Leadership Development as a Mindset

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Leadership Development …some numbers

• 15 percent by 2015

• 25 percent

• 12 Billion

• 64 percent

• 71 percent
A Leadership Challenge

• Name the following:
  – The five wealthiest people
  – The last six Time Magazine people of the year
  – Five Nobel or Pulitzer prize winners in the last 20 years
  – The last five best picture, or best actor/actress academy awards
Another Leadership Challenge

• Name the following
  – Five teachers or coaches who helped you through school
  – Six friends who helped you through difficult times
  – Five people who taught you something worthwhile
  – Five people who made you feel appreciated and worthwhile
Leadership as a Process (Kouzes & Posner)

• Leadership is….
  – A relationship
  – The act of influencing
  – Everyone’s business
  – Self-development
A Leadership Development Mindset

• A form of behavior change
  – Requires self-regulatory skills
    • Self-awareness
    • Self-monitoring
  – Tied to our beliefs about
    • Our goals
    • Our capacity to change.
    • Ourselves as leaders

• The interaction with our environment
  – How do climate and culture shape our beliefs?
  – Is the context for development clear?
Self-awareness

• **Introspection**
  – *I am not always sure of my values*
  – *I understand how well I can cope when uncertain situations come up*

• **Interaction**
  • *I am aware of the effect that my behavior has on others*
  • *I am often surprised by the reactions that people have toward me*

• **Feedback and Self-disclosure**
  – *I can recall times when I used feedback to improve*
  – *There is at least one other person with whom I regularly share my feelings*
# Johari Window (Joseph Luft and Harry Ingham)

<table>
<thead>
<tr>
<th>Get Feedback</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Things I Know</strong></td>
<td><strong>Things I Don’t Know</strong></td>
</tr>
<tr>
<td><strong>ARENA:</strong> Things we know about our self and that other people on our team also know. The bigger “arena,” the more open exchange can exist between you and your team.</td>
<td><strong>BLINDSPOT:</strong> things we don’t know about our self that other people do. We subtly communicate information about which we are unaware.</td>
</tr>
<tr>
<td><strong>FAÇADE</strong> information we know about ourselves but choose not to communicate. Keep feelings, opinions, perceptions to our self for fear of being rejected or attacked.</td>
<td><strong>UNKNOWN</strong></td>
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Expanding Your Arena

Expand Your Arena:
By Seeking Feedback

By Sharing Info

Decrease Your Façade

Decrease Your Blind Spot

ASK!!

Tell!!
Feedback and Self-Awareness - Research shows…

- Managers who seek none or only positive feedback
  - have unrealistic self-views
  - Are poorer performers
  - More likely to suffer career derailment

- Managers who seek negative feedback
  - have realistic self-views
  - Viewed as more effective

- How do you manage feedback?
  - When do you seek negative feedback from others?
  - Who do you ask for feedback?
  - Who should you ask for feedback?
Self-Awareness and the Caine Mutiny

• We need others and their input to be effective but….

• People need to feel safe giving feedback

• A leader's capacity to demonstrate vulnerability can build trust

• We may have to be persistent to get others to feel safe giving feedback
Then why do we avoid situations where we could learn new things about ourselves?

- Our Sensitive Line
- Threat Rigidity Response
Self-Awareness – A Social Process?

• Without a climate of support and respect
  – less likely to reveal hidden information
  – shed light on others’ blind spots

• Interpersonal and Group factors
  – Team Psychological Safety (Edmonson, 1999)
  – Feedback Climate (Steelman, Levy & Snell, 2004)
Developing Self-Awareness

- Make feedback seeking part of your regular routine.
- Help people to feel safe giving you feedback.
- Schedule time for reflection.
- Identify the key people in your life with whom you feel safe sharing personal information.
- Take stock of your values and goals.

“Once we accept our limits we go beyond them”

Albert Einstein
Self-Monitoring

- Our tendency to look for and use cues from others to determine how we will behave in a given situation
  - Willingness to be the "center of attention"
  - "Sensitive" to the reactions of others
  - The ability and willingness to adjust our behavior to get positive reactions from others.
Enhancing How We Self-Monitor

• Notice your efforts to understand other people’s feelings.

• Consider how well you match the intensity of others’ emotions

• Reflect upon your own emotional reactions.
Our Beliefs and the Leadership Development Mindset

• Our beliefs about development
  • Our capacity to change
  • Ourselves as leaders
  • Our goals

• The reciprocal interaction between our beliefs and our experiences
Your implicit beliefs about leadership development

• Is leadership potential fixed or malleable?

• How do you regard new assignments - as developmental experiences or as tests of your ability?
  – Self-fulfilling Prophecies
  – The Pygmalion Effect
Beliefs About your capacity to affect change

• **Self-efficacy**
  – I can always manage to solve difficult problems if I try hard enough.
  – If someone opposes me, I can find the means and ways to get what I want.

• **Locus of Control**
  – *Internal* – I interpret the outcomes in my life as caused by their own actions. My ability, talent, effort, etc.
  – *External* – I interpret the outcomes in my life as caused by outside forces. Fate, luck, situations beyond our control, other people
Locus of Control and leadership

- People with a more internal locus of control
  - More active in managing their own careers
  - Higher levels of job involvement
  - More *participative* as managers

- The downsides to being internal ...
  - Less likely to comply with leader directions
  - More difficulty arriving at decisions with serious consequences for others
  - Less likely to initiate structure as leaders

- How does your locus of control vary across different aspects of your job / your *life* in general?
Developing our Locus of Control & Self-efficacy

• Remind yourself of times when you were successful

• Make extra efforts to be aware of your surroundings

• Ask more questions to seek out new information

• Be sure to celebrate successes and accomplishments.

• Look for opportunities to help someone accomplish something that they are struggling with.
What are Your Goals?

• Describe a goal that you are currently pursuing over the next several months

• Describe your current level of confidence with respect to attaining the goal

• Indicate how you will know when you have achieved it
  – A thought you will have
  – A way you will feel
  – Something you will believe
Goal Orientation - Our motivation to...

- Acquire new knowledge/deepen understanding
  - Learning/mastery orientation
    - For me, development of my work ability is important enough to take risks.
    - I prefer to work in situations that require a high level of ability and talent.

- Show competence
  - Performance Proof
    - I would rather prove my ability on a task I can do well at than try a new task.
    - I'm concerned with showing that I can perform better than my coworkers.

  - Performance avoid
    - I would avoid taking on a new task if there was a chance that I would look incompetent to others.
    - Avoiding a show of low ability is more important to me than learning a new task.
Goal Orientation and Leadership Development

• Higher score on **mastery orientation more** likely to
  – perceive their efforts as successful
  – be satisfied with their efforts overall
  – seek out and benefit from feedback
  – report that learning from experience was helpful
  – view goal setting as helpful

• Higher score on **performance avoid orientation less** likely to
  – perceive their efforts as successful
  – be satisfied with their efforts overall
  – report having benefited from feedback
  – report that earning from experience as helpful
  – view goal setting as helpful
Successful leadership development programs are rated higher on:

- goal and task-relevance—
  - “understanding the ‘why’ I do certain things helps to better understand how I might improve.”

- social embeddedness, -
  - …. I have been aware of my shortcomings, I’ve not before acknowledged the impact they have on others.”
Designing Leadership Development Experiences

– Requiring reflectivity
  • “Simply answering the questions in the assessments caused me to think about myself in ways I never bothered to previously.”

– Posing challenges
  • “The process …can make you feel uncomfortable. You are challenged and can be thrown into doubt but it is worth leaving your comfort zone.”

– Enhancing self-efficacy
  • “has helped me gain the confidence to examine and explore what my weaknesses are.”
Summary Points

• Leadership development as a mindset
  – social–cognitive process

• Individual differences do matter but probably not as much as our skills and motivation to develop
  – Self-awareness
  – Self-monitoring/regulation
  – Our beliefs (social cognitions) with respect to change.
    • How we reinforce strengths - our own and others
    • Make it safe for people to focus on learning
    • Believing in our own and others capacity to develop