Leading with Authenticity in Challenging Times

HRDQ
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Agenda for Today:

- The demand for authentic change leadership
- Missing ingredients for leadership in tumultuous times
- Lessons learned from large-scale interventions
- Balancing paradoxical skills of authentic change leadership
- Getting started in your organization

After All This Time:

How much we know.....
Yet how little we've learned!
What you may be hearing around you:

- We have been living through constant change and uncertainty
- There is a tremendous amount of ambiguity about key aspects of [fill in the blank]
- Everyone is running as fast as they can while attempting to do more with less
- Yet many seem more compliant than committed to where we are going
- Leadership hasn’t always handled the human and emotional issues effectively
- Talent is taken for granted because our people don’t have options right now
- But key people are frustrated and may opt out when the timing is right
- We have endless means of communicating but we aren’t really “connected”
- We are more skilled at planning change than engaging our people to implement it
- We need to improve at learning and change if we want to survive and thrive

Question?
Do the above statements resonate for your context?

☐ Not really
☐ Several are fairly descriptive
☐ About half are true
☐ Most of them sound pretty familiar

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Surface Changes
Emotional Impact on People

Demands for **New Learning**

What They Must **Unlearn** and **Let go of**

Deep **Stuckness**

At the end of the day –
It all comes down to learning!

Emotions Commonly Associated with Powerful Learning Experiences

- Frustration
- Pain
- Stress
- Anxiety
- Discomfort
- Overwhelmed
- Uncertainty
- Fear
- Tension
- Excitement
- Challenge
- Growth
- Accomplishment
- Over-coming
- Pride
- Reward
- Appreciation
- Success
If you want to lead others somewhere new
You need to meet them where they are

Communicate, Communicate, Communicate
Connect, Connect, Connect

The Bottom Line:
The process of crafting a resilient and learningful workforce requires authentic emotional leadership from a critical mass of executives who understand the links between emotions, vulnerability and learning
The Bar Has Been Raised for Authentic Leadership!

Superhuman yet “just like me”

Tough and Empathetic
Courageous and Vulnerable
Passionate and Compassionate
Pillars of Strength and Regular Folks
Self-Reliant and Trusting of Others
Change Agent and Conserver of the Past

Poll

What grade would people assign to leaders in your context relative to demonstrating authenticity and leading with emotional intelligence on the human side?

- A (Among the very best)
- B (Definitely above average)
- C (Some of our leaders do well but…)
- D (Way below average)
- E (They don’t have a clue)

The Leadership Gap:

Most leaders have focused little attention on understanding and learning from their own emotional transitions and therefore are not very well prepared to foster such efforts in others.
Learning Assumptions:

- Authenticity & emotional leadership matter
- Critical mass is key for revitalizing organizations
- Vulnerability is powerful...but leaders wear masks
- Leaders must look inside first
- Learning readiness is critical
- Readiness can be enhanced
- Learning interventions must be powerful

Lessons from large-scale interventions:

- Leveraging a model for balancing the paradox of change leadership
- Creating a safe environment to explore real impact on real people
- Wading in the water - Practice being emotionally open and honest with peers and colleagues
- A recognition that others are in the same state
- Recreating trust around openness, learning and personal resilience

Trust in The Balance

A Model for Authentic Leadership in Times of Transition

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Polarization is the arch enemy of authenticity – and of learning!

Realistic Patience

Appreciates that people learn and cope with change differently and does not judge them based on his/her own style, preferences, or capabilities. Allows others the time and space to keep up.

Sense of Urgency

An action person. Always looking to start the action and keep things rolling. Moves on issues quickly and pushes others to work at a rapid pace. Wants to get things done.
Poll
Which of these five pairs of leadership attributes are most out of balance in your organizational context?

- Catalyzing Change Vs. Coping with Transition
- Being Tough Vs. Being Empathetic
- Optimism Vs. Realism/Openness
- Self Reliance Vs. Trusting Others
- Capitalizing on Strengths Vs. Going Against the Grain

Getting Started in Your Organization
Packaged Materials for 1 and 2-Day Facilitated Learning

Two-Day Agenda
Day One
- Introduction to Leading in Times of Change and Transition
- Effective/Ineffective Leadership Activity
- Timeline Exercise
- Life Journey
- Essential Principles of Authentic Leadership
- Back-home Story Sharing
Two-Day Agenda

Day Two

- Resiliency: Bouncing Back from Adversity
- Introduction to the Authentic Leadership Paradox Wheel
- Organizational Assessment
- Self Assessment
- Applying the Process: Development Planning
- Small Group Consulting on Individual Goals