

Module 1: The Foundation --- How the Mind “Sees” and Learns

Parry Sound-Muskoka Leadership Program



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Profile: Linda Pickard

- **Areas of specialty: visioning, strategy, business planning, leadership development, teaming, conflict resolution, executive coaching**
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Goals

- Use 3Cs/3Ps to build team culture and performance
- Add to your own self-knowledge
- Provide practical know-how



The 3Cs: Powerful Synergy

- **Part One: Charisma (Passion)**
- **Part Two: Character (Ponder)**
- **Part Three: Confidence (Practice)**



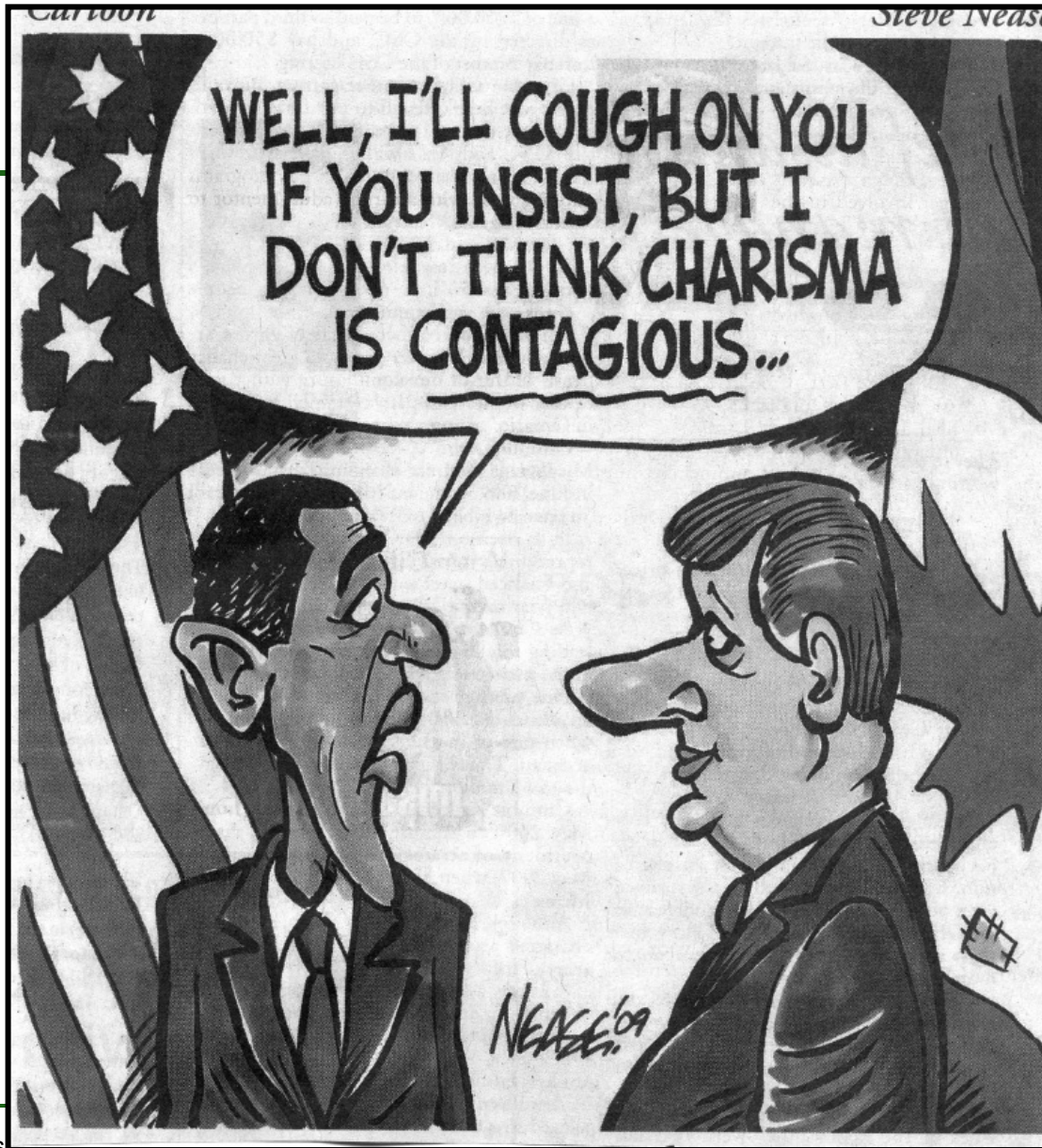
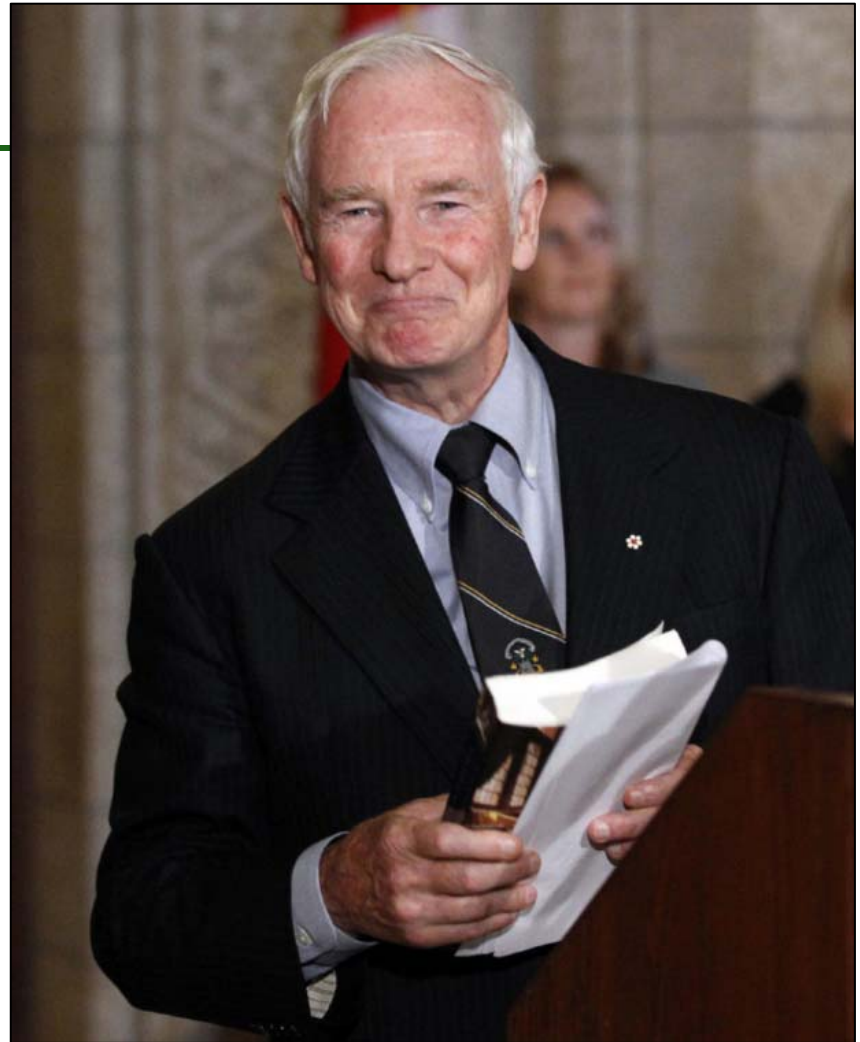




Photo: Sgt. Erte Jolin (2006)



What is Charisma?

- From the Greek word meaning “gift”
- Religious connotation: “of the spirit” and “inspired”
- Seen as possessing invisible energy
- Adjectives: “visionary”, “energetic”, “unconventional”, “theatrical”
- In today’s context: being inspired about a cause and purpose



Most Important Qualities in Leadership

- Vision: 40%
- Youth, experience: 35%
- Charisma: 21%
- Power: 5%

- N= 803 Canadians

■ ---Angus Reid, 2009

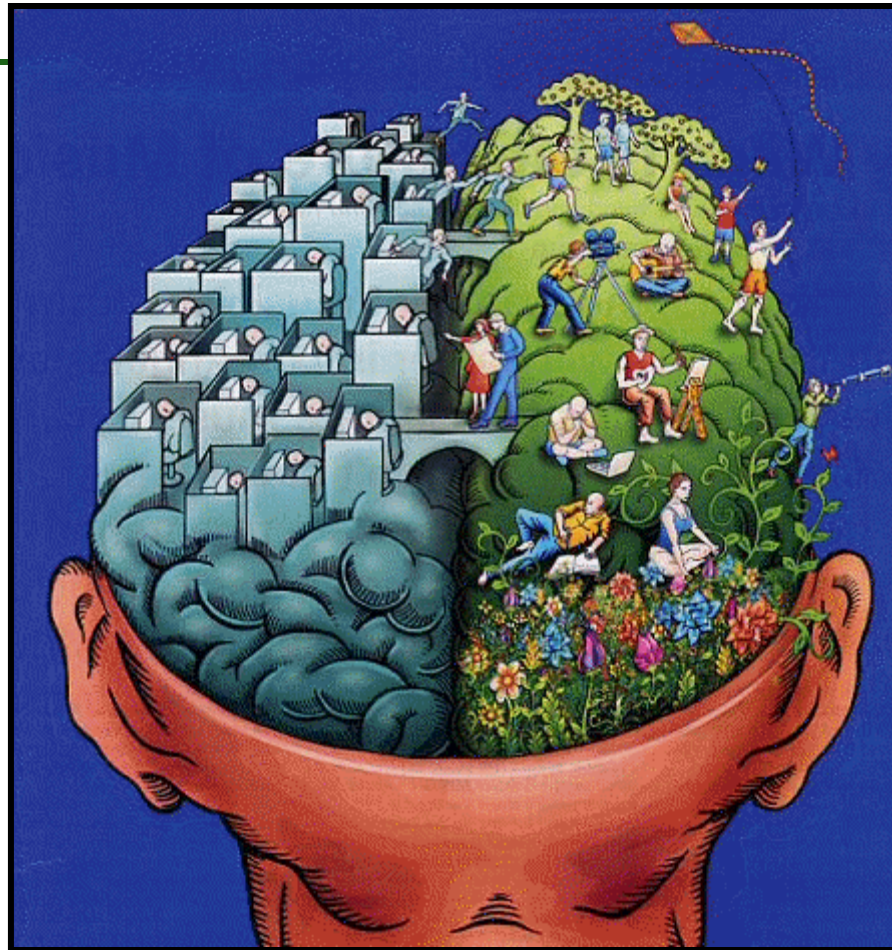


Charisma is the Top Leadership Quality Across 67 Cultures

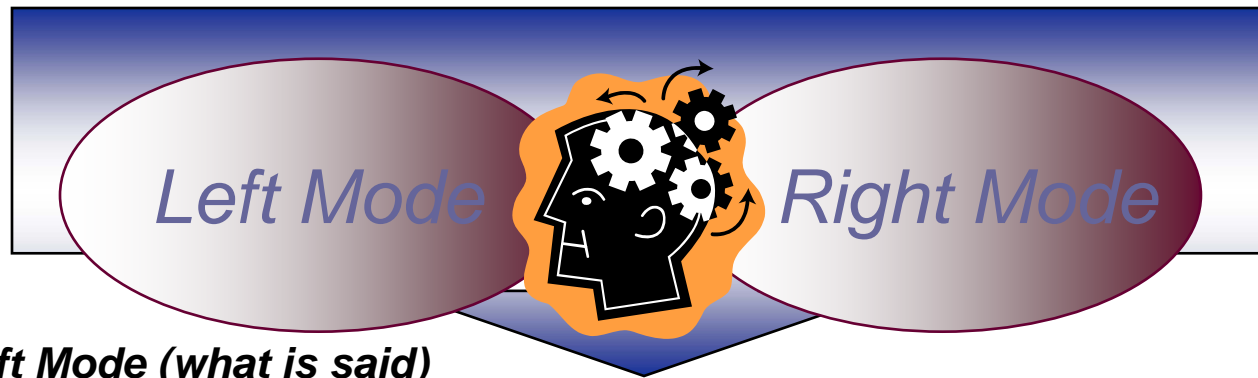
- **Charismatic/Inspirational:** positive, dynamic, encouraging, motivating and confidence-building
- **Team Integrator:** communicative, informed, co-ordinator
- **Integrity:** trustworthy, just, honest

– Globe Leadership





How Your Brain “Sees” Impacts Charisma and the Other “Cs”



- **Left Mode (what is said)**
 - Fact-based, analytic, categories, details, step-by-step with words, numbers and facts presented in logical sequence
- **Right Mode (how it is said)**
 - Insight, synthetic, images, concepts, big picture, patterns, sounds, movements, relationships, interconnectedness
- **Bridge Brain (approx. 1/7 men; 1/5 women)**
- **Dominance Emerges from Feedback Loop**
 - Performance Praise Preference

How You Perceive and Order Information Shapes Your World View

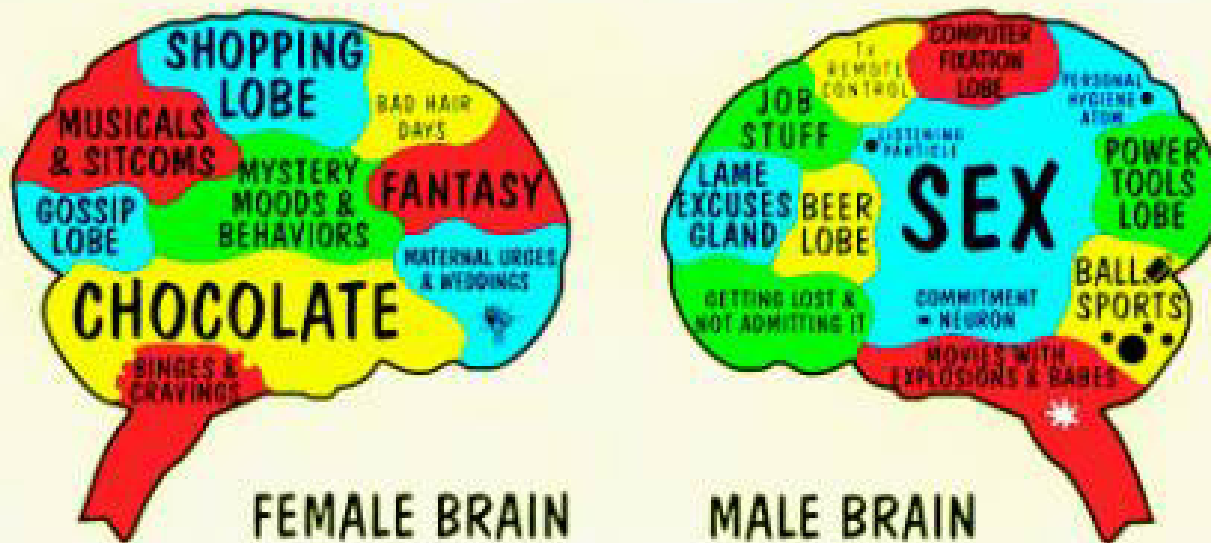
- Concrete: “It is what it is”.
- Abstract: “It’s not always what it seems”.
- Sequential: linear>step by step
- Random: chunks in no particular order

– Anthony Gregorc

Charisma is powered more by the feminine brain (abstract-random) than the male brain (concrete-sequential).



So that explains it.



FEMALE BRAIN

MALE BRAIN

<http://www.mtsu.edu/~studskl/braingender.html>

Thoughts Drive Emotions and Emotions Drive Motion

Positive emotions produce optimal functioning, not just within the present, pleasant moment, but over the long-term as well.

---Barbara Fredrickson, *Broaden and Build Theory of Positive Emotions*



Character is How Your “Inner Theatre” Shows Up and Leads the Way



Here is a Dire Situation:

- Total system collapse
- Death rate of one in two
- Miles of sick, filthy and wounded soldiers on cots
- Hospital barracks infested with rats and fleas, wards stank from sewage; cholera, typhus & dysentery endemic
- Public outraged by conditions...soldiers dying from lack of basic medical attention



What the Leader Did. Is This Just Charisma?

Reduced death toll to 2 % by fixing the system:

- Won over the opposition (male military establishment)
- Improved sanitation: Cleaned the wards and the soldiers clothes
- Improved supplies: Built a warehouse of & fought and won the battle with customs to bring in more supplies
- Tracked progress: introduced meticulous record-keeping
- Built infrastructure: new wards, kitchens and laundry rooms
- Grew morale: established reading & recreation rooms, classes & lectures





Standing for Something and Sitting Over the Store Keep “Charisma” Alive



The More You Work on Your “Inner Theatre” the More Integrated Your Character

- Comes from Greek word “engrave”
- Sum of deeply engrained patterns of behaviour (“inner theatre”)
- Acquired through genetics and culture
- Shapes ideals, values, pattern of information processing & leadership style
- Used interchangeably with term “personality”



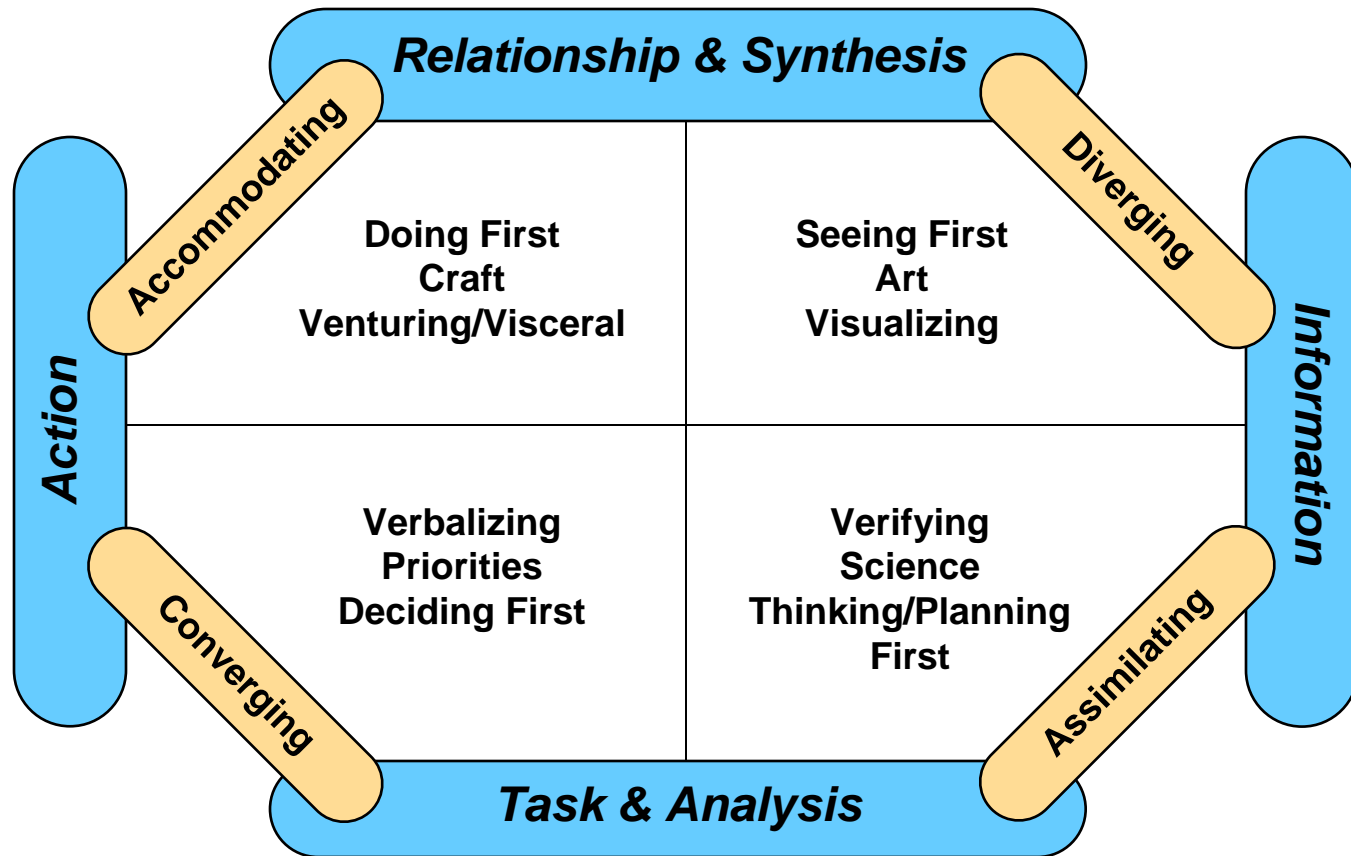
The Fundamental State of Leadership (Thinking About Thinking or PONDERING)

When we change ourselves, we change how people see us and they respond to us. When we change ourselves, we change the world.

---R. Quinn, ***Building the Bridge As You Walk On It***



Deep Thinking: An Antidote to Errors of Judgment



— L. Pickard



Which is Your Dominant Learning Style? (1)

Accommodating (Acting)

- Combines learning steps of Active Experimentation (AE) and Concrete Experience (CE)
- Learn primarily with “hands on” experience
- Enjoy carrying out plans and getting involved in new and challenging experiences
- May act on “gut” feelings rather than logical analysis
- Prefer to work with others to get assignments done, to set goals, to do field work, to test out different approaches to completing a project



Which is Your Dominant Learning Style? (2)

Diverging (Creating)

- Combines learning steps of Concrete Experience (CE) with Reflective Observation (RO)
- View concrete situations from many points of view
- Prefer to observe a situation (first) rather than take action (immediately)
- Enjoy brainstorming, probably have broad cultural interests & like to gather information often in a group setting
- Sensitive to feelings; listen with an open mind



Which is Your Dominant Learning Style? (3)

Assimilating (Planning)

- Combines learning steps of Reflective Observation (RO) and Abstract Conceptualization (AC)
- Best at understanding a wide range of information and putting into concise logical form
- Less focused on people, more interested in abstract ideas and concepts
- More important that a theory have logical soundness than practical value
- Often prefer lectures, readings, exploring analytical models, having time to think through



Which is Your Dominant Learning Style? (4)

Converging (Deciding)

- Combines learning steps of Abstract Conceptualization (AC) and Active Experimentation (AE)
- Best at finding practical uses for ideas and theories
- Like seeking solutions and making decisions based on challenging questions and problems
- Prefer to deal with technical tasks and problems than with social and interpersonal issues
- Like experimenting with new ideas, simulations, laboratory assignments, practical applications



Group Exercise: Learning Style

- Go to group of the same preferred learning style
- Group Task:
 - 1) What learning style type do you have the most difficulty working with? Why?
 - 2) What advice would you give to others in working effectively with you? Provide an example.

Character/Authenticity: A Complex Lifelong Process of Self-Discovery & Self-Knowing

- Consistency between words & deeds
- Coherence in role performance, displaying a “real self” that holds all the different performances together
- Comfort with self
 - R. Goffee & G. Jones, **Why Would Anyone Want to be Led by You?**

It Takes Time to Live Life and Time to Ponder It (The Odyssey)

*Good judgment comes from experience.
Experience comes from bad judgment.*

– Oscar Wilde



Disasters Large and Small Reside in Character





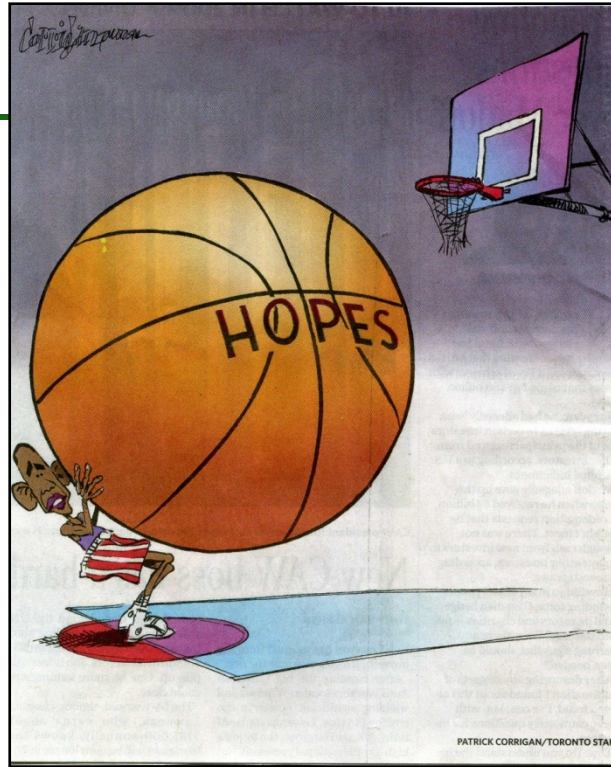
A “Yes...and” Culture Sparks Confidence & Creativity

- Increases positive moods
- Leads to more creative connections, deeper insights
- Sustains a virtuous circle
- Core technique used by comedians in “improv”

– T. Amabile, et al, (Spring/Summer 2006), *Emotions and Creativity at Work*, **Rotman Magazine**.







Confidence...Positive Expectations for Favourable Outcomes With A Caveat

- Retain faith that you will prevail in the end, regardless of the difficulties

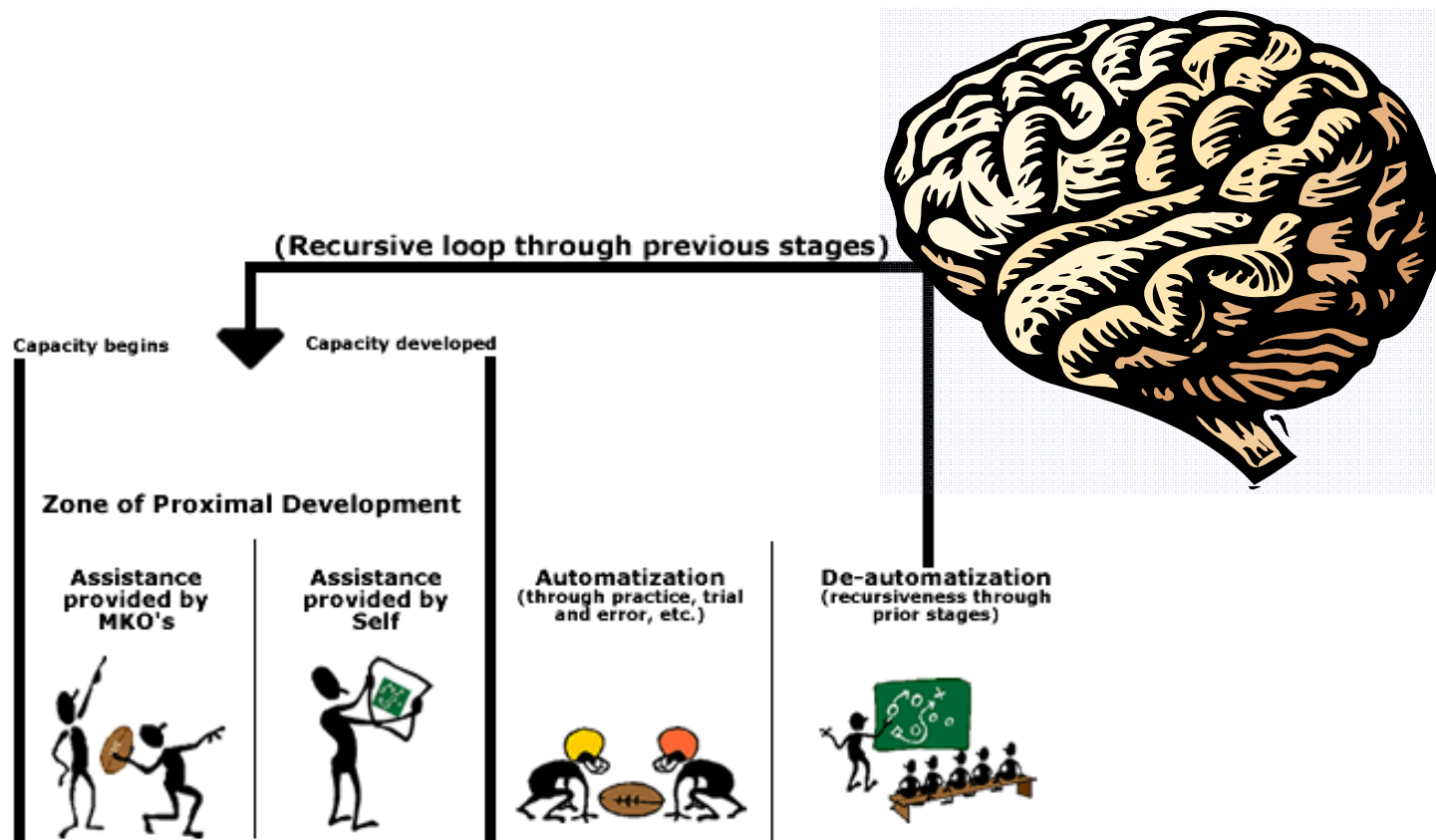
AND

- Confront the most brutal facts of your current reality, whatever they might be

– The Stockdale Paradox, J. Collins, **Good to Great.**



Confidence-Builder: “Stretch” from Where You are With Lots of Support



YO-Yo Ma's Work Ethic

Yo- Yo Ma is generally considered to be the best cellist in the world. He performs the most concerts, travels more, and works harder at his craft than any other cellist. Just go down the line and you'll see that the very best in the world not only have a passion and a genius for what they do, but they also work the hardest.”

Pete Dawkins
Heisman Trophy Winner
Rhodes Scholar



Biological Consequences of Habit

Flowing water hollows out a channel for itself which grows broader and deeper; and when it later flows again, it follows the path traced by itself before.

---Nicholas Carr, **The Shallows**, p. 21



Architecture of Talent: The Myelin Wrap

- Skill is insulation that wraps around neural circuits and grows according to certain signals
- Practice makes myelin and myelin makes perfect

--*Daniel Coyle, The Talent Code*





The Glue that Binds: Deliberate Practice

- Considerable and specific practice that focuses on tasks beyond current level of comfort and competence

There is absolutely no evidence of a fast track for high achievers.

Putting It All Together: The Foundation for Leadership Mastery

- Charisma...believe in something: PASSION
- Character...Challenge the “Ostrich” self, work on “inner theatre”: PONDER
- Confidence...Imagine success, persist; re-appraise positively: PRACTICE (deliberately)



The Rage to Master

We inherit and we also become.

---David Shenk, **The Genius in All of Us**



Wrap Up

- Reflections
- Raffle
- Module 2
- Handouts



Resources

- Two Brains:
<http://www.youtube.com/watch?v=GuMZ73mT5zM>
- Learning Styles:
<http://brainandlearning.blogspot.com/2009/04/innovation-as-learning-process.html>
- Inspiration, 212 degrees:
<http://www.simpletruths.com>
- Leadership Tools, Readings, Blogs, Discussion: <http://www.myleadership.com>

