



shapesforleaders

Welcome & Overview



Dear Leaders,

We are excited to share a simple and effective way to strengthen your leadership by communicating more effectively. Our hope is that you find this course to be extremely impactful to your continuous growth and professional development, especially as you lead and influence others.

By participating in Shapes for Leaders, you will learn more about your leadership strengths, as well as your challenges. You will then learn how to maximize, manage, modify, and leverage your leadership style, while still being your authentic self.

Although leadership is anything but easy, I think you will find PsychoGeometrics, the science of behavior and the art of communication, easy to understand, remember, and apply. What you believe and who you are can remain the same, but after this course, you will find that how you act, interact, relate, and communicate will vary depending upon the situation and the different types of people you lead.

You may also notice a shift in how you see yourself and others. Suddenly, you will understand why you enjoy some aspects of leadership more than others, or why you find some people easier or more challenging to lead.

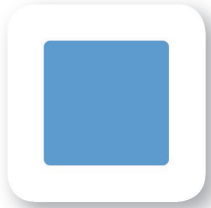
Understanding is the key to effective leadership. On behalf of our team at PsychoGeometrics, here's to strengthening your leadership by communicating effectively!



Sincerely,

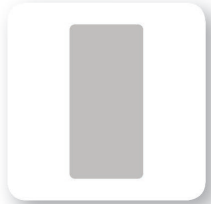
A handwritten signature in black ink that reads "Susan Hite". The signature is fluid and cursive.

Susan Hite
CEO of PsychoGeometrics



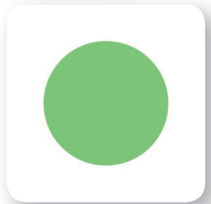
Welcome & Overview

Course Agenda,
Course Objectives
Resources
Introductions



Modules 1 – 3

Module 1: Introduction to PsychoGeometrics
Module 2: Shape Perception
Module 3: Shape Flexing



Review & Wrap Up

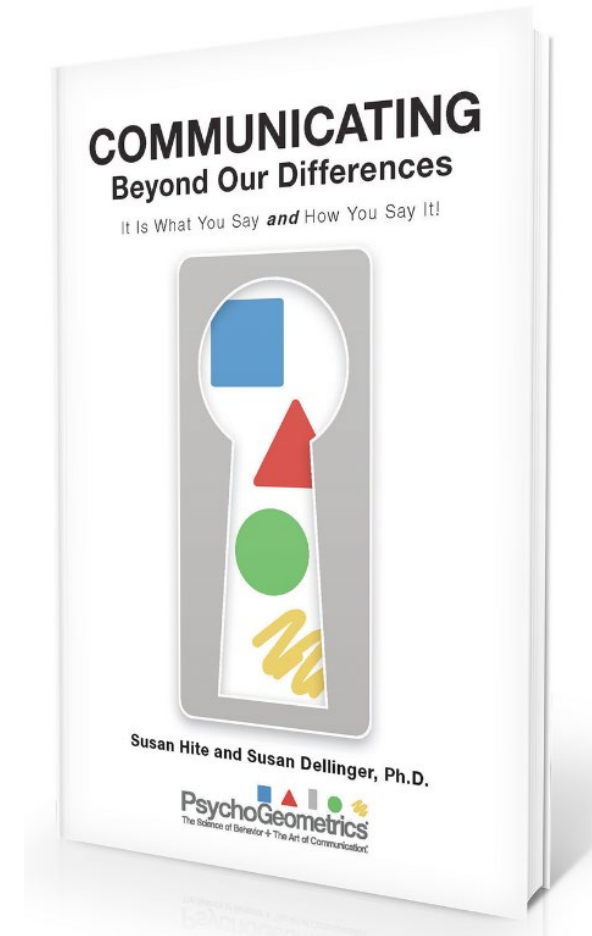
Day One Review
Day Two Preview



- **Understand** your communication style as a leader, including your strengths and challenges, and the communication style of others.
- **Recognize** the possible positive and negative perceptions of your communication and leadership style, and the communication style of others.
- **Learn** the skill of Shape Flexing to strengthen the effectiveness of your communication, approach, and responsiveness as a leader.
- **Discover** what motivates and demotivates you and others and adjust your communication and leadership approach accordingly.
- **Apply** the Strategic Shaping Model for planning, problem solving, and conflict resolution to strengthen your leadership effectiveness.

In your Shapes for Leaders Toolkit, you will find...

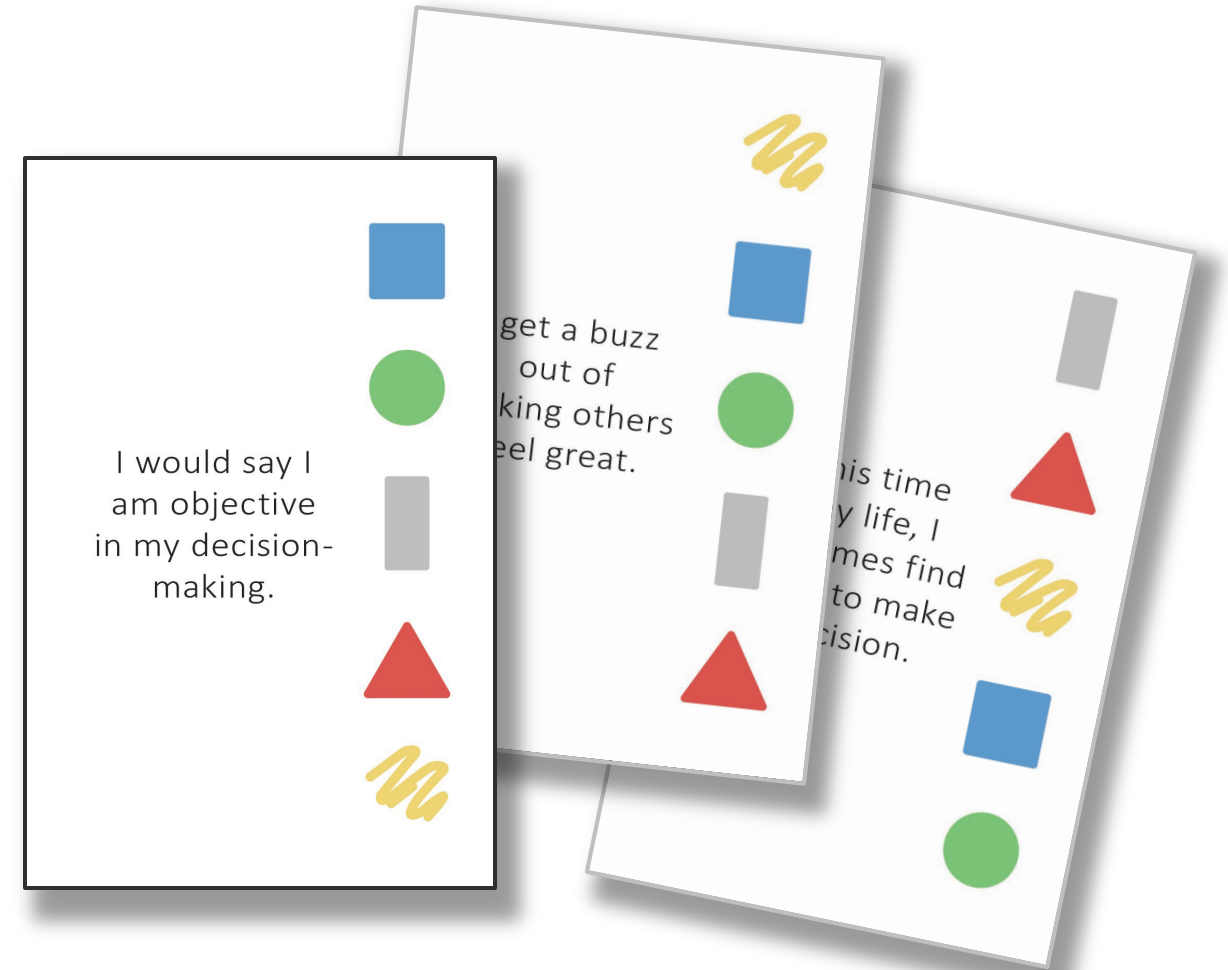
- Shapes Participant Workbook
- ***Communicating Beyond Our Differences*** Book
- Shapes Card Game
- Written “Scratch Off” Shapes Assessment
- Shapes Guide
- Shape Traits/Communicating with each Shape Card



Introductions



- Share your name.
- Share where you live.
- Read the statement on the card.
- Does it describe you? Why or why not?
- How do the cards you shared impact your leadership style? Give an example.



Module 1: Introduction to PsychoGeometrics



About PsychoGeometrics

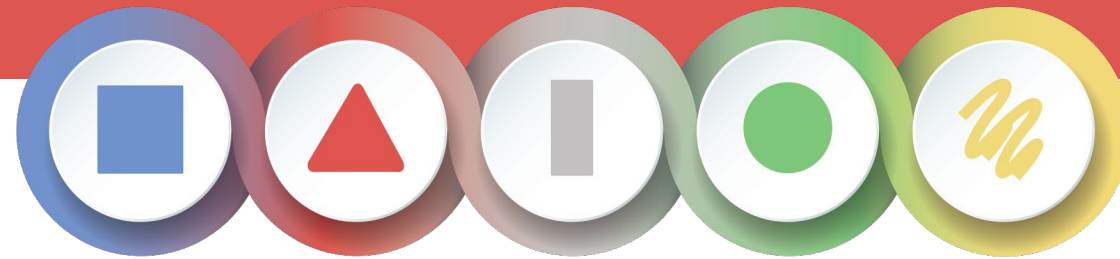


What is it?

- The science of behavior and the art of communication.
- Featuring five geometric Shapes.
- Each Shape represents a different communication style.
- Learn your Shape when you take the Shapes Assessment.
- The Shapes Assessment consists of three parts:
 1. Traits
 2. Behaviors
 3. How you relate to others

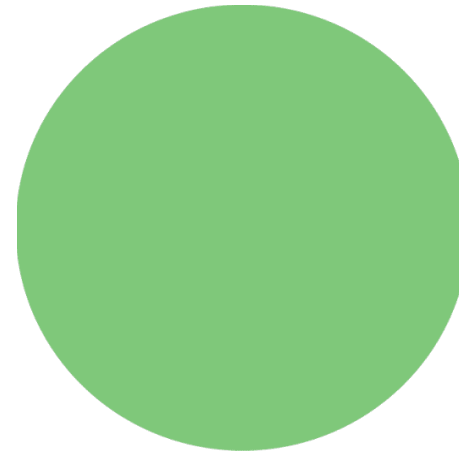
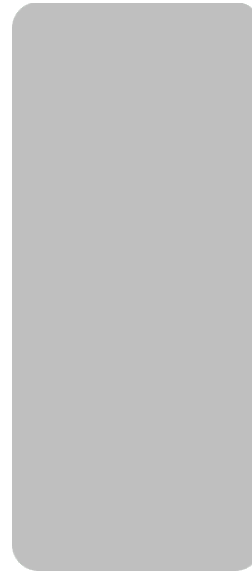
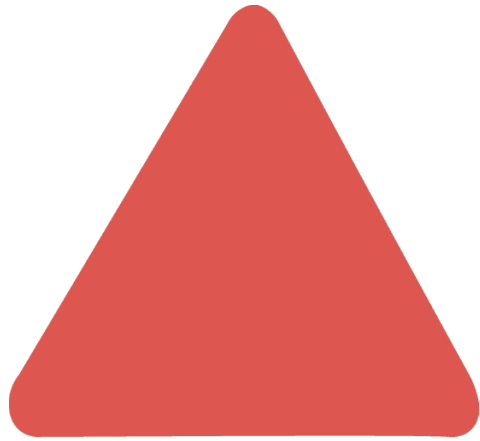


The Shapes Assessment



The Shapes Assessment By Sight

- Choose your favorite Shape.
- Choose your second favorite Shape.
- Choose your least favorite Shape.



How it Works

There are three sections. Each part typically takes less than five minutes to complete.

Part 1 – **Traits**

Part 2 – **Behavior**

Part 3 – **Relating to Others**

You will not be timed, but it is best **not** to over-think your choices. Go with your first choice.

What to Know

1. Relax! This is not a test, it's an assessment. It's meant to be FUN!
2. You won't get a grade, but you will get a Shapes score.
3. It doesn't matter what you score, but it does matter that you understand your score, and know how to use it to communicate more effectively.

Take the Shapes Assessment Now

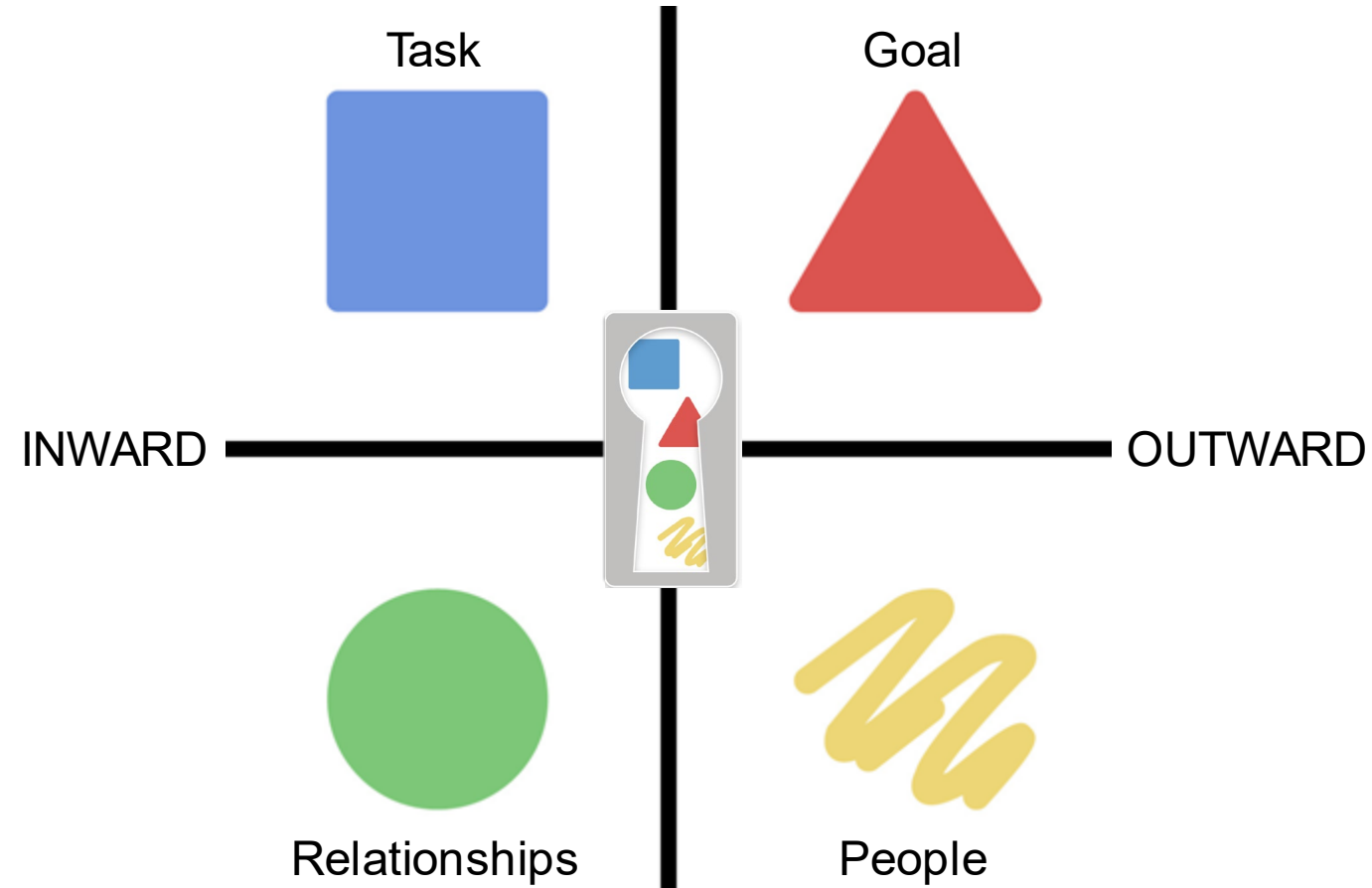


The Five Shapes



Things to Know About All Five Shapes

- Each Shape represents a trait or behavior and has value, power, strengths, and challenges.
- You have all five Shapes within you.
- You tend to use one or two Shapes the most because they are your natural strengths.
- It is wise to consider and leverage the behaviors of all five Shapes to communicate and lead effectively.



UNDERSTANDING YOUR SCORE

0-3 LOW – does not mean below average

4-6 MEDIUM – does not mean average

7+ HIGH – does not mean above average

Just because you score “high” in a Shape does not necessarily mean you are good at using that Shape.

It means you have a high percentage of that Shape within you naturally, and you have the potential to be great at using it.


Understanding Your Scores in each Section – Traits, Behaviors, and Relating to Others



Shape Profile Report Example

- TRAITS
- BEHAVIORS
- RELATING TO OTHERS

Secondary


BOX 6

TRAITS


Detail oriented
Ethical

BEHAVIORS

I will withdraw during conflict or try to avoid it entirely
I am a quiet, private person

RELATING TO OTHERS

I think before speaking
I am a very loyal friend


TRIANGLE 2

TRAITS


None

BEHAVIORS

I make decisions swiftly and decisively

RELATING TO OTHERS

I have strong opinions and I tell it like it is


RECTANGLE 2

TRAITS

None


BEHAVIORS

I am focusing on my own needs right now
I often change my mind at a moment's notice

RELATING TO OTHERS

None

Primary


CIRCLE 8

TRAITS


Good listener
Empathetic/Caring
Nurturing
Generous

BEHAVIORS

I enjoy relaxing at home and doing nothing at all

RELATING TO OTHERS

I like to socialize and talk things over
If you ask, I will give you the shirt off my back
I treat my co-workers and friends like family


SQUIGGLE 3

TRAITS

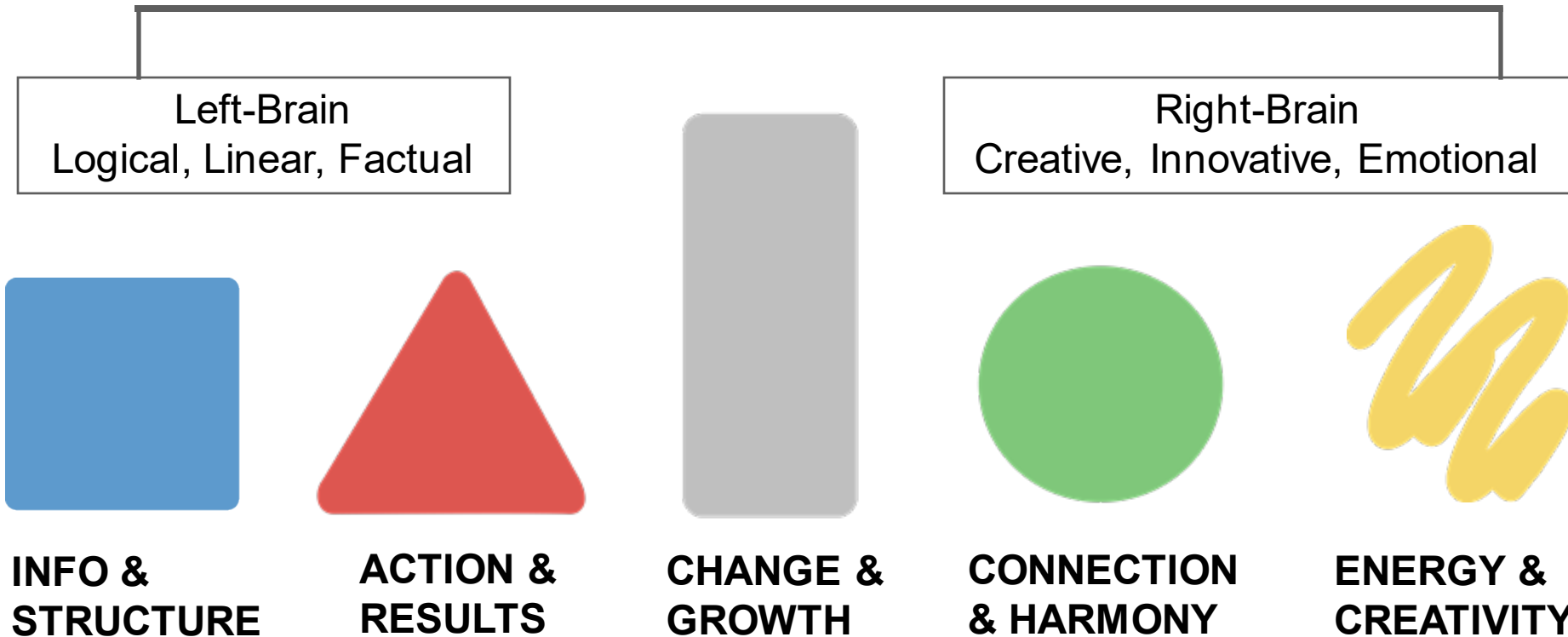
Creative/innovative

BEHAVIORS

I love surprises!

RELATING TO OTHERS

I am great at motivating others



Let's learn more about your Shapes





BOX

**“If you want it done right,
do it yourself.”**

Because the **BOX** is composed of equal lines and angles, it represents **structure and stability**.

- Calm, consistent, logical.
- Most organized of the Shapes.
- Likes to know the facts and “think about it” before deciding.
- Tends to be a perfectionist.
- Can be poker-faced, shows little emotion.
- “I’d rather finish right than finish first and get it wrong.”
- Likes to stay on task and may not be pleased if you “pop in.”
- Doesn’t like to be put on the spot and prefers working alone.
- Trustworthy, dependable, you can count on the Box.

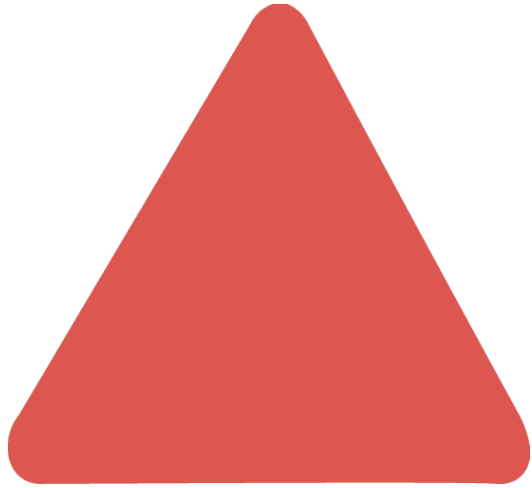


BOX

**“If you want it done right,
do it yourself.”**

Breakout Discussion

1. Is anyone in your group a primary or secondary Box?
2. Is there someone on your team that you think may be a Box?
3. What does the Box bring to leadership?

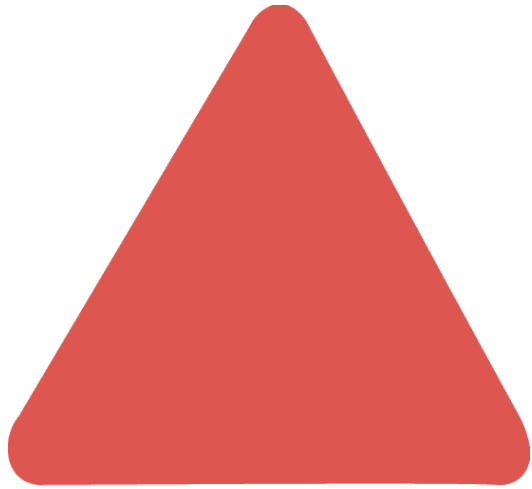


TRIANGLE

**“When I want your
opinion,
I will give you mine.”**

Because the **TRIANGLE** is built like a pyramid, with an upward pointed tip, it represents ambition and high achievement.

- Driven, competitive, and likes being in control.
- Makes the decision then works to make it right.
- Can be seen as too direct and intense.
- Can't stand indecision.
- “I don't need to hear the whole story.”
- Politically correct. Knows how to work the system.
- Fast thinkers, decision makers, strong opinions.
- Quick to get to the point, lives a fast-paced life.
- Bottom line, doesn't want a lot of details.

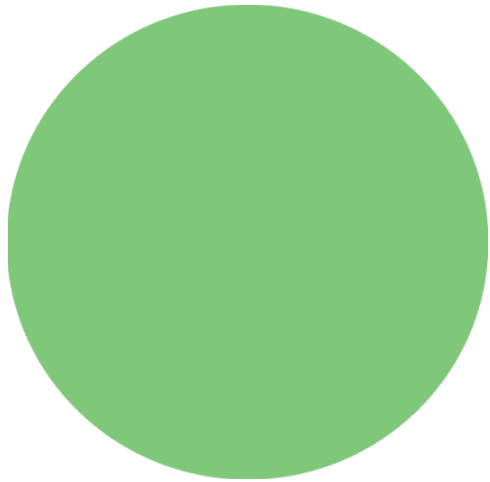


TRIANGLE

**“When I want your
opinion,
I will give you mine.”**

Breakout Discussion

1. Is anyone in your group a primary or secondary Triangle?
2. Is there someone on your team that you think may be a Triangle?
3. What does the Triangle bring to leadership?

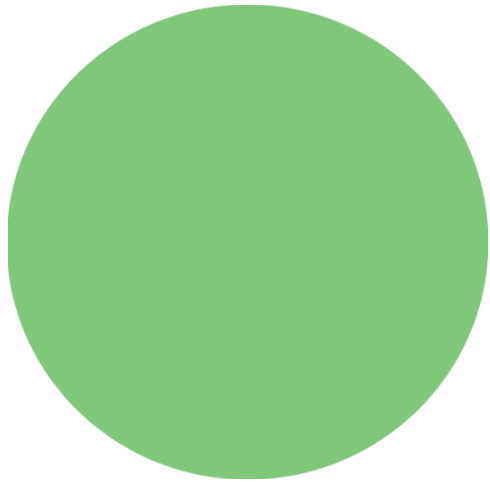


CIRCLE

“I don’t care how much you know until I know how much you care.”

Because the **CIRCLE** has no beginning or end, it symbolizes connectedness and unity.

- Team player, nurturer, and stabilizer.
- Collaborative, sensitive to how others feel, and notices facial expressions and body language.
- Make good counselors, mentors, and mediators.
- “I’d rather be part of the team than be #1 on the team.”
- Focused on the well being of others, maintaining harmony, and tend to put their own needs last.
- Can be too accommodating and struggles to hold others accountable.
- Would rather save the relationship than solve the problem.
- Best empathetic listeners.
- Their memos may include a little smiley face.



CIRCLE

“I don’t care how much you know until I know how much you care.”

Breakout Discussion

1. Is anyone in your group a primary or secondary Circle?
2. Is there someone on your team that you think may be a Circle?
3. What does the Circle bring to leadership?



SQUIGGLE

**“Life is short,
eat dessert first.”**

Because the **SQUIGGLE** is free-forming and abstract, it represents the free-spirit, uniqueness, and flexibility.

- Creative, expressive, dramatic, witty.
- Innovators, idea producers.
- Not good team players naturally; however, can inspire others.
- Spontaneous, high energy, bored quickly by routine.
- Least organized of the Shapes.
- Challenges the status quo.
- "Why do we have to do it that way?"
- Direct, honest in their communication style. Shares exactly what they think, without thinking through it first.
- Doesn't like deadlines/follow-up but can pull it off brilliantly "just in time."

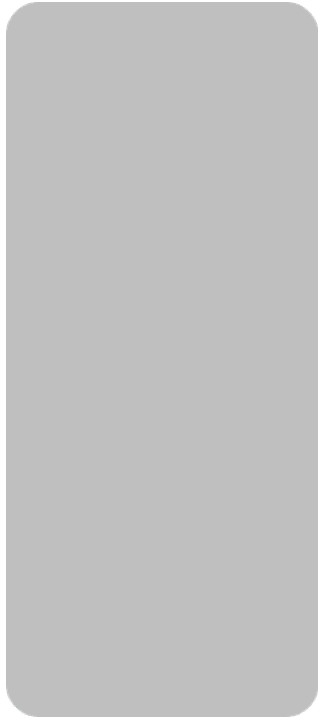


SQUIGGLE

**“Life is short,
eat dessert first.”**

Breakout Discussion

1. Is anyone in your group a primary or secondary Squiggle?
2. Is there someone on your team that you think may be a Squiggle?
3. What does the Squiggle bring to leadership?

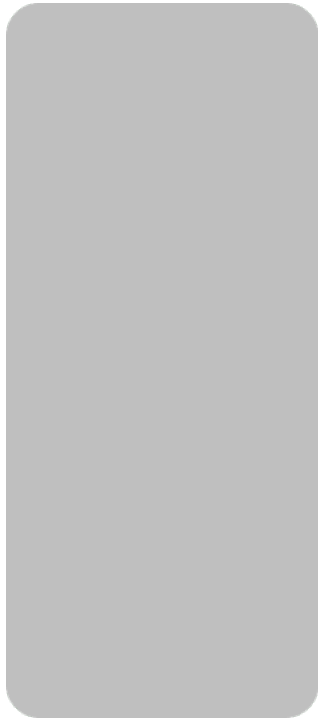


RECTANGLE

**“Please listen to me,
then tell me what to do.”**

Because vertical lines are associated with strength, courage, and progress, the **RECTANGLE** represents change and growth.

- Transitional Shape and is temporary.
- Neutral, undecided.
- Can be open, exploratory, and excited about change, but also confused, overwhelmed, and indecisive.
- “I don’t feel like myself lately.”
- Not certain about the future.
- Doesn’t want to be “pinned down.”
- Needs support and approval.
- Can benefit from having a mentor or trusted advisor.

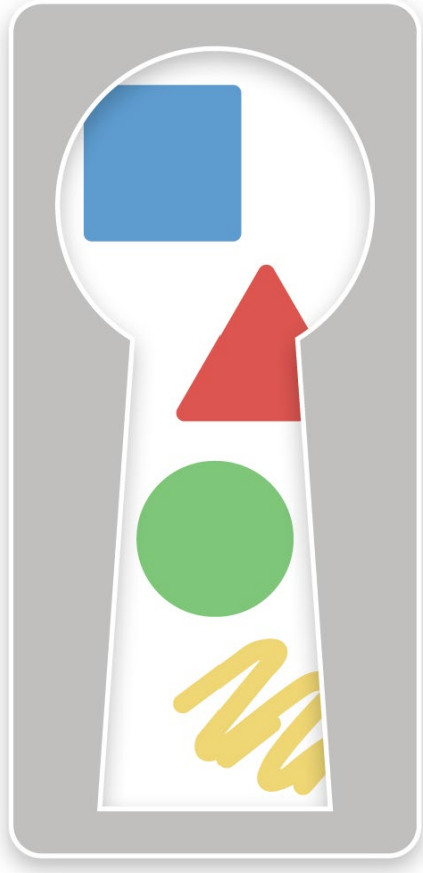


RECTANGLE

“Please listen to me,
then tell me what to do.”

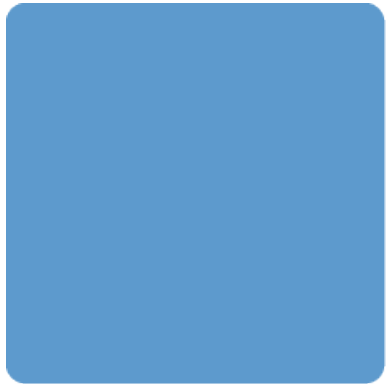
Breakout Discussion

1. Is anyone in your group in a Rectangle transition right now?
2. Is there someone on your team that may be going through a Rectangle phase?
3. What does the Rectangle bring to leadership?



“Tell me more”

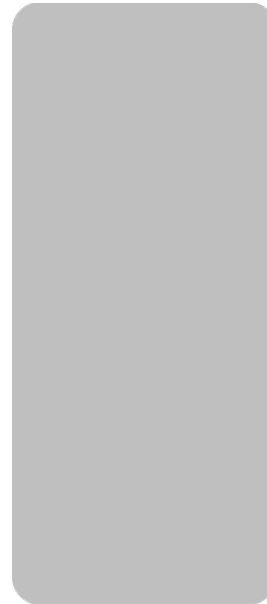
Let's Review



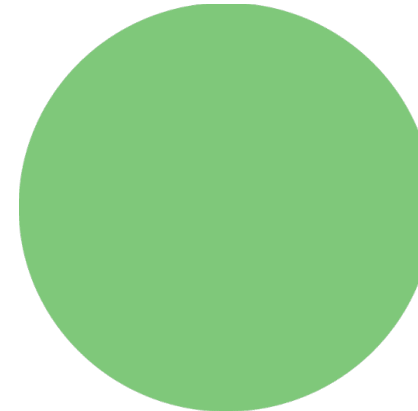
**Info &
Structure**



Action & Results



**Change &
Growth**



**Connection &
Harmony**



Energy & Creativity

Individual Reflection

- Reflect on one of your favorite leaders and one of your least favorite leaders.
- What made them your favorite or least favorite? What specific traits or behaviors did you admire or dislike about that leader?
- Can you connect these traits or behaviors to a Shape(s)? If so, which Shape(s)?



Group Discussion

- Discuss your responses from the individual reflection with your group.






What's Your Shape?



SHAPE TRAITS



1. What are your primary and secondary Shapes?
2. What are the 3 traits that best describe you?
3. What is the best way to communicate with you?

 Information and Structure	Informational, Factual, Detailed, Organized, Rarely Shows Emotion, Needs Time to Make Decisions, Prefers Working Alone, Tends to be a Perfectionist. <i>"If you want a job done right, do it yourself."</i>
 Accountability and Results	Ambitious, Competitive, Focused, Decisive, Strong Opinions, Quick to Get to the Point, Big Picture, Bottom Line, Likes Options, Wants to be in Control. <i>"Just make a decision, and right or wrong, work to make it right!"</i>
 Change and Growth	Growing, Searching, Exploring, Introspecting, Open, Undecided, Anxious, or Excited. <i>"Please listen to me, then tell me what to do."</i>
 Connection and Engagement	Inclusive, Nurturer, Caregiver, Stabilizer, Relationship-Oriented, Sensitive, Emotional, Team Player. <i>"I don't care how much you know, until I know how much you care!"</i>
 Energy and Innovation	Creative Intelligence, Free Spirit, High Energy, Spontaneous, Bored Quickly by Routine, Unique, Idea Producers. <i>"Let's go with the flow and have some fun!"</i>

Self-Reflection Questions:

1. What have you learned or reinforced so far about your communication or leadership style?
2. How do your Shapes impact how you lead?

Module 2: Shape Perception



Shape Perception Objectives

- Introduce the concept of perception and how perceptions are formed.
- Learn the PsychoGeometrics term “Shape Perception.”
- Acknowledge the possible positive and negative perceptions of your Shapes and communication and leadership style and the Shapes and communication style of others.
- Recognize how you may interpret or misperceive the traits and behaviors of others.
- Discover why you may have more negative or positive perceptions of some Shapes more than others.

What is Perception?

- The way you understand or interpret something.
- A mental Impression.
- As a result of using any of your five senses.
- Through what you see, hear, touch, smell or taste.



How would you describe this picture?



How are Perceptions formed?

- Perceptions are either **innate (genetic inheritance)** or **learned through our experiences**.
- Factors that can affect perception:
 - Experiences**
 - Culture**
 - Personal interpretation**
 - Past or present environment**
- Evolution of perception – Our perception can change and evolve throughout our life based on our past experiences.

How might an 18-year-old describe this picture?



How might an 88-year-old describe this picture?






What is Shape Perception?

An opinion about someone's communication style (traits, behaviors, and how they relate to others) based on environment, culture, past experience, or personal interpretation.



Self-Reflection

1. Write down any possible positive and negative perceptions of your primary Shape.
2. Write down any possible positive and negative perceptions of your secondary Shape.






SHAPE	POSITIVE	NEGATIVE
 Information and Structure		
 Accountability and Results		
 Change and Growth		
 Connection and Engagement		
 Energy and Innovation		

Group Activity

1. What could be the positive perceptions of each Shape?
2. What could be the negative perceptions of each Shape?
3. How could positive and negative perceptions of Shapes impact how we “see and hear” a leader?

SHAPE	POSITIVE	NEGATIVE
 Information and Structure		
 Accountability and Results		
 Change and Growth		
 Connection and Engagement		
 Energy and Innovation		

Shape Perception

SHAPE	POSITIVE	NEGATIVE
 Information and Structure	Objective, Consistent, Calm, Process-Minded, Detail-Oriented	Stubborn, Boring, Apathetic, Too Slow, Too Rigid
 Accountability and Results	Confident, Moves Quickly, Strong Opinions, Focused, Competitive	Egocentric, Leaves Others Behind, Intimidating, Intense, More "I" Focused than "We" Focused
 Change and Growth	Open-Minded, Asks Good Questions, Constantly Searching, Introspective, Excited	Indecisive, Confused, Reluctant to Commit, Needs Constant Reassurance, Anxious
 Connection and Engagement	Harmonizer, Emotionally Aware, Team Player, Caring, Good at Mentoring	Avoids Conflict, Too Sensitive, Enables Others, Takes on Too Much, Too Much Drama, Struggles with Holding Others Accountable
 Energy and Innovation	Creative, Flexible, Innovative, Spontaneous, Fun	All Over the Place, Struggles with Routine, Struggles with Follow-Through, Not Dependable, Takes Things too Lightly

Partner Discussion

- Share your primary and secondary Shapes.
- Answer and discuss the following questions:
 1. Do you have a possible bias towards or against some Shapes as leaders? If so, which Shapes?
 2. Why do you think you have these biases?
 - Innate reaction?
 - Previous experiences?
 - Cultural?
 - Past or present environment?



“ Self-Reflection Questions:

1. Is there a possible misperception of you that you would like to change?
2. Do you have a possible misperception of someone else on your team?”

Module 3: Shape Flexing



Shape Flexing Objectives

- Introduce the concept and benefits of “flexing.”
- Learn the PsychoGeometrics term “Shape Flexing.”
- Understand the difference between the Golden Rule and the Platinum Rule.
- Identify the steps for Shape Flexing.
- Apply the skill of Shape Flexing.
- Discover how to use Shape Flexing to enhance and strengthen your communication and leadership style.

What is Flexing?

- Identifying and adjusting to communication styles that we are presented with at any given time.
- A skill, talent, or ability to use.
- Conscious or subconscious.

Examples:

- Showing more or less emotion.
- Speaking pace.
- Volume of voice.



Benefits of flexing include:

- Promotes trust.
- Strengthens team loyalty.
- Enhances team member engagement.
- Improves teamwork and productivity.
- Creates better personal and professional relationships.



What is Shape Flexing?

Shape Flexing is the skill set of adding a specific Shape behavior, or combination of Shape behaviors, to strengthen your communication effectiveness.



Why Shape Flex?

- **Golden and Platinum Rule**

Golden Rule – Treat others how you would like to be treated.

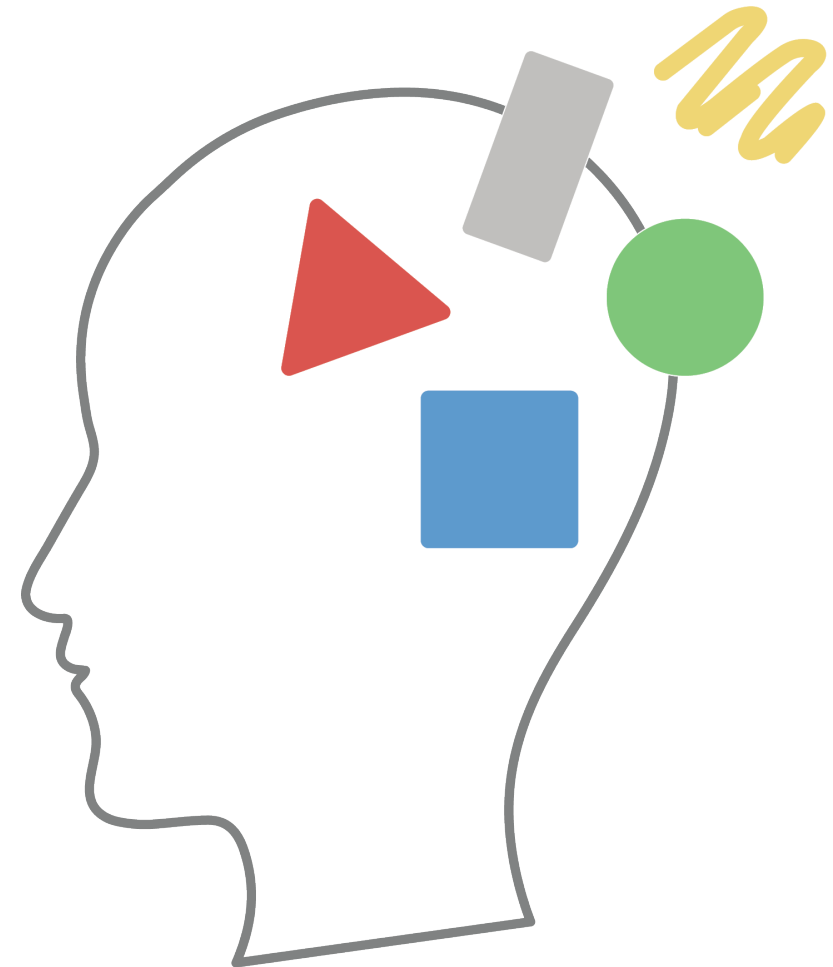
Platinum Rule – Treat others how THEY want to be treated.

- Shape Flexing is the **key to connectedness**.
- By Shape Flexing you raise the probability that others understand your communication style, you understand the communication style of others, and negative perceptions change to positive ones.

Steps for Shape Flexing

- **Enable your senses** – Identify their Shape through verbal or nonverbal communication. “What do you see?” “What do you hear?” The answers serve as clues and help us make assumptions.
- **Process** – Clarify your assumptions through open-ended questions or statements. “Tell me more.”
- **Connect the dots** – Listen to understand. “What are they looking for?” “What do they need?” “What is their situation?”
- **Flex** – Modify your communication style based on what they reveal about themselves and their situation.

**What does Shape Flexing
look like for each Shape?**





Slow it down.

Give a heads up.

Stick to the facts.

Keep it steady.

Don't push it.



Reflection Questions

- Who on your team do you think might be a primary or secondary Box?
- What traits or behaviors does this person exhibit that lead you to believe that they might be a primary or secondary Box?
- What are some specific ways to increase your communication effectiveness when communicating with this Box on your team?



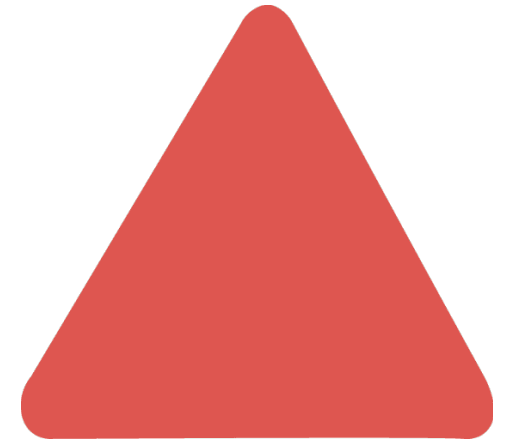


**Less is more.
Get to the point.
Pick up the pace.
Provide three options.
Don't miss your exit ramp.**



Reflection Questions

- Who on your team do you think might be a primary or secondary Triangle?
- What traits or behaviors does this person exhibit that lead you to believe that they might be a primary or secondary Triangle?
- What are some specific ways to increase your communication effectiveness when communicating with this Triangle on your team?



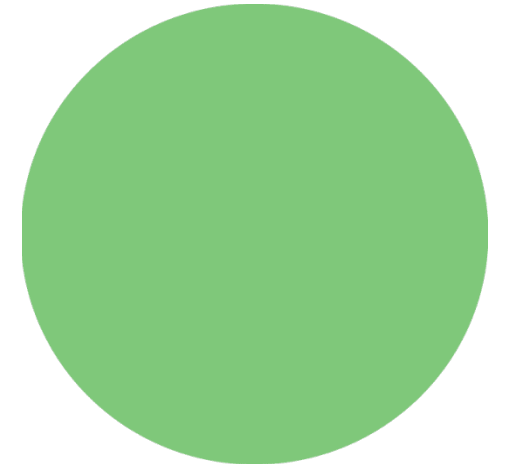


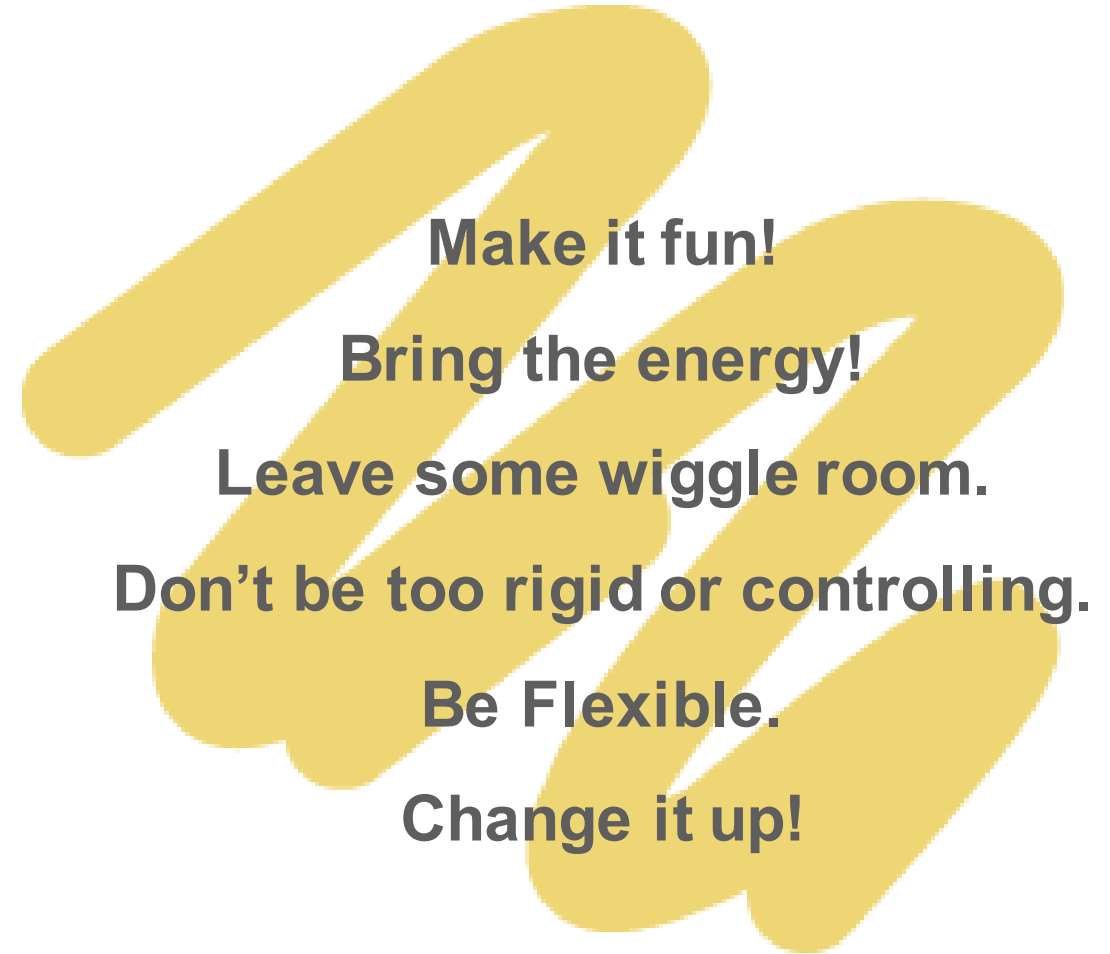
Connect.
Be nice and show it!
Don't be in a hurry.
Be vulnerable and ask for help.
Put people first.



Reflection Questions

- Who on your team do you think might be a primary or secondary Circle?
- What traits or behaviors does this person exhibit that lead you to believe that they might be a primary or secondary Circle?
- What are some specific ways to increase your communication effectiveness when communicating with this Circle on your team?







Reflection Questions

- Who on your team do you think might be a primary or secondary Squiggle?
- What traits or behaviors does this person exhibit that lead you to believe that they might be a primary or secondary Squiggle?
- What are some specific ways to increase your communication effectiveness when communicating with this Squiggle on your team?





Be patient.

Provide clear instructions.

Listen for understanding.

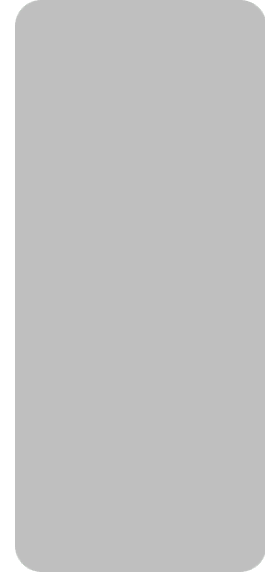
Ask open-ended questions.

Keep Rectangles focused on what's important right now.



Reflection Questions

- Who on your team do you think might be going through Rectangle change?
- What traits or behaviors does this person exhibit that lead you to believe that they might be in a Rectangle phase?
- What are some specific ways to increase your communication effectiveness when communicating with a person in Rectangle mode?



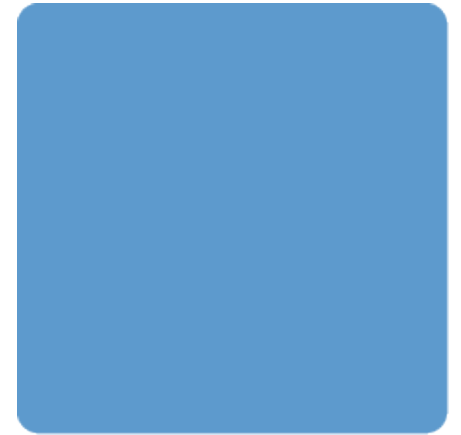
Shape Flexing Group Activity



Activity – Shape Flexing

- **Prompt:**

How would you flex to partner with a Box on a project?



- **Activity:**

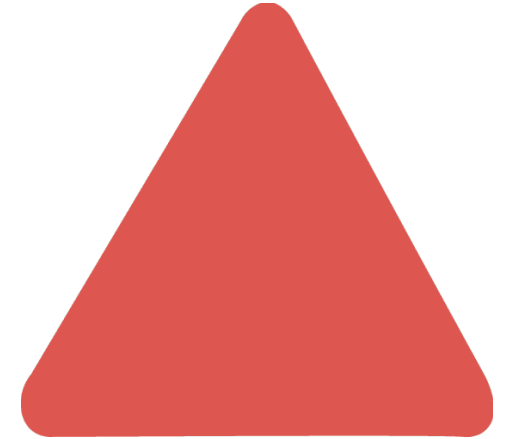
Discuss and identify 3 – 5 specific actions you would take to Shape Flex.

Be prepared to share back with the larger team.

Activity – Shape Flexing

- **Prompt:**

How would you flex to embrace conflict with a Triangle?

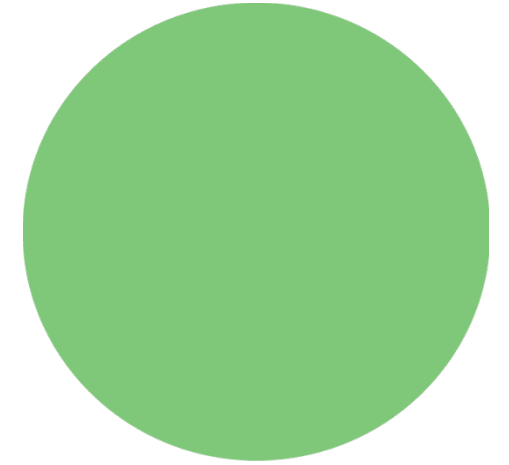


- **Activity:**

Discuss and identify 3 – 5 specific actions you would take to Shape Flex.

Be prepared to share back with the larger team.

Activity – Shape Flexing



- **Prompt:**

How would you flex to give critical feedback to a Circle?

- **Activity:**

Discuss and identify 3 – 5 specific actions you would take to Shape Flex.

Be prepared to share back with the larger team.

Activity – Shape Flexing



- **Prompt:**

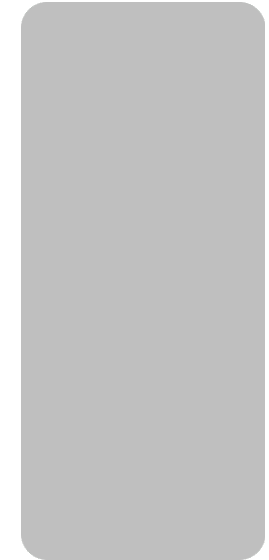
How would you flex to engage a Squiggle in your full day meeting?

- **Activity:**

Discuss and identify 3 – 5 specific actions you would take to Shape Flex.

Be prepared to share back with the larger team.

Activity – Shape Flexing



- **Prompt:**

How would you flex to make someone in Rectangle mode feel more comfortable through change?

- **Activity:**

Discuss and identify 3 – 5 specific actions you would take to Shape Flex.
Be prepared to share back with the larger team.

Self-Reflection Questions:

1. What are your top three takeaways from Shape Flexing?
2. How will you Shape Flex to best communicate with the members of your team?

Review of Day One

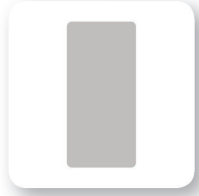




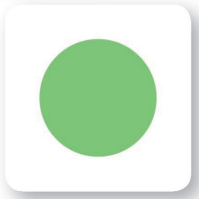
Modules 1 – 3



Module 1: Introduction to PsychoGeometrics

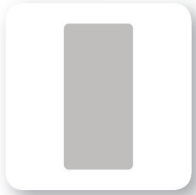
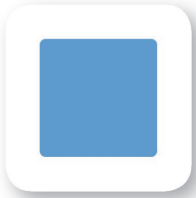


Module 2: Shape Perception

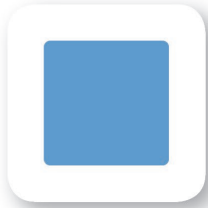


Module 3: Shape Flexing





- **Do you understand** your communication style as a leader, including strengths and challenges, and the communication style of others?
- **Can you recognize** the possible positive and negative perceptions of your communication and leadership style, and the communication style of others?
- **Do you know how** to use Shape Flexing to strengthen the effectiveness of your communication approach and responsiveness as a leader?



Welcome Back!

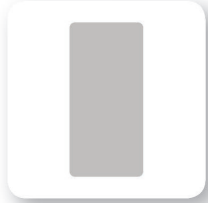
Recap of Day One & Preview of Day Two



Modules 4 & 5

Module 4: Shape Motivation

Module 5: Strategic Shaping



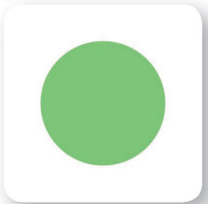
Leadership Applications

Building & Shaping Trust

Shaping Your Way through Change

Shapes Awareness Wheel

Leadership Lifeline



Review & Key Takeaways

Review of Five Modules & Objectives

End of Day One



Start of Day Two





shapesforleaders

Welcome Back!

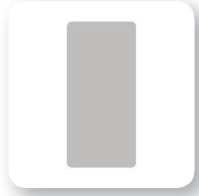




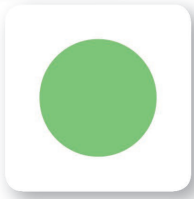
Modules 1 – 3



Module 1: Introduction to PsychoGeometrics

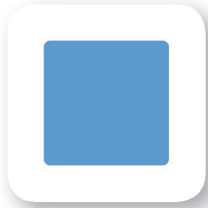


Module 2: Shape Perception



Module 3: Shape Flexing





Welcome Back!

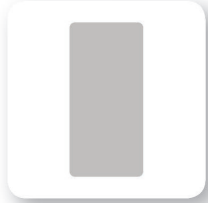
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Modules 4 & 5

Module 4: Shape Motivation

Module 5: Strategic Shaping



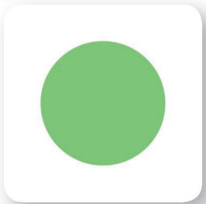
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Review & Key Takeaways

Review of Five Modules & Objectives

Module 4: Shape Motivation



Shape Motivation Objectives

- Introduce the concept of motivation and demotivation.
- Learn the PsychoGeometrics terms “Shape Motivation” and “Shape Demotivation.”
- Know how to apply “motivation awareness” to understand what motivates and demotivates you and others.
- Use your knowledge to identify, clarify, and raise the probability that you meet your motivational needs and the needs of others.

What is Motivation?

- A driving force behind all action.
- An internal state that stimulates and activates your behavior and gives it direction.
- A natural force that can propel you forward.



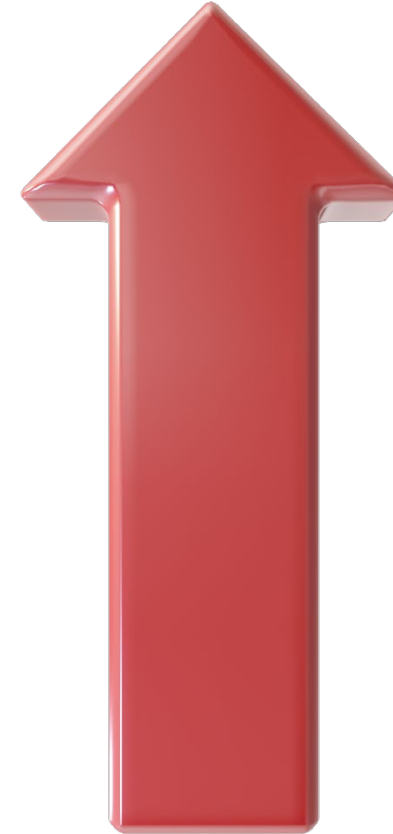
What is **De**motivation?

- An internal state.
- Lack of drive or movement.
- Natural force, but instead of propelling you forward, it can slow you down.
- Can contribute to a lack of energy.



What is Shape Motivation?

- Shape Motivation is specific to each of the five geometric Shapes of PsychoGeometrics.
- It is what specifically motivates each of the Shapes, based on their natural traits, behaviors, and how they relate to others.



What is Shape **De**motivation?

- Shape Demotivation is also specific to each of the five geometric Shapes of PsychoGeometrics.
- It is what specifically demotivates each of the Shapes, based on their natural traits, behaviors, and how they relate to others.



What motivates and demotivates you or others?

Scenario: A Leadership Retreat at the Beach

You have been invited to an ocean-front, Leadership Retreat on the east coast of North Carolina.

The purpose is to get away from the regular routine of work to connect with other leaders and share best-practices of leadership.

Let's take a look at how each Shape may be motivated or demotivated by this kind of retreat.

What Motivates and Demotivates – The Leadership Retreat at the Beach

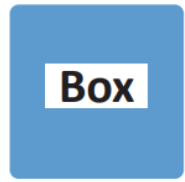
But where is the agenda?

I'm not sure I even want to be a leader anymore. And I don't know if I can commit right now. My wife will be having our second baby around the same time. She would probably tell me to go ahead, but I just don't know what would be the right thing to do.

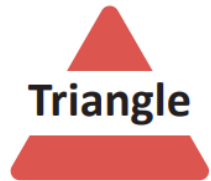
This could be fun, especially if I get to be the one presenting best practices to everyone else!

Is sharing the only goal?

This will be so great, getting to know and connect with others, to share our stories about leadership.



“I make decisions based on facts, not emotions.”



“If it’s quick and gets results, I am all in!”



“I am in a state of ‘I don’t know.’ I need someone to listen then advise.”








“I value relationships and being in one accord.”



“If it’s fun, different, and exciting, I’m interested!”

Self-Reflection






1. Write down what motivates and demotivates your primary Shape.
2. Write down what motivates and demotivates your secondary Shape.

SHAPE	WHAT MOTIVATES	WHAT DEMOTIVATES
 Information and Structure		
 Accountability and Results		
 Change and Growth		
 Connection and Engagement		
 Energy and Innovation		

Group Activity

- 1. What might motivate each Shape?
- 2. What might demotivate each Shape?

SHAPE	WHAT MOTIVATES	WHAT DEMOTIVATES
 Information and Structure		
 Accountability and Results		
 Change and Growth		
 Connection and Engagement		
 Energy and Innovation		

SHAPE	WHAT MOTIVATES	WHAT DEMOTIVATES
 <p>Information and Structure</p>	A Logical Approach, A Proven Track-Record, Advance Notice, Facts, Following the Rules, Time to Process	An Emotional Approach, Lack of History or Research, Lack of Preparation, Being Put on the Spot, Baseless Assumptions, Non-Compliance, Rushed to Make a Decision
 <p>Accountability and Results</p>	Results, Options, Control, Bullet Points, Direct, to the Point	A Slow Process, A Mandate, Lack of Control, Long Paragraphs, Drama
 <p>Change and Growth</p>	Different Perspectives, Being Heard, Having a Mentor, Support from Others, Exploring What's Next	Close-Minded, Being Ignored or Patronized, Advice without Listening First, A Lack of Patience or Concern, Fear of the Unknown
 <p>Connection and Engagement</p>	Inclusion, Stories, Appreciation, Teamwork, Collaboration	Overlooked, Spreadsheets, Conflict, Individual Competition, Resistance
 <p>Energy and Innovation</p>	Freedom, Positive Energy, Standing Out, Frills, Excitement	Routine, Skeptical or Pessimistic, Fitting In, Basic, Indifference

Individual Reflection

- Reflect on your current team and select one of your team members.
- What specific traits or behaviors motivate this person? Demotivate this person?



Group Discussion

- Discuss your responses from the individual reflection with your group.

Self-Reflection Questions:

1. Are you getting what you need for self-motivation?
2. Is your team getting what it needs for motivation?
3. Could some of your actions be motivating some while demotivating others?

Module 5: Strategic Shaping



Strategic Shaping Objectives

- Introduce the PsychoGeometrics term “Strategic Shaping.”
- Understand and learn how to use the Strategic Shaping Model.
- Apply and practice using the Strategic Shaping Model in real life scenarios.



What is Strategic Shaping?

The process of using all five Shapes to structure your communication for planning, problem solving, and conflict resolution.





LISTEN

“I want to understand.
Tell me more.”



LISTEN

“I want to understand.
Tell me more.”

CARE

“I want to **help.**”
Show **compassion**
or concern.



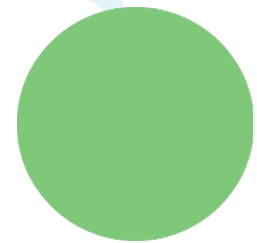




Strategic Shaping Model for Problem Solving

We tend to communicate using just our natural Shape strengths or using our natural Shape strengths first, sometimes without even thinking about it.

For example, when someone comes to you with a problem, your response typically comes from your **primary** or **secondary** Shape, or a blend of both.



shows
compassion



stays
calm



wants to
advise



is
innovative



wants to
understand

In your group:

- Discuss the following questions for your group's assigned scenario:
 - How might you naturally respond using only your primary and secondary Shapes?
 - How might your response look differently using all five Shapes?
- Select one member of your group to share when we return from breakout rooms.



Strategic Shaping Scenario #1

One of your direct reports comes to you requesting additional PTO (Personal Time Off). They have already used all their PTO for the year. Your team has a big deadline coming up and you know you will need their support. Strategically Shape your response.

Strategic Shaping Scenario #2

You have been tasked with a project that requires you to lead a team of 20 people who come from four different departments or regions. The members of your team have very different personalities and communication styles. To meet a tight deadline, you will need everyone to work well together. Strategically Shape how you might “kick off” and structure your first working meeting with the team.

Strategic Shaping Scenario #3

Two of your direct reports are not getting along. It seems like every interaction escalates and ends with anger and frustration. The tension between them is starting to affect the overall group's morale and productivity. You decide to meet with them to help resolve their latest conflict. How might you use the Strategic Shaping Model to facilitate and guide the conversation?

Strategic Shaping Scenario #4

One of your employees has been struggling lately. They are showing up to work late, missing deadlines, and the quality of their work has declined. You schedule a 1:1 “check-in” to talk and provide feedback. Strategically Shape your approach to effectively communicate with your employee about their performance.

Strategic Shaping Scenario #5

You have received some information about a big change coming soon that will impact how your team operates. As the leader, you can see both “pros and cons” of the change. You are having a team meeting to communicate this change. Strategically Shape your message to your team.

Self-Reflection Question:

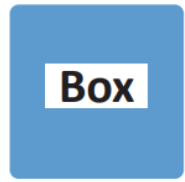
1. What part of the Strategic Shaping Model will help you the most as a leader?

Leadership Applications

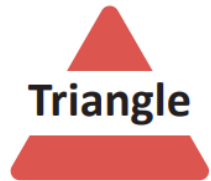


Building and Shaping Trust





Do what you say you will do, and do it well, consistently. Ask me what I know and what I think.



Be confident, take action, and produce results. Follow me.



Tell me more. Listen to me, be patient with me, support me, and advise me.



Show you care about me, my team, and my family first. Appreciate me.



Just be straight with me. Give me the flexibility to get my job done.

Group Discussion

1. How might you build trust with a direct report who is a primary Box? Triangle? Circle? Squiggle?
2. How might you build trust with a direct report who is in Rectangle mode?



Shaping Your Way through Change



left side thinking
logical, linear, factual



resistant to change that is new, different, or unproven.



uncomfortable with change that lessens control.

a transitional shape



change






right side thinking
creative, innovative, emotional



sensitive to the impact from change and how it makes people feel.



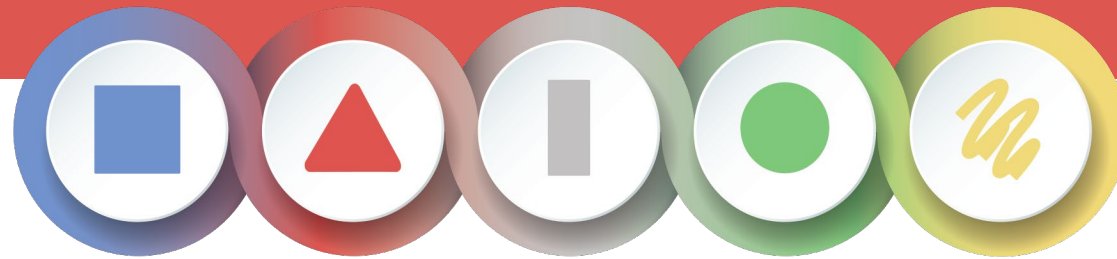
likes change that's fun and promotes freedom, but questions change that is boring, restrictive, or too rigid.

SHAPE	What do you need to embrace change?	What do you need to manage change?	What do you need to lead change?
 may say...	the facts.	a routine	a logical, proven process and plan.
 may say...	to be in charge.	options, something I can control.	authority, ownership, or influence.
 may say...	tell me more about the change.	a mentor, someone to listen, or advice.	experience or support.
 may say...	knowing how the change will impact me, my team, or family.	an opportunity to talk about it or “talk it out” with my team, friends, or family.	a collaborative and unified team.
 may say...	believing that the change will lead to more freedom and flexibility.	an opportunity to celebrate milestones along the way.	excitement, fun, inspiration to motivate others, innovation, freedom to operate.

Self-Reflection Questions:

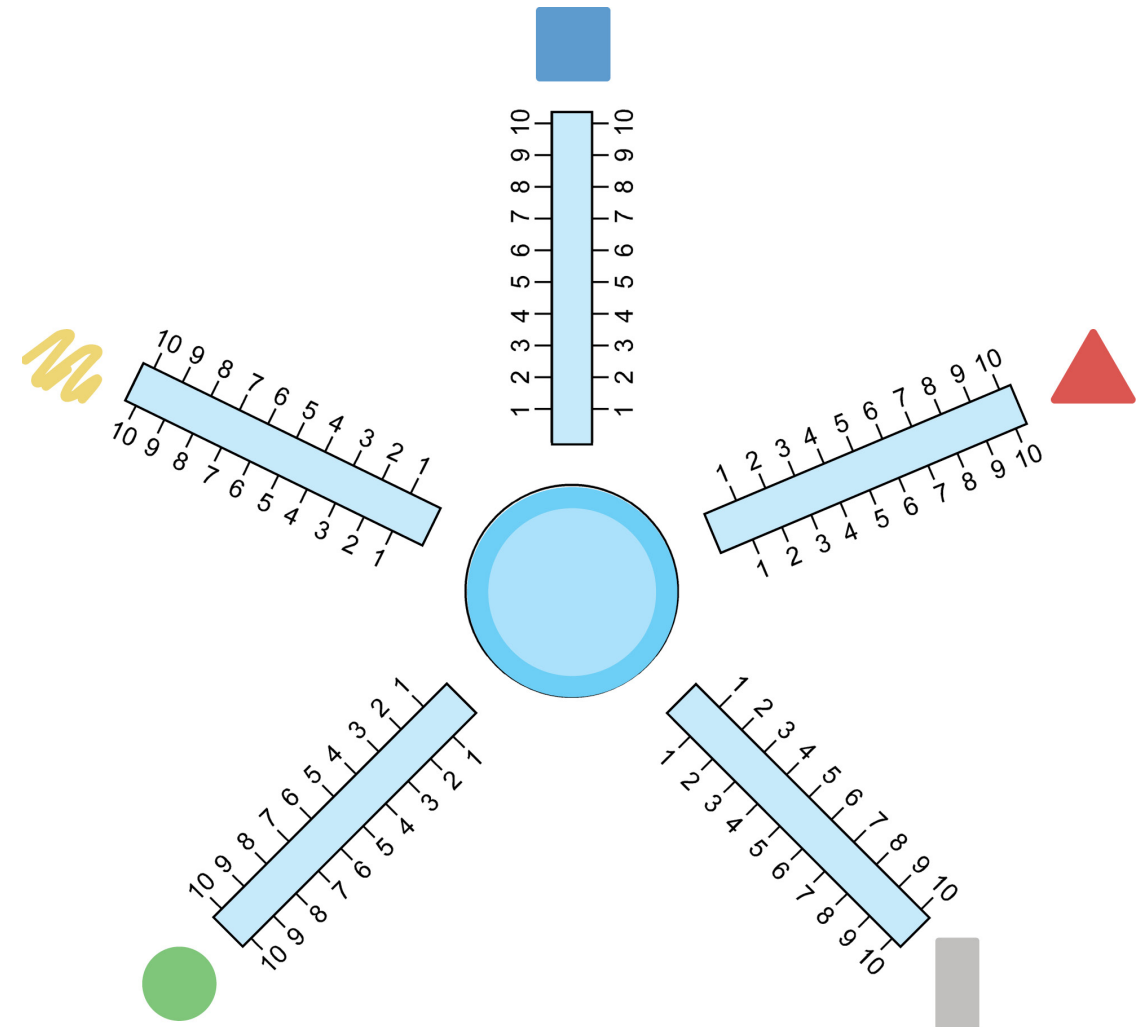
1. What is your natural response to change?
2. What do you need to embrace, manage, and lead change?

Shapes Awareness Wheel



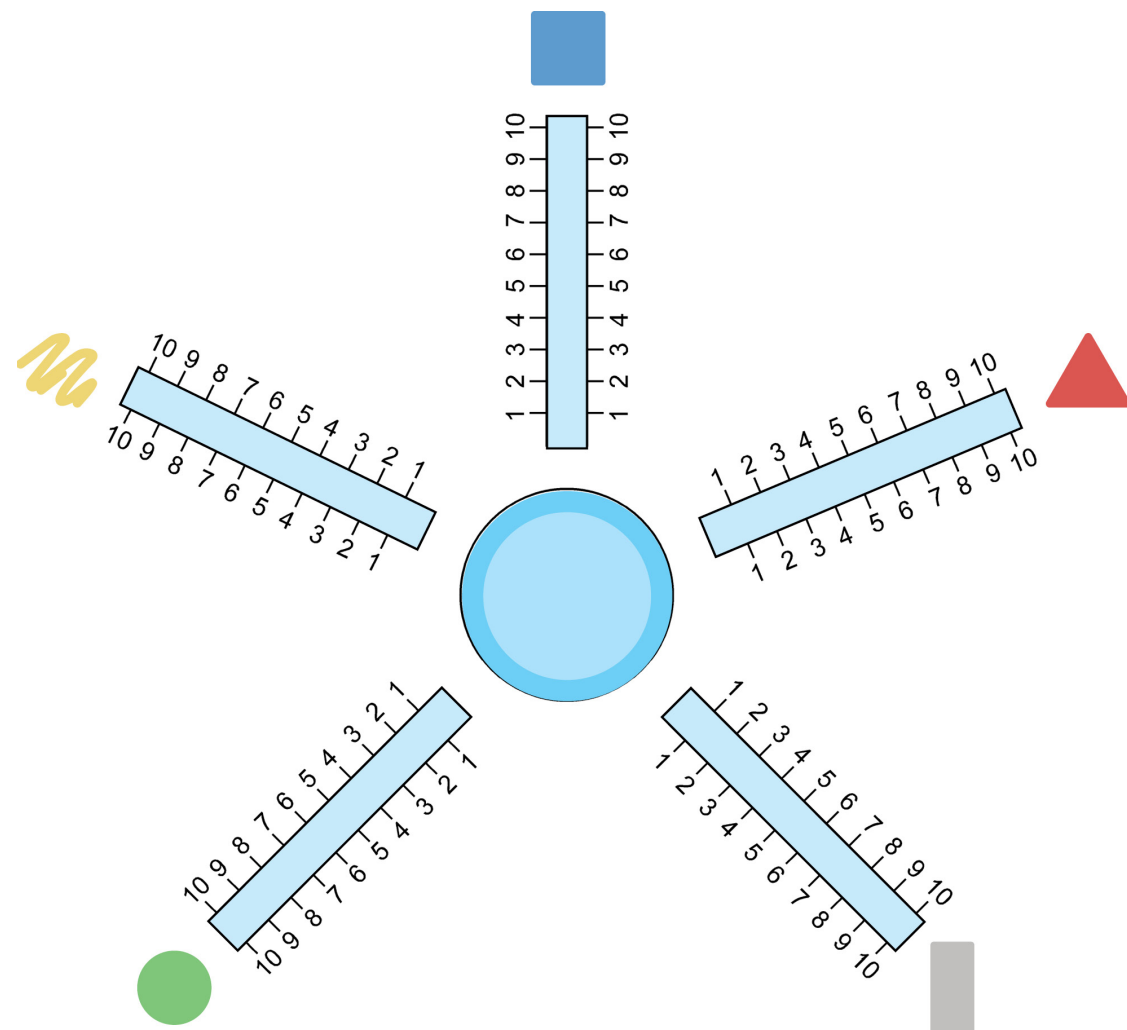
Shapes Awareness Wheel – Self-Assessment

- Identify one trait or behavior from each Shape that you need to be an effective leader. Write that trait or behavior on the spoke of the wheel matching the Shape.
- On a scale from 1–10, evaluate how frequently and consistently you are using, or incorporating, that Shape trait or behavior in your leadership style.
 - **1 – 3:** Rarely
 - **4 – 6:** Some of the time
 - **7 – 9:** Most of the time
 - **10:** Nearly always
- Place an “X” on each spoke on the number that best represents your answer, using the above scale.



Partner Discussion

1. Share the five traits or behaviors you chose to be an effective leader. Why did you choose them?
2. Share where you placed an “X” on each spoke.
3. Do you need to raise your level of awareness for using any of the Shapes in your leadership style? If so, which Shape traits or behaviors?



Leadership Lifeline



Leadership Lifeline

Identify key events or significant experiences over the course of your life by placing them above the line as a “highlight” or below the line as a “lowlight.”

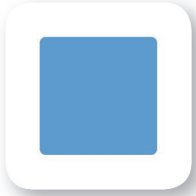
HIGHLIGHTS

LOWLIGHTS

- You will have 5 – 8 minutes to present your Leadership Lifeline. During your presentation, please cover the following:
 1. Summarize your highlights and lowlights.
 2. How have the highlights and lowlights in your life helped you prepare for leadership?
 3. How have they impacted your resiliency, connectedness, and continuous growth as a leader?
 4. Share how your Shapes played a role in your highlights and lowlights, and how you may have evolved in your “Shapes” because of the building stages and turning points in your life.

Review & Wrap Up





The Five Modules

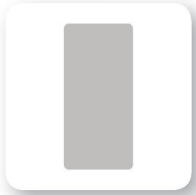
Module 1: Introduction to PsychoGeometrics

Module 2: Shape Perception

Module 3: Shape Flexing

Module 4: Shape Motivation

Module 5: Strategic Shaping

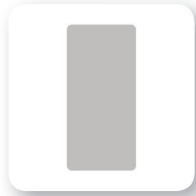




- **Do you understand** your communication style as a leader, including strengths and challenges, and the communication style of others?



- **Can you recognize** the possible positive and negative perceptions of your communication and leadership style, and the communication style of others?



- **Do you know how** to use Shape Flexing to strengthen the effectiveness of your communication approach and responsiveness as a leader?



- **Are you aware of** what motivates and demotivates you and others and can you adjust your communication and leadership approach accordingly, as a result?



- **Will you be able to apply** the Strategic Shaping Model for planning, problem solving, and conflict resolution to strengthen your leadership effectiveness?

Self-Reflection Questions:

Take a moment to reflect on the workshop.

1. What were your three biggest takeaways?
2. How will you implement what you've learned to your leadership style?

Congratulations!

You are on your way to being a more effective communicator as a Leader.

