



The Power of Understanding People

*Leading a High Performance
Culture*

SedonaOffice

13TH ANNUAL USERS CONFERENCE

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Dave Mitchell

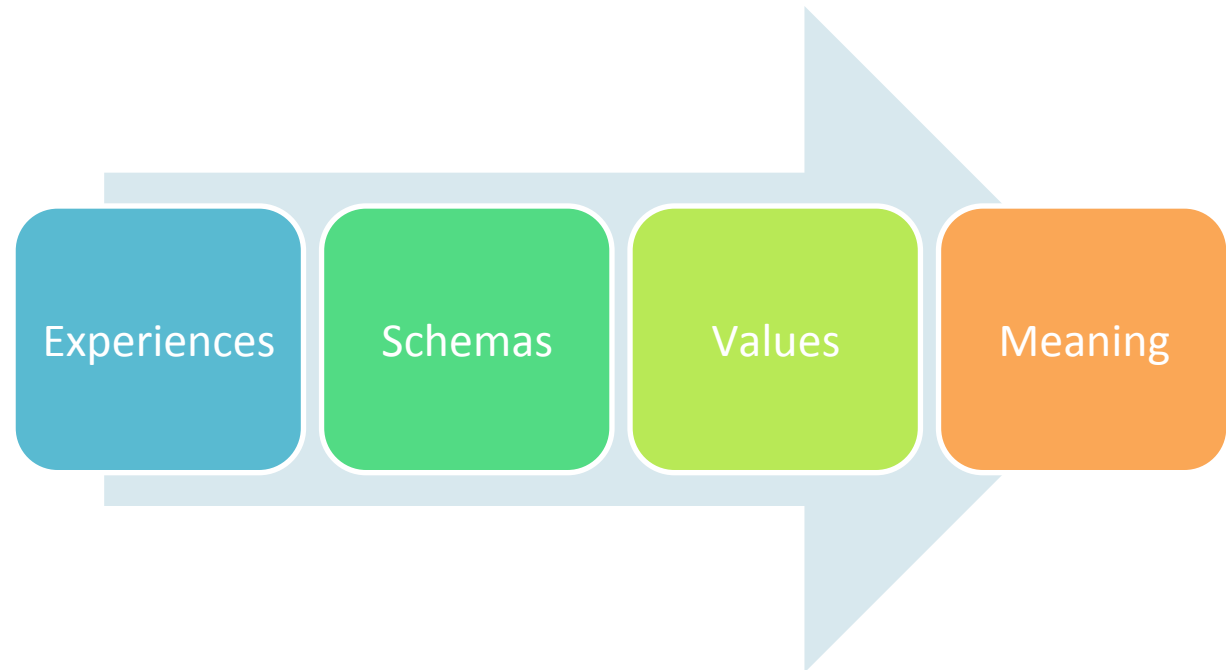
the Leadership Difference

2015



Leading a High Performance Culture

Beyond Piaget: Metacognition and Postformal Thought



What follows are the values of a truly high performing culture



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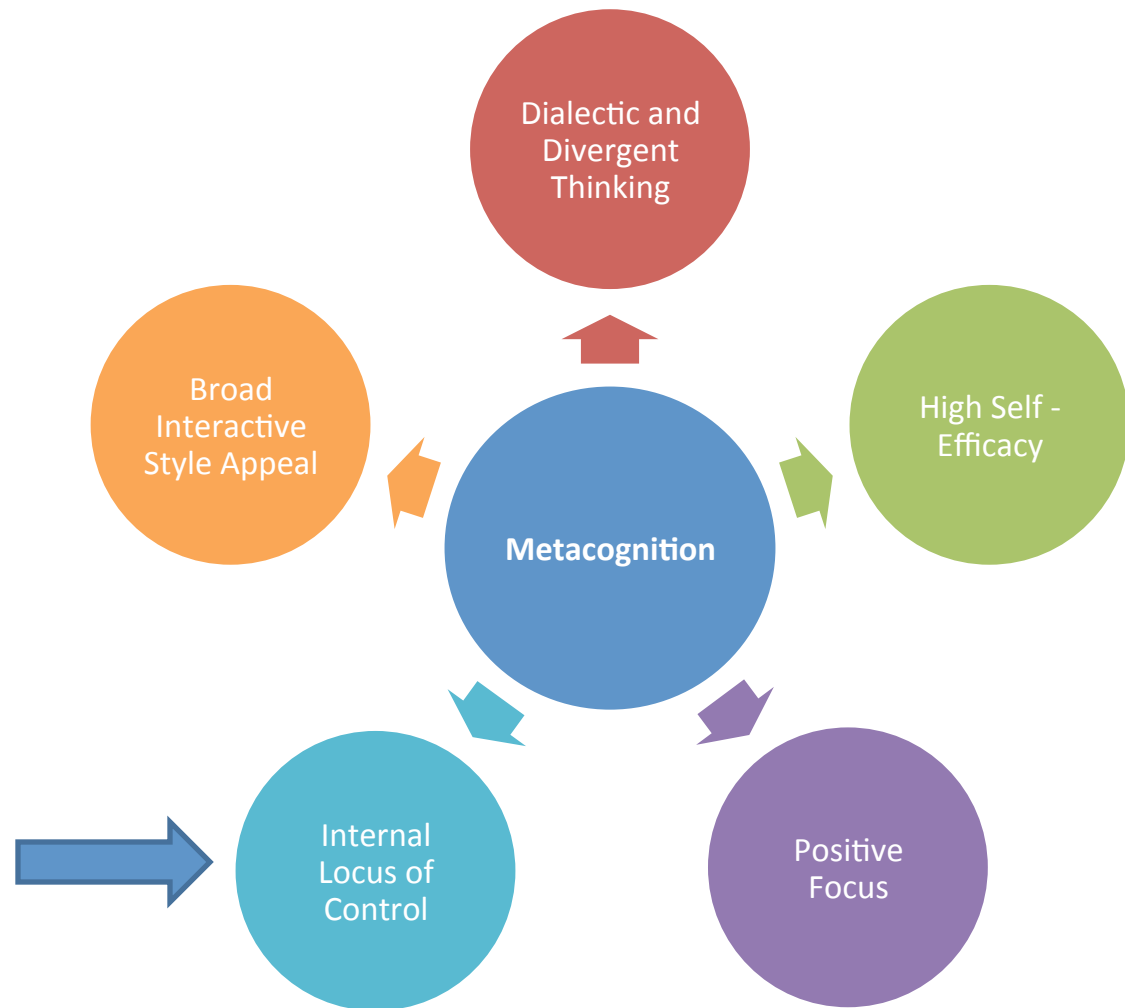
Metacognition





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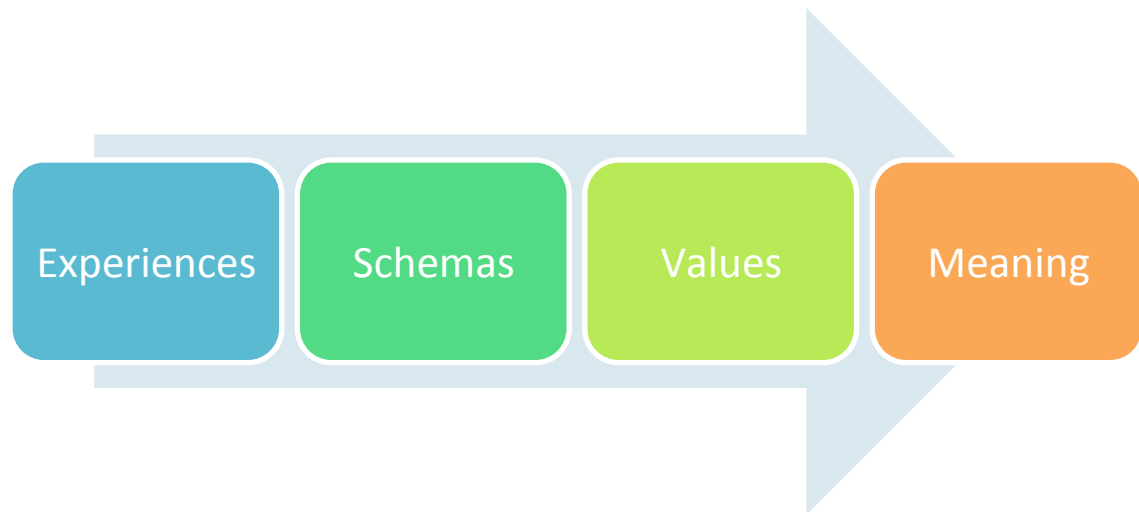




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Internal Locus of Control

An ongoing argument within cognitive psychology revolves around the existence of free will. Research indicates that our subconscious makes decisions prior to our conscious mind acting. This suggests that we are at the mercy of our existing schemas when making decisions and, therefore, do not have free will. Can we change our wiring?





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Internal Locus of Control

In general, it seems to be psychologically healthy to perceive that one has control over those things which one is capable of influencing.

In simplistic terms, a more internal locus of control is generally seen as desirable. Having an Internal locus of control can also be referred to as "self-agency", "personal control", "self-determination", etc. Research has found the following trends:

- As people get older they tend to become more internal
- People higher up in organizational structures tend to be more internal ([Mamlin, Harris, & Case, 2001](#))

However, its important to warn people against lapsing in the overly simplistic view notion that internal is good and external is bad (two legs good, four legs bad?). There are important subtleties and complexities to be considered. For example:

Internals can be psychologically unhealthy and unstable. **An internal orientation usually needs to be matched by competence, self-efficacy and opportunity so that the person is able to successfully experience the sense of personal control and responsibility.** Overly internal people who lack competence, efficacy and opportunity can become neurotic, anxious and depressed.

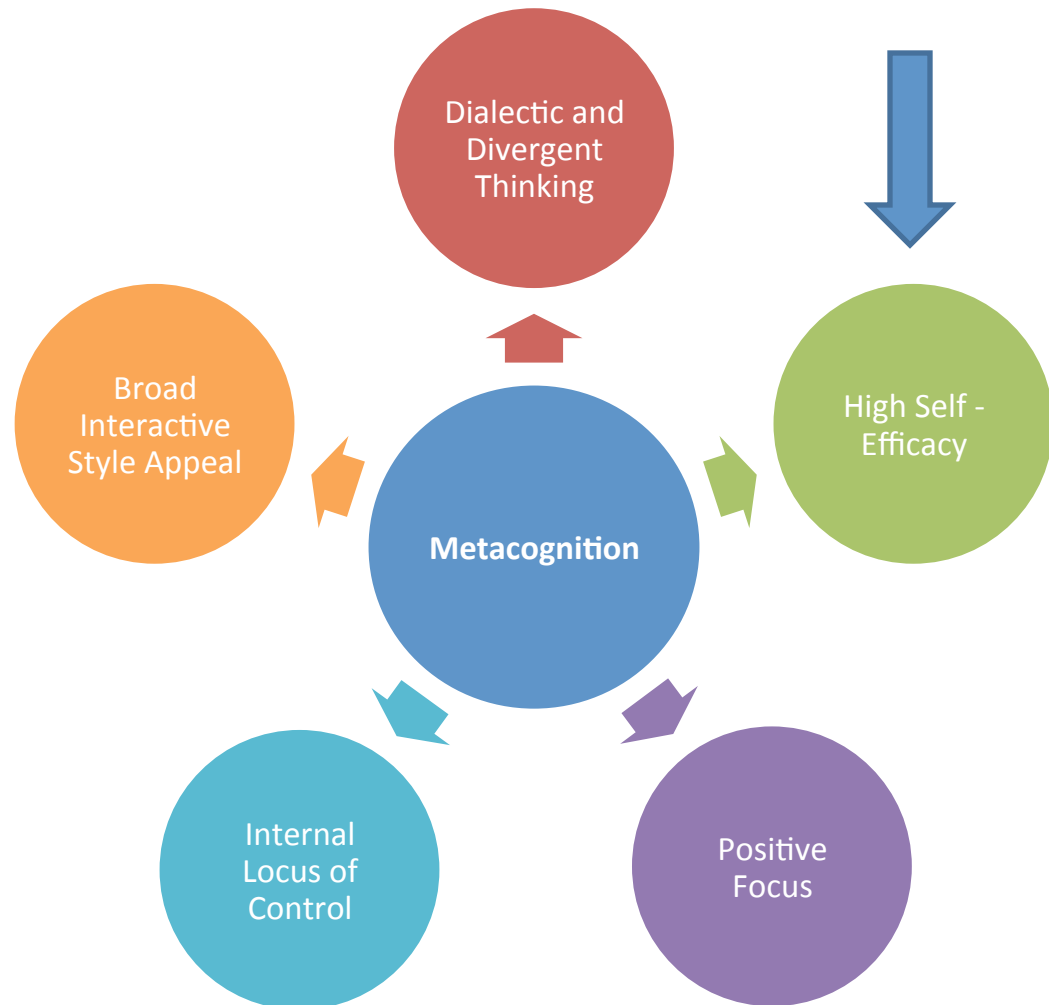
Externals can lead easy-going, relaxed, happy lives.

Source <http://wilderdom.com/psychology/loc/LocusOfControlWhatIs.html>



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High Self-Efficacy

Self-Efficacy is your belief in your ability to accomplish a specific goal and/or to be successful in dealing with a specific challenge. It generally is the result of preparation, knowledge, past success and desire to achieve

Self Esteem is your belief in yourself as a whole; how you value yourself as a human being overall and how you see your own worth.



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High Self-Efficacy

People with high self-efficacy in a task are more likely to make more of an effort, and persist longer, than those with low efficacy.

Source

[Goal Setting and Self-Efficacy During Self-Regulated Learning. Dale H. Schunk](#)

pages 71-86



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High Self-Efficacy

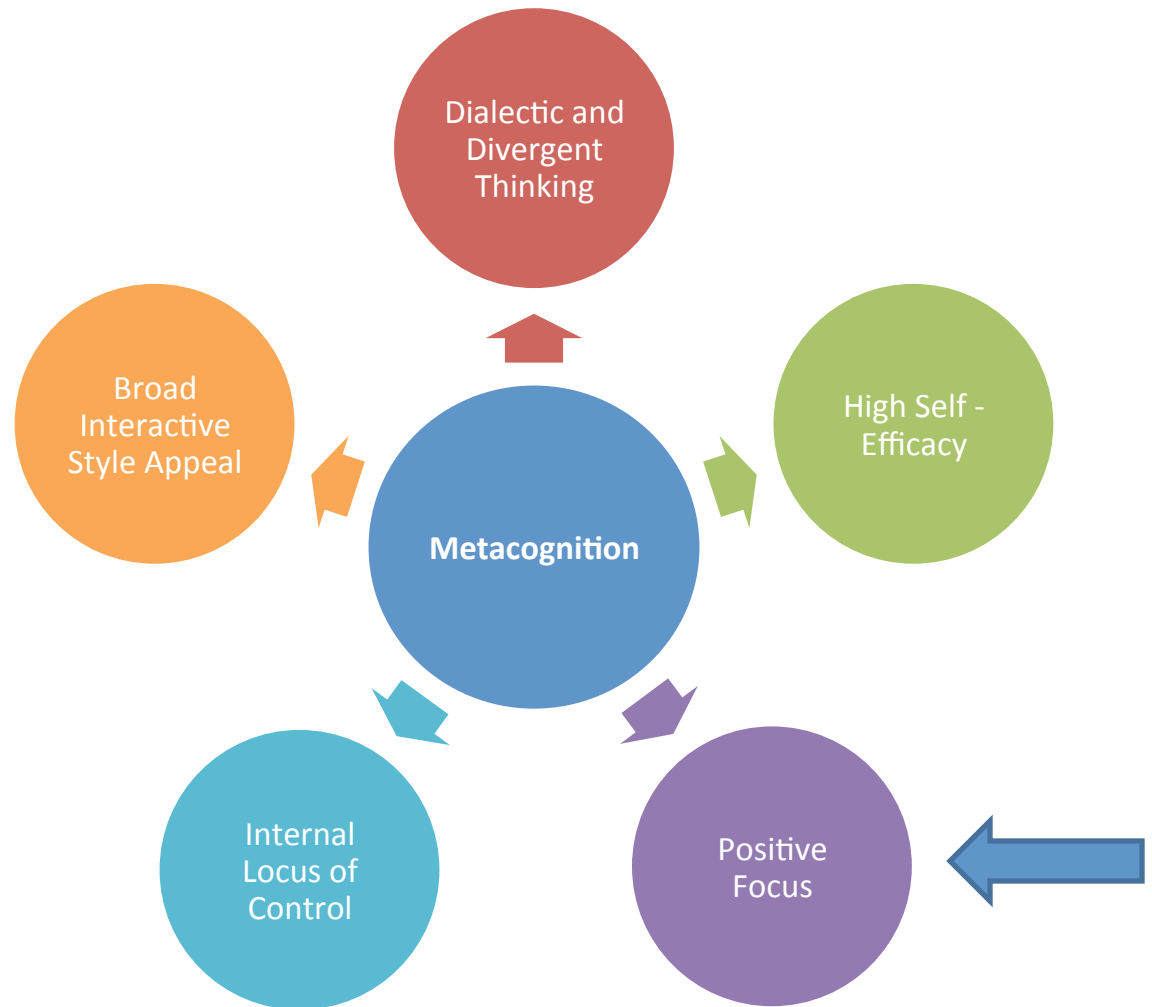
Research indicates that **high self-efficacy** is a better predictor of high performance than **high self esteem**. In fact, high self efficacy combined with more modest levels of self esteem may be the most conducive to high performance.

It is important to note that low levels of either are very detrimental to performance.



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Positive Focus/Optimism

Pessimistic explanatory style is a risk factor for physical illness: a thirty-five-year longitudinal study.

[Peterson C](#), [Seligman ME](#), [Vaillant GE](#).

Source

Department of Psychology, University of Michigan, Ann Arbor 48109.

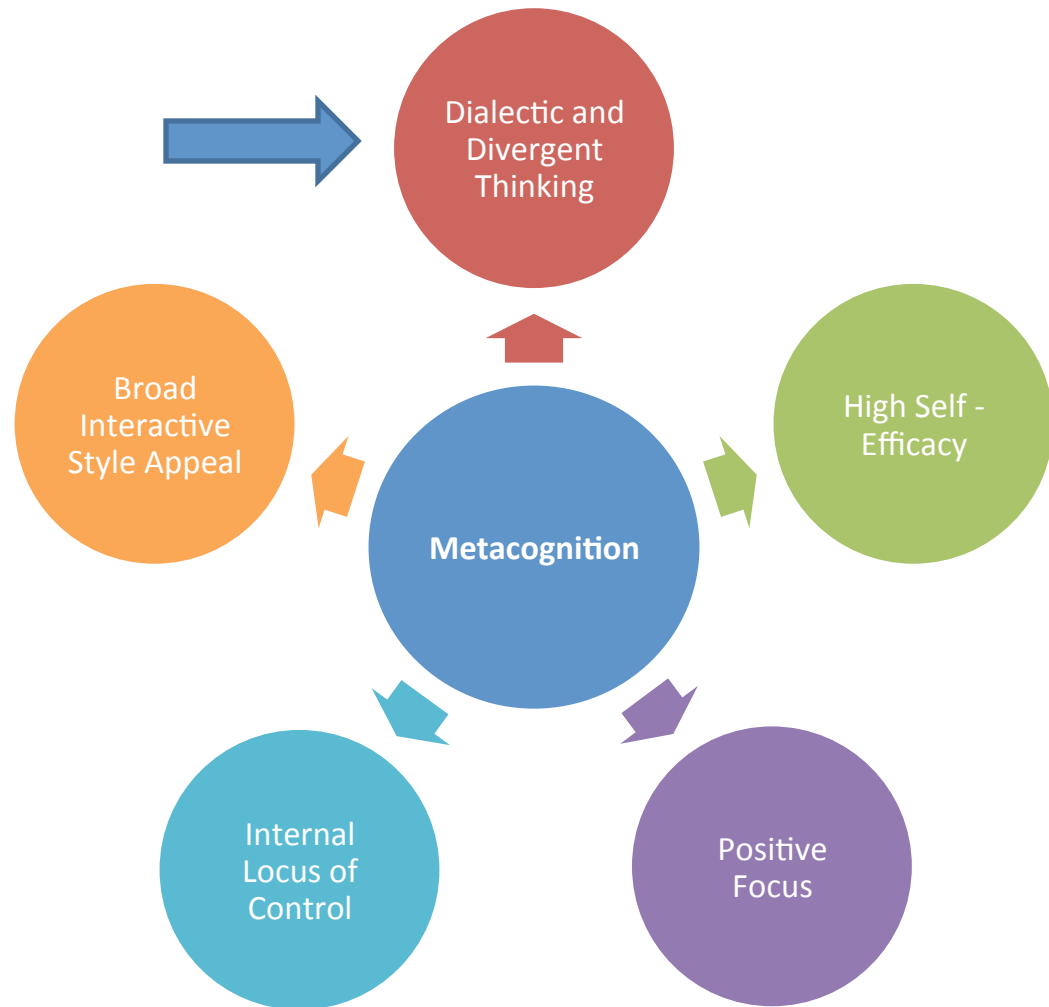
Abstract

Explanatory style, the habitual ways in which individuals explain bad events, was extracted from open-ended questionnaires filled out by 99 graduates of the Harvard University classes of 1942-1944 at age 25. Physical health from ages 30 to 60 as measured by physician examination was related to earlier explanatory style. Pessimistic explanatory style predicted poor health at ages 45 through 60, even when physical and mental health at age 25 were controlled. Pessimism in early adulthood appears to be a risk factor for poor health in middle and late adulthood.



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Dialectic and Divergent Thinking





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What is Classic Dialectic and Divergent Thinking?

- A philosophy that dates back to the work of Zeno of Elea who influenced Socrates, Plato and Aristotle.
- In classical philosophy **dialectic** is a form of reasoning based on the exchange of arguments and counter-arguments, advocating *propositions* (thesis) and *counter-propositions* (antithesis). The outcome of such an exchange might be the refutation of one of the relevant points of view, or a synthesis or combination of the opposing assertions, or at least a qualitative transformation in the direction of the dialogue. - Oxford Dictionary of Philosophical Quotations
- Stephen Covey refers to this as “Seek First to Understand” – Seven Habits of Highly Successful People
- **Divergent** Thinking reflects the belief that there are many answers to each question
- The opposite of the psychological state referred to as **motivated cognition**.





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Model of Conflict Resolution

Personal/Professional Colleague Conflict
(Equal Leverage)

- Listen
- Confirm
- Validate and accept your responsibility
- Empathize
- Address (Avoiding the “But Reversal”)
- Regain Concurrence
- Make Commitments



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Model for Conflict Resolution

Professional Conflict/Service Recovery
(Unequal Leverage)

- Listen and Confirm
- Apologize
- Solve
- Thank



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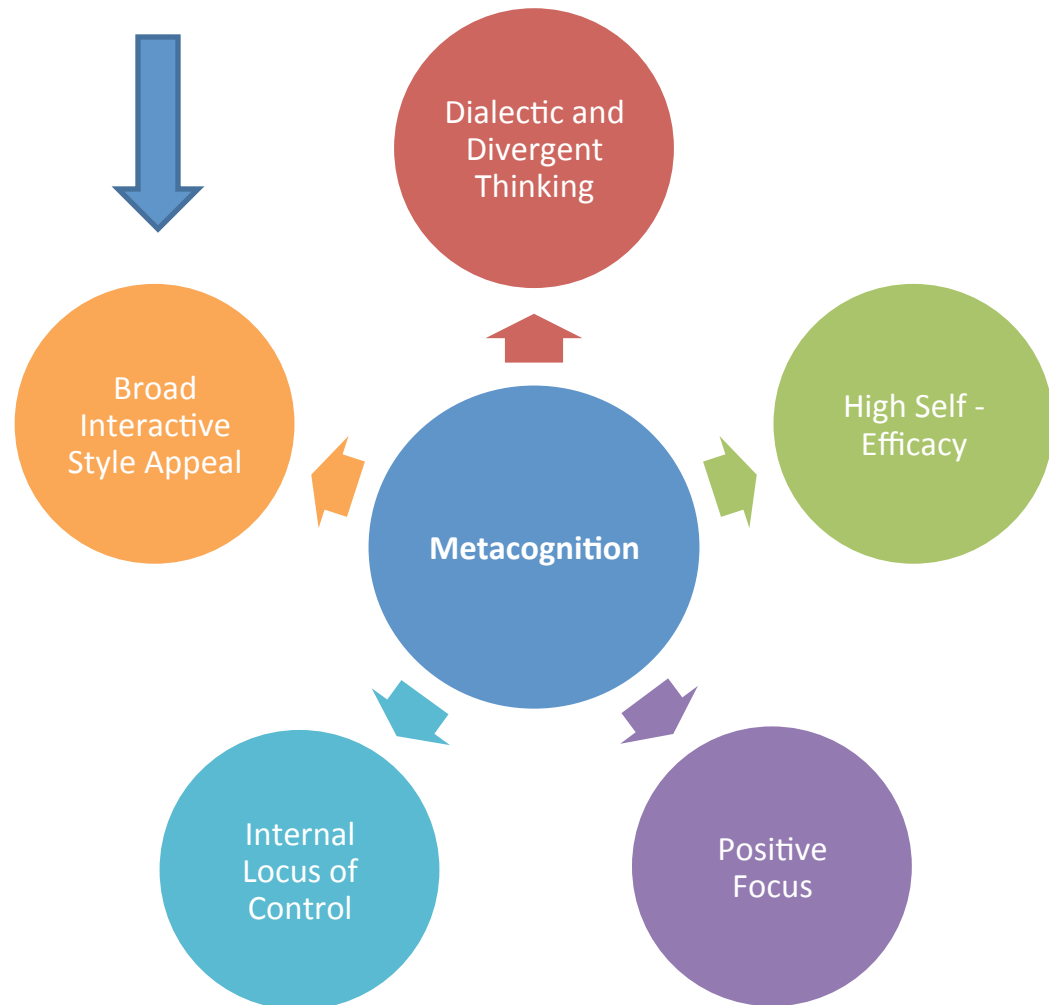
Rules of Engagement

- Conflict involves an issue, not a person.
- Shift from self centered thinking/motivated cognition to dialectic thinking, emotionally invested to objectiveness.
- You must enter into resolution with a sincere desire to understand the other person's perspective.
- Keep the conflict between the two people involved
- Do not use "the boss" as a mediator
- Focus on only one issue
- Avoid the "but reversal"
- Use "I " language, not "you" language
- Do not wait more than 48 hours to begin process



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Bonus Characteristic!



Seamwork



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Seamwork

Organizations excel when the relationships between functional groups are strong. Well sewn seams create high performing cultures. Inspirational leaders are the key.

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