

**BEING THERE, HERE AND EVERYWHERE: LEADERSHIP IN A DEMANDING WORLD**

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1

**BEING THERE, HERE AND EVERYWHERE: LEADERSHIP IN A DEMANDING WORLD**

The level of uncertainty has ratcheted up. Is it the situation of the world today that is unraveling or distracting? Or is it you? Certainly, the world as we know it has increasing demands at work, regardless of our situation or role, due to instantaneous communication, globalization, technological advance, flattening organization, and customer expectations. It seems like every phone call and every email matters. The importance of "showing up" couldn't be greater, but leadership can be difficult in a multi-tasking, seemingly unpredictable world with digital and other distractions that stretch and pull us. In this three-hour session, we'll use emotional intelligence as a starting point to address personal focus, how to bounce back when change happens and how to influence others through agile leadership, mindful of the behaviors required.

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2

**A FRIEND SHARED WITH ME RECENTLY...**

*Mike, this is what she said to me...*

*I don't know what it is with you, Jim. You are here, I know you are here, I see you sitting on the couch. It's just that I get the impression, time and time again, that you are "there"... your mind is somewhere else.*

Reflect on that just a minute...

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3

**LET ME BE A FRIEND TO YOU...**

By introducing myself to you...

And you introducing yourself to two others...

- Name
- Company
- Location
- Your Job
- Other

Together we will form a learning community today.

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4

**THIS IS NOT A "DROP TROU" EXERCISE OR CLASS...**

You can say "pass"...

Back to that first illustration...

Have you ever had someone, especially someone special, say to you... something like?

*"I just get the impression you aren't 'here' and are somewhere else... 'there' at work or wherever your mind goes."*

How did you respond?

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5

**DISTURBED?**

Agenda for today...

First half...

The nature of the unraveling, the distraction, the ever-increasing demand...

Break

Second half

Some ideas, suggestions, tips, and possibles

Wrap at 11 and "bring it on home"

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6

## OBJECTIVES

Not necessarily in this order...

- Addressing personal **focus** and showing up: knowing what is important
- **Being aware** and accepting who we are: dealing with our own baggage
- Bouncing back when change happens (and it is going to happen): emotional **resilience**
- Considering that **compartmentalization** may be harmful or at least not as helpful as once thought
- **Listening** in a busy demanding world: it is okay to say "I can't deal with that right now"
- Influencing others with **agile leadership**
- Exploring the dynamics of **empathy and curiosity** in all relationships, especially "customer" connections

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7

## FOCUS IS EMOTIONAL INTELLIGENCE

Self awareness  
 which leads to  
 Self-management  
 which leads to  
 Social Competence  
 which leads to  
 Relationship management

Which in the business world is often considered

### Leadership

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8

## TO BEGIN WITH...

Is the world falling apart... or is it you?

Digital Distraction  
 Technology advances  
 Scarcity of Resources  
 Competing Ideologies  
 Loss of Common Values  
 Stress and Fear

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9

## DIGITAL ADVANCE TO THE POINT OF DISTRACTION?

Social media and cell phone use..

As evidence of addiction-like behavior with mobile devices continues to mount, that's raised concerns that social media and smartphones are contributing to depression and other mental-health problems, especially among kids and younger adults. Per Deloitte's 2018 mobile consumer study,\* 60% of U.S. consumers 18-34 admit to smartphone overuse — the highest level of any age group.

57% of Americans surveyed said they own a tablet. Among other device categories, penetration rates noted by the survey were: laptop computers (77%), desktop computers (57%), fitness bands (21%), smartwatches (14%), and virtual-reality headsets (8%).

And of course,, we have TVs in just about every room including the bathroom, with cable, wireless, satellite and streaming.

U.S. edition of the 2018 Global Mobile Consumer Survey from Deloitte

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10

## DIGITAL ADVANCE TO THE POINT OF DISTRACTION?

We touch our cellphone... on average

- 52 times a day we open it
- 2900 finger taps a day (texting for most of that)
- Pick it up within an hour of waking (88% of us)
- Use work phone beyond normal working hours (40% of us)

Also, on average, we adults spend 7 ½ hrs a day looking at a screen via desktop, laptop, tablet, cell phone, car, TV

In the US, average family? 2.3 TVs in the home, declining since 2016. Typical four months old infant has been introduced to a screen or device. Most of the 11 yo in US have digital device of some kind.

80% of teenagers are on Instagram and about half say they've been bullied.

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11

## AH, YES... SOCIAL MEDIA

Today two-thirds of Americans get news from social media, where posts from publishers get the same packaging as birthday greetings and rants.

Content that warrants an emotional response is mixed with things that require deeper consideration.

"It all looks identical," says Harvard researcher Claire Wardle, "so our brain has to work harder to make sense of those different types of information."

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12

## SOCIAL MEDIA

"The problem is not just malicious bots or chaos-loving trolls or Macedonian teenagers pushing phony stories for profit. The problem is also us, the susceptible readers."

"We are social animals, and the desire for likes can supersede a latent feeling that a story seems dicey. Political convictions lead us to lazy thinking. But there's an even more fundamental impulse at play: our innate desire for an easy answer."

"A 2016 Pew poll found that nearly a quarter of Americans said they had shared a made-up news story. In his experiments, MIT cognitive scientist David Rand has found that, on average, people are inclined to believe false news at least 20% of the time."

\*How Your Brain is Tricked by Social Media. By [Katy Steinmetz](#), Bureau Chief, Time Magazine, August 9, 2018

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13

## DIGITAL ADVANCE TO THE POINT OF DISTRACTION?

So how about you? In your triad, please share:

*What about you and social media and digital device use? More or less than the averages?*

*Does your family or organization mandate immediacy of communications? How does that work for you?*

*To what degree are you impacted by false narratives and fake stories? Ever passed one on? Ever regretted doing so or gotten stressed out because of what you've read/seen on the internet?*

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14

## TECHNOLOGY ADVANCES

Migration to a new platform or program as a setback

*What is the latest and greatest in your work life as far as technology is concerned (app or instrument)?*

*What advance technologically speaking have you picked up in work that would be a sacrifice if you had to give it up?*

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15

## SCARCITY OF RESOURCES

To what degree are you and your team stressed by:

- Not enough time to find the people
- Not enough people to find when we have time/need
- The wrong people on the bus
- The people in the wrong seat on the bus
- Too many barriers ("silos") among the people on the bus
- The first step onto the bus for some people is blocked because of cultural dynamics
- Not enough money to get anyone else on the bus

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16

## COMPETING OR DISPARATE IDEOLOGIES (OK, POLITICS)

Why is there such partisanship and what effect is that having on our leadership of self and others?

*"We have the greatest degree of political upheaval, separation and polarization in decades... not on policies so much but identities. In other words tribalism, and according to many social scientists, the most impactful of these, especially since 2015 (election of Barack Obama) has been racism."*

*"Tribalism reduces us to a regimen of 'yes/no', 'you count/ you don't count' even among friends and families, so much so that many of us avoid talking about politics at all."*

On CNN Fared Zakaria, 2/2/20 discussing Ezra Klein's new book, *Why We Are Polarized*, (Avid, 2020)

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17

## COMPETING OR DISPARATE IDEOLOGIES (OK, POLITICS)

In your triads, please discuss:

*To what degree are you bothered or stressed about the nature of political discourse...*

*...in your immediate family?*

*...in your extended family?*

*...in your work unit?*

*...in your community?*

*...in the country?*

*Even though it might be a challenge to your leadership, what are you doing about it?*

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18

## LOSS OF COMMON VALUES

A friend recently wrote me:

*Sometimes I feel like there's no universal truth anymore. Even those things once thought to be true are now considered subjective. Everyone has their own "truth", based on their own perspective. "Facts" are only as good as those proving them, and there sometimes seems to be an underlying agenda. We all like to hear truth that we agree with, but if we hear something said to be true that we don't like, it must be "Fake News".*

*When I was young, no one questioned the trusted few; Cronkite, Brinkley, Reasoner, Chancellor, Morrow; they told us the way things were with little or no opinion attached. Somewhere, and I couldn't tell you exactly when, things changed. Looking back, I think I can see that perhaps things changed because I changed. I wanted more, and slowly, over time, I got more. More choices, more talking heads with more insight, more channels, world-wide coverage, cable news, internet news, Facebook, Instagram, Twitter, office co-workers, relatives, and even crochet neighbors.*

*This is the irony of living in the non-binary world. When we thought things were either one way or the other, life was easy to understand. Our common core values were in place. Right and wrong were clearly defined. As our understanding of humanity has matured, we now see things are not as simple as we once thought. If you think life is simple, you are living in denial.*

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19

## LOSS OF COMMON VALUES

In your triads...

(and this is the last triad sharing before our break):

*What would you say to my friend Tim?*

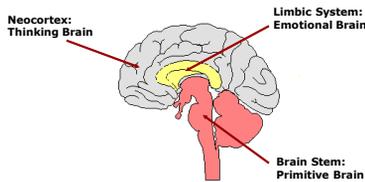
*As leaders, how do we rediscover the values that can hold our families and communities and work behaviors in check? And yet still grow and develop in a global, multi-dimensional, dynamic (competitive) but inclusive environment?*

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20

## DEALING WITH FEAR & STRESS: SOME NEUROSCIENCE



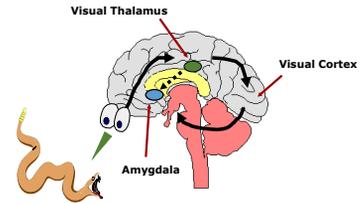
Concept taken from Joseph Le Doux, *The Emotional Brain*, 1996.

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21

## THE EMOTIONAL BRAIN



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22

## SO, WHAT IS A THREAT?

Almost anything and everything...

### Common effects of stress

On your body	On your mood	On your behavior
Headache	Anxiety	Overeating or undereating
Muscle tension or pain	Restlessness	Angry outbursts
Chest pain	Lack of motivation or focus	Drug or alcohol misuse
Fatigue	Feeling overwhelmed	Tobacco use
Change in sex drive	Irritability or anger	Social withdrawal
Stomach upset	Sadness or depression	Exercising less often
Sleep problems		

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23

## BREAK

I will start talking again in 12 minutes...

Some ideas, suggestions, tips, and possibilities

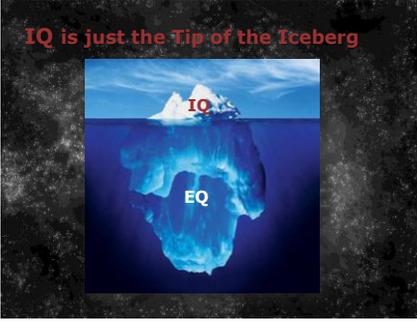
Wrap at 11 to "bring it on home"

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24

**IQ is just the Tip of the Iceberg**



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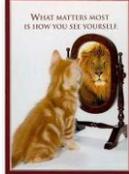


25

**EQ COMPETENCIES**

**Self Awareness**

Knowing your internal state, preferences, resources and intuition



- Emotional awareness
- Accurate self-assessment
- Self-confidence
- Courage from certainty

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26

**EQ COMPETENCIES**

**Self Mastery**

Managing impulse as well as distress

- Self-control
- Trustworthiness
- Conscientiousness
- Adaptability
- Innovation



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27

**EQ COMPETENCIES**

**Social Competence**

Awareness of others' feelings, needs and concerns



- Understanding others
- Developing others
- Service orientation
- Leveraging diversity
- Political-awareness
- Listening generously
- Speaking publicly with professionalism

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28

**EQ COMPETENCIES**

**Relationship Management**

Adeptness at inducing desirable responses in others

- Influence
- Communication
- Leadership
- Change catalyst
- Building bonds
- Collaboration and cooperation
- Team capabilities



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29



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30

## EMOTIONAL INTELLIGENCE SUMMARY

Effective Relationships

Empathy

Self-motivation

Self-regulation

Self-awareness

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31

## PRACTICES OF EFFECTIVE COMMUNICATING

KNOW WHAT YOU WANT

BE AWARE

HAVE BEHAVIORAL FLEXIBILITY

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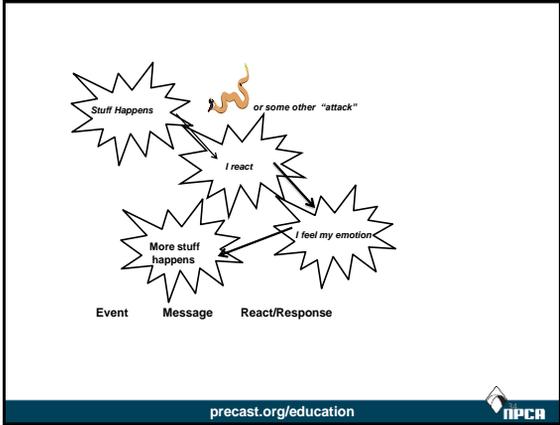
32

## YOU ARE WHAT YOU THINK!

Seneca (Roman philosopher, 50 AD):  
"Speech is the index of the mind."  
Does it really work that way?

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33



34

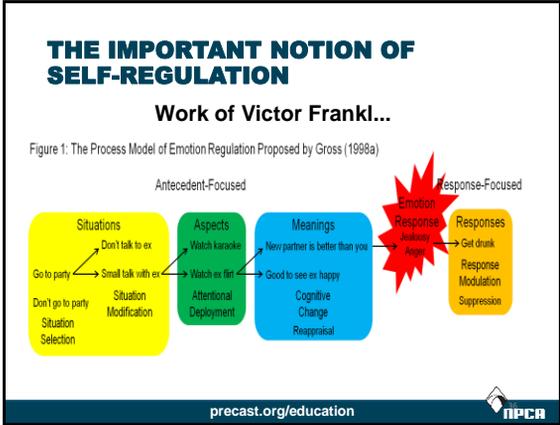
*"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."*

Viktor Frankl

www.herquotes.com

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35



36

## SOME RESEARCH

I asked folks in the 2019 LNPCA and LPCI via phone...

How do you deal with it? The balance of life, especially with your family, and the press of work demands that seem to go beyond normal work hours?

About a quarter said a calendar/scheduling app, about a quarter said a calendar in the kitchen, a quarter said my spouse takes care of all the family stuff, and a quarter said "we don't do that very well"

And the prize for the most telling comment:

*There is no "off" button*

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37

## TO REVIEW...

Is the world falling apart... or is it you?

- Digital Distraction
- Technology Advances
- Scarcity of Resources
- Competing Ideologies
- Loss of Common Values
- Stress and Fear

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38

## WHAT IS CRITICAL THINKING?

First: What is critical thinking?

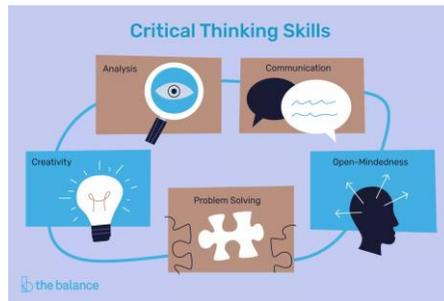
Critical thinking involves the evaluation of sources such as data, facts, observable phenomenon, and research findings. Good critical thinkers can draw **reasonable conclusions** from a set of information and discriminate between useful and less useful details to solve a problem or make a decision.

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39

## WHAT IS CRITICAL THINKING?



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40

## DEALING WITH DIGITAL DISTRACTION

- Monitor your time on-screen.
- Put the phone down when talking to someone, especially when talking with spouse or children.
- If a 9-1-1 comes in, deal with it quickly with apologies to those around you.
- Develop family rules for devices and screens.

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41

## SPOTTING FAKE NEWS

Unfortunately, it is not always easy to spot false news.

Sometimes, a story may be obviously false – for example, it may contain typos or spelling mistakes, or formatting errors. Like phishing emails, however, some fake news stories are a lot more subtle than that.

Facebook famously issued a guide to spotting fake news in May 2017. Its advice ranges from the obvious to the much less intuitive. Useful tips include:

- Investigate the source
- Be wary of stories written by unknown sources, and check their website for more information. Stories from reliable news sources, such as national newspapers or broadcasters, are more likely to have been checked and verified. It is also worth looking at the url, to make sure it is a genuine news organization.
- Dig deeper

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42

## SPOTTING FAKE NEWS, CONTINUED

- Look at the **evidence** on which the article bases its claims, and check whether they seem credible. If there are no sources given, or the source is an unknown 'expert' or 'friend' of someone concerned, be skeptical.
- Check whether **other, reliable news sources** are carrying the story
- Sometimes, even otherwise reliable news sources get carried away and forget to do all the necessary checks. But one very good check is to ask whether **other reliable sources are also carrying the story**. If yes, it is likely to be correct. If not, you should at least be doubtful.

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43

## FACEBOOK'S ADVICE BOILS DOWN TO READING NEWS STORIES CRITICALLY

That does not mean looking for their flaws, or criticizing them, although this can be part of critical reading and thinking. Instead, it means **applying logic and reason** to your thinking and reading, so that you make a sensible judgement about what you are reading.

In practice, this means **being alert** to why the article has been written, and what the author wants you to feel, think or even do as a result of reading it. Even accurate stories may have been written in a way that is designed to steer you towards a particular point of view or action.

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44

## A WORD ABOUT BIAS... IN NEWS STORIES

It is worth remembering that everyone has their **opinions**, and therefore sources of potential bias in what they write. These may be conscious or unconscious. News organizations tend to have an organizational 'view' or political slant. This "slant" or "bias" affects both what they report and how they report it.

As a reader, **you also have biases**, both conscious and unconscious, and these affect the stories you choose to read, and the sources you use. It is therefore possible to self-select only stories that confirm your own view of the world, and social media is very good at helping with this.

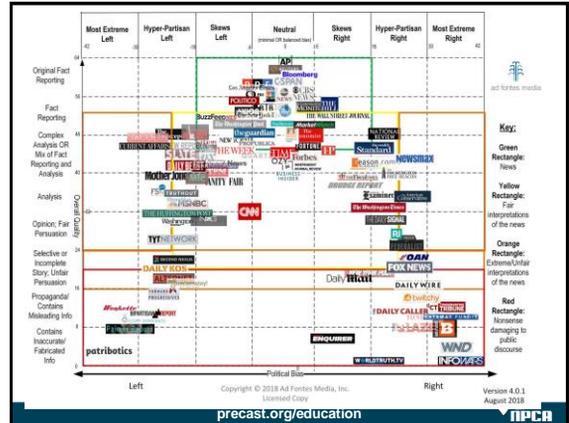
To overcome this, it is important to **use more than one source** of information, and try to ensure that they have *at least small differences* in their political views.

Check out [WWW.MEDIABIASCART.COM](http://WWW.MEDIABIASCART.COM)

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45



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46

## AS TO TECHNOLOGICAL ADVANCE



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47

## DEALING WITH CHANGE: THREE GUARANTEES

*Change is here to stay*

*Change will not be problem free*

*You are accountable.*

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48

**BUT... WE HAVE SCARCE RESOURCES**

Consider diversity...

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49

**A FEW DEMOGRAPHIC FACTS ON DIVERSITY**



- ✓ 47% of the workforce nationally is women
- ✓ In 2017, 57.0 percent of all women participated in the labor force.
- ✓ Immigration accounted for 45% of US population growth in 2016—a source for hiring?
- ✓ 17% of the labor force is people of Hispanic or Latino ethnicity—may be of any race.
- ✓ The workforce includes 13% black or African American and 7% people of Asian ethnicity but may be higher or lower depending on the area.
- ✓ Gay men and women no longer feel the need to hide.
- ✓ Diversity is a reality in our world, our communities and in your customer base.

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50

**CHALLENGE: ORGANIZATION CULTURE**



Too many organizations fail to rethink their culture and management styles as they open their doors to new groups. They issue ambiguous instructions which presume that everyone comes from the same background or thinks and communicates in the same way.

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51

**ASSESS YOUR READINESS AND CULTURE**

- Organizations should actively assess their handling of workplace diversity issues
- Identify and address barriers
  - Sourcing limitations
  - Hiring process needed improvements
  - Communication flexibility
  - Openness of the culture
- Organizations must work to overcome perceptual, cultural, and language barriers for their diversity programs to succeed



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52

**BUT... WE HAVE SCARCE RESOURCES**

Consider sufficiency...

Once we let go of scarcity, we discover the surprising truth of sufficiency.

This is not a quantity of anything. . . .

Sufficiency isn't an amount at all. It is an experience, a context we generate, a declaration, a knowing that there is enough and that we are enough.

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53

**SUFFICIENCY, CONT.**

- When we live in the context of sufficiency, we find a **natural freedom and integrity**. We engage in life from a sense of our own wholeness rather than a desperate longing to be complete. We feel naturally called to share the resources that flow through our lives—our time, our money, our wisdom, our energy, at whatever level those resources flow—to serve our highest commitments. . . .
- Sufficiency as a way of being **offers us enormous personal freedom and possibility**. Rather than scarcity's myths that tell us that the only way to perceive the world is *there's not enough, more is better, and that's just the way it is*, the truth of sufficiency asserts that there is enough for everyone. Knowing there is enough inspires sharing, collaboration, and contribution. . . .

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54

### AGAIN...THAT POLARIZATION, POLITICAL AND OTHERWISE

Live and speak authentically and engender in others what you want in yourself.

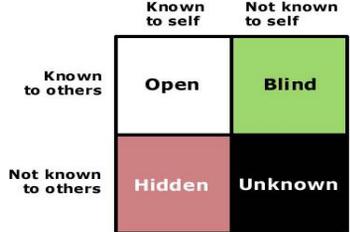
Stop compartmentalization.

Consider agile leadership.



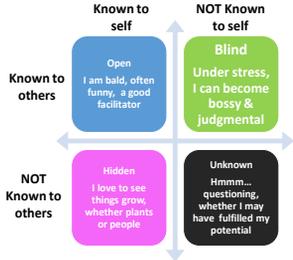
55

### AUTHENTICITY THROUGH THE JOHARI WINDOW



56

### JOHARI WINDOW



57

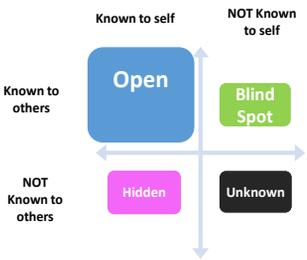
### THREE COMMON BLIND SPOTS

- inability to rely on other people
- inability to see the effect of our decisions on our teams, friends and families
- blindness to effect of “bottling up” or concealing emotions from others on the team, or in our families, or with friends



58

### JOHARI WINDOW OVER TIME



59

### DEVELOPMENTAL PATH

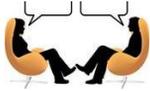
- Increase what is known to us
  - Invite feedback
  - Reflect on action and reaction
  - Reflect on what theories or beliefs drive behavior
- Appropriately disclose important aspects of ourselves that may bring insight to others
- Explore the unknown to tap hidden strengths



60

## JOHARI WINDOW APPLICATION

Talk with someone



- How do you think others would describe you?
- Are there things you know about yourself that others could benefit by knowing or understanding?
- Did you receive feedback from someone in your organization or a family member that showed you a blind spot?
- When you think about yourself and your role in family, work or with friend, what do you wonder about?

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61

## A MOST HELPFUL QUESTION...

When you encounter someone with an oppositional political viewpoint than yours, try this:

*Hmm, that is interesting. How did you reach that conclusion (or viewpoint)?*

With follow-up open-ended questions at the appropriate level of emotion.

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62

BEING TAUGHT TO AVOID TALKING ABOUT POLITICS AND RELIGION HAS LED TO A LACK OF UNDERSTANDING OF POLITICS AND RELIGION.



WHAT WE SHOULD HAVE BEEN TAUGHT WAS HOW TO HAVE A CIVIL CONVERSATION ABOUT A DIFFICULT TOPIC.

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63

## AND "WHAT ABOUT" COMPARTMENTALIZATION?

If you can still access your triad, have a discussion on this:

*Are you a different person at work than you are at home?*

That kind of "compartmentalization" leads to stress and inauthentic living.

*What would it take for you to pull those aspects of your life together? What would have to change?*

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64

## AGILE LEADERSHIP

Today's ideal leadership candidates are not necessarily employees with the most experience or expertise. One of the key differentiators among top leaders is leadership **agility, or the ability to balance competing demands**. Agile leaders foster connections with team members and customers, enable teams to achieve peak performance, and encourage both innovation and change.

Read more at:

<https://www.business2community.com/leadership/agile-leadership-a-comprehensive-guide-02257714>

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65

## AGILE LEADERSHIP

The three critical characteristics of agile leadership:

Connect

Adapt

Deliver

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66

### AGILE LEADERSHIP: CONNECT

- Inspire, influence, and foster a collaborative environment
- Maintain self awareness
- Demonstrate personal integrity

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67

### AGILE LEADERSHIP: ADAPT

- Recognize changing dynamics
- Adjust rapidly to overcome challenges, reimagine strategic direction, and propel transformation and innovation
- Make use of systems thinking
- Able to strike a balance between efficiency and innovation

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68

### ON SELF-AWARENESS

- Values in Action (VIA) Signature Strengths Test  
[www.authentic happiness.org](http://www.authentic happiness.org)
- Values in Action Institute on Character  
[www.viacharacter.org](http://www.viacharacter.org)
- Barrett Values Center PVA  
[www.valuescentre.com/tools-assessments/pva/](http://www.valuescentre.com/tools-assessments/pva/)

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69

### AGILE LEADERSHIP: DELIVER

- Able to deliver positive results for their organizations
- Invest in the right accelerators
- Cultivate high performing teams
- Know how to prioritize: big goals plus the every day gradual steps to achieve them

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70

### AGILE LEADERSHIP A SUMMARY STATEMENT

Actually from a powerful book written by Jim Collins in 2001, *Good to Great*:

Level Five Leadership:

- The curious and paradoxical blend of volition and vulnerability

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71

### CUSTOMER SERVICE?



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72

## TWO IMPORTANT DYNAMICS FOR “CUSTOMER” RELATIONSHIPS: EMPATHY AND CURIOSITY

### Curiosity

*the desire to learn or know about anything, inquisitiveness*

### Empathy

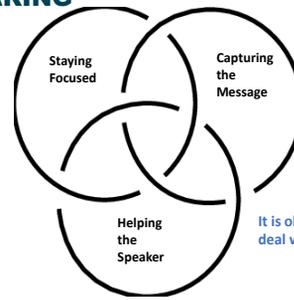
*the psychological identification with or vicariously experiencing of the feelings, thoughts, or attitudes of another*

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73

## LISTENING IS THE MAIN WAY WE CONVEY TRUST, RESPECT AND CARING



It is okay to say: “I can’t deal with that right now”

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74

## RESILIENCE... STRATEGIES THAT WORK

- Reframing
- Visualization
- Optimization
- Mantras
- Exercise
- Spirituality
- Sense of humor
- Schema, scenarios, words

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75

## BEING THERE, HERE AND EVERYWHERE: LEADERSHIP IN A DEMANDING WORLD

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76