# *Win with what you've got.* Reframing the leadership mindset.

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# Why do leaders fall back on counter-productive behaviors?

Its hard to learn new skills.

It's hard not to take control.
◦ Especially in pressure situations or when reputation is on the line.

The system expects leaders to save the day.

# Why does leadership need reframing?

We are dealing with a world where:
- **change is ever greater**,
- **the future is less predictable**,
- **the options increase exponentially**, and the way we think about these options has undoubtedly changed.

Today, leaders must make decisions faster, processing huge amounts of information, and where everything is more interconnected than ever before.

*-Leadership Challenges in the V.U.C.A World,* Oxford Leadership, 2016

**Volatility:** A brutal increase in four dimensions of the changes that we face today: the type, speed, volume, and scale.

**Uncertainty:** As a result of the Volatility, we are unable to predict future events.

**Complexity:** Widespread confusion, with no clear connection between cause and effect, affects all organisations nowadays.

**Ambiguity:** There is a lack of precision, and the existence of multiple meanings within the conditions surrounding us.

# Reframed Leadership: Defined

**_Traditional Leaders:_**

- understand objectives
- gather the best team
- give instructions

**_Reframed Leaders:_**

- create a safe environment
- create clarity
- inspire (ongoing) improvements

# First Key Concept

Reframed leadership is easier* than traditional leadership.

# Traditional Leadership – Myth Busting

**Myth**: Success starts with understanding orders.

**Reality**: "Accurately understanding orders" isn't what your company hired you to do.

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## Top 10 skills

| in 2020 | | in 2015 | |
|---|---|---|---|
| 1. | Complex Problem Solving | 1. | Complex Problem Solving |
| 2. | Critical Thinking | 2. | Coordinating with Others |
| 3. | Creativity | 3. | People Management |
| | | 4. | Critical Thinking |
| 5. | Coordinating with Others | 5. | Negotiation |
| 6. | Emotional Intelligence | 6. | Quality Control |
| 7. | Judgment and Decision Making | 7. | Service Orientation |
| 8. | Service Orientation | 8. | Judgment and Decision Making |
| 9. | Negotiation | 9. | Active Listening |
| 10. | Cognitive Flexibility | 10. | Creativity |

Source: Future of Jobs Report, World Economic Forum

# Reframed Leadership –
# Create a Safe Environment

# Trust

| Because we don't want to look: | We manage by: |
|---|---|
| Ignorant | Avoiding asking questions |
| Incompetent | Not admitting weaknesses or mistakes |
| | Not offering ideas |
| | Not challenging the status quo |

**"Is everything OK?"**

SAFE — DANGER
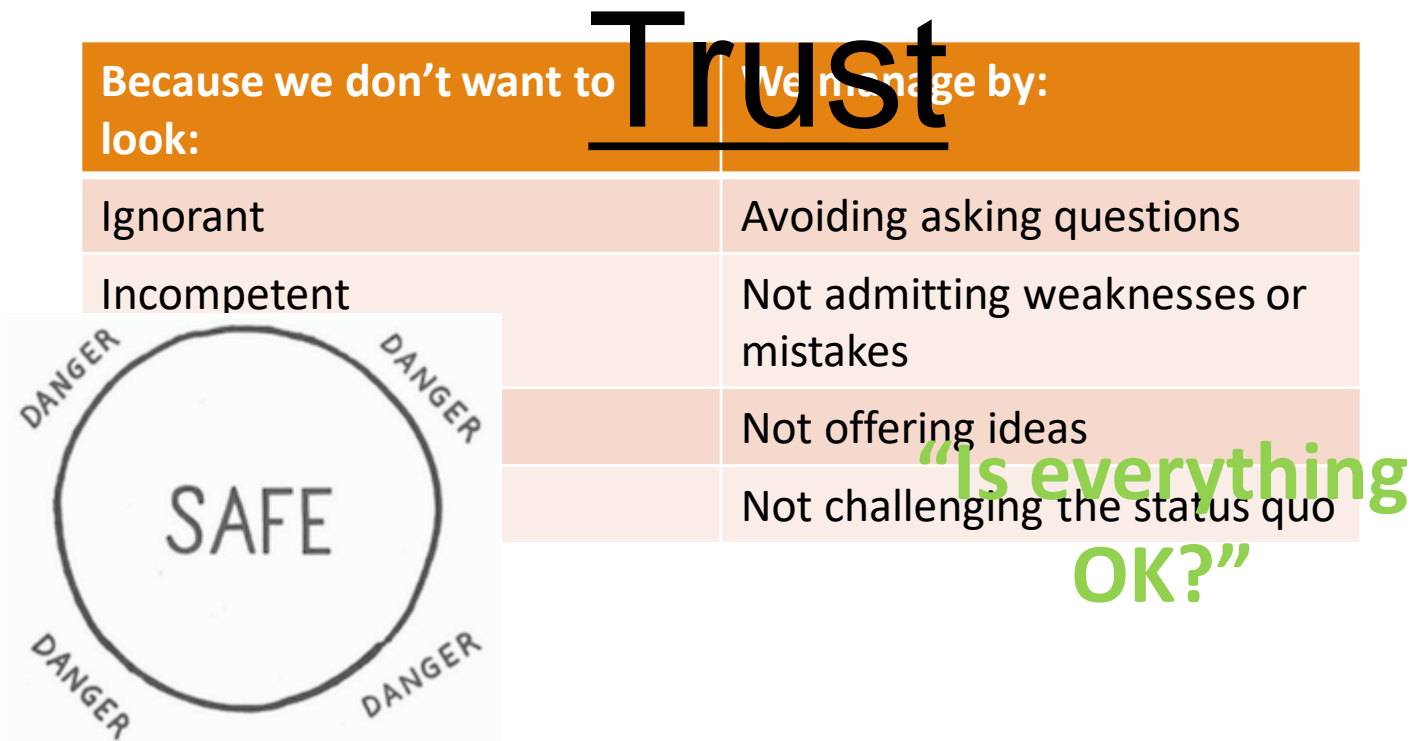
**Traditional Leadership: Old Way**

◦ Success starts with accurately understanding orders.

◦ "I must do what I am told."

**Reformed Leadership: New Way**

◦ Success starts with creating a safe environment.

◦ "I must enable the environment which allows my team to be successful."

**Your Leadership: Take Away**

◦ Safety is a product of trust.

◦ Respect the whole person - "Are you ok?"

# Traditional Leadership – Myth Busting

**Myth**: Get the best people on the team.

**Reality**: You're not always going to have access to top talent.

# Reframed Leadership – Create Clarity Out of Confusion

**Sensemaking:** mapping the context in which an organization or a team is operating.  Identifying meaning and extracting clues about plausible options for moving forward.

**Purpose Motivators:** the sense that what we do produces something meaningful beyond ourselves.

**Traditional Leadership: Old Way**
◦ Success requires the highest caliber talent.
◦ "I must hire the best people."

**Reformed Leadership: New Way**
◦ Success requires creating clarity out of confusion.
◦ "I must reduce complexity and maintain a sense of purpose for my team."
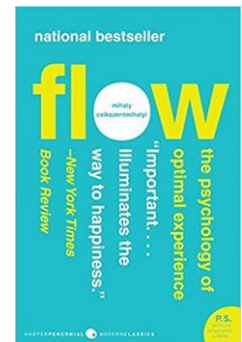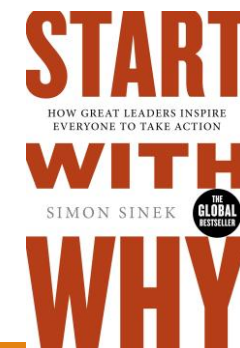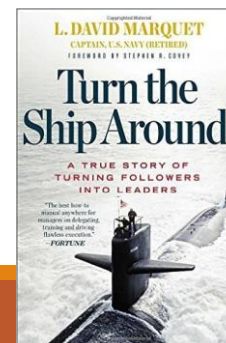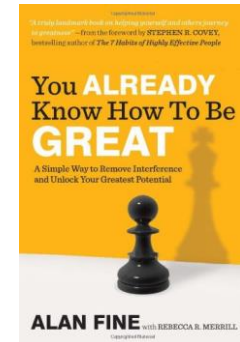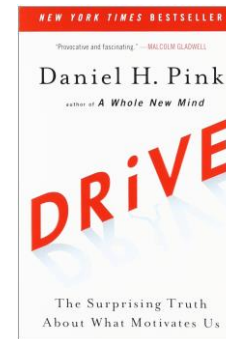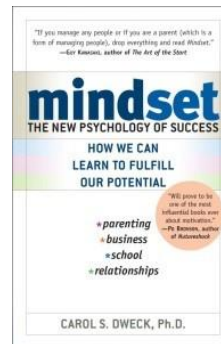
**Your Leadership: Take Away**
◦ Sensemaking helps reduce confusion in dynamic/changing environments.
◦ Connection to purpose is essential to sustaining motivation.

# Traditional Leadership – Myth Busting

**Myth**: Tell the people on my team what to do.

**Reality**: People like to think, not to comply.

*The team's success is not a function of my expertise.*

# Reframed Leadership – Inspire (Ongoing) Improvements



A Growth Mindset Drives Motivation and Achievement

I can get smarter → Learning is my goal → I'd spend more time and work harder → Higher Achievement

I can get smarter → Effort makes me stronger → I'd spend more time and work harder → Higher Achievement

Blackwell, Trzesniewski & Dweck (2007) *Child Development*

**Growth Mindset associated with great leadership**

50 managers who achieved "breakout" results embodied Growth Mindset.

(Liedtka et al., 2008)

**In Growth Mindset Companies**

65% more agreement with: "This company genuinely supports risk-taking and will support me if I fail."

49% more agreement with: "People are encouraged to be innovative in this company- creativity is welcomed."

(Murphy, Chatman, Kray & Dweck, 2014)

**Traditional Leadership: Old Way**

- Success is based telling people what to do.
- "The team's success is a function of my knowledge."

**Reformed Leadership: New Way**

- Success is based on inspiring ongoing improvements.
- "The team's success is a function of taking risks and learning from mistakes."

**Your Leadership: Take Away**

- Intelligence can be developed.
- Ensure I have a Growth Mindset.

# Reframed Leadership

◦ Create a safe environment

◦ Create clarity out of confusion

◦ Inspire (ongoing) improvements

# Second Key Concept

Reframed leadership allows you to win with what you've got.

# Skill Practice: Creating a Safe Environment

Safety leads to trust, trust leads to greater collaboration.

- *I can manage poor performance while maintaining trust with the people I lead.*

- *I am comfortable inviting the "whole person" into my working environment.*

- *I feel safe within my organization.*

*1= Strongly Disagree   5= Strongly Agree*

# Skill Practice: Creating Clarity Out of Confusion

Clarity inspires action, action produces outcomes.

- ◦ *I frequently "map" the landscape that my team operates within.*

- ◦ *I consciously aim to reduce the confusion that my team experiences.*

- ◦ *I frequently connect daily work to a broader purpose.*

  *1= Strongly Disagree   5= Strongly Agree*

# Skill Practice: Inspire (Ongoing) Improvements

Mindset determines development, development leads to higher achievement.

- *I believe my own intelligence can be developed.*

- *I understand how to develop others.*

- *I understand the process of coaching others.*

*1= Strongly Disagree   5= Strongly Agree*

You deserve the team you get.

*Mike Maddock*

# Thank you!

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