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**Application of methodologies from coaching and from mentoring
to advance leadership practice in the Royal Air Force**

Scope:

To share a demonstration of the application of a Rogerian orientation used to extend leadership tolerances and thresholds in military performance

- **'Operation Accurate Empathy'**
 - Become informed : characteristics of individuals, groups, specializations
 - Account for past & contemporary cultural insights, historical antecedents, symbolism, current
 - Curiosity & acquisition of insights via formal & informal training means, attaining rapport; matching; acknowledging
- **'Operation Congruence'**
 - Credibility through authenticity
 - Whole professional perspective
- **'Operation UPR' [unconditional positive regard]**
 - Awareness of overlaps, tensions, access, synergies, cognitive heuristics

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Defence Description

‘Leadership is visionary; it is the projection of personality and character to inspire people to achieve the desired outcome’

Defence Leadership Centre

To explore where leadership 'happens' through applied leadership development interventions

To access & delineate occurrences of leadership using the 'en vivo leadership' methodology (Murray, 2006) providing a means to enhance leadership thinking

Compatibility:-

Mission of Defence Leadership Centre

To run successful military operations and government departments, our people need to have the understanding and the tools that contribute to effective leadership practices and thinking skills.



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A 'blunties'
tools for high
end military
performance
enhancement

Development philosophies underpinning applied work

Carl Rogers Critical
Conditions of Change

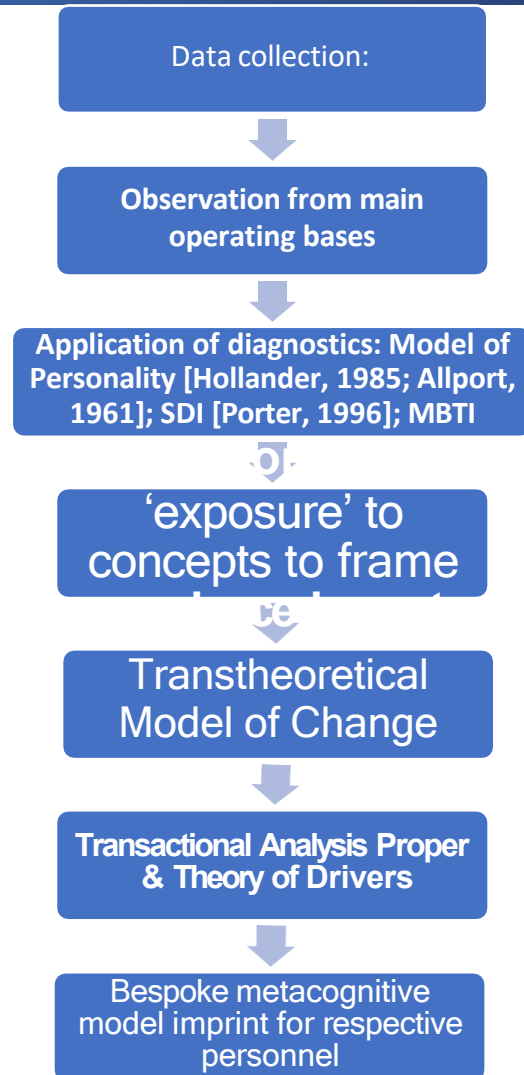
Accurate Empathy
Unconditional
Positive Regard
Congruence

Gerard Egan

Support without
challenge is anaemic

Challenge without
support is brutal

Exploring leadership propensity



Analysis methods:

Need Achievement Theory
NLP event coding
Content Analysis
Psychodynamic screening
Transtheoretical Stages of Change behavioural diagnostic
Consideration of themes

n = 601 selection of findings shown using behavioural methodologies

Headline self report findings using MBTI as behavioural framework

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Myers Briggs Typology

- establish preferred quality from each category
- yield of 16 unique types
- emphasis on the value of naturally occurring differences:

Introversion/Extraversion
Sensing/Intuition
Thinking/Feeling
Judging/Perceiving

- opposite functions:
Thinking over Feeling
prevalent in natural
setting
- 'J' preference increased
with loading of situational
pressures (natural &
devised settings); 92%
- less perceived 'formal
empathy' with
failure/suboptimal
outcome when deviation
from STJ pathways
- impression of long pre-
start indicators offered

Aspects of headline findings MBTI

strong sample displayed
'military classic' ESTJ
profile in natural setting

decisiveness
observed; movement
to forcefully
implement decisions
quickly in devised
setting

STJ subset prevalent

Aspects of headline reported indicators using MBTI

expectation of greater facility & confidence in exercising dominant & auxiliary functions realised

ambiguity of leadership incidents reported to make more obvious pairs of mental functions in action

reported indicators of tertiary & inferior functions during vulnerable moments (reported evidence)

Who am I? - Ego States

Are a way of making sense of the different and sometimes conflicting thoughts, feelings and behaviors that we all have.

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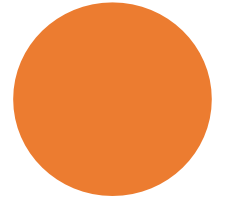
Aspects of Headline Findings Transactional Analysis



Aspects of Headline Findings Transactional Analysis

- evidence of 'inconsistent fidelities' ingested messages part of leadership mix
- advanced Adult, type maturity most of time
- indicators CP-AC scarring
- precious windows of true insight best captured off-line via implementation of Rogers critical conditions of change

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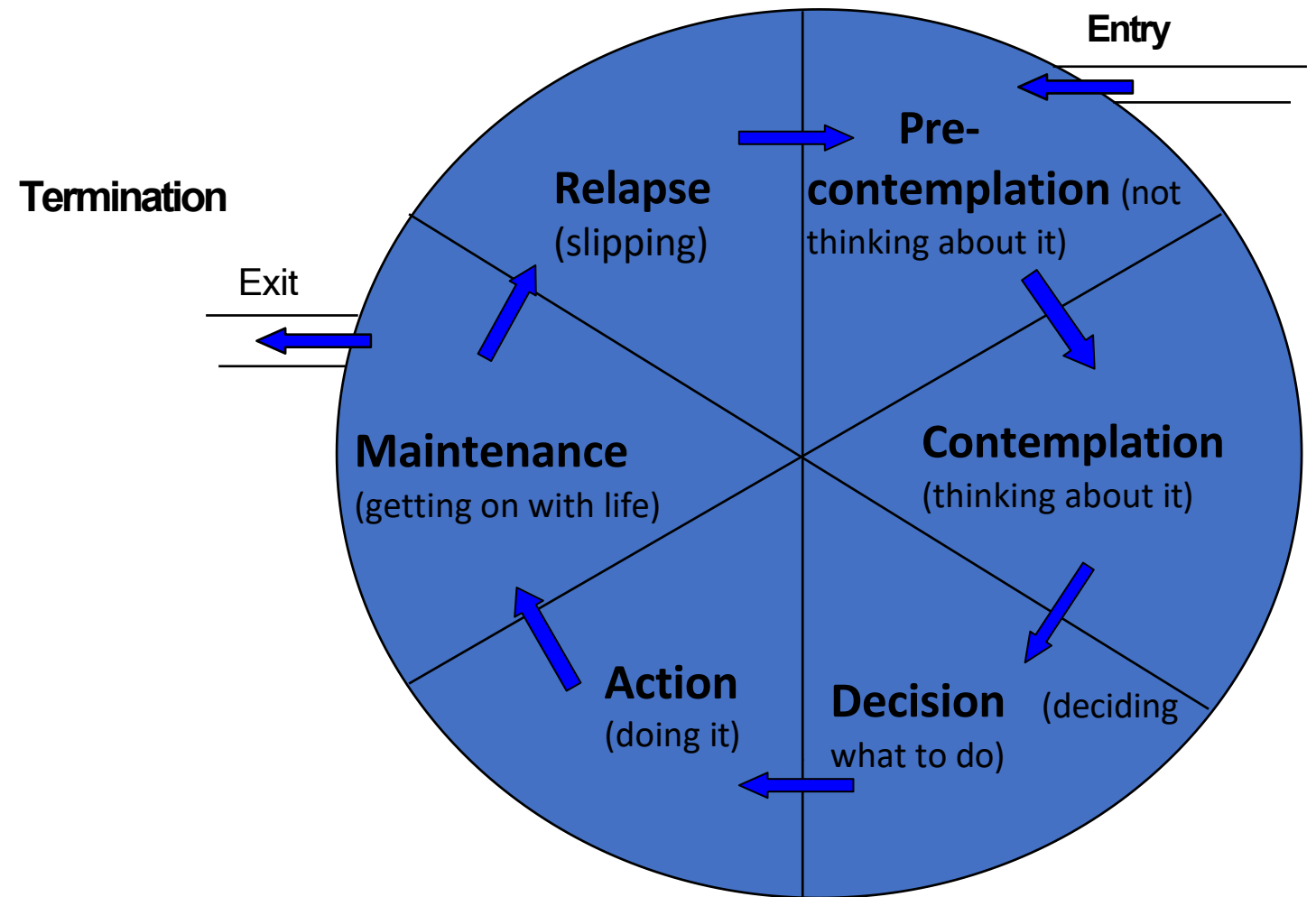
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Readiness for Leadership Performance

using Transtheoretical Model of Change

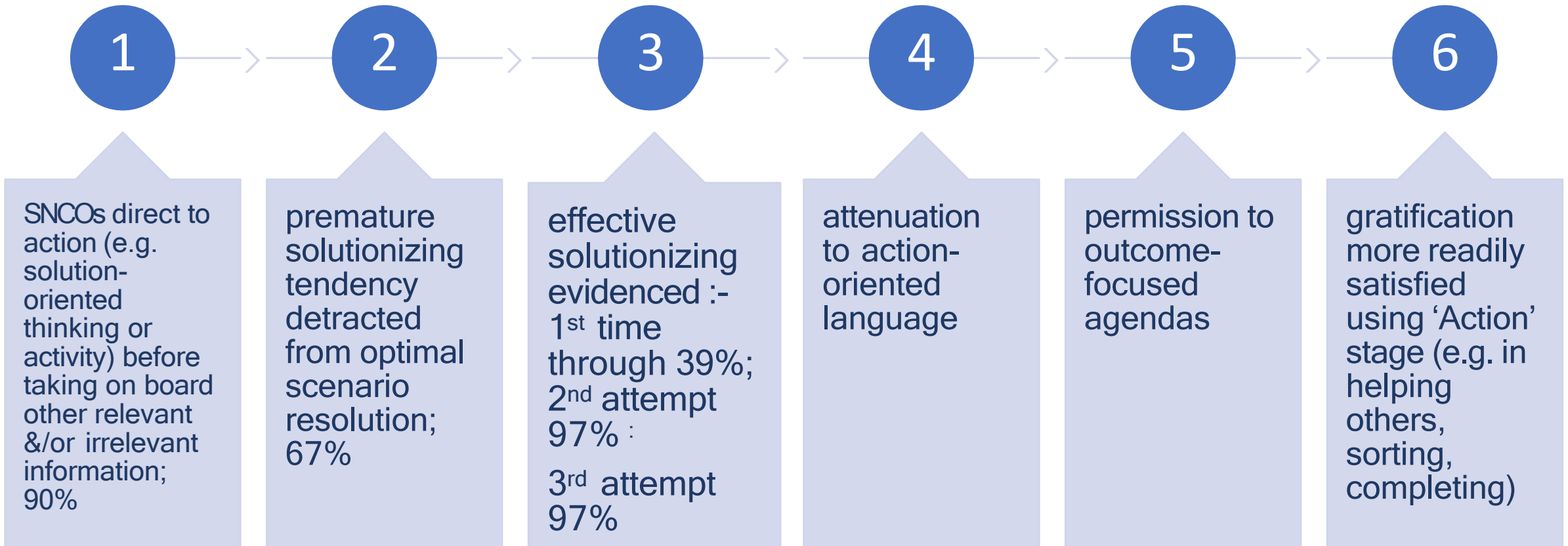
[Prochaska & di Clemente, 1982]

Focus on deliberation cognitions in 'Contemplation'



Aspects of Headline Findings :

Model of Change, 'Action' phase in stages of change



Aspects of Headline Findings - Interviews: how personnel construct leadership reality

- study of direct experience taken at face value
- leading pertaining to relationships with others
- 'bracketing' suspension of presuppositions
- leadership behaviour treated as determined by phenomena of experience
- word analysis giving meaning to experiences of leadership



Headline Findings - Interviews

notion of established profile as ideal for leadership perceived as myth

notion of established profile more visible for promotion perceived as reality

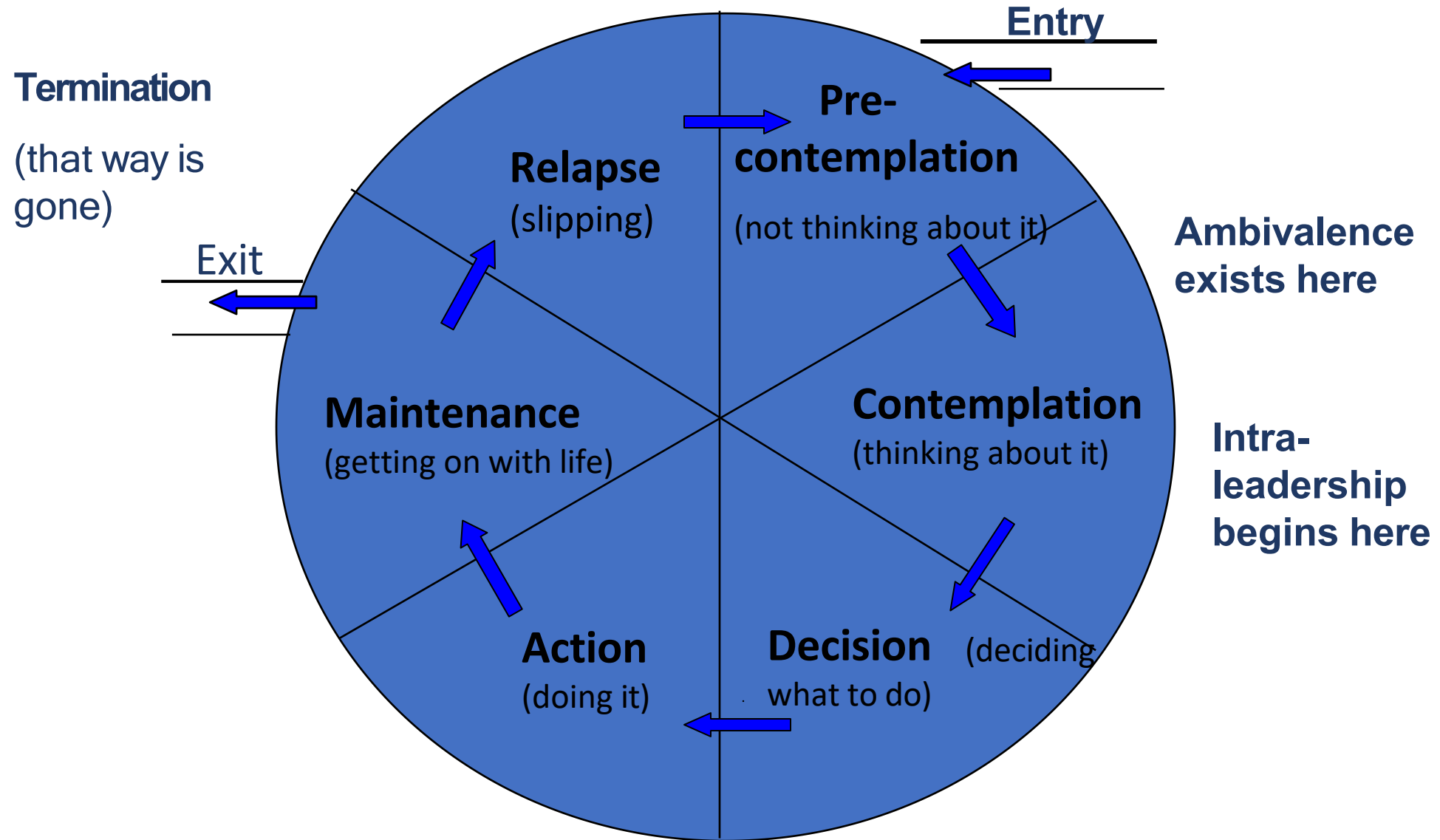
'can-do', proactive norm

'hi-nach' norm [high need achievement]

leadership hiccups created 'FOF' [fear of failure] outlook

quiet 'near misses'; point of no return

Preposition using Wheel of Change



to sensitize
personnel...



to leadership as it is happening
[although relationship between
learning & awareness
controversial]

to factors which affect mental
processing, behavioural
responses & chosen actions

'continuously-in-the-making' constructivist quality

- 'en vivo' approach dependent on individual's interpretation of events
- social constructionist leadership knowledge treated as adaptive
- multiplicities of social realities accessed
- occurrences within benign & deployed environments



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Leadership performance
identified & tracked using
En Vivo Leadership ©

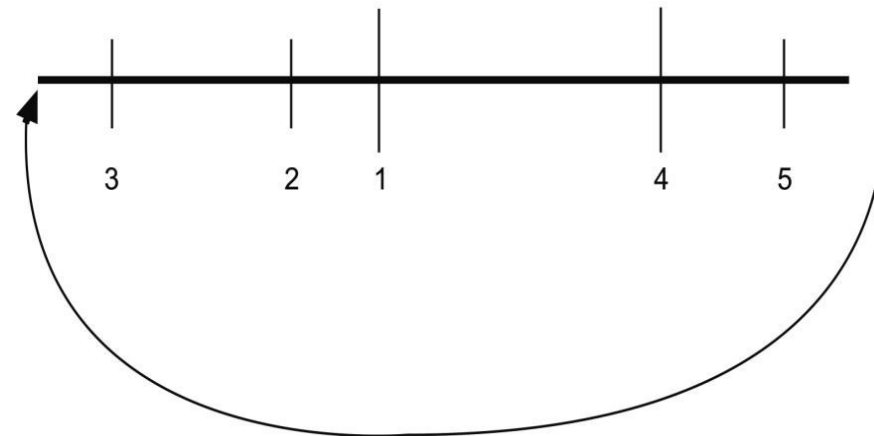
**“En Vivo Leadership is a dynamic
time phase within which intra-
individual tendencies exert greater
influence over behaviour than at
other times”**

- Murray, P.F. (2006). En Vivo Leadership. Centre for Leadership Studies. University of Exeter. Published Thesis.

Fig. *en vivo* leadership schematic

© Murray

- **3** Medium Pre-start conditions of *en vivo* leadership
- **2** Short Pre-start Conditions of *en vivo* leadership
- **1** Start Conditions of *en vivo* leadership
- **1-4** Onset of *en vivo* leadership Time Phase
- **4-5** Post *en vivo* leadership Conditions
- **5-3** Long Pre-start Conditions





En vivo methodology used

- to inform self-awareness
- to facilitate self- regulation
- to advance leadership cognition

- Active, constructive process
- Goals set by leadership proponent
- Proactive attempt to identify, monitor, regulate & influence aspects within the cognitive, motivational & behavioural realms of acute performance learning development

Aspects of cognition-phased analysis

variability of metacognition found to be a viable predictor of knowledge using en vivo model

sig. change in knowledge when immersive approach undertaken (e.v.)

no sig. change in facilitative leadership behaviour (d.v.) when regressed with metacognition (i.v) & military scenario knowledge (i.v.)

long pre-start combined with volatile/emotive events leadership are 'ignited' with the presence of ambivalence

ambivalence renders individual more vulnerable to intra-individuated characteristics

sig. early attenuation informed by 'S', 'STJ'; diminished 'S' & 'J' during dilemma states

Strategic leadership from the intervention programme

- Concept used to inform next phase - as originator of military enhancement strategy named 'Force Development'
- RAF Board sanctioned the strategic initiative
- 'being part of' training regime presented operational access & empathy
- action research intervention used to reveal emergent qualities & attributes to underpin 'successful' performance in officer cadre
- Packaged to formally establish the said key qualities & integrated with initial officer training [IOT]
- synthesised intra and inter leadership practice (neuro physiological, emotional cognitive & behavioural model & rehearsal)

Thank you

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