



# The Subtle Journey of Leadership

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Quest Chicago 2009



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*Guiding Leaders, Growing People*

# 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

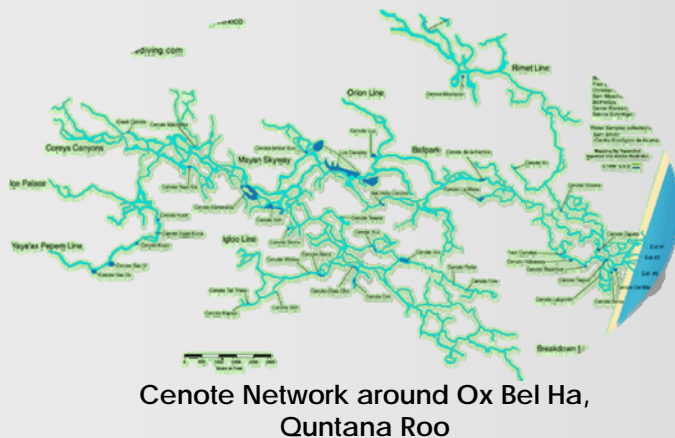
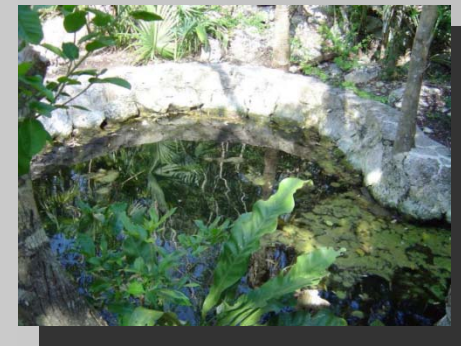


# The Cenote Network



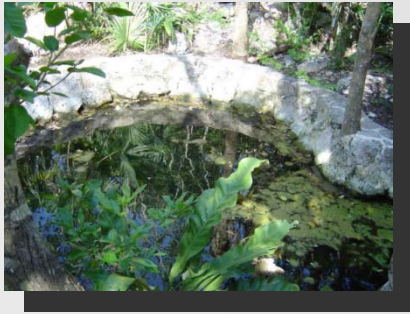
- ▶ Mexico's Yucatan Peninsula has few rivers.
- ▶ Most surface water is marshy and not fit to drink

- ▶ 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



Gran Cenote,  
Tulum



# 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?

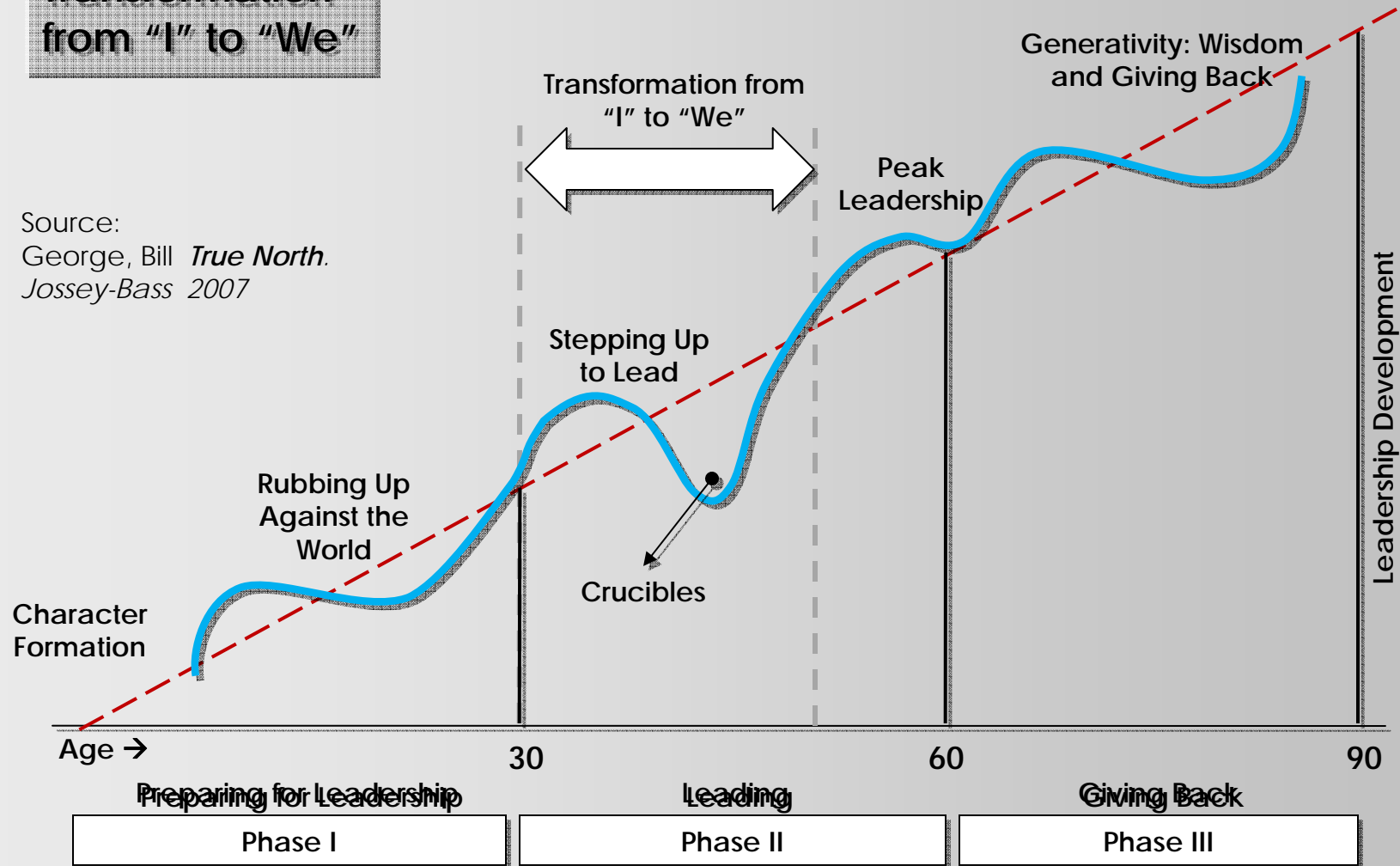




# Leadership Transformation Process

Transformation  
from "I" to "We"

Source:  
George, Bill *True North*.  
Jossey-Bass 2007



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# 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—it 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



Beautiful Noodles



The Girl and the Nurse



Peel the Onion



# 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



The Software Guy  
at the Retreat



The Vending Machine

## 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

*"...have some group  
that will tell you the  
truth, and to whom you  
can tell the truth..."*

Warren Bennis



# Leading with the Heart

- ▶ Compassion for the people you serve, empathy for the people you work with
- ▶ Right People  $\leftrightarrow$  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*

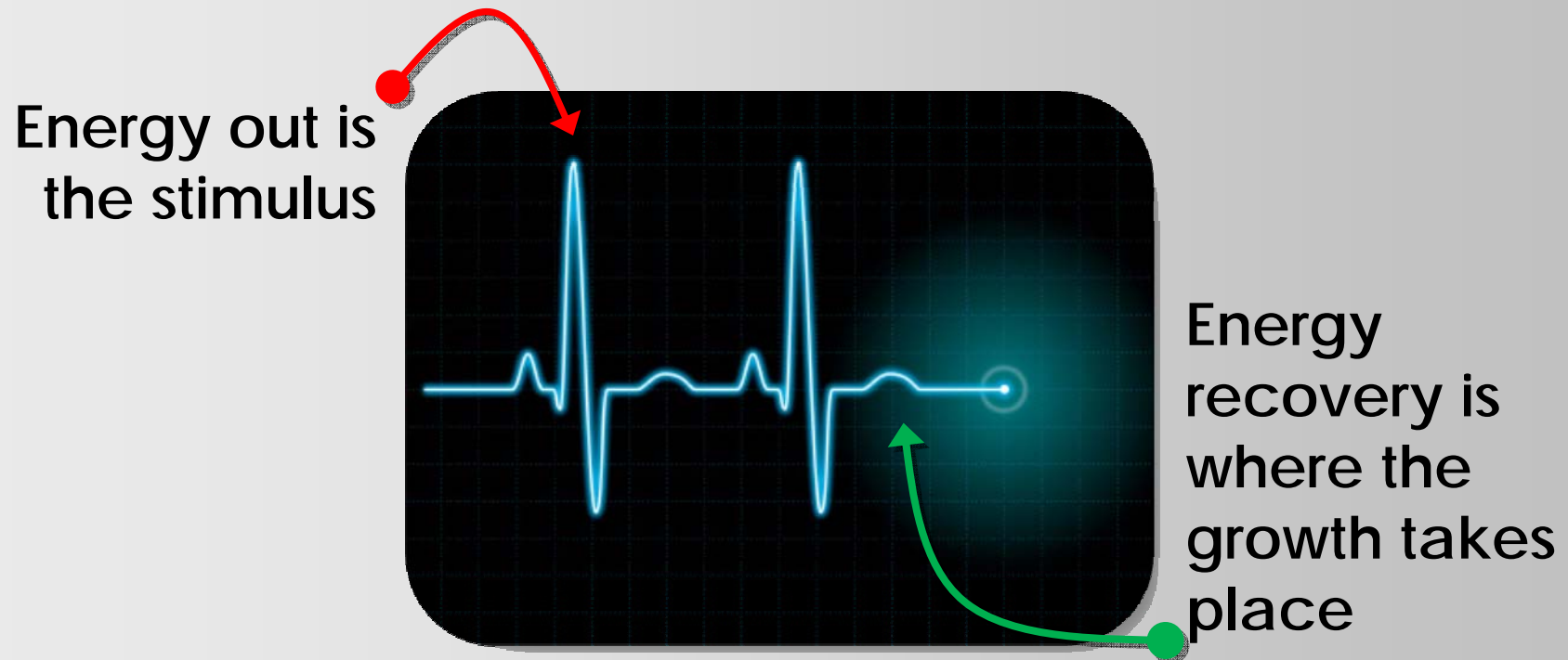
# St. Alexius Children's Hospital



# Demonstrating Self Discipline

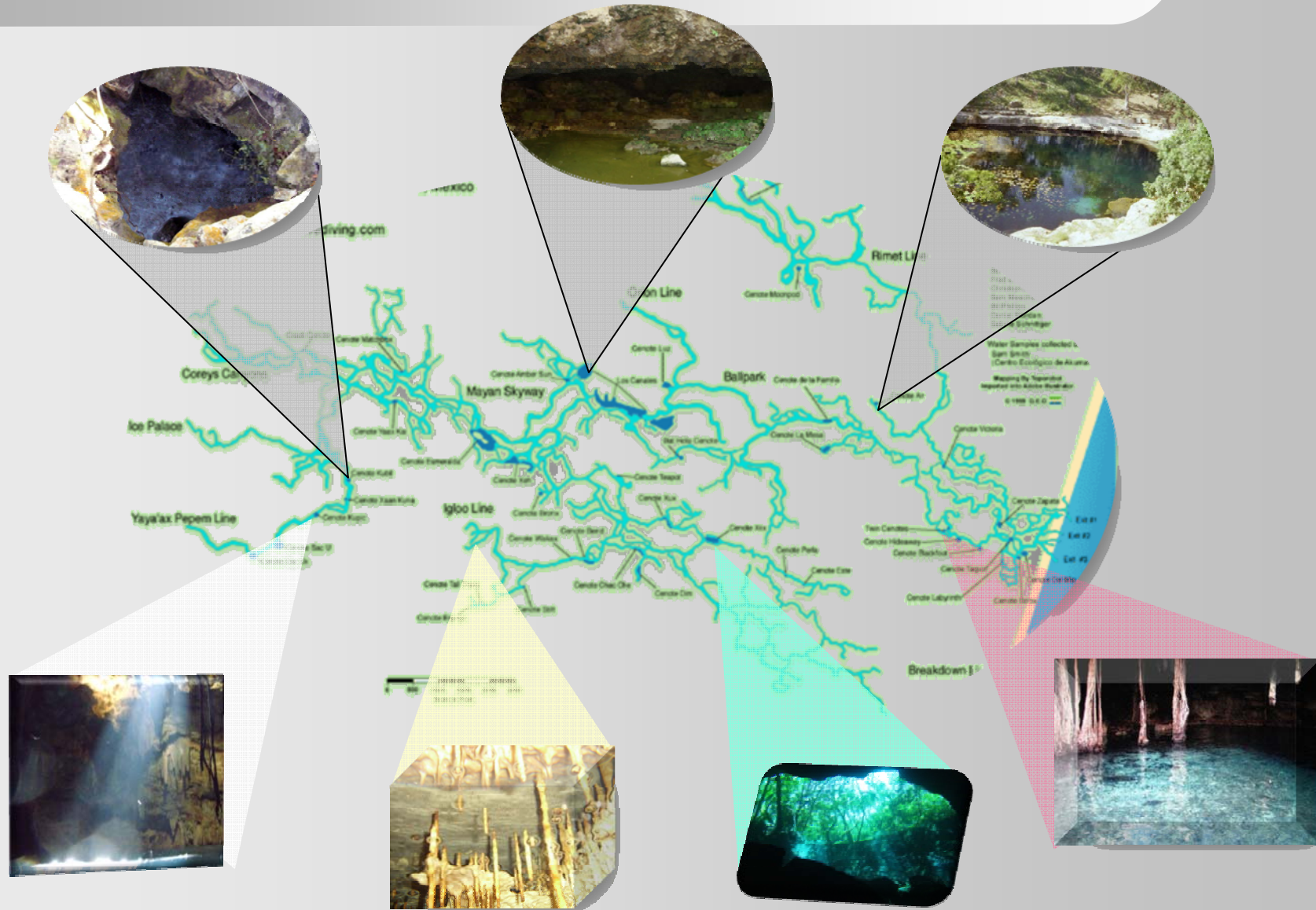
- ▶ Set high standards
- ▶ The hardest person to lead is... yourself
- ▶ You must take responsibility for your own development
- ▶ Leading is high stress work
- ▶ The best leaders stay grounded
- ▶ Balanced life—emotional, physical, spiritual, and intellectual

# Balance Energy Expenditure with Energy Recovery



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

# Leadership: The Deep Pool





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