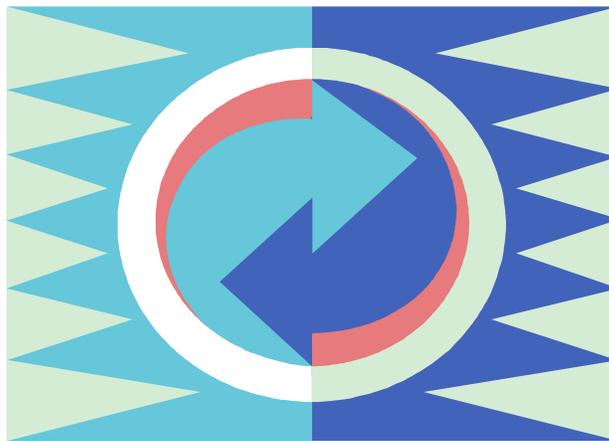




PROCESS CENTERED LEADERSHIP

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Course Description:

The concept introduces leadership in a pragmatic, logical, how-to Process based on changing the behavior of others.

Course Outline

1. Definition of Process Centered Leadership
2. Cycles of Influence
3. How to Initiate Change
4. Summary

DEFINITION OF PROCESS CENTERED LEADERSHIP

Changing the behaviors of others - toward a group's identity and purpose.

We may ask, "Can a person change someone else?" "Can one person motivate another?" "Is motivation internally initiated?"

Process Centered Leadership sets these issues aside and deals directly with changing behavior of others. By repeating and reinforcing behaviors they develop into patterns and habits. Changing these can ultimately lead to changing values.

This workshop then represents a pragmatic "process" for changing the behavior, habits and in a small way the values of others.

CYCLES OF INFLUENCE

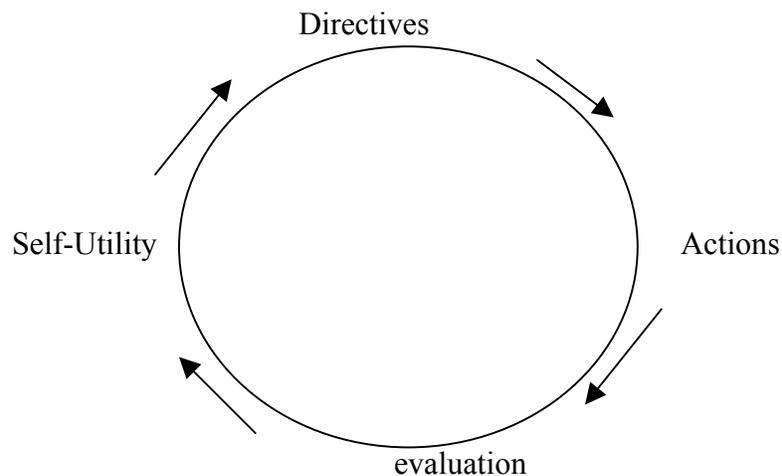
Underpinning Premise:

People interact with others through “Cycles of Influence”
Change occurs through interaction with others and their environment.
Behavior is the outwardly observable (verifiable) validation of change.

Anatomy of Interaction:

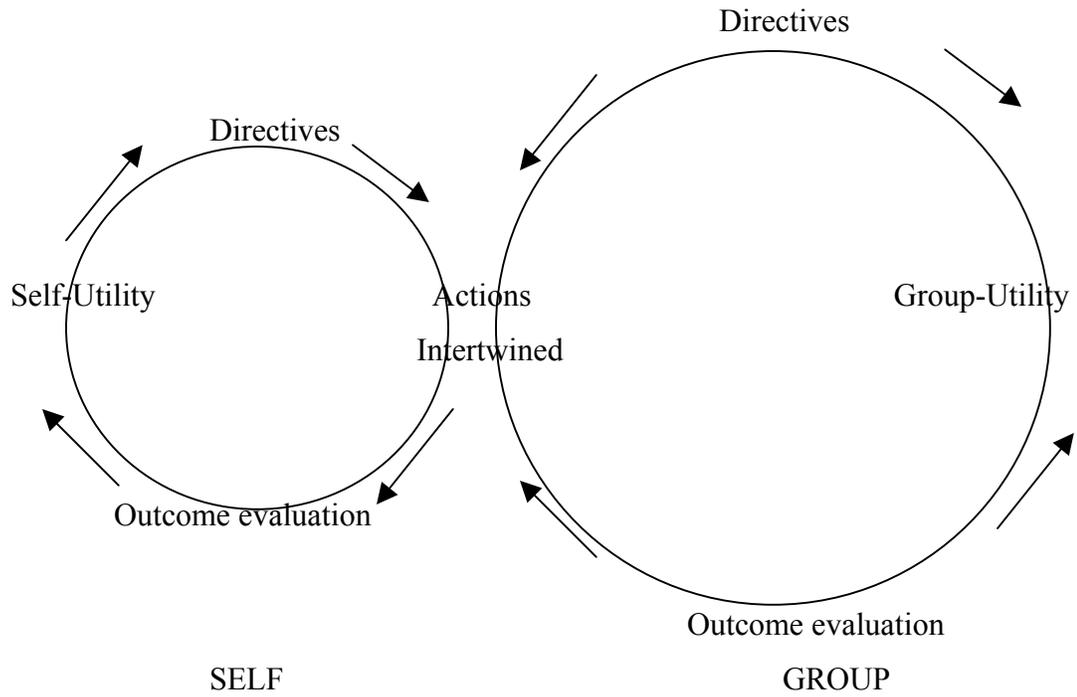
An internal driving force we shall call “Self-Utility” manifests itself toward well-being.
Internally directives are generated which represent values, interests and allegiances.
An action is taken causing interactive behavior.
Outcomes are evaluated by “Self-Utility”

Cycle of Influence – Internal motivation and change



- Self-Utility is the willed well-being of the individual
- Directives are those things that initiate or motivate action or behavior
- Behavior is the observable expression of action
- Feed-back is the resultant feeling of pleasure or pain

Interacting Cycles of Influence – External Motivation



Change occurs at the point of concurrent interactive behavior
The "Process of Change" – Changing behaviors and changing behavior patterns change values, allegiances, outcomes and "Self-Utility."

HOW TO INITIATE CHANGE

Step One: Bring “Cycles of Influence” into proximity by establishing relationships and common experiences.

- Build a Caring relationship
- Reinforce Trust within relationships
- Develop a Personal Connection
- Cultivate Loyalty and Allegiance

Step Two: Lead by Example – If you do something, another will follow by doing something similar.

- Be confident
- Be friendly and personable
- Be proactive in meeting and welcoming others
- Give others respect, interest and pride
- Be charismatic (a key to wide-spread influence)

Step Three: Lead by giving instructional directives – Tell another what to do.

- Ask someone to do something
- Coach, encourage and give them ownership and accountability
- Recognize effort and achievement

Step Four: Unleash the Power of Process Centered Leadership

Repeat the interactive “Cycles of Influence” with many people, many times with imaginative, creative and a variety of caring ways.

- Begin with small interactive cycles and progress to larger, more comprehensive cycles. For example:
 - Ask someone to greet others as a personal welcome, then personally thank them by patting them on the back.
 - Ask someone to give a presentation to an audience, then publicly praise them and publicize their message.
 - Ask someone to lead a project to help kids in the community, then periodically ask for reports and updates, and when completed give them a token of your appreciation.

SUMMARY

Have you ever watched the training of “Killer Whales” at a Sea World training camp? The trainer first places a rope at the bottom of a pool and if the Whale accidentally swims over it the trainer gives them food in the form of a fish as a reward. The rope is then moved a few inches off the bottom and if the whale swims over it, the trainer gives them another fish as a reward. The rope is again raised, and continually raised to the surface while all the time the trainer rewards them with a fish. Of course at this point the whale is actually jumping out of the water to obtain the fish/food reward. Soon the rope becomes a ring and the whale jumps out of the water and through the ring to the wonder and amazement of audiences. And the trainers still give them the fish/reward.

Of course people are not whales and you would not give them a fish as a reward. Although the concept applies for leading others, the techniques obviously require a much more sophisticated approach.

Many books on leadership and management deal with the methods and abilities one might use to enhance their effectiveness as a leader.

