

Values Based Leadership

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How easy is it being responsible for others?

Specialisation ✓

Management ✓

Leadership ✓
(how you deliver your management)

PEOPLE

- the hardest part of our job
- take most of our time
- have the largest impact
- are unpredictable



By thinking about how you lead people, it will improve the outcomes!

Good leadership myths busted!

- Good leadership doesn't translate to good results but it dramatically improves the chances
- The smartest person in the room is not the leader
- Leaders don't solicit followers, followers choose who will lead them
- Charisma and cheerfulness don't make good leaders, removing obstacles and creating space for others to grow by showing heart facilitates great teams
- The leader's opinion doesn't matter but how they value others matters the world

Whether your focus is you, them or us

Values based leadership is best summed up as:

- **Authentic:** be honest, be truthful, and don't bullshit
- **Transparent:** don't hide stuff
- **Balanced:** make decisions when your mind and body are good
- **Moralistic:** is it right or wrong, its not that hard

How we communicate and what we do
sets the tone

Please stand up and follow these
instructions

Read the room: basic non verbal cues

- The head nod, a remote control for the conversation
- The eyes, the truth, a memory or a fabrication



- One eye roll is the death of the conversation
- Questions can find the way forward, judgements kill the mood

Read the room – feelings are facts!

- Ask about their feelings it wont hurt you - feelings are facts
- If you want to say “but” replace it with “and”
- Stop listening to what you are told and pay attention to what is being communicated
- Tone, is it condescending, angry or sincere - the “blab” tells a different story
- Hands – turn them over pointed fingers should be bitten off
- The statement of feeling – when you, I feel, because

You cannot solve it all

One starfish at a time



Leadership has three dimensions

YOU

your style, your needs, your values

THEM

their expectations, their needs and their development

US

the nature of human behaviour, reading the room and developing relationships

YOU



Know yourself!

- Are you self aware?
- Can you adapt?
- Can you be empathetic?
- Where do you sit on the continuum of task versus people?
- Can you do second best?
- Do you steal greatness from others?



It's about you

You may not like the truth

- Will you let it fail?
- Can you be patient and hold your tongue?
- What is position power and why is it ineffective?
- There are stupid people out there and that's not your fault
- Do you know when to stop investing – do you think you can fix everyone?

It's about you

What constitutes poor leadership?

What is a poor (leader) manager

Rigid

Opinionated

Doesn't demonstrate care
for others

Inconsistent

Fails to value people

Not self-aware
(deluded)

Has to be right at all costs

Insincere

Equivocal

It's about you

What is a good leader

Fair

Self-aware

Flexible

Consistent

Understanding and
Empathetic

Strong and can make
difficult calls

Authentic

Decisive

Values and recognises
people

Clear about expectations

Shows humility

Moral

It's about you

THEM



This is Rob (me)

- Mid 50's, married with three adult daughters, two dogs, two cats
- Both my grandparents where orphaned taken from their families in the UK at an early age
- I like to keep fit, spend time with my family, play guitar, sing, fish
- I feel most satisfied building things and helping people
- I have many close friends, my wife is my best friend
- I'm not a good sleeper and I wake early every day
- I have a really good memory
- I am a emotional person and feel things deeply
- I don't know how to relax
- Sometimes I get anxious about stuff that doesn't matter
- I'm very calm under pressure and rarely show stress to others
- I feel happy making others happy
- I like to be liked
- I'm self-aware
- I'm pretty funny
- I drink more beer than I should
- I have several tattoos – none I regret

Add these numbers together – the record is a correct answer in 30 seconds!

$$10 + 486 + 26 + 590 + 176 + 14 + 362 + 0 + 230 + 74$$

=

1968

It's about them

There is only one person in the room

Them!

People want opportunities to succeed

- Its easy to steal the learning by giving the answer
- When they are standing in front of you they are all that exists in the world
- 2nd best is often actually the best (even when you know better)
- Being right doesn't make you right!
- The best way to undervalue someone is to tell them what you would have done

It's about them

How to make them successful

- Are they competent, confident and are they committed?
- Can you identify the gap and do you know how to fill it?
- What is their situation? Volunteer, Survivor, Enthusiastic beginner?
- Are you treating everyone the same? Why, are they the same?
- What are their interests, have you tapped into their needs?
- Have you worked out how to build trust?

It's about them

- Where is the power in the relationship, do you take it or do you share it?
- What is position power and why is it ineffective?
- Do you apologise? Can you live with making a mistake?
- There is power in humility

US



Relationships rely on trust and shared understanding

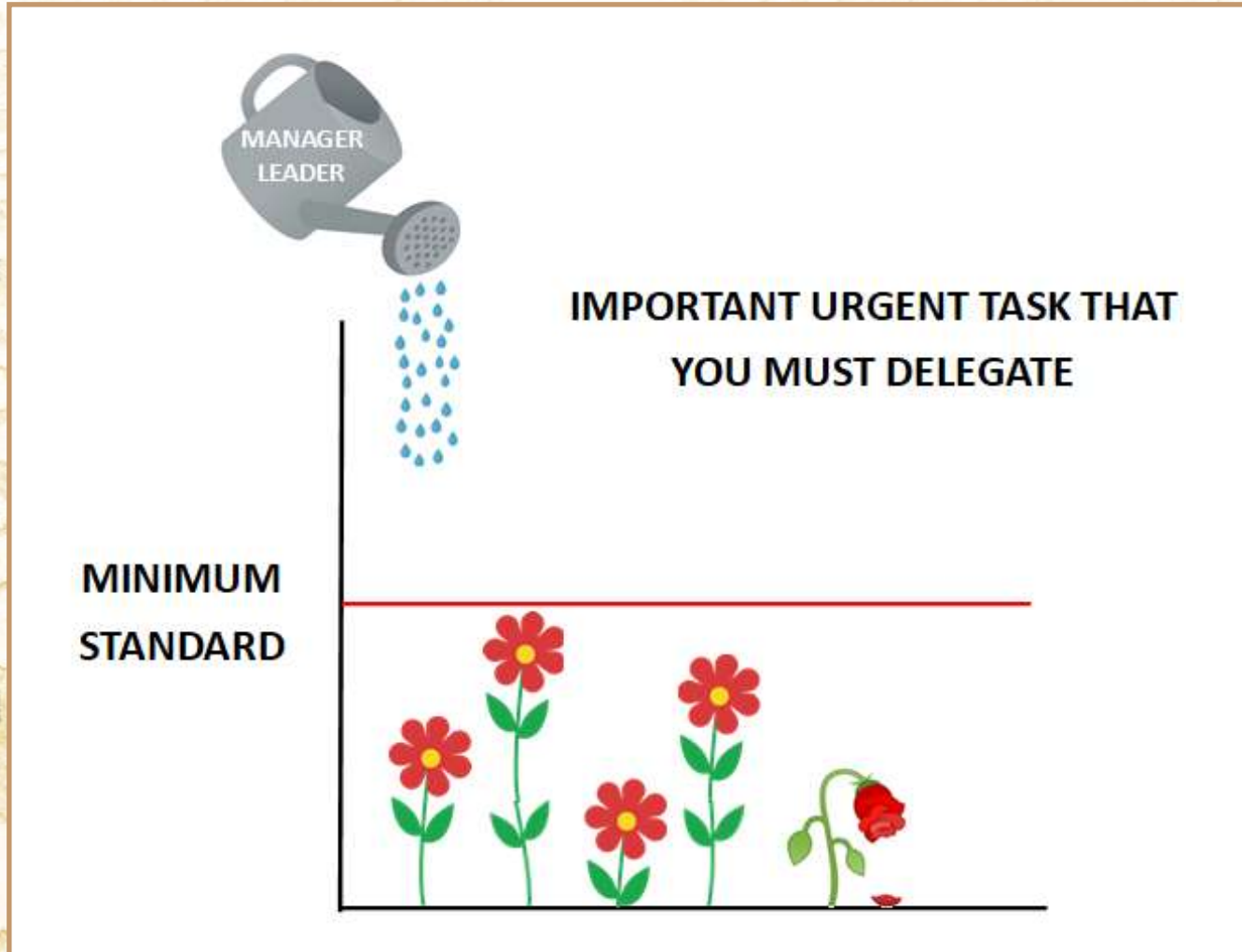
- Strong relationships contribute to good leadership
- All relationships include expectations
- Relationships are rarely a perfect
- Sharing information with each other can build strong relationships
- The less you know about what the other person wants the more likely you will come into dispute
- Unreconciled expectations end in divorce

Build trust and build a future

- Conflict is unavoidable
- The truth is not just good news
- People will do pain if they respect you
- Trust creates healthy conflict and then relationships move forward

It's about us

What's going on in the garden?



It's about us

The influential conversation

- Facilitating outcomes and allowing people to own their choices brings commitment
- Understand that ownership brings engagement and drive
- If you manipulate people you will lose trust, if you influence people, by listening, questioning and confirming you can win hearts

Vegemite or peanut butter?

- Manipulation is for evil, facilitation is for good

Lets climb the Mountain

- Learning centre design is about recognising that the people in the room (including you) hold more information and skills than any individual
- The destination is the goal but the journey is the learning



It's about us

It boils down to this:

People traditionally wanted:

Role clarity

Equity

Communication

But in addition they now want:

Work-life balance

Flexibility

More choice

Relationships function well when trust is established because it allows conflict to occur and expectations to be shared.
Without trust, relationships end in divorce.

It's about us

What mask are you wearing?

- Are you hiding behind your position?
- Can you be a leader, a trusted companion, a counsellor?
- Why do you explain your decisions? Do you lack confidence or are you wanting to be liked?
- Being authentic means you are consistent
- Being a leader means you care
- Good leaders are predictable and transparent
- Being balanced means you know your self
- Being moralist mean you make decisions that are right

What is a good leader?

- Popularity? Consistency? Decisiveness ? Caring? Consistent? Fair?
- Are you connected or deluded?
- Will you paint the picture or just expect people to understand?
- Can you communicate and adapt to different learning styles?
- What do you do when you want to cry?
- Can you separate yourself from you and your role?
- Do you take it personally when others judge you?
- Do you know when to call it quits?
- Understanding that being right doesn't count for shit!
- Can you tolerate ambiguity?

“Everything I needed to know for life I learned at kindergarten”

(The Road Less Traveled by M. Scott Beck)

- Play nice, speak nice
- Share your stuff
- Help others who need it
- Use your manners
- Respect others
- Ask if you want to borrow something
- Sleep when you are tired and eat when you are hungry

It's about us

Scenarios

Picking someone's destiny

Man chasing a women with a knife in his hand

The world through our lens could be a distorted interpretation of what we “think” is happening so test it!

It's about us

What are you looking at?



Cognitive Dissonance



When our values are in conflict we are under stress