

Session 1: We need more mature leaders

In the past few months we've seen [childish attitudes] reflected in the halls of government and corporate boardrooms across the country. Arrogance, pouting, tantrums, personal attacks, and betrayal of trust seem to be the order of the day. Situations at Hewlett-Packard, Yahoo! and News Corp demonstrate the kind of SANDBOX LEADERSHIP that is all too prevalent right now.

The timing could not be worse. The nation's current problems, as vast and overwhelming as they are, appear secondary to the whims of spoiled children, unwilling to play well together. At a time when we need solid, grounded leadership more than ever, we seem to be in short supply of adults who act like, well . . . like adults.

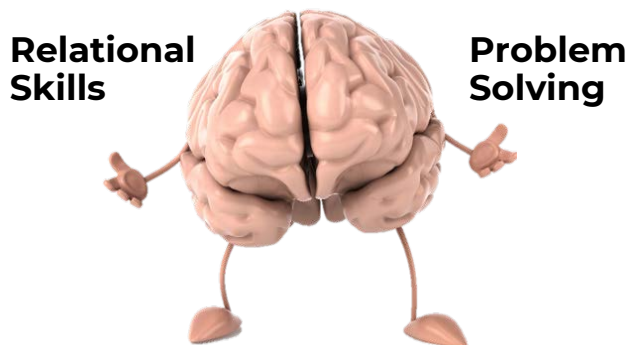
Richard Davis, "We Need More Mature Leaders,"
Harvard Business Review, October 18, 2011

What is maturity?

Maturity is capacity.

Capacity is the ability to handle weight.

Maturity is the capacity to endure hardship well.



Action
(Joy/Identity)

Attunement
(mutual mind)

Assessment
(Is this good, bad, scary?)

Attachment
(Is this personal to me?)



Remain relational
+
Act like yourself
+
Return to joy

Enduring
Hardship Well



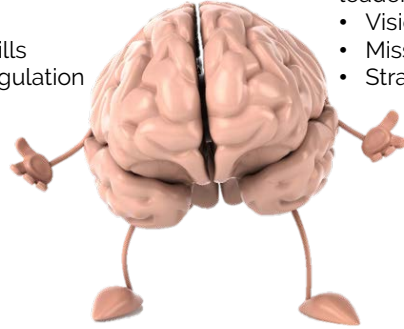
Session 2: Mature Leadership in Practice

Leadership Definition

1. Leadership is creating engagement in what matters.

Creating engagement is the right brain (fast track) part of leadership.

- Values
- Relational skills
- Emotional regulation



Defining what matters is the left brain (slow track) part of leadership.

- Vision
- Mission
- Strategy

2. Rare Leadership is creating joyful engagement in what matters.

Non-joyful engagement

Shame
Anger
Disgust
Sadness
Anxiety (Fear)
Despair



Whatever you find necessary to motivate yourself will eventually become indispensable for motivating your team.

Rare Leadership

Leadership Target

REASON
+
CHOICE

TRANSFORMATION



BELONGING
+
IDENTITY

TRANSFORMATION



Identity groups are powerful transformers for good or for evil.

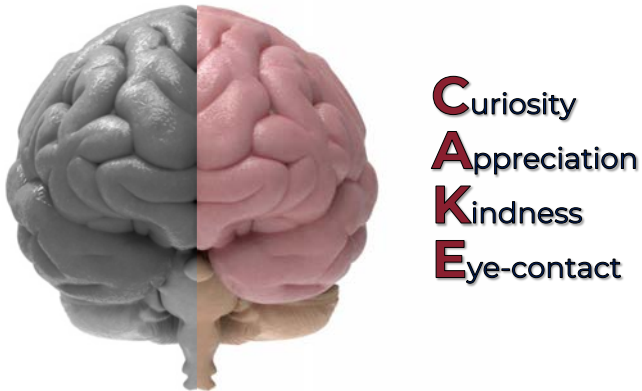
- When you know who your people are, you know who you are and how it is like you to act.
- Rare leaders create engagement by creating identity groups in which people know they belong, they know who they are, and they know how it is like them to act.
 - Initiation
 - Declaration
 - Relational Training
 - Protection
 - Collaborative Work

Session 3: Remaining Relational (Habit 1)

Remaining relational requires keeping **relational circuits** on while under stress.

Relational Circuit Checklist

- My fight, flight, or freeze reaction takes over.
- I feel like it is your fault when I hurt your feelings.
- When others are talking, I check out early and start focusing on what I want to say before they finish.
- I don't want to make eye contact.
- I would rather just handle a problem myself.
- People feel like "a bother" and are just in my way.



Keep relationships bigger than problems.

- This doesn't mean that you can save every relationship or that you never discuss problems or dismiss an employee.
- This means you try to deal with problems in a way that keeps the door to relationship open.
- A helpful tool: **Envelope Conversations**.



Rare Leadership

Session 4: Act like Yourself (Habit 2)

From your brain's perspective, your identity is determined by who your people are.

Possums



Predators



Super chickens (Margaret Heffernan – TED talk)

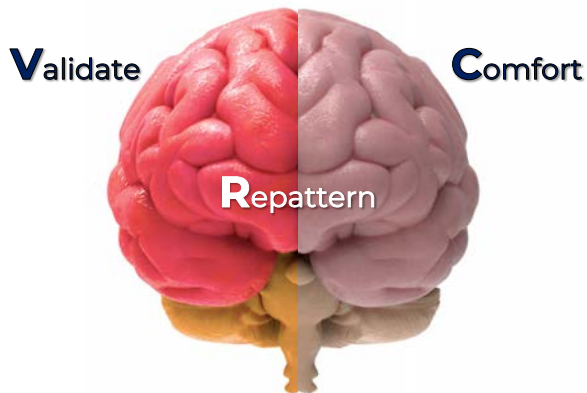
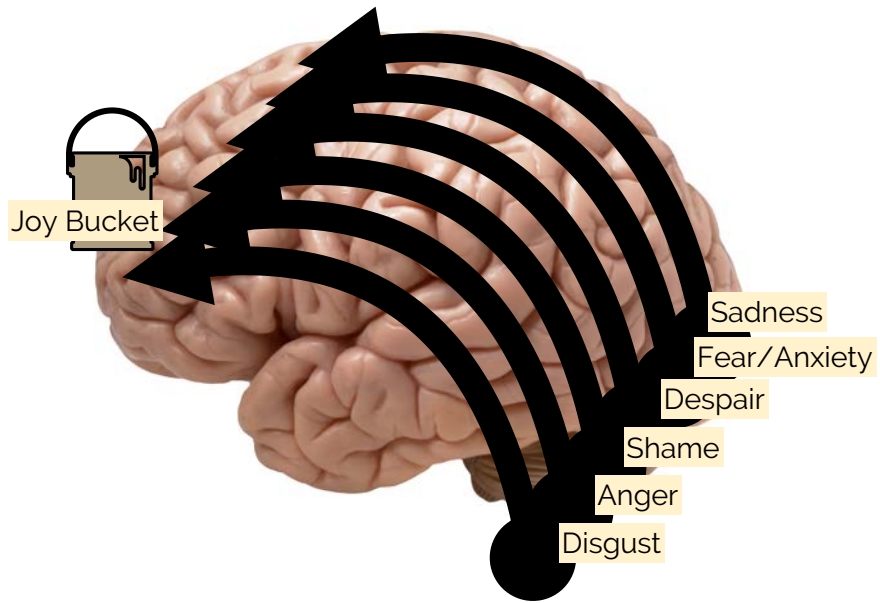
Friend mode

Enemy mode



Protectors

Session 5: Return to Joy (Habit 3)



Session 6: Endure Hardship Well (Habit 4)

Maturity is the capacity to endure hardship well.

We naturally develop greater capacity with each stage of development.

Trauma can disrupt the maturity process.

- B Trauma – The bad stuff that happens to us.
- A Trauma – The absence of the good stuff we need.

The Five Stages of Maturity (from the Life Model)

1. Infant
 - a. Infants need smiles, security, and synchronization (help returning to joy from all six negative emotions). Failure to get these needs met constitutes A Trauma and leaves the maturity development process incomplete.
 - b. Infant as leader: My job is to let you know I am upset. Your job is to figure out why and fix it.
2. Child
 - a. Children need to learn wisdom, identity, and the skill to take care of themselves. When children have to parent their parents, they develop “upside down” maturity – they look grown up on the outside but are still children/infants on the inside.
 - b. Child as leader: I can take care of myself, but I can't take care of you too. Good at getting their own tasks done, not good at collaborating to get work done in a way that is satisfying to others.
3. Adult
 - a. We can receive without having to give.
 - b. We can take care of ourselves.
 - c. We can work collaboratively.

Rare Leadership

4. Parent

- a. I can give life to children without requiring anything in return.
- b. I can mentor others.
- c. I can be tender with their weakness.
- d. I can help them increase their skills.

5. Elder

- a. I can care for my community and guide those without families.
- b. I don't just do my job, I offer wisdom to the organization.
- c. I see people who are falling through the cracks and help them.
- d. I provide stability by helping to carry the emotional weight of the group.

Next Steps

1. Identify where you are in your maturity development.
2. Imitate those with more maturity.
3. Form identity groups with multi-generational members.
4. Talk to God about everything.