

## The Use of TIFF within Oxford Brookes University Leadership Programme

The Brookes Leadership Programme 2016 provided TIFF profiling and used the Functional Fluency model as a foundation for work on self-awareness, emotionally intelligent behaviour and all aspects of leadership and performance management. The programme lasted 10 months and in both the TIFF coaching sessions, and in the assessment presentations at the end of the course, all participants were able to cite ways in which their TIFF profiling sessions had led to changes in their management style. There were many examples of becoming aware of either dominating or marshmallowing behaviour but also of key ways in which they were already using the effective modes and how their self-actualisation was influencing their own and others' behaviour.

One manager commented that he had realised that he did not give enough time to treating people as people and that when he changed his task-focussed commanding style to asking for people's ideas for turning the vision into reality, he "got what I wanted" and staff were more engaged.

A manager realised that in her work with other managers she had a tendency to compliance and marshmallowing when she needed things from them, not being clear about what she needed them to do and running around after them when they didn't do it. She has now set up systems and information which lets everyone know what she needs from them in order to ensure compliance to policies.

A manager who is a key leader of innovative projects across the University and whose main persuasion technique had been dominating with his own enthusiasm and assertion of his experience, realised that he was not listening to the people he was trying to persuade. He was now trying to understand both his own and others' feelings and had been checking out with a senior manager whether he felt listened to. The change had made a difference to their relationship.

Three members of the group also took part in a 360° feedback exercise. It was noticeable that the learning from the TIFF profiling reflected similar points made in the feedback. By the time they received the 360° feedback they were already working on changing the behaviours.

One leader of a large team became aware through both TIFF and 360° feedback of his self-denying behaviour and his task-focus. He is now trying to be more spontaneous in his relationships with his team and use a coaching style and is appreciating the effects.

*"The BLP has been excellent from day one of the launch workshop. I've taken thoughts and ideas away from every session throughout the programme which I know will help with my current role as well as any possible future career opportunities. The time spent with the tutor on the TIFF profile and the 360 feedback were extremely useful sessions for me in reflecting on my own management style – invaluable."*

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