

Exploring Leadership from the Inside Out



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Leaders Understand

Systems

Variation

The interdependence among systems, variation, learning, and human behavior.

Knowledge

Psychology

Leaders

"The process of becoming a leader is much the same as becoming an integrated human being." - Bennis and Nanus

*"Those who are open and willing to share themselves fully have the ability to ignite the souls of their employees to achieve greatness far beyond what anyone imagined possible."
- Bill George*

"Great leaders blend the paradoxical combination of deep personal humility and intense professional will." - Jim Collins

"Leaders examine the assumptions behind their organization's policies, e.g., the implicit belief that employees cannot be trusted." - Peter Scholtes

*“What you are
shouts so loudly in my ears
I cannot hear what you say.”*

- Emerson

How do you influence your organization?

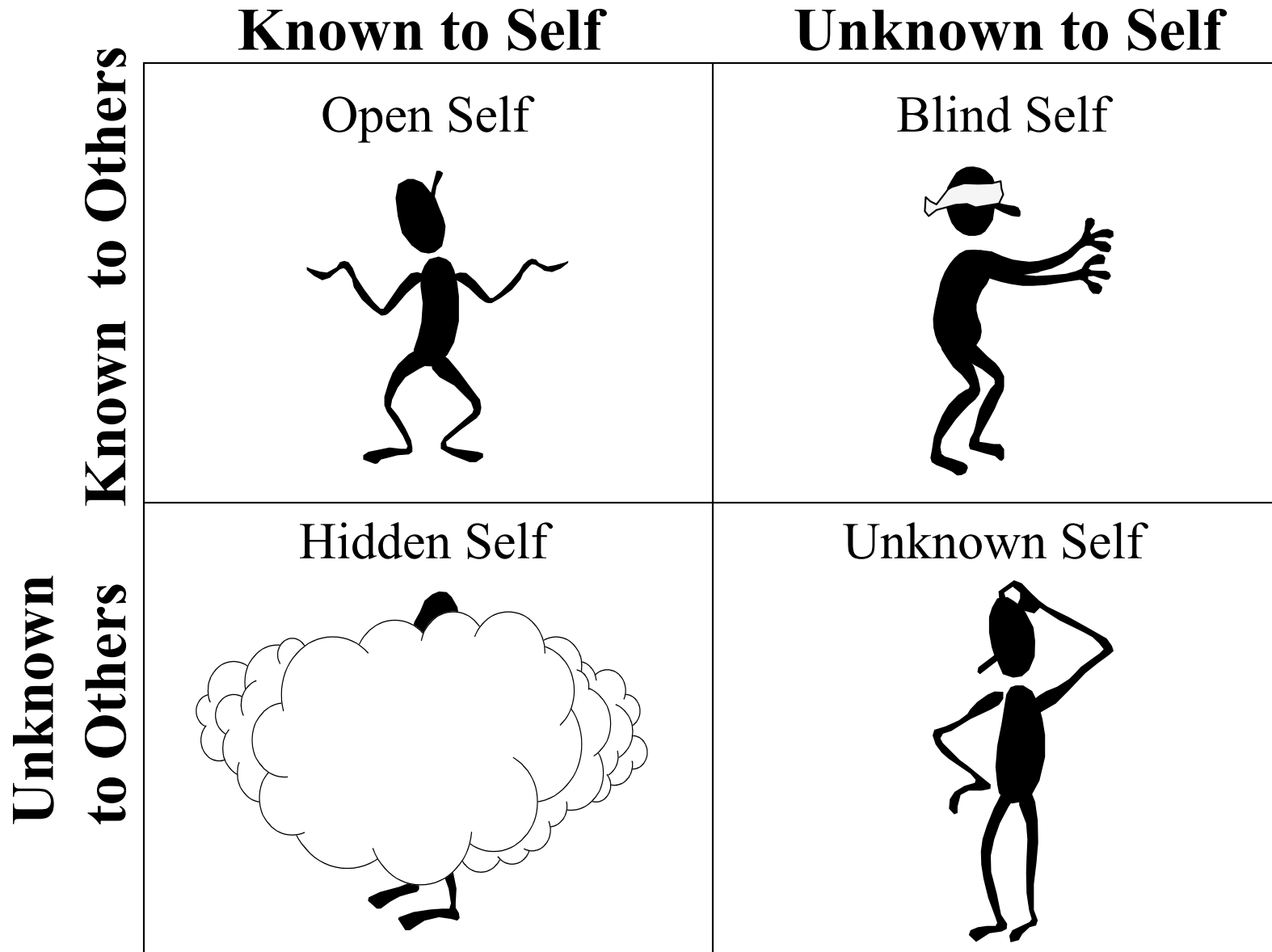


Intentionally

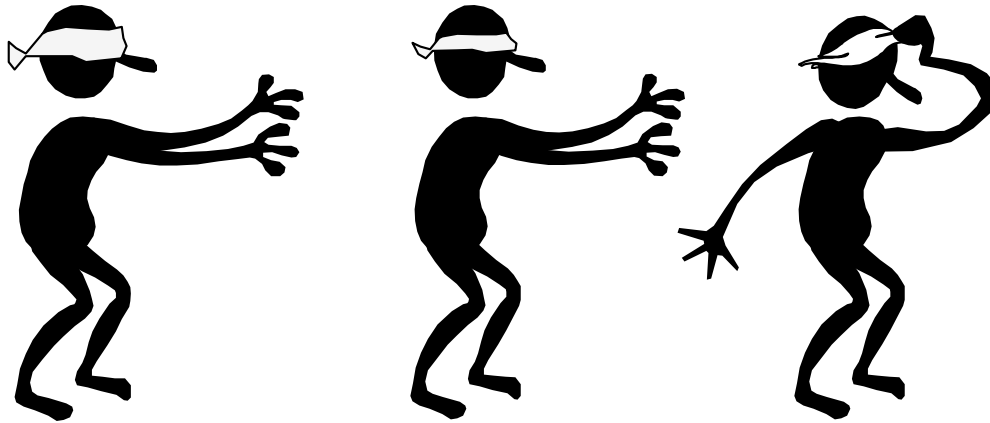


Unintentionally

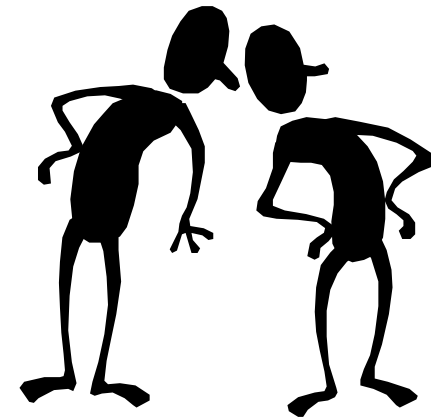
Johari Window



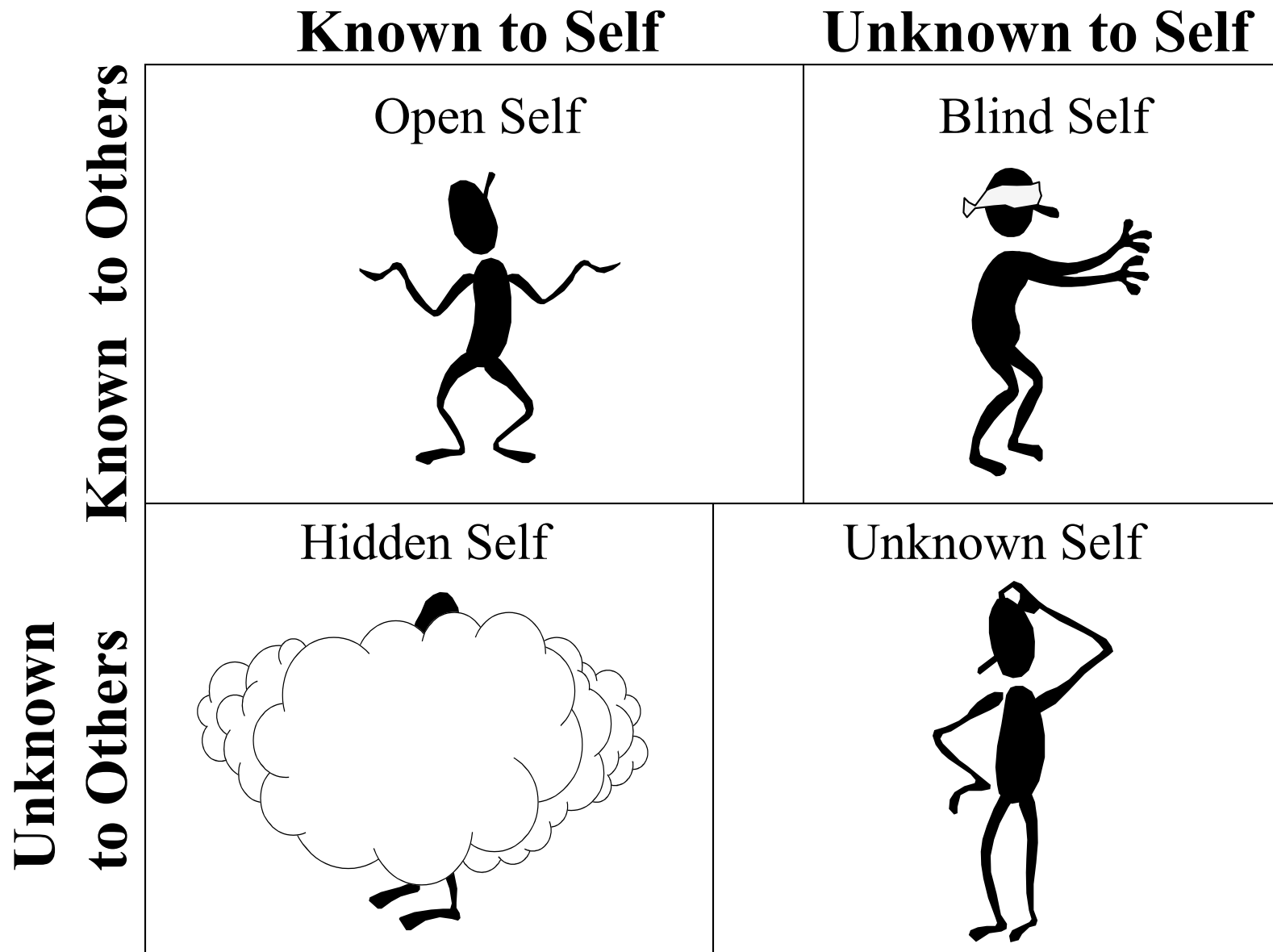
Diminish the Blind Self



through *Feedback*

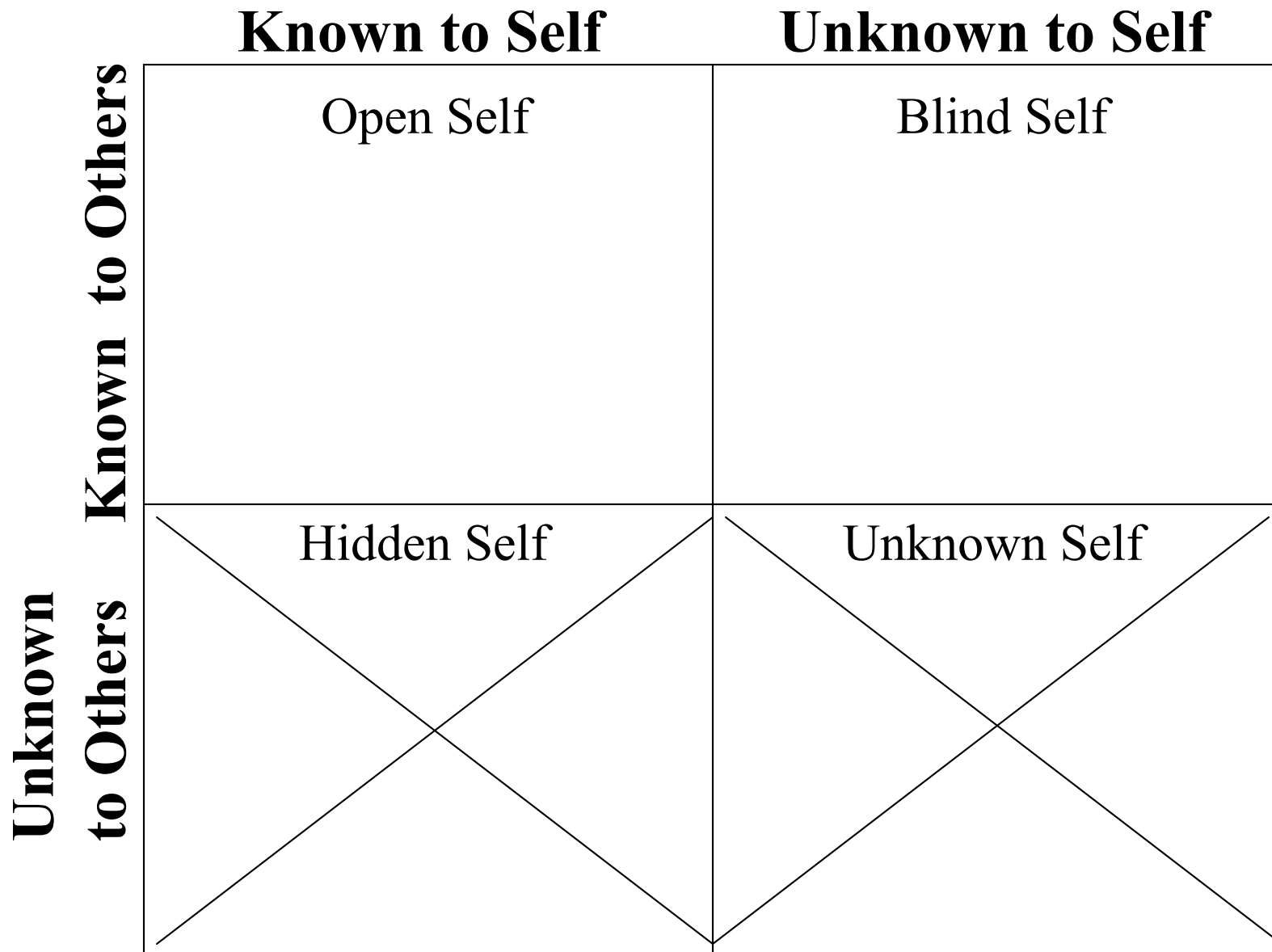


Johari Window

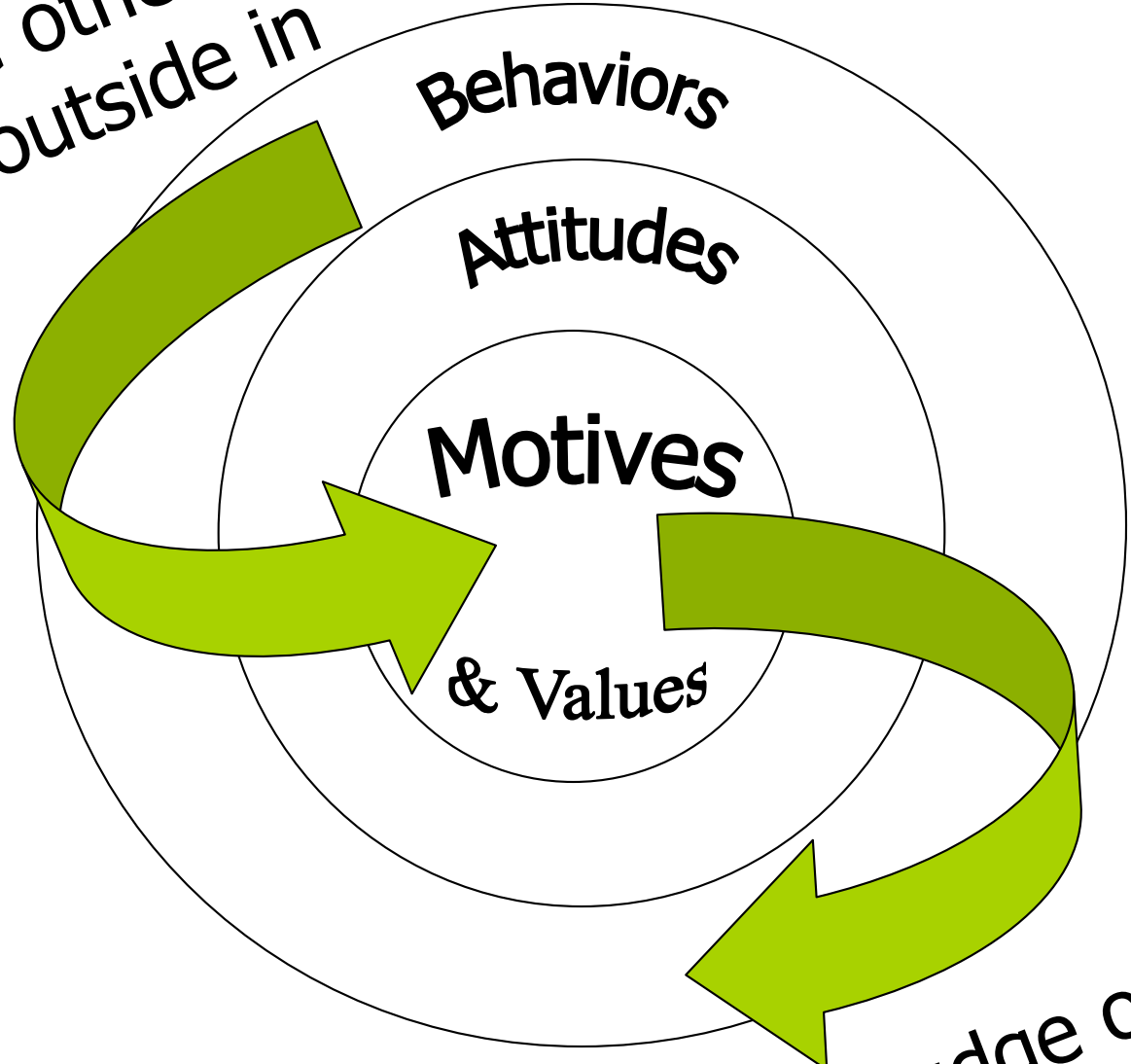


Johari Window Exercise

Fill this out for the person to whom you report. Focus on their leadership style.



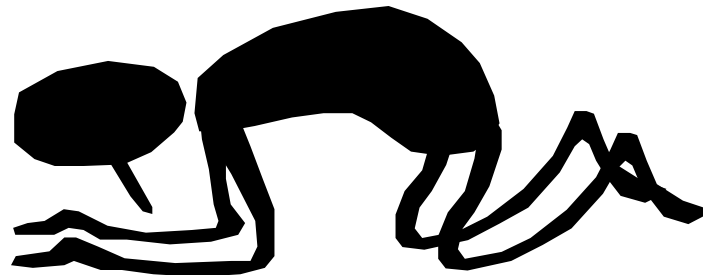
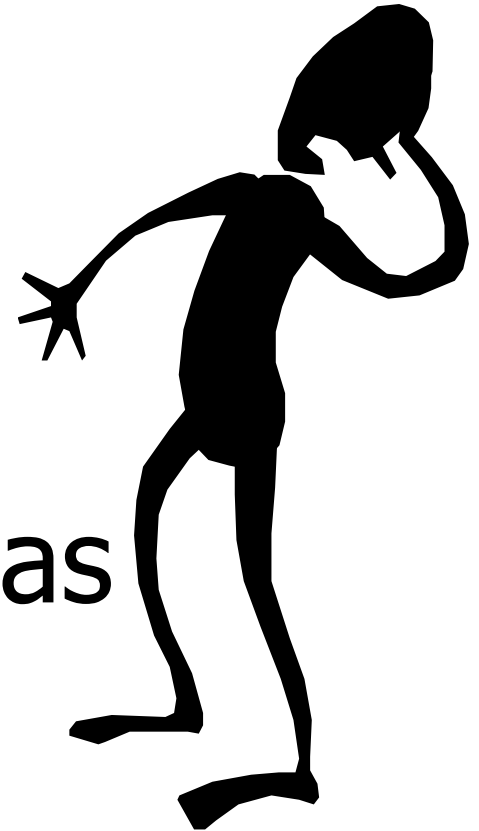
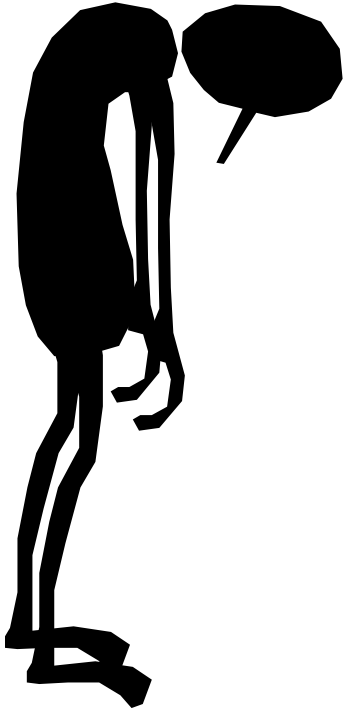
We judge others
from the outside in



We judge ourselves
from the inside out

Three Basic Fears

- Being rejected
- Being humiliated
- Being perceived as insignificant

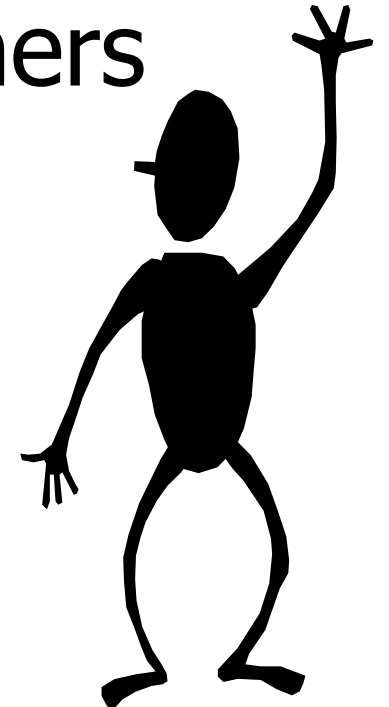


Seeking Feedback

- Check your intention
- Honor (their) timing
- Confirm how you will use the information
- Listen carefully
- Ask clarifying questions

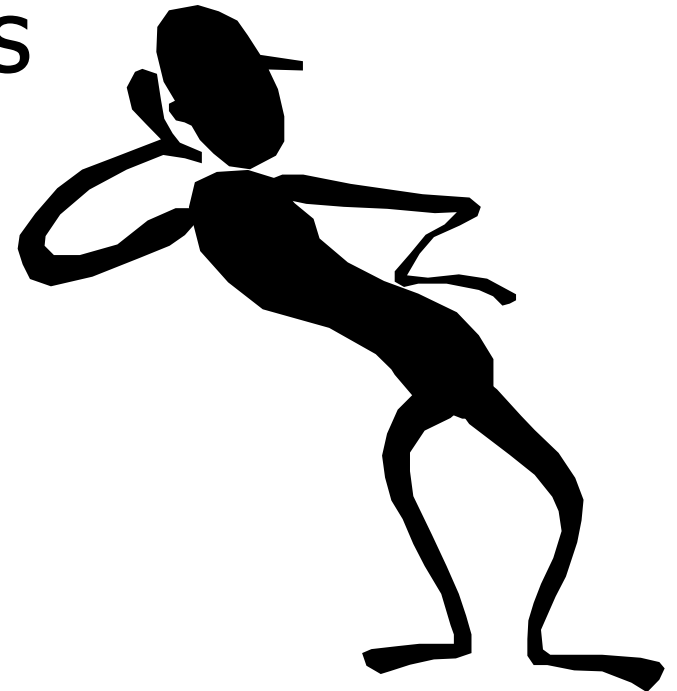
Going First

- Give feedback when it can help others
- It's a bonus if you are asked!
- Demonstrate courage and integrity
- Seek to balance honesty with kindness
- Assume a noble intention in others
- Be specific (behaviors)
- Ask them for feedback as well
- Aim to make it actionable

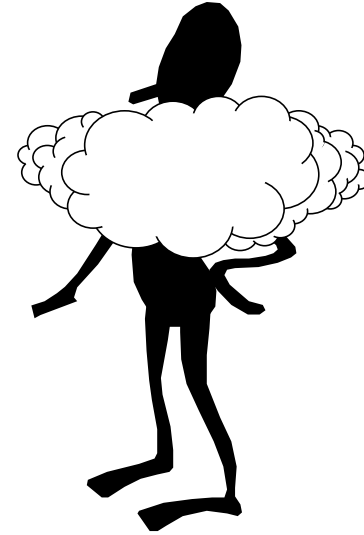
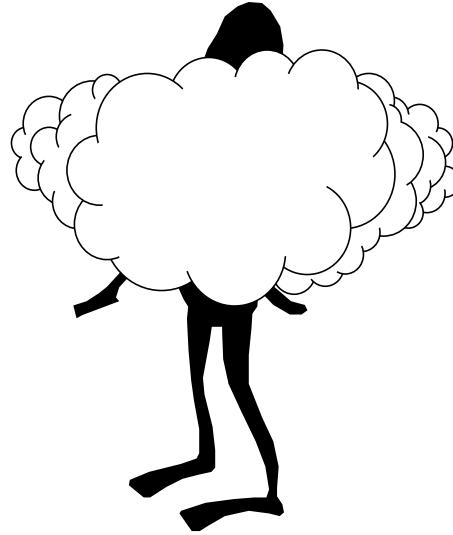
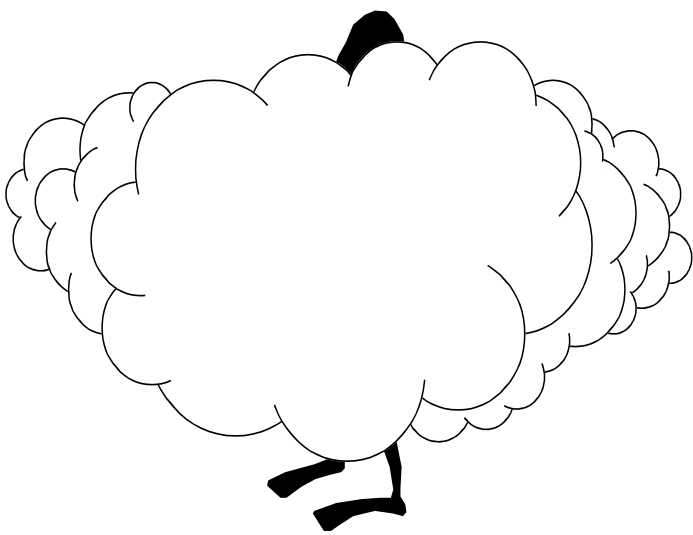


Receiving Feedback

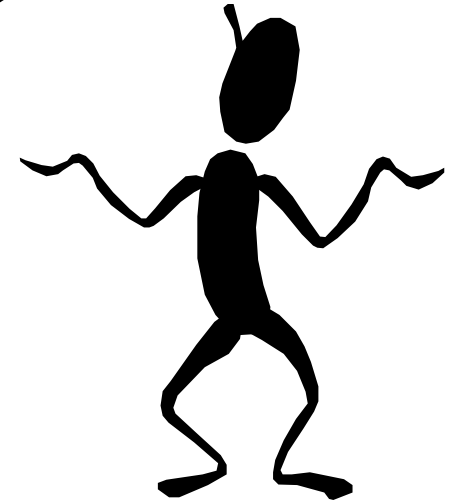
- Breathe
- Thank them and listen carefully
- Ask clarifying questions
- Acknowledge valid points
- Take time to sort out what you heard
- Don't be defensive



Diminish the Hidden Self



through ***Self Disclosure***



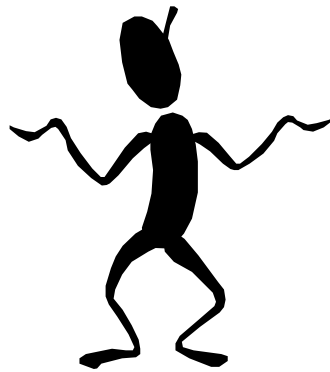
Johari Window

Known to Self

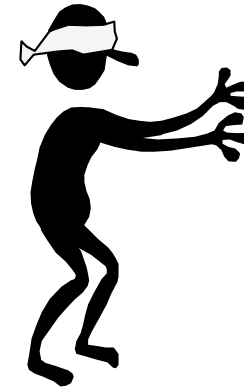
Unknown to Self

Known to Others

Open Self



Blind Self

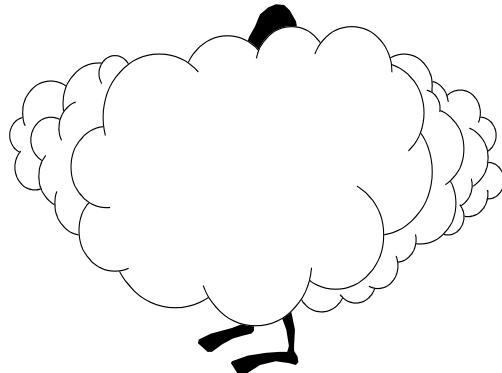


Unknown Self



Unknown to Others

Hidden Self



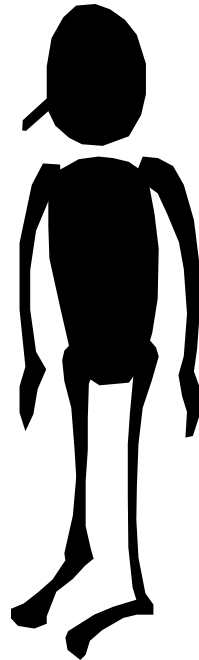
Self Disclosure

- Ensure appropriate timing and turf
- Recognize that sharing sensitive issues/weaknesses can build trust
- Realize that the information might be used against you
- Let the reaction of other be your guide
- Avoid "TMI" sharing



Self Disclosure Exercise

What is something about you that might help improve the productivity of your team if people at work were aware of it?



Influential Leaders

- Demonstrate a combination of humility and fierce determination
- Are vulnerable
- Demonstrate continuous learning
- Rely heavily on intuition to guide timing and courses of actions

Action Plan

Commit to give feedback to 3 people to help them reduce their blind spots.

Who

What you'll say

1. _____

2. _____

3. _____

Who will you ask to help you uncover yours?

Who

What/How you'll ask

1. _____

2. _____

3. _____

Why should they help you? What's in it for them?

On Leadership

Be patient

Be persistent

Be humble

Be inelegant

Peter Scholtes