HR Community of Practice Advocacy Capstone Session
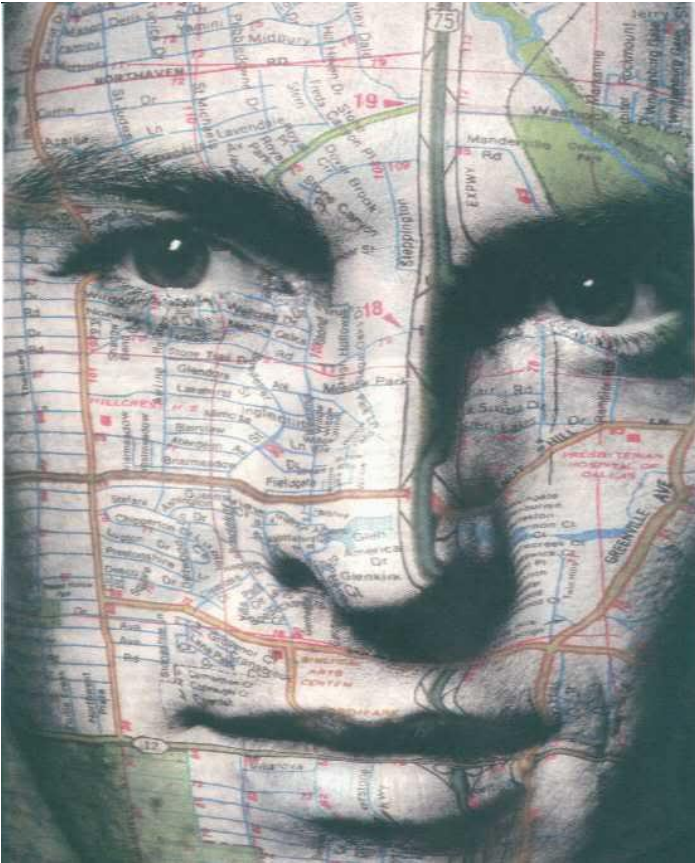
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The Credible Activism: The Fundamental State of Leadership
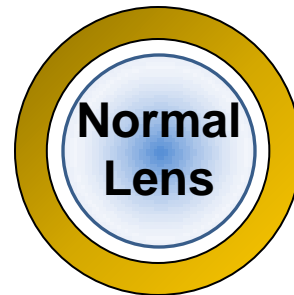
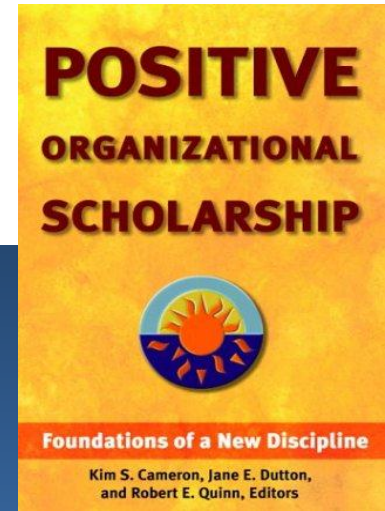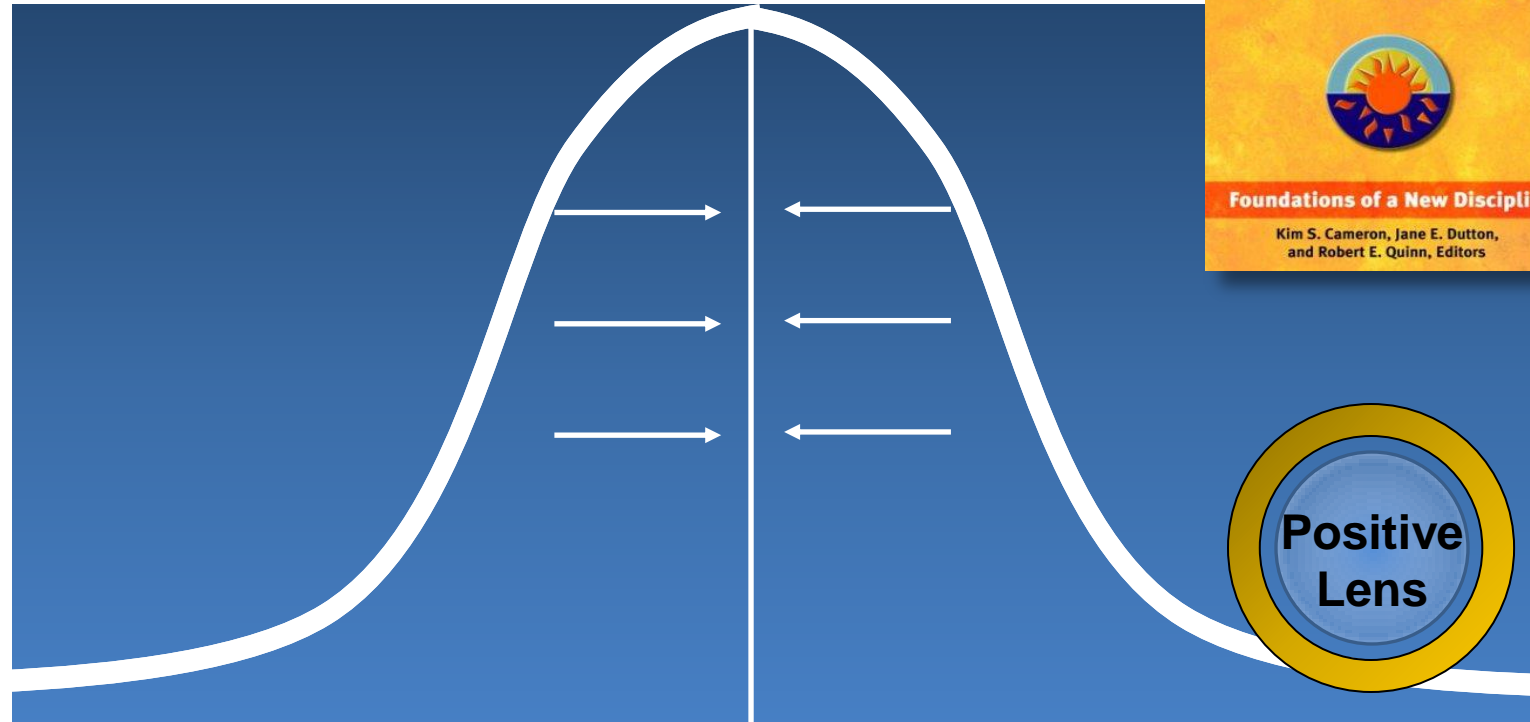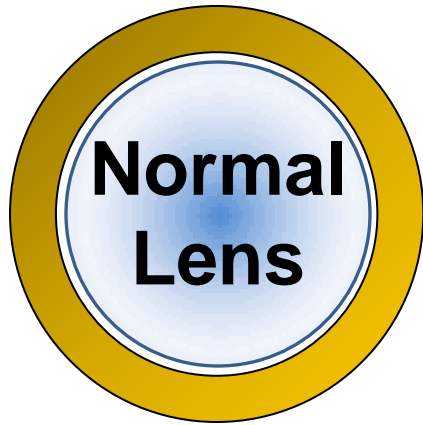Robert E. Quinn

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: greggfetter.blogspot.com

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

Affirmative Bias

Normal Lens   *Reality?*   **Positive Lens**

Normal Lens	Positive Lens
Make utilitarian assumptions	Sacrifice for the common good
Act with self interest	Show compassion, respect
Minimize personal costs	Spontaneous contributions
Engage in conflict	Build social networks
Become alienated	Live in high quality connections
Fail to learn	Experiment, feedback, learning
React to constraints	Expand roles, craft jobs
Comply with demands	Take charge, express voice
Prefer the status quo	Become generative
Fail to see opportunities	Envision possibilities
Compete for limited resources	Expand the resource pool

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Intervention: Traditional mindset

	Traditional (Mechanistic)
Pre-work	Increase expertise
Clarify client's	Central problem
Challenge: Increase	External resources
Data collection	Analyze the problem
Aspiration	Make recommendations
Objectives	Set reasonable goals
Control	Increase accountability
Motivation	Restructure reward system
Training	Improve on weaknesses
Resistance	Deal with resisters
Outcome	Return to equilibrium

Intervention: Dual mindset

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

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Credible Activism

The Fundamental

State of Leadership

A Story of Personal Trauma

*"I had nothing, therefore
I was nothing.
I had died."*

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

Other Focused:
Closer ties
Increased self-disclosure
Increased emotional expressiveness
Increased compassion
Increased generosity

Externally Open:
Awareness of one's own vulnerability and mortality

Internally Directed:
Increased self-reliance

Results Centered:
Renewed sense of priorities
Deeper sense of meaning
Increased self-efficacy
Shift out of the Victim Mentality

Spiritual Experiences

Other Focused:
Increased sense of union and harmony
A feeling of self-transcendence, of being
 a part of something larger than one's self
A tendency towards selfless contribution
Increased communication of one's truest
  feelings

Externally Open:
Increased sense of capacity to live,
 develop and endure
Feelings of hope and optimism
A tendency towards visioning,
 experimenting, discovering and creating

Internally Directed:
Alignment of emotions, values & behaviors
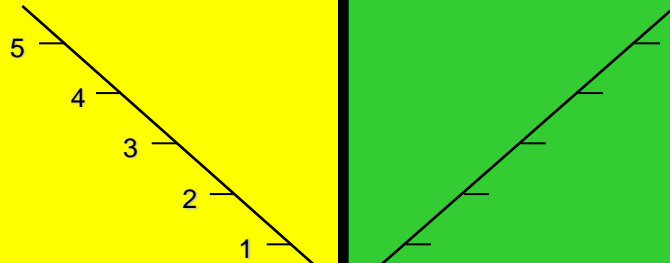Increased courage and resolve

Results Centered:
Increased sense of purpose
Tendency to pursue desired results

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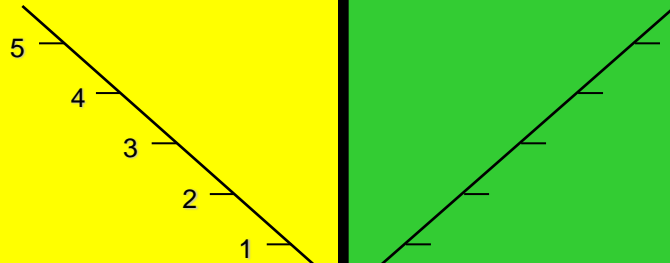
The Normal State

Self Focused:

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

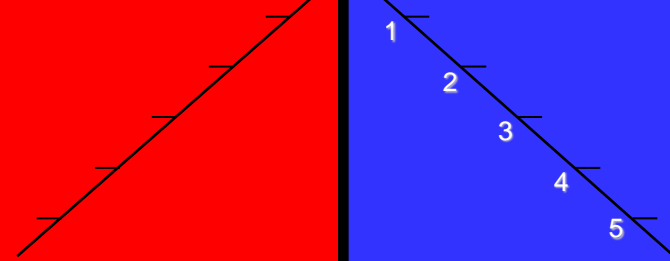**Internally Closed:**

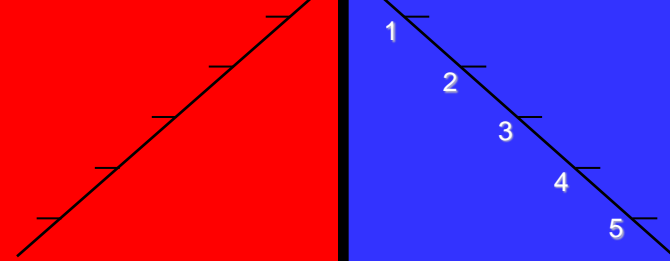I tend to stay in my comfort zone, denying external signals for change.

5
4
3
2
1

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

1
2
3
4
5

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Fundamental State of Leadership
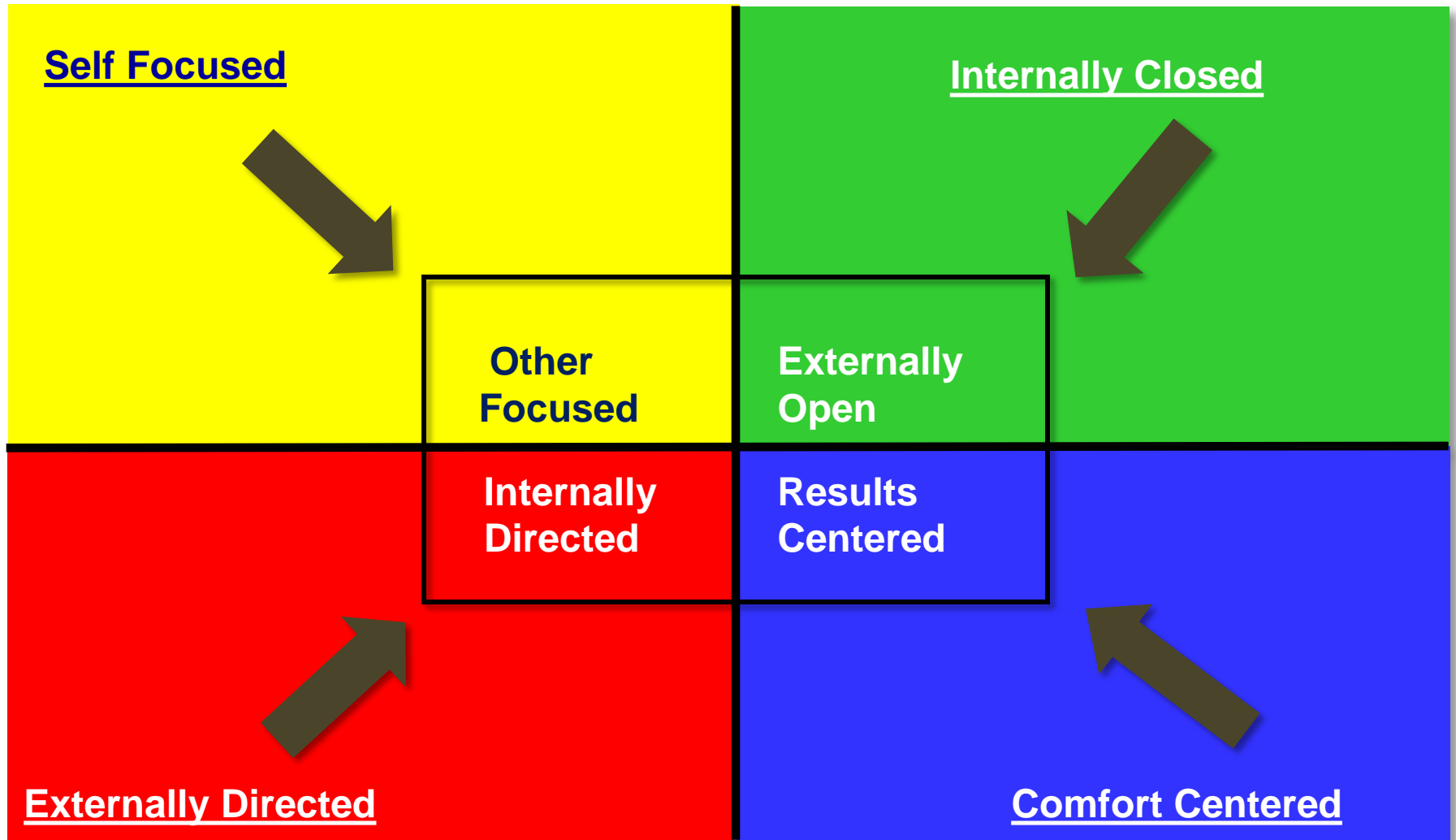
We All Become Stuck

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The Power of Purpose

"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
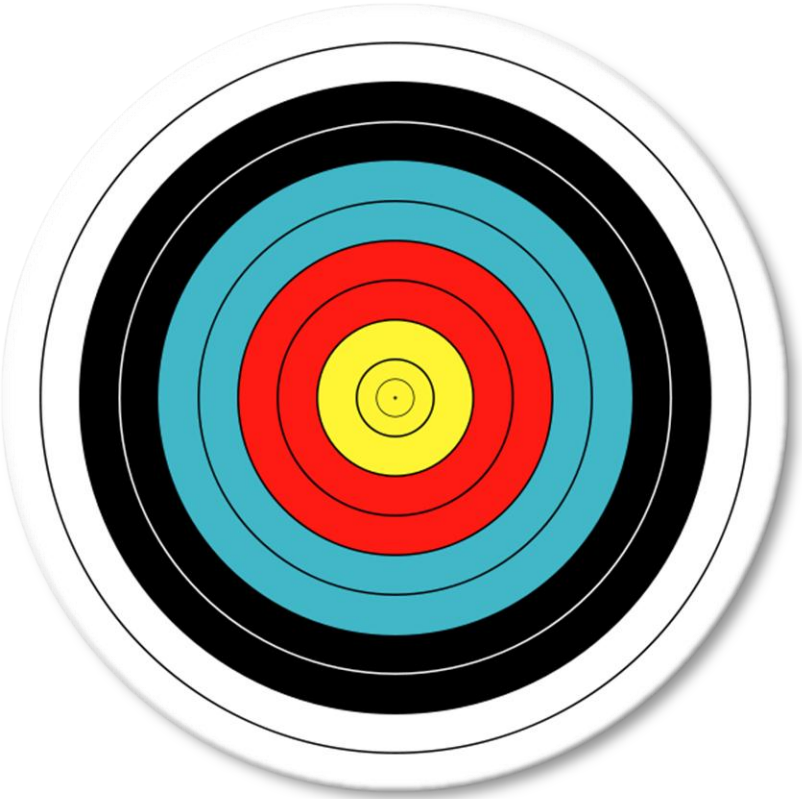
Why did the napkin change?

Becoming Internally Directed
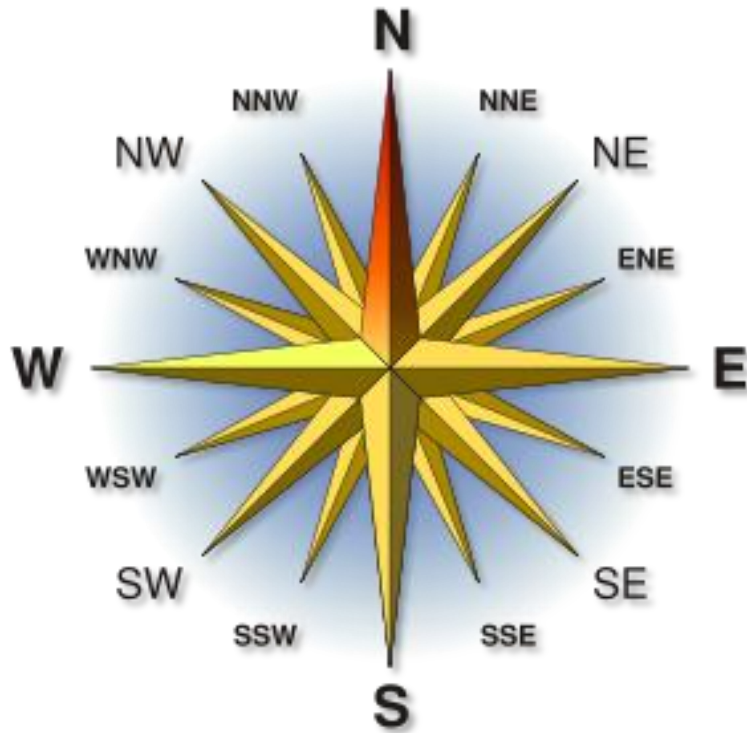
"After the restructuring I felt trapped, betrayed and completely frustrated."

Becoming Other-Focused

"I no longer saw resisters, I only saw people of potential."

Becoming Externally Open

"She cut costs in her area by 40%."

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

Fundamental State of Leadership

Four Questions	My Answers
What result do I want to create?	
Am I internally directed?	
Am I other-focused?	
Am I externally open?	

The Four Questions

Four Questions	What are we really asking?
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?

Leadership and Consciousness

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

- Behavior is largely a function of habit and routine.

Conscious

Self-regulated

5%

Unconscious

Habitual

95%

Automatic

[1] "The Unbearable Automaticity of Being"
John A Bargh & Tanya L Chartrand
American Psychologist, July 1999
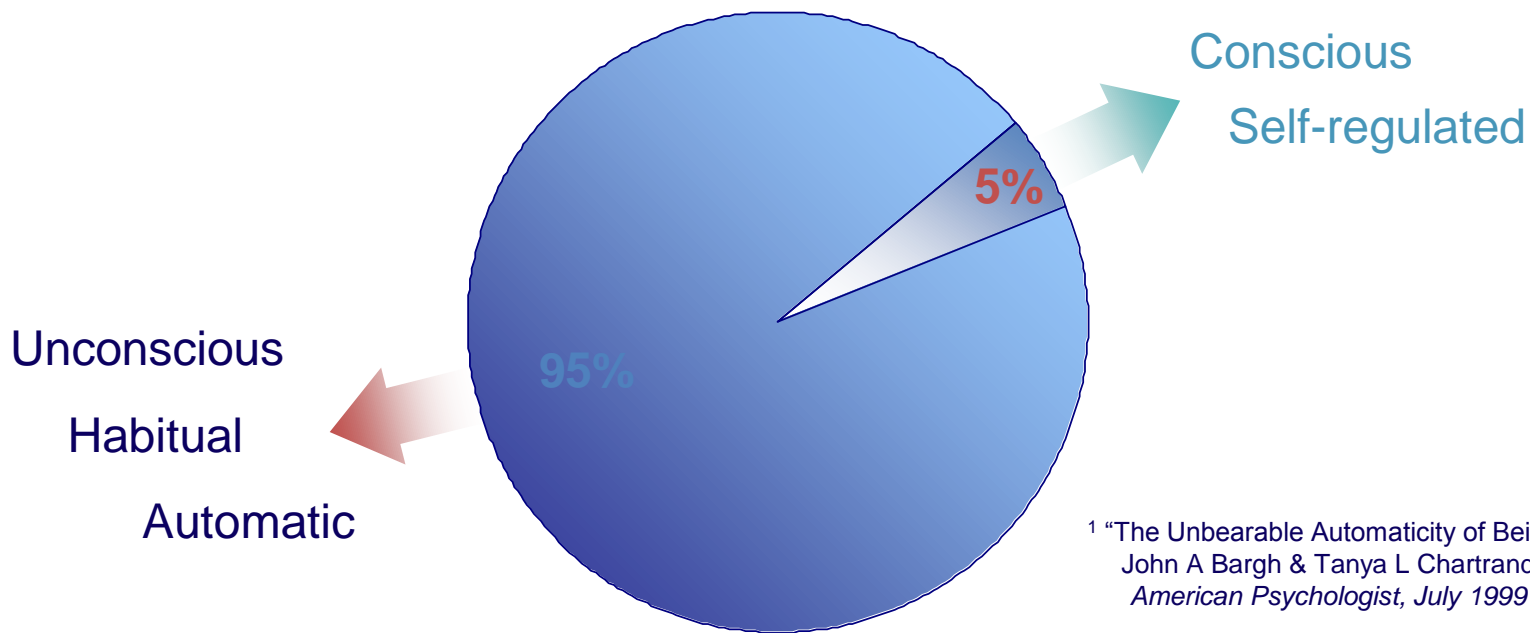
We are creatures of habit. To become leaders,
we must build new habits and routines.

How To Become Conscious?

Experience

- Trigger events (Most are negative)
- Reflection
- Developmental readiness

Paths to Consciousness and Positive Self-Variation

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

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.**

FSLBP: Case 4

- **Daughter: I applied the FSL concept a number to 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

Traditional

- Designed at the Top
- Based in Intuition
- Dispensing Knowledge
- Change Management
- Mechanistic and Linear Bias
- Exclusive
- High Cost
- Constrained by the Culture

FSLBPs

- Emergent – No Permission
- Based in Research
- Acquiring transformative power
- Change Leadership
- Organic and Viral Bias
- Inclusive
- Low cost
- Alters the Culture

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