

Leadership Symposium



Dr. Eric Murray
Team Training Associates



Thank You

A close-up photograph of a mechanical gear assembly. The image shows several interlocking gears of different sizes and materials, including a prominent silver-colored gear with a central hub and a larger, darker gear below it. The background is blurred, focusing attention on the intricate details of the machinery. A dark, semi-transparent circular overlay is positioned on the left side of the image, containing the text "Beliefs Drive Performance" in a white, sans-serif font.

Beliefs Drive
Performance

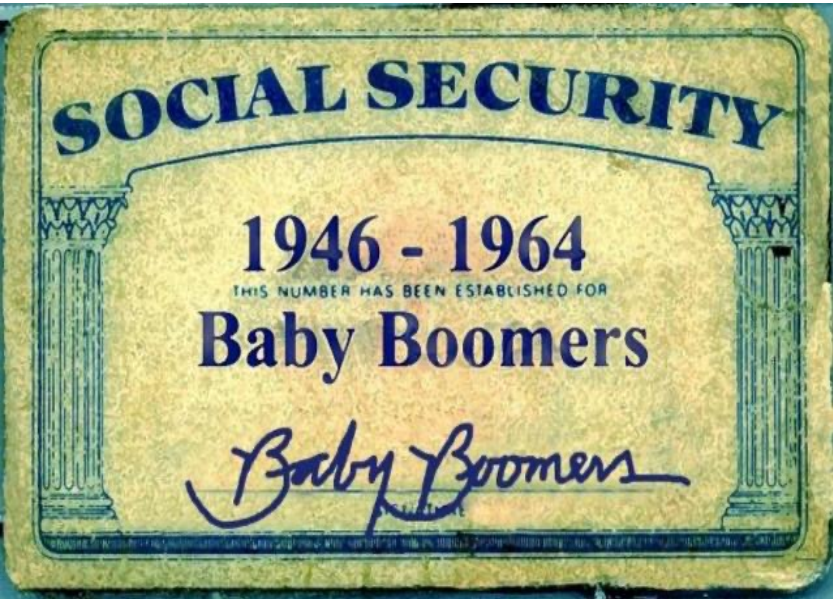


These people believe in something so strongly
that it impacts their behavior



So do they





What are your thoughts about these generations?



BABY BOOMERS

1946-1964



GENERATION X

1965-1980



MILLENNIALS

1981-1996



GENERATION Z

1997-2012



GENERATION	BORN BETWEEN	DESIRED BENEFITS
SILENT GENERATION	1928 and 1945	<ul style="list-style-type: none"> • Retirement • Healthcare • Flexible work policies
BABY BOOMERS	1946 and 1964	<ul style="list-style-type: none"> • 401K match • Medical, dental, and vision coverage • Wellness benefits and discounts
GENERATION X	1965 and 1980	<ul style="list-style-type: none"> • Affordable healthcare coverage • Hybrid work arrangements • Professional development opportunities • Salary increases • Work-life balance
MILLENNIALS	1981 and 1996	<ul style="list-style-type: none"> • Mission-driven work • Work-life balance • Career development programs • Childcare benefits • Flexible schedules • Wellness benefits
GENERATION Z	1997 and 2012	<ul style="list-style-type: none"> • Work with socially responsible companies • Holistic wellness options • Mental health coverage • Financial services

Sensemaking



Remember...you may unknowingly suffer from the CURSE OF KNOWLEDGE.

Be sure you are flying a KITE with your people



The Great Leadership Puzzle





Today's
TOPIC

Leadership Analytics

Transformational Leadership

4 levels of Leadership

Psychological Capital

(Developing the HERO within)

Workforce Engagement- Gallup Q12

Chemistry and Biology of
Leadership

Teambuilding

Wellness and Resiliency

“Great minds discuss ideas; average minds discuss events; small minds discuss people”



Let's Discuss Ideas





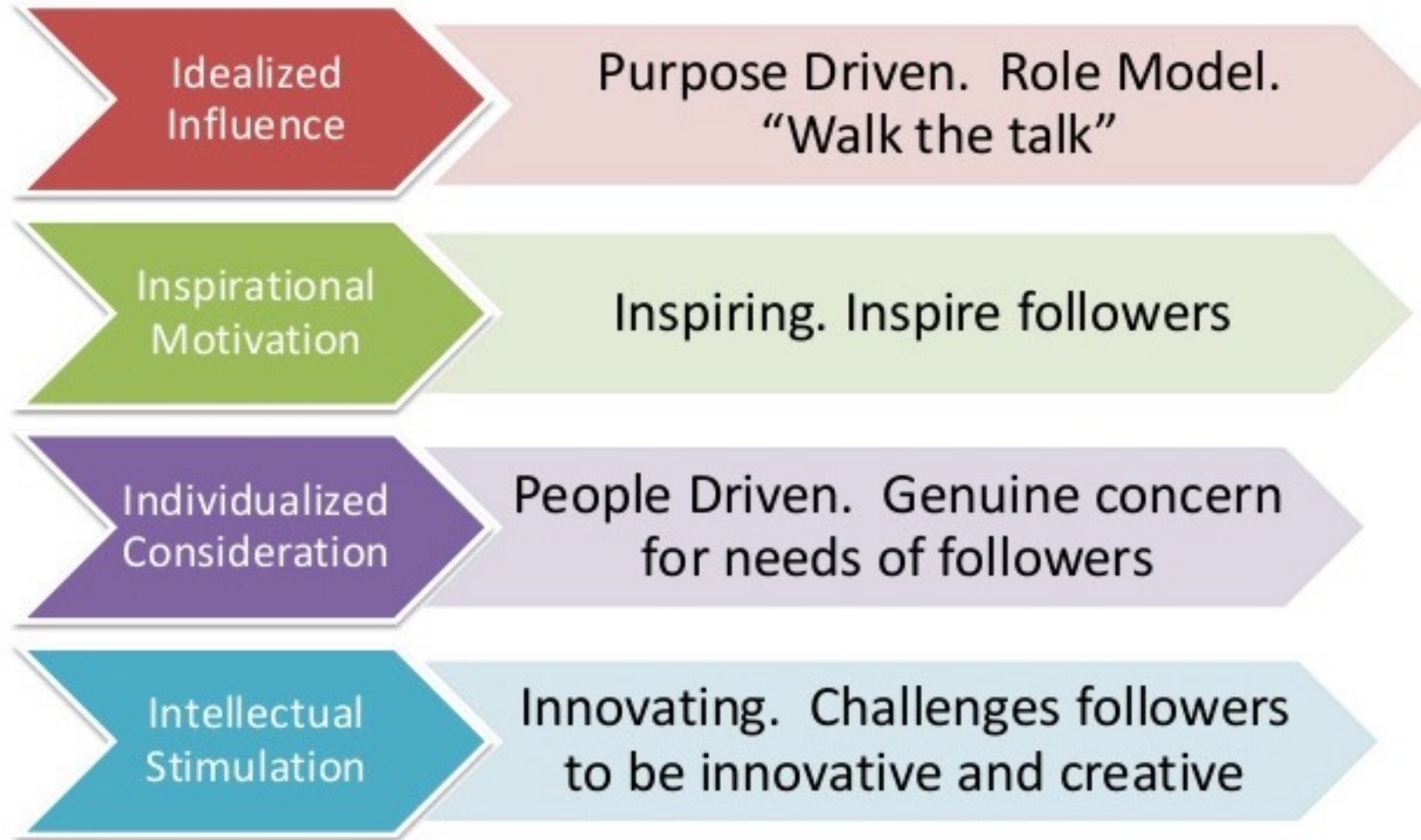
TRANSACTIONAL

or

TRANSFORMATIONAL

A transformational leadership style creates a vision and inspires subordinates to strive beyond required expectations, whereas transactional leadership focuses more on extrinsic motivation for the performance of job tasks

Transformational Leadership (*Lines of Effort*)



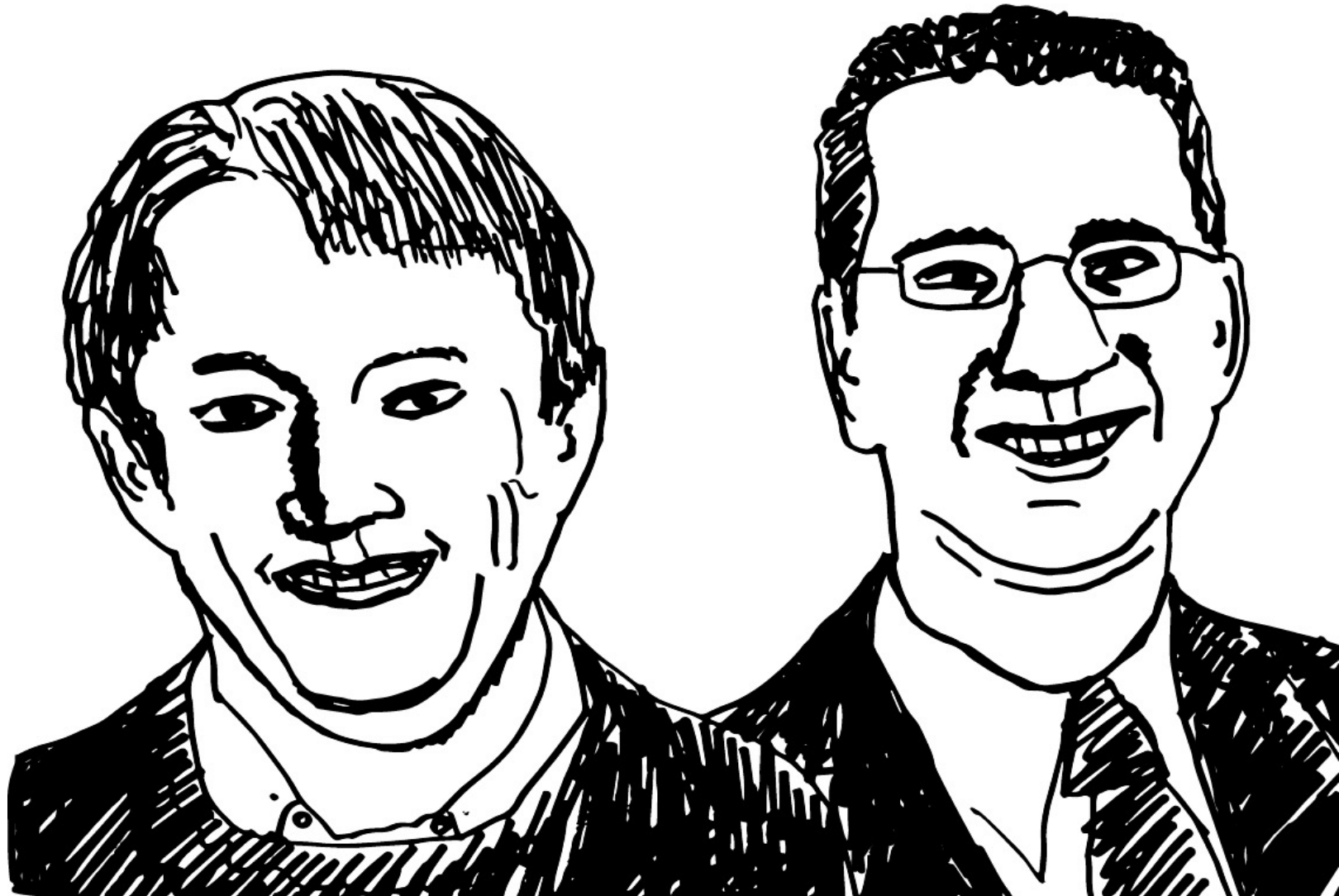


Leadership Diagnostics

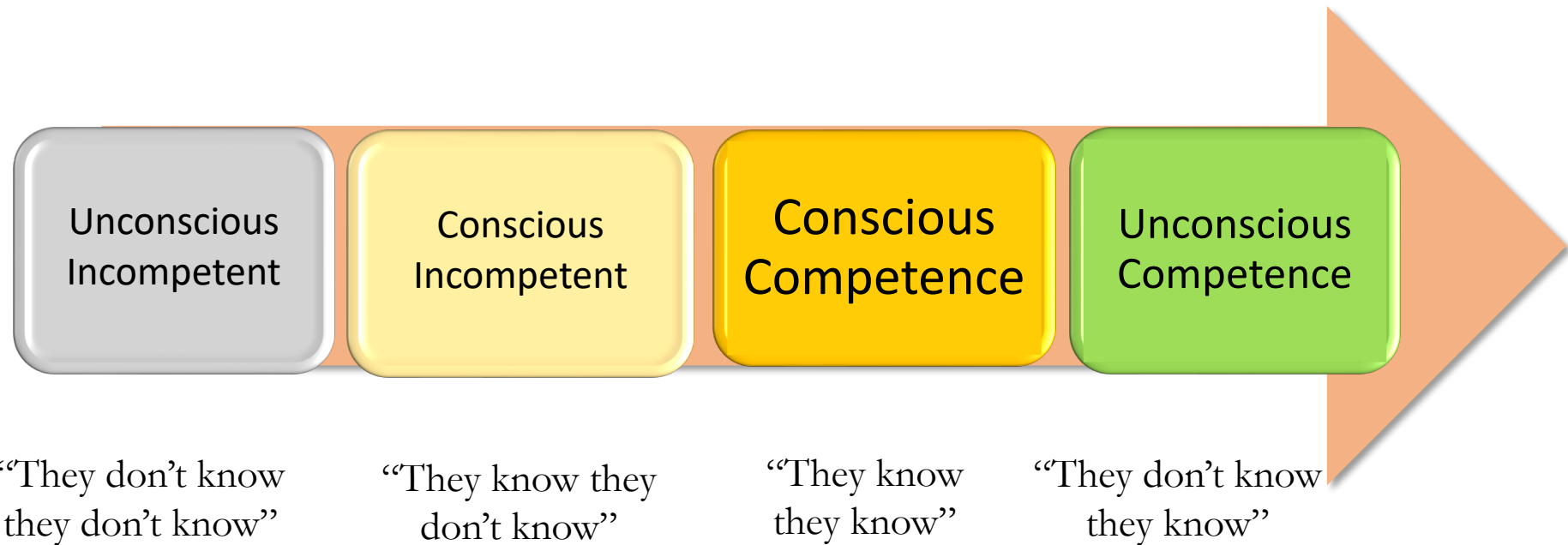
Two Types of Leadership



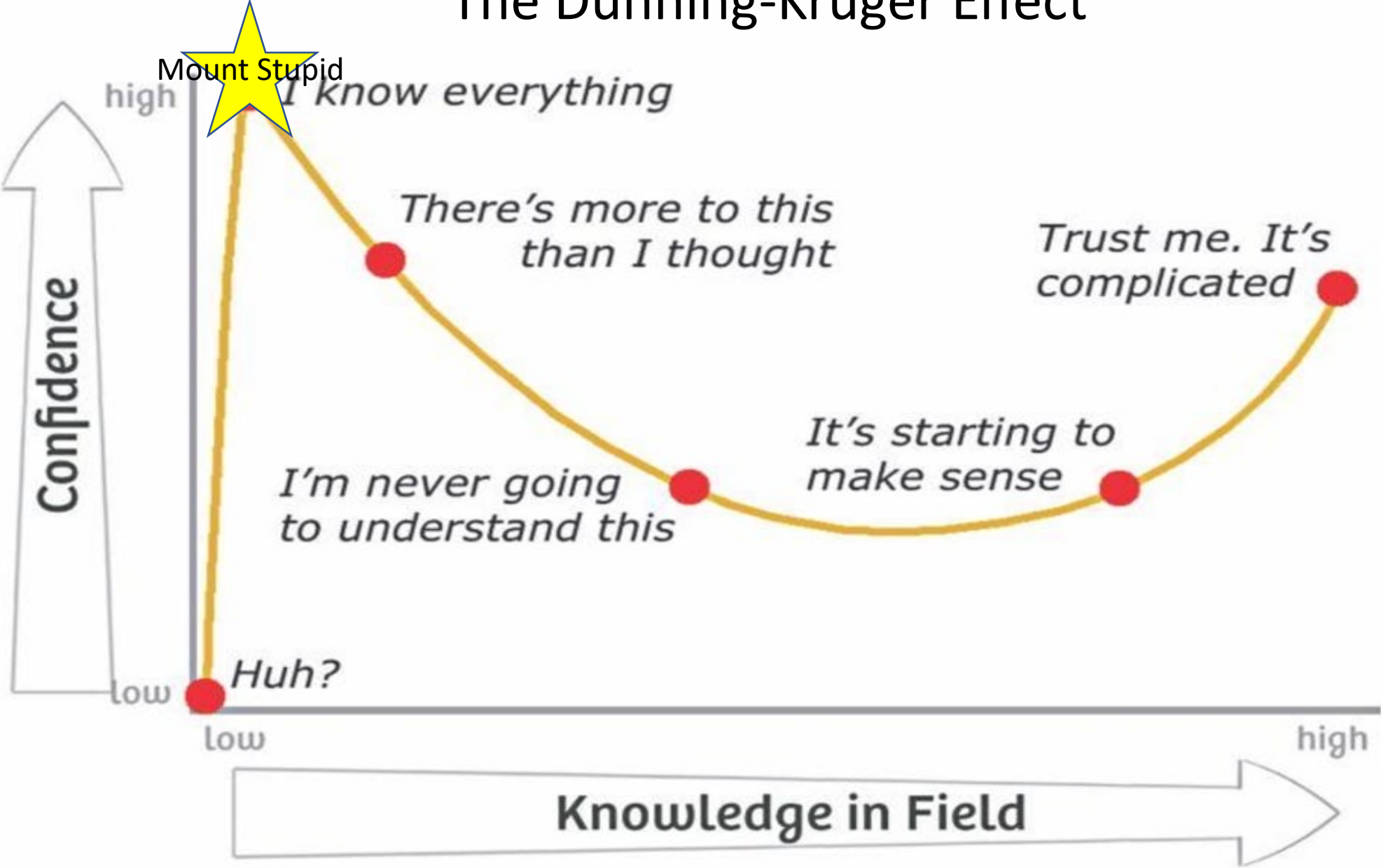
David Dunning & Justin Kruger



Hierarchy of Competence



The Dunning-Kruger Effect



Dunning-Kruger Effect...

When incompetent people are too incompetent to realise they are incompetent

som**ee**cards
user card



Iatrogenic

Medical term for illness or injury induced inadvertently by a physician or surgeon or by medical treatment or diagnostic procedures.



There should be a similar term for sickness caused by leaders!

Rate ORGANIZATIONS leadership (1-10)

4

Rate your YOUR leadership (1-10)

8

Until you see yourself as a 4,
you may never become the 8 you think you are!

SCAN

LEADERS **OBSERVE**

ANALYZE

LEADERS **THINK**

PAUSE

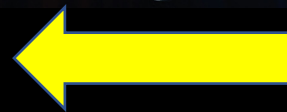
LEADERS **BREATHE**

RESPOND

LEADERS **DO**

ASSESS

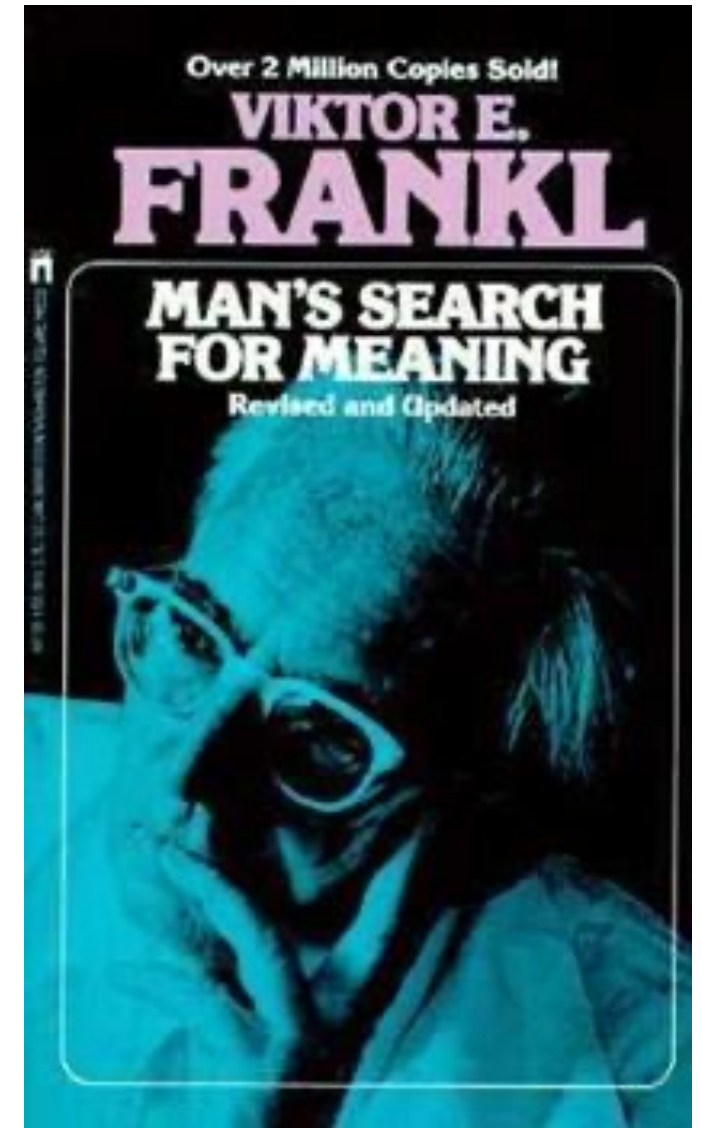
LEADERS **EVALUATE**



Pause

“Intentional Response”

- “Between the stimulus and response there is a space, and in that space lies our **freedom and power to choose our response**” (Frankl, 1962).



Stimulus

Circumstance

Difficulty

Conflict

Fear

Choice

Free to decide

Response

Action

Attitude



Check Yourself

American Philosopher

It's Cub's

Before You

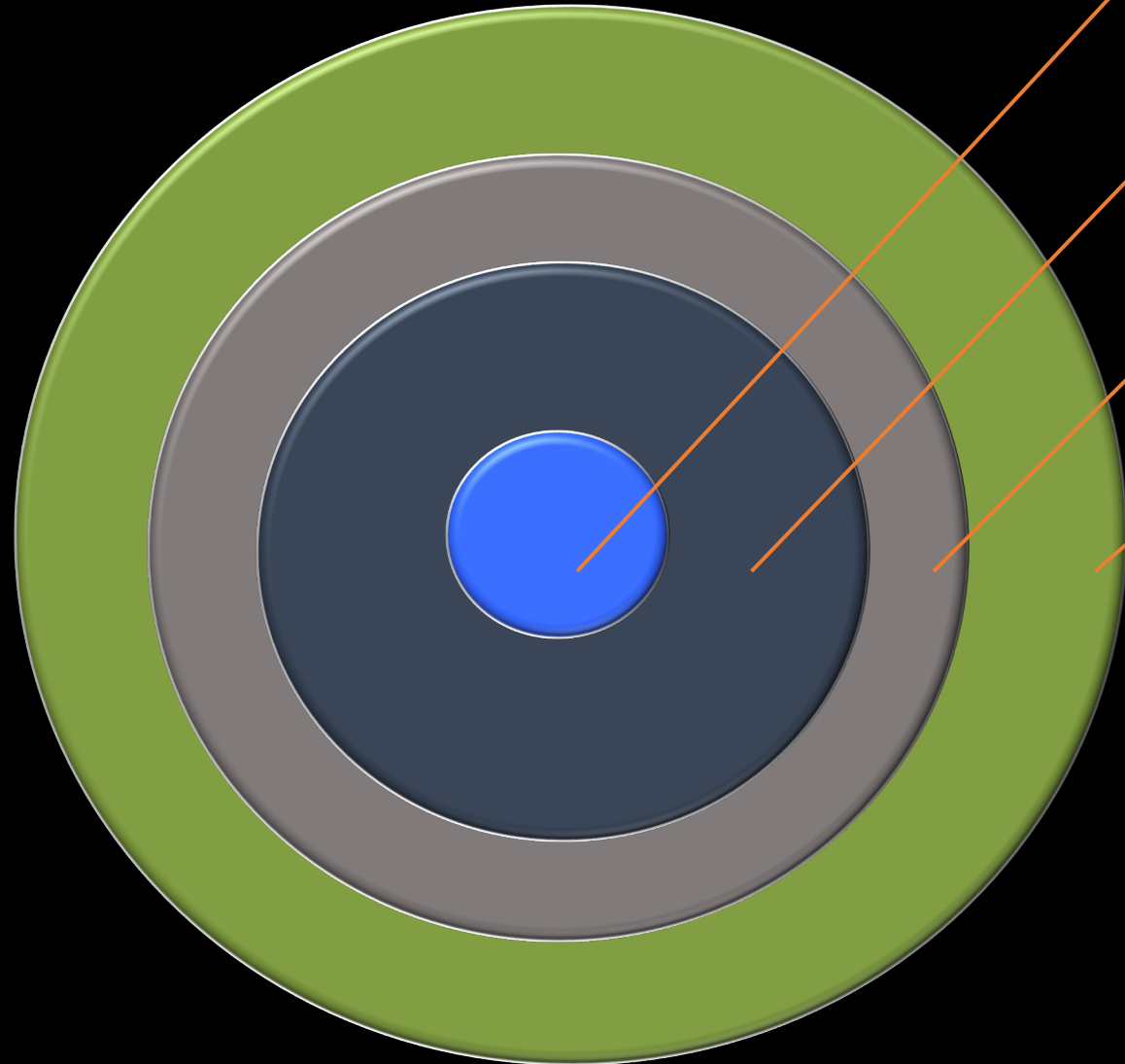
Wreck Yourself

Case Study- Chamberlain and the 2nd Maine

- 35 year old professor of philosophy
(spoke 9 different languages)
- Colonel 20th Maine
- Things were not going well for the Union
- Received 120 “mutineers” from the 2nd Maine
- The 2nd Maine had been through 11 major engagements
in two years.
- The two year men were going home....they wanted to go
with them.
- Could shoot them if they would not fight



4 Levels of Leadership

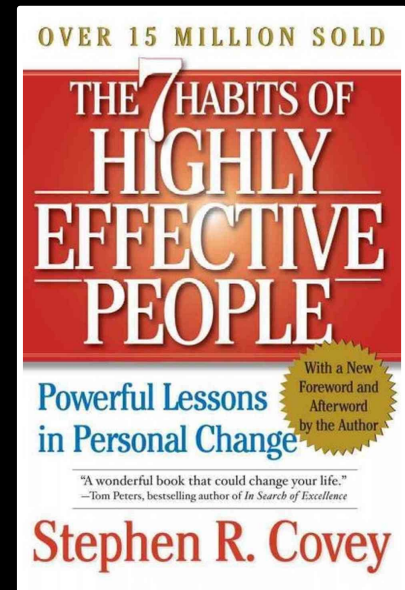


Personal
(Trustworthiness)

Interpersonal
(Trust)

Managerial
(Empowerment)

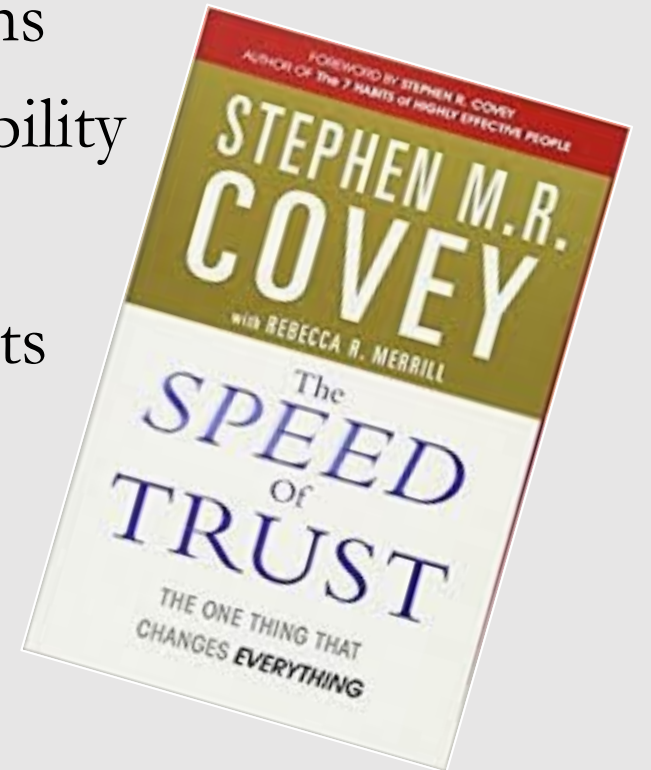
Organizational
(Alignment)



13 Behaviors of High Trust Leaders

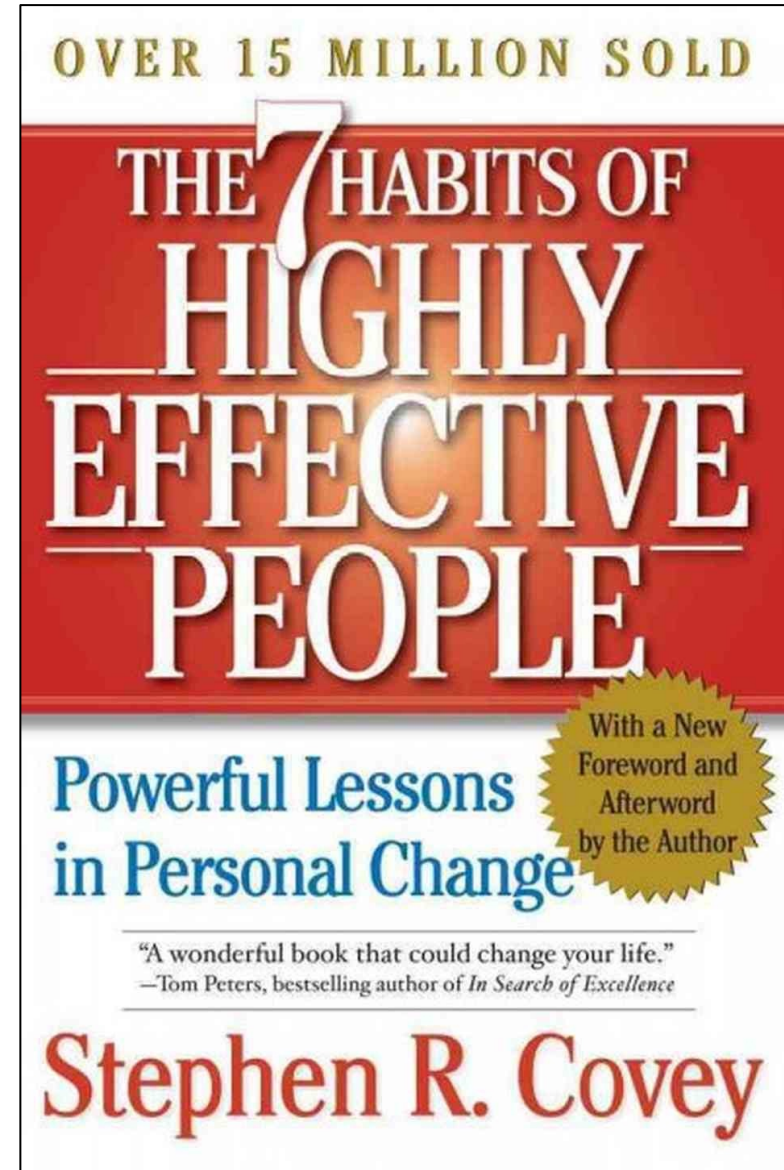
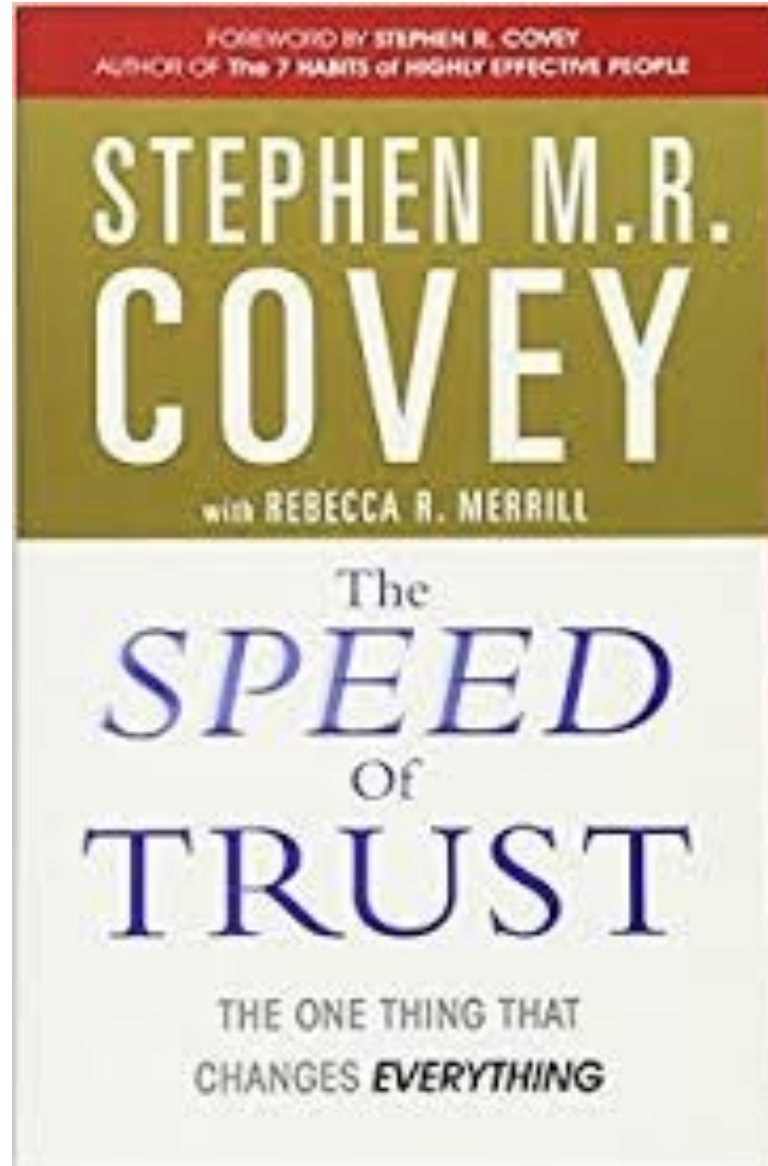
The Speed of Trust- Stephen M.R. Covey

- Talk Straight
- Demonstrate Respect
- Create Transparency
- Right Wrongs
- Show Loyalty
- Deliver Results
- Get Better
- Confront Reality
- Clarify Expectations
- Practice Accountability
- Listen First
- Keep Commitments
- Extend Trust





Performance vs. Trust





Leadership Diagnostics

1. Expectations
2. Materials and Equipment
3. Do Best
4. Recognition
5. Cares about me
6. Development
7. Opinions Count
8. Mission/Purpose
9. Quality
10. Best Friend
11. Progress
12. Learn and Grow





How is Chamberlain applying the
Gallup Q 12 Workforce Engagement Survey
What did you observe him doing....?
What does he need to do?



Leadership Diagnostics

Psychological Capital (PsyCap) Leadership Diagnostic



What is Psychological Capital?

Psychological Capital is designed to develop the capacity to effectively frame and respond to workplace events with confidence and optimism

-Luthans, Avalio & Avey, 2013

Human Capital- *What you Know*

Refers to the stock of knowledge, habits, social and personality attributes, including creativity, embodied in the ability to perform labor so as to produce economic value.

- Gary Becker, PhD





Social Capital- *Who You Know*



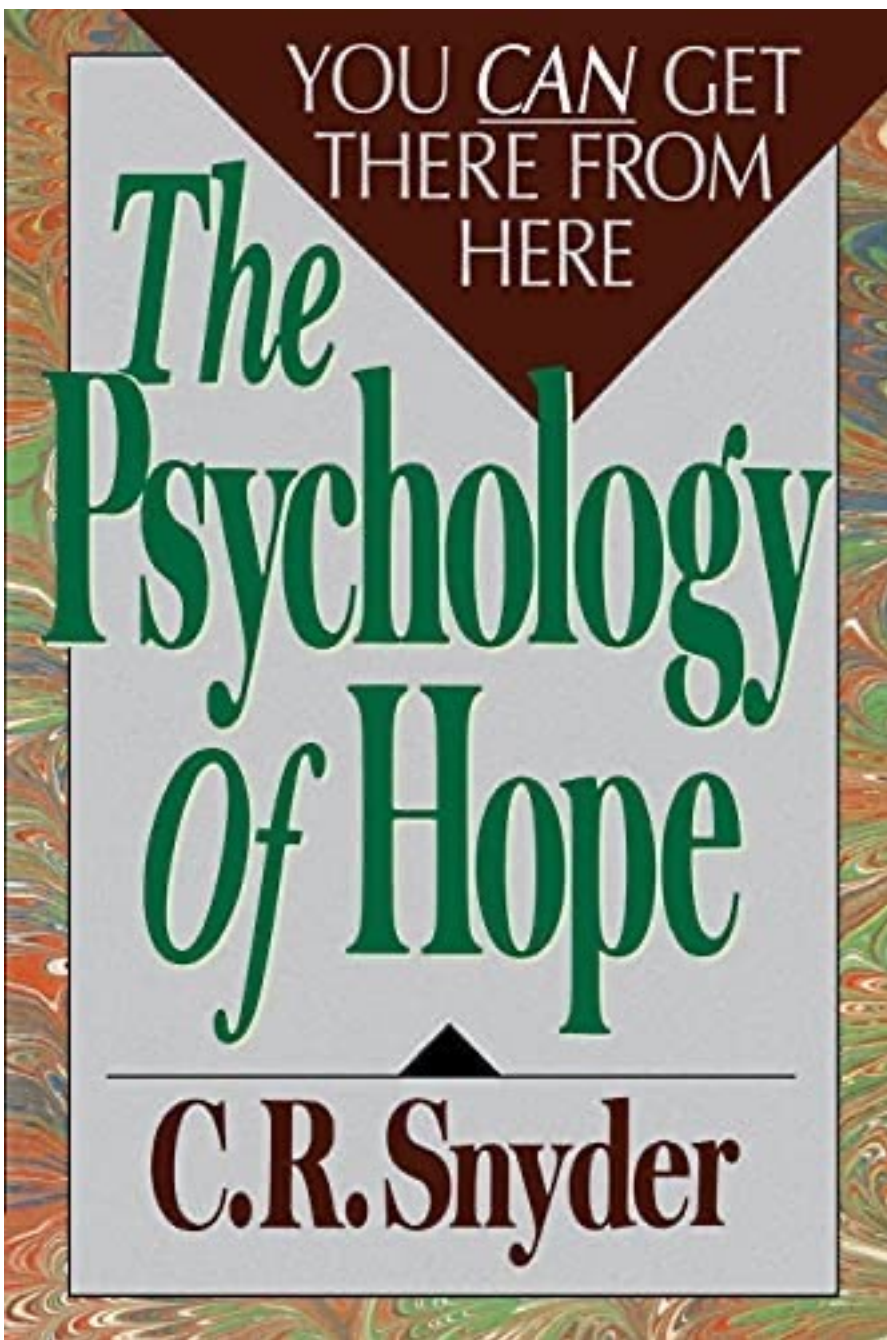
Economic Capital- *What You Have*



Psychological Capital (PsyCap) Who You Are



Create Resilient Leadership
by
Developing
Psychological Capital



Hope

“a feeling of expectation and desire for a certain thing to happen.”





Three (3) main things that make up hopeful thinking:

Goals – Approaching life in a goal-oriented way.

Pathways – Finding different ways to achieve your goals.

Agency – Believing that you can instigate change and achieve these goals.

Building HOPE



Clearly communicate the vision and future state



Develop a road map for success-Personal and Organizational Mission Statement



Deliberate Career Development



Utilize Strategic Planning



Action Planning- What to do When This Happens....



Teach and Practice SMART Goal Setting



Use Reflective Practice- Conduct After Action Reviews to Get Better at Stuff



SARA Problem Solving Model



“Remember that hope is a powerful weapon even when all else is lost.”

- Nelson Mandela



Efficacy

Albert Bandura

“The ability to produce a desired or intended result.”

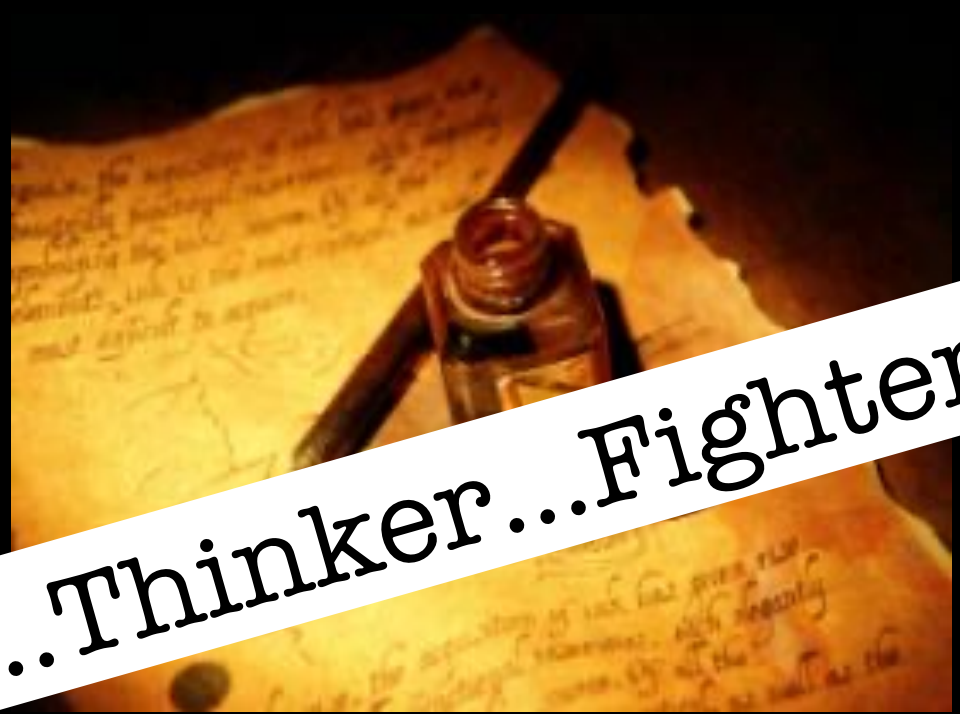
Self System

“An individuals attitudes, abilities, and cognitive skills”

Albert Bandura

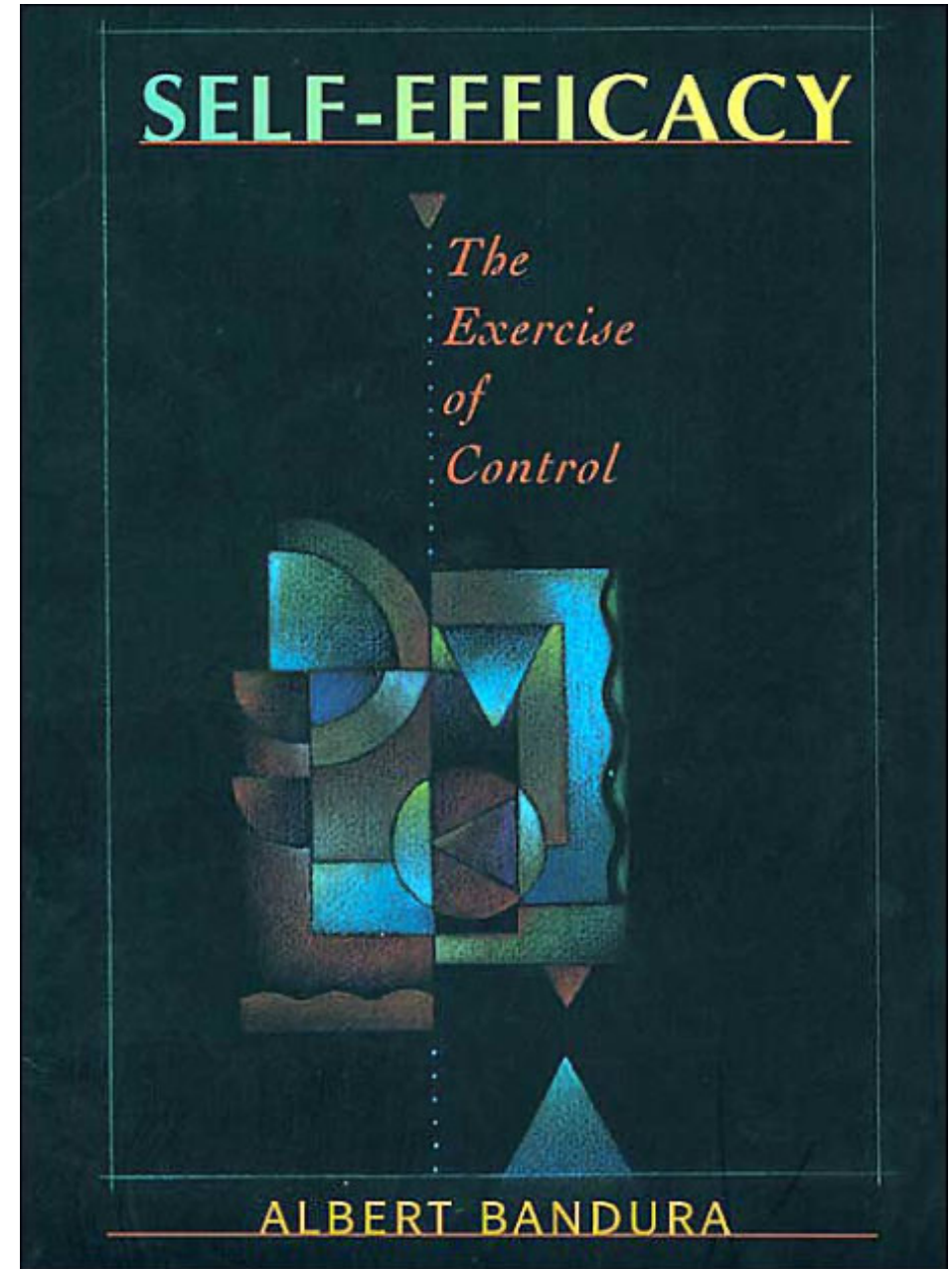
Social Cognitive Theorist





Reader... Writer... Thinker... Fighter



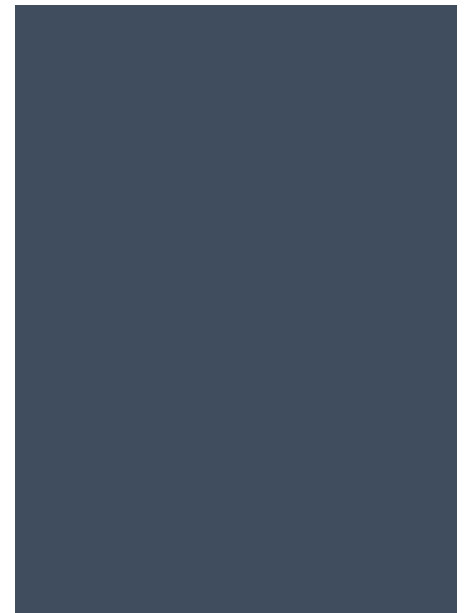


Albert Bandura

Social Learning
Self-efficacy
Social Cognitive

Four ways self efficacy can be increased:

1. **Enactive mastery** – if you've performed task in the past, you can do it again
2. **Vicarious modeling** – you become more confident because you see someone else do the task
3. **Verbal persuasion** – you become more confident because someone convinces you that you have the skills necessary to perform task
4. **Arousal** – if you get “psyched up” then you perform better



People (and organizations) with a strong sense of self-efficacy

- View challenging problems as tasks to be mastered
- Develop deeper interest in the activities in which they participate
- Form a stronger sense of commitment to their interests and activities
- Recover quickly from setbacks and disappointments



People (and organizations) with a weak sense of self-efficacy:

- Avoid challenging tasks
- Believe that difficult tasks and situations are beyond their capabilities
- Focus on personal failings and negative outcomes
- Quickly lose confidence in personal abilities



Building Efficacy



- Increase Competency through Training-
“Competency breeds Confidence”
- Build Confidence through Coaching, Mentoring, and Cross Pollination
- Positive affirmations increase performance outcomes by 15%
- Become Proficient Using Human Performance Analytics- Skill Building
- Increase Self Awareness- DiSC Personality Profile
- Use a Performance Management System that provides realistic and timely feedback
- Encourage People to Learn

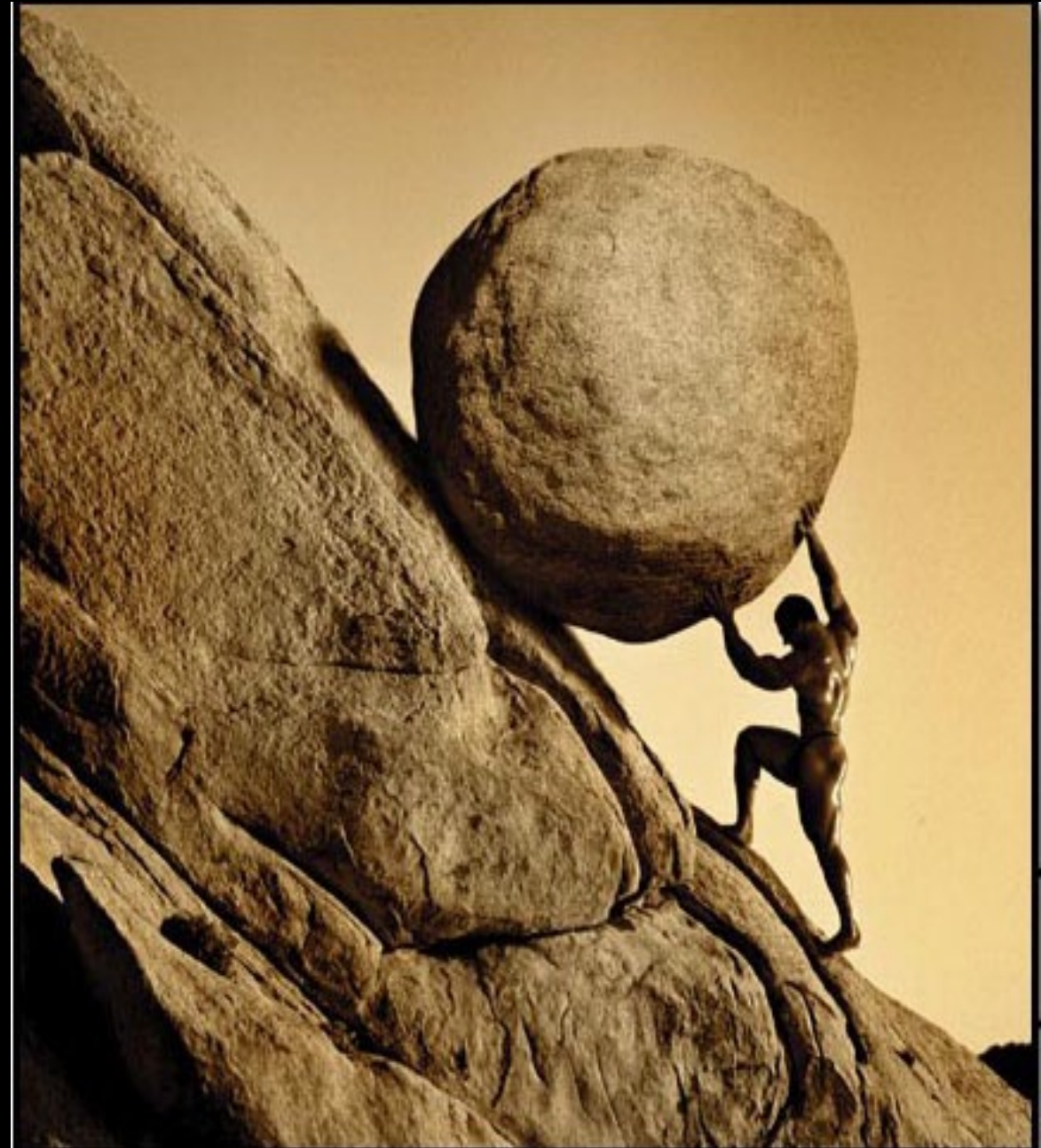


Resiliency

“The capacity to recover quickly from difficulties; toughness.”

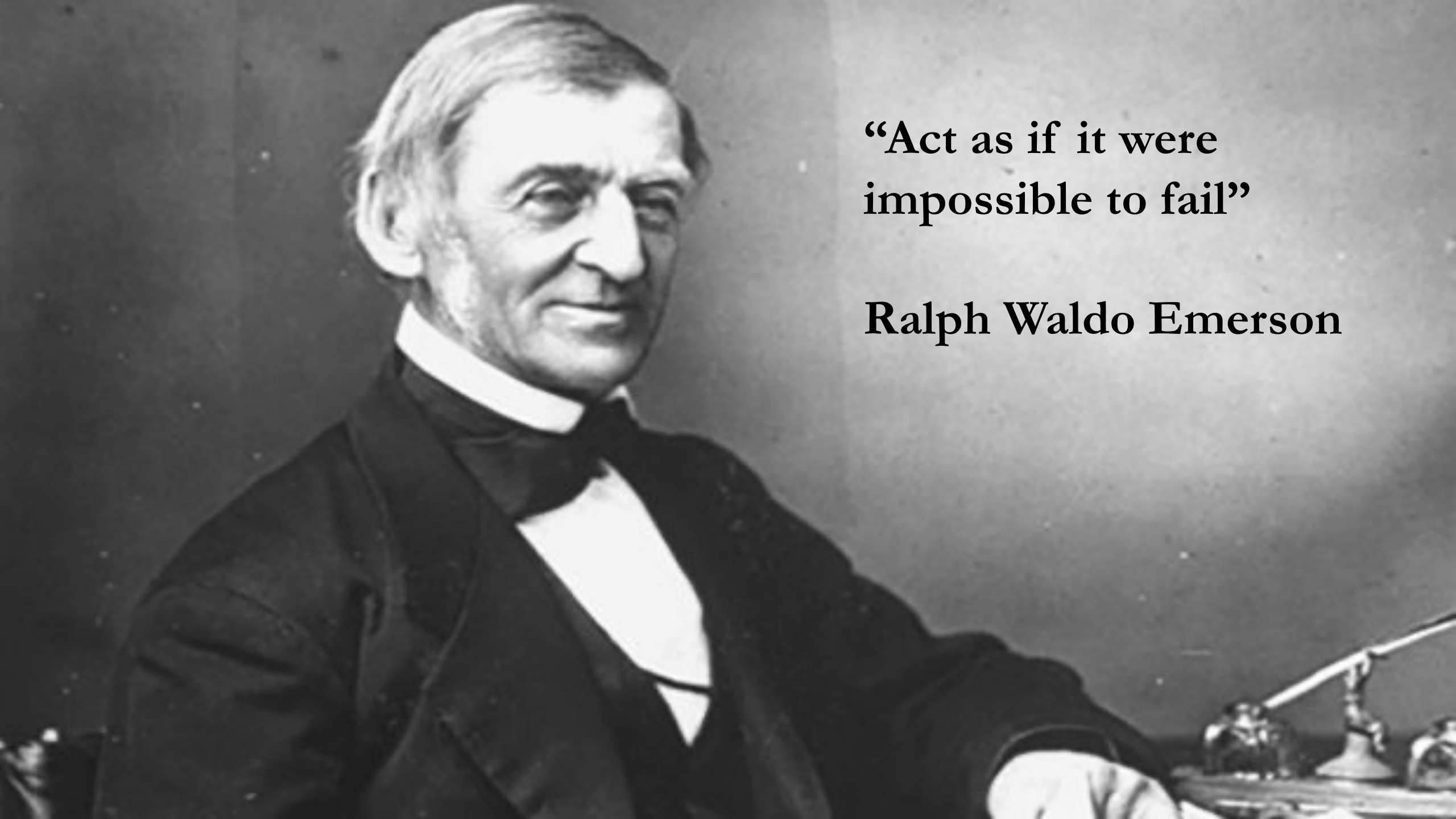
Resilience and Grit

- Resilience is a "positive adaptation" after a stressful or adverse situation.
- Not a rare ability; in reality, it is found in the average individual and it can be learned and developed by virtually anyone.
- Resilience is a process, rather than a trait to be had. It is a process of individuation through a structured system with gradual discovery of personal and unique abilities.



Building Resiliency

Inoculate	Stress Inoculation in Training
Embrace	Embrace Desirable Difficulty (Performance Leadership Model)
Implement	Implement a Peer Support Program
Promote	Promote Health and Well Being (Five Pillars Model)
Practice	Practice Mindfulness and Meditation
Breath	Learn and Practice Slow, Deliberate Breathing Techniques...GET IN THE ZONE!



**“Act as if it were
impossible to fail”**

Ralph Waldo Emerson

A black and white close-up portrait of a man with a serious expression, looking directly at the camera. He has short hair and a light beard. The background is dark and out of focus.

Just say “Good”!

-LCDR Jocko Willink
US Navy SEAL

EMBRACE

THE

SOUL

WAR RIOR
SOUL

Optimism

“The degree to which the individual believes that positive outcomes will occur in the future rather than negative outcomes, for themselves, and also for others they know, the economy, the world in general, and so on.”

-Martin Seligman, Positive Psychologist

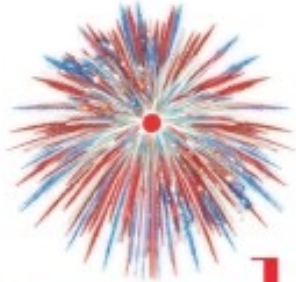


Building Optimism

- Inspire an outlook for a better future
- Stop participating in breeding negativism
- Address the “spirit sniper’s” in the organization...don’t let them take over your agency.
- Let people know what a good job looks like...and then reinforce it!
- Stop Bad...Do Good



A Visionary New Understanding
of Happiness and Well-being



Flourish

MARTIN
SELIGMAN

AUTHOR OF THE INTERNATIONAL BESTSELLER
AUTHENTIC HAPPINESS

Using the New Positive
Psychology to Realize Your
Potential for Lasting
Fulfillment

Authentic Happiness

“At last, psychology
gets serious about glee,
fun, and happiness.
Martin Seligman
has given us a gift.”
—Daniel Goleman, author
of *Emotional Intelligence*

Martin E. P. Seligman, Ph.D.
Bestselling author of *Learned Optimism*

NATIONAL BESTSELLER

LEARNED OPTIMISM

How to Change
Your Mind and
Your Life

WITH A NEW PREFACE

MARTIN E. P. SELIGMAN, Ph.D.
Author of *Authentic Happiness*

“Vaulted me out of my funk. . . . So, fellow moderate pessimists, go
buy this book.” —Marian Sandmaier, *The New York Times Book Review*

Human Performance Analytics

“Putting skills to work”

Diagnose the PsyCap of the 2nd Maine

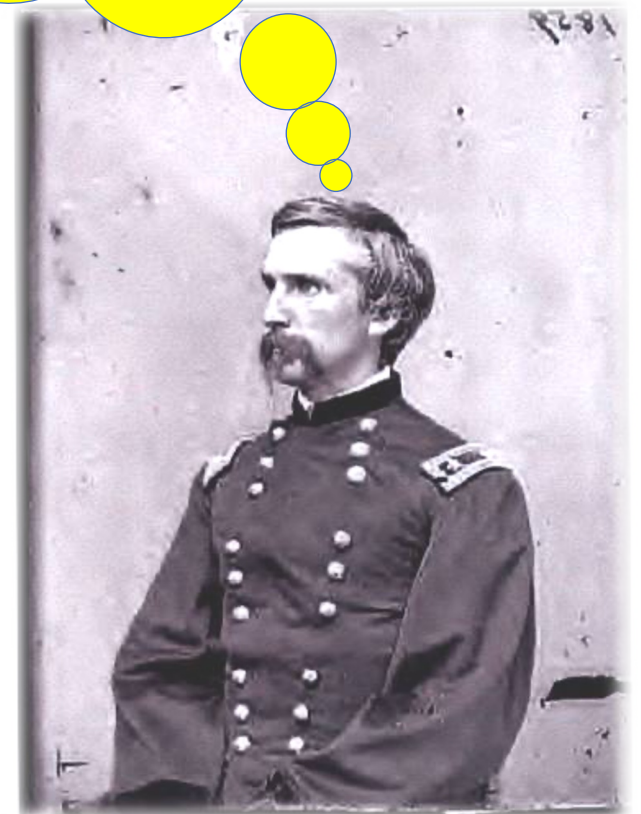
Hope

Efficacy

Resiliency

Optimism

**Now what do I
do?**



Diagnose



Prescribe

HOPE

High

Low

Explain

Action

EFFICACY

High

Low

Explain

Action

RESILIENCY

High

Low

Explain

Action

OPTIMISM

High

Low

Explain

Action

SCAN

LEADERS OBSERVE

ANALYZE

LEADERS THINK

RESPOND

LEADERS DO









“General, you have the soul of the lion and the heart of the woman”

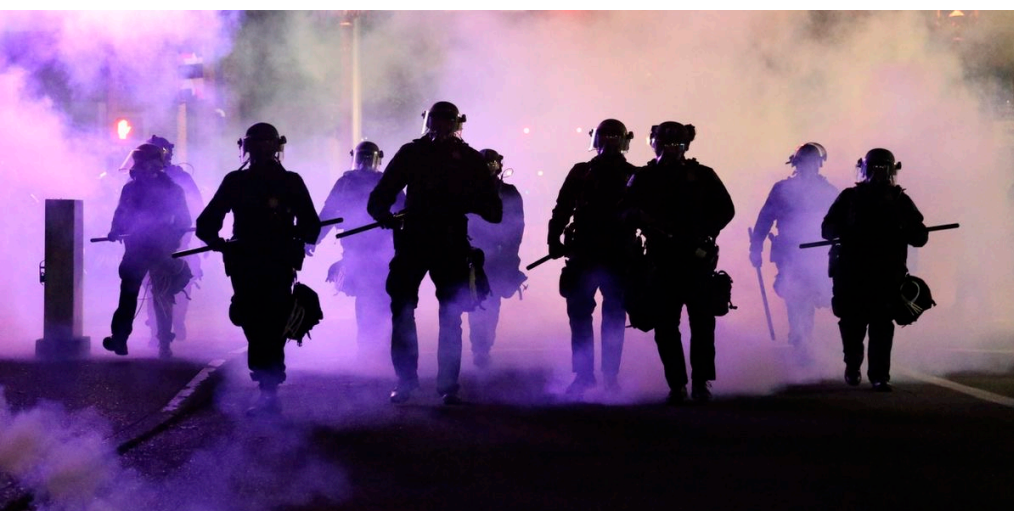
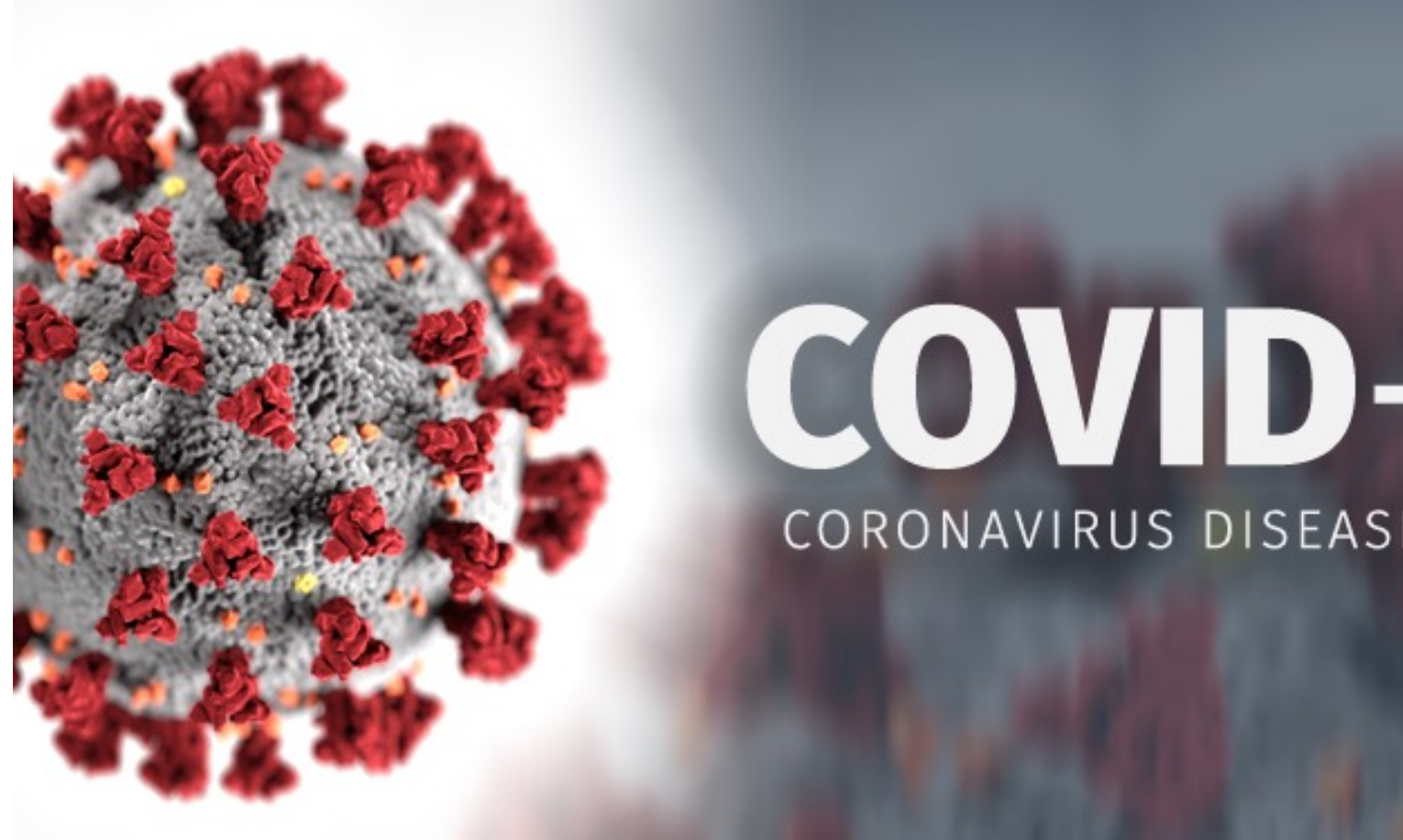
— Union Brevet Major General Horatio G. Sickel to Brevet Major General Joshua Lawrence Chamberlain at Quaker Road, Virginia, March 29, 1865.



Be Tough...

Be Smart...

Be Nice!



Leading During Crisis



Apollo 13

Case Study- The Successful Failure



Lesson 1: Learn from your mistakes
“Space flight will never tolerate
carelessness, incapacity or neglect.”
Tough and competent.



“Houston, we have a problem...”



We are going to bring our people home

Lesson 2: Confidence and Visibility



“ When you leave this room you will pass no uncertainty to our people. They must become believers if we are to succeed.”

- Gene Kranz



We've never lost an American in space, we're sure as hell not gonna lose one on my watch! Failure is not an option.

— *Gene Kranz* —



Lesson 3: Innovate to Overcome Obstacles

“We don’t need to look at limitations,
what we need to do is look at what
we can get out of things”





“With all due respect sir,
I believe this is going to be NASA’s finest hour”



Lesson 4: Employ Teamwork

“Our crew was home. WE- crew, contractors, controllers – had done the impossible. The human factor had carried the day. “



Apollo 13 Lessons

1. Learn from your mistakes- Set clear expectations going forward
2. Be visible and demonstrate confidence- Lead by example
3. Innovate to overcome obstacles- focus on what you can do
4. Employ Teamwork- The collective effort of people is amazing

Diagnose



Prescribe

HOPE

High

Low

Explain

Action

EFFICACY

High

Low

Explain

Action

RESILIENCY

High

Low

Explain

Action

OPTIMISM

High

Low

Explain

Action

SCAN

LEADERS OBSERVE

ANALYZE

LEADERS THINK

RESPOND

LEADERS DO





Not everyone that shits on you is necessarily your enemy....


and not everyone that helps you out of a shitty mess is your friend!



Your Key to Success
Four Areas of Self Renewal



Live...Learn...Love...
Leave a Legacy

A close-up, low-angle shot of a person's legs in red leggings and red sneakers running on a track. The background is a bright, hazy sunset or sunrise, creating a warm, golden glow. The word "Physical" is centered in the image in a black serif font.

Physical



Mental

Social/ Emotional



Spiritual





Balance



Remember

Why

you are here?

I hope our time has been
“Added Value”



Don't be a seagull sitting on the dock!





Eric Murray, EdD

Connecticut State Police (Ret),
FBI NA Session #273, IADLEST...



**Thank You
Jimmy Scott
John Lawrie
for Hosting!**