HR Community of Practice
Advocacy Capstone Session

JULY 24, 2013
The Credible Activism: The Fundamental State of Leadership

Robert E. Quinn
Ross School of Business
Mental Maps

“If leaders cannot change individual’s mental maps, they will not change the destinations people pursue or the paths they take to get there.”

(Source: Black and Gregersen, 2003, Leading Strategic Change)

Source: greggfetter.blogspot.com
Affirmative Bias

Normal Lens

Positive Lens

POSITIVE ORGANIZATIONAL SCHOLARSHIP
Foundations of a New Discipline
Kim S. Cameron, Jane E. Dutton, and Robert E. Quinn, Editors
- Make utilitarian assumptions
- Act with self interest
- Minimize personal costs
- Engage in conflict
- Become alienated
- Fail to learn
- React to constraints
- Comply with demands
- Prefer the status quo
- Fail to see opportunities
- Compete for limited resources

- Sacrifice for the common good
- Show compassion, respect
- Spontaneous contributions
- Build social networks
- Live in high quality connections
- Experiment, feedback, learning
- Expand roles, craft jobs
- Take charge, express voice
- Become generative
- Envision possibilities
- Expand the resource pool
<table>
<thead>
<tr>
<th>Intervention: Traditional mindset</th>
<th>Traditional (Mechanistic)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pre-work</strong></td>
<td>Increase expertise</td>
</tr>
<tr>
<td><strong>Clarify client’s</strong></td>
<td>Central problem</td>
</tr>
<tr>
<td><strong>Challenge: Increase</strong></td>
<td>External resources</td>
</tr>
<tr>
<td><strong>Data collection</strong></td>
<td>Analyze the problem</td>
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<tr>
<td><strong>Aspiration</strong></td>
<td>Make recommendations</td>
</tr>
<tr>
<td><strong>Objectives</strong></td>
<td>Set reasonable goals</td>
</tr>
<tr>
<td><strong>Control</strong></td>
<td>Increase accountability</td>
</tr>
<tr>
<td><strong>Motivation</strong></td>
<td>Restructure reward system</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>Improve on weaknesses</td>
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<tr>
<td><strong>Resistance</strong></td>
<td>Deal with resisters</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
<td>Return to equilibrium</td>
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</tbody>
</table>

Robert E. Quinn 2013
# Intervention: Dual mindset

<table>
<thead>
<tr>
<th>Pre-work</th>
<th>Traditional (Mechanistic)</th>
<th>Transformational (Organic)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarify client’s</td>
<td>Increase expertise</td>
<td>Increase moral power</td>
</tr>
<tr>
<td>Challenge: Increase</td>
<td>Central problem</td>
<td>Highest purpose</td>
</tr>
<tr>
<td>Data collection</td>
<td>Analyze the problem</td>
<td>Identify the strengths</td>
</tr>
<tr>
<td>Aspiration</td>
<td>Make recommendations</td>
<td>Clarify common good</td>
</tr>
<tr>
<td>Objectives</td>
<td>Set reasonable goals</td>
<td>Expect excellence</td>
</tr>
<tr>
<td>Control</td>
<td>Increase accountability</td>
<td>Empower the people</td>
</tr>
<tr>
<td>Motivation</td>
<td>Reward system</td>
<td>Challenge/Support</td>
</tr>
<tr>
<td>Training</td>
<td>Improve on weaknesses</td>
<td>Build from strengths</td>
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<tr>
<td>Resistance</td>
<td>Deal with resisters</td>
<td>Enrich the vision</td>
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<td>Outcome</td>
<td>Return to equilibrium</td>
<td>Transformation</td>
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Credible Activism

The Fundamental State of Leadership

Robert E. Quinn 2013
A Story of Personal Trauma

“I had nothing, therefore I was nothing. I had died.”

Robert E. Quinn 2013
An Unusual Observation

“Until that point, I had lived my life through the eyes of other people. I had defined myself through object-reference -- my sense of identity and my feelings of self-worth were tied directly to the outer circumstances of my life - all of these external references were stripped away. When I looked in the mirror, I did not know who I was. For me, the ego-death and subsequent "rebirth" was a wonderfully and powerfully transformative event. I experienced a sort of awakening" in which I realized in a flash of insight that "I" was not my ego or the external trappings of my life. "I" was still all that had ever been, my true self. Nothing that was real and certain had changed, just superficial aspects of my environment.”  

Youngblood, 1997:208
### Post Traumatic Growth

<table>
<thead>
<tr>
<th>Other Focused:</th>
<th>Externally Open:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closer ties</td>
<td>Awareness of one’s own vulnerability and mortality</td>
</tr>
<tr>
<td>Increased self-disclosure</td>
<td></td>
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<tr>
<td>Increased emotional expressiveness</td>
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<td>Increased compassion</td>
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<td>Increased generosity</td>
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<table>
<thead>
<tr>
<th>Internally Directed:</th>
<th>Results Centered:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased self-reliance</td>
<td>Renewed sense of priorities</td>
</tr>
<tr>
<td></td>
<td>Deeper sense of meaning</td>
</tr>
<tr>
<td></td>
<td>Increased self-efficacy</td>
</tr>
<tr>
<td></td>
<td>Shift out of the Victim Mentality</td>
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### Spiritual Experiences

<table>
<thead>
<tr>
<th><strong>Other Focused:</strong></th>
<th><strong>Externally Open:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased sense of union and harmony</td>
<td>Increased sense of capacity to live, develop and endure</td>
</tr>
<tr>
<td>A feeling of self-transcendence, of being a part of something larger than one’s self</td>
<td>Feelings of hope and optimism</td>
</tr>
<tr>
<td>A tendency towards selfless contribution</td>
<td>A tendency towards visioning, experimenting, discovering and creating</td>
</tr>
<tr>
<td>Increased communication of one’s truest feelings</td>
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<tr>
<th><strong>Internally Directed:</strong></th>
<th><strong>Results Centered:</strong></th>
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<tr>
<td>Alignment of emotions, values &amp; behaviors</td>
<td>Increased sense of purpose</td>
</tr>
<tr>
<td>Increased courage and resolve</td>
<td>Tendency to pursue desired results</td>
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The Normal State

**Self Focused:**
I tend to be ego driven, putting my interests ahead of the collective interests in a given relationship or set of relationships.

**Internally Closed:**
I tend to stay in my comfort zone, denying external signals for change.

**Externally Directed:**
I tend to define myself by how I think I am seen and how well I am able to obtain external resources.

**Comfort Centered:**
I tend to engage in problem-solving activities, thus living in a reactive state.
Fundamental State of Leadership

- Self Focused
- Internally Closed
- Externally Directed
- Internally Directed
- Results Centered
- Comfort Centered
- Other Focused
- Externally Open
- Externally Directed

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We All Become Stuck

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“OK. Here it is. I want to be sunshine.”

“You want to be what?”

“I want to be sunshine. I want to bring light, happiness, and positive energy to everyone who sees me play, and to the people I meet.”

“Can you do that best when you win or when you lose?”

“It doesn’t matter.”
Becoming Results Centered

Why did the napkin change?
“After the restructuring I felt trapped, betrayed and completely frustrated.”
Becoming Other-Focused

“I no longer saw resisters, I only saw people of potential.”

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Becoming Externally Open

“She cut costs in her area by 40%.”

“I learned that I am surrounded by resources I could not see before.”

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<table>
<thead>
<tr>
<th>Four Questions</th>
<th>My Answers</th>
</tr>
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<tbody>
<tr>
<td>What result do I want to create?</td>
<td></td>
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<tr>
<td>Am I internally directed?</td>
<td></td>
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<tr>
<td>Am I other-focused?</td>
<td></td>
</tr>
<tr>
<td>Am I externally open?</td>
<td></td>
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</tbody>
</table>
# The Four Questions

<table>
<thead>
<tr>
<th>Four Questions</th>
<th>What are we really asking?</th>
</tr>
</thead>
</table>
| 1. What result do I want to create? | What is my real purpose?  
Am I in a proactive life stance?  
Do I have a sense of meaning?  
Am I challenged and engaged? |
| 2. Am I internally directed? | What am I afraid of?  
What are my core values?  
What would I do if I had 2% more courage?  
Am I moving forward no matter what the punishment? |
| 3. Am I other-focused? | Who is in the relationship?  
Am I pursuing a purpose larger than me?  
Am I sacrificing for the common good?  
Are my relationships full of trust and respect? |
| 4. Am I externally open? | Am I doing what I do not know how to do?  
Have I let go of control?  
Am I embracing feedback?  
Is my awareness expanding dramatically? |

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Leadership and Consciousness

• Only 5% of our behavior is consciously self-regulated.¹

• Behavior is largely a function of habit and routine.

We are creatures of habit. To become leaders, we must build new habits and routines.

¹ “The Unbearable Automaticity of Being” John A Bargh & Tanya L Chartrand American Psychologist, July 1999
How To Become Conscious?

Experience

• Trigger events (Most are negative)
• Reflection
• Developmental readiness
## Paths to Consciousness and Positive Self-Variation

<table>
<thead>
<tr>
<th>Natural Default Options</th>
<th>FSL Questions</th>
<th>Elevated Conscious-ness</th>
<th>New Strategies</th>
<th>Positive Self-Variations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comfort Centered</td>
<td>What result do I want to create?</td>
<td>Clarifies a desired future</td>
<td>Opens a new path of action</td>
<td>Acts of increased conviction</td>
</tr>
<tr>
<td>Externally Directed</td>
<td>Am I internally directed?</td>
<td>Clarifies personal values</td>
<td>Structures ethical boundaries</td>
<td>Acts of increased authenticity</td>
</tr>
<tr>
<td>Self-Focused</td>
<td>Am I other focused?</td>
<td>Clarifies the common good</td>
<td>Ignites Trust</td>
<td>Acts of increased collaboration</td>
</tr>
<tr>
<td>Internally Closed</td>
<td>Am I externally open</td>
<td>Clarifies need for feedback</td>
<td>Insures learning</td>
<td>Acts of increased insight</td>
</tr>
</tbody>
</table>
Exercise: FSL Best Practices

• Read the 4 FSLBPs
• What is a FSLBP?
• What is common?
• What is the value of writing a FSLBP?
FSLBP: Case 1

• CEO: A member of my senior team was technically indispensable and interpersonally toxic. He was sucking the energy out of everyone. He felt untouchable and would not listen to anyone. I went through the questions.

• I had been denying reality and I knew I had to make a tough decision. I worried about the impact of losing him, and the reaction of his peers in seeing him go.

• I fired him. Every one of his peers responded positively. They asked me why I waited so long. The senior team is becoming more cohesive. I will not let anything like this happen in the future.
FSLBP: Case 2

- Middle Manager: I was asked to make a presentation to senior management on the progress of a project I have been managing. It has been a troubled effort. In the past such presentations have not been pleasant. I had a sense of dread.

- The first two questions were helpful but then I got to the one about being other-focused. I tried to identify the deepest needs of the senior people, what were their fears and desires?

- In my presentation I put my ego aside and kept my focus on what would best serve the audience. It was probably the best presentation I have made, and while they were still tough with me, I got the most positive feedback that I can remember.
FSLBP: Case 3

• New Manager: I joined a group of more experienced managers, all engineers. A project had blown up and we were meeting to discuss it. The intense conversation was going nowhere. Everyone was blaming someone else.

• Personally I now use the questions all the time but I was not sure how to use them on others. I decided to just ask them the first question.

• I asked what result we were trying to create. They tried to ignore me. I just kept repeating the question. Finally they took it seriously. When we agreed on our purpose, we were able to focus and the conversation became more productive. Next time, I will speak up sooner.
Daughter: I applied the FSL concept a number of times. But kept putting off the biggest issue in my life. For years I have blamed my mother for my problems and I cut her off.

When I finally got up the courage I asked the four questions and knew what I had to do.

I called her. I told her I loved her. I owned my behavior and told her I wanted a new relationship. In seven minutes I reignited a connection that had been broken for years.
Discussion: FSL Best Practices

- What is a FSLBP?
- What is common?
- What is the value of writing a FSLBP?
Exercise: Identify a FSL Situation for Next Week

- Read the next 2 pages
- Identify a situation where you might apply the FSL
- Ask the four questions
- Write a FSLBP as if it already happened
Next Week

As you go into the next week, will you face any of the following challenges?

- There is a task I am dreading
- I will have an important meeting
- I will have to persuade my boss
- I will face an intimidating senior person
- I will have to make a presentation
- I will have to do a performance review
- I will meet with a difficult customer
- I will hear negative feedback
- I will have an overwhelming workload
- I will face distractions
- I will make a decision without data
- I will deal with a major failure
- I will have an underperforming person
- I will work with an unethical person
- I will deal with a vulnerable person
- I will have people who feel unheard
- I will have peers not carrying their load
- I will deal with peers in conflict
- I will deal with an intergroup conflict
- I will experience organizational politics
- I will have people acting like victims
- I will be in cynical conversations
- I will be in an abusive environment
- I will deal with an abusive person
- Someone will treat me like an object
- I may have to think about a job change
- I will have no time for my family
- I carry resentment for a family member
- I will have a conflict with my spouse
- I will need to help a child
- I will have a conflict with a child
Painful Experiences

Am I experiencing any of the following?

- I am not taking care of myself
- I am exhausted
- I am not sleeping
- I cannot give 100%
- I have given up on my dreams
- I am losing my sense of life direction
- I am denying reality
- I do not know who I am
- I get angry easily
- I am behaving selfishly
- I give direction but I do not listen
- I have become a curmudgeon
- I suck the energy out of people
- I do not want to take risks
- I stay in my comfort zone
- I have limited power or influence
- I need to be liked
- I cannot challenge people
- I am suffering from a bad habit
- I feel like a fraud
- I am behaving unethically
- I feel unappreciated
- I am losing confidence
- I am procrastinating
- I am making imprudent decisions
- I am making mistakes
- I am living in fear of failure
- I fear that I am going to be rejected
- I fear a coming change
- I fear for my job
- I am living for external rewards
Sharing FSLBP

- The process becomes collective
- Trigger events multiplied
- Everyone is getting more than they give
- Sharing validates the pursuit of the common good
- Negative peer pressure turns to positive peer pressure
- Sharing can alter the trajectory of the culture
- The change process is bottom up, organic and viral
## New Approach

<table>
<thead>
<tr>
<th>Traditional</th>
<th>FSLBPs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Designed at the Top</td>
<td>• Emergent – No Permission</td>
</tr>
<tr>
<td>• Based in Intuition</td>
<td>• Based in Research</td>
</tr>
<tr>
<td>• Dispensing Knowledge</td>
<td>• Acquiring transformative power</td>
</tr>
<tr>
<td>• Change Management</td>
<td>• Change Leadership</td>
</tr>
<tr>
<td>• Mechanistic and Linear Bias</td>
<td>• Organic and Viral Bias</td>
</tr>
<tr>
<td>• Exclusive</td>
<td>• Inclusive</td>
</tr>
<tr>
<td>• High Cost</td>
<td>• Low cost</td>
</tr>
<tr>
<td>• Constrained by the Culture</td>
<td>• Alters the Culture</td>
</tr>
</tbody>
</table>
Opportunities to Participate in a FSLBP Network

- A general network
- An in-house network
- Scientific field experiment
General Network

• If you would like to participate in this community of learning please send an email to the following address
  – amy.lemley@leadingwithlift.com

• Use FSLBP as the subject of the email

• You will receive a daily FSLBP

• You will be asked to submit a weekly FSLBP
Internal Learning Community or Experiment

- If you are interested in building an internal learning community or engaging in a field experiment, contact Shawn Quinn