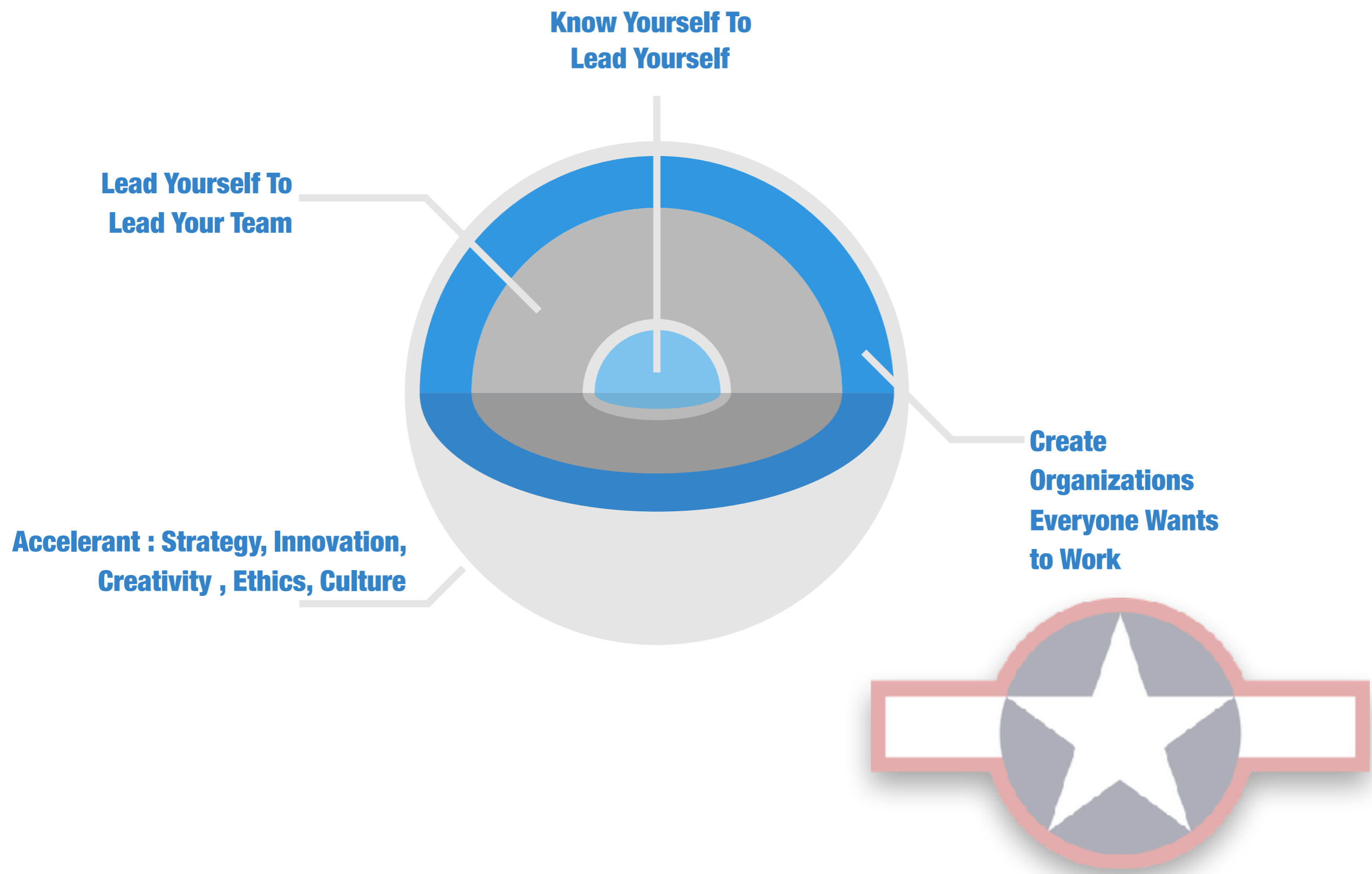


Leaders By Design

DeMarco Banter

Airpower Leader Development Model





Questions From Last Week

Mind, Body, Spirit?
Stoic?
etc...

Groups

Tipping Point

PM has 7 March

AM has 1 March

3x Lessons?

Kryptonite—Lead Yourself to Lead Your Organization
Create Places Everyone Loves to Work
Accelerant—Innovation

ISTJ**"DOING WHAT SHOULD BE DONE"**Organizer • Compulsive
Private • Trustworthy
Rules 'n Regs • Practical**MOST RESPONSIBLE****ISFJ****"A HIGH SENSE OF DUTY"**Amiable • Works Behind the Scenes
Ready to Sacrifice • Accountable
Prefers "Doing"**MOST LOYAL****INFJ****"AN INSPIRATION TO OTHERS"**Reflective/Introspective
Quietly Caring • Creative
Linguistically Gifted • Psychic**MOST CONTEMPLATIVE****INTJ****"EVERYTHING HAS ROOM FOR IMPROVEMENT"**Theory Based • Skeptical • "My Way"
High Need for Competency
Sees World as Chessboard**MOST INDEPENDENT****ISTP****"READY TO TRY ANYTHING ONCE"**Very Observant • Cool and Aloof
Hands-on Practicality • Unpretentious
Ready for what Happens**MOST PRAGMATIC****ISFP****"SEES MUCH BUT SHARES LITTLE"**Warm and Sensitive • Unassuming
Short Range Planner • Good Team
Member
In Touch with Self and Nature**MOST ARTISTIC****INFP****"PERFORMING NOBLE SERVICE TO AID SOCIETY"**Strict Personal Values
Seeks Inner Order/Peace
Creative • Non-Directive • Reserved**MOST IDEALISTIC****INTP****"A LOVE OF PROBLEM SOLVING"**Challenges others to Think
Absent-minded Professor
Competency Needs • Socially Cautious**MOST CONCEPTUAL****ESTP****"THE ULTIMATE REALIST"**Unconventional Approach • Fun
Gregarious • Lives for Here and Now
Good at Problem Solving**MOST SPONTANEOUS****ESFP****"YOU ONLY GO AROUND ONCE IN LIFE"**Sociable • Spontaneous
Loves Surprises • Cuts Red Tape
Juggles Multiple Projects/Events
Quip Master**MOST GENEROUS****ENFP****"GIVING LIFE AN EXTRA SQUEEZE"**People Oriented • Creative
Seeks Harmony • Life of Party
More Starts than Finishes**MOST OPTIMISTIC****ENTP****"ONE EXCITING CHALLENGE AFTER ANOTHER"**Argues Both Sides of a Point to Learn
Brinkmanship • Tests the Limits
Enthusiastic • New Ideas**MOST INVENTIVE****ESTJ****"LIFE'S ADMINISTRATORS"**Order and Structure • Sociable
Opinionated • Results Driven
Producer • Traditional**MOST HARD CHARGING****ESFJ****"HOST AND HOSTESSES OF THE WORLD"**Gracious • Good Interpersonal Skills
Thoughtful • Appropriate
Eager to Please**MOST HARMONIZING****ENFJ****"SMOOTH TALKING PERSUADER"**Charismatic • Compassionate
Possibilities for People
Ignores the Unpleasant • Idealistic**MOST PERSUASIVE****ENTJ****"LIFE'S NATURAL LEADERS"**Visionary • Gregarious •
Argumentative
Systems Planners • Take Charge
Low Tolerance for Incompetency**MOST COMMANDING**

Know...

...your...



KRYPTONITE

ISTJ

"DOING WHAT SHOULD BE DONE"

Liberty
Responsible
Practical

MOST RESPONSIBLE

ISFJ

"A HIGH SENSE OF DUTY"

Amiable • Warm
Ready to Help
Sam
The Scenes
Accountable

MOST LOYAL

INFJ

"AN INSPIRATION TO OTHERS"

Rebecca
Lively
Creative

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MOST PERSUASIVE

ENTJ

Jared, David
Bill

MOST COMMANDING

INEFFICIENCY

misinformation

INDECISIVENESS

OTHERS CHALLENGING
MY COMPETENCE

disregarding my
logical decisions

loneliness

**lack of
control**

inability to
make decisions

STRESSORS THAT

ENTJ

GET ME SPINNING

others
ignoring
established
guidelines

short
sightedness

DISORGANIZATION

organization at the expense of creativity

OBLIGATION lack of enthusiasm **endless detail**

thoughtlessness

SPREADSHEETS

PROCEDURES

RUDENESS

**15 projects
at once**

forced to make
decisions before ready

mundane over commitment

too many
details

micromanaging
and distrust

LONG TERM
PLAN

rules over
relationships



disorganized work environment

PROCRASTINATION shortsightedness

not having
a goal in
mind

INDECISION

talk about
our feelings

LIMITED TIME TO
CHANGE PLANS

STRESSORS THAT

INTJ

GET ME SPINNING

DISMISSING
MY LOGICAL
DECISIONS

mindless rule
followers

**LACK OF
INITIATIVE**

**challenging
my competence**

micromanaging



not being appreciated for the daily help I give

NOISE

procrastination

others' inadequacy
affecting my work

**last-
minute
changes**

INDECISION

workplace
conflict

DISMISSING
HOW I FEEL

insufficient
time to prepare

STRESSORS THAT

ISEFJ

GET ME SPINNING

OTHERS
REPEATING
MISTAKES

disregarding my
established rules and regulations

ISOLATION

disregarding my established
rules and regulations

lack of emotional
support

unintentionally
treating others
badly

DISRUPTING
HARMONY

uncertainty

**dismissing
how I feel**

STRESSORS THAT

ESFJ

GET ME SPINNING

challenges to
established
procedures

not being
appreciated
for the daily help I give

REGULATIONS



not being appreciated for the daily help I give

FINANCIALS

forcing a decision

restrained
by routine

dismissing
what I feel

too much abstract
information

**analysis
paralysis**

uncertain of
my purpose

VIRTUAL
TRAINING

**UNABLE
TO CHANGE
COMMITMENTS**

DATA

STRESSORS THAT

ESFP

GET ME SPINNING

detailed plans



challenging my bottom-line approach

ABANDONING/DEVIATING
FROM ROUTINE

MESS/DISORDER

broad information

being
rushed

NOISE

uncertainty

**denying
personal
needs**

DISMISSING
MY LOGICAL
DECISIONS

STRESSORS THAT

ISTJ

GET ME SPINNING

CHANGE

disregarding my
established rules and regulations



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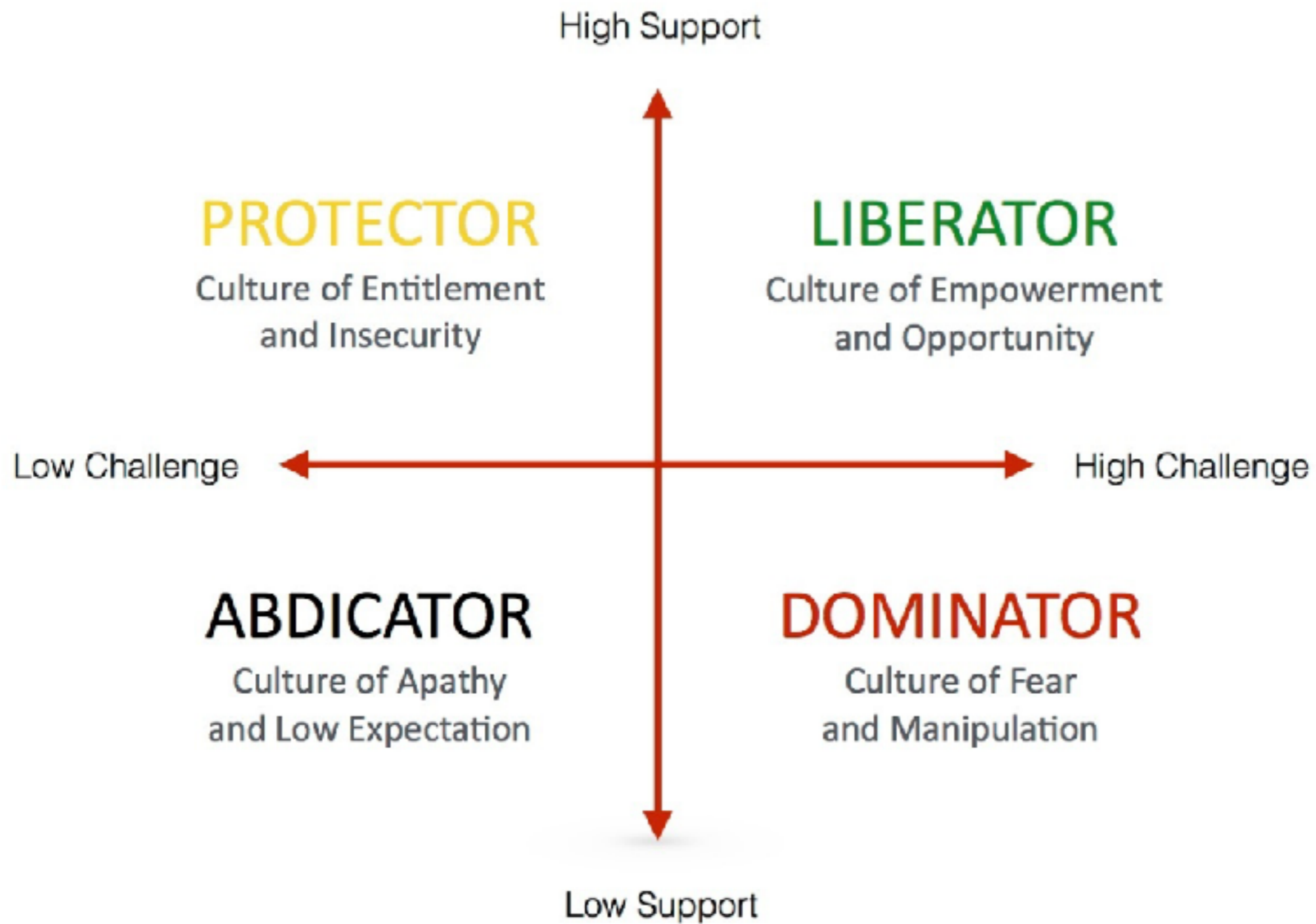


LEADER ESSENTIAL

PUSH PULL

BEHAVIORS

SUPPORT AND CHALLENGE MATRIX



PUSH & PULL BEHAVIORS

PUSH%

Giving Views & Opinions
Stating Needs & Wants
Using Incentive & Pressure

Asser+ve



PULL%

Active Listening
Drawing Out
Building Common Ground

Responsive



DRIVERS THAT AFFECT YOUR BEHAVIOR



PUSH & PULL BEHAVIORS

REMEMBER:

- None of us are naturally good at everything
- We can increasingly understand our internal wiring and tendencies
- When we combine this with a life long commitment to learning we have the capacity to change the way we lead ourselves and maximize the effectiveness of our teams

We become true Liberators in every circle of influence.

All 6 leadership behaviors are equally valid, we have to become at least consciously competent in all of them if we are to grow as Liberating Leaders.



5 CIRCLES OF INFLUENCE

INTENTIONAL



ACCIDENTAL

PUSH

BEHAVIORS






PUSH BEHAVIORS

OVERALL RATING



1. GIVING VIEWS AND OPINIONS

I AM:

- ▶ Confident in my ability to humbly share my views and opinions 
- ▶ Able to offer my views and opinions in ways that create further possibilities rather than closing others down 
- ▶ Sensitive to the amount of time I talk for and avoid dominating the discussion 






PUSH BEHAVIORS

OVERALL RATING



2. STATING NEEDS AND WANTS

I AM ABLE TO:

- ▶ Make the final decision when it's time to move to action 
- ▶ Draw heated discussions to a conclusion and clearly communicate what is expected from each team member 
- ▶ Avoid confusion by not moving the goal posts once actions have been agreed 

PUSH BEHAVIORS

OVERALL RATING



3. INCENTIVE AND PRESSURE

I AM ABLE TO:

- ▶ Bring challenge in a way that empowers my team towards productivity and action
- ▶ Encourage others to challenge my views and opinions without becoming defensive and playing the positional power card
- ▶ Tailor encouragement and incentives to the particular needs and motivations of my team members



PULL

BEHAVIORS



PULL BEHAVIORS

OVERALL RATING



1. ACTIVE LISTENING

I AM ABLE:

- ▶ To be fully present and truly listen to the opinions and concerns of each team member
- ▶ To avoid the temptation to respond in a way that draws the conversation back to being about myself or a pressing organizational need
- ▶ To demonstrate empathy and a commitment to truly understand the deeper issues that lie behind particular behaviors



PULL BEHAVIORS

2. DRAWING OUT

OVERALL RATING



I AM ABLE:

- ▶ To make every member of the team feel their contribution is valid and sought after
- ▶ To take the time to draw out people's true thoughts and feelings about a particular issue
- ▶ To ask good questions that help clarify particular viewpoints



PULL BEHAVIORS

OVERALL RATING



3. BUILDING COMMON GROUND

I AM ABLE:

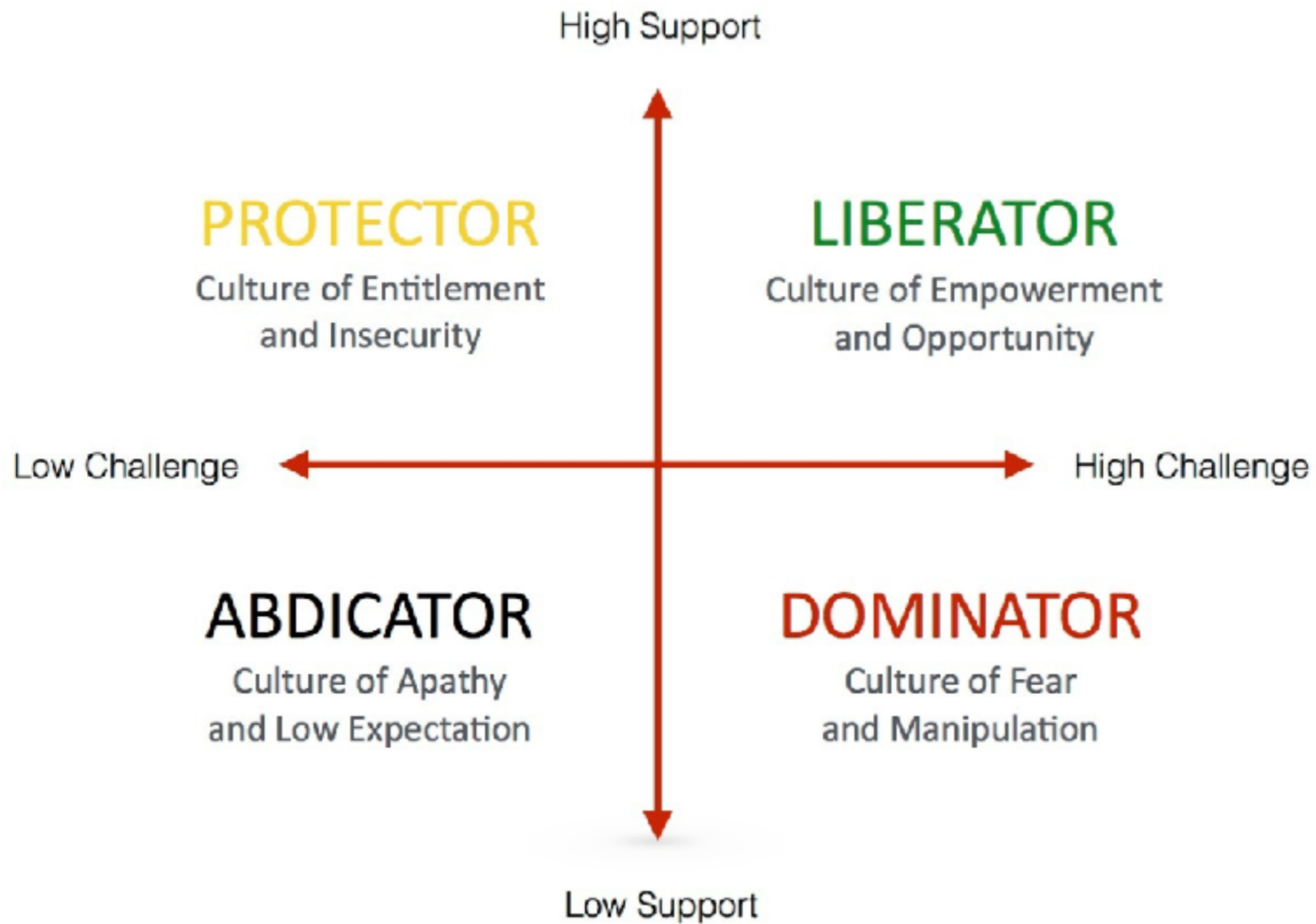
- ▶ To foster a team culture where all viewpoints are welcomed and encouraged
- ▶ To lead discussion towards a consensus rather than an increasing polarization of views
- ▶ Give 100% to the agreed outcome even if the final decision was not my preferred outcome



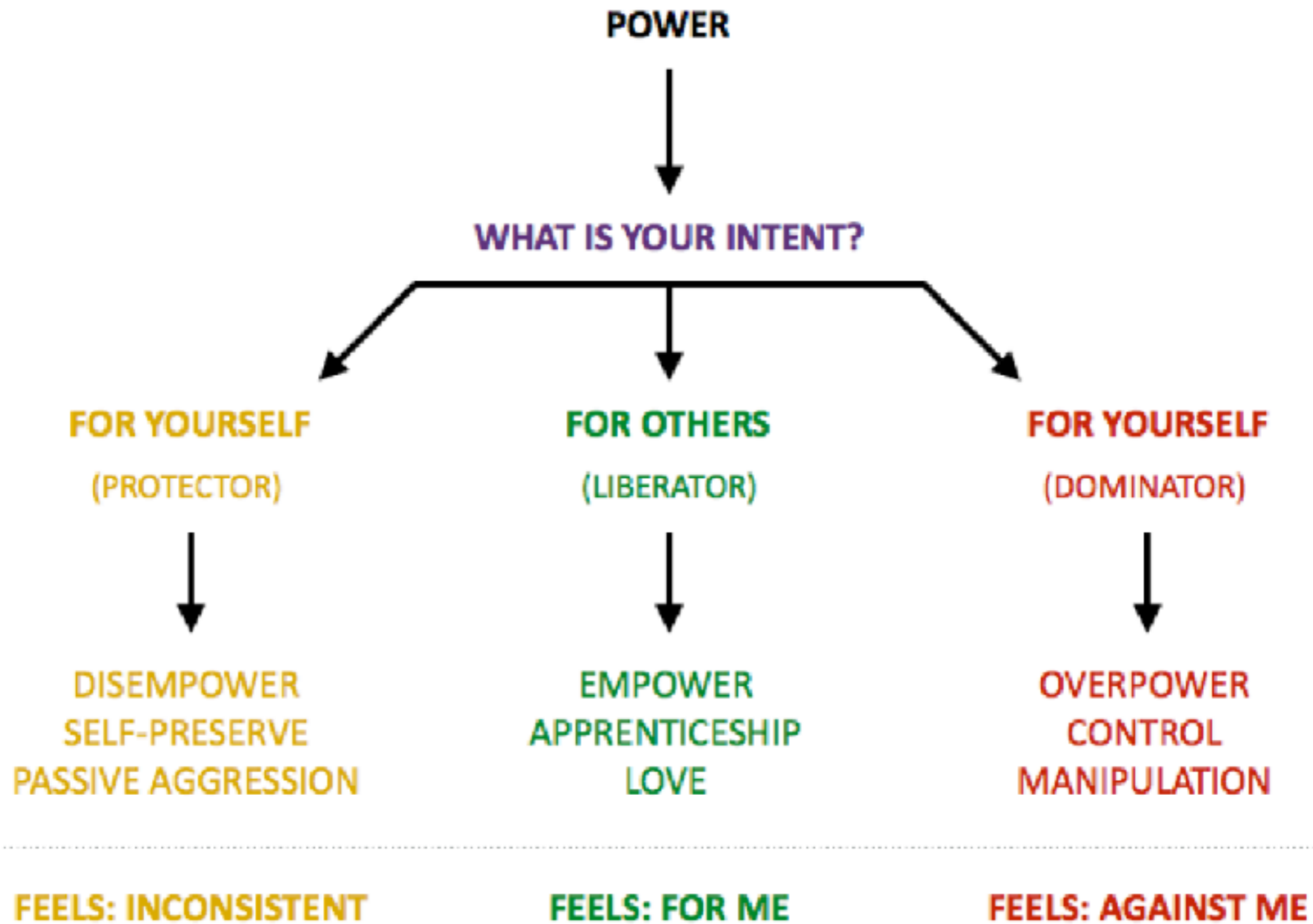
PUSH PULL BEHAVIORS | SUMMARY

Push / Pull Behavior	Giving Views and Opinions	Incentive and Pressure	Stating Needs and Wants	Active Listening	Drawing Out	Building Common Ground
ISTJ	Yellow	Red	Green	Yellow	Red	Yellow
ISFJ	Yellow	Red	Yellow	Green	Green	Green
ISTP	Yellow	Red	Red	Yellow	Yellow	Red
ISFP	Yellow	Yellow	Red	Green	Green	Yellow
ESTJ	Red	Red	Green	Red	Yellow	Yellow
ESFJ	Green	Yellow	Yellow	Green	Green	Green
ESTP	Red	Red	Yellow	Yellow	Red	Yellow
ESFP	Green	Yellow	Yellow	Green	Green	Green
INTJ	Yellow	Yellow	Green	Red	Yellow	Red
INFJ	Green	Green	Green	Green	Green	Green
INTP	Yellow	Yellow	Red	Red	Yellow	Red
INFP	Yellow	Red	Red	Green	Green	Green
ENTJ	Red	Yellow	Green	Yellow	Yellow	Red
ENFJ	Green	Green	Green	Green	Green	Green
ENTP	Red	Yellow	Yellow	Red	Yellow	Red
ENFP	Yellow	Red	Red	Yellow	Green	Yellow

SUPPORT AND CHALLENGE MATRIX



THE POWER TEST





Liberators ...“fight for the highest possible good in the lives of those they lead.”

- ① Do I need to speak the truth in love?
- ② What is the leadership behavior undermining their influence?
- ③ What is the next skill set to develop?

Break?

Creating Organizations Everybody Wants to Work For!

...I hope...

Creating Organizations Everybody Wants to Work For!

...I hope...

Are You Engaged?

- Gallup Poll: 50% of US Workforce is disengaged
- Another 20% are “actively” disengaged
- 70% of the workforce are operating in a miserable haze



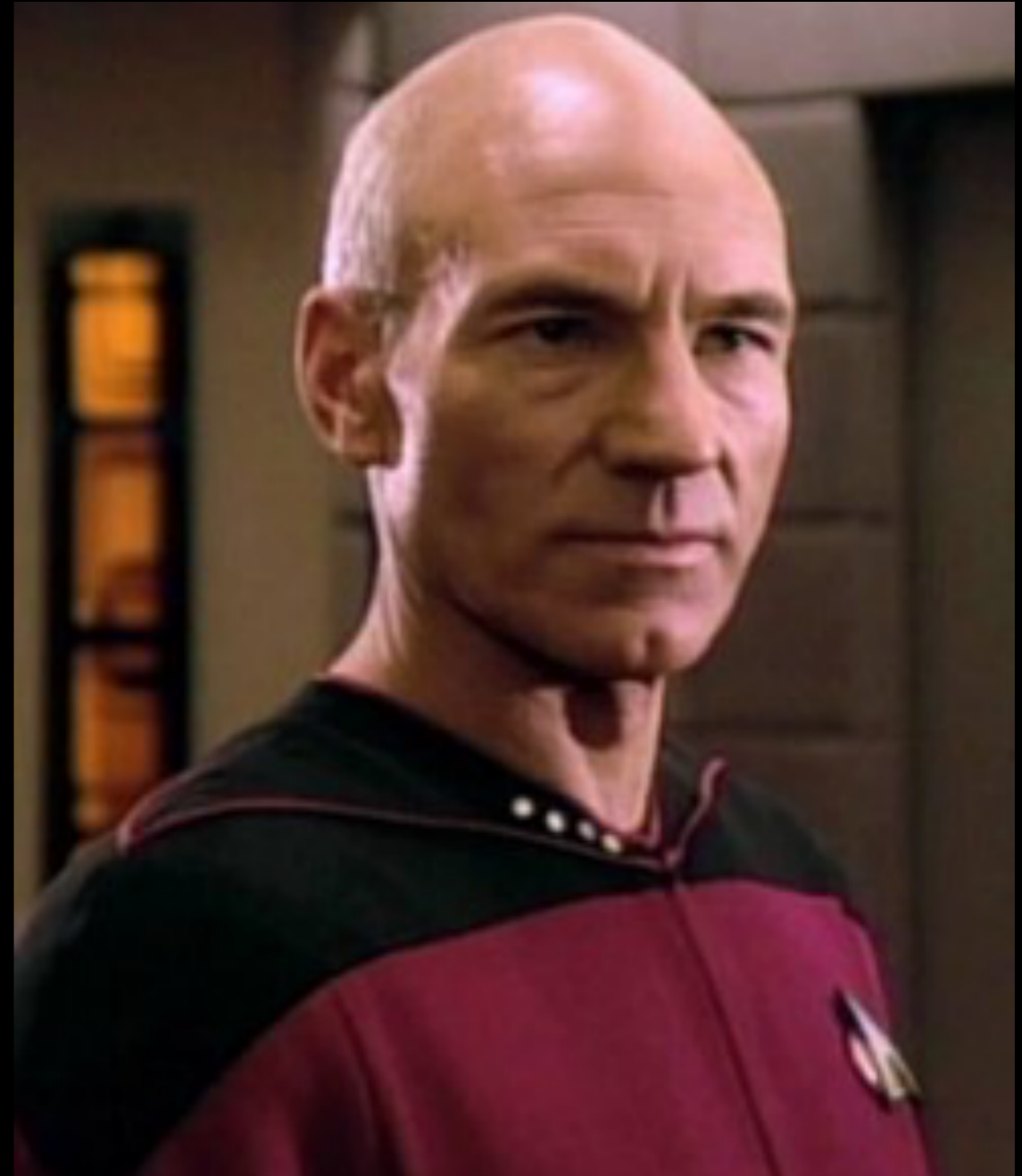
The Problem

- 1) Strategic Planning
- 2) Change Mgt
- 3) Knowledge Sharing
- 4) Listening
- 5) Emotional Intel



Highly Engaged

- 50% more likely to exceed expectations
- outperform firms—by 54% in employee retention
- 89% in customer satisfaction
- 4X in revenue growth



Six Virtues

...if it were only so easy....

1: Let People Be Themselves

- *The ideal organization makes explicit efforts to transcend the dominant currents in its culture*



2: Unleash the Flow of Information

- *Think not about how much value to extract from workers but about how much value to instill in them.*



3: Magnify People's Strengths

- *Providing networks, creative interaction with peers, stretch assignments, training, and a brand that confers elite status on employees*



4: Stand for More Than Shareholder Value

- *People want to be a part of something bigger than themselves, something they can believe in*



5: Show How the Daily Work Makes Sense

- *Shared meaning is about more than fulfilling your mission statement—it's about forging powerful connections between personal and organizational values.*



6: Have Rules People Can Believe In

- *Authentic organizations are clear about what they do well. They are also suspicious of fads and fashions that sweep the corporate world.*



1: the best institutions are all very clear about what they do well.

2: the best are suspicious, in almost a contrarian way, of fads and fashions that sweep the leadership world.

3: work can be liberating, or it can be alienating, exploitative, controlling, and homogenizing.

**4: despite the changes that new technologies & new generations bring:
the underlying forces of the unexamined bureaucracy remain powerful.**

5: do not underestimate the challenge

“There is virtue in work and there is virtue in rest.
Use both and overlook neither.”

— *Alan Cohen*

Orbiting the Giant Hairball

Where Have All the Geniuses Gone?

- Art and the School kids...
 - The highlight of their day...the diversion
 - The escape from the routine of another day
 - The magic of creativity can happen even in the institutional environment where formal learning is supposed to take place.
- How many artists were in the room?
 - 1st grade? 2nd grade? 4th? 6th?
- We are being tricked out of one of the greatest gifts every one of us receives at birth...that is the gift of being an artist...a creative genius.

Normal and Original

- **Normal**: of or conforming to the accepted model, pattern or standard (March & Simon)
- **Original**: created or invented independent of already existing ideas or works
- *Our creative genius is the fountainhead of originality. It fires our compulsion to evolve. It inspires us to challenge norms. Creative genius is about flying to new heights on untested wings. It is about the danger of crashing. It is amorphous, magical, unmeasurable and unpredictable. It's the fool in each of us...(pg. 21)*

*Watch out for the
Genius Cartel!!!*

Genius

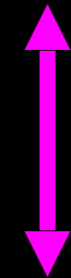
From cradle to grave, the pressure is on:



BE NORMAL!



It is not the business of authority figures to validate genius,
because genius threatens authority.



**but (don'tcha think) this
can create a problem?**

Reviving the creative genius in you is the beginning of Orbit

The Hairball

- Even Hallmark has a Hairball!
 - Intricate patterns of effective behavior have grown around the lessons of success and failure, creating a Gordian knot of Corporate Normalcy (i.e., conformity with the “accepted model, pattern or standard” of the corporate mind set). Hairs are never taken away, only added. Even frequent reorganizations have failed to remove hairs (people, sometimes; hairs never).

The Chicken's Fate

- When you join an organization, you are, without fail, **taken by the back of the neck and pushed down until your beak is on a line – not a chalk line...but a company line. (so...I wanna know....what about the military?)**
- You are unique...but if you are hypnotized by org culture, you become separated from your personal magic and cannot tap it to help achieve org goals.
- It's a **delicate balance**, resisting the hypnotic spell of an organization's culture and, at the same time, remaining committed to the personally relevant goals of the organization.

Hairball Gravity

- There is such a thing as Corporate Gravity. Like physical gravity, it is the nature of Corporate Gravity to suck everything into the mass – in this case, the mass of Corporate Normalcy.
- There is no room in the Hairball for original thinking or primary creativity. Resynthesizing past successes is the habit of the Hairball.

Do you agree...or is this too far here?

Orbiting

- To tap creativity, you must spiritually soar in the thin air of the stratosphere. Hairballs detest thin air like nature abhors a vacuum. Hairballs like a world of established guidelines, methodologies, systems and equations that support it's gravity.
- **Orbiting is responsible creativity:** vigorously exploring and operating beyond the Hairball, beyond "accepted models, patterns or standards" – while remaining connected to the spirit of the corporate mission. **You must counteract the gravity, but not completely escape the gravity.** You must establish a dynamic relationship with the Hairball through an assertion of your own uniqueness...like **"Pink Buddha."**

Preparing for Lift-off

- **You can orbit too soon** ... so it is important to grow into readiness. This can be accomplished in the Hairball. It can serve as protection...a cocoon in which to prepare for the challenges of orbit.
- But...cocoon can be paralyzing...they give us security through emotional connection to a shared belief...herd mentality.

Supporting Orbiters

- **Managers** can mentor orbiters...to free other human spirits as well as your own. Focus on becoming a **champion** of autonomy...subvert the stupefying power of corporate culture and provoke an emancipation of creative genius. Help others find the **courage** to be who they truly were instead of who they thought the company expected them to be.

Thou Shall Not Have It Easy

- Make your job difficult, stretch yourself thin, stress yourself out and eventually you, too, may be honored with executive approval. Work longer hours, take on more responsibility, make your job harder.
- Wouldn't a more promising choice be to turn your back on the "Overwork-as-an-end-in-itself Game"...and instead...enlist the hidden genius within you and develop the skills to...

Play Like a Champion?

What You Don't See is What You Get

If we drew a line to represent the creative occurrence...



...the only portion that would reflect measurable productivity would be a short segment at the end...



Management obsessed with productivity usually has little patience for the quiet time essential to profound creativity. It's dream of dreams is to put the cows on the milking machine 24 hours per day.

Grope or Rote?

- I think a manager's world is not black and white. It's a world filled with uncertainties and dilemmas. The sort of thing that would leave any neophyte moaning, "What the hell is this?" So I think it would be useful if we could offer your new managers what you might call a "what-the-hell-is-this" experience in the safety of a workshop environment before they're hurled, unbaptized, into the real thing. If nothing else, it would be a good balance against all those cure-all courses that promise more than they can possibly deliver, create unrealistic expectations and set people up for disillusionment and insipient cynicism.

Grope or Rote?

- When nonlinearity becomes important, it is no longer possible to proceed by analysis, because the whole is now greater than the sum of its parts (?). Nonlinear systems can display a rich and complex repertoire of behavior, and do unexpected things – they can, for example, go chaotic. Without nonlinearity, there would be no chaos, because there would be no diversity of possible patterns of behavior on which the intrinsic uncertainty of nature could act.
- **Entropy:** the degradation of matter and energy to an ultimate state of inert uniformity.

Grope or Rote?

Rote has nothing to do with creativity!

If an organization is to choose vigor over “an ultimate state of inert uniformity,” it must honor and support both rational exploitation of success and the non-rational art of groping.

Containers Contain

- On the dance floor, people are not boxed in, and they manage very nicely to avoid tripping over one another. If we are to achieve the quantum leaps the future seem to be demanding of us, we must risk to leave our containers-turned-cages and find the grace to dance without stepping on toes (e.g., job descriptions).

Cage Dwellers

- Some of us choose security over freedom to such an extreme that we confine ourselves and profoundly limit our experience of life. I might surrender to a craving to be secure by electing to live out my life in a closet. Maximum safety, minimum existence.
- But total freedom certainly isn't the best route either. The key is to find the right balance!

SPLAT!

Skydiving without a parachute is suicide.

Total freedom is suicide

Holing up in a closet is vegetating

Total security is vegetating

Somewhere between the ridiculous extremes of vegetating and suicide is the right place for each of us. I've got a feeling that right place is different for you and for me. A different place for different times of our lives and different parts of our lives. Generally, though, my suggestion is, if you want to live more fully, start somewhere toward the safe end of the security/freedom continuum and move mindfully, ever so mindfully, toward the free end.

Right Twin, Left Twin

We must unmuzzle the genius of the right twin!

So many books and workshops that promise to increase our capacity for creativity fail to deliver because they prescribe removing the left twin's censoring hand through rational means. That won't work! To take a rational approach to halting the left twin's silencing of the right twin is to play directly into his strength...which is rational thinking. And you cannot beat him at his own game.

Soar above the rational on the wings of spiritual intuition

