

**Secure Base Leadership**  
**How to Unleash Extraordinary Performance**

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February 7<sup>th</sup>, 2020  
 Apeldoorn, The Netherlands

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GEORGE KOHLRIESER

LEAD WITH YOUR FULL POTENTIAL

I want to help you be a high performing leader. That's how.

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**LEADING AT THE EDGE**  
 HOW TO REACH EXTRAORDINARY PERFORMANCE

JULY 19-24, 2020

GEORGE KOHLRIESER Ph.D.  
 ESALEN INSTITUTE  
 Big Sur, California, US

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**Never Be Held Hostage**



*I am the master of my fate  
 I am the captain of my soul*

From "Invictus"  
 by William Ernest Henley

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## Are You a Hostage?

PHYSICAL HOSTAGE



PSYCHOLOGICAL HOSTAGE



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## Are You a Hostage to Fear?

"Fear defeats more people  
than any other one thing  
in the world"

Ralph Waldo Emerson



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## Thoughts on Leadership

**At the end of the day  
you bet on people,  
not strategies.**

Larry Bossidy, CEO, AlliedSignal



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## 8 Pillars of High Performance Leadership

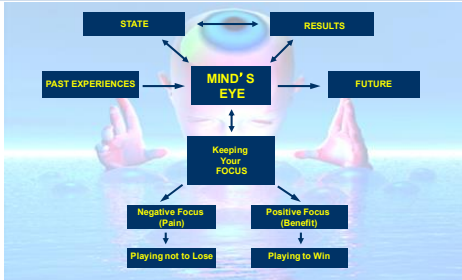
1. Leading from the Mind' s Eye ➡ The Power of Focus
2. Cycle of Bonding ➡ Motivation, Inspiration, Resilience
3. Leader as Secure Base ➡ Creating Trust to Drive Change
4. The Power of Language ➡ Influencing & Persuading
5. Conflict Resolution ➡ Resolving Differences
6. Power of Dialogue ➡ Building Bridges with Common Understandings
7. High Impact Negotiation ➡ The Art of Concession-Making
8. Managing Emotions ➡ Creating High Energy

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## Leading from the Mind's Eye



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## Perception



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## Perception



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## Thoughts On Leadership

Leadership is lifting a person's vision to higher sights, raising a person's performance to a higher standard, of building a personality beyond its normal limitations

Peter Drucker



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## Do People Naturally Resist Change?

- People do not naturally resist change; they resist the pain of change and the fear of the unknown.
- The neuron system of the brain is hardwired to seek expansion through curiosity, exploration, learning, and change.
- When leaders are a secure base and trustworthy, followers will trust the leader to guide them through the change.
- People resist being changed – “reactance” and lack of influence.
- When understanding and seeing the benefit of the change, most will embrace the pain of change.
- There is always a benefit in every change – can we find it?

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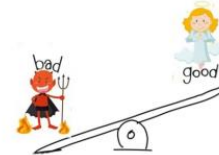


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## Negativity Bias

Negativity bias is the psychological phenomenon by which humans pay more attention to and give more weight to negative rather than positive experiences or other kinds of information

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## What Does Playing to Win Mean?



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## What is the Person Effect?

It is the unique impact, positive or negative, a person has in coming across and connecting with others. *It is also a trigger to activate positive or negative emotions.*



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## Some Dimensions of Person Effect

- Status
- Authority
- Trustable
- Attitude/Kindness, Sincerity, Authenticity, Honesty
- Emotion
- Gestures
- Openness
- Stress
- Gender
- Age
- Nationality and Culture
- Words and Use of Language
- Level of Energy
- Optimism or Pessimism

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## Edith Eva Eger

Our painful experiences aren't a liability—they're a gift. They give us perspective and meaning, an opportunity to find our unique purpose and our strength."

Edith Eva Eger  
*The Choice*

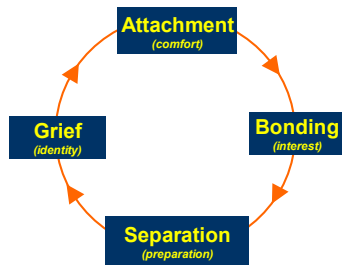


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## Cycle of Bonding



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## Stages of Grief



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## What is a Secure Base?

*"A Secure Base is a person, place, goal or object that provides a sense of protection, gives a sense of comfort and offers a source of energy and inspiration to explore, take risks and seek change."*



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## The Safety/Risk Balancing Act

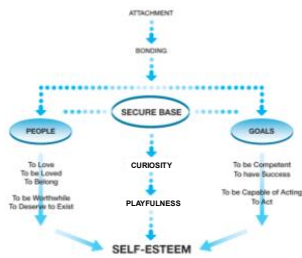


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## The Strength of a Secure Base



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## Examples of Secure Bases

PEOPLE	PLACES	EVENTS	EXPERIENCES	GOALS	OTHER
Mother	Country	Wedding	Childhood	Achieving a Business Target	Pets
Father	Home	Funeral	Adolescence	Getting a Promotion	Beliefs
Sibling	Nature	Sports	Being a Student	Becoming a Parent	Religion
Spouse	City	Disaster	Boarding School	Buying a House	Ideology
Teacher	Village	Accident	University Life	Gaining a Qualification	Special Objects
Coach	Town	Crisis	Being a Parent	Running a Marathon	Symbols
Boss	Park	Graduation	Marriage	Changing a Relationship	Memories
Authority Figure	Sea	Birth of Child	Have a Family	Recovering from an illness	Rituals
Peer	Mountains	Engagement	Employment		Prayers
Subordinate	Jungle	Promotion	Career		Work
Friend	Beach				Hobbies
Ancestors	Office				Money
					Music
					Poetry
					Books

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### Characteristics of a Secure Base Leader

Positive Inner State & Mind's Eye

1. Remains calm, composed & grounded
2. Directs Mind's Eye & focuses towards the positive
3. Emotionally reliable & available

Develops & Cares for Others

4. Accepts & values the individual
5. Sees the potential in the person

Uses Powerful Language

6. Creates bull's eye transactions, uses targeted words & gestures
7. Uses listening, dialogue & inquiry

Motivates & Encourages Daring

8. Encourages risk, provides opportunities & challenges to stretch
9. Inspires through intrinsic motivation

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### What is Dialogue?

Dialogue is seeking  
a greater truth  
by thinking together.

William Isaacs

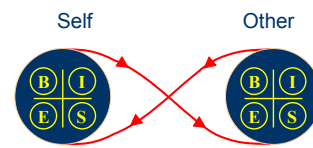


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### The Power of an Interaction



Talking - Dialogue - Negotiation

- B — Body
- E — Emotions
- I — Intellectual
- S — Spirit

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## What Are the Blocks to Dialogue?

### Primary Blocks:

- Passivity
- Discounting
- Redefinition
- Over Detailing

### Secondary Blocks:

- Over Rational
- Over Emotional
- Over Generalization
- Abstraction
- Lack of Directness
- Lack of Honesty



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## What is Conflict?

Conflict  
is a *Difference*  
between two or more persons or groups  
characterised by

*Tension, Emotionality,  
Disagreement and Polarisation*

where bonding is broken or lacking.



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## Put the Fish on the Table



Raise issues – don't let them smell!

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## The Law of Reciprocity



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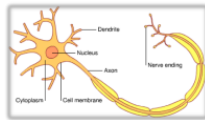


## Brain Facts

100 billion neurons each capable of 10,000 connections

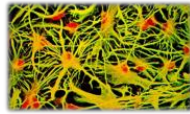
1,000 million to one million trillion possible neuron connections

25,000 neurons can fit on the head of a pin without touching each other



Growing new neurons and new connections:

- Emotional bonding
- Active Curiosity
- Deliberate Practice
- Challenging Learning
- Physical Exercise
- New experiences involving pleasure or pain



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## Brain Chemicals That Make Us Happy

The feeling we call "happiness" comes from four special brain chemicals. Each chemical triggers a different good feeling:

### Dopamine:

- Produces the joy of finding things that meet your needs—the "Eureka I got it"
- Produces the joy of finding what you seek

### Endorphin:

- Produces oblivion that masks pain—often called euphoria
- Motivates to ignore or escape pain

### Oxytocin:

- Produces the feeling of bonding and being safe with others
- Produces the comfort of social alliances

### Serotonin:

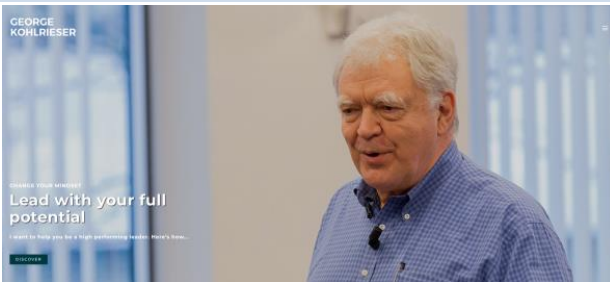
- Produces the feeling of being respected by others—self-esteem
- Produces the security of social importance

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George Kohlrieser on TEDx

« A hostage negotiator teaches leadership through bonding »  
TEDxFultonStreet



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« How to turn loss into inspiration »  
TEDxLausanne



## Thoughts on Leadership

***“Do not go where  
the path may lead,  
go instead  
where there is no path  
and leave a trail.”***

From "Wind-Wafted Wild Flowers"  
by Muriel Strode

