

Engagement

Session Nine: March 12, 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.



 **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.

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

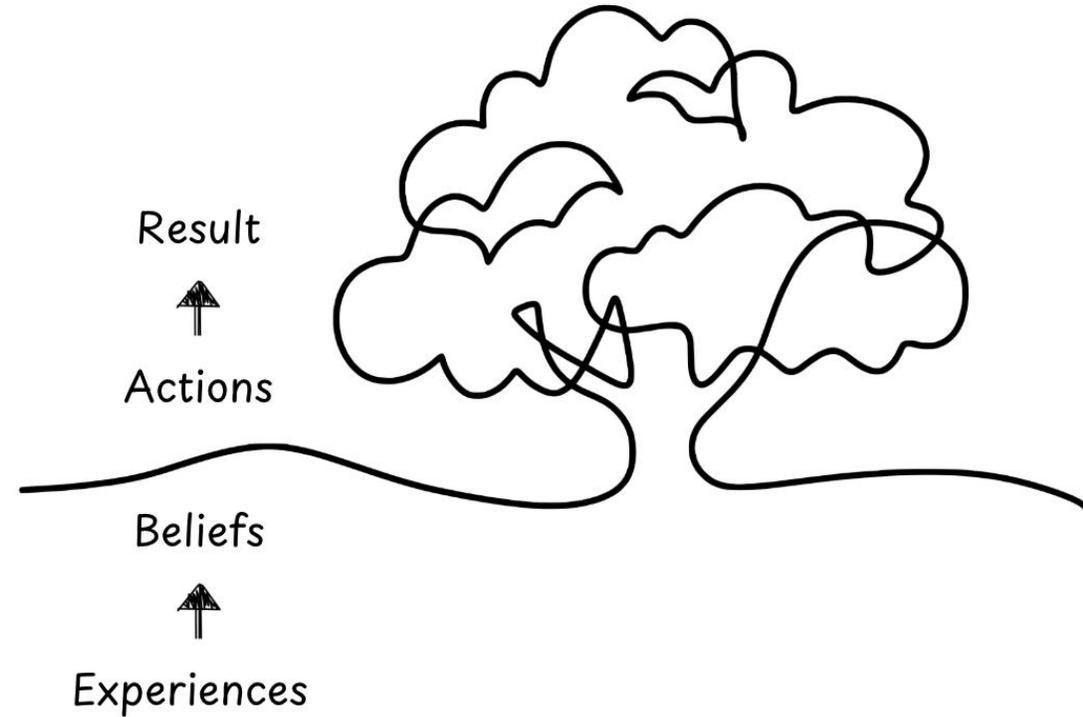
There is a **reward** for every
thought, behavior, choice,
and action we take

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

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

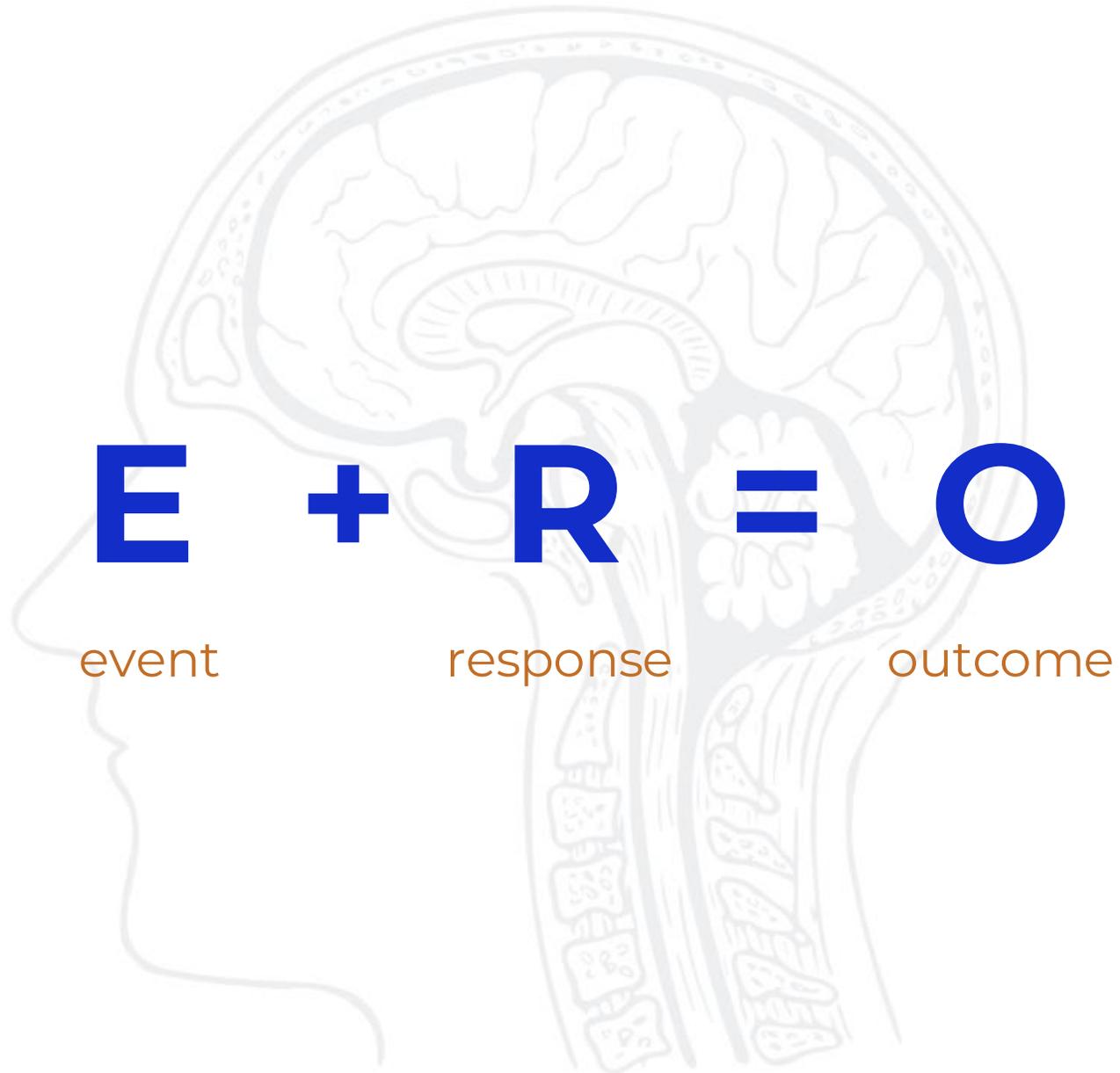
The more choices **we**
generate, the more
control and ownership
we feel

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



ACTIONS

The background is a solid blue color with several faint, light-blue icons. At the top left is a DNA double helix. In the upper center is a hand with fingers slightly curled. At the bottom left is a profile of a human head with a brain inside. On the right side is a molecular structure consisting of interconnected hexagons and lines. Scattered throughout the background are small white plus signs (+).



E STORY + **R** = **O**



The Power of the Pause

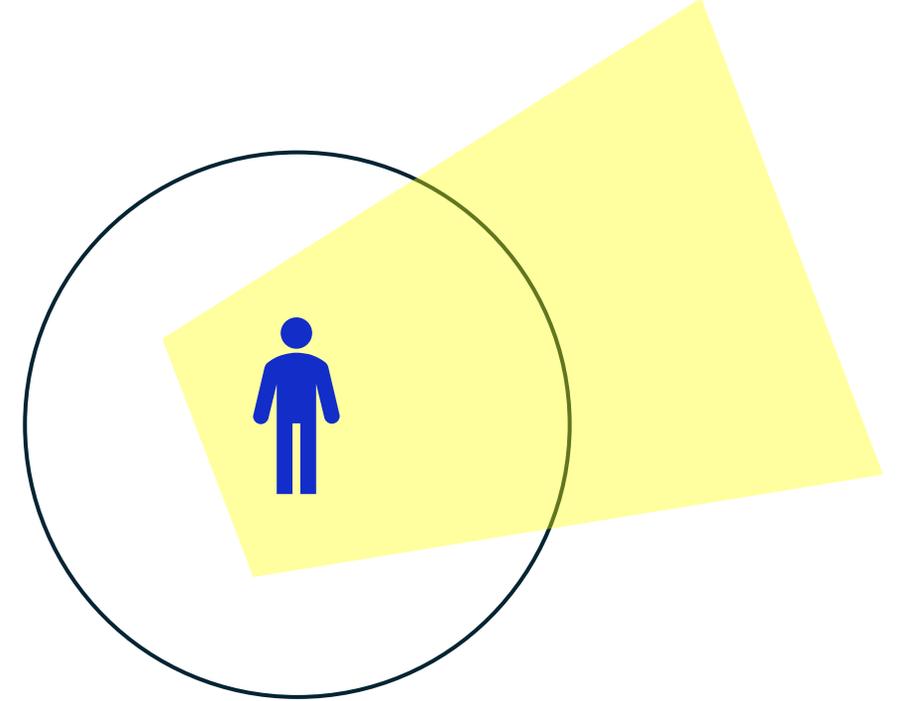
WAIT
Why Am I Talking?

The background is a solid blue color with several faint, light blue icons. At the top center is a DNA double helix. On the left side, there is a profile of a human head with a brain inside. Scattered throughout the background are various molecular structures, including hexagonal rings and lines connecting dots, as well as several small plus signs (+).

LISTEN

4 Levels of Listening

Level 1: Downloading



Listening from habits

RESULT: Reconfirming what you already know and believe

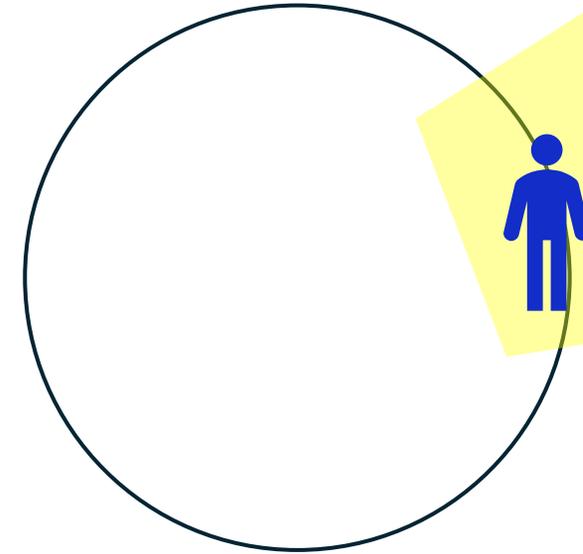
Downloading questions are typically:

- Closed-ended – “Are you going to talk to her?”
- Advice-heavy – “Did you think about talking to her?” “If I were you, I would...”

1

4 Levels of Listening

Level 2: Factual



Listening from the outside

RESULT: Listening to disagree and recognizing the new

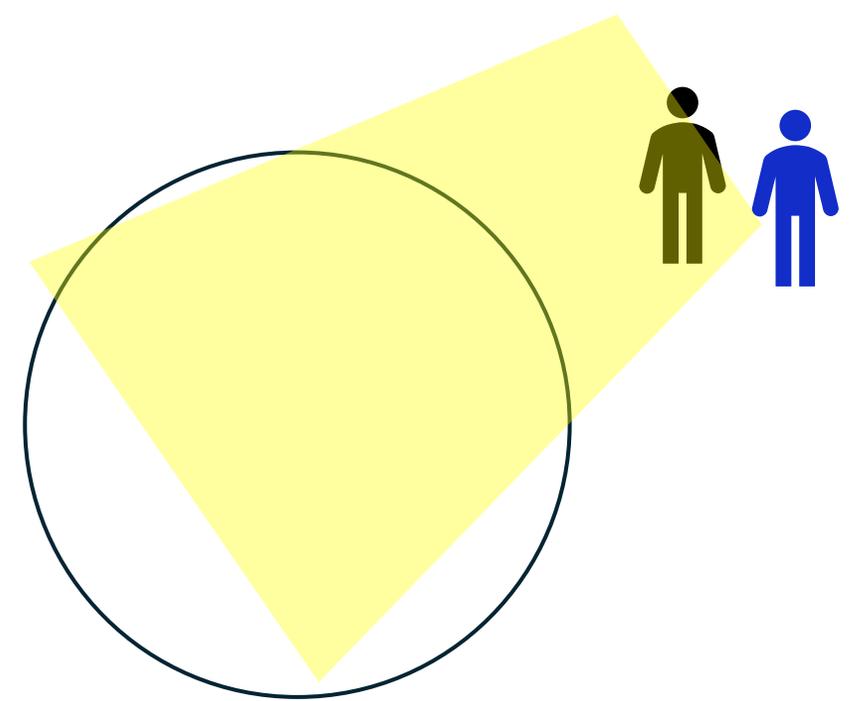
Factual questions are typically:

- Closed-ended – “Did you consider she might be having a bad day?”
- Advice-heavy – “Did you tell her that bothered you?”
- Start with Why – “Why didn’t you just walk away?”

2

4 Levels of Listening

Level 3: Empathic



Listening from another's perspective

RESULT: Listening to understand another's perspective and see the world through their eyes

Empathic questions may begin with 'how' or 'what' but focus on connecting with the other person's feelings, emotions, experiences, and perspective

- How did that make you feel?
- How has that affected you?
- What can I do to support you?

3

4 Levels of Listening

Level 4: Generative



Listening from the future

RESULT: Listening to connect with future possibilities

Generative questions are about future possibilities, transformation, innovation, and moving forward. They almost always begin with 'how' and 'what.'

- What is this showing up to teach you?
- How are you thinking about handling this situation?
- What are your best next steps?
- Where do you need clarity

4

Lab 1

Speaker: (3 minutes)

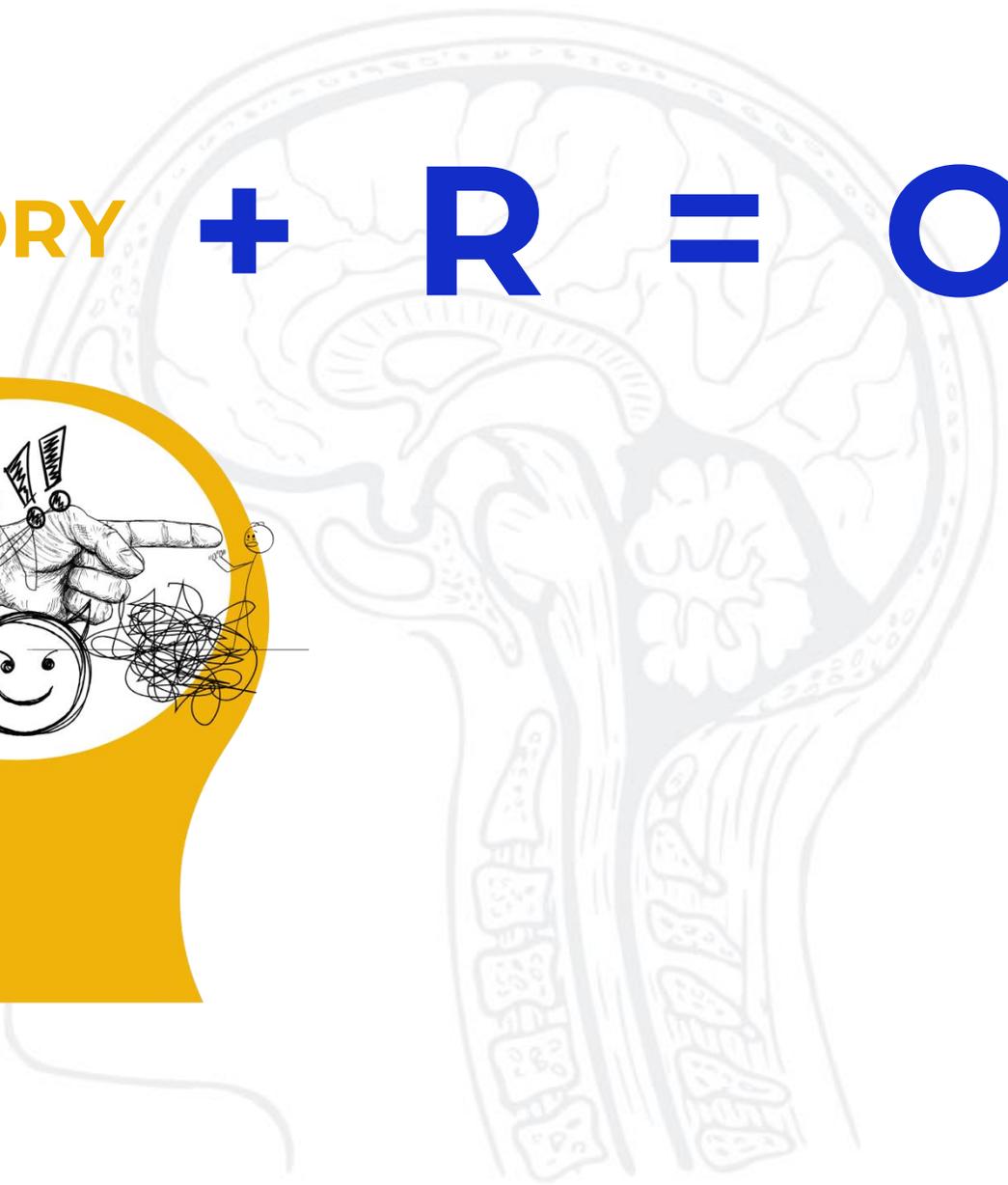
- A problem you haven't yet solved
- A decision you haven't yet made

Listener:

Listen FOR...

- What's really going on?
- What questions would you like to ask? (if you could)
- What is the undertone?
- What hidden beliefs are you hearing?

E STORY **+** **R** **=** **O**



You can jump in
with all your sage
advice

but

YOU DON'T KNOW

Certainty



This is the truth
(as I see it).
I am superior.

The reality is ...

Look, ...

Clearly, ...

Obviously, ...

This is how it is ...

The fact is ...

Everyone knows ...

et me explain this to you ...

Here's the problem ...

The answer is simple ...

That won't work.

We've already tried that.

Correction



I am right.
You're wrong.

Actually ...

Better yet ...

That's not how it works.

You're missing the point.

You don't understand.

That's incorrect.

That's not the issue.

That's beside the point.

That doesn't matter.

Control



I have power over.
This is what we're
going to do.

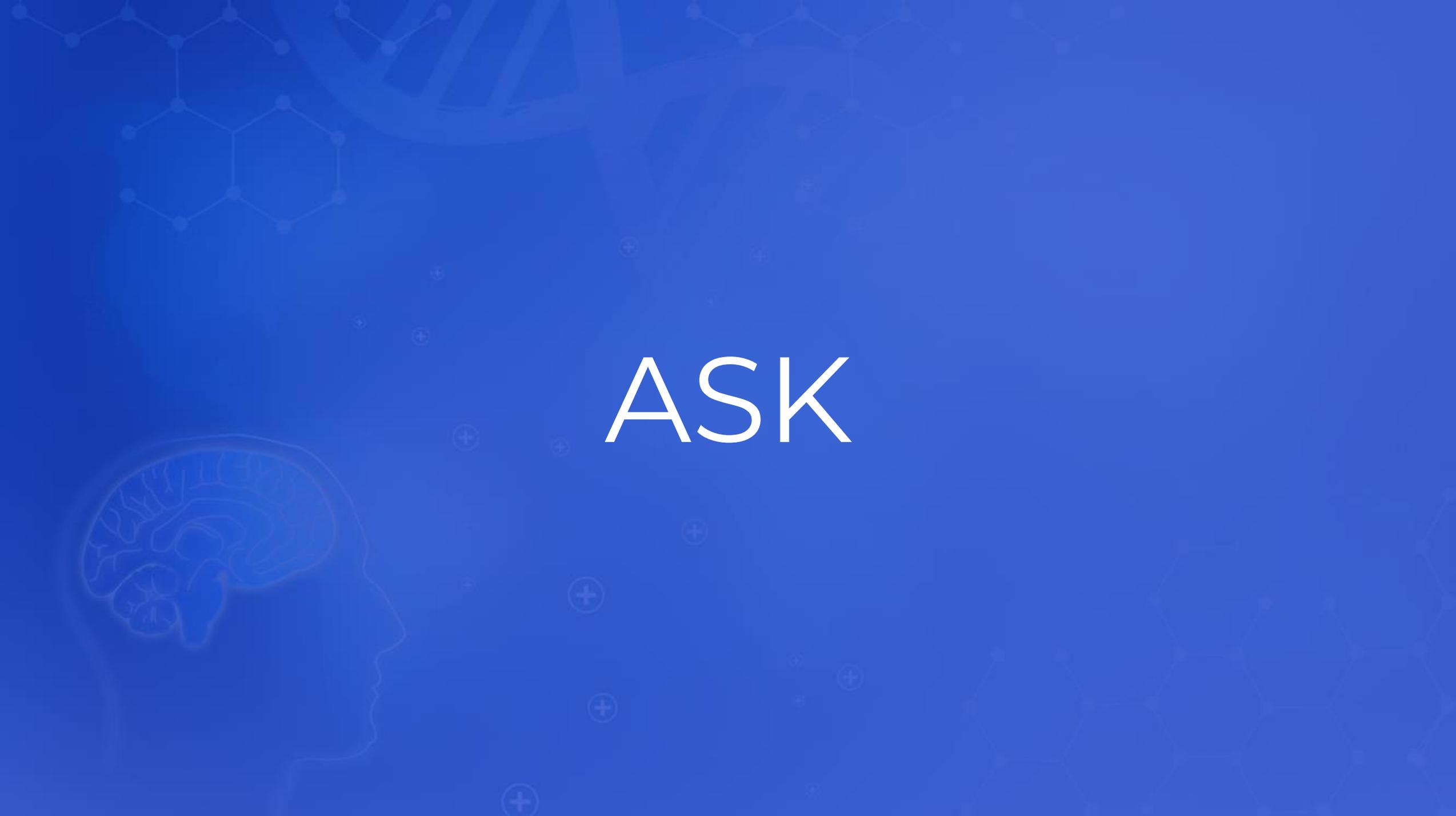
You should ...

You need to ...

No, what you need to realize is ...

Here's what's going to happen ...

Let's be realistic.



ASK

Typical Questions

Why did he say that?

Do you think he knew
you were offended?

What did he say?
What did you say?

Why didn't you walk away?

Are you going to talk to him?

Generative Questions

Lab 2 (Switch after 5 minutes)

Speaker:

- A problem you haven't yet solved
- A decision you haven't yet made

Listener:

Listen FOR...

- What's really going on?
- What is the undertone?
- What hidden beliefs are you hearing?

Ask generative questions (page 4-5)



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
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