
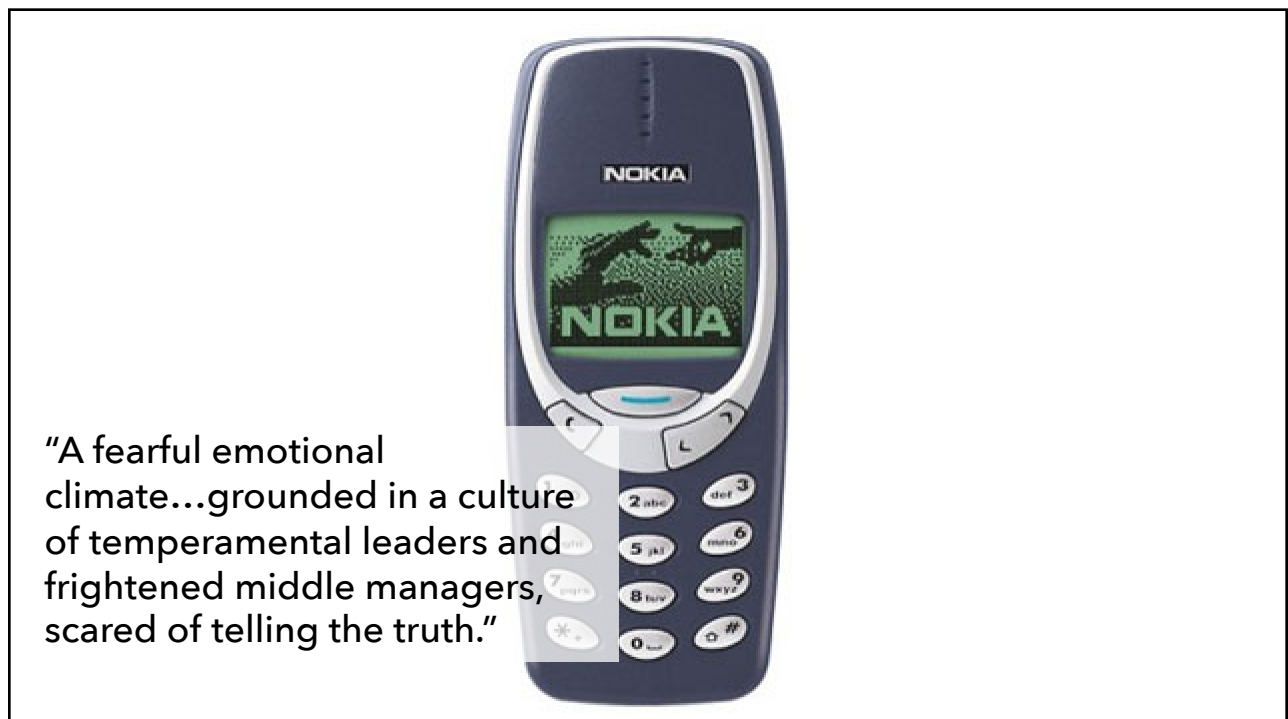


Fear-less Leadership

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Self-Reflection

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- What is Leadership?
 - How would you describe the "ideal" leader?
 - What type of leader do you aspire to be?
 - What are your strengths as a leader?
 - What might be your growth areas?

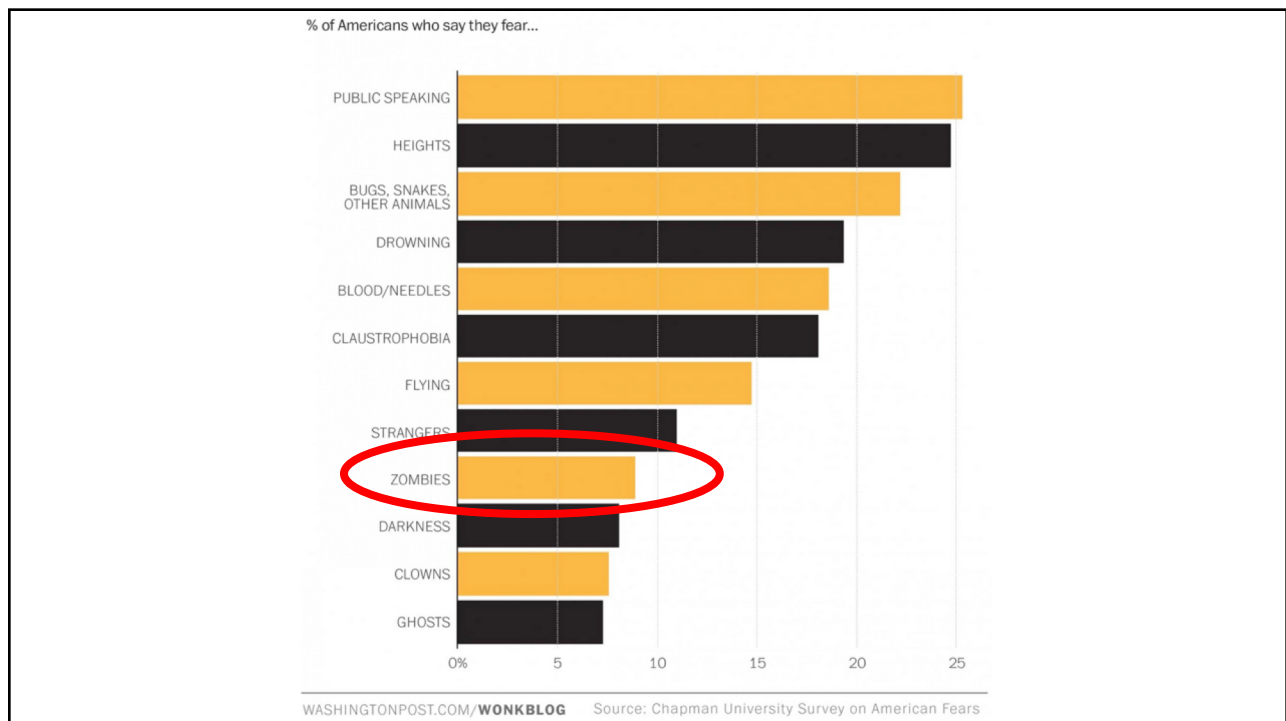




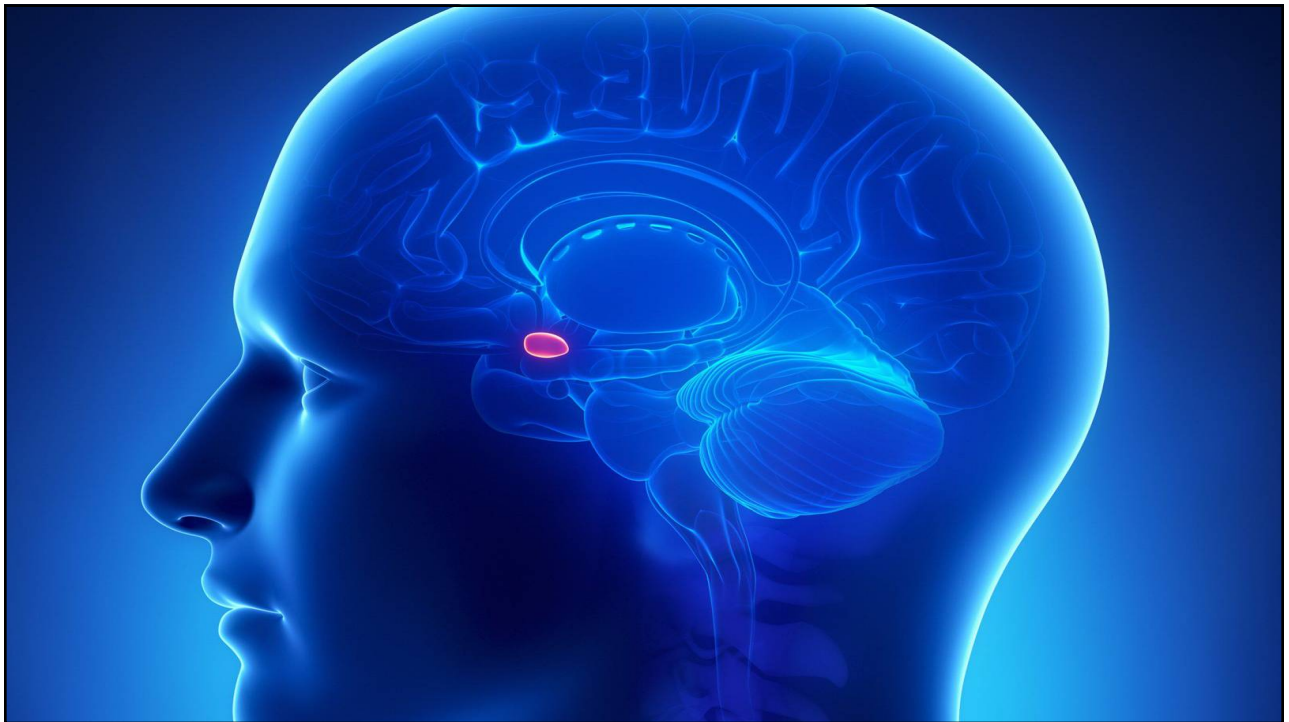


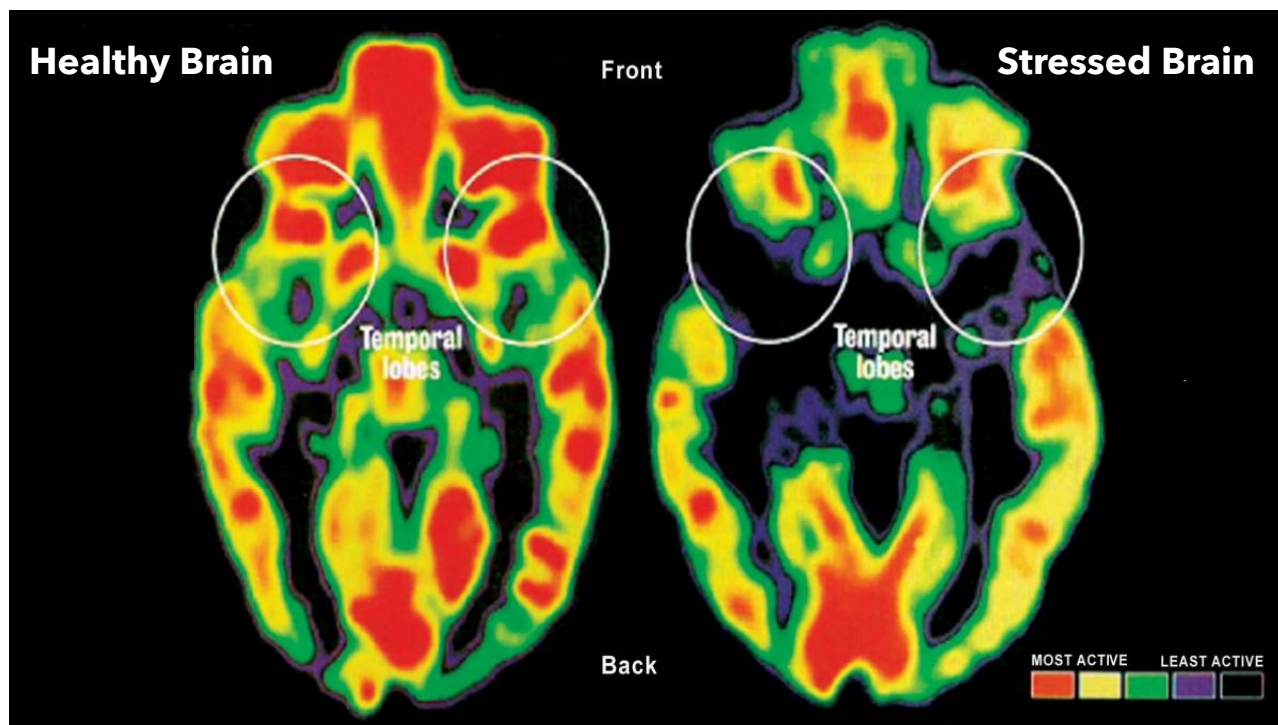
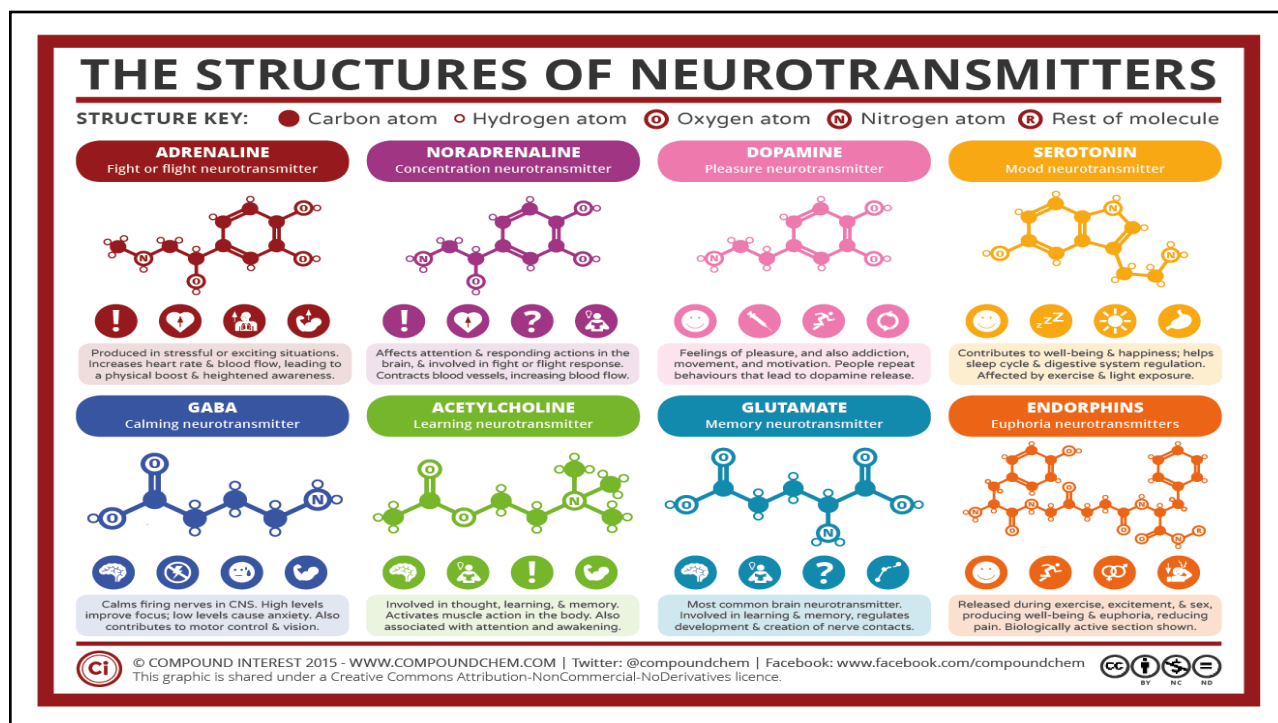
"The only thing we have
to fear is fear itself -
nameless, unreasoning,
unjustified terror which
paralyzes..."

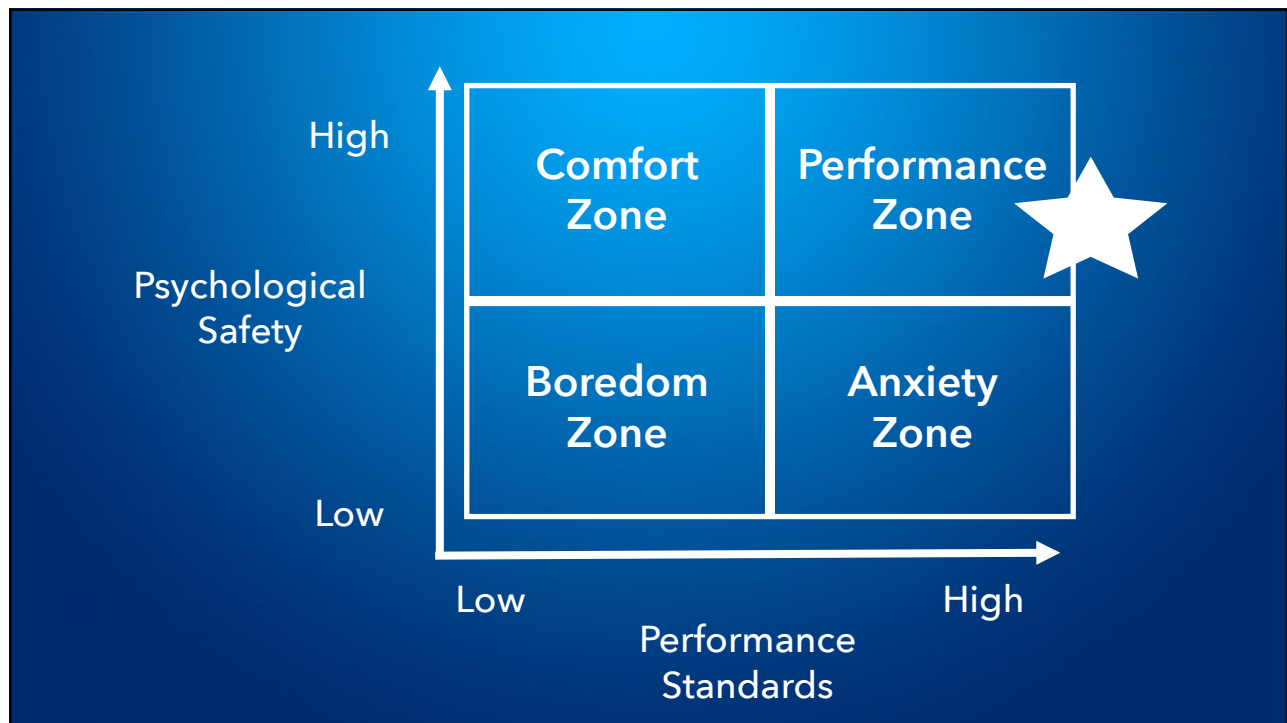
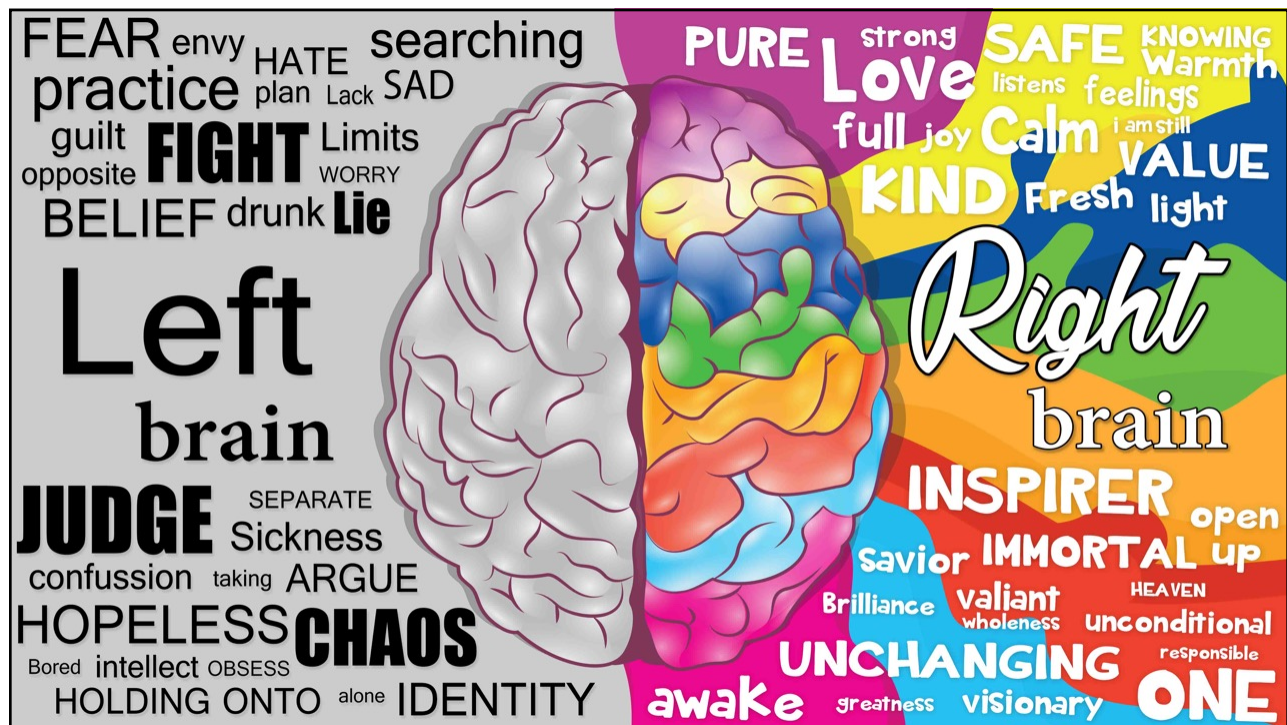
- Franklin D. Roosevelt



Have you ever been afraid of something, or **someone**, at work?

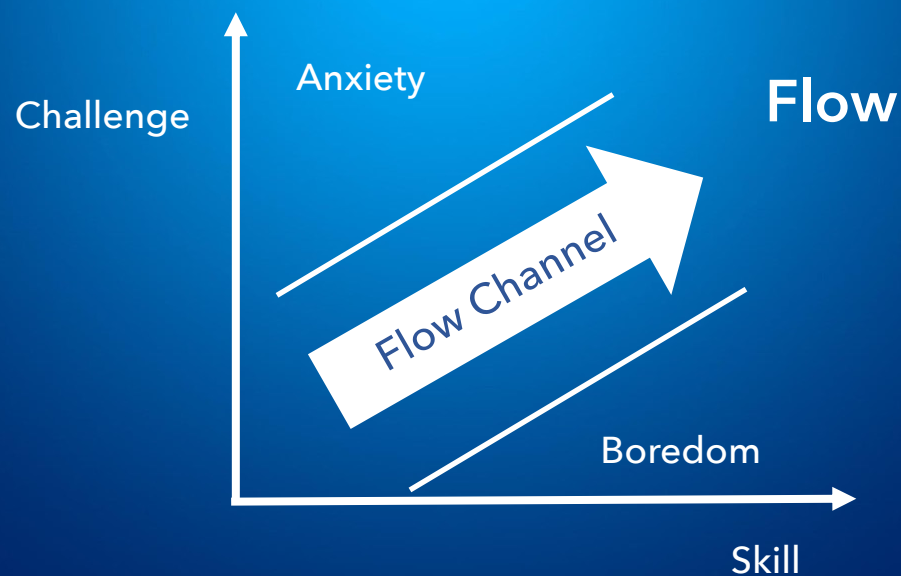






The Experience of Flow

- **Immersion:** completely focused on what we are doing
- **Ecstasy:** outside of everyday reality
- **Clarity:** knowing what needs to be done and how well we are doing
- **Efficacy:** knowing the task is doable and that we are adequate to the task
- **Serenity:** no self-worry or angst; sense of growth beyond self
- **Timelessness:** entirely focused on the present, hours pass by as minutes
- **Intrinsic Motivation:** perpetual internal energy/drive





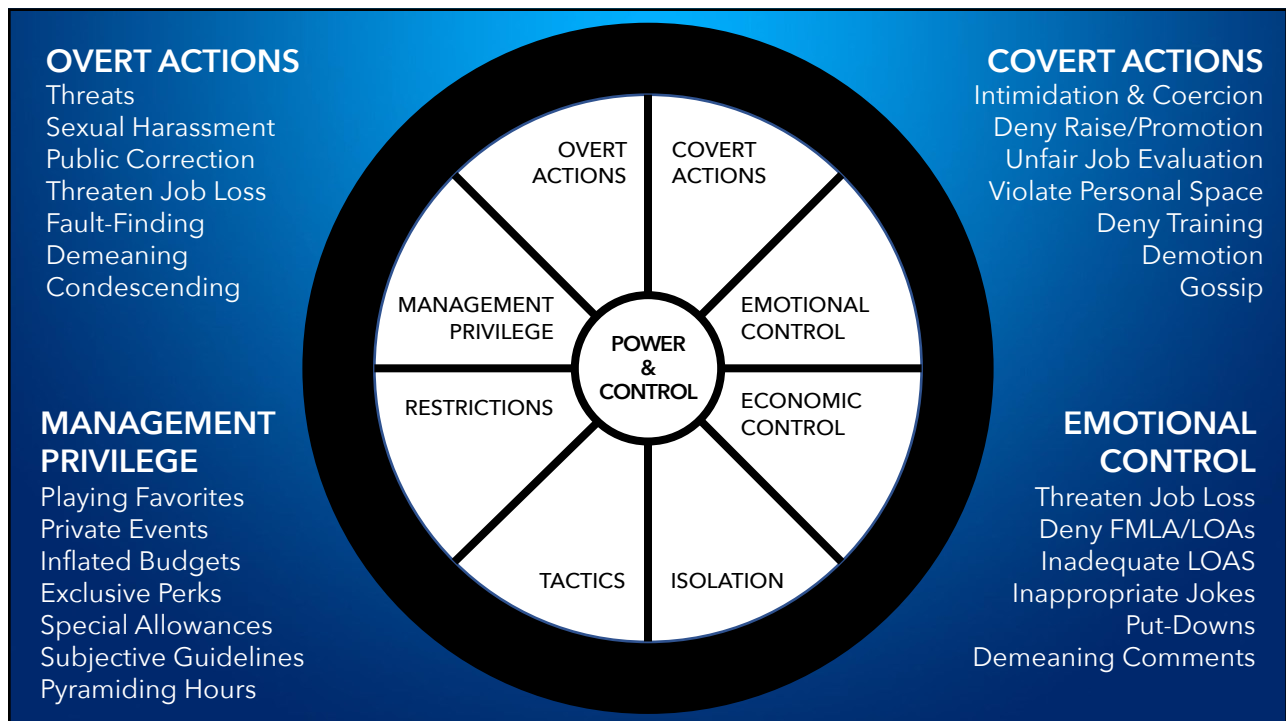
75% of workers who *voluntarily* left their job did so because of their **bosses** and not the position itself

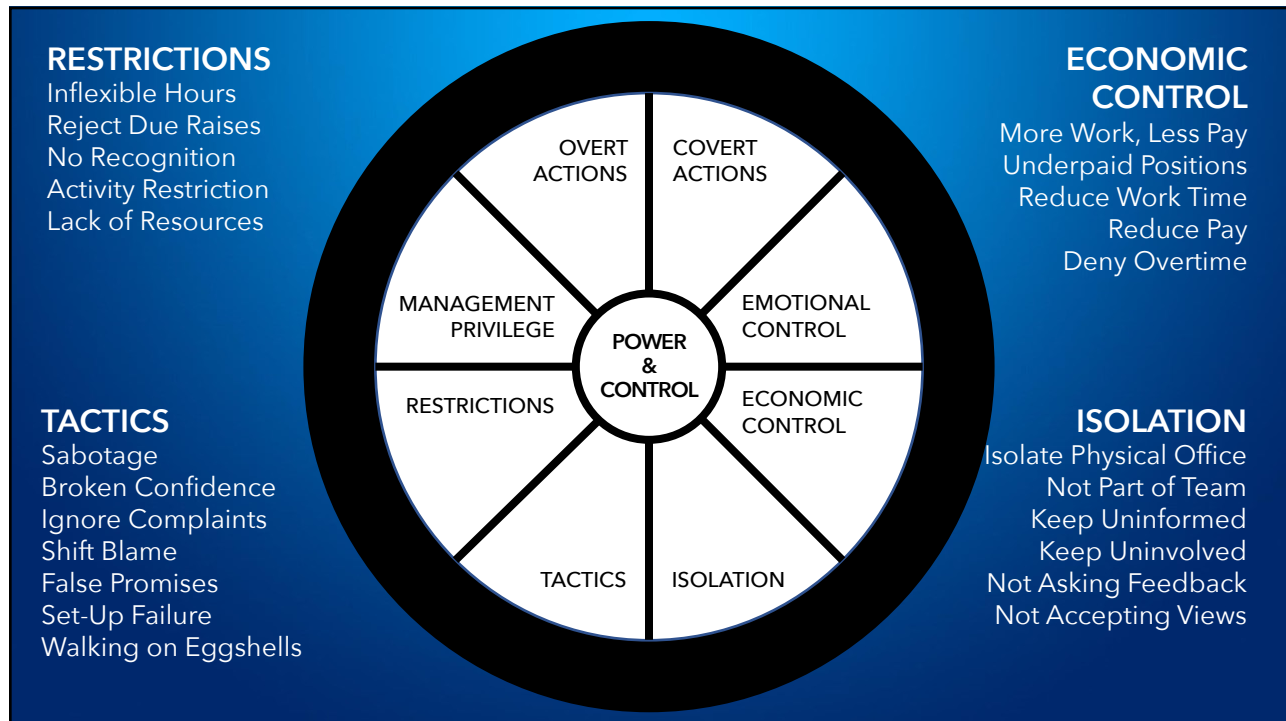
Source: Gallup



Q: "Why don't employees discuss their problems and frustrations with management?"

A: "You cannot discuss your malaria problems with the mosquito!"





- My boss never admits when s/he is wrong.
- My boss is unwilling to adapt to my needs as a follower.
- My boss is more insensitive than understanding
- I am forced to sacrifice to help my boss.
- My boss refuses to talk about things that would make him/her look bad.
- My boss withholds benefits or opportunities unless it would benefit him/her.
- It is hard to disagree with my boss because s/he gets angry.
- My boss blames others for his/her mistakes.

Adapted from: Intimate Justice Scale (B. Jory)

- My boss resents being asked questions about decisions.
- My boss builds himself/herself up by putting others down.
- My boss retaliates when others disagree with him/her.
- My boss is jealous of my or others' successes.
- My boss isolates those s/he doesn't like.
- My boss lies to protect him/herself
- My boss has taken credit for some of my or others most important accomplishments.
- My boss uses fear to get others to do things for him/her.
- My boss has yelled, cursed, or threatened me.

Adapted from: Intimate Justice Scale (B. Jory)



Anger, meanness,
and bullying are
projections of **fear**
onto others

WHY?



Volatility
Uncertainty
Complexity
Ambiguity

To Be or Not to Be...

Psychological Safety is NOT...

- Low Standards/Expectations
- Being Nice
- Conflict Free
- Just Repackaged Trust

Psychological Safety Is...

- High Expectation/High Reward
- Being
- Productive Conflict
- Genuine, Deep Engagement

To Be or Not to Be...

Fear-less Leadership Is NOT...

- Warm Fuzzies
- Laissez-Faire
- Diluted & Disengaged
- Inauthentic
- Selfish

Fear-less Leadership Is...

- Empathic
- Active
- Engaged, Empowered, & Empowering
- Genuine
- Selfless

Context	Leader Behavior
Role VUCA	Guidance, Direction, Supportive/Directive Behaviors
Supervisory VUCA	Consistency, Honesty, Competence, Humility
Organizational VUCA	Transparency, Engagement, Involvement
Environmental VUCA	Empathy, Understanding, Flexibility/Accommodations

Fear-less Leadership...

- A Culture of Listening
- A Culture of Candor
- A Culture of Learning
- A Culture of Inclusion
- A Culture of Inquiry