



KETS DE VRIES  
INSTITUTE

# Leadership Mystique

Day 1

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# Macro context

We live better than most of the generations before us and have wonderful possibilities

And yet...

- Economic problems
- Employment problems
- Crisis of leadership and civil institutions
- Tech and AI develop faster than people
- Climate problems
- Wars
- Migration
- Mental health crisis (eg., 25% of CEOs have anxiety or depression)



# AI – where are we going?

Business - latest models of Anthropic and Open AI – stock crash

Digital employees - jobs at risk

Regulation debate

Military use – 29 tn debt rise in 2025 for national security

AI changes relationships for native kids generation: Chatbot friends, romantic partners (Character.ai - 20 mln MAU, 19% of teenagers in US know someone), coaches (Chat GPT and Adam Raine, changes in safety after Senate hearing last year..)

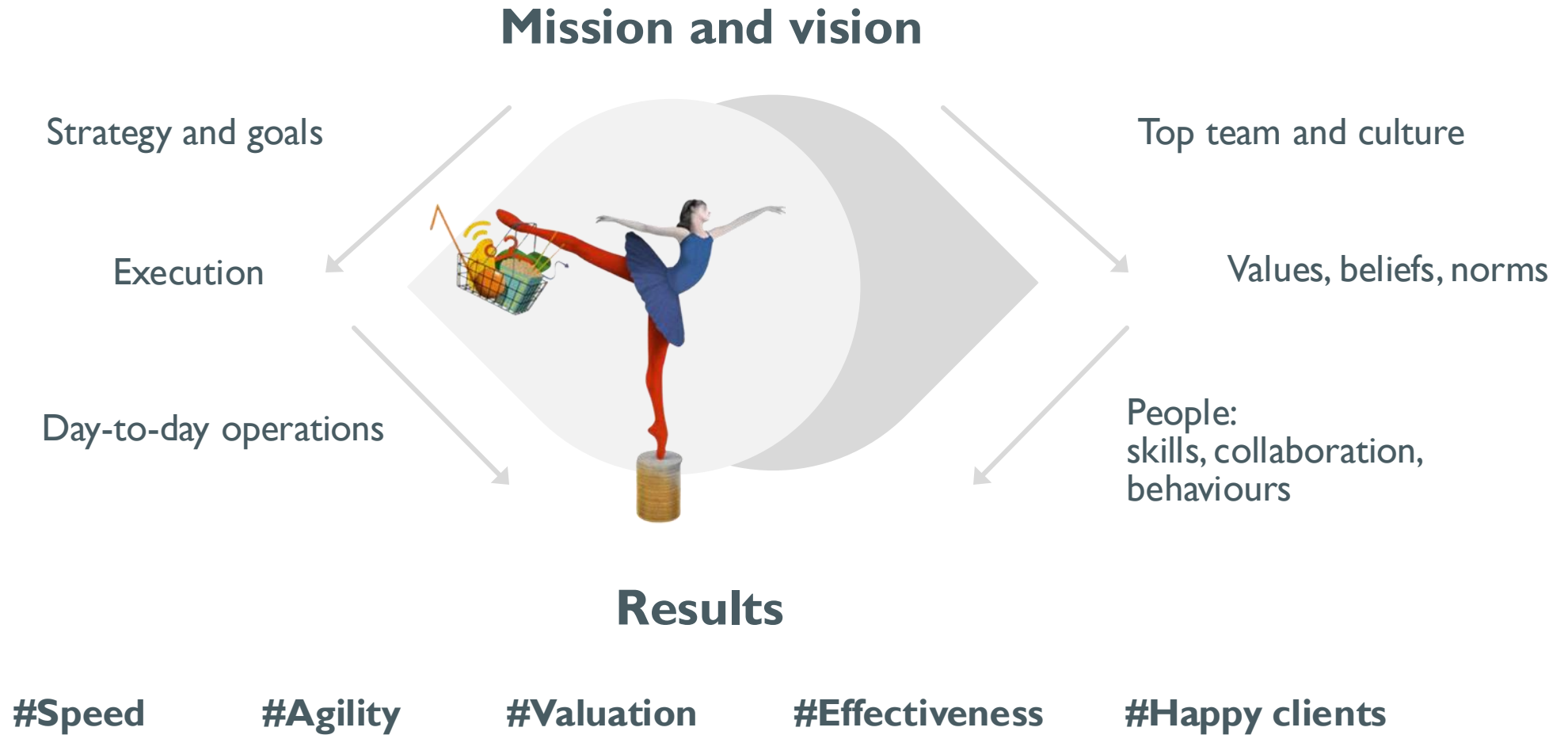
# LEADERSHIP DEFINITION

«**Process** of influencing others to understand and agree **what** needs to be done and **how** to do it , as well as a process of directing **individual and collective** efforts to **achieve common goals**” (Gary Yukl)





# Most businesses need to reinvent themselves



# 4 levels of leadership

1. **Individual** (Module 1)
2. Team/start up (Module 2)
3. Organization (Module 3)
4. Ecosystem around (Life)))



# Successful leadership

**CARE**



Being passionate in whatever you are doing!

**COGNIZANT**



Having a deep understanding of whatever business you are in!

**COURAGE**



Being prepared to make tough decisions!



*“And please, let me accept things that cannot change, give me courage to change things that can, and the wisdom to know the difference.”*

# Need for realism in the leadership domain:

- Focus on realistic leadership models (not idealistic ones)
- Watch leaders' actions, not their promises
- Sometimes you must do unpleasant things, to get good results
- Know the context you are operating in and behave accordingly to get ahead
- Past leadership behavior is very predictive of future behavior



# Good leaders – Project Oxygen by Google

- Being a good coach
- Communicating and listening well
- Possessing insights into others  
(incl others' different values and points of view)
- Having empathy toward and being supportive of colleagues
- Being a good critical thinker and problem solver
- Being able to make connections across complex ideas





# Google and Anthropic skills set requirements

- **Google: Self-awareness**, motivation to learn and relate better
- **Anthropic: EQ**, kindness, communication, curiosity
- 95% of people **think** they are self-aware but only 10-15% are
- **How to build it**
  - Understand your values
  - Identify your work style
  - Analyze your skills and capabilities, IQ, EQ, VQ, SQ
  - Go to deeper levels, especially in hard situations – it is a life-long journey



# Keys skills for XXI century

- Data Science & AI
- Data management
- Architecture
- Cloud
- Cyber security
- DevOps
- Automation Technics
- UX/UI design



- Goal setting
- Value creation
- Critical thinking
- Strategic/systems thinking
- Problem solving
- Managing conflicting requests
- Responsibility and execution
  
- Self-reflection and self-management
- EI
- Self-motivation and discipline
- Team management
- Collaboration
- Creativity
- Effective communication



# Your ability to grow and develop is key to your health and success



**Learn how to learn**



**Develop key skills**



**Develop your potential**

“Your talents are important but your capacity to develop and use these talents is more important”

*Grigory Asmolov*



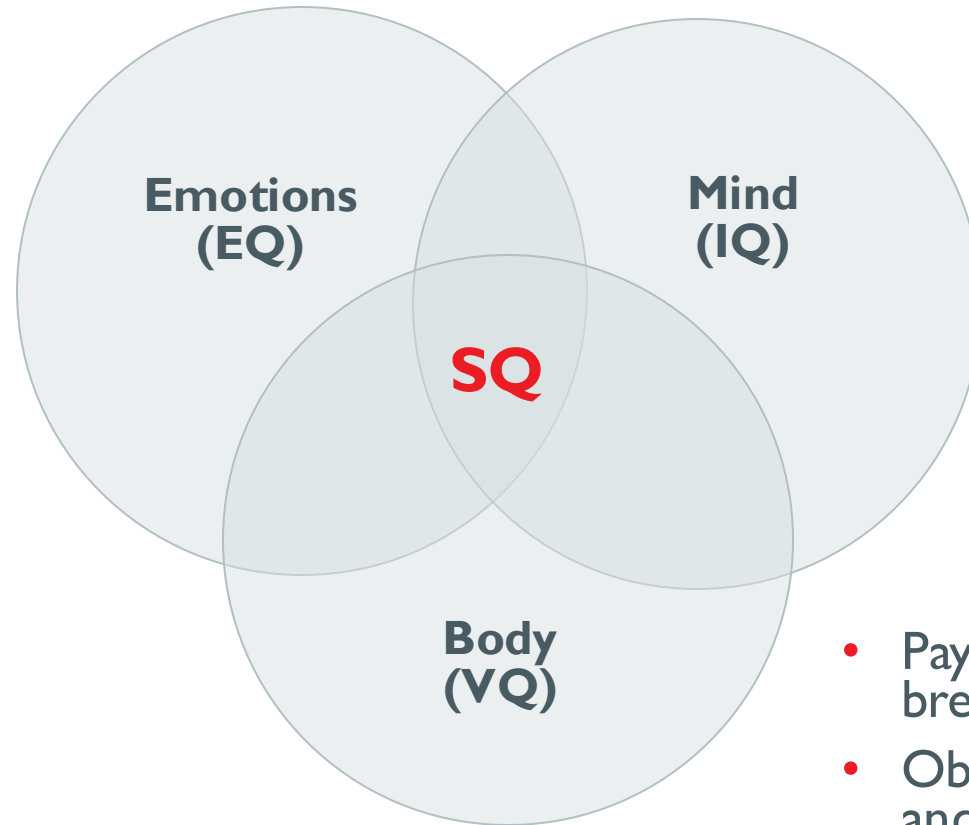
# How to develop your potential?

- Take responsibility for a change in your life and relationships
- Awareness: constant observation of yourself, your breath, body sensations, emotions, thoughts (automatic – thinking, planning, remembering, imagining)
- Acceptance: without judgement, censorship or sedating, neutral validation, art of staying with what is, without conditions or interpretations, self honesty from which we can grow and change
- Appreciation for the good in us, others and life (even problems)
- Action based on previous points, self reliance, self education and development instead of automatic emotions, thoughts, behaviors, more freedom and honesty with yourself and others
- Adherence and self-discipline in creating new behaviors



# We have 3 centers plus a spiritual dimension

- My emotions
- Others' emotions
- Group energy field



- Use both hemispheres
- Be open minded

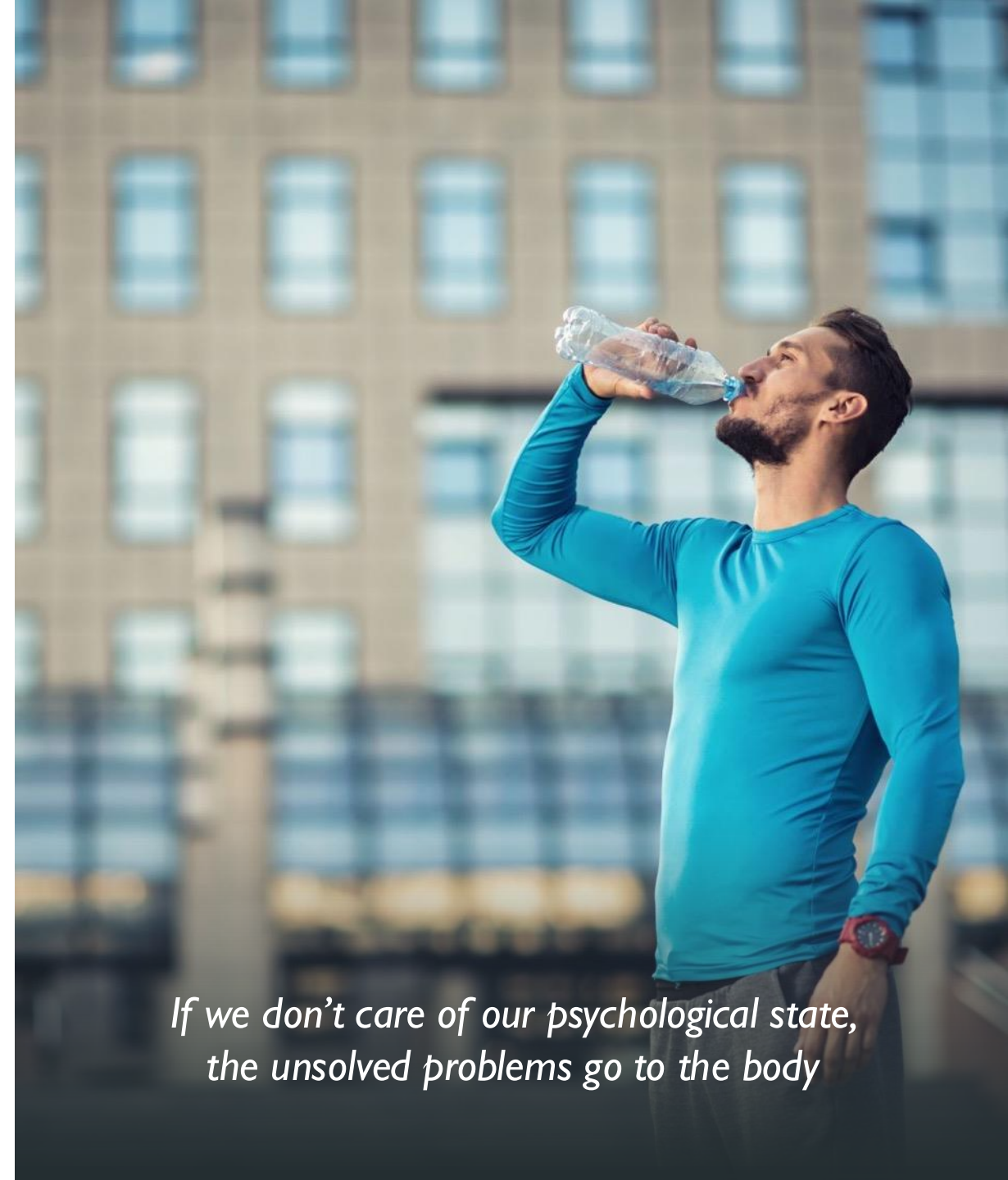
- Pay attention on how you breath
- Observe the energy level and body sensations



# How to develop your VQ

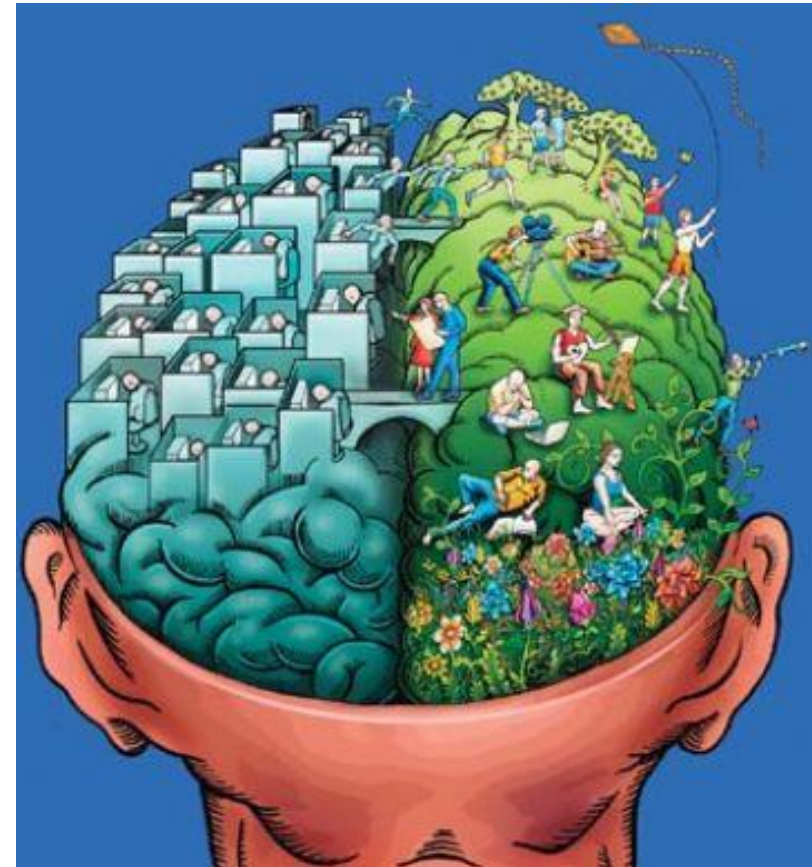
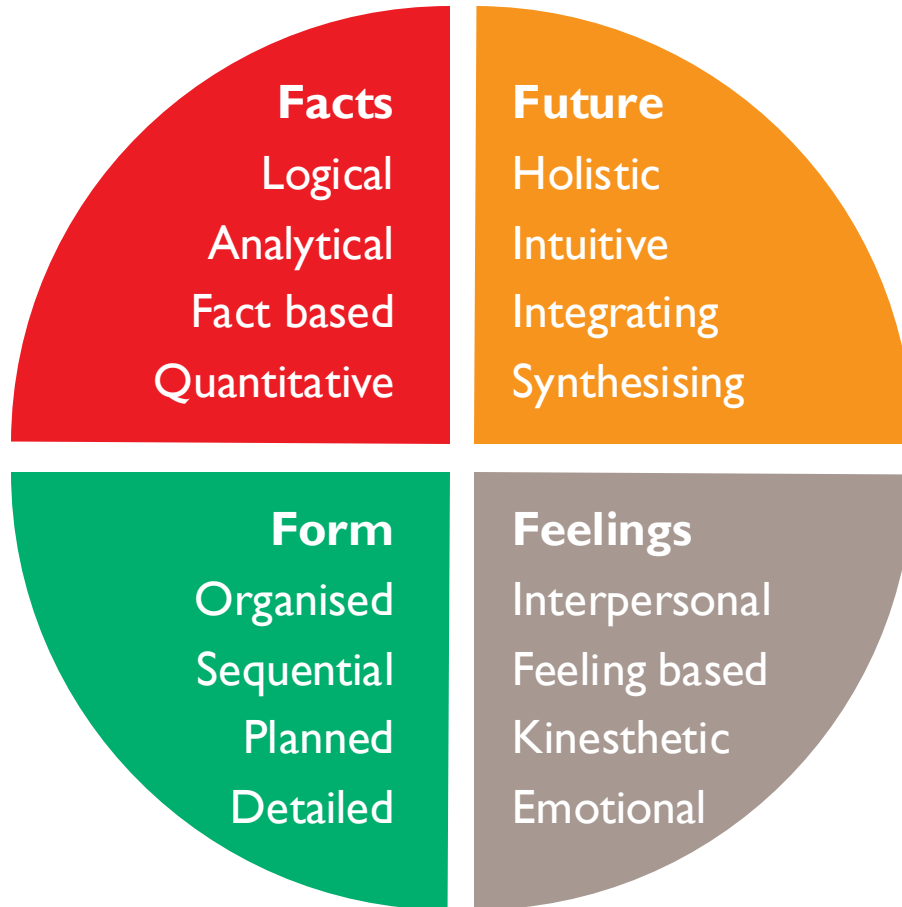
## Take care of the body

- Breath
- Sleep (7-8 hours, amiloids)
- Eat well – food becomes your body, influences future deceases, veggies & fruits, little sugar, fat, salt; vitamins
- Drink water
- Exercise regularly
- Walk and spend time in nature
- Manage stress



*If we don't care of our psychological state,  
the unsolved problems go to the body*

# How to develop your IQ – use both hemispheres



# Learn a bit of neuroscience...

Structure and autonomy (2 hemispheres, cortex, lobes)

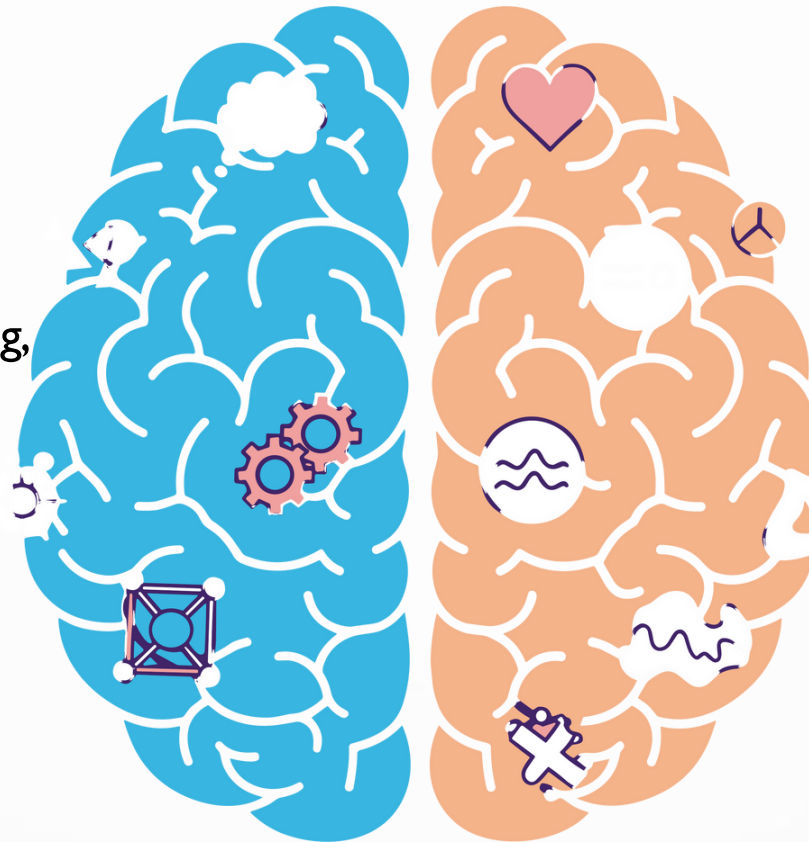
Neurons communicate through electricity and chemical signals

Neuroplasticity (experiences, learning, injuries)

Memory storage (some accessible)

Mirror neurons

Alpha and theta waves



Subjective reality model

Eye optic nerve data capacity bottleneck (nerve can send <1% of raw info from retina)

The brain adds up based on the past and the context

The fovea (central) focus

Emotions and decision making

# How to develop your EQ

## Knowing your emotions

- self-awareness about feelings (and origin of feelings)

## Managing your emotions

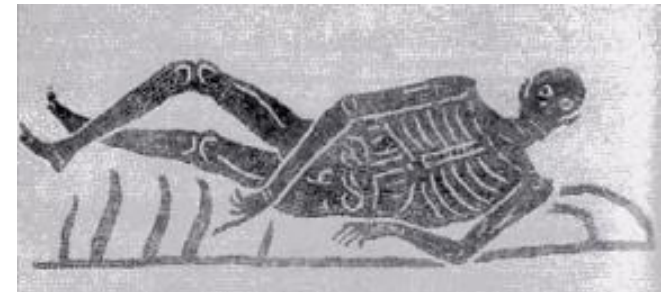
- self-regulating feelings

## Recognizing emotions in others

- possessing empathy

## Handling relationships

- managing emotions in others

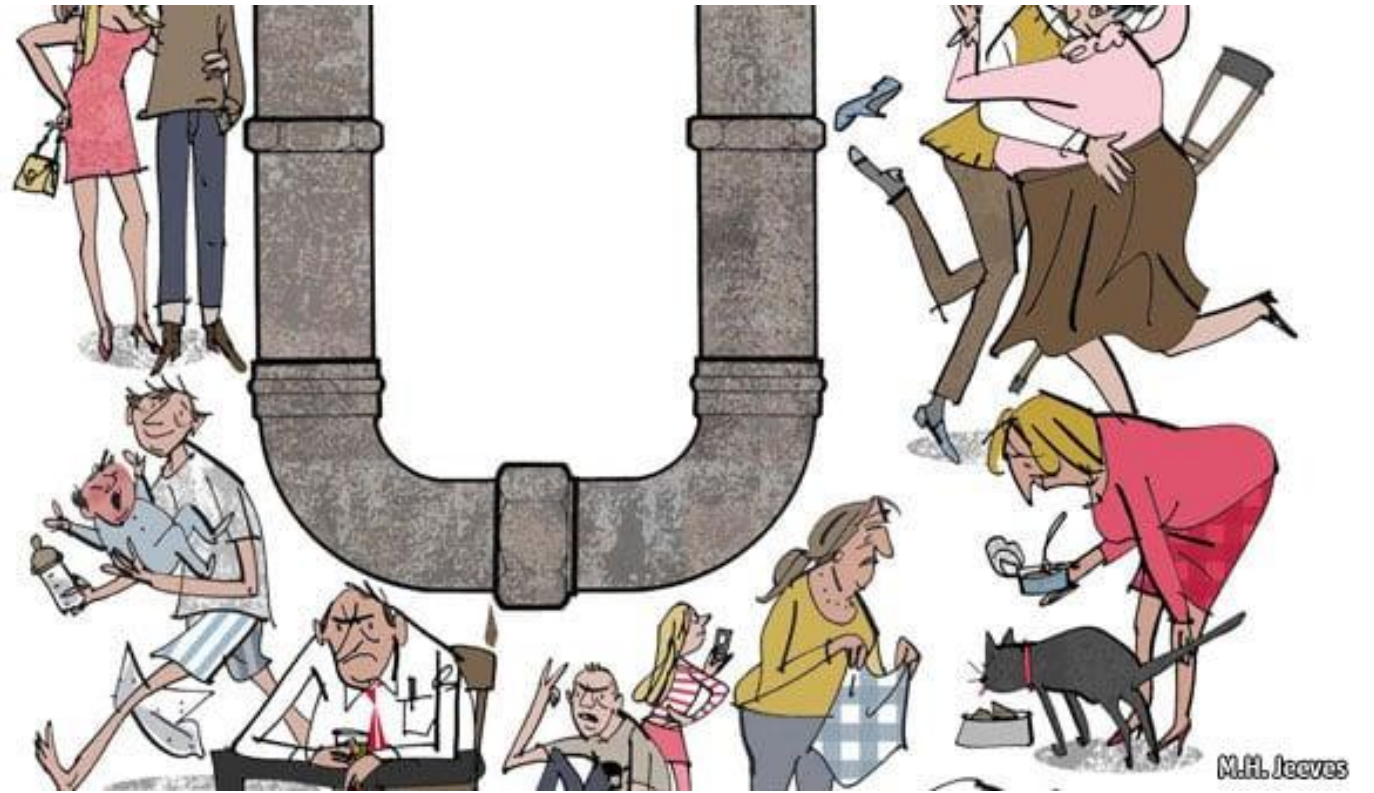
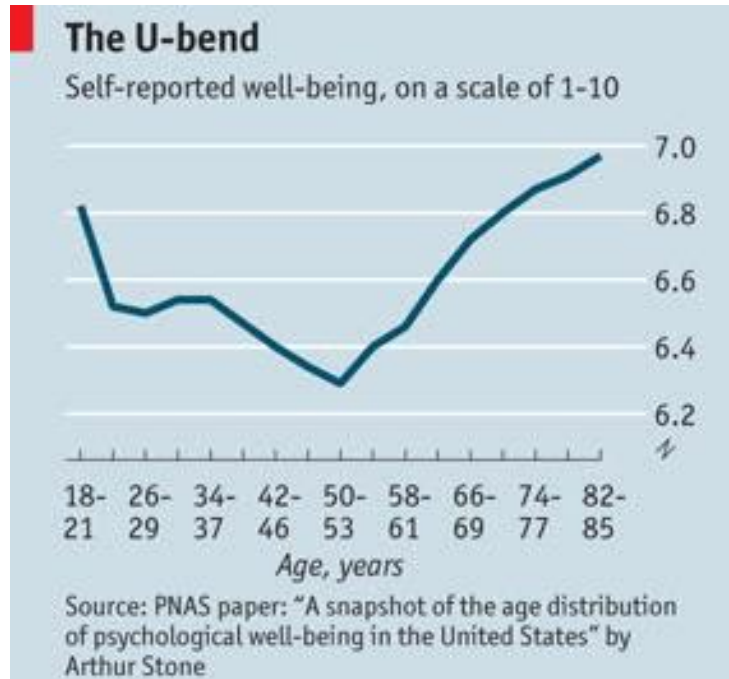




# All our relationships start from our relationship with ourselves...

- **My relationship with myself**
- Me as a child of my parents, brother or sister
- Me as a parent
- Me as a friend
- Me as a founder/team leader
- Me as an employee
- Me as a member of a community
- Me as a citizen of a country/countries
- Me as a part of humanity/citizen of the world

# The U-bend curve of happiness over the life cycle

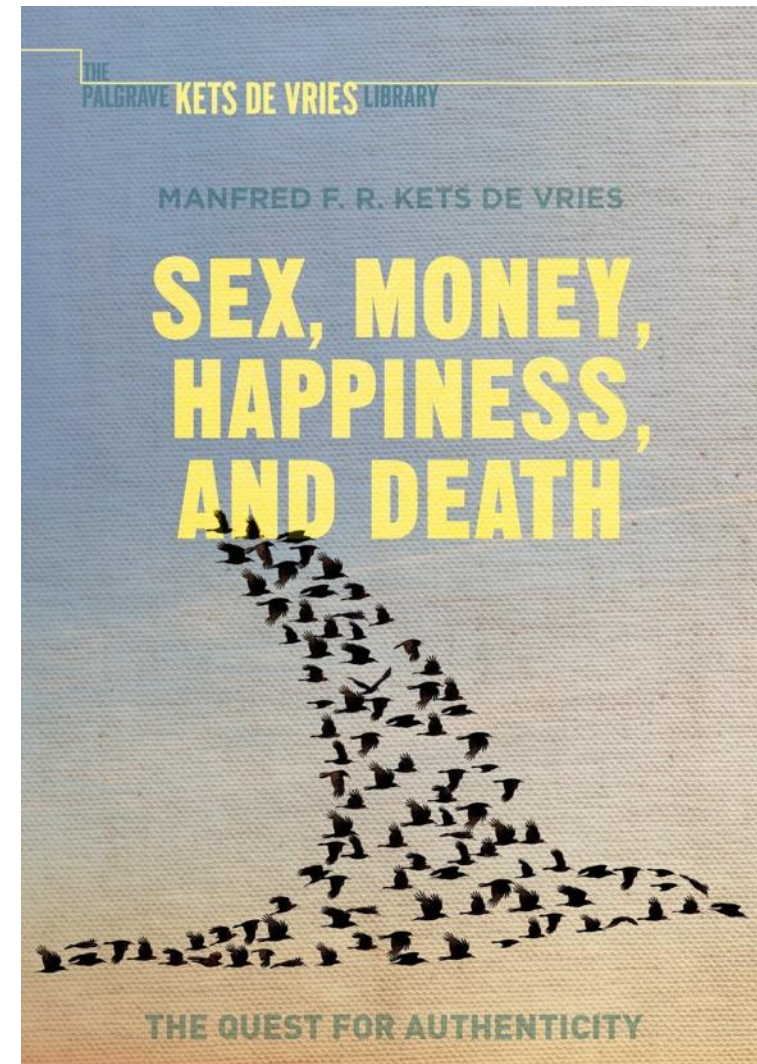


*How to be happier during the key phases of your life?*

# Life: A summing up

## By the time we reach 70:

- 27-55 years at work
- 23 years sleeping
- >9 years on social media (and increasing)
- 6 1/2 years eating
- 6 years of dreaming (150,000 dreams)
- 3 years commuting
- 170 - 530 days in front of mirror
- 160 days on the WC
- >100 days making love





# What influences our personality and behaviour?

**>50%**



**Genes and family story**

**30%**



**Parents and  
early childhood**

**20%**



**Other studies and  
development**

# We need to know and understand the story of our inner child

“The cry we hear from deep in our hearts, comes from the wounded child within. Healing this inner child’s pain is the key healing to transforming anger, sadness and fear.”

*Thich Nhat Hanh*





# Our childhood plays a major role in what we become



**Family**



**Order of birth and  
function in the family**

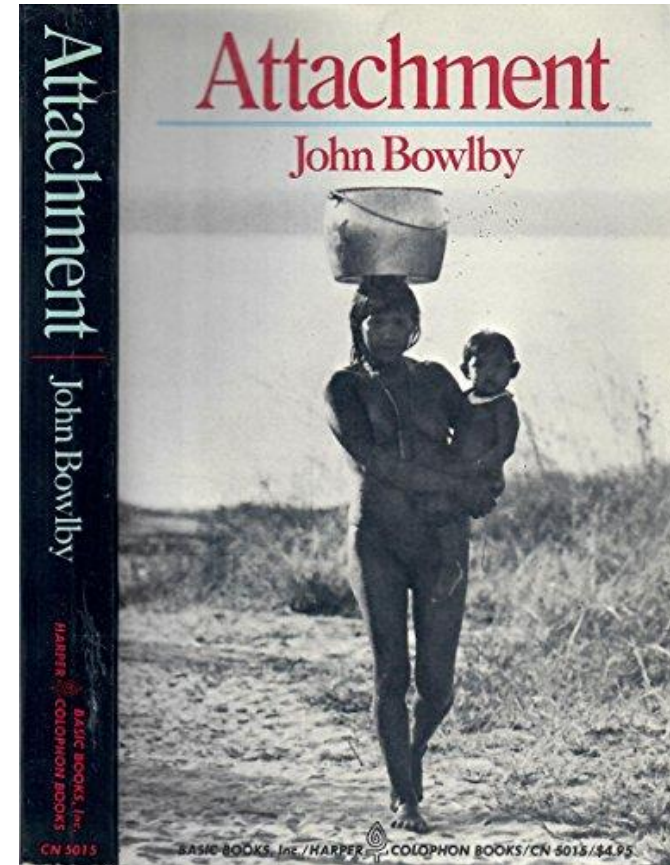


**School and extras**

# Our attachment style is basis for relationships

“All of us, from cradle to grave, are happiest when life is organized as a series of excursions, long or short, from the secure base provided by our attachment figures.”

*John Bowlby*





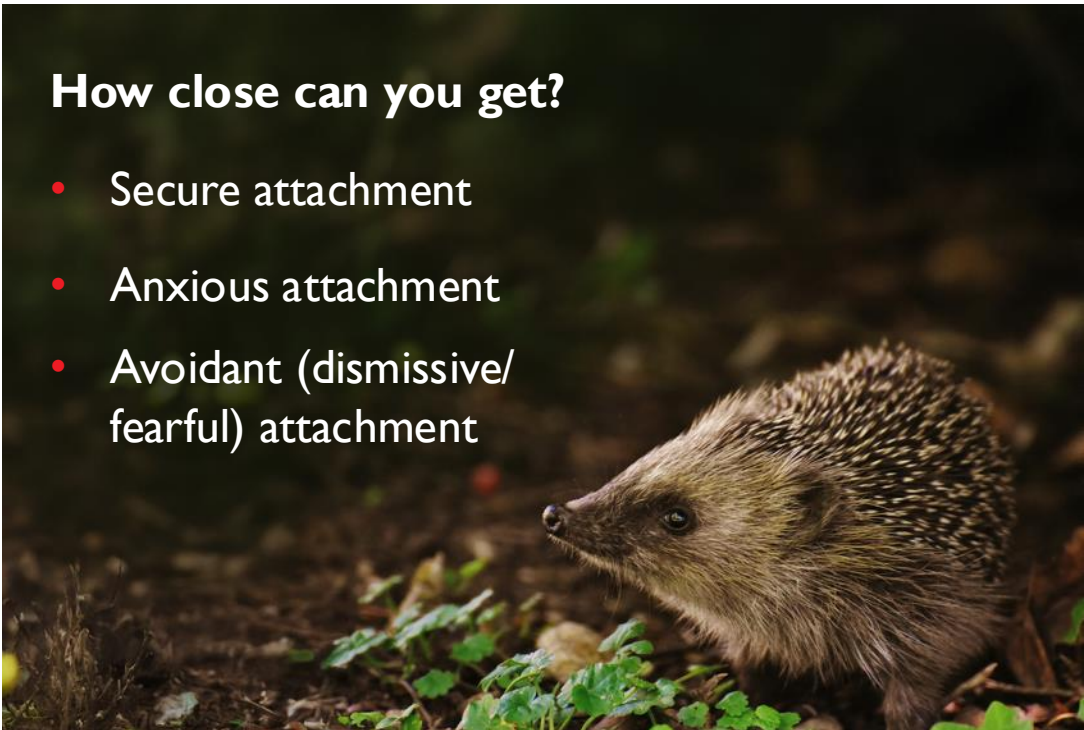
# Understanding the way you interact with others

Do you know what kind of “hedgehog” you are:

Your attachment style determines how you deal with others: people at work/ people at home!

## How close can you get?

- Secure attachment
- Anxious attachment
- Avoidant (dismissive/ fearful) attachment



They f... you up, your mum and dad,  
They may not mean to, but they do.  
They fill you with the faults they had  
And add some extra, just for you.

But they were f..... up in their turn  
By fools in old-style hats and coats,  
Who half the time were sappy-stern  
And half at one another's throats.

Man hands on misery to man.  
It deepens like a coastal shelf.  
Get out as early as you can,  
And don't have any kids yourself.

*This Be The Verse*  
*Philip Larkin, Collected Poems*

# Determine your attachment style

**A.** I am somewhat uncomfortable being close to others; I find it difficult to trust them completely, difficult to allow myself to depend on them. I am nervous when anyone gets too close, and often, others want me to be more intimate than I feel comfortable being. **AVOIDANT**

**B.** I find it relatively easy to get close to others and am comfortable depending on them and having them depend on me. I don't worry about being abandoned or about someone getting too close to me. **SECURE**

**C.** I find that others are reluctant to get as close as I would like. I often worry that my partner doesn't really love me or won't want to stay with me. I want to get very close to my partner, and this sometimes scares people away. **ANXIOUS**



# Key tasks of the family

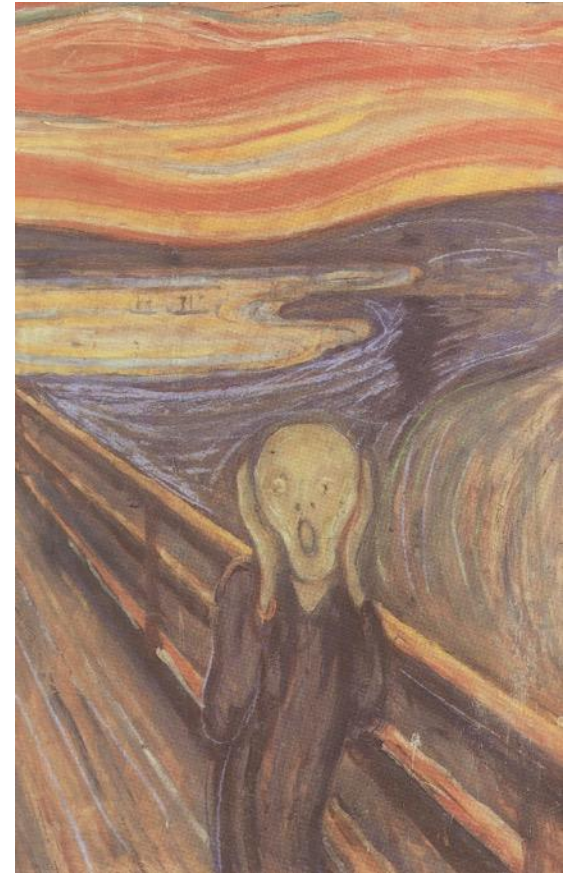
- Give every member a sense of belonging and possibility to grow and develop physically, emotionally and intellectually to become a mature person and member of society
- Love, give hope, manage pain, help reflection, behave in accordance with values, decrease trauma transfer from previous generations
- Go into the conflict with any member who fosters hate, despair, abuse



# The origins of leadership

## Destructive early environments

- One parent abusive while the other is helpless or passive.
- Parents are emotionally distant, with high expectations for the child's achievement.
- Parents fight all the time, with the child caught in the middle.
- One parent is sick or depressed, and the other parent is absent, forcing the child into a caretaker role.
- The child is closely meshed with one parent and becomes a substitute spouse.
- The parent(s) are phobic, and the phobia is expressed in being overly protective of the child, clinging to it.
- The parent(s) are critical, and nothing the child does is good enough.
- The parent(s) overindulge the child and fail to set limits.
- The child is rejected by peers and grows up feeling different from others.

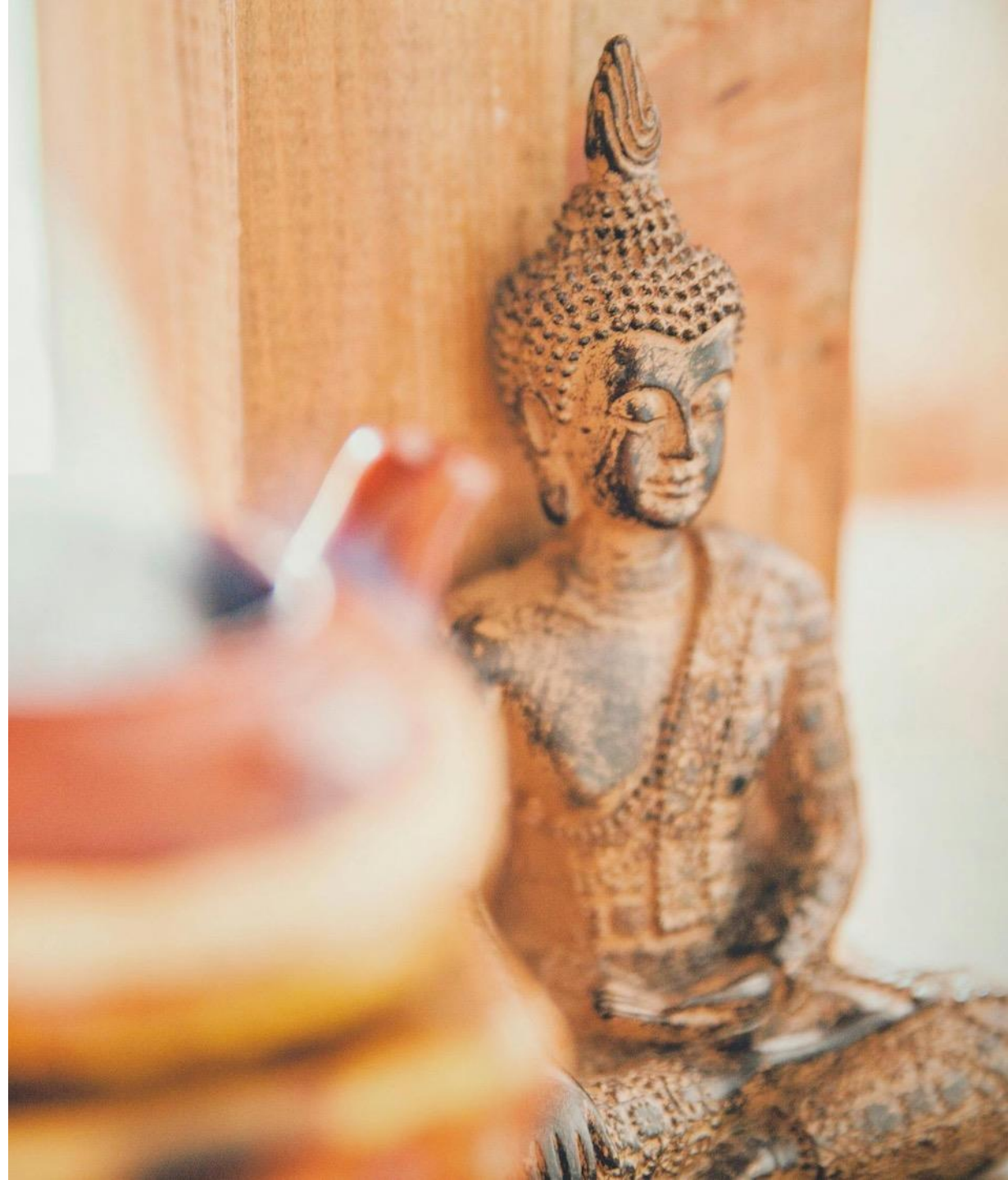


# Do you really know yourself?

... and do you know how other people perceive you?

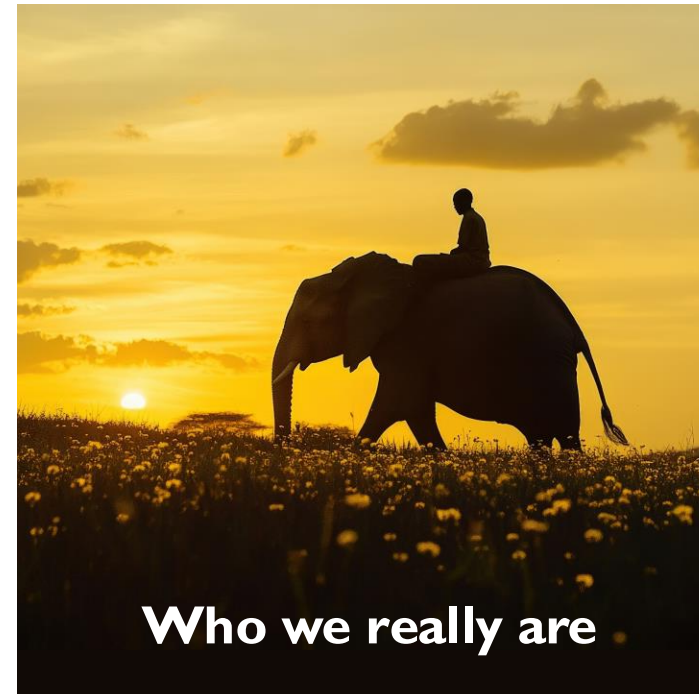
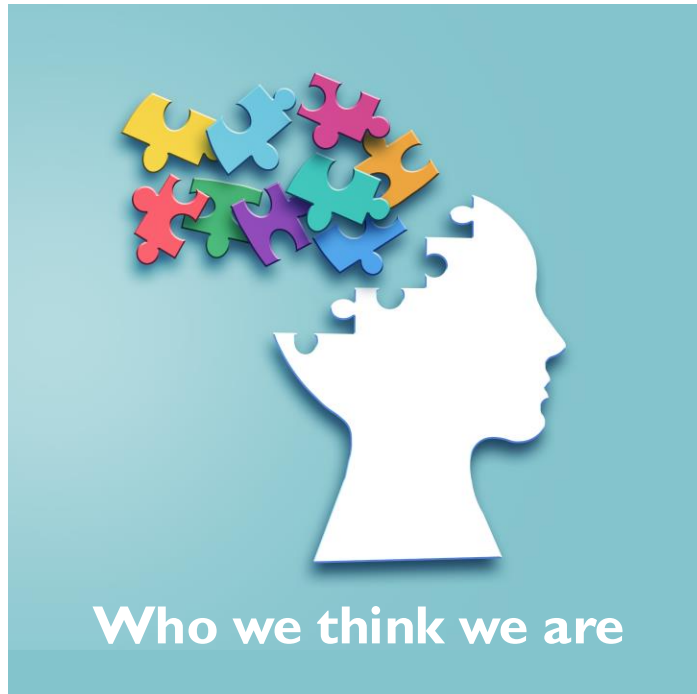
Most of us are strangers to ourselves!

**How rational are you?**





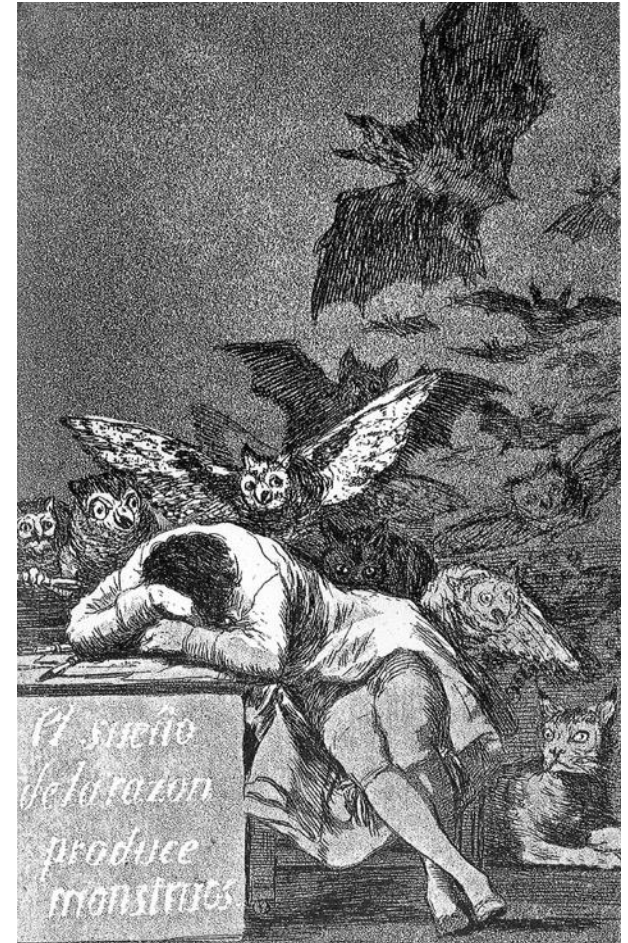
# The elephant and the rider



**90-95% of your behavior is unconscious!**  
**11 million bits of information a second (unconsciously)**  
**40 bits of information consciously**

# How to understand the subconscious – dreams, poetry, slip of the tongue, free associations (Freud)

- Dreams have a function of self-regulation and therapy
- Dreams, like poetry, speak to us in a metaphorical, symbolic language
- Express our desires
- Predict a future outcome
- Help in creative process
- Show us our concerns
- Help our evolution

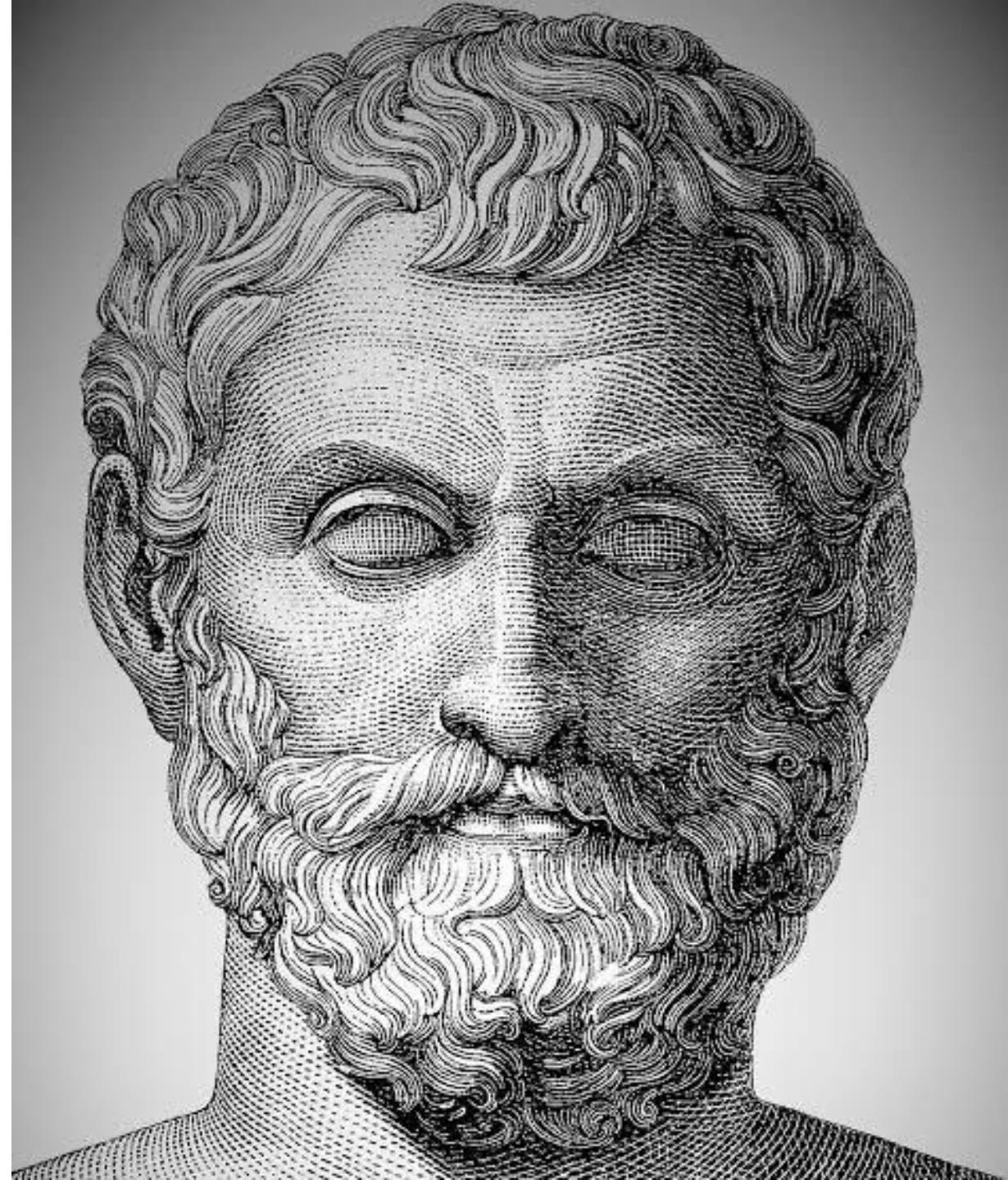


Everybody is normal  
until you know them  
better!

“The most difficult thing in  
life is you know yourself”

*Thales of Miletus*  
600BC

***The Question:***  
***How to understand others?***





# Is what you see, what you get?



**Titian: Salome receiving the head of John the Baptist**



**Caravaggio: Judith beheading Holofernes**

# Summarising

- Our capacity to develop and manage ourselves (IQ, EQ, VQ, SQ) is the basis for our well-being, success, capacity to work and to love, and live happily
- We are very complex, non rational and not known universes (by ourselves (yet) and others)
- Our childhood, attachment style, and many other things (that we will talk about at this course) influence all of our relationships (at work and home)
- Once we understand ourselves better, we will be able to change and develop, understand others, build effective teams, help our children and loved ones to be happier