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A woman with blonde hair in a ponytail, wearing a green t-shirt and light blue jeans, is climbing a tall, silver metal ladder. The ladder is leaning against a grassy hill. The sky is clear and blue. The woman is looking up at the top of the ladder.

# ***LEADERSHIP AND THE PITFALLS OF SUCCESS***

- Victoria Doebbel -

**Project Management Conference**

**April 15<sup>th</sup>, 2009 – Lausanne**



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**PART I: Charismatic Leadership**

**PART II: The pitfalls of success**

**PART III: Developing the “natural”  
leader in you**

# EXERCISE

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## Description

### ▪ Individual Exercise (5 minutes) Personal memory:

- Remember a person who has had a serious impact on your career or personal development
- What did he or she do and say?
- Why did he or she have such an influence on you?
- Remember his or her attitude, behaviour and competencies



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## **PART I: Charismatic Leadership**

PART II: The pitfalls of success

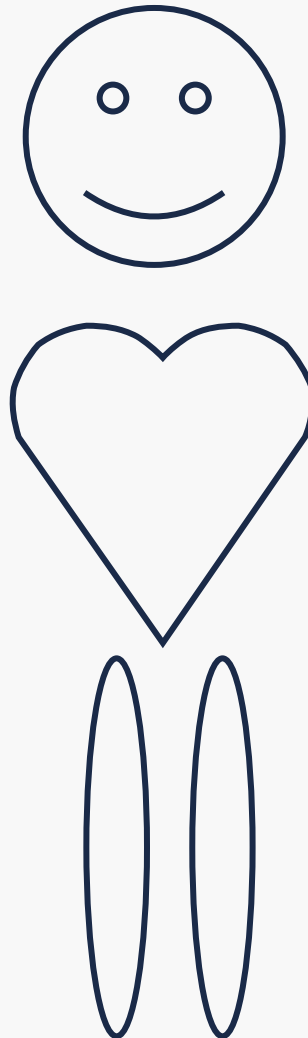
PART III: Developing the “natural” leader in you

# Leadership and the pitfalls of success

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## *Sources of charisma*

**Inner energy**



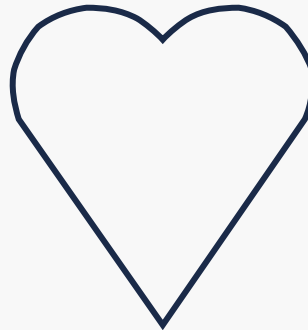
**External surrounding**

# Leadership and the pitfalls of success

## *Internal (inner energy) / Shining*

### **MENTAL**

Self-Conviction  
Coherence  
Vision – idea « to reach »  
Accept consequences of ideas  
Common goal  
Inspiring  
Openness  
**+ Ethic**

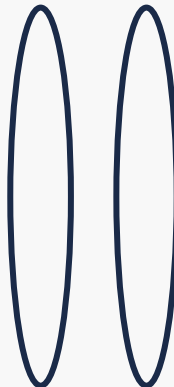


### **EMOTIONAL**

Passion  
Drive / Courage / risks taking  
Self-esteem (confidence)  
Respect  
Serenity

### **PHYSICAL**

Energy surplus  
Walk the talk



# Leadership and the pitfalls of success

## *External surrounding (express to others) / Guiding*

### **MENTAL**

Create vision in the mind  
Conviction  
Keep it simple  
Clarity  
Strong content  
Passion shared  
Create adherence to ideas  
Involve in his project  
Seduction  
Manipulation

### **PHYSICAL**

Active wording  
Giving energy  
Body language, gesture  
Spontaneous  
Natural  
Coherent, Continuity in  
identity / Looks



### **EMOTIONAL**

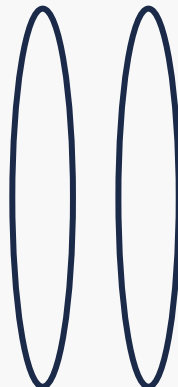
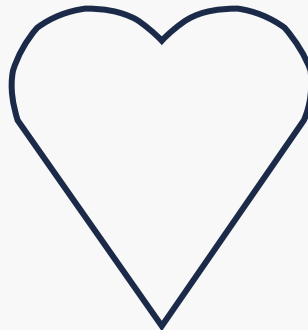
Feel what others need (empathy)  
Closeness  
Accessibility  
Proudness  
Create emotions  
Able to express his emotions  
Make people grow

# Leadership and the pitfalls of success

## External & Internal

### MENTAL

Use simple words, concision  
Conviction  
Expertise  
Structure, synthetic, intelligence  
Outside view  
Visionary / Give dreams  
Inspiration, drive / set goals  
Creativity  
Courage, Entrepreneur  
Ambition  
Wisdom



*To boldly go where  
no man has never  
gone before!*

### EMOTIONAL

Respect  
Generosity  
Enthusiasm  
Passion  
Empathy  
Sensitive  
Peps  
Confidence  
Happiness  
Serenity  
Harmony  
Self-confidence  
(no doubts)

### GLOBAL

Share values  
Energy (growth)  
Example (hero)  
Ethic (seduction)><authentic  
Influence (devotion)  
Take the best out of people  
Federator  
On time for the future  
Temporary (situation)  
Rewarding  
Cultural

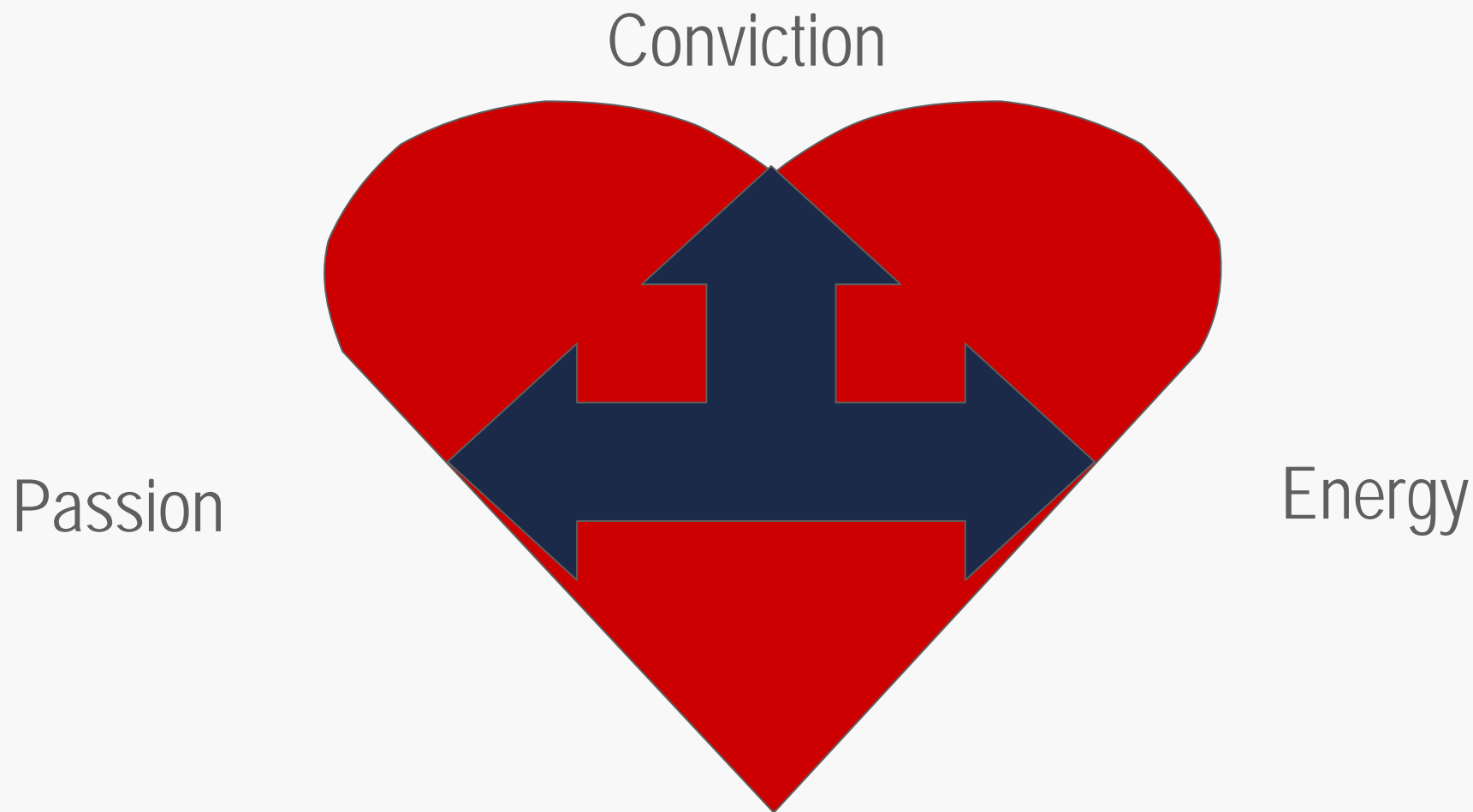
### PHYSICAL

Style (panache)  
Gestures  
Body language  
Act to the goals  
Non verbal communication  
(voice, tone, look,..)  
Physical presence

# Leadership and the pitfalls of success

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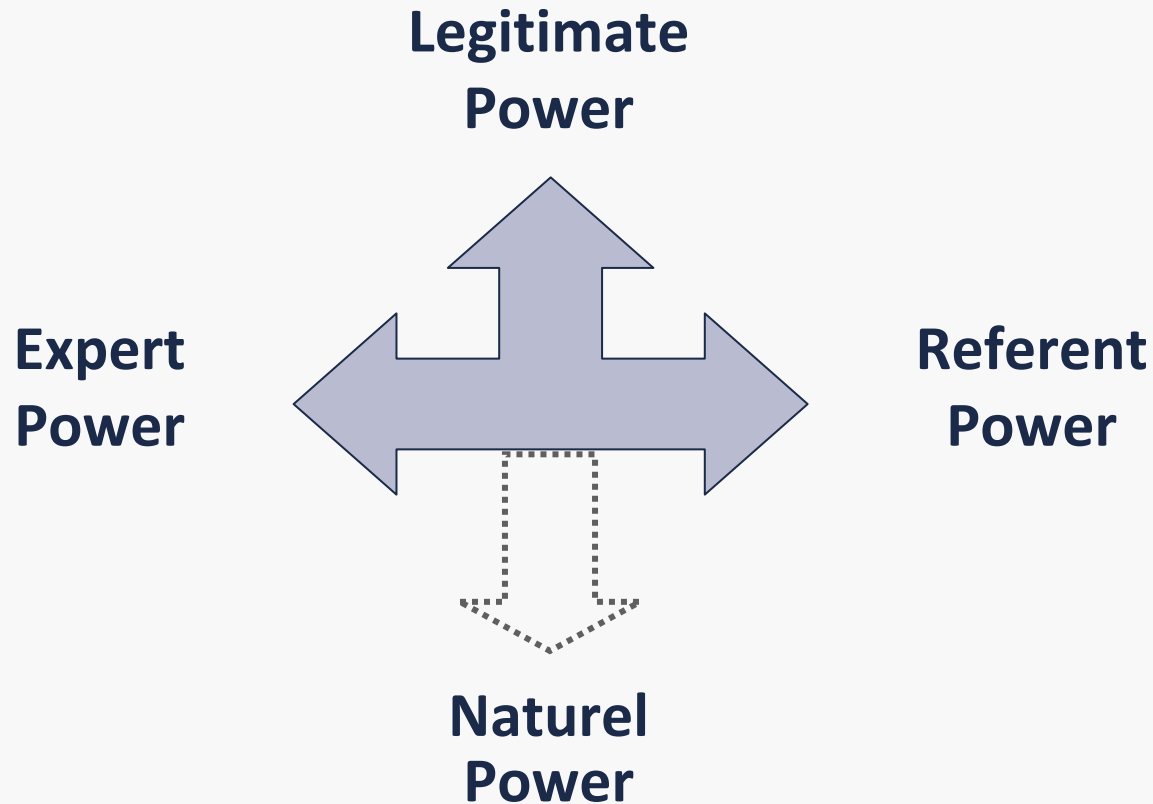
## *Sources of charisma*



# Leadership and the pitfalls of success

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## *Charismatic Leadership*



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## *Energy Inside-out*

**Charisma = inner energy that you are able to express and share**

→ Charisma is the expression of a strong inner power produced from the very deep of our self.

→ Positively expressed and shared with a favourable external impact

**Inner Power + External Resonance**

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## *Ethical and non ethical leadership*

### 1. 'Identification' Charisma: Power is used as a tool to generate and reinforce the gap between the leader and the people surrounding him:

- to distinguish oneself from the others by lowering them systematically (This implies less autonomy, creativity and initiative for the people surrounding the leader)

= "Ego booming" – Seduction – Magnetism – "Roi soleil"

= Taking advantage of others, manipulating

- Seduction disease : Mitterand
- Narcissism : Tapie
- Megalomania : Mohammed Ali
- Intellectual arrogance : philosophers

# Leadership and the pitfalls of success

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## *Ethical and non ethical leadership*

### 2. 'Internalization' Charisma: To appropriate the leader's values and vision in order to get closer to these values and vision

- Brings people together and leads to sharing the same passion/ vision and values
- Motivates the others

= People Expansion / Genuine communication / Energy / Autonomy

= Union Charisma

- Genuine communication : Gandhi – Mandela
- Emotional connexion : Clinton
- Shared vision : Walt Disney

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## *Impact of charismatic leadership*





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PART I: Charismatic Leadership

**PART II: The pitfalls of success**

PART III: Developing the “natural”  
leader in you

**Success breeds arrogance**

**Arrogance breeds blindness**

**Blindness breeds complacency**

# Leadership and the pitfalls of success

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## *Highly effective Leaders & Emotional Intelligence (1)*

### **Self-conscience**

- Know thyself!
- Know your feelings, strengths / weaknesses, needs, impulses
  - Self-honesty

### **Self-regulation**

- Ability to control / Redirect own impulses / State of minds
- Thinking before action!

# Leadership and the pitfalls of success

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## *Highly effective Leaders & Emotional Intelligence (2)*

### **Motivation**

- Passion to work beyond money + status
- Capacity to reach goals with energy + persistence
- Thinking before acting!

### **Empathy**

- Ability to understand the emotional messages of issues
- Treats persons accordingly

### **Social Skills**

- Capacity to manage & build effective network relations
- Capacity to maintain constructive social relationships

**Arrogance breeds blindness**

# Leadership and the pitfalls of success

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## *The Johari Window*



*The concept of the Johari Window was developed by Joe Luft and Harry Ingham*

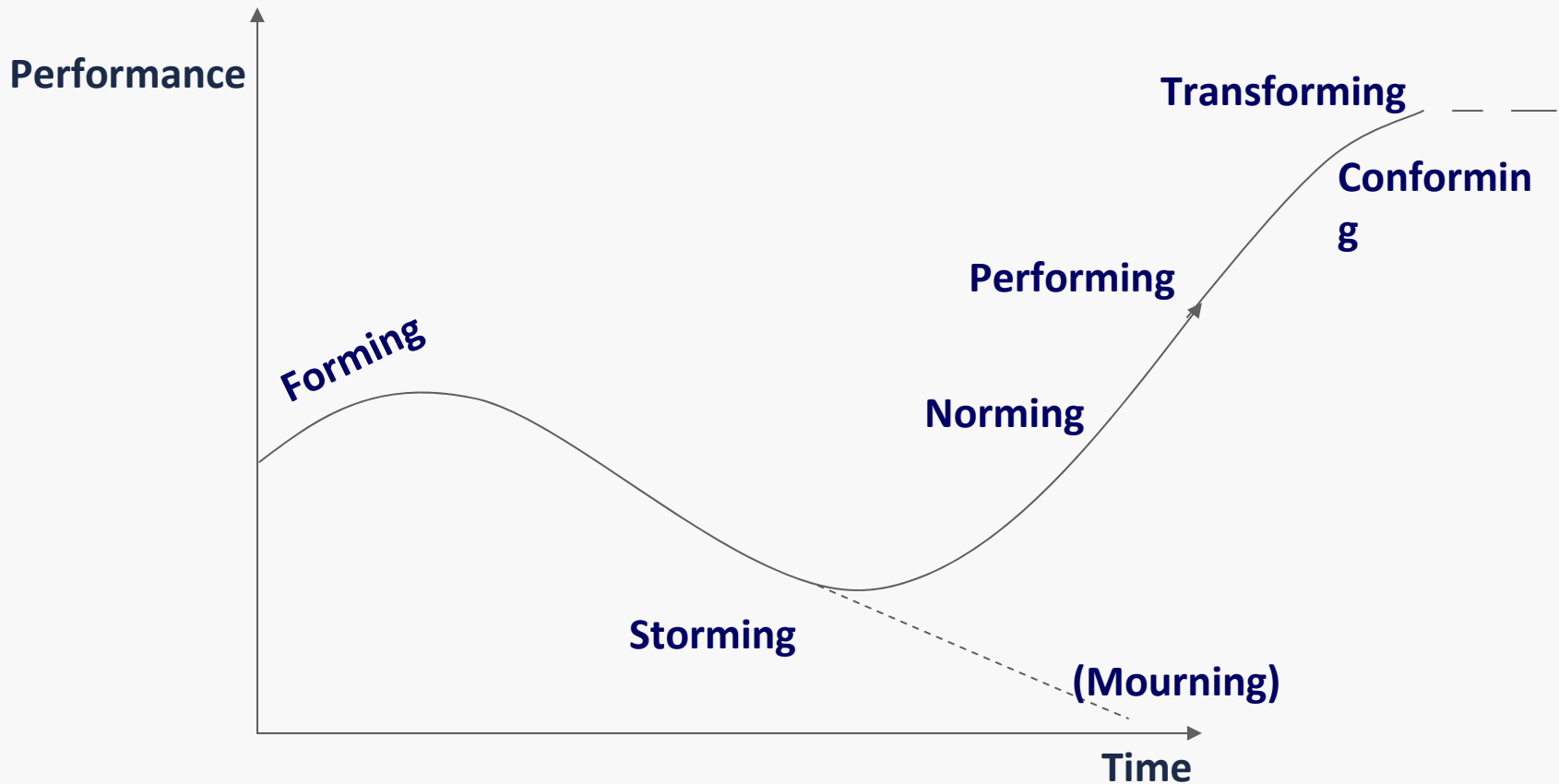
**Blindness breeds complacency**

# Leadership and the pitfalls of success

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## *Blindness breeds complacency*

### Tuckman model



**Complacency breeds  
unhealthy followership**

# Leadership and the pitfalls of success

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## *Complacency breeds unhealthy followership*

### The Kantor Four-Player System

#### **Move**

- Initiating a sequence of behaviour

#### **Follow**

- Support a Move

#### **Oppose**

- Oppose a Move

#### **Bystand**

- Observe, ask questions and make comments

# Leadership and the pitfalls of success

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## *Kantor Four-Player System / Purpose of Behaviours*

- **Move**      provides Direction
- **Oppose**    provides Correction
- **Follow**     provides Completion
- **Bystand**    provides Perspective

# Leadership and the pitfalls of success

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## ***Kantor Four-Player System / a well-Functioning Team***

- The team has the capacity to engage in all 4 behaviours in observable and balanced sequences.
- Individuals in the team have the flexibility to express in more than one behaviour.
- The team, and individuals within it, do not tend to get caught frequently in repetitive, almost ritualised patterns of behaviour.
- The team has an active, enabled bystander function which helps it stay unstuck.
- People on the team are able to make clear, rather than mixed and ambiguous moves.
- Therefore, the team is able to reach successful resolution to produce results.

# Leadership and the pitfalls of success

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## ***Kantor Four-Player System – A Stuck Team***

- Individuals get locked into their ‘favorite’ role.
- Opposers are punished by the group, or they dominate
- There are no strong Movers, or no one ever Follows a Move.
- The Bystander is disabled.
- Individuals attach ‘double messages’ to their behaviours.
- Ritualistic and unproductive patterns prevail.
- The team is unable to reach closure

# Leadership and the pitfalls of success

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## *Move-Oppose*

### **Description:**

- A point-counterpoint structure is exactly as the name suggests: someone makes a move, and the next behaviour opposes that move. The next behaviour is a new move, followed by opposition, etc.
- Teamwork becomes something of a behavioural tennis match, each person lobbing their opinions with no resolution.
- Interaction is between Mover(s) and Opposer(s)
- Followers and Bystanders observe the tennis match (with increasing frustration)

# Leadership and the pitfalls of success

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## *Move-Follow*

### **Description:**

- Someone makes a move and the rest of the team dutifully, courteously follows. The conversation is characterized by polite, rational conversation with very little controversy or push-back. Also, no one points out to the group that they are continually operating within the nine dots that they are handed. Often, the person making the initial move is the formal leader of the team. The courteous compliance structure is particularly characteristic of the teams in the forming stage of the team development. It is also characteristic of traditional, hierarchical structures in which pushing back on the formal leader is not customary

**Arrogance breeds excessive, pushy  
and directive leadership styles**

# Leadership and the pitfalls of success

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## *The Push/Build Continuum*



# Leadership and the pitfalls of success

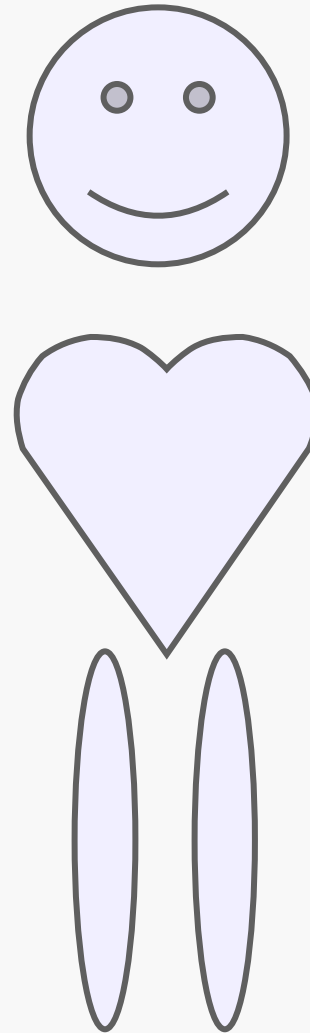
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## **Coherence**

➤ **Vision**

➤ **Passion & values**

➤ **Coherence of words & action**



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## *Typical pitfalls*

**No listening**

**No confrontation**

**Myopia/blindness**

**Tunnel vision**

**Ivory Tower**

**Complacency**

**Blind followership**

# Leadership and the pitfalls of success

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## *If you really do not want to be Charismatic...*

- Be arrogant
- Shut yourself up in an Ivory Tower
- Be confused in your communication (jargon, cryptic language, ...)
- Surround yourself with 'Yes Men'
- Do not allow impertinence
- Enjoy the drunkenness of success
- Make your emotional shield really insensitive
- Practice incoherence between what is said and what is done

# Leadership and the pitfalls of success

## *The Dark side of each highly successful leaders*

Competency		Potential Dark side
Focused Drive	→	Tunnel vision, missed opportunities, inaccessible, overly aggressive in pushing agenda
Emotional Intelligence	→	Stoic, unrealistic optimism, acting like a therapist
Trusted influence	→	Blind faith, loose discipline, over-reliance on consensus
Conceptual thinking	→	Unrealistic, impractical, poor execution, lack of follow-through
Systems thinking	→	Slow to act, process slave, paralysis by analysis

# Leadership and the pitfalls of success

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## *The Ten fatal flaws*

- Specific performance problems with the business
- Insensitivity to others: an abrasive, intimidating, bullying style
- Cold, aloof, arrogant
- Betrayal of trust
- Over managing: failing to delegate or build a team
- Overly ambitious: thinking of the next job, playing politics
- Failing to staff effectively
- Inability to think strategically
- Unable to adapt to a boss with a different style
- Over dependence on a mentor or advocate

# Leadership and the pitfalls of success

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## *The Dynamics of Derailment*

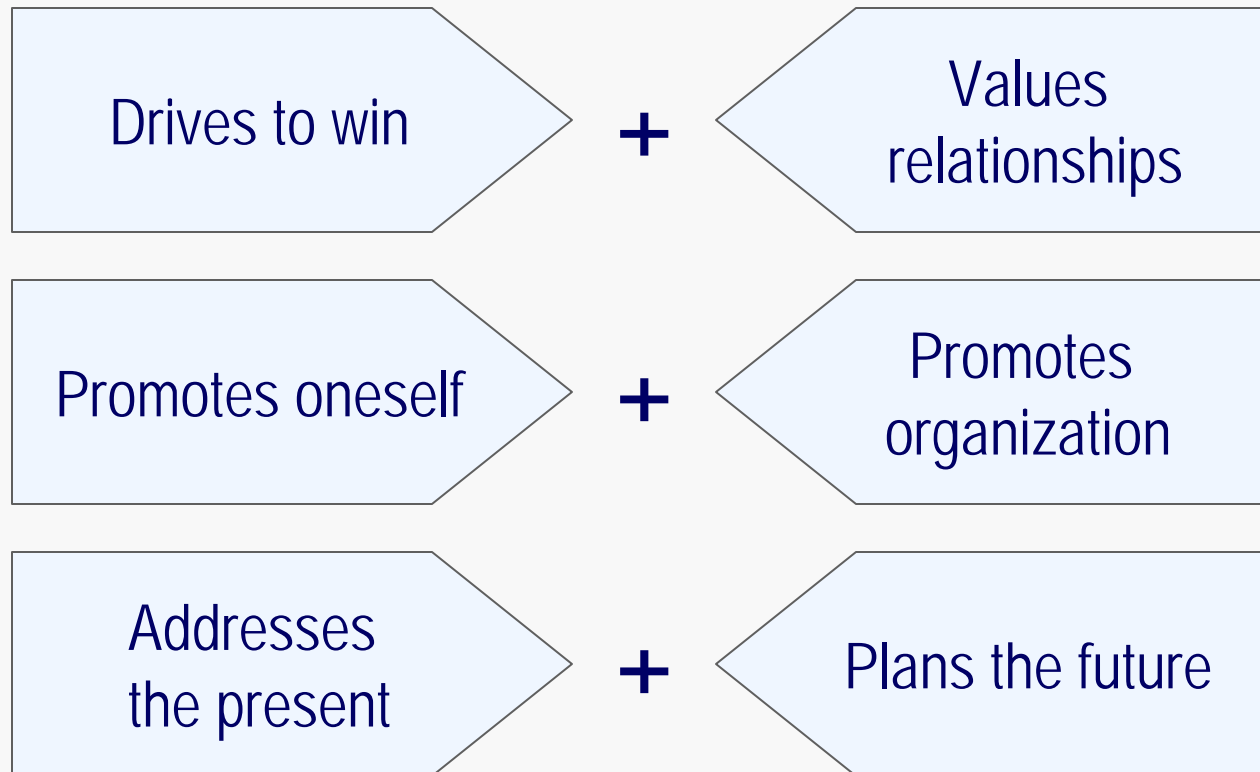
- Strengths become weaknesses
- Blind spots matter
- Success leads to arrogance
- Bad luck

Source: McCall, W, Jr. *High Flyers*. Boston: Harvard Business Scholl Press, 1998, p.36

# Leadership and the pitfalls of success

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## *The Paradoxes of Leadership*



Source: Linkage inc.

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# Leadership and the pitfalls of success

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## *Being an effective leader*

Followers Need	Leaders provide
Purpose + Direction	Vision + meaning through communication
Trust	Clear, candid, consistent positions on issues
A guide through complexity + chaos	An environment of learning that balances risk + accountability
Hope / Optimism	Hardiness

# Leadership and the pitfalls of success

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## *Some tips*

**Constant challenge of the status quo**

**Challenge self and own convictions**

**Invite for alternative points of view**

**LISTEN, LISTEN and try to understand before being understood**

**Promote constructive confrontation**

**Have a “Fou du Roi”**



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PART I: Charismatic Leadership

PART II: The pitfalls of success

**PART III: Developing the “natural”  
leader in you**

## **1. Developing a personal vision, project, ambition, aspiration**

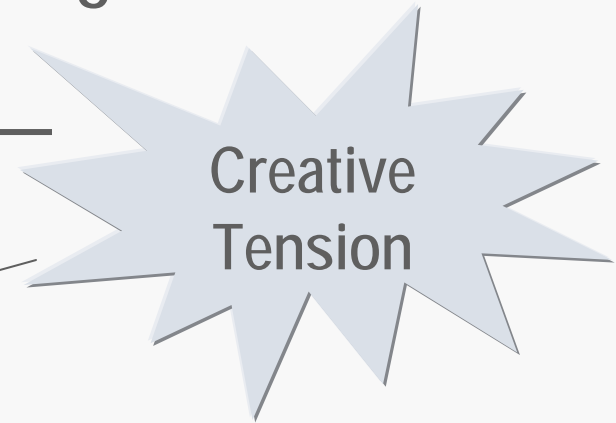
# Leadership and the pitfalls of success

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## *The Creative Dynamic*

Vision, Aspiration, Purpose, Meaning

(what you want)



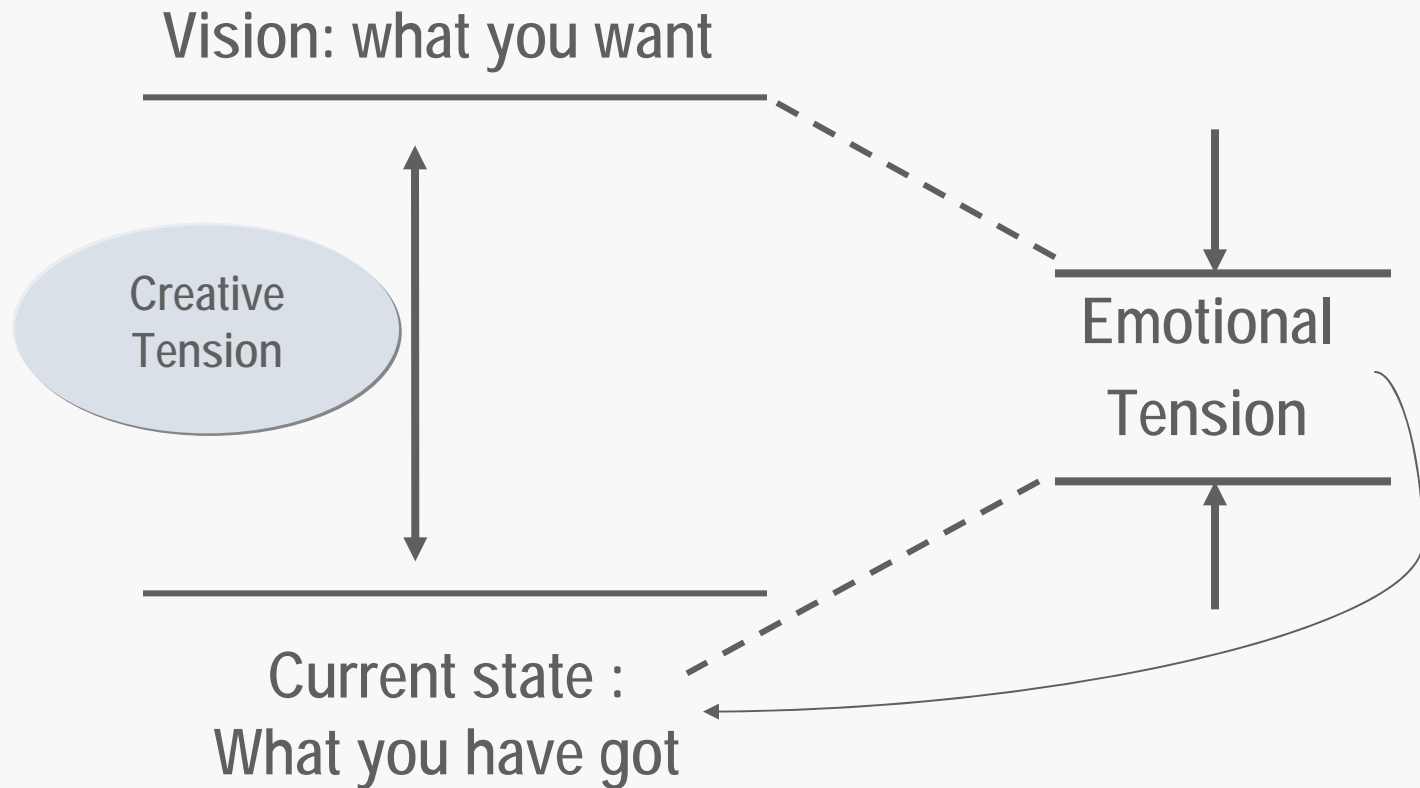
Current reality

(What you have)

# Leadership and the pitfalls of success

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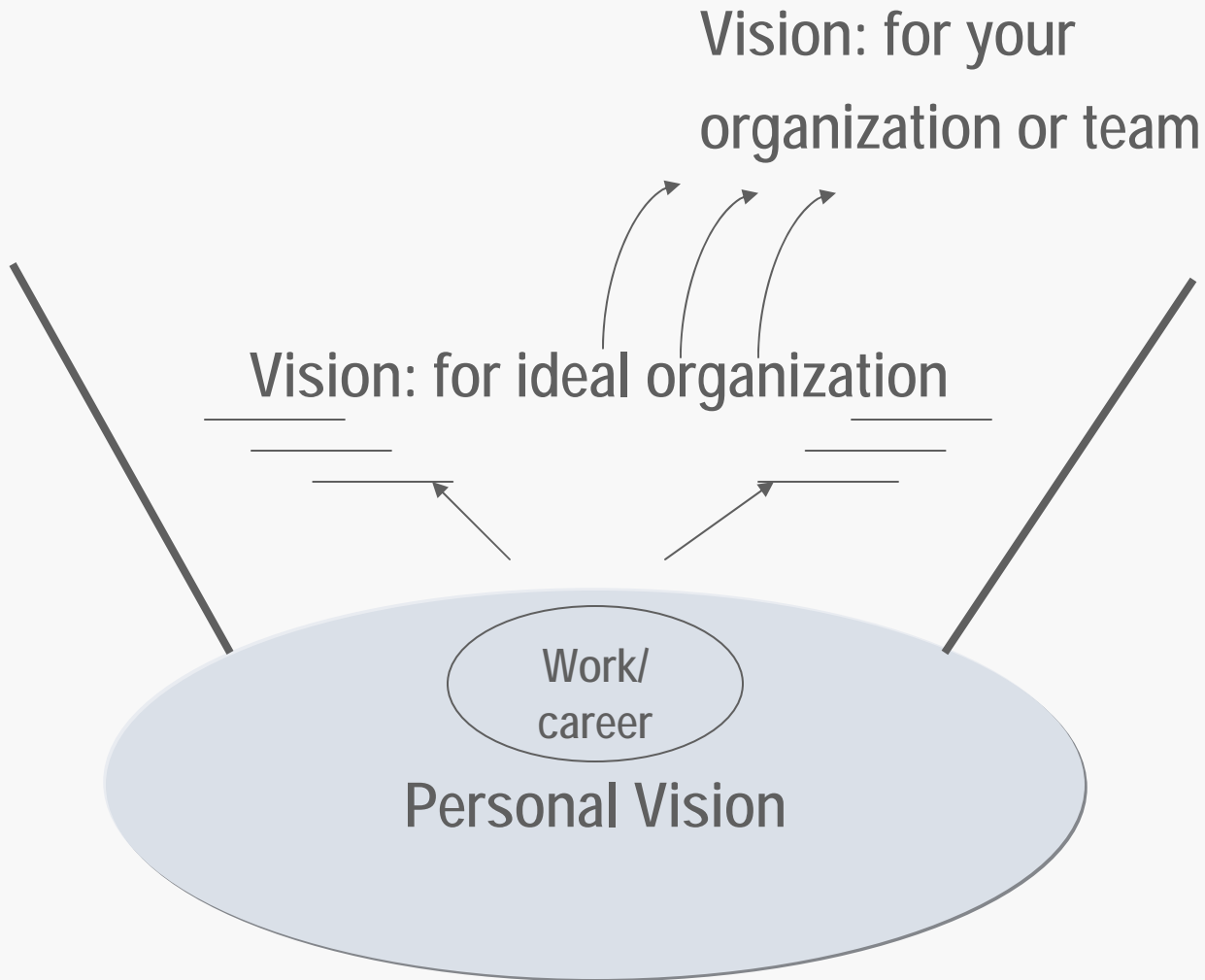
## *Emotional Tension*



# Leadership and the pitfalls of success

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## *Personal and Organizational Vision*



# Leadership and the pitfalls of success

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## *Elements of Vision*

### **PERSONAL**

- Self Image
- Core Values
- Relationships
- Living environment
- Hobbies
- Career
- Community
- World

### **ORGANIZATIONAL**

- Contribution to
  - Customers
  - Employees
  - Community
- Relationship to suppliers
- How people work together
- Degree of success
- Handling Bad times and good times
- Reputation
- Mission and values
- Physical environment
- Your role

# Leadership and the pitfalls of success

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## ***Steps to working with creative tension***

### **➤ Creating desired results**

- Create a vision
- Acknowledge current reality
- See the gap as creative tension
- Hold the vision so the tension is resolved in favour of your vision
- Focus on both vision and current reality
- Summary: the essential role of leadership is to generate and manage creative tension

# Leadership and the pitfalls of success

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## Personal Vision – Exercise

- Vision your life in 2010 (mentally)
- Exchange with a partner
- Identify 3-4 aspects that are in tension today

## **2. Defining your values and developing coherence**

# Leadership and the pitfalls of success

## *Types of values (Carkhuff & Friel)*

### Physical Values

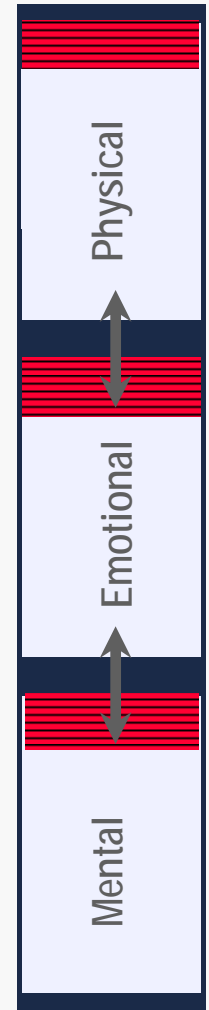
- Involve activities which we physically perform or those which have a physical effect on us. E.g. travel, using our body, and body conditioning requires physical activity. Working and living conditions have a physical effect on us

### Emotional Values

- Involve our ideas and the attitudes we have concerning ourselves and other people. E.g. Intimacy, love, compassion, openness, and commitment

### Intellectual Values

- Relate to our cognitive processes. E.g. Creativity, wisdom, perfection, competition, and independence



# Leadership and the pitfalls of success

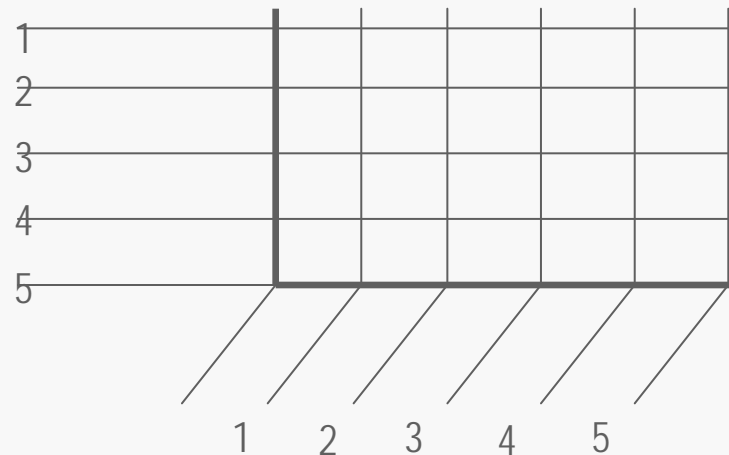
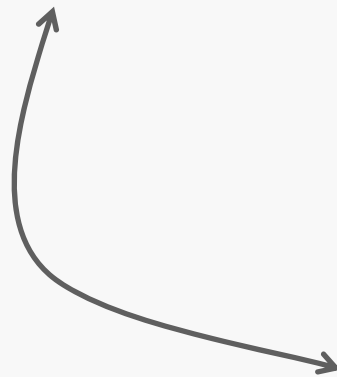
<b>PHYSICAL VALUES</b>	<b>EMOTIONAL VALUES</b>	<b>INTELLECTUAL VALUES</b>
Health	Responsibility	Learning
Comfort	Stability	Creativity
Travel	Prestige	Complexity
Appearance	Competition	Decision Making
Money / Reward	Equality	Truth
Strength	Commitment	Logic
Privacy	Security	Accomplishment
Living conditions	Intimacy	Wisdom
Working conditions	Trust	Routine
Helping others	Love	Rational
Pressure	Friendliness	Perfection
Work with others	Compassion	Planning
Time freedom	Openness	Communication
Supervision	Involvement	Completion
Promotion	Family	Challenge
Peace	Peace	Harmony
Pace of work	Challenge	Variety
Body conditioning	Excitement	Persuading People
Vacation	Risk	Status
Prosperity...	Recognition	Being Expert
	Independence...	Precise Work...

# Leadership and the pitfalls of success

## Values exercise

- Identify your top physical, emotional & intellectual values
- Prioritise them and identify your top values
- Choose life decisions you have made
- Evaluate if your past decisions have been congruent with your values

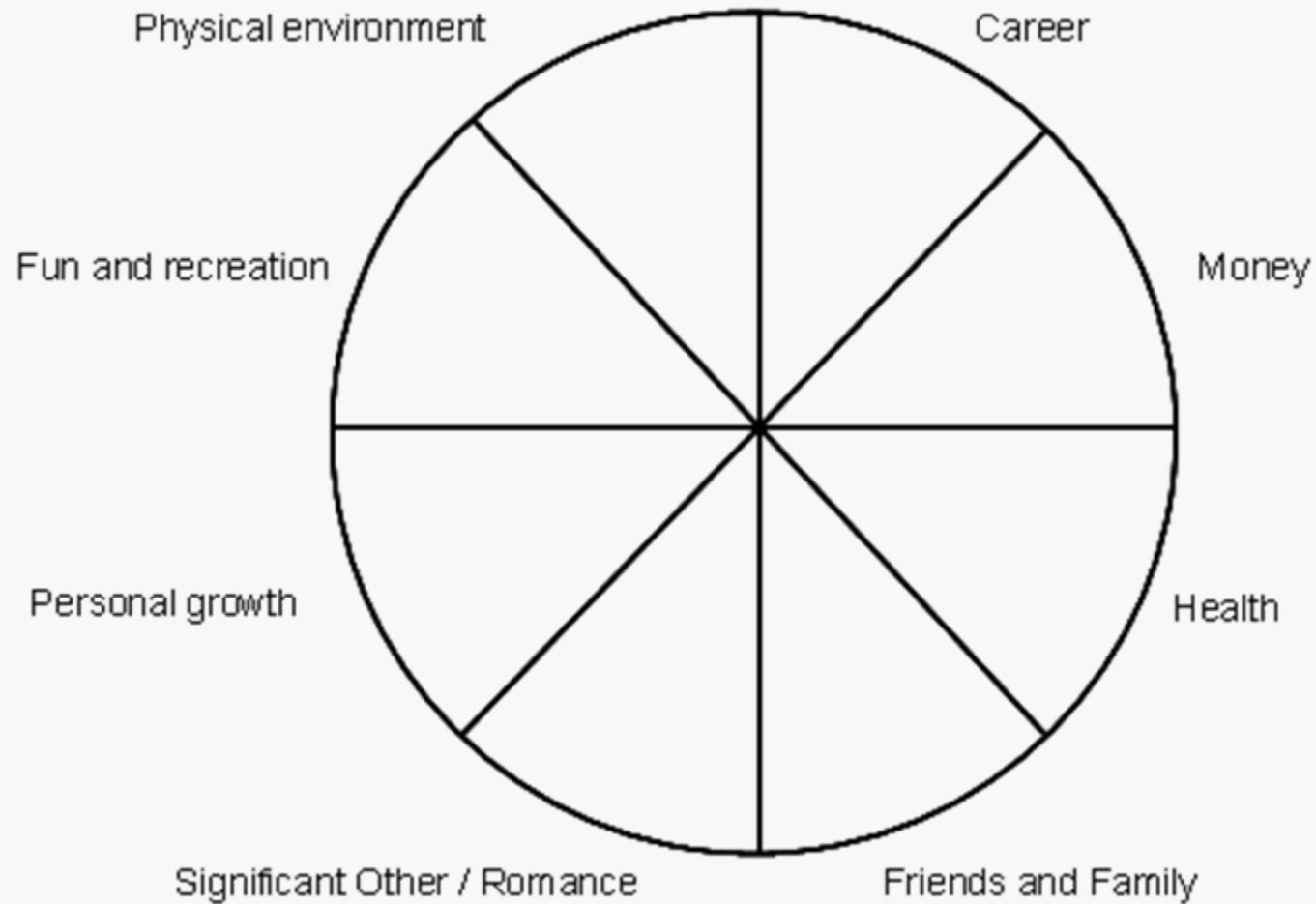
*Most important values are*



*Life decisions*

# Leadership and the pitfalls of success

## Wheel of life - Exercise



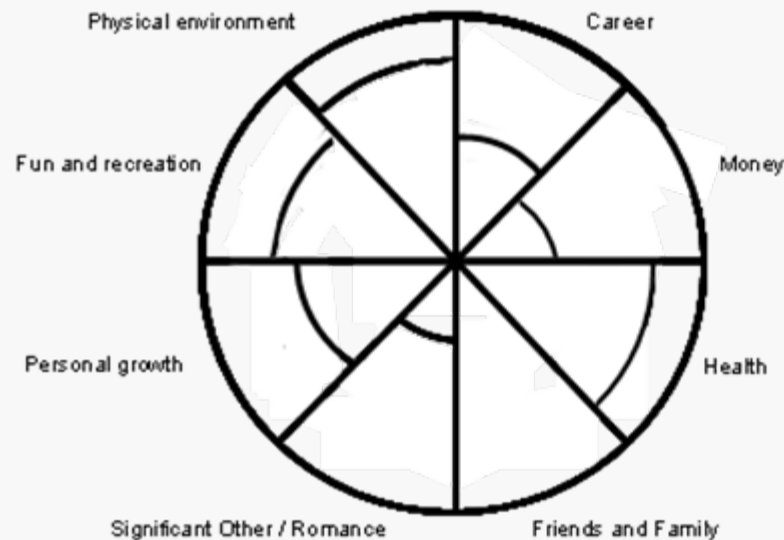
# Leadership and the pitfalls of success

## Direction

- The **eight sections** in the Wheel of Life represent **balance**.
- Regarding the center of the wheel as **0** and the outer edge as **10**;

Rank your level of satisfaction with each life area **by drawing a straight or curved line** to create a new outer edge (see below).

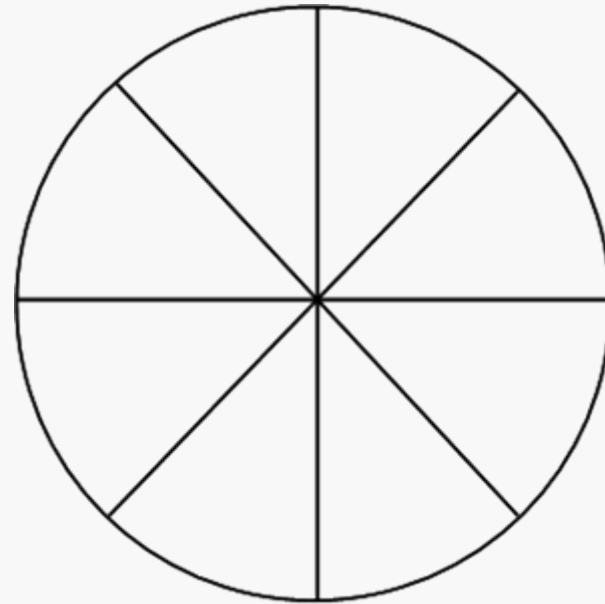
- The new perimeter of the circle represents the Wheel of Life.



# Leadership and the pitfalls of success

## Priorities Wheel - Directions

- Using the “Wheel of Life” model, label this wheel with **eight priorities in your job or your life.**
- Upon completion of the labeling, **score your sense of satisfaction** with your priorities on a scale from 0 to 10.
- Identify one or two scores that you want to **impact immediately.**



**What actions will you take ?**

**When will you take these actions ?**

**What support do you require to ensure that the actions occur ?**