



# Leadership Styles and Wellness – A perfect fit?

Financial Management Institute

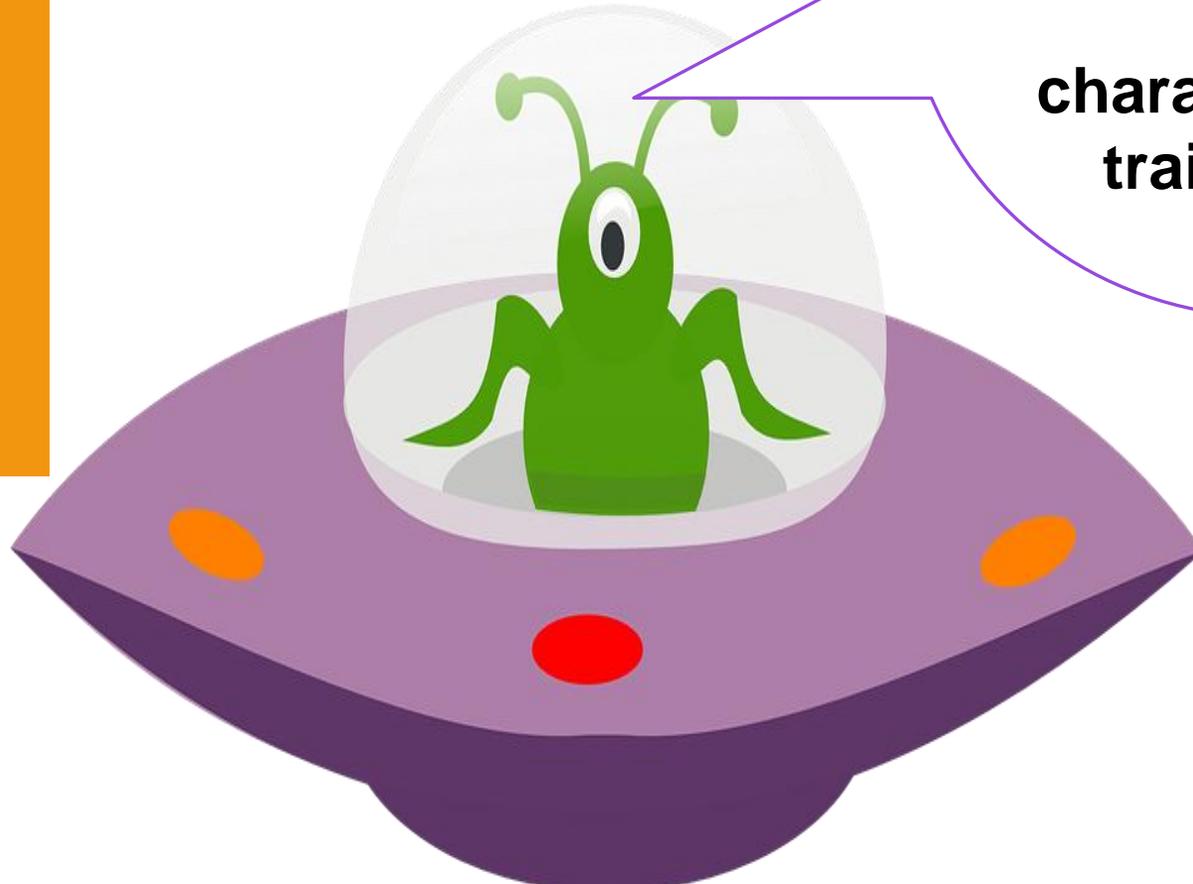
A photograph of a paved road leading into a green field under a clear blue sky. The word "WELLS" is painted in large white letters on the road surface. A large orange speech bubble is overlaid on the center of the image, containing the word "Welcome".

Welcome



- Principal and founder of Dennergy Resources (since 1995)
- Fluently bilingual Certified Management Consultant, Certified Professional Facilitator and Certified Coach, with extensive training in Emotional Intelligence, Change Management and Group Dynamics
- Over 25 years experience providing:
  - strategic advice to help organizations succeed in times of change
  - facilitating employee engagement during transitions and
  - helping leaders create healthy, inclusive, and respectful work environments

**THE ALIEN  
ANTHROPOLOG  
IST**



**What do Earth's  
most powerful  
leaders look like?**

**What  
characteristics or  
traits do they  
share?**



# Reconnaître différents styles de leadership (Daniel Goleman)

Source: Daniel Goleman, "Leadership that gets results", *Harvard Business Review*. (March-April 2000).

# Goleman's Six Leadership Styles



**Coercive**  
Do as I say!



**Pacesetting**  
Go! Faster! Better!



**Visionary**  
Come with me



**Affiliative**  
People come first



**Democratic**  
We're all in this  
together



**Coaching**  
Developing people  
for the future



# Linking Leadership Styles and Good Mental Health

## Authoritarian style—Coercive and Pacesetting

Authoritarian approaches can conflict with several social determinants of mental health in the workplace:

- Excessive demands
- Low reward (respect)
- Lack of control
- Lack of opportunity for self-expression/development
- Inequality





Visionary—“Come with me”

- A clear vision can **reduce confusion and uncertainty** in the workplace
- Can make work more **meaningful** for employees—  
their contributions matter

## Affiliative—“People come first”

- Makes workplace **meaningful** by cultivating connections and respect
- Maximizes opportunities for **self-expression, personal development, and control** over their work
- Understands how **demands** are affecting employees

People come first...  
always!



Democratic—“We’re all in this together”

- “Having a say” helps to get **buy-in** from all employees
- Maximizes **trust, respect, and commitment**
- Increased **control** over work
- **Decreases inequality**

## Coaching—“Developing people for the future”

- Maximizes opportunities for **self-expression, personal development, and control** over their work
- Fosters **respect** and **buy-in**
- Can make work **meaningful** as it more directly relates to personal interests and growth





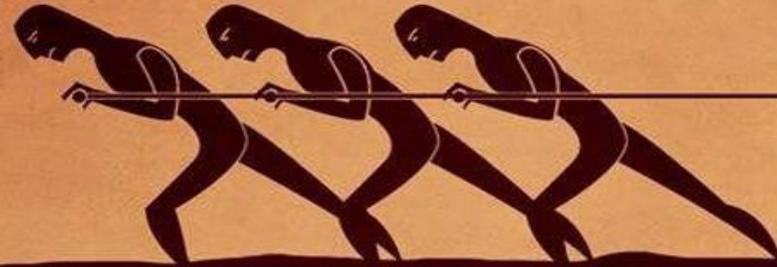
## TRAITS ÉVIDENTS DANS LES STYLES «COLLABORATIFS»

- Collaboratif
- Ouvert
- Attentionné
- Patient
- Accepte la différence
- Respectueux
- Esprit démocratique
- Met l'accent sur le travail d'équipe et le partenariat

« LEADERS  
COLLABORATIFS OU  
AUTORITAIRES »

	<b>Leaders autoritaires</b>	<b>Leaders collaboratifs</b>
Relations entre le leader - et ceux qui sont dirigés - axées principalement sur...	Crainte et coercition Similitudes entre gouvernants et gouvernés	Persuasion et respect
Objectif du leader	Résultats Personnes traitées comme moyens servant à d'autres fins	Centrés sur les gens

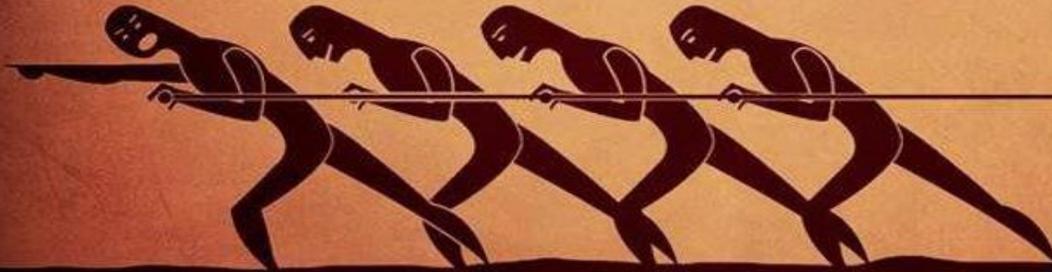
**BOSS**



**MISSION**

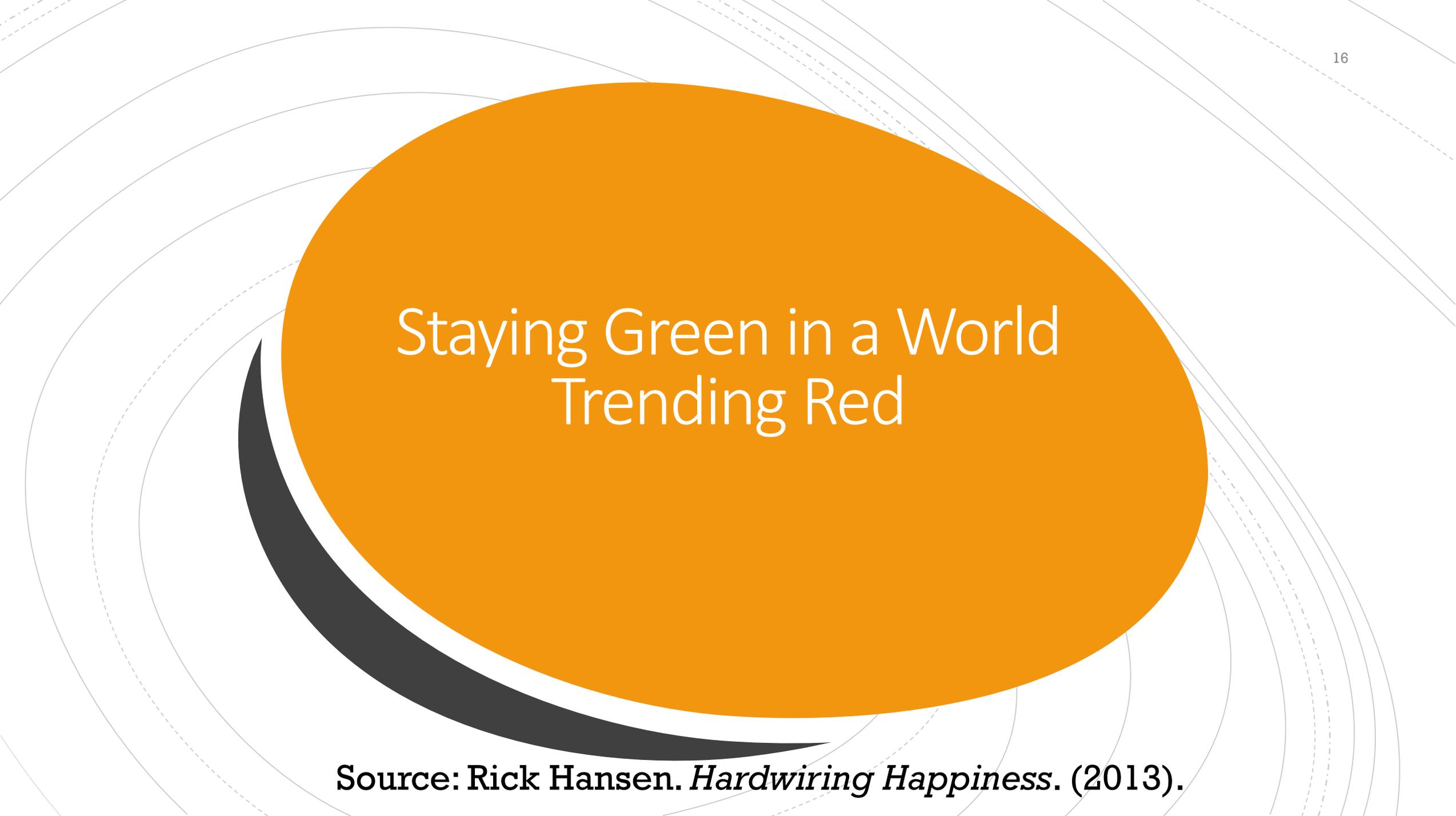


**LEADER**



**MISSION**

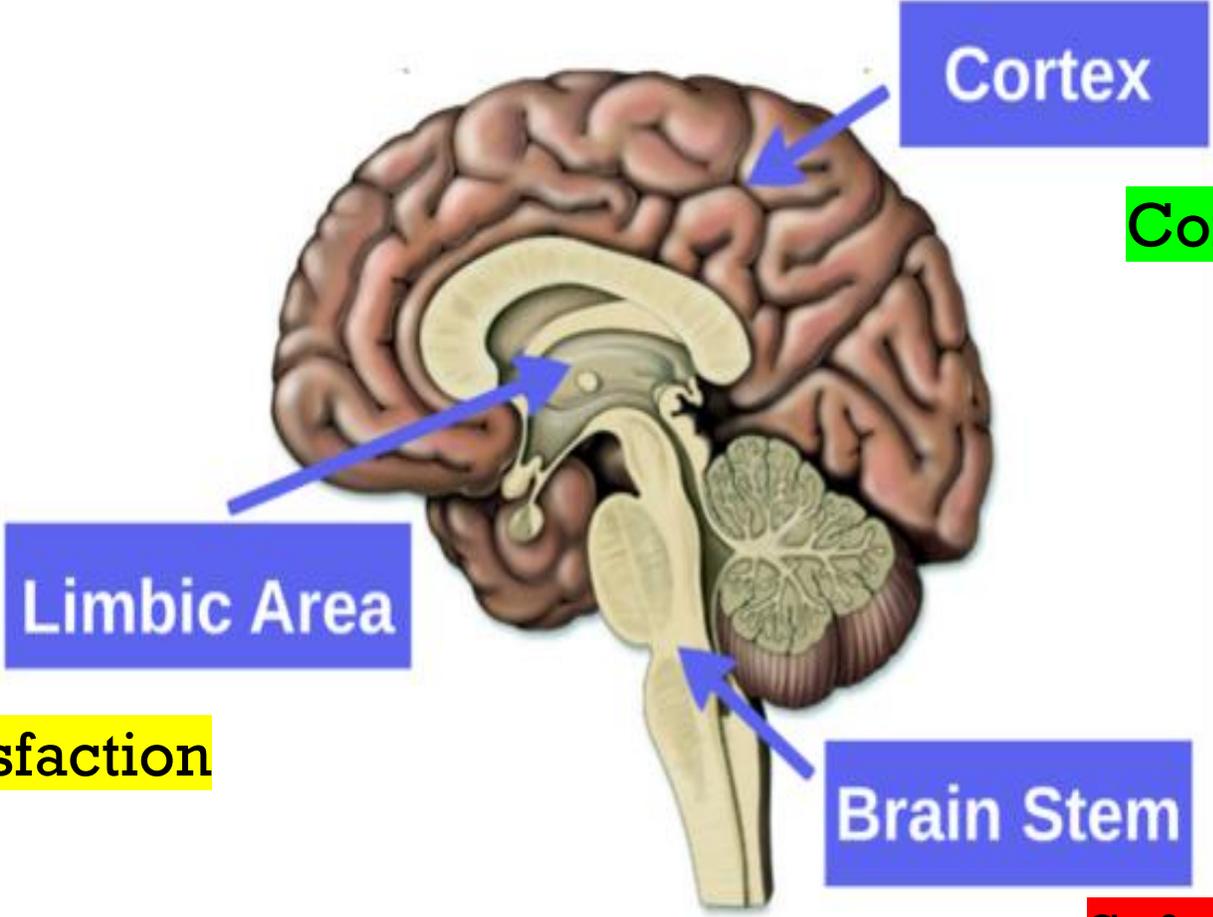




# Staying Green in a World Trending Red

Source: Rick Hansen. *Hardwiring Happiness*. (2013).

Brain Hardware and Software



Connection

Satisfaction

Brain Stem

Safety



**Safe**

**Satisfied**

**Connected**

**Confident**

**Fulfilled**

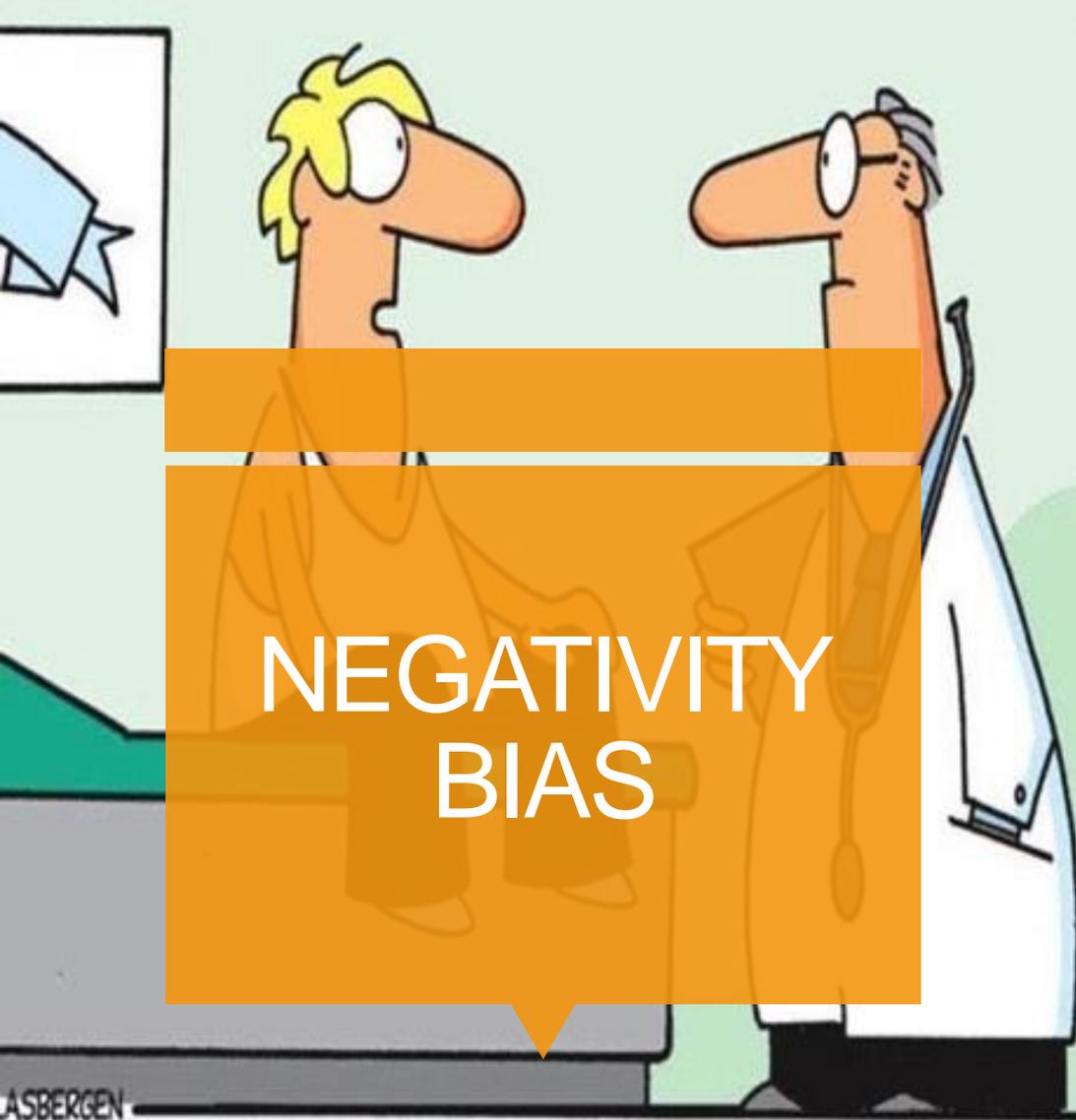
**Cared for**



**Fear**  
**Frustration**  
**Heartache**

**Aversion**  
**Grasping**  
**Clinging**

<b>3 Operating Systems in the Brain</b>	<b>Core need</b>	<b>We Feel</b>	<b>We Feel</b>	<b>We exhibit</b>
Avoiding Harm	Safety	Safe, confident	Afraid	Aversion
Approaching Rewards	Satisfaction	Satisfied, fulfilled	Frustrated	Grasping
Attachment	Connection	Connected, cared for	Heartache	Clinging



## NEGATIVITY BIAS

Unfortunately we are hardwired to continually scan for threats to our:

- safety
- satisfaction
- connection to others

As a result we tend to:

- overestimate threats
- underestimate opportunities,
- underestimate resources both for coping with threats and for fulfilling opportunities

*"Can you vaccinate me against negativity?  
Everybody I work with seems to have the disease,  
and I'm afraid I'll catch it."*



## TRENDING RED

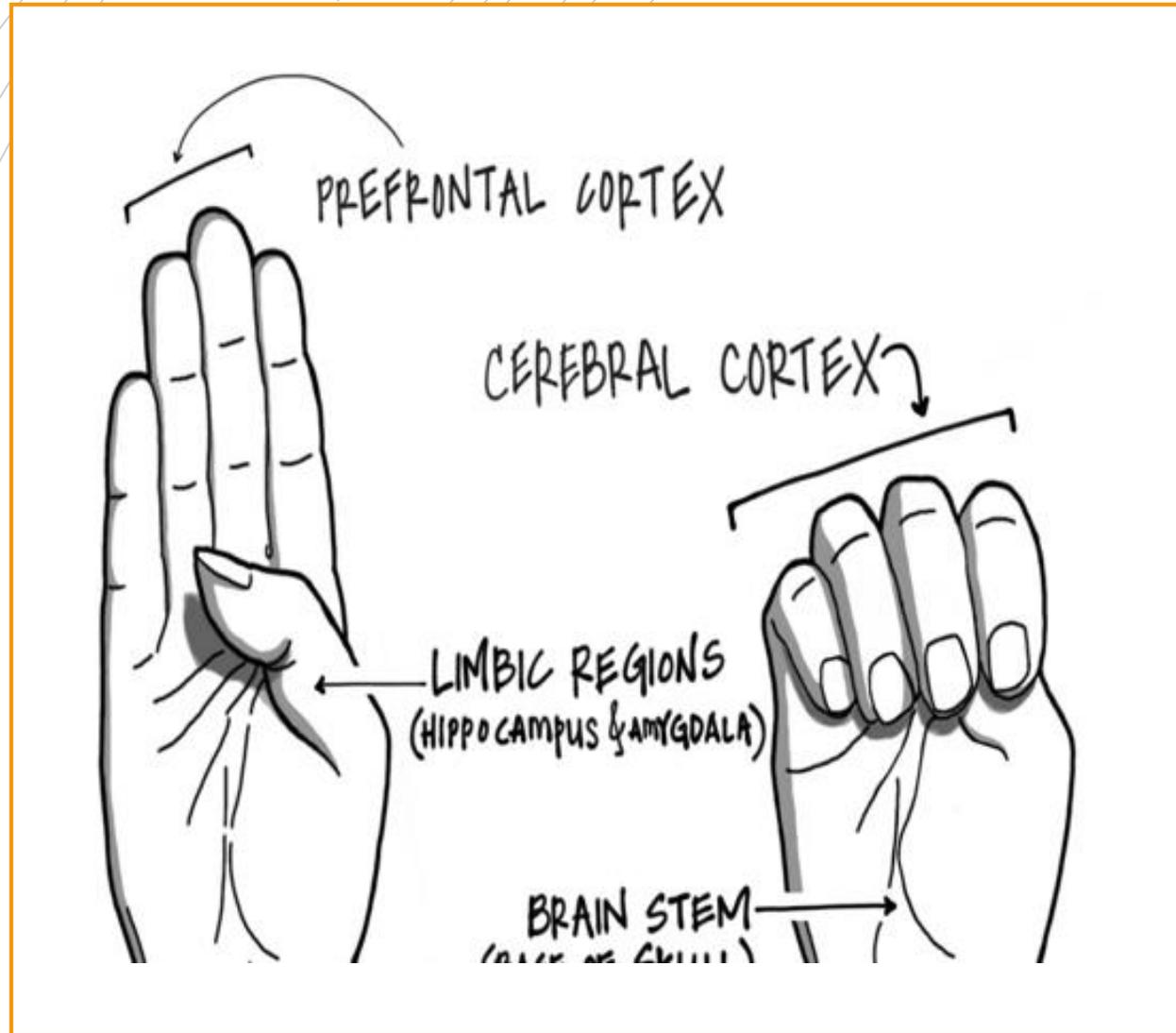
- Storytellers of our time (media, advertisers, etc.)
- Emphasize danger (crime, terror) = fear
- Create new “needs” = frustration
- Often encourage us/them thinking = heartache/ disconnection

# DES CULTURES AXÉES SUR LA PEUR

- En lisant les résultats du Sondage auprès des fonctionnaires fédéraux, on pourrait se demander s'il ne s'agit pas d'une culture axée sur la peur. La peur peut grandir avec:
  - Un leadership autoritaire
  - L'insécurité
  - Les demandes déraisonnables et excessives
  - Des relations et comportements malsains
  - Quand les politiciens, les experts influents et le public dénigrent sans relâche la fonction publique et tout ce qui touche au bien public.

## LEADING IN THE RED

- When our core needs for safety, satisfaction, and connection are not being met:
  - Low bandwidth left for new challenges
  - New challenges become major stressors
  - Easier to “flip our lids”:
  - Disconnected, inflexible, overwhelmed by powerful emotions (anger), act in inappropriate ways
  - People around us will tend not to feel safe, satisfied, or connected.



Source: Dan Siegel. *Mindsight: The New Science of Personal Transformation*. (2009).

# DISCUSS

- Which strategies and practices work best to keep you in the green?
- Which strategies are helpful for you to return to the green if you've gone red?



Briser le stéréotype de  
leader



## LE STÉRÉOTYPE DU LEADER FORT

- Esprit de hiérarchie
- Assuré
- Tranchant
- Condescendant voire méprisant
- Exigeant la loyauté et un esprit conforme
- Fort (coercitif)
- Colérique
- Bruyant

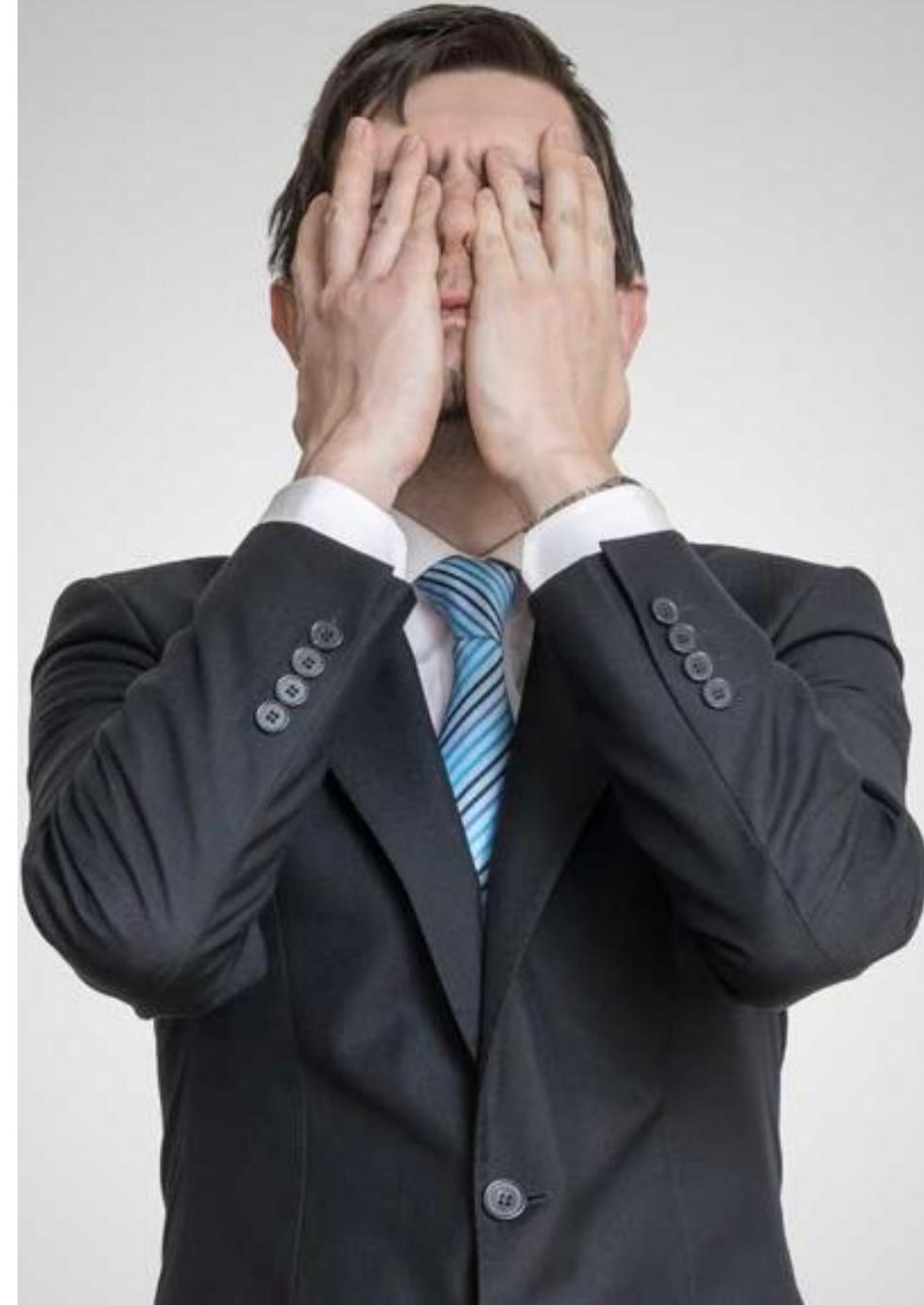
## DISCUSSION

- Why do you think this stereotype—or the authoritarian styles—is so prevalent?
- What conditions foster this kind of leadership style?
- Is it more prevalent in your line of work?

## THE WEAKNESS OF THE “STRONG” LEADER

The “strong” leader is often unable to express vulnerability and thus is actually quite weak. Leads to:

- Constant need to prove oneself—demonstrate dominance; striving for perfection
- Rigidity—seeking certainty in an uncertain world
- Inability to tolerate criticism or dissent
- A constant state of fear (of failure, of being seen as weak or vulnerable)



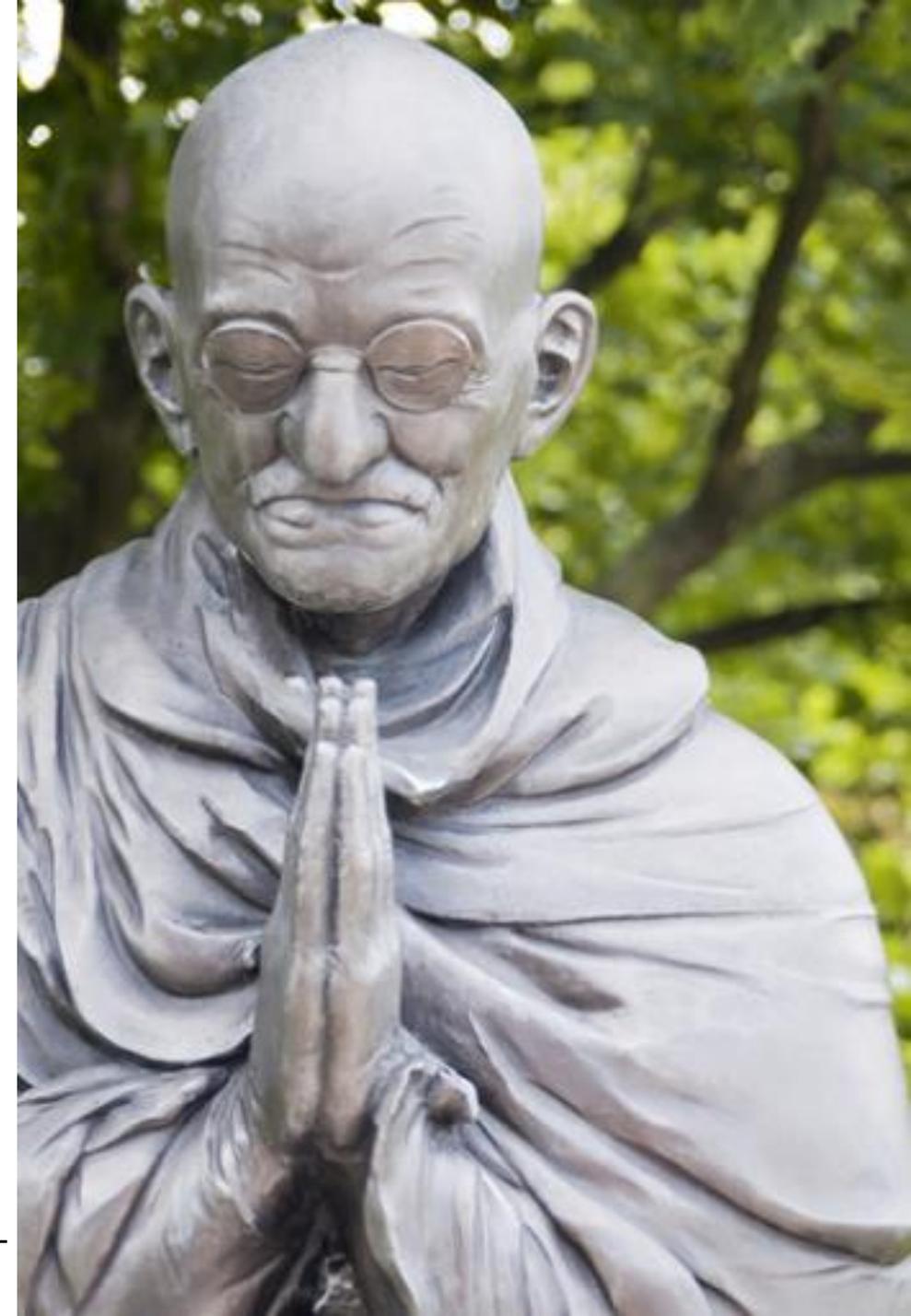
## UN OU UNE LEADER DONT LA FORCE EST AUTHENTIQUE

- fait preuve d'humilité
- fait preuve d'empathie
- sait répondre aux besoins (dans la zone verte) plutôt que de réagir (dans la zone rouge).



# Humility

- Takes real strength to admit vulnerability, ignorance, personal weaknesses, mistakes.
- Fosters trust, teamwork, and connection.
- Signals appreciation for others and their contributions.
- Teams performed better and did higher-quality work under humble leaders -- Professor Bradley P. Owens, BYU.



## L'importance du leadership empreint d'empathie

- Les leaders faisant preuve d'empathie renforcent le sentiment de **satisfaction** et **les liens**, avec comme résultat:
  - La loyauté
  - L'engagement
  - La créativité
  - Le travail d'équipe
  - La réduction de l'absentéisme et du présentéisme

Source: Tim-Frederik Kohler, "Why Empathy is Very Important in Modern Leadership" LinkedIn (2019)



Dr. Brené Brown on Empathy



## Empathy:

- “feeling with people”
- Requires that we become vulnerable; we connect with uncomfortable feelings within ourselves
- “empathy fuels connection”

## ■ Sympathy:

- Expressing concern for others
- But not feeling *with* them
- “drives disconnection”

EMPATHY  
VS.  
SYMPATHY

Dr. Brené Brown on  
Vulnerability



# VULNERABILITY IS HARD

- Most people struggle with vulnerability
- We numb it—shopping, food, alcohol, drugs, etc.
- We make the uncertain certain
- We perfect
- We pretend

# UNFORTUNATELY, WE CAN'T BE SELECTIVELY NUMB



We turn off the good (joy, gratitude, happiness) when we attempt to turn off the bad (grief, shame, fear, disappointment).

## Our Social Environment

- 🔗 Mental and physical wellbeing are **inextricably** connected to our wider social environment and our workplace environment
- 🔗 We have **little** control over the social environments we inhabit
- 🔗 Social environments are shaped by **forces** beyond our control:
  - 🔗 government, corporations, economy, media, etc.
  - 🔗 management, workplace culture, colleagues, etc.

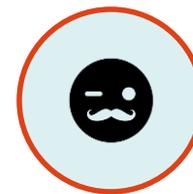
# Factors shaping mental health outcomes at work



LACK OF JOB  
SECURITY



UNHEALTHY  
WORKPLACES (AIR  
QUALITY, LIGHT,  
ERGONOMICS, ETC.)



UNHEALTHY  
BEHAVIOURS/  
RELATIONSHIPS  
(HARASSMENT,  
DISCRIMINATION,  
ETC.)



EXCESSIVE  
DEMANDS (TIME  
PRESSURES,  
RESPONSIBILITIES)



LOW REWARD  
(WAGE, RESPECT  
FROM EMPLOYERS,  
AND MEANING)



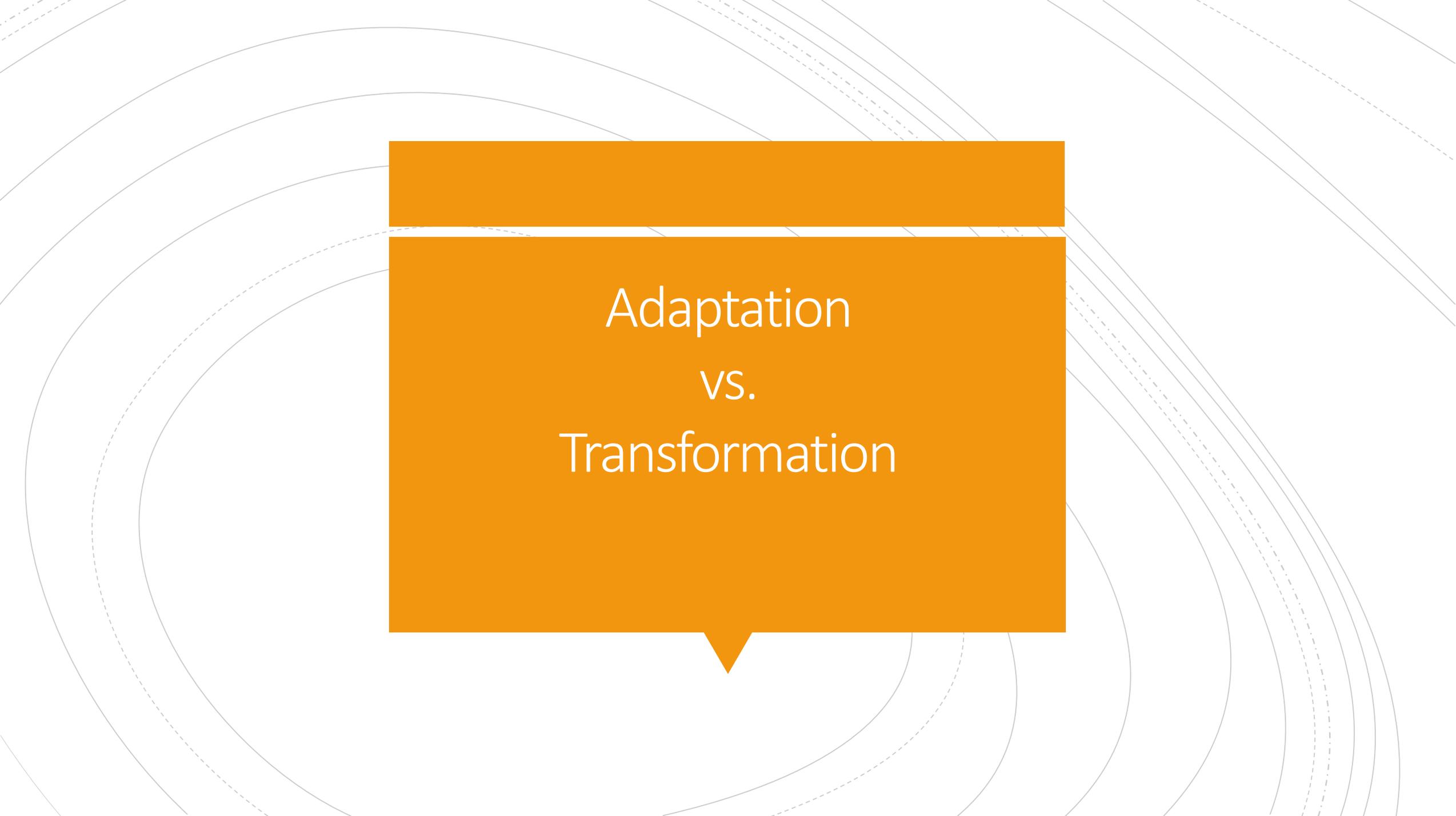
LACK OF CONTROL



LACK OF  
OPPORTUNITY FOR  
SELF-EXPRESSION  
AND PERSONAL  
DEVELOPMENT



INEQUALITY

The background features a series of concentric, overlapping curved lines in shades of light gray and white, creating a sense of depth and movement. A prominent orange callout box is centered on the page, containing the text 'Adaptation vs. Transformation'. The box has a solid orange fill and a white border, with a small white triangle pointing downwards from its bottom center.

Adaptation  
vs.  
Transformation

# Structural Transformation

Increased  
workplace  
democracy

Shorter workdays

Flex time

Working from  
home

Reduced  
workload

Increased job  
flexibility

Results-oriented  
workplace

Creating a  
healthier work  
culture

Truth,  
accountability,  
and reconciliation  
process

In the  
meantime we  
must adapt

- ⑩ Structural transformations don't happen overnight
- ⑩ So, we must adapt.
- ⑩ To adapt does not mean that we agree.  
**Adaptation is a means to surviving suboptimal conditions.**

# Adaptation



**Catching yourself**



**Developing support  
networks**



**Enhancing resilience  
(remaining in or  
returning to  
“green”)**



**Embracing self-care  
practices**



**Establishing better  
boundaries**



**Increasing our EQ**



**Learning the skills of  
Genuine  
Conversations**

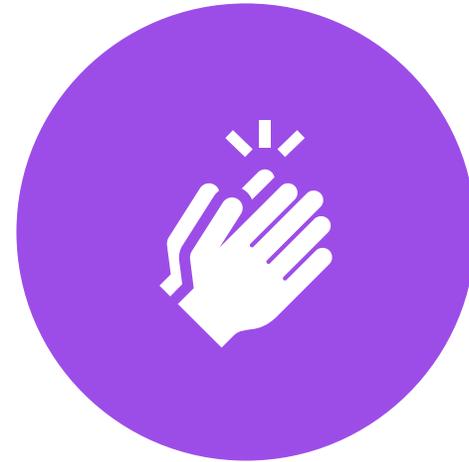
The background features a series of concentric, overlapping circles in light gray, some solid and some dashed, creating a ripple effect. In the center, there is a large orange shape that resembles a speech bubble or a callout box, with a pointed bottom. The text "Adaptation and Self" is written in white, sans-serif font within the upper portion of this orange shape.

# Adaptation and Self

# Compassion



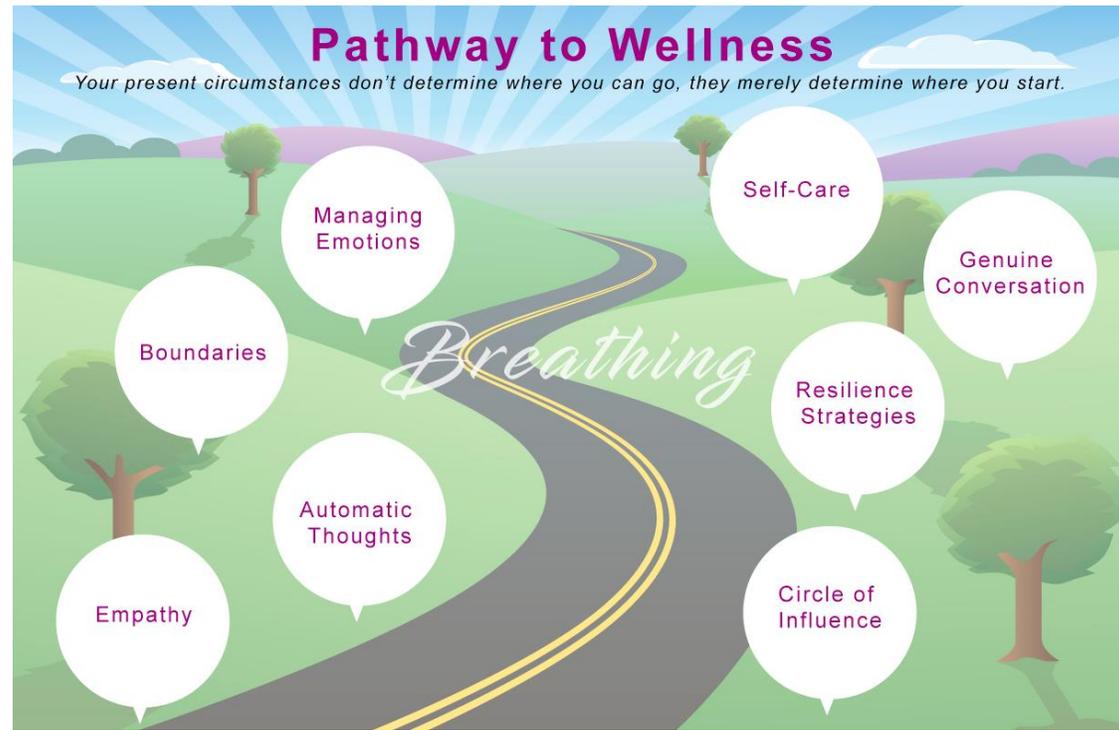
**FOR OTHERS**



**FOR OURSELVES**

What will it be?

- What kind of leader are you?
- Who is the best leader you ever had? Why? What will you emulate?
- Who is the leader who made you struggle and feel...
  - Incompetent?
  - Stressed?
  - Angry?
- What will you pay attention to not integrate in your leadership style?
- How will you influence positively?



Other conversations from Dennergy Resources

[dominique@dennergy.ca](mailto:dominique@dennergy.ca)

[www.dominiquedennergy.com](http://www.dominiquedennergy.com)

<https://www.linkedin.com/in/dominiquedennergy/>