

# The Discomfort of Leadership

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- This workbook represents the collective wisdom of a wide variety of professionals in organizational management. The mistakes, inconsistencies, or other glitches are mine. A couple of decades in management work has taught me nothing is so perfect that it can't be improved. Please help me by pointing out errors or good examples. The materials in this booklet are copyright protected. Thank you.



our founder

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- Kip L. Lilly is the principal of his own firm, LILLY FORESIGHT DYNAMICS. The firm provides organizational development consulting services for businesses, professional, trade and voluntary associations. He specializes in helping organizations successfully adapt to emerging trends. He has over twenty-five years experience in management and public affairs. His areas of expertise include: trend analysis, strategic and operational planning, personnel development, program evaluation, stakeholder relations and public policy advocacy. He has taught at the Eurochambres Academy since its inception and for the Institute for Organization Management in the U.S. since 1981. He has lectured at universities worldwide, including Notre Dame, Stanford, Georgia, the Lahore Management Institute and the Administrative Staff College of India. He has conducted over 500 planning sessions and spoken to nearly 1,500 groups in Europe, Asia, Africa, North and South America. He has consulted with the Center for International Private Enterprise and other international business trade associations. Lilly has been Regional Manager for the U.S. Chamber of Commerce, Group Vice President of the Minneapolis Chamber of Commerce, and Administrative Assistant to the Mayor of St. Louis. Lilly has a Master's of Urban Studies from Occidental College, a bachelor's degree from Carleton College and has been a CORO Foundation Fellow.

# Objectives

- DESCRIBE LEADERSHIP TODAY (and for the future)
- EXAMINE HOW LEADERSHIP IS AFFECTED BY:
  - THE ROLE OF BIOLOGY & EMOTIONS
  - DEVELOPMENTAL EXPERIENCES
- OUTLINE WHAT'S KNOWN ABOUT LEADERSHIP (little)
- PROVIDE YOU WITH LEADERSHIP SUGGESTIONS

# Work Products

- AN ANALYSIS OF YOUR PERSONAL MODELS
- AN IDENTIFICATION OF
  - YOUR EMOTIONAL SKILLS
  - YOUR OPERATING ENVIRONMENT
  - YOUR PERSONAL LEADERSHIP SKILL SET
- LITERATURE REVIEW OF ESTABLISHED TRUTH
- TIPS ON...  
Vision & persistence, inspiration of others, daily environmental tendencies, crisis situations, interpersonal communications, and the long haul in organizations,
- **PS. This will be approached from the perspective of management as an art, not a science.**

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**Take what fits for you.**

# LEADER IDENTIFICATION

Famous Person

Mission

- 1
- 2

Traits

- 1
- 2
- 3
- 4
- 5

Environment

- 1
- 2
- 3
- 4

Personal Leader

Mission

- 1
- 2

Traits

- 1
- 2
- 3
- 4
- 5

Environment

- 1
- 2
- 3
- 4

Extra Person

Mission

- 1
- 2

Traits

- 1
- 2
- 3
- 4
- 5

Environment

- 1
- 2
- 3
- 4

# SUCCESSFUL LEADERS...

- Select and define significant issues
- Build strategic alliances
- Shape solutions
- Motivate others with involvement
- Persevere in implementation

# LEADERSHIP FOR THE TIMES

## LEADER C 1997

## POST 9/11

## LEADER DARK SIDE

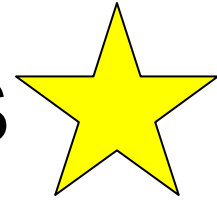
<ul style="list-style-type: none"><li>• Sets vision</li><li>• Has self knowledge</li><li>• Open to feedback</li><li>• Eager to learn</li><li>• Risk taker, curious</li><li>• Concentrates</li><li>• Learns from adversity</li><li>• Balances tradition &amp; change</li><li>• Works with systems</li></ul>	<ul style="list-style-type: none"><li>• Indomitable</li><li>• Rapid Fire Decision Maker</li><li>• Calm Reassuring</li><li>• Intelligent</li><li>• Courageous</li><li>• Informed</li><li>• Optimistic</li><li>• Trustworthy</li><li>• Uses symbols</li></ul>	<ul style="list-style-type: none"><li>• Works with frailty</li><li>• Has multiple agendas</li><li>• Uses “chits”</li><li>• Indirect communicator</li><li>• Sells undecided</li><li>• Works on self-interest</li><li>• Appreciates loyalty &amp; Expertise bought</li><li>• Manipulates leverage</li><li>• Emphasis on form</li></ul>
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Sources: Warren Bennis, Managing People like Herding Cats, 1997

“Mayor of the World,” Time Man of the Year 12/31/01

Richard Bird, “Politics of Management,” American Society of Trainers & Developers, 1984

# Reasons for Success



- Excellent at motivating
- Outgoing, charming, well liked
- Technically brilliant
- Loyal, willing to sacrifice
- Ambitious, managed career well
- Moved up in times of change
- Outstanding track record, high potential

Source: Matched Leader Cases Morgan McCall, [High Flyers](#)

# Reasons for Failed Leaders



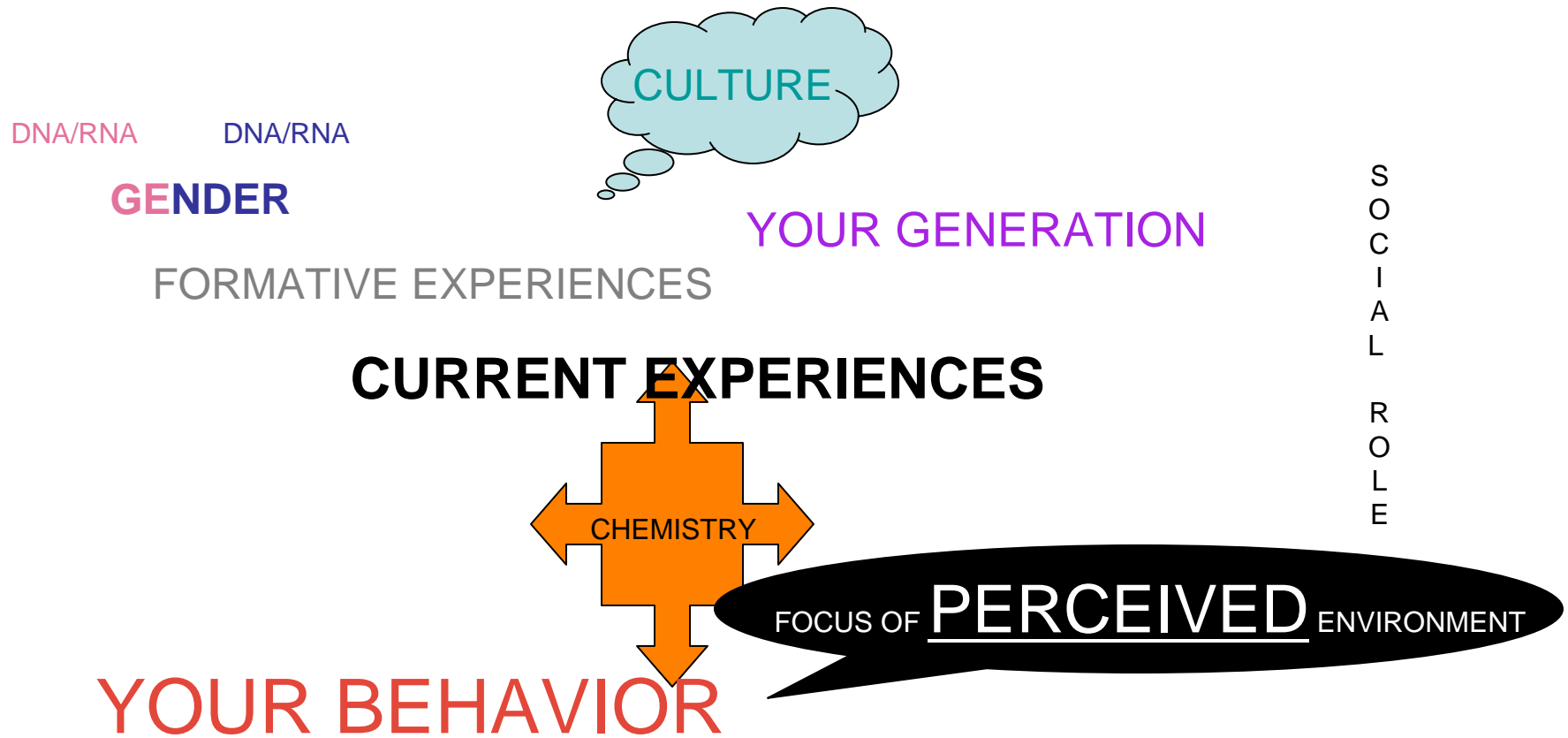
- Unique business problems (stuff happens)
- Insensitive to others
- Aloof or arrogant
- Betrayal of trust
- Over managing, fail to build team
- Overly ambitious
- Failing to staff effectively
- Unable to think strategically
- Unable to adapt to new boss
- Overly dependent on a mentor

# Check all that are true

1. The quality of leadership makes a difference on: productivity, quality, satisfaction of members and the willingness to exert effort. \_\_\_\_\_
2. Many specific behaviors characteristic of leadership have been identified and can be measured. \_\_\_\_\_
3. Individuals differ widely in their ability to behave like a leader and their willingness to learn more effective behaviors. \_\_\_\_\_
4. Training programs can affect the behaviors related to leadership. \_\_\_\_\_
5. Organizations can obtain estimates of the leadership qualities of individuals. The most accurate rating comes from peers & subordinates, then superiors, and finally the individual. \_\_\_\_\_
6. There is no one single comprehensive list of leadership qualities. \_\_\_\_\_
7. There is no best measure to differentiate leaders from managers or leaders from followers, or to identify future leaders. \_\_\_\_\_
8. There is no single path to leadership; but training programs help. \_\_\_\_\_
9. Leaders generally cannot be clearly distinguished from nonleaders. Increasing the number of leadership acts in an organization will surely have a payoff; hunting for THE leaders may not. \_\_\_\_\_
10. Winning the top position does not make a person a leader. \_\_\_\_\_
11. Leaders must emerge and play a role at every level of an organization if that organization is to be most effective. \_\_\_\_\_
12. Leaders are more often "made" than "born." \_\_\_\_\_
13. The younger generation shows less interest in positions of leadership and responsibility. \_\_\_\_\_
14. There is great value in recruiting talented people and providing experiences that will develop their leadership talents. \_\_\_\_\_

Source: Kenneth Clark & Miriam Clark, editors, Measures of Leadership, 1990

# FACTORS AFFECTING YOUR BEHAVIOR





# PHYSICAL MODEL

Adrenals 7

## THALAMUS

Translates sensory input into language of the brain  
 Sends most the message to the visual cortex  
 Sends smaller portion of original signal to amygdala

## AMYGDALA

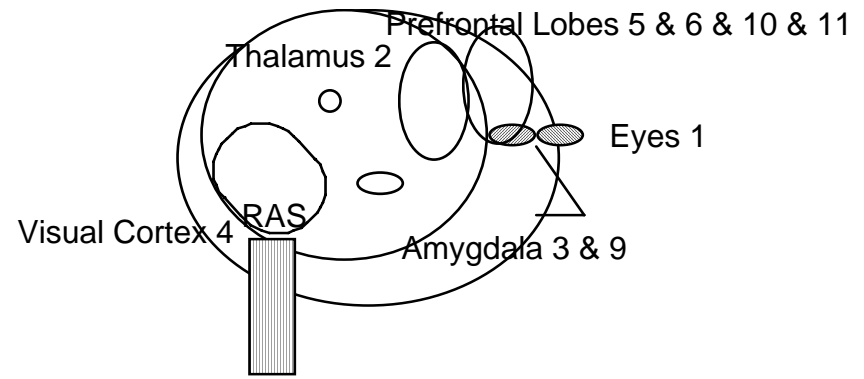
Reacts instantly with emotional response  
 Telegraphs message to all parts of the brain

## NEOCORTEX

Right neocortex responds with emotion, fear & aggression  
 Signal sent to left neocortex to cal reaction & "think"  
 Sorting of signal takes place to form meaning  
 Sends signal to the limbic brain which radiates proper body response

## ADRENALS

Adrenal glands shoot stimulating chemical signals back to the heart & amygdala creating stronger emotional response  
 Brain responds to new rush of signals and chemicals



General adaptive syndrome

**At 9 to 17 where do we process emotions, instructions, and procedures?**

**What happens at about 30?**

# EMOTIONAL MIND MODEL

- Emotional mind is quicker
  - Has simpler view based on 1st impressions
  - Chemical pathway moves emotions fast
- Rapid mode sacrifices accuracy
- Emotions overwhelm us before we're aware
- Can NOT choose the emotions we have
- Rational mind can control the course of those reactions, not when we have the emotions.

# Logic? of Emotional Mind

- **Association**: takes elements that symbolize reality to be the same as reality
- **Perception**: all that matters
- **Categorical**: emotional response & reinforces
- **Self Conformance**: suppresses facts that undermine belief
- **Historic**: reacts to the present as if it were the past
- **Patterned Response**: emotion has own routine

# What happens under **distress**?

1. Erosion of mental abilities  
(5 to 30 point IQ drop)
2. Difficulty in reading other's emotions
3. Impaired empathy
4. Reduced range of social skills

**DISTRESS = (ANGER, ANXIETY, &/OR CONFUSION)**

SOURCE: CHADD

# QUICK, Dirty, Nonscientific EI self-Evaluation

	<u>LOW</u>	<u>MEDIUM</u>	<u>HIGH</u>
• Emotional self-awareness	_____	_____	_____
• Accurate self-assessment	_____	_____	_____
• Self-confidence	_____	_____	_____
• Emotional self-control	_____	_____	_____
• Trustworthiness	_____	_____	_____
• Conscientiousness	_____	_____	_____
• Adaptability	_____	_____	_____
• Initiative	_____	_____	_____
• Empathy	_____	_____	_____
• Service orientation	_____	_____	_____
• Organizational awareness	_____	_____	_____
• Developing others	_____	_____	_____
• Influence	_____	_____	_____
• Communications	_____	_____	_____
• Conflict management	_____	_____	_____
• Visionary leadership	_____	_____	_____
• Catalyzing change	_____	_____	_____
• Building bonds	_____	_____	_____
• Teamwork & collaborations	_____	_____	_____

# Emotional Intelligence Primer

SELF AWARENESS	SELF MANAGEMENT	SOCIAL AWARENESS	SOCIAL SKILL
<p><b>Emotional Self-Awareness</b> Ability to read &amp; understand your emotions &amp; recognize its impact on work and others</p> <p><b>Accurate Self-Assessment</b> Realistic evaluation of your strengths &amp; weakness</p> <p><b>Self-Confidence</b> A strong &amp; positive sense of self-worth</p>	<p><b>Self-Control</b> Ability to keep emotions under control</p> <p><b>Trustworthiness</b> Consistent honesty &amp; integrity</p> <p><b>Conscientious</b> Manage you &amp; your responsibilities</p> <p><b>Adaptability</b> Can adjust</p> <p><b>Achievement</b> Internal standards of excellence</p> <p><b>Initiative</b> Seizes opportunities</p>	<p><b>Empathy</b> Senses other's emotions, views &amp; takes interest in them</p> <p><b>Organizational Awareness</b> Reads organizations, builds networks, steers politics</p> <p><b>Service Orientation</b> Recognizes &amp; meets customer needs</p>	<p><b>Visionary</b> Take charge; inspire</p> <p><b>Influence</b> Uses variety of persuasive tactics</p> <p><b>Develops Others</b> Uses feedback; guides</p> <p><b>Communicator</b> Listens &amp; sends clear messages</p> <p><b>Change Catalyst</b> Leads in new directions</p> <p><b>Conflict Management</b> De-escalates; finds solutions</p> <p><b>Building Bonds</b> Maintains relationships</p> <p><b>Teamwork</b> Promotes collaboration</p>
<p>Source: Daniel Goleman, "Leadership that Gets Results," HBR, 3/00</p>			

# Leadership Style & Fit

Style	EI Competency	Objective	Best For:	Impact
Directive (Coercive)	Achievement Initiative Self control	Immediate compliance	Kick start Turn around	--
Visionary	Self Confidence Change Catalyst Empathy	Mobilize others to follow vision	Set clear direction or vision	++
Affiliative	Empathy Building Bonds Conflict manager	Create harmony	Heals rifts Motivates in stressful times	+
Participative (Democratic)	Teamwork Communicative	Commitment via participation	Build buy-in Get input from others	+
Pacesetting	Conscientious Achievement drive	Perform task to high standard	Quick results from motivated & competent team	-
Coaching	Develop others Empathy Self-aware	Build strengths for the future	Help personal performance or strengths	+

Source: Goleman, Cherniss, The Emotionally Intelligent Workplace, 2001  
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# Professional Associations Require Unusual Leadership

- Most businesses or professions have clear missions or objectives. Associations tend to deal with vague missions of “satisfaction.”
- Most businesses or professions have a bottom line. Association bottom line is more ambiguous and has “spillover effects.”
- Most businesses or professions have clear incentives and lines of control. Associations are voluntary with limited incentives.

# 6 Workplace Factors That Contribute to Performance

	Business	Profession	Association
Flexibility	Varies > Better	Varies	High
Standards	Varies > Better	High	Unclear
Rewards	High	High	Limited
Team Commit	Varies > Better	Varies > Better	Varies > Better
Clarity	High routine Low in change	High routine Low exceptional	Low
Responsibility	Varies > Better	High	High, but voluntary

Source: Spreier, Fontaine, Malloy, "Leadership Run Amok," HBR June 2006

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# And for Associations?

- ☞ Don't expect all members to volunteer
- ☞ Regular discussion about what ISMS is doing will help participation and the profession
- ☞ A clear vision (not mission statements) of goals / or desired outcomes with measurements will help move program forward
- ☞ Most members go with the flow : number one reason people don't get involved is .....

# ISMS BENEFITS

- Provides legislative advocacy: “Keep Doctors In Illinois” - monitors 1,500 bills (20% of total), ISMS takes a position on over 250 bills
- Provides timely news about the profession: Weekly Rounds, EXPRESS, Web site has had 73490 hits, the library 3001 hits in last 12 months
- Accredits programs for continuing professional education: 116 CME activities with 19,742 physician attendees
- Resolves members’ issues with insurance companies - 30 to 40 per month; about 450 yearly
- Creates a cooperative purchasing power to reduce practice costs
- Supports 102 county medical societies in providing peer networks
- Acts on behalf of 14,000 members out of 33,773 living practicing doctors AND the Medical Profession

**AN ASSOCIATION CAN DO  
WHAT NO INDIVIDUAL  
OR COMPANY COULD DO ALONE**

# Bottom Line Leadership Stuff

- What 2 things are highly correlated to Leadership? (One is spurious)
- What motivates people?
- What leadership style do most effective leaders use?

# What do followers want?

	1995	1987
<input checked="" type="checkbox"/> <u>Honesty</u>	88%	83%
<input checked="" type="checkbox"/> <u>Forward Looking</u>	75	62
<input checked="" type="checkbox"/> <u>Inspiring</u>	68	58
<input checked="" type="checkbox"/> <u>Competent</u>	63	67
• Fair minded	49	40
• Supportive	41	32
• Broad minded	40	37
• Intelligent	40	43

Source: Kouzes & Posner, The Leadership Challenge, 1997, form sample of 20,000 from North America, Europe, Australia and Asia  
Question: What & Qualities that they "most look for and admire in a leader: Pick 7 from list of 20, from list of 225 most often mentioned

# LEADERSHIP BIND

**Visionary Leaders will always have their credibility questioned**

1. Leaders who are forward looking have a bias
2. Leaders become the target of other leaders with alternative future
3. People with a clear view are less credible than those with no view
4. Leaders must balance questioning the status quo with their credibility

**Events and Cynics Are Tough on Leaders**

1. Events shade opinions of leaders
  - Good times, people forgive
  - Bad times, people don't
2. The more severe the event & the more compressed the time, the more cynical people get
  - Upbeat people: supportive
  - Nearly half of cynics doubt the honesty of management
  - Three quarters of cynics believe management will do whatever, anyway

# 4 Qualities of Inspirational Leaders

- ❌ Selectively show their weakness  
(Vulnerability reveals approachability)
- ❌ Use intuition to gauge timing  
(Ability to interpret soft data helps)
- ❌ Manage with tough empathy  
(Passion, realistic, care for the work)
- ❌ Reveal what is unique

All 4 must be present to be inspirational

Source: Goffee & Jones, "Why Should Anyone be Led by You?" HBR 9/00

# crisis LEADERSHIP

## **ACUTE TRAUMA OR TRAGEDY CAUSES SOUL SEARCHING**

- \* Why did it happen?
- \* Why me? Why not me?
- \* Could I have prevented it?

## **WHAT ORGANIZATIONAL COMPASSION CAN DO**

- \* Lessens immediate suffering
- \* Recovery from future setbacks: more quickly & effectively
- \* Increases attachment to colleagues & organization

## **LEADER ACTIONS**

- \* Don't try to answer questions for others
- \* Express your own emotions
- \* Be present: physically & emotionally
- \* Create a context for meaning" to allow free expression
- \* Create a "context for action"

Sources: "Leading in Times of Trauma,"  
HBR 1/02 & "Managing Emotional Fallout,"  
HBR, 2/02

# So, What's Your Motivation?

- Achievement: to improve personal best or exceed standards
- Affiliation: to maintain close friendly relations
- Power:
  - **Personal**: be strong and influence others
  - **Socialized**: help others feel more capable

Source: Spreier, Fontaine, Malloy, "Leadership Run Amok," HBR June 2006

# Achievement Stuff

- Wish to...
  - Meet or surpass a self-imposed standard
  - Accomplish something new
  - Plan long term career advancement
- Leads to...
  - Micromanagement
  - Work alone or set the pace
  - Express impatience with poor performers
  - Give little positive feedback
  - Give few instructions
  - Focus on goals/outcomes, not people

Source: Spreier, Fontaine, Malloy, "Leadership Run Amok," [HBR](#) June 2006

# Affiliation

- Wish to...
  - Establish & maintain warm relationships
  - Be liked and accepted
  - Participate in group activities
- Leads to...
  - Avoids confrontation
  - Worry more about people than performance
  - Look for ways to create harmony
  - Avoid giving negative feedback

Source: Spreier, Fontaine, Malloy, "Leadership Run Amok," HBR June 2006

# Power: Personalized Stuff

- Wish to...
  - Perform powerful actions
  - Control or influence people
  - Generate strong positive or negative emotions
  - Maintain their reputation
- Leads to...
  - Be coercive and ruthless
  - Control others
  - Manage up, rather than manage subordinates
  - Look out for their own reputations

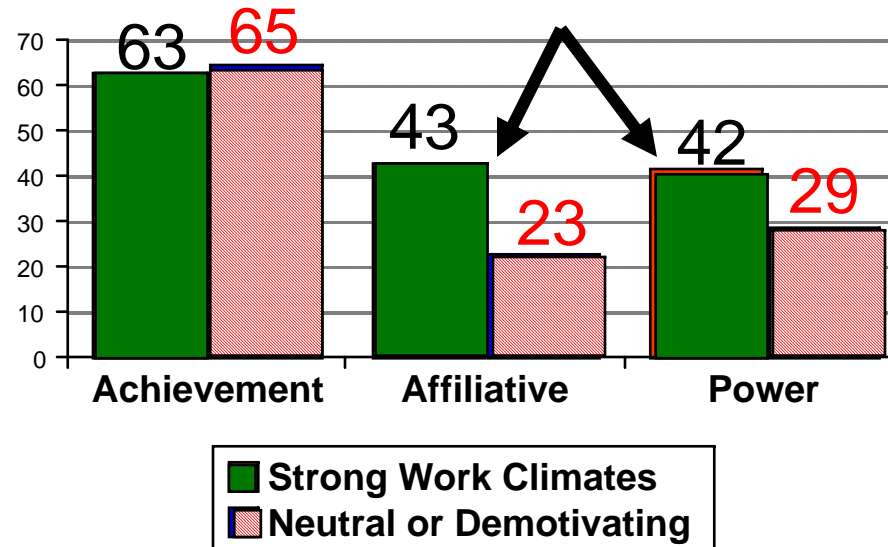
Source: Spreier, Fontaine, Malloy, "Leadership Run Amok," [HBR](#) June 2006

# Power: Socialized Stuff

- Wish to...
  - Perform powerful actions
  - Persuade people
  - Generate strong positive emotions
  - Maintain their reputations, positions
  - Give help, advice or support
- Leads to...
  - Coach and teach
  - Be democratic and involve others
  - Be highly supportive
  - Focus on team
  - Work through others, enable others to work

Source: Spreier, Fontaine, Malloy, "Leadership Run Amok," [HBR](#) June 2006

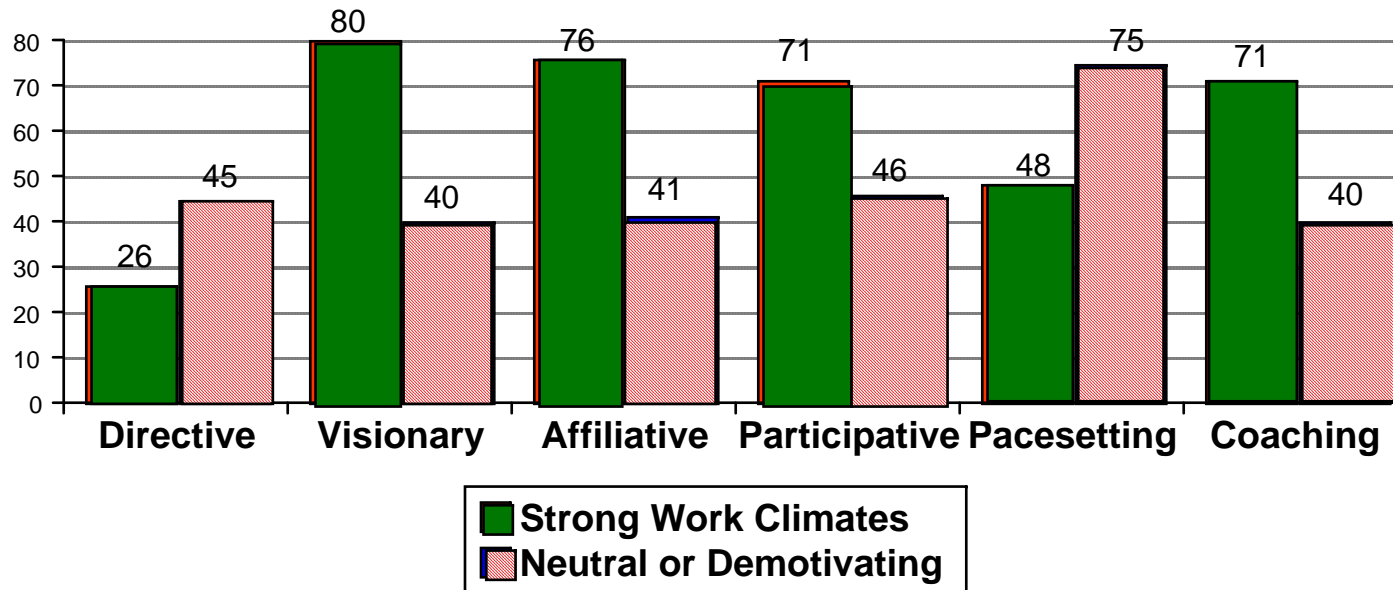
# PROFILES OF SUCCESSFUL LEADERS



- Effective leaders were driven strongly by the desire to achieve, but they were also driven by need for affiliation and power

Source: Spreier, Fontaine, Malloy, "Leadership Run Amok," [HBR](#) June 2006

# PROFILES OF SUCCESSFUL LEADERS



- Effective leaders used at least 4 of 6 leadership styles.
- Pacesetting was least effective

Source: Spreier, Fontaine, Malloy, "Leadership Run Amok," HBR June 2006

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# PRIMAL LEADERSHIP

Because of an open-loop limbic system...

- We depend on external sources to manage ourselves
- We rely on connections to others to determine our moods
- We rely on the boss to communicate health to the group

# Studies Show....

1. Work teams share moods within 2 hrs.  
C. Bentel, NYU & R Saavedra, U of MI
2. Cheerful, warm feelings spread easily, irritability less so, depression least.  
S. Barsade, Yale
3. 360 degree feedback reveals how people experience you & it most accurately predicts leadership effectiveness two, four & up to seven years out.  
G. McEvoy, Utah State & R. Beatty, Rutgers
4. Emotional skills are genetically linked<sup>1</sup> & skills are set by mid-20's<sup>2</sup>.  
<sup>1</sup>W. Wright, Born that Way  
<sup>2</sup>D. Yurgen-Todd, McLean Psychiatric Hospital
5. A Pew survey found that 70 percent of Americans developed a significant psychological symptoms after 9/11.

# Implications for Leaders


- Try to match mood with

the dominate optimism

- Your role, as a leader, is to be...

 Optimistic

 Authentic

 High energy

# ...and that shouldn't be so hard! Look who's out there to work with....

The percentage of Americans who say they are above average.....

Honesty & trustworthiness	94%
Common sense	89
Friendliness	88
Intelligence	86
Physical Appearance	79
Health	69

Source: ICR Research, 1033 random sample, Nov 4-8. 2005 for the Washington Post

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**for the personal skills of leadership ....**

	NEVER	SELDOM	SOME	OFTEN
<b>PERSONAL LEADERSHIP SKILL CHECKLIST</b>				
<b>BUILDS BROAD NETWORKS</b>				
IN OWN ORGANIZATION				
OUTSIDE ORGANIZATION				
PROFESSIONAL COLLEAGUES				
<b>POSITIVE ABOUT PROJECTS</b>				
YOUR OWN				
OTHERS THAT DO NOT AFFECT YOU				
OTHERS THAT WILL AFFECT YOU				
<b>PROJECT ANALYSIS: MISSION, OUTCOME, STRATEGY, &amp; TACTIC</b>				
YOUR OWN PROJECTS				
ANALYZE FROM POINT OF VIEW OF OTHERS				
ANALYZE FROM RISKS/CONSEQUENCES				
<b>SELF INVENTORY: WEAKNESSES &amp; TENDENCIES</b>				
REGULAR SELF ASSESSMENT				
BROAD RANGE OF ADVISORS				
STAFF DIVERSITY				
<b>COMMUNICATION TECHNIQUES</b>				
DEVELOP SIMPLE IMAGES FOR PROJECTS				
ORALLY INFORM MANY PARTIES ABOUT PROJECTS				
WRITTEN COMMUNICATION IS BRIEF, CONVERSATIONAL				
ACTIVE PROJECTS HAVE SCHEDULED EVALUATIONS				
OTHERS ARE REWARDED FOR SUCCESS				
ACCEPT RESPONSIBILITY FOR FAILURE & LEARN				
ON CHANGE: INFORM EVERYONE BEFORE STARTING				