

The 101 on Peak Performance Leadership

Today's Gameplan

- 1 The What of Positive Leadership
- 2 Becoming a Flow Conscious Leader

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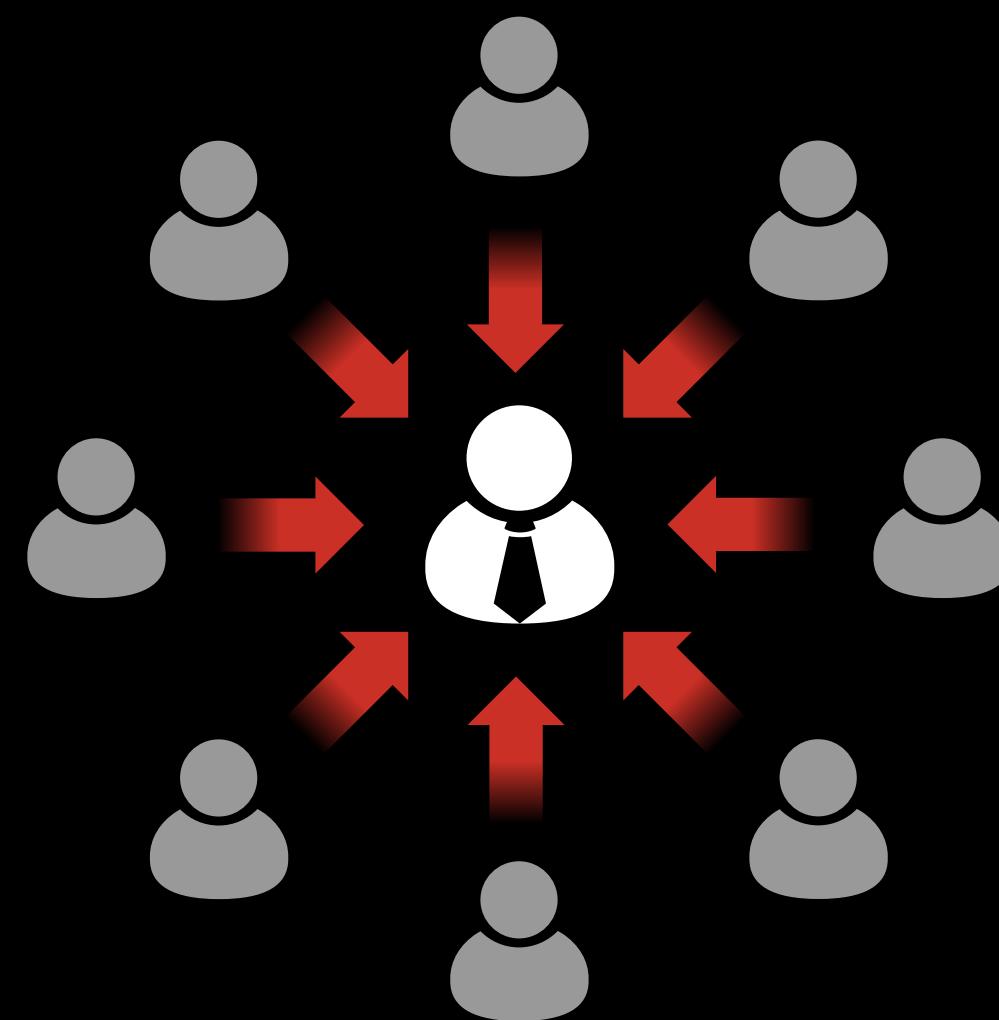
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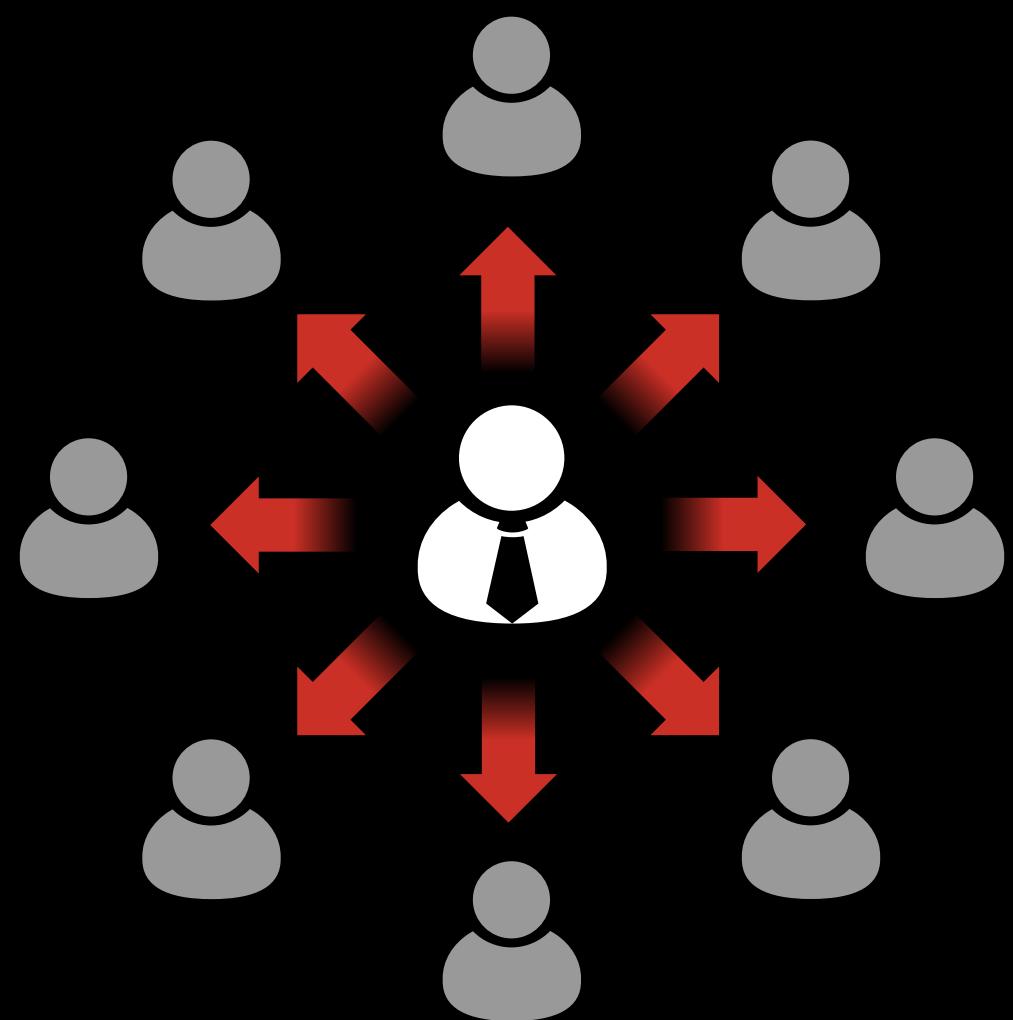
Lewin's Research on Categories of Leadership

Lewin's Leadership Styles



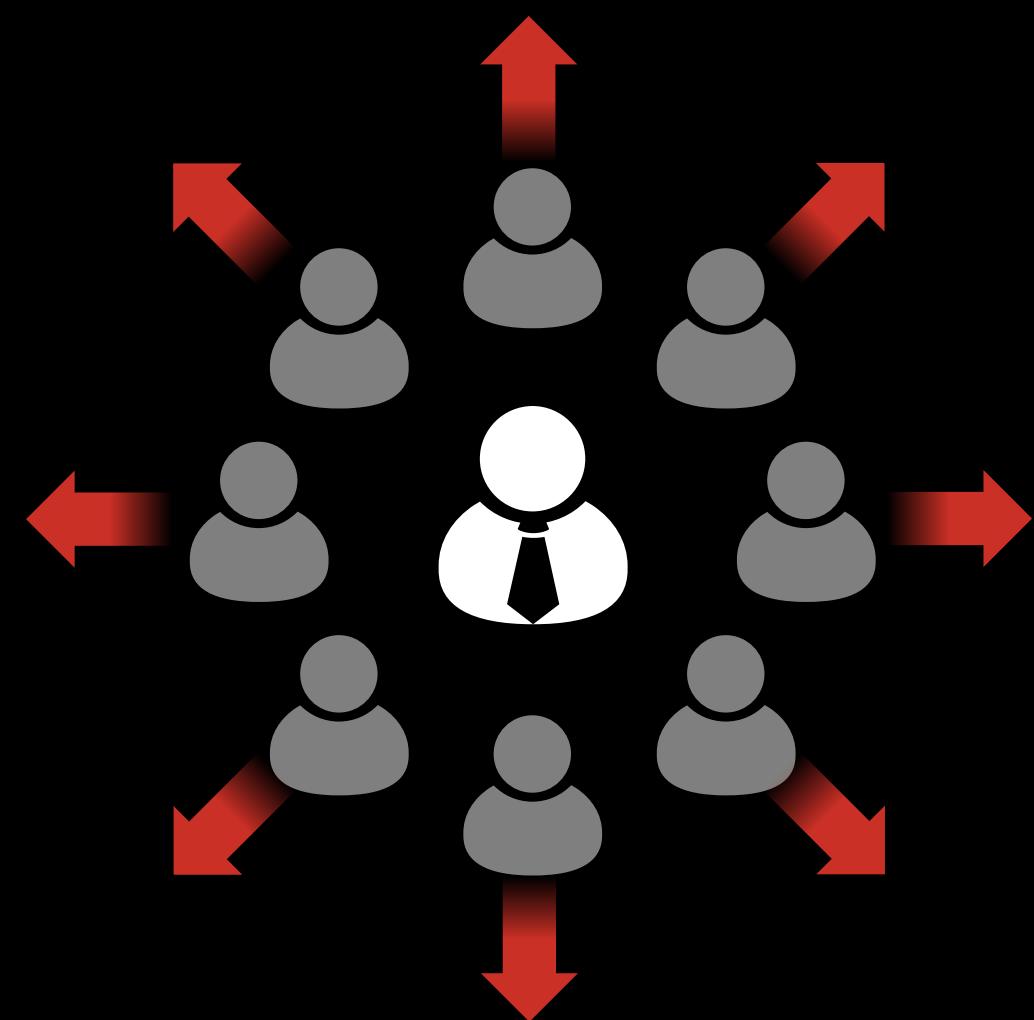
Authoritarian
(Autocratic)

"I'm in Charge!"



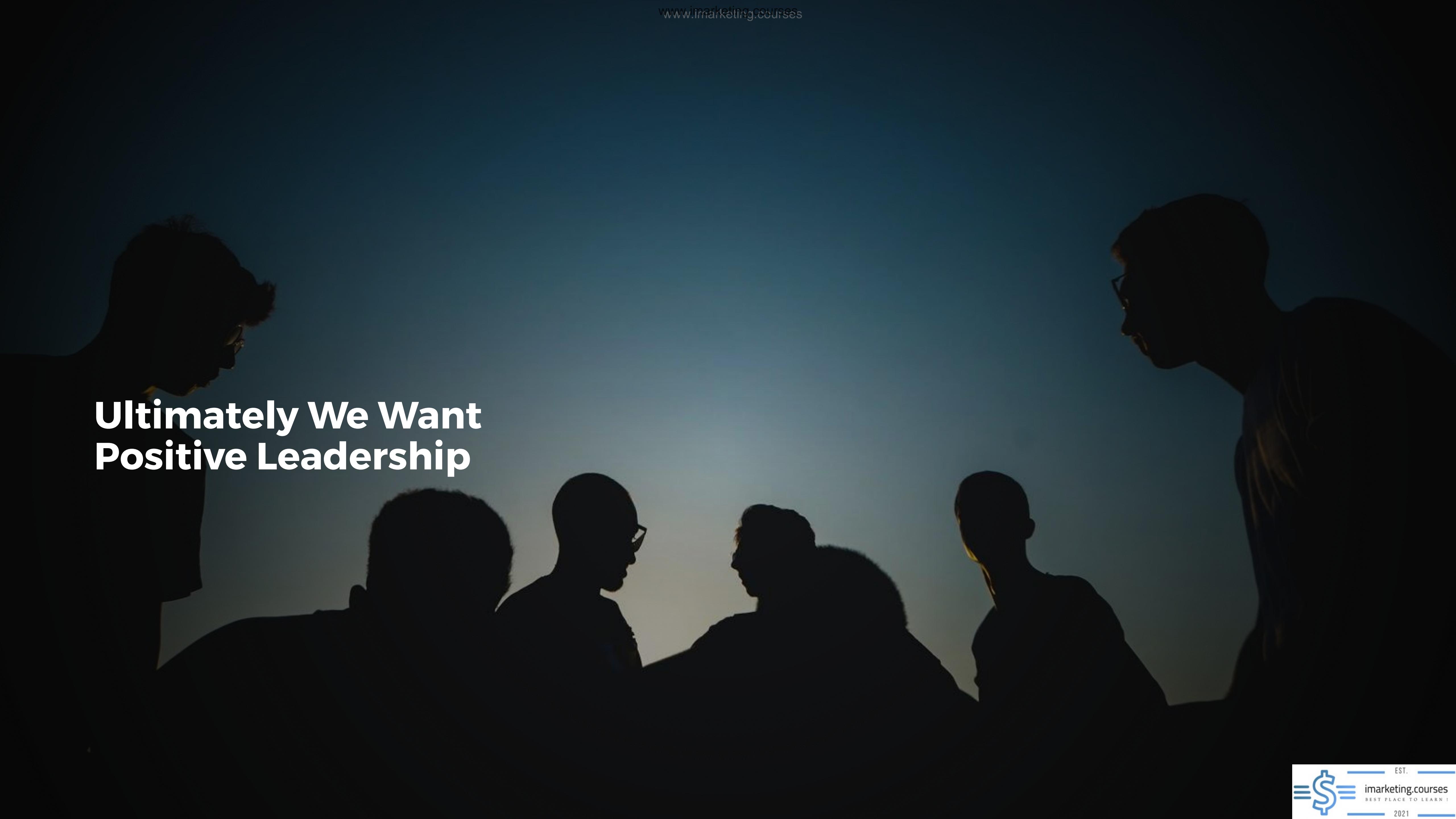
Participative
(Democratic)

"What's Your Opinion?"



Delegative
(Laissez-Faire)

"You're on Your Own!"

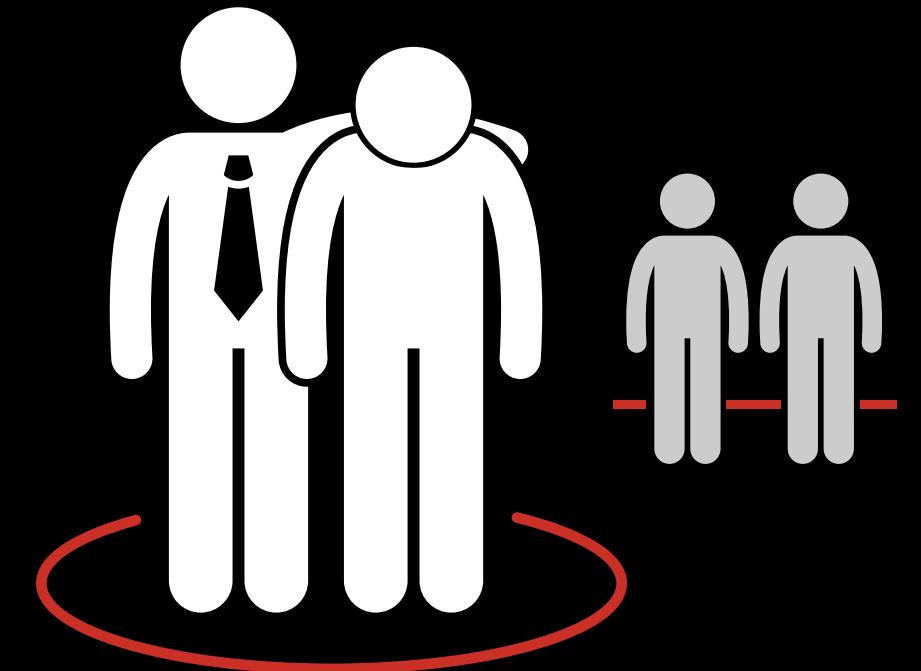
A dark, moody photograph showing the silhouettes of several people's heads and shoulders in profile, facing towards the left. The background is a gradient from dark blue at the top to a lighter, hazy yellow and white at the bottom, suggesting a sunset or sunrise.

**Ultimately We Want
Positive Leadership**

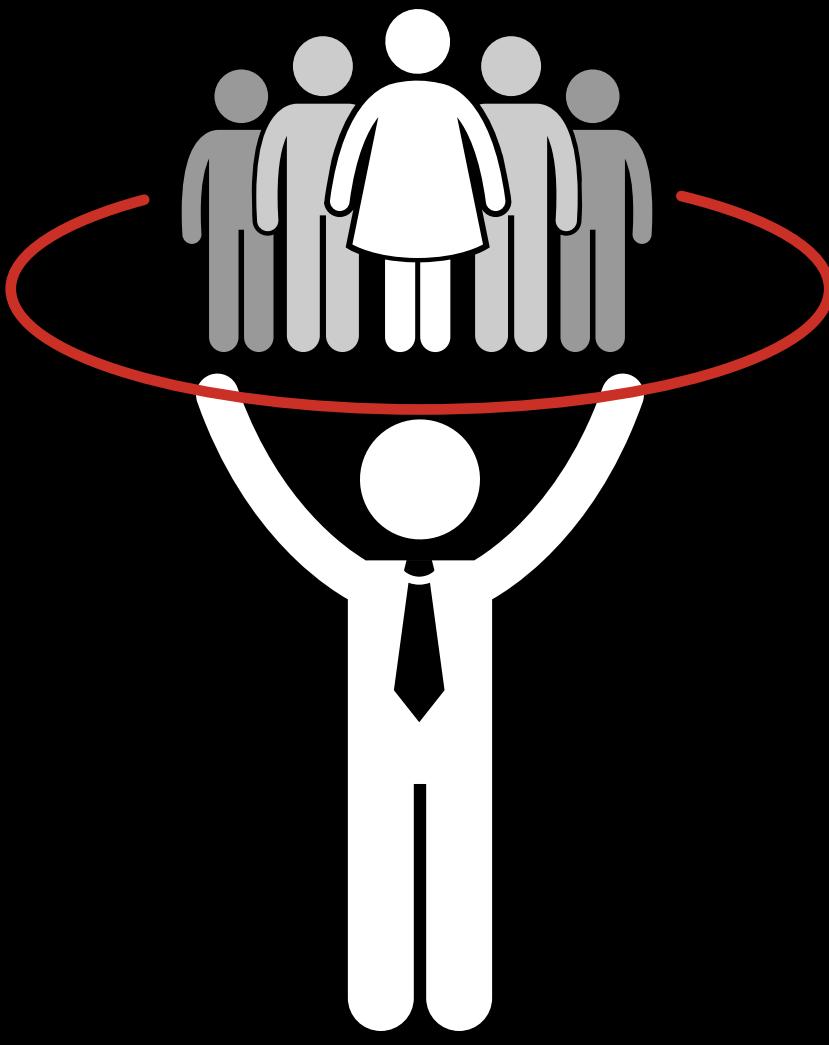
Double Clicking on Three Positive Leadership Models



**Transformational
Leadership**



**Adaptive
Leadership**



**Servant
Leadership**

Transformational Leadership

Four I's

Transformational leadership

Inspirational Motivation

Transformational leaders motivate and inspire



Idealized Influence

Transformational leaders behave as role models



Intellectual Stimulation

Transformational leaders stimulate innovation and creativity



Individualized Consideration

Transformational leaders act as coaches and mentors



Transformational Leadership 101



Inspirational Motivation

Is the degree to which a leader articulates an appealing vision that inspires and motivates others to perform beyond expectations.



Intellectual Stimulation

Is the extent to which leaders challenge assumptions, take risks and solicit followers' ideas.



Idealized Influence

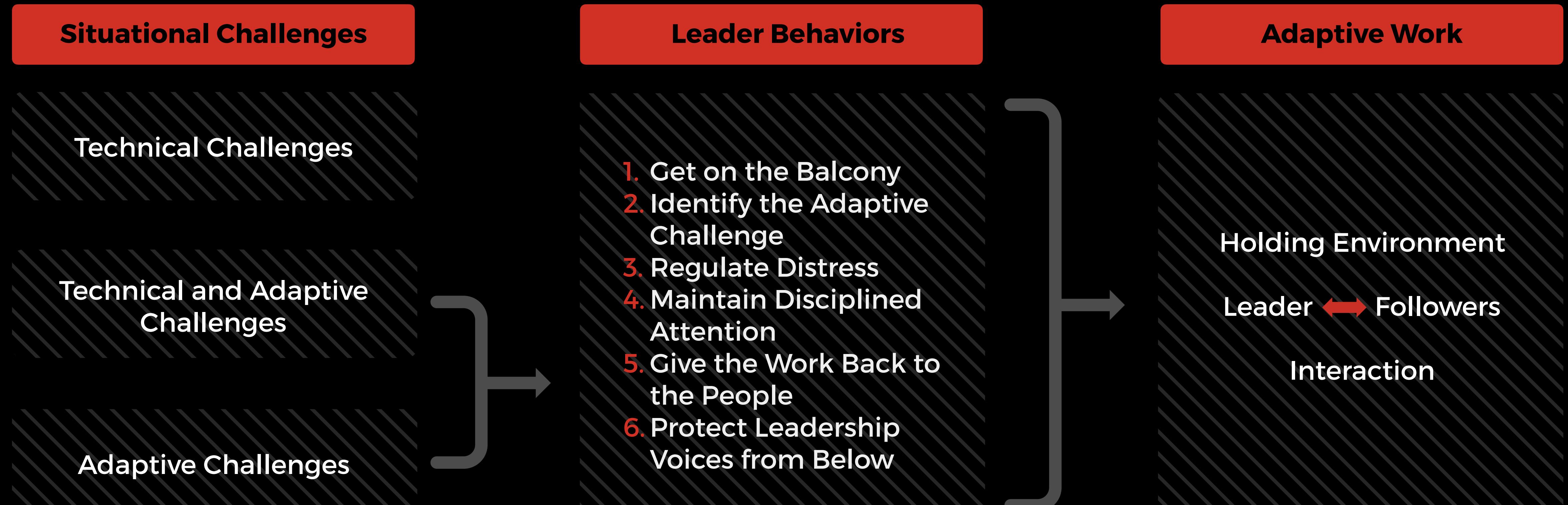
Describes leaders that are role models for their followers because they engage in high standards of ethical behavior.



Individualized Consideration

Is the extent to which a leader attends to each follower's needs and is a mentor, coach or guide to the follower.

Adaptive Leadership



Adaptive

An adaptive leader is one who can mobilize people to act on tough challenges, even if the solutions to those challenges are not readily apparent.

Adaptive Leadership 101

1 Get on the Balcony

Get away from conflict without dissociating from it entirely. Attain a “high-perch” view to get a full understanding.

2 Identify the Adaptive Challenge

Pinpoint the problem and differentiate between technical and adaptive challenges. Ensure an accurate diagnosis of the problem.

3 Maintain Disciplined Attention

Help to provide focused attention on the key issues at hand.

4 Give the Work Back to the People

Once attention is directed, limit top down influence and redirect problem solving back to the people involved.

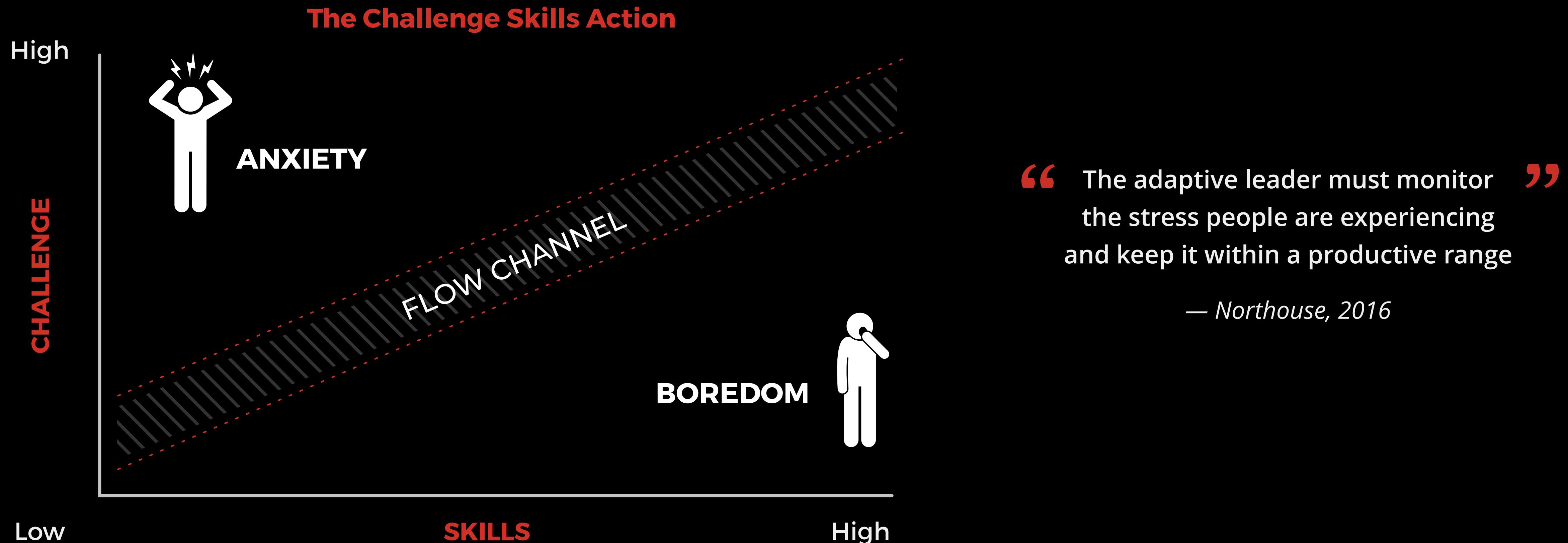
5 Protect Leadership Voice From Below

Listen to the people who may feel marginalized or judged because of their opinions.

6 Regulate Distress

Help others to become aware of the need for change without the feeling of being overwhelmed by the need for change itself.

Ensuring Your Organization Stays in the CS Balance



FLOW: Mihaly Csikszentmihalyi, *Flow* (1990), p.74

Servant Leadership



Servant Leadership 101

1 Put Yourself Last

Remember, you are merely “in service of” something else. Put Yourself Last

2 Win by Elevating Others

Seize every opportunity to celebrate someone else.

3 Cultivate Psychological Safety

Celebrate problem identification, discourage problem hiding.

4 Be Candid with Positive Intent

Speak the truth to improve things.

5 Exude Humility and Vulnerability

Especially when confidence in your ability is established.

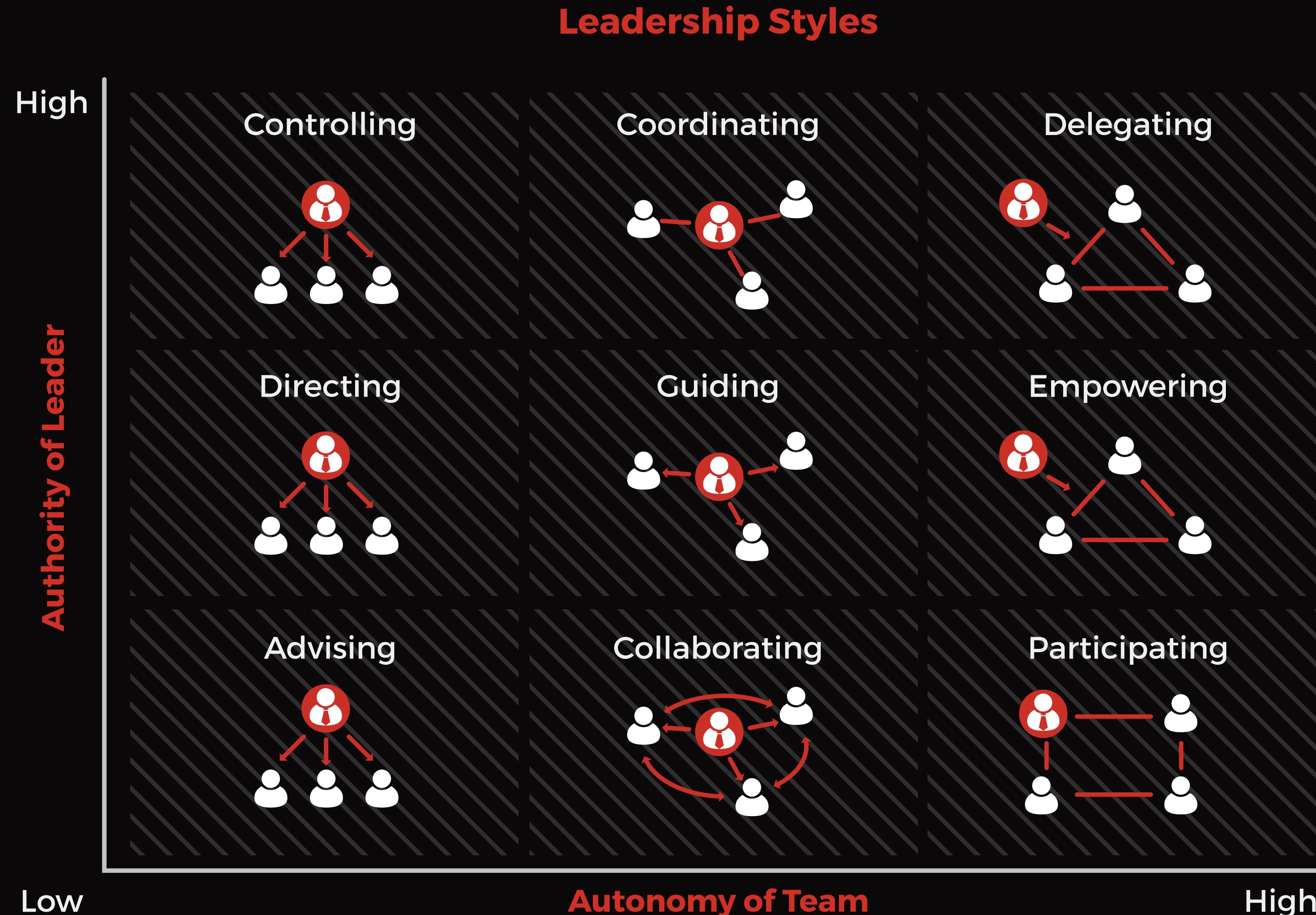


**The Servant Leader Knows
When to Shut up and Listen!**

Viewing Your Own Development Through Servant Leadership



Developing Leadership Agility



Australian
Leadership
Foundation

Becoming a Flow Conscious Leader



Elongate the Stimulus Response Gap

The longer this is, the more choice you have around what kind of leader you are.

Sleep, mindfulness, gratitude, nutrition, hydration, exercise, active recovery, burnout avoidance, social connectedness.



Fight For Alignment

Ensuring everyone is in sync as much as possible.

Necessary to leverage the shared goals and constant communication triggers.



Listen Like Your Life Depends on It

When listening, be intensely present, ensure this is felt by the individual sharing.

Necessary to leverage the close listening triggers.



Maximize Autonomy

Find the best people in the world, then get out of their way.

Necessary to leverage the sense of control and autonomy triggers.

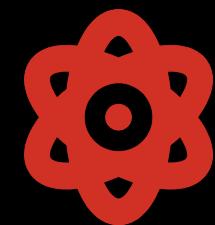


Create Vulnerability

Reframe vulnerability as bravery to expand information flow.

Necessary to leverage the familiarity, constant communication, close listening triggers.

Becoming a Flow Conscious Leader



Cultivate Psychological Safety

Minimize fear, maximize resources allocated to productivity.

Consistency is key to psychological safety.



Multiply Others

Shut up, listen, encourage feedback, request input, resist problem solving.

Necessary to leverage the equal participation and yes and triggers.



Reinforce Purpose & Goals

Remind everyone, all the time, of the goal.

Necessary for shared goal and shared group risk triggers.



Judge by Outcomes Not Inputs

Gauge success by what is achieved, not how much is done.

Leave your people alone, let them work how they work best.



Encourage Peak Performance

Encourage and enable your people to hack flow.

These practices are more important for your people than you!

Exercise:

Identify Five Improvement Points For Yourself as Leader



Download Workbook
to Get Started