

Ignite the Joy of Work™

The Science and Art of Being an Engaging Leader

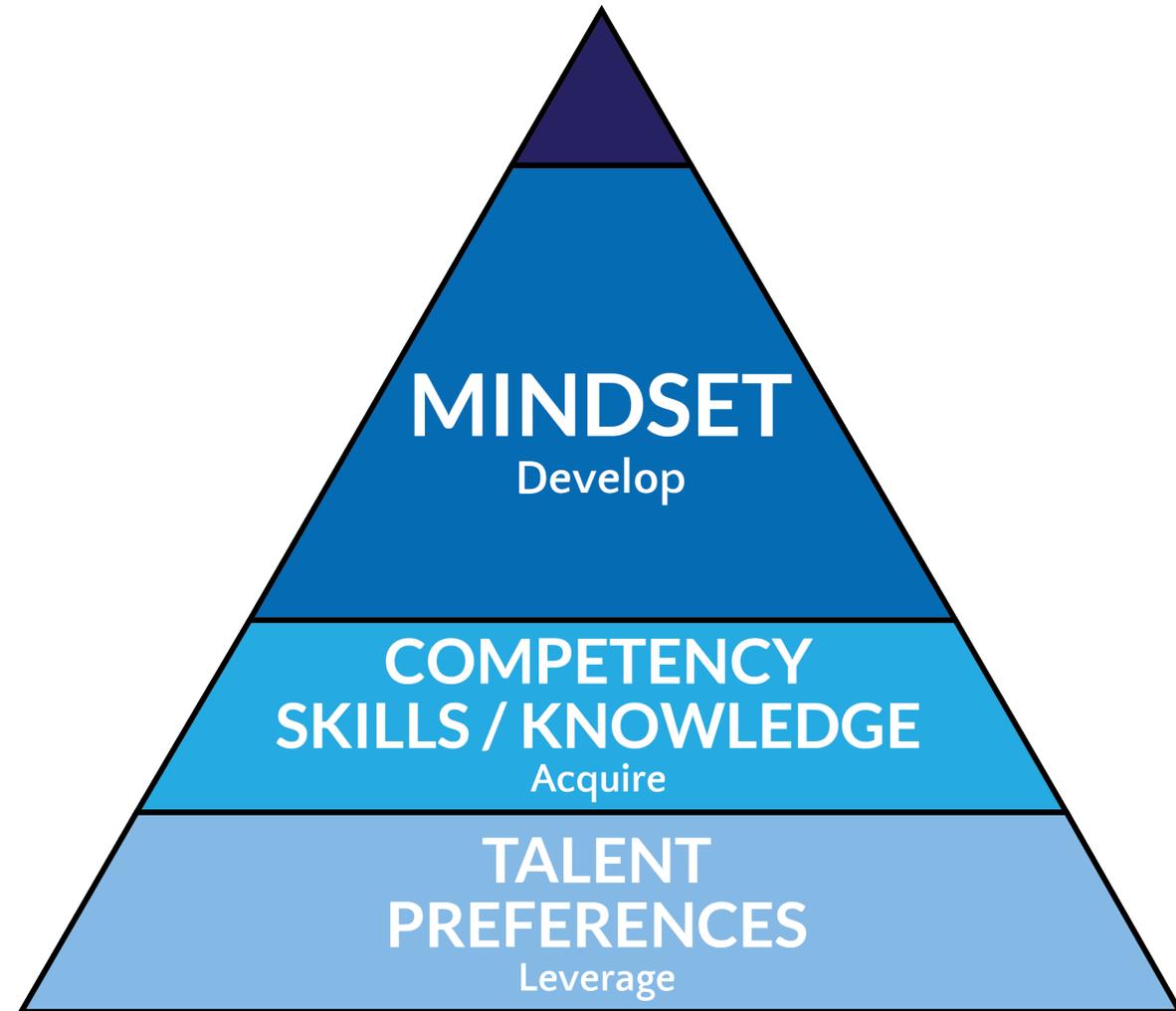
Michael J. O'Brien

September 20th 2023



The BluePrint Toolset®

Components of Performance





Mindset is the way we frame what happened and what is going to happen.

It is not “The Truth” – it is the truth we operate from.

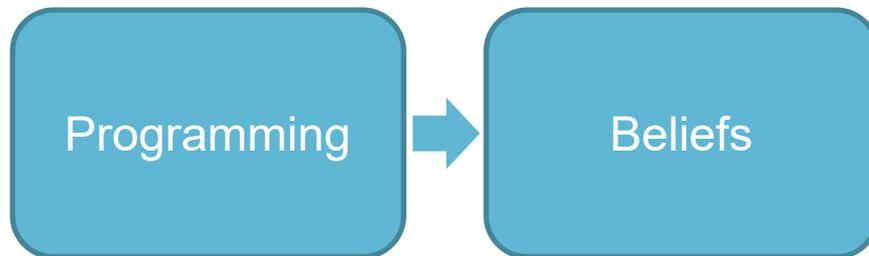
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Agenda & Expectations

Focus on how our mind works and how that impacts engagement

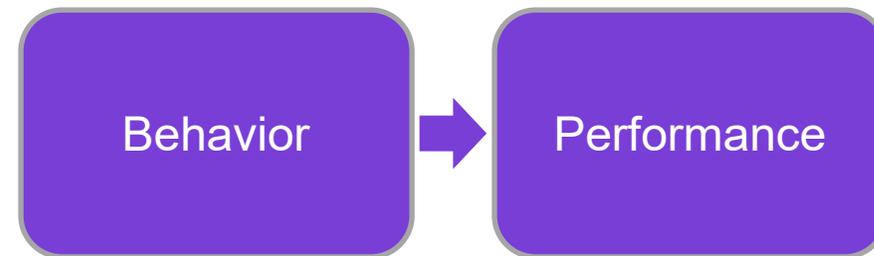
1. Scotoma
 2. RAS
 3. Amygdala
 4. Ensure that people believe their effort makes a difference
 5. Create Forethought
 6. Micromanaging vs. Coaching
- Interact, question, reflect and enjoy!

Why?



Leadership
Connect/Energize/Nurture
Engaging

What?



Management
Systems/Processes
Constraints

Pre-Work Exercise

2 min Your Perspective

Leadership Perspectives: Worksheet

Step 1: Your Perspective - 2 min

Individually rate each of the following statements on a scale from 1 to 6 in terms of the extent to which **you** believe the statement is **desirable**. Here 1 is not desirable and 6 is very much desirable.

	Your Perspective	Group Perspective	Statement
A			Leaders need to help people use mistakes to grow and develop.
B			To be an effective leader you need to focus on solving problems and maintain the past success.

Group Exercise

5 min Group Perspective Consensus

Leadership Perspectives: Worksheet

Step 2: The Group Perspective - 5 min

As a group, come to a consensus of the rating for each of the following statements on a scale from 1 to 6 in terms of the extent to which you believe the statement is desirable.

	Your Perspective	Group Perspective	Statement
A			Leaders need to help people use mistakes to grow and develop.
B			To be an effective leader you need to focus on solving problems and maintain the past success.

How much time did you spend defining what the statement said?

Leadership Perspectives: Worksheet

Step 2: The Group Perspective - 5 min

As a group, come to a consensus of the rating for each of the following statements on a scale from 1 to 6 in terms of the extent to which you believe the statement is desirable.

	Your Perspective	Group Perspective	Statement
A			Leaders need to help people use mistakes to grow and develop.
B			To be an effective leader you need to focus on solving problems and maintain the past success.

Scotoma

Blind Spot



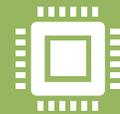
A natural occurring blind spot on our eye were there are no photoreceptor cells because the optic nerve connects there



The mind uses the other eye to fill in the information – so we do not notice it



Data that our mind adds or leaves out to ensure that our perception matches our beliefs of reality



We do not operate with clean data!
Operate with Humility!

Reticular Activating System (RAS)

- Controls what we are conscious of
- Keeps us focused by filtering information so that we perceive what we **BELIEVE** is important for us
- It is critical for goal setting



Amygdala

- Scanning for threats
 - **EMOTIONAL**
- If there is a threat – it stops rational thought and shifts to Fight / Flight or Freeze
 - **Amygdala Hijack**
- It is critical for engagement





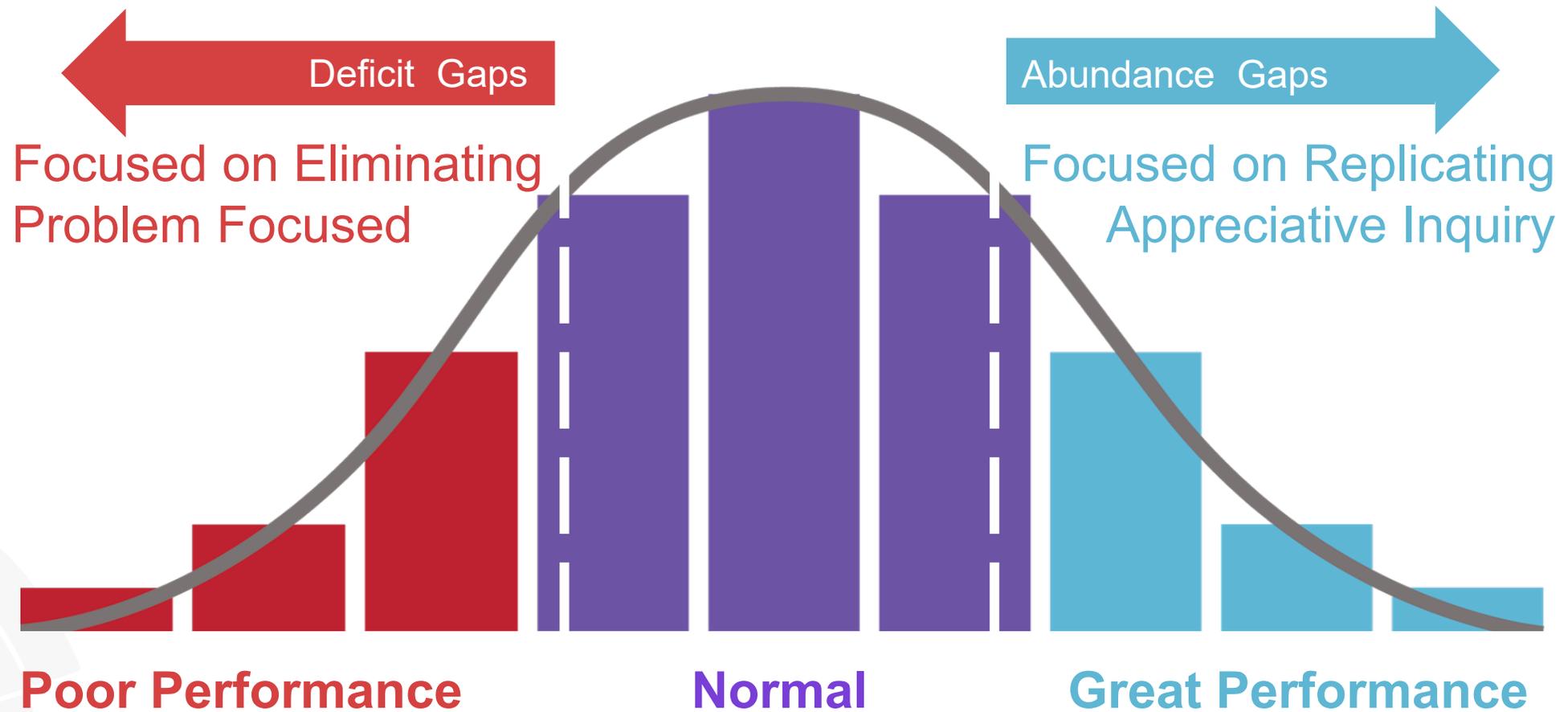
STATUS

CERTAINTY

AUTONOMY

RELATEDNESS

FAIRNESS





STATUS

Security in Your Role

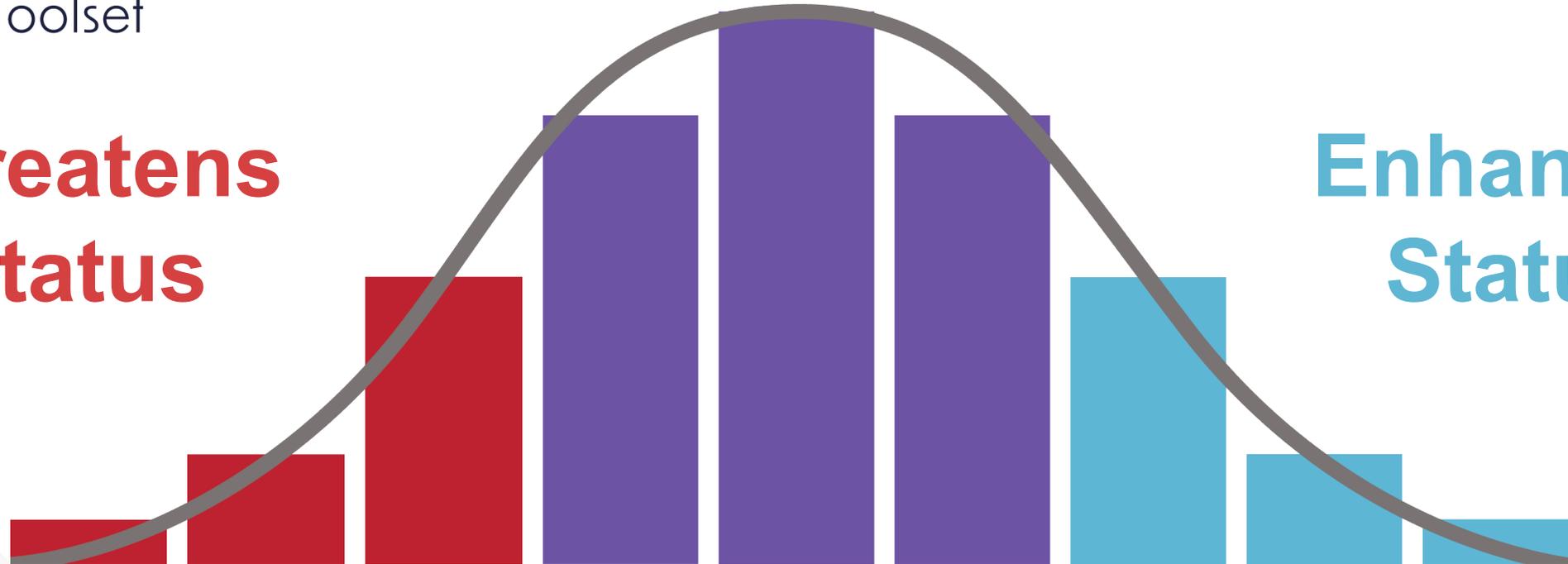


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Status

**Threatens
Status**

**Enhances
Status**



Fixed Mindset

People are either smart or not smart
People do not change
The expert has the answer
Mistakes are a sign of weakness

Growth Mindset

People learn and grow through experience
and education
Anyone can provide valid perspective
Mistakes are part of the growth process

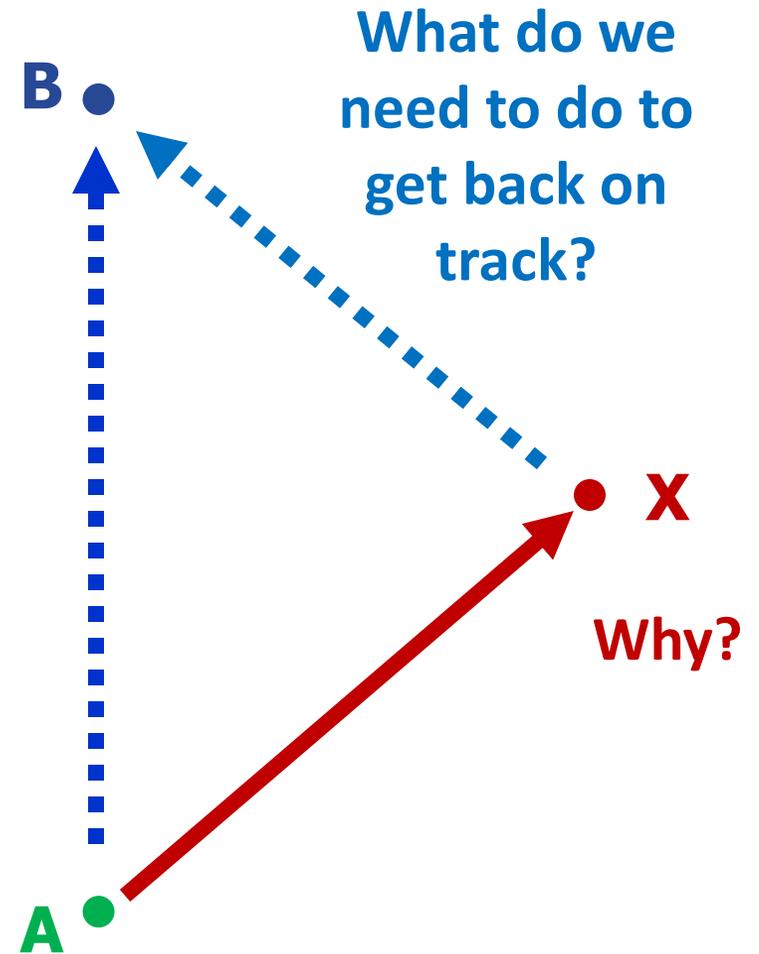
C

A



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- Coaching and Feedback...
- Why Positive Feedback?
To reinforce the right actions are taking place and to continue or repeat the behavior
- Why Negative Feedback?
To create an opportunity to make a course Correction – keep them focused on the goal





CERTAINTY

Clear Picture of What's Next

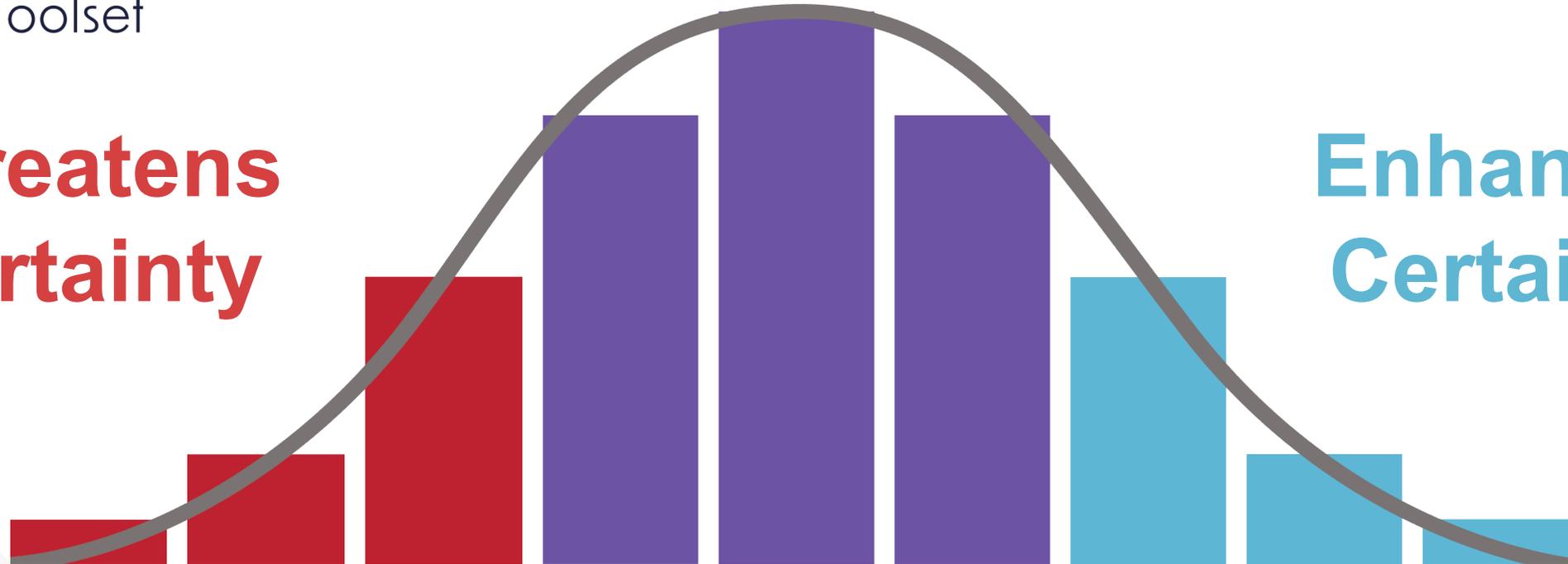


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Certainty

**Threatens
Certainty**

**Enhances
Certainty**



B

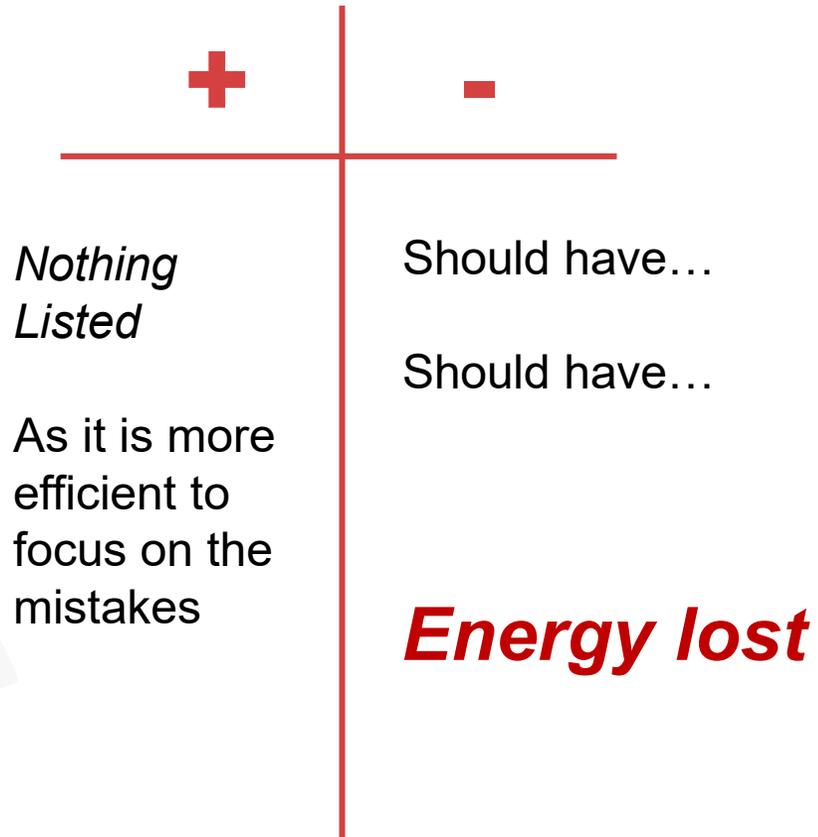
Maintain the Status Quo
Problem focused
Scarcity mindset
Create fear of mistakes

Engaged towards Future Growth
Appreciative Inquiry
Abundance mindset
Drive energy towards vision

D

Create Forethought

“Should have” is a syntax error



Replacement Picture

Clear Picture of
What You Want

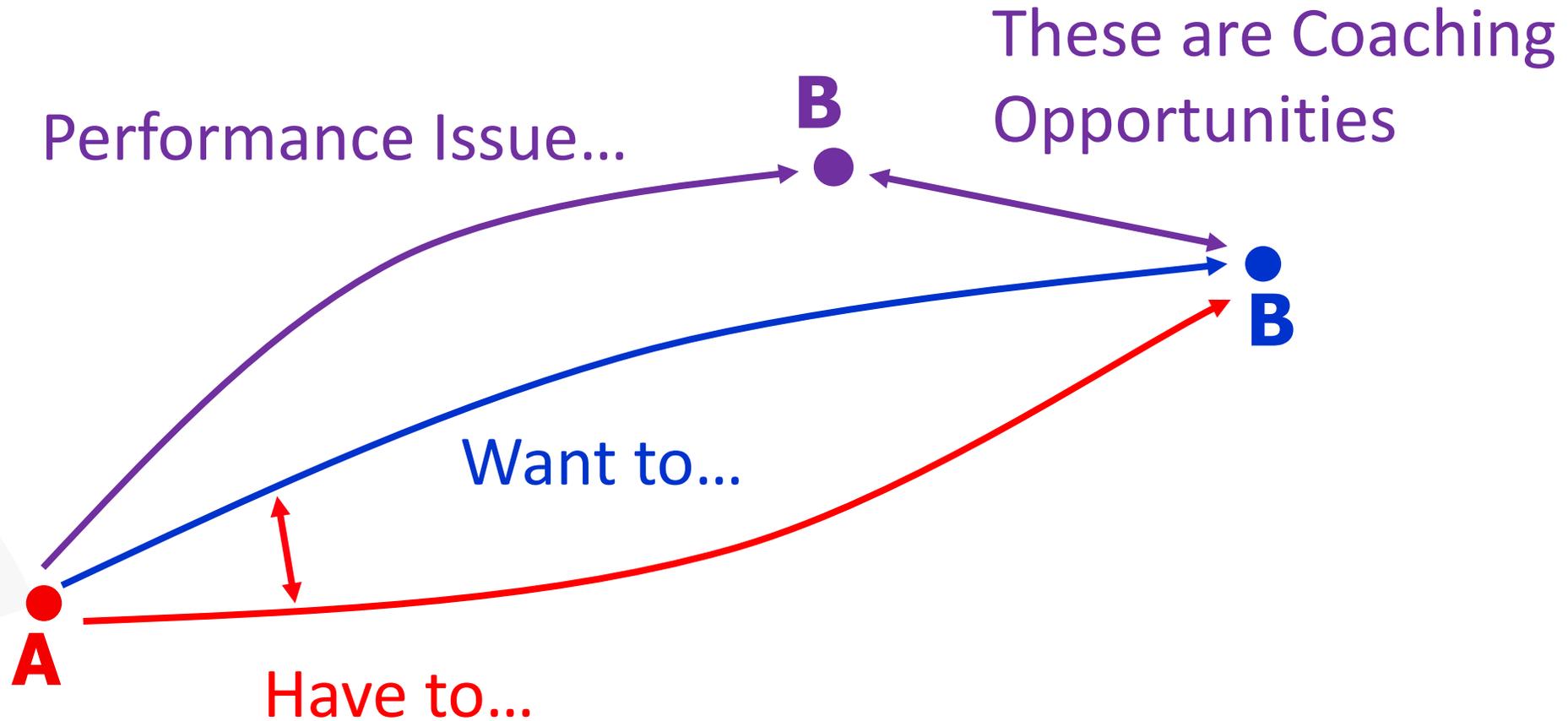


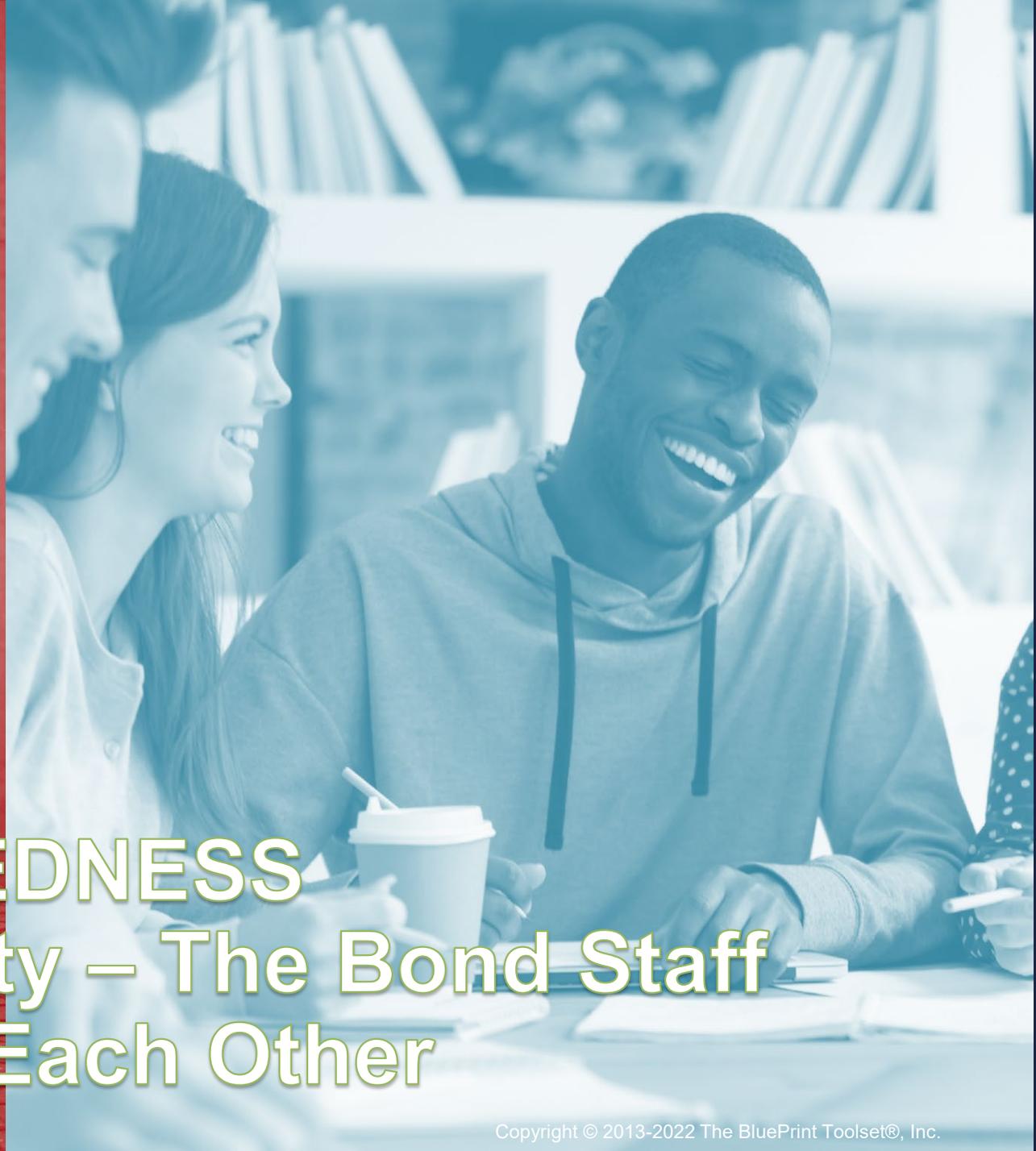
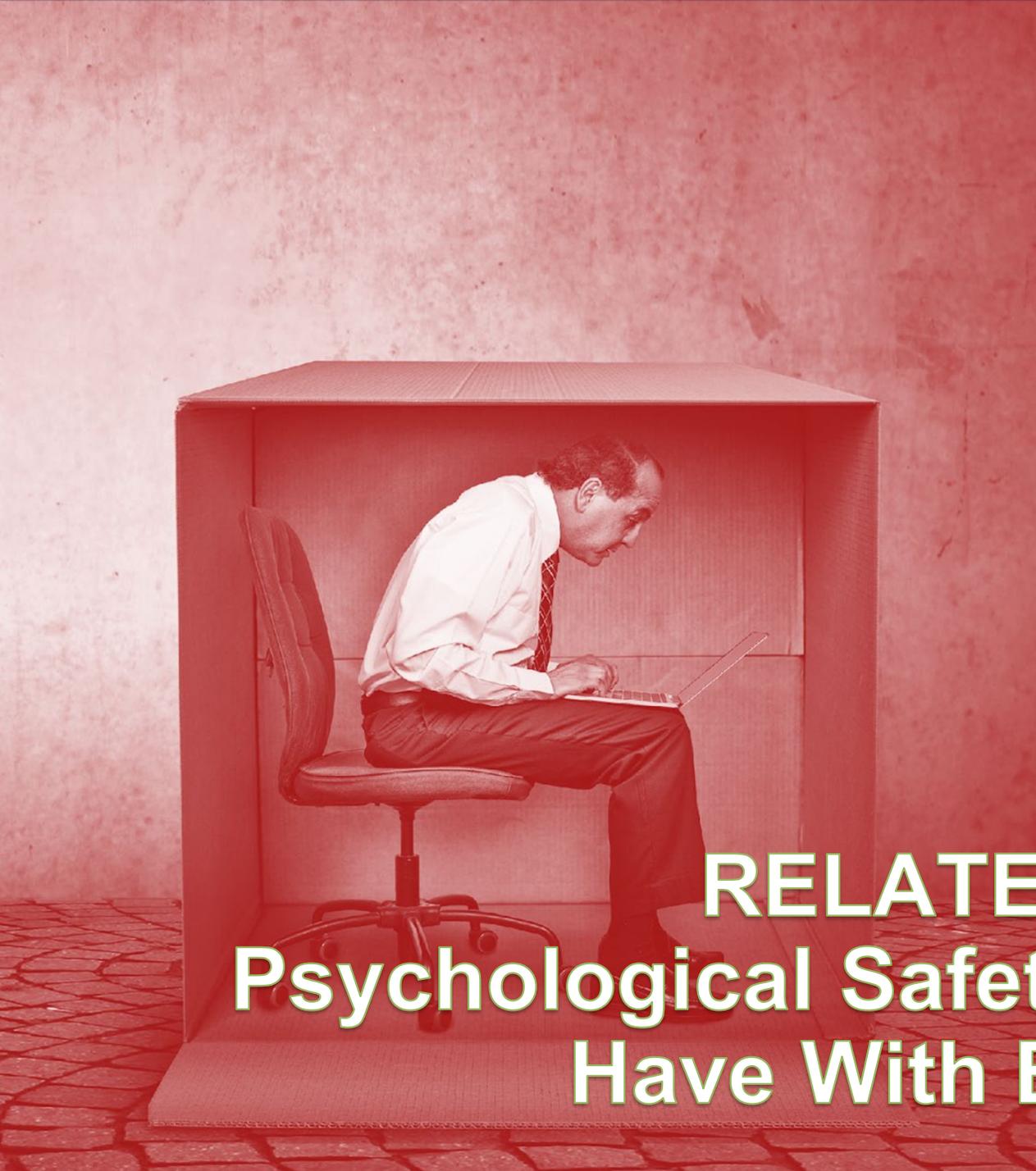
AUTONOMY

Having the Space to do Your Work



Why Micro-Managing Kills Accountability



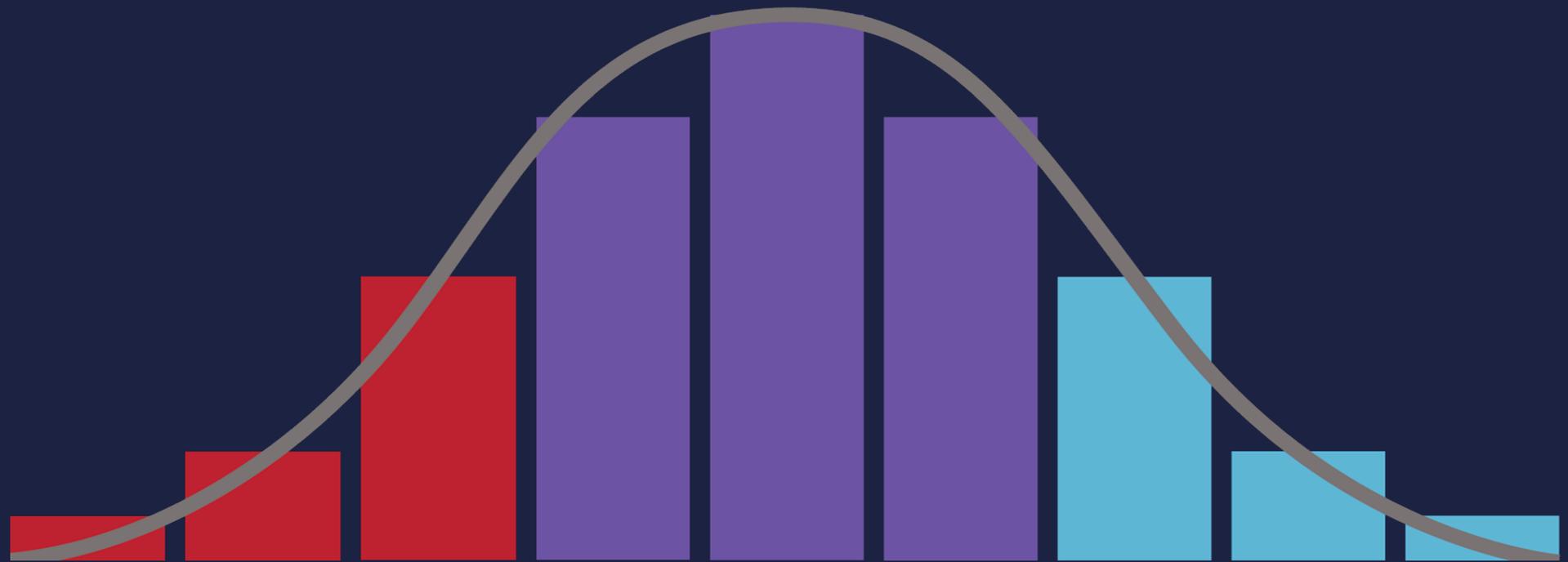


RELATEDNESS
Psychological Safety – The Bond Staff
Have With Each Other



FAIRNESS

Perception of Impartial or Just Treatment



Poor Performance

Great Performance



***When your
team is
engaged –***

***Your
customers
see it!***



Questions & Comments



Review

Key parts of our brain

1. Scotoma
2. RAS
3. Amygdala



Key take aways

1. Ensure that people believe their effort makes a difference
2. Create Forethought connected your staff to a clear goal/future
3. Get permission to enable effective coaching

The Alliance and Fort Lewis College have partnered on an Opportunity Now grant to offer micro-certificates created by industry and for industry to upskill regional worker skillsets in key industry areas to better serve local businesses and support equitable economic outcomes for our workforce community.

Please fill out this short survey that will help us identify priorities and industry needs for this project.

[PollEv.com/sarahtober098](https://poll-ev.com/sarahtober098)

MORNING SESSION



Thank you!



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Arrogance the Dark Side of Efficacy

- When you know you are right you do not need any more information – **Arrogance**
- Your RAS is shut down, so you have SCOTOMAs to new information
- Acting with confidence is believing you are right – **Efficacy**
- Your RAS is still open for new information

