

LEADERSHIP AND THE RIGHT TEAM

“I've learned that people will forget what you said,
people will forget what you did, but people will never
forget how you made them feel.” – Maya Angelou

Trainer:

Valentin Niță

Politehnica University of Timisoara



TRACCE

Community Enabled Open **Training**
on **Creative & Cultural Entrepreneurship**



Co-funded by the
Erasmus+ Programme
of the European Union

WHAT IS LEADERSHIP?

- Hierarchy in a company
- Titles
- Attributes
- Management

According to Kevin Kruse, author of Great Leaders Have No Rules.

“Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal.”



RESONANT VS DISSONANT LEADERSHIP

Resonant leadership – inspire loyalty and drives teamwork (good for harnessing creativity)

Dissonant leadership – focus on reaching goals (good for factory lines)



RESONANT VS DISSONANT LEADERSHIP

Mirror neuron system is a **group of specialized neurons that “mirrors” the actions and behavior of others.** (activated in RL and deactivated in DL)

“The mirror neuron system may provide a basis for the aggregation of emotions and perceptions from brief interactions, which may frame or prime future interactions. The cumulative effect of this process may be a relationship in which each person either

- 1) feels in tune with the other and has an overall positive affective response to him or her or
- 2) feels distant and disconnected from the other person and has an overall negative affective response.”

GREAT LEADERS

- ✓ Inspire through hope and vision
- ✓ Spread compassion
- ✓ Are mindful: attuned to mind, body, heart and spirit
- ✓ Inspire by creating and maintain resonance

THE TASK LEADER AND THE SOCIO-EMOTIONAL LEADER

- Two large-scale cortical networks – the task-positive network (TPN) and the default mode network (DMN)
- Neural activity in TPN tends to inhibit activity in the DMN, and vice versa.
- The TPN is important for problem solving, focusing of attention, making decisions, and control of action.
- The DMN plays a central role in emotional self-awareness, social cognition, and ethical decision making. It is also strongly linked to creativity and openness to new ideas.



EMOTIONAL CONTAGION

EMOTIONAL AND SOCIAL BEHAVIOR SPREADS LIKE A
VIRUS

THE POSITIVE EMOTIONAL ATTRACTOR (PEA) AND THE NEGATIVE EMOTIONAL ATTRACTOR (NEA)

- PEA linked to TPN
- NEA linked to DMN
- While we believe that effective visions are created and pursued when primarily in the PEA, the NEA also plays an important role, particularly in moving a person from vision to action in the later stages of the visioning process. The NEA plays three key roles in visioning: (1) it activates the organism; (2) it provides a balance for the negative effects of excessive optimism; and (3) it encourages people to stretch and/or develop themselves

Norem, J. K. (2001). *The Positive Power of Negative Thinking*. New York: Basic Books.

STYLES OF RESONANT LEADERSHIP

Leadership Style	How it builds resonance	Impact on team morale	When is this style appropriate?	Phrase that sums up the style
Visionary	Moves people towards shared goals and dreams	Highly positive	When clear direction is needed	“Come with me.”
Coaching	Connects members with the team’s goals	Highly positive	When you need to improve efficiency of a team member	“Try this.”
Affiliative	Creates unity among team members	Positive	When you need to motivate your team during stress times	“People come first.”
Democratic	Gains team commitment through valuing thoughts and inputs	Positive	To get valuable input from team members	“What do you think?”

SACRIFICE SYNDROME

Signs that you might be in or moving toward the Sacrifice Syndrome include:

- Working harder with less results
- Feeling tired, even after getting enough sleep
- Drinking more coffee than usual
- Unable to take vacation days
- Finding less time (or no time at all) for the things you used to enjoy
- Unable to talk about your problems with your spouse or significant other
- Rarely able to attend your place of worship or find time for quiet contemplation
- Less exercise or activity than you are used to
- Feeling no one can understand what you need to do or how much you must work
- Feeling too overwhelmed to seek new experiences, ideas, or ways of doing things

SPARK PSYCHOLOGICAL AND PHYSICAL RENEWAL

- Listen to life's quiet wake-up calls.
- Practice mindfulness.
- Find hope.
- Practice Compassion.

RECOMMENDED READING

- Boyatzis, R.E., Koenig, K., Lowe, M., Mathew, B., Passarelli, A.P., Stoller, J., and Phillips, M. (2012). "Examination of the neural Substrates Aroused in experiences with resonant and dissonant leaders", Leadership Quarterly
- Norem, J. K. (2001). The Positive Power of Negative Thinking. New York: Basic Books.
- <https://www.frontiersin.org/article/10.3389/fpsyg.2015.00670>
- <https://www.frontiersin.org/articles/10.3389/fnhum.2014.00114/full>
- <https://hbr.org/2001/12/primal-leadership-the-hidden-driver-of-great-performance>
- A: Jack, A., Boyatzis, R.E., Khawaja, M., Passarelli, A.M., & Leckie, R. (2013). Visioning in the brain: an fMRI Study of Inspirational Coaching and Mentoring. Social Neuroscience, 8(4), 369- 384.
- P: Boyatzis, R.E. & Yeganeh, B. (2012). Mindfulness. Leadership Excellence, 29:3, 4.
(<https://spark-public.s3.amazonaws.com/lead-ei/Boyatzis%20%26%20Yeganeh%2C%202012.pdf>)
- P: Wijewardena, N. (2011). How workplace events change employee emotions, behavior. Daily Mirror Online, retrieved from:
<http://www.dailymirror.lk/12018/how-workplaceevents-change-employee-emotions-behaviour->
- <https://www.youtube.com/watch?v=hKggZhYwoys>
- <https://www.youtube.com/watch?v=sPS7GnromGo>
- <https://www.youtube.com/watch?v=sPS7GnromGo>