People
Technology

A Deeper Understanding of Project and Program Management Leadership

Systems and Software Technology Conference 2010

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**People Technology. A Deeper Understanding of Project and Program Management Leadership**

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When we think about new technology we seldom consider technologies that help us understand human interaction in a more precise way.

- Recent discoveries have helped us uncover the “disease” of self-deception (acting in ways contrary to what one knows is right), which tends to underlie all leadership problems in our projects and programs.
- However well intentioned they may be, leaders who deceive themselves always end up undermining their own performance.

In this interactive tutorial the key points of the text “Leadership and Self-Deception” will be highlighted to help us examine how we sometimes create our own problems, how we present falsehoods about who we think we are, and how these falsehoods limit us in our leadership and relationships with others in our projects and teams.

We will discover new and insightful perspectives on how change occurs by examining the very root of change.
Tutorial Outline

- Introduction
- Self-Deception
- Influence
  - Way of Being
- Losing Clarity
  - Self-Betrayal
  - Justification
  - Carry Boxes
- Teaming
  - Collusions
- Workplace Accountability
  - Directions at Work
  - Accountability Model
People Technology

- people — *noun*
  1. persons indefinitely or collectively; persons in general.
  2. persons, whether men, women, or children, considered as numerable individuals forming a group.
  3. human beings, as distinguished from animals or other beings.

- technology — *noun*
  1. the branch of knowledge that deals with the creation and use of technical means and their interrelation with life, society, and the environment, drawing upon such subjects as industrial arts, engineering, applied science, and pure science.
  2. the terminology of an art, science, etc.; technical nomenclature.
  3. a technological process, invention, method, or the like.

- Exactly our subject today, with the emphasis in leadership
- Use examples in all aspects of life (home and work)
Discovery and Science

- **Background**
  - Desire to make sense of the logic
  - Wrestled with the philosophical arguments that account for how self-deception happens
  - Create ability to perceive and address matters deeper than the behavioral levels

- **Our Journey**
  - Use a “language” and a series of diagrams
  - Invitation to decide for yourself if the material is useful and to what extent it can be applied
Self-Deception and Influence
Leadership and Self-Deception

- As long as the problem of not knowing one has a problem remains...so will all other problems.

- Self-deception...blinds us to the true cause of problems, and once blind, all the “solutions” we can think of will actually make matters worse.

- That’s why self-deception is so central to leadership—because leadership is about making matters better.

- To the extent we are self-deceived, our leadership is undermined at every turn.

Source: Leadership and Self-Deception; 1st Ed., page viii
Story of Ignaz Semmelweis

they hadn't SEEN any problem
Self-Deception Paradox

- People often create their own problems.

- People seem unaware that they are creating their problems.

- People resist solutions (readily)

Paradox:
People of Influence

Those I desire to influence:

Those who’ve influenced me:
Something Deeper

Diagram—see Leadership and Self-Deception; 2nd Ed., page 36. Used by permission.
Influence

Whatever I “do” on the surface, people respond to who I am being when I am doing it.

Way be being determines influence.

Kinds of Objects from with the “Box”

- What kind of influence am I likely to have on someone I’m seeing as:
  - 
  - 
  - 
  -
Effects of Influence

My Influence (in the box)

My Influence (changed):
Losing Clarity
Self-Betrayal and Way of Being

Sense/Desire

Honor \(\leftrightarrow\) CHOICE

Betray

How I started to see myself

How I started to see the other

\[\text{In self-betrayal, I feel}\]

Diagram—see Leadership and Self-Deception; 2nd Ed., page 81. Used by permission.
Self-Betrayal and Way of Being

Sense/Desire

Honor

CHOICE

Betray

How I started to see myself

How I started to see the other

The way I moved from Responsiveness to Resistance

Diagram—see Leadership and Self-Deception; 2nd Ed., page 81. Used by permission.
Self-justifying Characteristics

Betray myself and I present an image of myself. The image is that I am the undeserving victim of those I am blaming.

To betray myself is to portray myself. It is to portray myself in ways that justify me.

Repeatedly justify myself in self-betrayal and such self-justifying images become characteristic of me.

Source: The Choice, §§ 29, Arbinger Institute. (Used by permission.)
In my home and work lives, toward whom am I most in the box?

Home Life

Work Life

What kind of boxes are these?
What Box(es) am I Carrying

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Organizational Boxes

As an organization, what kinds of boxes do we tend towards (and in what contexts)?

What kinds of things happen because of these boxes?

We do

We fail to do
Key Points to Remember

1. An act contrary to what I feel I should do for another is called an act of “self-betrayal”
2. When I betray myself, I begin to see the world in a way that justifies my self-betrayal.
3. When I see the world in a self-justifying way, my view of reality becomes distorted.
4. So—when I betray myself, I enter the box.
5. Over time, certain boxes become characteristic of me, and I carry them with me.
6. Be being in the box, I provoke others to be in the box.
7. In the box, we invite mutual mistreatment and obtain mutual justification. We collude in giving each other reason to stay in the box.

Teaming
Teaming: Provocations of the Box

Collusion: *When two or more people are mutually in the box towards each other*
Collusion

1. He does:

2. I see

3. I do

4. He sees

Diagram—see Leadership and Self-Deception; 2nd Ed., page 97. Used by permission.
Collusion—Expanded

1. They do:

2. We see

3. We do

4. They see

Diagram—see Leadership and Self-Deception; 2nd Ed., page 97. Used by permission.
Justification

Consider the insanity:

*Betraying myself, I invite in others the very behavior I say I hate in them.*
*And betraying themselves, they invite the very behavior they say they hate in me.*

*We cooperate in condemning ourselves to ongoing misery and woe.*

*But in such insanity I find advantage:*  
*When others and I betray ourselves toward each other, we provide each other with what we most desire—justification.*

Source: *The Choice, §§ 22-23, Arbinger Institute. (Used by permission.)*
Workplace Accountability
Working: In the Box

Who is my focus?

What is my focus?

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Workplace: Projects and Program

In my workplace, what boxes do I have (and carry) regarding:

Projects           Programs           Processes
Working: Out of the Box

Who is my focus?

What is my focus?

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Accountability Model

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Conclusion

1. Within the box, the workplace and its people are self-deceived.
2. Workplace self-deceptions and justifications cost the organization valuable resources and rob the team and its people of grand opportunities.
3. Moving outside of the box, increased clarity begins.
4. Staying outside of the box, people and their accompanying resources are sustained and increase in value.
5. Out of the box processes, projects, programs, systems, and culture can be developed and grow to support desired results.
6. Out of the box Leaders can see people (and the organization that is composed of these people) with clarity and potential—their influence can be positively felt and their future unfettered.
References