

Engagement

Session Eight: February 19, 2026



6 LEADERSHIP STYLES



VISIONARY	Moves people toward shared dreams and is most appropriate when changes require a new vision or when a clear and inspirational direction is needed.	
COACHING	Connects what an individual wants with the organization's goals, helps leaders intelligently delegate, and helps team members improve performance by building long-term capabilities.	
AFFILIATIVE	Creates harmony by connecting people to each other and is most appropriate to heal rifts in a team, motivate during stressful times, or strengthen connections.	
DEMOCRATIC	Values people's input and gets commitment through participation. It is helpful in building buy-in, consensus, and gathering input from team members.	
PACESETTING	Meets challenging and exciting goals to get high-quality results from a motivated and competent team.	
COMMANDING	Soothes fears by giving clear direction in an emergency and is appropriate in a crisis, to kick-start a turn-around, or with problem team members.	

Where did you take your leadership style to the gym?

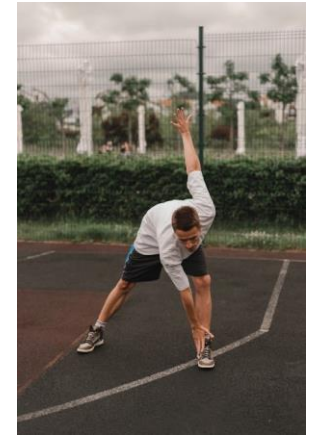
What style did you work out?



Cardio?
Energizing?

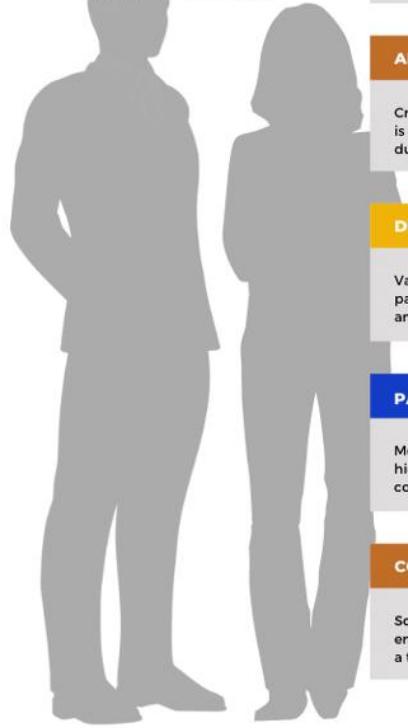


Strength?
Hard?



Flexibility?
Slight stretch?

6 LEADERSHIP STYLES



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**Leadership styles are the behaviors we choose.
Leadership identity is the
belief system that drives these choices.**

Boss

Manager

Mentor

Coach

 **2025-2026**



	Leadership & Teamwork In Person	Integrity Virtual	Vision Virtual	Humility In Person	Engagement Virtual	Respect Virtual	
September. 22	October 13	October 30	December 2	January 12	February 5	March 26	May 4
<ul style="list-style-type: none"> • Kickoff • Discovery Calls • DiSC 	<ul style="list-style-type: none"> • DiSC • Foundational Models 	<ul style="list-style-type: none"> • Brain and Threat • Rounding • Drama Triangle 	<ul style="list-style-type: none"> • Leader Resilience • Personal Brand 	<ul style="list-style-type: none"> • Managing Self • Influencing Others 	<ul style="list-style-type: none"> • Leadership Styles • Leadership Flexibility 	<ul style="list-style-type: none"> • Leveraging Strengths • Developing Talent 	<ul style="list-style-type: none"> • Leaving a Legacy • Reviewing Key concepts
		November 11	January 6		February 19	April 9	
		<ul style="list-style-type: none"> • Brain and Trust • Delegation 	<ul style="list-style-type: none"> • Living the values • GROW and conflict 		<ul style="list-style-type: none"> • Coaching Cultures • Leader as Coach 	<ul style="list-style-type: none"> • Promoting Innovation • Managing Stakeholders 	
					March 12	April 23	
					<ul style="list-style-type: none"> • Fostering Collaboration • Generative Communication 	<ul style="list-style-type: none"> • Recognizing bias • Promoting Inclusion 	

← **Coaching** →

TruValues

The Core Pillars of TruEnergy

You get what you give – always treat your teammates with kindness, courtesy, patience, humanity and give them the benefit of the doubt. In other words, follow the Golden Rule, treat others as you would have them treat you.



Start with Gratitude. When you're grateful for what you already have, you'll always find even more to be grateful for.



Constantly engaged in their work, seeking ways to improve their craft and offering their assistance to their teammates around them. Hard working engaged employees are esteemed and deeply valued.

We hire men and women of character. Integrity and trust are the fundamental starting point of any successful relationship. Integrity above reproach is the base requirement to work at TruEnergy, nothing is more destructive than energy without integrity.



When making decisions, take the long-term perspective. Step back from the needs of your person, or your site, and consider the good of the enterprise. As we witness the built-up progress of our colleagues, we will find opportunities to build the collective good and the pride of ownership.

Come before the team with a heart for service and a sense of humility. Always focus the best outcome for the customer and the company over being right. Never lose the desire to challenge your most deeply held beliefs. No matter how long we've been at it – we have more to learn and must approach life with curiosity, humility, and a commitment to personal growth.



Everyone is a leader, and everyone is a teammate. No matter your role with the company your actions matter. Somebody is always watching; somebody is always using your actions to justify their own; so, strive to inspire others. Put others first, lend a hand, push for the greater good.

Engagement

Constantly engaged in their work, seeking ways to improve their craft and offering assistance to their teammates around them.

Hard working engaged employees are esteemed and deeply valued.

Leadership Identities

Boss **First Word:** _____ **Actual Meaning:** _____

Core Beliefs: What must they believe about their role? Authority? Other people? Mistakes?	Actions: What consistent behaviors would you expect? In meetings? Under pressure?	Experience: What would it feel like working for them? What would the team experience feel like?	Results: What kind of culture and business results would this produce in 3 months? 3 years?

Manage **First Word:** _____ **Actual Meaning:** _____

Core Beliefs: What must they believe about their role? Authority? Other people? Mistakes?	Actions: What consistent behaviors would you expect? In meetings? Under pressure?	Experience: What would it feel like working for them? What would the team experience feel like?	Results: What kind of culture and business results would this produce in 3 months? 3 years?

Mentor **First Word:** _____ **Actual Meaning:** _____

Core Beliefs: What must they believe about their role? Authority? Other people? Mistakes?	Actions: What consistent behaviors would you expect? In meetings? Under pressure?	Experience: What would it feel like working for them? What would the team experience feel like?	Results: What kind of culture and business results would this produce in 3 months? 3 years?

First word that comes to mind when you hear....

Boss

Manage

Mentor



Boss

Actual Meaning?

Master, to lord over

Manager

Actual Meaning?

To handle, control, train





Mentor

Actual Meaning?

To advise, counsel

Breakout

Leadership Identities

Boss **First Word:** _____ **Actual Meaning:** _____

Core Beliefs: What must they believe about their role? Authority? Other people? Mistakes?	Actions: What consistent behaviors would you expect? In meetings? Under pressure?	Experience: What would it feel like working for them? What would the team experience feel like?	Results: What kind of culture and business results would this produce in 3 months? 3 years?

Manage **First Word:** _____ **Actual Meaning:** _____

Core Beliefs: What must they believe about their role? Authority? Other people? Mistakes?	Actions: What consistent behaviors would you expect? In meetings? Under pressure?	Experience: What would it feel like working for them? What would the team experience feel like?	Results: What kind of culture and business results would this produce in 3 months? 3 years?

Mentor **First Word:** _____ **Actual Meaning:** _____

Core Beliefs: What must they believe about their role? Authority? Other people? Mistakes?	Actions: What consistent behaviors would you expect? In meetings? Under pressure?	Experience: What would it feel like working for them? What would the team experience feel like?	Results: What kind of culture and business results would this produce in 3 months? 3 years?

Boss – If a leader “lorded over”...

- Core beliefs
- Actions
- Experience
- Results

Manage – If a leader “handled, controlled, trained”...

- Core beliefs
- Actions
- Experience
- Results

Mentor - If a leader “advised, counseled” ...

- Core beliefs
- Actions
- Experience
- Results

Actual Meaning?

Coach

To transport



Breakout

Beliefs	Key Points
1. Stay committed, not attached.	We are all responsible to each other, but we can't want someone's success more than they do. Being 100% committed means staying focused, dedicated, and invested in the effort. Being 100% unattached means avoiding becoming overly dependent, staying flexible and adaptable, and maintaining a certain detachment from the result.
2. There is no failure, only winning and learning.	Every outcome provides valuable information for learning and growth. If we are learning, we are winning.
3. The problem deserves our attention, the solution deserves our energy.	We need to focus the energy in a coaching conversation on possibilities and options. Once the problem is identified, move on. It's more important to focus on where the coachee wants to go than where they have been.
4. The presenting problem is usually not the real problem.	People typically voice the surface problem or the immediate problem. If we can stay curious and ask generative questions, we typically find the unseen or 'real' problem.
5. People's choices make sense to them.	People's choices make sense to them. The only thing that has to make sense to you is that it makes sense to them.
6. There is a reward for every thought, behavior, choice, and action we take.	There is always a reward for everything we do. That reward may be healthy or unhealthy, constructive or destructive.
7. Better solutions result when we come to conversations in a state of intense curiosity.	Staying curious as coaches helps us avoid coming with a pre-planned solution and bias. It also helps us address the real problem rather than the presenting problem.
8. The more choices WE generate, the more control and ownership WE take.	As coaches, our primary role is not to solve problems or give advice. We want the other person (parties) to generate solutions. This expands their thinking and gains commitment over compliance.
9. People are whole, resourceful beings, having everything they need to succeed and achieve their desired outcomes.	We can avoid solving problems for others when we remember that they are whole, resourceful, and quite capable of utilizing their resources to solve problems. We may be one of those resources, but we are not their only resource. Our goal is to grow their ability to access resources and find solutions.
10. Tell people, they comply. Involve people, they commit.	We are much more likely to encourage buy-in and accountability, when a solution is that person's idea. The brain pushes back when told what to do.

If this belief were true...

1. Discuss these questions

In your leadership,

- What would you do differently?
- What would you start or stop doing?

2. Complete this statement

If we truly believed _____, we would no longer _____, and we would consistently _____.

Coaching Presuppositions

Stay **committed**,
not **attached**

The **problem**
deserves our
attention, the
solution deserves
our energy

People's
reality/choices make
sense to them

There is no **failure**,
only **winning** and
learning

The **presenting**
problem is usually
not the **real**
problem

There is a **reward**
for every thought,
behavior, choice,
and action we take

Coaching Presuppositions

Better solutions result when we come to a situation in a state of intense **curiosity**

People are **whole, resourceful** beings, having everything they need to succeed and achieve their desired outcomes

The more choices **we** generate, the more control and ownership **we** feel

Tell people, they **comply**. Involve people, they **commit**

**Leadership styles are the behaviors we choose.
Leadership identity is the
belief system that drives these choices.**

Boss – controls people

Manager – handles and trains people

Mentor – advises people

Coach – transports people

Coaching Beliefs

- Stay committed, not attached
- There is no failure, only winning and learning
- The problem deserves our attention, the solution deserves our energy
- The presenting problem is usually not the real problem
- People's reality/choices make sense to them
- There is a reward for every thought, behavior, choice, and action we take
- Better solutions result when we come to a situation in a state of intense curiosity
- The more choices we generate, the more control and ownership we feel
- People are whole, resourceful beings, having everything they need to succeed and achieve their desired outcomes
- Tell people, they comply. Involve people, they commit



Put in the reps

Personal Commitment

Team Commitment

LEADERSHIP

Month	Day	Date	Time	Location	Cohort
October	Monday	10/13	10:00-2:00	Norman OK	Leadership/Foundations
	Thursday	10/30	9:00-10:30	Zoom	Leadership
November	Tuesday	11/11	9:00-10:30	Zoom	Leadership
December	Tuesday	12/2	9:00-10:30	Zoom	Leadership
January	Tuesday	1/6	9:00-10:30	Zoom	Leadership
	Monday	1/12	10:00-2:00	Norman OK	Leadership/Foundations
February	Thursday	2/5	9:00-10:30	Zoom	Leadership
	Thursday	2/19	9:00-10:30	Zoom	Leadership
March	Thursday	3/12	9:00-10:30	Zoom	Leadership
	Thursday	3/26	9:00-10:30	Zoom	Leadership
April	Thursday	4/9	9:00-10:30	Zoom	Leadership
	Thursday	4/23	9:00-10:30	Zoom	Leadership
May	Monday	5/4	10:00-2:00	Norman OK	Leadership/Foundations

FOUNDATIONS

Month	Day	Date	Time	Location	Cohort
October	Monday	10/13	10:00-2:00	Norman OK	Leadership/Foundations
	Thursday	10/30	12:30-2:00	Zoom	Foundations
November	Tuesday	11/11	12:30-2:00	Zoom	Foundations
December	Tuesday	12/2	12:30-2:00	Zoom	Foundations
January	Tuesday	1/6	12:30-2:00	Zoom	Foundations
	Monday	1/12	10:00-2:00	Norman OK	Leadership/Foundations
February	Thursday	2/5	12:30-2:00	Zoom	Foundations
	Thursday	2/19	12:30-2:00	Zoom	Foundations
March	Thursday	3/12	12:30-2:00	Zoom	Foundations
	Thursday	3/26	12:30-2:00	Zoom	Foundations
April	Thursday	4/9	12:30-2:00	Zoom	Foundations
	Thursday	4/23	12:30-2:00	Zoom	Foundations
May	Monday	5/4	10:00-2:00	Norman OK	Leadership/Foundations

Communicating with Clarity: The Science of Clear Communication

Communication is important...but CLEAR communication is essential, especially in times of change and uncertainty.

This session includes practical strategies for communicating with clarity so that we achieve better results with less effort. Receive practical strategies for delegating with clarity

March 11, 2026



Boss

Results:

Team doesn't grow

Actions:

Order

Tell

One-way communication

Beliefs:

- My way or the highway
- I am right
- Follow my orders

Manager



Results:

Focused on tasks at the expense of strategy

Actions:

Order

Tell

Be in the details

Beliefs:

- I need to be in control
- If I loosen the reins, I will lose control



Mentor

Results:

The team has a wise advisor

Actions:

Give advice

Suggest solutions

Tell stories

Beliefs:

- Been there, done that
- You need my advice
- My experience is valuable to you