



Rethinking and Renewing Leadership: How Emotionally Intelligent Leaders create Alignment in Human Systems



Chris Crosby

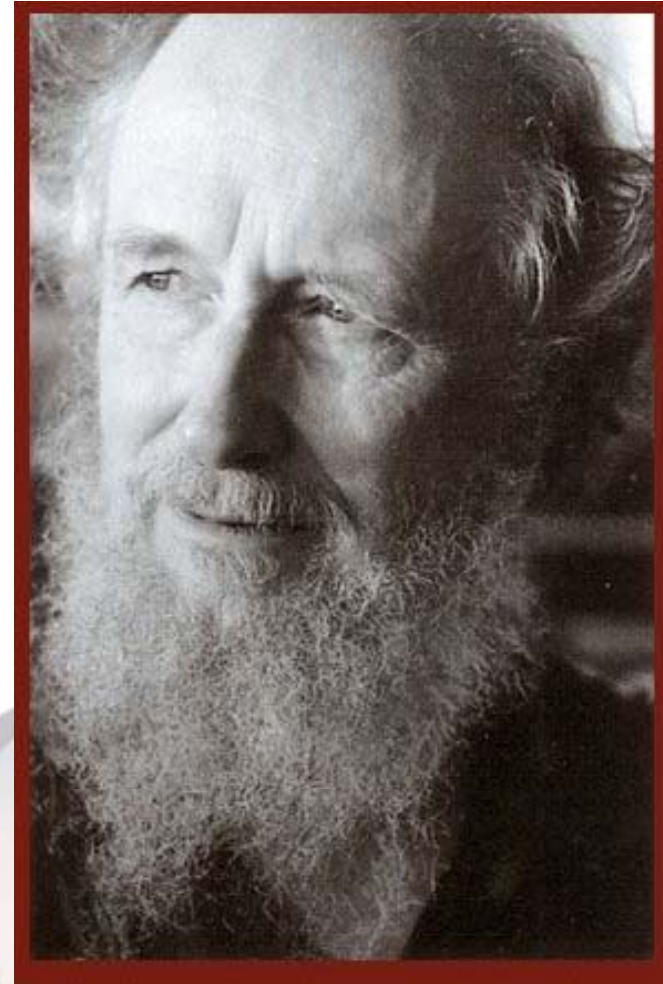
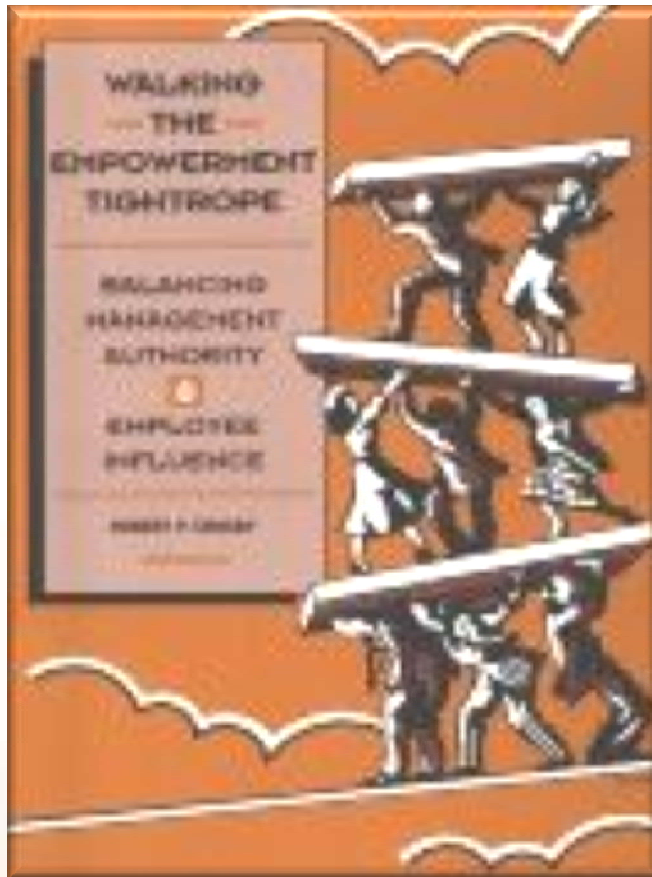
Gil Crosby

Gil Crosby, President
Crosby & Associates

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Founder Robert P. Crosby





Research Consistently Shows:

- “EQ accounted for **67%** of the abilities deemed necessary for superior performance
- EQ mattered **TWICE** as much as technical expertise or IQ

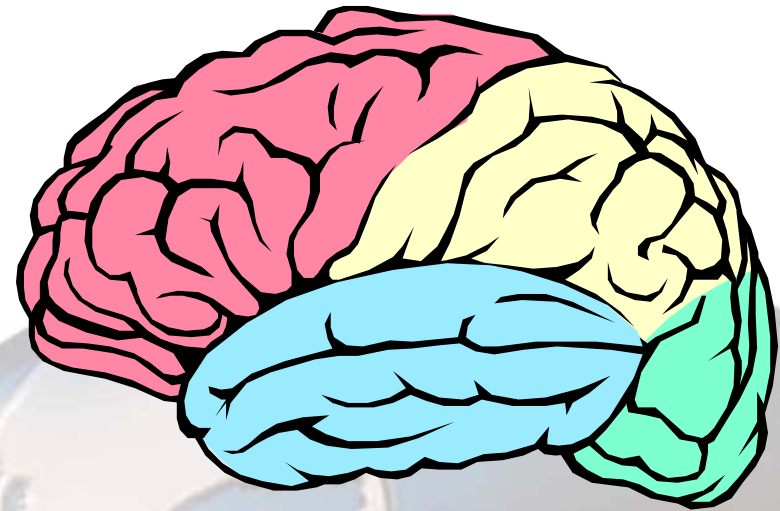
From Daniel Goleman, *Working with Emotional Intelligence*



Emotional Intelligence

Four Core Competencies:

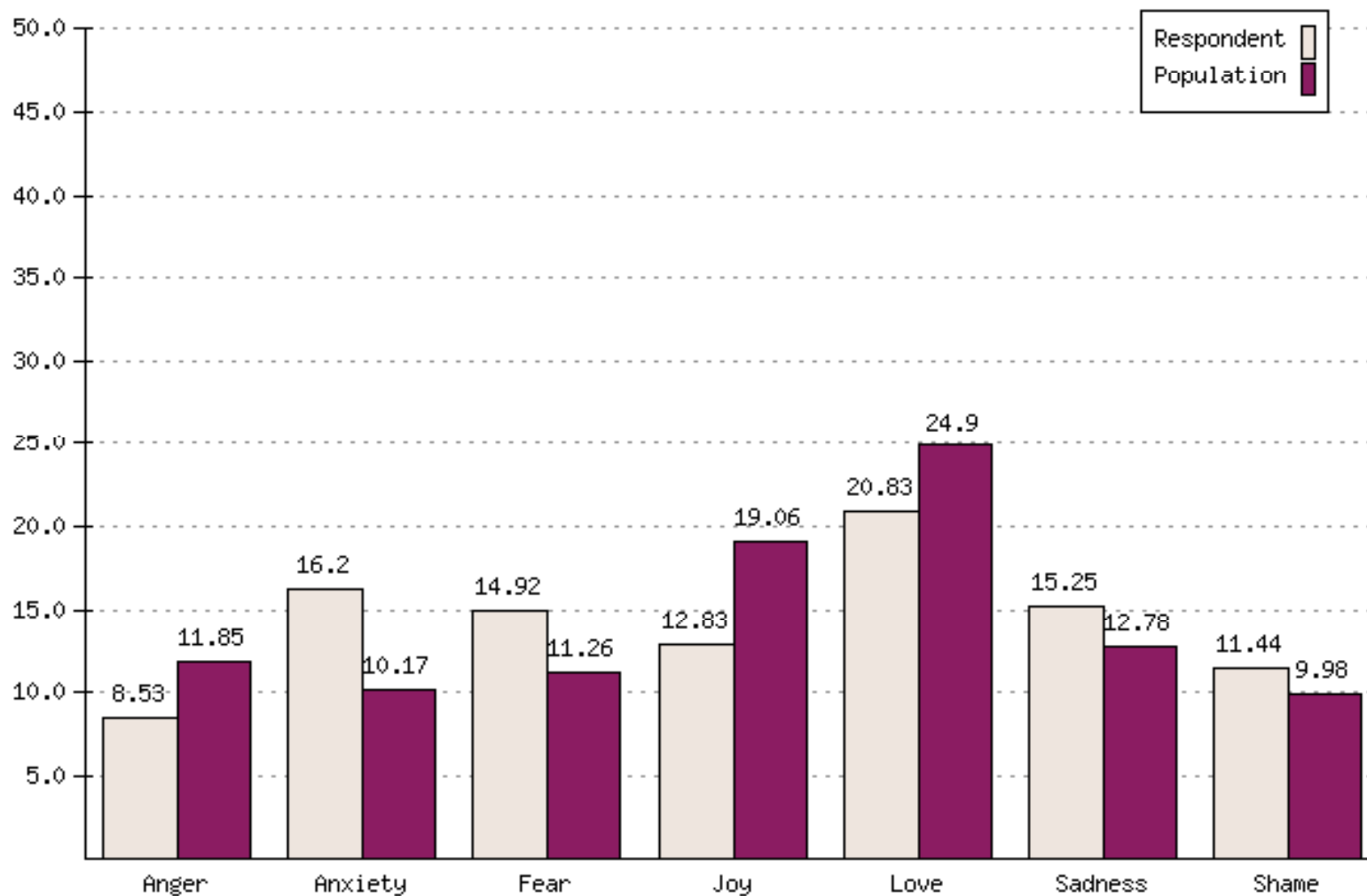
1. Self-Awareness
2. Self-Management
3. Empathy
4. Emotional Systems





Self-Awareness

The Range of Emotion:

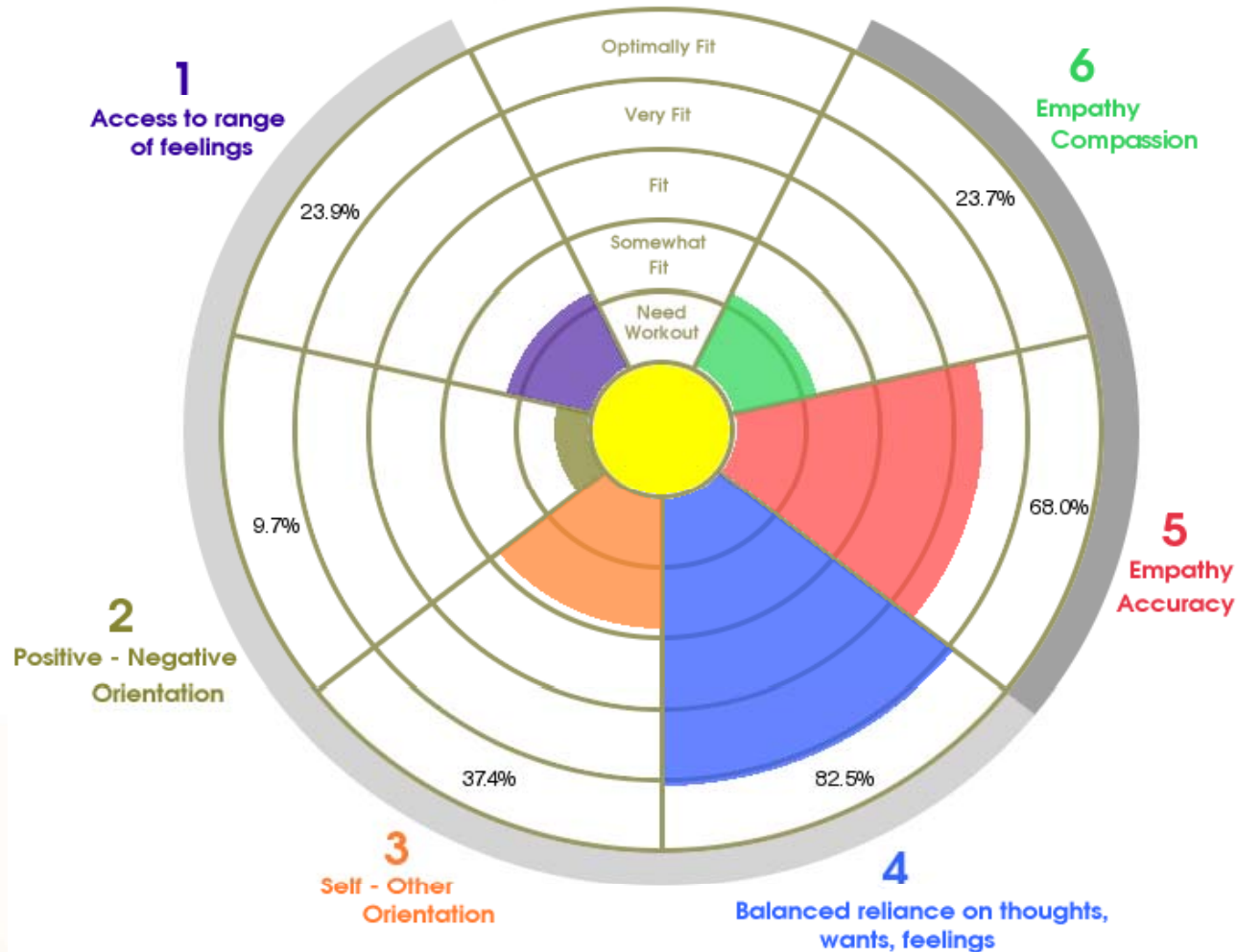




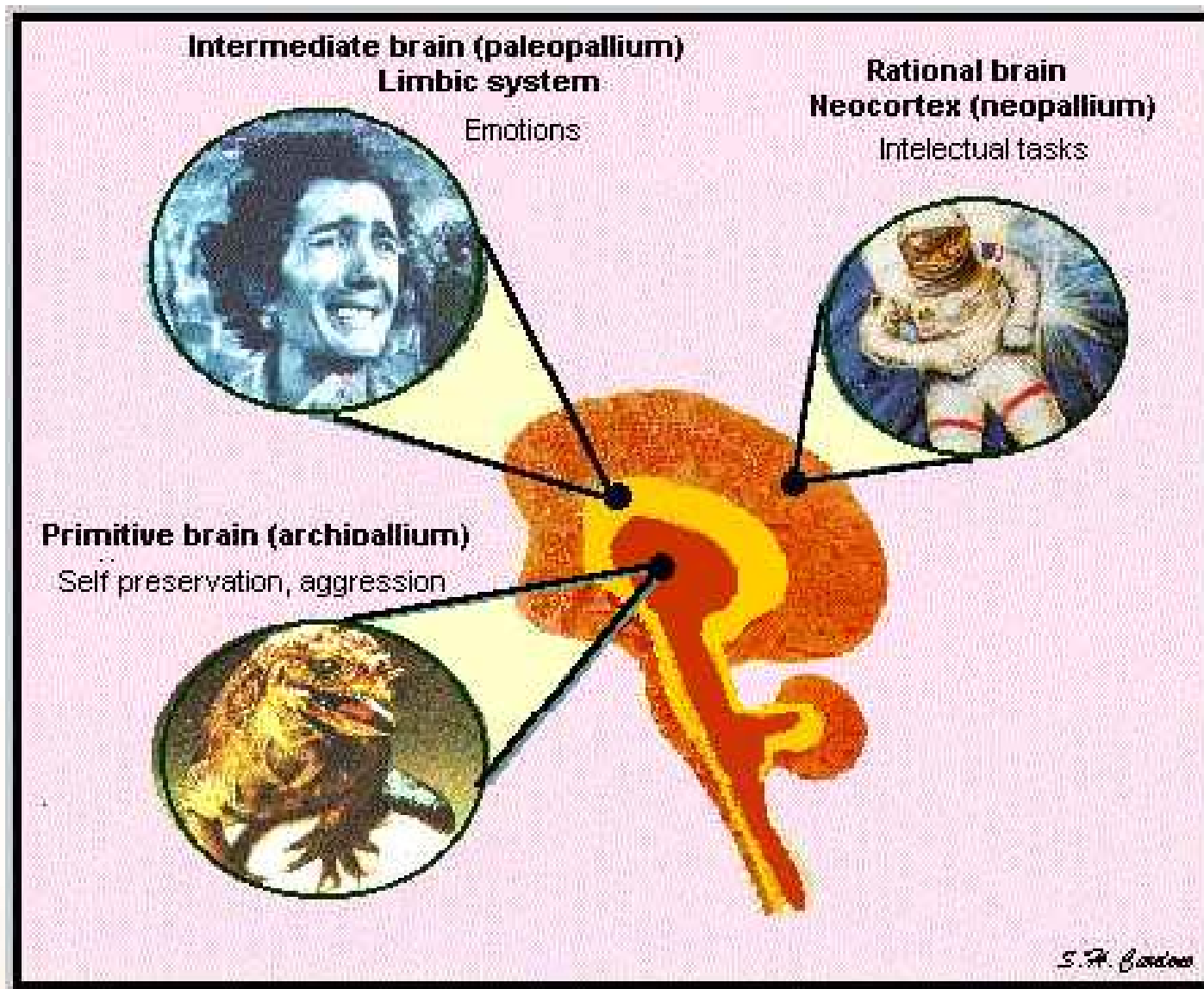
Six Dimensions of EQ:

Your Fitness Profile

Six Dimensions of Self-Reflection & Empathy



Triune Brain





Attachment Theory

Mammals – including humans - are social beings



Isolation of infants = death and despair, viciousness and self-mutilation

Holy Roman Emperor Frederick the II's "study" and Rene Spitz' research in the 1940s yielded the same results





Attachment Theory

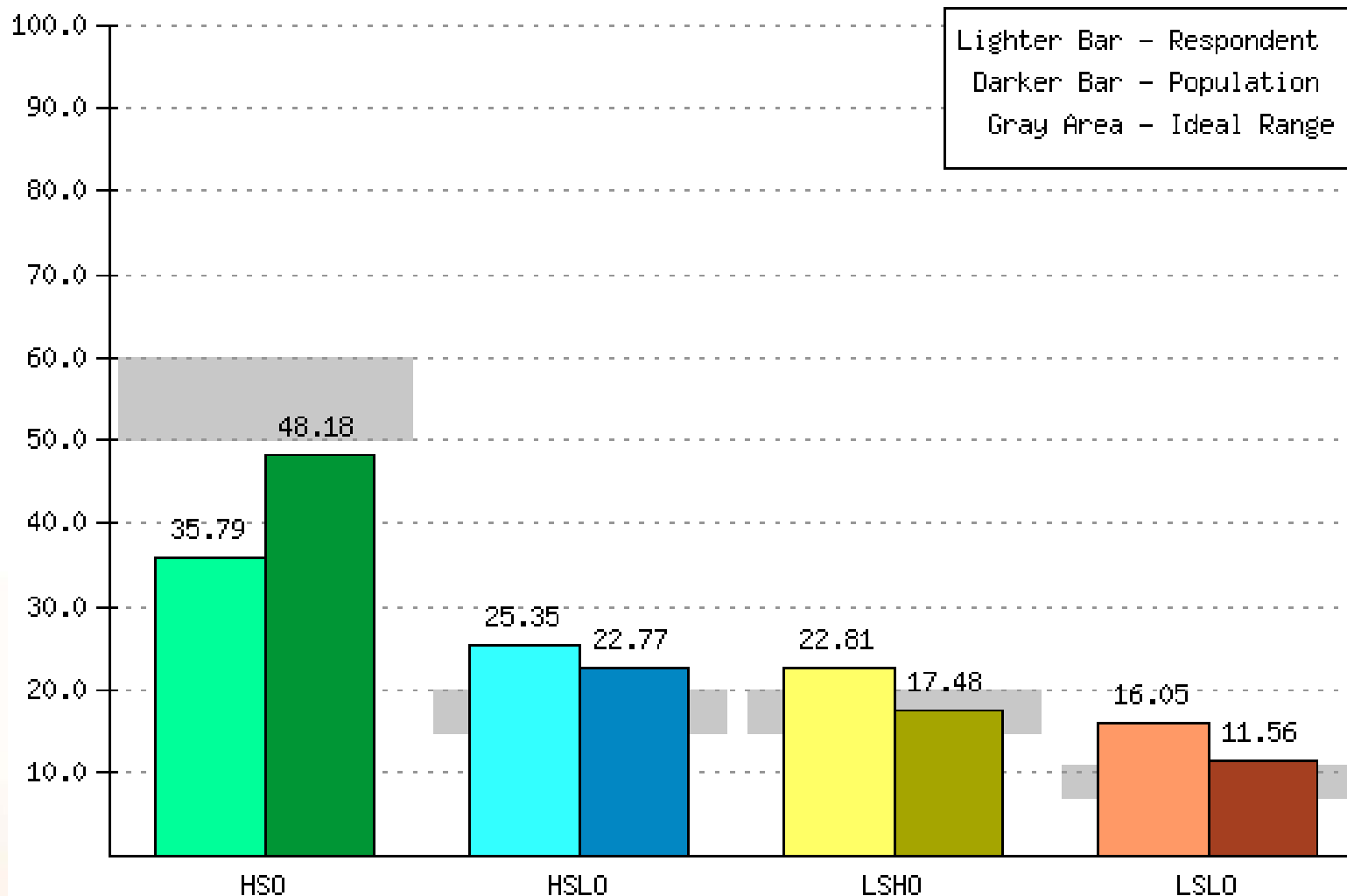
Our brains get organized by our early pre-cognitive experiences:

- Security and freedom
- Too much freedom
- Too little freedom
- Chaos or neglect



Attachment Theory

Patterns of behavior become relationship strategies

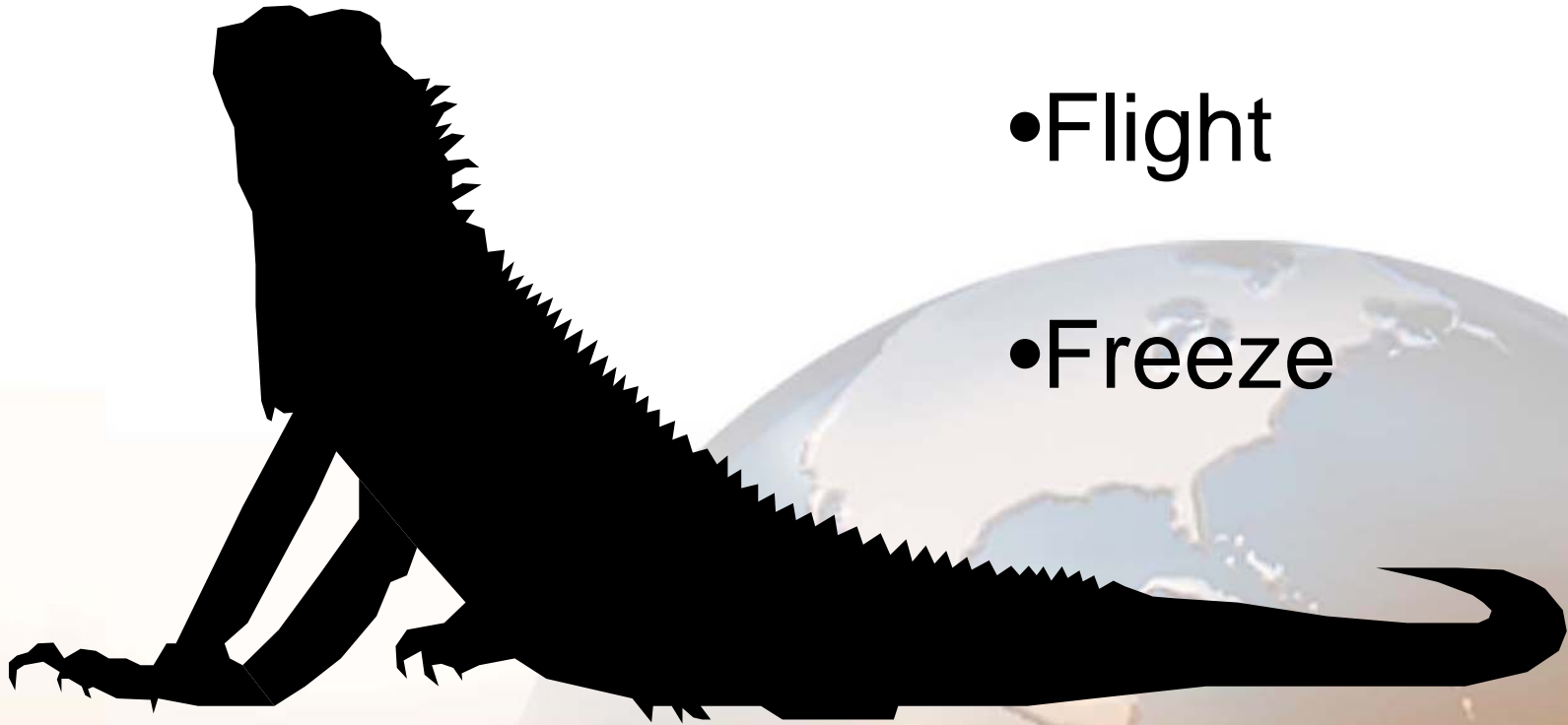




Self Management

One must understand *and* over-rule their reptilian brain instincts of:

- Fight
- Flight
- Freeze





Be the Change You Want to See in the World



Mahatma Gandhi

**Mahatma Gandhi
Culver Pictures, Inc.**

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When Tense, Breathe Deep and Slow! Be a Calming Influence in Your System.



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Authority

Our first habit is what we learned in the emotional environment of our childhood:

- Rebel/Fight
- Fit in/Flight/Freeze





Authority

“No man can properly command...from the rear.”

General Sherman

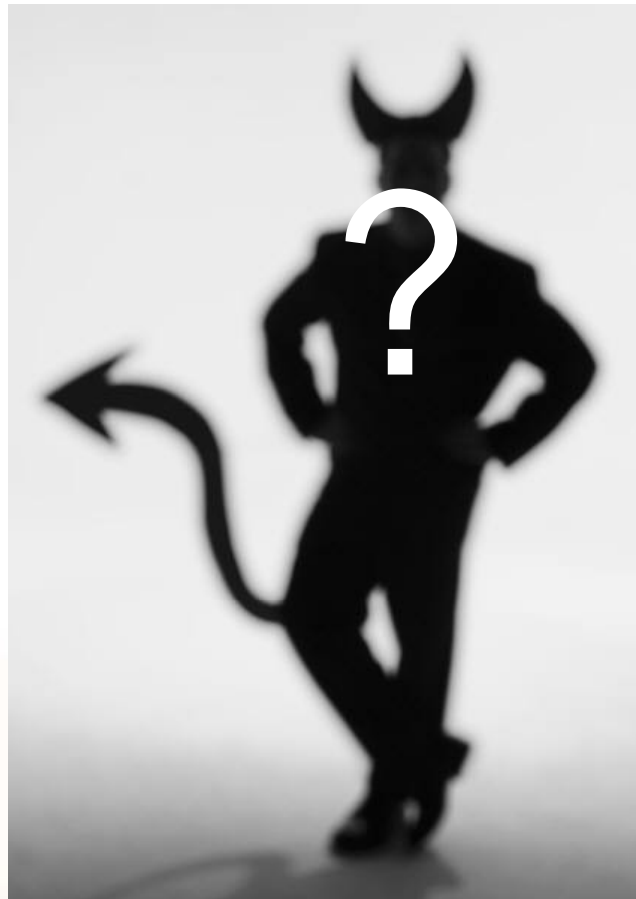


You have to stay connected to the people you depend on



Authority

*Too much distance fosters
projection/reactivity*





What We See Depends on Our Mental Model



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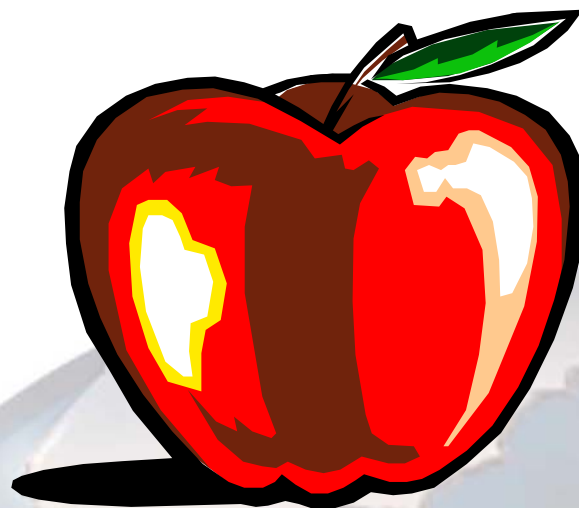
We see what we know

TAE CAT



Newtonian Paradigm (seventeenth-century physics)

“We manage by separating things
into parts...”



Margaret Wheatley

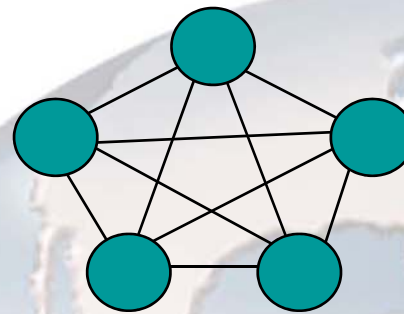
Two Paradigms about Human Dynamics:

- Personality Theory:



Focused on Individuals, Fixed Traits and Clashes

- Systems Thinking:



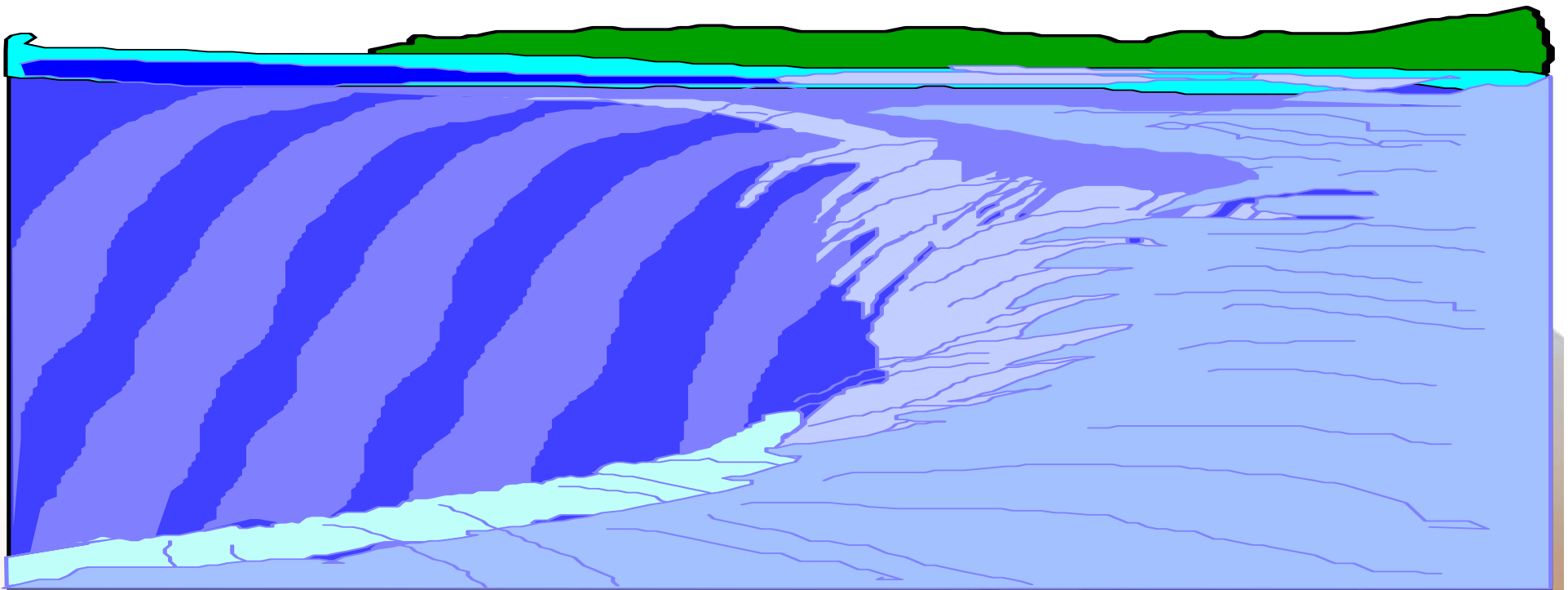
Co-Creation – Over and Under Functioning



Behavior = Personality

times the Environment ($B=P \times E$)

Kurt Lewin – Social Scientist and the
Founder of Organizational Development





Fields

- Gravitational
- Magnetic
- Particle
- **Emotional**

“An invisible force of influence. It doesn’t exist unless there’s matter around it.”

Denny Minno



The Field is More Important than Words

“People can only hear you when they are moving toward you, and they are not likely to when your words are pursuing them.”

Edwin Friedman

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Five Characteristics of Chronically Anxious Systems

Edwin Friedman

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1. Reactivity

– The Loss of Self Management

In *tense* systems, the reptilian brain runs the show:

- Fight
- Flight
- Freeze

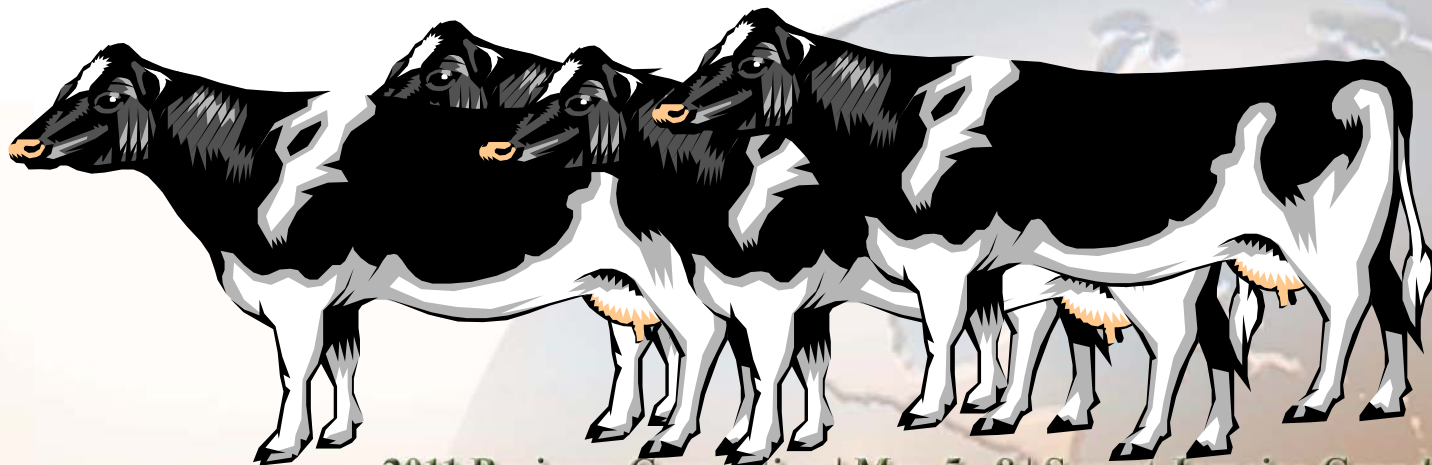




2. Herding

- Anxiety encourages togetherness as its own end (fit in !)
- The greater the...anxiety, the more intensely...togetherness erodes individuation

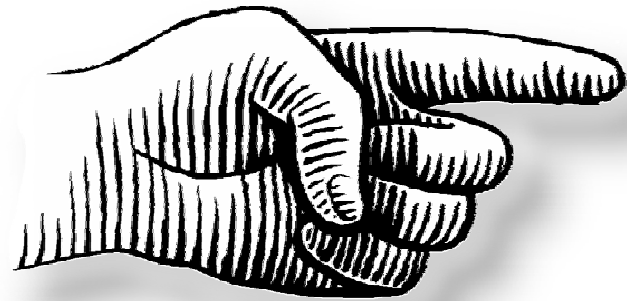
Daniel Papero



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3. Displacing Blame





4. Quick Fix Mentality

“You can’t make a bean grow by pulling on it.”

Edwin Friedman





5. Absence of Non-anxious Leadership

Anxiety is like electricity. It surges. You've got to have two poles to keep up the anxiety.

A non-anxious presence functions like a step-down transformer. Most people function as step-up transformers.



Don't Chase the Stray Cow!





What are You trying to Accomplish?

First Order Change (tasks, goals, etc.)

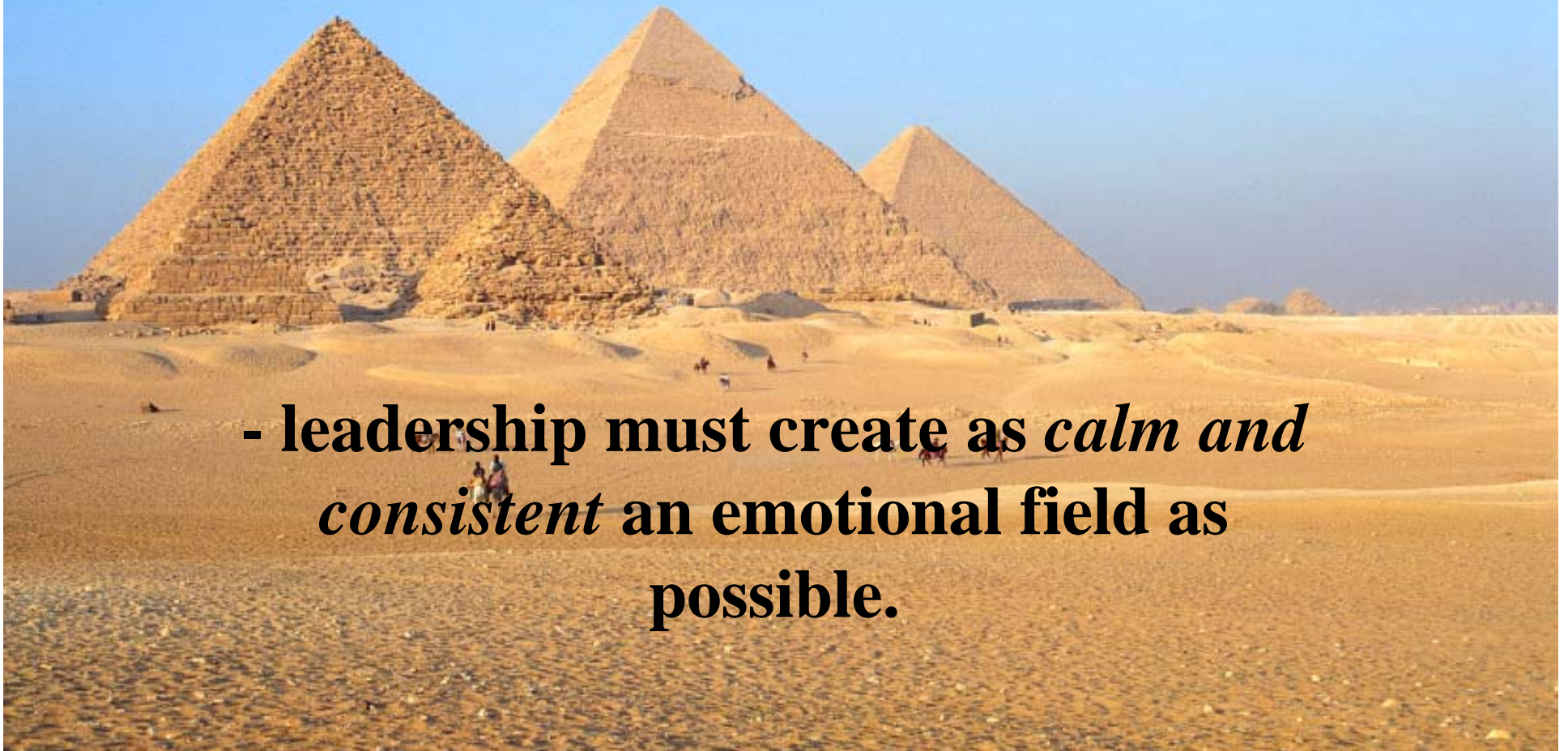
and

Second Order Change (culture)

Stability is Good

**Even in a changing world – *especially*
*in a changing world***

**- leadership must create as *calm and*
consistent an emotional field as
possible.**





People need Clear Expectations



For decades, workers at Toyota have consistently been expected to surface problems. A worker can stop the production line because they have spotted a possible problem. The first supervisor that reaches them says, “Thank you!”



Lewin's Other Key Findings:

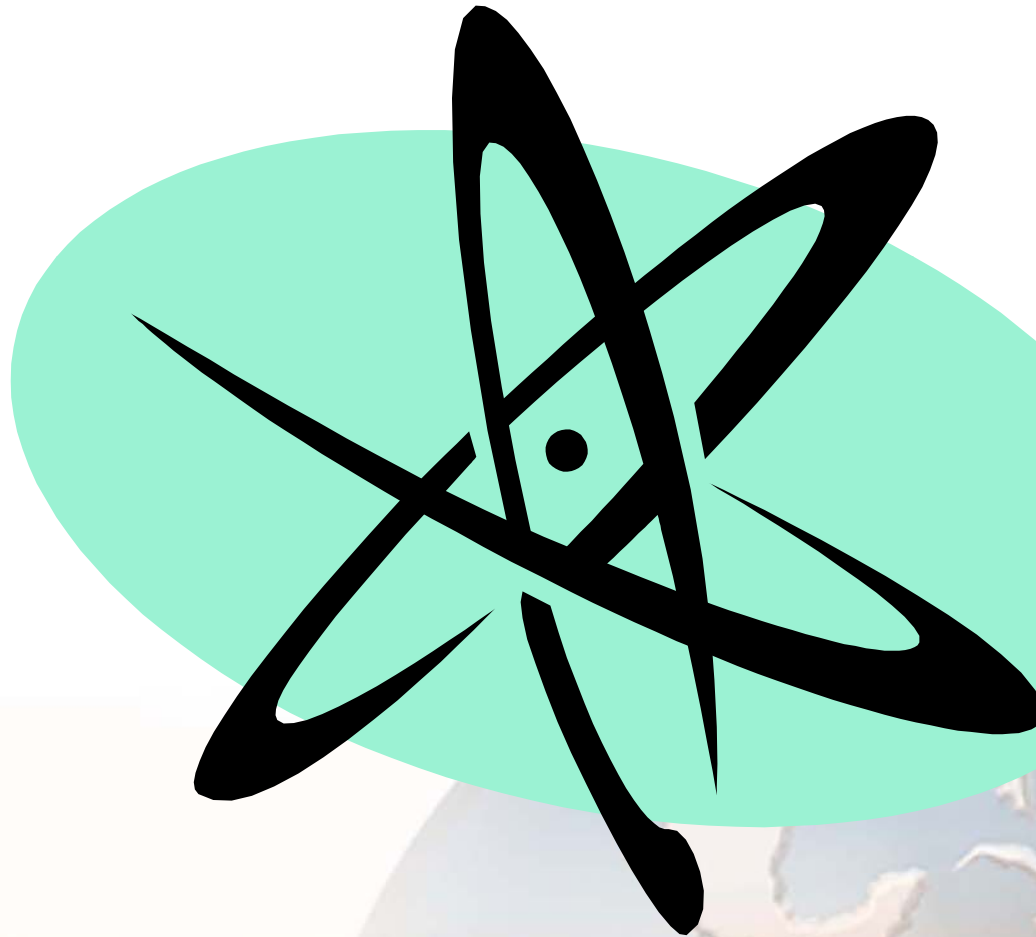
Sustainable results come from **Group**
vs Individual Change



& *Active* vs *Passive* Participation



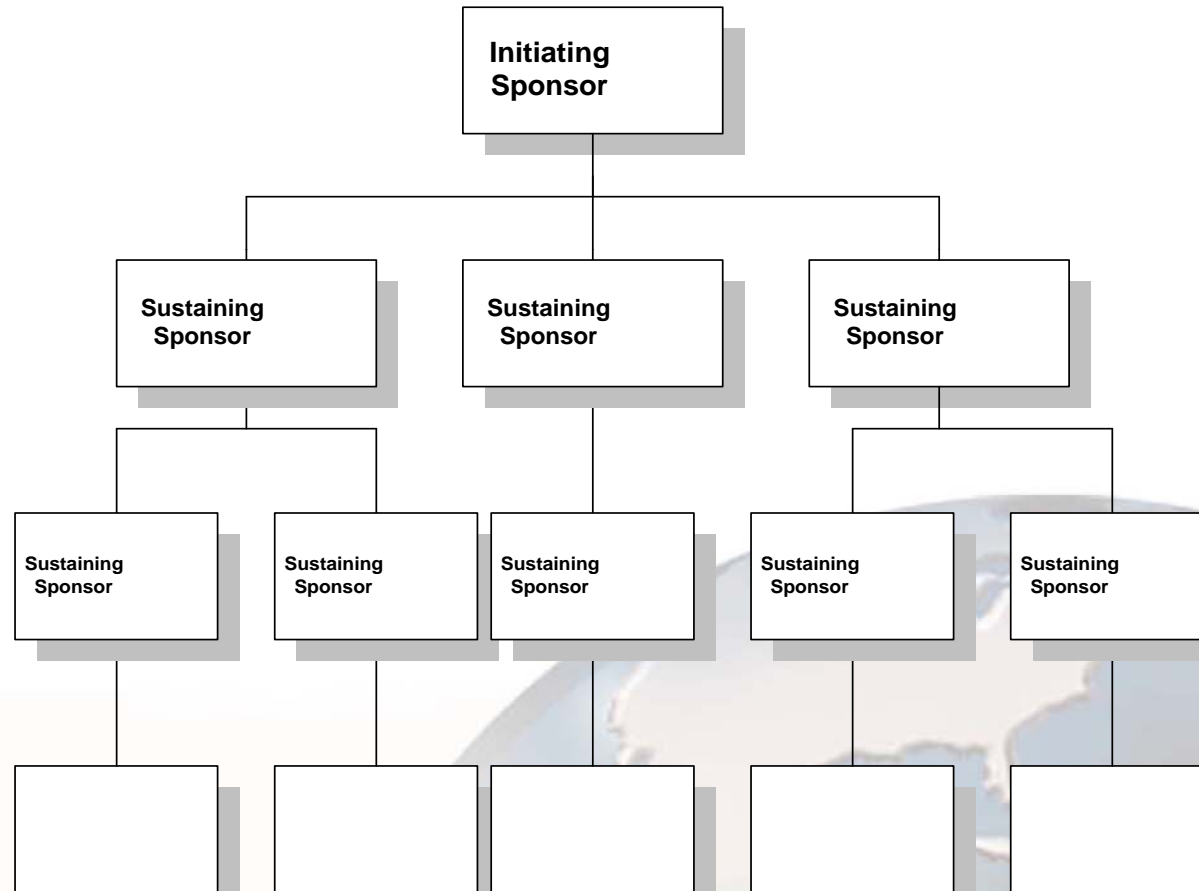
You Need a **Critical Mass!**



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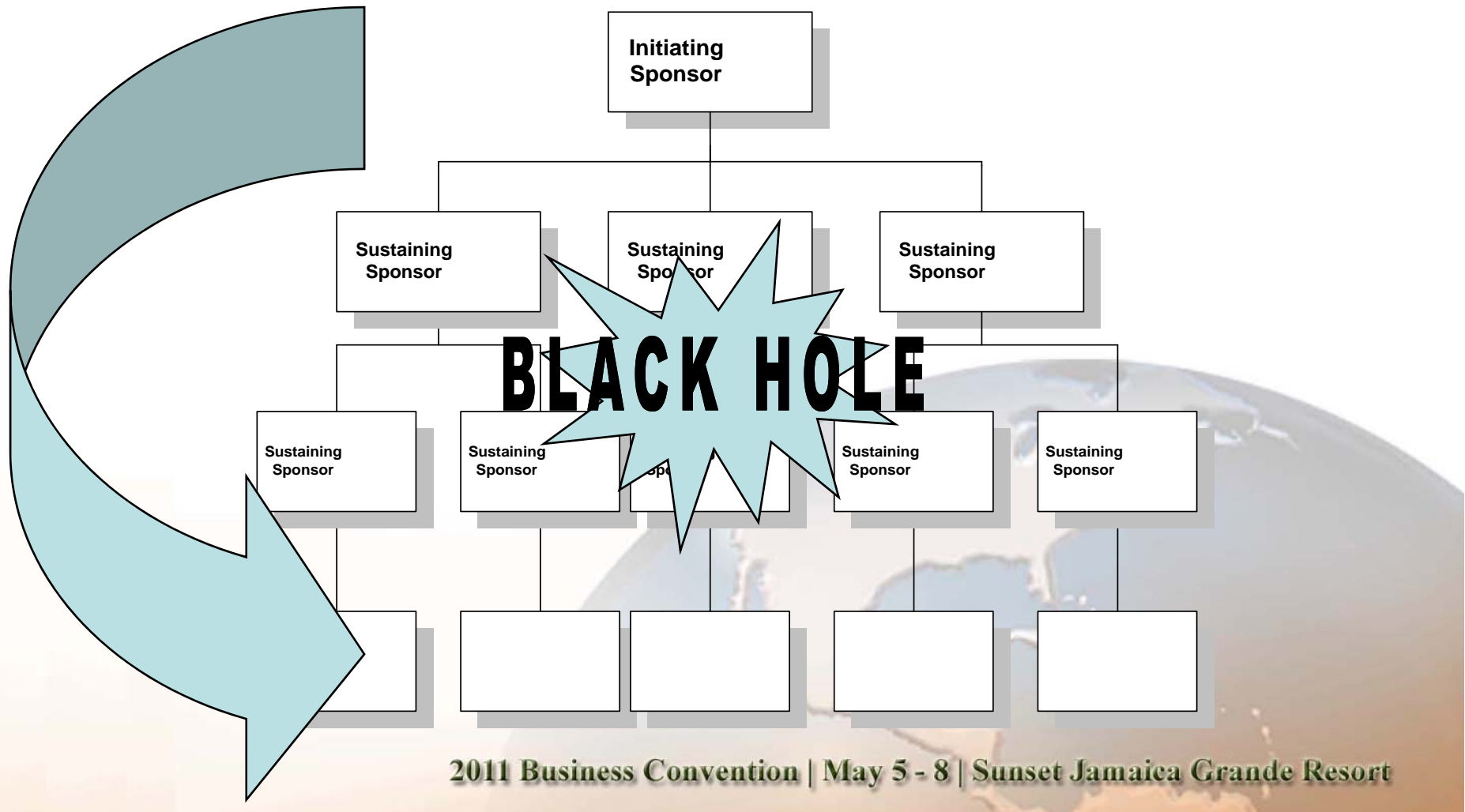


You Have to Start at the Top!





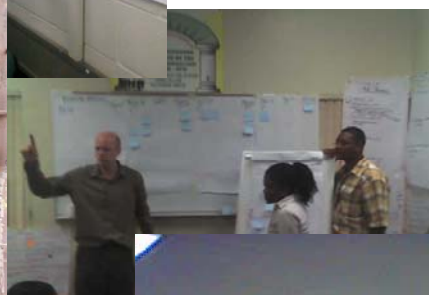
Black Hole Effect: Change Without Alignment (Quality Circles)





TIPI

Who's ISSUE	Who DECIDES SPA	Who IS CONSULTED PRIOR TO	CARRIES OUT ACTION	Who NEEDS TO BE INFORMED
PRODUCT MAINT (New Dec & plant) BERT	CLIVE	JEFF MCK	Business	Business MGMTS, HANS
COMPENSATION CLASS (Purchasing) CLIVE	JEFF VANIER	KEVIN M. HANE S. ADRIAN	→	FIELD MGMTS, BUSINESS MGMTS, MICE A.
IN-LINE TESTING (JES)	JEFF VANIER	JEFF LLOYD MACK H	RUSSELL POOR	GLENN JOHN DAVIS
216' W/DW (B. M.)	XAVIER	ROBERT	ROBERT STINE	PKX



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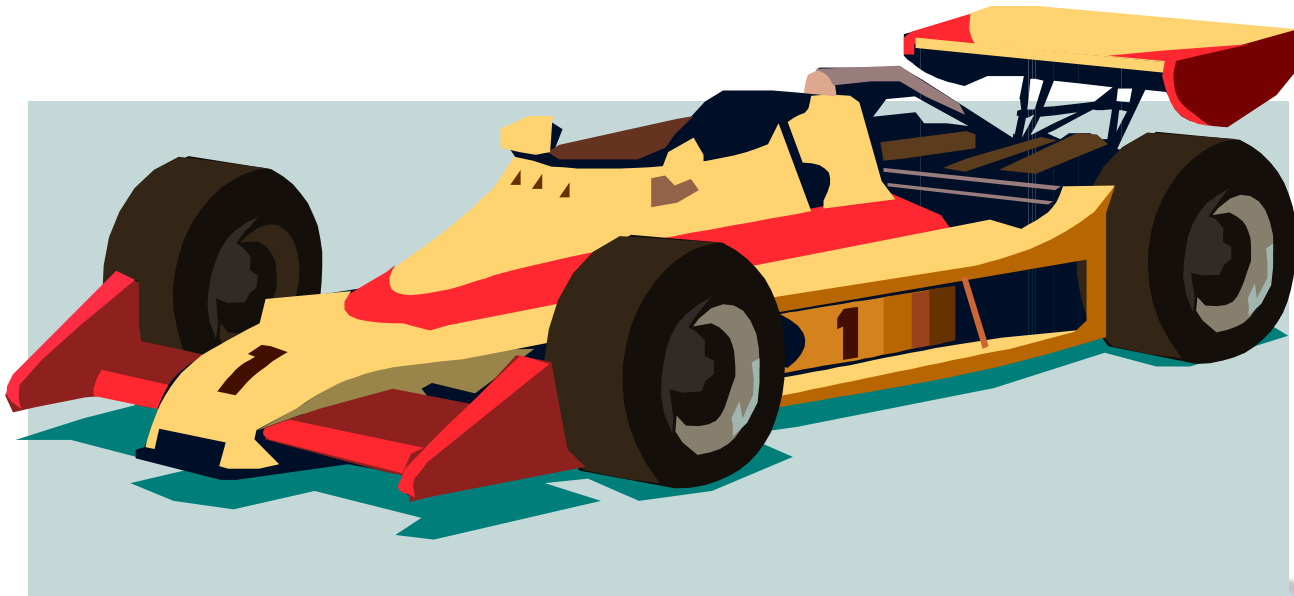
**There is no freedom without
structure**

John Dewey

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Align



If the front end of your car is misaligned, does it make sense to blame your tire when it begins to wear?

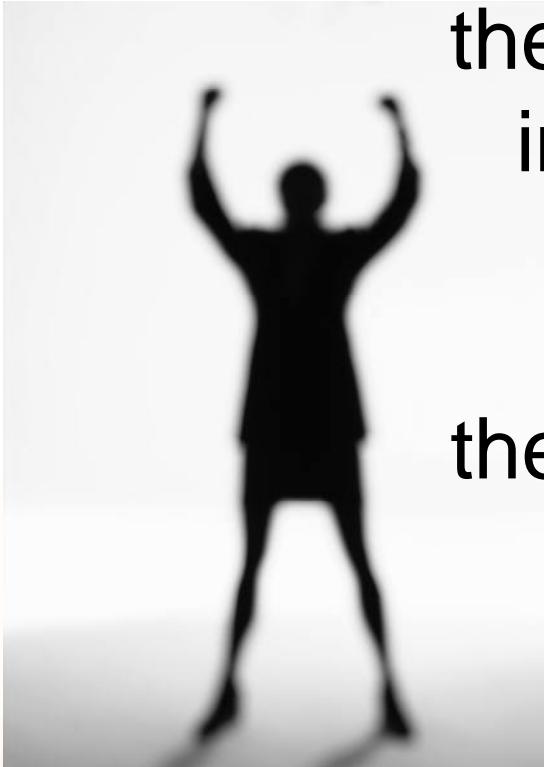


Empower

The more people are engaged...

the more they apply their minds to
improving their work *on a daily
basis...*

the more productive, efficient, and
enriching the organization.





Stability is Good

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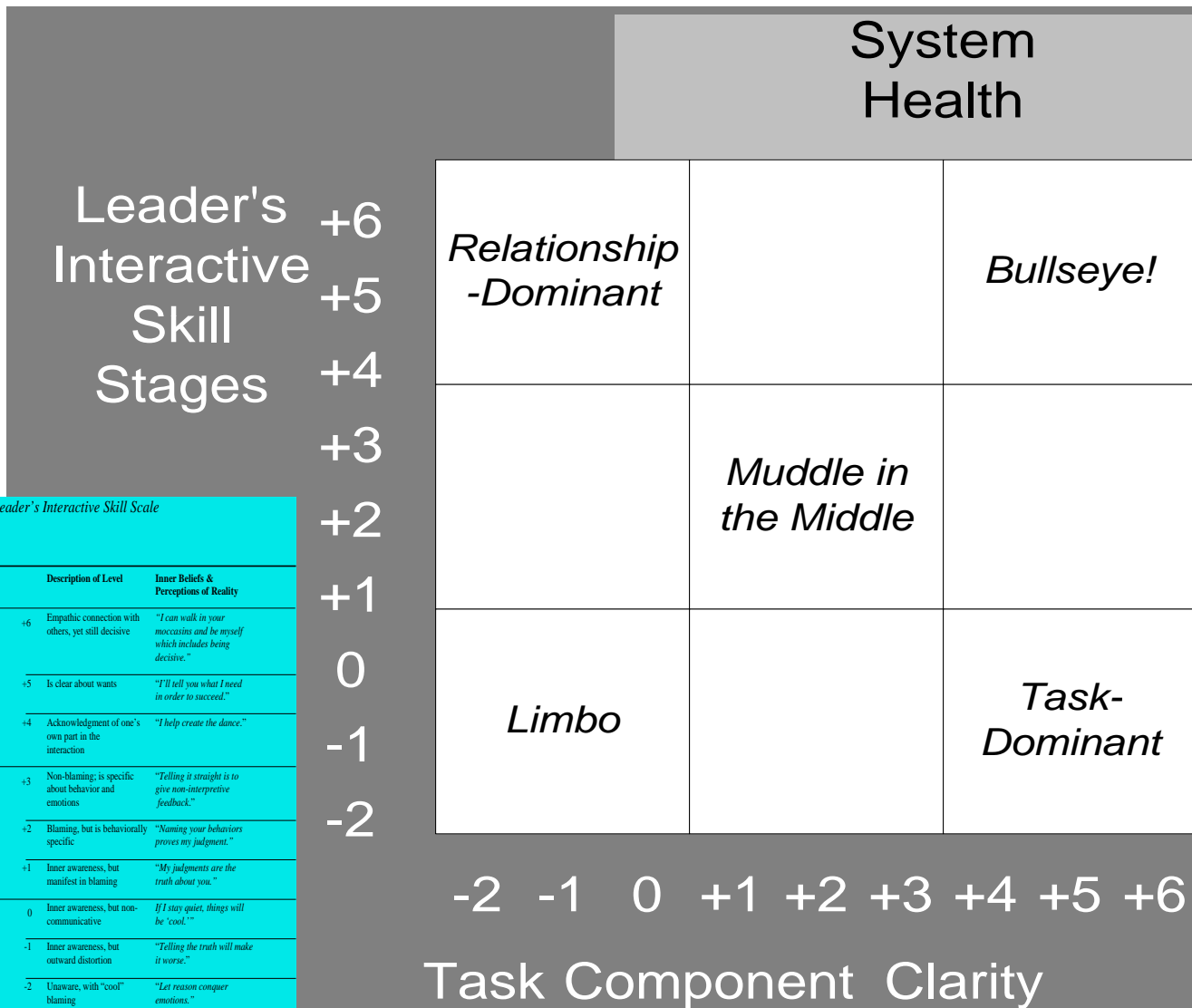


The foundation for productive change lies in a stable approach to managing.



Crosswork Matrix

Characteristics of Healthy and Unhealthy Systems		
Dimension	Unhealthy System	Healthy System
Management	Frantic	Centered
Influence	None	Appropriate
Alignment	Not well aligned	Well aligned
Communication	Gossip-closed	Openness and dialogue
Consequence Management	Capricious discipline	Clear consequence
Decision-making	Consistently extreme (either consensual or authoritarian)	Flexible and clear
Interactive Skill	Low	High
Task Goals	Unclear	Clear
Accountability	Fuzzy	Single-point
Implementation	Poor	Effective
Rewards	None	Appropriate
Sponsorship	Poor	Clear

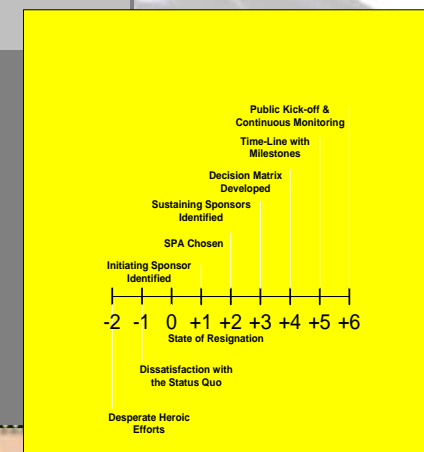


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1994

Task Components Scale

Leader's Interactive Skill Scale

Stage	Description of Level	Inner Beliefs & Perceptions of Reality
High	+6 Empathic connection with others, yet still decisive	"I can walk in your moccasins and be myself which includes being decisive."
	+5 Is clear about wants	"I'll tell you what I need in order to succeed."
	+4 Acknowledgment of one's own part in the interaction	"I help create the dance."
Medium	+3 Non-blaming; is specific about behavior and emotions	"Telling it straight is to give non-interpretive feedback."
	+2 Blaming, but is behaviorally specific	"Naming your behaviors proves my judgment."
	+1 Inner awareness, but manifest in blaming	"My judgments are the truth about you."
Low	0 Inner awareness, but non-communicative	"If I stay quiet, things will be 'cool.'"
	-1 Inner awareness, but outward distortion	"Telling the truth will make it worse."
	-2 Unaware, with "cool" blaming	"Let reason conquer emotions."





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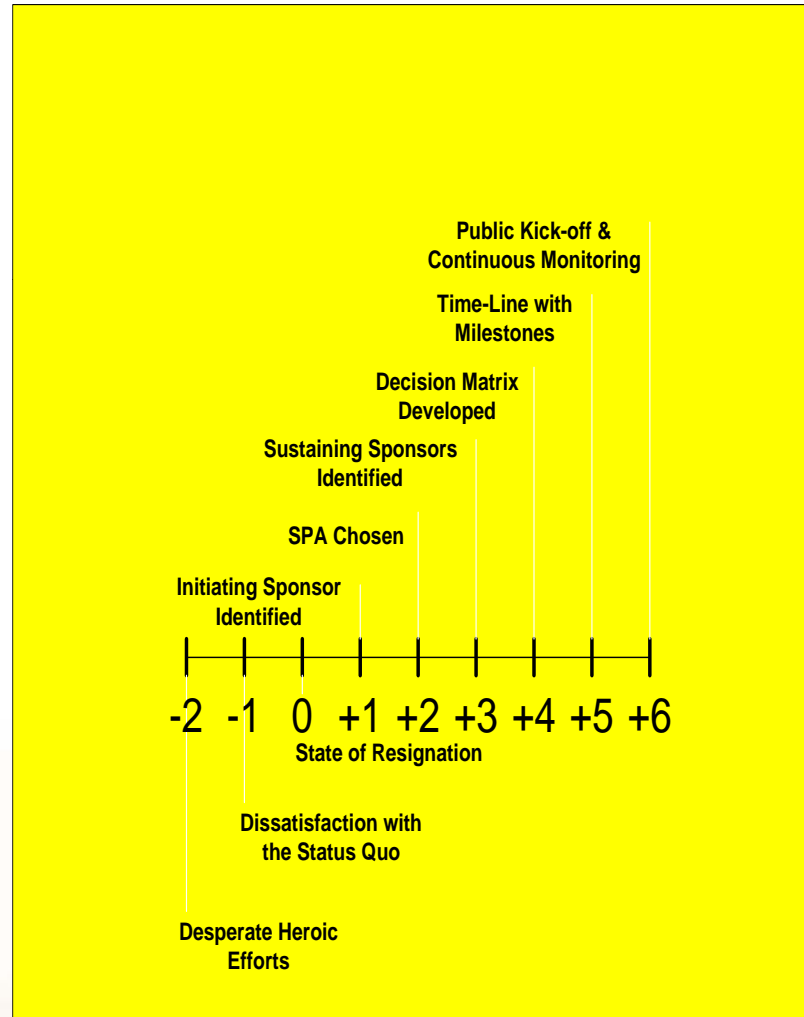


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Task Components Scale





20th
Annual
Convention
1982-2011

The 3 Components of Self-Differentiated Leadership



Mahatma Gandhi
Culver Pictures, Inc.

Edwin Friedman

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1. Empathy

First and foremost, the leader must stay in touch





2. Self-Awareness

The capacity and the willingness of the leader to take non-reactive, clearly conceived, and clearly defined positions.



3. Lead

The capacity to deal with...”resistance.”



“I must say this, if you the men of Ashanti will not go forward, then we will. We the women will. I shall call upon my fellow women... We will fight till the last of us falls in the battlefields.”

Queen Yaa Asantewa
of the Ashanti



Kurt Lewin

Sustainable results come from *Group*
vs. Individual Change



Active vs. *Passive* Participation

T-Group Methodology – learn
about Self and Systems by
Being Yourself in a System



Summary

- You can't force a healthy culture – you have to live it, especially at the top
- High Performance doesn't happen by chance – it happens *when leaders with high EQ create and relentlessly maintain the right conditions in the emotional field*
- If you lead and connect, people will follow



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Human Factors Special Edition
Aligning People & Business Strategies for Bottom-Line Results

VOLUME 7, ISSUE SE
SPECIAL EDITION #1

Crosby & Associates

Culture Can Be Built: Lessons from the PECO Nuclear turnaround - A Strong Nuclear Safety Culture and a High Productivity Culture are based on the same behavioral foundations, and can be reliably implemented and sustained

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