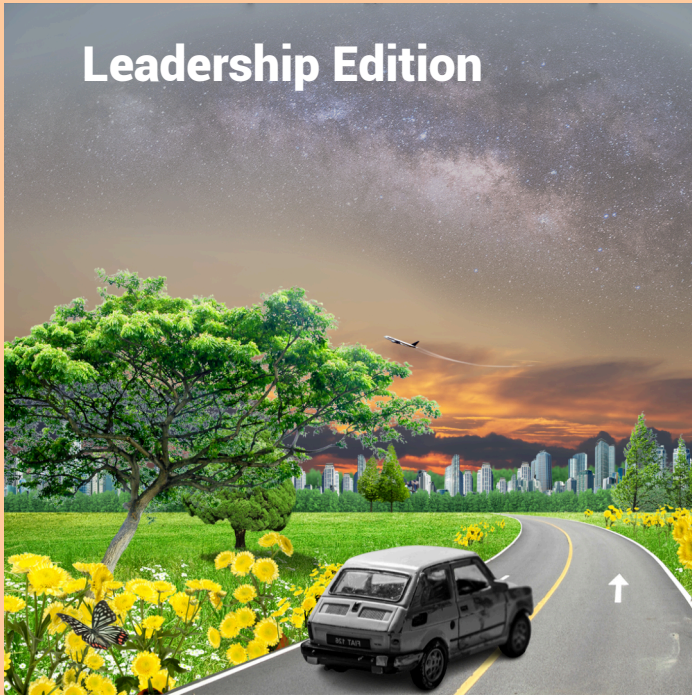


The Peter Koufos

ON THE ROAD SERIES

Leadership Edition



Nommos 1

On the road to connection...

we travel in 3 vehicles:

1. Communication
2. Engagement
3. Participation



Choices present themselves and decisions must be made.

Are we taking the road of transaction or the road of transformation?

Transactional Leaders travel a road toward making things a *commodity*. Circumstances by necessity, have them view things through the lens of the conventional and conformity.

Transactional Leadership styles are concerned with the question of what happens if they take their eye off the ball to focus on new solutions and fixing problems. The belief is often that if they take their eye off the ball, the whole “keeping us afloat” business will collapse and they’ll be ruined.



The Transactional Leader seeks to maintain the normal flow of operations. With this management style, “transactional” refers to the fact that this type of leader motivates *subordinates* via a value exchange for performance.

Human needs in the workplace cannot be addressed adequately by a sole insistence on a value exchange between what benefits the company and what may or may not benefit the employee..

Regardless of your industry, teams want engagement, enablement, and empowerment.



Be riveted and engaged where you are valued.

Transactional Leadership is defined by control, organization, and short-term planning. It's not that these things are automatically bad in themselves, it's that they influence leaders who adopt this style to rely on a system of rewards and punishment to motivate their **followers**.

When people aren't even sufficiently motivated to work for you, suddenly there's a "staffing shortage." People are leaving because they aren't valued, with top talent going to your competitor for more than just an improved "value exchange".

Which brings us to the key assumptions associated with transactional leadership:

- **Followers** are motivated by way of rewards and punishments .
- **Followers must** adhere to the instructions of the leader as it is their primary goal.
- **Followers** have to be monitored to ensure that performance standards are met because, as a commodity, "putting a price on" these things keeps us focused on the transaction.

Instead, lead with service.

Lead with compassion.

Lead with empathy.



Transformational leaders de-commoditize work.

By focusing on human value, purpose, and identity rather than commoditizing demands, micro-managing, and creating good followers, they instead build human centric relationships.

De-commoditizing in this context means that Transformational Leaders humanize teams rather than seeing people as followers because one of their directives is to create more leaders.

Moving beyond their immediate self-interests, Transformational Leaders identify needed change. They create a vision to guide change through influence, inspiration, then execute change in tandem with committed members of a group.

Transformational Leaders change people

- through engagement.
- They engage with...

- Knowledge
- Expertise
- Vision

**You can only get so far without a tribe.
—Boba Fett**



A Word of Caution

Be aware of Dysfunction in Tribalism.

The tendency to conform to the cultural pattern of a group at the expense of individualism and cultural diversity is not the definition of Business Culture.

Have you ever witnessed Dysfunction in Tribalism? I have. On more than one occasion.

It's the wielding and manipulating of Intergroup Bias to affirm the legitimization of favoritism for High-Status Individuals. Leadership will stage-manage "fit" to eject employees to the outside rather than exemplifying belonging in a functional way.

This is an environment which normalizes the rejection of the Brené Brown ideal:

"Belonging is being part of something bigger than yourself. But it's also the courage to stand alone, and to belong to yourself above all else."

EXIT



Filters are in place within such organizations to *destructure* interest with people beyond their job function. The preference is for activities they engage in that are within the overvalued operational excellence that makes the business money. And it's hurting people's lives.

These are businesses with poor inclusion practices because *conformance* is seen as synonymous with *performance*. In other words, there is no room for unconventionality or anything or anyone not an indistinguishable duplicate of "leaders".

Note: Though such organizations have minority group representation in management, e.g., African American and Latinx individuals in key roles, and Women in lead management and key personnel positions, it's a dog and pony show to give the appearance of dimension, healthy culture, and equitable leadership.

The pressures for these human beings to maintain their maladaptive uniformity and consistency is hellish and backbreaking.



Leaders cannot become too busy enforcing policy rather than positively influencing people.

This provokes a reaction of difficult emotions—resentment, poor morale, rigidity, power playing, stagnation.

Everyone has the right to be appreciated and engaged. And today's professionals can benefit from taking a fresh look at a world that has definitely changed.

Internal positive change is better than the ongoing experience in too many places for too long.

Controlling chaos, as it turns out, is in no way preferable to taking the least effort to provide a positive, collaborative work environment.



Make The Workplace A Habitat for Humans

If you believe *it's not my job* to disrupt the *thinking* around you for *improvement*; then who is *leading* rather than just *managing*?
—Neville Garnham



When **management** makes the shift to **leadership**, they replace *controlling* people with *enabling* people to excel.

Then, even if they're not present, Best Practices and the best elements of Strategic Performance are in place.

This impacts the **team**, the **customer**, the **business**.

Leadership is dynamic and has changed over time. There are countless theories and lists of leadership types with a great deal of overlap among them..

A given leader may exhibit varying degrees of both transformational and transactional leadership. *The styles are not mutually exclusive, if the transaction end of the spectrum is refined and ethicized.*

Harmonizing different leadership styles may be required under different circumstances depending on what resonates and what is actually relevant.

Some call this **Ambidextrous Leadership**.



Organizations need to be able to simultaneously focus on the efficient management of immediate business demands as well as future opportunities and challenges

Ambidextrous Leaders encourage team growth, while appropriately incentivizing expectations. The imperative is to create an environment of trust.

On the road to connection, trust brings us to

Communicating With vs. Talking At

Communication is about sharing information.

Talking at is about imparting demands, requirements, and authority.

Talking at has little interest in the receiver beyond compliance.

Communication is designed to be understood by everyone.

It is *collaborative expression* intent on discovering and uncovering.

Communication is about creativity, understanding, and progress over perfection.



There is much more involved in communication than just speaking.

Communication is engaging a message between sender and receiver because true communication is focused on *connection*.

The ability to communicate effectively leads to excellence breakthroughs, allows for autonomy, and leads to quality of life and improved quality of our work-life.

When you're aware of how you use language, you find that one way is to **communicate with the purpose of improving employee engagement, enablement, and empowerment.**



**true communication
is focused
on connection**

**Thank You for
Joining Me on The
Road to
Connection.**

**The Next Edition is
Coming Soon!**



What's Next is Here

Where are you and your organization headed?

Are you on the road to connection and with curiosity you'd like to know more and meet up for a conversation?

Great! Let's connect.

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Meet Peter Koufos
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