CARE to DARE.

George Kohlrieser
with Susan Goldworthy and Duncan Coombe

SAMENVATTING door
ELF
Harry de Weerd
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Unleashing the astonishing potential through...

*secure base leadership: Care to Dare.*

This book gives insights on:

**BEING**
as a coach and leader you have to have your basement in place

**BELONGING**
give meaning and a sense of belonging to the organization

**DOING**
be open about safe guarding, caring and see the potential

**ACTING**
raise the performance bar, “daring to play to win”

**PERFORMING**
always play to win from the secure base (you’re OK, I’m OK)

**LEARNING**
feedback is essential for learning so talk as much as possible

**GROWING**
a coach and leader is not born, but grown throughout his life

*Resulting in: pleasure, significance and great performance!*
Leadership: becoming (more of) **yourself**!

Concepts in the book:

1. Secure Base Leadership in Action
2. Build trust through Bonding
3. Deliver change: Embrace loss through grief
4. Focus: Bringing forward the power of the mind’s eye
5. Achievement: Playing to win
6. Strengthen your own secure base
7. Become a secure base for others
8. Transform your organization into a secure base
9. Humanize your leadership and your organization
Why secure base leadership counts?

High performance organizations are most wanted and so hard to get!

High performance:

*Challenging yourself and others to see and achieve what is beyond normal expectation.*

You want your people: *to dare, to challenge, to perform, to take risk, to ...* and your people are able to do this, but ... only if they feel and experience: *care, bonding, safety and comfort.*
What we mean by Secure Base Leadership

We define **SECURE BASE** as:
a person, a place, a goal or object that provides a sense of protection, safety and caring and...

offers a source of inspiration and energy for daring, exploration, risk taking and seeking challenge.
Just **CARING** is not enough, **pushing for DARING** is key!

People that have been raised in a family, or grown in a school or organization with a caring foundation tend to:

- to be less anxious,
- having a higher self esteem
- pay more attention to chances
- see “the glass most of the time half full”
- feel free to act in life
- feel more balanced

and they only perform better when:

- they were pushed out of their comfort zones
- they received impactful experiences on crucial moments
- they have learned how it feels to go beyond their “normal capabilities”
- they were coached with the invisible hand that gave comfort and challenge in the same moment!

**Secure base leaders:**

- intervene only when required
- or when requested
- not proactively
- are good listeners
- pick up signals
- do not rescue

*It is merely a waiting game!*
When do people **perform beyond normal expectation?**

**Your Secure Base**
- **Attachment**
- **Bonding to people and goals**

**People**
- to love
- to be loved
- to belong
- to be worthwhile
- to deserve to exist

**Self**
- exploration
- playfulness

**Goals**
- to be competent
- to be successful
- to be capable of acting
to act and to perform

**SELF ESTEEM**
- FEELING SECURE
- WILLING TO DARE
Secure Base Leaders and Coaches can change the mindset of their people.

Secure Base Leadership is:

“the way a leader builds trust and influences others by providing a sense of protection, safety and caring

AND

by providing a source of inspiration that together produce energy for daring, exploration, risk taking and seeking challenge.”

SO, YOUR PEOPLE ARE ABLE TO UNLEASH THEIR FULL POTENTIAL!
Leadership is about **inspiring and energizing** others.
Management is about the day to day operations and organizing resources.

**Leaders have followers.**
People want to work for the leader that inspires them.

Energy based bonding.

Leaders stretch their followers.

**Managers have direct reports.**
People want to work for them as long as it is fair.

Transaction based bonding.

Managers correct their reports.

**Leaders fail when:**
- they do not inspire people
- they lack their awareness of impact
- they focus just on goals
- they neglect relationships
- they forget to manage themselves
- they neglect their own emotions
BONDING is an emotional connection that is different from “friendship”.

- It starts with attachment, interest, knowledge, curiosity.
- Adding the exchange of emotions (“chemistry”) leads to BONDING.
- BONDING is in todays fast moving world, the biggest challenge for leaders.

- BONDING can be on people and on goals – should be in organizations!
- BONDING is not forever.

- Leaders know that bonding stops when his people are up to something bigger, newer, greater and watches with pride and care.

“You work, learn, grow your skillset to become a good leader.
Once a leader, you work in order to build and grow the potential of your people”.

Jack Welch, GE, 2001
Change, Bonding and Grieving belong together!

• Change something new, starts with the process of losing the old: an ENDING.

• Before bonding to new people and new goals, we often have to deal with the loss of older bondings.
  – Think changing jobs, changing organization, changing networks of people.
  – During every organizational transition, people feel losses.

• Grieving is the process of dealing with LOSS and ENDINGS, in order to respect the past and rationalise what is going on in your life, in order to find new meaning and attachment to the new beginnings.

How to deal with grief, being the leader:
• Respect emotions and encourage the expression of emotions
• Learn to be comfortable with crying, it is healthy
• Listen intently, be there for the other, do not give meaning yourself
• Empathize with the emotions, do not change the new goals
• Listen, listen, listen, ask open questions
Emotions during change: the leaders of the change are “beginning”, their followers are for at least 60% in the Endings and Neutral zone phases.

Endings

Denial
Protest
Anger
Sadness and Missing
Fear – Terror - Panic
Rationalisation (sometimes Depression)

Neutral zone

Beginnings

Gratitude
Learn and grow
Renewal and forgiveness
new attachment
Ready to go, to bond
Fully understanding
Acceptance
See positif side
Probing - Testing

Secure base leaders need to understand **directing the emotions of “fear and loss”**.

Sometimes **anticipating stress** from thinking to lose something can be stronger than the actual loss.

Our brain keeps feelings of “loss” in mind until the grieving is properly undergone. Examples of “loss” that can be felt over a long period of time:

- A new CEO comes in, after the departure of a much-loved former CEO
- A high potential leaves because of not being promoted
- After a hostile take over, the merger is still “us” and “them”
- A successful salesperson loses his drive after the loss of a key account

Which can lead to:

1. Anxious organisations with endless discussion about anything
2. Apathy behavior
3. Easy conflicts over minor issue
4. Overly bureaucratic behavior, in order not to make mistakes
The mind’s eye is delivering **FOCUS**. The secure base leader directs FOCUS!

**Shifting your minds eye**, shifts your thoughts and even changes your physical state.

*Directing the minds eye needs to address the needs of your people:*
- What need do I do to feel accomplished and successful?
- What can I do to grow my potential, how do I know what my potential is?
- How do I cope with the fast pace of the change in my environment?
Playing to win instead of “Playing to avoid”.

Unleash potential of your people is different from “pace setting”...
- pace setting can be effective for a short time
- pace setting easily leads to squeezing every ounce of energy out of your people: burn out.

*Playing to win does not cost money nor vast amounts of time, it is about DEEP ATTENTION, see the potential in people, give comfort and push to go beyond normal expections.*

CARING & DARING
Sustainable high performance ... yes ... but how to deliver on this amidst volatility, uncertainty, complexity and ambiguity.

Your boss most likely is driving you to deliver more, better, higher results.

→ this can cause pressure in you as being the leader

You believe in secure base leadership and start to feel the paradox every day:

→ how to make time for attention, bonding, powerful messages, coaching on potential?

A few things you should keep doing:

- Concentrate on quality not quantity of time spend with your people
- Lead by walking around
- Keep interactions short but clear
- Demonstrate that people can contact whenever needed
- Avoid talking “I am so busy…”
- Create a few “open office hours” per week
In high performance organizations based on trust, you commonly see …

- information is open to everyone
- high tolerance on mistakes within a learning process
- a culture of innovation and taking risk
- people are loyal towards the non-attendee
- people name things directly
- people feel they can rely on each other
- people celebrate mutual success
- no gatherings needed after the formal meetings
- transparency is key
- high commitment and accountability
- vital energy stream and creative momentum

Culture is the invisible bridge between plan and execution.

Culture is the reason because 70% of change implementation fails.

Bron: J. Bommeresz, Cultuur in organisaties, Volkskrant 2010
Are you a Secure Base Leader?

- Do I balance a focus on results with a focus on people?
- Do I provide a safe enough environment to allow people to take risk?
- Do I have a clear focus on discovering the potential of my people?
- Do I intervene too quickly or wait too long?

**Characteristics of a Secure Base Leader:**

1. **Stays Calm,** understand personal emotional overreacting (Amygdala hijack)
2. **Accepts the individual with “unconditional positive regard”**
3. **Sees and wants to deploy the deeper potential of his people** (feedback, push, accountability)
4. **Uses Listening and Inquiry, rather than telling**
5. **Delivers a Powerful Message: “bulls eye” about goals, purpose, behavior**
6. **Focuses on the Positive rather than the negative**
7. **Encourages Risk Taking and creates tangible opportunities to practice this**
8. **Inspires through Intrinsic Motivation by which the other is moved to act**
9. **Signals Accessibility, makes time every day for brief and focussed conversations**
Are you a Secure Base Leader **that can BOND?**

- Am I able to put myself in someone else’s shoes?
- Am I able to relate to other people’s pain and frustration
- Do I really care about people?
- How do I demonstrate caring?

**BONDING as a Secure Base Leader:**

1. Starts with attachment based on mutual comfort
2. Interest in mutual goals and personal chemistry is the basis for bonding
3. Is not being friends with everyone ... but have bonds to care, to inspire, to act
4. Can be learned through using our “mirror neurons” and is central to EQ
5. Separation and Grief belong to the BONDING cycle, when disconnecting is inevitable and asks for: forgiveness, renewal and joy in order to expand your identity as a leader
ACCEPTING THE INDIVIDUAL.

• Train yourself to stay open, even when behavior is recognised as “different”

• Get to know the person and the personality behind the organizational role
  – your people are more than a KPI or a job description

• Turn failure into learning
  – mistakes should be made while being costly.
  – the same mistake twice is unnecessary

• Separate the person from the problem
  – as soon as in your mind “the person is the problem” you cannot see a resolution, but to dismiss that person. this may be necessary but too early.

SEE THE POTENTIAL.

• Train yourself to stay open, even when behavior is recognised as “different”
• Hold high expectations
• Hire people who have the potential to surpass you
Recognising and Minds eye on **STRESS** is mandatory. A Secure Base Leader knows how to work with daily pressure and stress.

**STR.E..S...S** is BAD for humans:
- is like being “held hostage”
- causes physical symptoms as headaches, back pain, heart disease
-tributes to cancer
- anticipating stress from losing something can be stronger than the actual loss

A normal stress caused by a positive challenge helps learning of the brain!

A sense of urgency and excitement makes our brains more plastic and creates new pathways.
Learning and growing will only take place when the skill is practiced!

Ways of learning:
1. watch precisely the right skill from experts in the field you want to learn
2. copy the elements of that behavior (looks, feel, gestures)
3. get the knowledge behind the skill (why, how, what)

and then ... **PRACTICE, PRACTICE, PRACTICE: 10.000 hour rule** (like sportsmen).

Provide a training scheme and feedback:
- deliberate practicing
- correct mistakes immediately (<24 hr)
- hold regular evolutions and feedback coaching sessions
The use of **COACHABLE MOMENTS** and a **POWERFUL MESSAGE**!

Coachable Moments can be from 30 seconds to minutes to sometimes ours!

- deliver a powerful message: why, how, wat → **inspiration, behavior, result**
- pay attention to non verbal signals as well as your words
- don’t let the moment pass
- write powerful messages: email, plans, sticky note, cards, posters
- keep a notebook of your power messages and build a repertoire

Example phrases with power messages:

“I am confident that under your management, this project will succeed”. What kind of support do you need from me to achieve success?”

“Whenever you try something new, things can go wrong. For me it is important you learn from the experience and openly report about this.”

“You always have a choice, for this project it is your call”.

“You’re good. I believe you could be great. Do you want to know how you can improve?”
ENCOURAGE **RISK TAKING.**

- Role model risk taking yourself being the leader. People need example behaviour.
- Be fair and clear about what happens when the other fails.
- Become aware of how consistently you give people the opportunity to take risks.
- Watch your state when talking about risks and challenges: gestures, body language. Show what you really believe in.

“Anything can be taken form a man of a woman, but one thing: the last of human freedoms to choose one’s attitude in any given circumstance, to choose one’s own way.”

Viktor Frankl, Psychiatrist and concentration camp survivor
Four Leadership Approaches: **PLAYING TO WIN**.

<table>
<thead>
<tr>
<th>Low Daring</th>
<th>Low Caring</th>
<th>High Daring</th>
<th>High Caring</th>
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<tr>
<td><strong>PLAYING TO DOMINATE</strong></td>
<td><strong>PLAYING TO WIN</strong></td>
<td><strong>PLAYING TO AVOID</strong></td>
<td><strong>PLAYING NOT TO LOSE</strong></td>
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<td>“who needs others? I can do better myself”</td>
<td>“together achieve great things”</td>
<td>“I want to be left alone”</td>
<td>“let us be safe”</td>
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**PLAY TO WIN:**

**On a good day:**
- Focussed on getting the job done
- Focussed on people to work with
- Open eye for Caring and Daring
- Motivated to deliver results

**On a bad day:**
- Fully aware of what worked and what not
- Feeling frustrated or tired
- Allowing space for feelings
- Remember that you always have a choice
How to develop **yourself** as a Secure Base Leader.

Think regularly about your own timeline with highs and lows in your life and share this with your “secure bases” in life.

Ask your self:

- How important were these moments of truths in your life?
- In what ways were they similar or different?
- Which people (secure bases) have had impact on you?
- How did they inspire you?
- How have they influenced the way you bond to others?
- What losses have you had?
- Have you been able to grieve them?
- Who should have been a secure base for you and was not?
- How have conflicts been a factor in your life?
- What did you learn from these conflicts?

What recurring themes are recognizable in my timeline?
What does your timeline look like?
Translating the 9 characteristics into objectives for yourself and your organization.

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<tr>
<th>Characteristics Secure Base</th>
<th>Sample Objectives</th>
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<tbody>
<tr>
<td>Stays Calm</td>
<td>Consistently react in a calm manner when under pressure and use effective stress management with self and others.</td>
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<tr>
<td>Accepts the individual</td>
<td>Demonstrate appreciation for the fundamental value of team members as people, even when short-term performance does not meet expectations.</td>
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<td>Sees the Potential</td>
<td>Consistently consider how team members could develop and grow into new roles and responsibilities.</td>
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<td>Uses Listening and Inquiry</td>
<td>Ask questions of others more than tell people what to do.</td>
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<tr>
<td>Delivers a Powerful Message</td>
<td>Deliver concise and deliberate communication with team members.</td>
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<tr>
<td>Focuses on the Positive</td>
<td>Focus on opportunities, possibilities and benefits, even in challenging moments.</td>
</tr>
<tr>
<td>Encourage Risk Taking</td>
<td>Provide team members with concrete opportunities to take on new challenges beyond their existing responsibilities.</td>
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<td>Inspires through Intrinsic Motivation</td>
<td>Motivate others based on the desire to learn, develop, grow and fulfill potential.</td>
</tr>
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<td>Signals Accessibility</td>
<td>Demonstrate accessibility to team members through being responsive, approachable and available in their times of need.</td>
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