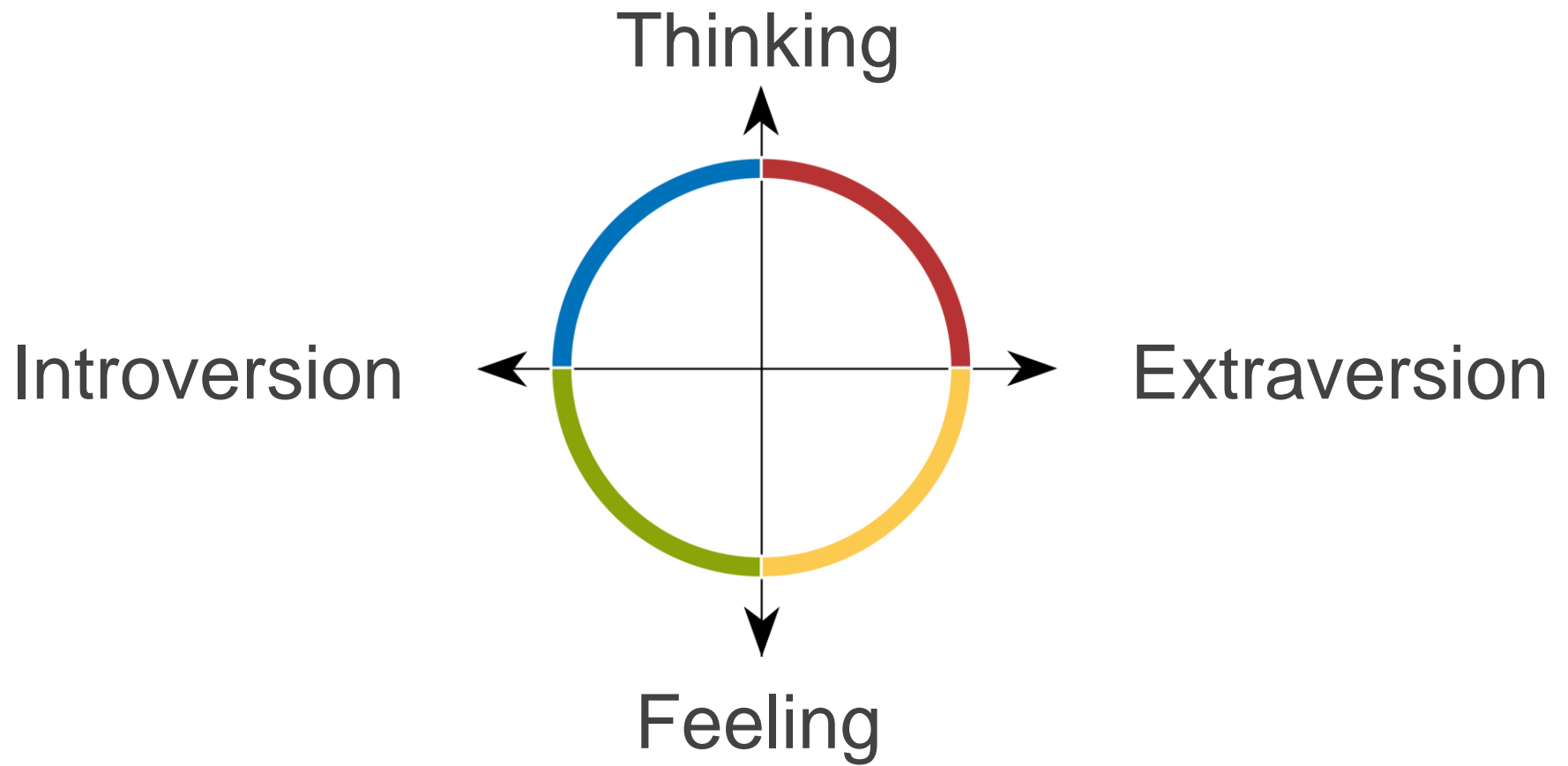
**Formal, Impersonal, Analytical,
Detached, Objective, Strong-minded,
Competitive, Correct, Tasks, Systems**



**Informal, Personal, Subjective,
Considerate, Involved, Caring,
Accommodating, Harmonious,
Relationships, Morale**



Feeling Preference



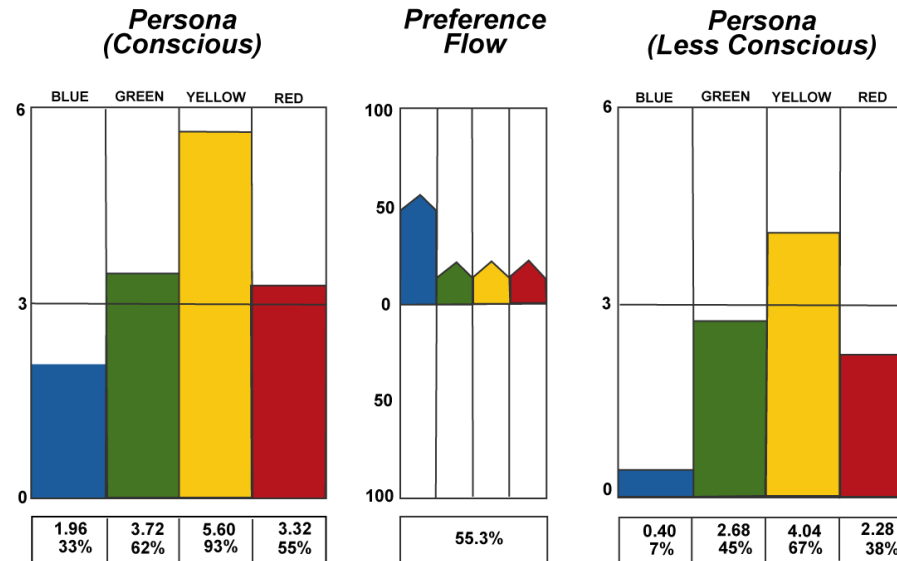
Graph I Conscious Persona

It is a
combination of:

Who we think we
are

Who we want to
be

Who we believe
we are expected
to be



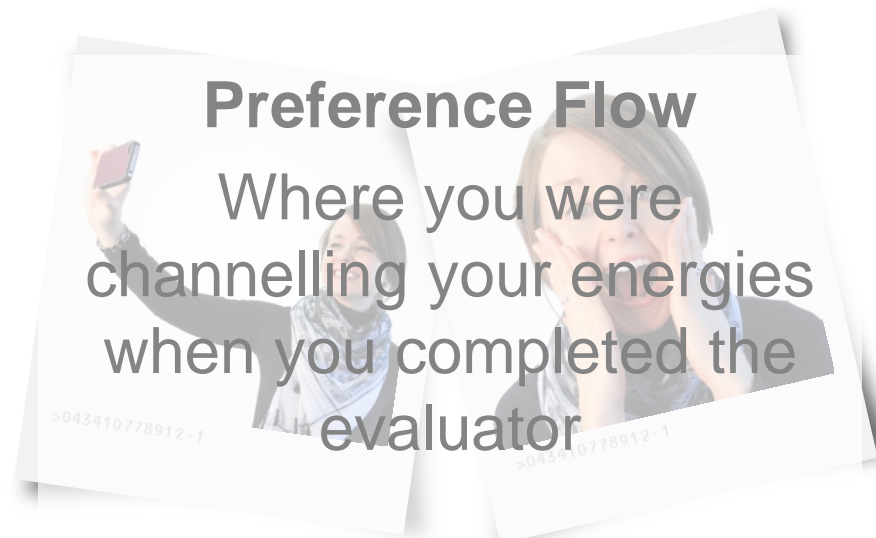
Graph II Less Conscious Persona

It is a
combination of:

- How others may see us
- How we may 'react' to situations, without thinking
- How we are when we are unaware others are watching

Preference Flow

Where you were
channelling your energies
when you completed the
evaluator





Snap a Pic: This is part of your 30-day Applied Learning Goal.

Your Personality & Leadership Style INSIGHTS

The Insights Discovery profile is a useful tool to accelerate the relationship-building process between people. By sharing information from our profiles, we offer others a lens into who we are, and can likewise learn about them from reading content from their profiles. Many people, however, are not comfortable sharing the entirety of their profile. Instead, they prefer to select the content that is most resonate and relevant. This template offers a way to share just the information you are comfortable sharing. **Referring to your Insights Discovery profile, please copy the content which reveals who you believe yourself to be and what you want others to know about you.**

1. Share your Insights Discovery color energies from highest to lowest using your Conscious Persona graph (P. 21) (Example: Green, Blue, Red / Yellow - Use the slash mark to indicate which energies are above the line.)
2. Share 2 statements from your Overview (Pages 5-6) which most resonate as true for you and of which you are proud.
3. Share 2 statements from your Key Strengths (P. 7) which resonate as most true of you.
4. Share 2 statements from your Possible Weaknesses (P. 8) which you need to pay attention to.
5. Share 2 Value to the Team statements (P. 9) which reflect strengths you bring to your work team.

Place your dots on your name badge in order from highest (left) to lowest (right).



What connections do you see between your personal values and Brenntag company values?



Safety First



Leadership & Accountability



Employee Involvement & Ownership



Commitment to Excellence



Integrity & Responsibility



Value Creation for Partners

Which Brenntag core value do you have the most passion for right now?



Safety First



Leadership & Accountability



Employee Involvement & Ownership



Commitment to Excellence



Integrity & Responsibility



Value Creation for Partners

Safety First

Leadership &
Accountability

Employee Involvement
&
Ownership

Commitment to
Excellence

Integrity &
Responsibility

Value Creation
for Partners

CONNECTION TO CORE VALUES

- ***In your group, share the best example where you've seen this value in action.***
- ***Each group shares one story!***

Safety First

Leadership &
Accountability

Employee Involvement
&
Ownership

Commitment to
Excellence

Integrity &
Responsibility

Value Creation
for Partners

CONNECTION TO CORE VALUES

Which core value does your team back home need to put a highlighter on for this season? Why? How?

The Management Mindset Shift

From Doer to Developer

Individual Contributor

- Individual results
- Individual success
- 2-Way Communication
- Self Management
- Team member

What is the toughest shift to make? How could you build more time or skill in that Team Leader behavior?

Team Leader

- Getting results through others
- Making others successful
- 3-Way Communication (Up, Down, Over)
- Team Planning, Prioritization, Execution
- Building an effective team



SIMPLE ASSESSMENT



Set Expectations

Invoke Commitment

Measure Progress

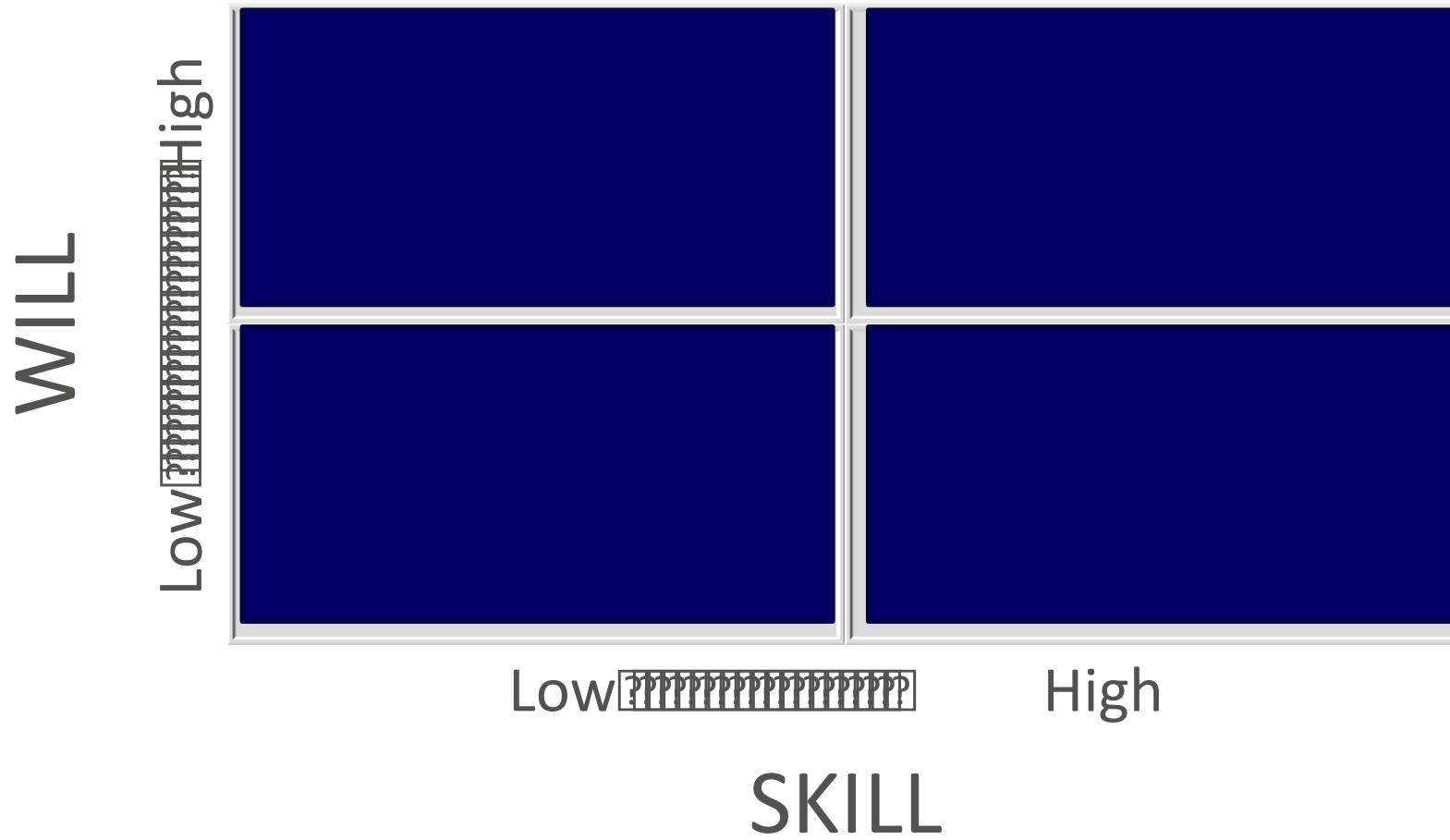
Provide Feedback & Support

Link to Impact

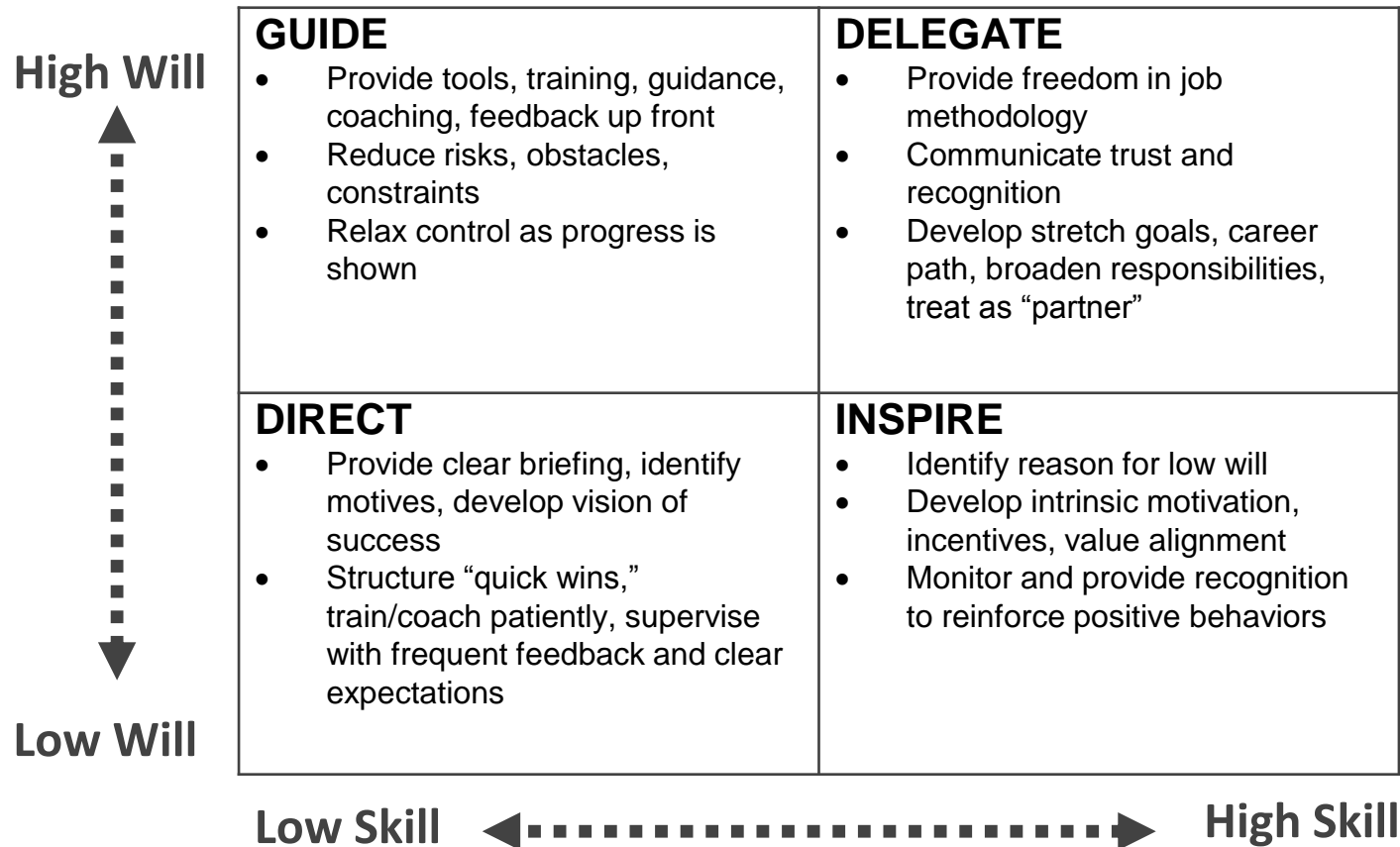
Evaluate Effectiveness

1. How could you improve clarity and accountability?
2. How clear are your expectations of direct reports behaviorally (in terms of core values and collaboration)?
3. Who do you most need to give clarity to?
4. What would be the key points of that conversation?

Skill/Will Matrix & Management Style



Skill/Will Matrix & Management Style



Pick a specific task, project or role and mark where your people are. Where do you need to shift your leadership style?

ConnectingChemistry

The beginning of a conversation...

S et the Stage

State your intent for giving feedback and ask if it's a good time to talk.

S ITUATION

Describe the specific situation, where and when.

B EHAVIOR

Describe the specific behavior. Just the facts, no stories or judgments.

I MPACT

How did the behavior affect you and others?

Generic Feedback:

“Pat, you were really rude yesterday.”

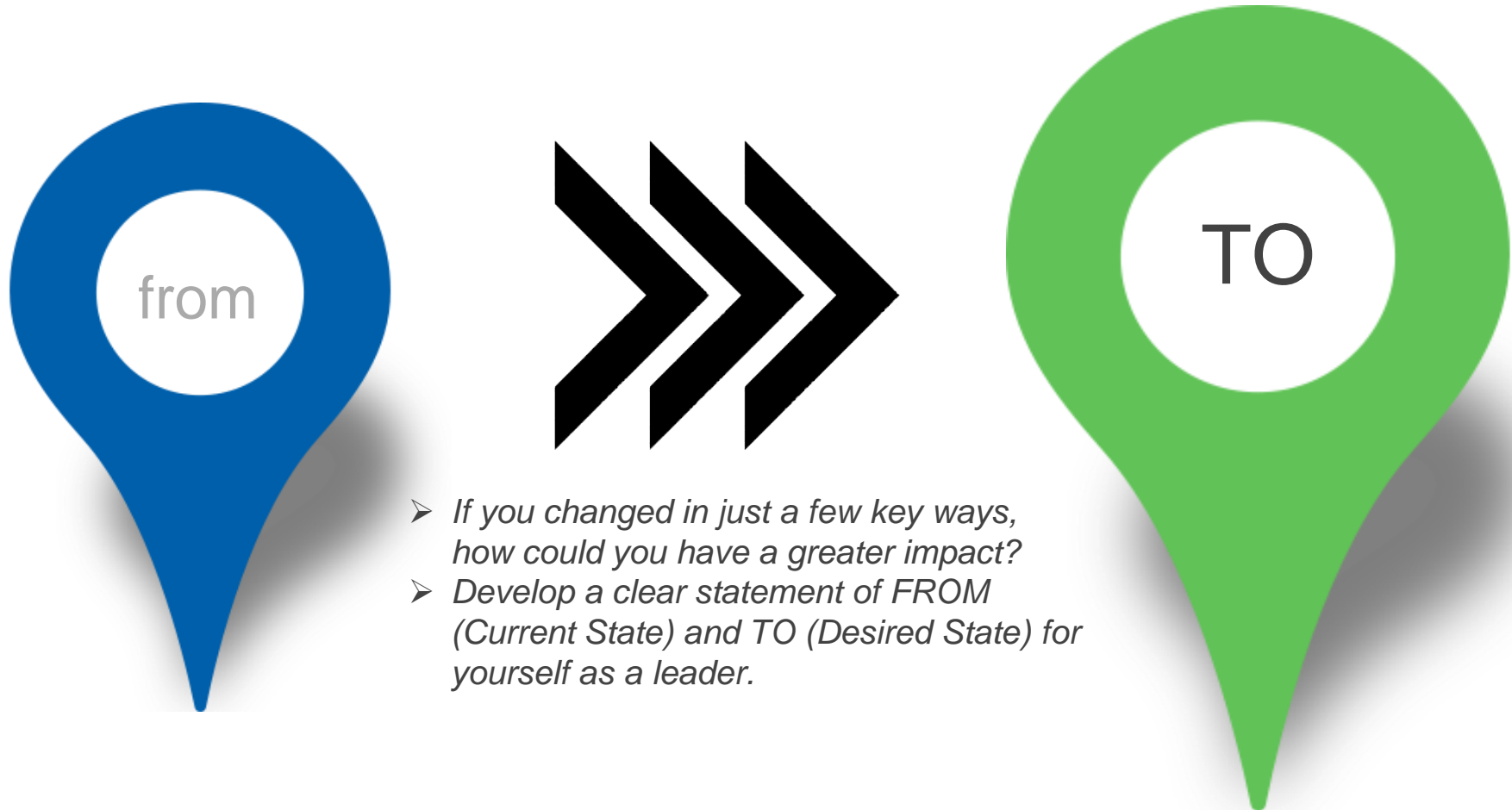
SBI Feedback:

“Pat, during our conference call yesterday afternoon [situation], I noticed that you interrupted myself and others on several occasions [behavior]. I felt frustrated at times [impact on me], and I sensed that others were irritated by it as well [impact on others].”

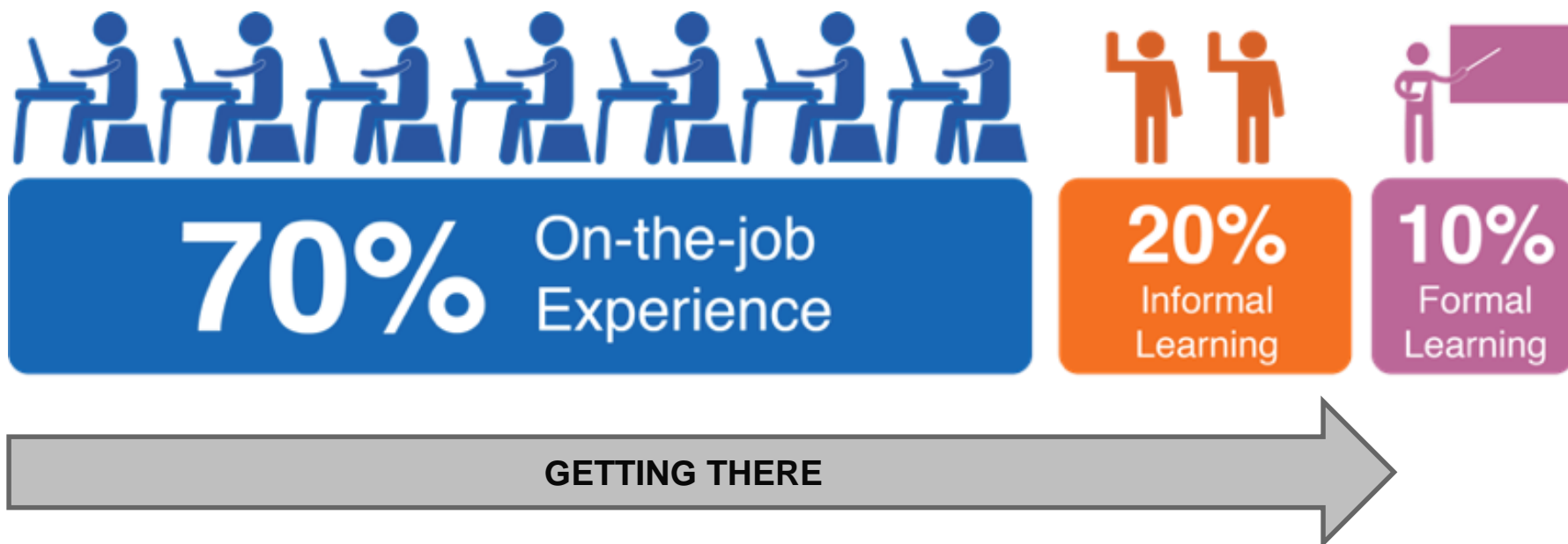
SBI Feedback:

“On Wednesday when that big order of chlorine was shipping [situation], you double-checked the order, found the problem, solved it without asking for permission, and updated all parties [behavior]. I felt confident in your leadership [impact on me], and you set a good example of ownership for others [impact on others].”

Your Development Plan



ConnectingChemistry



**Write down your 70/20/10 plan for getting
FROM where you are TO where you want to be.**

Connecting**Chemistry**

G **GOAL**

Long-term and short-term goal setting
Determining goals for each coaching opportunity

R **REALITY**

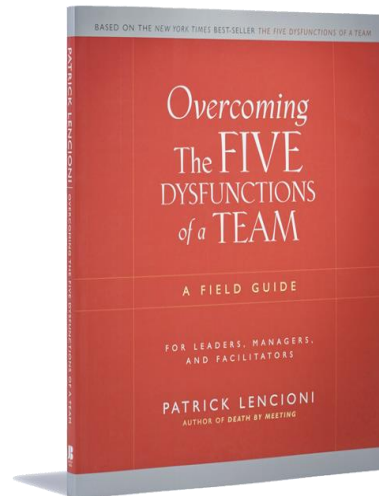
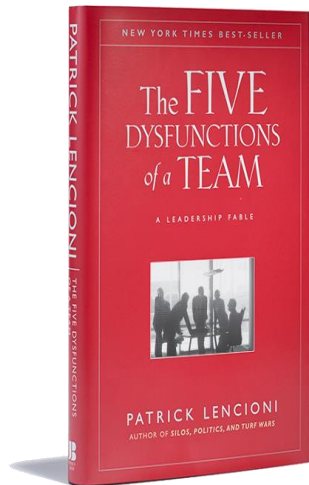
Reality checking to fully explore the current situation

O **OPTIONS**

Options and alternative strategies or courses of action

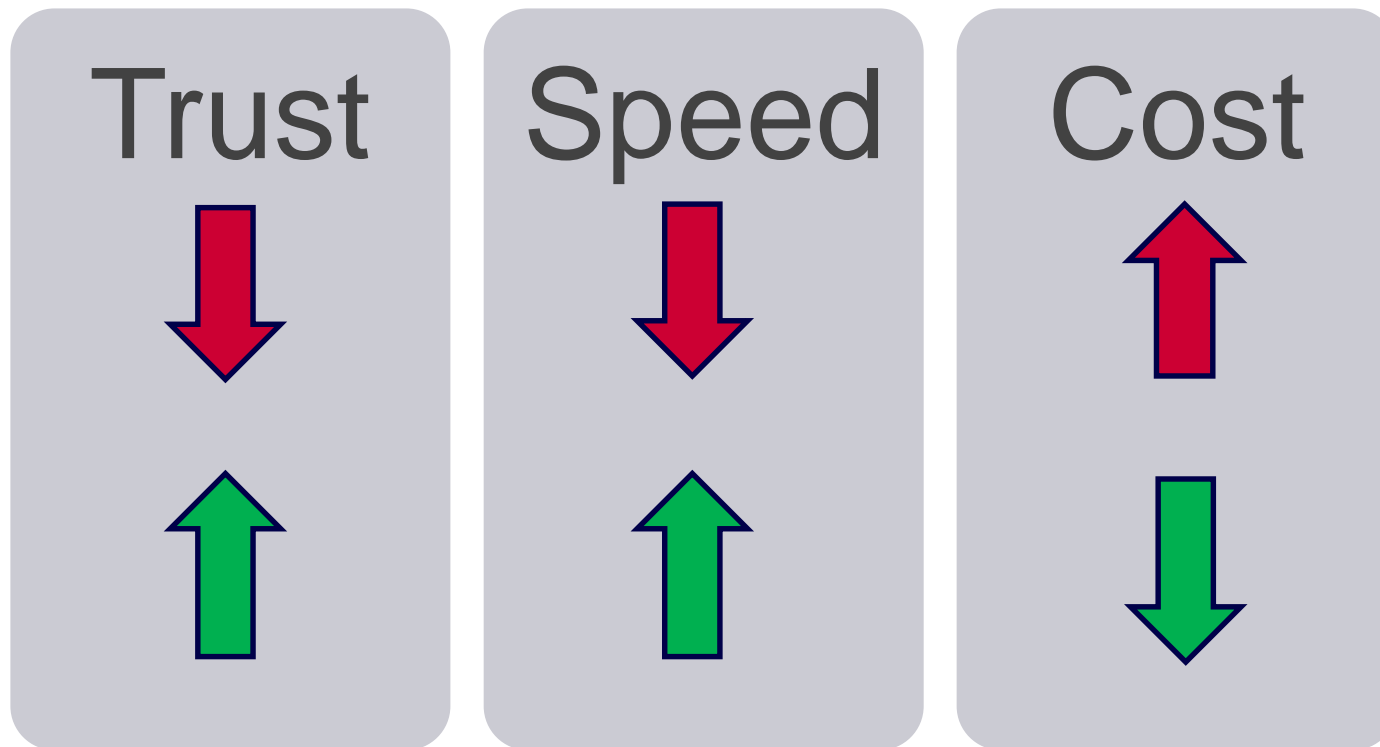
W **WAY FORWARD**

What is to be done, When, by Whom, and the Will to do it.



The Economics of Trust

✿ Trust always affects two outcomes: *Speed* and *Cost*



Activity: Personal Histories



- ✧ Where did you grow up and what did you like or dislike about that?
- ✧ What experience in life has made you a stronger person?
- ✧ What are you most proud of professionally? Personally?

Greatest Hits

1. Real Plays instead of Role Plays
2. Snowball Fight
3. Bonding the Applied Learning Teams in class
4. Book Raffles & HPT Quiz
5. Teach Backs on Personality and Teamwork Tools
6. Leadership Commitment Postcard
7. Invite & Evolve from feedback every single time!

Commitment Postcard

Write your leadership commitment on your postcard.

Write your name and address on the card.

We'll send it to you in a month!





Let's build bridges, not walls.

Martin Luther King Jr.

Building a program that
sustains cross functional and
cross company collaboration
and breaks down silos

Connecting Four Functions in 30 Days



Achieving Executive Team Buy-In & Support



OUR FACILITATORS: INTERNAL WISDOM & EXTERNAL EXCELLENCE

Internal Facilitator

brings company history,
values, language, context and
connections

External Facilitator

brings diverse multi-
industry best practices
for leadership
development and a
wealth of fresh
research, stories,
paradigms and tools.

Mars Inc. and many other stellar companies offer a powerful combination of internal wisdom and external excellence and diversity in their leadership training.

**A leader shapes 70%
of an employee's
engagement
experience.**



The Catalyst Leadership Course has three **Applied Learning Goals**:

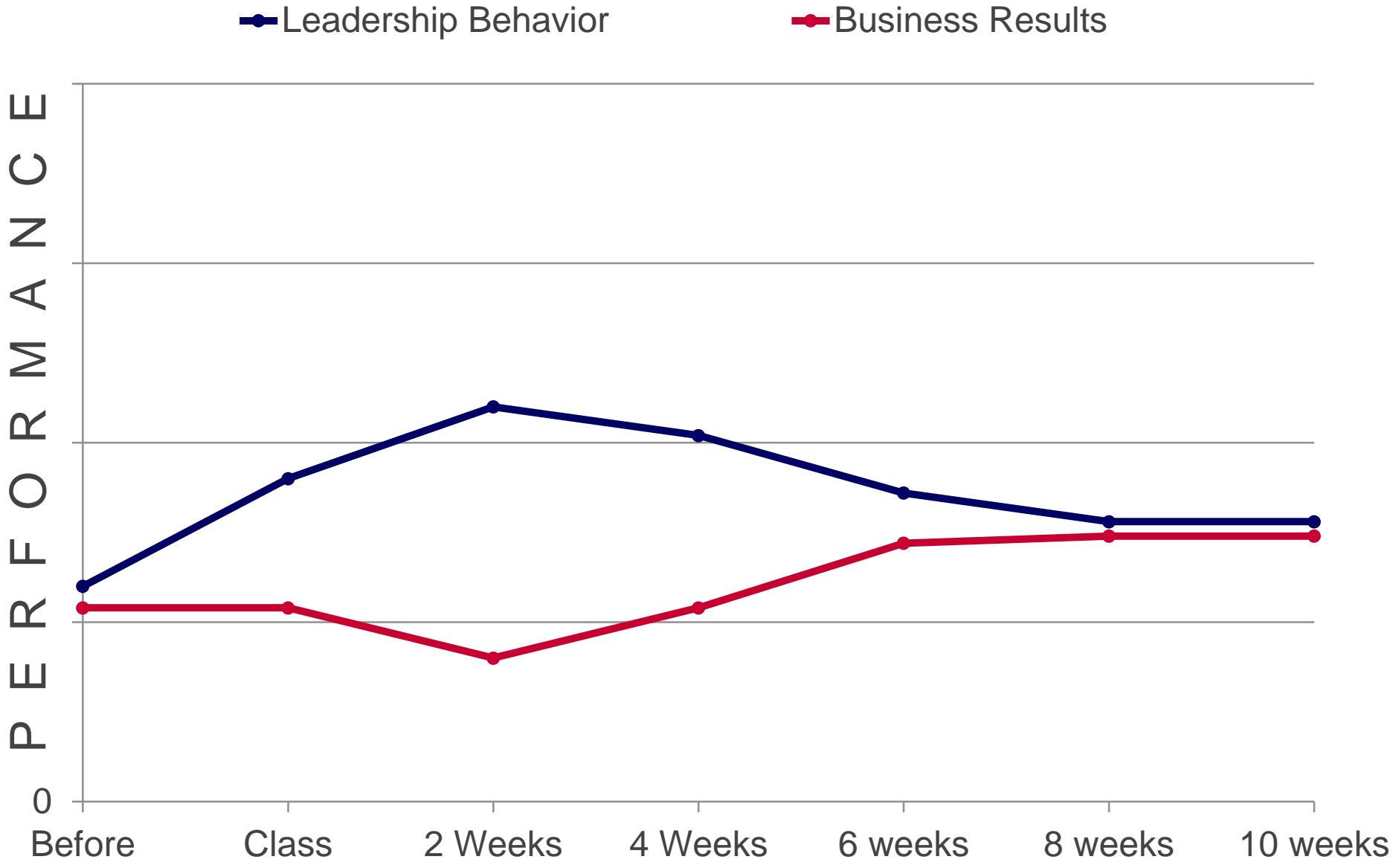


- **Share with your line manager** what you learned about your personality and leadership style from Insights Discovery and share your development plan. Ask for feedback, support and accountability. Do the same with your direct reports.
- **Have a one-on-one session** with each direct report where you set expectations, offer SSBI feedback and/or GROW model Coaching. (1 hour/direct report)
- **Lead a team session** using the tools and the action plan you formed in class.

THREE Applied Learning **Catalyst Calls** with your team from class:

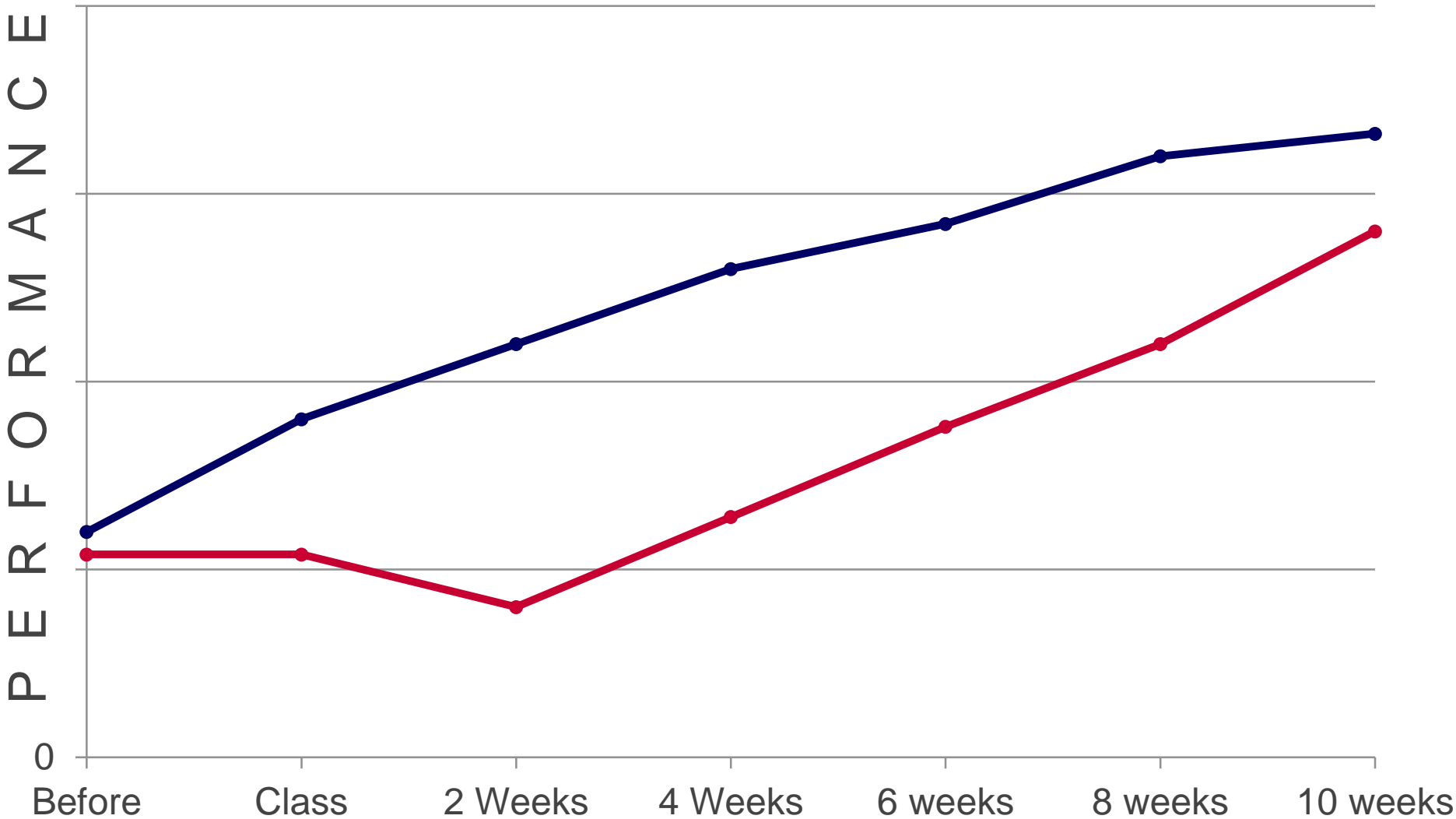


Leadership Training **without** Applied Learning Goals & Accountability

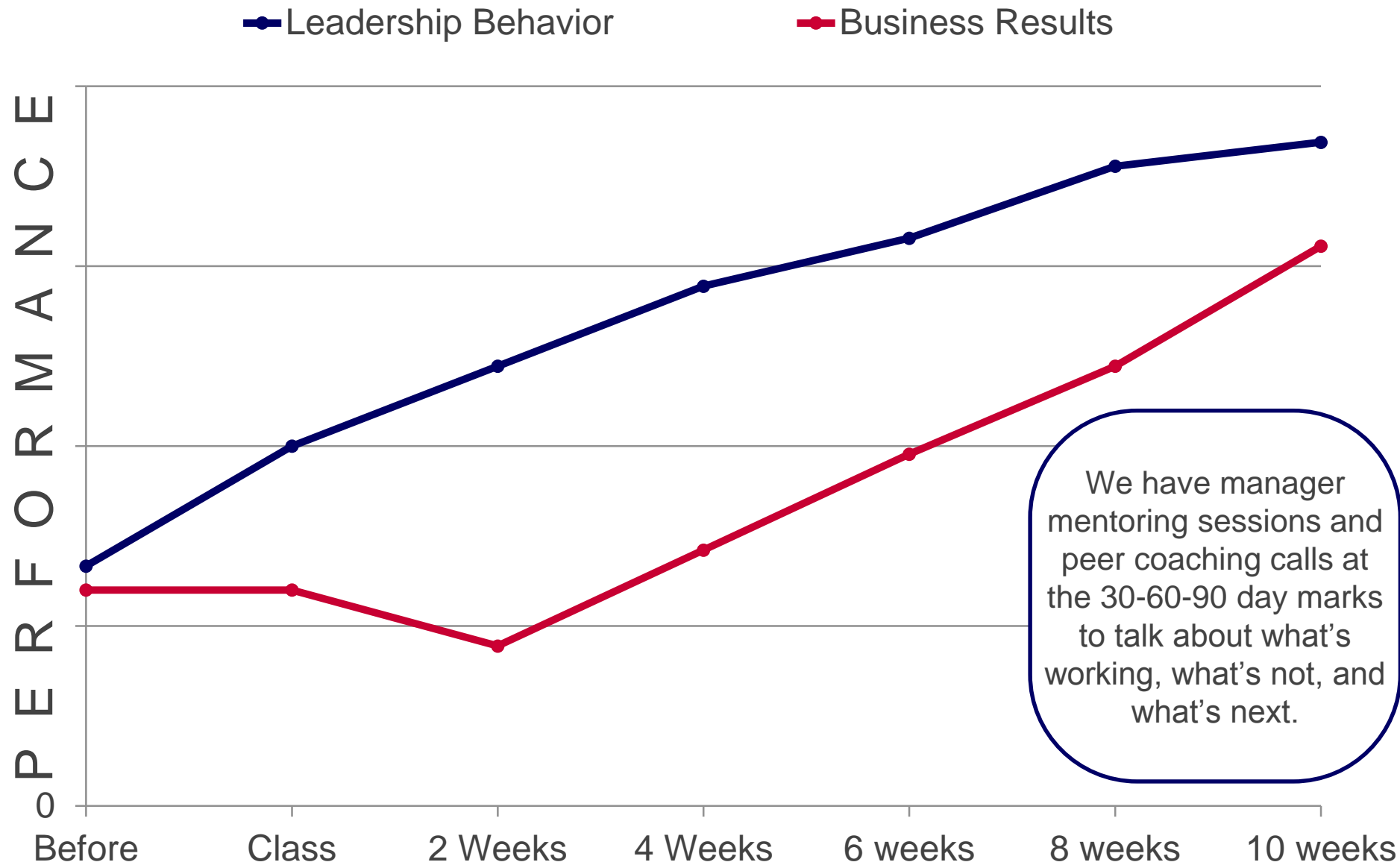


Leadership Training WITH **Applied Learning Goals & Accountability**

Leadership Behavior Business Results



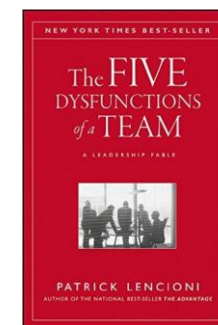
Leadership Training WITH **Applied Learning Goals & Accountability**



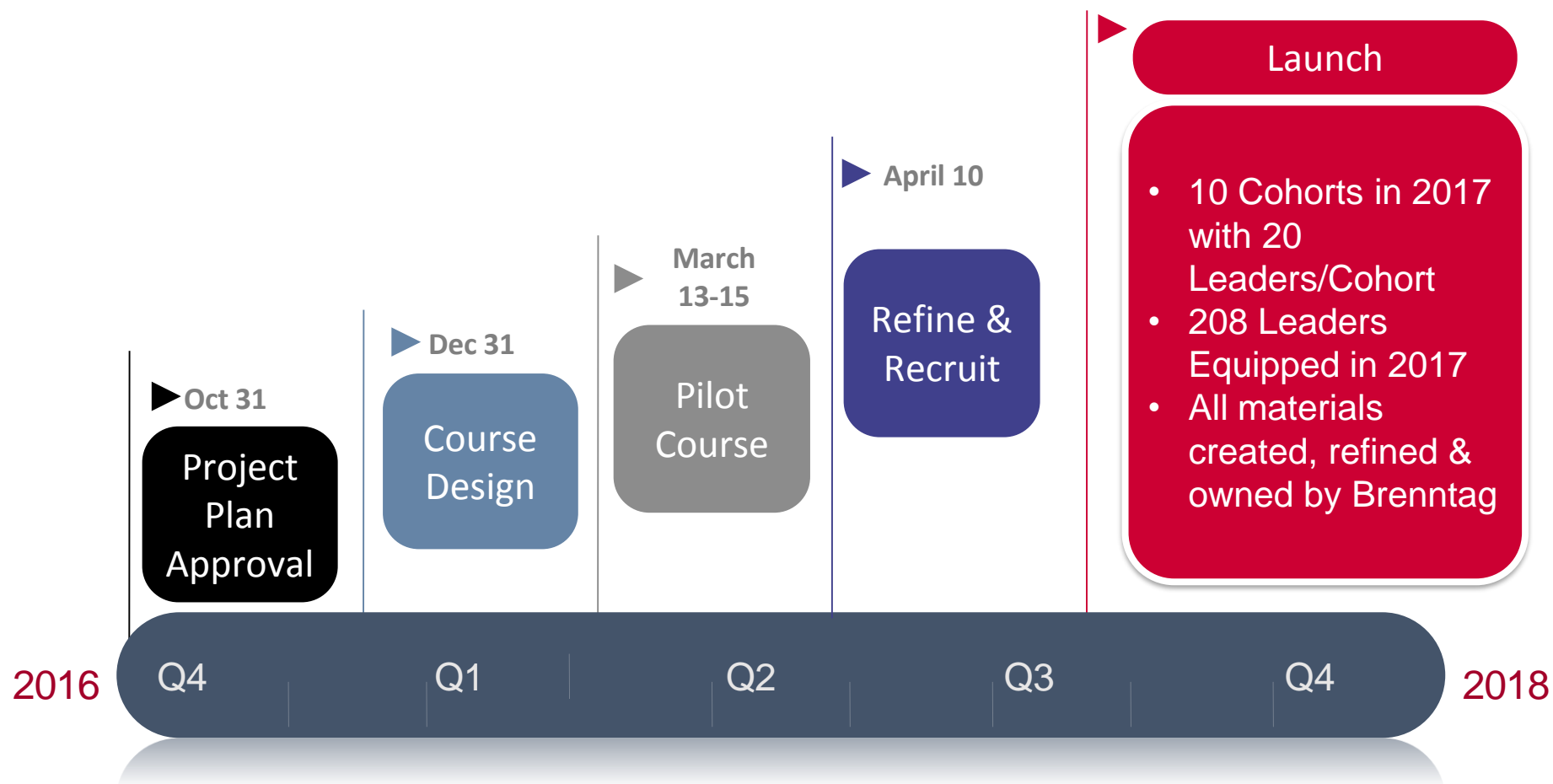
GLOBAL TOOLS FOR A GLOBAL COMPANY

The tools we are recommending are available in many different languages and could easily be integrated into a global program:

- Insights Discovery is available in 30 different languages.
- Patrick Lencioni's 11 best-selling business books have sold nearly 5 million copies around the world with translations in 30 different languages. His books, videos and support resources are available everywhere for continued on-boarding and application of the principles and practices taught in our course.



Catalyst Leadership Course TIMELINE





SKILLS

Leading
with Core
Values

Maximizing
Personality
Styles

Develop-
ment
Planning

Coaching

Giving
Feedback

Building
Trust

Clarity &
Account-
ability

High
Performing
Teamwork

Connecting**Chemistry**

Core Skills built in the Catalyst Leadership Course