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
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.
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
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<tr>
<th>Day 1</th>
<th>From Manager to Leader: Maximizing Your Leadership Style &amp; Impact</th>
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<tr>
<td></td>
<td>Pre-Work: Kickoff Call Insights Discovery Personality Assessment</td>
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<tr>
<td></td>
<td>Classroom Agenda: Leadership Wisdom, Personality &amp; Leadership Style Insights, Personal &amp; Company Core Values, Defining Your Leadership FROM &amp; TO statements, SOCIAL DINNER</td>
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<td>Applied Learning: (Within 30 Days) 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.</td>
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<td>Team Call: ✓ 30 days after class</td>
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<tr>
<th>Day 2</th>
<th>From Doer to Developer: Developing Yourself &amp; Others</th>
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<tr>
<td></td>
<td>Pre-Work: Alignment with Manager on Objectives</td>
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<td>Classroom Agenda: SIMPLE Clarity &amp; Accountability, Giving Game-Changing Feedback, Development Plans, Coaching Skills, EXEC DINNER</td>
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<td>Applied Learning: (Within 60 Days) 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)</td>
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<td>Team Call: ✓ 60 days after class</td>
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<th>Day 3</th>
<th>From Expert to Coach: Building High Performing Teams</th>
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<tr>
<td></td>
<td>Pre-Work: Read The Five Dysfunctions of a Team, Team Assessment</td>
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<tr>
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<td>Classroom Agenda: Five Behaviors of Cohesive Teams, Building Trust, Mastering Conflict, Achieving Commitment, Embracing Accountability, Focusing on Results, Team Action Plan, Your Leadership Commitment, CELEBRATION DINNER</td>
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<td>Applied Learning: (Within 90 Days) Lead a team session using the tools and the action plan you formed in class.</td>
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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 ‘Bad Day’**
- Over-involved
- Getting sidetracked
- Lacking focus
- Losing interest
- Taking on too much

**Fiery Red Energy on a ‘Bad Day’**
- Being overly direct
- Dismissing others’ opinions
- Being coercive and controlling
- Making rash decisions
- Taking over

**Cool Blue Energy on a ‘Bad Day’**
- Getting stuck in intellectual deadlock
- Adhering rigidly to protocol
- Nit-picking
- Drowning in detail

**Sunshine Yellow on a ‘Good Day’**
- Empowering
- Engaging
- Encouraging
- Adaptable
- Dynamic
<table>
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<tr>
<th>Individuals with a preference for Fiery Red energy ...</th>
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<tbody>
<tr>
<td>Have a strong determination that influences those they interact with</td>
</tr>
<tr>
<td>Approach others in a direct and straightforward manner</td>
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<tr>
<td>Are active and move in a positive and firm direction</td>
</tr>
<tr>
<td>Are single-minded and determined in their focus on results</td>
</tr>
<tr>
<td>Seek an outcome that is specific and tangible</td>
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<tr>
<td>Individuals with a preference for Sunshine Yellow energy ...</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
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<tr>
<td>Enjoy and seek the company of others</td>
</tr>
<tr>
<td>Have a desire to be involved</td>
</tr>
<tr>
<td>Individuals with a preference for Earth Green energy ...</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>Seek harmony and depth in relationships</td>
</tr>
<tr>
<td>Prefer democratic approaches that respect the individual</td>
</tr>
<tr>
<td>Individuals with a preference for Cool Blue energy ...</td>
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<tr>
<td>------------------------------------------------------</td>
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<tr>
<td>Maintain a detached and objective standpoint</td>
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<tr>
<td>Think things through before committing to action</td>
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Warren Buffett
“You have to know the business [and the company] has to be run by honest and able people.”

Jeff Bezos
‘Lead with data.’
"[Jeff wants to] base all decisions on data, not ... instinct."

Bill Gates
“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

“In a gentle way, you can shake the world.”
— Gandhi
Respectful Use of Color Language

“Thinking about this from a green energy perspective…”

“If we dialed up our cool blue energy…”

“Leading with strong fiery red energy, he…”

“When we draw on our yellow energy…”

Respectful language acknowledges all preferences & encourages development of potential
Disrespectful use of language

“Blue people…”

“Greens always…”

“Reds are so…”

“I don’t do yellow”

Disrespectful language stereotypes, creates negative images and limits potential
<table>
<thead>
<tr>
<th>Cool Blue - Let’s do it right</th>
<th>Fiery Red - Let’s do it NOW</th>
</tr>
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<tbody>
<tr>
<td><strong>DO</strong></td>
<td><strong>DO</strong></td>
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<tr>
<td>Be well prepared and thorough</td>
<td>Be direct and to the point</td>
</tr>
<tr>
<td>Put important things in writing</td>
<td>Focus on results and objectives</td>
</tr>
<tr>
<td>Let them consider all the details</td>
<td>Be brief, be bright and be gone</td>
</tr>
<tr>
<td><strong>DON’T</strong></td>
<td><strong>DON’T</strong></td>
</tr>
<tr>
<td>Invade their personal space</td>
<td>Hesitate or waffle</td>
</tr>
<tr>
<td>Be flippant on important issues</td>
<td>Focus on feelings</td>
</tr>
<tr>
<td>Change their routine without notice</td>
<td>Try to take over</td>
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<thead>
<tr>
<th>Earth Green - Let’s do it in a caring way</th>
<th>Sunshine Yellow – Let’s do it together</th>
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<tr>
<td><strong>DO</strong></td>
<td><strong>DO</strong></td>
</tr>
<tr>
<td>Be patient and supportive</td>
<td>Be friendly and sociable</td>
</tr>
<tr>
<td>Slow down and work at my pace</td>
<td>Be entertaining and stimulating</td>
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<tr>
<td>Ask my opinion; give time to answer</td>
<td>Be open and flexible</td>
</tr>
<tr>
<td><strong>DON’T</strong></td>
<td><strong>DON’T</strong></td>
</tr>
<tr>
<td>Take advantage of my good nature</td>
<td>Bore me with details</td>
</tr>
<tr>
<td>Push me to make quick decisions</td>
<td>Tie me down with routine</td>
</tr>
<tr>
<td>Spring last minute surprises</td>
<td>Ask me to do things alone</td>
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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

Feeling Preference

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

Preference Flow
Where you were channelling your energies when you completed the evaluator

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
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?
Which Brenntag core value do you have the most passion for right now?
CONNECTION TO CORE VALUES

- Safety First
- Leadership & Accountability
- Employee Involvement & Ownership
- Commitment to Excellence
- Integrity & Responsibility
- Value Creation for Partners

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

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

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

Set Expectations

Invite 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?

1 - Never  
2 - Seldom  
3 - Sometimes  
4 - Often  
5 - Always
Skill/Will Matrix & Management Style

Low WILL

Low

High

Low

High

Low

High

Low WILL

High

Low

High

SKILL
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?

GUIDE
- Provide tools, training, guidance, coaching, feedback up front
- Reduce risks, obstacles, constraints
- Relax control as progress is shown

DELEGATE
- Provide freedom in job methodology
- Communicate trust and recognition
- Develop stretch goals, career path, broaden responsibilities, treat as “partner”

DIRECT
- Provide clear briefing, identify motives, develop vision of success
- Structure “quick wins,” train/coach patiently, supervise with frequent feedback and clear expectations

INSPIRE
- Identify reason for low will
- Develop intrinsic motivation, incentives, value alignment
- Monitor and provide recognition to reinforce positive behaviors

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<thead>
<tr>
<th></th>
<th>Low Skill</th>
<th>High Skill</th>
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<tr>
<td><strong>High Will</strong></td>
<td></td>
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<tr>
<td></td>
<td>Low Skill</td>
<td>High Skill</td>
</tr>
<tr>
<td><strong>Low Will</strong></td>
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The beginning of a conversation…

**Set the Stage**
State your intent for giving feedback and ask if it’s a good time to talk.

**Situation**
Describe the specific situation, where and when.

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

**Impact**
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

If you changed in just a few key ways, how could you have a greater impact?

Develop a clear statement of FROM (Current State) and TO (Desired State) for yourself as a leader.
Write down your 70/20/10 plan for getting FROM where you are TO where you want to be.
Long-term and short-term goal setting
Determining goals for each coaching opportunity

Reality checking to fully explore the current situation

Options and alternative strategies or courses of action

What is to be done, When, by Whom, and the Will to do it.
Pre-Work Classroom Applied Learning

RESULTS
ACCOUNTABILITY
COMMITMENT
CONFLICT
TRUST
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
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 your Development Plan** (within 30 days)
  
  - 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.

- **Offer Feedback & Coaching** (within 60 days)
  
  - 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)

- **Build Your Team** (within 90 days)
  
  - 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:

- **Share your Development Plan** (30 days after class)
- **Offer Feedback & Coaching** (60 days)
- **Build Your Team** (90 days)

What worked? What didn’t? What’s next?
Leadership Training without Applied Learning Goals & Accountability

Leadership Behavior

Business Results

PERFORMANCE

Before  Class  2 Weeks  4 Weeks  6 weeks  8 weeks  10 weeks
Leadership Training WITH Applied Learning Goals & Accountability

Leadership Behavior

Business Results
Leadership Training WITH Applied Learning Goals & Accountability

We have manager mentoring sessions and peer coaching calls at the 30-60-90 day marks to talk about what’s working, what’s not, and what’s next.
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**

- **Oct 31**: Project Plan Approval
- **Dec 31**: Course Design
- **March 13-15**: Pilot Course
- **April 10**: Refine & Recruit

**Launch**

- 10 Cohorts in 2017 with 20 Leaders/Cohort
- 208 Leaders Equipped in 2017
- All materials created, refined & owned by Brenntag
Core Skills built in the Catalyst Leadership Course

SKILLS
- Leading with Core Values
- Maximizing Personality Styles
- Development Planning
- Coaching
- Giving Feedback
- Building Trust
- Clarity & Accountability
- High Performing Teamwork