



Person-Centered Leadership: Elevating the Art

Nancy Fox

Intensive – Eden Alternative Conference 2016

Agenda

10:00- Welcome – Introductions & Perceptions

10:15 – Her Name was Grace

10:25 - 3 Truths & a Lie for Leaders

11:00 – Solving your Leadership Challenges

11:15 - Break

11:30 – Table Team Exercise

11:45 – Report out

12:05 – Table Team Exercise

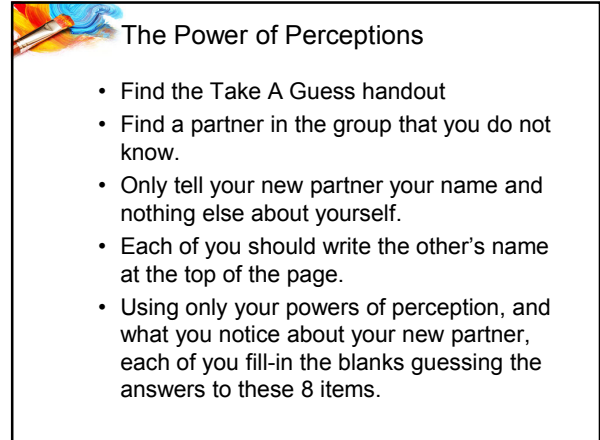
12:20 – Report out

12:45 - Adjourn



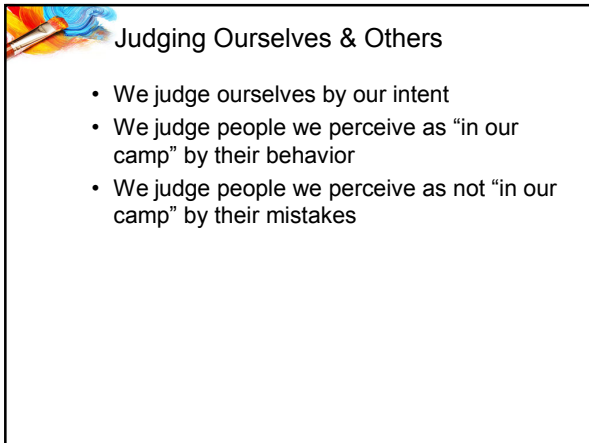
Person-Centered Leadership: Elevating the Art

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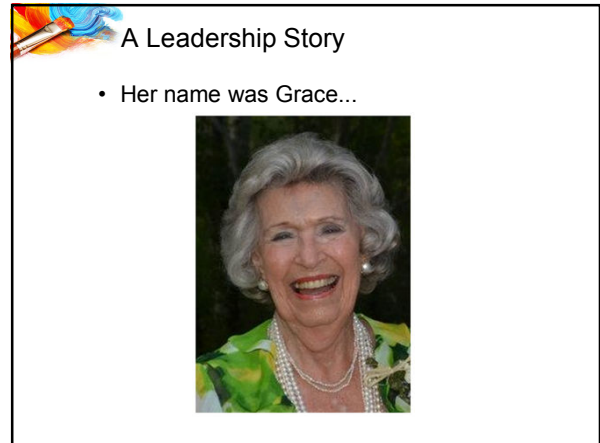
The Power of Perceptions

- Find the Take A Guess handout
- Find a partner in the group that you do not know.
- Only tell your new partner your name and nothing else about yourself.
- Each of you should write the other's name at the top of the page.
- Using only your powers of perception, and what you notice about your new partner, each of you fill-in the blanks guessing the answers to these 8 items.



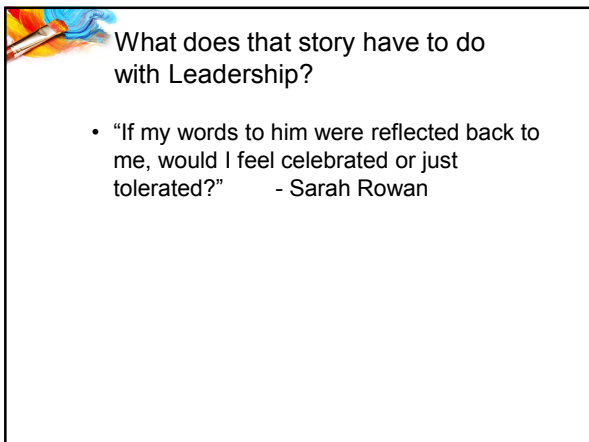
Judging Ourselves & Others

- We judge ourselves by our intent
- We judge people we perceive as "in our camp" by their behavior
- We judge people we perceive as not "in our camp" by their mistakes



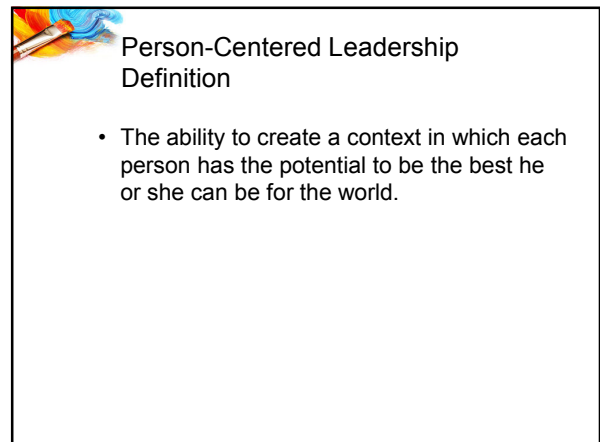
A Leadership Story

- Her name was Grace...



What does that story have to do with Leadership?

- "If my words to him were reflected back to me, would I feel celebrated or just tolerated?" - Sarah Rowan



Person-Centered Leadership Definition

- The ability to create a context in which each person has the potential to be the best he or she can be for the world.

The Science of Leadership

- Human Behavioral Psychology
- Social Science
- Neuro Science
- Organizational Science

Disclaimer

- What I know about these sciences could be put on the head of a pin.
- That does not stop me from trying to learn as much as I can to help me better understand how to lead.

3 Truths & a Lie for Leaders

1. The vast majority (over 90%) of human behavior is driven by things happening at a subconscious rather than conscious level
2. Human behavior is based more on context than character
3. Knowledge does not change human behavior
4. Good leaders treat everyone the same (The Lie)

#1 The Subconscious Automatic Mind

- Most of us would like to believe that we are in control of our own behavior. We assume that we are rational beings who use our brains to think, analyze, plan and act.
- But you will be surprised to know that most often we have very little control over what we do. We are driven to behave the way we do, and we are seldom in control.

Understanding Truth # 1

Conscious mind 10%

- Will power
- Long term memory
- Logical thinking
- Critical thinking

Subconscious mind 90%

- Beliefs
- Emotions
- Habits
- Values
- Protective reactions
- Long term memory
- Imagination
- Intuition

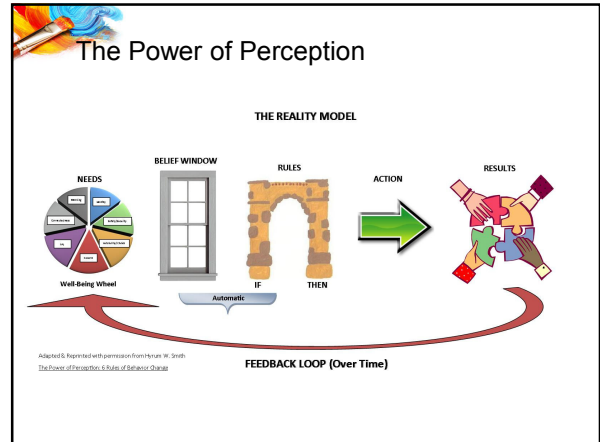
The Power of Perception

THE REALITY MODEL

NEEDS (Well-Being Wheel) → BELIEF WINDOW (Automatic) → RULES (IF THEN) → ACTION → RESULTS

FEEDBACK LOOP (Over Time)

Adapted & Reprinted with permission from Kenyon W. Smith, The Power of Perception & Rules of Behavior Change



- ## Two Natural Laws
1. If the results of your behavior do not meet your needs, there is an incorrect belief on your belief window.
 2. Results take time to measure
- All Human Growth happens when you are able to examine the beliefs on your belief window and change them so that new paradigms are subconsciously created that then lead to new behaviors.

- ## Truth # 2
- Human behavior is based more on context than character.


- ## #2 Context vs. Character
- Fundamental Attribution Error (FAE)
 - What is Context?
 - We are defining it as:
 - “the situation in which something happens : the group of conditions that exist where and when something happens.”

- ## Context
- Robber’s Cave – Famous Social Science experiment
 - We form groups (tribes, constituencies) based on the most arbitrary things
 - When those groups come into contact, there will be trouble.




Context in a Care Community

- Leadership ability and style
- Physical environment
- Organizational structure and design
- Hierarchy
- Conflict and how it is managed (or not)
- Institutional thinking & trappings
- Organizational climate – Optimism, trust & generosity
- Fear-based accountability
- Mission, vision and values
- Policies & Procedures
- Relationships
- Surplus safety
- Reciprocity
- Aging as decline
- Scarcity Mentality
- Standards of Conduct
- Hope
- Myth of Independence



Individually

- Take the index card in front of you and write down one behavior in someone else that you do not understand and wish would change.
- Then put all the index cards in the middle of your table in a pile




Pass one of the cards up to the front of the room.

Using the Three Truths, let's discover the needs, beliefs and context that may be driving the behavior you don't like.




BREAK!



In your Team Tables

- Take one of the other cards, and using the reality model and context, try to determine:
- What need is the person trying to meet through that behavior?
- What are the beliefs that may be driving the behavior?
- What may be in the context that is driving the behavior?
- What can the person who wrote the card do to mitigate the behavior he or she doesn't like?



Welcome Back!

- Let's report out some of your discussions.



Now take two more cards and repeat the exercise

- What need is the person trying to meet through that behavior?
- What are the beliefs that may be driving the behavior?
- What may be in the context that is driving the behavior?
- What can the person who wrote the card do to mitigate the behavior he or she doesn't like?



Report out!

- Let's hear your challenging behavior and what you can do to mitigate it.



- It all comes down to this:
If you want one year of happiness, grow grain
If you want 10 years of happiness, grow trees
If you want 100 years of happiness, grow people

— *Harvey Mackay*

- Thanks for going down the rabbit hole with me!!!
- Now go lead!

Take a Guess

Answer the following without asking your partner any questions about him/herself other than his or her name.

My partner's name: _____

1. Where he/she lives: _____

1. Real answer _____

2. What kind of house he/she lives in: _____

2. Real answer _____

3. What kind of car he/she drives: _____

3. Real answer _____

4. His/her favorite food: _____

4. Real answer _____

5. His/her favorite drink: _____

5. Real answer _____

6. His/her hobby: _____

6. Real answer _____

7. His/her favorite place to shop: _____

7. Real answer _____

8. His/her favorite sport: _____

8. Real answer _____

Human Behavior: Three Truths & a Lie for Leaders

1. The vast majority (over 90%) of human behavior is driven by things happening at a subconscious rather than conscious level.
2. Human behavior is based more on context than character.
3. Knowledge does not change human behavior.
4. Good leaders treat everyone the same. (The Lie)



Eden Alternative Domains of Well-Being™

well-be·ing \ 'wel-'bē-in\
n. A contented state of being.

Well-being is the path to a life worth living. It is what we all desire. It is the ultimate outcome of a human life. But what are the components of well-being? What do we need to experience contentment? A task force of culture change leaders identified these seven primary domains of well-being.



Identity – *being well-known; having personhood; individuality; wholeness; having a history*

Growth – *development; enrichment; unfolding; expanding; evolving*

Autonomy – *liberty; self-governance; self-determination; immunity from the arbitrary exercise of authority; choice; freedom*

Security – *freedom from doubt, anxiety, or fear; safe, certain, assured; having privacy, dignity, and respect*

Connectedness – *state of being connected; alive; belonging; engaged; involved; not detached; connected to the past, present and future; connected to personal possessions; connected to place; connected to nature*

Meaning – *significance; heart; hope; import; value; purpose; reflection; sacred*

Joy – *happiness; pleasure; delight; contentment; enjoyment*

THE REALITY MODEL

BELIEF WINDOW



RULES



IF

THEN

ACTION

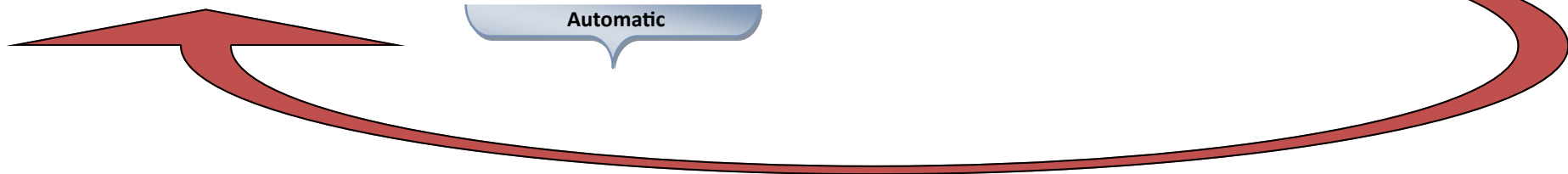


RESULTS



Well-Being Wheel

Automatic



FEEDBACK LOOP (Over Time)

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[The Power of Perception: 6 Rules of Behavior Change](#)