Live, Love & Lead from I2We: w/Purpose2Impact!

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The key to accelerating executive’s growth and deepening their impact, in their professional and personal lives, is in the process of articulating their life-leadership purpose and finding the courage to live it.

This “purpose to impact” (Snook and Craig, 2014) is the single most important developmental task you can undertake as a leader.

(Bill George, 2015)
Authentic Leadership Development
The Course Map

5 Areas of Personal Development

- Self-Awareness
- Values and Principles
- Motivations
- Support Team
- Integrated Life

Transformation from Me to We

Putting it into Action

- Finding Your Purpose and Aligning with it
- Empowering Other Leaders
- Honing Style and Use of Power

Your Story

Losing Your Way

Your Journey

Crucibles
Why

1. 1000+ leadership studies:
   - very little evidence any set of traits will ensure effectiveness in your leadership efforts to make the world a better place.
   - each of us is too complex, unique and distinctive, and you are the only you.
   - Additionally, as the world becomes more volatile, uncertain, complex, and ambiguous (VUCA) a strong guidance system is important to chart the future course.
Who are you?

Emotional Intelligence
(Burns, 1979; Goleman, 1996)

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social Skills

- Understanding of own emotions
- Ability to control and adapt emotions
- Initiative, optimism
- Service to others, understanding
- Building relations, conflict management

Personality
Experience
Culture
Emotional Expression
Character
Motivation
Support Team

Always remember that you are absolutely unique...
...just like everyone else.

--Margaret Mead
(Anthropologist)
Knowing WHO you are & WHY you are is critical

- Your effectiveness is rooted in your life story and the opportunity to fuel your purpose and direction.
- As you step more fully into your originality you will experience more meaning and purpose to positively impact how you live, love and lead with purpose to impact.
- This session will offer preliminary results of a Harvard Longitudinal Leadership Study and executive focus on authenticity.
- This can be a transformative experience in your personal and professional life as you embrace your “strengths such that your weaknesses become irrelevant” (Peter Drucker)
- and when you embrace the fact that “your life story is not your life, it is your life story.” (John Barth)
“The Person of the Leader”
Your Life Story...

1) **What** is your story?

2) **How** is it created? Told? **Who** authors your story?

3) **How** does your story influence your... actions? relationships? leadership?
1. We Tell Others About Ourselves

2. Others Tell About Us

3. We Tell Ourselves About Us
(1) Self-affirming

(2) Self-doubting
Questions...

(1) Which one is you?

(2) Which one is real?
Reflection: Competing Narratives

• **Self-Affirming** (positive, hero, hopeful)
  – Write down a few bullets that capture the essence of your “self-affirming” narrative

• **Self-Doubting** (negative, villain, fearful)
  – Write down a few bullets that capture the essence of your “self-doubting” narrative

• **Pair & Share** (your competing narratives)
“The Person of the Leader”

➢ To the extent that you have a clearer sense of:
   
   *Who you are*,
   
   your life story,
   
   your values & principles,
   
   your motivations & passions,
   
   your leadership purpose,

   -- your True North . . .

➢ when it comes time to lead, you will be more likely to:
   
   1) *step up*,
   
   2) *lead effectively*, and
   
   3) live an *integrated & meaning-full life*. 
WHY?
Research Program:

Meaning and Purpose Impact Team (MAP IT)
Harvard Longitudinal Leadership Study (HLLS)
### Executive Education Through the years

**Current and historical Data**

Scale from 1 (poor) to 5 (excellent)

<table>
<thead>
<tr>
<th></th>
<th>SEF 18</th>
<th>SEF 17</th>
<th>EE 17</th>
<th>SEF 16</th>
<th>EE 16</th>
<th>EE 15</th>
<th>SEF 83 **</th>
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<tbody>
<tr>
<td>Overall Quality of Program</td>
<td>4.8</td>
<td>4.7</td>
<td>4.65</td>
<td>4.67</td>
<td>4.63</td>
<td>4.60</td>
<td><strong>4.22</strong></td>
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<td>Usefulness to Profession</td>
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<td>4.55</td>
<td>4.66</td>
<td>4.57</td>
<td>4.50</td>
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<td>Overall Curriculum</td>
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<td>4.52</td>
<td>4.47</td>
<td>4.53</td>
<td>4.43</td>
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<td>Faculty Teaching Average</td>
<td>4.55</td>
<td>4.47</td>
<td>4.49</td>
<td>4.44</td>
<td>4.45</td>
<td>4.43</td>
<td><strong>3.98</strong></td>
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<tr>
<td>Quality of Customer Service</td>
<td>4.93</td>
<td>4.92</td>
<td>4.84</td>
<td>4.94</td>
<td>4.84</td>
<td>4.78</td>
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** Three Session Average 82-83 only
Excellence Continues

Aggregate Ratings Through the Years
# Research Program: HLLS – Harvard Longitudinal Leadership Study: Areas of Interest

<table>
<thead>
<tr>
<th>Self-Understanding &amp; Purpose</th>
<th>Health &amp; Well-being</th>
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<tbody>
<tr>
<td>Self-Concept Clarity</td>
<td>Stress</td>
</tr>
<tr>
<td>Self-Concordance of Work Goals</td>
<td>Self-rated Health</td>
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<tr>
<td>Purpose in Life</td>
<td></td>
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<tr>
<td>Personal Growth</td>
<td></td>
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<table>
<thead>
<tr>
<th>Work Performance</th>
<th>Individual Differences</th>
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<tbody>
<tr>
<td>Income</td>
<td>Personality (Big 5)</td>
</tr>
<tr>
<td>Leadership Status</td>
<td>Demographics</td>
</tr>
<tr>
<td>Promotions &amp; Aspirations</td>
<td>Occupation</td>
</tr>
<tr>
<td></td>
<td>Length of Employment</td>
</tr>
</tbody>
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<tbody>
<tr>
<td></td>
<td>&amp; SEF Program Assessment/Evaluation</td>
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</table>
Research Program: HLLS – Hypotheses

Increased
- Self-Concept Clarity
- Purpose in Life
- Personal Growth
- Sense of Health

Decreased
- Sense of Stress
Research Program: HLLS –
Repeated Measures Design

- **Survey 1** (Time 1)
- **Survey 2** (Time 2)
- **Survey 3** (Time 3)

- **Senior Executive Fellows**
  - **Nominate Control**
  - **2 Weeks**
  - **1 Week**
  - **4 Weeks**
  - **1 Week**
  - **6 Months**

- **Control Group**
  - **Survey 1** (Time 1)
  - **Survey 2** (Time 2)
  - **Survey 3** (Time 3)

- 6 months: 2 weeks, 1 week, 4 weeks, 1 week, 6 months
### Research Program: HLLS – Repeated Measures Design

#### Sample Type | Sample Date | Time 1 | Time 2 (% RR) | Time 3 (% RR)
--- | --- | --- | --- | ---
SEF | October 2016 | 79 | 31 (39%) | 16 (20%)
SEF | January 2017 | 76 | 37 (49%) | 46 (60%)
SEF | April 2017 | 82 | 55 (67%) | 25 (30%)
SEF | October 2017 | 80 | 67 (84%) | 33 (41%)

#### Sample Type | Sample Date | Time 1 | Time 2 (% RR) | Time 3 (% RR)
--- | --- | --- | --- | ---
SEF CTRL | January 2018 | 67 51 | 60 (90%) 40 (78%) | Due
SEF CTRL | April 2018 | 74 72 | 65 (88%) 50 (69%) | Due
SEF CTRL | June 2018 | 76 47 | 64 (84%) 31 (66%) | Due

**Goal – 80% Response rate**
### Research Program: HLLS – Results

<table>
<thead>
<tr>
<th>Cohorts</th>
<th>Measurement</th>
<th>Purpose in Life</th>
<th>Personal Growth</th>
<th>Self-Concept Clarity</th>
<th>Perceived Stress</th>
<th>Self-Rated Health</th>
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<tbody>
<tr>
<td>All</td>
<td>Pre-post difference</td>
<td>0.09</td>
<td>0.14</td>
<td>0.06</td>
<td>-0.19</td>
<td>0.09</td>
</tr>
<tr>
<td></td>
<td>P Value</td>
<td>0.004</td>
<td>0.000</td>
<td>0.026</td>
<td>0.000</td>
<td>0.006</td>
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<tr>
<td></td>
<td>Confidence Interval</td>
<td>[.026, .149]</td>
<td>[.026, .149]</td>
<td>[.026, .149]</td>
<td>[.026, .149]</td>
<td>[.026, .149]</td>
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</tbody>
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Sample size = 379

All differences are *statistically significant*
Leadership is not about titles, positions or flowcharts. It is about one life influencing another.”

— John C. Maxwell
“Watch your thoughts, they become your words. 
Watch your words, they become your actions. 
Watch your actions, they become your habits. 
Watch your habits, they become your character. 
Watch your character, it becomes your destiny.” - Anon
Just as a compass points toward a magnetic field, your TRUE NORTH pulls you toward the PURPOSE OF YOUR LEADERSHIP. When you follow your internal compass, your leadership will be authentic, and people will naturally want to associate with you. Although others may guide or influence you, your truth is derived from your life story and only you can determine what it should be.”

— Bill George
Ask What You Can Do
Imagine What We Can Do Together

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