LEADERSHIP BEYOND MANAGEMENT

Cheryl L. Thomas  
Managing Director  
Impacting People, LLC  
Wadsworth, Illinois  
thomascherylx@gmail.com  
847-274-8783  

&  

Lisa T. Yaffe  
Center for Professional and Executive Development  
University of Wisconsin – Madison  
Madison, Wisconsin  
lisa@lisayaffe.com  
847-274-2067  

July 31, 2017
Leadership Beyond Management
Lifestyles Inventory I

Graduate School of Banking
August 2017
Learning Objectives

By the end of this session, you will be able to:

• Understand the connection between leadership style and effectiveness
• Identify your most-used personal leadership thought-patterns and style
• Make informed choices about increasing your effectiveness as a manager and leader
• Begin to draft your leadership development objectives
Two Dimensions of Leadership

*Foundational*, regardless of any situation or business strategy

*Situational*, depending on the business context
“Leadership and management are two distinctive and complementary systems of action. Each has its own function and characteristic activities. Both are necessary for success....”

“What Do Leaders Really Do” by John P. Kotter
Why do we care?

“There are enormous performance differences between good leaders and their extraordinary counterparts. On every measure examined – net profits, customer satisfaction, employee turnover, even employee satisfaction with pay – the extraordinary leaders had results that often doubled the performance of the ‘not bad’ leaders.”

“Leadership under the microscope” by Zenger, Sandholtz & Folkman
Will Self-Awareness Help You Be a Better Banker?

• It can make you more effective at the bank, with your boss, with customers, in life.

• It can help you make the most of your strengths.

• It can help you understand the source of your stress and how to minimize the stress.

• It can help you understand and fully engage team members, win and keep customers, be the bank of choice!
Your Intentions

Write down – big picture – what you are trying to accomplish:

• In your business
• In your role
• In your career
• Personally

This will help guide your leadership development priorities
Preferences and Styles

Write your name in the hand you do NOT normally use.

Now write your name in the hand you NORMALLY use.
Preferences and Styles

Preferences for one hand over the other:
• Feel more confident
• Feel more secure
• Feel comfortable
• Feels natural
### Johari Window

<table>
<thead>
<tr>
<th></th>
<th>I Know</th>
<th>I Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>You Know</td>
<td>Arena</td>
<td>Blind Spot</td>
</tr>
<tr>
<td>You Don’t Know</td>
<td>Facade</td>
<td>I don’t know that I don’t know</td>
</tr>
</tbody>
</table>

Copyright © 2015 by Human Synergistics International. All rights reserved.
Johari Window Implications

Ask Questions

Tell Others

I Know

You Know

Arena

Blind Spot

You Don’t Know

Facade

I don’t know that I don’t know

Copyright © 2015 by Human Synergistics International. All rights reserved.
Human Synergistics

40+ years of research
Valid and reliable
Normed globally
Linked to team and organizational behaviors

High-Performing Individuals
High-Performing Teams
High-Performing Organizations
History of Circumplex

Blake & Mouton: Task vs. People

Harry Stack Sullivan: Satisfaction vs. Security

Abraham Maslow: Hierarchy of Needs

Karen Horney: Theory of the Self

David McClelland: N-Ach

Carl Rogers: Humanism
About LSI

• Well tested with more than 25 years of field use
• Valid and reliable multi-rater or self-only instrument
• Measures thinking and behavioral styles related to leadership and managerial effectiveness
• Normed against leaders/managers
• Provides insights and practical workplace applications for professional development
• LSI is intended for development; it is not a test
Understanding Personal Styles

• Our thoughts characterize who we are and shape our lives.
• By understanding our thinking and feelings, we can better understand our behaviors.
• Learning about your self and your behaviors can aid you in changing your behavior to increase your effectiveness.
Styles Exercise

Raise your hand if the words sound like how you might describe yourself.
The Value of Feedback

• LSI 1 – Self Perspective
  • Opportunity to understand your mental framework relative to others
  • Assess the degree to which you utilize a constructive view of tasks and relationships

• Some information will confirm your perceptions; other information will be new.
• Pay special attention to what you want to reject or dismiss!
• The purpose is to increase your self-awareness.
Your Self-Assessments

Open Your Envelopes!
Human Synergistics Circumplex

Dimensions based on theory (e.g., Maslow’s Hierarchy of Needs) and analysis of thousands of surveys tying behaviors to style descriptions and to outcomes.

Measures 12 distinct styles that describe key aspects of an individual’s leadership style.

Raw scores from the survey are converted to a percentile score relative to the database of thousands of individuals.
Satisfaction vs. Security

Higher-Order Satisfaction
Represents thinking and behavior motivated by a need for satisfaction: the sense of gratification, pleasure or contentment that comes from doing simply because it is personally fulfilling.

Lower-Order Security
Represents thinking and behavior motivated by a need for security: the strong desire to protect one’s self from what one perceives as dangerous or threatening.
Task vs. People

Task Orientation
Represents thinking and behavior that is primarily concerned with tasks

People Orientation
Represents thinking and behavior that is oriented toward people
LSI Circumplex—Statistical Norming

The bold center ring in the circumplex reflects the median score for each of the 12 styles.

Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D. Copyright © 1973-2015 by Human Synergistics International. All Rights Reserved.
LSI Style Clusters

Constructive  Passive/Defensive  Aggressive/Defensive
The LSI Circumplex

Humanistic – Encouraging
Affiliative
Approval
Conventional
Dependent
Avoidance
Oppositional
Power
Competitive
Perfectionistic
Achievement
Self-Actualizing
Constructive Styles

Characterize self-enhancing thinking and behavior that contribute to one’s level of satisfaction, ability to develop healthy relationships and work effectively with people, and proficiency at accomplishing tasks.

High scores indicate a well-balanced person who enjoys both tasks and people – someone who is goal-oriented and confident yet patient and cooperative.

- Enjoys challenges, strives for excellence, decisive
- Enthusiastic, creative, confident
- Supportive, motivates others, patient
- Friendly, warm, trusting

Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D. Copyright © 1973-2013 by Human Synergistics International. All rights reserved.
LSI Style Descriptions

Achievement (11 o’clock)
• Measures the extent to which you set challenging goals, work to achieve those goals, and have a positive impact on events around you.

Self-Actualizing (12 o’clock)
• Measures the extent to which you demonstrate self-esteem, an interest in self-development, and a drive to learn about and experience life to the fullest extent.

Humanistic – Encouraging (1 o’clock)
• Measures your inclination to see the best in others, to encourage their growth and development, and to be patient and supportive.

Affiliative (2 o’clock)
• Measures the degree to which you exhibit friendly, sociable, and outgoing behaviors.
Passive / Defensive Styles

Represent self-protecting thinking and behavior that promote the fulfillment of security needs through interaction with people.

High scores indicate need for approval and acceptance to feel worthwhile; self-worth determined by others.

Needs approval from others, forgiving, overly generous

Conforming, reliable, accepts the status quo

A follower, deferential, submissive

Apprehensive, self-doubting, tense

Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D. Copyright © 1973-2013 by Human Synergistics International. All rights reserved.
LSI Style Descriptions

Approval (3 o’clock)
• Measures the extent to which you seek others’ approval and support in order to feel secure and worthwhile as a person.

Conventional (4 o’clock)
• Measures your inclination to conform, follow the rules, and meet the expectations of those in authority.

Dependent (5 o’clock)
• Measures your tendency to be compliant, passive, and reliant on others.

Avoidance (6 o’clock)
• Measures the extent to which your actions suggest self-doubt, apprehension, and a preference to avoid difficult situations.
Aggressive/Defensive Styles

Reflect self-promoting thinking and behavior used to maintain one’s status/position and fulfill security needs through task-related activities.

High scores can lead to symptoms of strain and indicate a need to reevaluate one’s approach to work, people, and life.

- Questioning, negative, critical
- Authoritarian, controlling, easily angered
- Boastful, self-centered, needs to win
- Demanding, sets impossibly high standards
LSI Style Descriptions

Oppositional (7 o’clock)
• Measures your tendency to take a critical, questioning, and somewhat cynical attitude.

Power (8 o’clock)
• Measures the extent to which you come across as authoritarian and controlling.

Competitive (9 o’clock)
• Measures the extent to which you portray self-centeredness and a need to win and to be seen as the best.

Perfectionistic (10 o’clock)
• Measures your tendencies to seek perfection and to base your self-worth on your assessment of your own performance.
20 Minute Break
Human Synergistics Circumplex
Specific Style Interpretation

Describes the styles most characteristic of your thinking (LSI 1)

**Primary style** is the style that is most characteristic of your current thinking as indicated by the most extended style in the profile.

**Secondary style** is the style that you likely use in conjunction with or as a substitute for your primary style as indicated by the second most extended style in your profile.

---

Copyright © 2015 by Human Synergistics International. All rights reserved.
EXAMPLES

Example 1

Example 2

Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D. Copyright © 1973-2015 by Human Synergistics International. All Rights Reserved.
Examples
Optimal Performance

Constructive behaviors are correlated with:

Salary
Organizational Level
Problem-Solving Capabilities
Managerial Success (Employee Engagement)
Interest in Self-Improvement
Quality of Professional / Personal Relationships
Physical and Mental Health
Debriefing the Report

Self-Reflection

• What has pleased you about your report?
• What has surprised you and why?
• Which areas would you like to change?
Moving from Thought to Action

• The question is “How can I be more effective?”
• Specifically define what you want to change and why
• Increase confidence by concentrating on what you do well
• Practice using more effective behavior in your mind
• Remember that change does not happen overnight
Using Your Self-Development Guide

• Table of Contents
• Style Descriptions
  • Style definitions
  • High, Medium, Low ranges
  • Relationship to other styles
  • Steps to Change
• Self Improvement Plan (pgs 64-67)
Internalizing the Styles

1. Pick a style (Primary or one you would like to work on)
2. Find the description of the style in the Development Guide (section 3)
3. Read about the style – at least through the High, Medium and Low range descriptions.
4. Complete steps 1 and 2 in the Self-Improvement Plan pg 64.
# Alternative Thoughts and Behaviors

<table>
<thead>
<tr>
<th>Defensive Style</th>
<th>Alternative Style</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 o’clock (Dependent)</td>
<td>11 o’clock (Achievement)</td>
</tr>
<tr>
<td>6 o’clock (Avoidance)</td>
<td>12 o’clock (Self-Actualizing)</td>
</tr>
<tr>
<td>7 o’clock (Oppositional)</td>
<td>1 o’clock (Humanistic-Encouraging)</td>
</tr>
<tr>
<td>8 o’clock (Power)</td>
<td>2 o’clock (Affiliative)</td>
</tr>
<tr>
<td>10 o’clock (Perfectionistic)</td>
<td>11 o’clock (Achievement)</td>
</tr>
<tr>
<td>9 o’clock (Competitive)</td>
<td>1 o’clock (Humanistic-Encouraging)</td>
</tr>
<tr>
<td>3 o’clock (Approval)</td>
<td>1 o’clock (Humanistic-Encouraging)</td>
</tr>
<tr>
<td>4 o’clock (Conventional)</td>
<td>2 o’clock (Affiliative)</td>
</tr>
</tbody>
</table>
Action Planning

Your thinking styles can change over time:
• Understand how your thinking and behavior affect yourself and others
• Decide to improve yourself
• Commit to a plan of action to change your behavior

Your Action plan starts with:
• Completing the Self-Improvement Plan (pg 64-67)
• Committing to some actions you will take
• Identifying people who can support you in making your styles more Constructive
Next Steps

• Year 1
  • Leadership Competencies
  • Performance Management
  • Strategic Planning

• Year 2
  • Talent Assessment and Succession Planning
  • Culture and Leadership
  • Change Management
  • LSI 2 – Feedback from Others

• Year 3
  • Situational Leadership
  • Diversity and Inclusion
Questions??