A1: Personal Mastery for Transformational Leadership

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Objectives

• Explain how to identify and respond effectively to reactions in oneself and others that may interfere with progress.
• Identify key elements for facilitating creativity in order to change habits and patterns.
• Define ways to exercise authority which also help to preserve positive engagement.
No disclosures
The Human Side of Change

We can see from the discussion of developing, testing, implementing, and spreading a change that most change will not happen without the support of people. Focusing only on the changes themselves and not on their effect on people will doom improvement efforts.

Because most improvement efforts involve an informal or formal improvement team, members of a team (or at least the team leader) should have some

Working with People

Although the topic of working with people in improvement efforts does not have its own chapter, it is a topic of equal importance to testing or implementing or spreading change. The reason it does not have its own chapter is because it is important in all of these activities. We have chosen to weave this critical aspect of being successful with improvement efforts into chapters on the activities and methods themselves. For example, in Chapter Seven on testing a change, a number of the ideas around testing a change on a small scale give guidance on how to work with people to make the testing successful. Similarly, in Chapter Eight on implementing a change, which has to do with evoking a change permanently, the people issues of motivating others to embrace the change are addressed. Chapter Fourteen in Part Three describes the people tests and methods for developing improvement capacity in an organization.

Leadership for Improvement

Part Three is devoted to leadership issues and is meant to offer managers and executives methods for improving the value of their organization’s product or service. Numerous methods and tools are described for changing the behavior of leaders, including the use of databases and computerized tools for analyzing key performance indicators. These methods are intended to help leaders behave in ways that will enable their organizations to improve.
Engagement

Understanding

- 25,000,000
  - Someone cares about me as a person.
  - My opinion seems to count.

Importance

- 115,000
  - An open and trusting environment that allows:
    - “I don’t know.”
    - “I don’t understand.”
    - “I don’t agree.”
    - “I have an idea.”

Choice

Confidence

Follow-up

Gallup, State of the American Workplace at Gallup.com, 2013

Authority

Vision

- 25,000,000
  - I know what is expected of me at work

Goals

Priorities

- 115,000
  - Vision
  - Roles and expectations

Roles, expectations

Decision making

Gallup, State of the American Workplace at Gallup.com, 2013
What did you hear?
What are your thoughts, reactions, associations?

What percent of the time are problems with improvement efforts due predominantly to issues on the relational side of change?

- < 20% of the time
- 20 - 50% of the time
- 51 – 80% of the time
- > 80% of the time

We believe, however, that the fundamental cause of our slow progress is not lack of know-how or resources but a dysfunctional culture that resists change.
Culture was observed by most investigators to be an important facilitator or, conversely, a barrier to change.

To realize the potential of QI methods to transform health care quality, future research must focus...on the role of context in QI.
reactivity

Judgment, blame, personality diagnoses
Pushing ideas or withdrawal into silence
Unbalanced participation
Stuck in conflict or no conflict
Decisions premature or delayed

creativity

Personal accountability, what’s working and not working
Joint exploration of all ideas
Balanced participation
Conflict surfaced and managed
Balanced dialogue and decision making
What per cent of the world’s people often engage in self-defeating behaviors? Approximately 100%!

The Road to TOLERANCE

ALBERT ELLIS

Put simply, people consistently act inconsistently, unaware of the contradiction between the way they think they are acting and the way they really act.
Ladder of Inference

CONCLUSIONS, ACTIONS
I can’t work with Jackie. She is impossible.

JUDGMENTS, ASSUMPTIONS, OPINIONS
She is passive-aggressive.

SELECTION OF DATA
She is quiet in meetings and then does not follow through on what I ask for.

OBSERVABLE DATA AND EXPERIENCE
I have had interactions with her for 4 years.
Working relationship with Jackie.

Used with permission, Radcliffe Publishing, Bate et al Organizing for Quality 2008
Choose a situation.

I am currently facing a situation in which I see reactivity in myself and/or others. Improving this situation would make a significant impact on my work life.

a. Yes  b. No  c. Uncertain
Reflect

Recognize Orient to vision for results and relationships Prepare

• Everyone acts at their worst at times, including me.
• My first impulse is likely to make me part of the problem.
• My strongest conviction is just a theory to be tested.
• Results come first but only if relationships come first.

nb
With your situation:
• How might I and they be in reactivity?
• What are my and their clues and triggers?
If you know you are not sure, you have a chance to improve the situation.

--Richard Feynman in *The Meaning of It All* 1998

**Dialogue**

- **Check understanding**
- **Active telling**
- **Active listening**
- **Check understanding**
Dialogue: start by stating intentions

For example:

• to set aside decision making and make sure we really understand where we are each coming from.
• to assure mutual understanding and mutual goals.

Dialogue: check understanding

• What are your ideas/perceptions?
  – Here is what I heard you say.
  – Did I get that right?
  – What observations are you basing that on?

• Can I tell you my ideas/perceptions?
  – What did you hear me say?
  – Do you understand what I am basing this on?
  – What am I missing? Where might I be wrong?
"The slightest voice inflection, the most innocent remark, can land hard on those you have authority over, causing them to make up stories that support increased caution and distort further interaction."

Goleman et al *Primal Leadership* 2013

**Making decisions *and* fostering engagement.**

- Elicit and understand concerns and reactions (including negative).
- Explore importance, confidence.
- Maintain focus on vision as primary driver.
- Explain decisions (who, how, why, input).
- Acknowledge uncertainties, risks.
- Invite involvement in implementation.
With your situation:

- Have we taken time to for dialogue—to explore all the points of view and assure we understand each other?

- What approach will you emphasize in your next conversation? (e.g. stating intentions, active listening, active telling, checking understanding?)
Decision Questions

- Who has the authority? Is it clear?

- Is it clear how will the decision be made? (e.g. consultative, consensus)
“No action, activity or process is more central to a healthy organization than the meeting. As dreaded as the “m” word is, as maligned as it has become, there is no better way to have a fundamental impact on an organization than by changing the way it does meetings.”

Follow-up/Align Questions

• Are the decision-makers aligned about aims and priorities?
• Do the decision-makers have regular meetings in which alignment is regularly assessed?
**Norms**
guidelines for communication and behavior

<table>
<thead>
<tr>
<th>MUST NOT DOs</th>
<th>MUST DOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blame</td>
<td>Mutual contribution</td>
</tr>
<tr>
<td><em>It’s your fault.</em></td>
<td><em>What are we each doing that is working and not working?</em></td>
</tr>
<tr>
<td>Global judgments stated</td>
<td>Specific words and behaviors stated as perceptions.</td>
</tr>
<tr>
<td><em>You are unmotivated.</em></td>
<td><em>My perception is that you are silent in meetings don’t volunteer for tasks. What do you think?</em></td>
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**Problem**

1. Reflect
2. Dialogue
3. Decide
4. Follow-up/Align

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*nb*
On Being Unconditionally Constructive

The antidote to exhaustion is not rest. It is wholeheartedness. There is something about wholeheartedness, courage that comes from heart, that has to do with coming out of hiding and having a conversation with others with life. None of the changes will happen without the conversation.

David Whyte, Making a friend of the unknown (CD)
Handouts on extranet

- Having trouble motivating others?—a quick diagnostic.
- Questions to Guide Reflection.
- Ladder of Inference.
- In-the-Moment Reminders for Dialogue.
- On Being Unconditionally Constructive.
- Selected References.

Questions or having trouble accessing handouts?
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Additional articles and tools at
www.neilbakerconsulting.com