



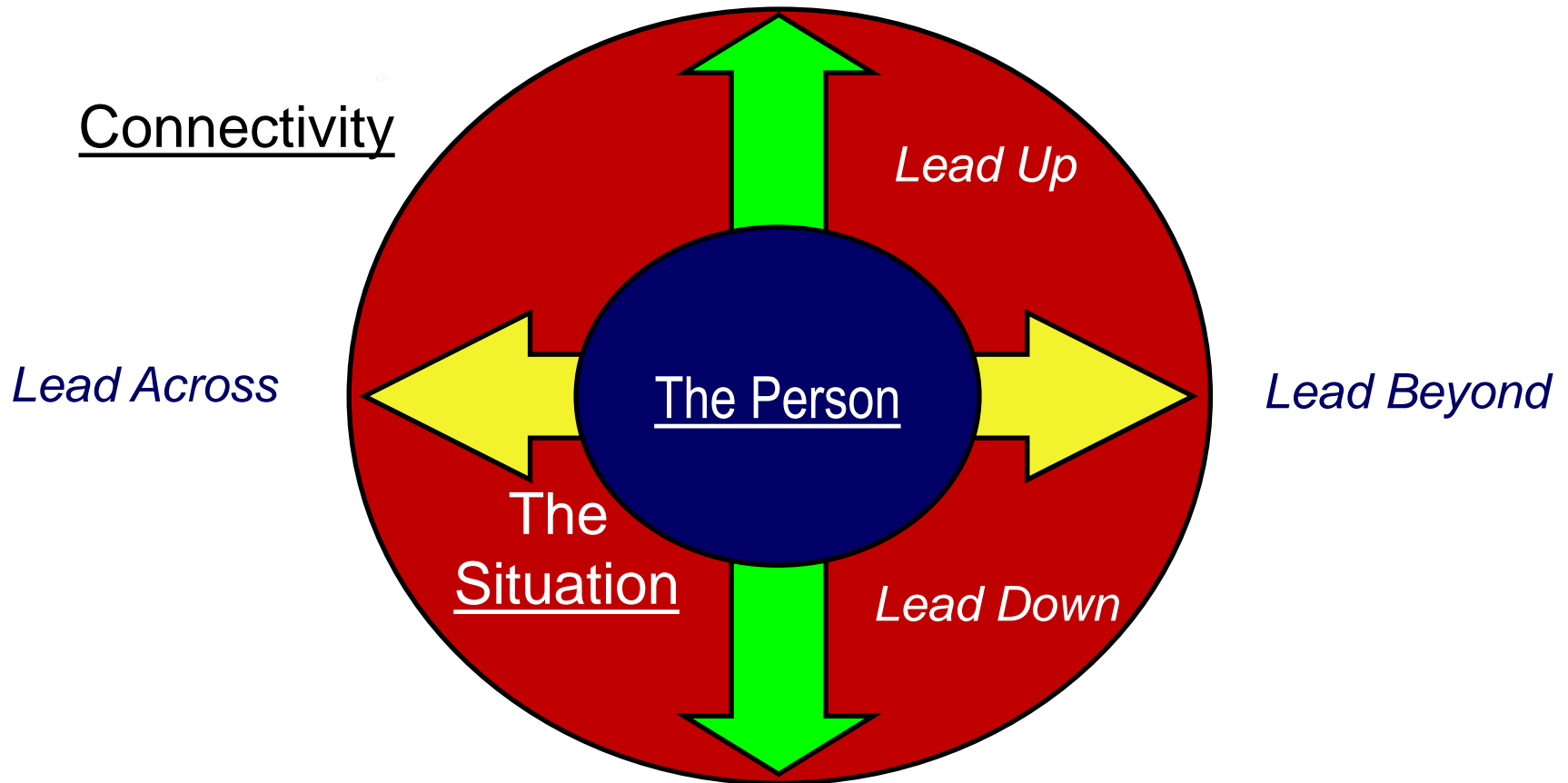
META-LEADERSHIP: CRISIS, CHANGE, AND HOW TO LEAD WHEN IT MATTERS MOST

Eric J. McNulty

Associate Director, National Preparedness
Leadership Initiative

SESSION TWO: THE PERSON

THE THINKING & PRACTICE OF META-LEADERSHIP



“How can I help make you a success?”

THE PERSON

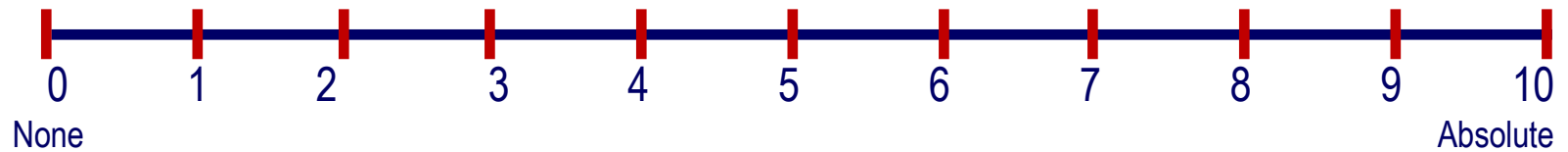
A woman with curly hair, wearing a white blazer over a green top, is shaking hands with a man in a dark suit. To her left, another woman with curly hair, wearing a dark blazer over a white patterned top, is smiling. The background is a blurred office environment with a bookshelf and a whiteboard.

You as a Leader

AUTHORITY



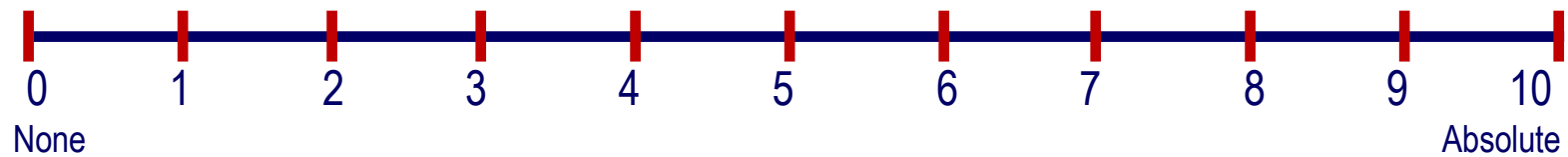
Individual Level of Authority



INFLUENCE



Individual Level of Influence





Which score was higher for you?

Authority

Influence

They were
the same

BUILDING INFLUENCE *BEYOND YOUR AUTHORITY*



- Liking
- Reciprocity
- Social Proof
- Commitment & Consistency
- Authority
- Scarcity

- Robert Cialdini

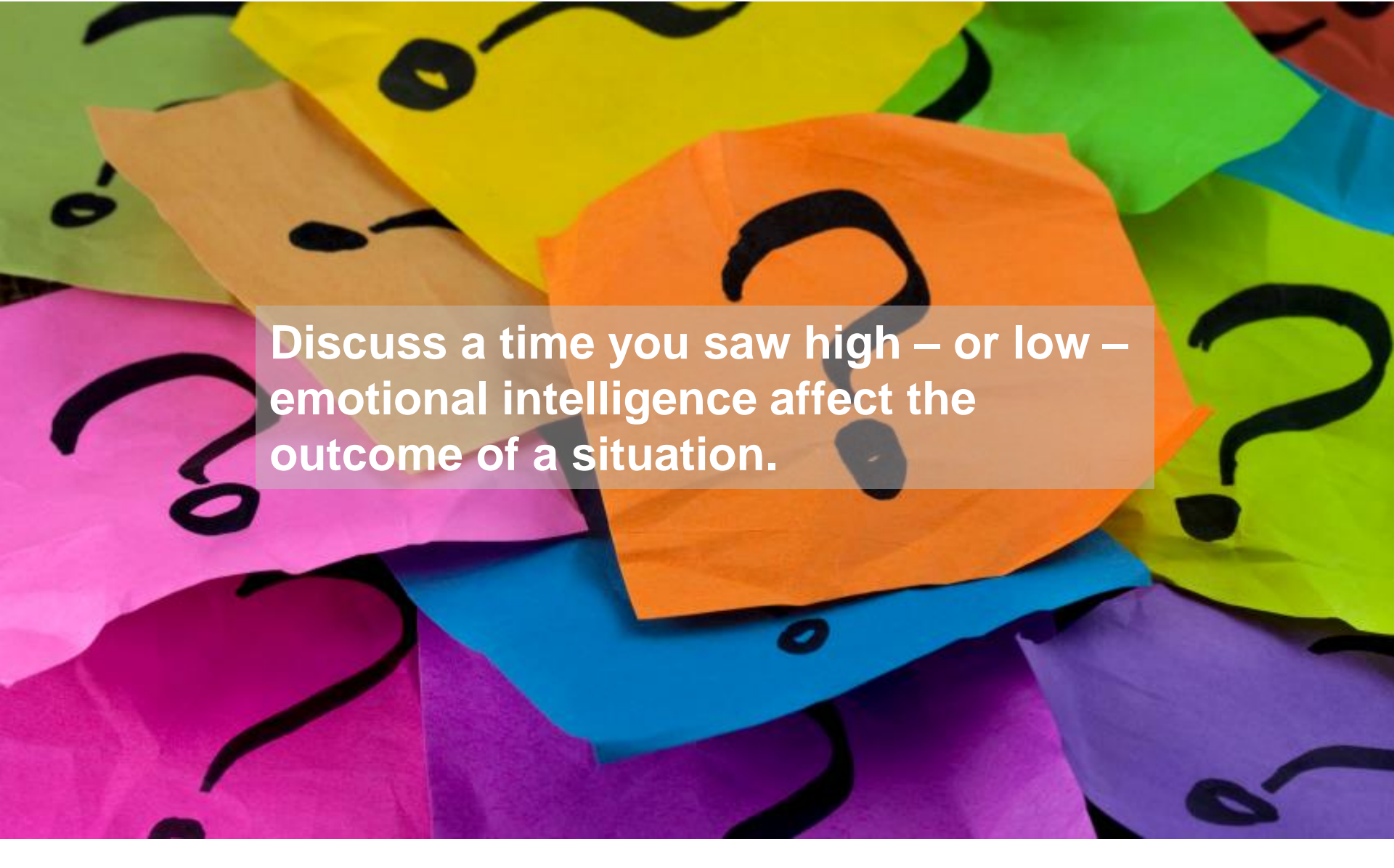


EMOTIONAL INTELLIGENCE

- Self-awareness
- Self-regulation
- Empathy
- Motivation
- Social skills

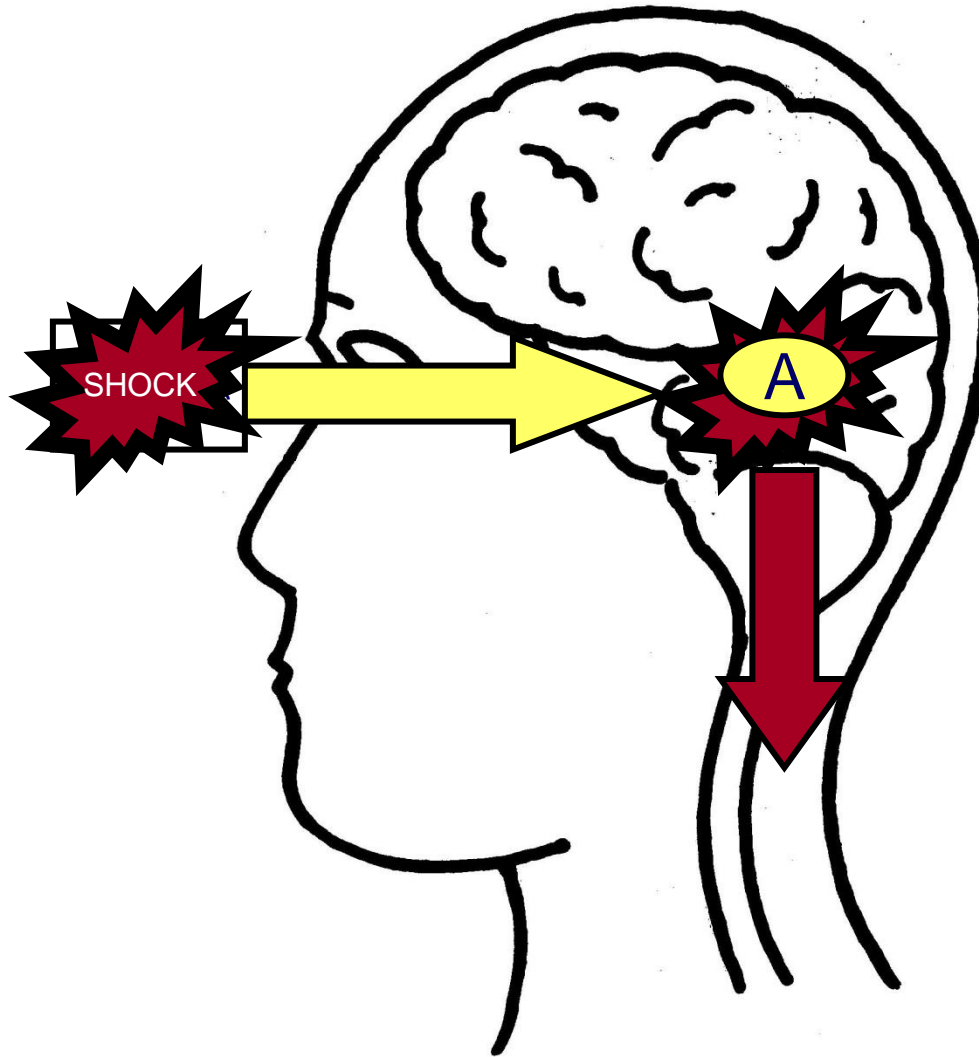
- Daniel Goleman

BREAKOUT ROOMS



Discuss a time you saw high – or low – emotional intelligence affect the outcome of a situation.

YOUR BRAIN: AMYGDALA HIJACK



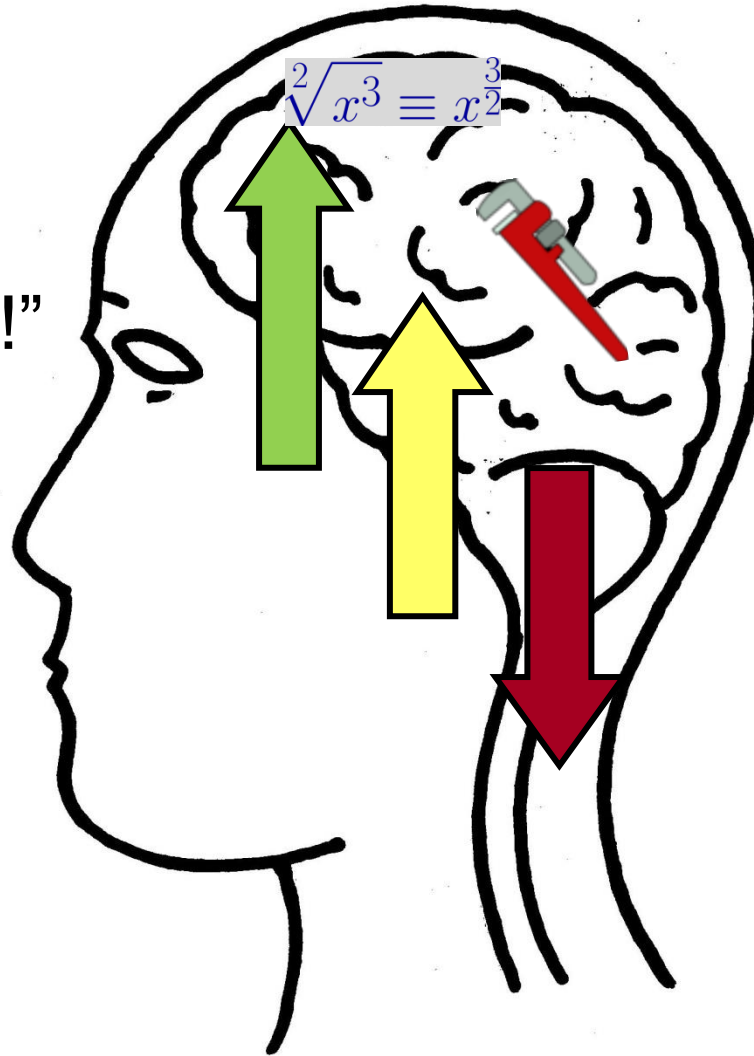
Go to the
“BASEMENT”

Triple “F”:
FREEZE
FLIGHT
FIGHT

YOUR BRAIN IS TRAINED RESPONSE TO A PROBLEM

“I can do this!”
“We can do this!”

ACTIVATE
Your
trigger script



Go to your
WORK ROOM

Tool Box:
Protocols
Procedures
Training
Connectivity
Mindfulness



Never lead or negotiate when you are **IN THE BASEMENT...**

The speech or decision you make when you are **IN THE BASEMENT** is the one you are most likely to regret.

The problem is **NOT** in going to the **BASEMENT...**

The problem is **HOW DEEP** into the **BASEMENT** you go...

how long you stay there **AND** what you do while there.

MEET YOUR NEW NYC HCC COLLEAGUE





Will Your New Boss be a "Great" or "Not So Great" Leader?

Great

Not
So
Great

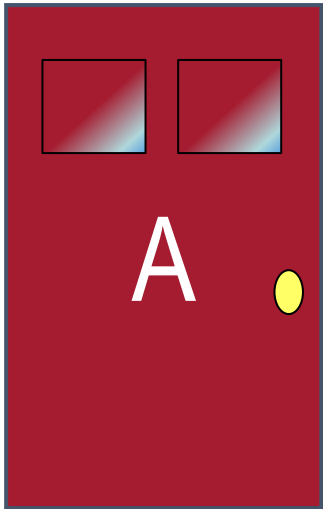
THE BRAIN: NOT WHAT YOU WERE LED TO BELIEVE



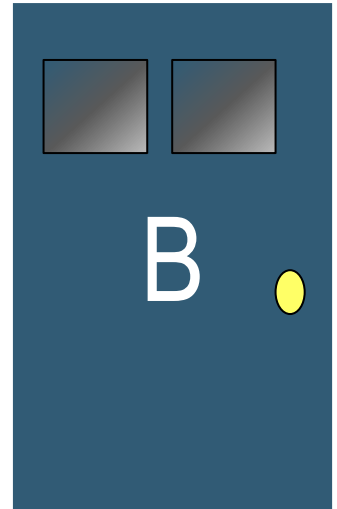
Less
Rational Than You
Think



Less
Conscious Than
You Think

SITUATIONAL AWARENESS: RISK FILTERS



Pay \$\$\$



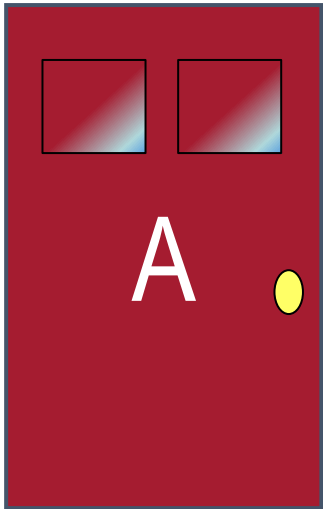


Which door do you choose when you are **PAYING?**

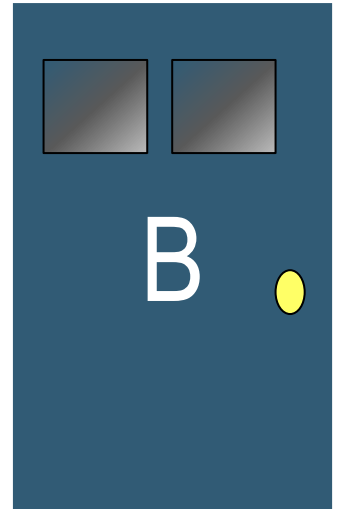
A



B

SITUATIONAL AWARENESS: RISK FILTERS



Get \$\$\$



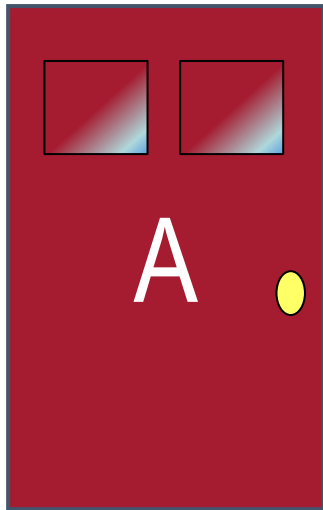


Which door did you choose when you were **GETTING** money?

A

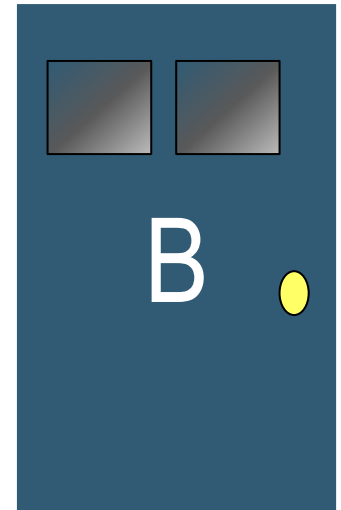
B

SITUATIONAL AWARENESS: RISK FILTERS



Pay \$\$\$

Get \$\$\$



Decision analysis: What criteria influence your decisions?

Same INFORMATION – Different interpretations & actions

HOMework

Come up with three “great leader” attributes you want to amplify in your leadership.

Describe three of your “lousy leader” attributes you want to temper.





QUESTIONS?



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