

HOLISTIC LEADERSHIP

We Work Well
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What Is Leadership?



The process of mobilizing people, their ideas, and their energy.

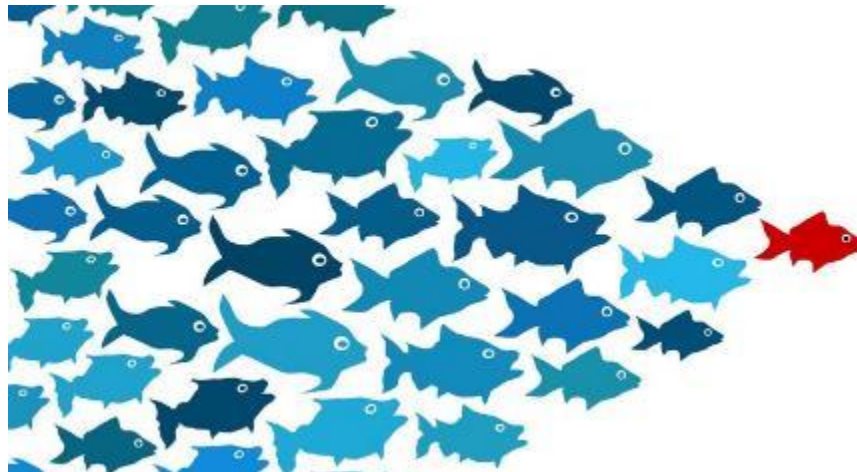


Experience, Training, Coaching

Leadership vs. Management



- Management is getting people to do what needs to be done
- Leadership is getting people to want to do what needs to be done
- Managers push. Leaders pull. Managers command. Leaders communicate.
- Management: creating an environment for performance
- Leadership: creating an environment for fulfillment and growth



Leadership & Management

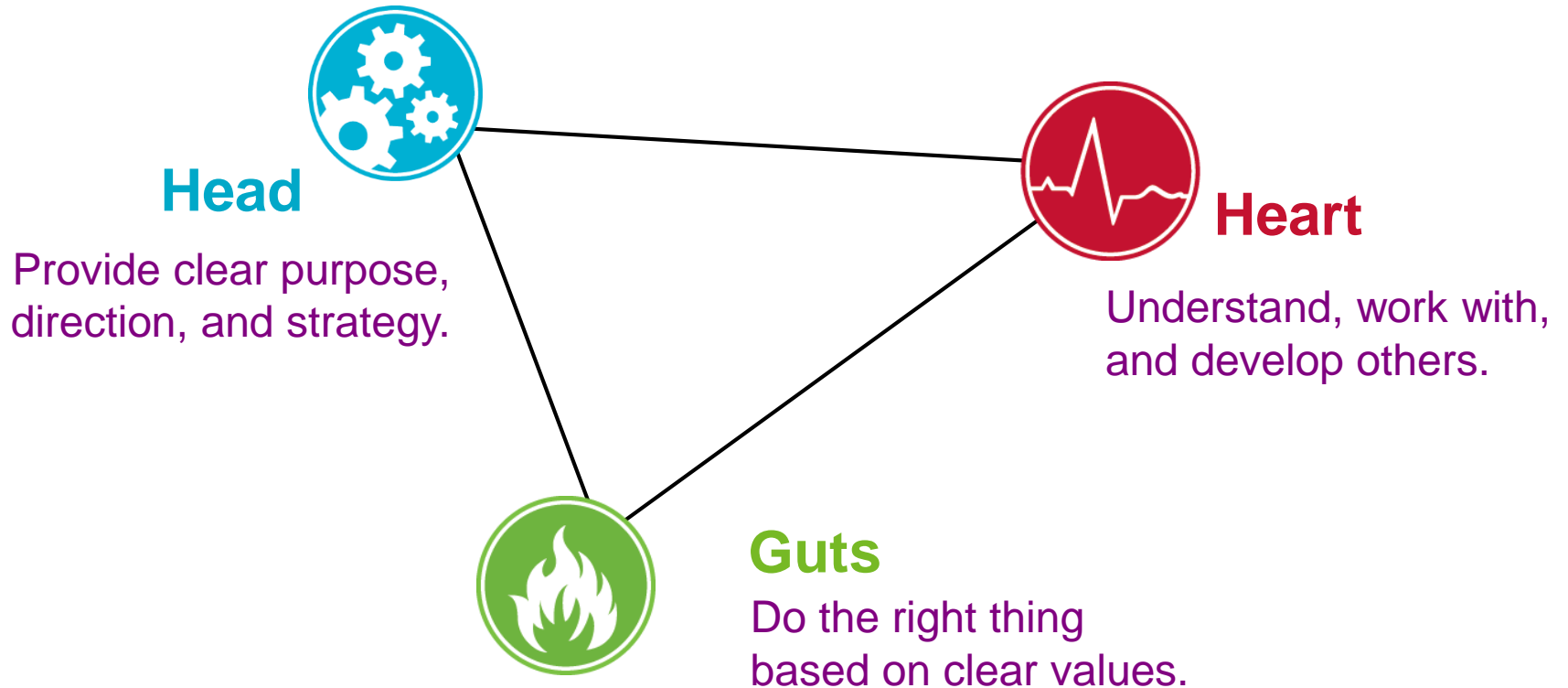


Instilling
an
inspiring
vision

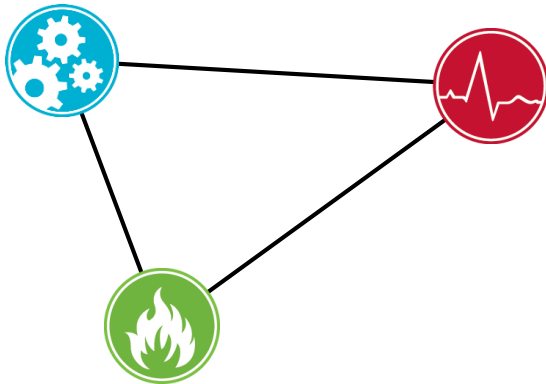
Getting
important
things
done

Instilling
good
operational
processes

Today's Successful Leader Must Be a Whole Leader



Most Organizations Are One-Dimensional



Companies appear to have the greatest supply of leaders who are **strategic, analytical, and purposeful.**

In shortest supply are leaders who have **emotional intelligence** and can **develop talent,**

and who have **clear values** and the **courage to do the right thing.**

We Need All Three??



Partial Leaders Can Succeed — in the Short Term

Short-term success



Use **analytical and logical** expertise to dominate a business.



Potential risks

They fail to understand the impact of their actions, and undervalue the people side of the business.



Inspire people through personal connectivity to obtain loyalty and commitment.



They may lose sight of tough choices that need to be made for success in the marketplace.

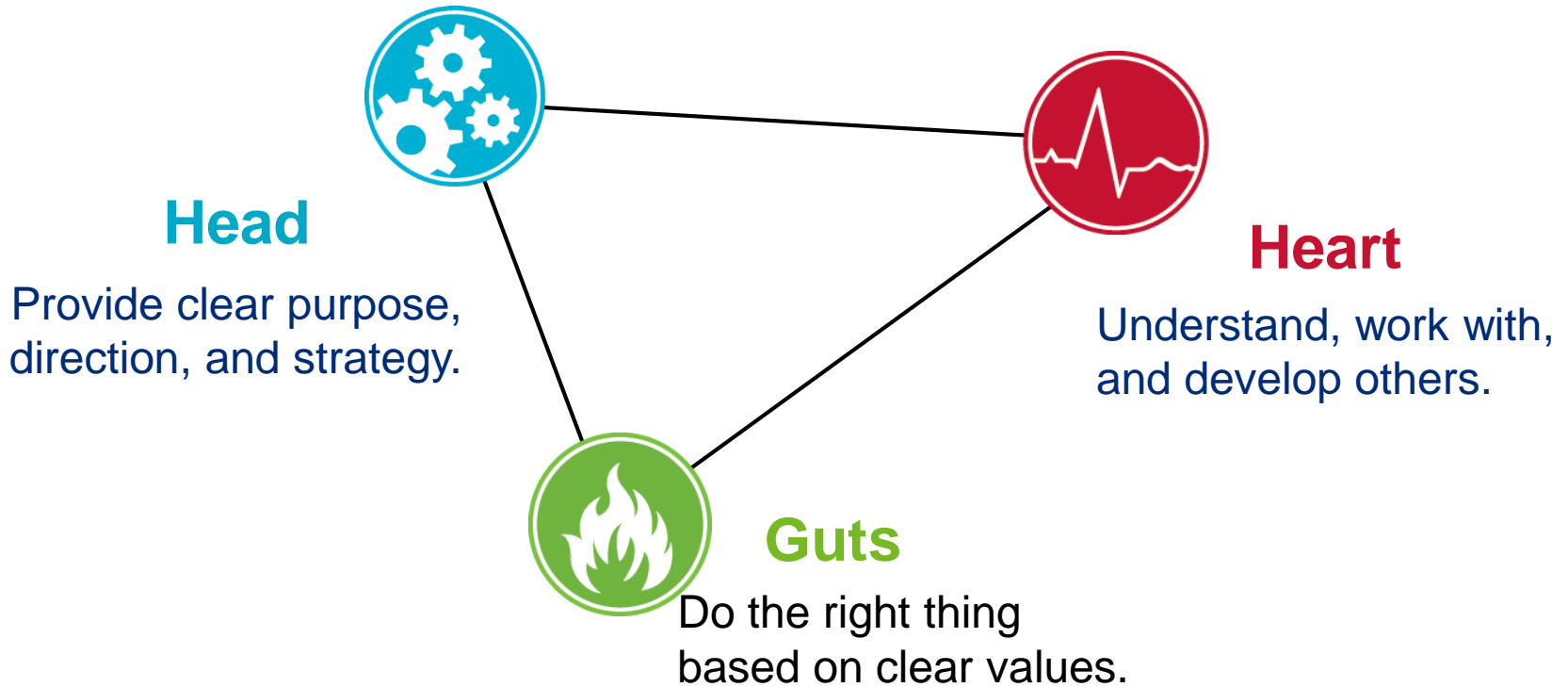


Make **bold moves** that excite their people and attract the attention of shareholders.



They become too caught up in the drama of bold moves, or stay the course long after it is relevant.

What Do You Rely on Most or Least?



Use your Head



Provide clear purpose, direction, and strategy.

Rethink the way things are done

Effective leaders break old patterns

Think like a customer

The customer experience is the focal point

Balance strategic and operational thinking

Execution is the key to success

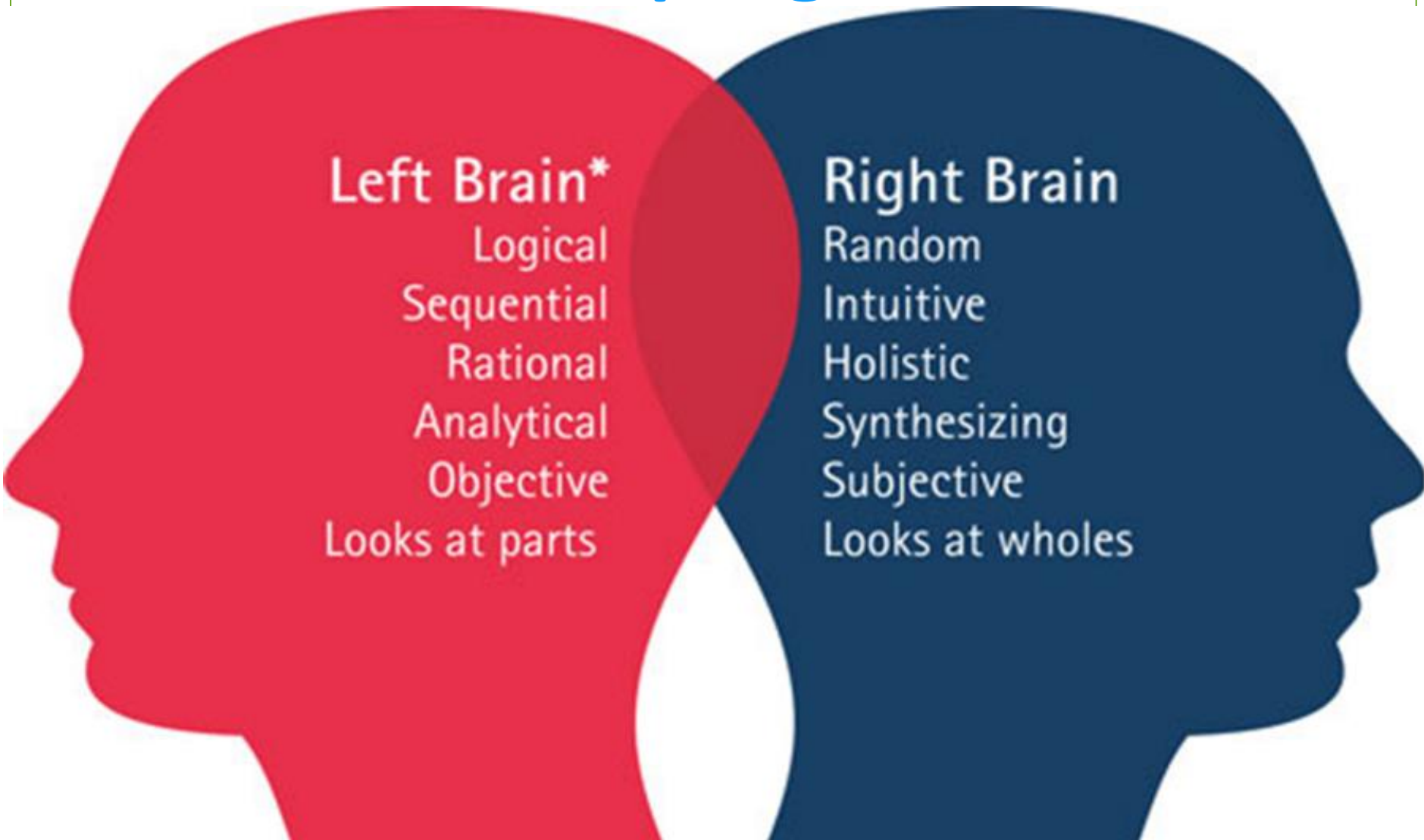
Left-Brain | Right-Brain

Left Brain*

Logical
Sequential
Rational
Analytical
Objective
Looks at parts

Right Brain

Random
Intuitive
Holistic
Synthesizing
Subjective
Looks at wholes



What Gets In the Way?



- **Functional Bias**
 - Natural tendencies
- **Need for Control**
 - Focus on the wrong thing, micro-managing
- **Style Preferences**
 - Inherent; be alert for these!
- **Process Overload**
 - Too many priorities, requirements, creates internal focus

Communication Behaviors



PREVENT COMMUNICATION

- Judging
- Superiority
- Certainty
- Controlling
- Manipulating
- Indifference

ENCOURAGE COMMUNICATION

- Description
- Equality
- Openness
- Empathy
- Problem-orientation
- Positive Intent

Demonstrate heart



Understand, work with, and develop others.

Balance people's needs with business requirements

Understand and manage conflicting needs; enable others to feel support and to speak up

Develop relationships inside and outside the company

Managing relationships and showing empathy helps leaders relate to diverse backgrounds and perspectives

Develop organization talent

Good leaders realize that talent development is a strategic imperative



- **Connecting = community**
 - Anticipate and plan for resistance
 - Provides support tool in times of instability
 - Builds loyalty and commitment
- **Nice vs. Kind**
- **Are you overly empathic?**
 - Reluctance to confront when needed
 - Delaying tactics
 - Personality Excuses

The Heart In Action



- Acknowledge the reality of competing needs
 - Don't favor one over the other
- Be in touch with your own heart
 - The spiritual dimension
- Be able to pivot your mode
 - Balance Ask and Tell
- Fine-tune your worldview
 - Perspective!



Act with Guts



Do the right thing based on clear values.

Act with unyielding integrity

Acting with integrity creates enormous positive energy in the spa

Take an active stance to manage conflict

Courage is needed to raise tough issues for the good of the organization

Be a champion for change

The rate of change is not going to slow down

Demonstrating Guts



- Doing what feels right, when data says otherwise
- Change perspective by moving to higher ground
- Tapping into corporate core values
- Balance risk and reward
- Articulate your position – no rash decisions!







Use Your Head:

Provide Clear Purpose, Direction, and Strategy

- **Rethink the way things are done.**
Effective leaders break old paradigms and change mental models.
- **Think like a customer.**
The customer experience is the next competitive battleground.
- **Balance strategic and operational thinking.**
Execution is the key to success.
- **Develop and articulate a compelling point of view.**
A strongly held belief system can serve as an anchor and driver of leadership behavior.

Common Pitfalls of Head Leaders

- ⬇ Intimidating people with their intellect.
- ⬇ Confusing people by complicating issues.
- ⬇ Dominating conversations.
- ⬇ Changing directions without being transparent.
- ⬇ Failing to connect with people during change.
- ⬇ Driving for performance without inspiring other values, thereby creating a cynical workforce with their results-only mentality.
- ⬇ Failing to develop leadership bench strength because they are too busy running everything.
- ⬇ Letting their need to be “the smartest person in the room” lead to *content* leadership rather than *context* leadership.



Demonstrate Heart:

Understand, Work with, and develop Others

- **Balance people's needs with business requirements.**
Heart is needed to understand and manage conflicting needs and to enable others to feel support and to speak up.
- **Develop strategic relationships inside and outside the organization.**
Managing lateral and matrix relationships is the key to value creation.
- **Work with and lead a diverse workforce.**
Real empathy helps leaders relate to people from diverse cultural backgrounds and perspectives.
- **Develop organization talent.**
Good leaders realize that talent development is a strategic imperative.

Common Pitfalls of Heart Leaders



- ↓ Letting compassion get in the way of the tough decisions.
- ↓ Mistaking empathy for agreement.
- ↓ Being unable to understand and manage personal derailers.
- ↓ Acting too slowly to ease the pain.
- ↓ Failing to address and manage conflicts.
- ↓ Allowing others take advantage of them.
- ↓ Failing to stand up for what they believe in.
- ↓ Failing to override their desire to be liked by everyone.



Act with Guts:

Do the Right Thing Based on Clear Values

- **Act with unyielding integrity.**
More difficult and more necessary than ever, acting with integrity creates enormous positive energy in an organization.
- **Balance risk and reward.**
Leaders need the intellect to recognize the appropriate level of risk for a given situation and the heart to balance how risk will affect the people in their organization.
- **Take an active stance to manage conflict.**
Courage is needed to raise tough issues for the good of the organization.
- **Be a champion for change.**
The rate of change is not going to slow down.

Common Pitfalls of Guts Leaders



- ⬇ Seeing everything as black or white, and not acknowledging grays.
- ⬇ Confusing stubbornness with focused persistence.
- ⬇ Being unwilling to be challenged.
- ⬇ Unintentionally intimidating others.
- ⬇ Failing to solicit the views of others.
- ⬇ Acting without anticipating the consequences.
- ⬇ Ignoring facts and placing too much emphasis on their own opinions.

Leadership Attitudes



- Don't treat people the way you would like to be treated, treat them the way they want to be treated
- Build a climate of trust by encouraging freedom
- Communicate, communicate, communicate
- Keep it fun
- Remember, leadership is an art, not a science



Holistic Leadership



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