



High Performance Leadership Leading Strategy Execution

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8 Pillars of High Performance Leadership

1. **Cycle of Bonding → Motivation, Inspiration, Resilience**
2. **Leading from the Mind's Eye → The Power of Focus**
3. **Leader as Secure Base → Creating Trust to Drive Change**
4. **The Power of Language → Influencing & Persuading**
5. **Conflict Resolution → Resolving Differences**
6. **Power of Dialogue → Building Bridges with Common Understandings**
7. **High Impact Negotiation → The Art of Concession-Making**
8. **Managing Emotions → Creating High Energy**



Thought on Resilience

I am no longer afraid of
storms,
for I am learning
how to sail
my ship

– Louisa May Alcott



Never Be Held Hostage



***I am the master of my fate
I am the captain of my soul***

From “Invictus”
by William Ernest Henley

Are You a Hostage?

PHYSICAL HOSTAGE



PSYCHOLOGICAL HOSTAGE



Don't Be a Hostage to Anyone or Anything!

I insist on being called a
survivor,
not a victim. A victim ...
means I somehow belong
to somebody
or I'm suffering
because of him.
I'm not suffering.
I'm thriving.

Adrienne Haslet-Davis,
Dance Instructor & Boston Bombing Survivor



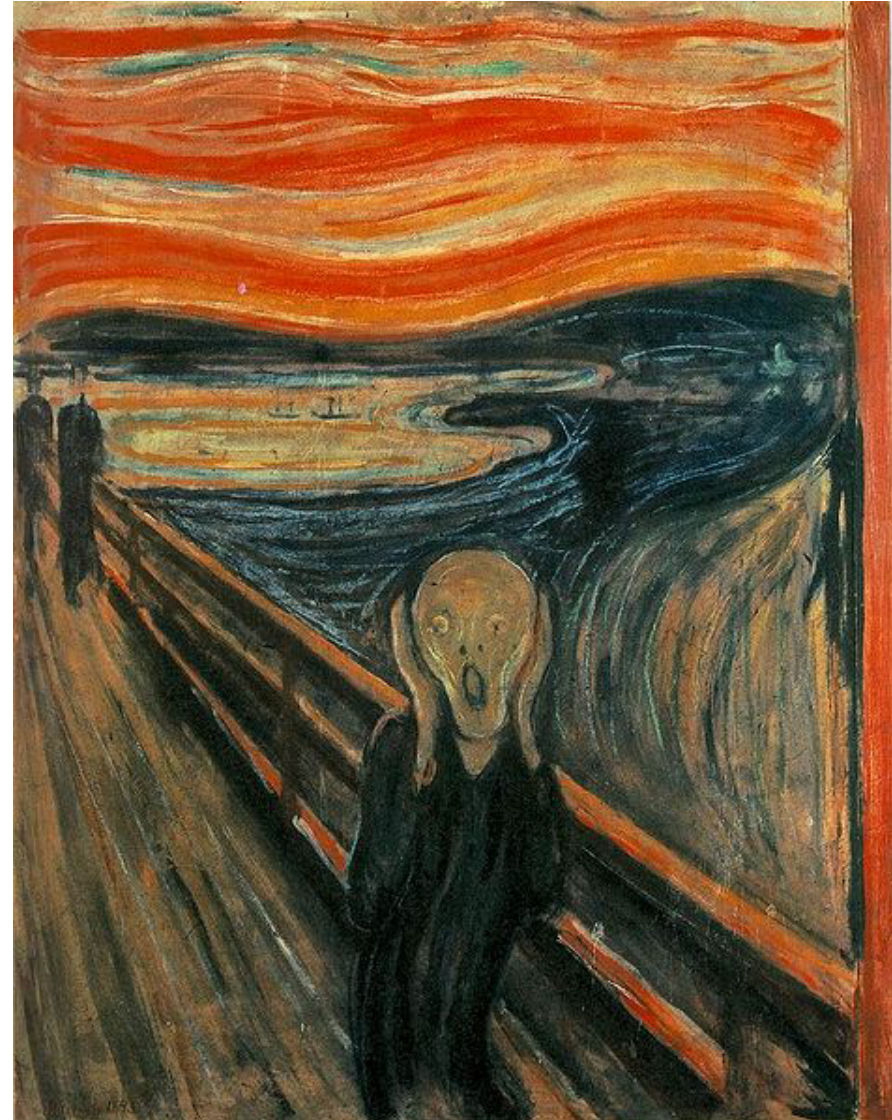
Are You Holding Yourself Hostage?



Are You a Hostage to Fear?

“Fear defeats more people than any other one thing in the world”

Ralph Waldo Emerson



Thoughts on Leadership

**At the end of the day you bet
on people, not strategies.**

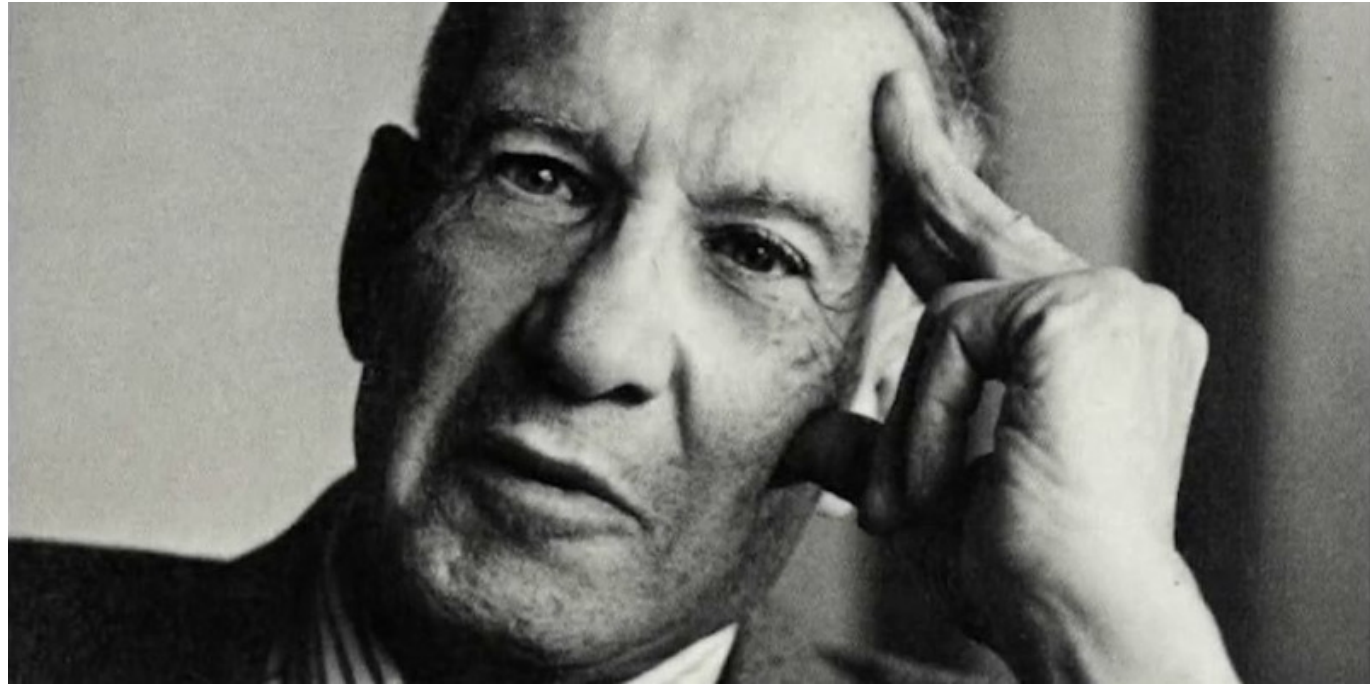
Larry Bossidy, CEO, AlliedSignal



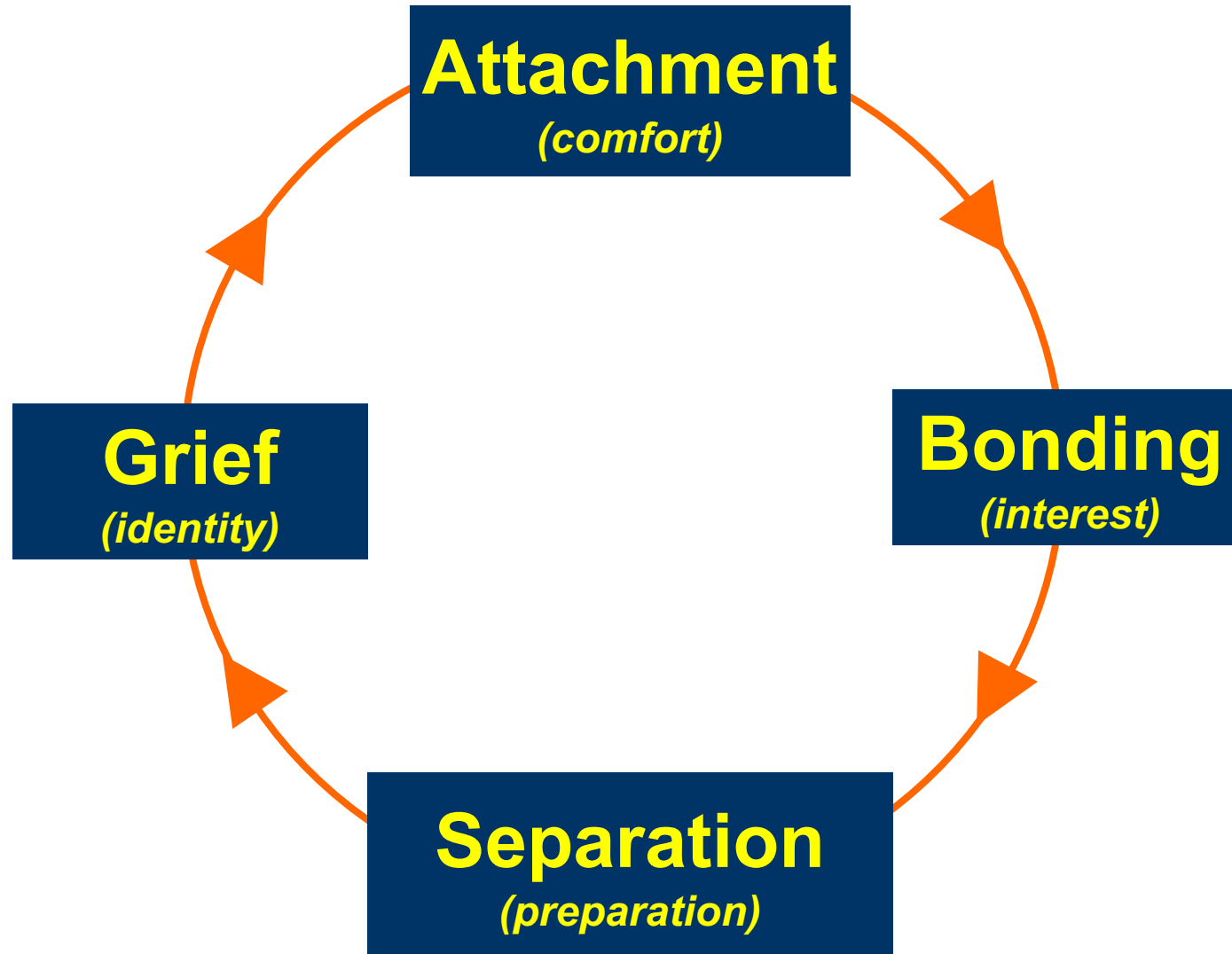
Thoughts On Leadership

Leadership is lifting a person's vision to higher sights, raising of a person's performance to a higher standard, of building a personality beyond its normal limitations.

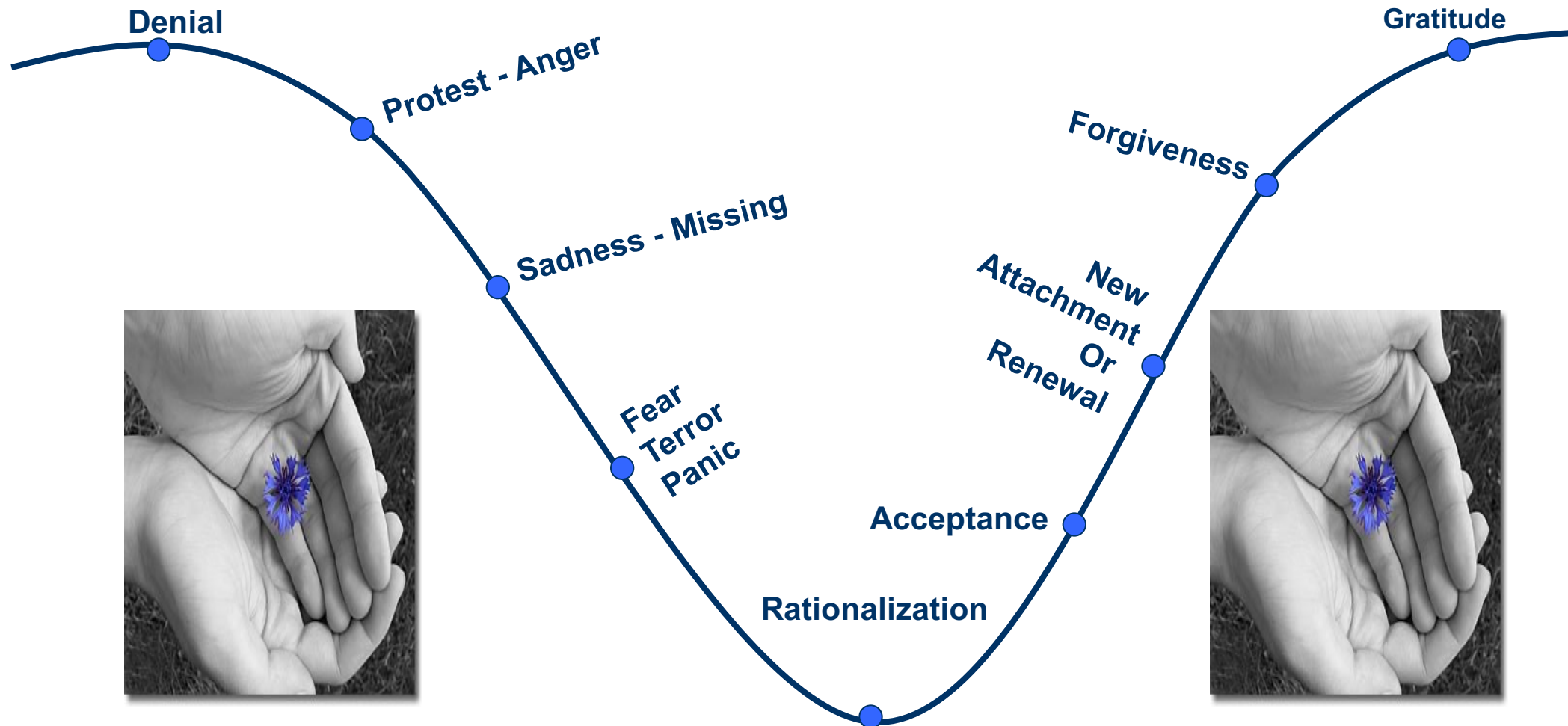
Peter Drucker



Cycle of Bonding



Stages of Grief



Negativity Bias

Negativity bias

is the psychological phenomenon by which humans pay more attention to and give more weight to negative rather than positive experiences or other kinds of information.

© Taylor



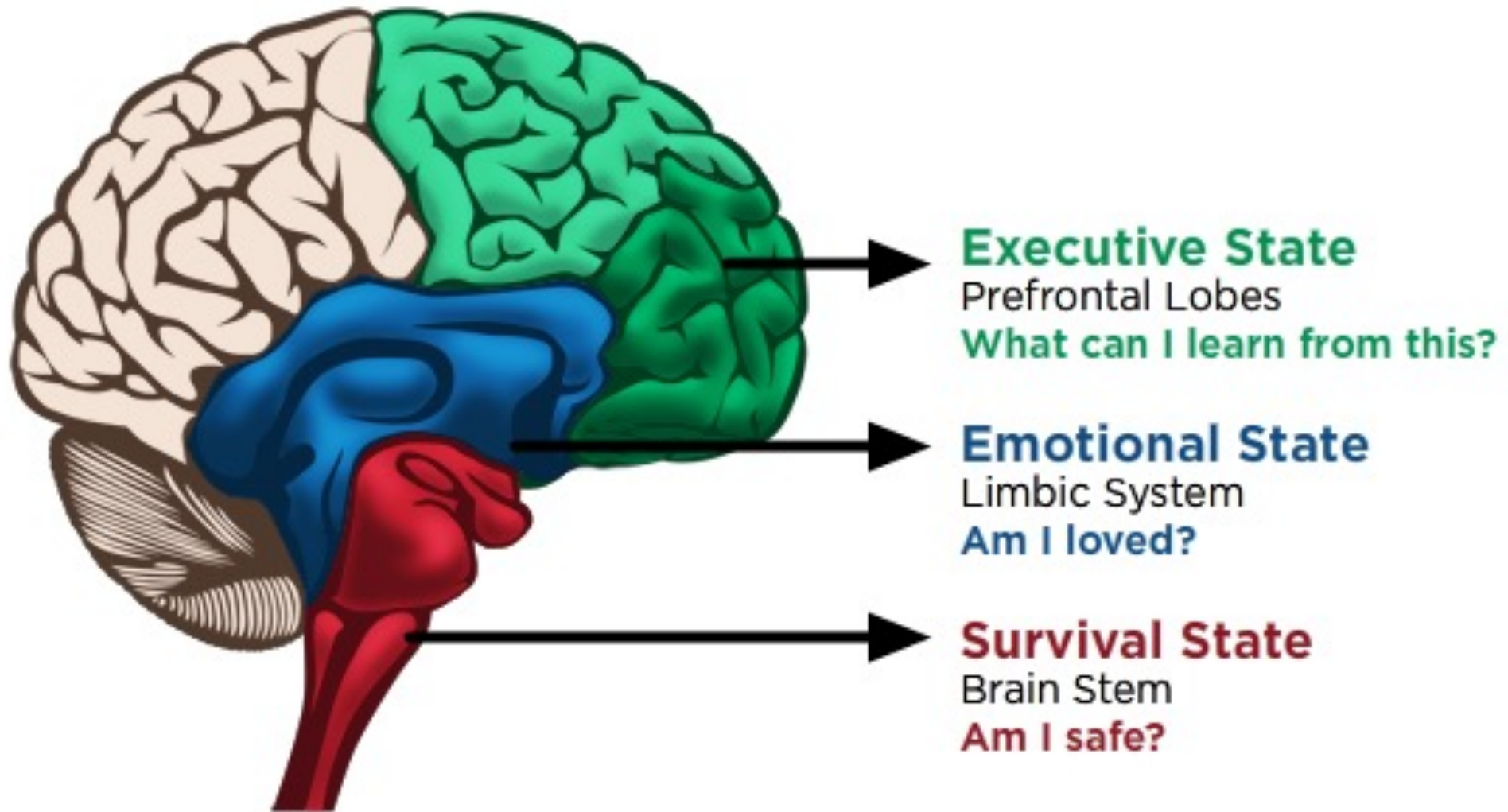
Stages of Transition

- 1 Endings:**
 - Relinquishing the old, letting go, separating, saying good-bye
- 2 The Neutral Zone:**
 - The gap where confusion and even chaos exists, emotions in turmoil, pull between the past and future.
- 3 New Beginnings:**
 - A new identity and new reality emerge with mindset and emotional shifts

Based on the work of William Bridges



Brain States



What is the Person Effect?

It is the unique impact, positive or negative, a person has in coming across and connecting with others. *It is also a trigger to activate positive or negative emotions.*



Edith Eva Eger

Our painful experiences aren't a liability—they're a gift. They give us perspective and meaning, an opportunity to find our unique purpose and our strength."

Edith Eva Eger, *The Choice*



What is Emotion?

Emotion is a process, a particular kind of automatic appraisal influenced by our evolutionary and personal past, in which we sense that something important to our welfare is occurring.

© Eva Ekman



Emotional Triggers

- Being excluded
- Being ignored
- Being blamed
- Feeling betrayed
- Feeling rejected
- Being powerless
- Being criticized
- Being judged
- Feeling loss of control
- Feeling unjustly treated



Types of Emotions

1. Anger
2. Fear
3. Sadness
4. Joy - Love



Stages of Emotions

1. Charge
2. Tension
3. Discharge
4. Relaxation
5. Flexibility



Quote on Emotions

“It may be said without hesitation that for human beings the most important stressors are emotional.”

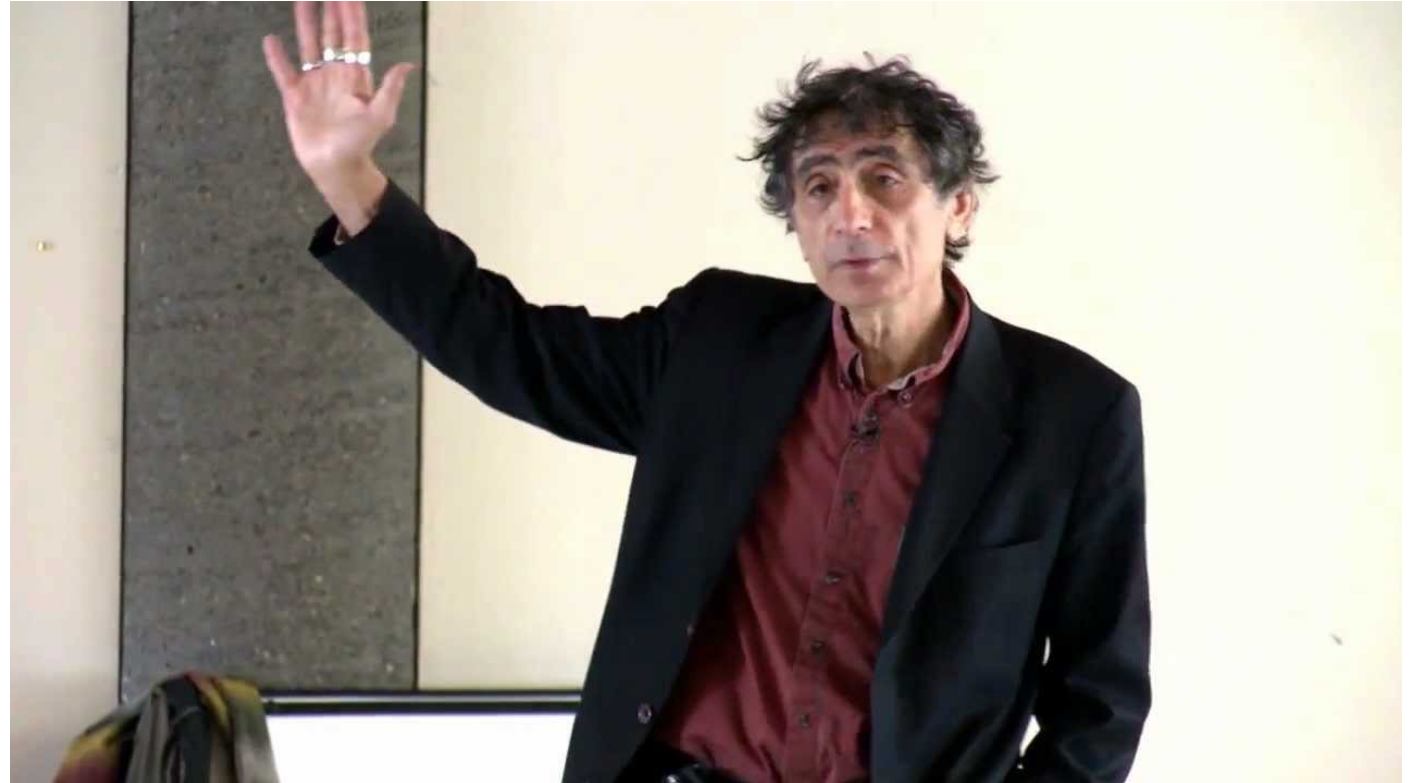
Hans Selye



Quote on Emotions

“When we have been prevented from learning how to say no, our bodies may end up saying it for us.”

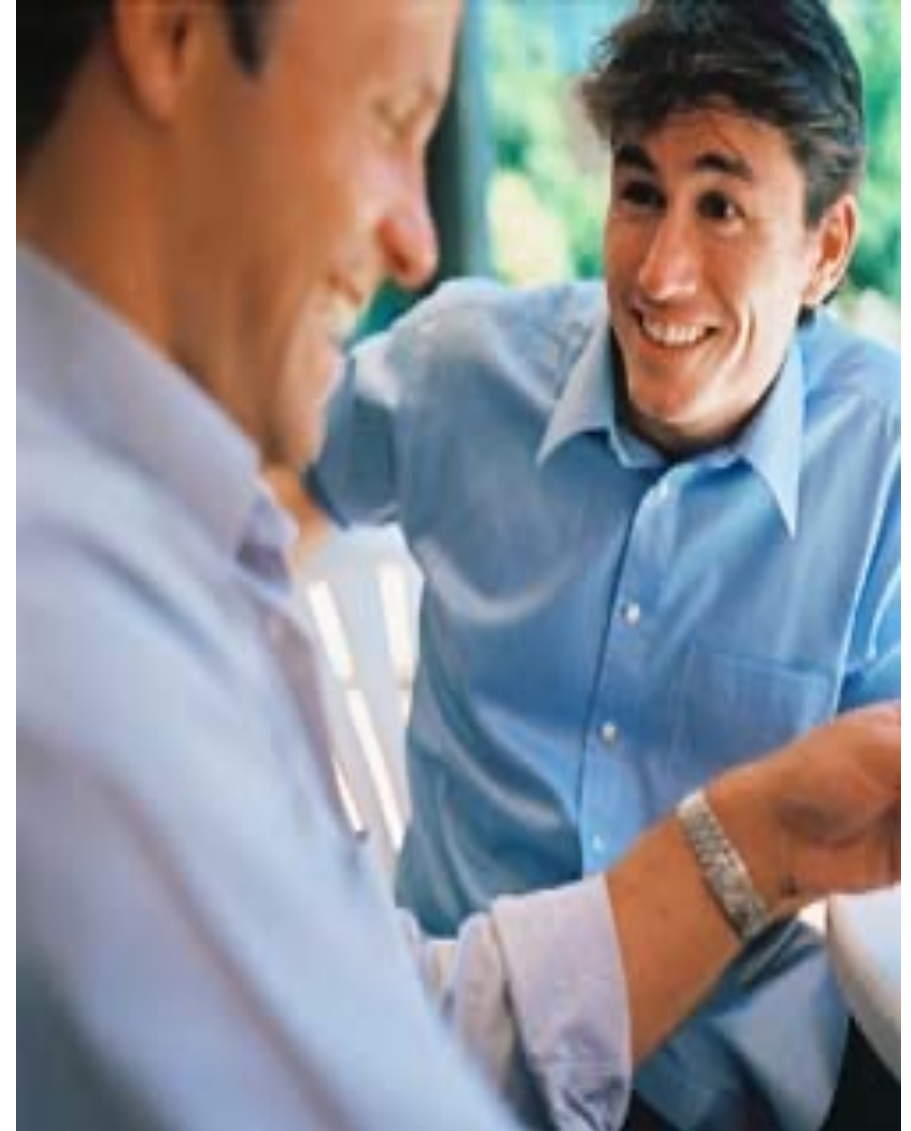
Gabor Maté



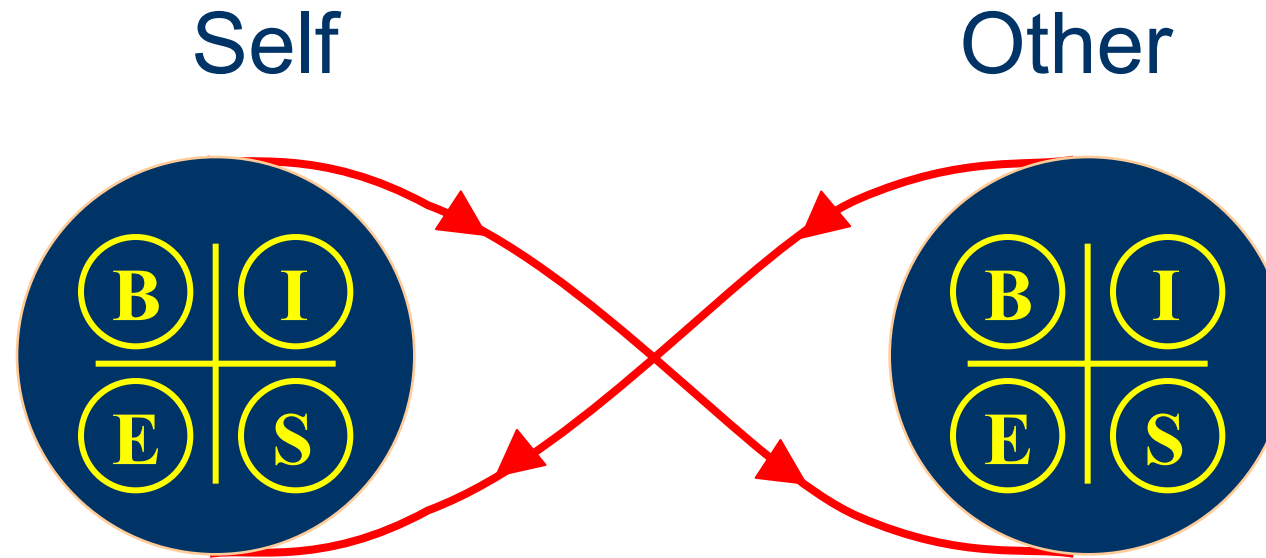
What is Dialogue?

**Dialogue is seeking
a greater truth
by thinking together.**

© William Isaacs



The Power of an Interaction



Talking - Dialogue - Negotiation

B — Body
E — Emotions
I — Intellectual
S — Spirit

Effective Dialogue

聽

The Chinese character for *listen* contains the sub characters *one heart, eye* and *ear* – all of which we must use to truly listen.
Listening is the first step in making dialogue effective.

What Are the Blocks to Dialogue?

Primary Blocks:

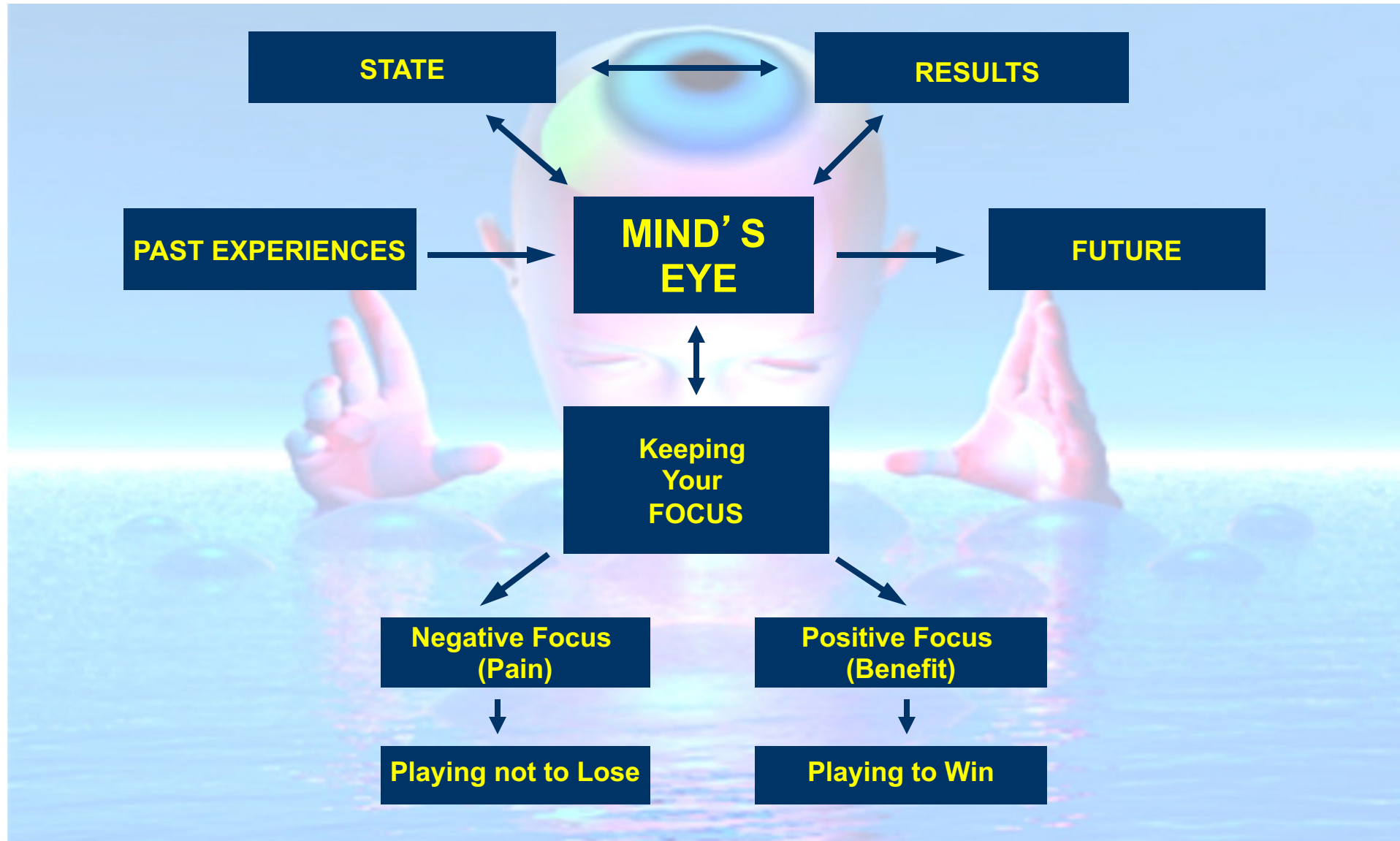
- Passivity
- Discounting
- Redefinition
- Over Detailing

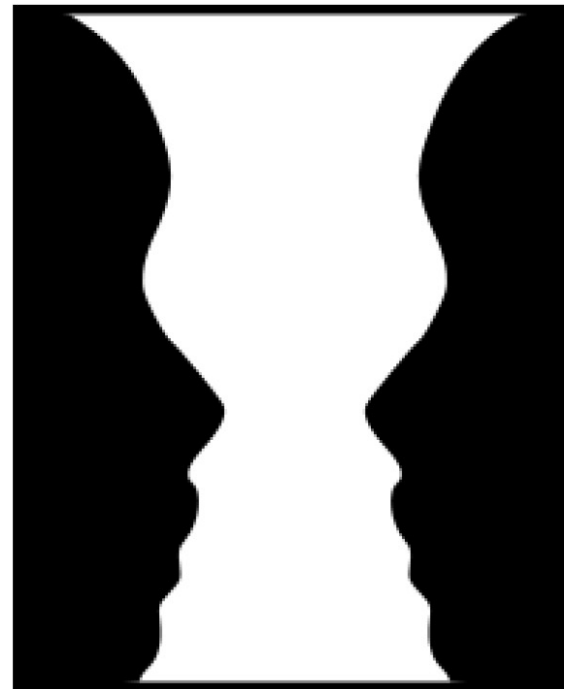
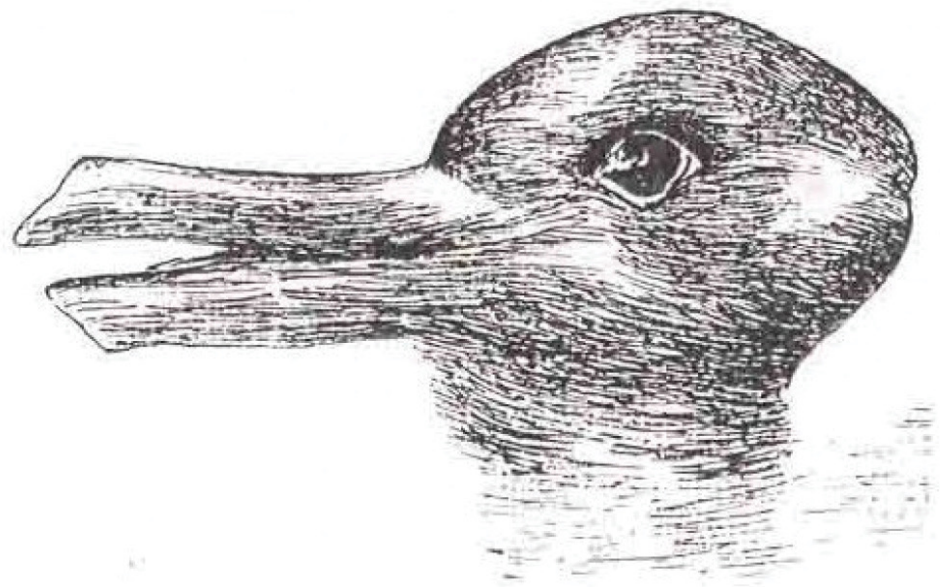
Secondary Blocks:

- Over Rational
- Over Emotional
- Over Generalization
- Abstraction
- Lack of Directness
- Lack of Honesty



Leading from the Mind's Eye









Do People Naturally Resist Change?

- People do not naturally resist change; they resist the pain of change and the fear of the unknown.
 - The neuron system of the brain is hardwired to seek expansion through curiosity, exploration, learning, and change.
-
- When leaders are a secure base and trustworthy, followers will trust the leader to guide them through the change.
 - People resist being changed – “reactance” and lack of influence.
-
- When understanding and seeing the benefit of the change, most will embrace the pain of change.
 - There is always a benefit in every change – can we find it?

Change and Loss

- Loss of attachment → who am I connected to ?
- Loss of territory → where do I belong ?
- Loss of structure → what is my role?
- Loss of identity → who am I ?
- Loss of future → where am I going ?
- Loss of meaning → what is the point?
- Loss of control → I feel overwhelmed



Identity & Life Roles



What Does Playing to Win Mean?



The Six Leadership Styles at a Glance

	COERCIVE	AUTHORITATIVE –VISIONARY	AFFILIATIVE	DEMOCRATIC	PACESETTING	COACHING
<i>Overall impact on climate</i>	Negative	Most Strongly Positive	Positive	Positive	Negative	Positive
<i>The leader's modus operandi</i>	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
<i>The style in a phrase</i>	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now!"	"Try this."
<i>Underlying Emotional Intelligence competencies</i>	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
<i>When the style works best</i>	In a crisis, to kick-start a turn-around, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help employee improve performance or develop long-term strengths

Source: Adapted from D. Goleman (2000)

Who Cares? Kind vs. Nice

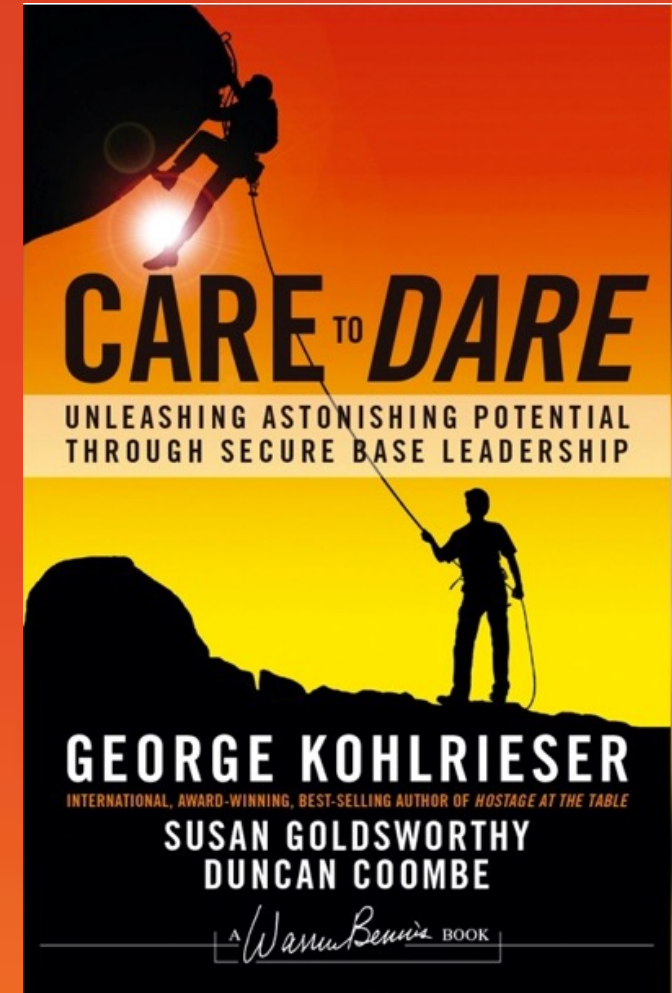
Kind	Nice
Courage to make waves	Fear to rock the boat
Concerned with doing what is right	Concerned with not upsetting someone
Willing to speak up and take a stand	Afraid to speak up
Holding people accountable	Rescuing
Being Courageous	Lacks courage



Who Dares? Kind vs. Nice

Kind	Nice
Honest	Dishonest
Willing to disagree	Not willing to disagree
Facing up to conflict	Afraid to engage in conflict
Playing to win, risk-taking	Playing it safe, risk-avoidant
Authentic	Inauthentic
Emotionally available	Emotionally unavailable
Says the truth	Hides the truth



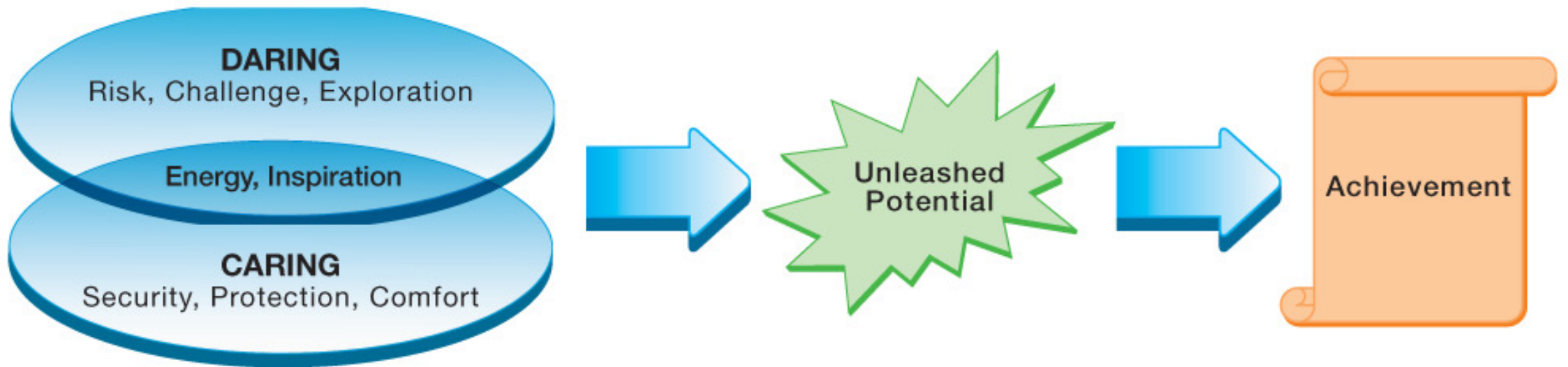


What is a Secure Base?

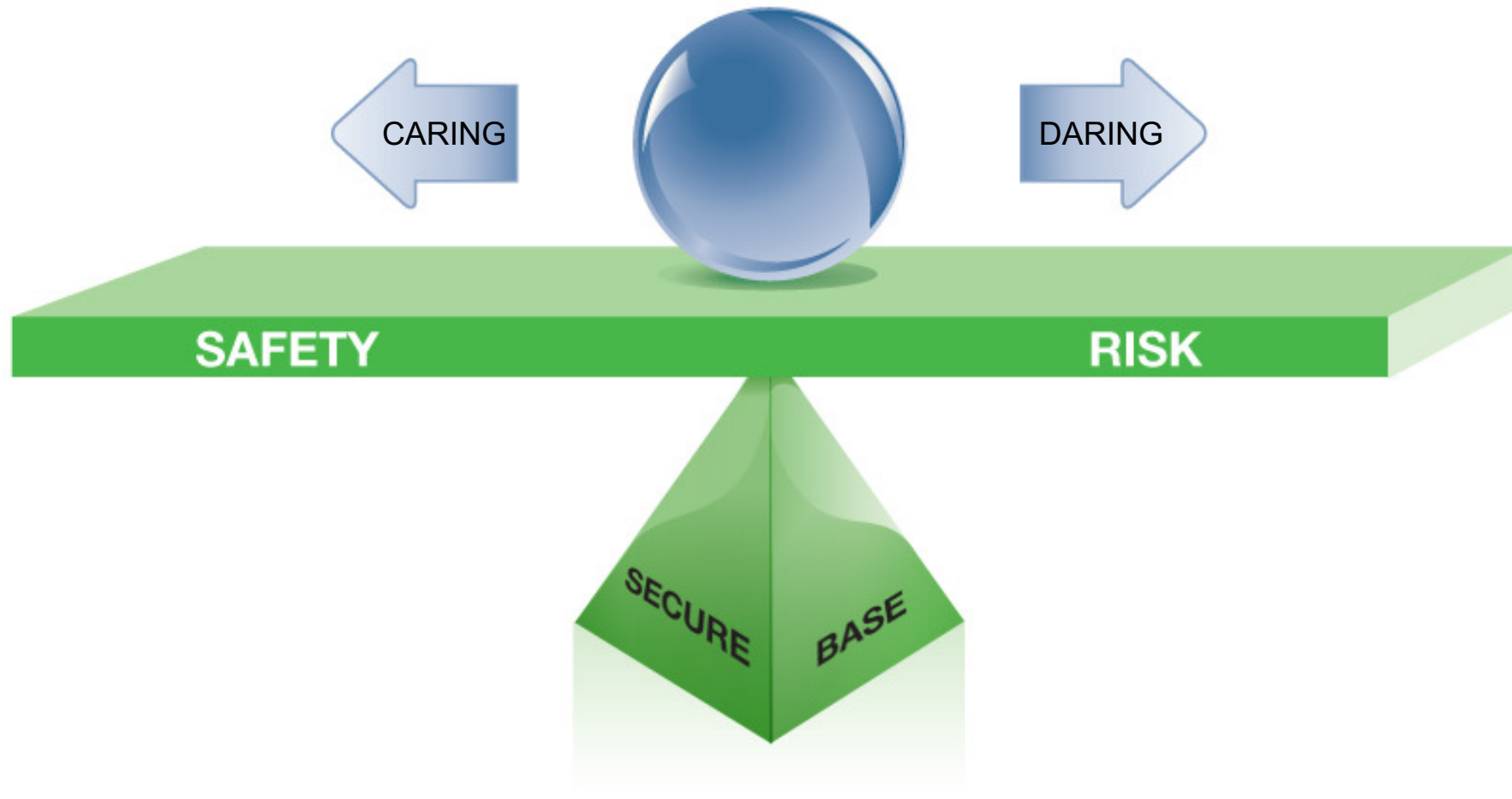
*“A Secure Base is a person, place, goal or object that provides a **sense of protection**, gives a **sense of comfort** and offers a **source of energy** and **inspiration to explore, take risks and seek change.**”*



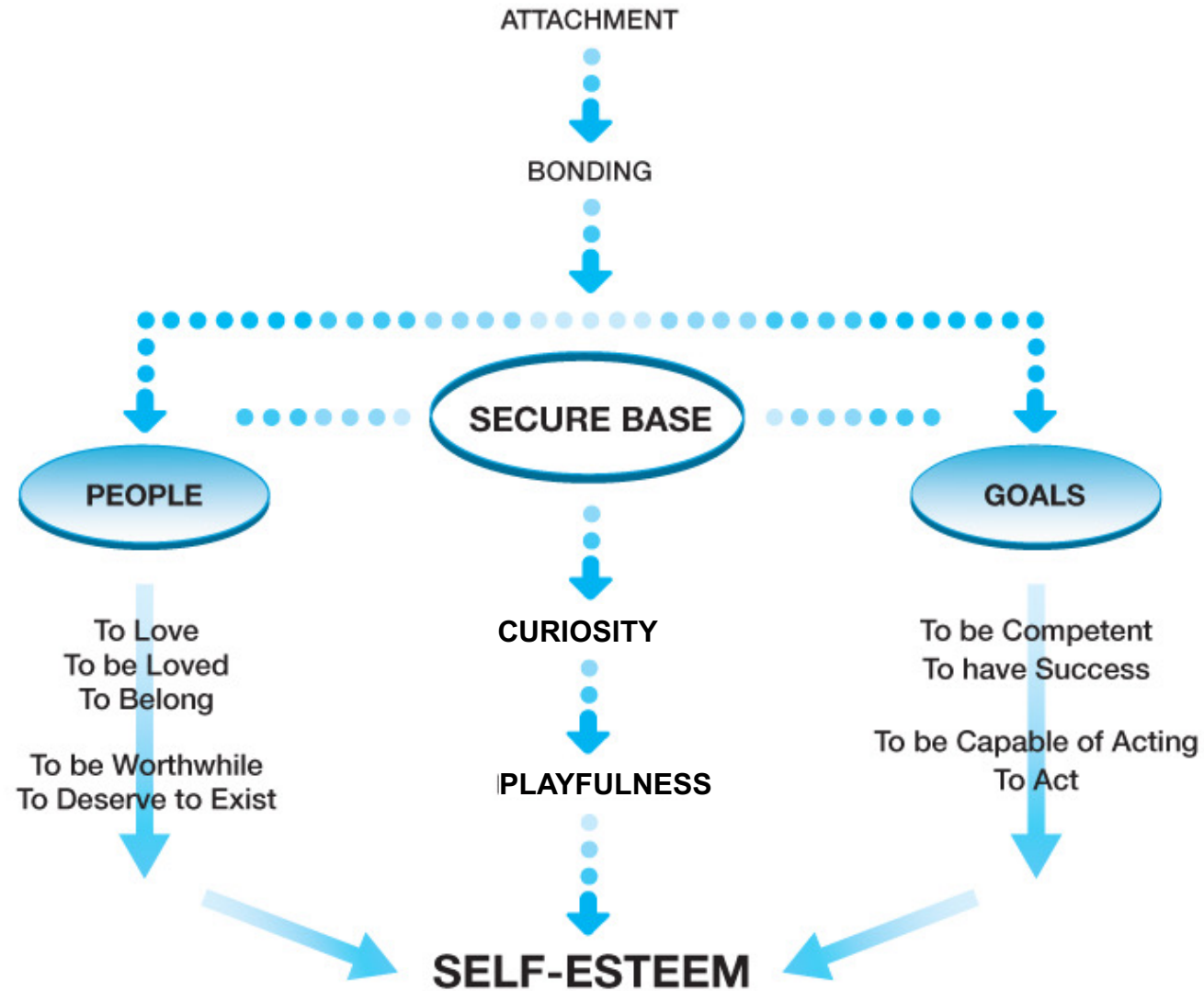
Secure Base Leadership



The Safety/Risk Balancing Act



The Strength of a Secure Base





What is Psychological Safety?

“Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.”

Amy Edmondson



Psychological Safety: The Two Key Dimensions

- 1. Conversational Turn Taking**
Each team member, regardless of rank or role, speaks their mind, and contributes until they feel that they have been heard. And, team members respect and listen to every other voice on their team.
- 2. Social Sensitivity**
The best teams include team members that can read the emotions of each others by their tone of voice or facial expressions. It is their empathy towards each other that improves their communications and creates a safe environment.



Google: Aristotle Project

Characteristics of a Secure Base Leader

Positive Inner State
& Mind's Eye

1. Remains calm, composed & grounded
2. Directs Mind's Eye & focuses towards the positive
3. Emotionally reliable & available

Develops & Cares
for Others

4. Accepts & values the individual
5. Sees the potential in the person

Uses Powerful
Language

6. Creates bull's eye transactions, uses targeted words & gestures
7. Uses listening, dialogue & inquiry

Motivates &
Encourages Daring

8. Encourages risk, provides opportunities & challenges to stretch
9. Inspires through intrinsic motivation

«Life is best organized as
a series of daring ventures
from a secure base»

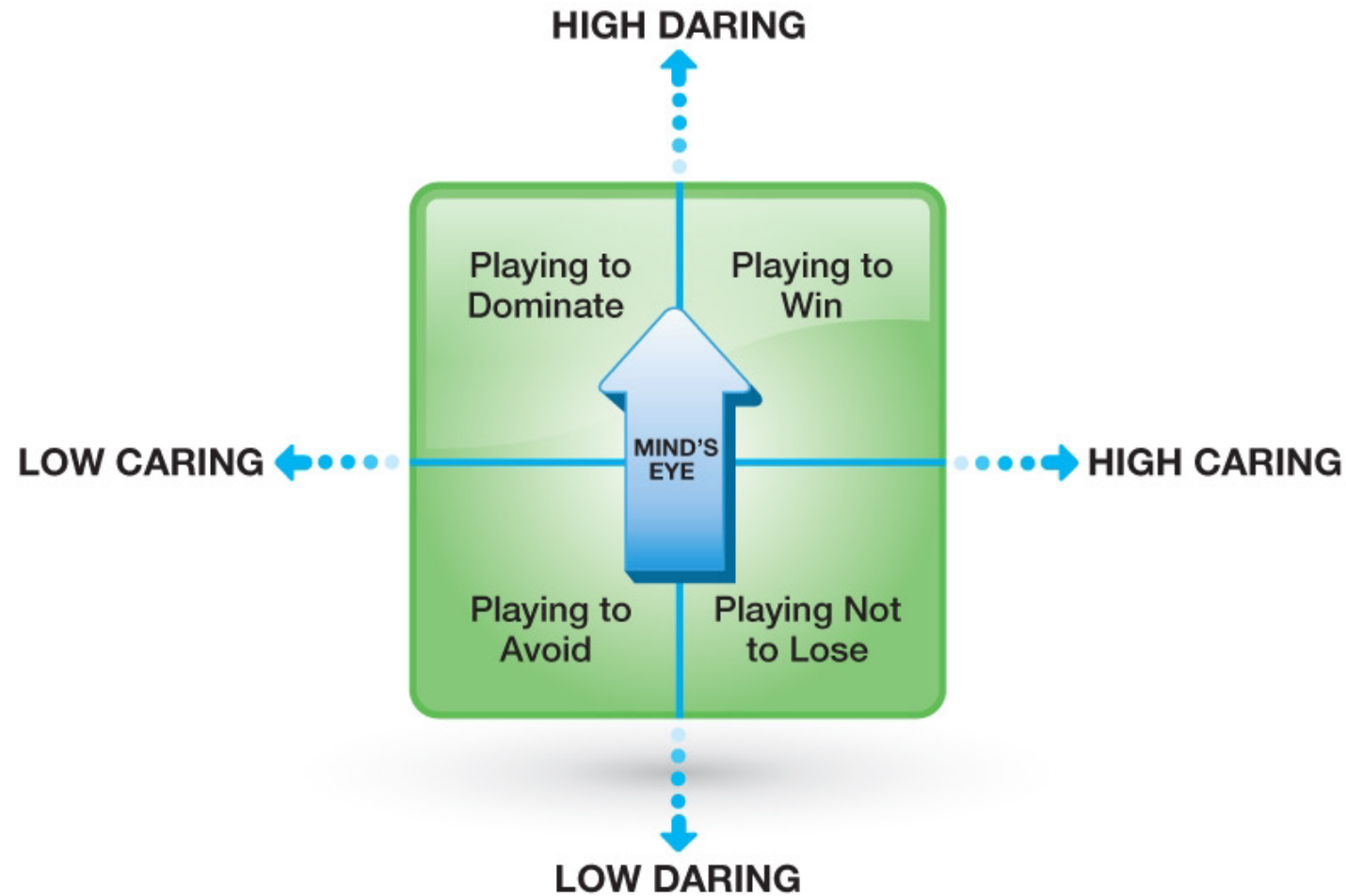
John Bowlby



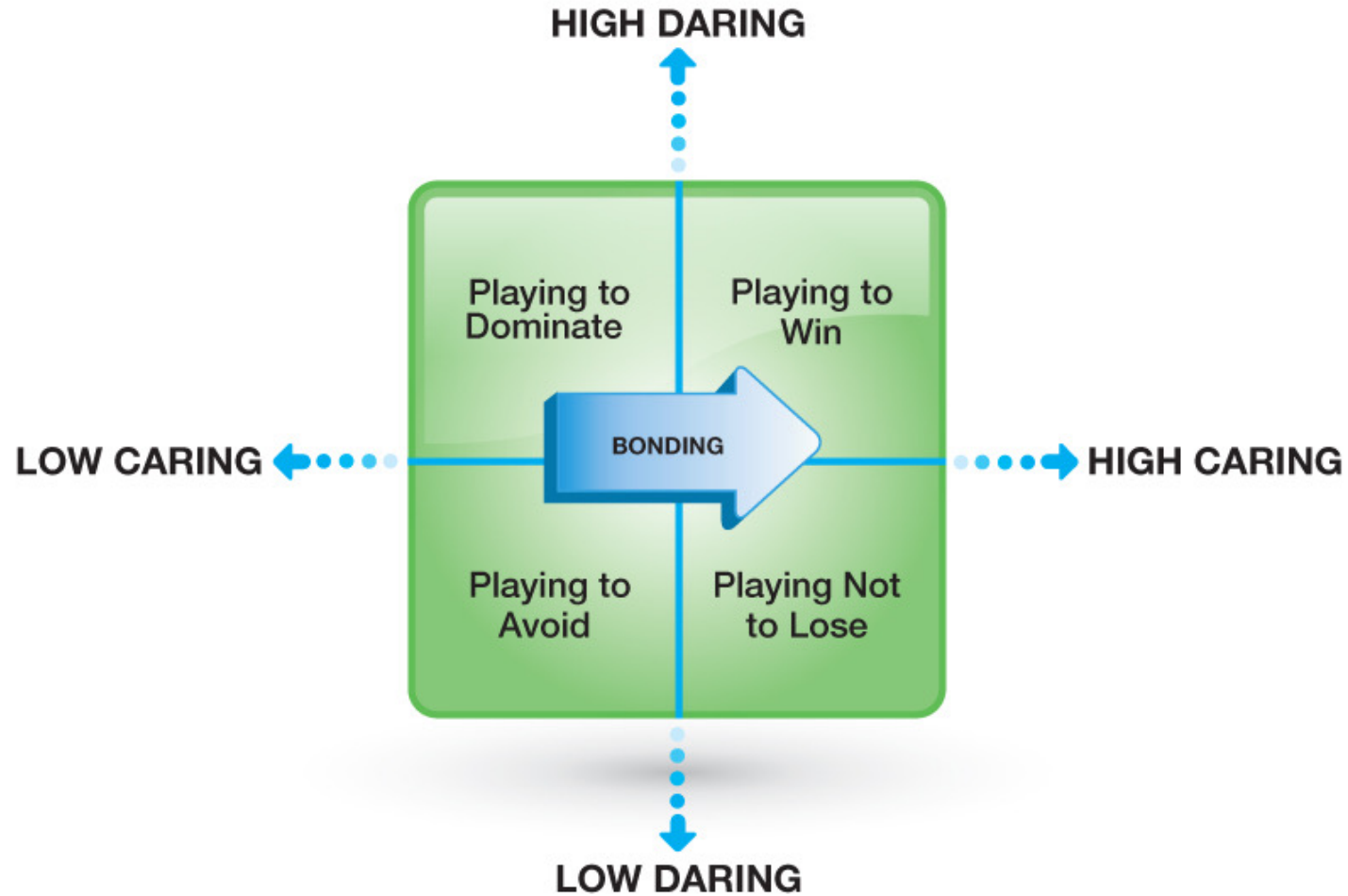
Examples of Secure Bases

PEOPLE	PLACES	EVENTS	EXPERIENCES	GOALS	OTHER
Mother	Country	Wedding	Childhood	Achieving a Business Target	Pets
Father	Home	Funeral	Adolescence	Getting a Promotion	Beliefs
Sibling	Nature	Sports	Being a Student	Becoming a Parent	Religion
Spouse	City	Disaster	Boarding School	Buying a House	Ideology
Teacher	Village	Accident	University Life	Gaining a Qualification	Special Objects
Coach	Town	Crisis	Being a Parent	Running a Marathon	Symbols
Boss	Park	Graduation	Marriage	Changing a Relationship	Memories
Authority Figure	Sea	Birth of Child	Have a Family	Recovering from an Illness	Rituals
Peer	Mountains	Engagement	Employment		Prayers
Subordinate	Jungle	Promotion	Career		Work
Friend	Beach				Hobbies
Ancestors	Office				Money
					Music
					Poetry
					Books

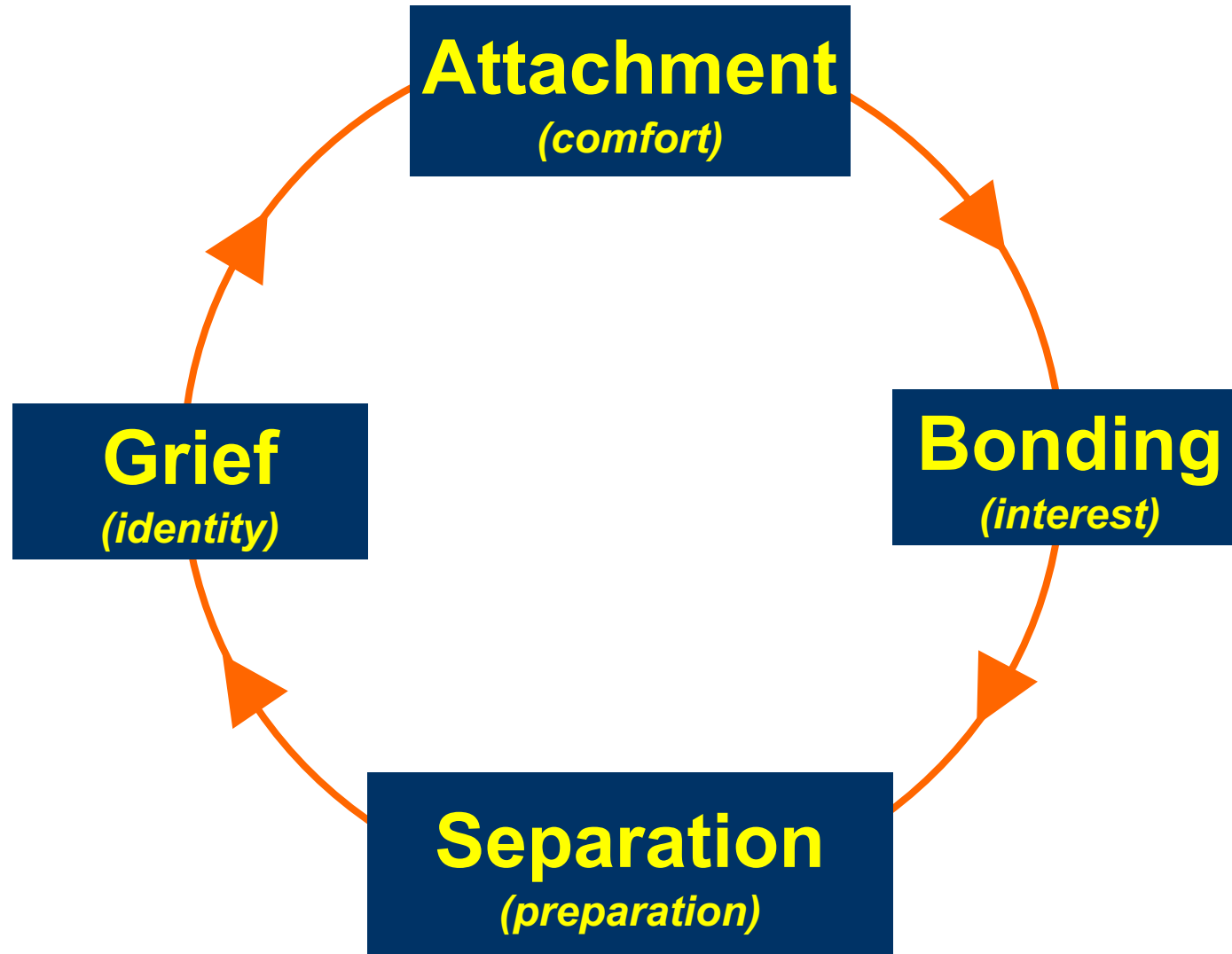
The Mind's Eye Drives Daring



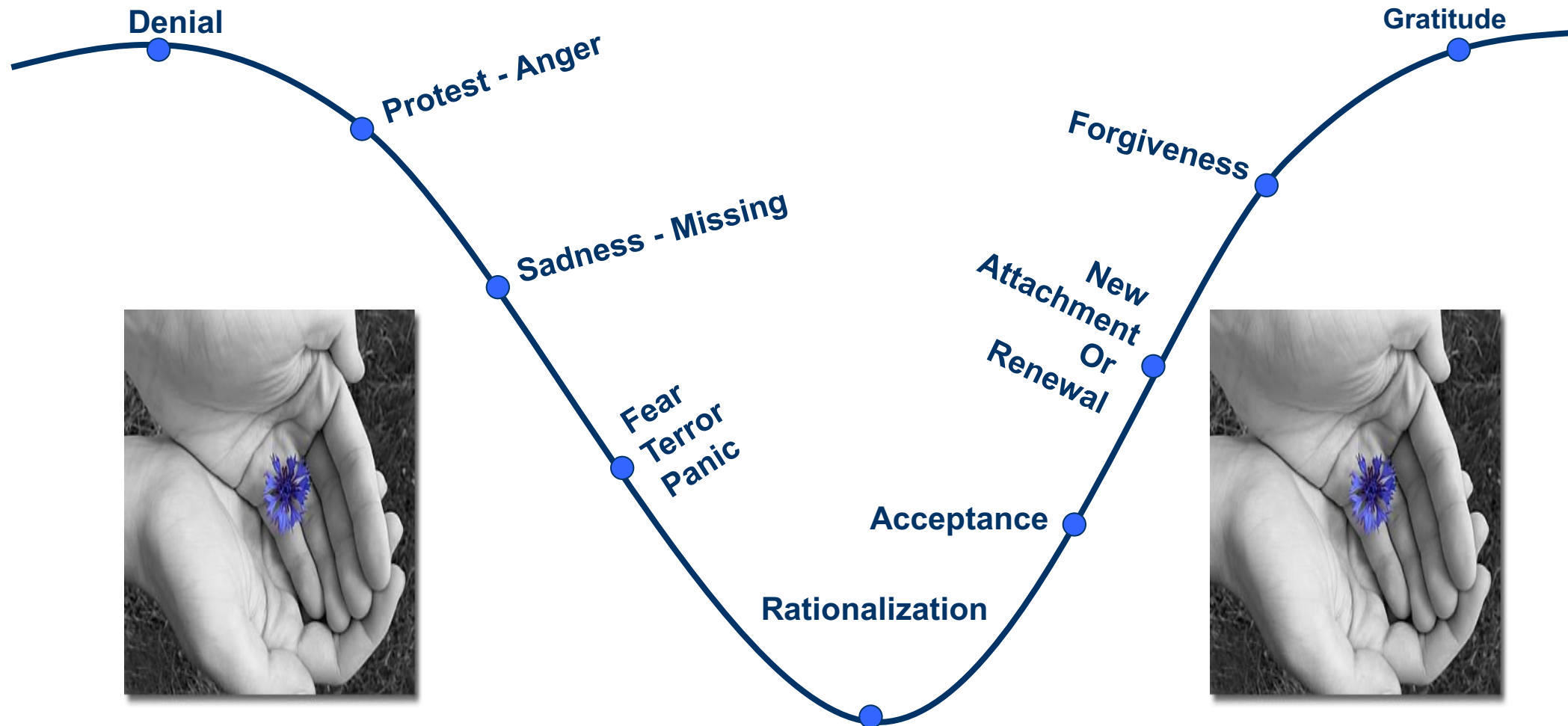
Bonding Drives Caring



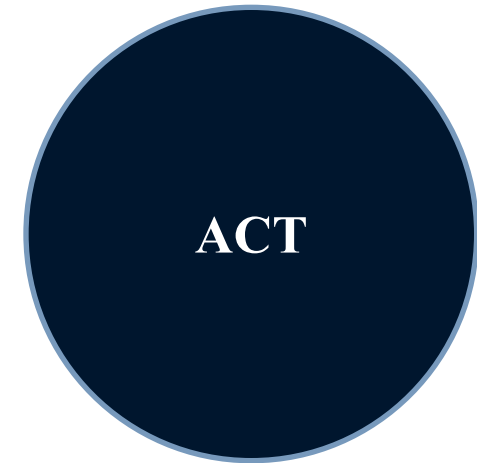
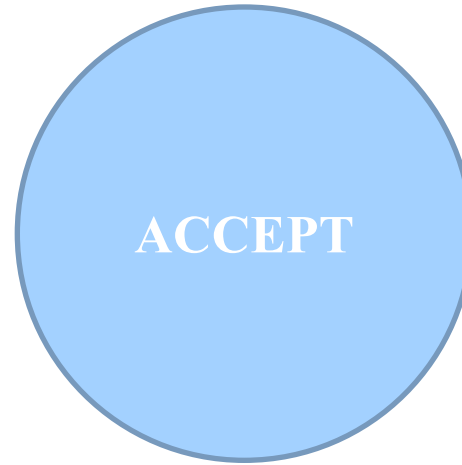
Cycle of Bonding



Stages of Grief



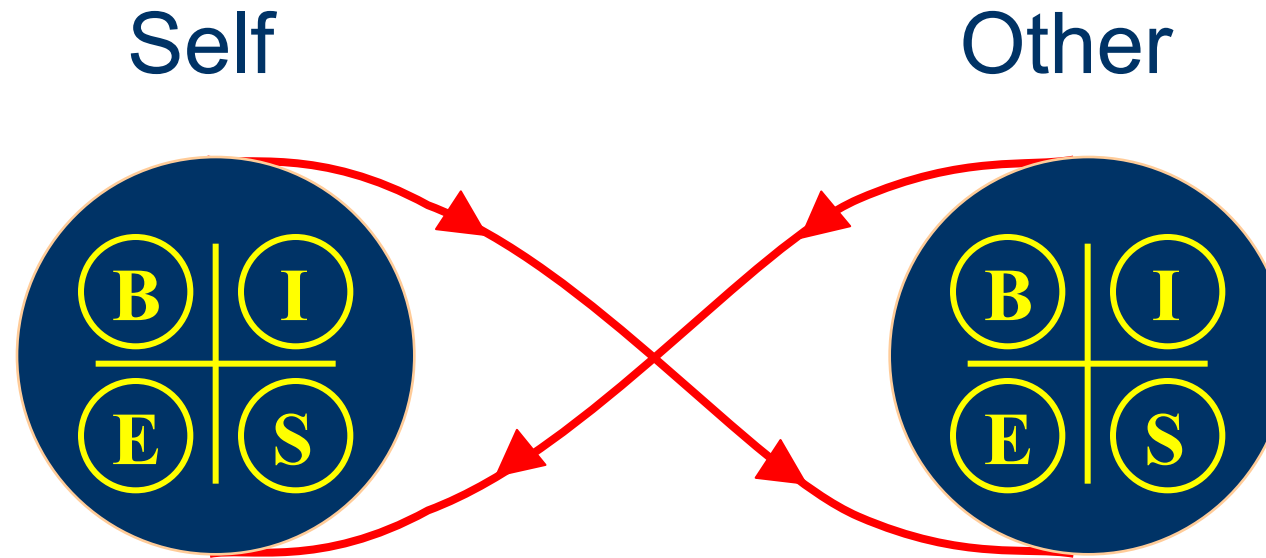
Dealing with Hidden and Unresolved Grief



Grief Arises from the Loss of Deep-Seated Human Needs

Loss of attachment —who am I connected to?	I need to feel connected, bonded, secure, or included.
Loss of territory —where do I belong?	I need to feel a sense of belonging or grounding to a place or a home.
Loss of structure —what is my role?	I need to feel important, involved, and valued.
Loss of identity —who am I?	I need to know who I am as an individual, what I stand for, what my values are.
Loss of future —where am I going?	I need to know my direction and have hope and positive expectations.
Loss of meaning —what is the point?	I need to find meaning and purpose in all situations.
Loss of control —I feel overwhelmed	I need to feel in control of the situation or my destiny.

The Power of an Interaction



Talking - Dialogue - Negotiation

B — Body
E — Emotions
I — Intellectual
S — Spirit

What is Conflict?

Conflict

is a ***Difference***
**between two or more persons or
groups characterised by**

*Tension, Emotionality,
Disagreement and Polarisation*

where bonding is broken or lacking.

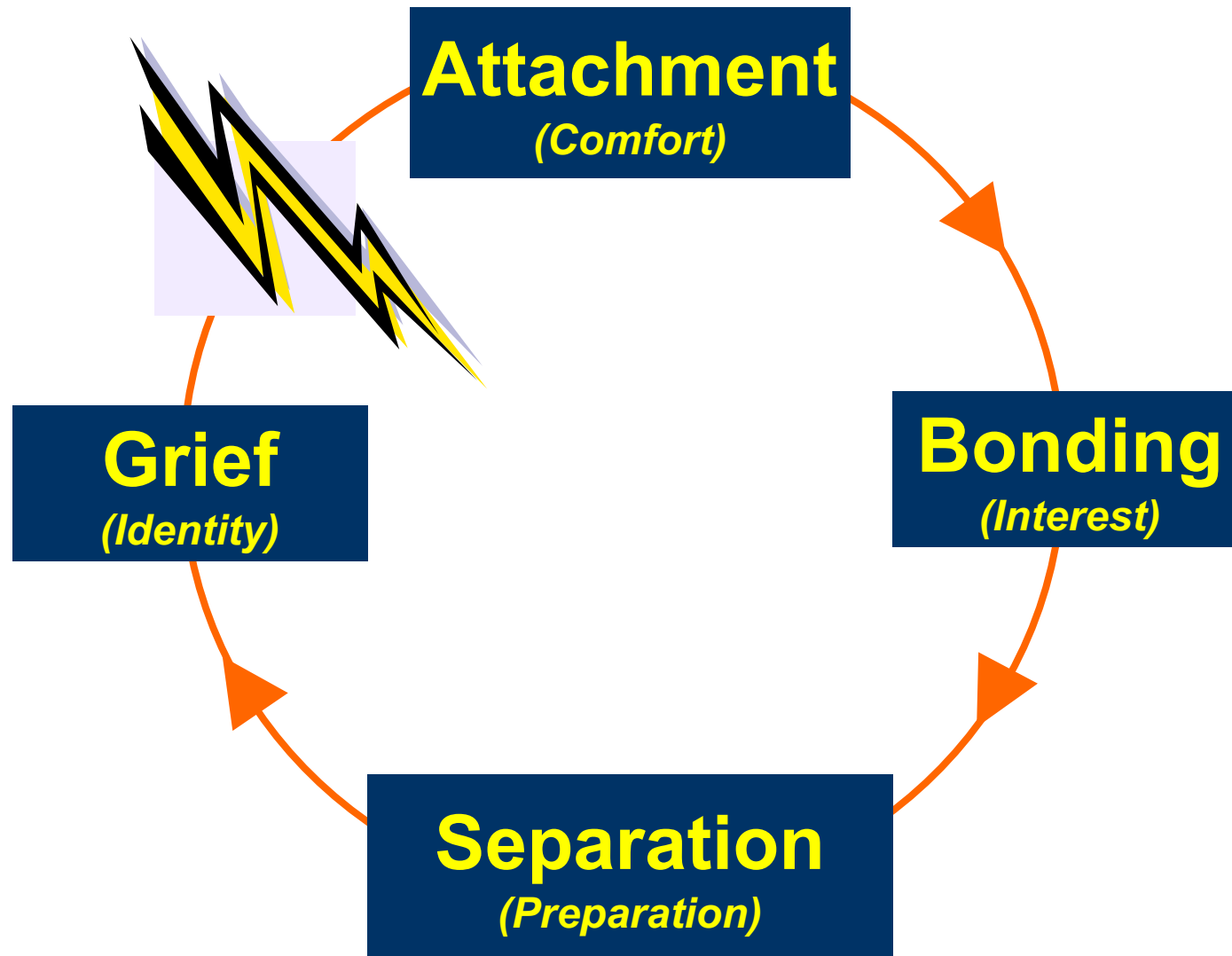


Put the Fish on the Table



Raise issues – don't let them smell!

Conflict Begins when Bonding is Broken



Questions About Conflict

1. Do I like conflict – that is enjoying solving conflicts?
2. Do I want to get along with everybody?
3. Do I think in terms of common goals and cooperation?
4. Can I see beyond the frustration, disappointment, negativity, rejection and pain to the benefit of the outcome?
5. Do I like to dialogue to discover a greater truth?
6. How do I get what I want?
7. How do I influence others to change their mind?
8. To whom or to what do I feel like a hostage – that is to feel powerless?
9. When I negotiate do I help the other get what they also want?
10. Am I basically positive and optimistic? And what face do I show?

Issues to Keep in Mind In Dealing with Conflict and Negotiation

- Dampen your adversarial urge → manage your fight/flight reflex
- Create a shared problem-solving relationship
- Do not outright reject your negotiation partner's proposals with a counter-proposal... re-frame
- See the other side as your partner, not your opponent
- Build on the other party's ideas
- Be willing to talk about losses - past, present, and anticipated
- Loss can include betrayal, ostracization, and humiliation, and lack of respect
- Know the emotion behind thinking you are right → ego, hate, envy
- Avoid polarization, tribalization, binary choices focused on identity
- Avoid selling benefits until you understand the pain involved with the change or the concession
- Reward constructive behavior with the law of reciprocity
- Avoid ultimatums. If necessary, take a time out

Dialogue and Negotiation Skills

State	Labelling Emotions
Empathy	Awareness of Mirror Neurons
Asking Questions	Reframing
Inquiring	Person Effect
Paraphrasing	Timing the Delivery of Your Message
Use & Look for “No”	De-escalation

Requirements for Good Dialogue (SOQCC)

State

- Bonding
- Empathy

Outcome

Questions

- Open-ended questions
- Yes and No responses
- Paraphrasing

Choices

Concessions

- Make
- Reward

Stages of Negotiation

1. Create Bonding
2. Separate Person from Problem
3. Identify Needs and Wants of Self
4. Identify Needs and Wants of Other
5. Dialogue
6. Create a Goal
7. Options and Proposals
8. Mutual Gain
9. Contract
10. Relationship Continues or Ends on a Positive Note



Turning an Adversary into an Ally



Altered States & Mind's Eye



The Law of Reciprocity

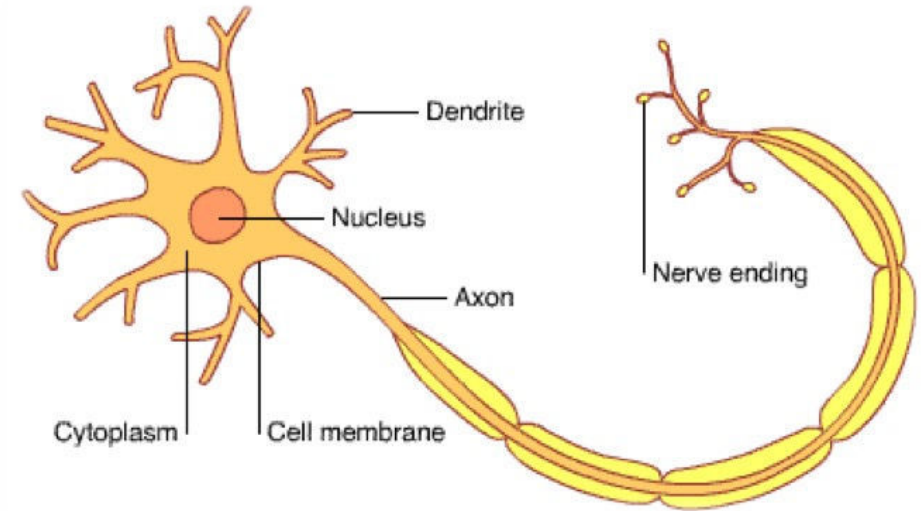


Brain Facts

100 billion neurons each capable of 10,000 connections

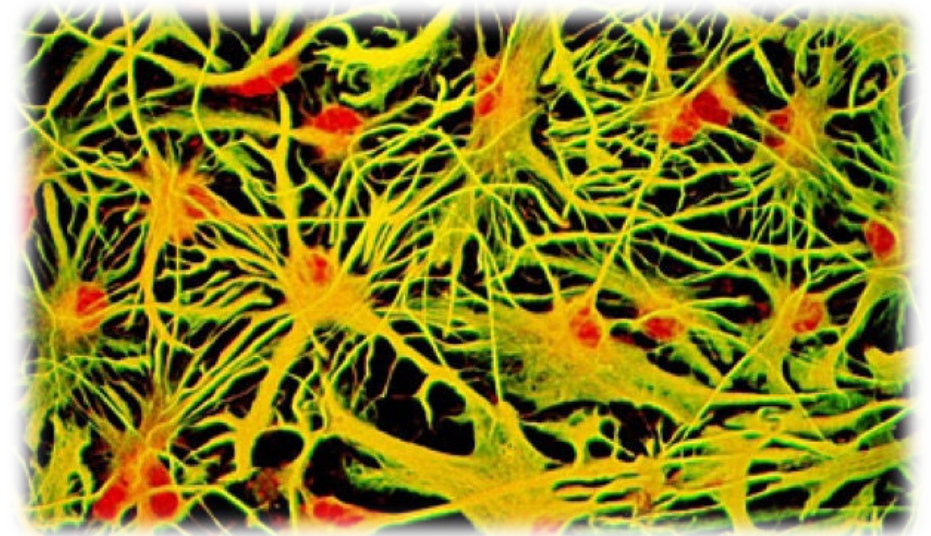
1,000 million to one million trillion possible neuron connections

25,000 neurons can fit on the head of a pin without touching each other

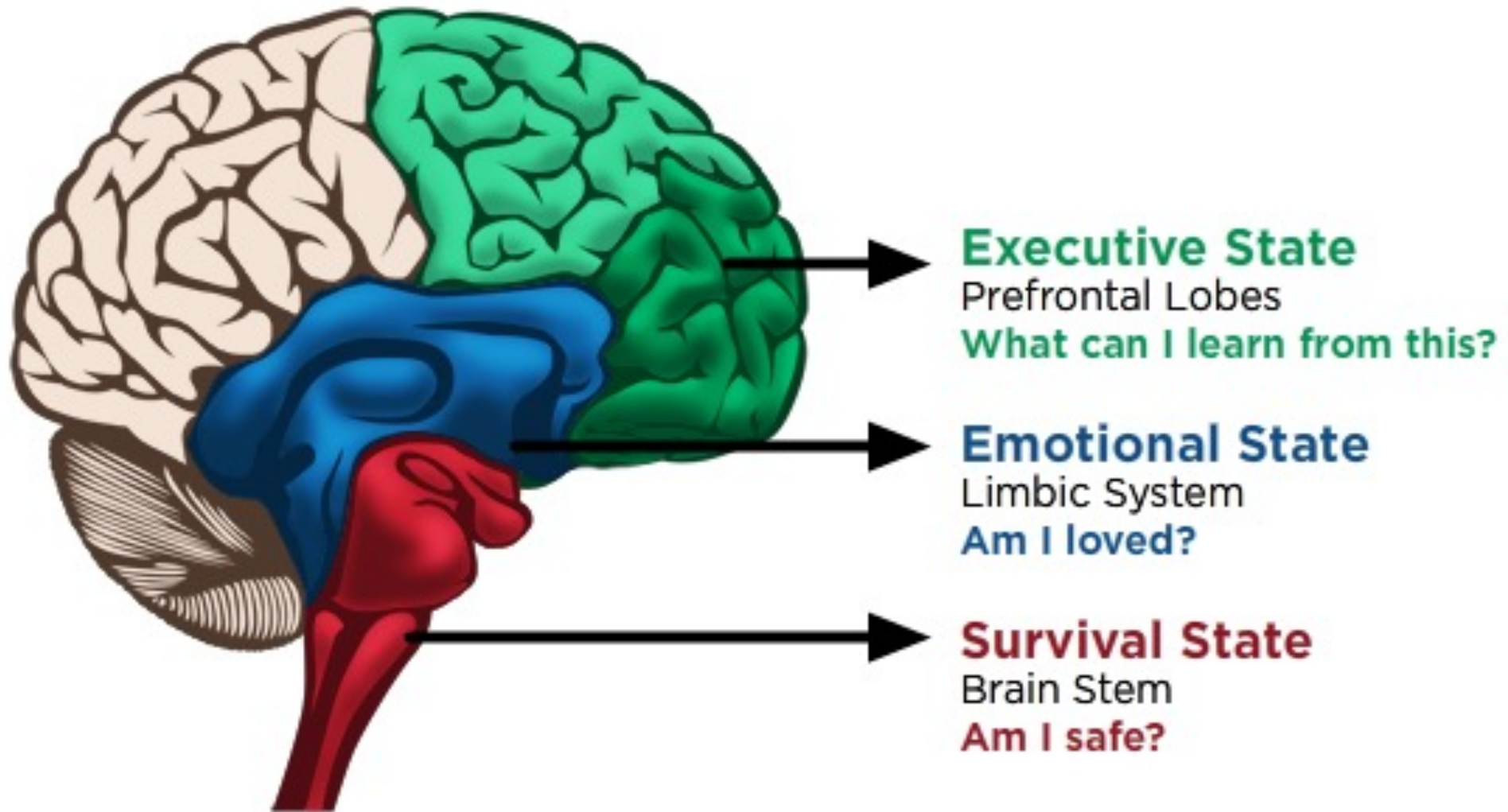


Growing new neurons and new connections:

- Emotional bonding
- Active Curiosity
- Deliberate Practice
- Challenging Learning
- Physical Exercise
- New experiences involving pleasure or pain



Brain States



Thoughts on High Performance Leadership

Emotions are not the intangible and vaporous qualities that many presume them to be.

Brain systems work together to give us emotions just as they do with sight and smell.

If you lose the ability to feel, your life and the lives of people around you can be devastated.

Antonio R. Damasio, Neuroscientist



Let's stay connected



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George Kohlrieser on TEDx

« A hostage negotiator teaches leadership through bonding »

TEDxFultonStreet

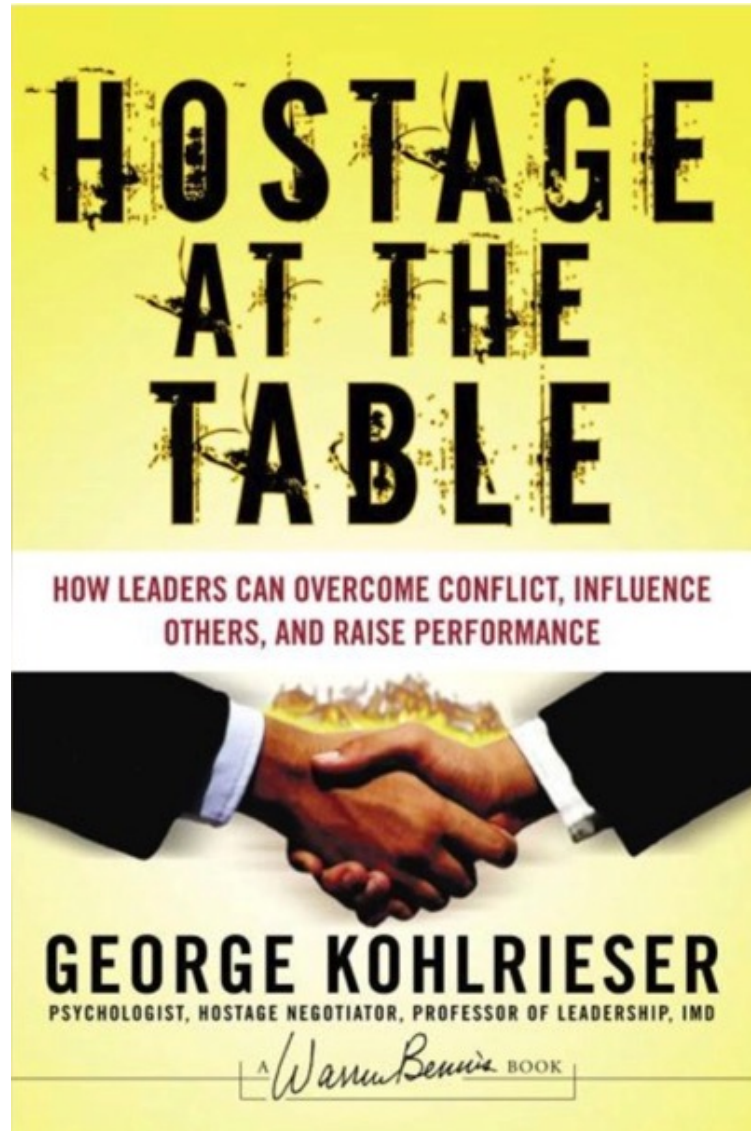


« How to turn loss into inspiration »

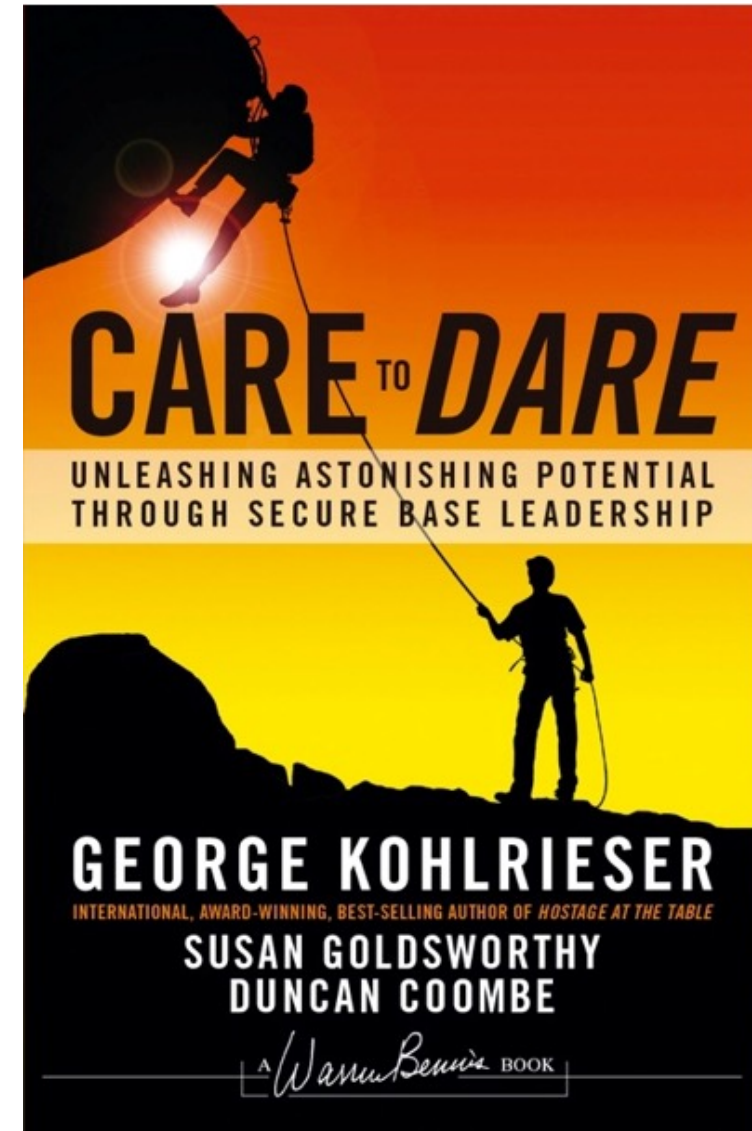
TEDxLausanne



Hostage at the Table



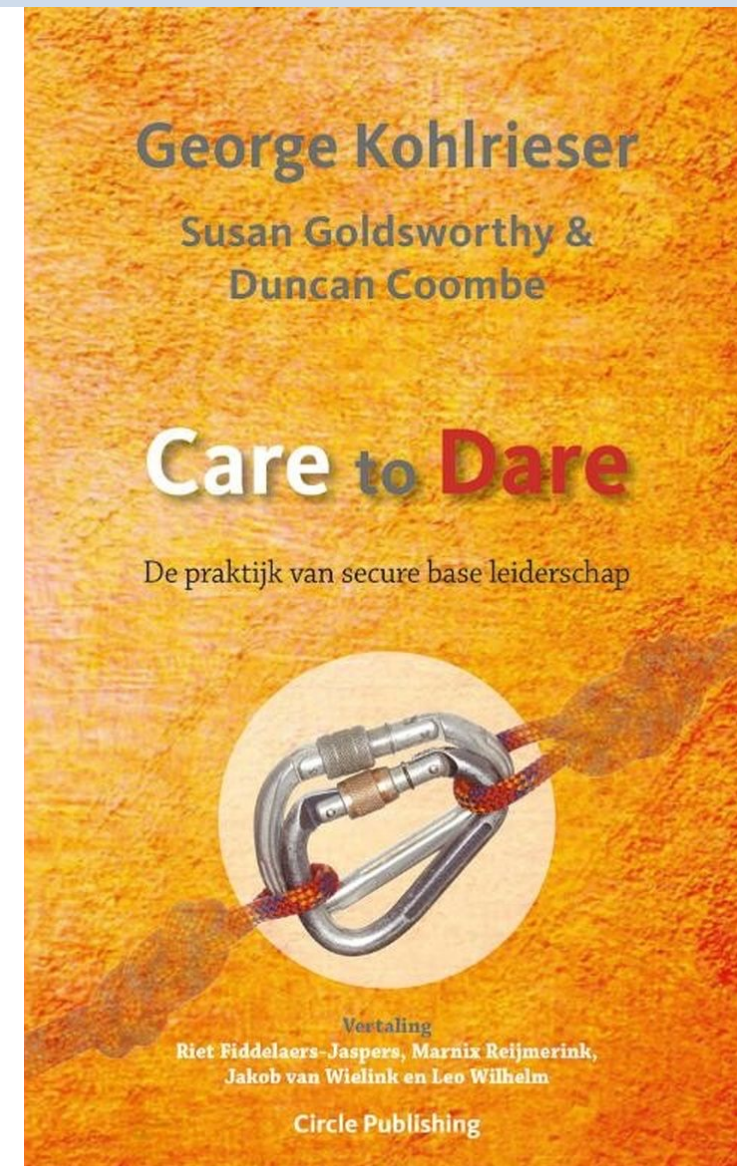
Care to *Dare*



Laat je niet gijzelen



Care to *Dare*



Thoughts on Leadership

***“Do not go where
the path may lead,
go instead
where there is no path
and leave a trail.”***

From ‘Wind-Wafted Wild Flowers’
by Muriel Strode

