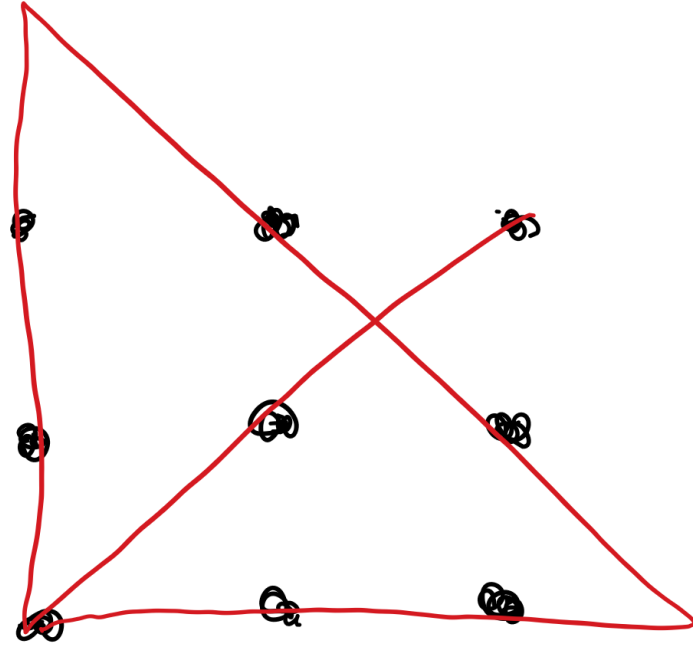
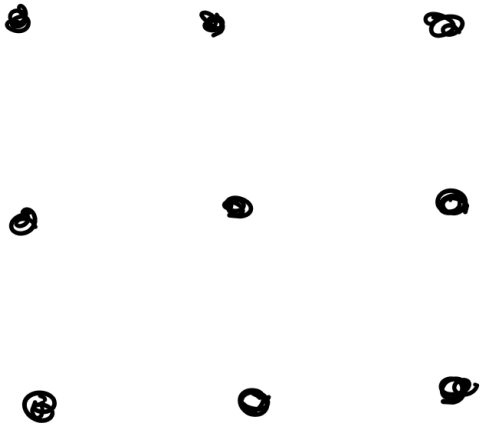




Authentic Impact

Making a difference





- Who am I...
- Barbara van Bakel
- Dutch
- MSc Economics
- > 25 years of international managerial experience
- Partner Authentic Leadership Italia, Executive coaching & Team Development
- Visiting Lecturer at MIB-Trieste School of Management





Let's Go

Rules of the Game

- ✓ Positive intent is leading
- ✓ Be a participant, not a spectator
- ✓ Listen and show respect
- ✓ You have the premission to be inconsistent (permission to change opinion)
- ✓ Have fun!

Definition

What does it mean to you:
“Being Authentic”





Potential

Barrier

Impact

How we look at human beings...



What makes a good scientist/ researcher?

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What percentage of your full potential
are you using?

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Write down in one sentence

Which barrier blocks you from unleashing your full potential?

Success & Fulfillment curve



A close-up photograph of three people smiling warmly at the camera. On the left, a woman with blonde hair and glasses. In the center, a woman with curly brown hair. On the right, a man with a shaved head. They are all looking directly at the viewer with genuine expressions of happiness.

What makes me feel more fulfilled?

To get proof that I am making a difference



What makes me feel more fulfilled?

How can I get this proof?

Claiming position (Ego driven)

Receiving it

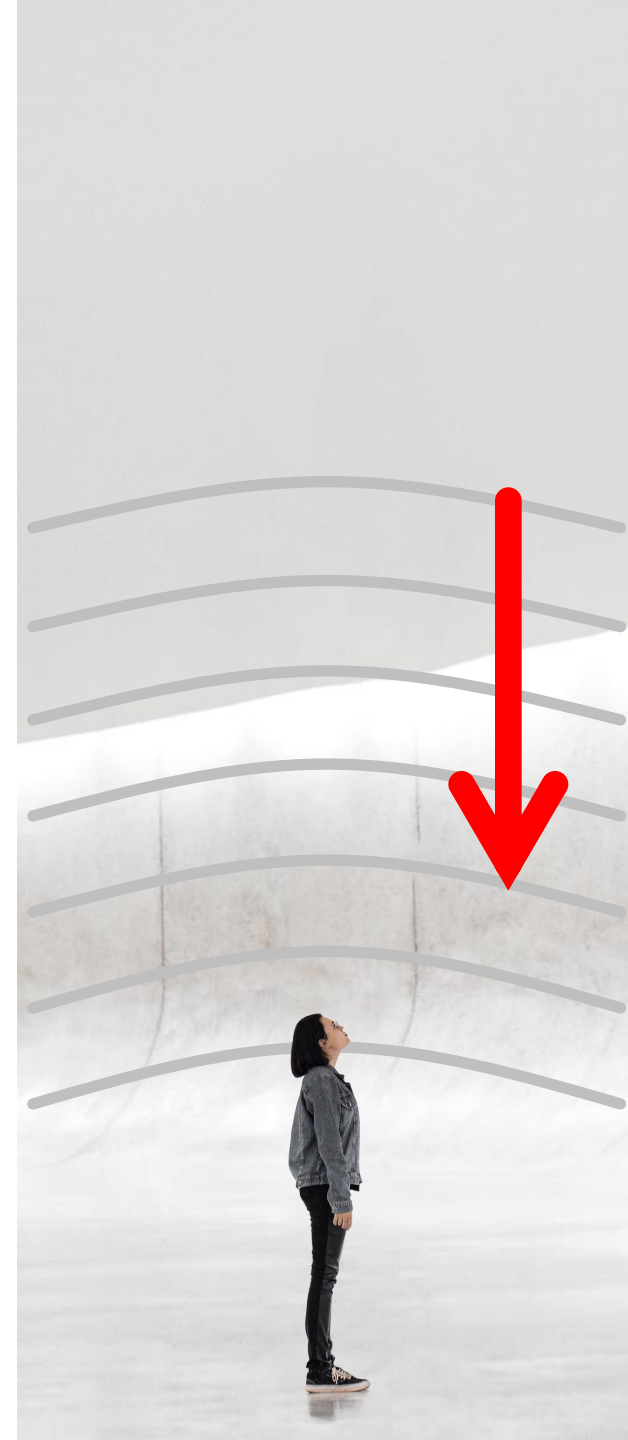
Creating a positive impact (Mission driven)





ON
WHICH
LEVEL?

Environment
Behaviour
Skill
Norm
Ego



Selective Perception
Do (Call)
Know/Can
Do's & Don'ts
Positioning

WHAT DETERMINES YOUR BEHAVIOUR?

Environment

Behaviour

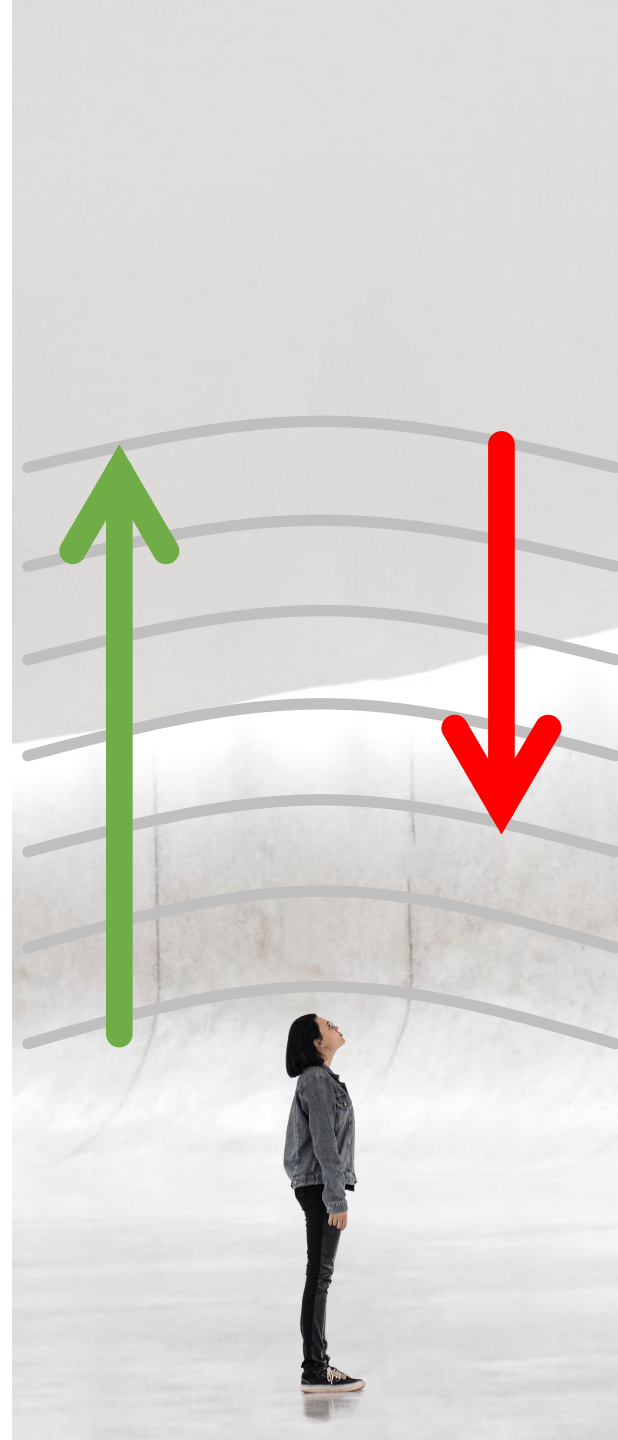
Skill

Norm

Ego

Values

Authenticity



Selective Perception

Do (Call)

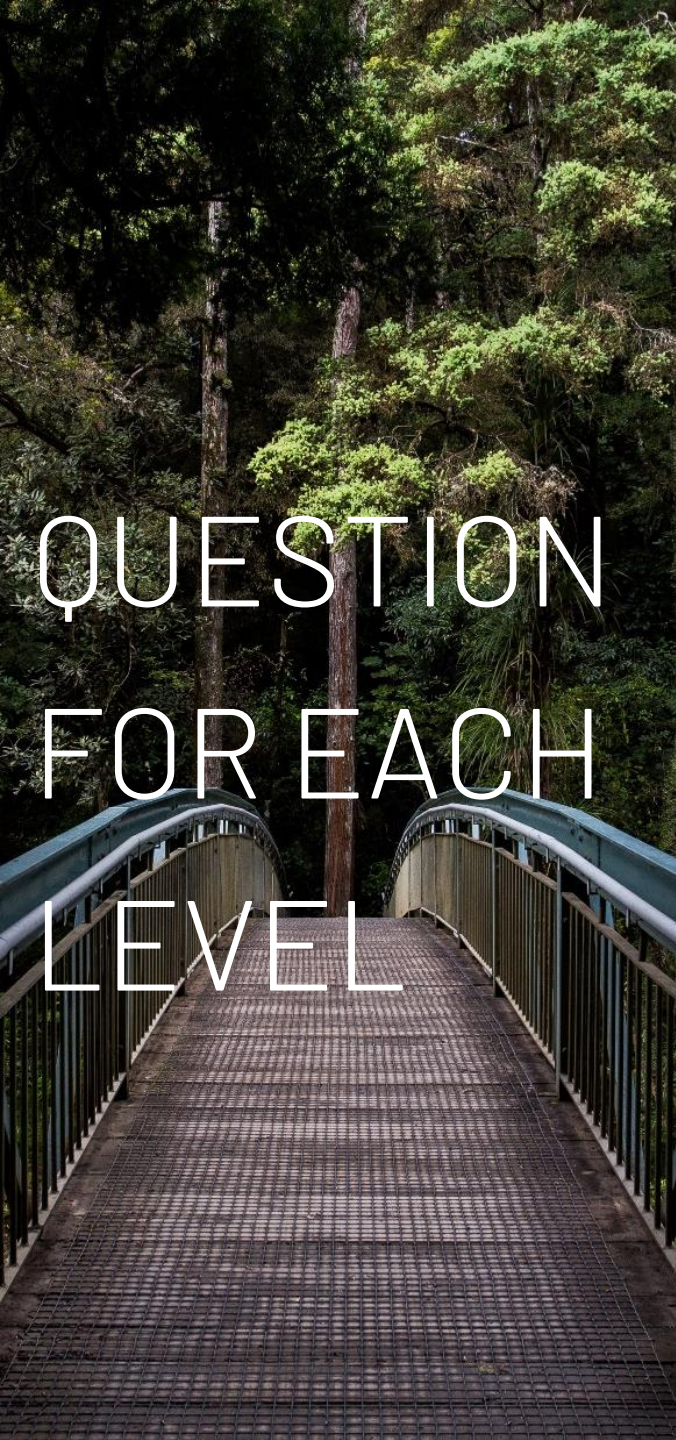
Know/Can

Do's & Don'ts

Positioning

What you stand for

Mission, Creation motive



QUESTION FOR EACH LEVEL

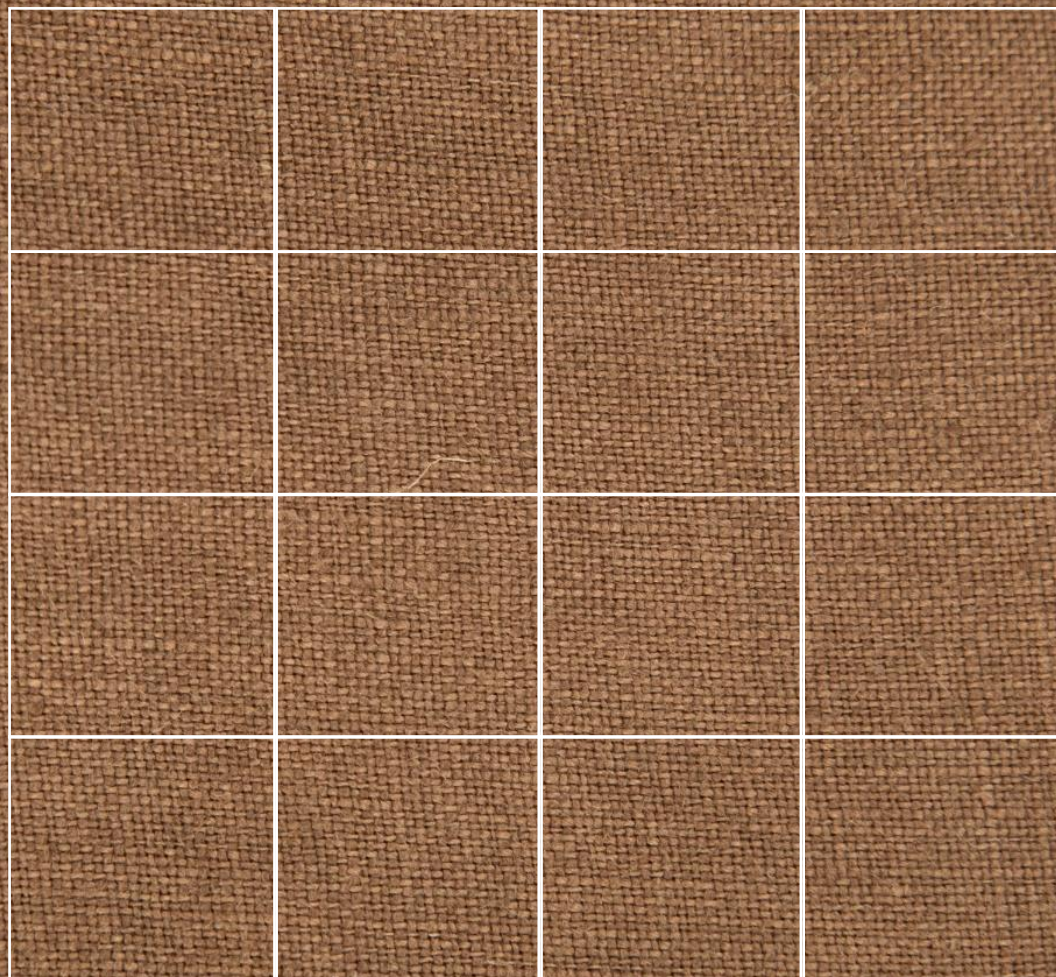
Environment
Behaviour
Skill
Norm
Ego
Values
Authenticity

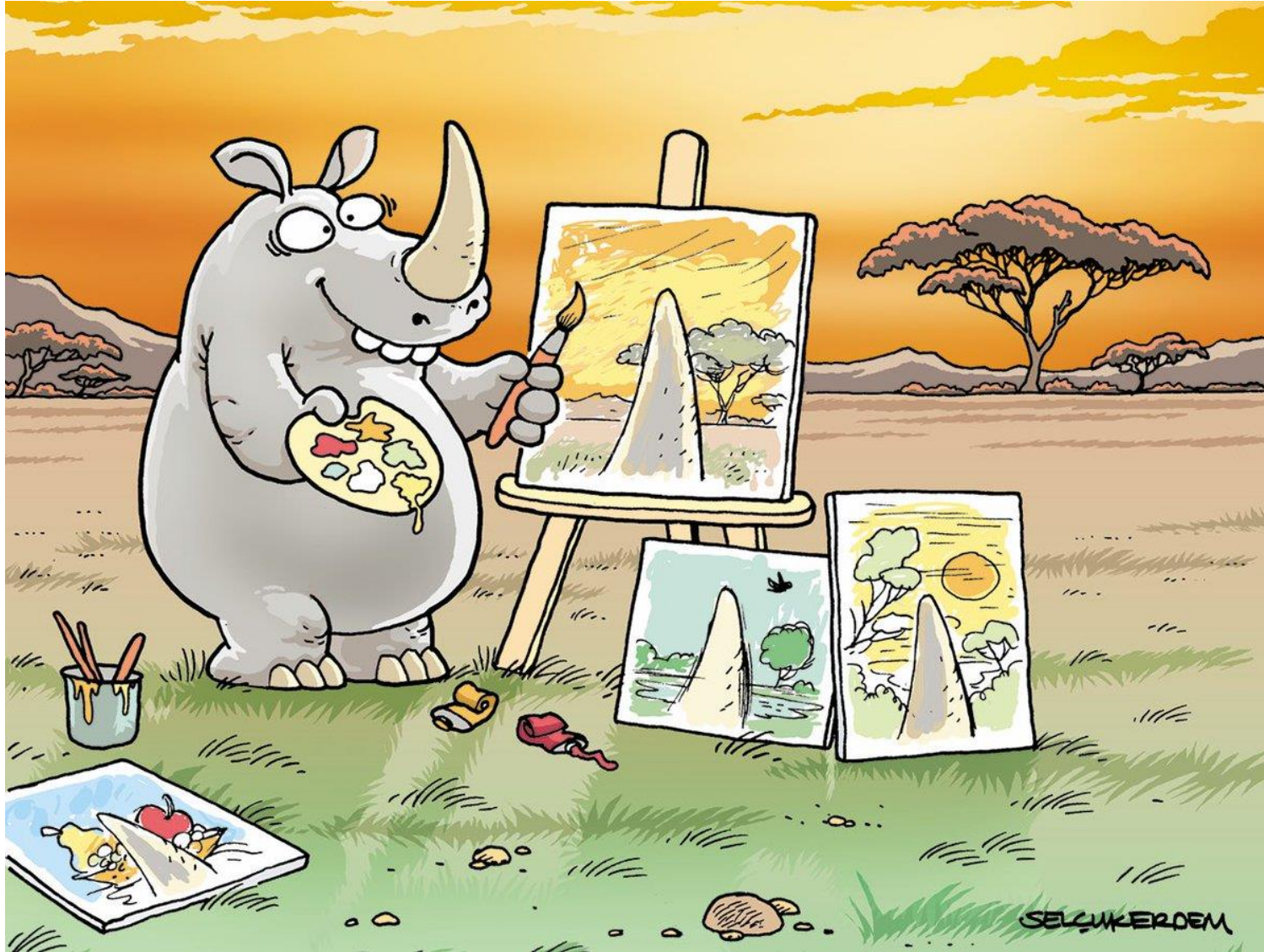


What is reality, what is perception?
Which behaviour do I choose?
Which skills I need?
Which restrict./stim. norm should prevail?
Which EGO can I use/ should I let go of?
How would I behave following my values?
How would I behave if I would be faithful to my mission?

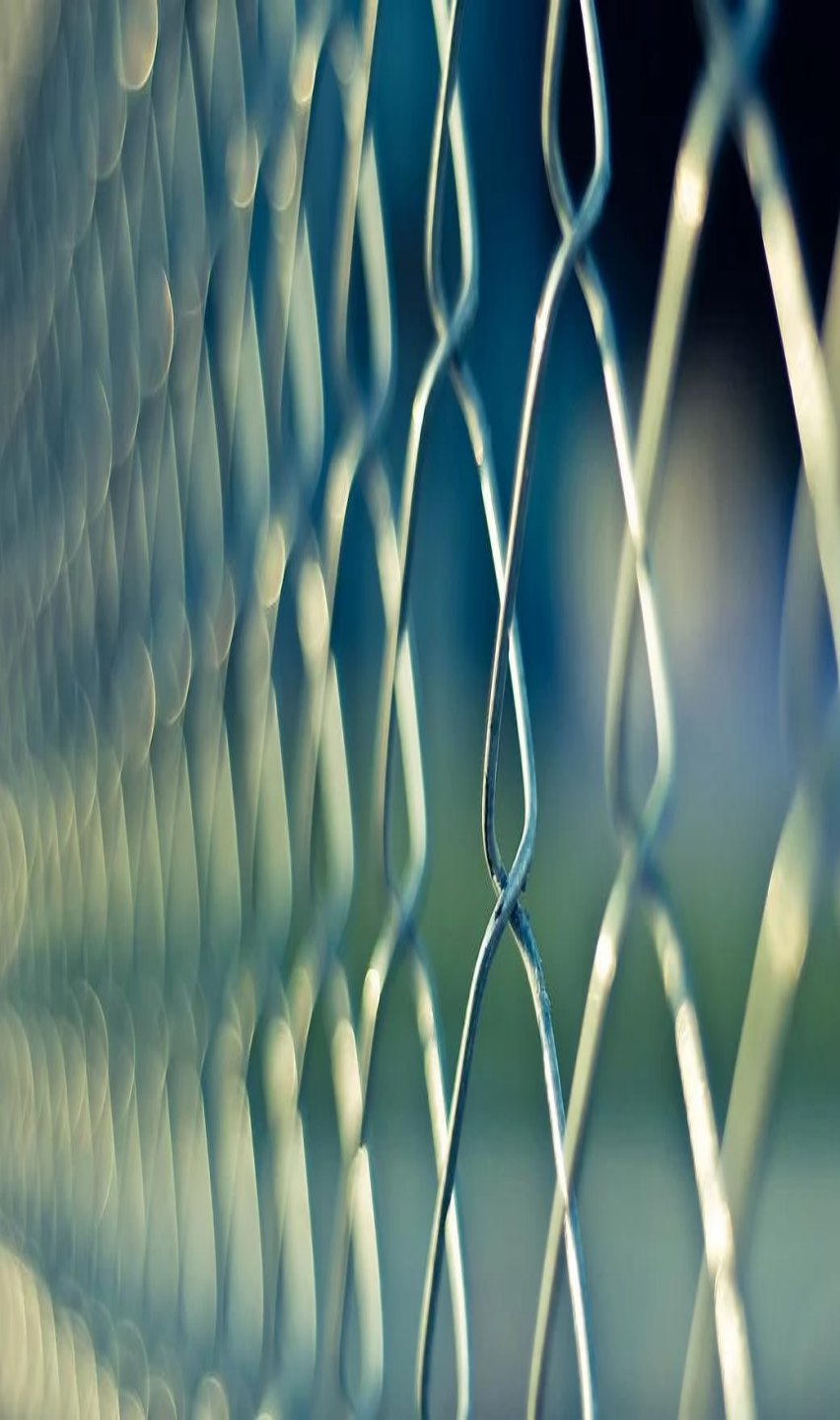
Write down

How many squares do you see?





Cartoon: Selcuk Erdem



Remember your barrier ?
blocking you from unleashing
your full potential...

Write down

Desired behaviour

What behaviour would you exhibit more if you weren't bothered by that barrier?

For example: *'give feedback',
or 'giving advice in difficult meetings'.*

Not: *'be more open', or 'have more confidence'.*
Someone else should be able to see you do it.





At
which
layer?



Norm layer

Thinking in terms of consequences



Reward:
Avoiding negative
consequences

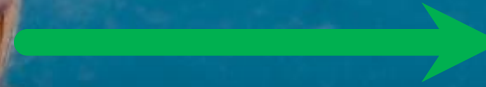
Fear (of something)



Is quick, but short
and takes a lot of
energy

Reward:
Longing for positive
consequences

Creation (of something)



Not quick, but lasting
and creates energy

**Thinking in terms of consequences:
two rewards that determine behaviour**





Top 3 Fears

- Death
- Pain
- Position in the group (EGO)



Norm layer

Fear is okay



Reward:
Avoiding negative
consequences

Fear (of something)

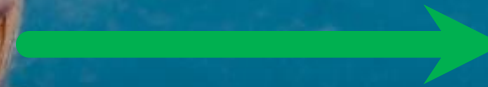


Is quick, but short
and takes a lot of
energy

Exaggerated behaviour leads to
~~Negative Self-Fulfilling
Prophecy (NSFP)~~

Reward:
Longing for positive
consequences

Creation (of something)



Not quick, but lasting
and creates energy

Exaggerated behaviour leads to
~~Recklessness and
disappointment~~

Beware...
Don't let this get the better of you



Norm layer

What are the voices that pop up?

Stimulating and Restrictive Norms

Stimulating norms;=

Good reasons to do show the desired behaviour

That help you moving versus your Creation

Or

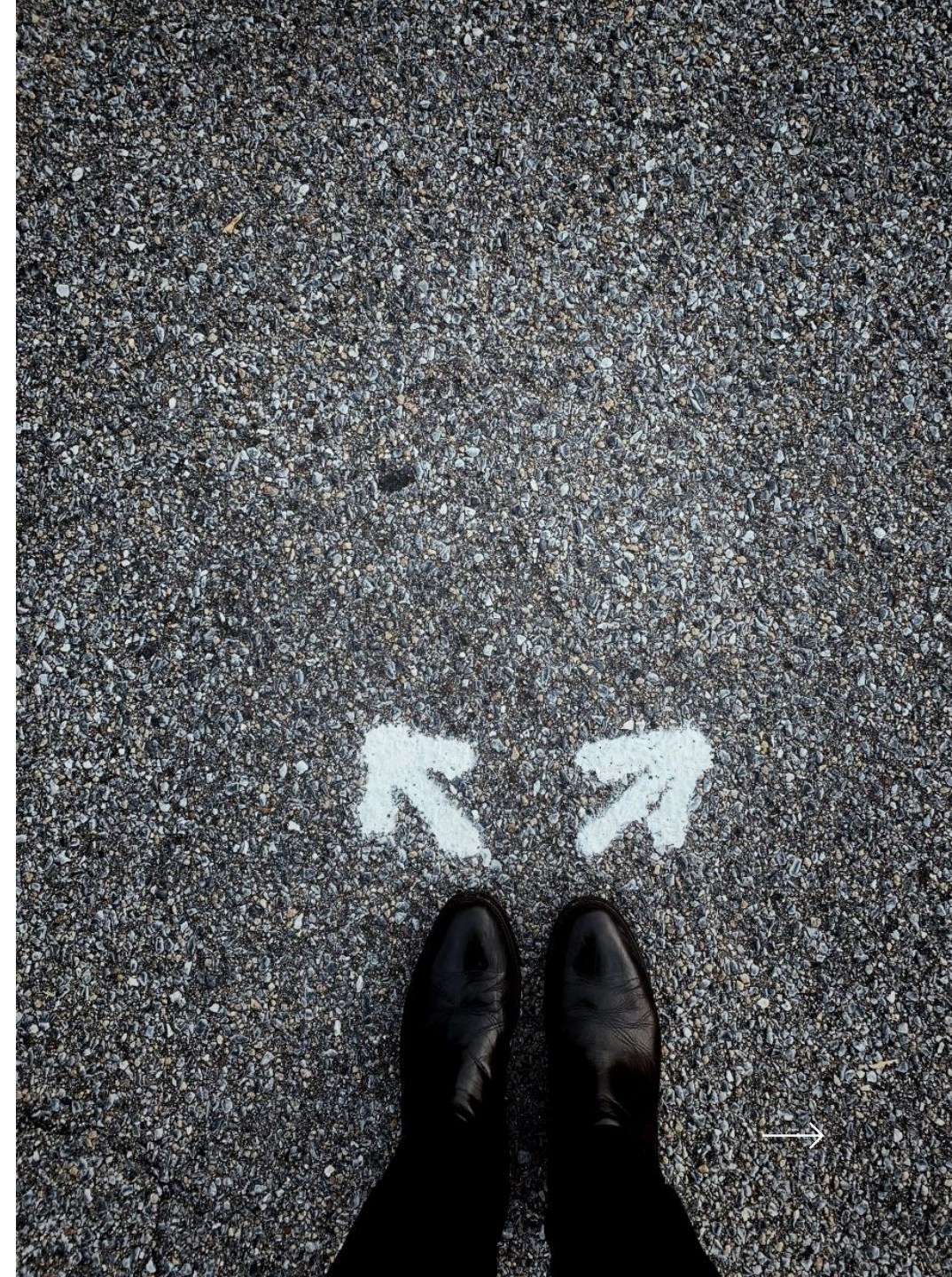
Put your fears into perspective

Restrictive norms;

Good reasons not to show the desired behaviour

These usually come pretty easy ☹

Fear travels fast, remember?



Reward scheme of:



Work in Couples

- What behaviour would you like to demonstrate more?
- What would it bring you to behave more like this? What are you longing for? Explore and dig deeper by asking each other questions.
- What is a good reason NOT to exhibit the desired behaviour? What do you want to prevent?





At which layer?

Environment

Behaviour

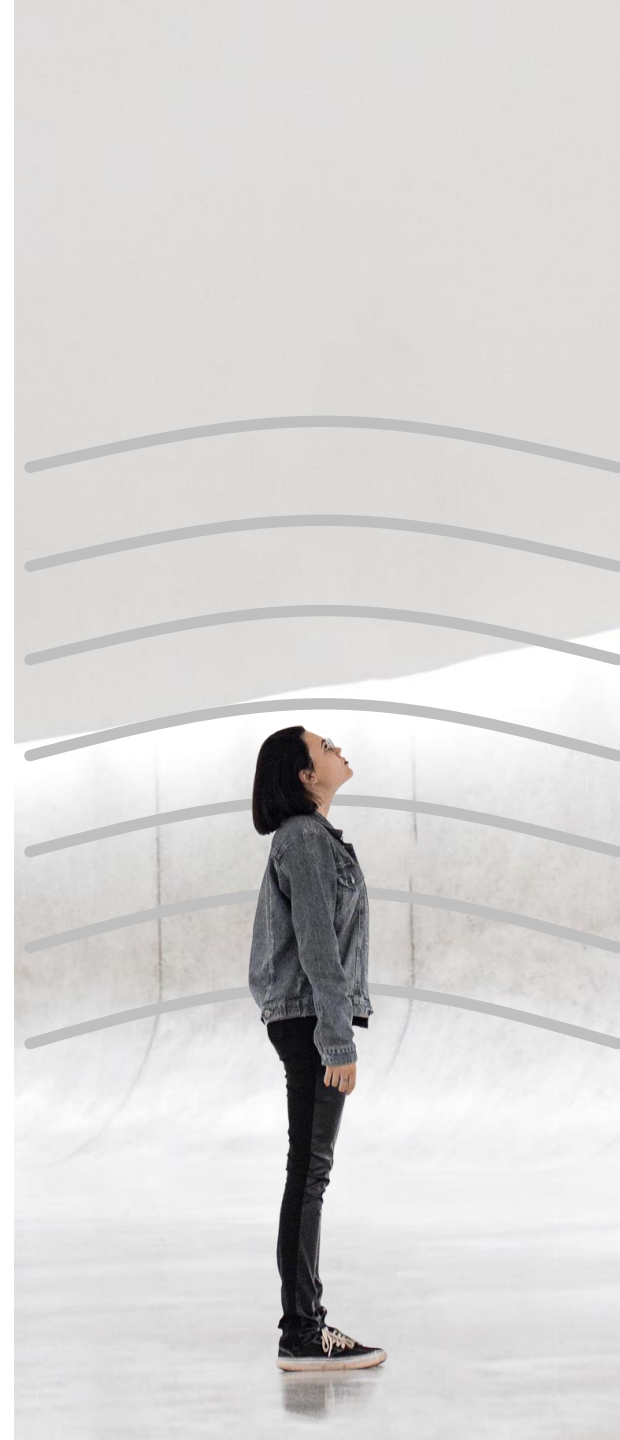
Skills

Norm

Ego

Values

Authenticity



Selective Perception

Do (CALL)

Know/Can

Do's & Don'ts

Positioning

Stand for

Mission, creation motive



What if my
values &
mission are
leading me?

Environment

Behaviour

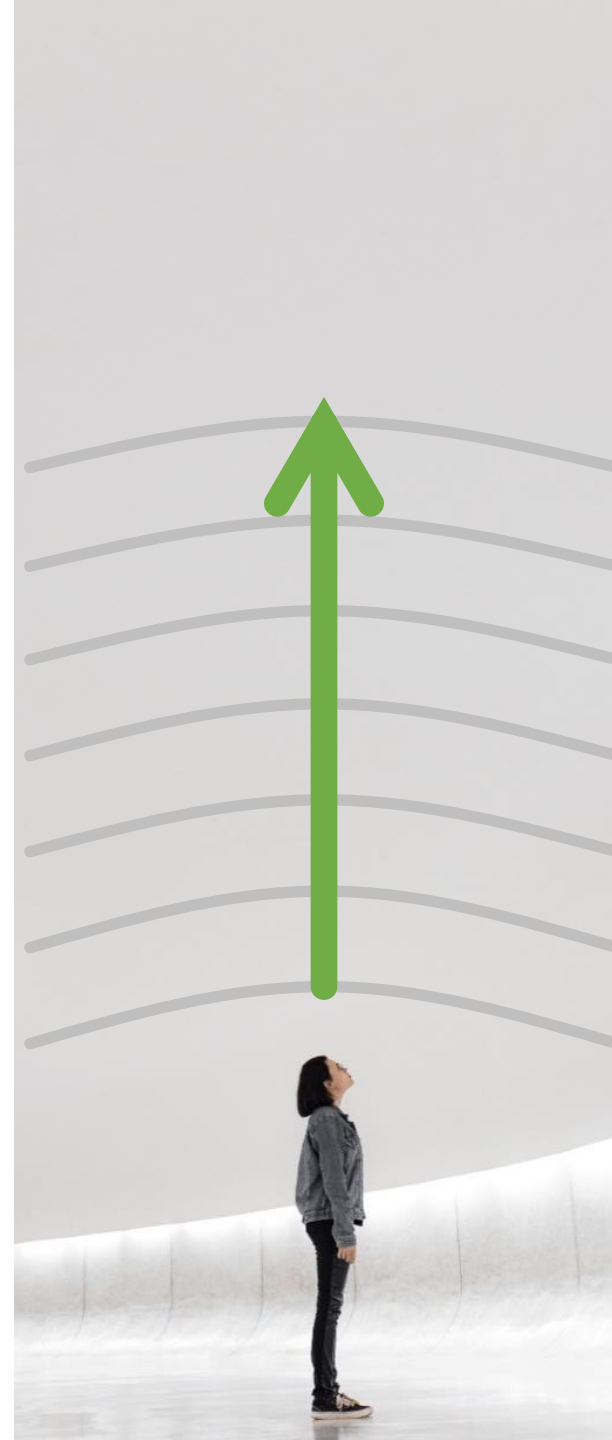
Skills

Norm

Ego

Values

Authenticity



Selective Perception

Do (CALL)

Know/Can

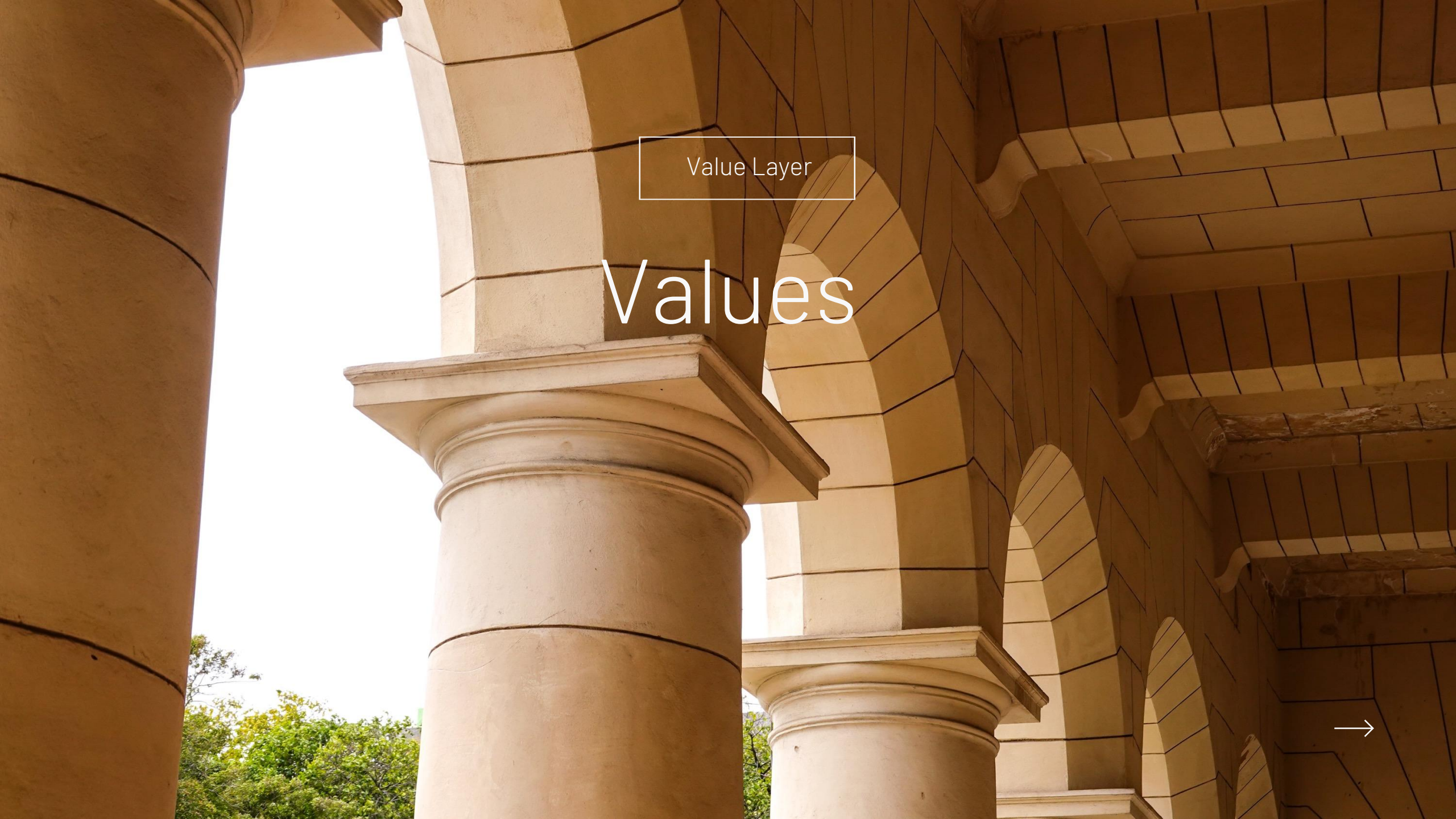
Do's & Don'ts

Positioning

Stand for

Mission, creation motive





Value Layer

Values



Values

Which are you Top-3 values that guide you, that always travel with you, wherever you go?

Some values that might help you. Choose up to three:

- Accessibility
- Accuracy
- Alertness
- Ambition
- Assertiveness
- Autonomy
- Being market-oriented
- Being result-oriented
- Being staff-oriented
- Belief in the beauty of people
- Compassion
- Connectedness
- Cooperation
- Cost-awareness
- Courage
- Creativity
- Customer focus
- Decisiveness
- Democracy
- Dependence
- Discipline
- Drive
- Empathy
- Equality
- Excellence
- Flexibility
- Forgiveness
- Honesty
- Independence
- Initiative
- Innovation
- Integrity
- Love
- Loyalty
- Mercy
- Modesty
- Obedience
- Openness
- Quality
- Passion
- Perseverance
- Pride
- Professionalism
- Reliability
- Representativeness
- Respect
- Responsibility
- Self-esteem
- Sociability
- Social involvement
- Social responsibility
- Sustainability
- Taking responsibility
- Teamwork
- Togetherness
- Transparency

What are your top 3 values?

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How values can be translated into norms

Respect (*How do I recognize in my behaviour that I am showing Respect?*)

- Norms:

I see to it that others accept me the way I am

I really listen to others so that I can understand them before I am understood myself

I give feedback with a positive intention in mind

Transparency (*How do I recognize in my behaviour that I am showing Transparency?*)

- Norms:

- I set clear expectations

- I ask questions

- I provide information that is prompt, clear and verified

Exchange in Couples

- Exchange what behaviour/norms you connected to your value(s)
- Ask what norms your colleague is associating with the particular value
- What does this exercise learn/tell you?



A photograph of three people smiling and looking towards the camera. On the left is a woman with blonde hair and glasses. In the center is a woman with curly brown hair. On the right is a man with a shaved head. They are all smiling broadly. The background is slightly blurred, showing some indoor plants.

What makes me feel more fulfilled?

How can I get this proof?

Claiming position (Ego driven)

Receiving it

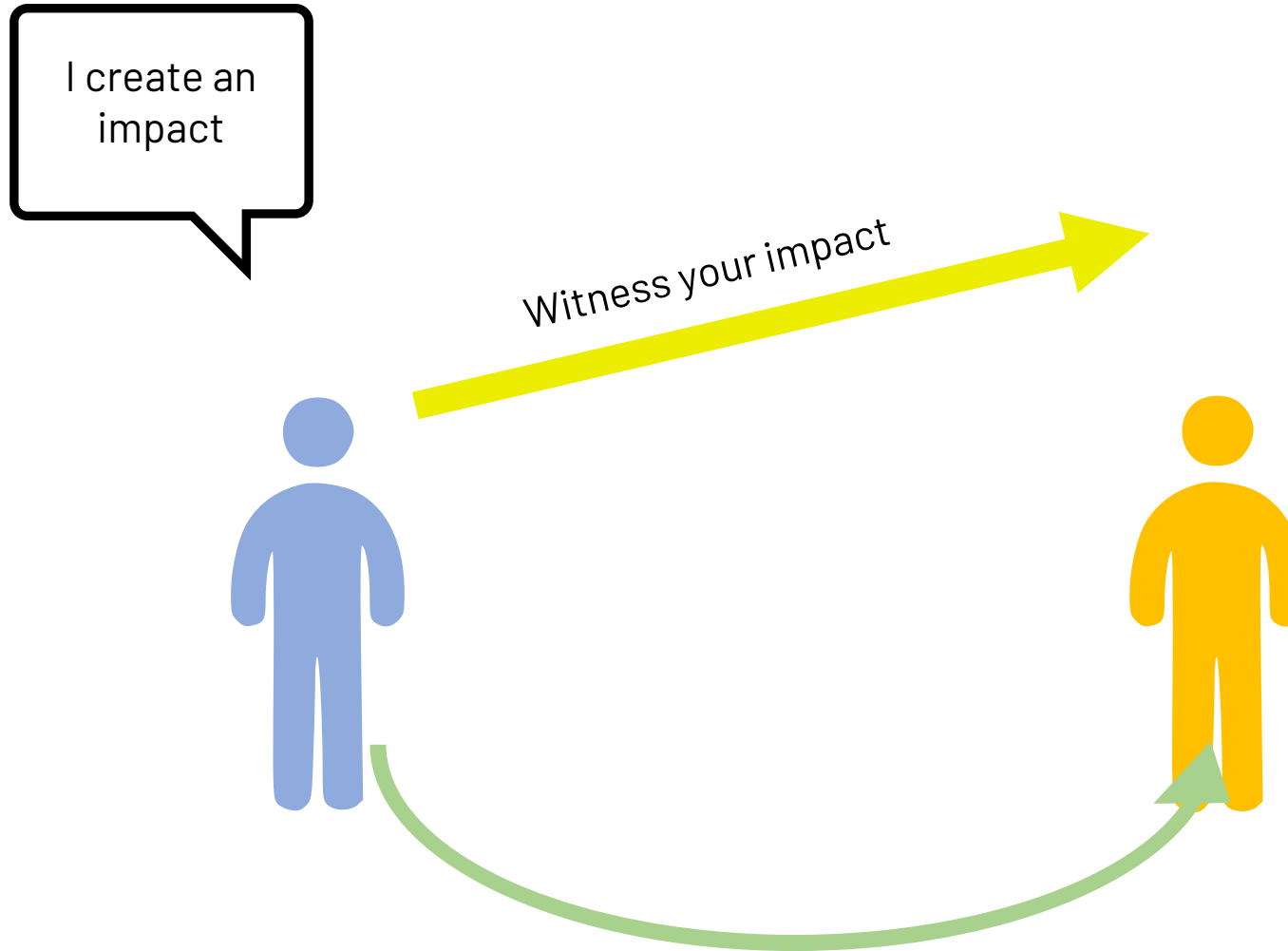
Creating a positive impact (Mission driven)

Christmas Eve



Making a difference

'Wanting to create something'





Authenticity

Define Mission

What Authentic Impact would you like to make ?





Authenticity

1 - Moments of happiness

Think of three moments you already have had or want to have.



Impact





Authenticity

2 - Desired Creation

What creations / growth in your environment makes you very proud or happy?

Creations:

- 1.
- 2.
- 3.



What do you give?





Authenticity

3 -What do you give?

What is the best you can give/bring to make this happen?

I give:

- A.
- B.
- C.





Authenticity

Now define your Mission Statement

I give (3) to create (2)

For example:

I give leaders challenges, insights and support to create better leaders that unleash their full potential and feel more fulfilled.







At which layer?

Environment

Behaviour

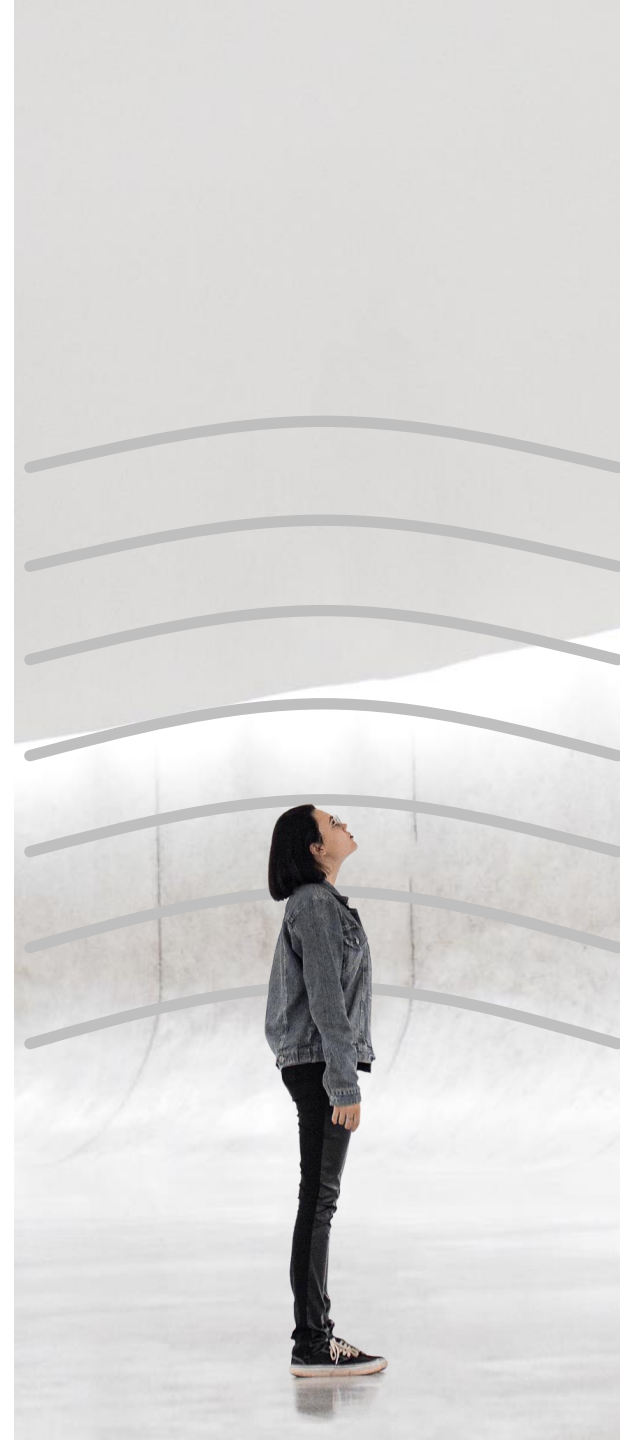
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What makes me feel more fulfilled?

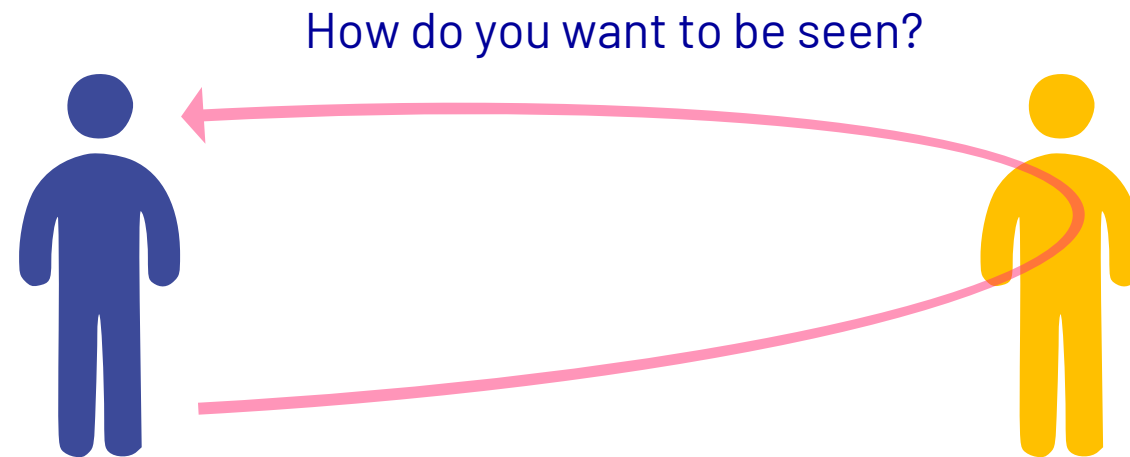
How can I get this proof?


Claiming position (Ego driven)

Receiving it

Creating a positive impact (Mission driven)

Having the right position gives me the feeling
'that I matter'





Ego layer

Egos



The “Proud One”



IF THEY DON'T TALK ABOUT ME,
THEN I'LL TALK ABOUT MYSELF...



The "Show Off"



Share

Discuss with your neighbour:

What archetypes of EGO behaviour you recognize in your environment or within yourself?





The
"Independent One"





The
"Defender"



The
"Victim"





The
"Quiet One"



The
"Dodger"





The
"Nice One"



The
"Sweet Talker"





The
"Relativist"



The “Advisor”



Oh, I'm sorry. I hadn't realized
you'd received your
PhD from Know-It-All
University.

your  cards
someecards.com





The
"Strong One"



The
"Demolisher"



What archetypes of EGO behaviour you recognize within yourself?

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Ego layer

When do we use Egos?

- ✓ In unsafe environments
- ✓ When you feel your position is threatened
- ✓ If we meet the NSFP Ego of another person



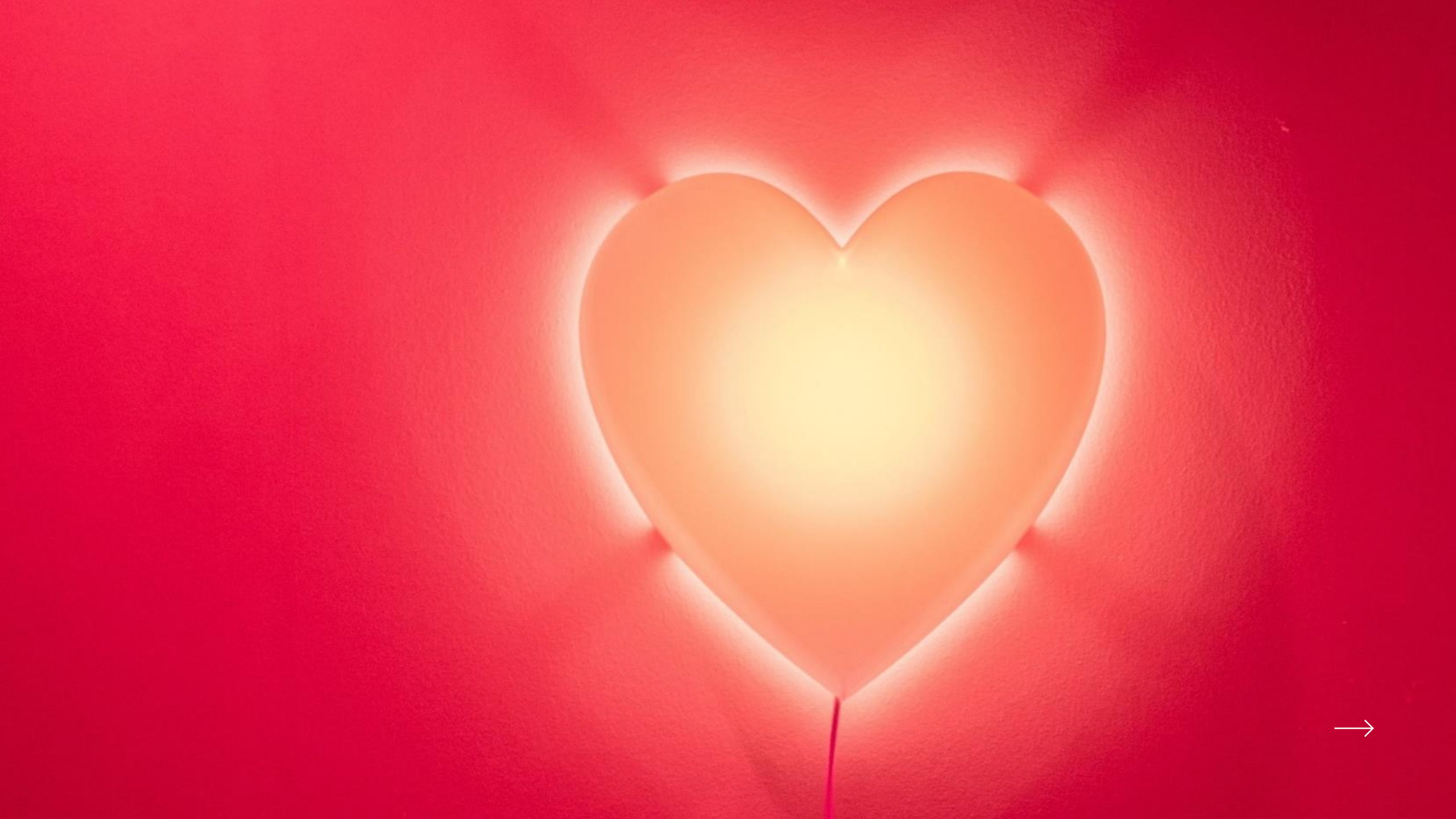


Ego layer

Egos Okay?

- ✓ Of course
- ✓ It can help you to get the right attention
- ✓ Just...
- ✓ Don't exaggerate
- ✓ Don't let Ego stand in the way of your Mission and Values









Ego layer

Know each other's Ego

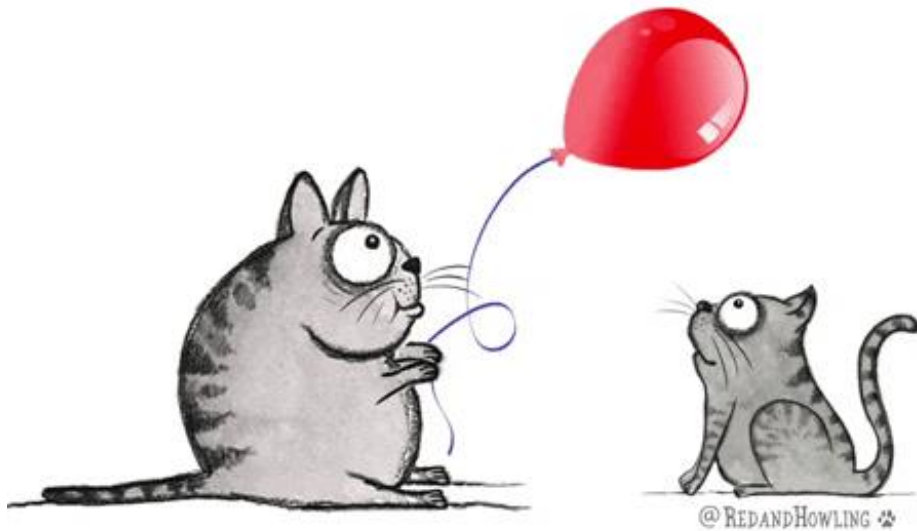
- ✓ Being able to use your own Ego well and consciously.
 - ✓ Keeping your exaggerated variant (NSFP) in control.
 - ✓ Know your allergy, because you react unnecessarily fiercely.
-
- ✓ **Get people out of the exaggerated Ego game by bringing safety.**





How to deal with Egos?





Time-out

and explain what happens:

'I don't think this helps.'

then from your mission, or values go further:

'What I would like to create is... / my intention is...'

Tip: From Me-You to We

'Help me out, how can we solve this together?'

Joke

When the other person knows about Ego, make 'fun' about it:

'You are quiet' / 'That's a lot of advice'



Take-aways

Most important lessons and tips

Authentic Leadership

- ✓ There is always a reward for behavior
- ✓ Fear is OK, do not let it rule your life
- ✓ Know your Ego's
- ✓ A NSFP Ego triggers the other one's NSFP Ego
- ✓ Authenticity triggers authenticity
- ✓ Ego is faster, authenticity inspires
- ✓ Act as much as possible from your values and mission



Katalin Kariko',
inventor mRNA vaccines

Impact and Ripple Effect

If it would not have been for the letter of Janos Selye, the famous researcher on stress, in response to the letter of her schoolclass, she claims she would not be where she is today!


His message was:

«It is not stress that is killing you but the way you handle it!»

She resisted for many many years without any recognition.

Improve what you can control and enjoy what your doing!





So the big questions are...

What do I want to contribute to my environment if I let myself be guided by my mission?

How can I elevate my environment to a higher level if I bring out the best in myself?



Suggested readings:


1. Mindset, Changing the way you think to fulfill your potential, Carol Dweck, 2017 updated edition
2. The fearless organization, creating psychological safety in the workplace for learning, innovation and growth, Amy C. Edmondson, 2018
3. Thinking Fast and Slow, Daniel Kahneman, 2012
4. Drive, The surprising truth about drives us, Daniel H. Pink, 2018
5. The Art of Possibility, Benjamin Zander, 2006
6. Authentic Leadership, discover and live your essential mission, Bas W. Blekkingh, 2015



When do you feel Smart?

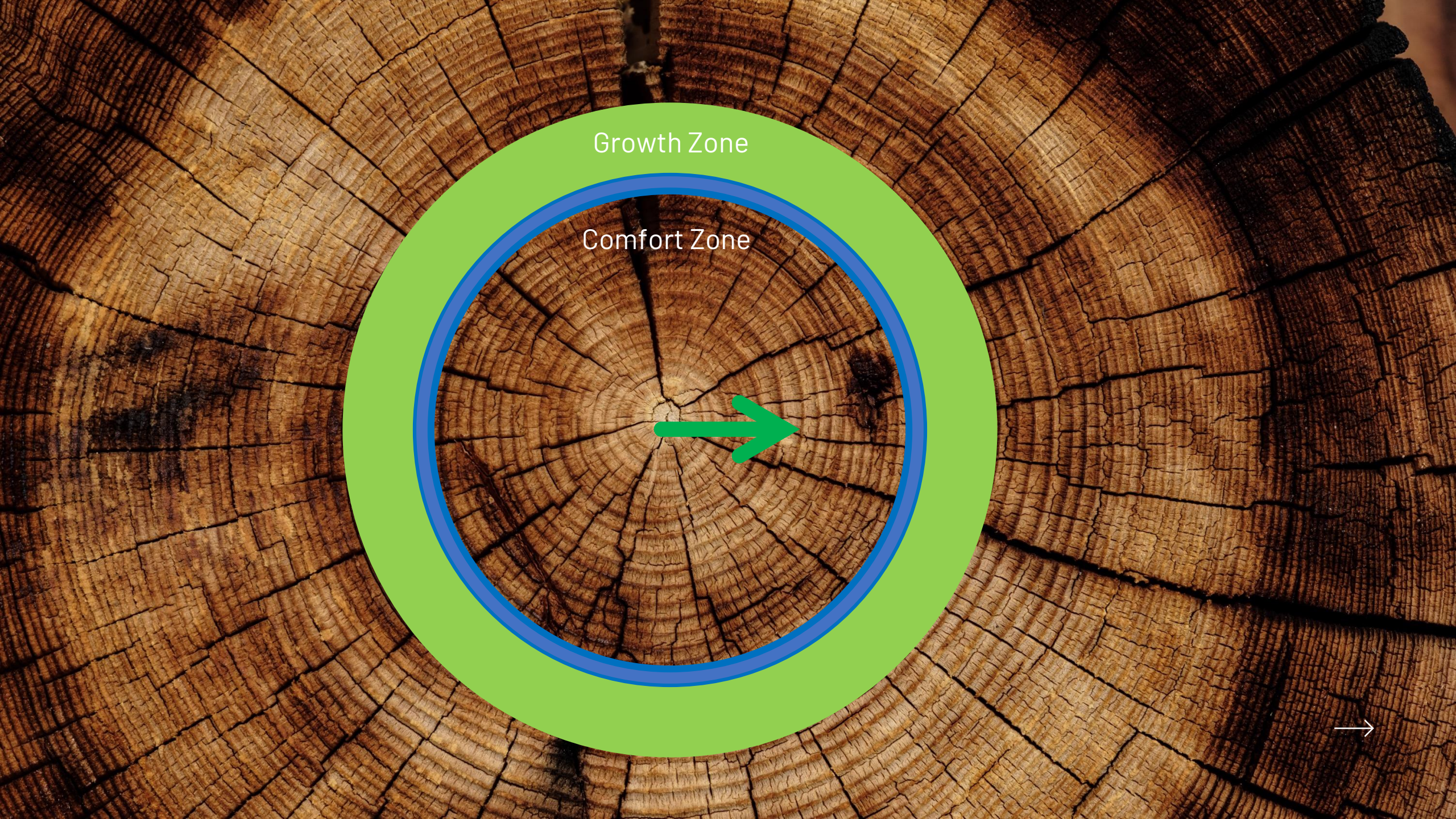
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Norm layer

Step into your Growth Zone



Growth Zone

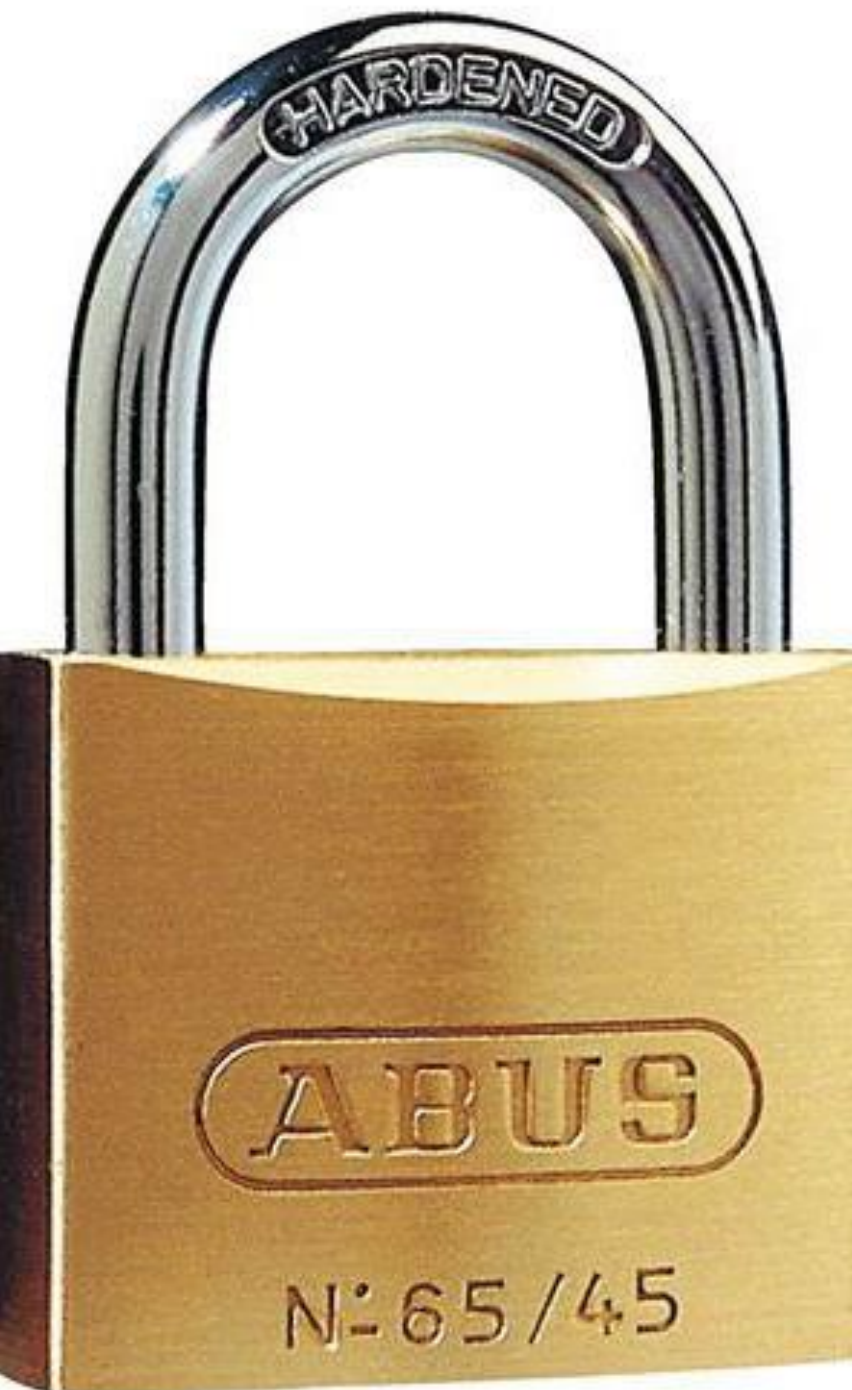
Comfort Zone



New
Growth Zone

New
Comfort Zone





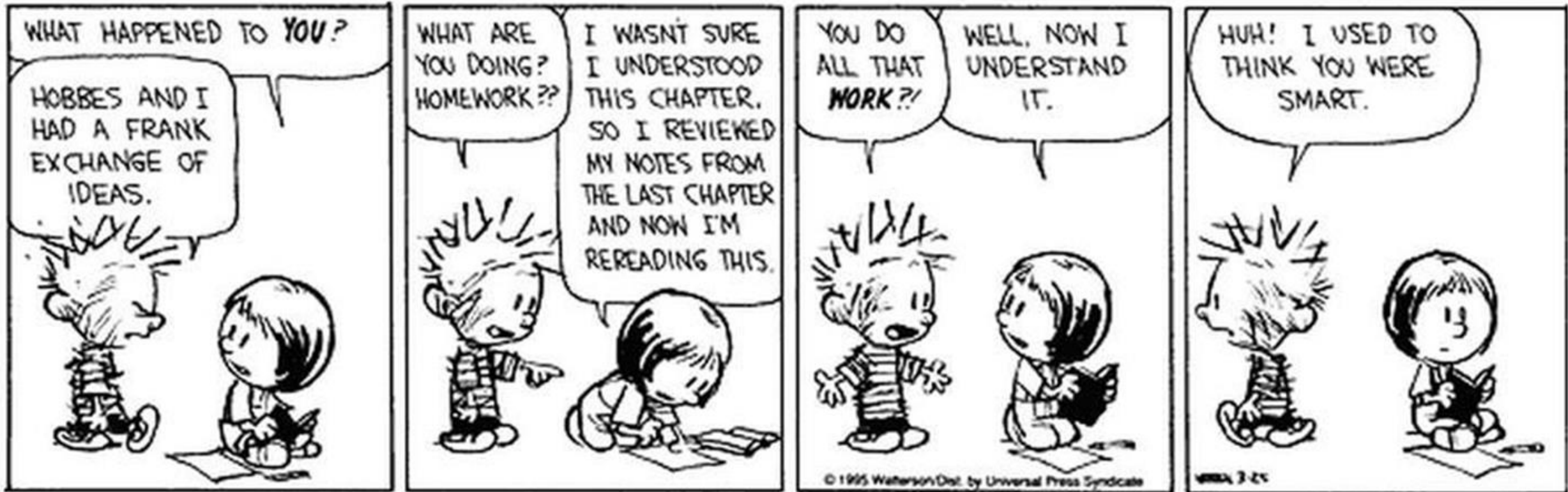
Mindset

Fixed Mindset

Question 1 :Fixed Mindset:

- Believing your qualities are carved in stone
 - Continuously trying to prove yourself you are enough
 - Need for constant confirmation (to be proven right)
 - Immediate perfection
 - Get your thrill from what is easy, what you have already mastered
 - It is all about the outcome (if you fail it is all wasted)
- Which leads to transforming failure from an action (I failed) to an identity (I am a failure)...

Calvin and Hobbes by Bill Watterson





Mindset

Quote Seth Godin:

“If you need to be proven right, learning is a challenge.

If you are eager to be proven wrong, learning is
delightful”

~~PROBLEM~~
OPPORTUNITY

Mindset

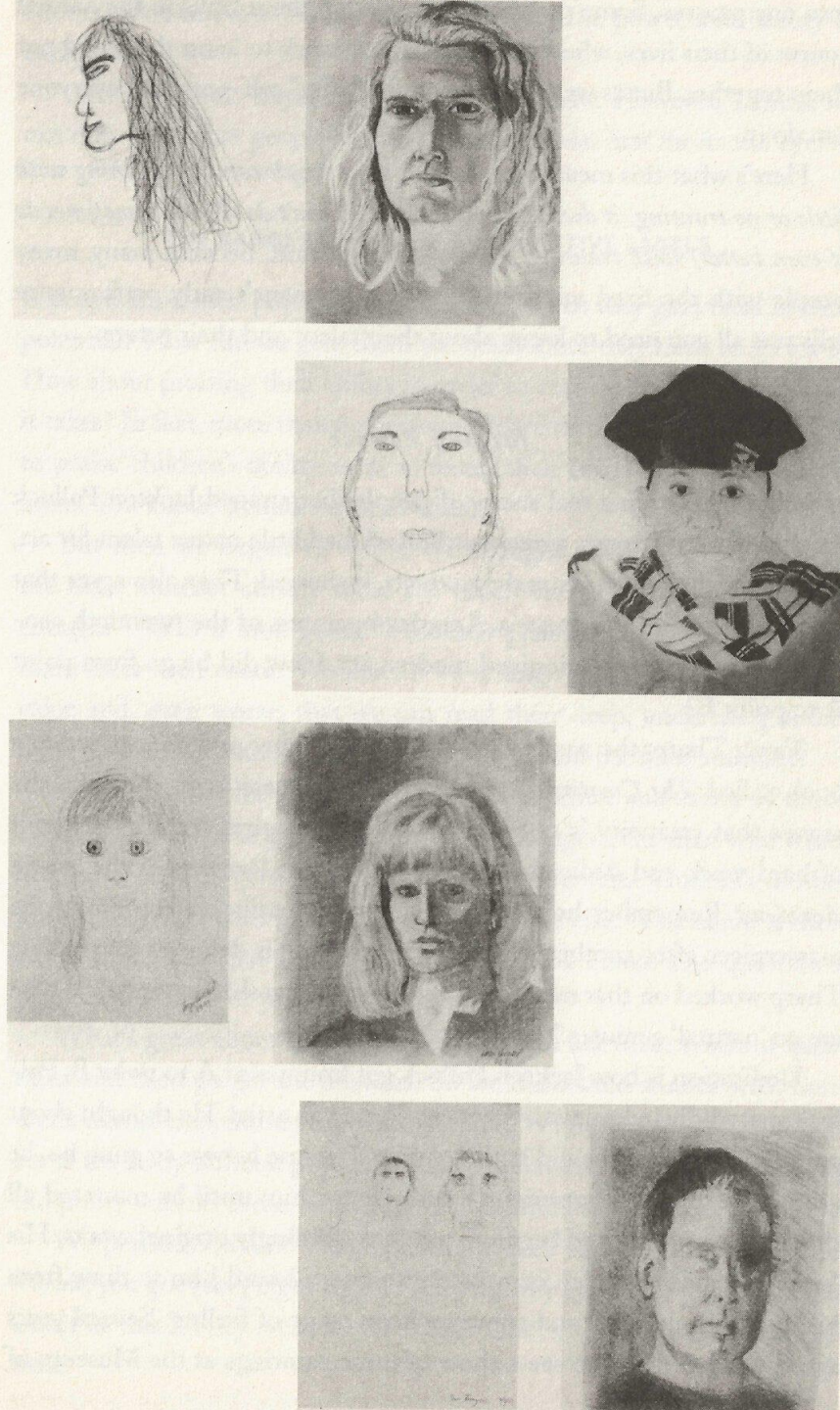
Growth Mindset

Question 4: Growth Mindset:

- Belief that your basic qualities can be cultivated through efforts, your strategies and help of others: the belief you can improve
- Why waste time proving over and over how great you are , when you could get better 😊
- Passion for stretching oneself and sticking to it , even (or **especially!**) when it is not going well.
- Get your thrill from what's hard
- You enjoy the *process* , value what you are doing, regardless of the outcome
- Mindset that allows people to thrive during the most challenging periods of their life.

Are you good in drawing?

in Dr. Carol Dweck's book 'Mindset'





Mindset

When do you feel SMART?

Go back to your answer to this question.

Does your answer reflect a Fixed or a Growth Mindset?