

The background of the slide is a light gray gradient with several realistic water droplets of various sizes scattered across it. The droplets have highlights and shadows, giving them a three-dimensional appearance. The text is centered on the slide.

THE PSYCHOLOGY OF LEADERSHIP


RON PICKETT

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OUTCOMES

PARTICIPANTS WILL LEAVE WITH:

- A BETTER UNDERSTANDING OF THE IMPORTANT TRAITS OF LEADERSHIP.
 - AN IMPROVED KNOWLEDGE OF THE CHARACTERISTICS OF POWER IN ORGANIZATIONS.
 - A PERSONAL INVESTMENT IN THE CONCEPT OF CHANGE FOR YOUR ORGANIZATION.
 - A LIST OF THINGS TO DO IN YOUR ORGANIZATION, PARTIALLY COMPLETED IN THE SEMINAR.
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LEADERSHIP ESSENTIALS

- VISION
- COMMUNICATED
- EMPOWERED STAFF
- ATTENTION TO IMPORTANT DETAILS

LEADERSHIP TRAITS (GALLUP)

- THEY **MOTIVATE** EVERY SINGLE EMPLOYEE TO TAKE ACTION AND ENGAGE THEM WITH A COMPELLING MISSION AND VISION.
- THEY HAVE THE **ASSERTIVENESS** TO DRIVE OUTCOMES AND THE ABILITY TO OVERCOME ADVERSITY AND RESISTANCE.
- THEY CREATE A CULTURE OF CLEAR **ACCOUNTABILITY**.
- THEY BUILD **RELATIONSHIPS** THAT CREATE TRUST, OPEN DIALOGUE, AND FULL TRANSPARENCY.
- THEY **MAKE DECISIONS** THAT ARE BASED ON PRODUCTIVITY, NOT POLITICS.

[HTTP://BLOGS.HBR.ORG/2014/03/WHY-GOOD-MANAGERS-ARE-SO-RARE/](http://blogs.hbr.org/2014/03/why-good-managers-are-so-rare/)



SELF ASSESSMENT

- HOW WOULD YOU RATE YOURSELF AND YOUR STAFF IN THESE FIVE TRAITS?

- WHERE CAN YOU IMPROVE?

- BE SPECIFIC _____

- WHAT WILL THE RESULTS OR IMPACT BE?



THE 48 LAWS OF POWER

1. NEVER OUTSHINE THE MASTER.

3. CONCEAL YOUR INTENTIONS.

7. GET OTHERS TO DO THE WORK FOR YOU BUT ALWAYS TAKE THE CREDIT.

11. LEARN TO KEEP PEOPLE DEPENDENT ON YOU.

12. USE SELECTIVE HONESTY AND GENEROSITY TO DISARM YOUR VICTIM.

13. WHEN ASKING FOR HELP, APPEAL TO PEOPLE'S SELF-INTEREST, NEVER TO THEIR MERCY OR GRATITUDE.

14. POSE AS A FRIEND, WORK AS A SPY.

48 LAWS OF POWER (CONT.)

15. CRUSH YOUR ENEMY TOTALLY.

17. KEEP OTHERS IN SUSPENDED TERROR; CULTIVATE AN AIR OF UNPREDICTABILITY.

24. PLAY A SUCKER TO CATCH A SUCKER – SEEM DUMBER THAN YOUR MARK.

27. PLAY ON PEOPLE'S NEED TO BELIEVE TO CREATE A CULT-LIKE FOLLOWING.

30. MAKE YOUR ACCOMPLISHMENTS SEEM EFFORTLESS.

41. AVOID STEPPING INTO A GREAT MAN'S SHOES.

SOURCES OF POWER

FRENCH AND RAVEN

- LEGITIMATE.
- COERCIVE.
- REWARD.
- INFORMATION.
- KNOWLEDGE/EXPERT
- REFERENT/IDENTIFICATION.
- ASSOCIATION.



PERSONALIZED POWER VS. SOCIALIZED POWER

- PERSONALIZED POWER:
 - STRUGGLE TO WIN OUT OVER AN ACTIVE ADVERSARY.
 - LIFE IS SEEN AS A “ZERO-SUM-GAME.”
 - THE LAW OF THE JUNGLE APPLIES TO ALL ASPECTS OF LIFE.
 - TEND TO DRINK MORE.
 - COLLECT PRESTIGE ITEMS.
 - USE THEIR POWER FOR SELF AGGRANDIZEMENT.
 - ENGAGE IN IMPULSIVE ACTIONS.
 - WANT TO DOMINATE IN MOST SITUATIONS.

“HAVE IMPACT FOR HIM OR HER SELF.”

POWER USED FOR PERSONAL BENEFIT.

PERSONALIZED VS. SOCIALIZED POWER

- SOCIALIZED POWER:
 - HESITANT ABOUT EXPRESSING POWER IN A DIRECT INTERPERSONAL WAY.
 - MAKE OTHERS FEEL STRONG, CONFIDENT AND COMPETENT.
 - EXERCISE POWER FOR THE BENEFIT OF OTHERS.
 - AMBIVALENT ABOUT THE EXERCISE OF PERSONAL STRENGTH.
 - REALIZE THAT MOST VICTORIES MUST BE CAREFULLY PLANNED.
 - HELP TO DEVELOP AND DEMONSTRATE CONCERN ABOUT GROUP GOALS.
 - GOOD IMPULSE CONTROL


“HAVE IMPACT FOR THE GROUP.”



POWER


POWER CORRUPTS. ABSOLUTE POWER CORRUPTS ABSOLUTELY.
BUT IT ROCKS ABSOLUTELY, TOO.

www.despair.com

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- POWER IS AT IT'S BEST WHEN IT IS USED THE LEAST.
 - POWER CAN BE SEDUCTIVE.
 - SPEAK SOFTLY AND CARRY A BIG STICK.
 - IN A SELLERS MARKET FOR SKILLS AND EXPERIENCE, THE CAREFUL APPLICATION OF THE APPROPRIATE LEVEL OF POWER IS INCREDIBLY IMPORTANT.

RANDOM THOUGHTS ON POWER



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- BECOME COMFORTABLE WITH THE POWER YOU HAVE – LEARN TO SEE IT AS AN ALLY, A TOOL - NOT AS A NECESSARY EVIL.
 - HOUSE OF CARDS.
 - *POWER CORRUPTS, AND ABSOLUTE POWER CORRUPTS ABSOLUTELY.* .—LORD ACTON, LETTER TO BISHOP MANDELL CREIGHTON, 1887

RANDOM THOUGHTS ON POWER





THINGS YOU CAN DO

- ACCEPT THE NECESSITY OF POWER FOR MANAGEMENT.
- CLARIFY YOUR VALUES.
- IDENTIFY YOUR SOURCES OF POWER.
- TEST YOUR ACTIONS.
- MONITOR YOUR RESULTS.
- INCREASE YOUR INFLUENCE AND USE YOUR INFLUENCE STRATEGIES.
- BUILD TRUST - EXTEND TRUST.

“A FIRM FAITH IN PEOPLE PREVENTS THE DEVELOPMENT OF THE KIND OF CYNICISM THAT SO OFTEN CHARACTERIZES AUTHORITARIAN LEADERS.”



SELF ASSESSMENT - POWER

- WHAT IS THE PRIMARY SOURCE OF POWER IN YOUR ORGANIZATION?
- HOW IS POWER EXPRESSED?
- WHAT FORCES ARE IN PLACE TO PUSH TOWARD SOCIALIZED POWER?

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- HOW CAN YOU ASSESS YOUR PROGRESS TOWARD OR TO MAINTAIN SOCIALIZED POWER?
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THE OBEDIENCE TO AUTHORITY
EXPERIMENT

STANLEY MILGRAM

THE STANFORD PRISON EXPERIMENT

PHILIP ZAMBARDO

THE HAZARDS OF POWER

**The greatest trap in our life is not success, popularity
or power, but self-rejection."**

-- Henri Nouwen,





RESISTANCE TO CHANGE

- AMBIGUITY - WHEN THE REASON FOR THE CHANGE IS UNCLEAR.
- WHEN THOSE INVOLVED OR AFFECTED HAVE NOT BEEN CONSULTED ABOUT THE CHANGE.
- WHEN THE CHANGE THREATENS TO MODIFY ESTABLISHED PATTERNS OF WORKING RELATIONSHIPS BETWEEN PEOPLE.
- WHEN COMMUNICATION ABOUT THE CHANGE HAS NOT BEEN SUFFICIENT.
- WHEN THE BENEFITS AND REWARDS FOR MAKING THE CHANGE ARE NOT SEEN AS WORTH THE TROUBLE INVOLVED.
- WHEN THE CHANGE THREATENS JOBS, POWER OR STATUS IN AN ORGANIZATION.


EIGHT STAGE PROCESS OF CREATING MAJOR CHANGE


1. ESTABLISH A SENSE OF URGENCY.
2. CREATE A GUIDING COALITION.
3. DEVELOP A VISION AND STRATEGY.
4. COMMUNICATE THE CHANGE VISION.
5. EMPOWER BROAD-BASED ACTION.
6. GENERATE SHORT-TERM WINS.
7. CONSOLIDATE GAINS AND PRODUCE MORE CHANGE.
8. ANCHOR NEW APPROACHES IN THE CULTURE

FROM: LEADING CHANGE, JOHN P. KOTTER ALSO SEE A SENSE OF URGENCY



SEVEN DYNAMICS OF CHANGE

1. PEOPLE FEEL AWKWARD AND ILL AT EASE.
 2. PEOPLE THINK FIRST ABOUT WHAT THEY WILL LOSE.
 3. PEOPLE FEEL ALONE EVEN IF OTHERS HAVE THE SAME EXPERIENCE.
 4. PEOPLE CAN ONLY HANDLE SO MUCH CHANGE.
 5. PEOPLE ARE AT DIFFERENT LEVELS OF ACCEPTANCE.
 6. PEOPLE ARE CONCERNED THAT THEY WILL LACK THE NEEDED RESOURCES.
 7. PEOPLE REVERT TO OLD HABITS WHEN THE PRESSURE IS OFF (OR ON!).
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- FIND KEY ELEMENTS OF SUCCESS.
 - PERSUADE PEOPLE THAT CHANGE IS IMPORTANT.
 - RECRUIT OPINION LEADERS.
 - CONVINCED PEOPLE THAT THE CHANGES WILL MAKE A DIFFERENCE, AND
 - THEY CAN PERFORM THE BEHAVIORS.
 - PROVIDE FEEDBACK ON THE RESULTS.

COMMON CHARACTERISTICS OF SUCCESSFUL CHANGE EFFORTS





SIMPLE STEPS TO TAKE

- SCHEDULE PERIODIC UPDATE MEETINGS.
- ASK “WHAT DO YOU NEED FROM ME TO BE SUCCESSFUL?”
- BECOME LESS INVOLVED IN SPECIFICS, THE “HOW TO’S,” MORE INVOLVED IN THE “WHAT IF’S”
- SET OBJECTIVE, “SELF-MEASURING” STANDARDS OR METRICS. ASSIST STAFF IN BUILDING IN MEASUREMENTS THAT WILL HELP THEM GET ON TRACK AND STAY ON TRACK TO ACHIEVE THEIR GOALS.
- REVIEW THE HERSEY AND BLANCHARD SITUATIONAL LEADERSHIP MODEL AND CONSIDER WHERE YOU AND YOUR STAFF FIT.
- *RECENTLY WE ARRIVED AT A MUFFIN SHOP 5 MINUTES AFTER CLOSING. WHEN YOU ARE IN THIS SITUATION, YOU KNOW THAT IF THE DOOR IS OPENED, IT IS LIKELY THAT YOU HAVE ATTRACTED THE ATTENTION OF THE OWNER! IF IT IS A STAFF MEMBER THAT OPENS THE DOOR, YOU HAVE THE BEST OF ALL SITUATIONS – A SHOP WHERE THE STAFF ACTS LIKE THEY ARE THE OWNER! WHAT HAPPENS AT YOUR LAB DOOR 5 MINUTES AFTER CLOSING?*





APPRECIATION EXERCISE

- THINK OF SOMEONE HERE THAT HAS DONE SOMETHING THAT YOU APPRECIATE
 - WHO IS IT?
 - WHAT DID THEY DO?
 - TELL THEM!
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References and for Further Reading

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ASSESSING READINESS FOR CHANGE

1. DO KEY STAKEHOLDERS UNDERSTAND AND SUPPORT THE INITIATIVE?
2. ARE AVAILABLE FINANCIAL AND PHYSICAL RESOURCES ADEQUATE?
3. ARE CURRENT STAFF SKILLS AND EXPERIENCE ADEQUATE?
4. DO STAFF HAVE ACCESS TO NEEDED TOOLS AND INFORMATION RESOURCES?
5. IS EFFECTIVE SPONSORSHIP AND PROJECT MANAGEMENT IN PLACE?
6. ARE EFFECTIVE ISSUE-MANAGEMENT AND DECISION-MAKING PROCESSES IN PLACE?
7. ARE FEEDBACK AND ACCOUNTABILITY SYSTEMS SUFFICIENTLY DEVELOPED?
8. ARE THERE UNACKNOWLEDGED BARRIERS TO SUCCESSFUL IMPLEMENTATION?

BANDURA'S RESEARCH

- PEOPLE CHOOSE THEIR BEHAVIORS BASED ON WHAT THEY THINK WILL HAPPEN TO THEM AS A RESULT.
 - TO CHANGE BEHAVIOR YOU NEED TO CHANGE MENTAL MAPS OF CAUSE AND EFFECT.
 - 100 CALORIE SNACK PACKS.
- MANY THOUGHTS ARE INCOMPLETE OR INACCURATE.
- THE TWO FACTORS THAT INFLUENCE WHETHER PEOPLE CHOOSE TO ENACT A VITAL BEHAVIOR ARE:
 - IS IT WORTH DOING?
 - CAN I DO THIS THING?

BANDURA'S RESEARCH

- THE MOST COMMON TOOL WE USE TO CHANGE OTHER'S EXPECTATIONS IS VERBAL PERSUASION.
- VERBAL PERSUASION RARELY WORKS.
- THE GREAT PERSUADER IS PERSONAL EXPERIENCE.
 - CREATE A SURROGATE FOR ACTUAL EXPERIENCE –
 - CREATE A VICARIOUS EXPERIENCE.

EMOTIONAL INTELLIGENCE THE FINAL LINK

- SELF-AWARENESS – THE ABILITY TO KNOW ONE'S EMOTIONS, STRENGTHS, WEAKNESSES, DRIVES, VALUES AND GOALS AND RECOGNIZE THEIR IMPACT ON OTHERS WHILE USING GUT FEELINGS TO GUIDE DECISIONS.
- SELF-REGULATION – INVOLVES CONTROLLING OR REDIRECTING ONE'S DISRUPTIVE EMOTIONS AND IMPULSES AND ADAPTING TO CHANGING CIRCUMSTANCES.
- SOCIAL SKILL - MANAGING RELATIONSHIPS TO MOVE PEOPLE IN THE DESIRED DIRECTION
- EMPATHY - CONSIDERING OTHER PEOPLE'S FEELINGS ESPECIALLY WHEN MAKING DECISIONS
- MOTIVATION - BEING DRIVEN TO ACHIEVE FOR THE SAKE OF ACHIEVEMENT.
- EMOTIONAL COMPETENCY



THE LEARNING ORGANIZATION

- SHARED VISION AND FUTURE FOCUS
- OPEN COMMUNICATION
- NON-PUNITIVE ENVIRONMENT
- SUPPORTIVE AND COACHING CLIMATE
- MOVEABLE AND ADJUSTABLE LIMITS AND BOUNDARIES
- DEBRIEF AND LESSONS LEARNED
- PERMISSION TO EXPERIMENT
- NORMS AND VALUES
- OVERCOMING RESISTANCE TO CHANGE



TEN STEPS TO A LEARNING CULTURE

1. ASSESS YOUR LEARNING CULTURE

2. PROMOTE THE POSITIVE

3. MAKE THE WORKPLACE SAFE FOR
THINKING

4 REWARD RISK-TAKING

5. HELP PEOPLE BECOME RESOURCES
FOR EACH OTHER

6. PUT LEARNING POWER TO WORK

7. MAP OUT THE VISION

8. BRING THE VISION TO LIFE

9. CONNECT THE SYSTEMS

10. GET THE SHOW ON THE ROAD





SHORT CHECKLIST FOR CHANGE MANAGERS

- WHAT EXACTLY IS THE CHANGE YOU WANT TO INSTITUTE? BE SPECIFIC:

- WHY IS THIS CHANGE NEEDED? _____.

- WHY NOW? _____.

- WHO SHOULD BE IN YOUR GUIDING COALITION?

- WHO WILL BE AFFECTED?

- HOW CAN YOU COMMUNICATE THE VISION – THE URGENCY

- WHAT SHORT TERM WINS CAN YOU EXPECT?

