SYNER VISION
The Leadership Foundation

UPDATES MARCH '23

IN THIS ISSUE

5 Leadership Myths That Kill Entrepreneurial Ventures

Leadership As Influence

Hugh Ballou

Starting and maintaining a profitable enterprise as an entrepreneur takes a lot of work, at best. However, research shows that 90% of businesses fail because of a lack of leadership skills.

Fortunately, leadership is a skill many people can learn. However, learning outstanding leadership means many must unlearn most of what we've previously been taught or observed.

Best practice for building and sustaining a profitable business is often a reverse paradigm from what business schools and prevailing leadership experts teach.

Leadership best practice, from my perspective, requires the same skills a conductor uses to build the high-performance cultures we call "ensembles" in the musical world. "Ensembles," in the non-music context, are high-synergy teams.

These teams develop only with the intentionality of the leader. Entrepreneurs who operate as a "solopreneur" might not perceive synergistic teams as important. Wrong! You have a team if you are talking to at least one other person, such as a salesperson, consultant, alliance or venture partner, advisor, or board member.

Entrepreneurs need to surround themselves with capable people. It is also essential to learn from other businesses you admire. Being an entrepreneur is a choice to stay out of corporate systems, so why do things the same way as a company you don't want to work for?
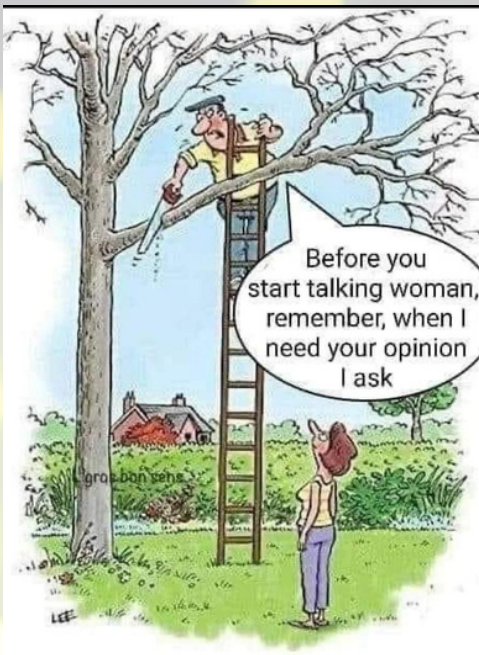
Team effectiveness starts with the leader and branches from there. First, you equip yourself; then you empower others. With this in mind, here are the 5 top leadership myths that kill entrepreneurial ventures:

Before you start talking woman, remember, when I need your opinion I ask

On the Lighter Side

When I die, I'm going to leave everthing to you

You already do that

I think my wife has started to show the first signs of Alzheimer's...
She said she can't remember what she ever saw in me!
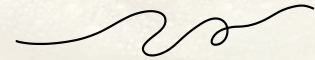
At the age of 92 my grandma started walking 6km every day. She is now 95 and we have no idea where the hell she is.

A recent study has shown that women who carry a little extra weight live longer than the men who mention it.

Love may be blind but marriage is a complete eye opener.

One big difference between men and women is that when women say "smell this", it usually smells nice.

A NOTE FROM THE PUBLISHER

 March is one of those that is flush with things to remember. There is St. Patrick's Day, where everyone on the planet can be Irish for the day.

The question is, do you wish to be Irish, even for one day? It's a more challenging question than one can contemplate.

Ireland has an ancient past, yet its history is sprinkled with invasion and warfare, political strife, and a unique flare for celebratory travel and entertainment.

Not to be outdone, but March 8th is International Woman's Day. The "softer side of humanity," as some put it, don't be fooled. There are many women who have rocked the world where no man fears to tread.

Beware the Ides of March was a warning disregarded by one of Rome's most genius military leaders - March 15th *Et Tu Brute?*

Each year in the USA, basketball is a BIG DEAL. March Madness is an annual tournament to see who's the best team in the NCAA. *Go Gators!*

Last but not least, celebrate National Plaid Shirt Month - are you kidding?

People have asked me in the past," *which is the best day of the month to wear plaid?*" My answer has always been **"the days when you are too sick to get out of bed."**

But that's just me.
D2
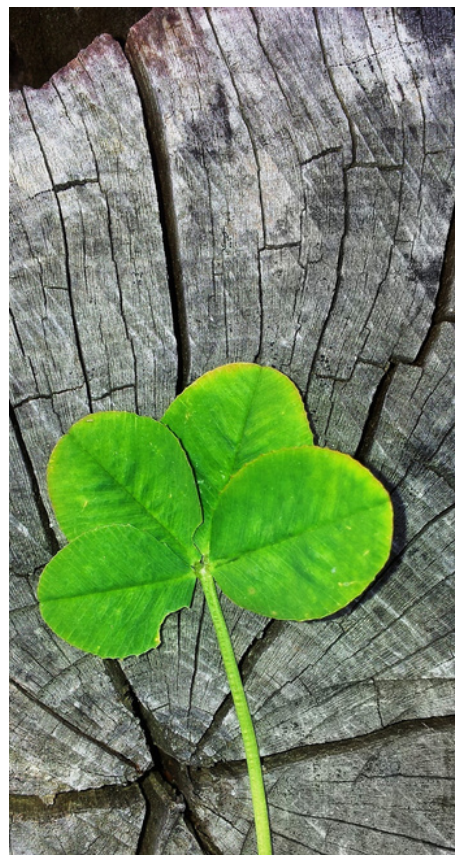
A Series of Poems

by

Dr. Janet Warfield

MOMENTS

A cardinal trills
Its welcoming reveille
Through stillness of mind.

Rose-shadow flattened on wall
Without color or depth,
Mirrors shadows of people
Fearing self-knowledge.

INGRATITUDE

Gluttonous seagulls
Squabble and brawl, rejecting
The bounty of earth.

Tears dampen my cheek,
Washing the pain from my soul.
Refreshing shower.

RELATIONSHIPS

Surfer entwined in
Wave's arm. Lovers test and tease
'Til both expire.

Cat, tensing, twitching,
Focused on innocent prey,
Soon to awaken.

Marriage: created
By relationship of soul,
Not by church or state.

DESTINY

Focusing on ends and future fantasies,
Man misses means, and
Loses both process and destiny.

Monsters created
Through machinations of mind
Self destruct. Let go.

Terror and trembling
Body's rebellion against
Mind-rigid commands.

Mind forms false idols,
Creating separation.
Analysis splits.

God includes devil.
Good encompasses evil.
Only mind divides.

Mind, logical tool,
Analyzes, deduces
From faith in premise.

Words twist and distort
The perfect imperfection.
Wholeness divided.

DEATH

Body stretched forward
A seagull raucously mourns
The summer's demise.

REBIRTH

Do not mourn death, for
Without it, you could not grow
To your fullest height.

Mourn death. Then transform
The energy of your grief
To new creation.

ETERNITY

Whitecaps skimming o'er flattened sea,
Seek destiny on distant shores,
Rushing to death and reimmersion
Into flattened sea.

Life spirit, infinite energy
Incarnating in myriad forms,
Dies, rebirths, and
Endlessly transforms
Into new creation.

How People Unintentionally Escalate Conflict in Your Nonprofit

What to do when you have had enough of the Corporate BS

Publishing Your Expertise and Inspiring Story to Create Abundance and Hope:

Assessing and Intentionally Developing High Levels of Trusted Leadership

Missed Any Episodes?

The Nonprofit Exchange

Leadership Tools & Strategies

CHANGE - THE ONLY CONSTANT

My grandfather Peter Dunworth had a saying for just about everything. I share a lot of them in the books I've written. He's the best mentor I've ever had. I rely on his shared wisdom daily. He never fails to bring a smile to my face.

Grampa only had a 3rd grade education; he went to work to support his mother and brothers. As an adult, he lost two children to Scarlet Fever, and also had to break up the family during the Great Depression. He walked the train tracks to pick up chunks of coal that had fallen from passing trains to heat the small apartment. But he never considered anything other than hard work to support the family. And his in-his-head math skills were phenomenal. Scary Good.

He was hired by the government in 1942 to build the largest wartime manufacturing plant - The Dodge Plant as Director of logistics. They build the B-29 Superfortress Engines. Having lived through the Great Depression and having to break up his family (and losing two children to Scarlet Fever) he always wore a grin and maintained a positive attitude. His laugh was infectious. He's My Hero!!!

"There's gonna be lotsa days when all your choices will be not-so-good. Make the best of whatever situation you're facing. You'll have decisions to make. You can choose the best of the worst, or the worst of the best; just stick to it."

1. I Must Be in Command: Having been an entrepreneur all my life, I am sure I have made all mistakes possible. I call these mistakes "learning opportunities." In one business, my staff presented me with a BOSS card. It was great until I turned it over to read the meaning on the other side. Translated, BOSS backward is Double S.O.B.! I did what I had been taught and what I observed in other leaders–be the BOSS and have all the answers. A BOSS is an autocratic leader. It's about them. It's a one-way process. Today I know the leader doesn't necessarily have all the answers—rather, an effective leader has good questions. Tip: Be the Transformational Leader who defines the vision, empowers others to fulfill that vision, coaches others to a higher level of functioning, and models what it is you want others to do.

2. Always be Right: You don't know everything, so why claim to be right? Leadership is about defining our personal gaps. Inventory your skills and score them from 1 to 10, with 10 being the highest. Every skill below 5 should be delegated to leaders on the team. Given the fact that there are gaps in skills, there are most likely gaps in perspective, knowledge, and strategy. Being right means others have to be wrong. Focus on developing leaders on teams and coach them on being right. TIP: Ditch the ego. Healthy self-esteem means that others get to shine at times. Ultimately, the leader gets credit for a healthy organization achieving goals. Listening is a primary leadership skill.

3. Improper Language or Behavior: Certainly, you are an entrepreneur because you want to do things your way. That's why you don't want to work for a major corporation. In doing so, however, you mustn't repeat the bad habits you observed in traditional corporations. As an entrepreneur, you can develop a better culture and business model than the ones you've observed. It requires different thinking. Thinking and acting differently doesn't mean you can do or say what you please without a filter. Organizations expect a leader to have high standards. The leader (that's you) is the most significant influence within the business. This means there are consequences to using language and behavior in a manner inconsistent with the image a leader of this stature represents. A Transformational leader models what is expected of the rest of the team. Tip: Set good boundaries and have an accountability partner who will always speak the truth to you in a context of respect and love.

4. Pretend to Know What You are Doing Even If You Don't Know: Ignorance is bliss – or not! The leader who pretends to know everything becomes a target for others to prove otherwise. Following the theme of #2 above, leaders should gain not only skills but should work on gaining knowledge as well. An effective leader can coalesce the group's best thinking and make better decisions based on all available facts.

Ireland's patron saint, Saint Patrick, is said to have explained the Christian Holy Trinity to the people of Ireland using Shamrock's three leaves as a metaphor.

This metaphor is a beautiful example of how the Irish worldview is centered on the natural environment. However, in light of this timeline, using the Shamrock as an emblem of Irish identity is a relatively recent phenomenon.

Centuries after the legend of Saint Patrick, the Shamrock took on meaning as an emblem in the political struggle of the Irish people. But let's not blur its original intent. The Trinity makes for much better symbolism.

They can reframe the negative energy from disagreement into creative tools for innovative thinking. Tip: Develop skills for framing a goal or stating a problem and allowing the team to create data for decisions. A strong leader always holds authority and uses power wisely, encouraging creative thinking and cross-disciplinary functioning. It's not about you – it's about the vision.

5. Delegation is a Weakness of Leadership: Delegation is a sign of strong leadership. Autocratic leaders become a bottleneck for decisions and processes. When the leader must make all decisions, there is a limit to how much the team or organization can do. The Charismatic or Autocratic Leadership model needs to be more scalable. At the opposite end of the spectrum is Transformational Leadership. Companies are successful under each leadership style, but I favor Transformational Leadership because it is scalable and about the vision. Traits of this leadership style include clarity of vision, the ability to build and equip leaders on

teams, support and encourage others, providing information and coaching, and modeling what you preach. Tip: Become a more serious student of leadership and never stop learning. Transform yourself first and then transform the organization by transforming the culture. Know that changing others in any group's emotional system is accomplished by changing yourself.

Are you ready to go to the next step? As you study these myths, I suggest you share your personal and organizational goals with at least three people you respect and with whom you have a valued connection. Check with them every 30 days to let them know how things are progressing. Being accountable to others is frightening at first until you realize that the people you are accountable to are the people who will bring the highest value to you because they understand where you're going.

But most importantly, for your venture's success, you raise the ceiling when you hit the leadership lid!

> *Employees experiencing at least one mental-health challenge are four times more likely to say they intend to leave their organization.*

The Best Way to Boost Workers' Mental Health Is to Give Them Good Managers

To improve workers' health, research shows, companies need to support "transformational" leaders and weed out "destructive" actors, not just tout wellness programs

·By Daisy Grewal on February 13, 2023

Workers are not doing well. Around the globe, employees report rising rates of burnout despite efforts by many organizations to add programs and resources such as counseling, more paid time off, and even free access to meditation apps.

The ongoing distress may be because none of these steps directly address one of the biggest impacts on your well-being: your manager. Now a study pinpoints the specific leadership styles that make the largest difference. It also revealed that increasing positive management tactics may be every bit as important as minimizing bad leadership.

This research, published in the Journal of Leadership & Organizational Studies, outlines findings from an analysis of 53 studies that tested how leadership style affects employee mental health. By analyzing results across studies, this meta-analysis provides much stronger evidence than any single investigation on its own. Previous research had established the link between leadership style and mental health, but this new effort goes further: it is the first to explain which styles make the biggest difference. The researchers looked at both the positive impact of helpful styles and the negative effects of unhelpful ones.

The scientists compared seven distinct leadership styles. Among the most common is transactional, in which bosses focus on consistently rewarding and punishing people based on performance. Another frequent style is laissez-faire, where managers largely leave employees to their own devices. Of the seven styles, the analysis found that two had the most significant effects on employee well-being: transformational and destructive.

Managers who adopted a transformational leadership style had the biggest positive impact on their employees' mental health. First defined in the early 1970s, transformational leaders inspire others by painting a vision, encouraging team members to engage in creative thinking and tailoring their approach to the individual needs of each employee. This style had far and away the most positive results, as measured by employee reports of their own well-being. It even beat out the leader-member exchange approach, in which the manager and employee have a tight-knit relationship, and the relationship- and task-oriented leadership styles, which emphasize supportiveness and efficiency respectively.

NCAA MARCH MADNESS

2023 DATES	ROUND	CITY, STATE	VENUE
March 14-15	First Four	Dayton, OH	UD Arena
March 16 & 18	First/Second Rounds	Birmingham, AL	Legacy Arena
March 16 & 18	First/Second Rounds	Des Moines, IA	Wells Fargo Arena
March 16 & 18	First/Second Rounds	Orlando, FL	Amway Center
March 16 & 18	First/Second Rounds	Sacramento, CA	Golden 1 Center
March 17 & 19	First/Second Rounds	Albany, NY	MVP Arena
March 17 & 19	First/Second Rounds	Columbus, OH	Nationwide Arena
March 17 & 19	First/Second Rounds	Denver, CO	Ball Arena
March 17 & 19	First/Second Rounds	Greensboro, NC	Greensboro Coliseum
March 23 & 25	West Regional	Las Vegas, NV	T-Mobile Arena
March 23 & 25	East Regional	New York, NY	Madison Square Garden
March 24 & 26	Midwest Regional	Kansas City, MO	T-Mobile Center
March 24 & 26	South Regional	Louisville, KY	KFC Yum! Center
April 1 & 3	Final Four	Houston, TX	NRG Stadium

March Madness: Future sites, dates

Here are the future sites for the NCAA Division I men's basketball Final Four:

FINAL FOUR DATES	CITY, REGION	FACILITY	HOST
April 1 and 3, 2023	Houston	NRG Stadium	Rice University, University of Ho... Houston Baptist University, Tex...
April 6 and 8, 2024	Phoenix	State Farm Stadium	Arizona State University
April 5 and 7, 2025	San Antonio	Alamodome	University of Texas at San Anto...
April 4 and 6, 2026	Indianapolis	Lucas Oil Stadium	Horizon League, IUPUI
April 3 and 5, 2027	Detroit	Ford Field	Michigan State University
April 1 and 3, 2028	Las Vegas	Allegiant Stadium	UNLV
March 31 and April 2, 2029	Indianapolis	Lucas Oil Stadium	Horizon League, IUPUI
April 6 and 8, 2030	North Texas	AT&T Stadium	Big 12 Conference

MARCH IS INTERNATIONAL WOMEN'S MONTH

Republished from Good Housekeeping Magazine

BY SELENA BARRIENTOS AND KATARINA AVENDAÑOUP DATED: FEB 6, 2023

Any day of the year makes for a perfect opportunity to support and celebrate the women in your life. However, March 8th marks a very important day: International Women's Day! This global holiday recognizes women's incredible achievements, raises awareness and encourages others to advocate for gender equality.

It was in the early 1900s when women started to hold marches and campaign for change. One of the first marches was held in New York City when 15,000 women flooded the streets and advocated for better pay, working conditions, and voting rights.

From then on, National Women's Day was established in 1909, which later became celebrated in other parts of the world and became known as International Women's Day in 1911. Eventually, the International Women's Day online platform emerged in 2001 and sparked even more interest and opportunity for involvement. This platform continues to raise awareness to this day by introducing annual campaigns, which have included #BreakTheBias, #TheGenderAgenda, #EachForEqual and several more. This year's 2023 campaign is #EmbraceEquity which focuses on creating a more inclusive world, challenging stereotypes and addressing discrimination.

If you are wanting to participate and celebrate IWD, there are plenty of ways to jump into action. You can attend a virtual event, fundraise for a female-focused charity or post to social media with one of these inspiring International Women's Day quotes. From female leaders like Malala Yousafzai to Maya Angelou and more, we have plenty of inspiring messages and empowering quotes from women empowering quotes from women that we have in our list. So go ahead and peruse through these courageous messages, you'll be reminded of what you are capable of!

ChatGPT: The Pros & Cons of AI-Generated Content

There is a new communications tool on the market, and its name is ChatGPT. The web-based OpenAI platform debuted in November '22 and is the hype of all hyped solutions across the entire internet. Many see it as the panacea for content creation. Most lazy marketers pray that the cure for market-to-message content solutions will cause their ideal audiences to hunt them down like untold mysticism.

Bloggers, email marketers, long-form copy demands, and every other type of marketing communications entrepreneur have their fingers and toes crossed for this to be the tool that saves their bacon. Sorry to disappoint.

What is ChatGPT and Why Should I care?

ChatGPT is a deep-learning language model generating remarkable human-like text. *Generate Pre-Trained Transformer* is on the bleeding edge of artificial intelligence that can draw from more than 45 terabytes of data that has been harvested and categorized into an innumerable amount of variables in speech into just about every primary language on the planet. The transformer architecture generates linguistically similar text in written form in ways the average human might have created.

There's a lot to say about the uses of AI, especially in a world craving relevant content. Because of the immense amount of dataChatGPT has already pre-trained upon, the output returned from a query would typically be longer in word count than expected, as it does its best to deliver on the request entirely. That's both a good thing and a not-so-good thing. Even though the output is the desired language, the context selected may or may not be suitable for specific use. Therefore, you'll still need to review and adjust for a relative end result.

ChatGPT

One of the pluses of its use is that it is constantly learning from any adjustments or refining of the queries and feedback it receives. Over time we should witness a robust application that can replicate not only the content but the context, style, tone, and expressions of the user.

THE PROS & CONS OF CHAT GPT

PROS

- It can quickly produce raw draft copy
- There is no sort of copy it can create
- With practice, original copy can be improved upon
- A good tool for ideation
- Creates detailed tables of content, glossaries, agendas, and outlines
- Amazing timesaver for creatives
- Can create captions and descriptions of images
- Can produce quizzes and gamification
- With the right inputs, can build predictive analytics
- Can be trained with hypothetical case studies for outcomes

CONS

- Draws on information from the past- unoriginal

Context is often missing in outputs

- Can produce factually incorrect information
- Provides a false sense of quality
- Lacks ability to mirror style, tone, personality modeling
- Can ultimately supplant the creative process
- There will still be a need for editorial review at a minimum

Closing Thoughts

There is no doubt that the future is bright for content creation, ideation, and speed of production. But at what cost? Yes, even in its insipient stage of performance capabilities, it is impressive but to what end? Where is the process of independent thought headed? Can ChatGPT create a murder mystery based on true events? Maybe so, but where do the lines blur between actual vs imaginable? Or is it for more general use?

In this beta state of affairs, there are more questions than appear to be concrete answers. but that is to be expected, I guess.

The fear of job displacement is a real one, as technology replaces the human being in so many aspects of life. When robotics first made their way onto the auto production lines, fear of loss became a reality. Time will tell how AI content generation will affect the working lies of creative writers.

BEWARE THE IDES OF MARCH

Courtesy Wikipedia

You've probably heard the soothsayer's warning to Julius Caesar in William Shakespeare's play of the same name: "Beware the Ides of March." Not only did Shakespeare's words stick, they branded the phrase—and the date, March 15—with a dark and gloomy connotation. It's likely that many people who use the phrase today don't know its true origin. In fact, just about every pop culture reference to the Ides—save for those appearing in actual history-based books, movies or television specials—makes it seem like the day itself is cursed.

But the Ides of March actually has a non-threatening history. Kalends, Nones and Ides were ancient markers used to reference dates in relation to lunar phases. Ides simply referred to the first new moon of a given month, which usually fell between the 13th and 15th. In fact, the Ides of March once signified the new year, which meant celebrations and rejoicing.

The Ides of March Return

Idus Martiae
by David J Dunworth

No, not the band from the late 1960's,the Ides (15th of the month), were dedicated to Jupiter, the highest deity at the time.

Although, in reality, the first new moon fell on it in 44B.C. According to the Roman Calendar, the 15th of March was the day for settling debts (did the IRS get this wrong? New moons occur only a few times a year on the 15th of the month, March being one of them.

According to some historians, Caesar had been warned by a soothsayer on his way to the theater earlier in the day to "beware the Ides of March", to which Caesar responded, "the Idea have come." Caesar had been meeting with reluctance and objection to some of his dictates, where he wished for a more "dictatorial" governance.

Later that evening at the Senate as many as 60 conspirators led by Brutus and Cassius stabbed him to death, marshalling a Civil War and the turning point for the Roman Empire.

Beware the Ides

Doing Less Gets More Done

by Hugh Ballou

I constantly hear from leaders that they need to do more. I responded by asking how they contributed to the situation. The first response to that question is a puzzled look. It is a revelation that we cause problems as leaders. It is a very sobering fact that we set up problems.

Many of those problems are set up by the leader's over-activity – talking too much, over-functioning, defining all the solutions, and telling others what to do. We have learned from others that these are things leaders do. We have been taught the wrong things.

I specialize in reverse paradigms. John Heider (quoted above) talks about reverse polarities in his book. Here are some reverse strategies to consider:

Talk less and listen more – Over-talking is easy to do. After all, the leader owns the vision and knows more than anyone else, right? Wrong! Once, a leader said to me that they were always right. I responded, suggesting that it was more important that the team members be right. Too much talking is a sign that the leader is anxious and blocks input from others with the right ideas. Observing and listening are primary leadership skills. Doing less and getting more done is empowered by not talking and listening more.

Ask good questions and listen to the answers – Many leaders believe they must have all the answers. I am afraid I have to disagree. Leaders must ask good questions. That is the first part.

The second part is to listen carefully to the answers. What you can learn by listening is incredible if you take away the need to be correct and respond to those answers. Listen. Leave some silence. Then respond, if appropriate. Doing less and getting more done is empowered with good questions and intentional listening.

Observe and respond – Leaders listen to the words of others. Watching how people respond is very informative. Research tells us that only 7% of communication is in words. Observe what is happening and observe how things happen. The musical conductor guides the music-making and does not make the music. Reacting is a negative energy. Responding comes with discernment. Watch, think, listen, and then respond. Many times a response is not necessary. Having good people and getting out of their way is a good leadership skill. Doing less and getting more done chiefly happens when the leader observes.

Function less and empower others to function more – Over-functioning is a leadership disease. More leaders have it than not. The reciprocity to over-functioning is under-functioning. The musical conductor draws out the music from the ensemble. Leaders let others function. Doing things for others, making all the decisions, planning all the action steps, and telling others how to think, bring negative energy and animosity—doing less and getting more done means doing less. Really!

Coach others to solve problems – This is the same theme. Do not solve the problems. Ask others what they would do to solve the problem. Inquiring about their approach is not giving up leadership authority. Doing so is inviting others to think. This permits team members to participate. Micromanaging is telling others how to do things. Coaching is leading others in learning how to do things better - including learning to solve problems. If the leader solves all the problems, the team depends on the leader. Influential leaders lead others into higher functioning. Coaching others to be better leaders facilitates doing less and getting more done.

A good routine for leaders is daily assessment. Schedule a time at the end of each day to reflect on the day's activities. Take notes on what went well and what needs changing. Learn from yourself. If others are not producing up to expectations, look in the mirror and see what to change about yourself. Organizational transformation begins with the leader's transformation.

IMAGE CREDIT: HARVARD BUSINESS REVIEW

The Hidden Toll of Microstress

Small, difficult moments can zap your performance. Here's how to restore your well-being.

by Rob Cross and Karen Dillon

February 07, 2023

Summary.

Microstresses are small moments of stress that seem manageable on their own — think a vague, worrying text from your teen flashing on your phone while you're in a meeting, the appearance of a colleague who always wants to vent to you, or having to tell your team that the project you've all been grinding out extra hours on is no longer a priority. But these microstresses aren't as harmless as they seem. Because they're so small and brief, they don't trigger the normal stress response in our brains to help us cope; instead, microstress embeds itself in our minds and accrues over time. The long-term impact of this buildup is debilitating: It saps our energy, damages our physical and emotional health, and contributes to a decline in our overall well-being. But once you understand the science behind microstress and where it comes from, you can fight back. Fresh research will teach you how to recognize and manage microstress' most common forms.

For the in-depth article please go to:

https://hbr.org/2023/02/the-hidden-toll-of-microstress?

"At dawn, when you have trouble getting out of bed, tell yourself: "I have to go to work — as a human being. What do I have to complain of, if I'm going to do what I was born for — the things I was brought into the world to do? Or is this what I was created for? To huddle under the blankets and stay warm?"

-MARCUS AURELIUS

Reverse Paradigms, Responding vs. Reacting
by Hugh Ballou

We want to identify and solve problems instantly when, in fact, we are still determining what the problem really is.

Our reaction is to solve problems and move ahead rather than creating a response process.
Responding is a thinking state while reacting is an emotional state.
Making emotional decisions is the default of an ineffective leader.
Making thoughtful decisions is the decision of an effective leader.
As responsible leaders, we get to choose.

What's your choice?

Yes, there is a difference. It's been said that the difference between reacting and responding is about 10 seconds. Our normal animal behavior is to react to defend ourselves. The learned response is from our developed cortex brain. We must learn to override our instincts to react by thoughtful and intentional strategies for responding to whatever comment or situation has prompted our attention. Reacting is following another person's lead; it's not leading. Taking charge of the situation is leading. The leader defines the culture, the terms of engagement, and the anxiety level by their thinking. Reacting is typically not a thinking interaction. Leaders often make a situation worse by reacting.

Reacting

- Reptilian Brain
- Emotional
- Defensive
- Instinct
- Conditioned
- Immediate
- Irresponsible
- Walls
- Fear-Based
- Victim Mentality
- Competitive
- Avoidance
- Wounded

Good Managers

On the flip side, the researchers also found that destructive leadership styles, where bosses engage in aggressive and hostile behavior, have the largest negative impact on employee mental health. While anyone who has worked for a difficult manager won't find that surprising, the analysis still held a twist. In many psychological studies, scientists have found that "bad is stronger than good" in most people's mind. People generally expect that a truly awful boss is far more detrimental than an inspirational leader can be beneficial. The researchers therefore anticipated that the negative effects of a bad leader would be substantially greater than the positive effects of a good one. Instead they found that transformational leadership was just as powerful in explaining positive mental health outcomes as destructive leadership was in explaining negative outcomes.

This has powerful implications. It means that making average leaders better (specifically by helping them be more transformational) can have just as much of a positive impact as minimizing destructive leadership. To be clear, companies should work to eliminate toxic behaviors in their managers. But the findings suggest that increasing the number of transformational leaders should also be a high priority for companies. Doing that could be just as effective as pouring money into programs such as stress-reduction and mindfulness resources. Given that employees often use those tools to cope with their average or destructive managers, improving leadership through training, for instance, could be a more powerful intervention.

Helping managers identify specific actions and attitudes they should either adopt or avoid will improve the mental health of employees. Better management will lead to a healthier organizational culture overall, one that reinforces what excellent leadership looks like and what types of behaviors are not tolerated. And that change can kick off a virtuous cycle: over time, a healthy culture attracts better employees and better leaders. ✤

WANT TO GET INVOLVED BUT DON'T KNOW HOW? HERE YOU GO!

There are many ways to get directly involved with the SynerVision Community Forum or UPDATES monthly. Here's what comes to mind at this writing, but as new ideas percolate, we'll be happy to let you contribute.

✓ Submit an article of interest that is non-promotional in nature. This might be human interest, general information to assist others in collaborating, community news, or events for the general public.

✓ Humorous cartoons and jokes that can be shared with children

✓ Letters to the Editor (this is NOT the complaint department) These can be requests or suggestions for new content, opinion, or additional consideration for the general (non-political and secular only, please) audiences.

✓ Photo or Drawing of the Month – Something you're proud of from an artistic perspective

✓ Essay, Poetry, Haiku, or something of a personal (not commercial) note

✓ Seasonal imagery, artistry, or child's drawing

PLEASE SUBMIT TO davidjdunworth@gmail.com no later than the 25th of the month.

*Nonprofit full-page event ads free of charge – space available only*

Reverse Paradigms

Responding

- Cortex Brain
- Thoughtful
- Engaging
- Conscious Choice

- Choice
- Delayed
- Responsible
- Boundaries
- Relationship Based

- Self-Control
- Mentality
- Cooperative
- Encounter
- Healthy

Being an enlightened and effective leader differs from what we are born with. We learn leadership skills. Much of what we have learned is causing us problems, and it's time to unlearn those things and replace them with what works.
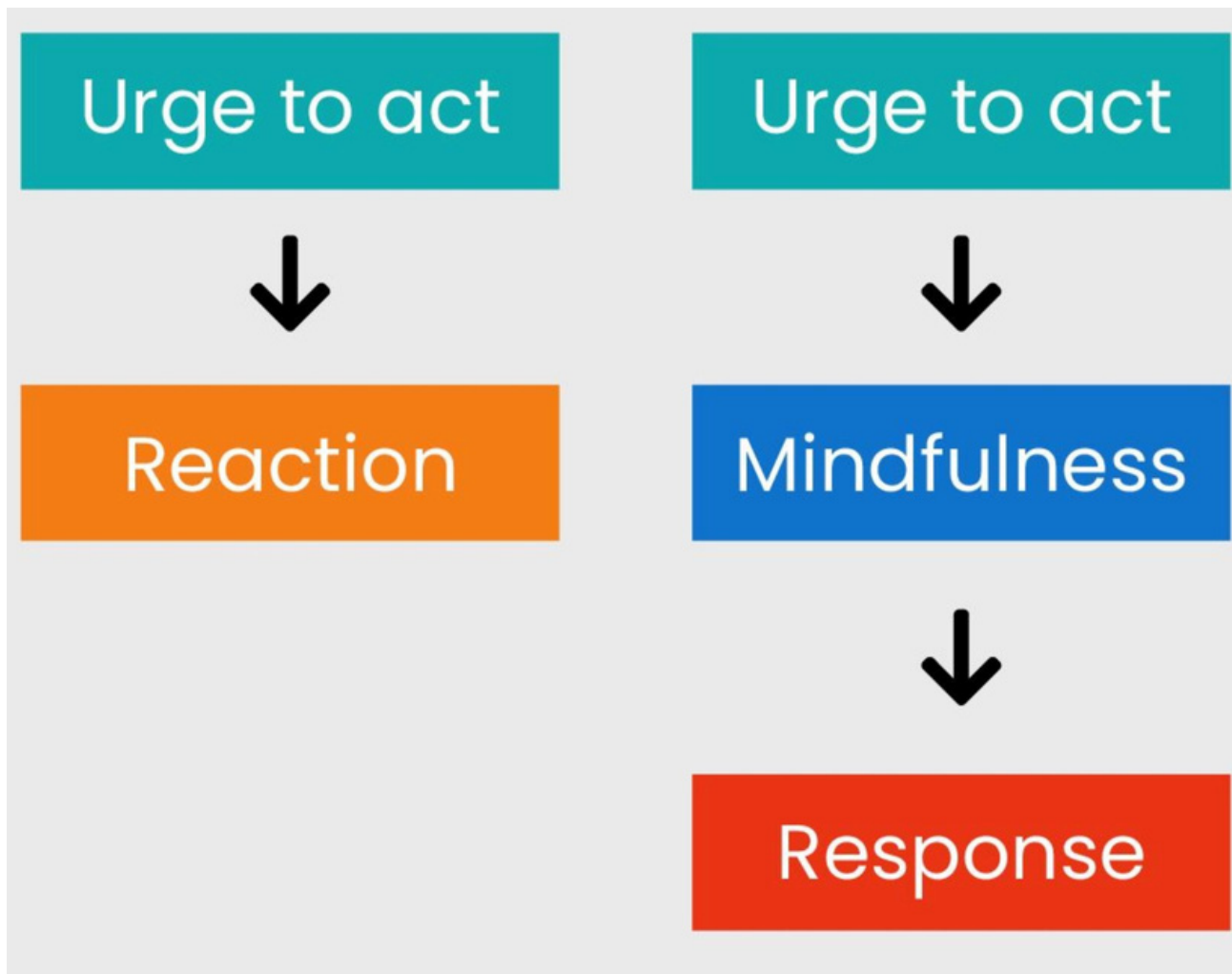
Hugh's Favorite Recipes: Yummy Fruit Spread

RECIPE

Servings: 4-6
Prep Time: 1 Minute
Total Time: 11 Minutes

INGREDIENTS

- 8 oz Fresh or Frozen Berries
  - Raspberries
  - Strawberries
  - Blueberries
  - Blackberries
  - Dewberries
- ¼ Cup Sugar
- ¼ Apple Peeled and Minced
- 2 oz Lemon Juice
- 1 oz Water
- 2 oz Gran Mariner or Cointreau (optional)

DIRECTIONS

1. Pour yourself a cup of coffee from freshly roasted beans
2. Add water to the bottom of a stainless 6" or 8" pan
3. Add washed berries and stir over medium heat
4. Add the minced apple pieces
5. Using a potato masher mash the mixture into a fine pulp
6. Add the sugar and continue to stir for 10 minutes as it thickens
7. Add the lemon juice and liquor and remove from the heat
8. Taste your creation – add sugar, if desired
9. Spoon into a storage container and chill until needed – up to a week

NOTES

Use whatever berries you wish; however, cranberries need more sugar and maybe some cinnamon with some orange juice as well as a lot more water. There's no need to add pectin because of the pectin in the apple and it really doesn't need to be too jelled to enjoy. Spoon it on toast or muffins and enjoy because it's way easy to spread.

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