The Psychology of Leadership

Dr. David Perl



Growing Leaders

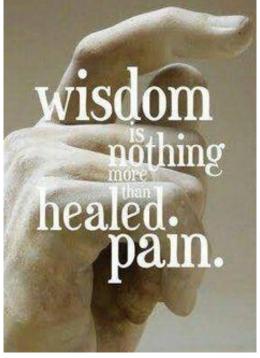


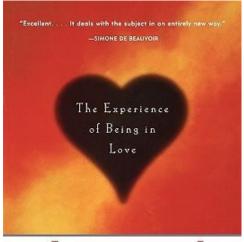




Some self-disclosure









DOROTHY TENNOV







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.
- Overseas delivery of the vision.
- Coaches themseves/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

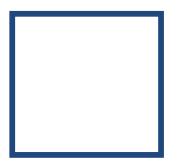
- Are Self aware
- Comfortable with uncertainty
- We and not me
- Grow horizontally & vertically
- Focus on profits, people & planet



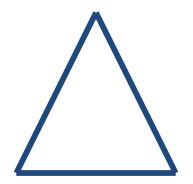




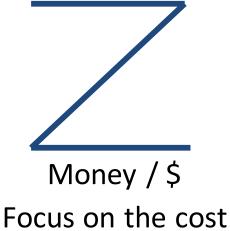
Are you a leader?

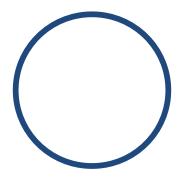


In the box thinker More work to do!



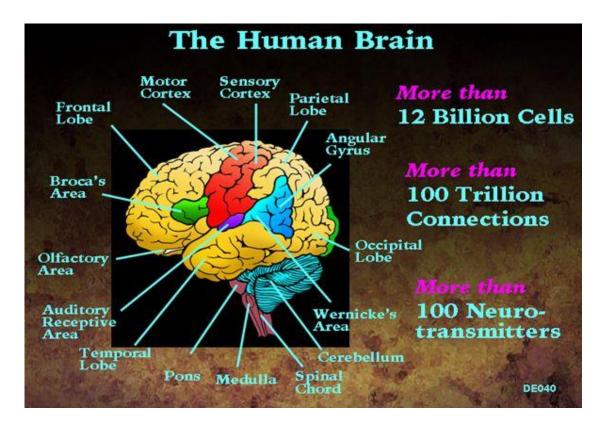
Focused thinker Well on your way!





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

Some Neuropsychophysiology



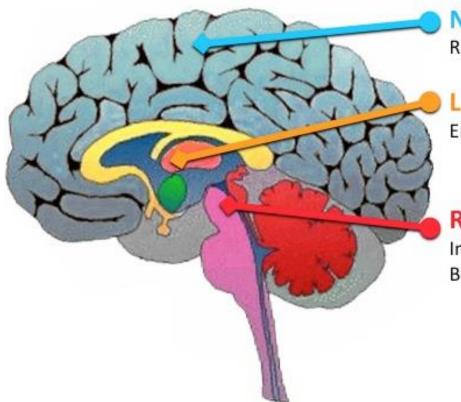
100,000,000,000,000 synapse connections







Triune Brain evolution



Neocortex:

Rational or Thinking Brain

Limbic Brain:

Emotional or Feeling Brain

Reptilian Brain:

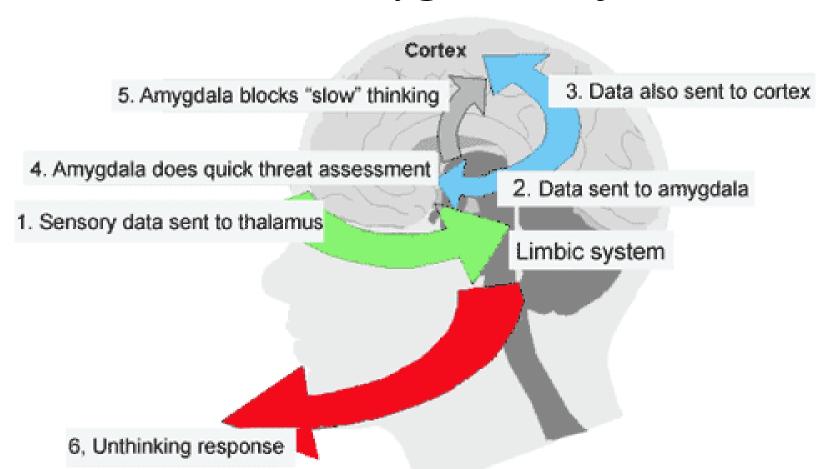
Instinctual or Dinosaur Brain







Crisis - Amygdala hijack



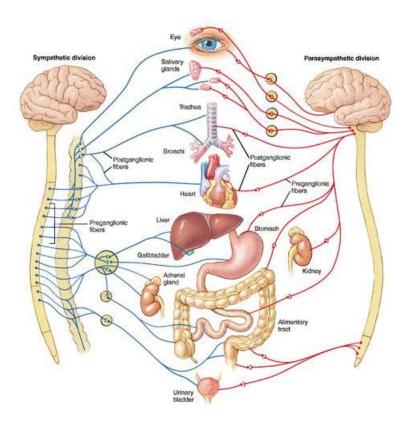






Fight, flight, freeze, feint











2 dimensions of growth

Spiritual Qualitative wisdom

Psychological Quantitative

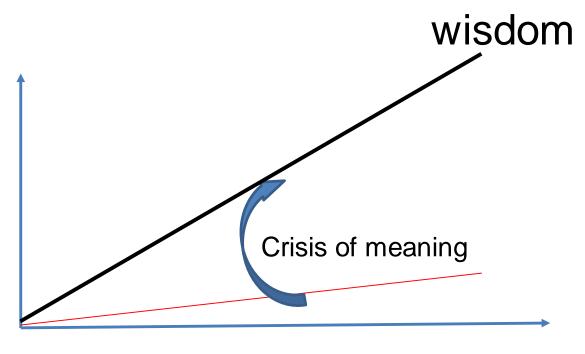






Life crisis

Spiritual Qualitative



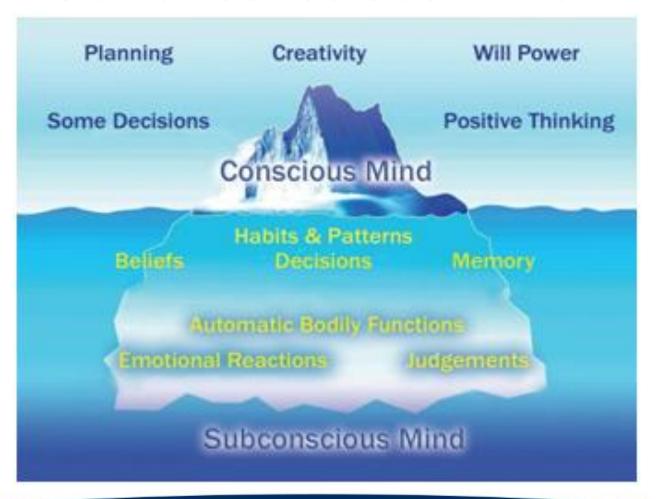
Psychological Quantitative







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.

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

Known to self

Not known to self

| Known to others | Shared | Blind |
|------------------------|--------|---------|
| Not known to others | Hidden | Unknown |







Interpersonal skills

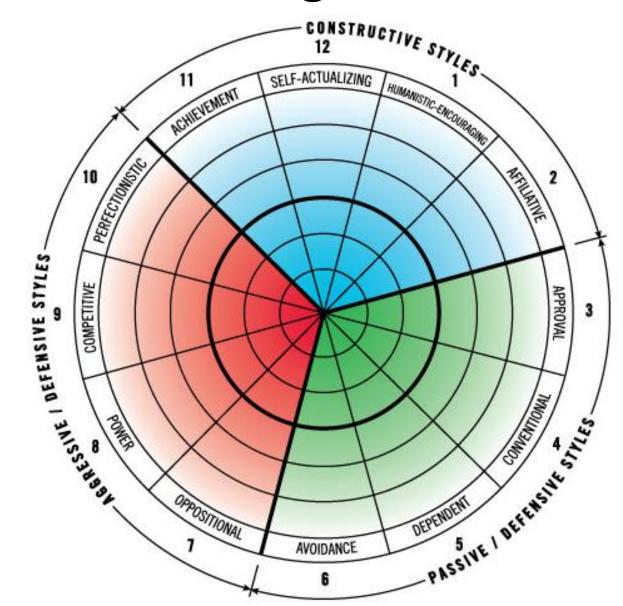




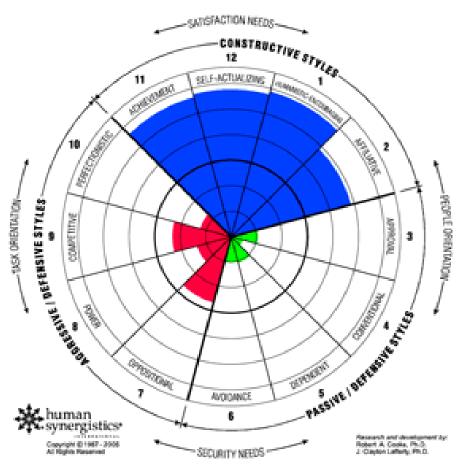


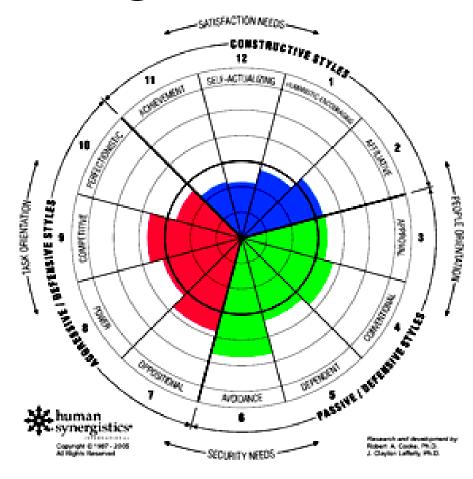


Measuring behaviors



We can change



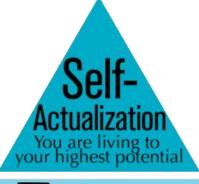








Hierarchy of needs Maslow 1950's



Esteem
You've acquired the skills that lead to honor and recognition

Love & Belonging

Achieving deeper, more meaningful relationships

SAFETY

Home, sweet home

Physiological Needs

Food, water, sleep







Levels of Personal Consciousness



Positive Focus / Excessive Focus

Service to Humanity and the Planet

Devoting your life in self-less service to your purpose and vision

Collaborating with Partners

Working with others to make a positive difference by actively implementing your purpose and vision

Finding Personal Meaning

Uncovering your sense of purpose and creating a vision for the future you want to create

Personal Growth

Understanding your deepest motivations, experiencing responsible freedom by lettinggo of your fears

Self-worth

Feeling a positive sense of pride in self and ability to manage your life. Power, status

Belonging

Feeling a personal sense of belonging, feeling loved by self and others. Being liked, blame

Financial Security & Safety

Creating a safe secure environment for self and significant others. Control, greed

A word on SQ

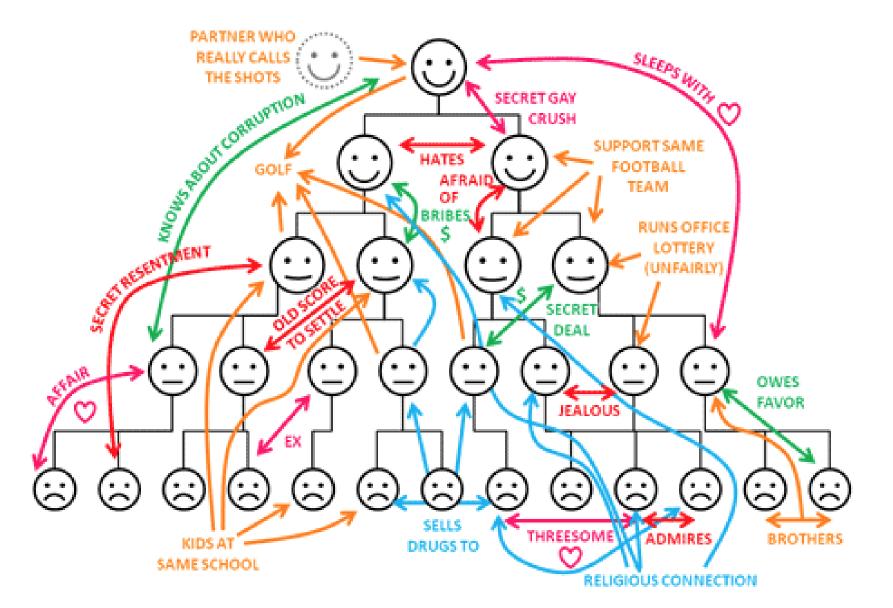
- A sense of connection to something bigger than ourselves
- A search for meaning
- Integration of inner life of mind and spirit with the outer life of work in the world.
- Is expressed through wisdom and compassionate action



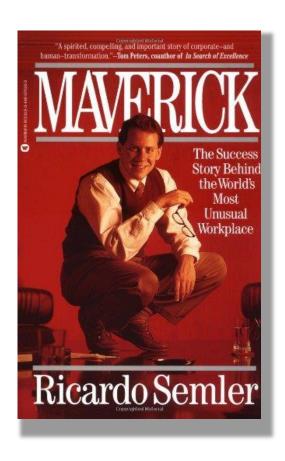


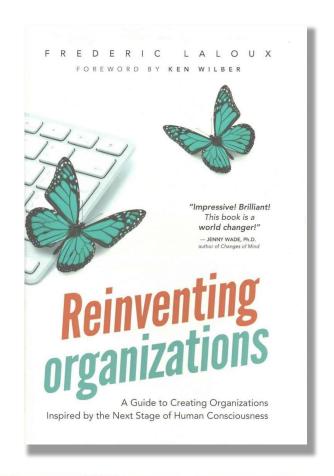


Going from me to we



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:







