

Stepping Back to Move Forward

The Inner Disciplines of Leadership

What's Happening In NZ Leadership? Authentic Leadership Research

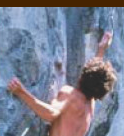
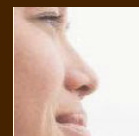


- The use of three integrated tools (Authentic Leadership, PsyCap and Leadership Impact) means that we can measure authentic leadership (for the first time in New Zealand) and we can link it to psychological capital and impact (for the first time globally).
- This link between authenticity in leaders, positive or negative attitude in followers and consequent organisational capacity to perform is very significant from a leadership and performance point of view.



Measuring Authenticity

- **Self Awareness – developing an understanding and sense of self that provides a firm anchor for their decisions and actions**
- **Balanced Information Processing - unbiased collection and interpretation of positive and negative self-related information**
- **Moral and ethical perspective – behaviour guided by core values, beliefs, thoughts and feelings rather than outside pressures and personalities**
- **Relational transparency – high levels of openness, self-disclosure and trust in relationships.**



Authentic Leadership Survey



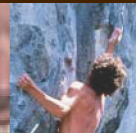
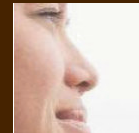
- Workforce believes that NZ leaders self-awareness is low and consequently they are not aware of the impact of their actions and behaviours on others.
- NZ workforce rates its leaders highest in:
 - **Ethical and moral actions and behaviours**
 - Demonstrating beliefs consistent with actions
 - Analysing relevant data before deciding
 - Making decisions based on their core values.



Authentic Leadership Survey



- Non-authentic leaders are responsible for the diminished performance of their organisations by discouraging creativity and innovation at work and stifling communication and honesty - the very things organisations need to perform at the highest level.



The Importance of Self-Awareness



ECI research has found that if people lack Self-Awareness, their chances of having Self-Management and Social Awareness are significantly reduced

Reflection

**To be quiet enough
not to hear the old and familiar
but to hear afresh
what our heart is saying.**

Charles Ringma

Reflection

“The process of stepping back from an experience to ponder, carefully and persistently, its meaning to you by focusing on the implications or conclusions you draw.”

Reflecting on Emotional Patterns

Triggers



Physical
Reaction



What am I
Feeling?



What am I
Thinking?



Know your Triggers

Understand your common triggers by looking back at past experiences – what are the triggers in the situation, in yourself?

Look for patterns and themes in order to identify your underlying motives across the situations.

Pattern

Saying 'yes' because of a fear of rejection

Anger at threats to status

Withdrawal from conflict

Anger when subordination is required

Inappropriately taking over a task from a direct report rather than coaching them

Motivation

Need for approval

Need for recognition

Need to belong

Need to be in control

Need to achieve

Identify The 'Chain Reaction' In Your Physical Response

- **Identify the physical chain reaction that takes place for you in these situations**
 - e.g. my stomach feels queasy; my face flushes; my muscles start to tighten in my neck, shoulders and back; there is an edge in my voice.

Identify What You're Feeling

- **Identify the full “emotional footprint” – “and ... and ... and”.**

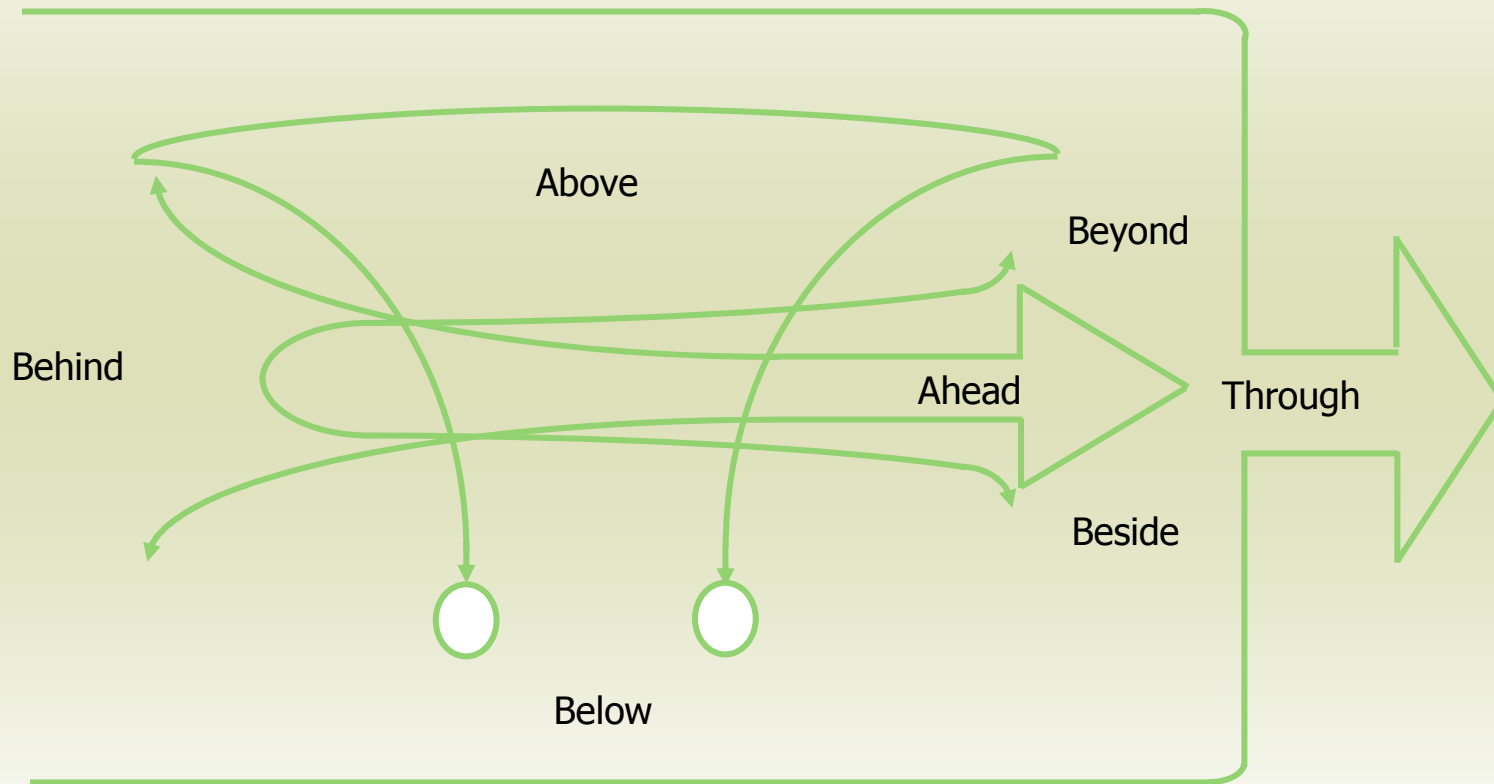
Identify Your Thought Patterns

- Your **perceptions** of the situation will determine your emotional response.
- To manage your emotions, identify what you are **saying to yourself** about yourself, others and the situation you are in.

Breaking the Patterns

- **Triggers**
 - Be vigilant in high trigger situations e.g. tired, important outcomes,
 - Reframe triggers to find other ways of meeting the underlying motive.
- **Physical Reactions**
 - Cues for new strategy (Visualisation)
 - Anchor new strategies physically
- **Feelings**
 - Use as indicators for action (10 Emotional Action Signals)
- **Thoughts**
 - Challenge your self-talk (Distraction and Disputation)

What is Strategic Thinking?



Strategic Reflection Tools

- **Seeing Ahead and Behind – Early Warning Systems**
 - Information about the future.
 - Looking behind for deeper patterns.

- **Seeing Above and Below - Move from the Dance Floor to the Balcony**
 - Take some quiet time.
 - Form a “kitchen cabinet”.
 - Listen to your manager.
 - Create a few emissaries.
 - Go beyond activities to look for patterns and causes.

Strategic Reflection Tools (continued)

- **Seeing Beside and Beyond - River Jumping**
 - Re-express – approach from a different viewpoint.
 - Related world – use others experiences.
 - Revolution – breaking the rules.
 - Random links – select any stimulus and force connections.

Strategic Reflection Habits

- What strategic reflection tools will you incorporate into your reflective practice?
- **The 20 Week Challenge:** What is the commitment you make to yourself over the next 20 weeks?