

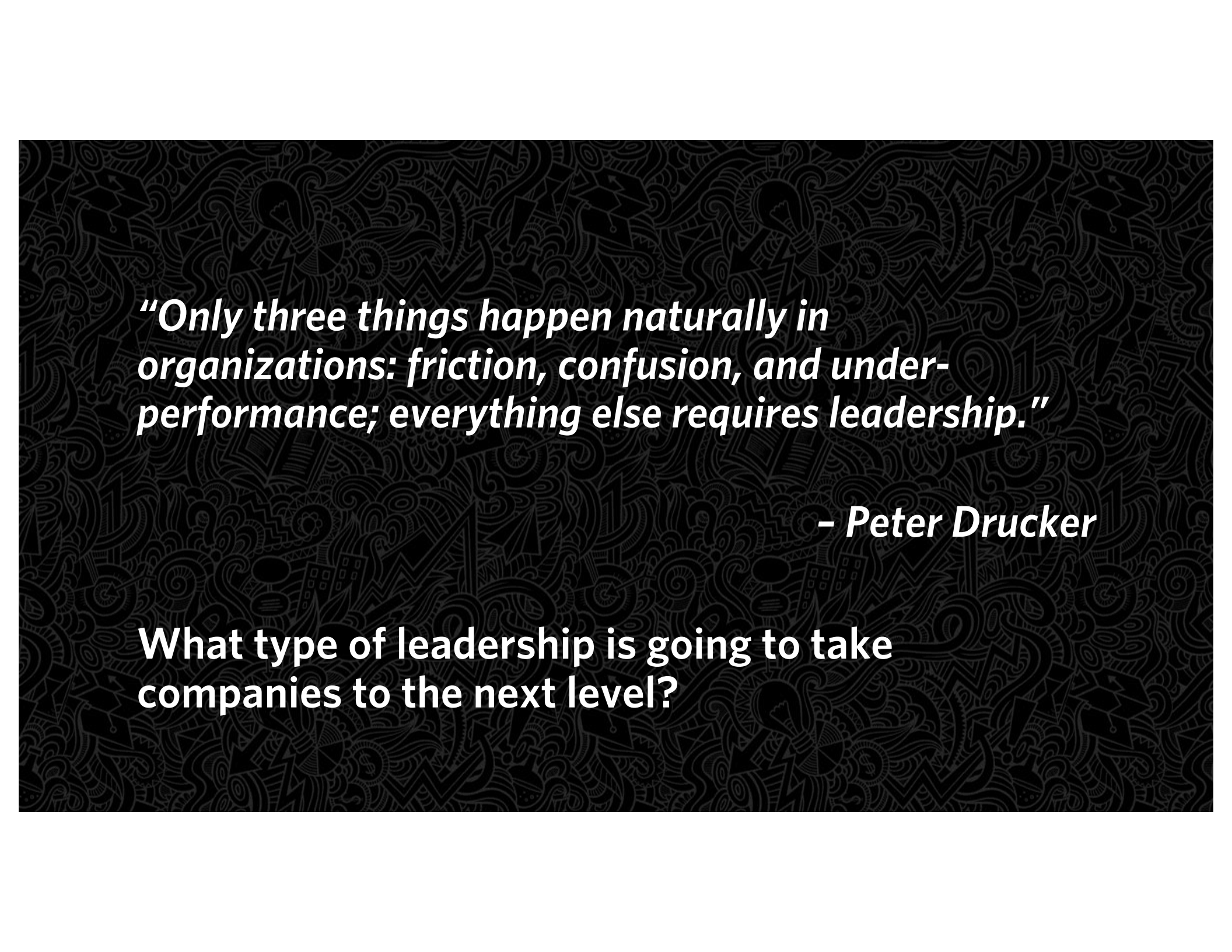
A People-Centered Leadership Framework To Raise the Energy of Your Organization

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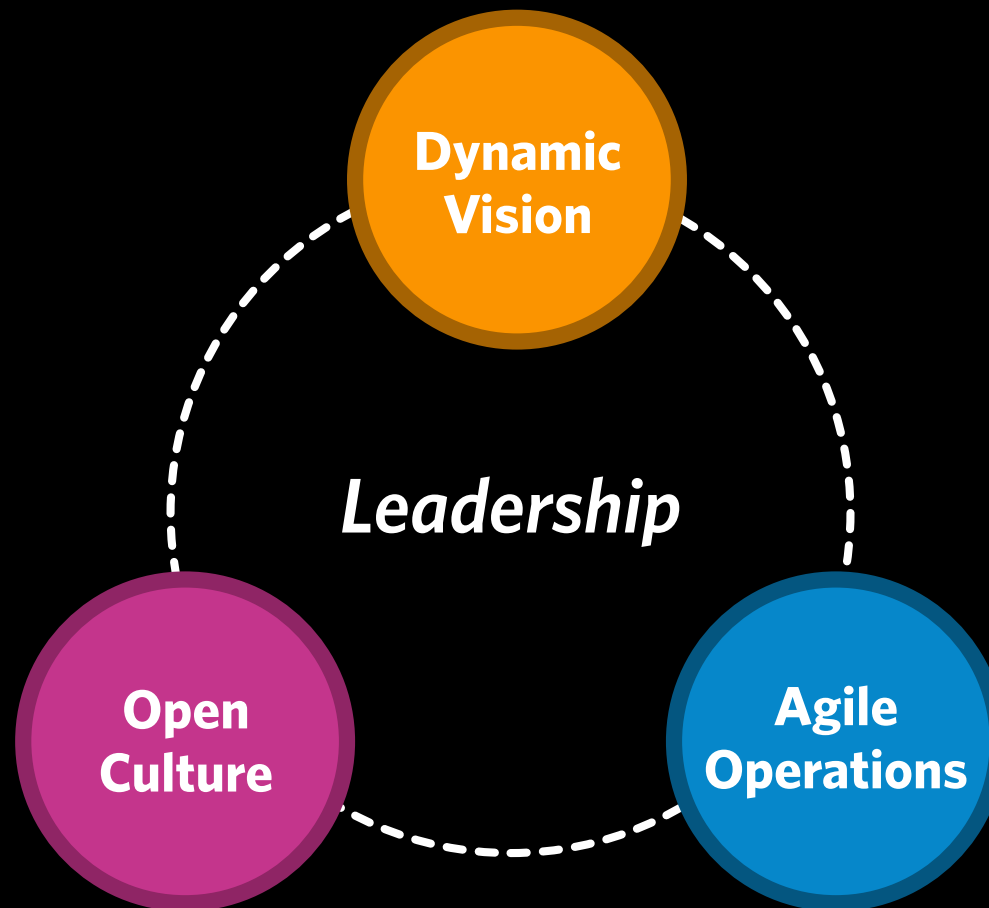


“Only three things happen naturally in organizations: friction, confusion, and under-performance; everything else requires leadership.”

– Peter Drucker

What type of leadership is going to take companies to the next level?

Organizational Success is Driven by Leadership



Adapted from Edmondson, 2017



“If you want to lead, invest at least 40% of your time in leading yourself.”

- Dee Hock, Founder of Visa

What is Energy?

Energy is our capacity to do work

Catabolic Energy

*Draining, resisting, contracting
Leads to depression or burnout*

Anabolic Energy

*Expanding, healing, rejuvenating
Access to freedom, choice, and fulfillment*



Levels of Energy

	Thought	Emotion	Result
Level 1	Victim - I lose	Apathy, guilt, fear	Lethargy, no action
Level 2	Conflict - I win, you lose	Anger, blame, hatred	Defiance, frustration
Level 3	Responsibility - I win	Forgiveness, relief	Rationalization, coping
Level 4	Concern - You win	Compassion, gratitude	Service, care for others
Level 5	Reconciliation - We both win	Peace, confidence	Acceptance, fulfillment
Level 6	Synthesis - Everyone always wins	Joy, oneness	Wisdom, intuition
Level 7	Non-judgment - Winning and losing are illusions	Absolute passion, unconditional love	Creation, genius



Level 1 - Victim: *"I didn't deserve the raise anyway."*



Level 2 - Conflict: *"You're a selfish, inconsiderate jerk."*



Level 3 – Responsibility: *“I don’t like it, but I have to live with it. I’m sure I would have gotten the raise if I worked harder or the company did better.”*



Level 4 - Concern: *"The company must not be in great shape. What can I do to help out here?"*



Level 5 - Reconciliation: *"I see how things are here. I'm sure I can create a way to not only help the company, but get that raise or an even better one in the process."*



Level 6 - Synthesis: *"I feel great when I'm here. The raise will come when we can afford it."*

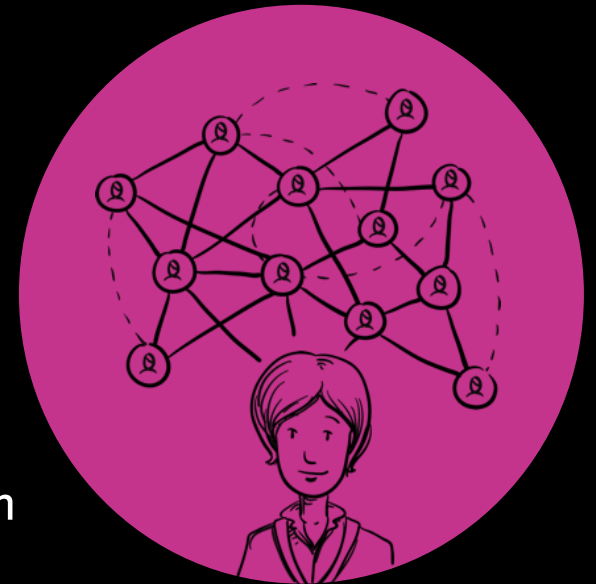


Level 7 - Creation: No reaction because nothing actually occurred

	You/Others	Teams/Organizations
Level 1	<ul style="list-style-type: none"> - Find support for listening/venting - Challenge assumptions/interpretations - Focus on the present 	<ul style="list-style-type: none"> - Make it okay to express anger - Find external coach to help reframe - Create buy-in or let them go
Level 2	<ul style="list-style-type: none"> - Learn to identify emotions as they arise - Continue to challenge and reframe - Focus on what you can control 	<ul style="list-style-type: none"> - Move out of win/lose mindset - Role play new thought, emotion, behavior - Focus on success by power, not by force
Level 3	<ul style="list-style-type: none"> - Move past taking things personally - Move from head to heart - Reduce judgments of others 	<ul style="list-style-type: none"> - Get people into a "we" mindset - Think broader about what helps the company, the customer, or the community
Level 4	<ul style="list-style-type: none"> - Discuss issues with trying to fix others - Get out of "fix it" mode 	<ul style="list-style-type: none"> - Look for true win-wins/opportunities - Create excitement around challenges
Level 5	<ul style="list-style-type: none"> - Reduce influence of lower levels - Mindset that you don't need to know everything - Life is experience, not accomplishment 	<ul style="list-style-type: none"> - Help teams to use holographic thinking - Create more opportunities for flow - Consider strategy and execution at same time
Level 6	<ul style="list-style-type: none"> - Mindset that winning and losing don't exist - Increase sense of connection with others 	<ul style="list-style-type: none"> - Prevent situations from creating team downslide - Continue to bring more flow to the group
Level 7	<ul style="list-style-type: none"> - Keep this energy going 	<ul style="list-style-type: none"> - Keep this energy going

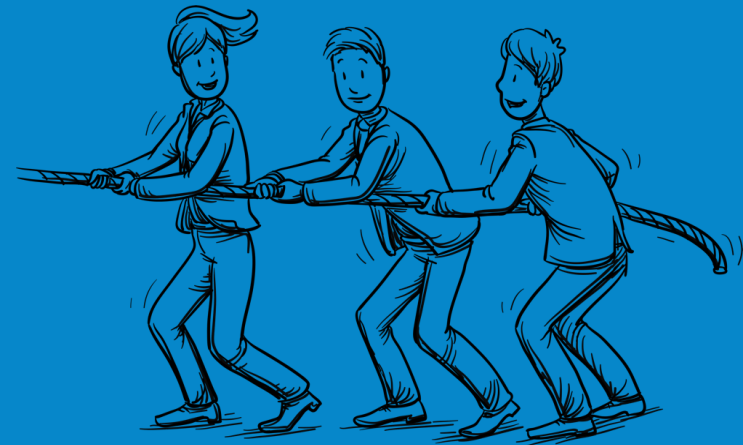
More Energy is Related to Positive Outcomes

- 20% increase in perceptions of financial success
- 17% improvement in time management scores
- 16% increase in personal productivity scores
- 15% more satisfaction in interpersonal relationships
- 15% more satisfied with work-life balance
- 12% greater feeling of spiritual connection
- 12% greater feeling of engagement and excitement at work
- 10% increase in leadership ability
- 9% improvement in the quality and depth of communication
- 6% increase in perceptions of health and wellness



Why Energy Matters in Agile Companies

- *Collaboration, shared decision-making, and sensemaking*
- *Exposure to customer feedback and market dynamics*
- *Need for communication and knowledge-sharing*
- *Ambiguous roles and responsibilities*
- *Trust, empathy, vulnerability*
- *Shared vision and goals*
- *Self-organizing teams*



“Energy, after all, is contagious — especially so if you’re a leader, by virtue of your disproportionate position and power. The way you’re feeling at any given moment profoundly influences how the people who work for you feel.

How they’re feeling, in turn, profoundly influences how well they perform. A leader’s responsibility is not to do the work of those they lead, but rather to fuel them in every possible way to bring the best of themselves to their jobs every day.”

- Tony Schwartz

Next Steps and Resources

1. Consider how you want to show up next time you're presented with a difficult or stressful situation
2. Use your knowledge of the energy levels to help a person shift to a higher level of energy
3. Review team research or the book *Teaming* from Edmondson
4. Learn more about emotional contagion and mirror neurons from researchers like Hatfield and Barsade
5. Read *Energy Leadership* by Schneider or take iPEC's coach training program
6. Learn your own (or your teams') energetic profile with the Energy Leadership Index

Questions?



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