Intentional Leadership –
the principles & practices of leading
from identity and integrity

Presented by:

Facilities And Safety Team

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Task 1  Expectations

• In the blank space below, write down why you choose to be here and what you hope to take from our time together.

• In pairs, share what you have written. I will ask for volunteers to share your response.

• In this session you will:
  – Articulate your leadership “voice”
  – Identify the purpose and goals of your leadership
  – Identify the ideal environment your leadership can best thrive
Leadership “voice”:
The purpose and goals of leadership

Task 2    Who are the leaders?
           Am I a leader?

• We are all leaders!  Agree or disagree?

• What is the purpose of leadership?
Task 2a  Who are the leaders? Am I a leader?

- What is the purpose of your leadership?
  - Goal 1
  - Goal 2

- What are the values your leadership is based on?

- Every leader has strengths and weaknesses. Do you know what yours are? Most of us know what our strengths are. We will explore the dark-side…

Creating an ideal environment for leadership
Task 3  
Every leader has a shadow:  
The dark side of leadership.

- You have a problem.
- You can mitigate most of the problem by being aware of it.
- Some people find it hard to admit their problem.
- You don’t have to be one of them.
- What made you successful to this point, may be, in large part, due to your psychological disposition. It will also be what limits your success!
- So, what’s the problem? They come in at least 5 flavors.
- As we go over these 5 flavors, it will be tempting to identify others you know.
- For this exercise, it important to focus on which one best describes you.

Task 3A: A survey:  
The dark side of leadership

- As I read the survey question, place a check mark on the ones that apply to you. Don’t over think it. Go with your first response.
- We will give you additional directions.  

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Task 3A:  Shadow side of Leadership: Who, me?

1. **COMPULSIVE** – absolute order, very rigid, highly systematized routine, excessively devoted to work, overly moralistic, conscientious, and judgmental of self and others.

2. **NARCISSISTIC** – overstate their own achievements, rarely acknowledge or recognize others, need admiration of others, use others to advance their own goals, able to pursue their goals without restraint.

3. **PARANOID** – sensitive to criticism, fear of being overthrown, fear of losing power, excessive staff meetings, micromanaging.

4. **CO-DEPENDENT** – takes personal responsibility for actions and emotions of others, blames self for inappropriate behavior of others, tolerance for “bizarre” behaviors, overly avoids hurting others people’s feelings. Avoids confrontations, glutton for punishment (taking on additional tasks).

5. **PASSIVE AGGRESSIVE** – reluctance to perform for fear of failure. procrastinates, stubborn, forgetful, intentionally inefficient. Prone to short outburst expressing intense emotions, followed by sorrow and remorse.

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Overcoming the dark side of leadership,
McIntosh and Rima (1997)

Task 4:  Self betrayal:
The foundation of self-deception

– As I share a story, see if you identify the self betrayal.
– 2 am call for help…but from whom?

– How did I view my wife for not getting up and taking care of our little girl?
– How might Rhonda have viewed me?
Task 4: What is self-betrayal?

- An act contrary to what I feel I should do for another is called an act of “self-betrayal.”
- When I betray myself, I begin to see the world in a way that justifies my self-betrayal.
- When I see the world in a self-justifying way, my view of reality becomes distorted.
- So, when I betray myself, I enter the box.
- Over time, certain boxes become characteristic of me, and I carry them with me.

Task 4: What is self-betrayal?

- By being in the box, I provoke others to be in the box.
- In the box, we invite mutual mistreatment and obtain mutual justification. We collude in giving each other reason to stay in the box.

(Leadership and self-deception, The Arbinger Institute, p.105)
Task 4a: Self betrayal…summary

- Self betrayal lays the foundation of self-deception that leads a person to
  - inflate others’ failure
  - inflate our own virtues
  - inflate the value of things that justify our betrayal
  - blame others
  - it defines you

Task 4b: Self betrayal…

- Brainstorm….What’s the solution?
  - recognize it
  - admit it
  - kill them with kindness
  - develop relationships
  - reframe (spiritualize, rationalize)
  - peace and pay (passive exit)
  - fight back/undermine
  - active exit
Task 4c:  What doesn’t work from in the box

- Trying to change others
- “Cope with others”
- “Check out” – distance yourself
- “Communicating”
- “Implementing” new techniques
- “Developing” new skills
- “Changing” my behavior
- ….
- So, the key is to get out of the box….

Task 4d:  Getting out of the box…

1. Don’t try to be perfect.
2. Don’t use the vocabulary – “in the box” with people that don’t know the vocabulary.
3. Don’t look for others’ boxes.
4. Don’t accuse others of being in the box.
5. Don’t give up on yourself when you discover you’ve been in the box.
6. Don’t deny that you’ve been in the box.
7. Don’t focus on what others are doing wrong.
8. Don’t worry whether others are helping you.
Task 4d: Getting out of the box…summary

- Recognize the hypocrisy in your own thinking and responses
- Honor others as people (with needs, aspirations, hopes, worries, etc.)
- Know the purpose and goals of your leadership
- Know what values that make up your leadership
- Know the dark-side of your leadership
- Focus on the results not on the box

This is Intentional Leadership!

Task 5: So what? Now what?

- What was the most significant idea you are taking from this session?

- How will you apply the idea to make a positive difference in your life? And, in the lives of others?

- Leading with identity and integrity requires self awareness and a commitment to look at yourself with honesty. When we acknowledge others as people, we stay out of the box.
- This is Intentional Leadership!