Conscious Leadership
The Impact of Thinking Patterns on Effectiveness
Today’s Objectives

- Explore:
  - What makes good leaders and good teams?

- Uncover Mental Models:
  - Ways they serve you
  - Ways they hold you back
  - How to break free and more consciously lead
The Power of Leaders

Leaders Create the Climate for Success

- Individual Competencies
- Leadership Styles
- Organizational Climate
- Results

50-70% of variance in Organizational Climate can be explained by differences in Leadership Styles

28% of variance in Financial Results (profits and revenue) can be explained by differences in Organizational Climate

Adapted from HayGroup Climate and Leadership Styles Inventory
Impact of Leadership on Climate

Effective Leadership Styles for **SHORT TERM** success (Negative impact on climate over time)

- DIRECTIVE
- AFFILIATIVE
- PACE SETTING

Effective Leadership Styles for **LONG TERM** success (3 leading indicators for positive climate)

- VISIONARY
- PARTICIPATIVE
- COACHING

1. Where are we going?
2. How will we relate to each other?
3. How are we going to get there?

Effective Leadership Styles for **SHORT TERM** success (Negative impact on climate over time)

- DIRECTIVE
- AFFILIATIVE
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Effective Leadership Styles for **LONG TERM** success (3 leading indicators for positive climate)

- VISIONARY
- PARTICIPATIVE
- COACHING
12 Critical Skills for High-Engagement Leaders

- Provide a strong sense of meaning and direction by:
  - Developing a compelling vision of what his or her people can accomplish
  - Communicating in a way that brings people along
  - Setting a clear strategic direction for his/her direct reports

- Bring out collective brilliance by:
  - Building trust and acting with integrity
  - Challenging the status quo and inspiring innovation and creativity
  - Fostering a culture of collaboration

- Build a high performance environment by:
  - Setting high standards
  - Creating a sense of urgency
  - Empowering his/her employees

- Unlock the full potential of employees by:
  - Building relationships one person at a time
  - Providing rewards and recognition in a clear and consistent way
  - Driving development and growth

Adapted from The Conference Board’s DNA of Engagement: How Organizations can foster Employee ownership of Engagement 2017
We learned that there are five key dynamics that set successful teams apart from other teams at Google:

**Psychological Safety:** Can we take risks on this team without feeling insecure or embarrassed?

**Dependability:** Can we count on each other to do high quality work on time?

**Structure & Clarity:** Are goals, roles, and execution plans on our team clear?

**Meaning of Work:** Are we working on something that is personally important for each of us?

**Impact of Work:** Do we fundamentally believe that the work we’re doing matters?
Taking Stock: How do I stack up?

- What do I do well?
  - Understand the business
  - Learn on the fly
  - Think strategically
  - Build strong relationships
  - Deliver results
  - Elicit trust
  - Listen
  - Plan

- What do I wish I could do more effectively?
  - Make faster decisions
  - Speak up
  - Take constructive feedback or criticism better
  - Bounce back when something goes wrong
  - Delegate
  - Manage conflict
Common Limiting Patterns

- Doesn’t Delegate Enough … or The Right Things
- Too Quick-Time Obsessed, Pacesetting-Lacks Followership
- Lacks Confidence or Hesitates
- Makes it About Task
- Doesn’t Build Key Constituents, not Politically Savvy
- Difficulty with Ambiguity
- Difficulty in Adapting to Change in Level
- Doesn’t Manage Conflict Well
- Overplays Strength
Introspection

Think about how you approach issues and problems.

How do you see:

- Strengths?
- Areas for Improvement?
- Key Challenges?
- Mental Models? (work, authority, people, etc.)
Mental Models: What are they?
What Are Mental Models?

- The frameworks we use to make sense of our world.
- The underlying patterns of perceptions, thoughts and emotions that guide your behaviors and actions.
- We all have them.
- Many have been present since childhood.
- Ways we see, feel and think about ourselves and our worlds.
- Thinking that we use to ‘project’ our futures.
- Short cuts when under stress.
- Not always accurate.
Mental Model Thinking Cycle

A
Activating Event
What happens.

B
Beliefs
What we believe to be true about the event.

C
Consequence
What we feel, what we do.
Mental Model Implications

- Individual Exploration
  - What are the underlying beliefs and assumptions that drive your behaviors?
  - How do they impact your style?
  - How do they contribute or correlate to your development opportunities?

- Complete Mental Model Exercise

- Review Mental Model Reframing
Identifying Mental Models

4 Categories of Mental Models

- Success/Work
- People/Relationships
- Problems/Possibilities
- Leadership/Authority
Success/Work Mental Model

Work/Success Examples

- Failure is a sign of weakness.
- I’ve got to get it right.
- I just don’t want to get found out.
- Never give up; only losers give up.
- If I don’t work harder, I’ll fail. I’m not good enough.
- I’m not where I should be.
- I am my work.
- Only losers give up.

Adapted from: The Resilience Factor: 7 Keys to Finding Your Inner Strength and Overcoming Life's Hurdles
Authors: Andrew Shatté and Karen Reivich Publisher: 2002 Three Rivers Press
People/Relationships Mental Model

People/Relationship Examples

- It’s important to please others.
- I want people to think the best of me.
- Conflict leads to hard feelings.
- Asking for help means I’m incompetent.
- I can accomplish more, if people like me.
- Avoid embarrassment at all costs.
- Being loyal is what matters.
- I have to be there for the people I love.

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Leadership/Authority Mental Model

Leadership/Authority Examples

- I should be able to handle things myself.
- There’s no excuse for being wrong.
- I need to know everything.
- I’m expected to always appear to be on top of my game.
- The leader has to do it best.
- It’s better to lead than to follow.
- I just feel better, if I’m in control.
- If I want something done right, I need to do it myself.
- You can’t trust people. They will let you done.

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Problem/Possibilities Mental Model

Problems/Possibilities Examples

- Avoid embarrassment no matter what.
- Criticism means I’m not ‘cutting it’.
- I should always have a “can do” attitude.
- I need to solve problems on my own.
- If I’m all over it, mistakes don’t happen.
- I can’t let this happen.
- I need to fix this.
- There are no problems, only opportunities.

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### 4 Categories of Mental Models

#### People/Relationship
- It’s important to please others.
- I want people to think the best of me.
- Conflict leads to hard feelings.
- Asking for help means I’m incompetent.
- I’ll get more accomplished if people like me.
- If I sacrifice, people know I care.
- Being loyal is what matters.
- I have to be there for the people I love.

#### Leadership/Authority
- If I want something done right, I’ve got to do it myself.
- I should be able to handle things myself.
- There is no excuse for being wrong.
- I need to know everything.
- I’m expected to always appear to be on top of my game.
- The leader has to do it best.
- It’s better to lead than to follow.
- I just feel better if I’m in control.

#### Problems/Possibilities
- Avoid embarrassment no matter what.
- Criticism means I’m not ‘cutting it’.
- I should always have a “can do” attitude.
- I need to solve problems on my own.
- If I’m all over it, mistakes don’t happen.
- I need to fix this.
- There are no problems, only opportunities.

#### Work/Success
- Failure is a sign of weakness.
- I have got to get it right.
- I just don’t want to get found out.
- I must not give up/ giving up is not an option.
- If I don’t work hard enough, I’ll fail. I’m not good enough.
- I’m not where I should be.
- I am my work.
- Only losers give up.
Mental Models Impact

- Our mental models impact how we lead and deal with:
  - Success and Failures
  - People
  - Problems
  - Authority
  - Possibilities
Identifying Mental Models

Mental Models can be recognized in our:

- Parents/Heroes
- Conversations/Responses
- Convictions
- Challenges/Fears
- Opportunities
- Feedback
- Introspection

They are underlying themes in our lives… look for the themes.
Mental Models Questionnaire

- Complete Mental Model Questionnaire
- Read each statement
- Assess (Does this thought ‘live’ in your head?)
- Write down the variation
- Rate self on scale of 1-5
Group 1: Work/Success Mental Model
“I’ve got to get it right”

Group 2: People/Relationship Mental Model
“I want people to like me”

Group 3: Leadership/Authority Mental Model
“If I want it done right, I have to do it myself”

Group 4: Problems/Possibilities Mental Model
“Avoid embarrassment at all costs”
Mental Models in Action

- Move to the corners of the room for Groups 1-4.
- In groups of three or four, share your top theme, and internal dialogue.
- What pieces of ‘self-talk’ seemed to come up? What patterns of thought, feeling and/or perception (mental models) did you notice?
# Practice Reframing Together

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<thead>
<tr>
<th>Mental Model</th>
<th>Upsides</th>
<th>Downsides</th>
<th>Potential Reframe</th>
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In your small group:

- Identify Potential Positive Results
- Identify Potential Negative Results
- Generate 1-3 potential “Reframes”

Remember: Reframes should be:

- Short statements
- Memorable
- Maintain positive outcomes
- Minimize negative outcomes
- Created in ‘Your Voice’
Impact of Mental Models

Large Group Debrief:

- Overall Reactions
- How might your Mental Models, impact your role as a Leader?
- How can you lead more consciously?
Questions and Invitation

- To explore mental models further:
  - Complete a life map of highs and lows/ significant events in your life.
  - Complete examining your scripts exercise
  - Identify and Reframe 2-3 Mental Models.
  - Link to your 360 Feedback.

- Questions?