

“ARCHITECTURE” OF OUR SESSION

- Focus
 - Leader Engagement
 - The Architecture of Communication
- Topic Introduction
- Why Am I Here
- Leader Engagement
- The Architecture of Communication
- Wrap up/Q&A

WORKPLACE

- How Many of you feel like you work here?

Just Another Day at the Office

HAROLD KNUTSON

Strategic Technology Consultant - Former CIO - Avid Student of Leadership

Regional and Global Company Experience:



Harold Knutson

Investors
Diversified
Services



THOMSON REUTERS



Bayside Associates, LLC

University & Continuing Ed:



HARVARD
UNIVERSITY

UCLAAnderson
School of Management



Personal Mission:

Strategically Aligned – Operationally Excellent ITsm

LEADERSHIP

- Studied & Taught Leadership for Years
 - USAF Officer Training
 - “Fast Track” Leadership Training Program
 - Situational Leadership Training
 - Masters of Executive Excellence
 - Link 2 Leadership
 - Harvard Business School and UCLA Executive Ed Training
 - Transformational Leadership
 -
- Worked with, for, and around some extraordinary leaders (and a few duds)
- Observation: Great leaders have:
 - Superb leadership traits/skills
 - Keen sense of when to engage
 - When they do engage, they communicate clearly and with conviction
- Some definitions.....

ENGAGEMENT (FOR OUR PURPOSES)

- IS NOT:
 - A diamond ring
 - A commitment to attend a social event
 - Shifting your transmission into gear
- IS:
 - The intentional, voluntary act of interacting with others on a particular topic or in a particular situation.

LEADER ENGAGEMENT

- “Intentional, voluntary act of interacting with others” → Engagement
- “Intentional, voluntary act of applying leadership skills while interacting with others” → Leader Engagement
- Corollaries
 - Courageous Leadership
 - Genuine Leadership
 - “Leaning In”

LEADER ENGAGEMENT

Assertion: Knowing when to engage is as, if not more important, than knowing how to engage

- *The true character of a person shines in a time of crisis*

Some examples.....





Zaevion William Dobson
(Dec.)
Knoxville, TN



Zaevion William Dobson
(Dec '15)
Knoxville, TN

The 15-year old football player jumped on top of three girls to shield them from a spray of bullets in Knoxville, Tennessee, December 20, 2015.





Chris Mintz
Umpqua, Oregon



Chris Mintz Umpqua, Oregon

When gunfire rang out at an Oregon community college in October of 2015, most students fled to safety. But Army veteran Chris Mintz dashed from one building to another, warning others about a shooter on campus. Mintz made it out alive, but a tense face off with the gunman left him with five bullet wounds.





Pope Francis
Vatican City

Enough said.

ENGAGEMENT

What do these examples all have in common?

ENGAGEMENT

What do these examples all have in common?

Voluntary: No one appointed or placed any of these extraordinary individuals “in charge” of their respective situations.

ENGAGEMENT

What do these examples all have in common?

Voluntary: No one appointed or placed any of these extraordinary individuals “in charge” of their respective situations.

Fight or Flight: They recognized the need and decided to engage in the situation with the skills and limited resources they had available rather than fleeing or sitting idly by and watching to see how things would unfold.

ENGAGEMENT

What do these examples all have in common?

Voluntary: No one appointed or placed any of these extraordinary individuals “in charge” of their respective situations.

Fight or Flight: They recognized the need and decided to engage in the situation with the skills and limited resources they had available rather than withdrawing or sitting idly by and watching to see how things would unfold.

Values Decision: In the real-time moment of truth, each of them chose to **serve a greater need** and selflessly acted on that decision.



Cam Newton Super Bowl 50



“I always thought the number one rule of a fumble was to dive on the ball.”

Final Score: Broncos 24 - Panthers 10

BARRIERS TO ENGAGEMENT

WHY, WHY, WHY??

What stops us from engaging?

BARRIERS TO ENGAGEMENT

WHY, WHY, WHY??

What stops us from engaging?

1. Fear

BARRIERS TO ENGAGEMENT

WHY, WHY, WHY??

What stops us from engaging?

1. Fear

2. Conflict Averse

BARRIERS TO ENGAGEMENT

WHY, WHY, WHY??

What stops us from engaging?

1. Fear
2. Conflict Averse
3. Value Judgment

BARRIERS TO ENGAGEMENT

WHY, WHY, WHY??

What stops us from engaging?

1. Fear
2. Conflict Averse
3. Value Judgment
4. Apathy

BARRIERS TO ENGAGEMENT

WHY, WHY, WHY??

What stops us from engaging?

1. Fear
2. Conflict Averse
3. Value Judgment
4. Apathy
5. Other?

FEAR

- Back in our “normal” day-to-day world
- How do you behave when there is a perceived threat?
 - The CEO just got raked over the coals in their WSJ interview and is on the warpath! Oh, and your “Target Architecture” presentation got moved to 3:00 today. Don’t be late!
 - The company was hacked and lost confidential information on 143M customers. How could our Security Architecture have allowed that!?
 - Etc.
- Threat to reputation, loss of future advancement, loss of job,ie. This might “Kill Me”!
 - The “Old Brain” (aka Amygdala) takes charge
 - Fight
 - Flee

FEAR

- Amygdala
 - The integrative center for emotions, emotional behavior, and motivation.
 - Only makes 3 decisions based on perception:
 - Can I eat it?
 - Can I mate with it?
 - Will it kill me?
- Once those decision are made, the rest of the brain chimes in to shape the action
- Reactionary decisions made out of 'fear' are usually:
 - Short sighted
 - Detrimental to long term success

CONFLICT AVERSE

- Mn “Nice”
 - Can’t be Rude
- We’ll take that offline.....
- The Elephant in the Room

VALUE JUDGMENT

- Lost Cause
 - “Dead Program Walking”
 - Why get on board a ship that is going down in spite of the best efforts of those aboard
- Conservation of Energy
 - I can only apply myself to a limited number of initiatives simultaneously
 - Not worth the effort it would take to salvage the initiative
 - Intellectual cost/benefit assessment
- Risk/Reward

APATHY / OTHER

- Apathy
 - Don't care
- Other?

HOW TO DEAL W/OBSTACLES

- Fear
 - Get a handle on what you're afraid of
 - Driving Fear out of the Workplace by Kathleen D. Ryan and Daniel K. Oestreich
 - False Events Appearing Real (FEAR)
 - Create a personal Mission/Purpose Statement and act on it
 - There's a principle or a Core Value at stake
 - Articulate the context for your engagement
 - Principles you're upholding
 - Strategy you're pursuing
 - Data you've acquired, things you believe
 - Set the tone of appreciating people who speak up

HOW TO DEAL W/OBSTACLES

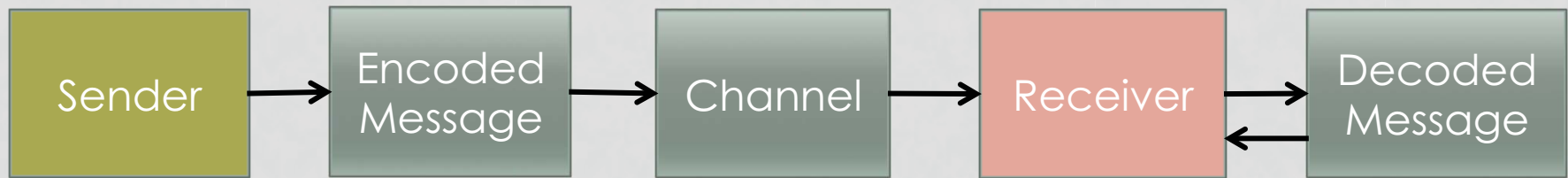
- Conflict Aversion
 - Don't be duplicitous
 - Observe & Learn from those who are more direct
 - Conflict is an Alert to dig deeper for understanding
 - Unexpressed emotions never go away. They just surface later in strange and unanticipated ways.
- Lost Cause
 - Is it really?
 - What have you learned from it?
 - How can we stop wasting efforts on the whole and apply them to any salvageable components?

HOW TO DEAL W/OBSTACLES

- Conservation of Energy
 - Ruthless prioritization
 - Stake a position of caring, but being concerned about being spread too thin
- Apathy
 - Get a new job, now!
 - Find something you care about

Once you've decided to Engage, communicate clearly....

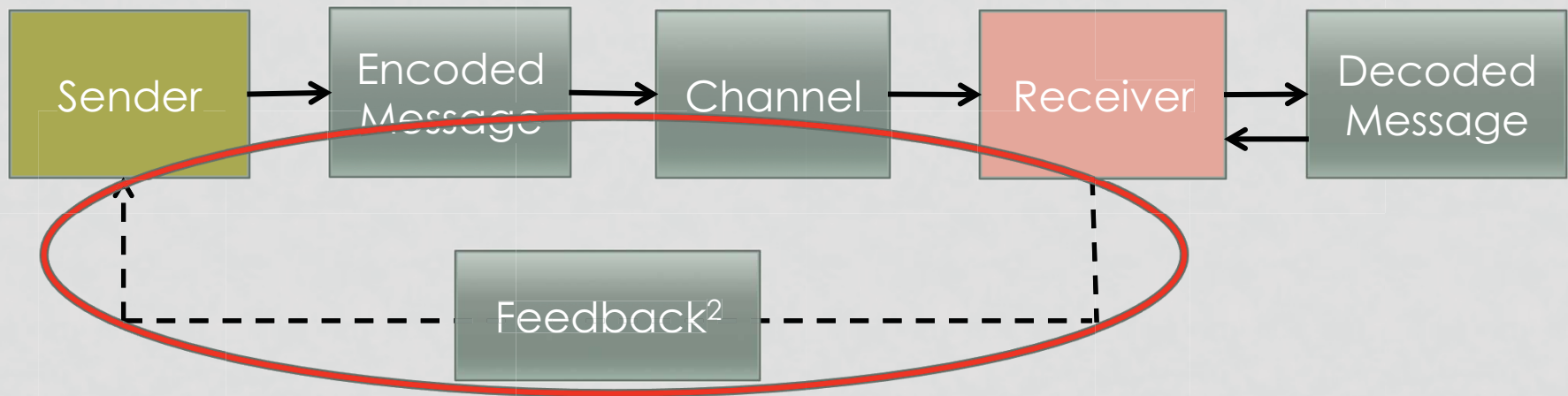
THE ARCHITECTURE OF COMMUNICATION



The "Traditional" Model of Dyadic Communications
(Schiffman and Kanuk, 1987, p. 319)

Copyright, 2019; Bayside Associates, LLC

THE ARCHITECTURE OF COMMUNICATION



**Your job is not to tell them;
Your job is to make sure they hear and understand you.**

The "Traditional" Model of Dyadic Communications
(Schiffman and Kanuk, 1987, p. 319)

Copyright, 2019; Bayside Associates, LLC

37

SUMMARY

- Great leadership is as much about knowing when to engage as it is about knowing how to lead
- Engagement is a discretionary, voluntary act
- Perceived fear of the situation is the #1 deterrent to Leader Engagement
- Leaders with a strong personal mission aligned with the mission of their enterprise who openly communicate their intent for engagement are powerful forces of change in an organization
- Your job is not to Tell People; Your job is to make sure they hear and understand you
- A shining example: [USAFA Commander Addresses Cadets](#)

LEADER ENGAGEMENT

Thank You!

Engage with your Leadership Skills

Harold Knutson
Founder, Bayside Associates
haroldk101@gmail.com