



NNAHRA
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RETHINKING LEADERSHIP FOR THE 21ST CENTURY



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In order to find new land, we must
lose sight of the shores for a long
time.

ANTICIPATED CHANGES IN LEADERSHIP

1. At what level shall we hire people with leadership potential?
2. If leadership is about **Trust, Empathy, and Morality**, how do we get there?
3. How can we connect these values with the universal values of:
Respect, Relations, Reciprocity, Harmony
4. If learning will be our **ONLY** competitive advantage, how do we provide conditions where learning takes place?

What is Leadership for?





NEW PURPOSE OF LEADERSHIP

**TO DEVELOP MORE LEADERS,
NOT MORE FOLLOWERS!**

NEW ROLE OF LEADERSHIP

ENCOURAGE OTHERS TO DO THINGS THEY

NEVER THOUGHT OF DOING,

DON'T BELIEVE ARE POSSIBLE,

OR

THAT THEY DON'T WANT TO DO.

NEW FUNCTION OF LEADERSHIP

To inspire everyone to contribute their best to the purpose of the organization **AND** themselves!



Every single person has leadership ability. Some step up and take them. Some don't. My answer was to step up and lead.

— *Wilma Mankiller* —

AZ QUOTES

OUR PREMISES

- If Leaders can be developed, shouldn't there be different levels of development according to their strengths?
- If there are different levels of strengths and development, shouldn't leaders be able to develop according to their strengths?
- If we are humans, i.e. of the same species, shouldn't we have universally recognized brain functions.

FIVE LEADERSHIP LEVELS

Sustaining
Leader

Enriches the relations between people, events, and the moments with strategic foresight

Effective
Leader

Aligns the relations between people, events, and the moments through a transparent and supportive process

Contributing
Leader

Creates dynamics that promote relations through deliberative, flexible and adaptive mindfulness

Capable
Leader

Embraces the culture, vision and mission as an “action field”. S/he impacts the workplace through positive relations

Potential
Leader

Understands the impact of culture, vision, and mission and builds relations that influence in their workplace and beyond

FIRST Level

Potential Leaders understand the relations between the work, the people, and the organization's Vision, Mission, Core Values and Culture.

Competencies and Accountabilities

- They show self-awareness and understand their own emotions.
- They know what those emotions are and acknowledge them.
- They learn continuously.
- They turn their good performance into remarkable performance.
- They strive for higher effectiveness.
- They are highly ambitious.

Second Level

**Capable Leaders
organize the
relations between
goals and internal
resources according
to the Culture,
Vision, Mission, and
Core Values.**

Competencies and Accountabilities

- ★ They handle emotions in a constructive way and with emotional intelligence
- ★ They organize people and resources towards effective achievements
- ★ They turn good performance into high performance achievements
- ★ They use knowledge and skills towards building relationships
- ★ Stimulate the group's ambition

THIRD Level

Contributing Leaders influence the internal and external resources and Human Relations to create buy-in for the Vision, Mission and Core Values

Competencies and Accountabilities

- ★ They are empathic and can tune into the feelings of others
- ★ They effectively understand others the same way they understand themselves
- ★ They turn high performance achievements into meaningful group synergy
- ★ They mentor relationship building with talent, skills, and sensitivity
- ★ They are highly ambitious for themselves as well as the assign teams

FOURTH LEVEL

Effective Leaders align all relations, within and outside the organization, with the corporate vision, mission, and business values

Competencies and Accountabilities

- ★ They are self-motivated with an ability to remain focused on goals despite any self-doubt
- ★ They create a lifelong learning environment
- ★ They are catalyst for commitment to a vigorous pursuit of a clear and compelling vision.
- ★ They stimulate increasing performance standards
- ★ They differentiate “Good as the Enemy of Great”
- ★ They are highly ambitious for themselves as well as the organization

**Sustaining Leaders
strategize the
economic future
of the
organization
in accordance
with the Vision,
Mission, and Core
Values.**

Competencies and Accountabilities

- ★ They build relationships through their ability to navigate conflict negotiations with highly developed emotional intelligence
- ★ They shape enduring greatness through a paradoxical blend of humility and personal will
- ★ They inspire and turn exceptional performance into enduring performance
- ★ They are first and foremost highly ambitious for the organization, not for themselves
- ★ They never stop trying to become qualified for their job

Significant increases since the Covid Pandemic:

1. Distrust in any Institutions
2. Polarization and Partisanship
3. Media / Social Media declarations
4. Economic Disparities
5. Privacy and Data Concerns
6. Pandemic and catastrophes
7. Historical Factors



TRUST, based on reliance and dependability,
is the lifeblood of
organizational sustainability.

**HAPPY, STIMULATED EMPLOYEES ARE MORE ENGAGED
AND MORE PARTICIPATORY.**


Players/Guests

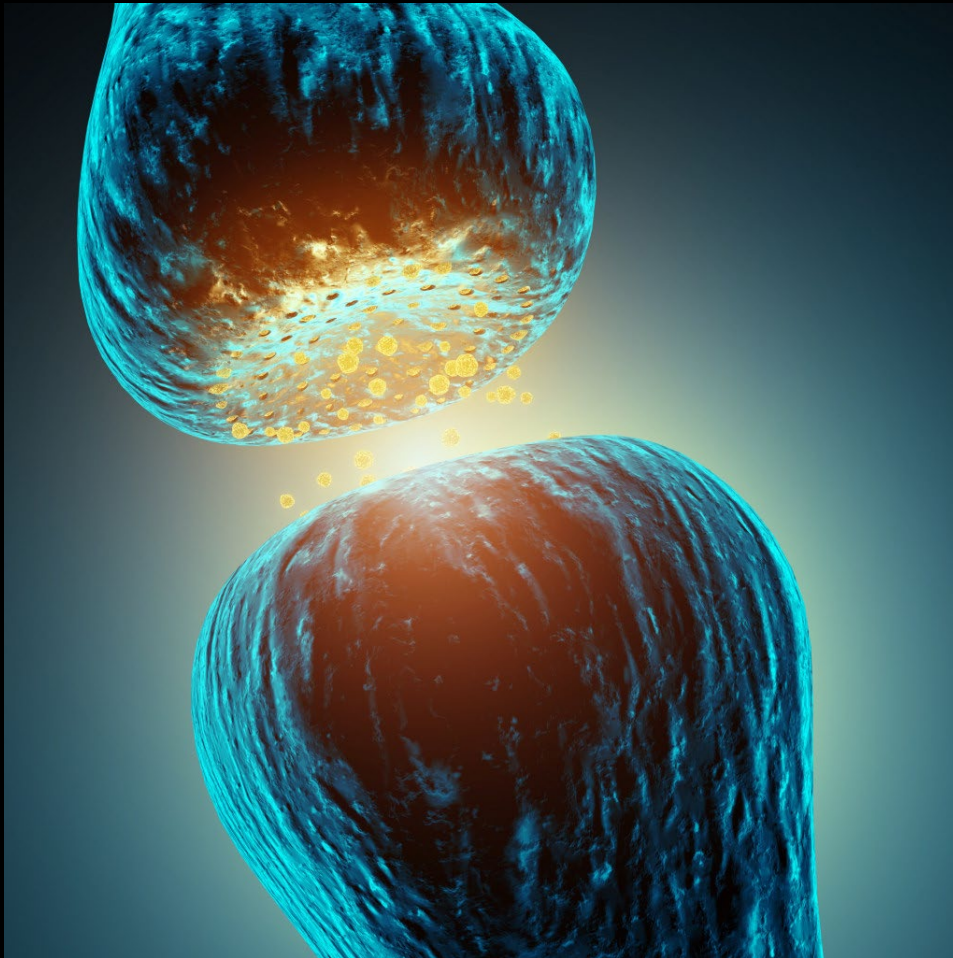
- experience 40% less frustration
- Play & stay 30% longer
- return 75% more often
- have 80% more positive emotions

Employees

- experience 40% less burnout
- have 50% more productivity
- are 74% more loyal
- have 106% more energy

**Research shows the positive impact
of being in a high trust relationship**

- 
- ✓ Trust involves a firm belief in the reliability, truth, ability, or strength of someone or something.
 - ✓ Trust is vital for the ethical functioning of communities, governments, businesses, and relationships
 - ✓ Trust is a complex and multifaceted concept that encompasses almost all aspects of human interactions and societal structures



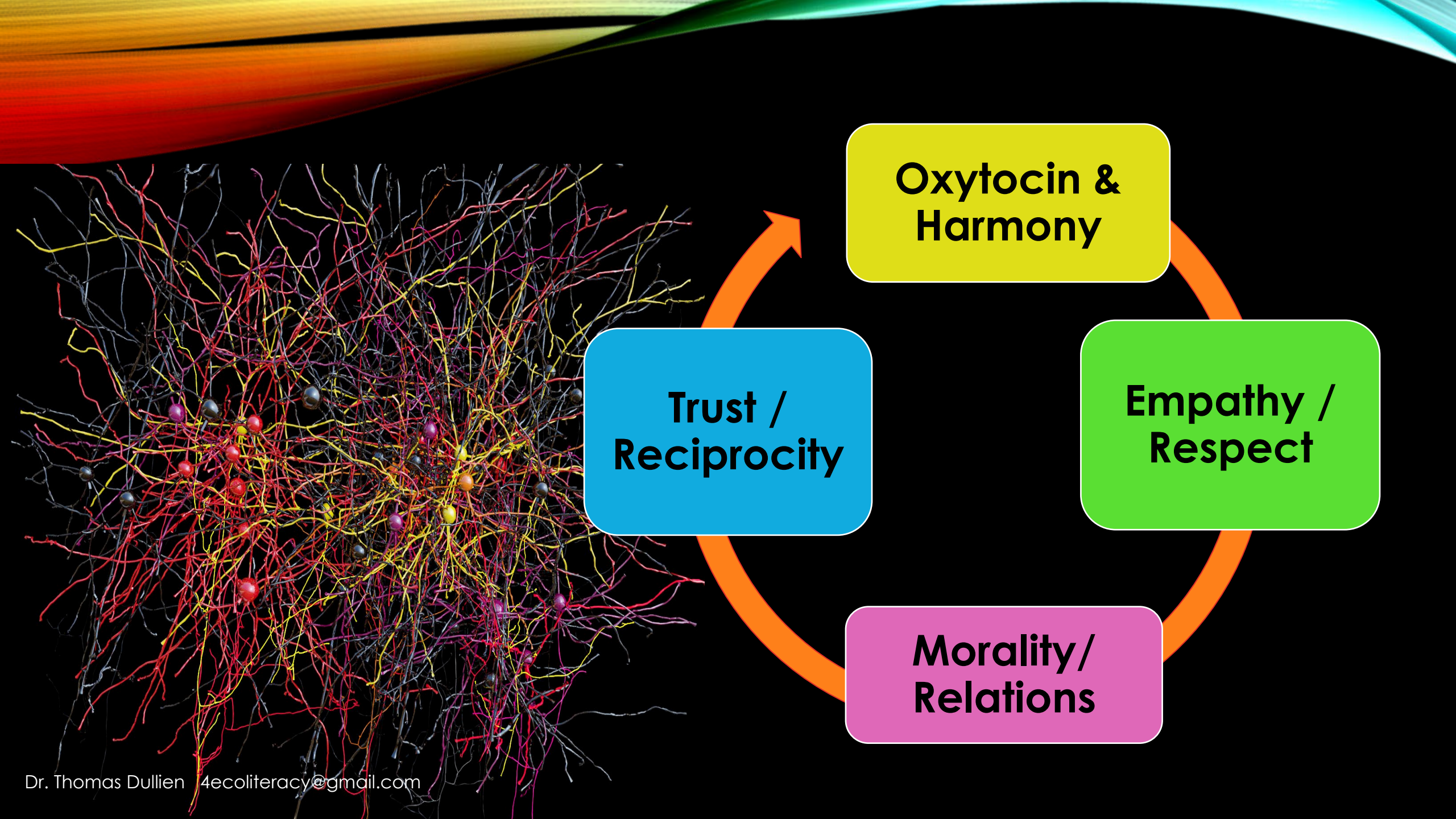
OXYTOCIN

The 'Bonding Hormone' helps us to create stronger bonds/trust/relationship with people.

Human Relations

Example:

Humor helps to release oxytocin, and we are more likely to bond with people who make us laugh.

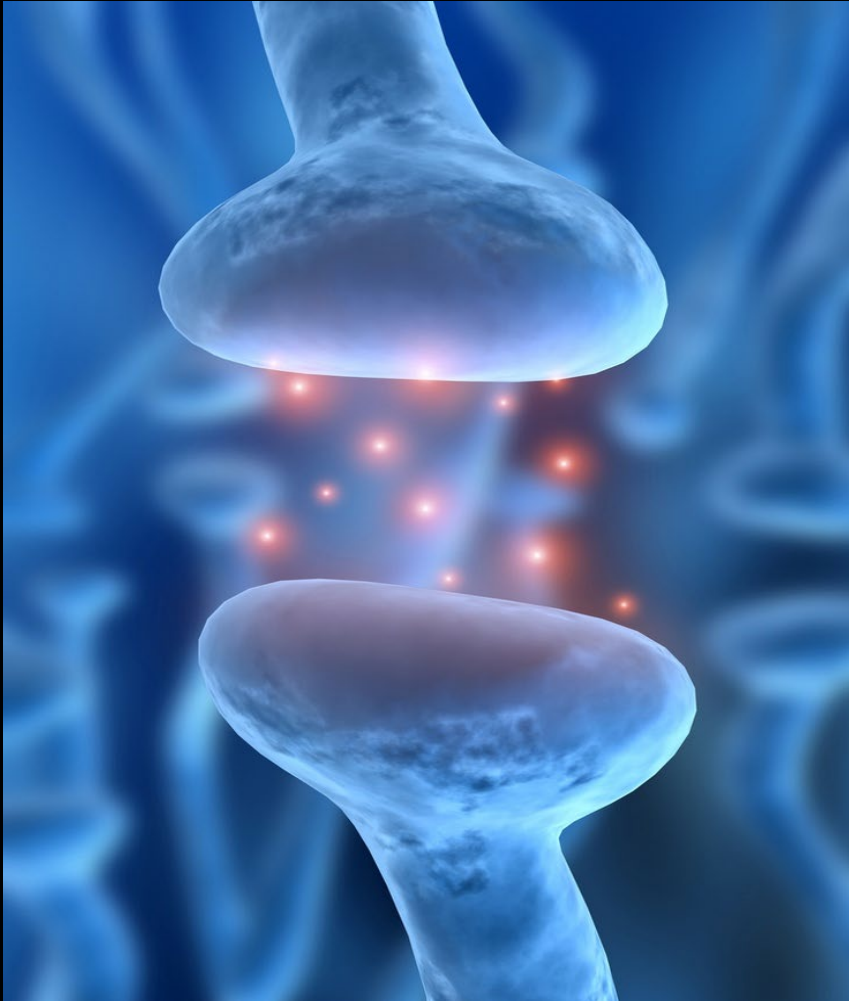


**Oxytocin &
Harmony**

**Trust /
Reciprocity**

**Empathy /
Respect**

**Morality/
Relations**



Serotonin:

Makes us 'feel important'.
To keep our serotonin level up, we have to recall our past successes, our happy moments, and show gratitude to people around us.

Making others feel successful and sharing their happy moments allows us to be "important" to them!

Human Relations



Dopamine:

The 'Feel Good' hormone keeps us energized and lets us enjoy what we really like.

People who only like talking about themselves show us pure neuro-science at work.

When they talk about themselves, their brain releases dopamine, and they want to continue doing that.

Human Relations

Western civilization, unfortunately,
does not link knowledge and
morality but rather,
it connects knowledge and
power and makes them
equivalent.

As history has shown, it does the
same with leadership.

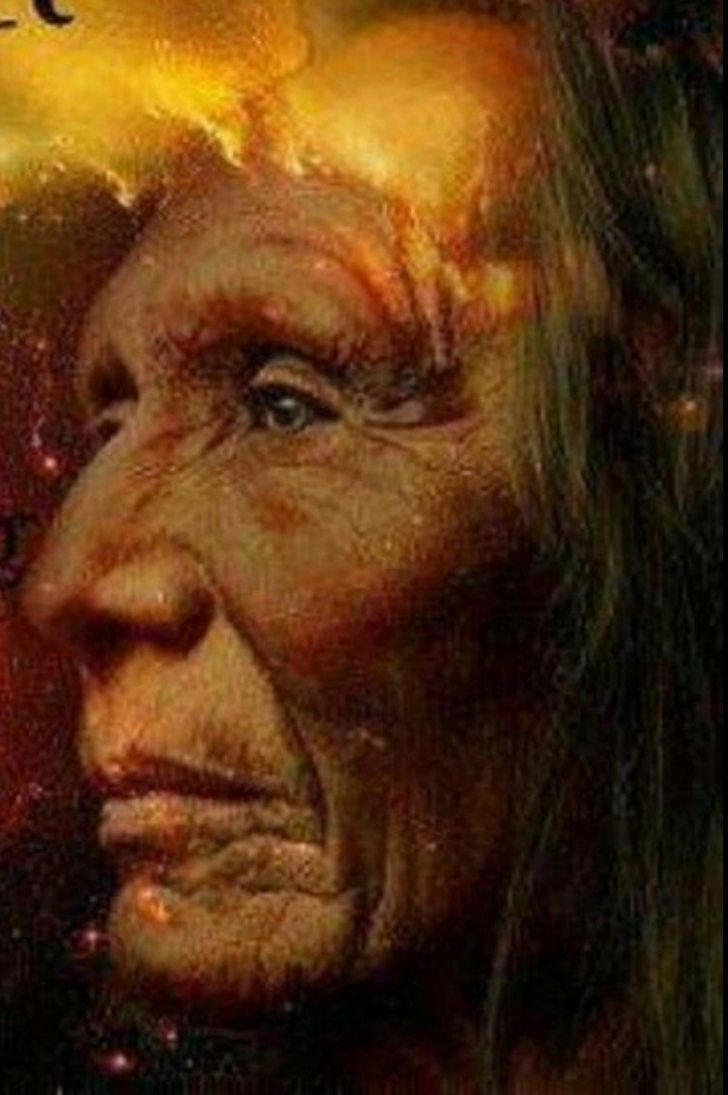
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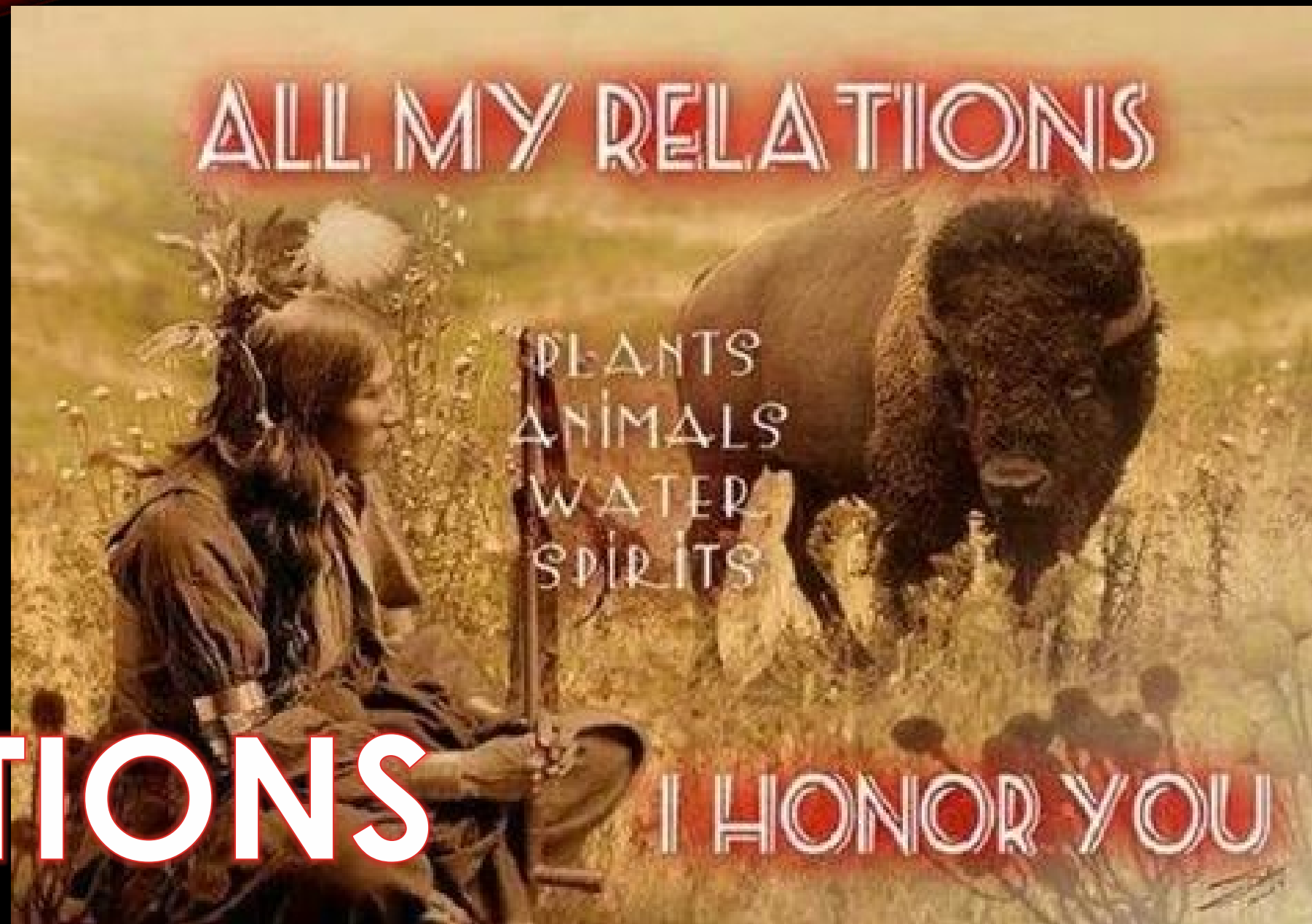


RESPECT

Respect

is not a
commodity.
Respect is a
way of being





RELATIONS

RECIPROCITY

.. is the Law of Nature!
It is also the highest law:
Don't take more than
you need. And give as
much as you get.
Understanding
'mutuality' is essential.



HARMONY



"The women are closest to the land - we need them to become our leaders. And as men, we are servants and protectors of Mother Earth. Only in this harmony will we find balance.

-Francois Paulette, Dene traditionalist

“We humans have the gifts of using mind, body, emotion, and spirit to understand the world and our relations, and we cannot claim to truly understand unless we learn to use all four.”

Dr. Gregory Cajete; “Look to the Mountain”



PROVIDE CONDITIONS WHERE LEARNING TAKES PLACE

How we lead today

1. **Sharing Information**
2. **Leader/Expert Driven**
3. **Start with what WE know**
4. **Content-Centric**
5. **Content is Static**
6. **Explanation by leader**
7. **Present-Demo-Practice-Feedback**
8. **Build on Leader's knowledge**
9. **Build Information Silos**
10. **Evaluation measures quantity**

How we should lead tomorrow

1. **Creating Meaning**
2. **Learner Driven**
3. **Start with what THEY know**
4. **Context-Centric**
5. **Context is Dynamic**
6. **Discovery by learner**
7. **Collect-Chose-Create-Commit**
8. **Build a Knowledge network**
9. **Build information networks**
10. **Testing measures quality**



“There is no such thing as
‘primitive’.
Western education has
traditionally conditioned
people to perceive indigenous
people this way to justify their
extinction.”

— Viola F. Cordova, “How it is”

THANK YOU
FOR YOUR
ATTENTION

TIME FOR Q&A

