

Leadership in the Public Sector

Leadership skills

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Lecture 3 Session 1 : 09 August 2016

Summary so far:

- Why link brain sciences and complexity theory together as a way of thinking about leadership?
 1. Evolution of ideas
 2. Shift from manufacturing and production to knowledge-based and service industries
 3. Need a new paradigm – the future won't be the same as the past.

Key tasks of leader:

- Have his / her emotions firmly in place

**8 Basic Emotions
+
the emotional basis
of all behaviour**

Think of the basic emotions
like the 3 primary colours –

red, yellow, blue.

3 primary colours produce the
whole of the colour spectrum.

8 primary emotions produce
the whole of the feeling system.

8 BASIC EMOTIONS (8种基本情绪)



escape / avoidance

attachment

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escape / avoidance

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8 BASIC EMOTIONS (8种基本情绪)



escape / avoidance

attachment

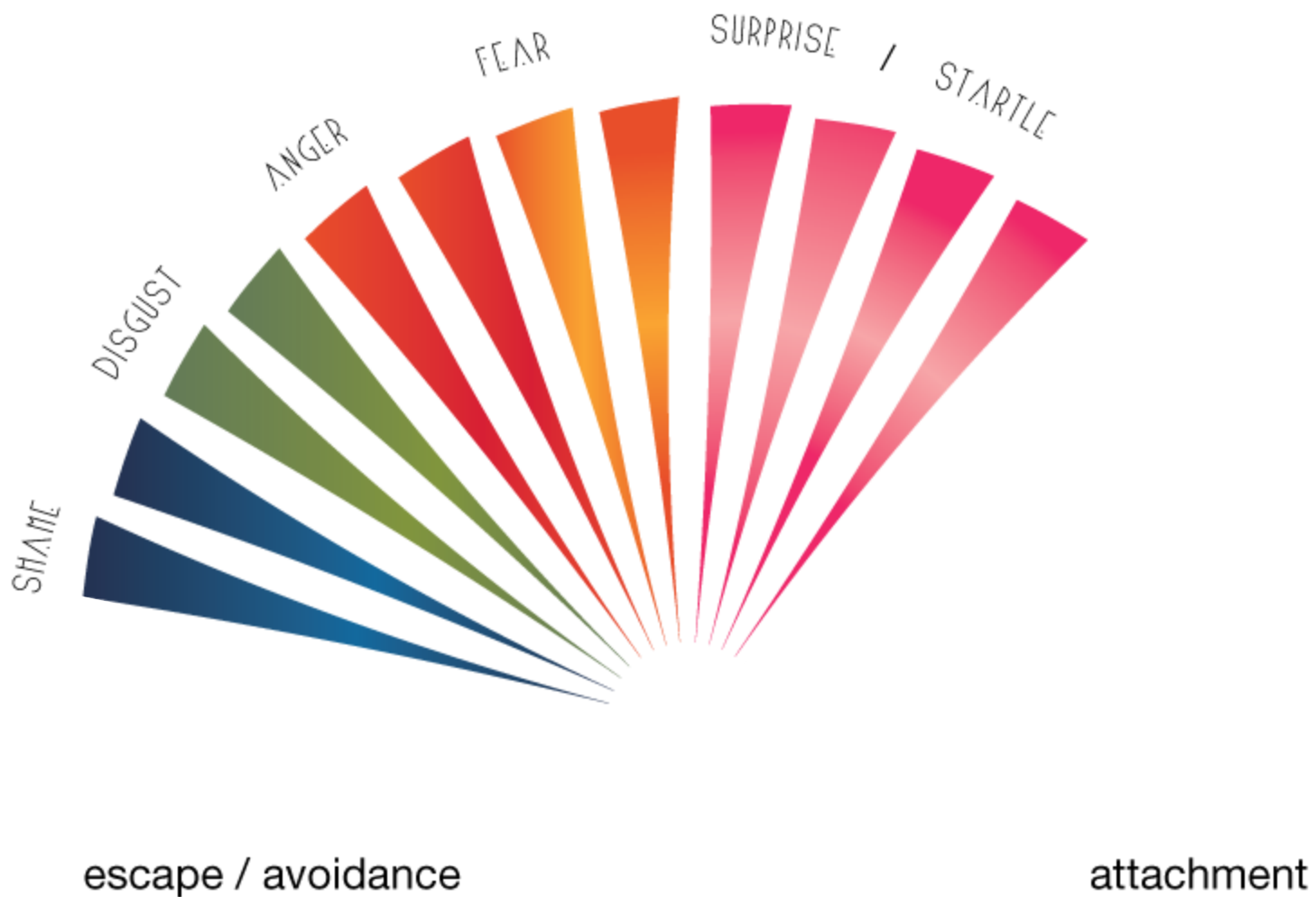
8 BASIC EMOTIONS (8种基本情绪)



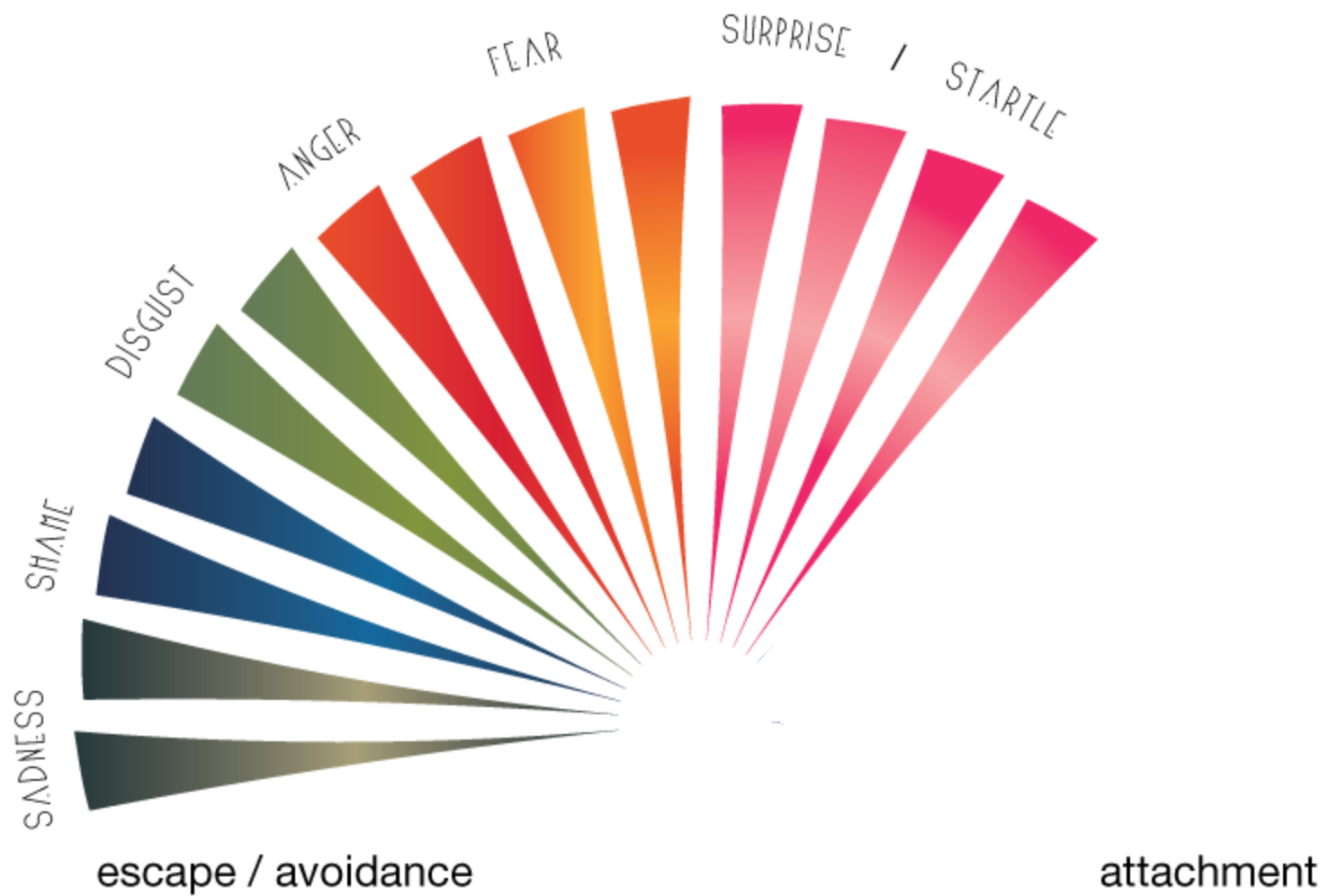
escape / avoidance

attachment

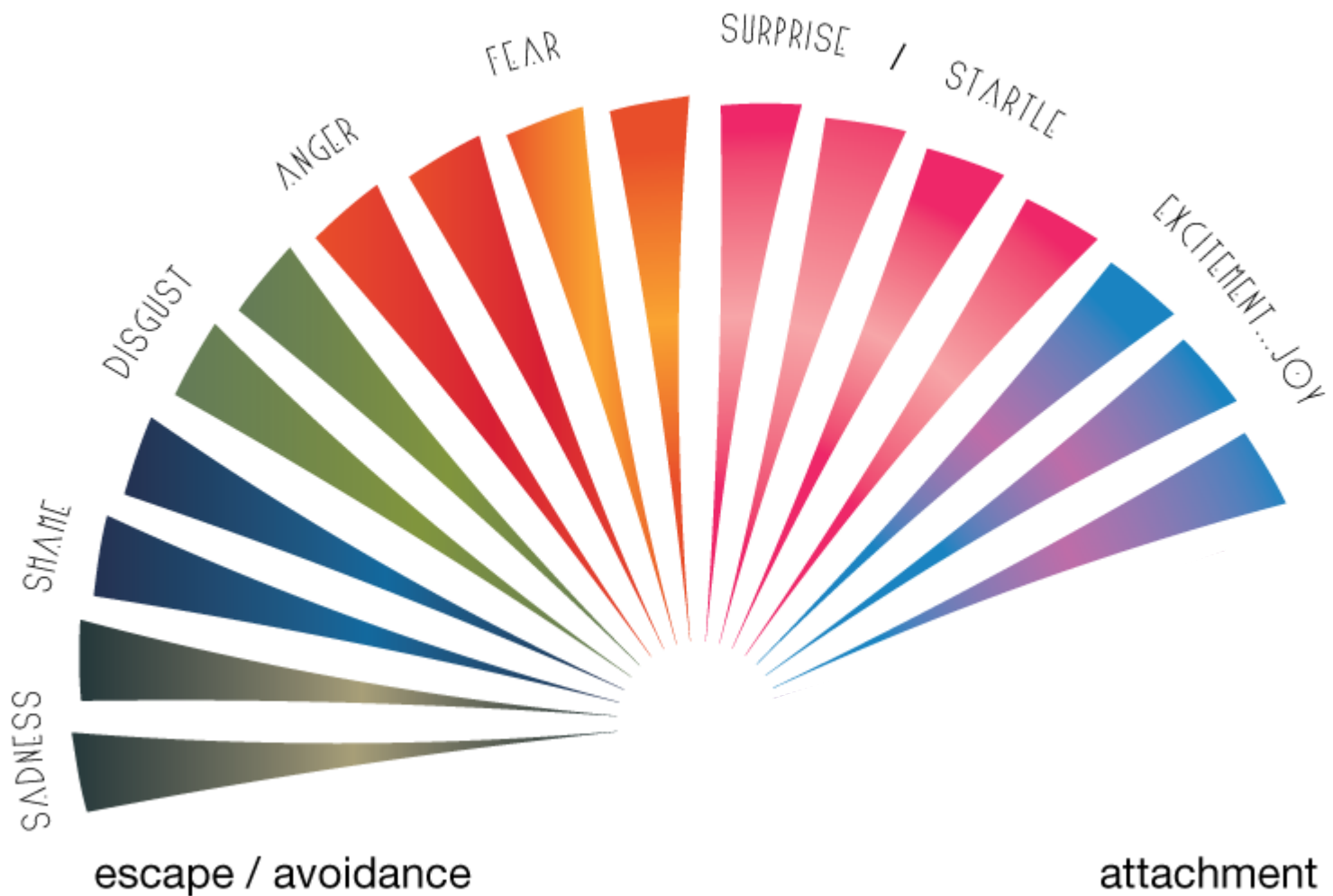
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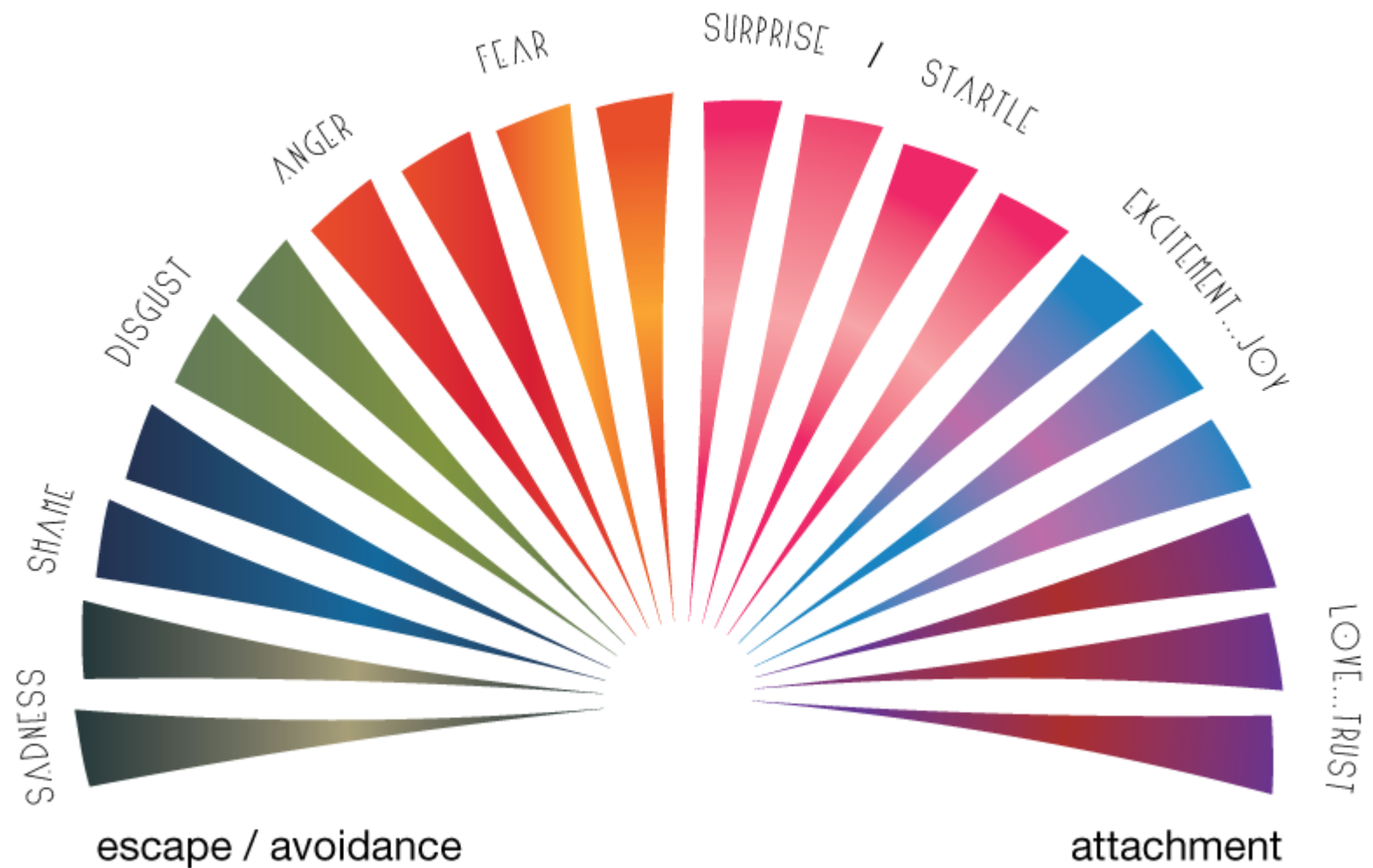
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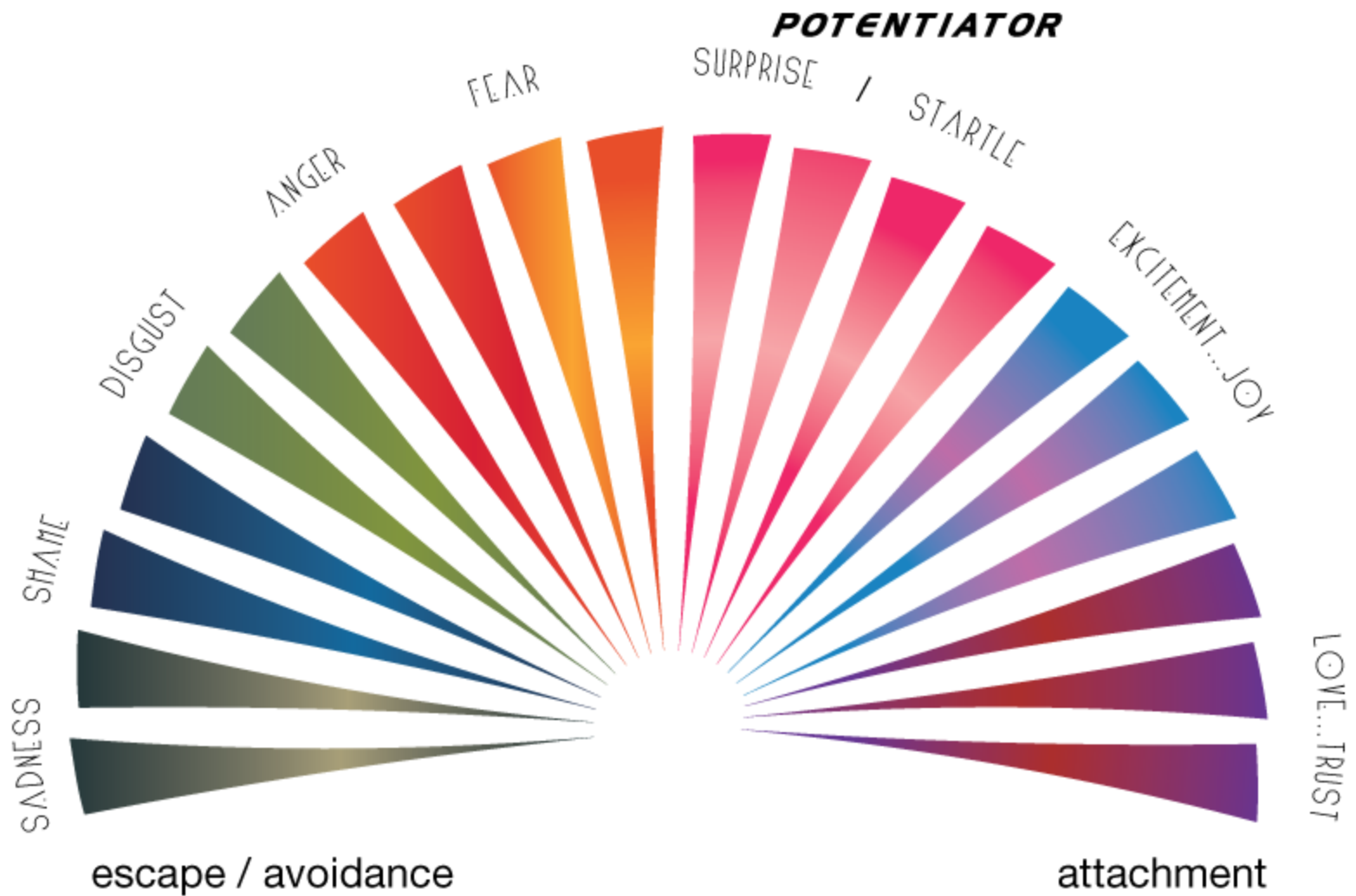
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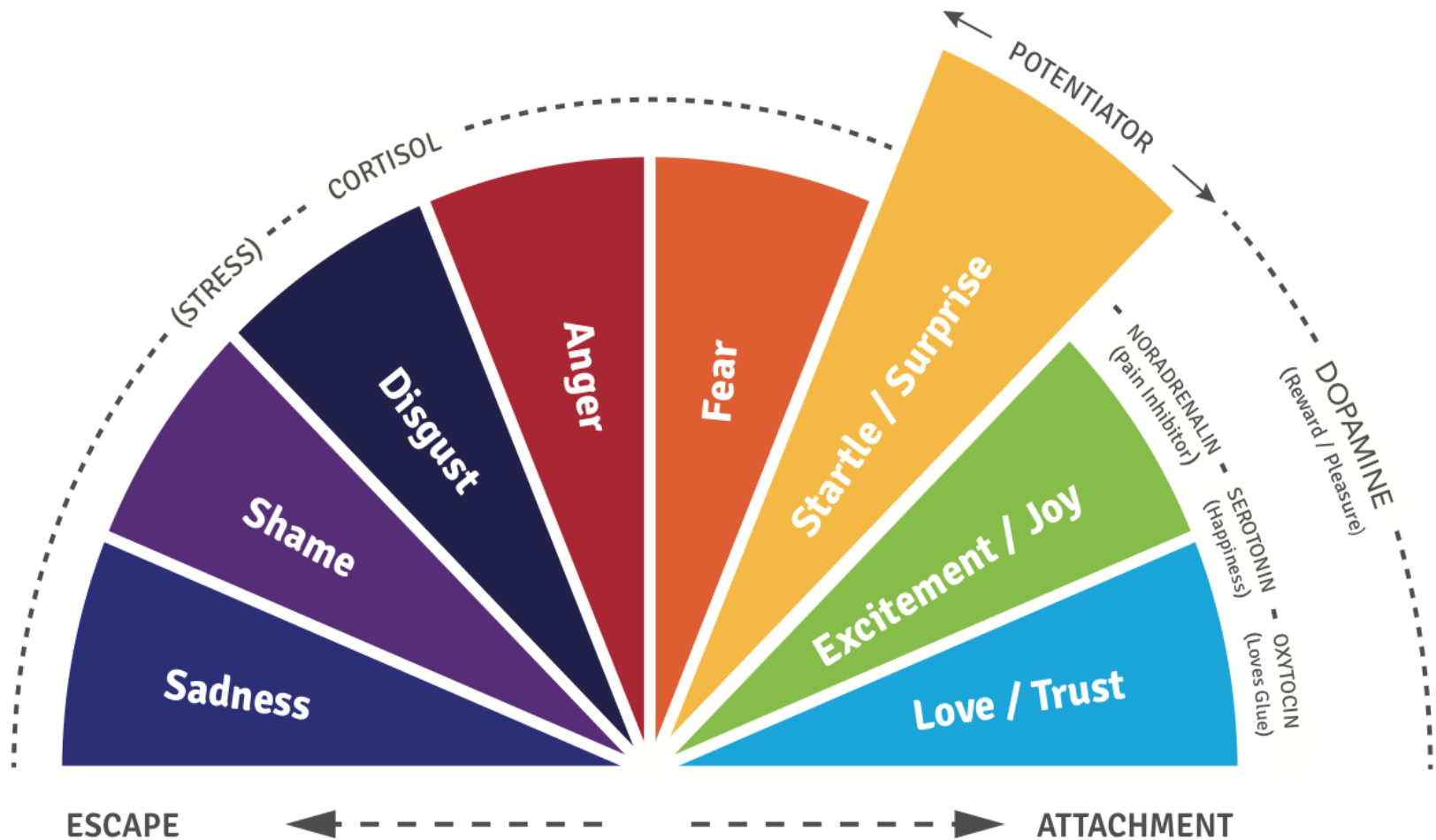
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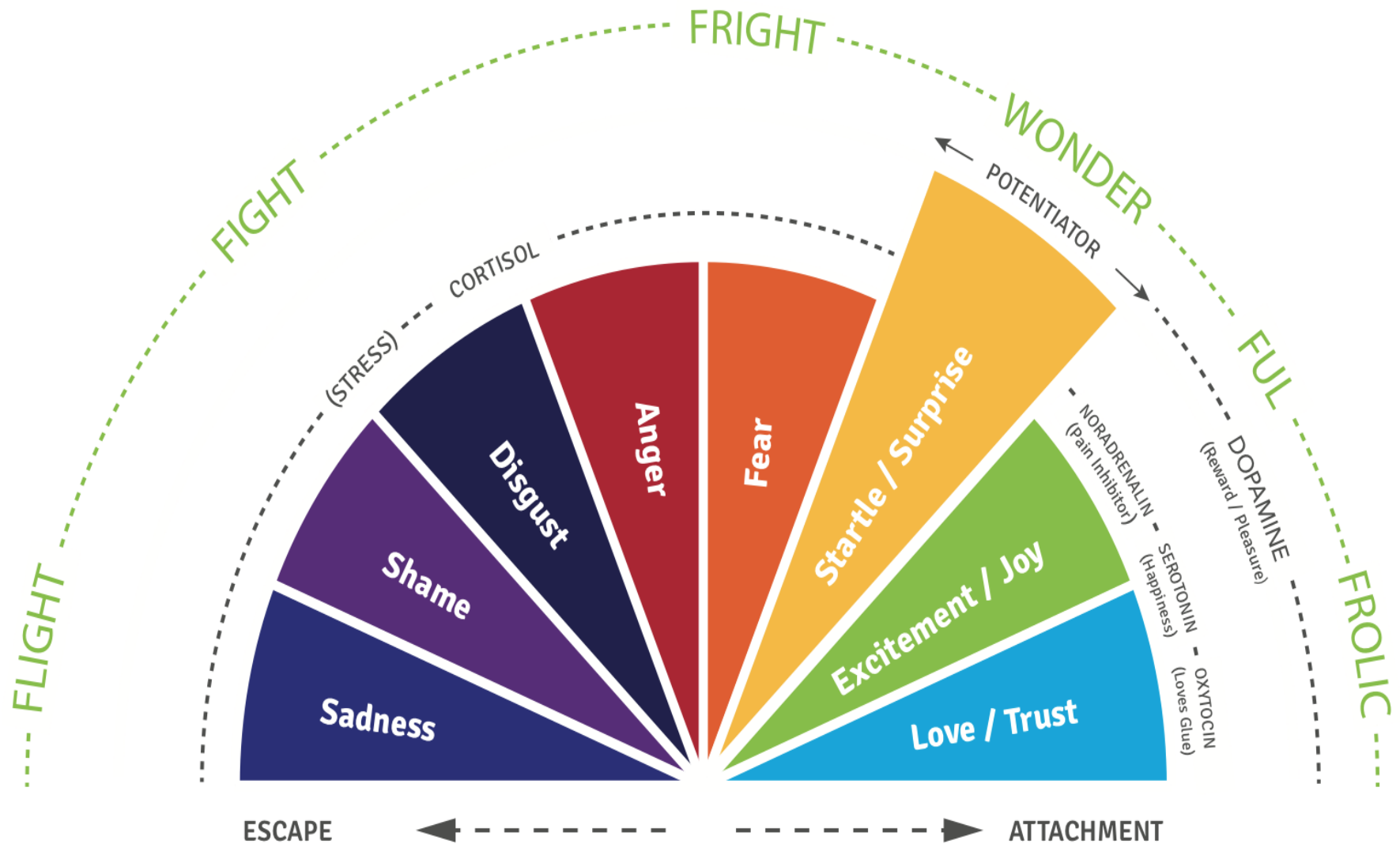


e-motions = Energy for Action = Motivation



Developed by Tara Fennessy from © Brown, Coombs and Upton

e-motions = Energy for Action = Motivation



E-Motions = Năng lượng để hành động = Động lực

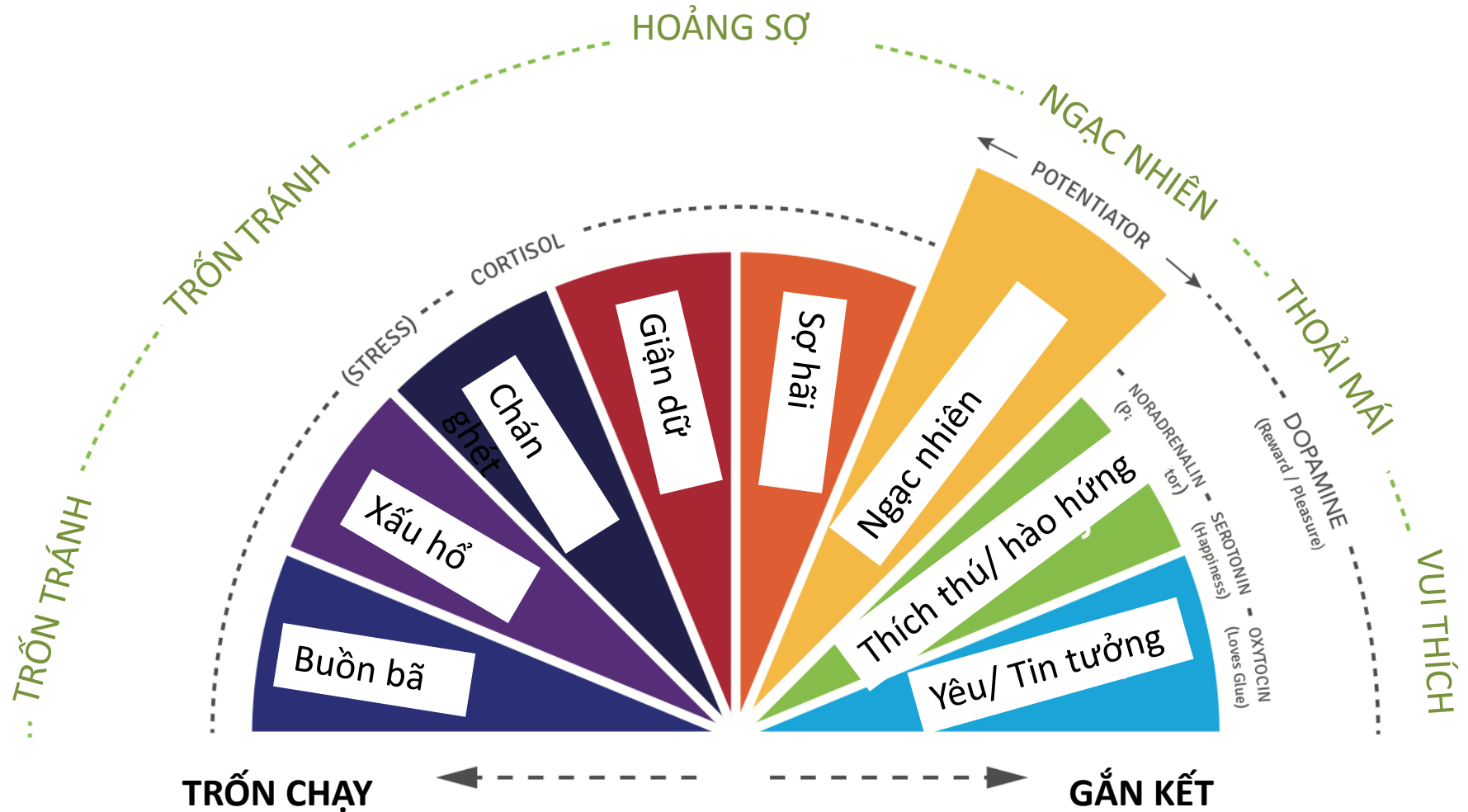


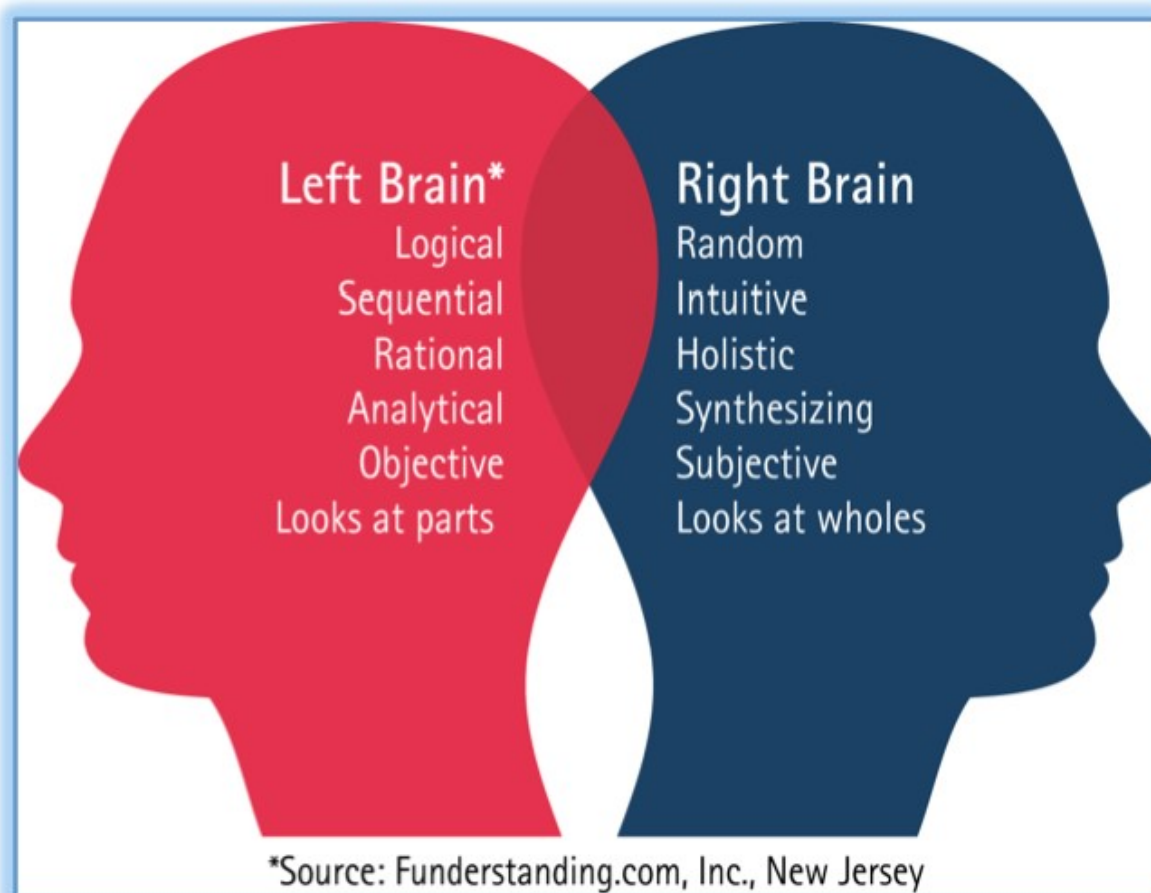
Image developed by Tara Fennessy and Catherine Doherty from an original conception by Paul Brown, Carrie Coombs and Jane Upton.

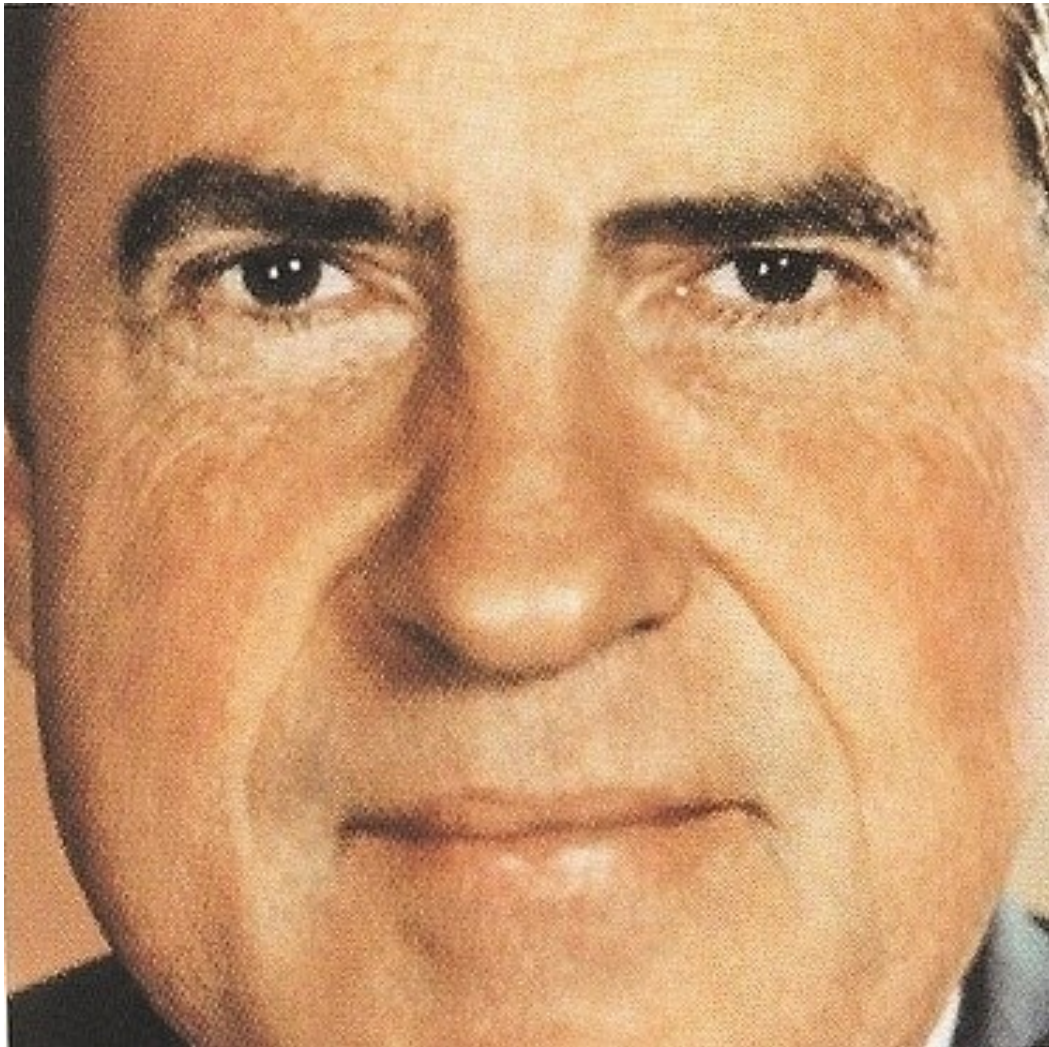
Key *personal* tasks of leader:

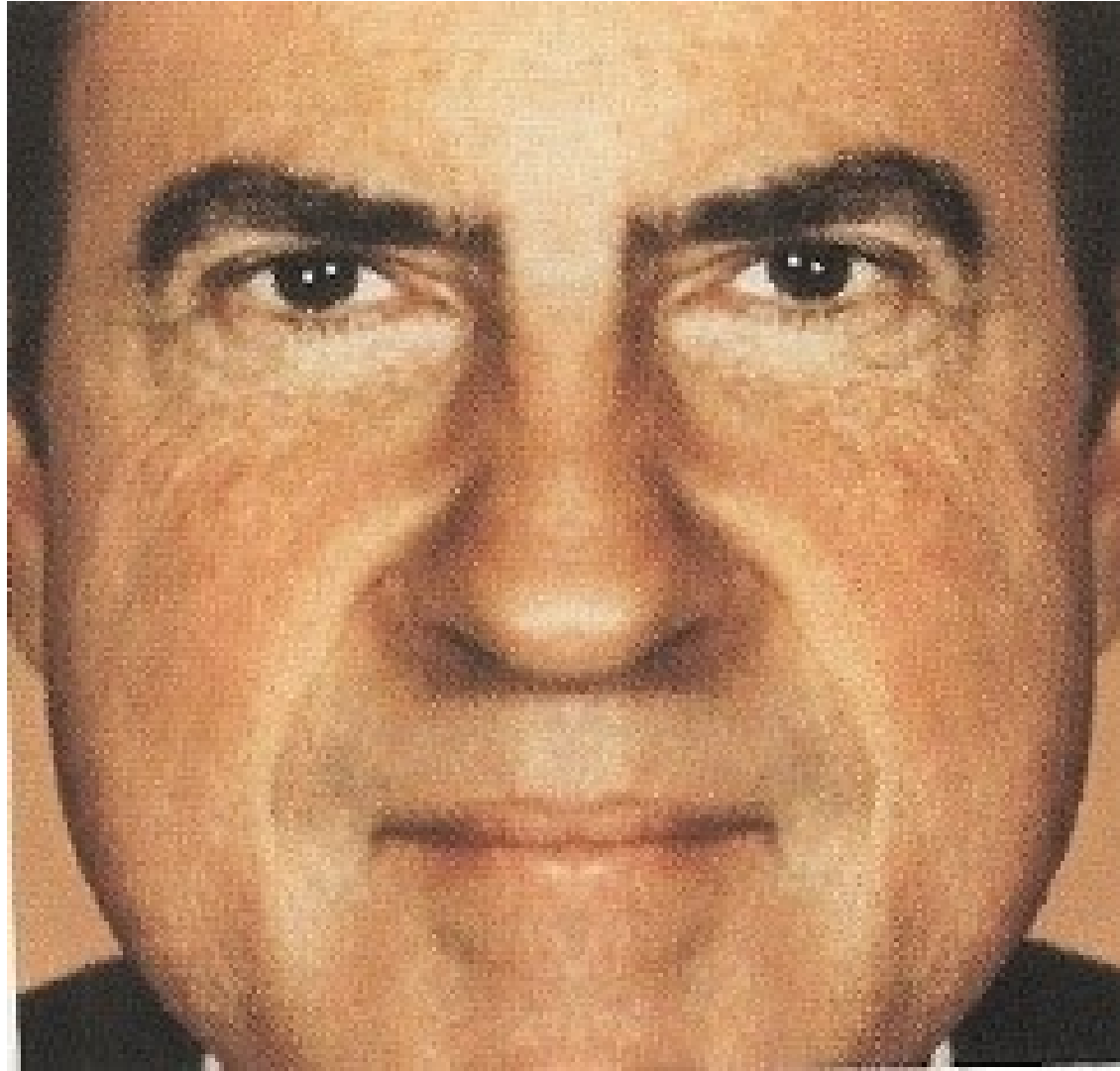
- Have his / her emotions firmly in place.
- See and read people clearly through understanding what the two halves of the brain each do.

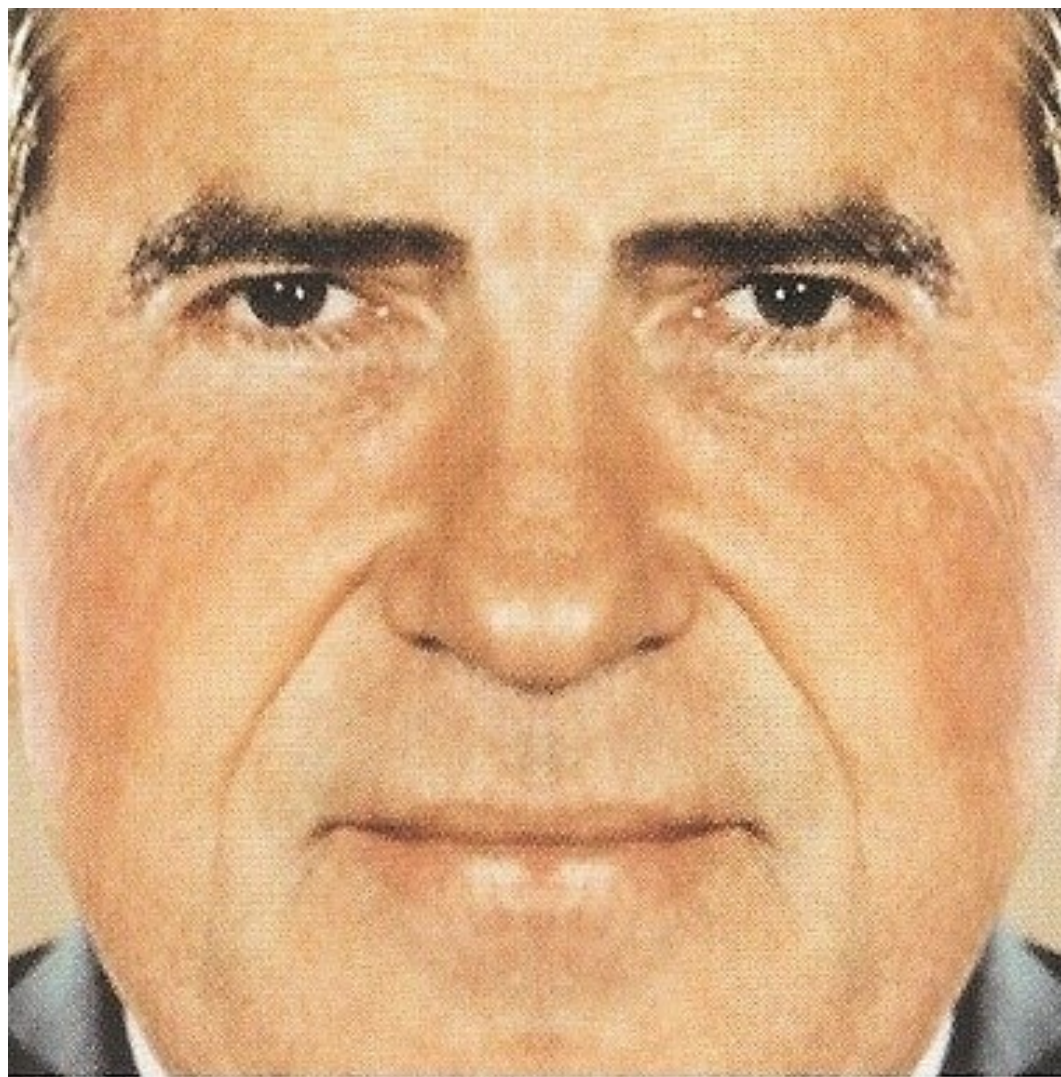
Left brain focuses, right brain imagines.

Left brain cognitive, right brain emotional.



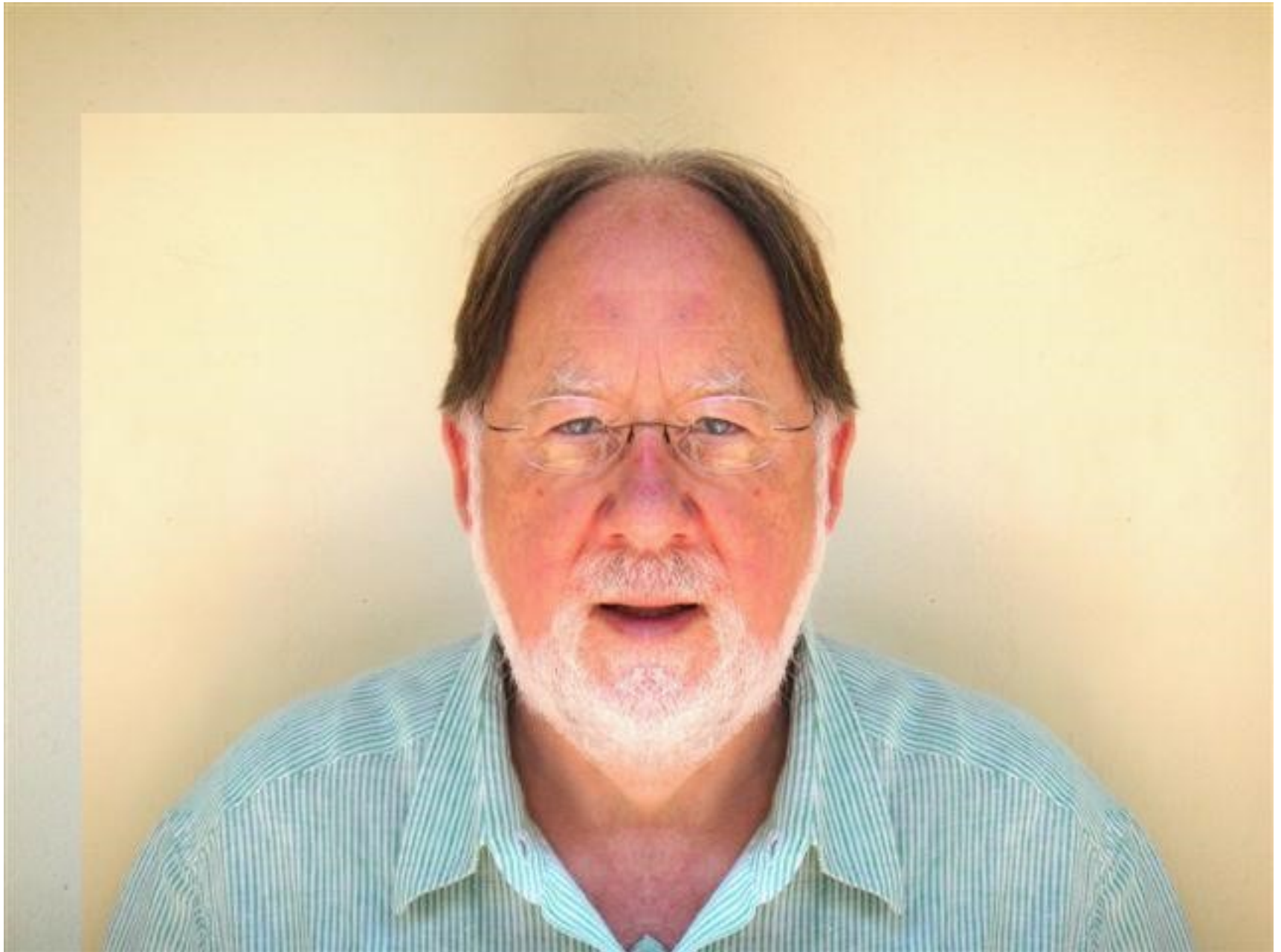








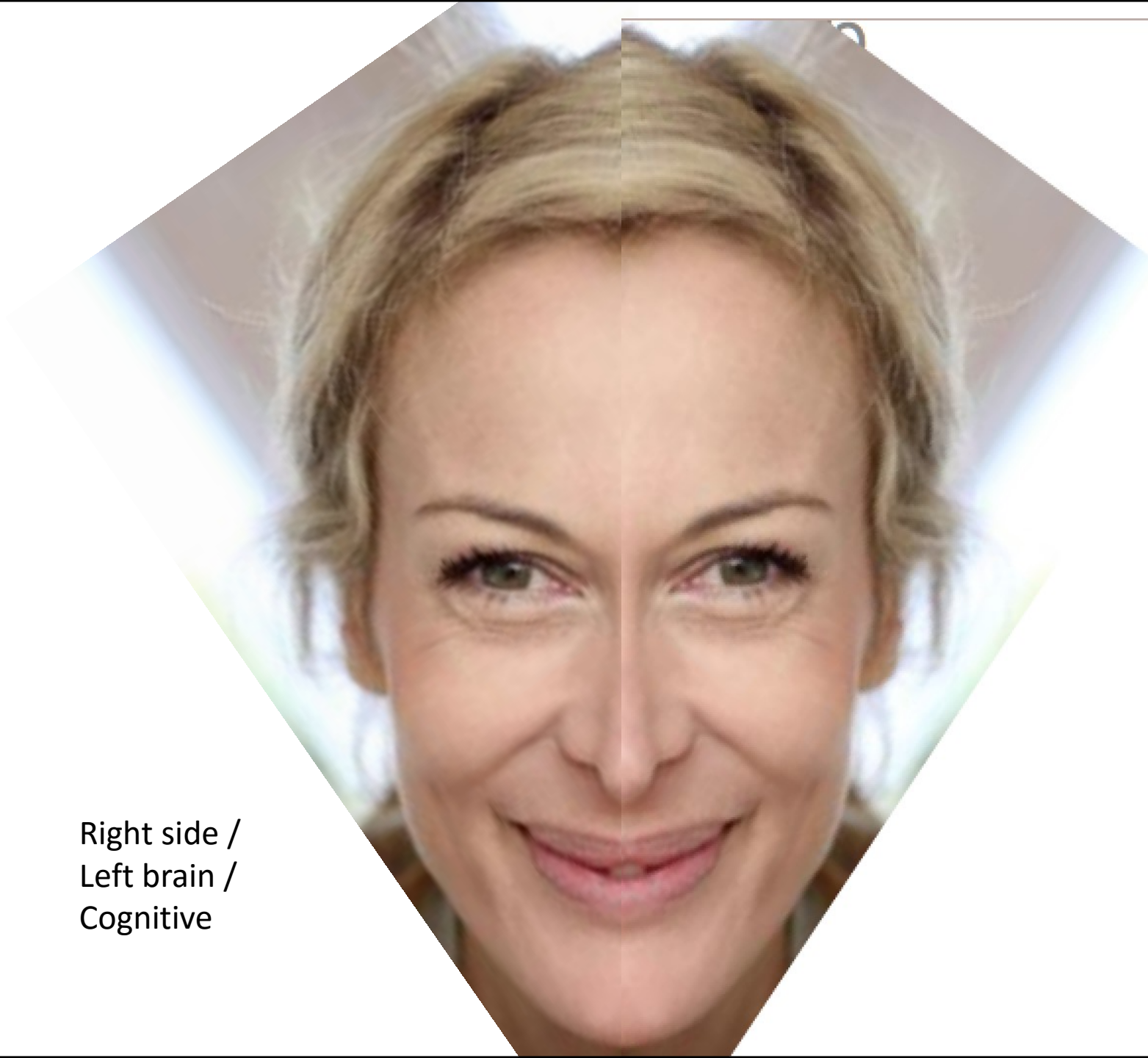








Full face



Right side /
Left brain /
Cognitive



Left side /
Right brain /
Emotional

So modern brain science gives us the opportunity to
structure our thinking about leadership
around the skills of **the limbic leader**,
who is known by having the capacity to ----

Connect

Be courageous

Be clever enough

Walk own talk

Inspire others into action

And then he or she

Becomes worth following.

Key *personal* tasks of leader:

- Have his / her emotions firmly in place.
- See and read people clearly through understanding what the two halves of the brain each do.

Left brain focuses, right brain imagines.

Left brain cognitive, right brain emotional.

- Become worth following

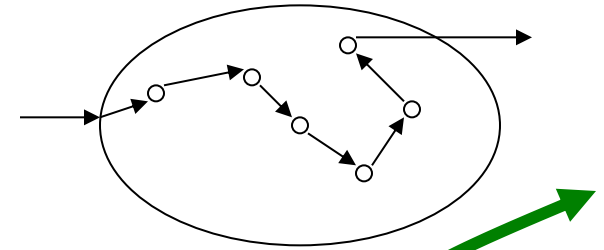
Then the leader is in a position to

Develop the necessary skills that use the self-regulating capacity of others by:

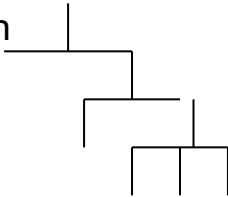
- 1. Knowing when to talk and when to listen**
- 2. Creating real time to think, individually and in a group**
- 3. Know the difference between conversation and dialogue**
- 4. Learn how to discover an agenda as well as set an agenda**

THE CONTEXT FOR LIMBIC LEADERSHIP

The **spark** between red and green curves ...



Plan the way forward
and design systems for
control in relation to
the plan



Making the
Spark.

Transition
zone or
“Crazy
Time”

1940's

Mid 1980's

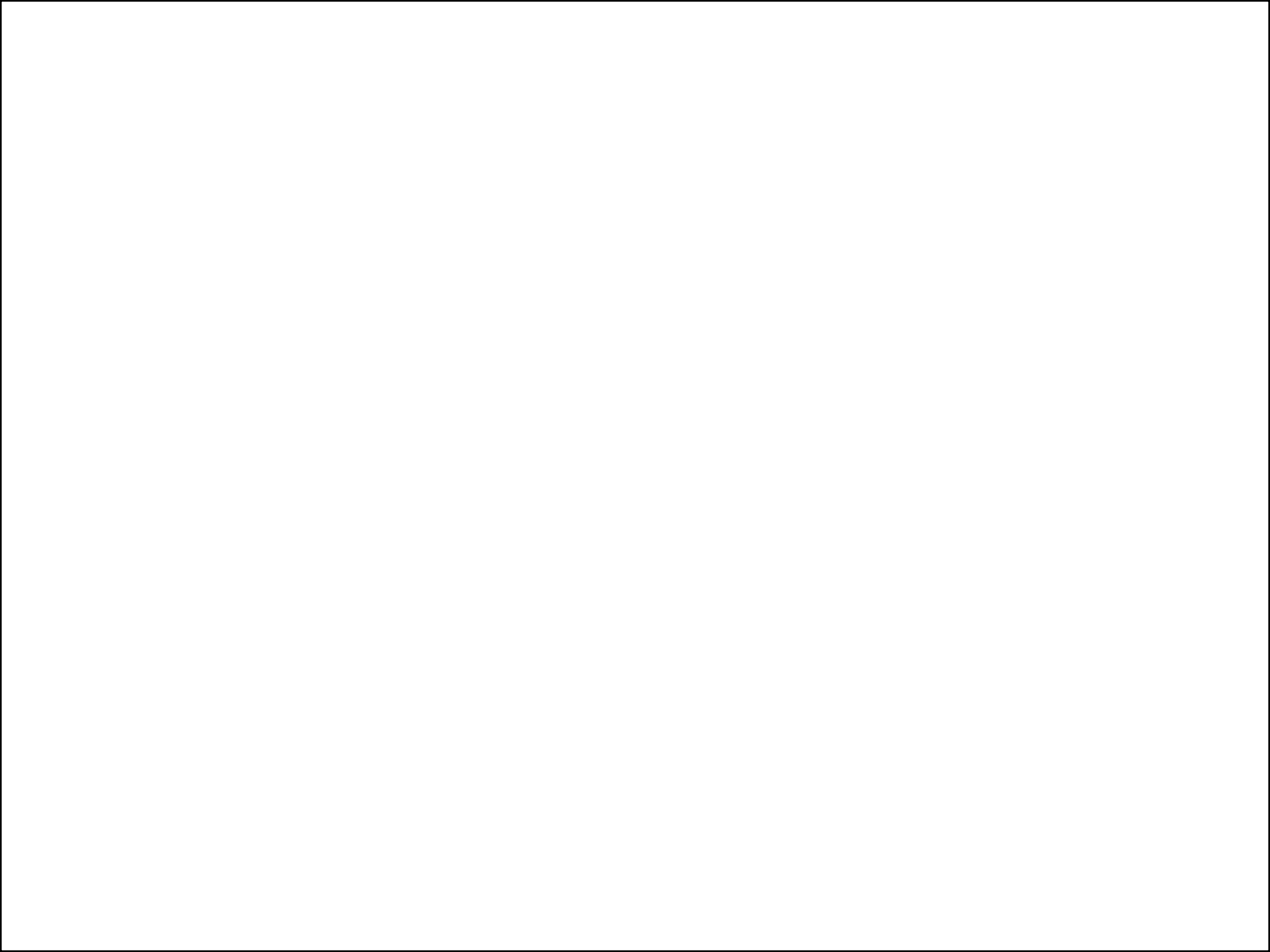
2000's on

Time

...

Red Curve

Green Curve



Leadership in the Public Sector

Creating trust – or any other emotion

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Fulbright Economics Teaching Program

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Lecture 3 Session 2: 09 August 2016

So modern brain science gives us the opportunity to
structure our thinking about leadership
around the skills of **the limbic leader**,
who is known by having the capacity to ----

Connect
Be courageous
Be clever enough
Walk own talk
Inspire others into action

And then he or she

Becomes worth following

*And in all of the above,
the common denominator
is **trust**.*

Which senses do we most use socially for establishing trust?

Which senses do we most use socially for establishing trust?

Sight

Sound

(touch)

(taste)

(smell)

Faces are hugely important













Benaud/Flickr/CC-licensed:[http:](http://www.wired.com/wiredscience/2012/01/brain-face-recognition/?utm_source=Contextly&utm_medium=RelatedLinks&utm_campaign=Previous)

www.wired.com/wiredscience/2012/01/brain-face-recognition/?utm_source=Contextly&utm_medium=RelatedLinks&utm_campaign=Previous

What do you read in this face?





<http://www.bbc.com/future/story/20140730-why-do-we-see-faces-in-objects>



(laddir/Flickr/CC BY-SA 2.0)

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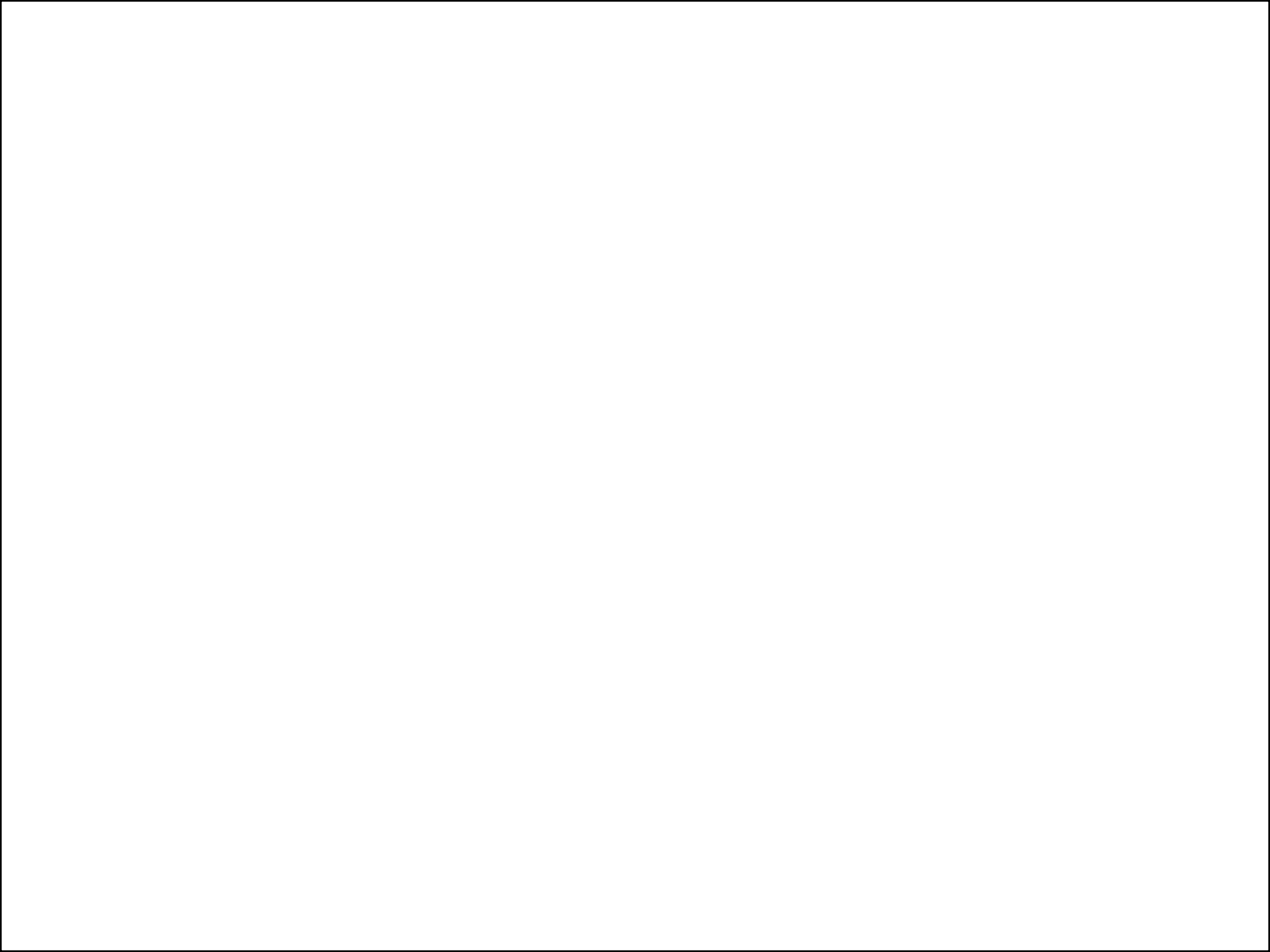


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10 Leadership models – but *descriptive*

1. Situational Leadership.

Developed by Ken Blanchard and Paul Hersey, it's a timeless classic. If I could only teach one model to a new manager, it might be this one. It's all about adapting your leadership style to the developmental needs, or “maturity level”, of your employees. It's easy to understand and can be used on a daily basis. Your only dilemma will be which version to choose: Hersey or Blanchard? I say Blanchard, but that's because they follow @Great Leadership. (-:

2. Servant Leadership.

A philosophy and practice of leadership developed by Robert K. Greenleaf. The underlying premise here is that it's less about you as a leader and all about taking care of those around you. It's a noble and honorable way to lead and conduct your life.

3. Blake and Mouton's Leadership Grid.

OK, so it's really more of a management model, but it's another timeless classic. Explained by a nice, simple 2x2 grid, it's all about balancing your concern for people and your concerns for getting things done (tasks). You gotta love those 4x4 grids!

4. Emotional Intelligence.

While Daniel Goleman's book popularized EQ, his HBR article “What Makes a Leader?” does a great job explaining why the “soft stuff” is so essential to be an effective leader.

5. Kouzes and Posner's Five Practices of Exemplary Leadership.

K&P do a nice job breaking leadership down into five practices: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. I've always liked the Leadership Practices Inventory 360 degree assessment that supports the model.

10 Leadership models – but *descriptive*: cont.

6. Jim's Collin's Level Five Leadership.

First published in a 2001 Harvard Business Review article, and then in the book, *"From Good to Great"*, Collin's leadership model describes kind of a hierarchy of leadership capabilities, with level 5 being a mix of humility and will.

7. The Diamond Model of Leadership.

Although not as widely known as Collin's Level Five model, my colleague Jim Clawson actually wrote the book *Level Three Leadership* two years earlier than the Collin's HBR article. Jim introduced the Diamond Model, which describes four elements of leadership: yourself, others, task, and organization.

8. Six Leadership Passages.

Charan, Drotter, and Noel did a nice job explaining six key developmental passages a leader can advance through in thier book *The Leadership Pipeline*, along with the skills required to be successful for each passage. I actually came up with my own six passages, in which I made a distinction between management and leadership.

9. Authentic Leadership.

I've only recently become a fan of Bill George's work (*True North*), and it's made a difference in how I think about leadership and leadership development. Instead of trying to find and copy the prefect set of leadership characteristics, George argues that you're better off figuring out who you are and what's important to you, and leading in a way that's true to yourself.

10. The GROW model.

Widely attributed to Sir John Whittmore (although it's not certain who really came up with it), GROW stands for goal, reality, obstacles, options, and way, will, or what's next, depending on which version you use. It's really more of a coaching model than a leadership model. However, it's an essential tool for leaders and one of the easiest to understand and effective coaching models I've come across.