

# WUN Thrive Programme

*“The most beautiful thing you can wear is confidence.”  
– Blake Lively*



**WUN**  
womens utilities network

# Module 5: Leading With Confidence

Sallyann & Joolz



# Check in...

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- Reflections on the last two modules?
- How have you used the content?
- What have you learned from your peer coaching sessions?
- Anything else to feed back?
- How excited are you to be here now ? !!



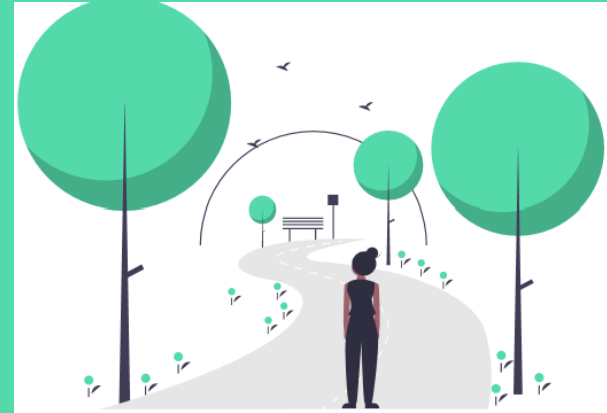
# Today's topics

- Leading With Confidence
- Creating Your Impact
- Abbey Mills Tour 4.30pm:

Dina Gillespie – Catchment Manager / Emma Philogene – Engineering Manager

- Dinner @ Templar 6.30pm:

Louise Parry – Director of People & OD at Energy & Utility Skills & Holly Beeston – Exec Search Practice lead at Douglas Jackson



# Let's centre and land

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# Where Do Our Beliefs Come From?



# The Power Of Beliefs



Our positive beliefs enable us to achieve our goals



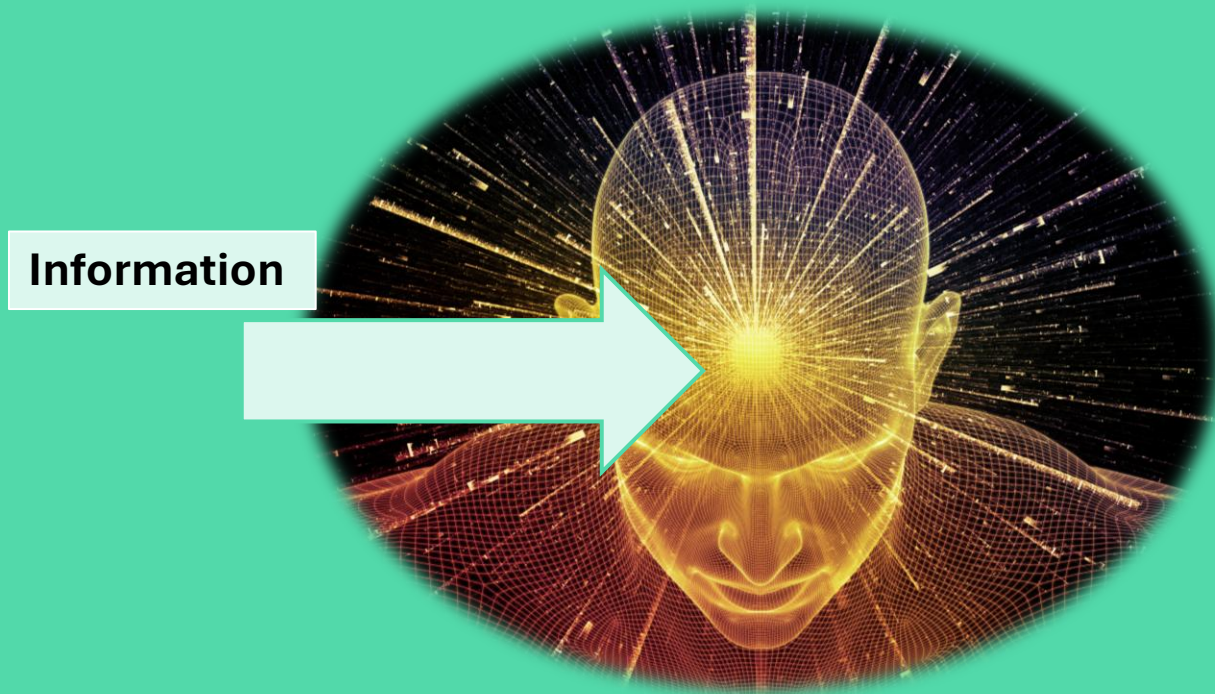
Our limiting beliefs can get in the way and often they aren't real



We create our own reality



# Our Beliefs Affect The Results We Get



Internal representation



State/physiology



Behaviour



Results

# Common Limiting Beliefs

## Limiting Belief

‘I’ve tried everything, nothing works’

‘I’m not experienced/qualified enough to achieve what I want’

‘[Jane] will probably be offered the role so there’s no point in me applying’

I don’t deserve to be promoted

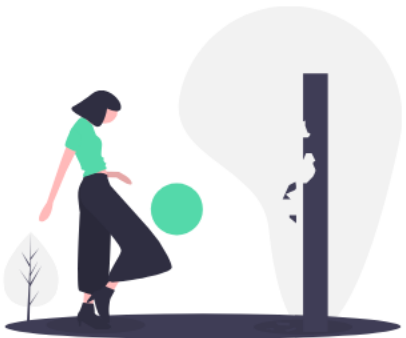
# Understanding Your Empowering & Limiting Beliefs



SMALL GROUP DISCUSSION

What **positive beliefs** do you have about yourself which you know help you to achieve your goals?

What **limiting beliefs** can get in the way of you achieving your goals?



# Are Your Beliefs Obstacles Or Positive Resources?

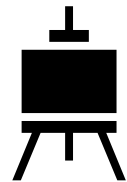
Let's unpack your limiting beliefs:

1. Complete a Beliefs Audit
2. Coach each other to get underneath the limiting belief
3. Find an empowering belief which will help you achieve your goal

# Beliefs Audit

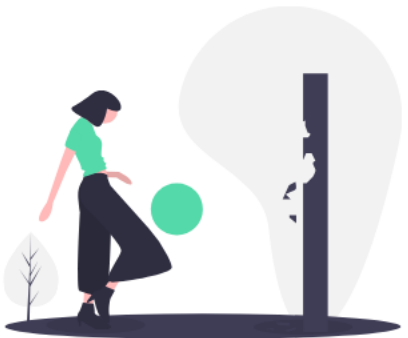
Description of my goal :	
My current plan to achieve my goal:	
	Score each of the statements below out of 5
My goal is what I really want, it's worth it	
It's possible to achieve my goal:	
The actions I need to take are appropriate:	
I have the capabilities required to achieve my goal:	
I deserve to achieve my goal:	

# Understanding Your Empowering & Limiting Beliefs



PAIR COACHING

Use some of the example questions to coach each other and 'unpack' the Beliefs Audit  
**15 minutes each way**



# Useful Coaching Questions To Challenge Limiting Beliefs

Where does this belief come from?

How old do you think you were when you first acquired this belief?

How do you know it's true? What facts do you have?

Who could you have inherited this belief from if it's not yours?

What alternative interpretations of the situation at that time can you think of?

How would someone whose opinion you respect respond if you told him / her about the original interpretation you made?

What are the implications of holding on to this limiting belief?

# Building Empowering Beliefs & Confidence

# Techniques To Build Empowering beliefs & Increase Your Confidence - Share what you do



# Ensure You Are In The Right State To Increase Your Confidence



# Your State Affects Your Confidence

- The mind and body are one system
- A negative experience can set up a negative anchor that gets triggered (e.g. standing on a stage)
- Humour and changing our physiology can break a negative state
- You can set up a resourceful anchor to move you into a state of excellence



# Visualise Your 'Happy Place'



# Getting Into The Zone - Recall An Experience When You Felt Really Confident

- Think of a past situation when you felt confident about what you were doing, when you were 'in the zone'
- **See yourself** : what was your posture, your gestures and any other movements associated with being 'in the zone'
- **Feel what you felt** : describe how it feels when you are 'in-the zone' and where you feel it in the body, turn up the sensation
- **Hear what you heard** : what were you saying to yourself that was positive? Turn up the volume
- **Anchor** the positive experience



# Experiment With The Wonder Woman Pose

Harvard Professor Amy Cuddy's research found that standing in a power pose for 2 minutes a day could increase your testosterone levels by 20% and decrease cortisol levels by 25%, therefore making you feel more confident and less stressed



# Demo Time

# 'Acting As If'

- **Describe a future situation** where you would like to have more confidence and impact. Imagine you are there now, what thoughts and feelings does that trigger? What is your inner critic saying?
- **Shake it off**
- **Recall a positive experience** the one you have just anchored or a different experience
- **Physiology:** how do you stand when you are confident and have impact? What are your gestures? How do you feel inside?
- **Auditory :** what are you saying to yourself? What are your fans saying about you?
- **Step forward on a timeline into the future experience** carrying this positive version with you





## Welcoming The 'Obstacle' Or The 'Inner Critic' Script

1. Step into the obstacle or the Inner Critic. What are it's objections or criticisms?
2. What specifically does your Inner Critic say about your ability to achieve your goal/purpose?
3. What does the voice sound like? What tone does it use?
4. Is it your voice or someone else's?
5. How old is the Inner Critic?
6. What is it's positive intention/purpose?
7. What does it need to know to let you follow your goal/purpose?



# Pair Coaching

**10 minutes each way**  
Take your partner through

**Welcoming The  
'Obstacle' Or The  
'Inner Critic'**



## Using Inner Mentors To Build Confidence And Strengthen Belief

1. What would you need to know or believe to be more confident about achieving your goal?
2. Who is your greatest fan, really believes in you?
3. Imagine he/she is here now, where would he/she be standing?
4. Step into their shoes looking at you, what message would that mentor have for you?
5. Step back into yourself and absorb that message. What is the impact on your self-belief & confidence now?



# Pair Coaching

**10 minutes each way**  
Take your partner through

**Using Inner Mentors To  
Build Confidence And  
Strengthen Belief**

# Lola – my special resource



# Building Rapport By Matching & Mirroring

*"Rapport equals trust plus comfort."*

*Neil Strauss*



B	Body language	Posture, gestures, facial expressions, eye contact, blinking, breathing pattern
V	Voice qualities	Speed, rhythm, volume, tone, timbre
W	Words	Key words and phrases as well as types of words
I	Interests	Be interested in what the other person is saying



# Matching & Mirroring



## ACTIVITY

**Person A** tells shares a current work challenge

**Person B** pays attention to A and matches posture, gestures, position in the chair, breathing, expressions etc

**Observer** notes what B may have missed and gives feedback, watches time

**Person A** gives feedback on what it was like to be matched and what he/she has learnt about their own body language



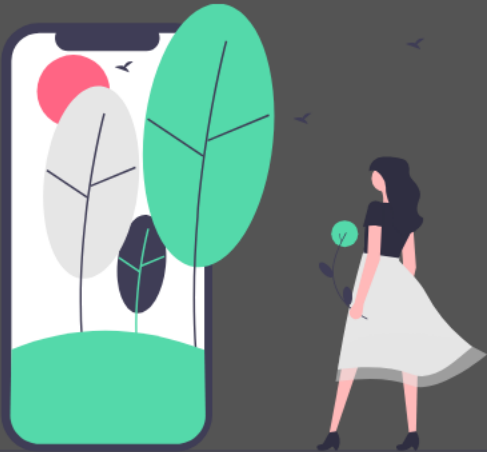
# Reflections

- Share your key take-away from this session.
- What techniques will you experiment with?



# Module 6: Creating Your Impact

*“Every action has an impact; choose wisely the impact  
you want to have.”  
— Mindy Hall*



# Check in...

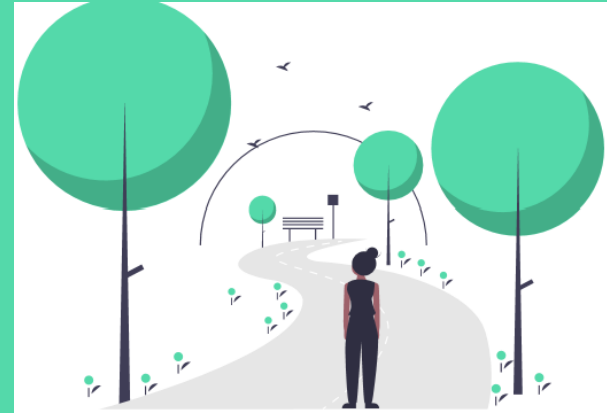
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- Reflections on yesterday?



# Today's topics

- Identifying the impact of the wider organisational and business world to shape your strategy
- Consider your 'leadership shadow', legacy and impact
- Navigating the politics
- Networking
- Creating your plan & visioning for the future
- Bringing it all together – reflection and next steps



# The Golden Thread



# WUN Leadership Ladder

- Leading Yourself: Building Personal Awareness
- Leading Teams: Creating an Inclusive Culture
- Leading Across Functions: Driving Influence
- **Leading the Business: Shaping Strategy**
- **Leading the Industry: Becoming a Changemaker**



**B**

**Brittle**



**A**

**Anxious**



**N**

**Non Linear**



**I**

**Incomprehensible**



**V**

**Volatile**



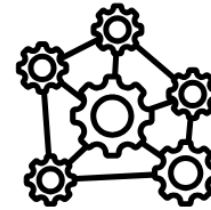
**U**

**Uncertain**



**C**

**Complex**



**A**

**Ambiguous**



# It's a BANI world...



## GROUP DISCUSSION

What reflections did you have on how the world is changing for organisations?

What are the challenges for your companies? For you as leaders?



# STEEPLE

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- **Social**
- **Technological**
- **Economic**
- **Environmental**
- **Political**
- **Legal**
- **Ethical**

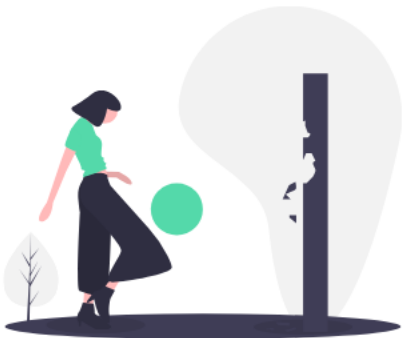


# Horizon Scanning



GROUP ACTIVITY  
OUTLINE:

Using the **STEEPLE** framework to capture what's changing in the future that will impact utilities?



## STRENGTHS

What are you doing well?  
What sets you apart?  
What resources are you strong in?  
Where do you add value?

## THREATS

What factors impact what you do?  
(STEEPLE)  
What's changing with customers,  
clients or stakeholders?  
Are there blockers you're facing?  
What factors are outside of your  
control?  
What's your competition doing?



## WEAKNESSES

Where do you need to improve?  
Are resources adequate?  
What do others do better than you?  
How do others perceive you?

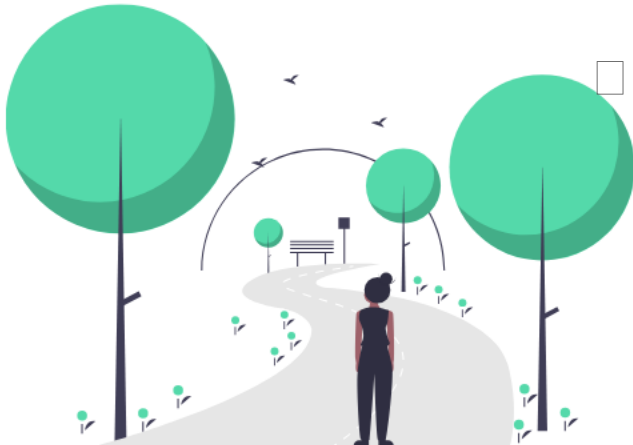
## OPPORTUNITIES

What are your goals?  
What external factors / trends offer  
new opportunities? (STEEPLE)  
Are demands shifting?  
How can it be improved?  
What's changing with customers,  
clients or stakeholders?  
What's your competition doing?

# SWOT Analysis

## GROUPS

- ☐ What's the mix of internal and external factors?
- ☐ What factors will be key in the next 2 years?
- ☐ What is known and what needs more research?
- ☐ How might this impact the people, roles and skills you need in the future?
- ☐ Does the current strategy and plan play to your strengths and use the opportunities?



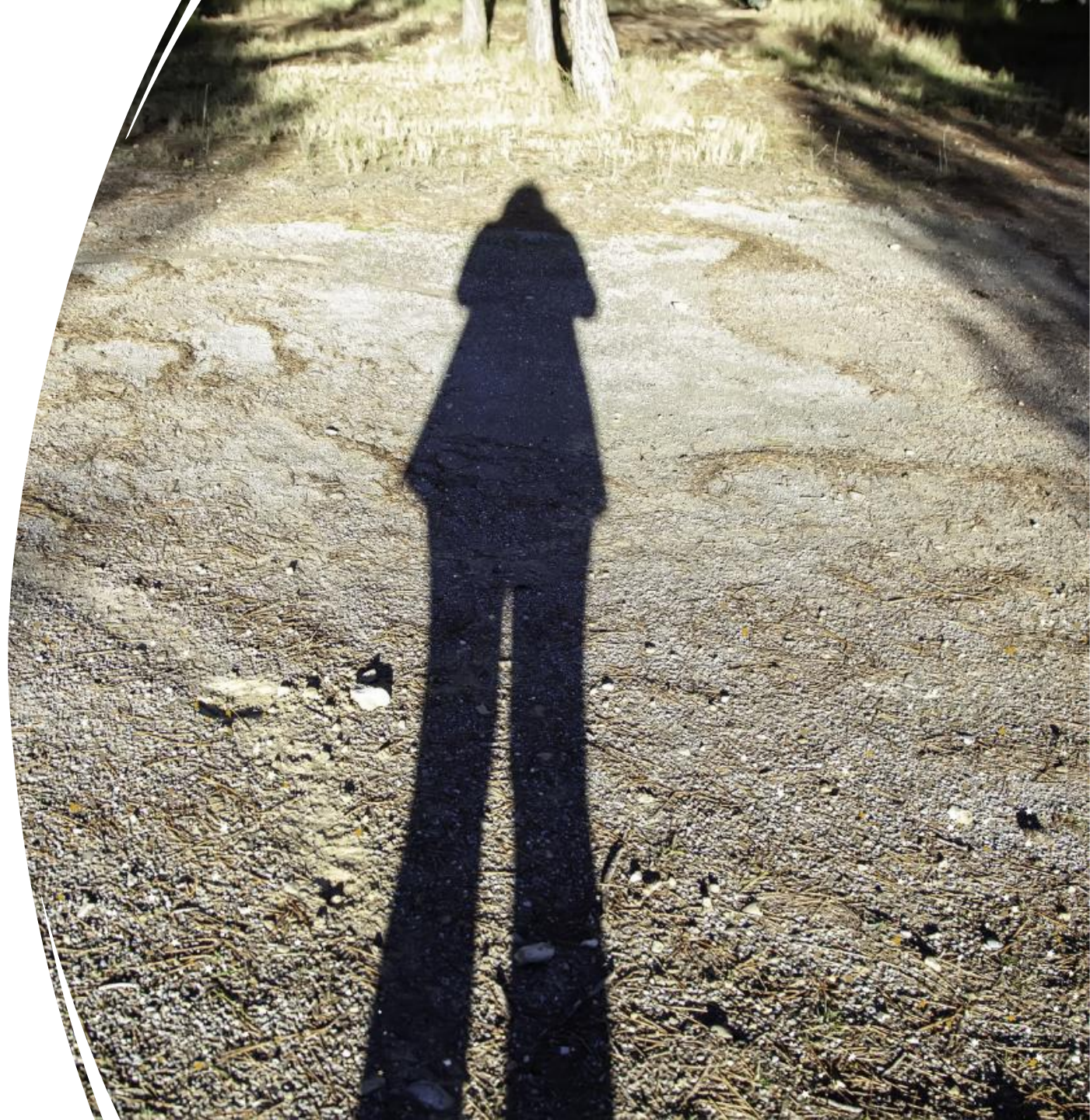
# Shadow of a Leader

*"The culture of any organization is shaped by the worst behaviour the leader is willing to tolerate." Gruenter & Whitaker*



# Leadership Shadow Model

1. **What I say:** Messaging, values communicated, tone set.
2. **How I act:** Day-to-day behaviours, decisions, presence.
3. **What I prioritise:** How time, attention, and resources are allocated.
4. **What I measure and reward:** Signals about what success looks like.



# My Leadership Shadow & legacy



INDIVIDUAL & GROUP REFLECTION

Part A: My leadership shadow

Part B: My legacy





Cats



Dogs

Red sauce



Brown sauce

Beach holiday



City holiday

Tactful silence



Blunt truth

Break the rules



Stick to the rules

Queue



Queue jump

Richard Branson



Elon Musk

Planned



Spontaneous

Fame



Money

# Navigating Politics with Purpose

“Survival in office politics requires strategy, not just hard work.”

“Silent observers often know more than outspoken office players.”

“Moral choices define reputations long after careers have ended.”

“Compromise is necessary, but values should never be negotiable.”





“Informal, unofficial, and sometimes behind-the-scenes efforts to sell ideas, influence an organisation, increase power, or achieve other targeted objectives”

Brandon & Seldman

"I don't want  
to play the  
game."

Ethical

**Principled  
(but passive)**

**Politically Savvy**

**Social  
Astuteness  
Interpersonal  
influence  
Sincerity  
Networking  
ability**

Unethical

**Innocent  
(but ineffective)**

**Manipulative**

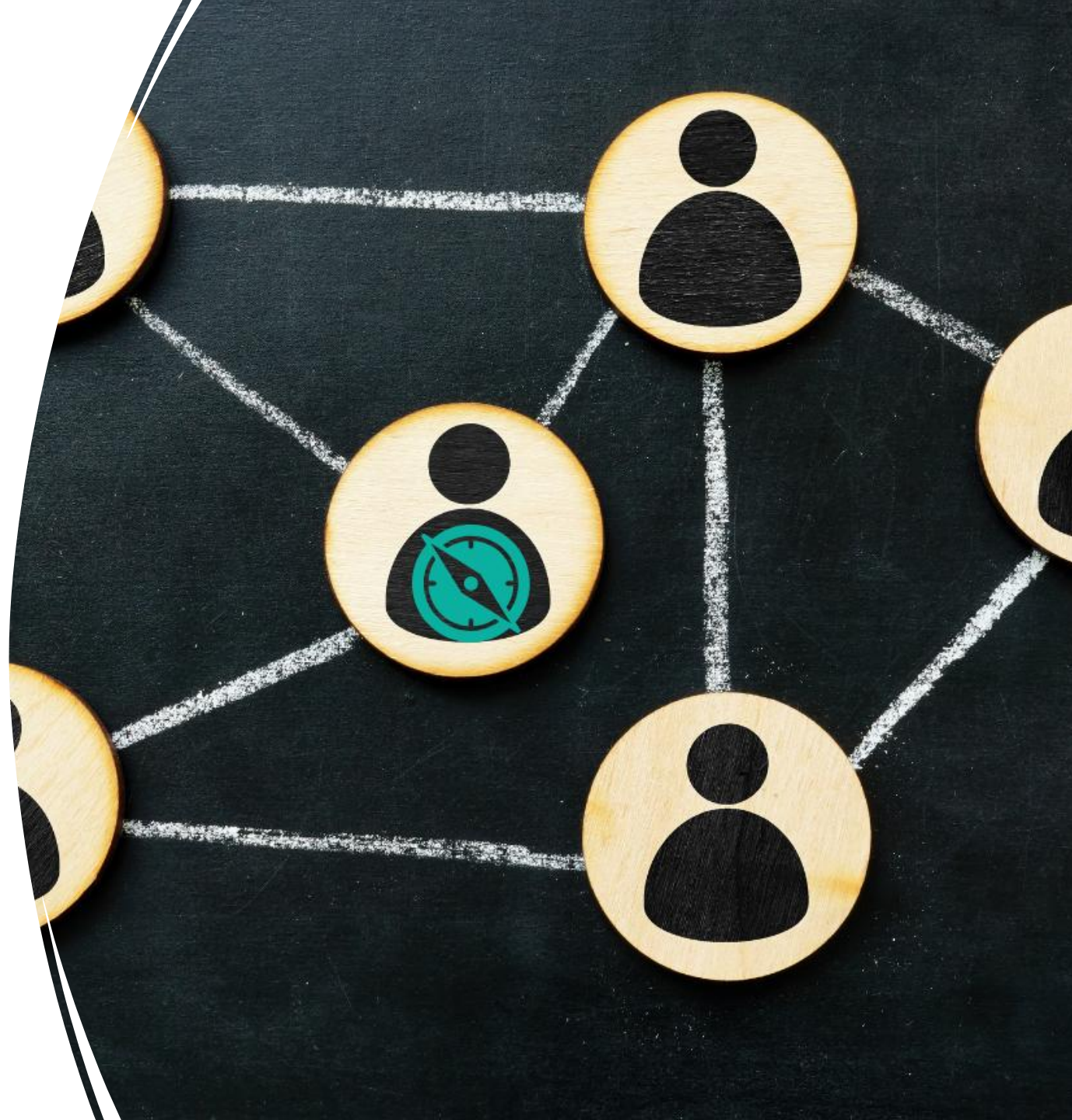
**Naive / Low Awareness**

**Shrewd / High Awareness**

Source: The Political Savvy Model (Byers, 1997):

# Political Savvy

1. **Social Astuteness:** Perceptiveness about people, motives, and office dynamics - “I sense who holds influence, even informally.”
2. **Interpersonal Influence:** Adapt communication style to different audiences - “I know how to tailor my message to connect with decision-makers.”
3. **Networking Ability:** Build and maintain alliances across levels and functions - “I cultivate relationships before I need them.”
4. **Apparent Sincerity:** Come across as authentic, not calculating - “People trust my intent, even when I’m being strategic.”



# The Missing Promotion



GROUP ACTIVITY



# Building a Strategic Network for Impact

*"You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you."*

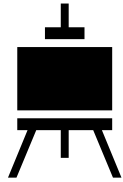
*Dale Carnegie*



# Networking & gender

- According to a study by LeanIn and McKinsey (2022), **men are 33% more likely** to have senior-level sponsors than women.
- Women tend to **build fewer "power networks"** - focusing more on close connections than influential or senior ones (Harvard Business Review).

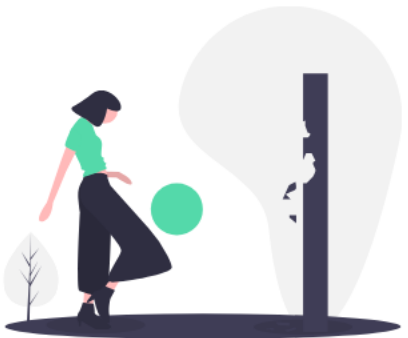
# Networking?



## GROUP DISCUSSION

Exploring and reframing networking:

- **Who has benefited because of knowing YOU?**
- **Discuss how networking is not about asking - it's about connecting value.**
- **Mindset shifts: From “selling yourself” → to “sharing your leadership”. From “bothering others” → to “mutual strategic investment and support”**



# The Status Ladder

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1. Trying not to be seen
2. Seeing others without being seen yourself
3. Being seen by others without seeing them
4. Seeing and being seen



# Building your network for success



ACTIVITY

OUTLINE:

Mapping & assessing your strategic network



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# Strategic Network Map

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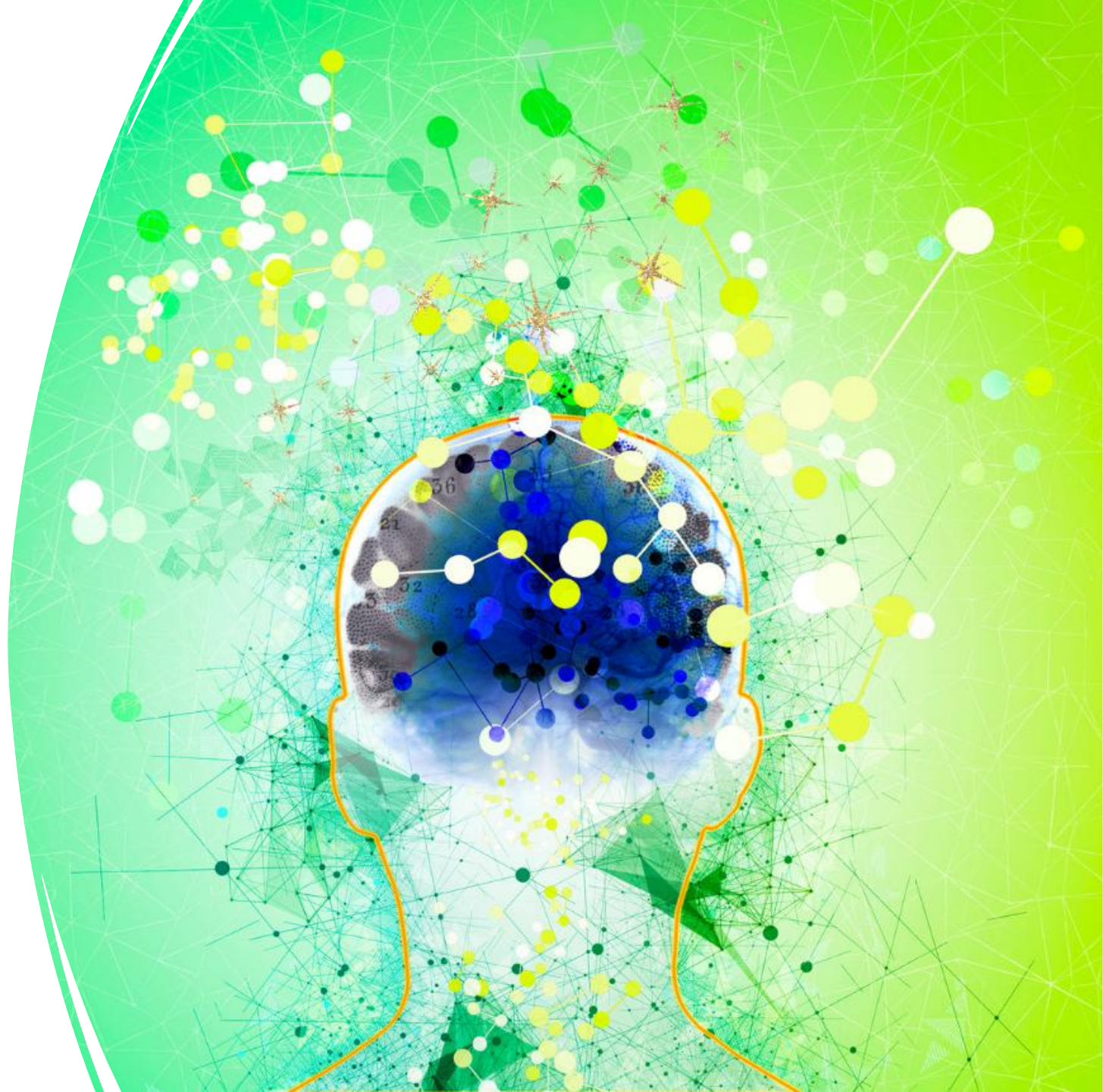
Strategic Need	Who Supports You Today?	Gaps or Needs?	Actions to Strengthen/Expand
Career Advancement (e.g. sponsors, senior allies)			
Development & Learning (e.g. mentors, peer coaches)			
Influence & Visibility (e.g. thought leaders, connectors, influencers)			
Emotional Support (e.g. confidantes, supportive peers)			



# Creating Your Plan & Visioning the Future



# Visualise your future..



# Creating Your Career Plan

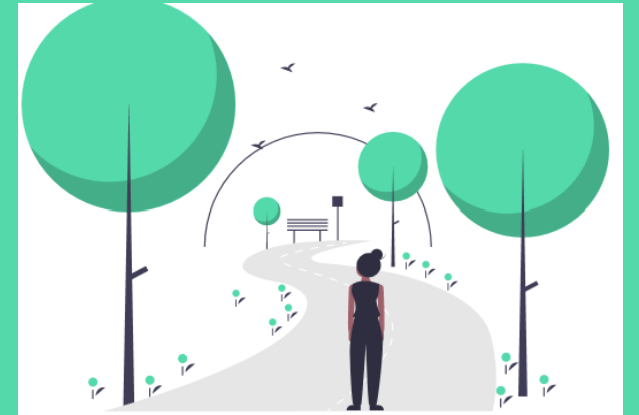


Group planning time

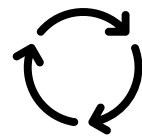


# WUN Thrive Programme

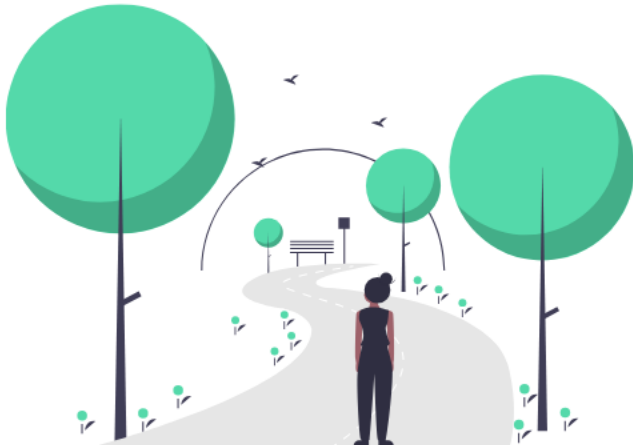
- Leadership Foundations
- Coaching as a Leadership Skill
- Unleashing Your Potential
- Inclusive Leadership
- Leading with Confidence
- Creating Your Impact



# Reflections & Intentions



INDIVIDUAL &  
GROUP REFLECTION



# Sarah Hopkins

## WUN Board Member



💪 *Leadership isn't about titles, it's about impact and authenticity.*

💡 *You are the change – in your teams, your companies, your sector.*

🌱 *Keep thriving and keep pushing boundaries!*

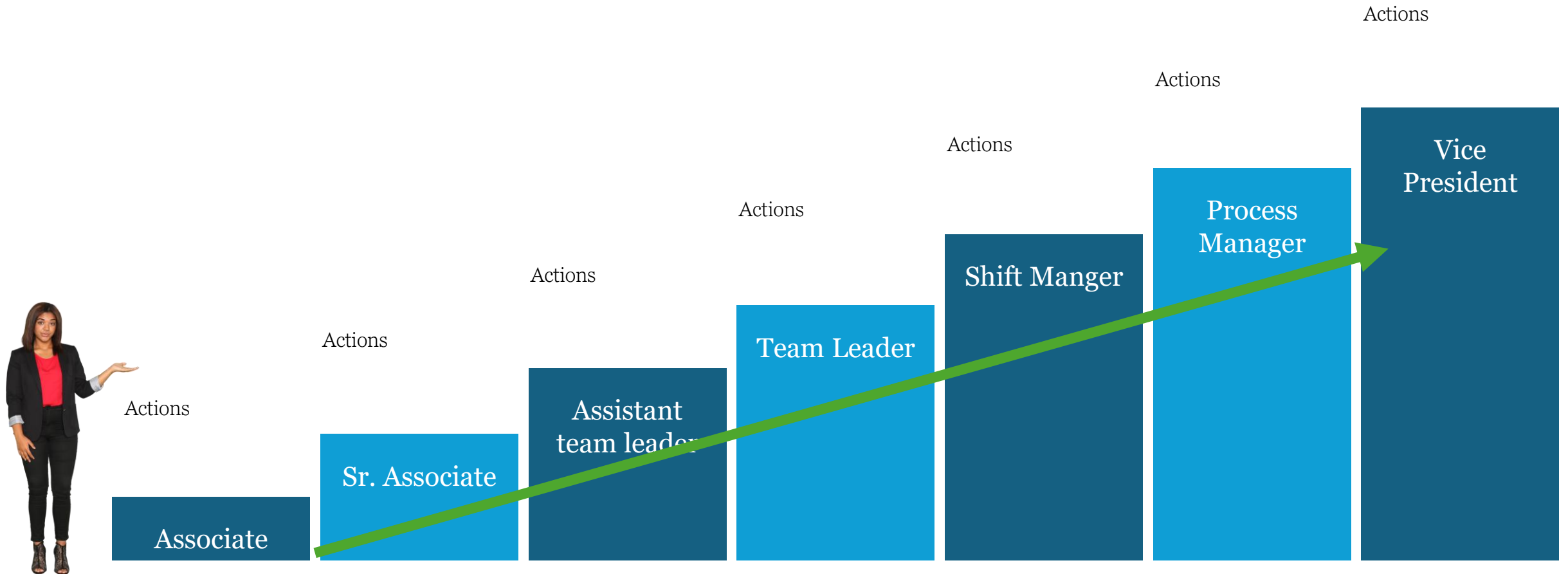
# Congratulations on successfully completing WUN Thrive...

*“Your passion is contagious; let it ignite the fire in others.”*



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# Example Career Map



# Well-Formed Outcomes Model

Question	Response
What do you want? (state in the positive)	
Why is this important to you?	
What specifically will you see, hear and feel when you have achieved this goal?	
What is the first step? And the next one?	
What do you need to do to keep it going?	
When do you want to have achieved the goal?	
Context: when, where and with whom do you want it?	
What good things do you get from the present situation that could change if you achieved this goal?	
What will be the cost of going for this goal (time, money etc.)? Are the costs worth it to you?	