

Relationship Intelligence

RESULTS The Best Version of Managers

PSL

PEOPLE STRATEGY LEADERSHIP

Taking your people to the next level

You can describe and over time develop the
meaning of being the best version of managers.
It's powerful and so simple.

The resources we provide will help you.

The best version of managers



Relationship Intelligence - RQ

This means having the capabilities to demonstrate '*the best version*' of managers and '*when they don't*', the resources to convert learning to growth.

The best version of managers

PSL is the distillation of four decades of observing what truly works (and doesn't).

PSL transfers RQ → Clients empower managers
→ Managers achieve potential → Customers are
better served → Organisational success.

RQ means the operation of culture and how
this manifests in daily interactions.

The best version of managers

The background is a solid blue color with faint, white, semi-transparent line art of various business diagrams, including flowcharts, organizational charts, and a large mouse cursor arrow pointing towards the bottom right.

Is it true that managers can do amazing things?

Sometimes unbelievable things?

That you make a difference?

The best version of managers

The ability to understand, influence,
manage and **lead** others
is powerful.

Every manager has this potential.


It's not just the people at the top
who need to consider this.

The best version of managers

The ways in which managers interact with others, from meetings to emails, shape stress, trust and decisions that affect customers either positively or negatively.

Relationship Intelligence
Directly Impacts Trust, Energy and Performance

The best version of managers



Relationship intelligence creates healthier,
more effective work and personal lives.

The best version of your managers
leads to winning.

The best version of managers

Relationship Intelligence

The Best Version of Managers

The best version
of you

01

02

The best version
of management

The best version
of outcomes

04

03

The best version of
your team

Relationship intelligence helps you to adapt,
to pivot, make progress and grow.

Being the Best Version of Managers Improves

Resilience, Self-confidence, Well-being, Team-Working
Employee Relationships and Satisfaction

Communications

Problem Solving Capabilities

Abilities to Handle Difficult Situations and People

Job Satisfaction

Competitive Advantage

Negotiation Outcomes

Results By Working Effectively Together

The best version of managers

RESULTS: The Best Version of Managers. A Few Examples of The Benefits:

Learning to be the best version of yourself as a manager creates a powerful ripple effect that transforms teams, drives organisational success, and elevates your own leadership impact.

Amplified Team Attitudes, Performance & Engagement

Teams innovate and take risks without fear of blame. Delegating trust (not just tasks) unlocks autonomy and accountability. Clear goals, streamlined processes, and removed roadblocks help teams focus on what matters. Great managers reduce turnover. People quit bosses, not jobs.

Accelerated Talent Development

Spotting and nurturing each member's unique potential. Proactively mentoring and advocating for your team's growth. Building a pipeline of future leaders from within.

Stronger Organisational Alignment

Turning high-level goals into actionable team priorities. Breaking silos by leading collaboration. Modelling values (e.g., integrity, innovation) through actions, not slogans.

Enhanced Decision-Making & Agility

Leveraging team insights for faster, better decisions. Calmly guiding teams through uncertainty with clarity and empathy. Creating space for experimentation and learning from failures.

Human-Balanced Impact

Shielding teams from overload and toxic dynamics. Ensuring every voice is heard and valued. Celebrating efforts in ways that resonate personally.

Leadership Legacy & Growth

Inspiring peers and shaping leadership culture. Delivering results gets you noticed for bigger opportunities. Few things rival the joy of seeing your team thrive.

What 'Best Version' Managers Do Differently

Listen deeply before solving. Validate struggles. Admit mistakes, ask for help, and humanise the role. Deliver hard truths with care and turn evaluation into growth. Protect team energy from chaos (e.g., unnecessary meetings, scope creep).

Critical Mindset Shifts

Best does not mean having all answers. It means asking the right questions, listening, note-taking and reflection to unlock your team's wisdom. Success does not depend on control. It's measured by how well your team performs when you're not there. Sustainability does not depend on heroics. Prioritising your well-being to avoid toxic 'always-on' modelling.

The Bottom Line

Exceptional managers create a virtuous cycle, this influences team trust, higher performance, talent growth, positive organisational impact and career advancement. By investing in your growth as a leader, you don't just manage people, you multiply potential, build resilience and leave a legacy that outlasts your role.

Becoming the “best version” of yourself as a manager requires a unique blend of self-mastery, people leadership, strategic execution and adaptive learning. It's less about technical expertise and more about enabling others and navigating complexity. Some of the essential skills:

Self-Leadership & Emotional Intelligence (The Inner Core)

Self-Awareness

Deeply understand your strengths, weaknesses, biases, triggers, values, and impact on others.

Emotional Regulation

Manage stress, frustration, and pressure constructively; model calm under fire.

Vulnerability & Authenticity

Admit mistakes, ask for help, and show up humanly (builds massive trust).

Resilience & Persistence

Bounce back from setbacks, persist through ambiguity and maintain optimism.

People Enablement & Development (The Heart of Leadership)

Coaching & Mentoring

Ask powerful questions, actively listen and guide growth (not giving all the answers).

Empowering Delegation

Assign meaningful work with clear outcomes and authority. Trust but verify.

Feedback Mastery

Deliver timely, specific, actionable feedback (positive & constructive) with care.

Psychological Safety Champion

Enable an environment where risks, questions and failures are safe.

Talent Spotting & Nurturing

Identify potential, advocate for growth, and remove barriers for your team.

Strategic Clarity & Execution (Guidance)

Vision Translation

Break down organizational goals into clear, meaningful team objectives.

Prioritising Excellently

Focus your team's energy on what truly moves the needle (say “no” often).

Systems Thinking

See how your team fits into the larger organization and anticipate ripple effects.

Decision Agility

Make timely, data-informed decisions (even with incomplete information) and course-correction.

Resource Choreography

Secure and wisely allocate people, budget and tools.

Communication & Influence

Adaptive Communication

Tailor messages for different audiences (team, peers, execs, stakeholders).

Active Listening

Seek to understand before being understood; read non-verbal cues.

Radical Candor

Care personally while challenging directly (especially with peers and leadership).

Stakeholder Alignment

Build relationships, manage expectations and navigate politics constructively.

Storytelling

Inspire action by connecting work to purpose and impact.

Integrity & Ethical Courage

Walk the Talk

Consistently align actions with stated values and organizational principles.

Advocate for the Team

Shield them from chaos, fight for resources and give credit generously.

Make Tough Calls

Address ethical dilemmas or performance issues fairly, even when uncomfortable.

Operational Excellence & Problem Solving

Process Optimization

Simplify work-flows, remove bottlenecks and improve efficiency.

Root Cause Analysis

Diagnose problems deeply (ask "why?" 5 times), not just treat symptoms.

Conflict Resolution

Facilitate healthy debate and resolve interpersonal/team disputes fairly.

Performance Management

Set clear standards, track progress and address under-performance early.

Adaptive Learning & Humility

Continuous Curiosity

Actively seek new perspectives, feedback and industry knowledge.

Experimentation Mindset

Encourage testing ideas, learning from failures ("fail fast").

Cultural Agility

Lead inclusively across diverse backgrounds and adapt to global contexts.

Seek Feedback Relentlessly

Regularly ask, how can I support you better? and what should I start, stop, continue?

Why These Skills Interlock

- Self-leadership is your foundation - you can't inspire others if you're not grounded.
- People skills drive engagement and performance - your team's success is your success.
- Strategic and operational Skills ensure your team delivers real value efficiently.
- Communication and influence build bridges across the organisation.
- Adaptability and integrity keep you relevant and trusted long-term.

The "Best Version" Manager is Not

- A superhero who does it all alone.
- Always perfect or certain.
- Focused solely on results at all costs.
- Afraid to show vulnerability.

The "Best Version" Manager is

- A servant leader who removes obstacles for their team.
- A catalyst for growth in others.
- A learner who evolves with challenges.
- A human who balances high standards with deep care.

Pick one skill (active listening, asking the right questions, delegating effectively) and practice it deliberately for 7 days. See what happens.

Ask for feedback. Repeat.

Great managers are made, not born



RQ
Relationship
Intelligence



EQ
Emotional
Intelligence



PQ
Interpersonal
Intelligence



CQ
Collective
Intelligence

Being the Best Version of Managers

Purpose-driven work is better for everyone, it's energising.

PSL empowers individuals with insights, knowledge, skills and self-confidence.

Together, these elements cultivate relationship intelligence an essential driver of effectiveness.



Managers tell us that they can use our tools to:

Improve their work and personal lives

Reduce the stress of doing business

Delegate more and more effectively

Get the best out of their team

Recruit, develop and retain effective employees

Get more done

The best version of managers

Sharpen the saw - this concept comes from the book
the 7 Habits of Highly Effective
People by Stephen R Covey.

It's powerful, because it's a principle
that is easy for really busy managers to forget.

*Keep using tools without sharpening them
and they become less effective.*

People are the same.

The Often Hidden Effects of **Optimism**

Good to Great Performers

Effort

Actions & Performance

Self-confidence

Skills

Optimism

Self-belief and The Belief of Significant Others

Optimism is the fuel for progress and confidence, it needs topping up regularly.

You can do this by having a reference point.

This could be somebody that you speak to, it could be a checklist that you look at.

It could be a story that calms your mind, it could be our training.



PSL

PEOPLE STRATEGY LEADERSHIP

Taking your people to the next level

*"What sets PSL apart is its proven framework,
adaptive methodology and transformative training,
empowering people to do the best work in their field
and to not let their customers down"*

Chris Angel

Director of Global Operational Excellence and Digitisation

Honeywell

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