

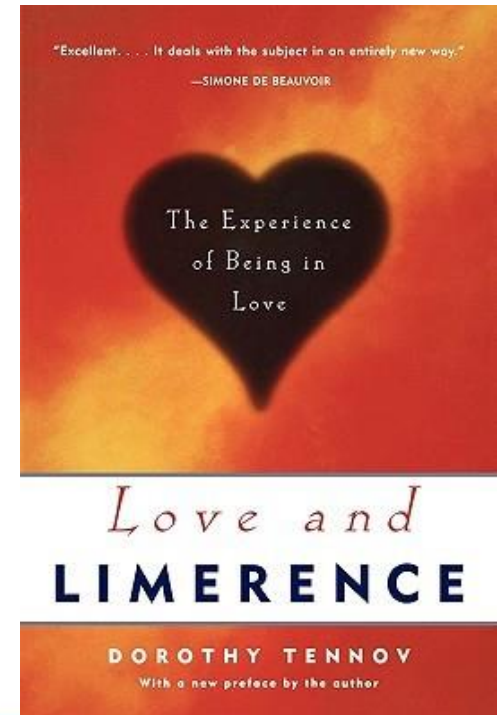
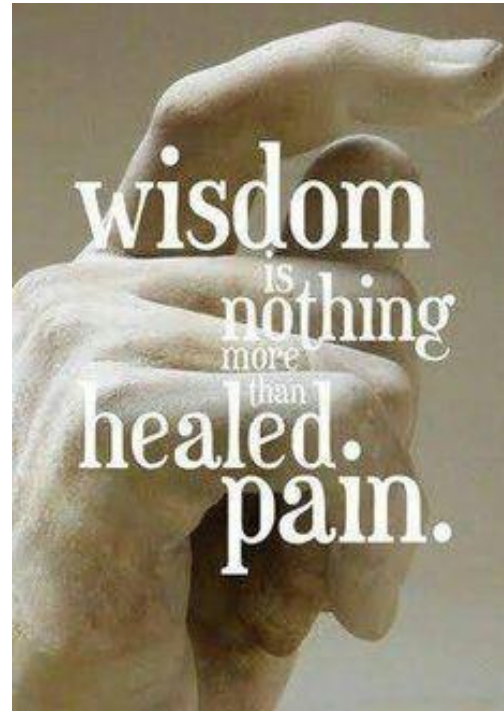
The Psychology of Leadership

Dr. David Perl



Growing Leaders

Some self-disclosure



A common complaint we see:



What do leaders do?

- Creates an inspiring vision of the future.
- Motivates and inspires self/others to engage with that vision.
- Oversees delivery of the vision.
- Coaches themselves/others, so that they are more effective at achieving the vision.

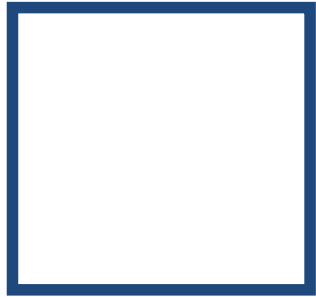
Challenges of leadership

- VUCA
- Only certainty is uncertainty
- Need IQ+PQ+EQ+SQ
- Increasing need for Interpersonal skills

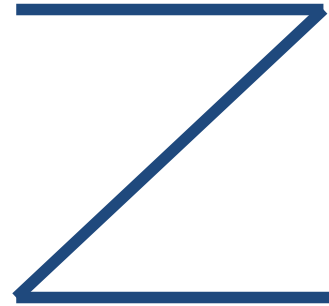
Tomorrow's leaders

- Are Self aware
- Comfortable with uncertainty
- We and not me
- Grow horizontally & vertically
- Focus on profits, people & planet

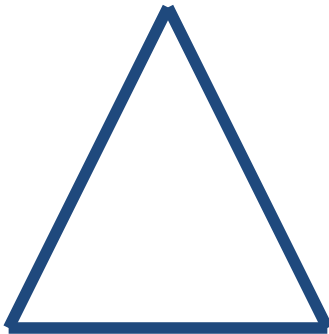
Are you a leader?



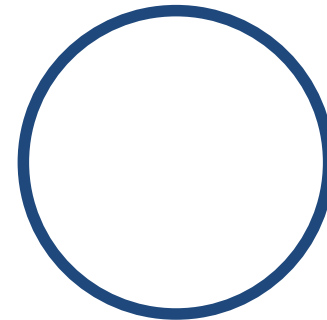
In the box thinker
More work to do!



Money / \$
Focus on the cost

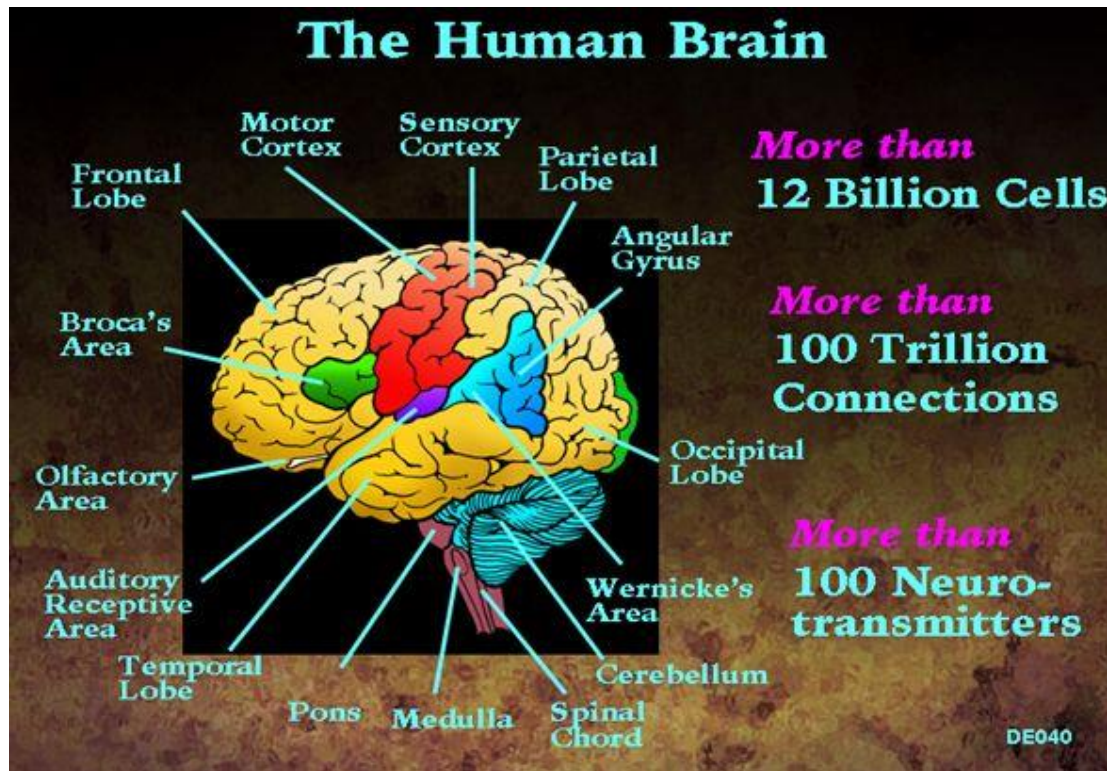


Focused thinker
Well on your way!



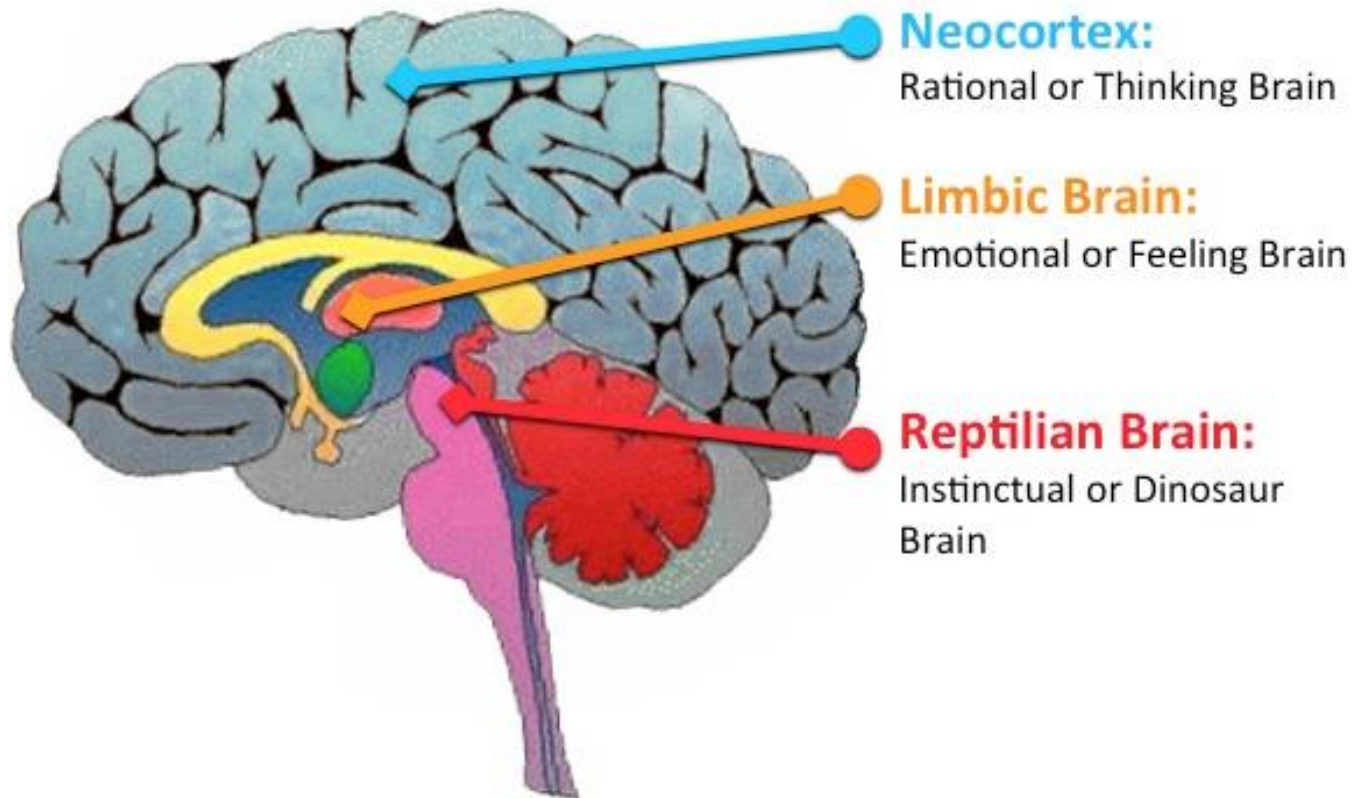
Driven by Food, Alcohol & Sex
Leadership = Where is the bar ?

Some Neuropsychophysiology

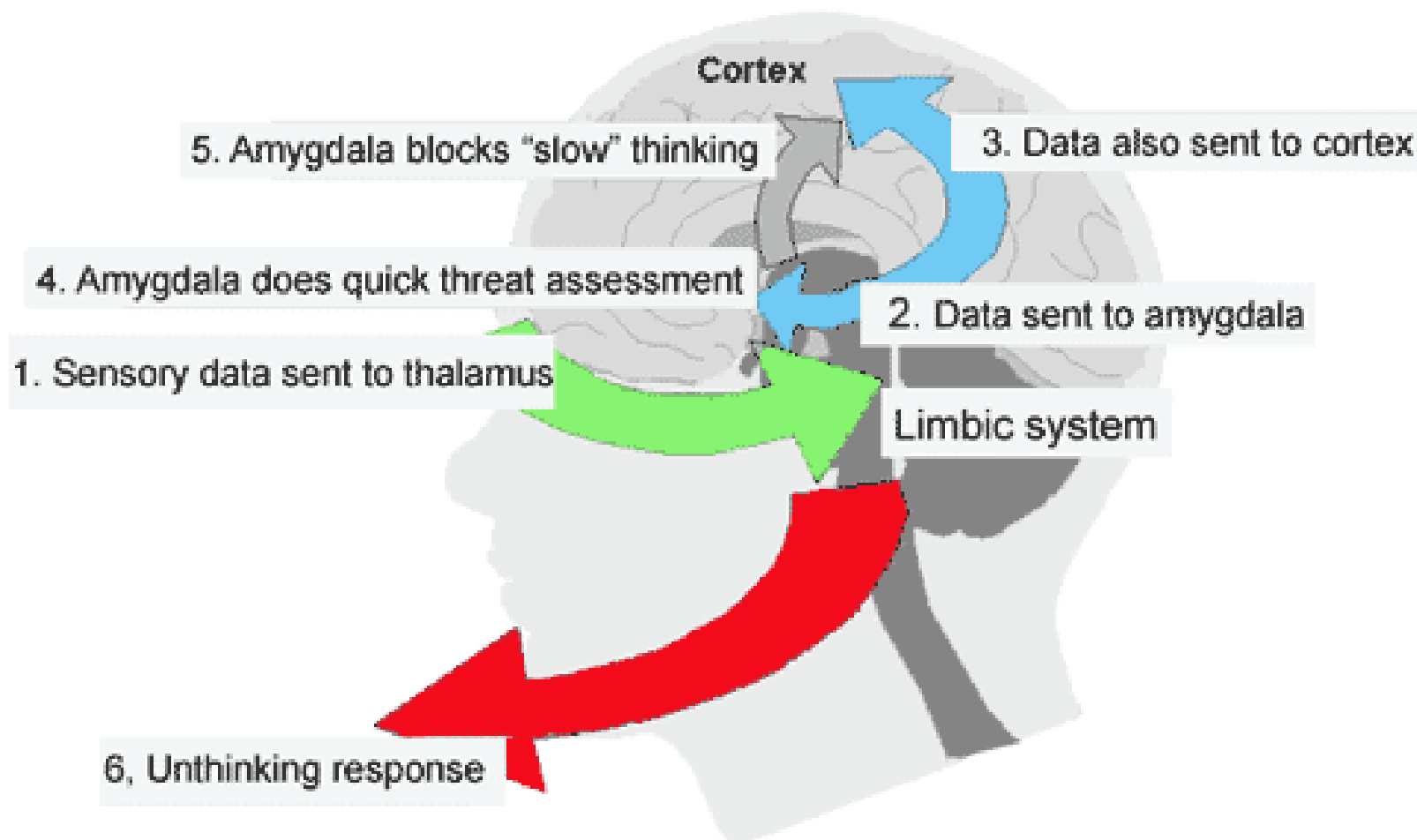


100,000,000,000,000 synapse connections

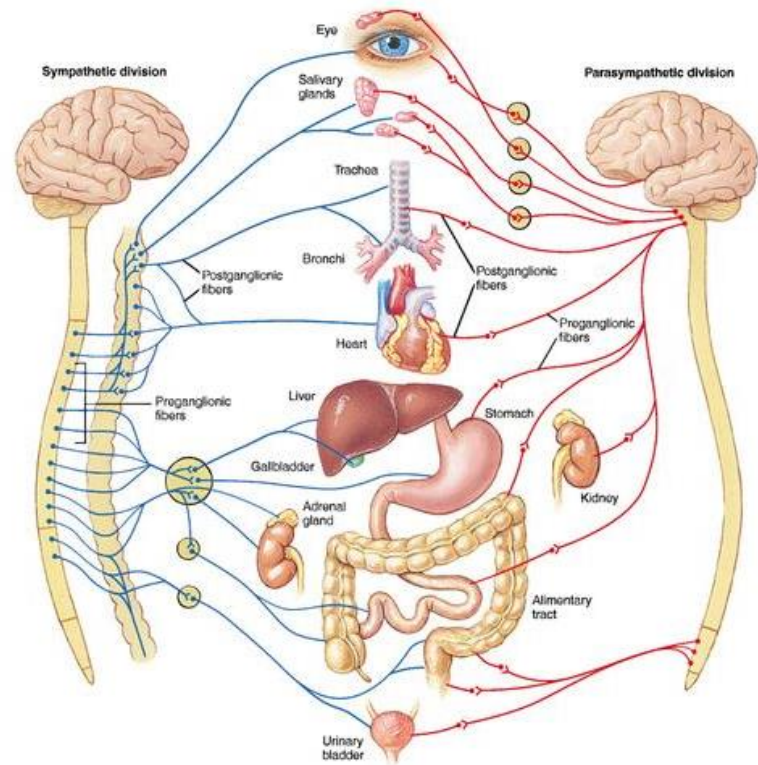
Triune Brain evolution



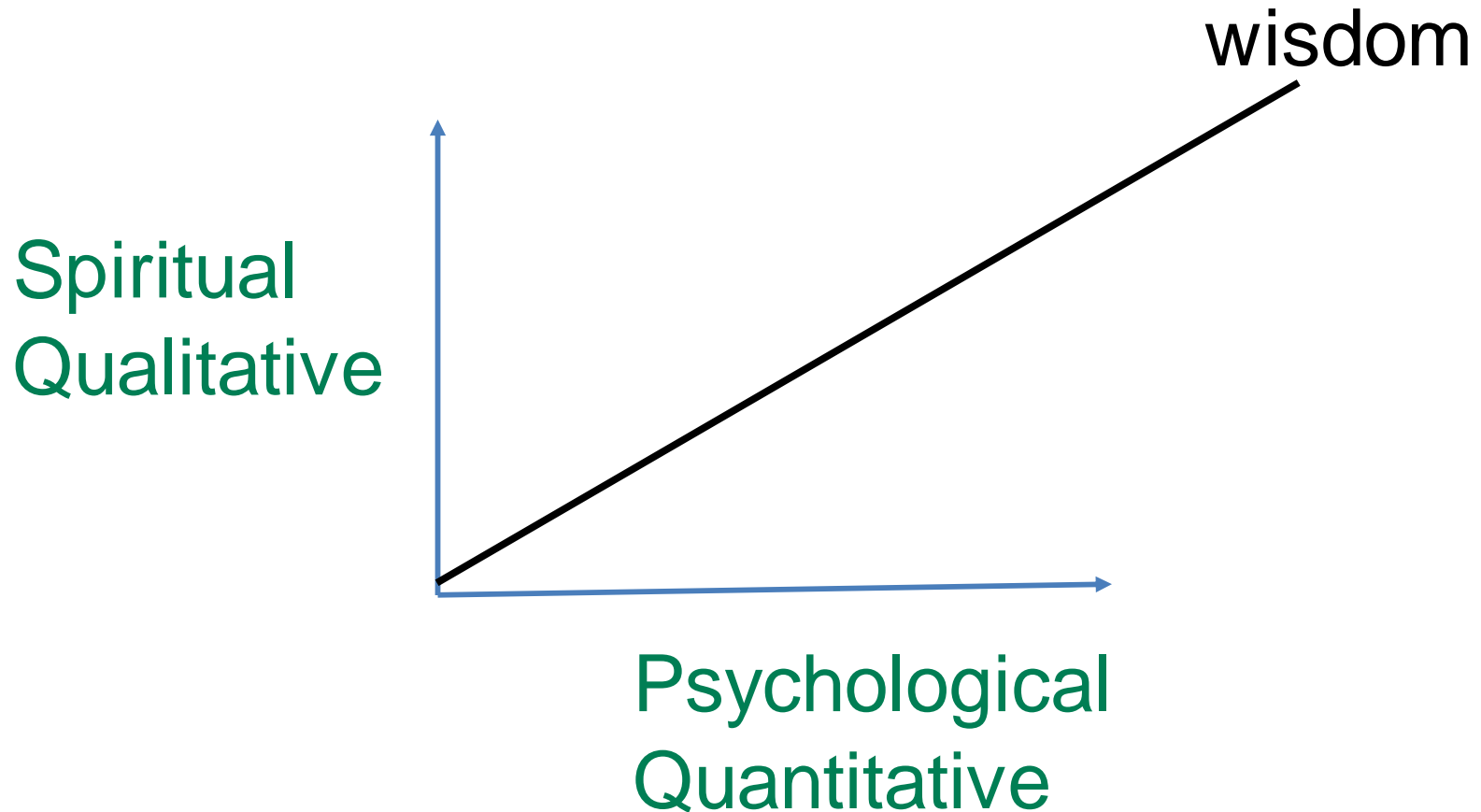
Crisis - Amygdala hijack



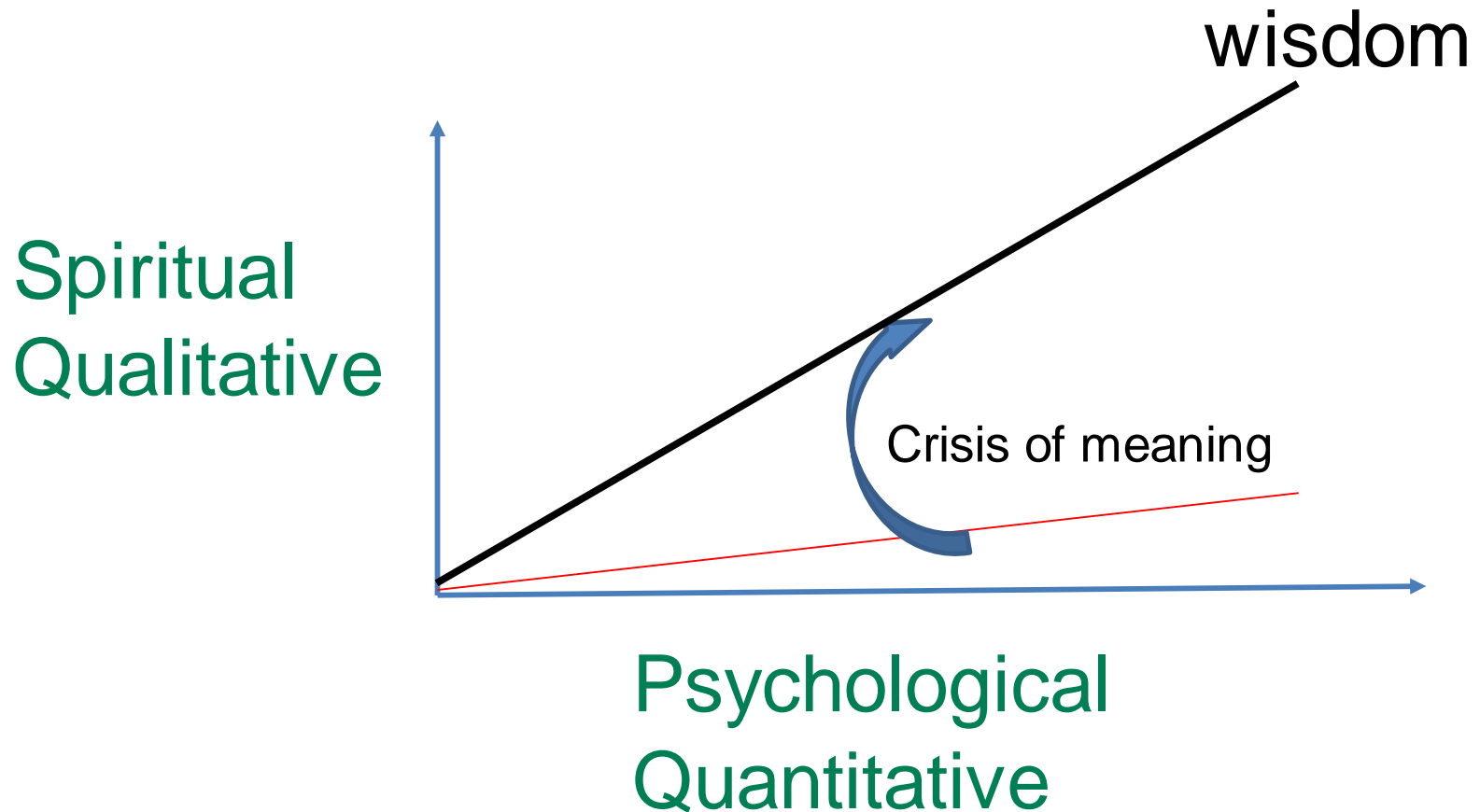
Fight, flight, freeze, feint



2 dimensions of growth



Life crisis



Our unconscious mind



Is seeing believing?

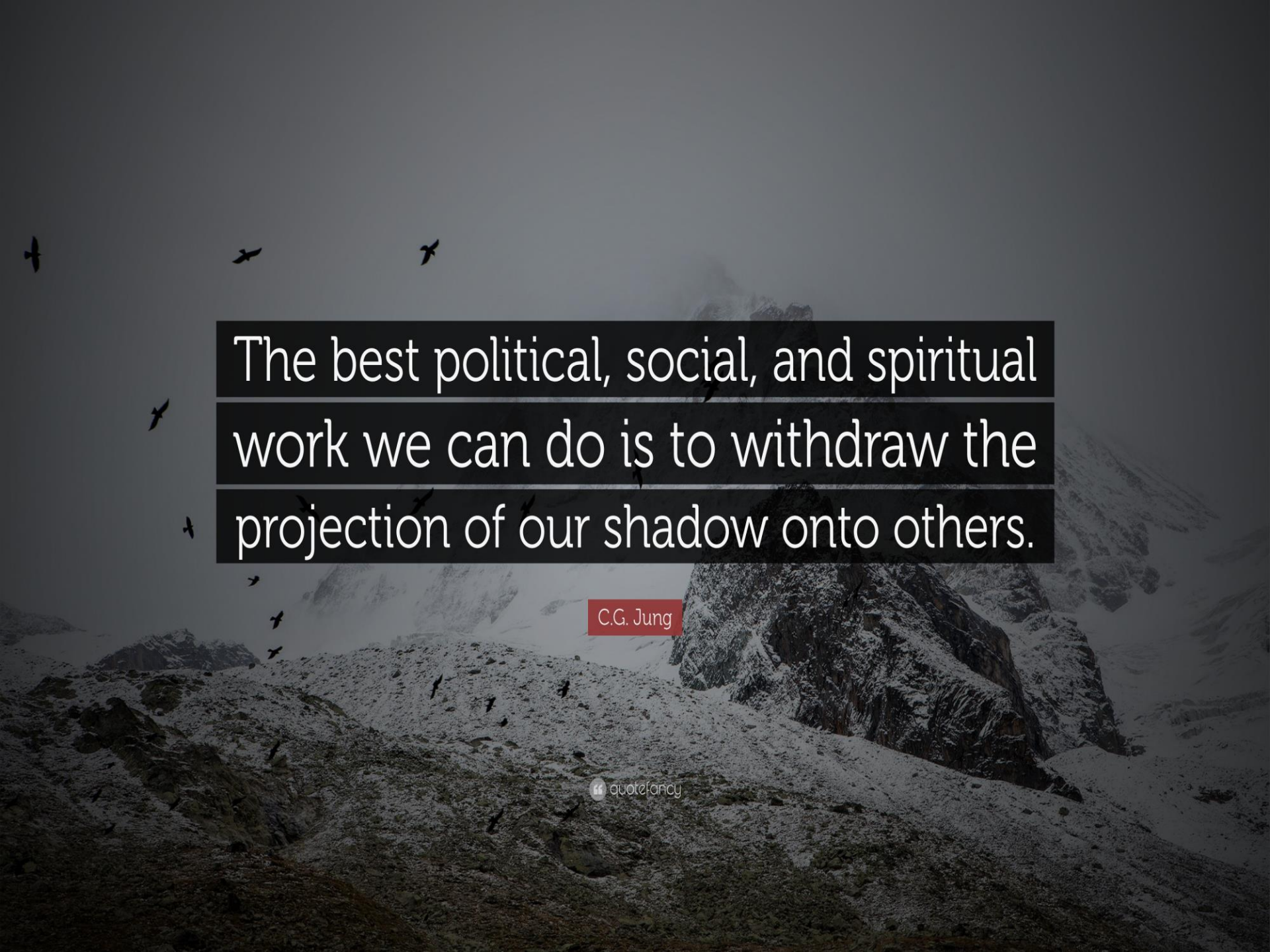
Is hearing believing?

Some psychological concepts:

- Our perception is our reality
- We can't control external events
- Event + Reaction = Outcome
- No one make us feel anything
- Free will - we choose our reactions
- Internal vs External Locus

Self awareness





The best political, social, and spiritual
work we can do is to withdraw the
projection of our shadow onto others.

C.G. Jung

Our shadow

- The parts we hide, deny and repress
- We all have a shadow
- Light and dark
- When we are triggered by another they are showing us something in our shadow
- The more light, the less it trips us up
- If you spot it you got it

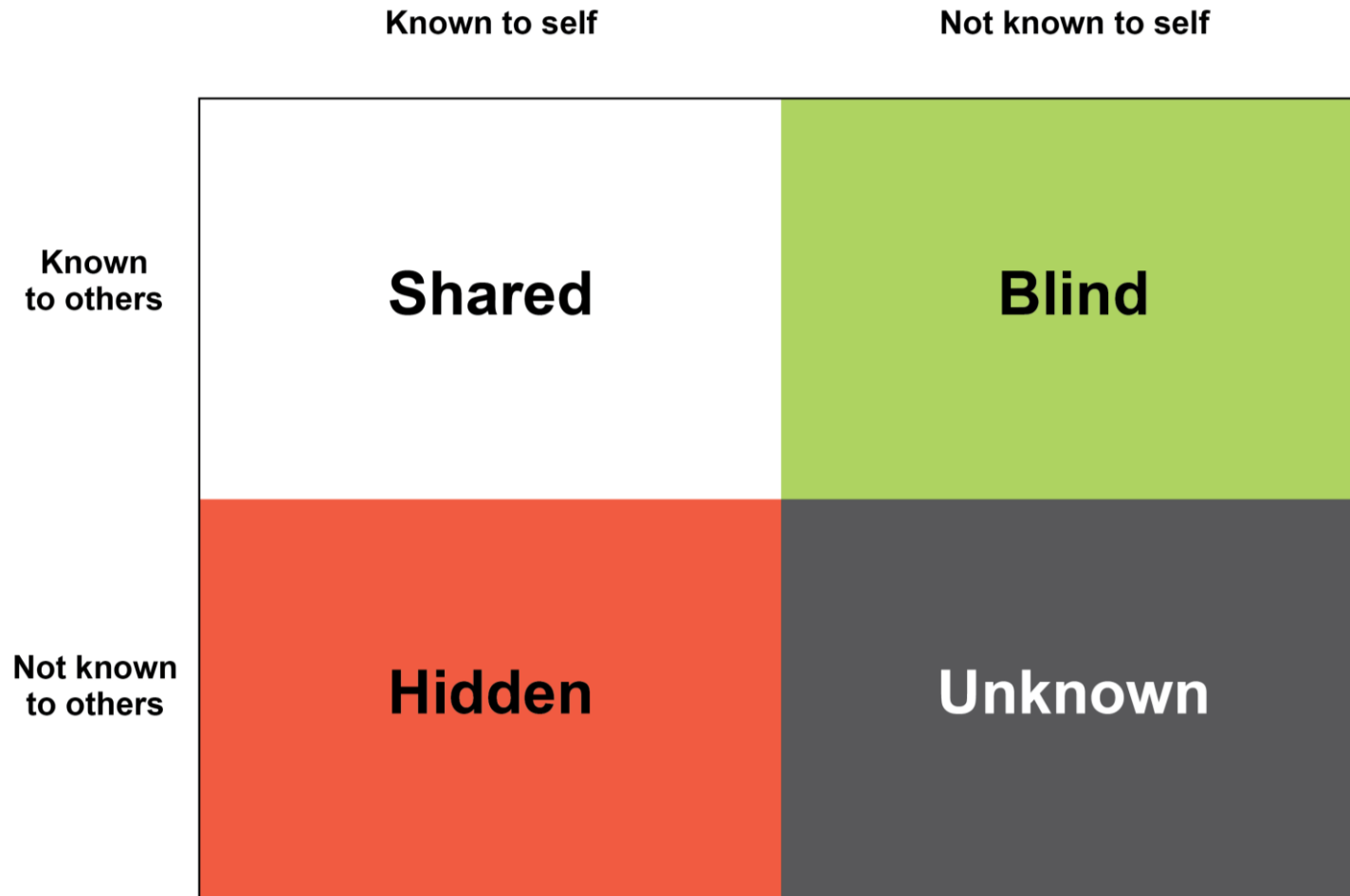
Avoidance of feelings

- Addictions
- Distractions
- Humor
- Regression
- Projection
- Doing vs being

Increasing self-awareness

- Solicit feedback – need safe environment
- Feel as well as think
- Take responsibility – don't blame
- Therapy / coaching
- Mindfulness / meditation

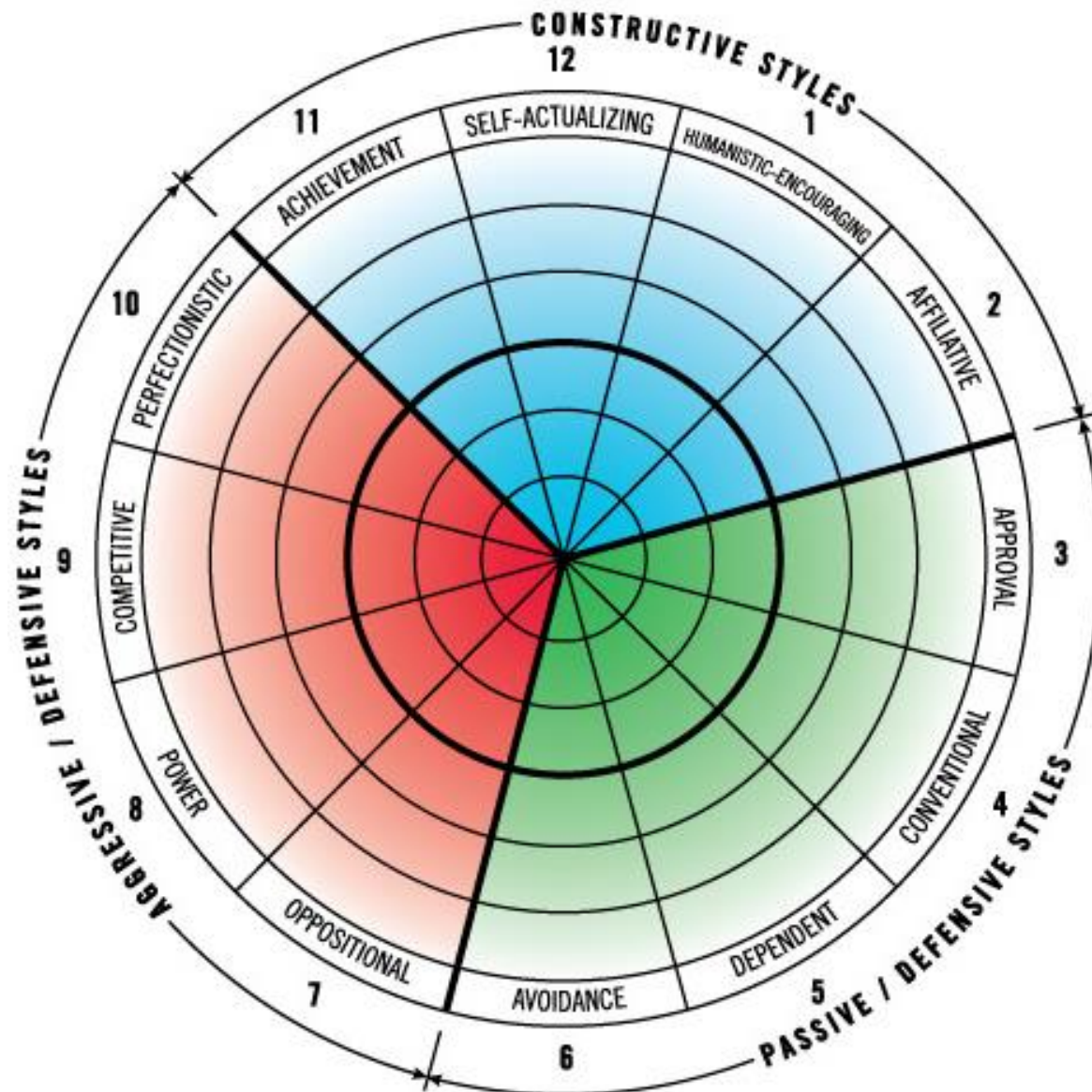
Johari window



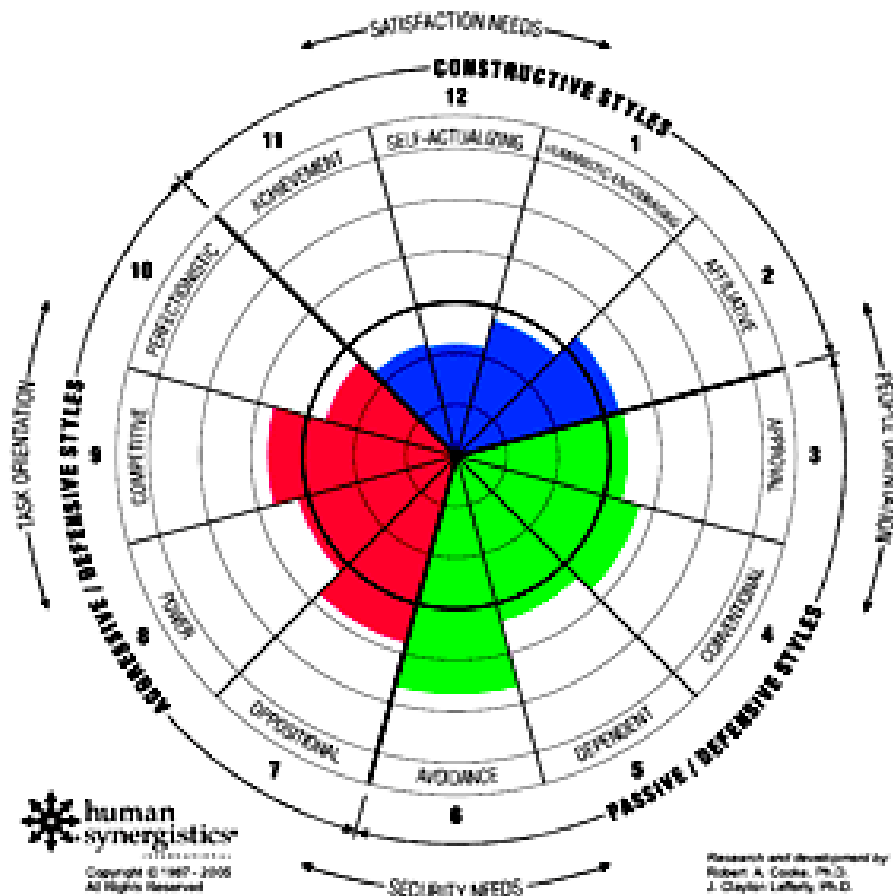
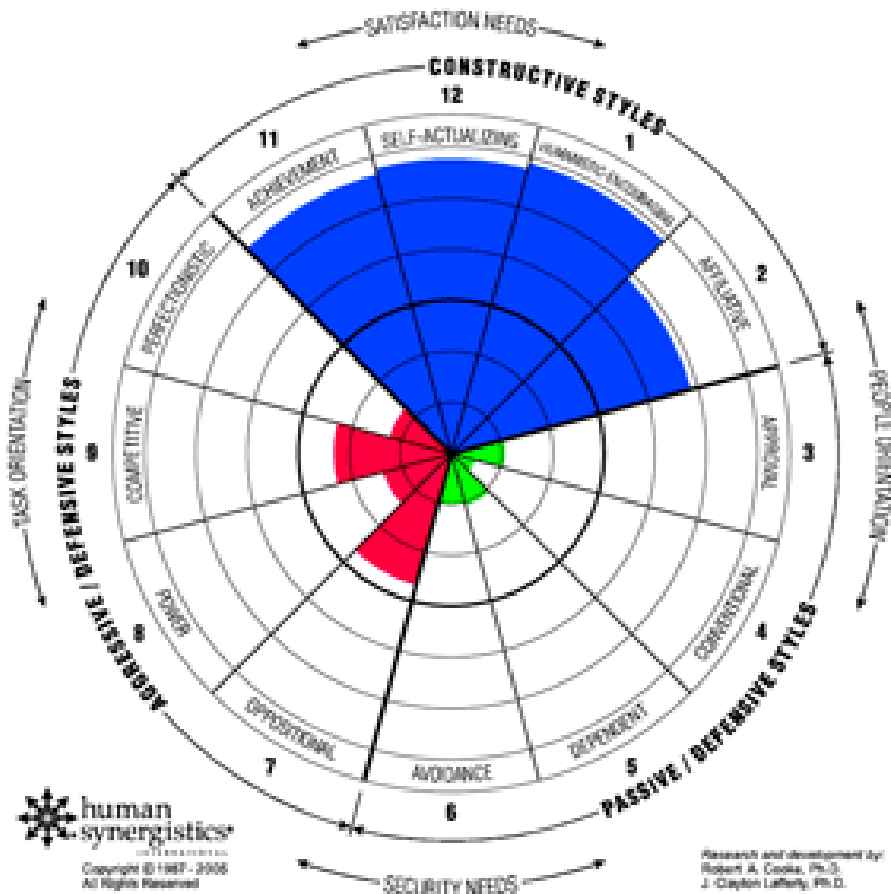
Interpersonal skills



Measuring behaviors

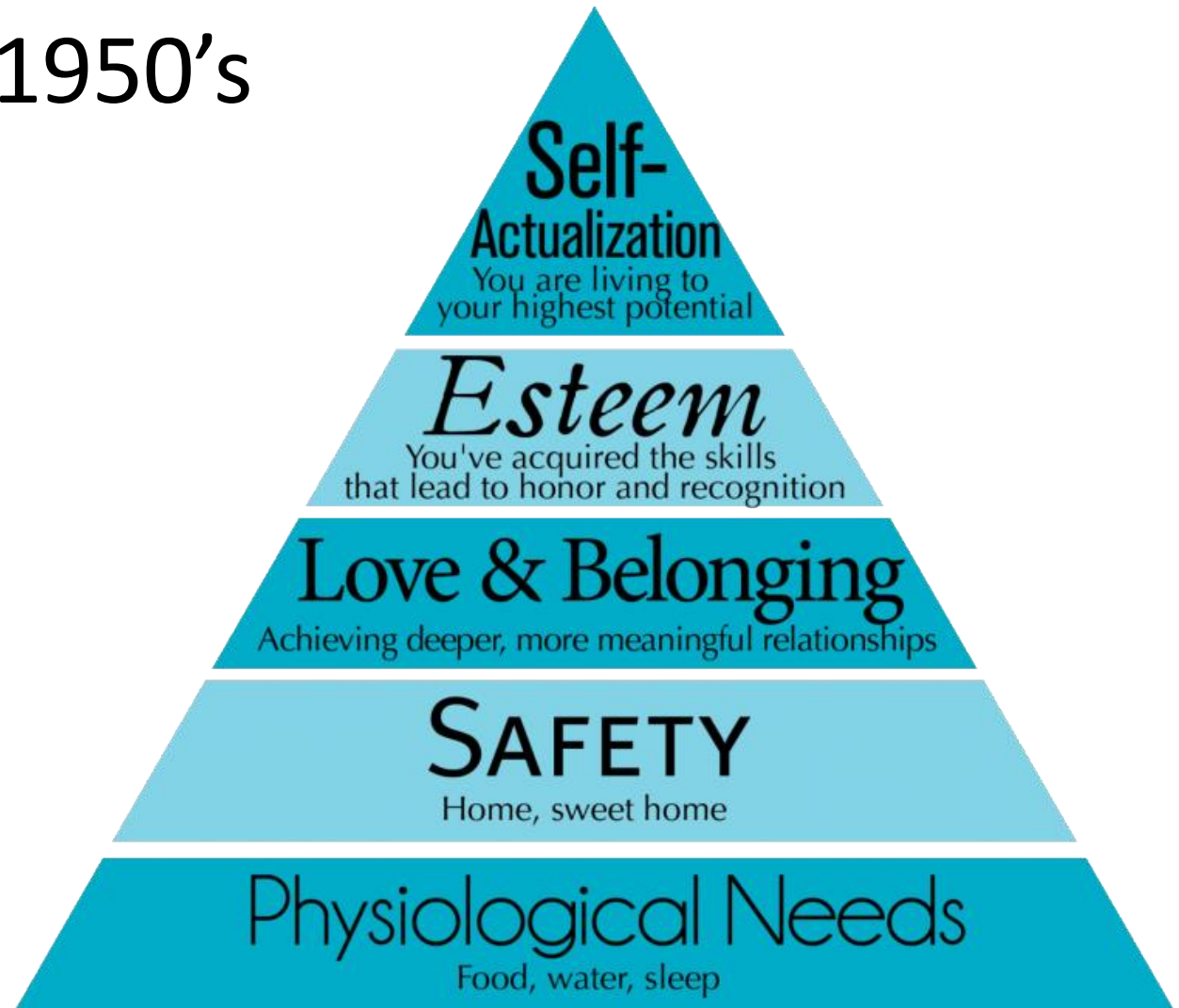


We can change



Hierarchy of needs

Maslow 1950's



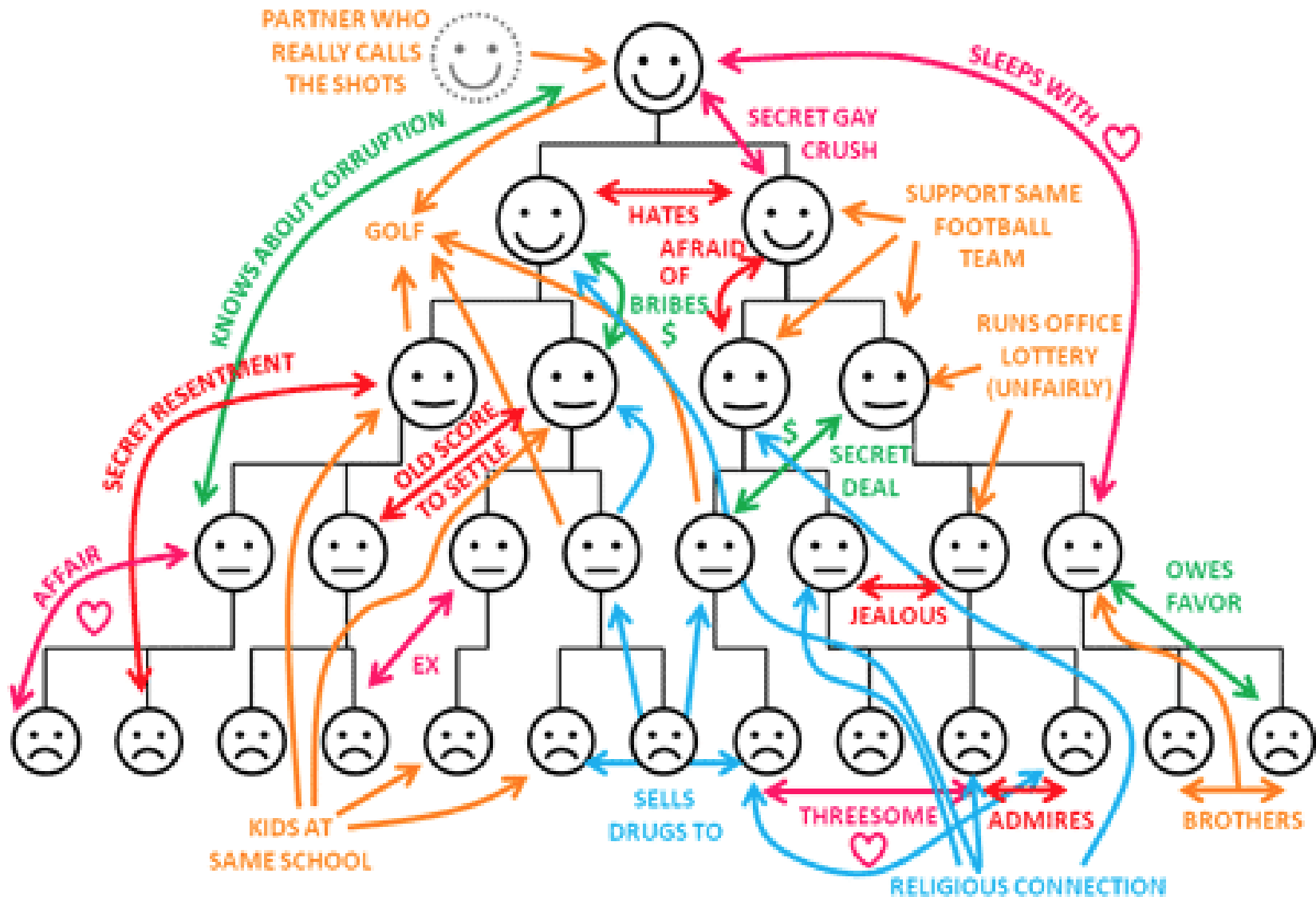
Levels of Personal Consciousness



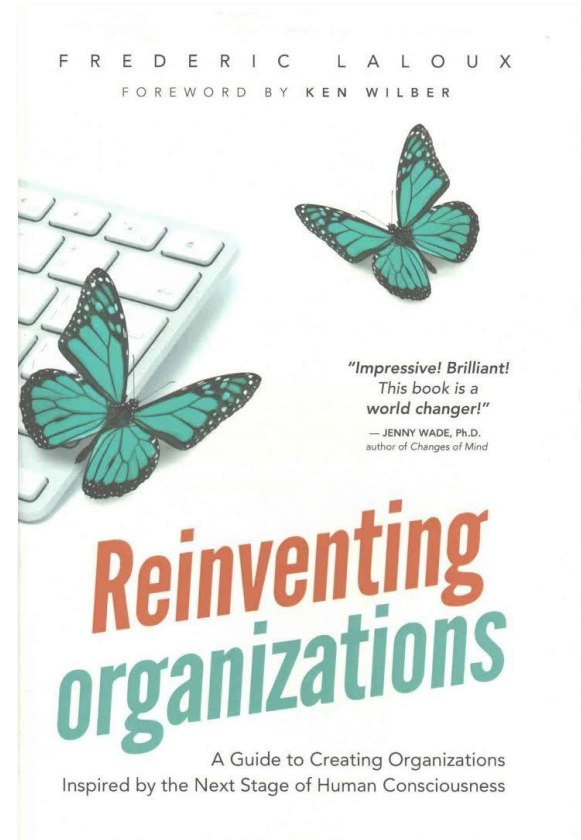
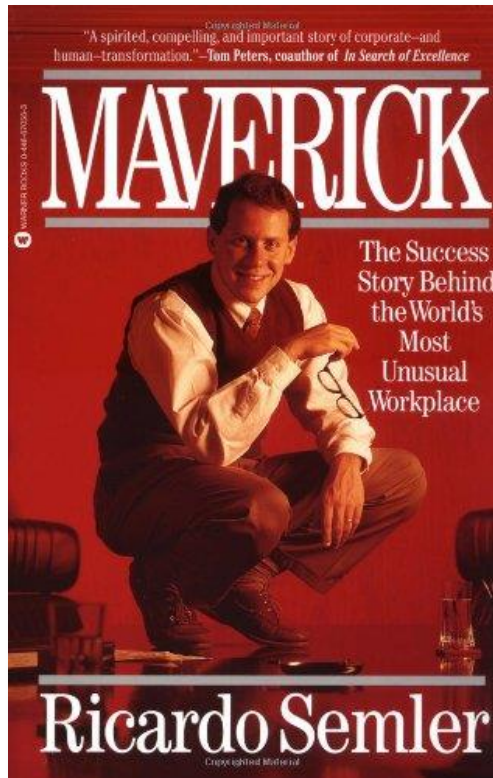
A word on SQ

- A sense of connection to something bigger than ourselves
- A search for meaning
- Integration of inner life of mind and spirit with the outer life of work in the world.
- Is expressed through wisdom and compassionate action

Going from me to we



Circles versus pyramids



The future – Teal / Holacracy?

In Traditional Companies With Holacracy

- Job descriptions
 - Delegated Authority
 - Big Re-Orgs
 - Office Politics
- Roles
 - Distributed Authority
 - Rapid Iterations
 - Transparent Rule

Tomorrow's leaders:

- Are self aware
- Have values
- Have vision
- Are agile
- Are authentic
- Can be vulnerable

“There is no coming to consciousness without pain. People will do anything, no matter how absurd, in order to avoid facing their own soul. One does not become enlightened by imagining figures of light, but by making the darkness conscious.”

~ Carl Gustav Jung

Thank-you Questions:

