Part I. Leadership and Self Deception

Senior Vice President for Academic Curriculum and Assessment: It is with great pleasure that you have decided to accept our offer for an interview here at “The University of NuWORLD” > I am the Senior Vice President for Academic Curriculum and Assessment. This is my colleague who will introduce himself.

Dr. Goodie TwoShoes –

Dr. Dew Wright –

Dr. Lattimore Pigwig –

As each introduced themselves, Terri Newbody, the new candidate for the position of Associate Director for Educational Programs and Assessment, listened carefully as he wanted to remember key points about everyone so that when it was time to make a connection, he could make the connections effortlessly.

Senior Vice President for XXXXXXXX: Here at UNW, we believe that in order to grow, we must continuously improve how we communicate among ourselves, to those who work with us, our stakeholders and our students. Communication leads to collaboration; collaboration leads to teamwork and effective teamwork leads to success. So, that’s why there is a diverse interview team here. Let’s just get started with our interview as we know that you have already read the assigned book, “Leadership and Self Deception”. I will start the with the first question and we will move around the table to Goodie, Dew then Dr Lattimore Pigwig. We will conclude with you asking us questions. Fair enough?

Terri: I believe so.

Senior Vice President for XXXXXXXXX: Speaking of reading book, how many books have you read in your past leadership roles.

Terri: Yes, I read Leadership and Self-Deception. I have read: CAN WE BRIEFLY STATE WHAT WE LEARNED FROM THESE

1. Introductions to Type in Organizations
2. Reframing Organizations
3. Flight to Creativity
4. 60 Second Coach
5. 7 Levers of Great Managers
6. On Becoming a Leader

I actually started to read the 48 Laws of Power, but it was filled with ways to be non-transparent and I decided that’s depressing but after years in leadership, maybe I should read to become more aware of my surroundings. Interestingly, The Flight to Creativity was quite detailed and thought provoking. My Cohort received it from Basadur himself. As a matter of fact, he visited one of our leadership sessions. Nice guy but such a stickler for timeliness. Outside of that, I found him to be quite humorous. One of cohort members and I were on the hotel elevator and he inquired about her accent and commented on how beautiful she was.

Senior Vice President for XXXXXX: So you read Leadership and Self-Deception?

Terri: Yes, I enjoyed reading it so much that I allowed some of my friends to borrow it, too. They were less excited about though. But then, I am interested in management positions, my friends are not.

Senior Vice President for XXXXXX: Oh, I see. Well that’s nice to know that you shared the book. Let’s relate the books to your experiences.

Terri: Oh, great!

Senior Vice President for XXXXXXXXXX: Can you describe your biggest accomplishment, could be personal or professional?

Terri was familiar with how an interview should be conducted and had even conducted a few just two months ago. She realized that it was ok to brag here, but just a little. She did not want to spend too much time with her answers as the interviewer was just looking for a short answer and that the interviewer would just be interested in what she had done recently. Terri felt comfortable with providing an answer as it related to her career but not for her personal life. She repeated in her mind “no frivolous answers; provide explanations for this answer”. Slowly, Terri started to answer.

Terri: My biggest accomplishment to date is increasing sales in my department by 30% simply by changing our marketing strategies. Sales were at an all time low and we could not figure out why. So, I approached our problem from a different angle, the customers’ point of view and changed our marketing campaign to better focus on the features and benefits of our products. As a result of solving one of our biggest customers’ problem, we patented the new product.

Dr. Dew Wright Fantastic, success is awesome when everyone plays their part. In this endeavor, I am assuming that required skills to get everyone to buy-in. What happened when someone on the team did not do his or her part, how did you resolve the issue?

Terri: Since we were collaborating on this project, our unit really need his analyses. SO, I scheduled a meeting with Janis to find out what was slowing her down. To my surprise, even after two meetings of discussions, she was still unclear of what was expected and she could not move forward. I helped her prioritize her task(s) to where it made sense. For the next two weeks, I paid more attention to her, stopped by her desk daily to ensure she was on track. The result was that it took 20 extra minutes out of my day, but it proved to worthwhile, we completed
the project on time and I did not have to talk to her immediate supervisor to get this done. It was a small case where my indirect report was falling behind and I was there to help her get back on track.

**Dr. Goodie TwoShoes:** That’s seems motivational as well! What else have you experienced that might serve to motivate others?

**Terri:** Everyone has strengths and weaknesses. I believe that as a leader one must know how to find a balance. At my past job, I worked with an individual who never pulled his own weight. Initially, he would hold up the progress of our unit. So, when I needed him to drop everything he was doing and get a task completed for the unit, I would stop by his desk and chat about something related to his personal interests, just to break the ice. Then, I would drop subtle hints about his abilities and that he/she was underappreciated and he/she was the only person that could help me. It worked every time and he always helped me.

**Dr Lattimore Pigwig:** That’s easy enough when it works. How would you handle it, if the individual still refuses? A conflict arises and it is only because you are the new kid on the block?

**Terri:** I tend not to react to problems but truly acknowledge their existence and respond to them in a calm manner. Reacting to a problem causes a panic and the problem does not get resolved until everyone calms down, accepts the situation and then focuses on a resolution. I am fairly thick skinned and don’t really get offended too often, but issues like these are sometimes unavoidable. When it does, I try to be reasonable, and work out the issue so we are all satisfied.

**Senior Vice President for XXXXXXXXXXXX:** Why did you leave your last job?

**Terri:** better opportunity, more engagement, my boss was not focused on me as a person. I felt more like an object than a true contributor to the team.

**Dr. Dew Wright:** If you were a pickle, what kind of pickle would you be?

Terri thought careful about this question because she had never heard this question in an interview. Now, this must be the trick question to test my behavior and was an obvious attempt to take me from my comfort zone. Maybe it was asked probably because of my answer to a previous question. Let’s see, just stay calm. Let’s turn the table and keep this interview positive. Slowly, Terri remembered…………………………

**Terri (chuckling):** Well, thank goodness, I am not a pickle, I am not an object; I am a person. I understand over my years of working, that an act contrary to what I feel I should do for another is called an act of “self-betrayal”; when I betray myself, I begin to see the world in a way that justifies my self-betrayal; when I see a self-justifying world, my view of reality becomes distorted; so – when I betray myself, I enter the box (of self-deception); over time, certain boxes become characteristic of me, and I carry them with me; and by being in the box, I provoke others to be in the box. I would be maintaining the status quo. In the box, we invite mutual mistreatment and obtain mutual justification; we collude in giving each other reason to stay in the box. These points introduce a key metaphor of Leadership and Self-Deception. I see myself and others in a systematically distorted way – others are mere objects. They are seen as threats or obstacles to obtaining what I want and/or need. When I am out of the box of self-deception,
on the other hand, I see myself and others more or less as we are – as persons with hopes, desires, fears, etc. just like me.

**Dr. Goodie TwoShoes:** What do you feel your weaknesses are?

**Dr. Dew Wright:** How do you get along with different types of people?

**Terri:** The workplace is loaded with a variety of people with varying personalities. I have always been able to get along with anyone. Getting alone with others simply boils down to personality. When you understand and recognize other personality types, other than your own, getting alone becomes easier. I may not get it right the first time, but once I learn more about that person and discover their hot buttons, I won’t have any problems.

**Dr. Goodie TwoShoes:** Can you describe what you think a relationship should be between a supervisor and an employee?

**Terri:** trust, empowerment, seeing me as a person, acknowledge my hard work and the results I achieve for the benefit of the organization and the people we serve.

**Dr. Lattimore Pigwig:** Why should we hire you?

**Terri:** Besides having the qualifications you are looking for, I am a team player, I take directions and I have a desire to continue with the success that is taking place here. I believe in operating in the out of the box concept. You see the book lists six things that don’t work:

1. Trying to change others.
2. Doing my best to “cope” with others.
3. Leaving
4. Communicating
5. Implementing new skills or techniques
6. Changing my behavior.

Some of these are counter-intuitive. Take communicating, for instance. What’s wrong with that? The fact is, “communicating” can be a means of manipulation of the other person when we are in the box. We need to get out of the box first and then communicate. We communicate because we are out of the box; we don’t get out of the box by communicating.

Changing my behavior also seems to be a strange thing to include in this list. One would think that this would be absolutely indispensable to getting out of the box of self-deception, but

“You can’t get out by continuing to focus on yourself-which is what you do when you try to change your behavior in the box...If being in or out of the box is something that’s deeper than behavior, do you suppose the key to getting out of the box will be a behavior?”

This is where it gets a bit tricky but getting out of the box is primarily a change of mindset more than it is a change of behavior. That changed mindset will certainly influence my behavior, but
changing my behavior will not necessarily change my mindset, and people can detect my true mindset, whatever my behavior. As the book says:

“In the moment I felt the keen desire to be out of the box for them, I was already out of the box toward them. In fact, that desire for them is to be out of the box toward them...We know in that moment what we need to do – we need to honor them as people. And in that moment – the moment I see another as a person, with needs, hopes, and worries as real and legitimate as my own – I’m out of the box. ”

Two other keys to getting out of the box are questioning my own virtue and seeing the hypocrisy of my anger toward others.

We stay out of the box by doing for others what we should do for them. This could seem overwhelming, but “being out of the box and seeing others as people doesn’t mean that I’m suddenly bombarded with troublesome obligations. That’s because the basic obligation I have as a person – which is to see others as they are, as people – is satisfied, in many cases, by the fundamental change in my way of being with others that happens when I get out of the box.”

**Senior Vice President for XXXXXXXX:** We appreciate your visiting with us today. Any questions for us?

**Terri:** Can you describe what I could expect during my first 3-6 months? Is there an opportunity for professional development and training?
Part II. 15-20 Minute Exercise for Sharing

A. 2-3 minute video on youtube: Key Points
   1. See people and respect people always as people to be respected and lead, not as objects or things to be used.
   2. Leave your attitude at the door. If you are having a bad day, don’t take it to work
   3. Develop faith in your people

B. Closing : How to get out the box Exercise

Part III. Individual Assignment:

1. Identify five things that assist us in falling into a box. Collect them and put in a box. Select a few, distribute among groups and discuss in groups of three. Then Proceed to question 2.

2. Identify the truth and causes for each of these that put you in a box.