

# *Imaginarium* LEARNING & DEVELOPMENT

## **Engaging Flexibility 2021**



## Context 2021

### Leading through the VUCAP Environment

- 1) Volatility
- 2) Uncertainty
- 3) Complexity
- 4) Ambiguity
- 5) Paradox/tensions

### Emotional Times

During the pandemic we have experienced more of the 'less frequent' emotions:

- Disgust
- Contempt
- Threat based fear

These are survival emotions, but they leak into our thinking.

In addition, the background mood of anxiety and exhaustion informs our ongoing day-to-day emotions.

### Our 'Inclusion Zone'

As a result of the psychological (mental and emotional) effects of the VUCAP environment, we have a tendency to become more short-sighted (e.g. short-term thinking) and less tolerant of other people. There is a risk that the focus becomes more 'my needs now' at the expense of others and the longer term.

Our 'inclusion zone' (i.e. those who we perceive as one of 'us') tends to shrink as we feel more stressed. Some have a low *threshold* where they are quicker to feel/display intolerance and some have a higher *threshold* and hence remain tolerant for longer.

### Key Questions

*How can flexible working generate solutions to the current challenges?*

*How can we ensure that people still feel engaged when working from home/remotely?*

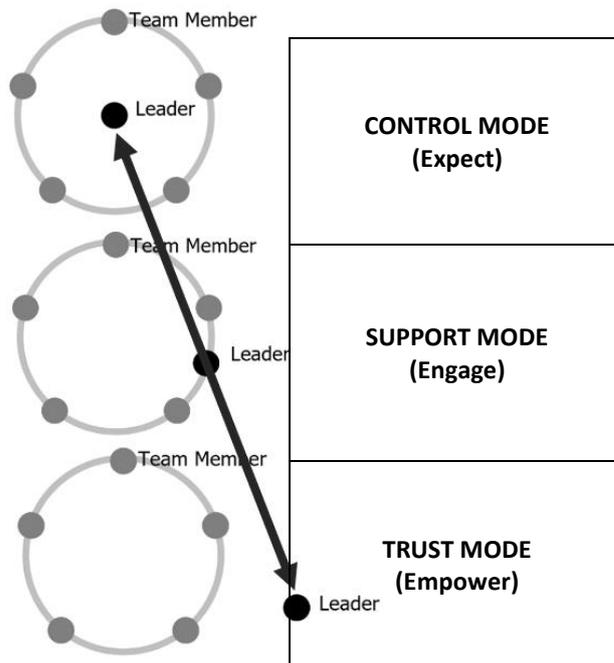
## Leading and Engaging Flexibility

### 3E Model

How can we lead through uncertain times, to help keep people engaged... and hence performing?

- Engage: The Why
- Expect: The What
- Empower: The How

### 3E Leadership in Action



### Removing the Fear of Uncertainty

Whilst we cannot remove uncertainty itself, we can mitigate the negative impacts to help our people stay engaged. Part of the role of the effective leader is to translate chaos and uncertainty into more tangible strategy.

This can be done through contingency and scenario planning and through ongoing briefings and clear 'meta communication' (e.g. explaining decisions and current plans, the likelihood of changes, how and how often we will communicate).

*Lead so that others can plan!*

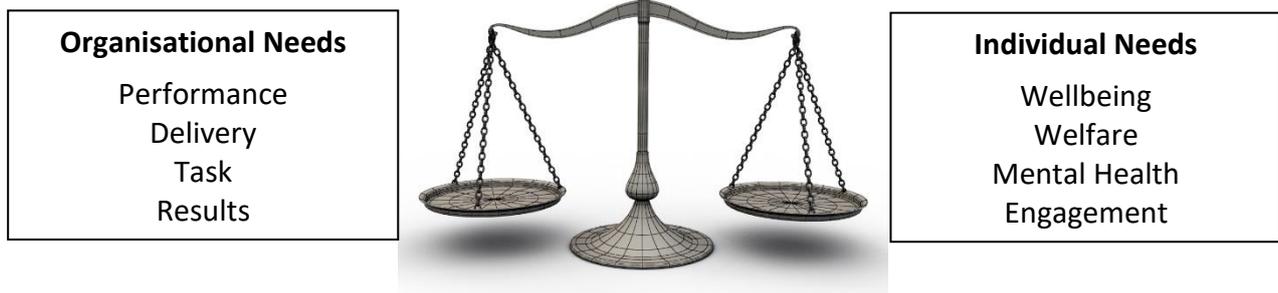
## Having Performance Conversations Remotely

### A Few Considerations & Notes

1) Consider the medium for your 1:1 conversation:

- Video is best, as you can read the person more easily and project more of your own expressions.
- Phone is a second-best choice.
- Email is not a good platform for emotive or sensitive topics!

2) You are seeking to balance



3) Dealing with Performance and Behaviour 'issues'?

Are you dealing with a performance issue or behaviour issue (or both)? If it is a behaviour issue, be careful of the 'attitude trap'. Focus on what they are **Doing**, not what they are **Being**.

4) Being Equitable

Respecting equality & diversity. Demonstrating flexibility – what 'reasonable adjustments' can you make?

5) During Pandemic/Lock-In

You will need to take each person on a case-by-case basis, agreeing with them (and HR if necessary) as to what they can practically achieve. What is their situation? For example:

- Environment & workspace (e.g. sharing space/technology/broadband, working space).
- Social/relationship (e.g. alone/isolated/with partner, children etc.)
- Other time/task priorities (e.g. home-schooling, caring for someone).
- Personality (e.g. happy working from home vs lonely, proactive vs reactive).
- Resilience/wellbeing (e.g. general mental, emotional and physical health).



## About Joe Cheal

Joe is the Lead Imaginarian and Facilitator for Imaginarium Learning & Development. Since 1993, he has worked with a broad range of sectors and organisational cultures, helping 1000s of people revolutionise the way they work with others.

He is available as an Executive Coach.

*He holds an MSc in Organisational Development and Neuro Linguistic Technologies, a degree in Philosophy and Psychology, a diploma in Performance Coaching, a diploma in Psychotherapy and is a Mental Health First Aider.*

Joe is a business mentor for University of Sussex and the CIPD and the career coach for TOPRA.

He is author of "Driving Your Destiny", "Who Stole My Pie?", "Solving Impossible Problems" and co-author of "The Model Presenter", "The Relationship Dance", "The Little Book of Resilience" and "The Little Book of Persuasion".

He was the winner of the Kent CIPD Learning & Development Professional of the Year award 2019 and also the CIPD Award Winner 2020: Extraordinary Response in Extraordinary Times

**WHO STOLE MY PIE?**



How to manage priorities, boundaries and expectations

Joe Cheal

**Driving Your Destiny**



Taking Control of Your Career and Living Goals

Joe Cheal

**SOLVING IMPOSSIBLE PROBLEMS**  
Second Edition



Managing Paradox & Tensions in Business

Joe Cheal

the **MODEL presenter**



Developing Excellence in Presenting and Training

Joe Cheal & Melody Cheal

**THE LITTLE BOOK OF PERSUASION**

**UPDATED**



Joe & Melody Cheal

**THE LITTLE BOOK OF RESILIENCE**



Joe & Melody Cheal

*The Relationship Dance*



A Guide to Loving Gracefully

Joe & Melody Cheal

**Becoming Happy!**  
Lessons from Nature



Melody Cheal

# Imaginarium?

An imaginarium is a place of wonder... a safe place to learn...  
to test out and develop practical ideas for application 'back in the real world'.

Imaginarium Learning & Development is a consultancy that specialises in inspiring the imagination and potential of organisations, leadership, management and individuals through OD, L&D and Executive Coaching.

Since 1993, we have worked with a wonderful collection of companies, always seeking to work in partnership... enhancing the profile of leadership, learning, training and development in our client's organisation. As well as leading the market in our specialist fields, we are serious about continuous improvement and ongoing learning, keeping up to date with leadership, management and HR issues. Each key trainer has over 20 years training experience and has worked with over 10,000 people from a range of industries and cultures.

Our aim is to provide flexible, high quality training and learning solutions to all of our clients. Our mission is to oil the wheels of development... making life easier for people in a time of ever-increasing complexity... engaging and empowering people to be the best they can be...

## Courses

Imaginarium Learning & Development offers a range of L&D consultancy services including needs assessment, design and provision of training courses. Courses can be adapted from a half-day to two-days in length and many topics can be presented as online interactive 'spotlight' sessions.

### WELLBEING & MENTAL HEALTH

- Coping with Change
- Dealing with Pressure
- Positive Mental Health Toolkit
- Resilience: Developing the 'Bounce Back' Factor
- Staying Positively Happy
- Stress Management
- Wellbeing: Staying Psychologically Healthy

### LEADERSHIP DEVELOPMENT

- Change Leadership
- The Complete Leader: Inspirational & Practical
- Delegate!
- Feedback for Effectiveness
- Developing People: Leader as Coach
- Having tough conversations
- Leadership in Action
- Managing People Successfully
- Making Meetings Work
- Motivate!
- Project Leadership
- The Supportive Manager
- Team Building and Development

### PERSONAL IMPACT

- Career & Profile Development
- Innovation: Getting Creative
- Making Your Life Work 4U: Confidence
- Networking Skills
- Personal Power
- Time Management
- Understanding/Managing Unconscious Bias

### IN FRONT OF THE AUDIENCE

- Advanced Presentation Skills
- The Essential Presenter
- Persuasive Presentations
- Train the Trainer

### EXECUTIVE DEVELOPMENT

- Advanced Negotiation Skills
- Becoming a Mentor
- Strategic Change Management
- Making NLP Work
- Organisational Development
- Organisational Politics
- Troubleshooting: Problem Resolution
- Working with Transactional Analysis

### RESULTS AND RELATIONSHIPS

- Assertiveness: Clarity and Focus
- Building Partnerships
- Conflict Resolution
- Customer Care
- Dealing with Difficult People
- Delivering the Message: Communication
- Handling Conflict in Meetings
- Influence and Persuasion
- Magic of Mediation
- Negotiation Skills
- Understanding Personalities

### HR SKILLS FOR MANAGERS

- Appraisal
- Capability & Disciplinary
- Controlling Absence
- Dealing with Poor Performance
- Dealing with Bullying and Harassment
- Introduction to Counselling
- Interviewing Skills

### CERTIFICATIONS

- Coaching Diploma
- NLP Business Diploma
- NLP Practitioner
- NLP Master Practitioner
- NLP Trainer's Training



# *Imaginarium*

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