



Your Leadership Journey

Alberta Industrial Fire & Emergency
Management Association

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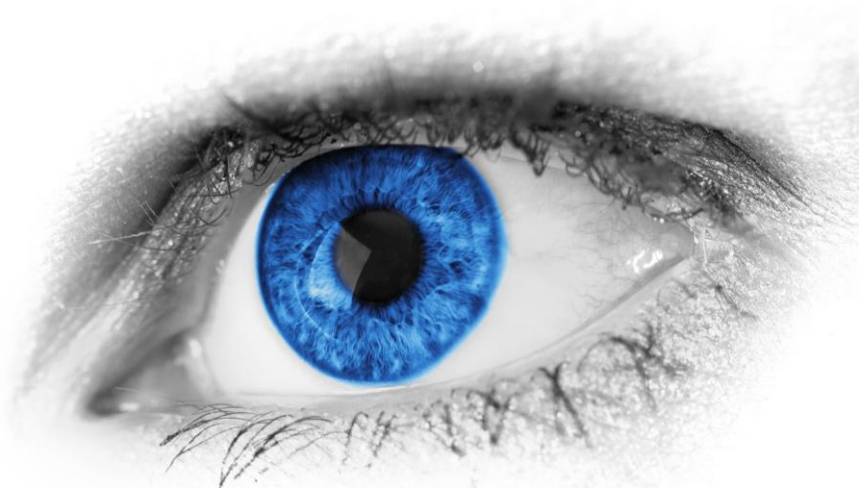
Personal Reflections

- As I share, reflect on your personal experiences
- What scares you?
- What keeps you up at night?
- What did you do?
- What would you do?
- What was learned?
- What do you need to learn?
- The evolving “gut”.
- Someone to share.

Setting Context

- We are all rookies on a journey
 - “I’ve been here before” – Really?
- Not for the faint of heart
- So, where are you in your journey?
- Learn from each other
- Can you hold opposing thoughts, objectively?
- Dealing with ambiguity





Setting Context

- Responsibility to self-inform (I didn't know??)
- Are you distracted?
- How do I lead in tight frames with incomplete and/or inaccurate information?

Limited/Incomplete/Inaccurate Information



Inside Voice



- Let go, it's not about me!!
- Constantly check for "ego-centric" decision-making.
- Leadership is a contact sport
- Be true – you can't fake it
 - Know who you are
 - Know your role
- You find it! You own it!
- Allow errors
- Truly listen and act
- Take the high road
- Don't take yourself too seriously, it's just stuff

NO



Five Stages of Tribal Culture

Logan, King, Fischer-Wright

- One – Life Stinks
- Two – My Life Stinks
- Three – I'm Great and You're Not
- Four – We're Great and They're Not
- Five – Life is Great – Focus on Making the Difference

Johari Window – Joseph Luft

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Open Self

Information about yourself that you and others know.

Blind Self

Information you don't know but others know about you.

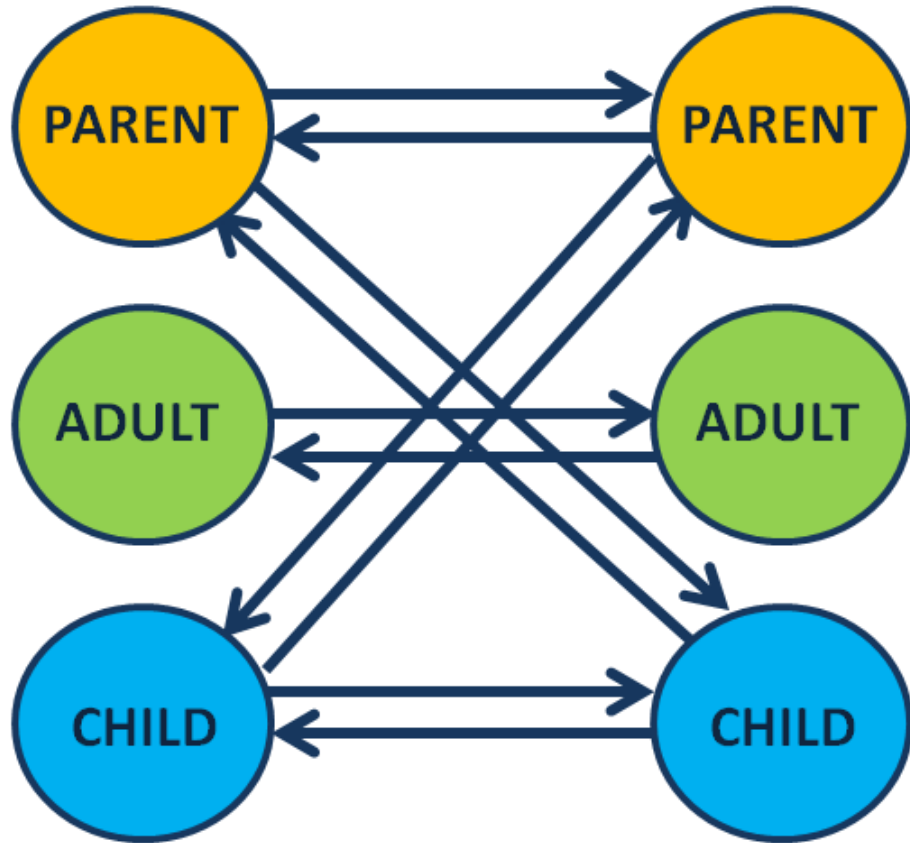
Hidden Self

Information you know about yourself but others don't.

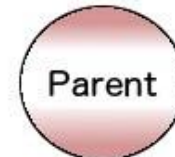
Unknown Self

Information about yourself that neither you or others know.

Ego States - John G. Watkins



Our Three Ego States



Parent Ego State :
Behaviours, thoughts and feelings
copied from Parents or parental
figures



Adult Ego State :
Behaviours, thoughts and feelings
which are in direct response to
the here and now



Child Ego State :
Behaviours, thoughts and feelings
replayed from childhood



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The View

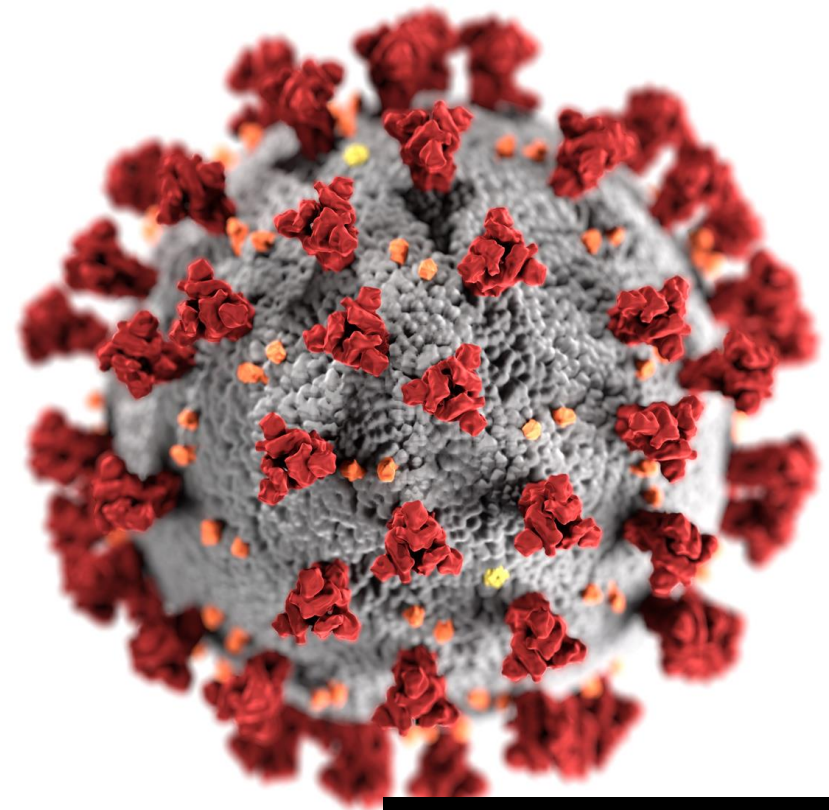
A particular way of considering or regarding something...

Oxford Dictionary



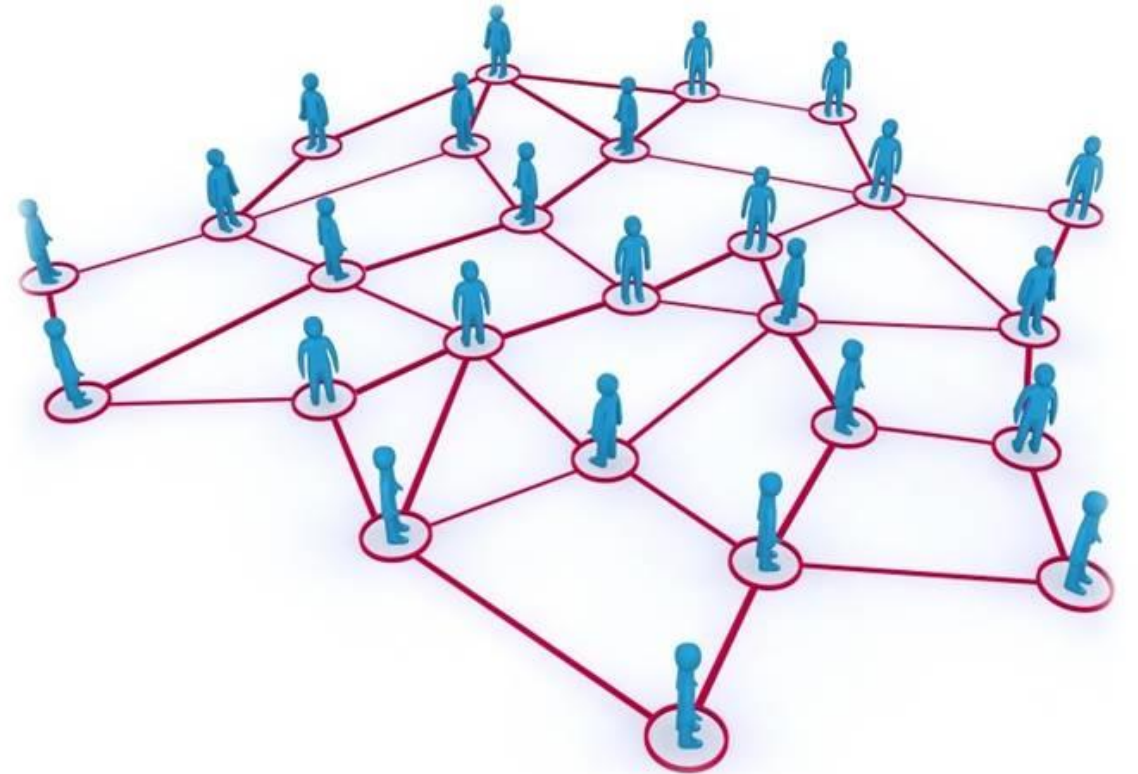
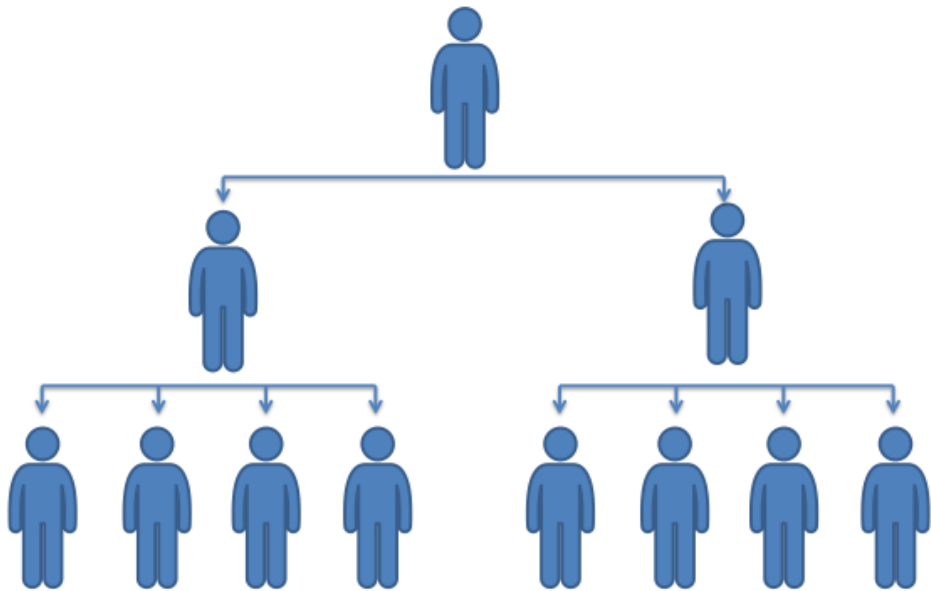
So, What is your View?

So, What is your View?



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The Rank vs. The Network



Decision-making Hierarchy





Lead With
Vulnerability In The
Face of Difficulty



Vulnerability

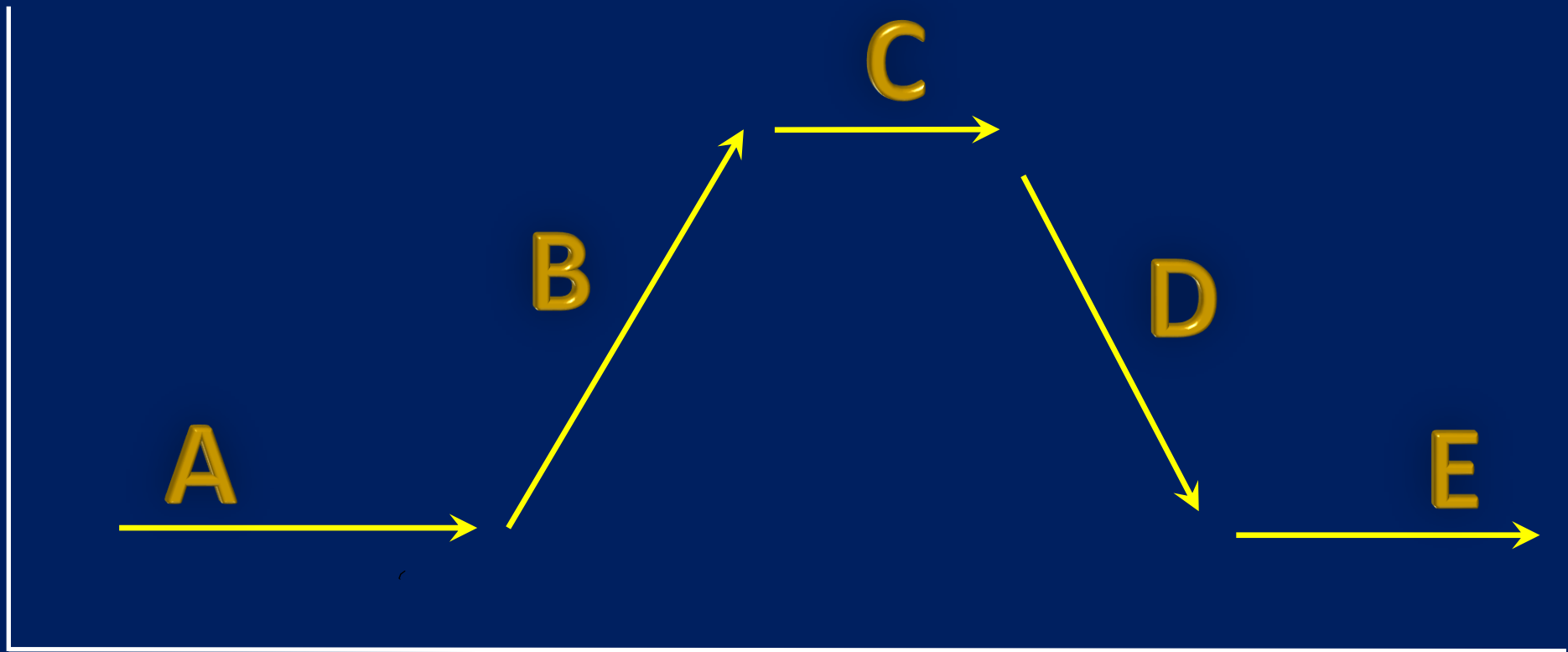
- Did I communicate effectively?
- Did I collaborate sufficiently?
- Was I kind enough?
- Was I sufficiently directive?
- Was that received positively/negatively?
- What could I have done better?
- Was I objective?
- Did I inspire / Nurture?



Escalation

Escalation Curve

Consequence



Time



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Leadership Reality

“There’s a crack, a crack in everything. That’s how the light gets in”

Leonard Cohen



“There is no comfort in the learning zone, and no learning in the comfort zone.”

Anonymous

Leadership Reality

- Where the real learning takes place.
- We will and must fail
- Supporting, nurturing, and teaching your people to be successful
- Embrace ambiguity
- Yes, it gets personal
- Courage
- It's all about the recovery



Altering Course

Your power base

Who are “They”?

Anonymous

“Every dogma has its day”

Anthony Burgess



Lily Tomlin

I always wondered why somebody doesn't do something about that.
Then I realized I was somebody.

The Six Secrets of Change



Love Your Employees
Connect Peers with Purpose
Capacity Building Prevails
Learning Is the Work
Transparency Rules
Systems Learn

Fullam



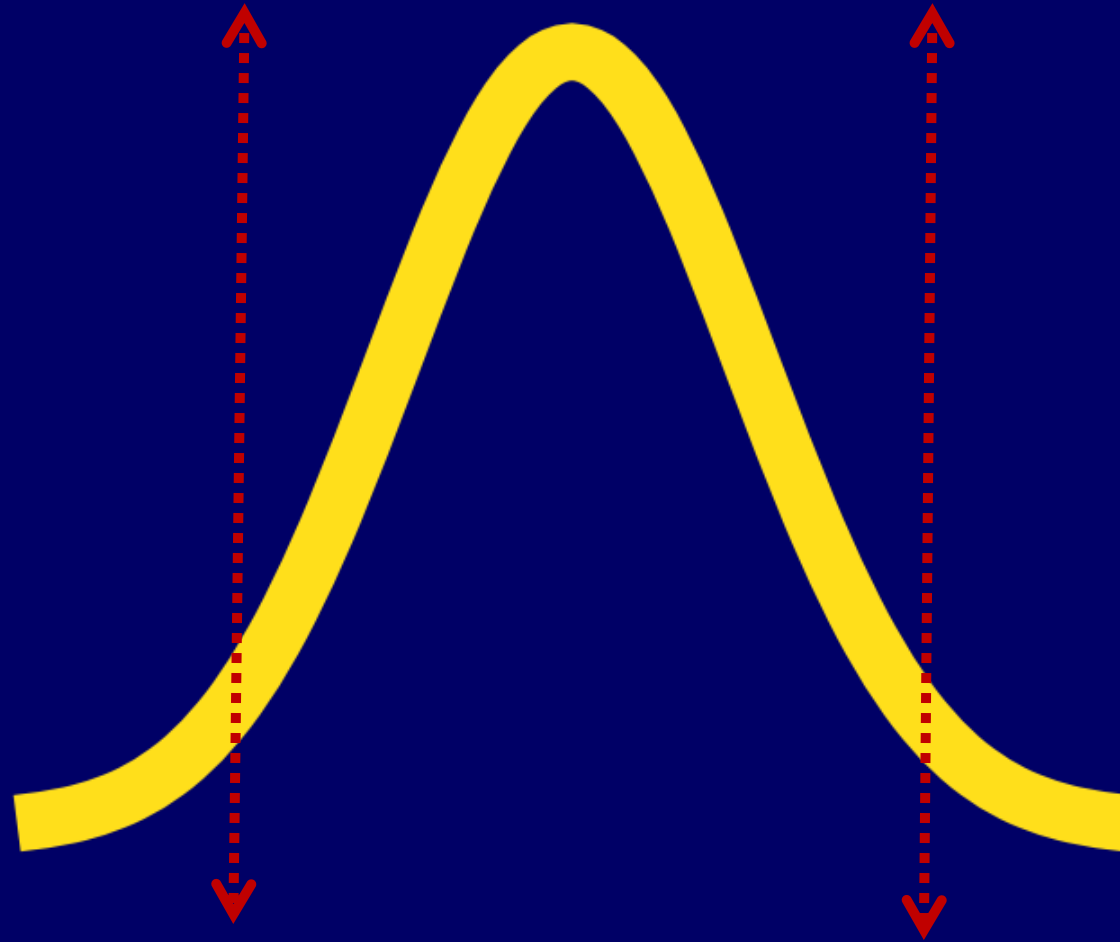
Decode Resistance to Change

- Boost Awareness – What?
- Return to Purpose – Why?
- Change the Change
- Build Participation + Engagement
- Complete the Past

Six Steps That Could Derail Our Organization's Attempt to Change

- Cautious Management Culture
- Business as Usual Management Process
- Initiative Gridlock
- Recalcitrant Executives
- Disengaged Employees
- Loss of Focus During Execution

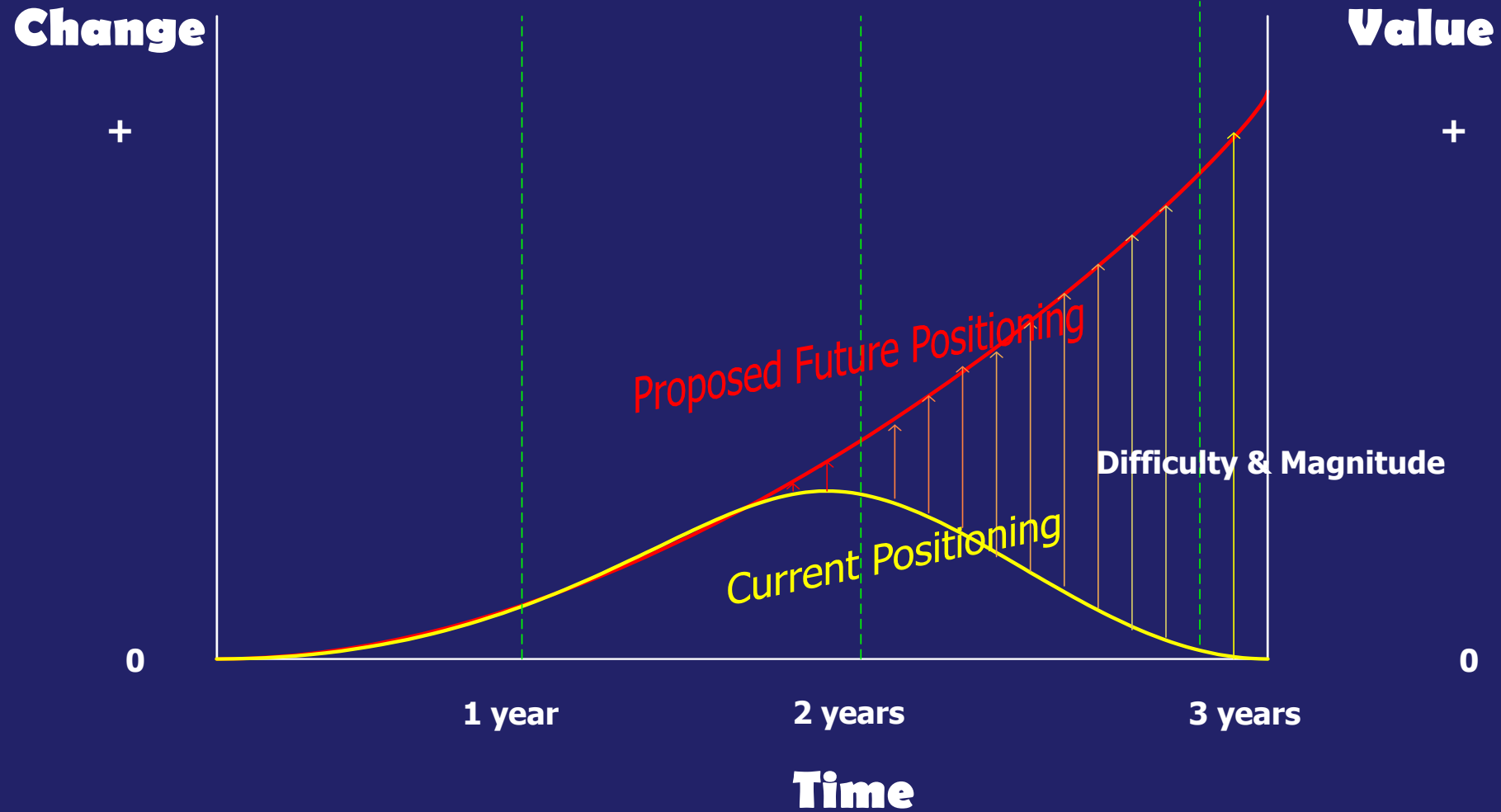
Prove it to me!



I Love
it !

I Hate
it !

Value of Change Over Time



ADKAR PROSCI



Awareness

Desire

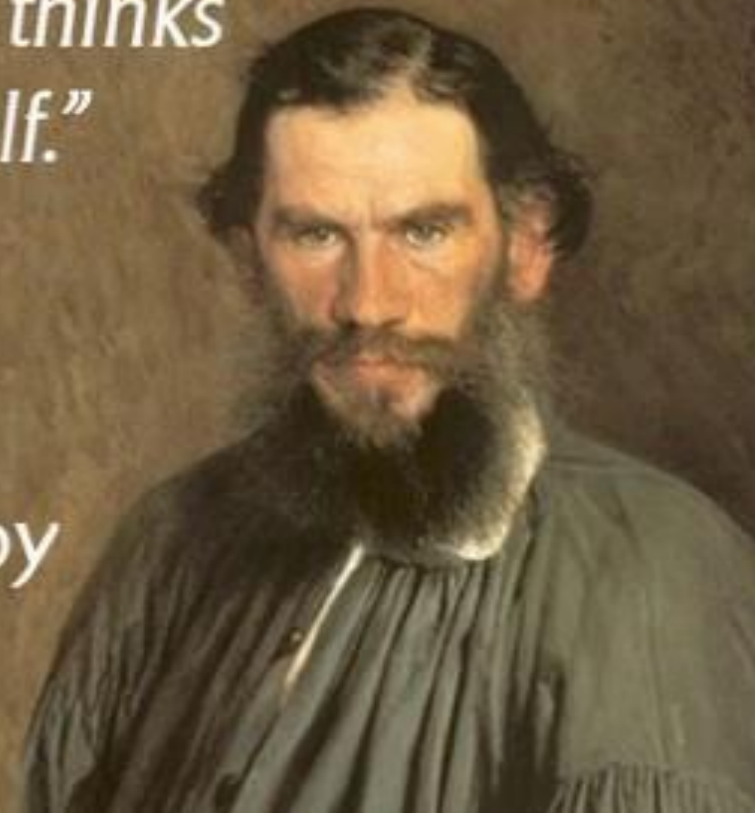
Knowledge

Ability

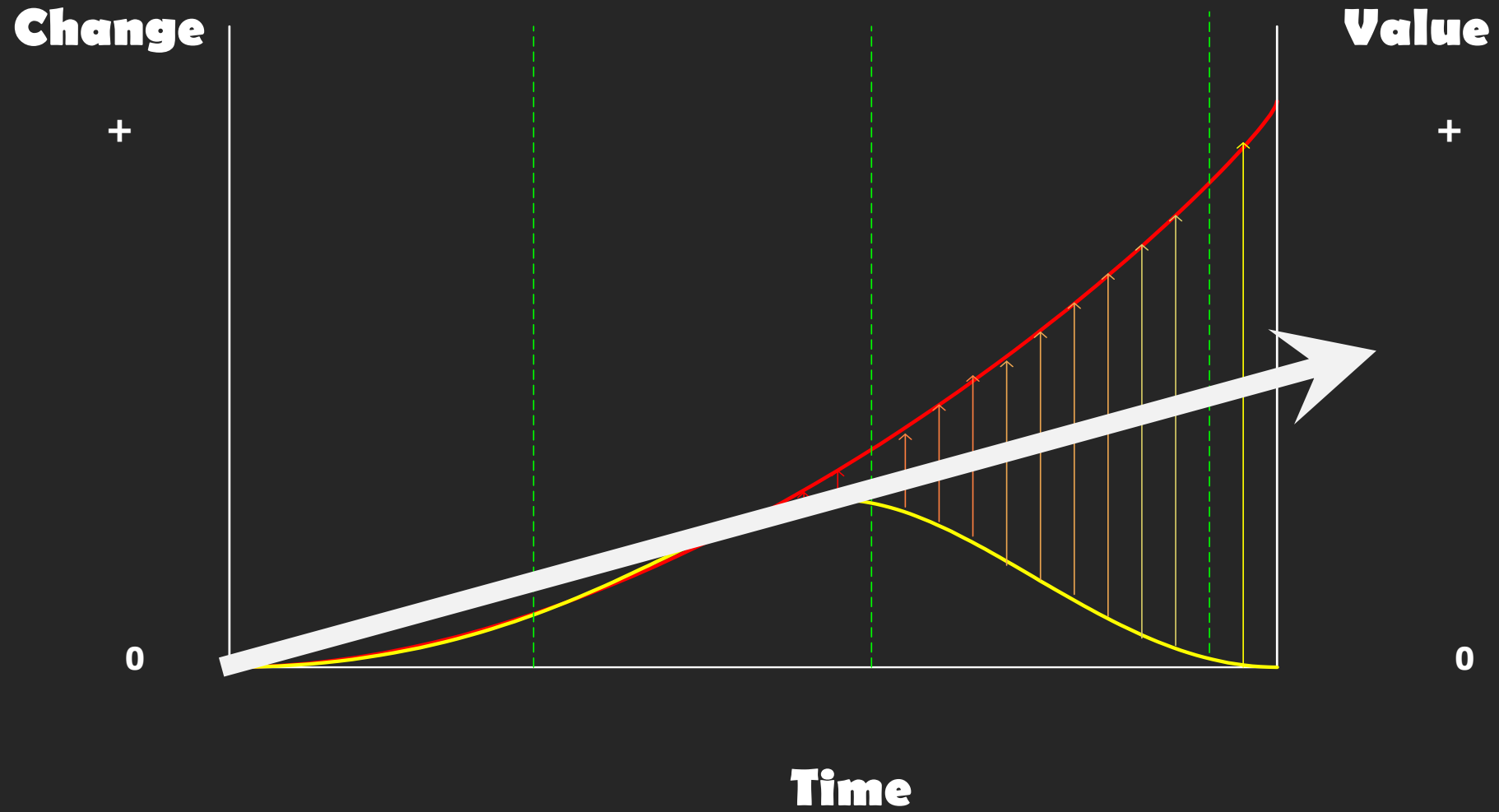
Reinforcement

*"Everyone thinks of changing
the world, but no one thinks
of changing himself."*

- Leo Tolstoy



What Is Your Legacy?





Summation

- Moderation
- Find Your Own Path
- Experiment
- Set Your Own Context of Success
- Challenges Will Occur
- Go Out And Observe
- Share With Friends
- Empower Others



Take pleasure in
your voyage and
share a beautiful
sunset with
friends.

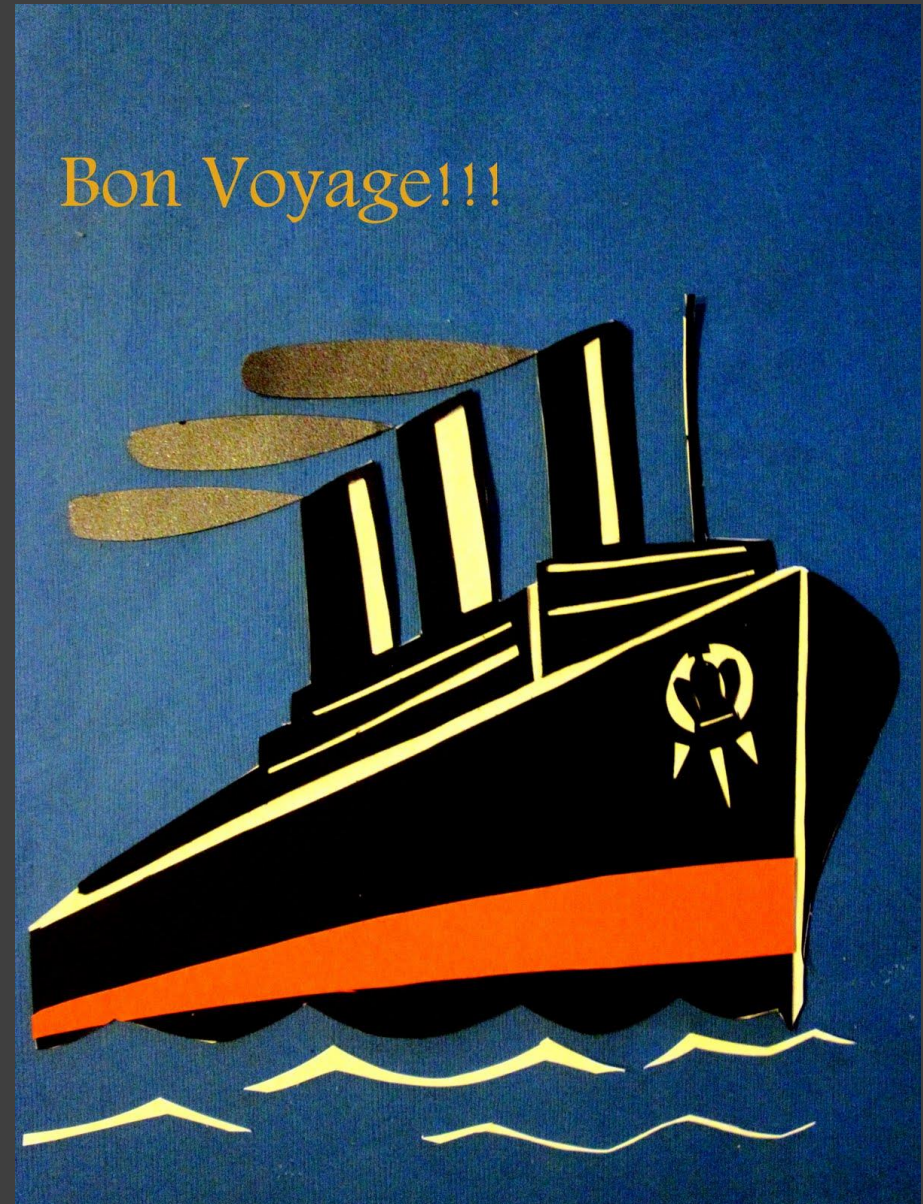
Have a little fun

**IF YOU WANT
TO MAKE
EVERYONE
HAPPY, DON'T
BE A LEADER.
SELL ICE CREAM.**

-Eric Geiger

Thank you!!

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