Leadership: Innate of Acquired?

2015 Alaska State HR Conference
Al Bolea
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Leadership Values

Peter Thomas, Motivational Speaker, “You become what you value.”
Richard Wiseman, Psychologist, “You value what you become.”

Gerry Blackmore, “Al, it took a lot of **courage** to **speak** into that room and you showed a lot of **integrity** too. You never backed down and you described a **future** for the company that I had not considered.”

**Foundation Learning:** Leaders have values and they must include:

- Courage
- Conversation
- Integrity
- Future Orientation

What’s the causal factor?
- My actions
- My values
- Gerry’s recognition
Leadership: Mastery vs Skills

![Graph showing comparison between Person A and Person B in terms of skill acquisition and mastery.](image-url)
J-Curve Leadership Model

- **What Leaders Do**
  - Set Direction
  - Build a Cadre of People
  - Create Key Processes
  - Steward Structure
  - Nurture Behaviors

- **How Leaders Lead**
  - Support
  - Conversations
  - Boundaries
  - Space to Deliver

**M A S T E R Y**

**SKILL ACQUISITION**

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Behavior Model - Wrong

- Potentials
- Behaviors
- Company And Environment

Direction
- Teams
- Delivery
- Possibilities
Behavior Model

Incremental Mind Set (Carol Dweck) – belief that success is based on hard work, learning, training, and doggedness
Nurture Behaviors
Group Exercise

Think about this question...

Do you smile because you are happy
or
are you happy because you smile?
Changing the *behaviors* of individuals will maximize the *potentials* within the company

Leadership is a Behavior
Not a Role

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Nurture Behaviors
How To Change

Could it be that the experience drives expectation?

William James, 1890, *Principles of Psychology*

The As If Principle

The body shapes the mind which shapes the brain

Now call *Long-Term Potentiation*

If you want a quality, act *as if* you already have it

Sigmund Freud said that emotion drives behavior

John Watson said that behavior drives emotions
Nurture Behaviors
How To Change – *act as if*

You want to have *Courage*, act *as if* you already have it
You want to have *Integrity*, act *as if* you already have it
You want to have *Intolerance*, act *as if* you already have it
You want to have *Self-Awareness*, act *as if* you already have it
You want to have *Self-Regulation*, act *as if* you already have it
You want to have *Motivation*, act *as if* you already have it
You want to have *Empathy*, act *as if* you already have it
You want to have *Sociability*, act *as if* you already have it
Nurture Behaviors
How To Change – act as if

You want to have Courage, act as if you already have it
You want to have Integrity, act as if you already have it
You want to have Intolerance, act as if you already have it
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You want to have Empathy, act as if you already have it
You want to have Sociability, act as if you already have it

These are the 8 Leadership Behaviors
Nurture Behaviors
Typical Team Emotional Intelligence

Team Average = 102
Range from highest to lowest = 24
Standard Deviation = 7
Leadership Range = 108-135
Nurture Behaviors
How To Change – *Foot in the Door Method*

Positive Change = (experience + expectation) x attention x veto power

**Experience**
- Small behavior changes can have a big impact, *e.g.*, wearing a lapel pin
- Repetition results in hardwiring or a shift of conscious attention to automatic
- Three repetitions can begin hardwiring circuits

**Expectation**
- Change through aspiration is more effective than change through desperation
- Believable expectations can alter reality

**Attention**
- Shine a light on something new and the brain will make new connections
- More circuits activated (auditory, visual, physical, emotional) more connections made

**Veto Power**
- We do not freely will the options for action that appear in our brain (*e.g. when I’m in church*)
- We do choose what to act on: .2 seconds before an action we become aware of the urge to act

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Nurture Behaviors
How To Change – In the Moment

We choose every .2 seconds

78.2 years average life span in US
• Less 10 years too young make a difference
• Less 10 years too old to change the future
58.2 years you can make a difference
• X 365 days/year
• X 16 hours/day awake
• X 60 minutes/hour
• X 300 moments/minute

Our Opportunities to Choose

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<td>Per Minute</td>
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We have a lot of opportunities to change our behaviors

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Nurture Behaviors
Empathy – Psychological Hug

**EQ Skills Practiced**

- Listening without interrupting
- Listening with head and heart
- Focusing on what another person is saying and the meaning it has for them
- Tolerating another person’s attitude
- Holding an attitude of openness
- Being fully present with another person

**Benefits**

**Talker**

- Making sense of a situation
- Experiencing relief from distress
- Gaining clarity about next steps
- Feeling hugged

**Listener**

- Feeling good about another person
- Avoiding conflict by careful listening
- Self-Awareness by listening to another whose values and views may be different than your own

*Exercise from Lawrence Bookbinder, PhD*

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