

***Leadership: Innate or Acquired?***



2015 Alaska State HR Conference

Al Bolea

September 24, 2015



# Leadership Values

Peter Thomas, Motivational Speaker, “You become what you value.”

Richard Wiseman, Psychologist, “You value what you become.”

Gerry Blackmore, “Al, it took a lot of ***courage*** to ***speak*** into that room and you showed a lot of ***integrity*** too. You never backed down and you described a ***future*** for the company that I had not considered.”

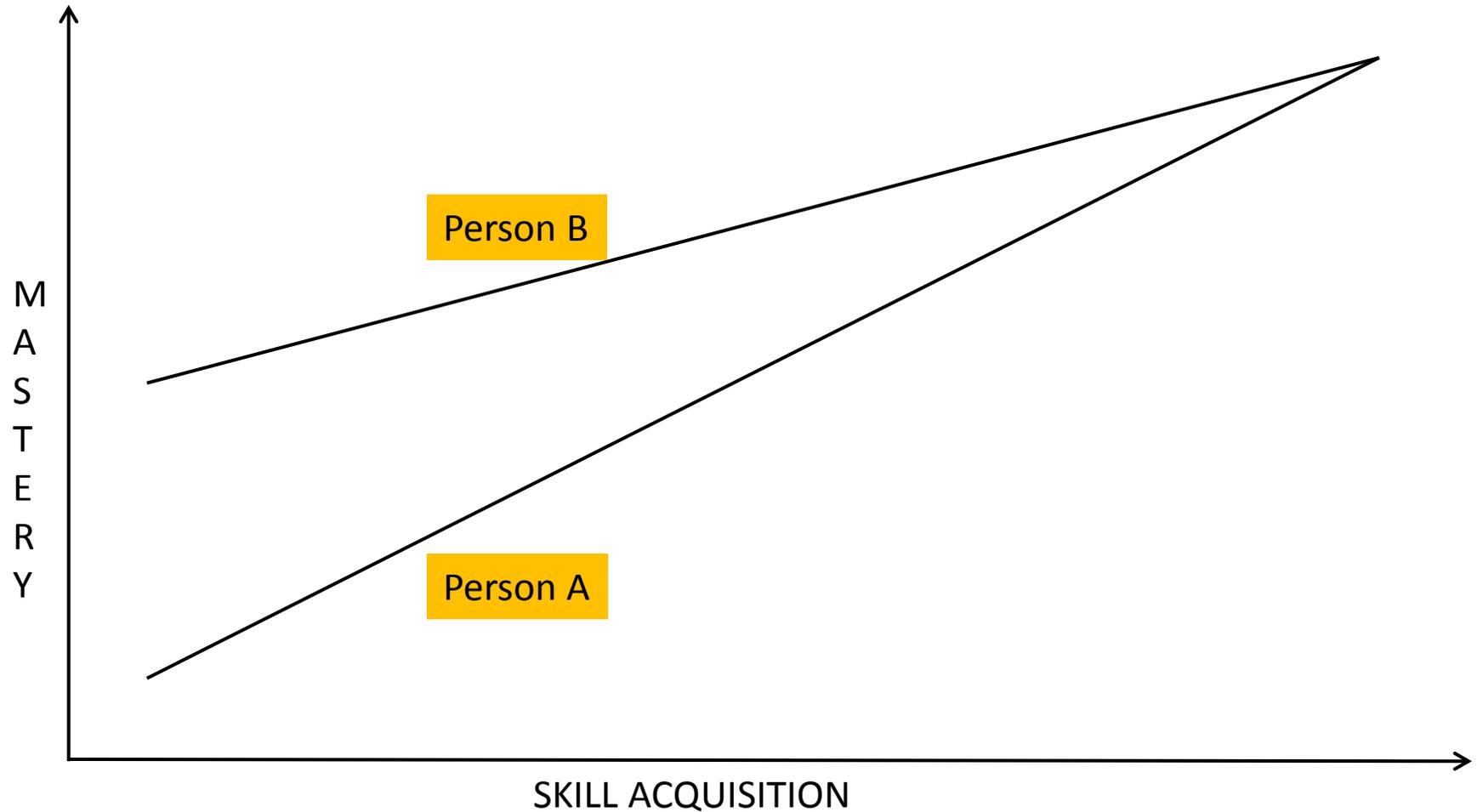
***Foundation Learning:*** Leaders have values and they must include:

- Courage
- Conversation
- Integrity
- Future Orientation

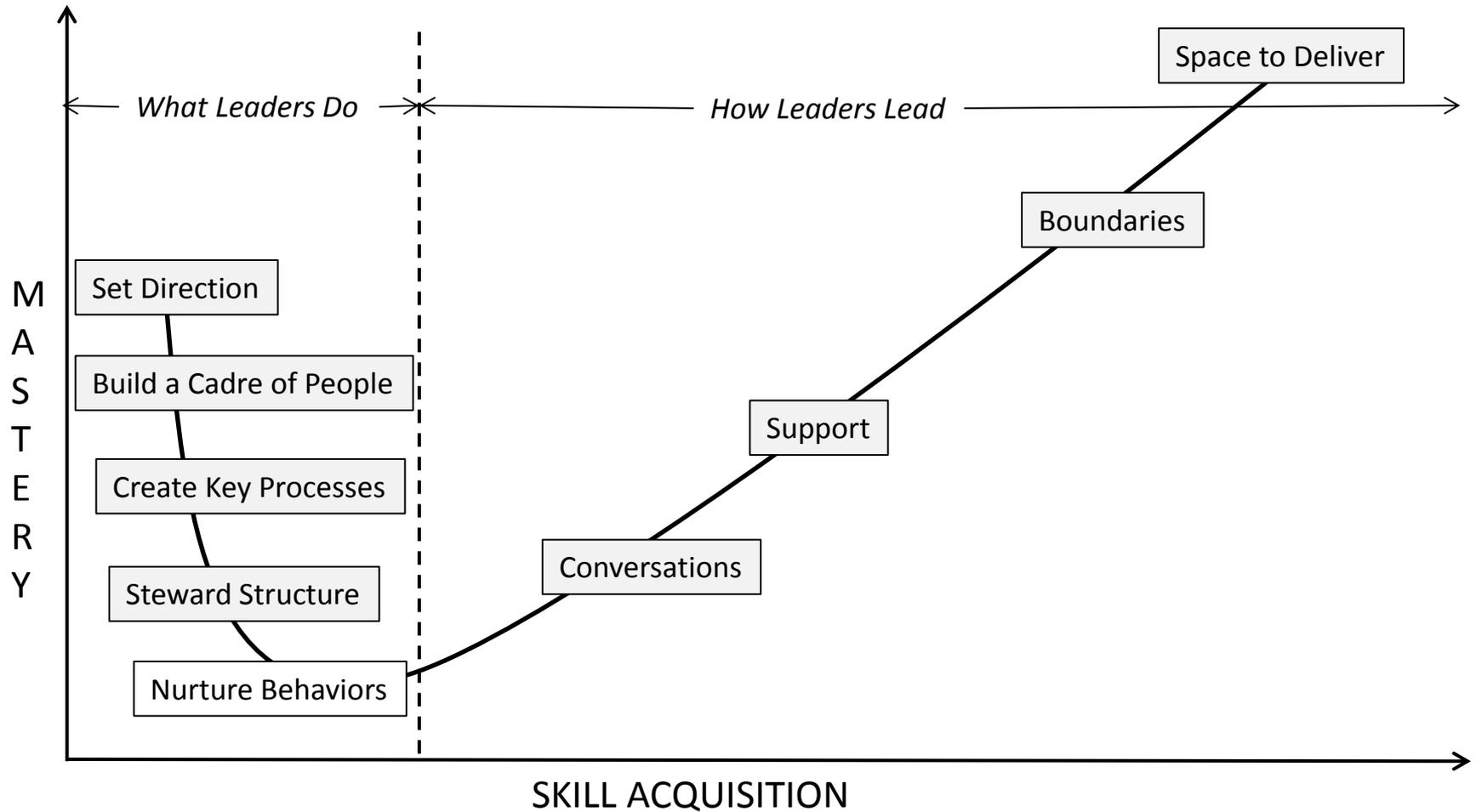
What’s the causal factor?

- My actions
- My values
- Gerry’s recognition

# Leadership: Mastery vs Skills

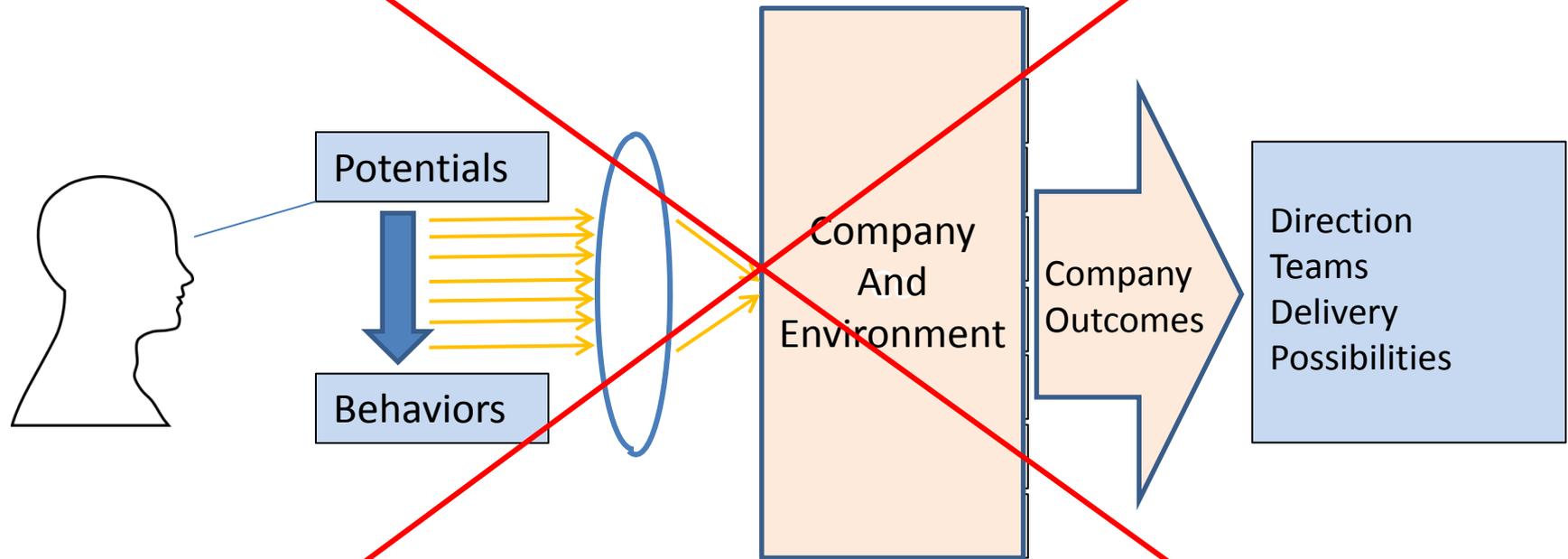


# J-Curve Leadership Model



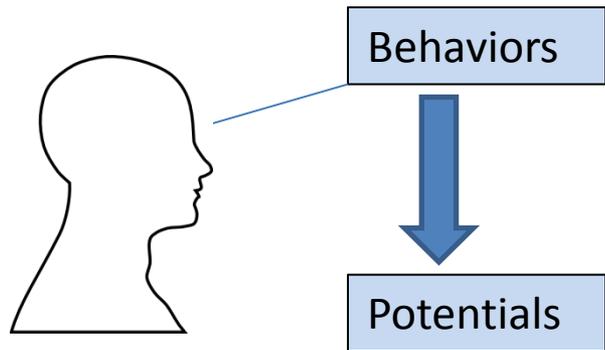


# Behavior Model - Wrong





# Behavior Model



*Incremental Mind Set* (Carol Dweck) – belief that success is based on hard work, learning, training, and doggedness

# Nurture Behaviors Group Exercise



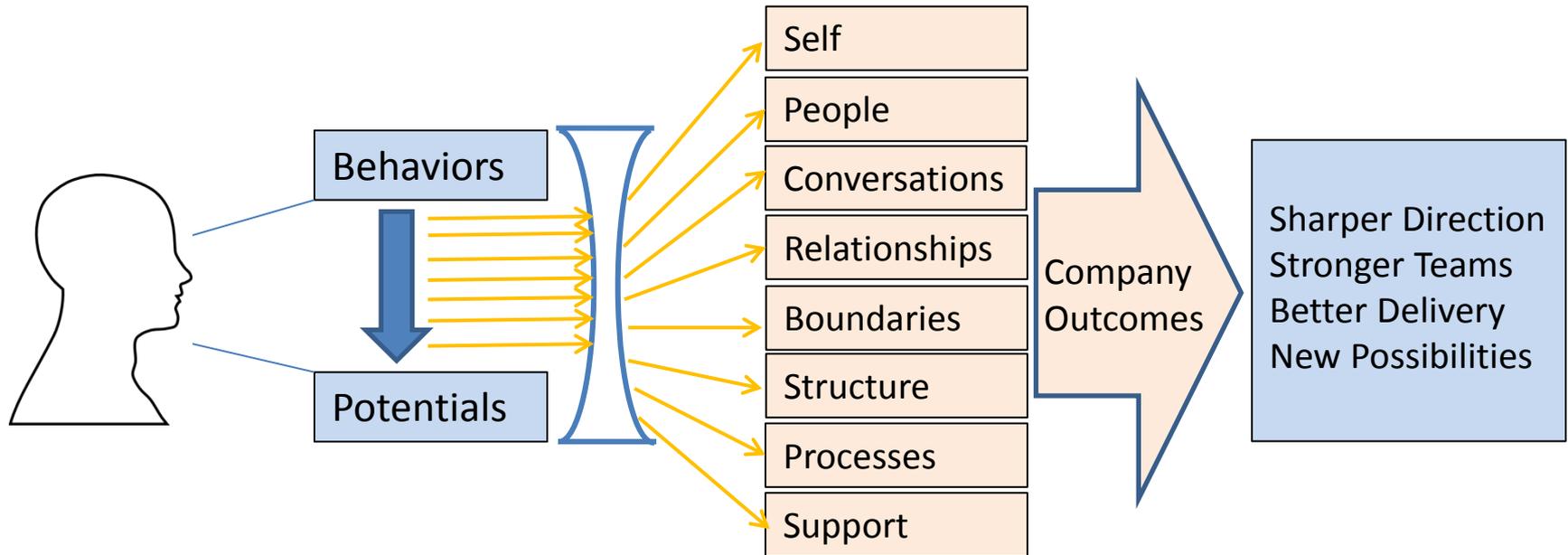
Think about this question...

Do you smile because you are happy  
or  
are you happy because you smile?



# Behavior Model - Correct

Leadership is a Behavior  
Not a Role



Changing the **behaviors** of individuals will maximize the **potentials** within the company

# Nurture Behaviors How To Change



Could it be that the experience drives expectation?

William James, 1890, *Principles of Psychology*

The *As If* Principle

**The body shapes the mind which shapes the brain**

Now call *Long-Term Potentiation*

If you want a quality, act *as if* you already have it

Sigmund Freud  
said that  
emotion drives  
behavior

\*\*\*

John Watson  
said that  
behavior drives  
emotions

# Nurture Behaviors

## How To Change – *act as if*



You want to have *Courage*, act *as if* you already have it

You want to have *Integrity*, act *as if* you already have it

You want to have *Intolerance*, act *as if* you already have it

You want to have *Self-Awareness*, act *as if* you already have it

You want to have *Self-Regulation*, act *as if* you already have it

You want to have *Motivation*, act *as if* you already have it

You want to have *Empathy*, act *as if* you already have it

**You want to have *Sociability*, act *as if* you already have it**

# Nurture Behaviors

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These are the 8 Leadership Behaviors

# Nurture Behaviors

## Typical Team Emotional Intelligence



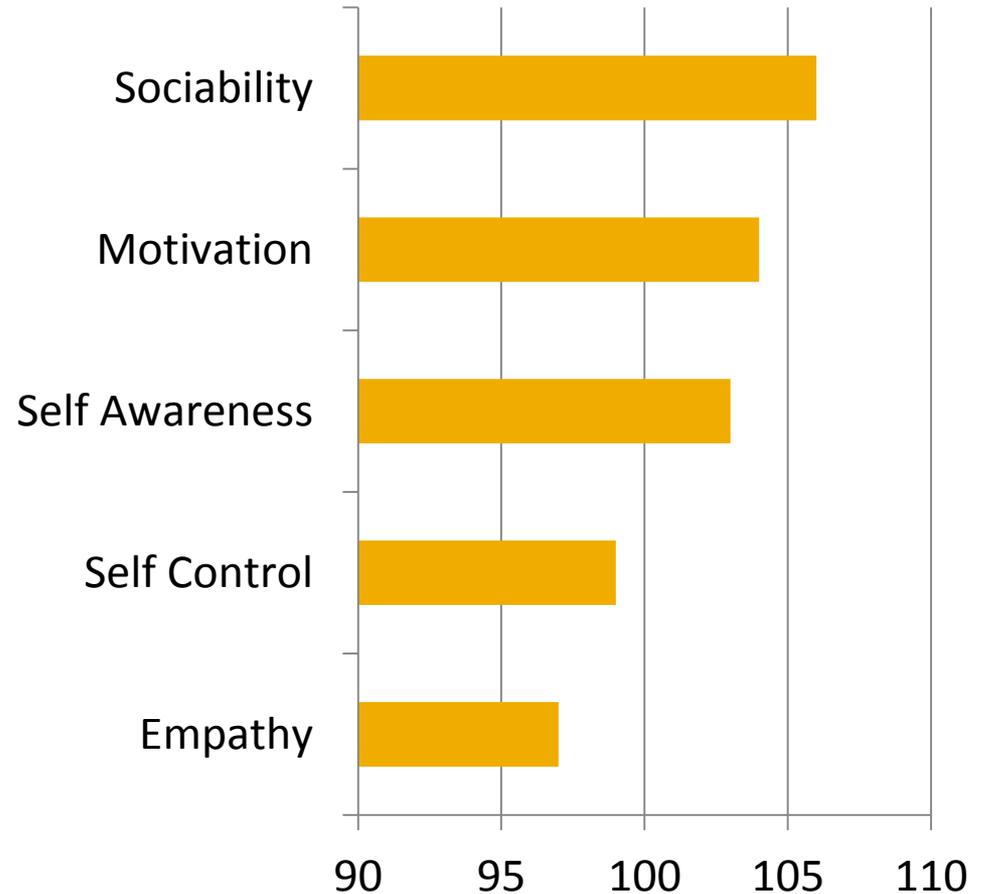
Team Average = 102

Range from highest  
to lowest = 24

Standard

Deviation = 7

Leadership Range =  
108-135

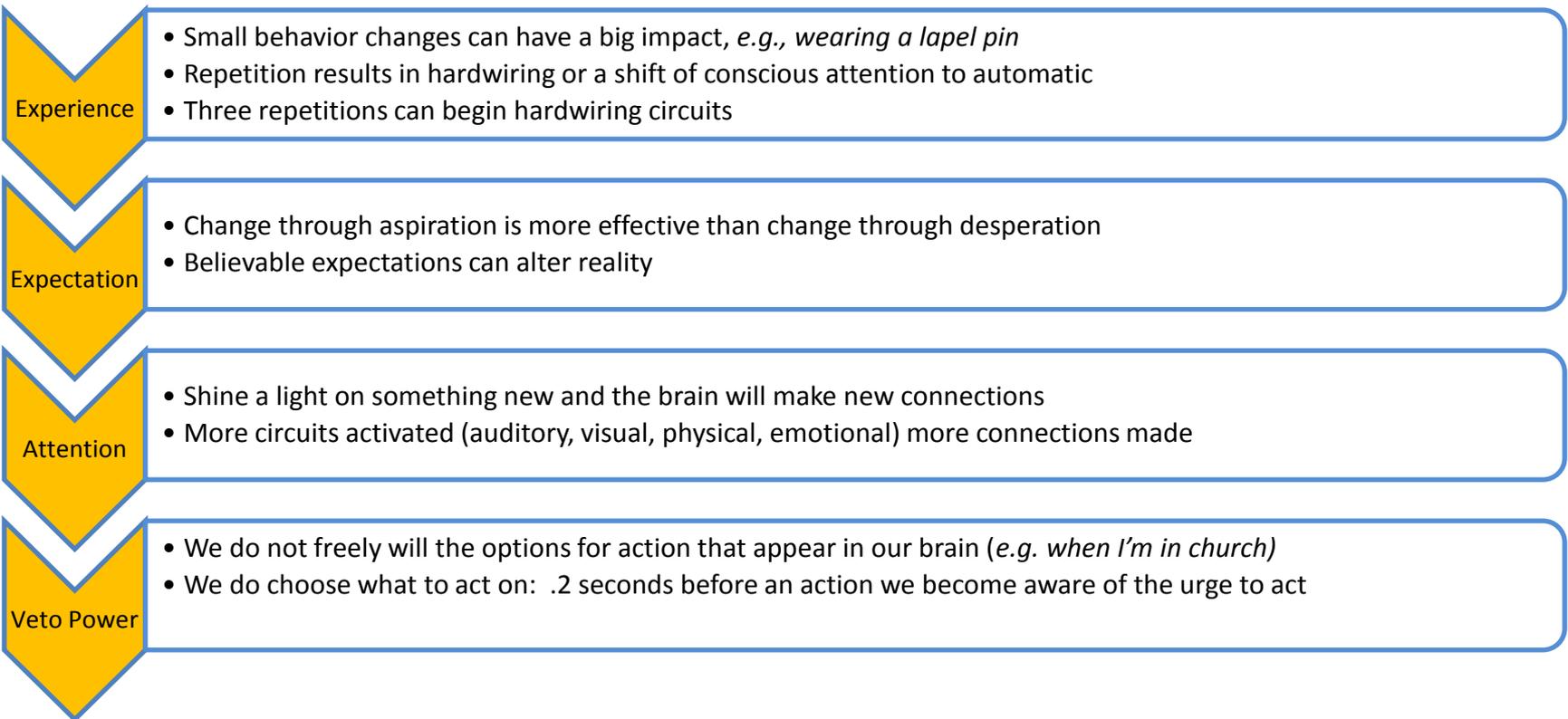


# Nurture Behaviors

## How To Change – *Foot in the Door Method*



Positive Change = (experience + expectation) x attention x veto power



# Nurture Behaviors

## How To Change – *In the Moment*



### We choose every .2 seconds

78.2 years average life span in US

- Less 10 years too young make a difference
- Less 10 years too old to change the future

58.2 years you can make a difference

- X 365 days/year
- X 16 hours/day awake
- X 60 minutes/hour
- X 300 moments/minute

### Our Opportunities to Choose

Per Minute	300
Per Hour	18,000
Per Day	288,000
Per Year	105,120,000
Lifetime	6,117,984,000

**We have a lot of  
opportunities to change  
our behaviors**

# Nurture Behaviors

## Empathy – Psychological Hug



### EQ Skills Practiced

- Listening without interrupting
- Listening with head and heart
- Focusing on what another person is saying and the meaning it has for them
- Tolerating another person's attitude
- Holding an attitude of openness
- Being fully present with another person

### Benefits

#### Talker

- Making sense of a situation
- Experiencing relief from distress
- Gaining clarity about next steps
- Feeling hugged

#### Listener

- Feeling good about another person
- Avoiding conflict by careful listening
- Self- Awareness by listening to another whose values and views may be different than your own

*Exercise from Lawrence Bookbinder, PhD*



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