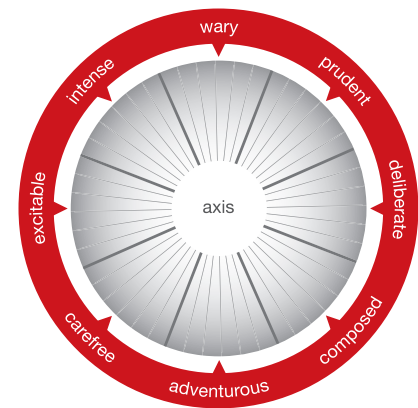




Risk: Leadership and Empowerment

Geoff Trickey, MD, Psychological Consultancy Ltd
(PCL)

Clive Steeper, Executive Coach and Consultant





Risk Type

GEOFF TRICKEY

PSYCHOLOGICAL CONSULTANCY LTD



Introduction

PCL Business Psychologists (Est. 1992)

24th year

Innovative

Research oriented

Global influence

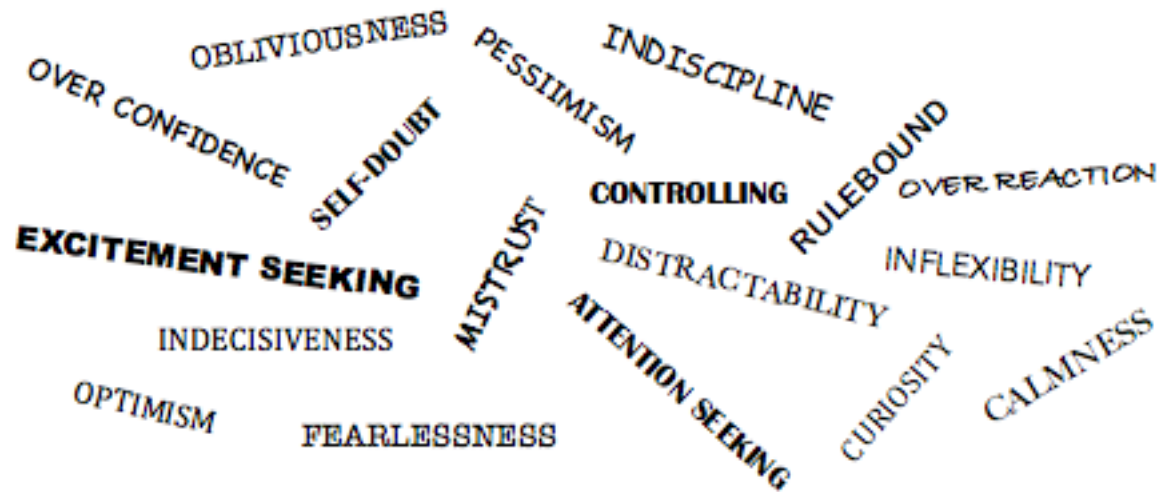


Risk-taking is NOT linear

Risk-taking is viewed as a simple linear scale:

RISK AVERSE ←————→ RECKLESS

Risk arises from many aspects of personality





Risk Type Research

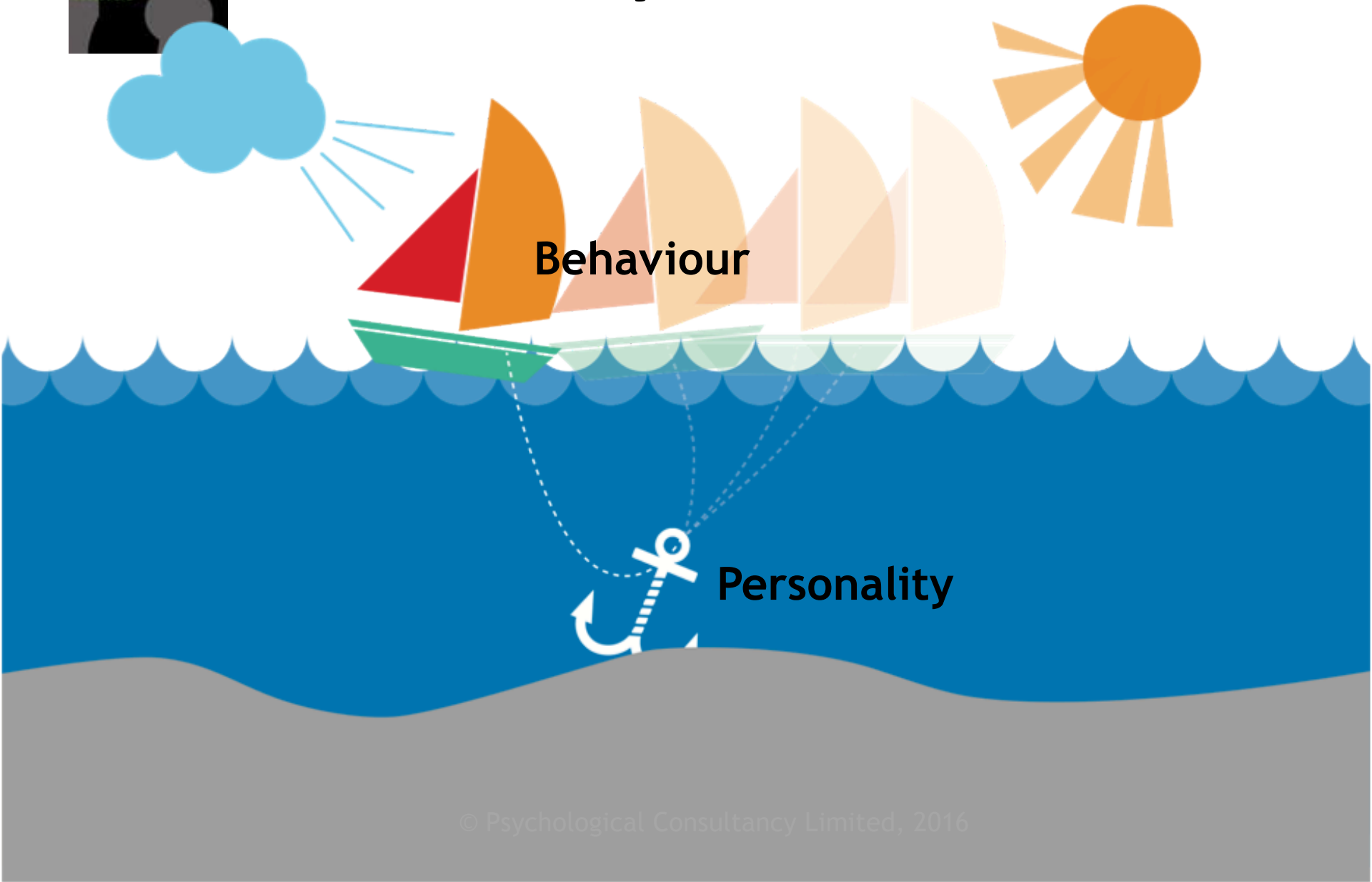
- Long established association between risk taking and personality
- Realisation: the link is **causal** and **fundamental**
- How individuals differ in risk orientation
- Data from over 8,000 completions of the Risk Type Compass questionnaire



Different People – Different Solutions

- Behaviour isn't rigidly choreographed by personality – clearly, we have **free will**
- Personality is about **dispositions** that exert a ***persistent*** and ***pervasive*** influence
- We each have our own personal **risk bias**

Personality and Behaviour





Risky Decision-Making

Decision-making draws on both the **analytical** and the **emotional** systems in the brain

We make decisions **instinctively**

“INNOVATION Managing risk, not avoiding it”

Annual Report of the U.K. Government Chief Scientific Adviser 2014.



Critical Personality Dispositions

Emotion:

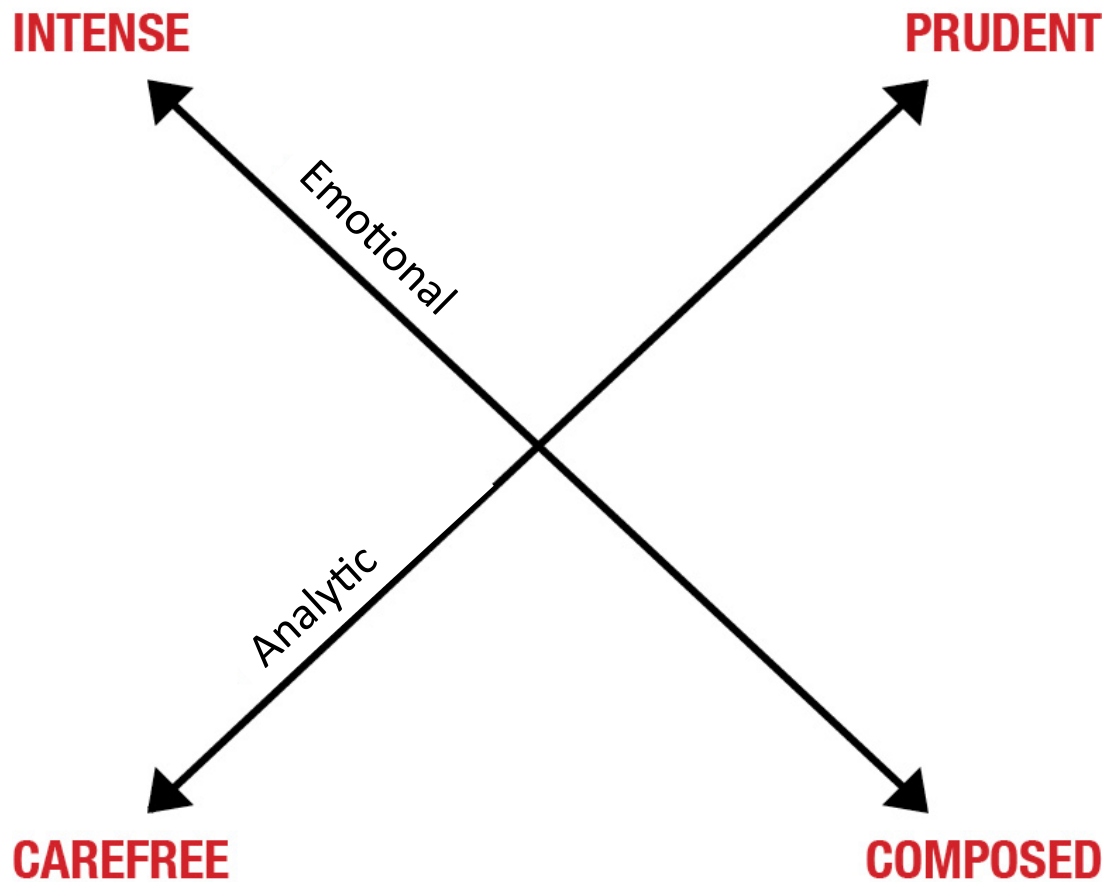
Fearful pessimists.....Calm optimists

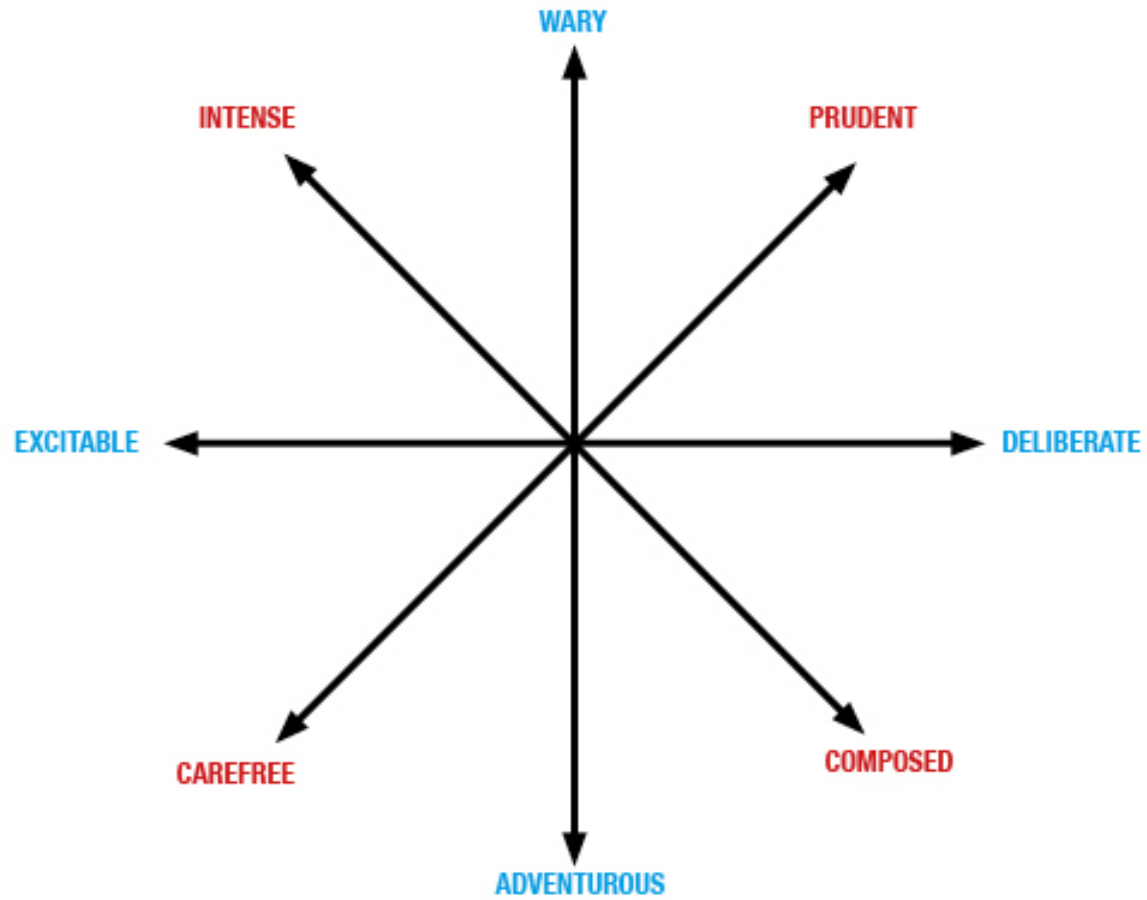
Analysis:

Excitement seekers..... Systematic planners



Risk Type







The Risk Type Compass

Wary

Prudent

Deliberate

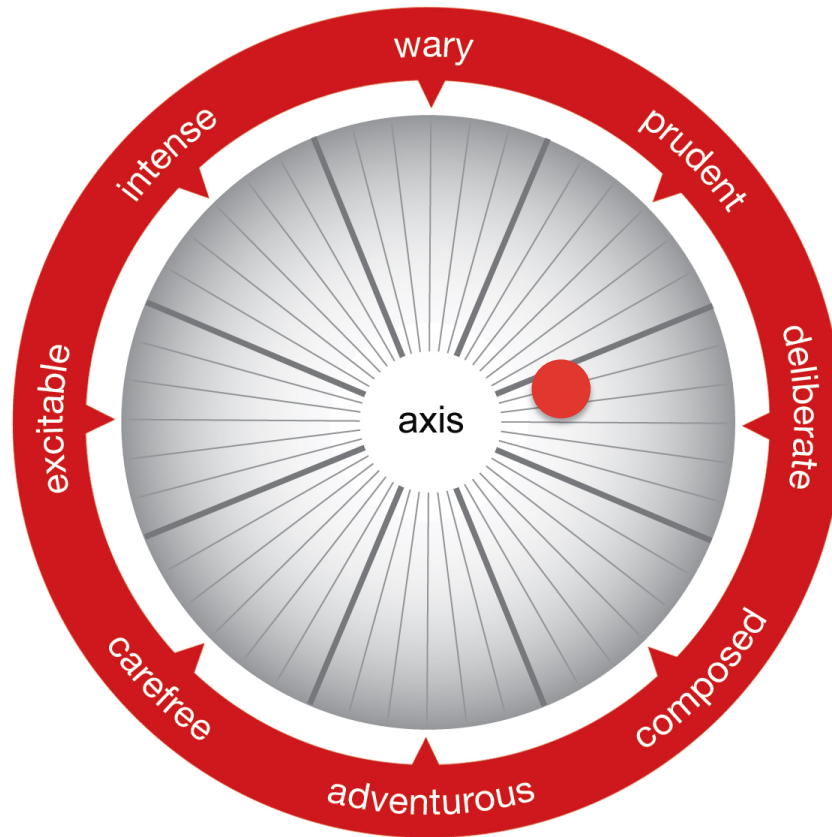
Composed

Adventurous

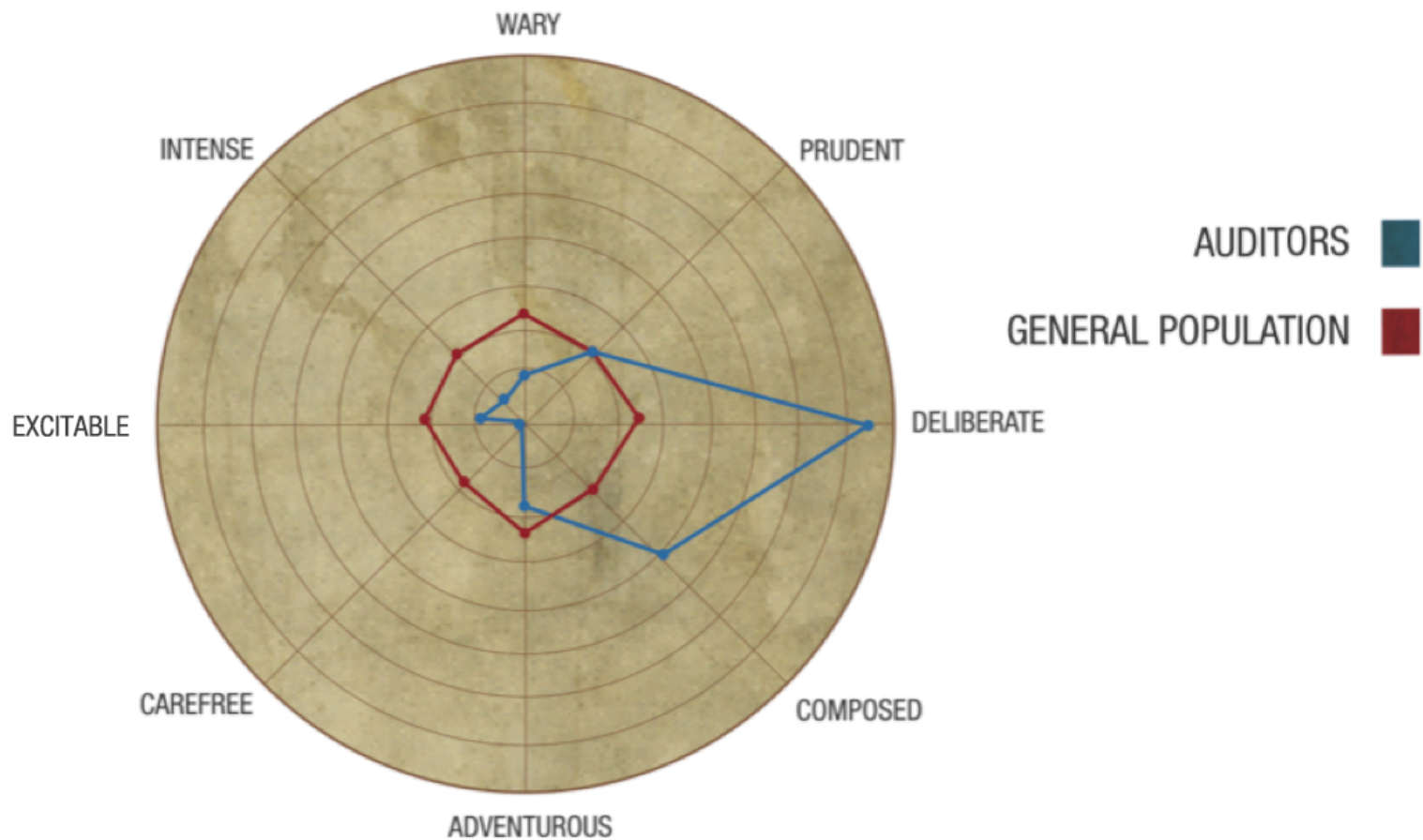
Carefree

Excitable

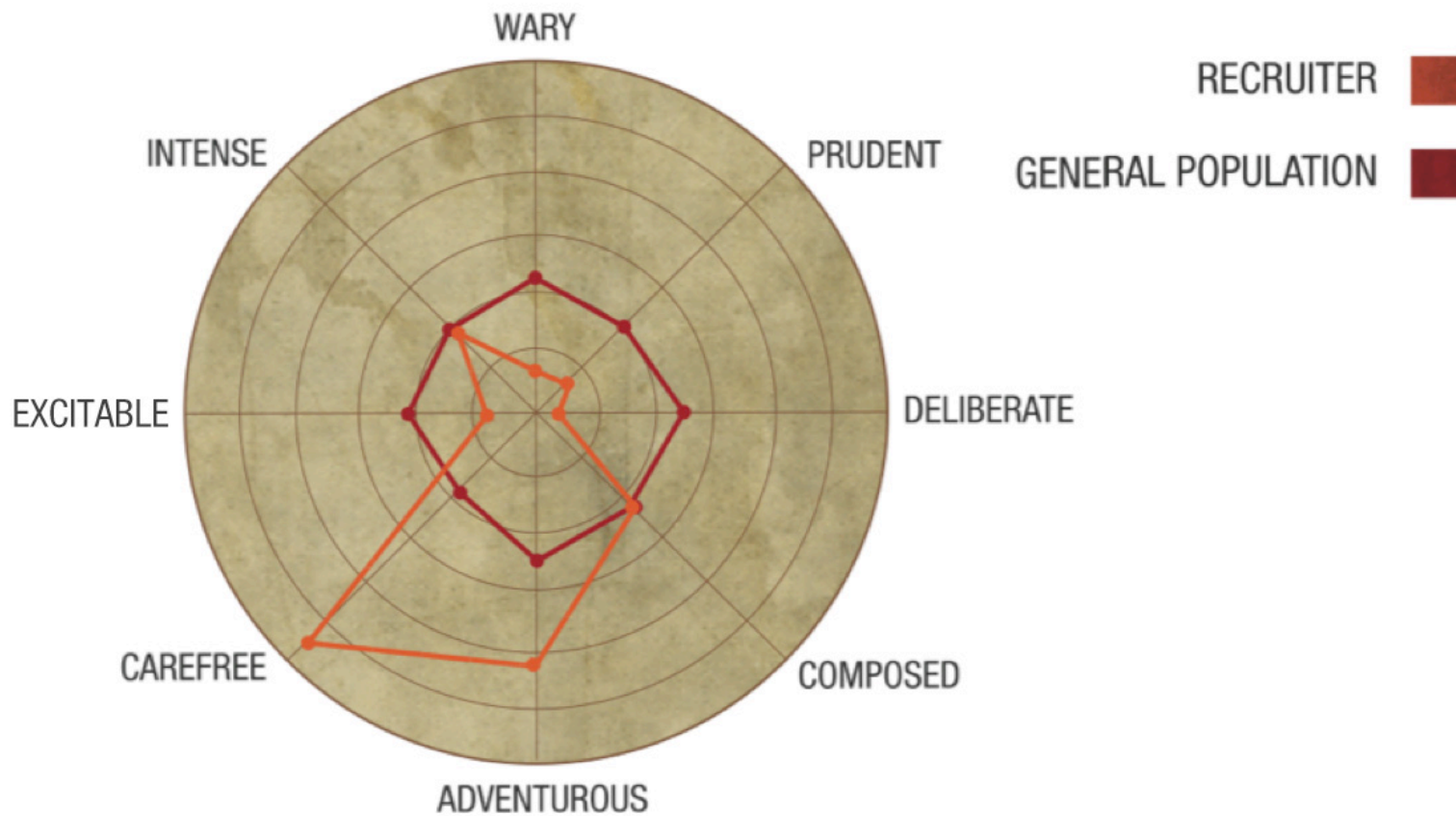
Intense



Auditors



Recruiters





Prevalence of Risk Types



WARY 11.33%

PRUDENT 10.13%

DELIBERATE 12.60%

COMPOSED 11.07%

ADVENTUROUS 12.80%

CAREFREE 9.80%

SPONTANEOUS 11.67%

INTENSE 10.00%

Team Homo Sapiens



The Leadership Agenda

Personality



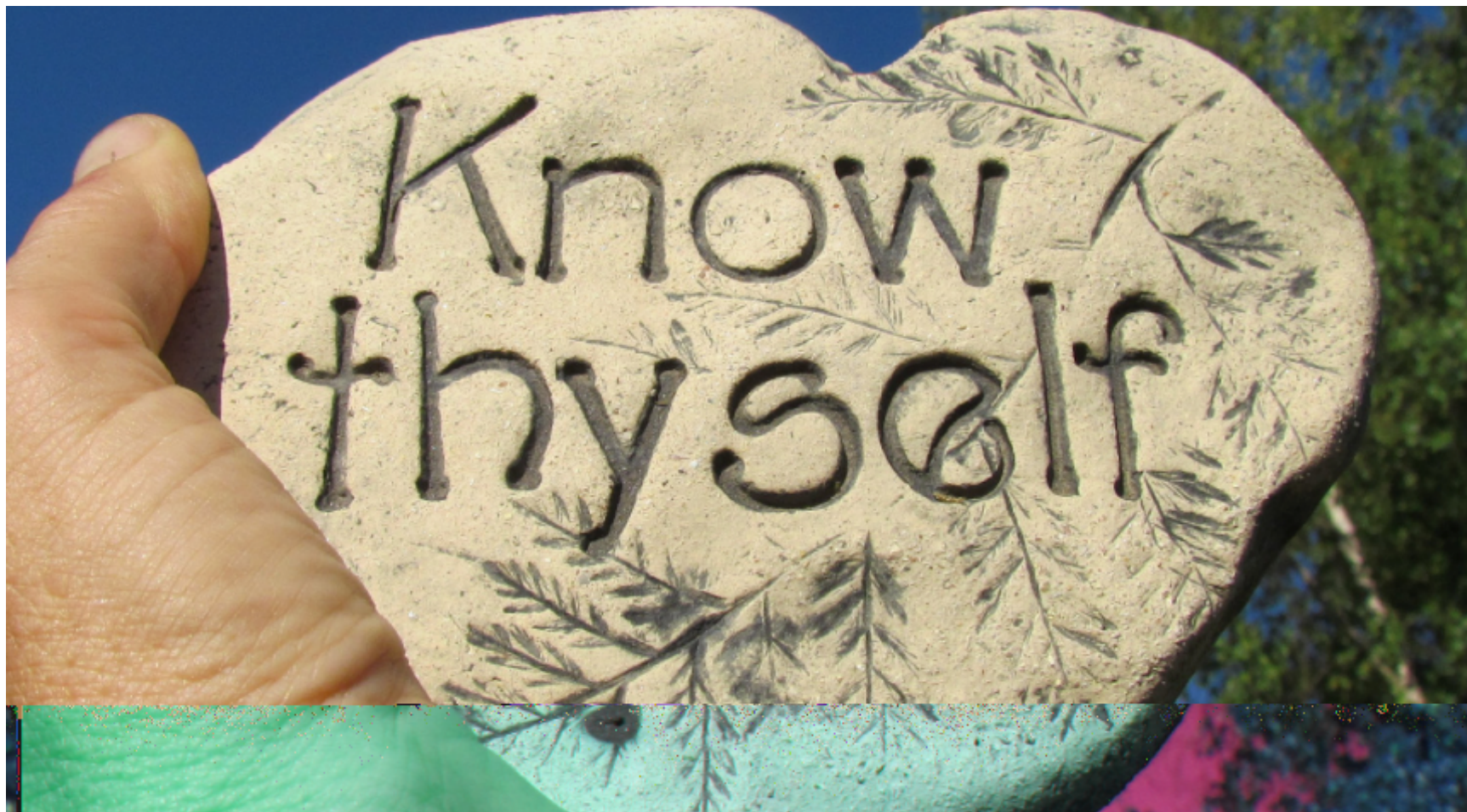
Persistent and pervasive influence

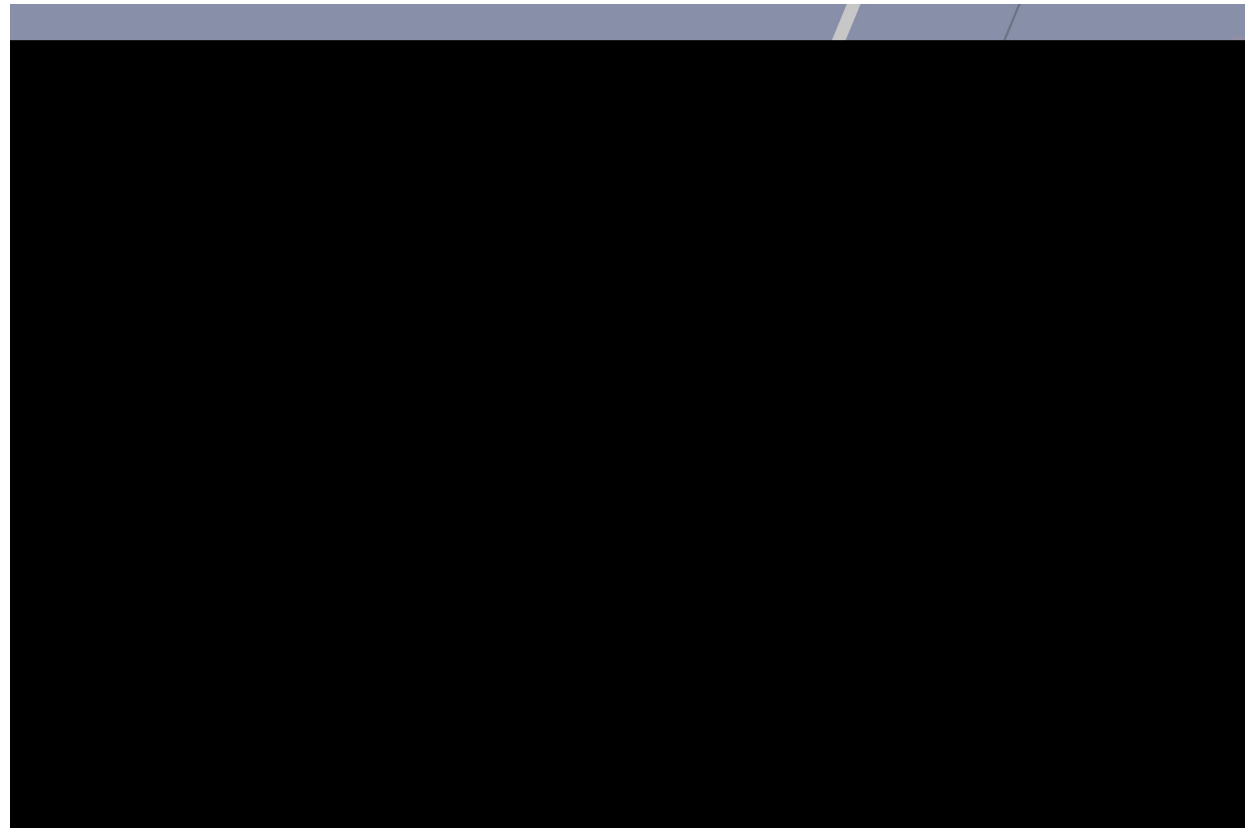


Consistent behavioural bias



Person-specific leadership challenges





Clive Steeper
Executive Coach and Consultant



A Question of Risk....

- How we manage our risk state
- How we assimilate the risk state of others
- How we empower and adapt (*risk & change*)

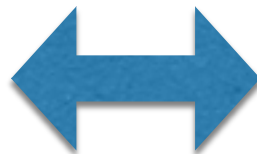




Leadership Risk Perspective

- Confidence in our own ability
- Capability to explore
- Acceptance of consequences
- Trends - others doing it
- Tolerance of “failure”
- Willingness to learn (from mistakes)
- Supportive environment
- Our attitude towards risk

INNER



OUTER



Helping Leaders Understand Risk

- **Navigation**

Process of accurately ascertaining location and planning a route

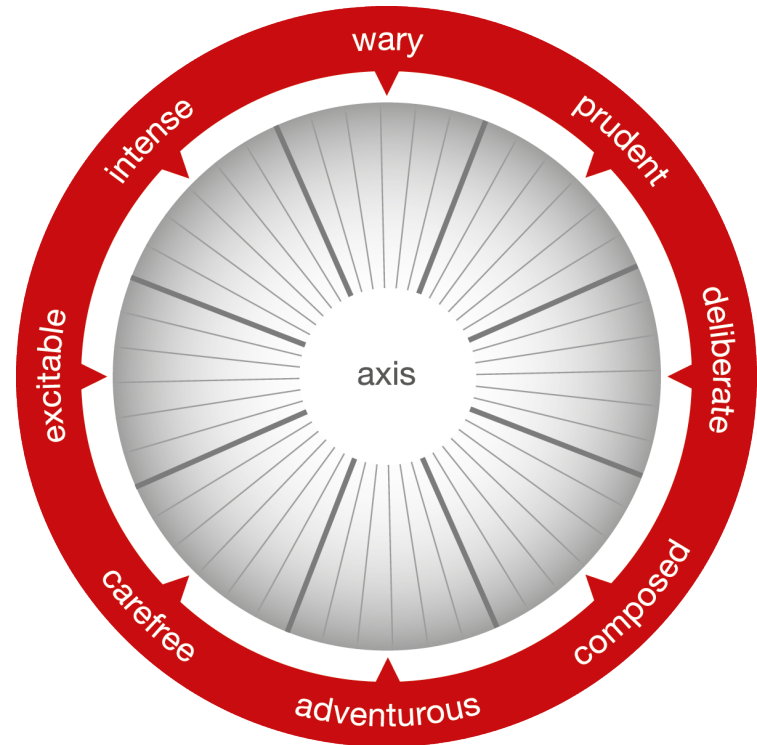
- **Orientation**

Action of 'orienting' someone/something to the points of a compass (or specified positions)



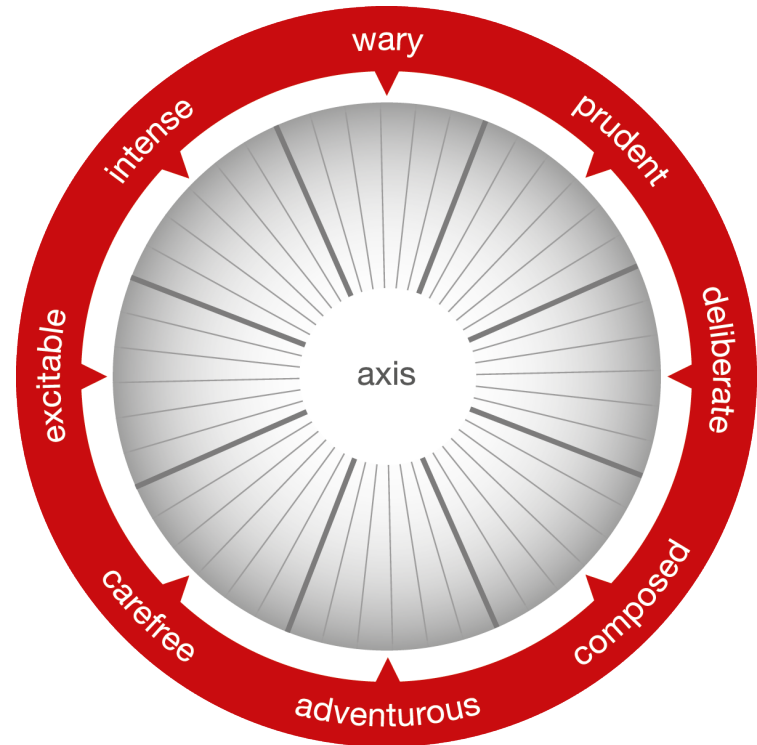
8 Risk Types

- **Wary**
Highly organised, fear failure, need control.
Shrewd, Vigilant, Controlling
Attracted by security
- **Prudent**
Cautious, self-controlled, most comfortable with continuity & familiarity.
Systemic, Orthodox, Detailed
Consistency rather than variety
- **Deliberate**
Optimistic & self-confident, rigorous in planning & preparation.
Confident, buoyant, thorough
Self-confident & calm
- **Composed**
Calm, cool headed yet up-beat, fearless (almost oblivious to risk)
Calm, resilient, undaunted
Optimistic not enthusiastic

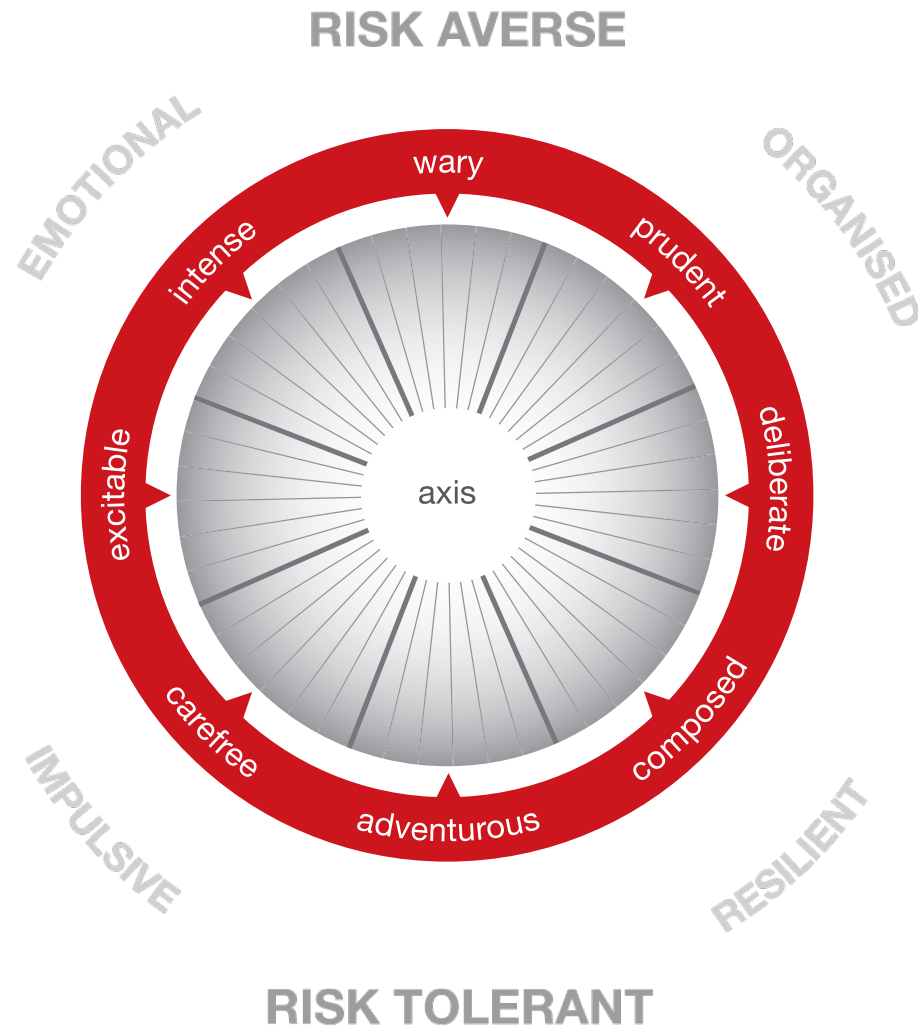


8 Risk Types

- **Adventurous**
Imperturbable, impulsive and unrestrained
- open to anything!
Intrepid, Enterprising, Optimistic
Challenging
- **Carefree**
Unconventional, excitement seeking, their
imprudence makes life exciting!
Audacious, Curious, Unconventional
Spontaneous
- **Excitable**
Uninhibited, excitable, challenging - can be
distracted when things go wrong.
Enthusiastic, Anxious, Committed
Attracted to risk (Change)
- **Intense**
Anxious, driven & committed; can be
pessimistic & 'stalled' by set-backs.
Apprehensive, risk aware, ardent
Takes things personally

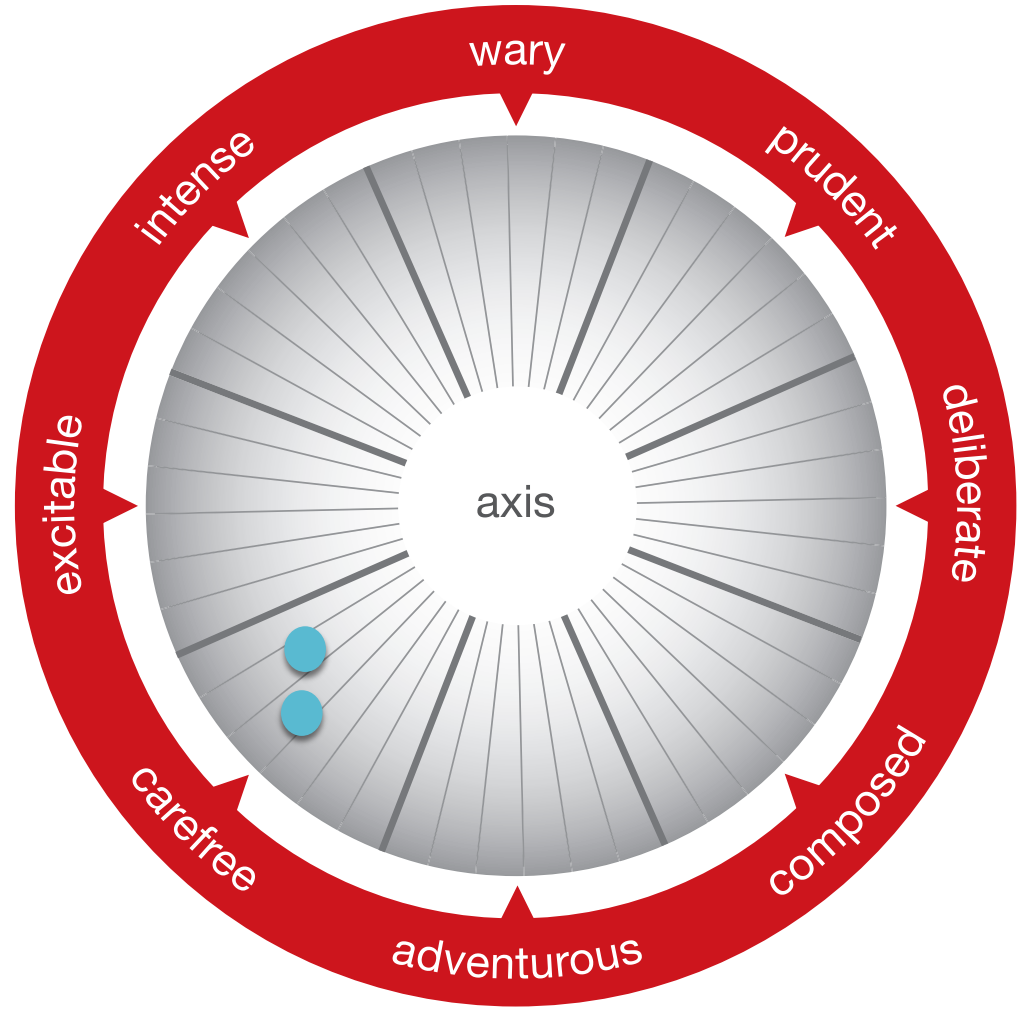


Tolerance v Aversion



Case Study - 1

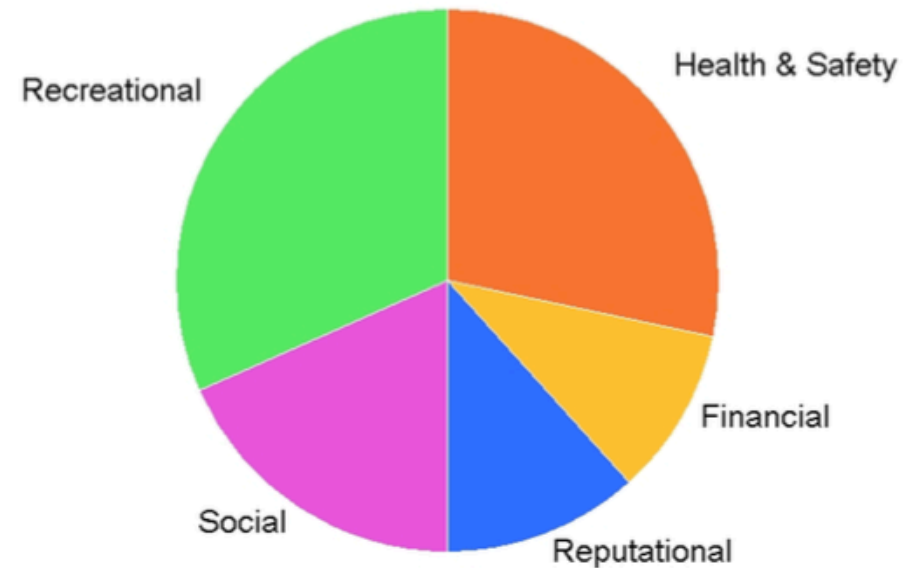
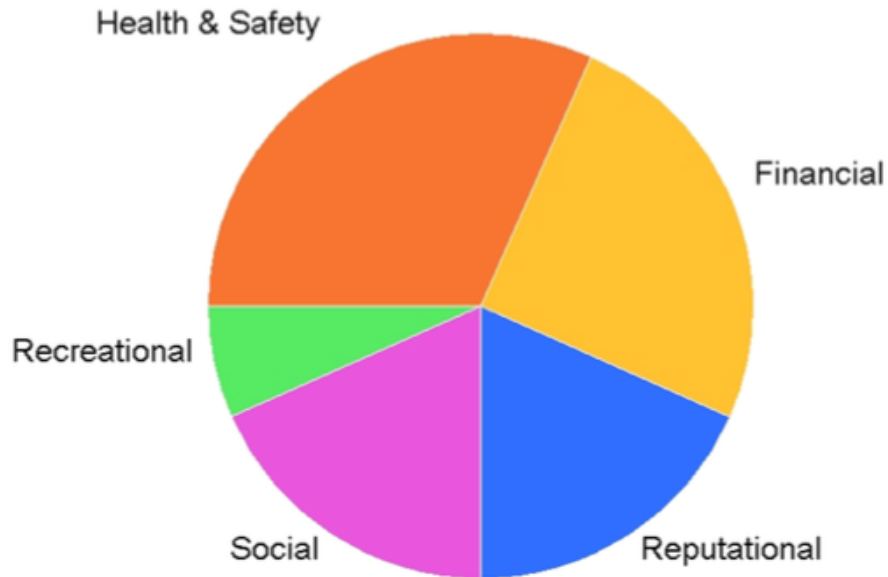
- Two leaders
- One goal
- Similar risk disposition but





Case Study - 1

Risk Attitudes



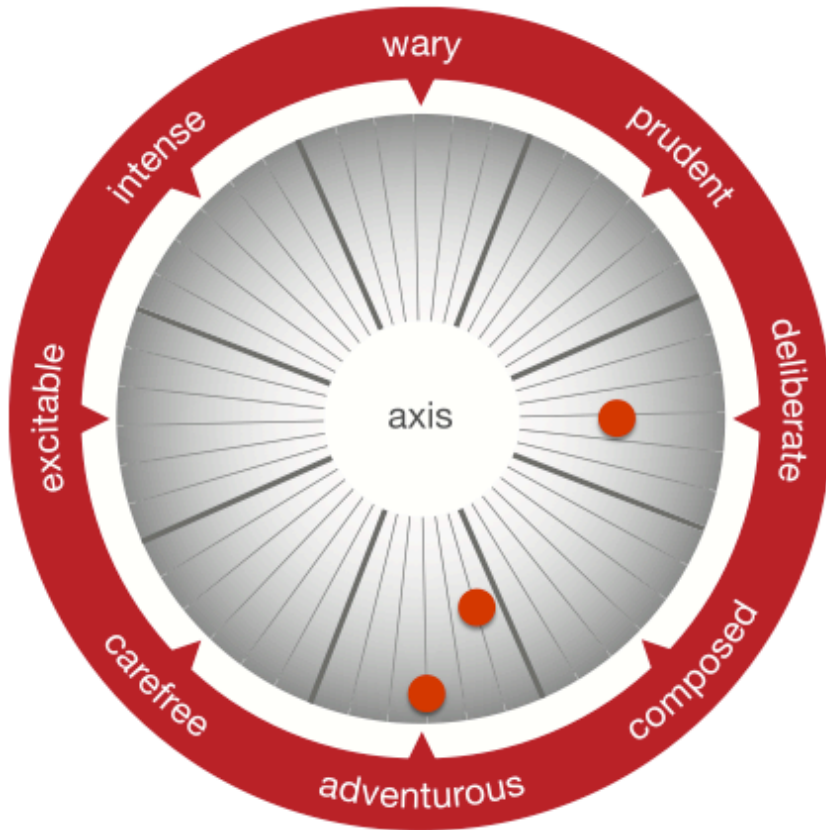


Attitudes are Changeable

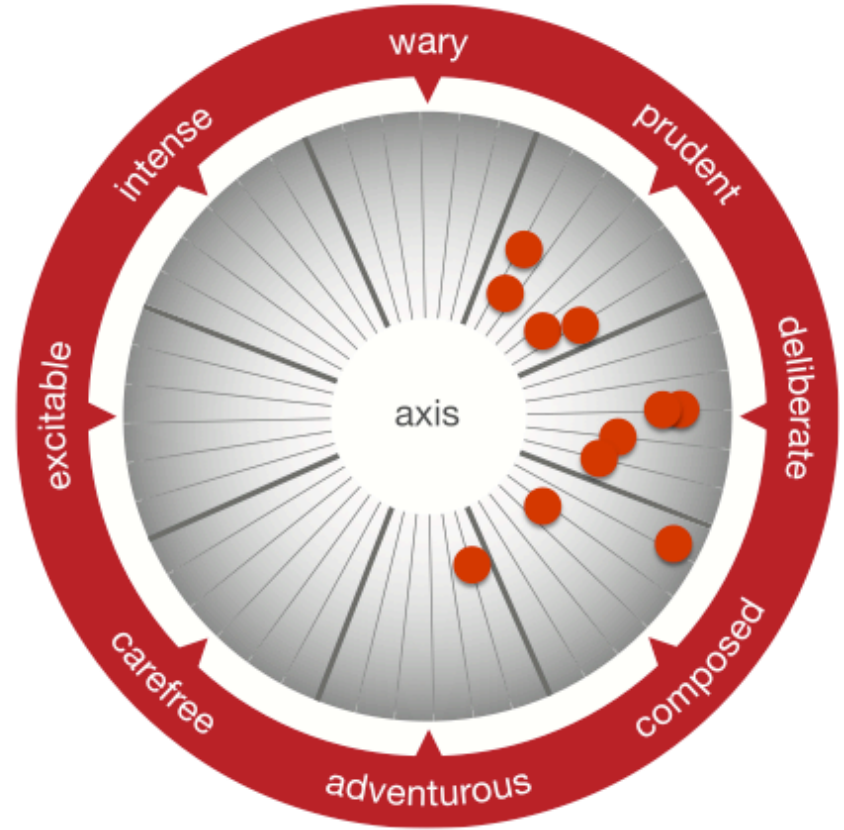
- Attitudes have causes
- Attitudes can be influenced and will change
e.g. disability, seat belts, drink-driving
- Attitudes are less a cause, more they are an effect on risk

Case Study - 2

Leaders



Team

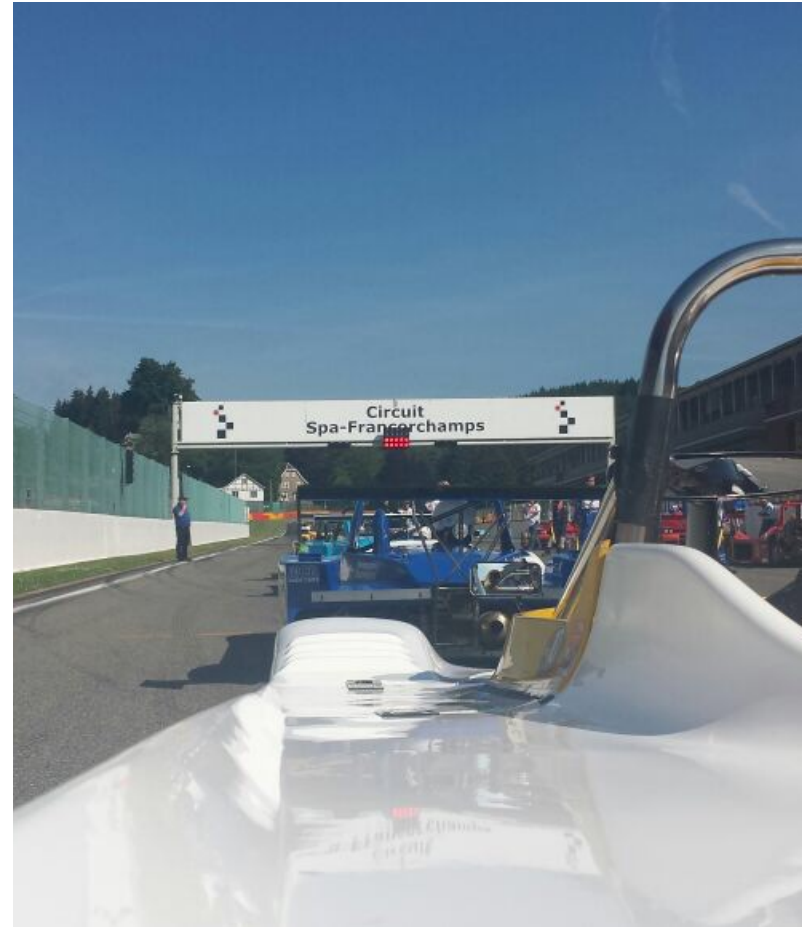




Perspective

View from the cockpit of a race car at start of a race

- Does this excite you?
- Does this motivate you?
- Does this scare you?



22/08/15

Clive Steeper

50:50 - Sports 2000

Circuit: Oulton Park, UK

Grid Start BUSY !!





#1 Understand Your Own Risk Type and Your Team's

- How well do you know your risk disposition (type and attitude)?
- How well do you know your team's risk disposition?
- How do you assess risk?
- How do you portray the risk landscape?



#2 Be Aware of How You Communicate Risk

Language can influence how your team views risk.

- Change: fear and risk?
- Opportunity: challenge and achievement?
- Transition: shift of state and comfort?






#3 Risk-Taking Can be Positive

Risk is not bad; there is positive risk taking. It's often necessary to lead change & drive performance. It's influenced by:

- Risk perception: emotional v logical
- Risk distortion: known v unknown



#4 Empower your Team

- Leadership:  Inspiration
- Followership:  Influence
- Teamship:  Engagement



Is Risk Just a Human Invention?

Risk: All that Matters explores risk from a human perspective.

Why do we decide to do the things we do?

How could we do them differently or better?

Clive Steeper &
Sue Stockdale





Leadership & Empowerment

RISK

OPPORTUNITY



Contact Us

PCL

UK: +44 (0)1892 559540

info@psychological-consultancy.com

www.psychological-consultancy.com

Twitter: @pclconsultancy

MHS

North America: +1 (800) 456-3003 Ext. 391

www.mhs.com

Clive Steeper

+ 44 (0)1793 731712

clive@clivesteeper.com

www.clivesteeper.com

Twitter: @CliveSteeper



Join the Risk Type
Compass Group on
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