Program Leaders
September 2014
Leadership and Self Deception: Getting out of the Box

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The pervasive problem of self-deception

- Leadership is about making matters better.
- Self-Deception… The inability to see that one has a problem.
- Self-Deception determines one’s experience in every aspect of Life.
- Self-Deception: It blinds us to the true cause of problems, and once blind, all our “Solutions” make matters worse.
- The problem of not knowing, and resisting the possibility that one has a problem.
- Identify someone with a problem and you’ll have often found someone resisting the idea that they have a problem.
- When Self-Deceived, our Leadership is undermined.
- The opportunity is to minimize individual and organizational Self-Deception.
Self-Deception causes Self Betrayal. Self Betrayal is when we had a sense of something we should do for others but didn’t do it.

We then rationalize our position as to why we didn’t do it. Until these problems are solved – we will never emerge as a Leader.
If you rationalize and blame,

step back and reconsider.
Reality therapy focuses on acting and thinking, rather than on identifying and exploring feelings. It is a system where behavioral management is based on three fundamental premises:

1. **Do the Right Thing**: Morals, standards, values, or right-and-wrong behavior are all intimately related.

2. **Responsibility**: Individuals must realize that they are responsible for their own behavior. Positive behavior builds self-worth and self-esteem. Irresponsible behavior lacks commitment and does not earn respect.

3. **Reality**: You must accept the reality of the world around you. When you don’t, there are consequences for your behavior.
How Do We Determine Reality?

- Not through our own selective perception.
  1. **feedback** from others
  2. **objective** system of **measurement**.
- We then **understand reality** and the effect it has on others.
- Reality therapy allows us to better **accept** who we are and then **make better choices**.

True leadership requires that you understand yourself -- first and foremost!
High-performance people - What is all that genetic stuff anyway?

Phelps

S. Williams

NATURE

Innate Personality and Behaviors

Shaq

Newman

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Beechcraft Manufacturing

Manufactures turboprop and regional jet aircraft.
Nurture

Learned Behaviors

Thatcher

Oprah

Cosby

Rogers

Hawkings

Roosevelt

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Excellence / Leadership

Talent Nature \{ \quad \text{Innate Personality and Behaviors}

\text{meets}

Skills Nurture \{ \quad \text{Learned Behaviors}

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High Performance Teams Must…

Complementary: Why do we need to be different?

Compatibility: Why do we need to be similar?
Team Building

True team building requires open and honest dialogue.

Who do you play for?
Can you think of an example?
Instruction

1. Label your paper from one to three.
2. Use three words to describe what you see.

What do you see?
What do you see?
Learn:
- About self and others
- Acceptance

Grow:
- Develop self and others

Lead:
- Create a culture that is in it for the “long haul”
- Built to last around principles of leadership
- Hold all accountable each and every day
Jane Doe  Assessment Results

Performance Dynamics

**Assessment Information**

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<td>17 Accommodation</td>
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Jane Doe Nature Profile

Natural talent inherited from family tree (genetic).

Manage genetic traits that impact your ability to achieve higher levels of success.
Skills / behaviors developed and learned.

Change behaviors that decrease your ability to function at your best
STRENGTH: You are highly motivated. You move at a good pace (Energy). You can take control but you will let others step up waiting until you feel a leader is needed (Dominance). Your dominance score drives your ego, that is reasonably well managed. Your high competitive score makes you want to win your position. You have a strong sense of urgency, and losing is not typically an option for you. You set high expectation for yourself and others (Discipline)

Focus: Make sure your expectations are realistic. Allow others to catch-up as the impatient side of your personality moves quickly. Manage your desire to win. Aggressive competitors can overwhelm or present as too intense in some situations.
OPPORTUNITY: You need to develop better listening skills. You are less likely to listen from the onset do to your inpatients (high Energy) and desire to give information as much as you like to receive. Your high energy causes impatience, when linked to your high reflectivity score causes your mind to wander. You think quickly, and because of your high level of abstract reasoning ability you lose focus in conversation quickly if the subject matter doesn’t interest you. Your reflectivity score will drive psychological rationalization. When combined with your competitive score and low compromise score, you don’t suffer fools easily. Your high score for communication indicates you like to hear yourself talk.

Focus: You are extremely talented, and when you harness the ability to be a better listener it will make you a better “world class leader”. Be more patient, use your reflectivity to generate questions that will help others make their point. Be more open minded and manage your desire to win your positions.
STRENGTH: You are not afraid to engage conflict, actually you enjoy a good heated conversation. Your collaborative nature does allow you to listen to others. This does not mean you are going to agree with them, it means you will at least consider the information. Your low avoidance score allows you to “cut to the chase” quickly. Others may perceive you as being too predisposed in your thought process with very little flexibility. Your low compromise and accommodation scores makes you pretty opinionated. The good news here is because of your dominance score and high level of creativity driven by your reflectivity score, you have the ability to “sort things out” very quickly. When you disagree, you’ll push back. When things make sense to you, you buy in!

Focus: Make sure that you use tact and diplomacy when your in the “take the hill” mode. Don’t be so staunch in your beliefs and opinions. Elevating Compromise and Accommodation will make you more user friendly. People will be more willing to engage you. Manage your Competitive spirit and need to win your positions as many will not have the skills or ability to go toe to toe with you. They will not tell you what they are thinking.
Hierarchy model defines how you develop relationships, and work with others in a team environment. Higher Social Skills/Goodwill define your moral compass.

Jane Doe Interpersonal/Team Player Profile

STRENGTH: You’re a team player when you want to be. Your solid collaboration score says “you can play nice” when needed. You do care because your goodwill score indicates some internal level of emotion. You don’t always show that emotional caring side of your personality because of your low social skills score.

Focus: Don’t be so cavalier in your approach with others. You might “throw out the baby with the bathwater” without even knowing or caring about it. Work on expanding your social circle. Let people get to know you, let them know you are a good person. This will also make you more accessible. This will help you to connect with people and strengthen trust.
OPPORTUNITY: Political and Diplomacy profiles define operating style, direct vs. indirect or passive. You Interpersonal model will define how you present and what is driving your approach a strong more compos or self preservation and or promotion. You are direct as already mentioned. You prefer a “straight up” approach most of the time. Your low social skill score can cause you to be too direct and blunt which might turn others off to you.

Focus: Use your goodwill score more often to “catch more bees with honey” than vinegar. Be more open minded and be willing to move in new directions. Do not feel you need to jump into every situation. Your low Avoidance will cause you to engage in almost all situations. This will be hard for you as you do not like to loose driven by your high Competing score. As you refine your Interpersonal model you will be able to increase effectiveness and maintain your direct approach. When people know you and get you they will appreciate your direct approach. When they know you care about them as much as winning the will have a different perspective.
Hierarchy model, the higher the score in each characteristic the more control one will exhibit.

OPPORTUNITY: You set goals high and are good at holding others accountable. You have very little difficulty in stepping up and taking charge. You don’t like to be micro managed because of the independent side of your personality (low Authority).

Focus: Be careful not to reject others positions and feedback. This change will allow you to make better decisions. Your low compromise score and accommodation score, makes you pretty strong willed, a tough nut. Make sure you have and know the plan. Low Authority scores can cause people to struggle with structure and direction in addition to rejecting authority and the use of authority.

Important for project managers
Jane Doe Sense of Humor Profile

Hierarchy model: higher score typically indicates more developed sense of humor.

STRENGTH: You do have a sense of humor when you want to use it. Just make sure your low compromise score, doesn’t turn it into “sarcastic humor” that can bite at times. People with a good sense of humor can build moral and strengthen cultures.

Focus: Enjoy what you do and help others to do the same. Use humor to lighten up the situations. Do not target others with your humor as your competitive nature and cynical approach can be hurtful to those with low Competing scores, they tend to be more sensitive taking your comments personally.
Can my Personality Traits be Influenced by External Factors?

- **Material issue:** This is who I am.
- **Contextual issue:** Role, function, responsibility, reporting relationship.
- **Cultural issue:** Adopted operating styles influenced by the nature of the organization.
Selective Perception

What do you see?

1. Reflectivity
2. Dominance
3. Expertise
4. Compromise
5. Accommodation
6. Competing
Learn:
- About self and others
- Acceptance

Grow:
- Develop self and others

Lead:
- Create a culture that is in it for the “long haul”
- Built to last around principles of leadership
- Hold all accountable each and every day
There are several critical themes we must understand and manage when it comes to the ability to interact with each other, especially when addressing:

- Presentation of information (feedback).
- Managing our defensiveness.
- Being receptive to feedback.
Feedback from a variety of sources is used to increase self-awareness.

Feedback – giving data back to the purpose of bringing about change.

Individuals who perform self-assessment are in a better position to take corrective action to adjust their behaviors as needed. I say…“If they are open minded.”

McCauley and Lombardo (1990) found that self-awareness was positively related to supervisors’ assessments of promote-ability. The more accurate the self-assessment, the more likely for promotion.

Self-awareness is tied to attaining higher levels of leadership.

Individuals with inaccurate self-assessments misdiagnose their strengths and weaknesses. That’s why Behavioral Dynamics is a key tool that objectively provides self-assessment.

When behaviors of an individual are validated by multiple sources, with the same message, it has impact. If you seek validation, just ask spouses, friends or colleagues. Past performance reviews are also a good indication.
Behavioral Dynamics, Stages of Acceptance

25.5% Want to but will not change - People who think the assessment is pretty accurate, No follow-through to make changes

23% Acceptance and Change — think the assessment is accurate, are committed to change, and want to become leaders

26% Denial - go through the process, are polite, and file their assessment away, never to look at it again. They don’t believe their assessment or in the process itself

25.5% Don’t want to but have the ability to change - People who are not sure of the accuracy of the assessment, and are forced to make change
Why Should I Learn and Grow?

- I have to?
- I want to!
- I just don’t care. I’m just going through the motions.
Consider the initial question,

“Are great leaders made or born that way?”