Primal Leadership

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The greatest change in human history?
Wendy Kopp
I HAVE A DREAM

Martin Luther King Jr.
Wael Ghonim
Geoffrey Canada
Great leaders move us.
Who Helped Me?
Resonant Leadership

Mind  Body  Heart  Spirit

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Resonant leadership is common sense, not common practice.

Why?
Myths
# Leadership Myths and the Truth

<table>
<thead>
<tr>
<th>Myths</th>
<th>The Truth</th>
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</thead>
<tbody>
<tr>
<td>Smart is good enough</td>
<td>IQ helps but EI is essential</td>
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<tr>
<td>Your mood doesn’t matter</td>
<td>Emotions are contagious</td>
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<tr>
<td>Leaders are tough enough to take constant pressure</td>
<td>When faced with constant challenge, you lose sight of your passion for work</td>
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Myth 1: Smart is Good Enough

Intellectual Capability (IQ)
Threshold competencies

- Only one cognitive ability − pattern recognition − differentiates outstanding leaders

Emotional Intelligence (EI)
The differentiating factor

- 85-90% of the difference between outstanding and average leaders is linked to Emotional Intelligence

We feel before we think.
EI

Social Awareness

Self-Awareness

Self-Management

Relationship Management
Neurophysiology of Emotions

THALAMUS
The relay station for most information going into the brain; triggers emotional reaction in the Amygdala before engaging logical function in the Cerebrum

HYPOTHALAMUS
Regulates sex hormones, blood pressure and body temperature

AMYGDALA
Processes the emotions and regulates the heartbeat and other visceral functions

HIPPOCAMPUS
Helps establish long-term memory in regions of the cerebral cortex

CEREBELLUM
Essential for coordination of movement

CEREBRUM
Controls the higher cognitive functions: logical and rational thought processes

PONS and MEDULA OBŁONGATA
Control of breathing, circulation, heartbeat and digestion

SPINAL CORD

Leadership Matters

• 20-30% of variability in performance is a result of leadership and climate
• 30% of the time, poor leadership is cited by people as a reason for leaving
• In management jobs alone, women earn 28% less and occupy 40% of the positions.
• When it comes to executive management positions, the story has been improving: 26% of chief executive positions are held by women, BUT they receive just 72% of the pay of their male counterparts.
• In the Fortune 500, women hold only 15.7% of board seats.
• The percentage of board seats held by white men? 72%
• The percentage of board seats held by women of any color? 17%

EI and Organizational Performance

• A recent study of 229 businesses showed that positive emotional climate was the most significant factor associated with company performance over an 18-month period
The most complicated leadership jobs in the world
1,240,000,000

VS

4,460,000,000
Myth 2

Emotions Don’t Matter
The Path to Performance

Up to 70% of climate is related to leadership practices

EI competencies

Leadership practices & Team Alignment

Organizational Climate

Results

85-90% of difference between outstanding and average is Emotional Intelligence

Up to 30% of discretionary output is related directly to climate

Resonance is contagious... and so is dissonance.
Emotional Attractors

• Hope
• Joy
• Compassion
• Excitement and Challenge
• Calm
• Safety
• Growth and learning
• Love
• Respect

• Fear
• Anger
• Resentment and jealousy
• Stress and anxiety
• Impatience
• Mistrust
• Forced Compliance
• Hate
• Disdain
Power and Emotion
Do some people care so much about power?
Personalized and Socialized Power

Personalized power → A need for power that drives people to seek control through assertive or aggressive behavior, often for personal gain.

Versus

Socialized power → A need for power that is based on a desire to support the welfare of others, a group, society, or the common good.

Ubuntu

“I am because you are.”
“A person is a person through other people.”

Nelson Mandela described Ubuntu this way:

“Ubuntu does not mean that people should not enrich themselves. The question therefore is: Are you going to fulfill your needs in such a way as to enable the community around you to be able to improve? These are the important things in life. And if one can do that, you have done something very important, which will be appreciated.”

McKee, Annie. Management: A Focus on Leaders.
2012 ©Pearson/Prentice Hall
Ubuntu

Ubuntu is a Sub-Saharan African concept (Xhosa and Zulu tribes, among others). It is a mindset that motivates people to direct power toward the good of the group.
Power at Work: Ubuntu

Working well together

Link what “I” need with what “we” need

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Okay you get it...
What about THEM?
Dissonant Leaders are Dangerous

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The minute you become a victim you cease to be a leader
Resonance or Dissonance: Your Choice

You understand your values.

You are self aware and have high EI.

You know how to use power and you are a resonant leader.
What if YOU are the Problem?
Myth 3
The Superheroes
Good Leadership | Physical & Emotional Toll | Power Stress
Responsibility | Self-control | Crisis | Daily threats

Dissonance is the Default
Cycle of Sacrifice and Renewal

- Mindfulness
- Hope
- Compassion

- Resonant Relationships
- Effective Leadership

- Sustainable, Effective Leadership

- Threats
- Ineffective or Non-sustainable Leadership
- Crises

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In the Words of the Dalai Lama

“The true mark of being learned, is humility and mental discipline.”

“Through training the mind, people can become more calm—especially those who suffer from too many ups and downs...”

Mindfulness
BE THE CHANGE YOU WANT TO SEE

Gandhi
Appendix
Primary Sources


References


Ekman, P.: “Should We Call It Expression or Communication?” in Innovation in Social Science Research 10, (1997): 333-334


References


References