

# Leadership Presence

A Leader in every chair @ work in PM

I do all what I learned to do as a Leader....

And it doesn't work, why?

What does resist explanation?

***“Vertical development”***

*As adults we're able*

*to boost our natural development process*

*and access our hidden potential.*

***What we haven't learned at school...***

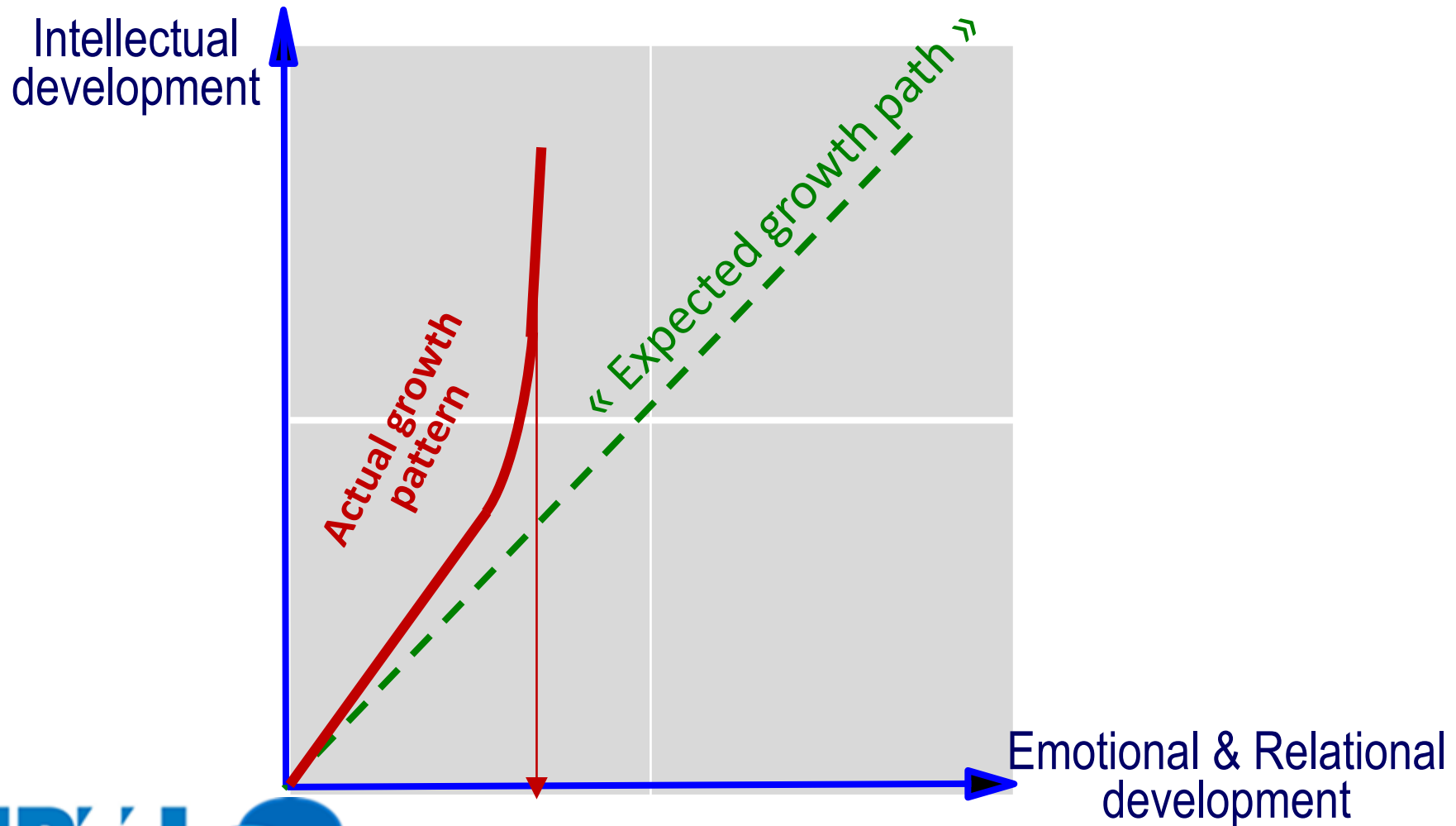


# Content

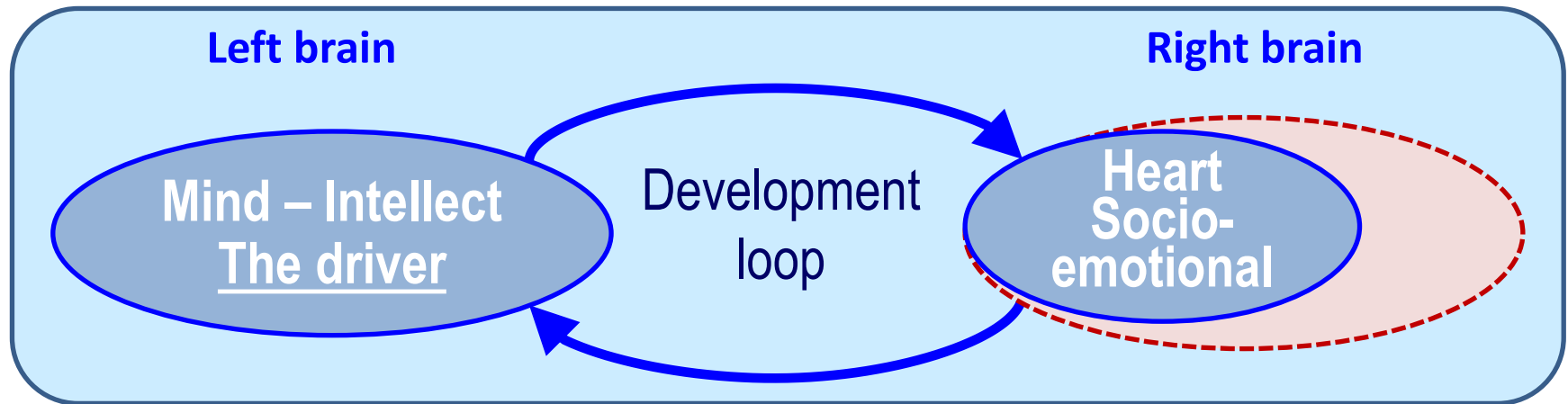
- ☯ Society is influencing our development
- ☯ Mind, heart and personality interplay
- ☯ Climbing your mountain
  - Change the way you look at things, and the things you look at change
- ☯ Key development patterns
- ☯ The challenge to reach the “Leader” level
- ☯ **The SE stage is what most effectively differentiates Leaders**
- ☯ Leadership hierarchy
- ☯ Assessment: How you know where you are?
- ☯ Signs that your leadership stage is evolving
- ☯ How to accelerate your maturation process
- ☯ “Presence” : What great actors have
  - The emergence of flow & collaboration



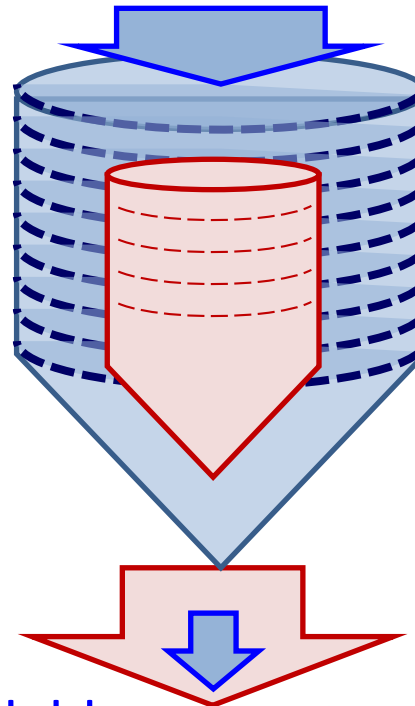
# Societal intellectual focus leads to poor emotional & relational power



# Mind, heart and personality interplay



**Personality Filter / Enabler**  
Conditioning, EGO,  
Education , Culture, Character,  
Wounds, Beliefs, Shadow, ...



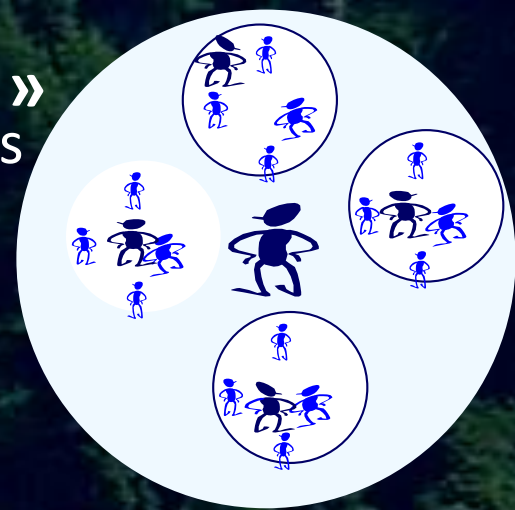
Available competencies

[excellence4u jean@gmail.com](mailto:excellence4u jean@gmail.com)



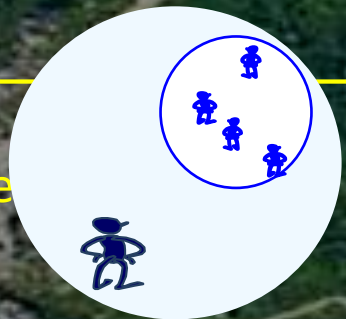
« I »  
stages

« We »  
stages



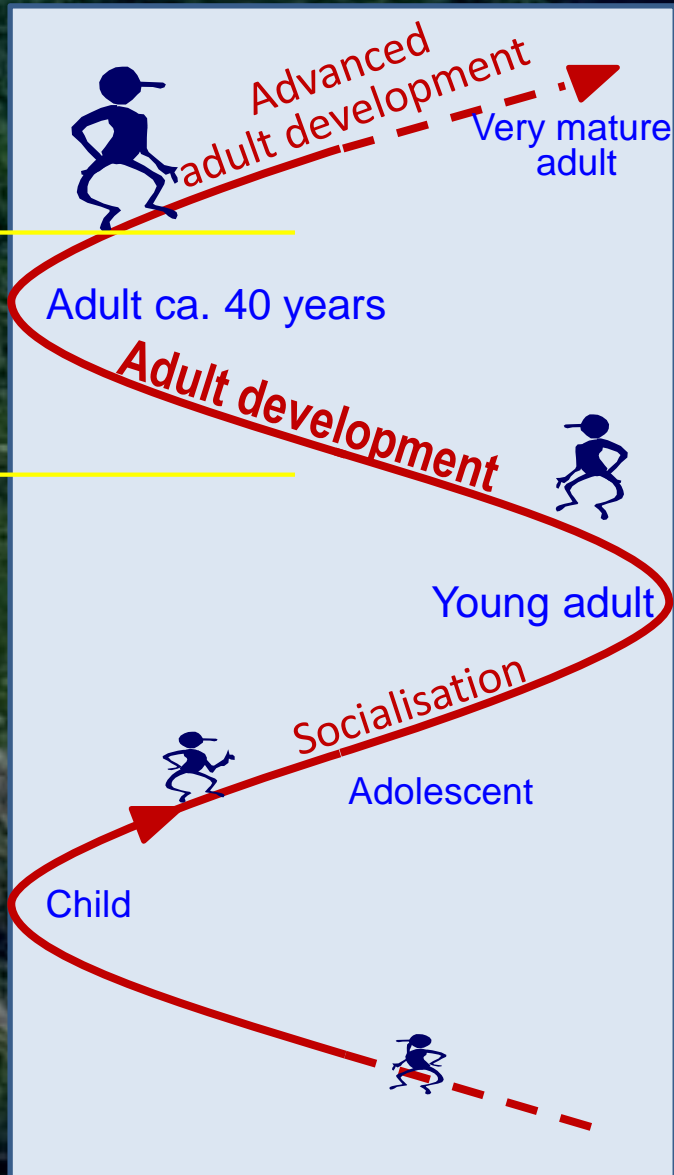
Interdependence

Leader



Independence

Dependence



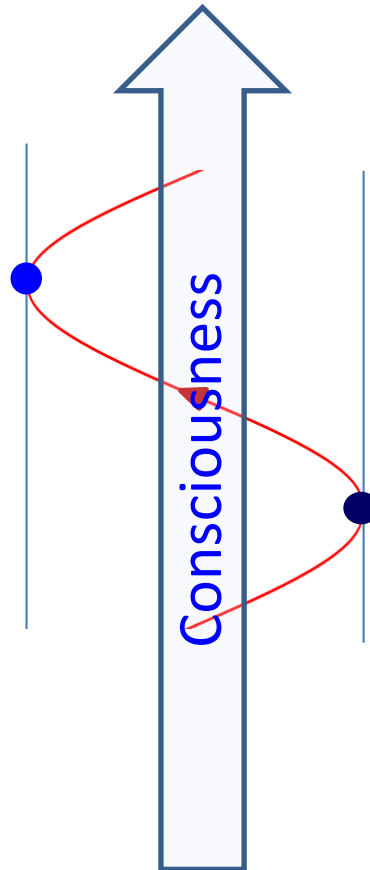
Group contributor

# Key adult development patterns

## Leader

### Self-determined

- Strong identity
- Breaks the rules, follows « his » own rules & goes his way
- Not easily influencable, but takes others into consideration
- Professional, fully responsible & accountable
- Limited need to control
- Good knowledge of self, manages him/her self
- Strong constructed value system, integrity, humility,
- Ability of « super-vision »
- ...



## Group contributor

### Other-dependent/Good citizen

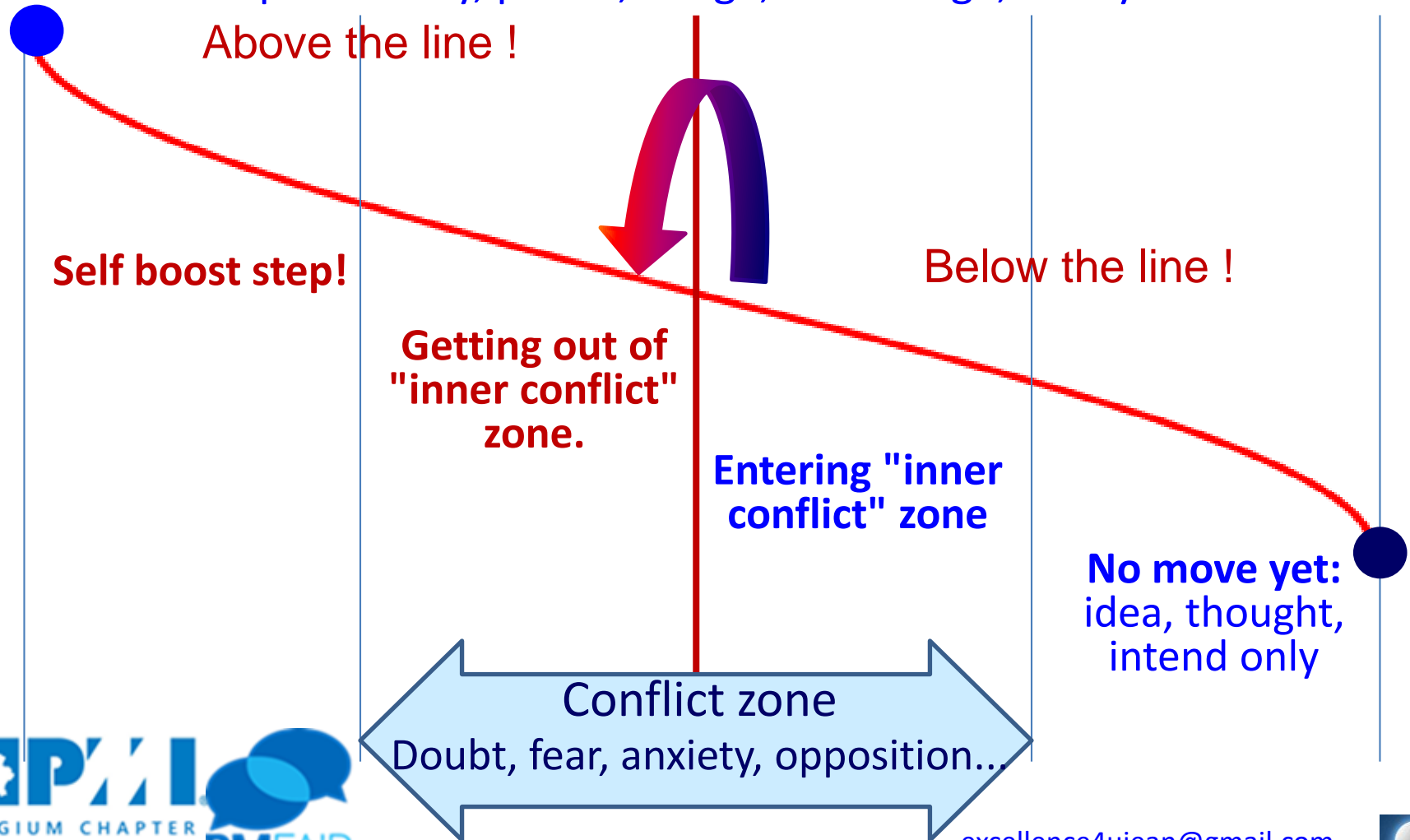
- Socialised
- Compliant, follows the rules, the standards, & does not take risks
- Influenceable
- Attached to his/her communities & to people
- Identify to others
- Defined by others
- Strong need to control
- Poor knowledge of self
- Adopted value system
- Persona & status are important
- ...



# The challenge to reach the "Leader" level

**FEAR....**lack of self-confidence? Fear of the unknown? Fear of....?

How project people and stakeholders respond when their personality, power, image, knowledge, safety is at stake?



# The SE stage is what most effectively differentiates Leaders

- ☯ How Leaders perceive and interpret their surroundings
- ☯ How Leaders respond when their personality, power, image, knowledge, safety is challenged
- ☯ **With**  
The imprint of the personality in the background,  
(often coming in the foreground!)

Less important:

- ☯ Leadership philosophy
- ☯ Management style
- ☯ Hard competencies

But this is how we conceive Leadership programs today, isn't it?

There is a fair chance you're not conscious of the stage you're in





# Leadership hierarchy

The Magician < 1%

The Strategist  
5 to 10 yrs time horizon  
4%

**The Leader**  
5 yrs time horizon  
10%

**Leader**

**The Achiever**  
2 to 3 yrs time horizon  
30-35%

**The Expert/Specialist**  
1 to 2 yrs time horizon  
38-45%

**Group contributor**  
**The Diplomat/Compliant**  
3 m to 1yr time horizon  
12%

**The Warrior**  
**/Opportunist/Impulsive**  
5%

Your success at your current leadership level is not a guarantee to fit at a higher level where new competencies are required!



# Leadership hierarchy

**The Leader**

*Leader*

**The Achiever**

Key characteristics  
of each stage

Your success  
at your current leadership level  
is not a guarantee to fit at a  
higher level where new  
competencies are required!

**The Expert/Specialist**

*Group contributor*  
**The Diplomat/Compliant**

*The Warrior*  
*/Opportunist/Impulsive*



# Assessment: How we know where we are

## **Interviews:**

Tell me what you feel when you receive difficult feedback...

## **Phrase completion**

## **Observations** (writing, listening, attitudes...)

## **Multichoice questionnaire:**

-Challenging norms, policies, procedures , standards...

-Fear and resilience to emotions

-Attachment to others

-Managing "letting go"

-Decision making process

-Need for control

-Feedback on my work and myself

-Use of power

-Drive for change - Handling the unknown

-"Accepting reality, accepting what is"

-Values

-Responsibility and Accountability



# Signs that your Leadership level is

## Moving up

- ☺ You « feel » and want to go out of your present comfort zone/role, and you feel you can
- ☺ You begin to be bored in your job
- ☺ Sometimes you're wondering whether you're really accomplishing anything important
- ☺ You assess yourself and others, and compare

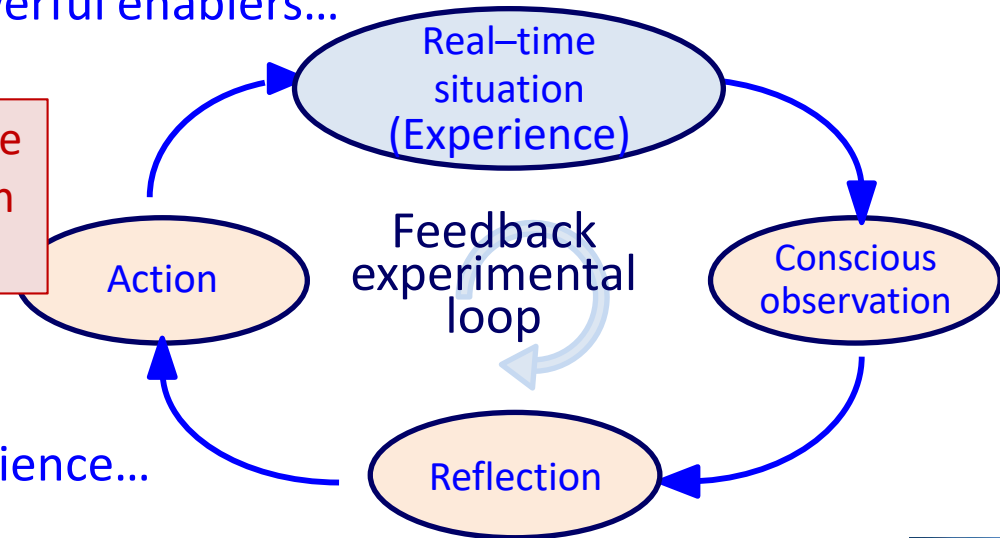
or that you should elevate your level to fit your current job

- ☹ You're fire fighting most of the day
- ☹ You do not have time for people, nor time to reflect, nor find time for structural improvement...
- ☹ People let you know one way or another that you micro-manage, and that you do not give clear directions to comfort long term performance
- ☹ People don't trust you anymore...
- ☹ Fear & discomfort are often in command

# How to accelerate your vertical development

- ☯ **Embody** the importance of your socio-emotional « development » and the mechanics of development
- ☯ Forge a **strong intention** as your top priority engaging for a life long learning, be prepared for **small steps benefits** (apparently), but **in fact major leaps**.
- ☯ Assess your boundaries & learn managing your psychology too
- ☯ Live in the here and now  
**Presence => Flow=> Emergence of your inner knowledge:  
The future that wants to emerge**
- ☯ **Be conscious and self-aware, observe, question, reflect, experiment !**
- ☯ **Replay failures (missed opportunities) again and again until integration:**  
Journalling, role playing are powerful enablers...

This loop will demonstrate results when you run it in **real time**,...



and I speak from personal experience...



# Presence to facilitate the emergence of flow and collaboration

Connect with your Self  
in **the here and now**,

**Relax your body**  
Body awareness



**Open your Mind**  
Be aware of your thoughts  
Mind awareness



**Open your Heart**  
Be aware of your feelings



**Open your Will**  
Be aware of your intention



**Awareness of awareness**  
Consciousness

Suspend the time....

**Collaborative creation**  
from the future  
that wants to emerge

Let go, let go,  
let go.....

Allow your inner  
knowing to emerge

**Presence**  
**State of flow**  
**Super-Vision**



# Take away

- ☯ Adult development is life long and depends on YOU
- ☯ Socio-emotional is meaning making and makes the difference!  
Cognition is sense making  
These are different, but intertwined development lines  
And this is not taught in schools!
- ☯ We all climb the same path  
Some faster than others  
Some stop earlier than others
- ☯ We do not know where we are on the path! (need assessment)
- ☯ A person at one stage does not understand a person 3 stages higher:  
Different worldview, different toolbox....
- ☯ “Presence” facilitates awareness, consciousness, development and navigation of the ego
- ☯ Development is work for life when we want to grow, to transform, to use all what is available in our brain  
Learning is only flat land (more of the same)...  
and does not allow transformation

