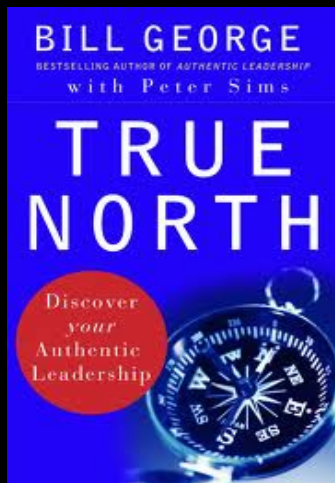
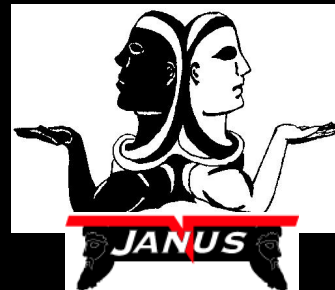
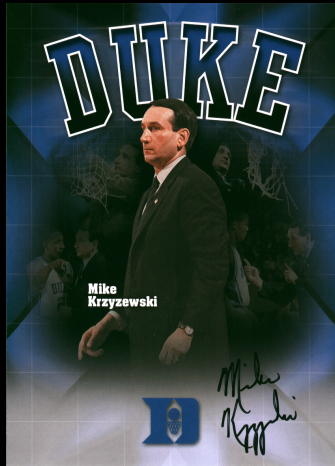
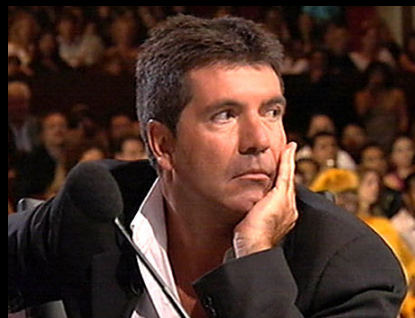


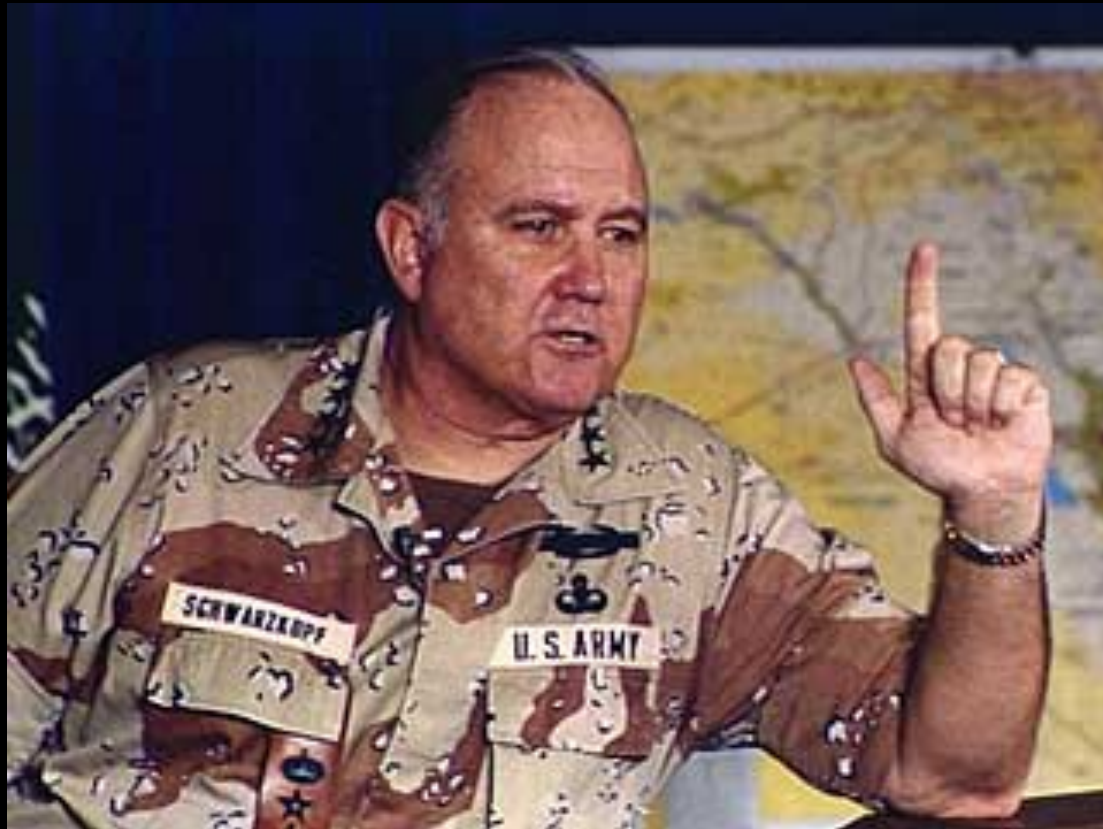
Scotland
June 2014



Authentic Leader(ship) Development



General Norman Schwarzkopf



Leadership?

Pair & Share

Reactions?

Top 3 lessons?





Self-Awareness



Basic Assumptions
About Human Nature

*"Are people basically
good or bad?"*

Personal Theories
Of Motivation

**LEADERSHIP
STYLE**

Bad Is Stronger Than Good

Roy F. Baumeister and Ellen Bratslavsky
Case Western Reserve University

Catrin Finkenauer
Free University of Amsterdam

Kathleen D. Vohs
Case Western Reserve University

The greater power of bad events over good ones is found in everyday events, major life events (e.g., trauma), close relationship outcomes, social network patterns, interpersonal interactions, and learning processes. Bad emotions, bad parents, and bad feedback have more impact than good ones, and bad information is processed more thoroughly than good. The self is more motivated to avoid bad self-definitions than to pursue good ones. Bad impressions and bad stereotypes are quicker to form and more resistant to disconfirmation than good ones. Various explanations such as diagnosticity and salience help explain some findings, but the greater power of bad events is still found when such variables are controlled. Hardly any exceptions (indicating greater power of good) can be found. Taken together, these findings suggest that bad is stronger than good, as a general principle across a broad range of psychological phenomena.

Centuries of literary efforts and religious thought have depicted human life in terms of a struggle between good and bad forces. At the metaphysical level, evil gods or devils are the opponents of the divine forces of creation and harmony. At the individual level, temptation and destructive instincts battle against strivings for virtue, altruism, and fulfillment. "Good" and "bad" are among the first words and concepts learned by children (and even by house pets), and most people can readily characterize almost any experience, emotion, or outcome as good or bad.

What form does this eternal conflict take in psychology? The purpose of this article is to review evidence pertaining to the general hy-

pothesis that bad is stronger than good (see also Rozin & Royzman, in press). That is, events that are negatively valenced (e.g., losing money, being abandoned by friends, and receiving criticism) will have a greater impact on the individual than positively valenced events of the same type (e.g., winning money, gaining friends, and receiving praise). This is not to say that bad will always triumph over good, spelling doom and misery for the human race. Rather, good may prevail over bad by superior force of numbers: Many good events can overcome the psychological effects of a single bad one. When equal measures of good and bad are present, however, the psychological effects of bad ones outweigh those of the good ones. This may in fact be a general principle or law of psychological phenomena, possibly reflecting the innate predispositions of the psyche or at least reflecting the almost inevitable adaptation of each individual to the exigencies of daily life.

This pattern has already been recognized in certain research domains. This is probably most true in the field of impression formation, in which the *positive-negative asymmetry effect* has been repeatedly confirmed (e.g., Anderson, 1965; Peeters & Czapinski, 1990; Skowronski & Carlston, 1989). In general, and apart from a few carefully crafted exceptions, negative information receives more processing and contrib-

Roy F. Baumeister, Ellen Bratslavsky, and Kathleen D. Vohs, Department of Psychology, Case Western Reserve University; Catrin Finkenauer, Department of Psychology, Free University of Amsterdam, Amsterdam, the Netherlands. Ellen Bratslavsky is now at the Department of Psychology, Ohio State University.

We thank the many people who have contributed helpful comments and references. This work is dedicated to the memory of Warren.

Correspondence concerning this article should be addressed to Roy F. Baumeister or Kathleen D. Vohs, Department of Psychology, Case Western Reserve University, 10900 Euclid Avenue, Cleveland, Ohio 44106-7123. Electronic mail may be sent to either rfb2@po.cwru.edu or kdv3@po.cwru.edu.

Bad is indeed Stronger than Good



“negative events have a greater impact than positive ones.”

- We are much more upset about losing \$50, than we are happy about gaining \$50.
- Losing a friend causes more pain than the joy of finding a new one.
- It takes at least 5- 8 positive interactions/comments to make up for one negative one.

Bad is indeed Stronger than Good



“It is evolutionarily adaptive for bad to be stronger than good.”

“Survival requires urgent attention to possible bad outcomes,
but is less urgent with regard to good ones..”

“Organisms that were better attuned to bad things would have been
more likely to survive threats and, consequently, have increased
probability of passing along their genes.”

Bad is indeed Stronger than Good



But, when it comes to leadership style,
... it all depends ...



Self-Awareness

Self-Regulation

Situational Awareness



Basic Assumptions
About Human Nature

*“Are people basically
good or bad?”*

Personal Theories
Of Motivation

**LEADERSHIP
STYLE**

- societal norms
- organizational culture
- subordinate needs
- task demands
- *industry dynamics*



Self-Awareness

Self-Regulation

Situational Awareness



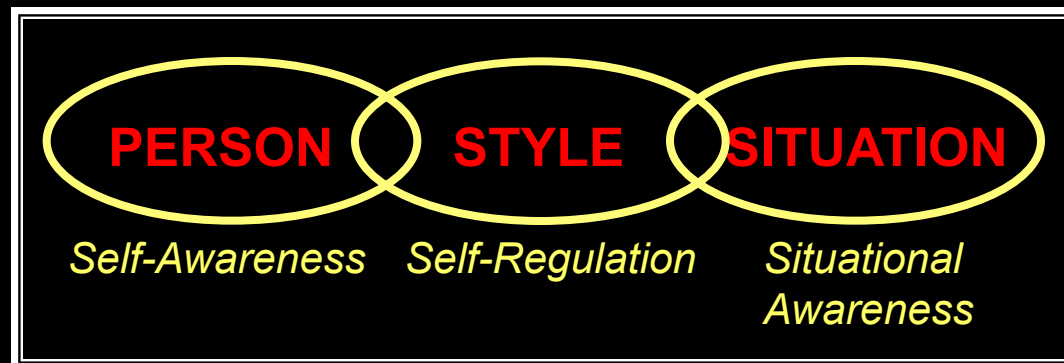
This model is based on fit.

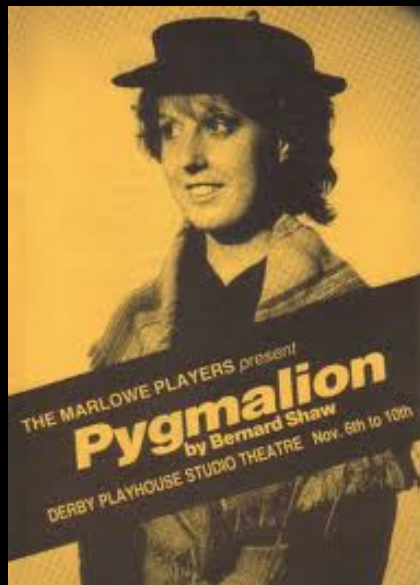
**Effectiveness is a function of the fit between:
the PERSON, the SITUATION, and the STYLE.**

The better the "fit," the greater the impact.

Developmental Proposition:

- To the extent that you can increase your
 - self-awareness,
 - situational awareness, and
 - self-regulation,over time you will increase the range of situations in which you can be effective.
- This is a life-long journey.

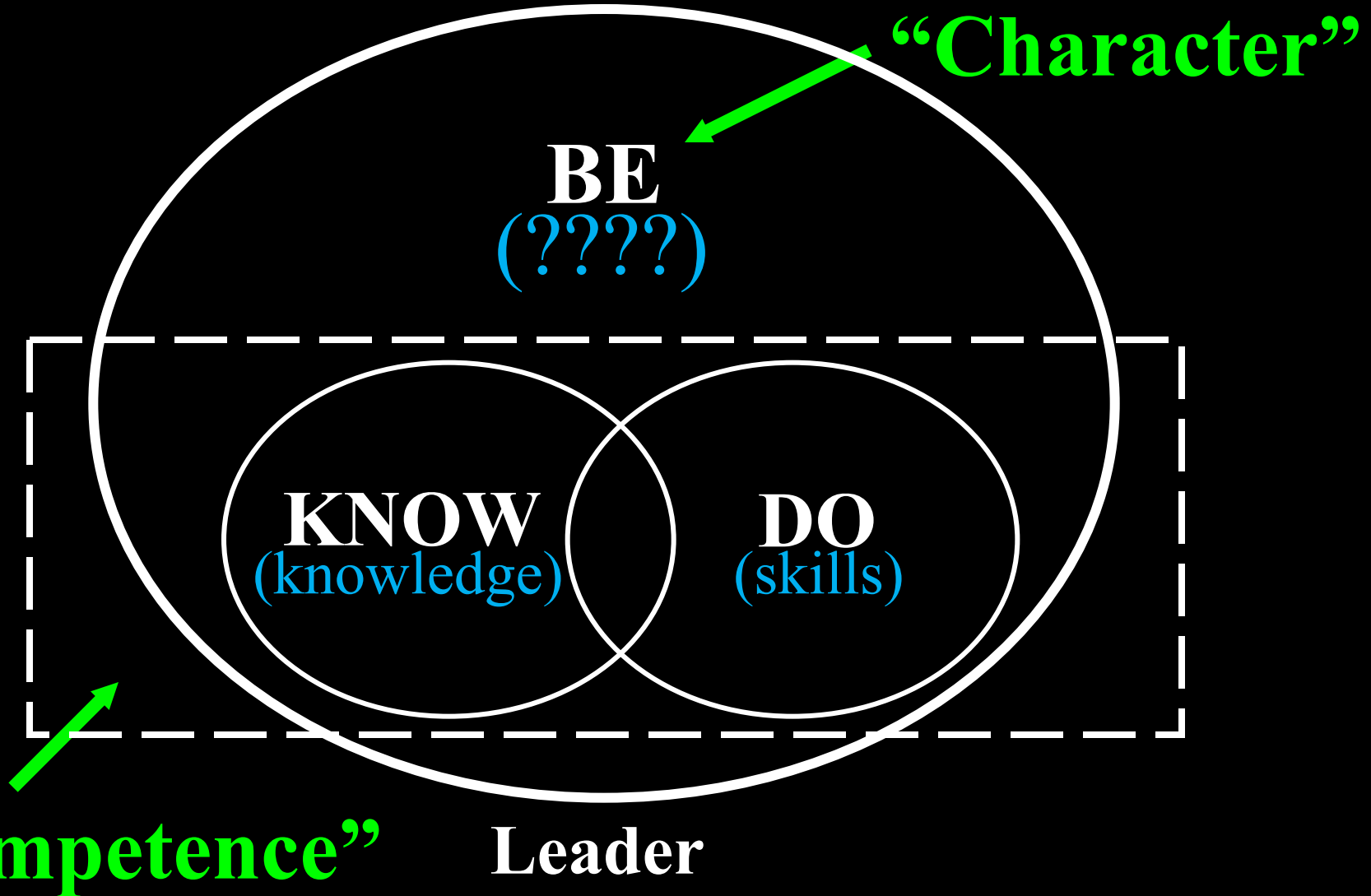




Robert Rosenthal
The Pygmalion Effect
“Self-Fulfilling Prophecies”
Implications for Leading?



Leader Development



The Happy Greeter!





Leader Development

“Character”

personality

style

BE

(????)

values

passion

worldview

identity

maturity

KNOW

(educate)

DO

(train)

**H
H
I
R
E**

**I
N
S
P
I
R
E**

Training & Learning Model

Leader

“Competence”



Leader Development

Two Fundamentally Different Approaches

And one final thought about
the role of vulnerability...



A Deficit Model



1. *Blind Spots* – Must know what they are!
2. *Fatal Flaws* – Must be *just* good enough!
3. *Perfectionist* – No one's perfect!





Coach Maurice Cheeks (April 2003)
Game 3 of first round of 2003 NBA Championships
Portland Trail Blazers v. Dallas Mavericks
20,000 fans Portland's Rose Garden Arena
14 year old Natalie Gilbert

Lessons?

Pair up and generate at least 3 lessons from this story:

1.

2.

3.

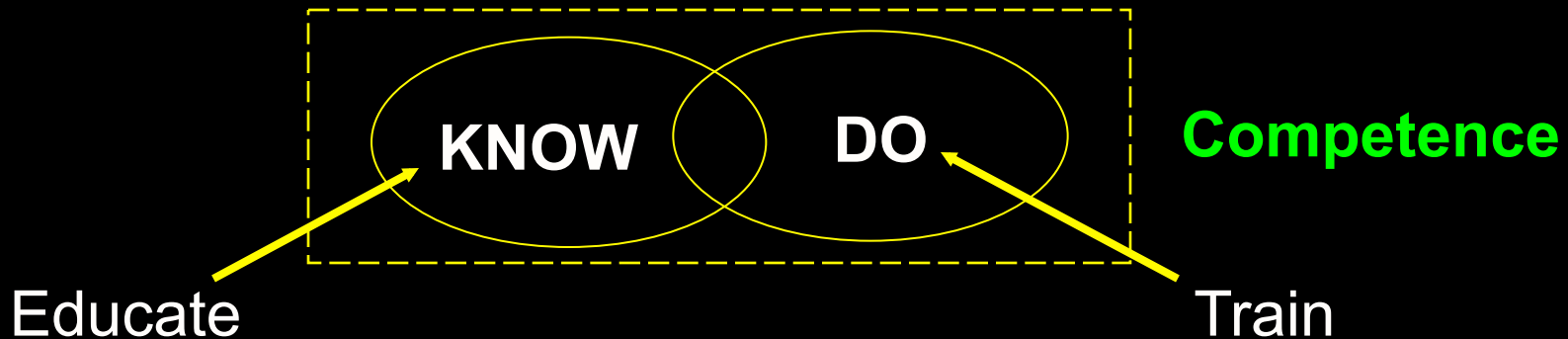




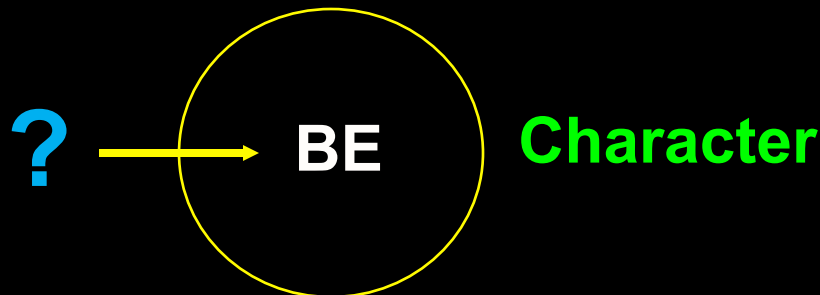
Leader Development

Two Fundamentally Different Approaches

1. Traditional Competency Models

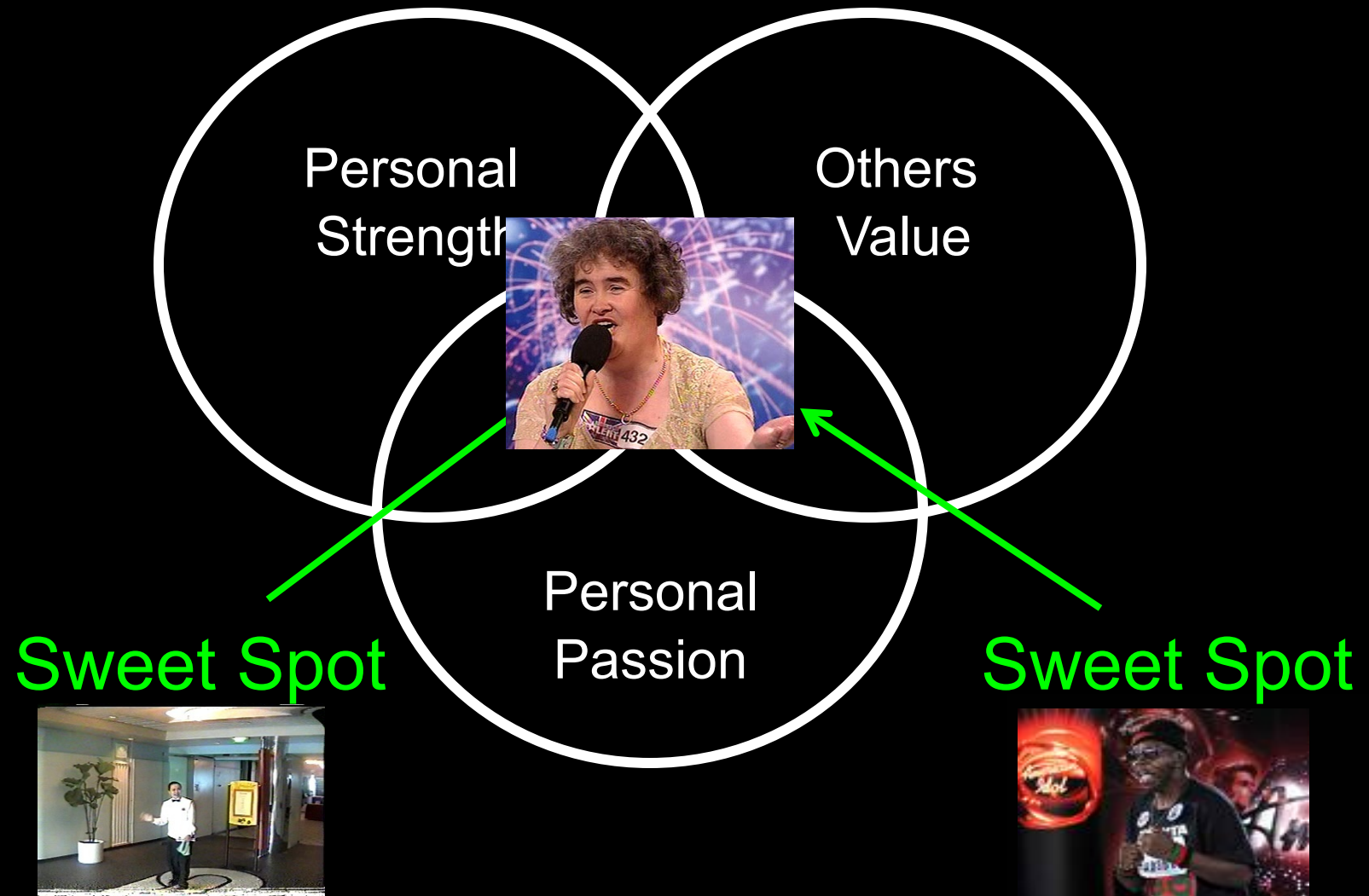


2. Strength-based Models



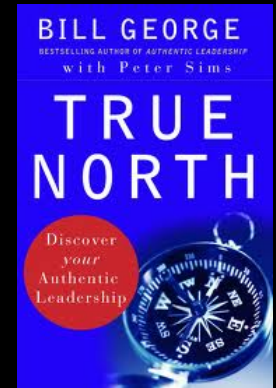
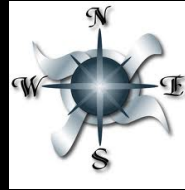
Developmental Sweet Spot?

(HIRE & INSPIRE)





The Course Map



**Losing
Your Way**



Crucibles

**Self-
Awareness**

Values and
Principles

Motivations

Support
Team

Integrated
Life

**Transformation
from Me to We**

Finding Your
Purpose and
Aligning with it

Empowering
Other
Leaders

Honing Style
and Use of
Power

Personal Exercise (in 3 rounds)

[Round #1 – Self-Disclosure]

- Pick a partner.
- *Privately*: Write down something fundamental about yourself – one thing about yourself, that most people do not know, but if they did, it would help them know you better.
- Pair & Share.

Personal Exercise (in 3 rounds)

[Round #2 – Inquiry]

- *Privately*: Think about something you would like to know about your partner in this exercise.
- Write down a question that you might ask your partner to understand them better about that one thing you'd like to know.
- Pair & Share.

Personal Exercise (in 3 rounds)

[Round #3 – Feedback Seeking]

- Ask your partner:
- “How do you experience me?”
(as a person/as a leader)
“How do you experience *yourself* differently while in my presence?”
- Jot down 2-3 adjectives; one of them has to be “a little hard to say/hear”.
- Pair & Share.

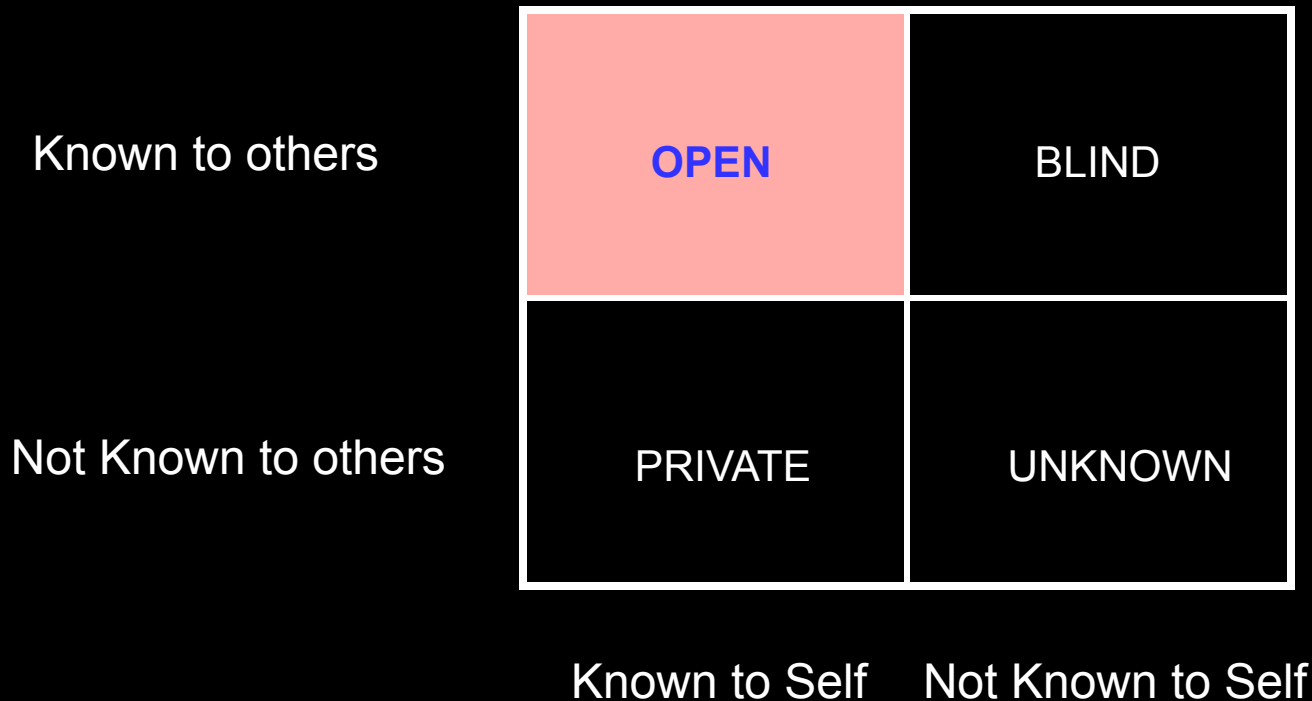
What did you learn?

Five Skills

- Self-disclosure
- Inquiry
- Feedback Seeking
- How to approach anxiety
- Listening

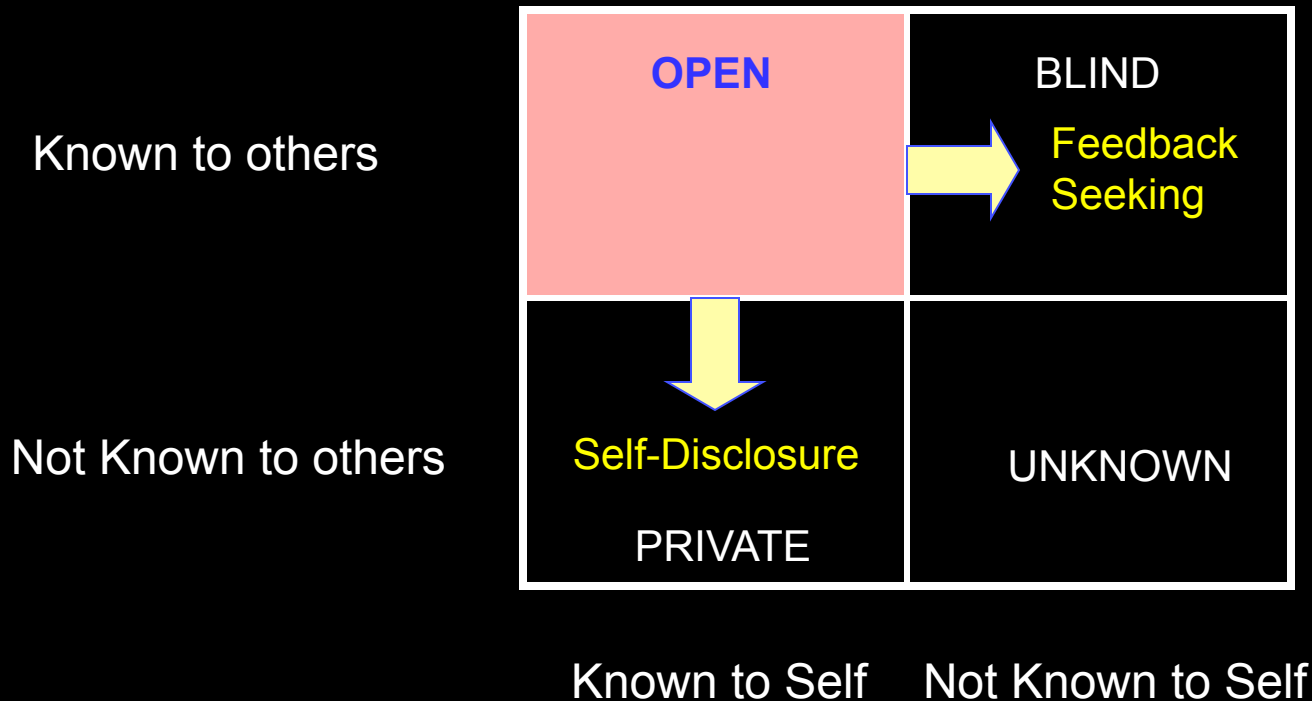
Johari's Window

Here's one way to think about what we just did:



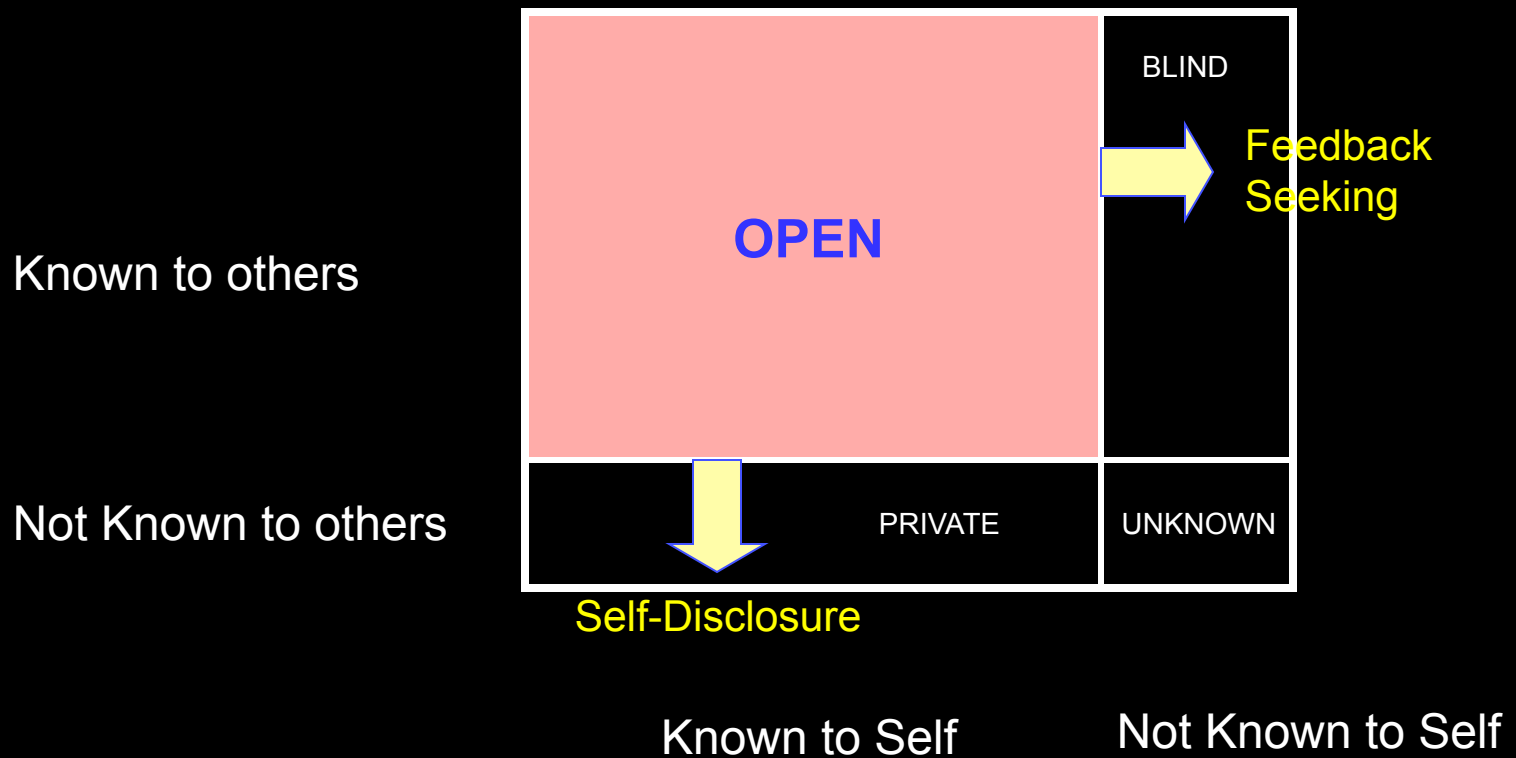
Johari's Window

Together, we worked to **OPEN** your windows



Johari's Window

Together, we worked to **OPEN** your windows



transparency + self-awareness = authenticity?

Johari's Window

Together, we worked to **OPEN** your windows

