

- What is High performance?
- What is the difference between Leadership and Management?
- What is Leadership?
- What is Management?

High performance is enabled by recognising and responding creatively to challenge. Consequently, this leads not to a condition of ease but to a new, higher level of challenge. Reliance on yesterday's success instead of leading people, teams and organisations to respond creatively to challenge, is a signal of the decline in a high-performance culture and leadership of an organisation.

The latest models for leadership help us to understand our teams. The model itself aims to be effective and sustainable, while keeping our teams engaged and motivated.

Managers and Leaders play a role in the success of a team. A Leader will guide the team to a new level of motivation, focus and engagement. Managers guide the team to new levels of collaboration, productivity and efficiency. There is a clear overlap between roles. The main difference is that the Leader looks at these areas from a strategic lens while the Manager will look at delivering them through the tactical lens. In most scenarios we must employ both leadership and management tools to achieve our objectives.

People are complicated.

Understanding people helps us understand their motivations, which can in turn help encourage performance. Recognising which mental and emotional state we are in and moving to engage the appropriate part of our brain that will help us solve the challenge.

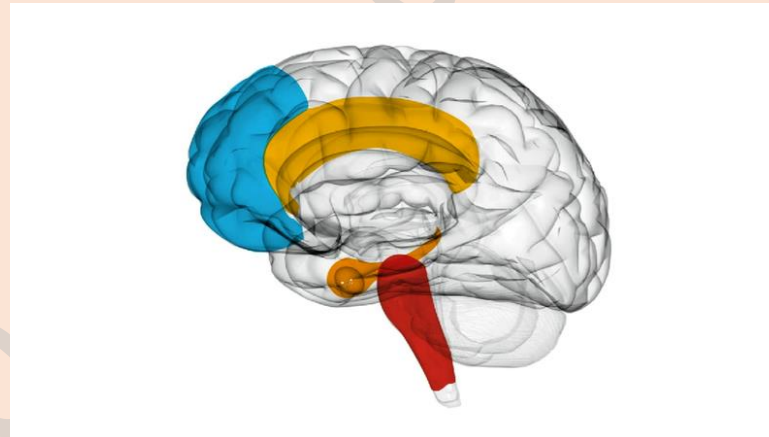
There are 4 brain structures:

- Reptilian
- Paleolimbic
- Neolimbic
- Prefrontal brain

Brain Structures:

Reptilian Brain (or primordial brain).

This controls the Fight, Flight or Freeze survival responses. It is important because it is activated under stress. Flight becomes anxiety, Fight becomes aggression, Freeze becomes helplessness. You can tell when the Reptilian brain is active because people act in one of these 3 stress modes.



Paleolimbic Brain

Home of what we have learnt in life and responsible for the survival of the group. This manifests itself as “self-confidence” and “trust”. Balance between these two areas of the brain yields an assertive person. As in life, not enough or too much of anything is not necessarily a good thing.

Too much self confidence yields a “dominant” personality. A dominant persona lacks authenticity. They display seductive, manipulative characteristics to get what they want. Too little self-confidence yields a “submissive” personality. They are hard on themselves, feeling responsibility for failure and lucky for any success. Dominant personalities will claim credit for success, reject criticism whilst blaming others for failure. Submissive personalities will let them.

With regards to “trust”, personalities with too little “trust” leads to marginality and paranoia. Too much “trust” leads to “axiality” and this person is susceptible to scams and manipulation.

The Paleolimbic brain is slow to change in the positive but can be quick to change in the negative. Therefore, it takes time to grow your “self-confidence” and/or “trust” while both can be shattered in seconds during traumatic events (war, mugging, rape etc).

When the Paleolimbic brain is activated people act in a “territorial” way. Overtly dominant behaviour is the most problematic. It can easily be identified – peacocking, bullying and harassment are all examples of overtly “dominant” behaviour. They never question their behaviour and therefore never learn.

The “Dominant” Paleolimbic brain will disengage when it meets firm resistance. It will try 3 or 4 times before disengaging.

Dominant exterior
but has a lovable
and relatable
personality.

Neolimbic Brain

Home of our motivations, emotions and memories. This is the part of the brain where we are most of the time. It controls all routine tasks and is highly efficient.

The Neolimbic contains 3 layers of motivations.

The first layer of motivations is fixed by our genes and environment. We call them our “Intrinsic” motivations and are responsible for joy and give us energy. Studies have identified 8 different personality types linked to our motivations. We have between 2 – 4 of these personalities

The second layer of motivations are called our “Extrinsic” motivations and are not fixed. These motivations change and control our likes and dislikes. They cost energy and fade and are culturally influenced through our life. Look here for our prejudices.

The third layer of motivations are called “Obsessions”. “Obsessions” are the root of addictive behaviours. Largely they are damaging because we are never satisfied. It is compulsive behaviour exemplified by workaholism etc. that is dangerous because whilst we are under its influence we are not free.

Prefrontal Brain

The unique brain structure – unique to humans. It deals with new and complex situations. It is responsible for our creativity, intuition, spirituality and adaptability. We want to use this part of our brain when making decisions, but we often don't do this. We know when our “Prefrontal” brain is active because we will have serene, calm emotions. Not using this part of our brain leads to resistance to change and bad decision making.



Recognising Reptilian, Paleolimbic, Neolimbic and Prefrontal Leaders.

We are not active in one brain structure all the time. The dominant brain structure is the Neolimbic brain structure. Within this mode we are a blend of different personality types (see below). Again, depending on the situation we may move between Prefrontal, Reptilian and/or Paleolimbic mode, however, will always return to the Neolimbic mode. Whenever the Reptilian and/or Paleolimbic mode become too dominant we are heading for trouble.

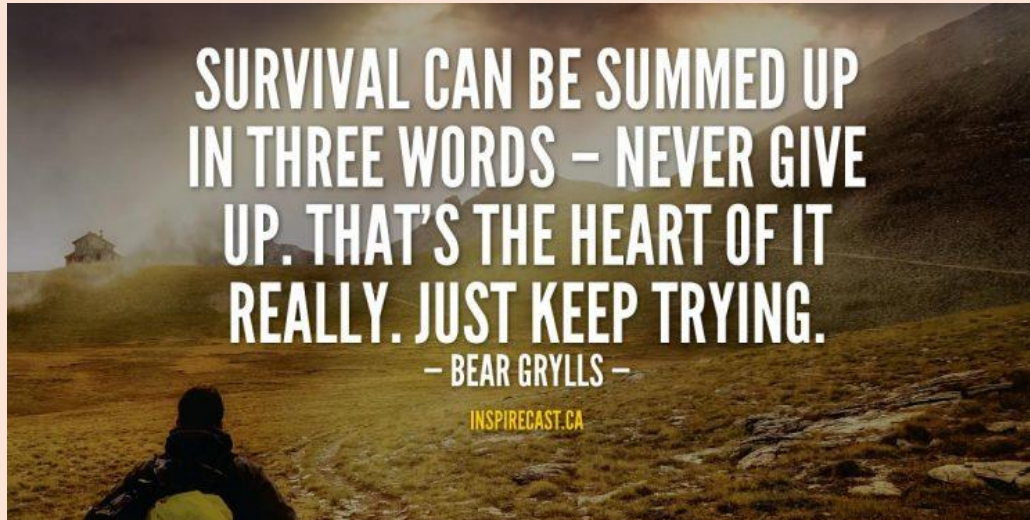
Dominance is not Leadership. It is natural for people to avoid confrontation which results in the Paleolimbic behaviours such as seduction and aggression being rewarded. Authoritarian, dominant Paleolimbic people occupy key management positions in organisations. They ruthlessly play the game of internal politics to discredit potential contenders. They are only interested in acquiring special privileges through social status, power and income. People do not follow “dominant” behaviours i.e. fear, manipulation and threatening actions. It’s about power – ridicule disguised as humour. “Others” exist to serve and are pushed down so the Dominant one can rise.

People follow those who exhibit strong leadership behaviours. A leader will show that they are capable and care about the group. They are commonly linked to the strategist personality entwined with aspects of the “Innovator”, “Administrator” and or “Competitor” personality types. They have higher goals and their purpose is to elevate the “others”. We should ask ourselves who has the most to benefit when being asked to do anything – the answer tells us if we are facing leadership or dominance.

The Science of Leadership

Neolimbic Leader		Reptilian Leader		Paleolimbic Leader		Prefrontal Leader			
Authentic		Dominated by Stress Survival mode Reactive Fire-Fighting		Power games Territorial		Calm Serene Adaptive Reflexion Curious Complexity			
Neolimbic Leader		Reptilian Leader		Paleolimbic Leader		Prefrontal Leader			
Philosopher	Authentic Optimistic Flexible and adaptable	Fighting	Aggressive	Dominant	Initiates aggression Uses fear and manipulation to get what they want. Intimidation - shout Bullying and harrasment				
Innovator	Innovation Empowering Abstration Problem solving	Fleeing	Flapping, all over the place	Marginal	Paranoid Lack of Trust Micro-manage				
Animated	Inspirational Energetic Creative Change Diverse High Energy	Freezing	Indecisive	Axial	No boundaries and over friendly Invasive				
Administrator	Admistration Detail Procedures Safety Rules			Submissive	Exchanging favours Feels personally responsible				
Strategist	Loyal to all Harmonious Coordinators Empowering								Submissive to Authority and very dominant to their team - Manipulative Self interested and motivated by their own gain - often at the expense of others
Competitor	Demanding Conquest								
Participative	Sharing Kind								
Supportive	Selfless Alturist Tolerant Operates below surface								

Genetic Programming



Our strongest impulse is to survive. Our instinctive response to a threat or danger is for our cortisol and adrenaline levels to rise. This prepares us to employ a fight, flight or freeze (in the Reptilian brain) strategy to cope with the situation. This translates to “Stress” in the modern world. Stress is a visually transmittable disease – it is enough to see someone stressed to act stressed ourselves. This makes sense, as it is a way to share

danger as primitive humans – something that we have inherited as no doubt it was a useful survival mechanism.

We should be mindful, because as managers we may be transmitting stress to the team. Stress engages the Reptilian brain – which means we can only react in 3 ways (fight, flight or freeze). Therefore, shouting at someone in “flight” stress will not help and the result will probably be even worse situation for someone in “fight” stress – you get the picture.

Stress Management Mechanisms

Flee Stress	Do	Don't
	Open questions with options De-dramatise - use humour Physical outlet - exercise - go for a walk	Tell them to calm down No closed "yes" or "No" questions Do not shout, threaten or sanction Avoid Judgement/Moralising
Fight Stress	Do	Don't
	Remove resistance - Listen Take responsibility Get to point and be factual	Don't try and overpower - i.e. shout louder Laugh - it undermines authority the person is displaying Be slow - aggression and patience don't go together
Freeze Stress	Do	Don't
	Give protection - understand Respect silence Take away perceived danger	Shake the person up - wake up call Ask for courage strength - this will make the person feel more miserable.

Our aim is to remove the person from the Reptilian brain. Some elements that are helpful in one strategy may trigger or worsen other stress modes. Remember that these stress modes can be dynamic. Removing the perceived danger works across all stress modes.



A better survival strategy is to avoid danger altogether. This means that we have evolved a cautionary instinct that manifests itself in interesting ways in the workplace:

- Resistance to change
 - Repeating actions is safe - changing this is not. Doing things differently is interpreted as a threat in our brain and this generates stress leading us to think in a Reptilian state.
 - Give people the facts and let people draw conclusions for themselves
- Lack of Initiative
 - Initiative – again avoiding danger and taking risks
 - Reward Initiative – make role models about of initiative takers
 - Flop meeting
- Herding and resilience to change
 - Criticism of every aspect of process and/or change.
 - Show others did it before them. Show success.
 - Keep repeating as much as is necessary. Get early adopters involved.

The key things that we can do as managers and leaders to proactively dismantle perceived threats by the team by:

- Be on their side
- Reward initiative taking
- Repeat message over and over and over and over and over ...and over again.
- Create momentum for change with early adopters.

Environment and Context

Social environment has the biggest effect on performance.

We must lead by example – our people will mimic authority and each other due to mirror neurons.

Because of this we must also consider how our decisions effect the collective. For instance, redundancies will affect the group as much as the individual.

Authority

We are surrounded by Authority figures as we grow up. Parents Teachers, police, Doctors etc. We are nurtured to respond to authority. Therefore, using authority is an efficient way of managing people.

We must be careful when using authority – there are plenty of studies that show how Authoritative figures can abuse power (Milgram experiment). Authority works but comes at a price. Authority ha a negative effect as people switch off – it negatively effects autonomy, creativity, proactivity and responsibility.

Authority generates resentment, passive aggressiveness and high stress levels.

Remember, power corrupts.

Pygmalion and Gollum effects

This is when other people live up to expectations depending on what we think of them. It is called the Pygmalion effect when our positive expectations lead to a positive outcome. It is called the Gollum effect when our negative expectations lead to a negative outcome.

How we think about others will affect how they perform.

Superior managers create high performance expectations.

To do this we must:

- Be genuine
- Be realistic – avoid setting objectives that are too easy and too difficult
- Be confident in ourselves
- Young people are especially sensitive to the way we perceive them

We should then aim to:

- Hire intrinsically motivated people
- Communicate our high expectations repeatedly
- Adapt individual and team goals to engage motivation
- Develop our own training skills

Hawthorne Effect

Psychological and social factors effect productivity and motivation. Things to remember are:

- A team is not the sum of individuals
- Team performance improves with quality management, such as:
 - Communicate with respect and dignity
 - Involve all in decision making
 - Ask for the team's opinion

- Make the team feel safe for speaking up
- Address social and psychological needs
- Interact on an individual and group level
- Prepare team members before meetings (write down ideas before meeting).

Being a Leader is very powerful. We have the power to make or break projects, departments and careers. We should not use teams as a tool to advance our own careers. Rather, science tells us, that as leaders we can only be successful as the team is successful. We are therefore here to help the team be successful by developing the confidence, skills and competencies within the team.

