

Real-Time Leadership: Find your winning moves when the stakes are high

Harvard Business Review Press, Feb 21, 2023

” A Savvy Playbook ”



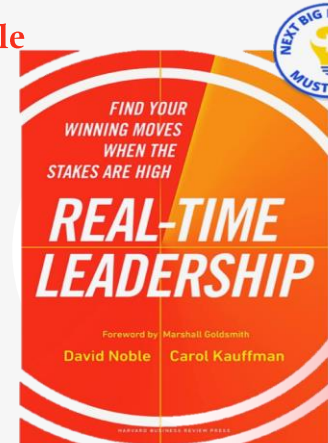
” A Wise and Practical Book ”



Carol Kauffman



David Noble





**Marshall
Goldsmith**



**Amy
Edmondson**



**Dan
Goleman**



**Byron
Jones**



**German
Herrera**



**Deko
Idekoba**



**Darleen
Carol**



**Hassan El-
Khouri**



**Ramez
Sousou**



**Whitney
Johnson**



**Sanjay
Parhawarathy**



**Nick
Studer**



**Bruce
Heyman**



**Herminia
Ibarra**



**Scott
McDonald**



**John Paul
Pape**

What is Real-time Leadership?



Make the
most of every
moment

Overcome
your reflexes to
Handle every
day in a new way

How to lead in Real-time?



Create space
so you can
Respond, not
Reflex

Use the **M.O.V.E.**
Framework
For Peak
Performance

The first step?

Center yourself

Overcome your reflexes to Handle every day in a new way

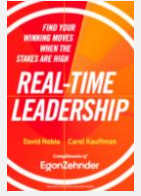


Calm
Clear
Curious
Compassionate
Courageous

The first step?

Create space to center yourself

What are you Right now?
Reflect on a **scale of 1 - 10**



How

Calm
Clear
Curious
Compassionate
Courageous

Are you?

The MOVE framework to find the winning moves



Power of naming

M

Mindfully
alert

O

Options
Generator

V

Vantage
Point

E

Engage & Effect
Change

Be Mindfully alert: capacity to notice, but MOVE like an athlete



Power of naming to make space for choice

Mindfully alert

3 Dimensions of
Leadership

1st

Who do you
want to be ?

2nd

What do you
need to do ?

3rd

How do you
need to relate ?

The Options Generator – move beyond your default



Four Stances:
Beyond fight, flight, freeze, befriend

WayPower
Lean In:
Action first

Lean Back:
Data first

Lean With:
People first

Don't Lean!
Reflection first

Validate your vantage point: you *could* be right, or...



What is a 10 of 10 Vantage Point?

Clarity

Near sighted?
Rose colored?

Resolution

High def but
Grainy is okay

Breadth/Depth

Wide/narrow
Zoom in/out

Distortions

Bias & Blind
spots

Engage and effect change



Individual & to Scale

Leader Intent:
Clear signposting

Milestones:
Get the basics
right first

Boost your
signals:
Iterate with what
you hear back

Do what only
you can do:
Delegate to
scale

M



Mindfully
Alert

Three dimensions of leadership: 1st



In Your
work



What do I need to get done?



Who do I want to be?



How do I need to relate?

In Your
house

1st dimension of change:

- What is the most important thing?
- This moment, month year?
- Are you discounting threats or opportunities?
- Missing the point?!

Three dimensions of leadership: 2nd



In Your
work



What do I need to get done?



Who do I want to be?



How do I need to relate?

In Your
house

2nd dimension of change:

- How can you “walk your talk?”
- Live your values? Kindness? ...
- What inner resources are your strengths?
- What do you want to cultivate?

Three dimensions of leadership: 3rd



In Your
work



What do I need to get done?



Who do I want to be?

In Your
house



How do I need to relate?

3rd dimension of change:

- What works for you? Doesn't for another
- Go from Golden rule to Platinum.
- Notice your impact, shift when needed

M: Mindfully Alert: 3-D Leadership in Real-Time



In Your
work



What do I need to get done?



Who do I want to be?



How do I need to relate?

In Your
house

Case Study:

Michael and his homework.

Case Study:

Noelle and product recall

**3 Dimensions of
Leadership**

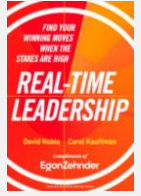


Questions & Reflections



Options Generator

The MOVE framework to find the winning moves



Power of Way Power

1

Lean In

2

Lean Back

4

Lean With

E

Don't Lean

Options Generator: For all 3 dimensions of leadership



How to: do what needs to be done:
Roll up your sleeves and Lead from the front



How to: step into who I went to be
Actively take on board feedback and work on it.



How to: Choose how I need to relate?
Grab onto the learning, try on all four styles



Way-Power for all 3 Dimensions of Leadership

Options Generator: For all 3 dimensions of leadership



Lean Back



How to: do what needs to be done:
Take the overview and context into account



How to: step into who I want to be
Ask questions to increase self awareness



How to: Choose how I need to relate?
Consider the merits of the approaches try a new one

The
“sneer”

Way-Power for all 3 Dimensions of Leadership

Options Generator: For all 3 dimensions of leadership



Lean With



How to: do what needs to be done:
Think of people first, collaborate and align



How to: step into who I went to be
Pull on caring and help what would help others

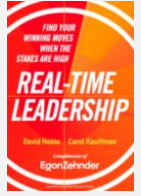


How to: Choose how I need to relate?
Focus on what helps others feel safe.

The
“sneer”

Way-Power for all 3 Dimensions of Leadership

Options Generator: For all 3 dimensions of leadership



Don't Lean



How to: do what needs to be done:
Pause a moment, reflect and see what new ideas surface



How to: step into who I want to be
Meditate to explore where to grow



How to: Choose how I need to relate?
Rise above triggers and follow intuition

The
“sneer”

Way-Power for all 3 Dimensions of Leadership

The Options Generator – move beyond your default



Four Stances in Real Time: Max & Carol

Case of the horrible boss?

Lean In:
Manage her
misbehavior

Lean Back:
The bigger story

Don't Lean:
The scary
question

Lean With:
A very different
goal.

MOVE



**Questions
&
Reflections**

MOVE



**That
Big New Role**

Validate your vantage point on a Big New Role...



What is a 10 of 10 Vantage Point?

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Engage and effect change: stepping into that new role.



Individual & as Scale

Leader Intent:
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signals:
Iterate with what
you hear back

Do what only
you can do:
Delegate to
scale

MOVE



**Questions
&
Reflections**

Set an intention: Based on MOVE



What can you do today?

Visit: RTLInstitute.com!
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Set an intention: Based on MOVE



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