



People Technology



A Deeper Understanding of Project and Program Management Leadership



Systems and Software Technology Conference 2010

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Tutorial Abstract

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- When we think about new technology we seldom consider technologies that help us understand human interaction in a more precise way.
 - Recent discoveries have helped us uncover the “disease” of self-deception (acting in ways contrary to what one knows is right), which tends to underlie all leadership problems in our projects and programs.
 - However well intentioned they may be, leaders who deceive themselves always end up undermining their own performance.
- In this interactive tutorial the key points of the text “Leadership and Self-Deception” will be highlighted to help us examine how we sometimes create our own problems, how we present falsehoods about who we think we are, and how these falsehoods limit us in our leadership and relationships with others in our projects and teams.
- We will discover new and insightful perspectives on how change occurs by examining the very root of change.

Tutorial Outline

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- Introduction
- Self-Deception
- Influence
 - Way of Being
- Losing Clarity
 - Self-Betrayal
 - Justification
 - Carry Boxes
- Teaming
 - Collusions
- Workplace Accountability
 - Directions at Work
 - Accountability Model



People Technology

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- **peo·ple** –*noun*

1. persons indefinitely or collectively; persons in general.
2. persons, whether men, women, or children, considered as numerable individuals forming a group.
3. human beings, as distinguished from animals or other beings.

- **tech·nol·o·gy** –*noun*

1. the branch of knowledge that deals with the creation and use of technical means and their interrelation with life, society, and the environment, drawing upon such subjects as industrial arts, engineering, applied science, and pure science.
2. the terminology of an art, science, etc.; technical nomenclature.
3. a technological process, invention, method, or the like.

- Exactly our subject today, with the emphasis in leadership
- Use examples in all aspects of life (home and work)

Discovery and Science

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- Background

- Desire to make sense of the logic
- Wrestled with the philosophical arguments that account for how self-deception happens
- Create ability to perceive and address matters deeper than the behavioral levels

- Our Journey

- Use a “language” and a series of diagrams
- Invitation to decide for yourself if the material is useful and to what extent it can be applied

Self-Deception and Influence

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Leadership and Self-Deception

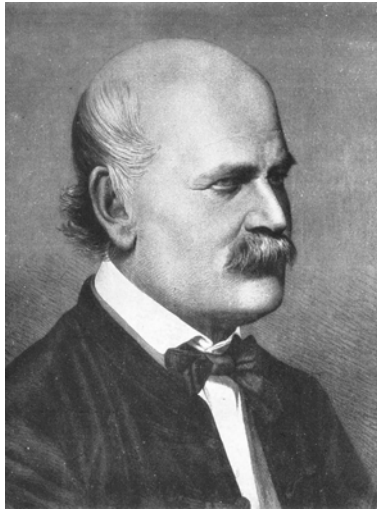
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- As long as the problem of not knowing one has a problem remains...so will all other problems.
- Self-deception...blinds us to the true cause of problems, and once blind, all the “solutions” we can think of will actually make matters worse.
- That’s why self-deception is so central to leadership—because leadership is about making matters better
- To the extent we are self-deceived, our leadership is undermined at every turn.

Source: *Leadership and Self-Deception*; 1st Ed., page viii

Story of Ignaz Semmelweis

8



With a new introduction by the authors
R. Codell Carter
Barbara R. Carter



Childbed Fever

A Scientific Biography of Ignaz Semmelweis



Self-Deception Paradox

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- People often create their own problems.
- People seem unaware that they are creating their problems.
- People resist solutions (readily)

Paradox:

People of Influence

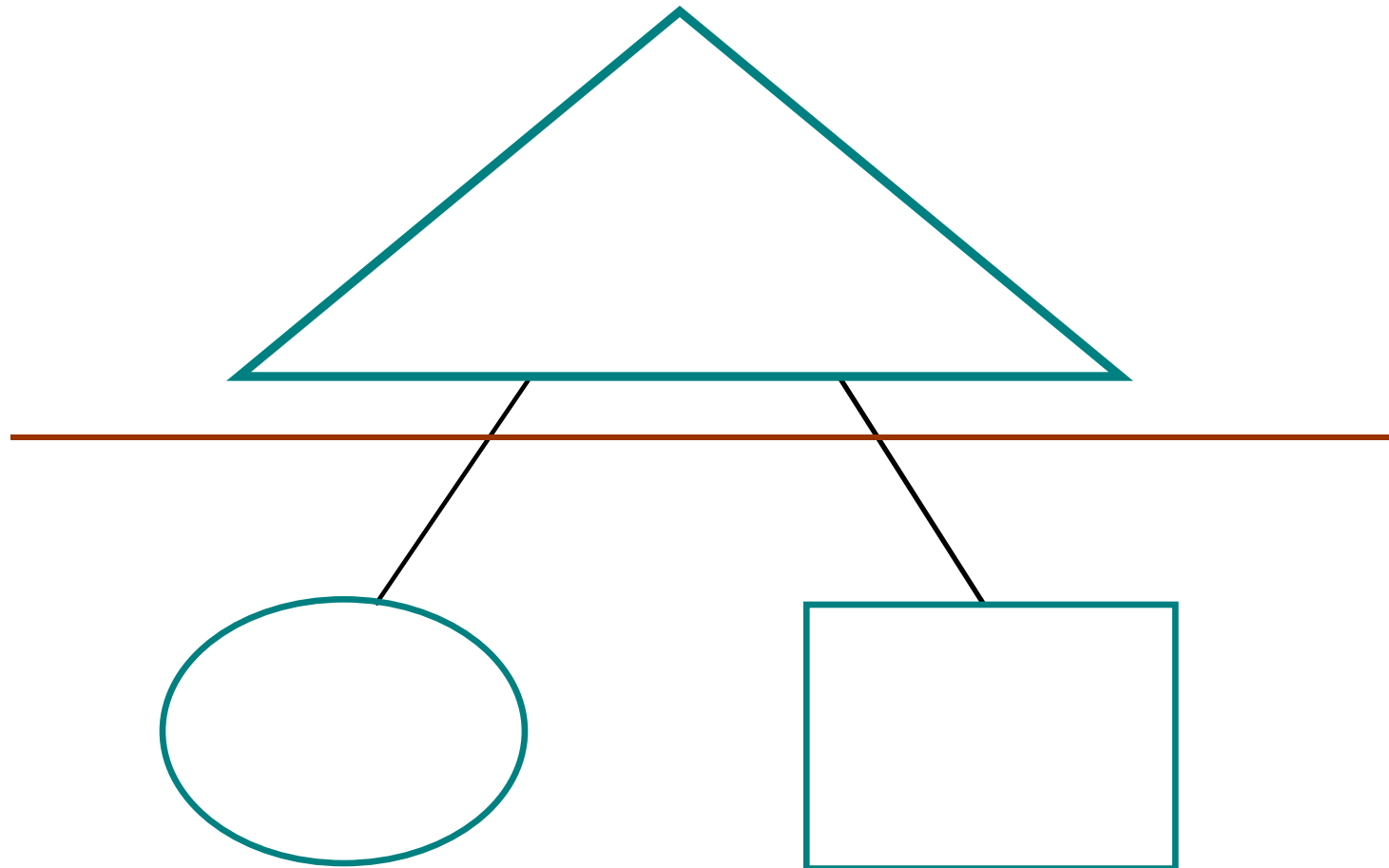
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Those I desire to influence:

Those who've influenced me:

Something Deeper

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Diagram—see *Leadership and Self-Deception*; 2nd Ed., page 36. Used by permission.

Influence

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*Whatever I “do” on the surface,
people respond to who I am being
when I am doing it.*

Way be being determines influence.

Source: *The Choice*, §§ 5, Arbinger Institute. Used by permission.

Kinds of Objects from with the “Box”

13

- What kind of influence am I likely to have on someone I’m seeing as:



Effects of Influence

14

My Influence (in the box)

My Influence (changed):

Losing Clarity

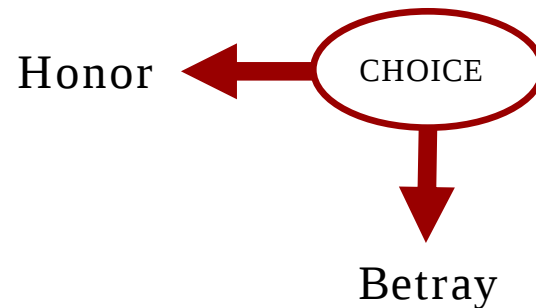
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Self-Betrayal and Way of Being

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Sense/Desire



How I started to see <i>myself</i>	How I started to see <i>the other</i>

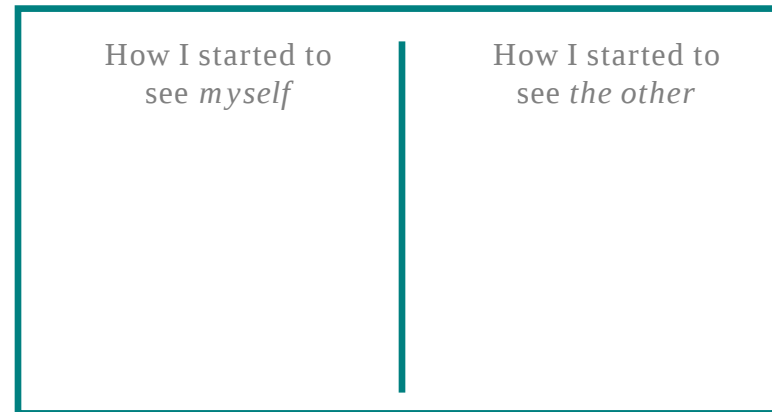
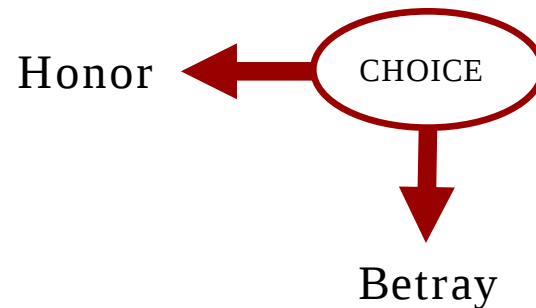
In self-betrayal, I feel }

Diagram—see
*Leadership and Self-
Deception*; 2nd Ed., page
81. Used by permission.

Self-Betrayal and Way of Being

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Sense/Desire



Diagram—see
*Leadership and Self-
Deception*; 2nd Ed., page
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*The way I moved from
Responsiveness to Resistance* }



Characteristic Ways

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Look Like

Sound Like

Feel Like

Self-justifying Characteristics

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*Betray myself and I present an image of myself.
The image is that I am the undeserving victim
of those I am blaming.*

*To betray myself is to portray myself. It is to
portray myself in ways that justify me.*

*Repeatedly justify myself in self-betrayal and
such self-justifying images become
characteristic of me.*

Source: *The Choice*, §§ 29, Arbinger Institute. (Used by permission.)

My Life...

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In my home and work lives, toward whom am I most in the box?

Home Life

Work Life

What kind of boxes are these?

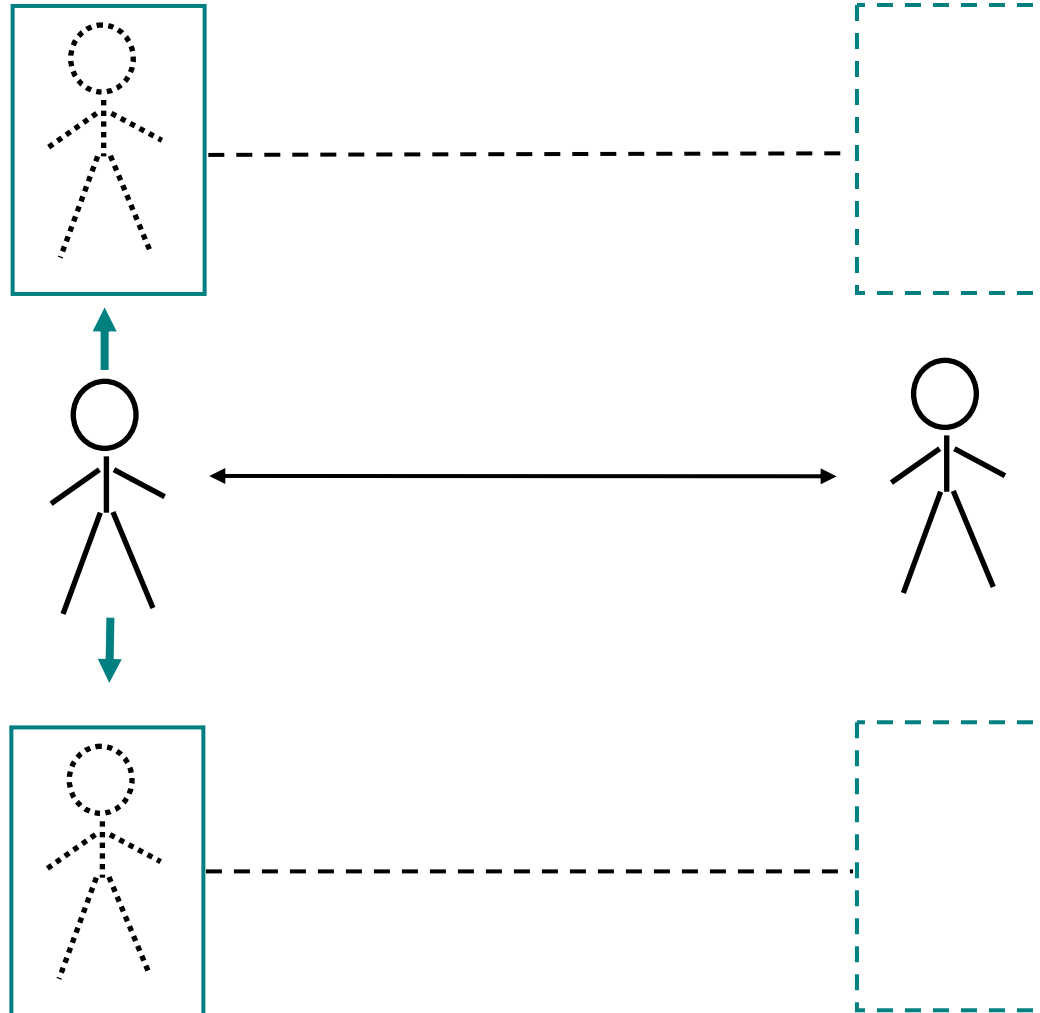


What Box(es) am I Carrying

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Organizational Boxes

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As an organization, what kinds of boxes do we tend towards (and in what contexts)?

What kinds of things happen because of these boxes?

We do



We fail to do

Key Points to Remember

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1. An act contrary to what I feel I should do for another is called an act of “self-betrayal”
2. When I betray myself, I begin to see the world in a way that justifies my self-betrayal.
3. When I see the world in a self-justifying way, my view of reality becomes distorted.
4. So—when I betray myself, I enter the box.
5. Over time, certain boxes become characteristic of me, and I carry them with me.
6. Be being in the box, I provoke others to be in the box.
7. In the box, we invite mutual mistreatment and obtain mutual justification. We collude in giving each other reason to stay in the box.

Source: *Leadership and Self-Deception*; 2nd Ed., page 105. Used by permission.

Teaming

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Teaming: Provocations of the Box

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Collusion: *When two or more people are mutually in the box towards each other*

Collusion

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3. I do

2. I see



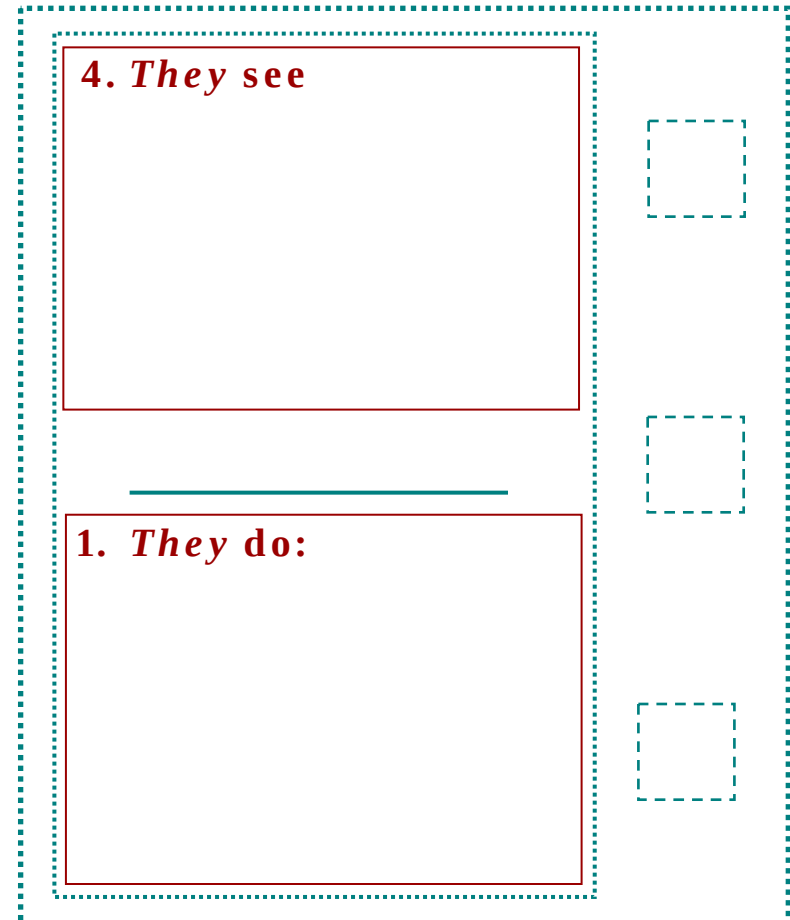
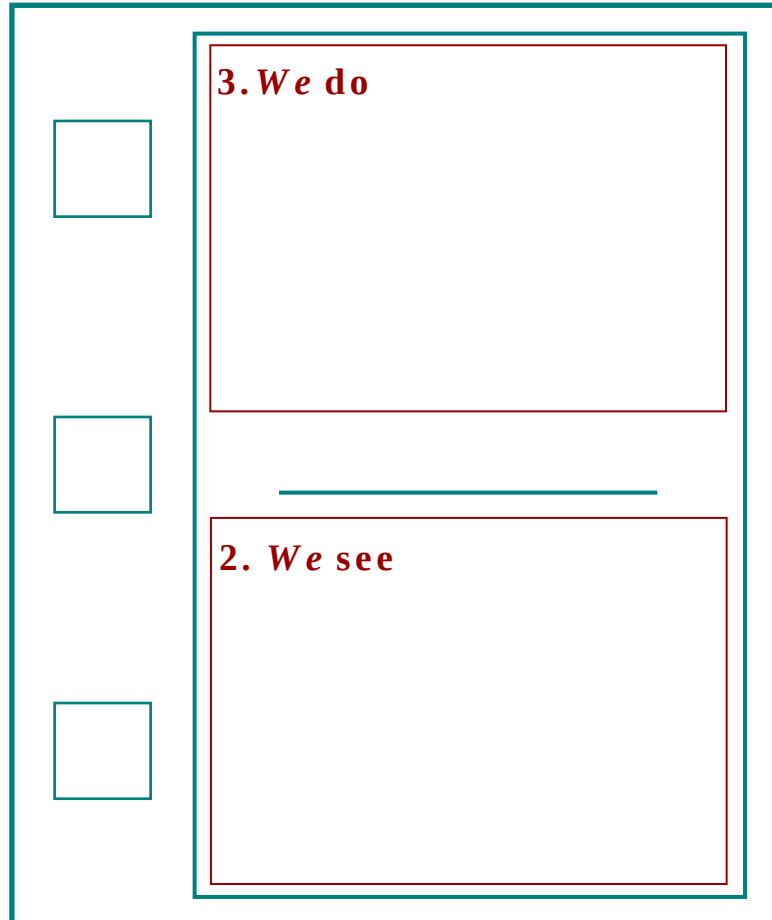
4. He sees

1. He does:

Diagram—see *Leadership and Self-Deception*; 2nd Ed., page 97. Used by permission.

Collusion—Expanded

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Diagram—see *Leadership and Self-Deception*; 2nd Ed., page 97. Used by permission.

Justification

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Consider the insanity:

*Betraying myself, I invite in others the very
behavior I say I hate in them.
And betraying themselves, they invite the very
behavior they say they hate in me.*

*We cooperate in condemning ourselves
to ongoing misery and woe.*

*But in such insanity I find advantage:
When others and I betray ourselves toward each other,
we provide each other with what we most
desire—justification.*

Source: *The Choice*, §§ 22-23, Arbinger Institute. (Used by permission.)

Workplace Accountability

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Working: In the Box

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Who is my focus?

What is my focus?

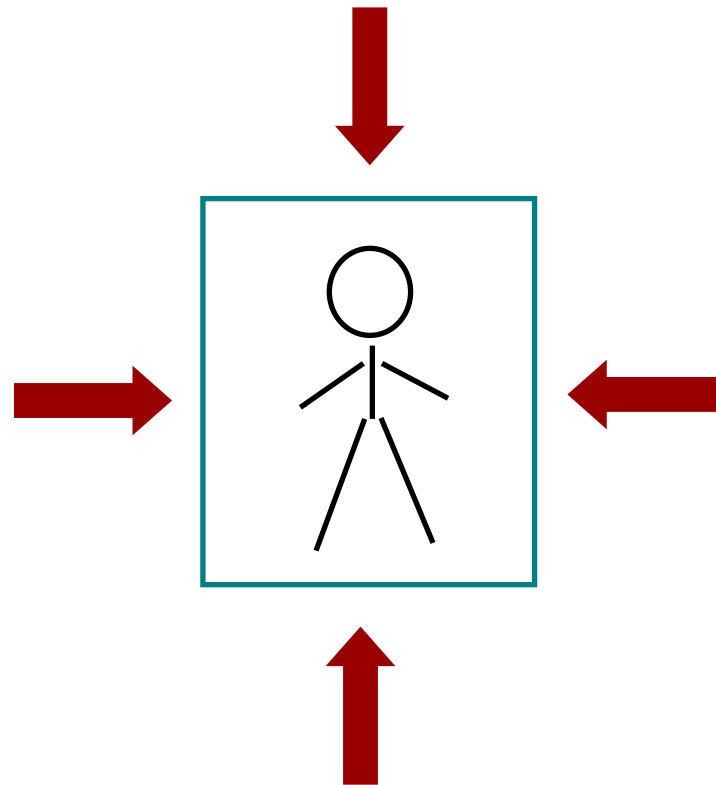


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Workplace: Projects and Program

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In my workplace, what boxes do I have (and carry) regarding:

Projects

Programs

Processes



Working: Out of the Box

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Who is my focus?

What is my focus?

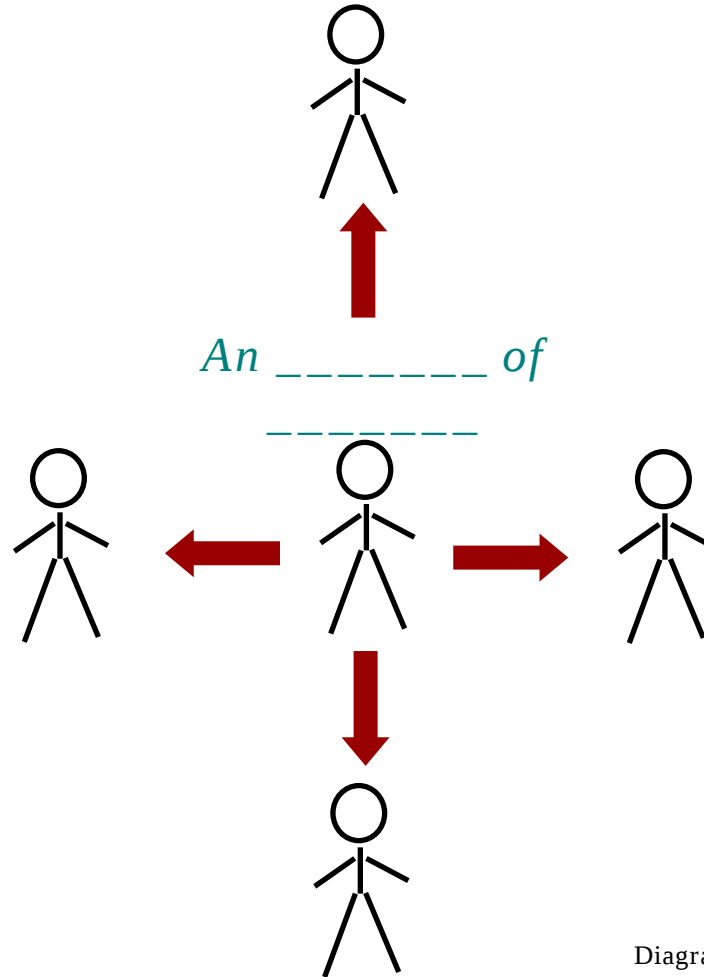


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Accountability Model

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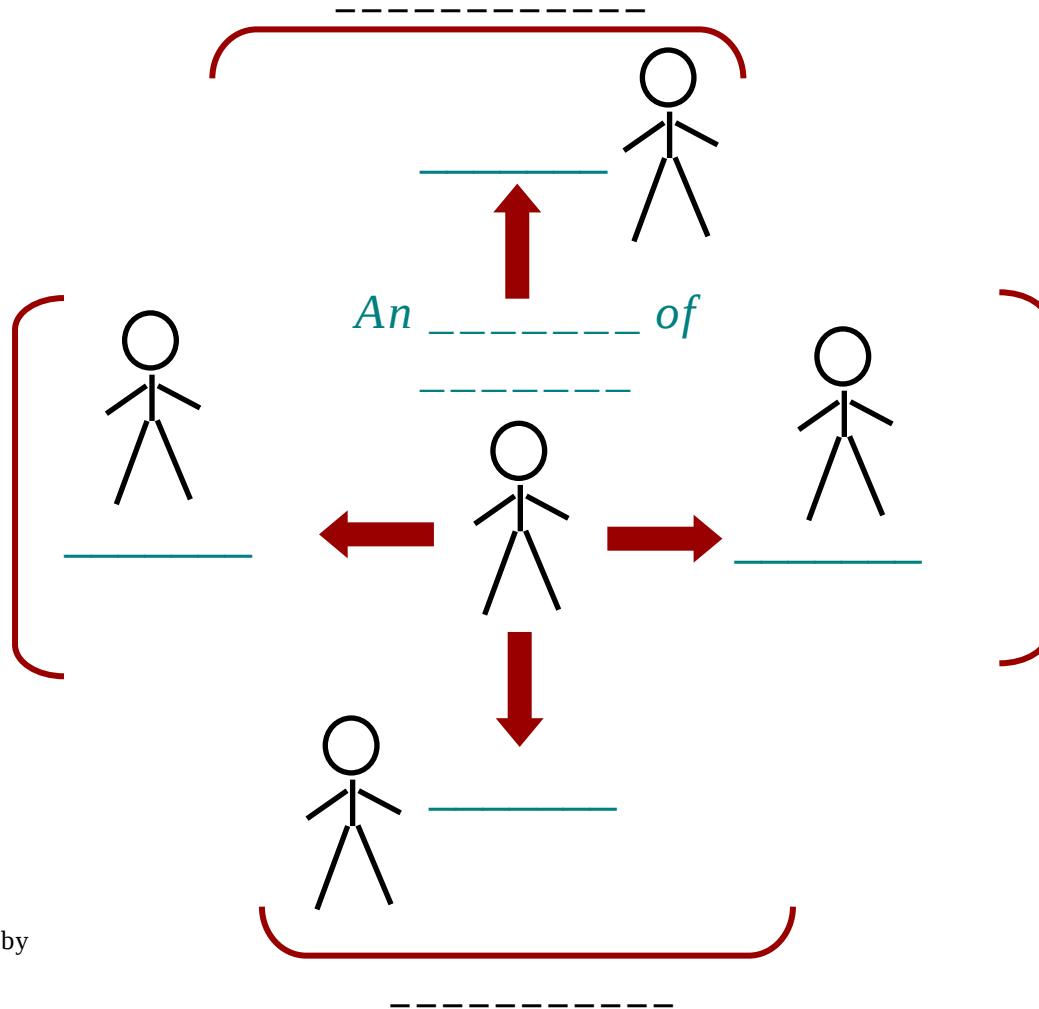


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Conclusion

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1. Within the box, the workplace and its people are self-deceived.
2. Workplace self-deceptions and justifications cost the organization valuable resources and rob the team and its people of grand opportunities.
3. Moving outside of the box, increased clarity begins.
4. Staying outside of the box, people and their accompanying resources are sustained and increase in value.
5. Out of the box processes, projects, programs, systems, and culture can be developed and grow to support desired results.
6. Out of the box Leaders can see people (and the organization that is composed of these people) with clarity and potential—their influence can be positively felt and their future unfettered.



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