The Subtle Journey of Leadership
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You Can Be a Leader

- You don’t have to be born with the traits of a leader
- You don’t have to wait for a tap on the shoulder—most people act like a leader before being appointed
- You don’t have to be at the top—mid tier leadership is the most important for growing an organization
- You can step up and become a leader at any point in your life—experience is more important than education
The Cenote Network

- Mexico’s Yucatan Peninsula has few rivers.
- Most surface water is marshy and not fit to drink.

- People could not live on the Yucatan if it were not for pools called cenotes.
- They don’t look very important.

- Cenotes not only store water locally, they are also highly interconnected.
- They provided the Mayans with fresh water over a large area.
- This network allowed an entire civilization to flourish.

Surface and Below

- A cenote may seem ordinary on the surface.

- Below the surface, it may look a lot different.
Who is?...

- Father was in the military and drilled into his children that you are responsible for everyone’s welfare
- Was consistently in the top 99% of academic tests
- Was first chair flute
- Has a Masters degree in industrial psychology and public administration
- Visiting scholar at UC Berkley
- Former USAF fighter pilot
- Co-authored paper on error-inducing contexts in aviation
- Instrumental in developing a Crew Resource Management system
- Participated in several USAF and NTSB investigations
- Runs a safety consulting company (Safety Reliability Methods)
- Pay was cut 40% in recent years, pension terminated and replaced with promise of “pennies on the dollar” from PBGC
- USAir pilot since 1980

On January 15 2009 landed his Airbus 320... where?
Leadership Transformation Process

Transformation from "I" to "We"


Leadership Transformation Process

Phase I – Preparing for leadership – teens to 30
- Rub up against the world
- Gain work experience
- Self absorption is a natural phase of development—judge your success based on your individual efforts

Phase II – Rapid accumulation of leadership experience
- Experience a leadership crucible
- Authentic leadership is about empowering others on their journey
- Only when leaders stop focusing on their ego needs can they develop other leaders
- People are more interested in working for leaders who care about them

Phase III – Giving Back
- After their work career is over – leader share their experience and continue to serve organizations
The Importance of Failure

- Everyone is born to fail. It doesn’t matter how many times you get knocked down—if matters whether you get up, how you get up, and what you learn.
- We should welcome failure:
  - Learn lessons
  - No mistakes, only lessons
  - Lessons are repeated until learned
  - If we don’t learn the easy lessons, they get harder
  - You know you’ve learned a lesson when your actions change
- Avoid the Fear Spiral
  - Fear ➔ Inaction ➔ Inexperience ➔ Deterioration in ability ➔ Paralysis, Procrastination, Purposelessness ➔ Learned Helplessness ➔ Fear

Entrepreneurs average 3.8 failures before becoming successful
- We train for success when we should train for failure:
  - Failure more common than success
  - Poverty more common than wealth
  - Disappointment more common than satisfaction
  - 90% of people who fail are not defeated—they simply quit

Warren Buffett

Five Dimensions of Authentic Leadership

- Practice Purpose with Passion
- Practice solid values
- Lead with the heart
- Establish enduring relationships
- Demonstrate self-discipline
Practice Passion with a Purpose

- Leaders first understand themselves and their passions
- Hardest person to lead is yourself—the journey of leadership is as much inward as outward—many leaders do not do the work of self awareness because it is so hard
- Avoidance will catch up with you but society does reward covering up
- Research shows most important factor is self awareness: Daniel Goleman, Stanford Graduate School of Business
- Look inside to find your power

Practice Solid Values

- Values are personal
- **Integrity** is the one value required of an authentic leader
- Values are developed through:
  - Study and Introspection
  - Consultation
  - Years of experience
- Every leader faces moments where they must draw a line in the sand

**Definitions:**

**Values**: The relative importance of things that matter in your life

**Principles**: Values translated into actions.

**Leadership Principles**: A set of standards used in leading others, derived from your values.

**Ethical Boundaries**: Limits you place on your actions, based on your standards of ethical behavior
Network

- Strong Network + Good Mentors = More Promotions + Higher Pay + Greater Career Satisfaction
- Most strong leaders have a support team where they can be vulnerable and truthful
- Your support team can see where you are getting off track... and they can tell you.
- Building your network takes time and attention

Leading with the Heart

- Compassion for the people you serve, empathy for the people you work with
- Right People ↔ Right Positions
- Need to know:
  - Skills needed
  - Leadership style matches
- Crucial Conversations that build a shared meaning—share observations, not judgments
- Good leaders spend 50% of time asking questions
- Courage to make difficult decisions
When toxic employees are allowed to stay...

...what effect does it have on others?

- 48% decreased their work effort
- 47% decreased their time at work
- 38% decreased their work quality
- 66% said their performance declined
- 80% lost work time worrying about the incident
- 63% lost time avoiding the offender, and
- 78% said their commitment to the organization declined.

Source:
Harvard Business Review
April 2009

Establishing Enduring Relationships

- People need personal relationships with leaders before they give themselves fully
- Trust and commitment are drivers of the quality of the relationship
- Mutual respect; treat others as equals
- Listening is the highest form of respect
- Learn from people—teams love to be asked for advice
- Share your life story and vulnerabilities
Establishing Enduring Relationships

- Empowering people to lead
- Attend award ceremonies, business reviews, social events—mingle
- To increase engagement:
  - Take time to know peoples’ skills and gifts
  - Pay attention to people
  - Challenge and stretch them
  - System to measure progress
  - Set a compelling vision. Vision Leaks!

Communication Strategy

- Use Multiple Methods:
  - Body, Kinesthetic—build the product
  - Interpersonal—interact with each other
  - Verbal, Linguistic—tell the story
  - Logical, Mathematical—write it down
  - Visual—see a picture, draw a picture
  - Musical—remember the tune
- Developing people is like planting seeds

Source: Howard Gardiner, Multiple Intelligences
St. Alexius Children’s Hospital

Demonstrating Self Discipline

- Set high standards
- The hardest person to lead is... yourself
- You must take responsibility for your own development
- Leading is high stress work
- The best leaders stay grounded
- Balanced life—emotional, physical, spiritual, and intellectual
Balance Energy Expenditure with Energy Recovery

Energy out is the stimulus for growth

Energy recovery is where the growth takes place

No recovery – No growth
Series of sprints – Not a marathon

Leadership: The Deep Pool