

CONNECT TO
LEAD
TO CONNECT

Session Five: May 5, 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?

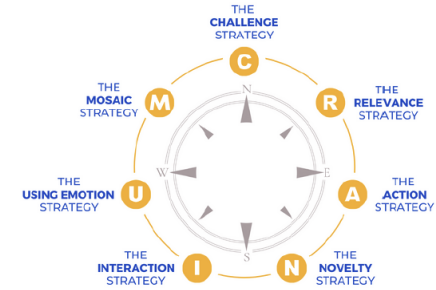


Strength?
Hard?



Flexibility?
Slight stretch?

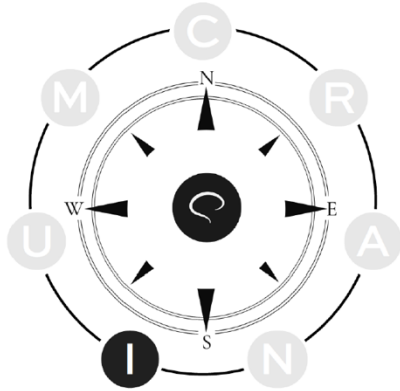
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January	February	March	April	May	June
<p>January 6</p> <p>Kickoff</p> <p>Discovery calls</p>	<p>February 3</p> <p>Challenge</p> <p>Decrease threat. Increase trust.</p> <p>All-Staff Grab & Grow</p>	<p>March 3</p> <p>Relevance</p> <p>Lead with vision. Build on strengths.</p> <p>March 27</p> <p>Action</p> <p>Embrace limitations. Debunk myths.</p>	<p>April 7</p> <p>Novelty</p> <p>Challenge convention. Nudge imagination.</p>	<p>May 5</p> <p>Interaction</p> <p>Give choice and voice. Let go and grow.</p> <p>All-Staff Grab & Grow</p>	<p>June 2</p> <p>Using Emotion</p> <p>Engage emotions. Prioritize people.</p>
July	August	September	October	November	December
<p>July 7</p> <p>Mosaic</p> <p>Value differences. Create belonging.</p>	<p>CliftonStrengths</p> <p>1:1 debrief</p> <p>All-Staff Grab & Grow</p>	<p>CliftonStrengths</p> <p>1:1 debrief</p> <p>Retreat</p> <p>September 29-October 1</p>	<p>Check-In</p>	<p>Check-In</p> <p>All-Staff Grab & Grow</p>	<p>Check-In</p>

← Coaching →

THE INTERACTION STRATEGY



**GIVE CHOICE AND VOICE.
LET GO AND GROW.**

THE BIG IDEA



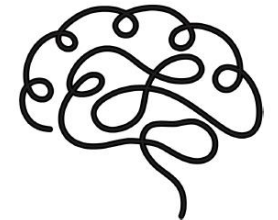
When we stop telling and start involving, we turn compliance into commitment and scale capacity—in ourselves, our teams, and our organizations.

BREAKTHROUGH BELIEFS

You can have control, or you can have growth.
But you can't have both in equal proportion
at the same time.

Just because you CAN do it yourself
doesn't mean you SHOULD.

Be more interestED than interestING.



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?

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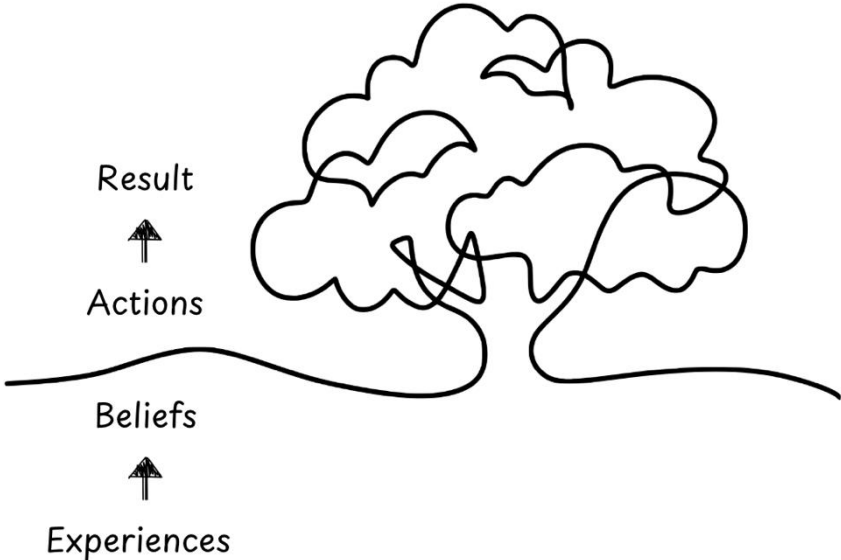
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Leadership styles are the behaviors we choose.

Leadership identity is the belief system that drives these choices.



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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 Page 1

Leadership Identities

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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



Values

Work Environment: Provide a sense of family and a work environment of mutual support and growth where employees are respected and valued and provided opportunities to grow and succeed with the Company.

Value: Provide value to our producers by offering a consistent competitive product that can be sold in all types of market cycles.

Success: Creating consistent company accomplishments and sharing those accomplishments with employees and owners.

Diversity: Embrace and promote diversity.... Strength lies in differences, not in similarities.

Service: To provide excellent and fair service to our insureds, producers and claimants.

Integrity: Being honest and applying strong moral principles to our day-to-day business practices.

Passion: Approaching our business with enthusiasm capturing the energy and excitement of being one of the best companies in the Non-Standard Auto Space.

Breakout Page 2

If this belief were true...

1. Discuss these questions

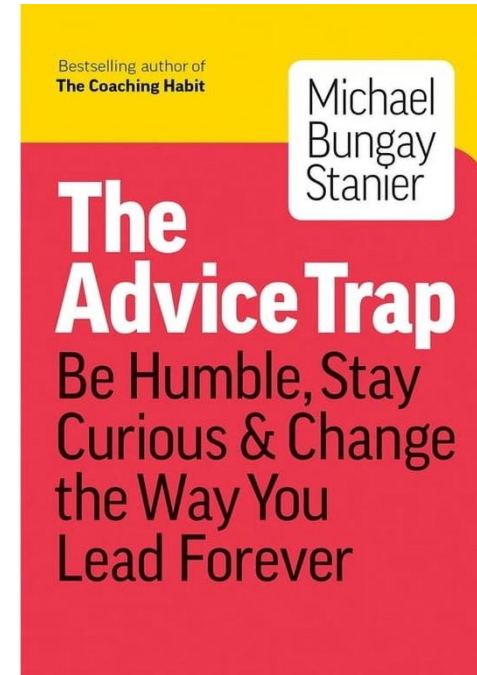
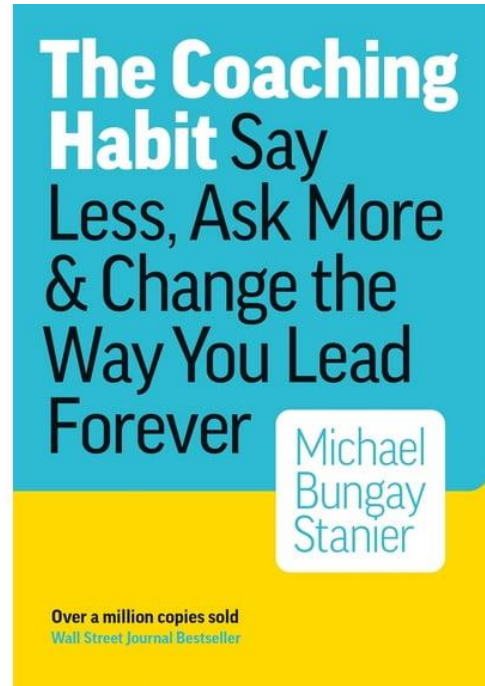
In your leadership,

- What would you do differently?
- What would you start or stop doing?
- How would others experience you differently?

2. Complete this statement

If I truly believed (insert coaching belief), I would be less likely to _____, and I would be more likely to _____, and the people around me would _____

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.



https://www.ted.com/talks/michael_bungay_stanier_how_to_tame_your_advice_monster_sep_2025

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
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for every thought,
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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**

Breakout Page 4

Collaboration Killers

Certainty	Correction	Control
 <p>This is the truth (as I see it). I am superior.</p>	 <p>I am right. You're wrong.</p>	 <p>I have power over. This is what we're going to do.</p>
<p>The reality is ... Look, ... Clearly, ... Obviously, ... This is how it is ... The fact is ... Everyone knows ... Let me explain this to you ... Here's the problem ... The answer is simple ... That won't work. We've already tried that.</p>	<p>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.</p>	<p>You should ... You need to ... No, what you need to realize is ... Here's what's going to happen ... Let's be realistic.</p>

Advice may prove your smart.

Curiosity proves you trust people and promotes collaboration and growth.



Put in the reps

The Interaction Strategy

Application

I commit to:

To reduce interference, I will

so that

Recommended Reading: The Interaction Chapter, pages 204-249

The Science of High-Performance Leadership: 7 Brain-Based Strategies to Become a Leader Worth Following

TEAM TALK

Identify one conversation a day where you listen FOR as much as listen TO.

Identify one conversation a day where you will be more interestED than interestING.

The next time you feel the urge to solve or advise, pause...ask a generative question instead.

Show and discuss with your team the TED Talk "Tame Your Advice" by Michael Bungay Stanier.

Make an intentional effort in the next meeting to avoid collaboration killers.

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

Boss – controls people

Manager – handles and trains people

Mentor – advises people

Coach – transports people

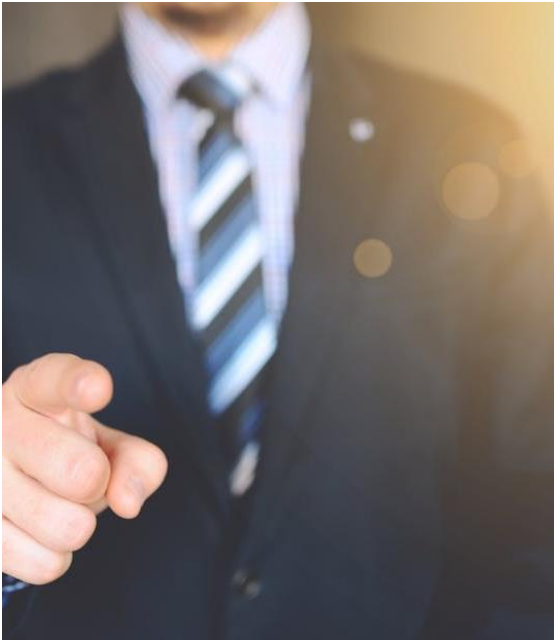
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BOSS

Actual Meaning?

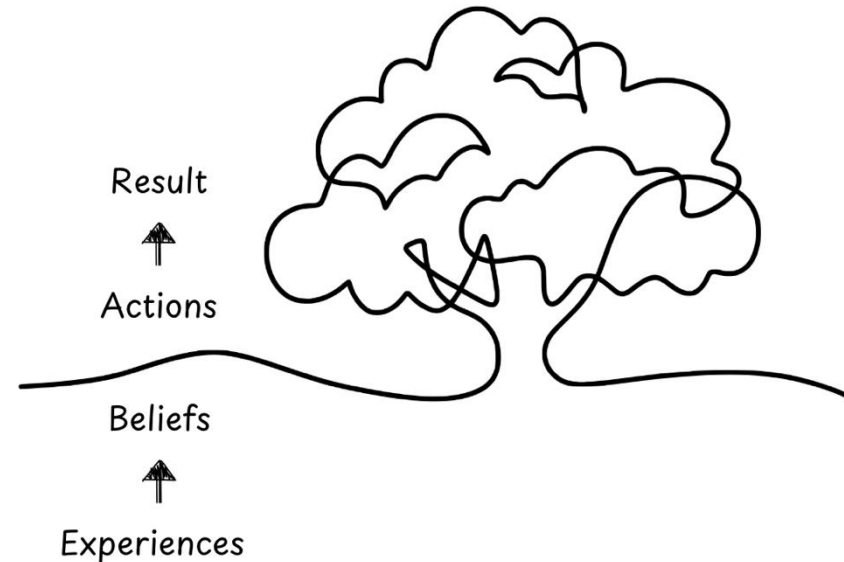
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Manager

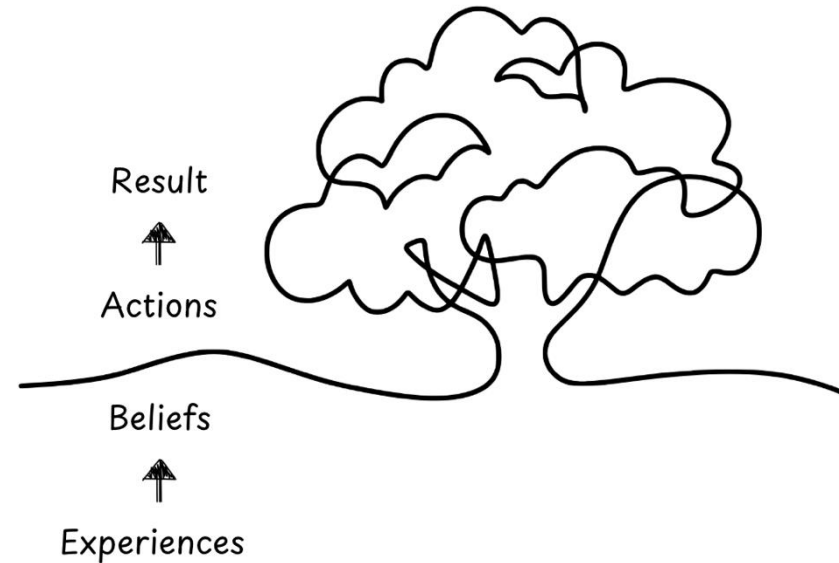
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