

Illusionary Leadership

The dangers of poor proxies



LAUNCHPAD
Learning & Development

research  **ED**
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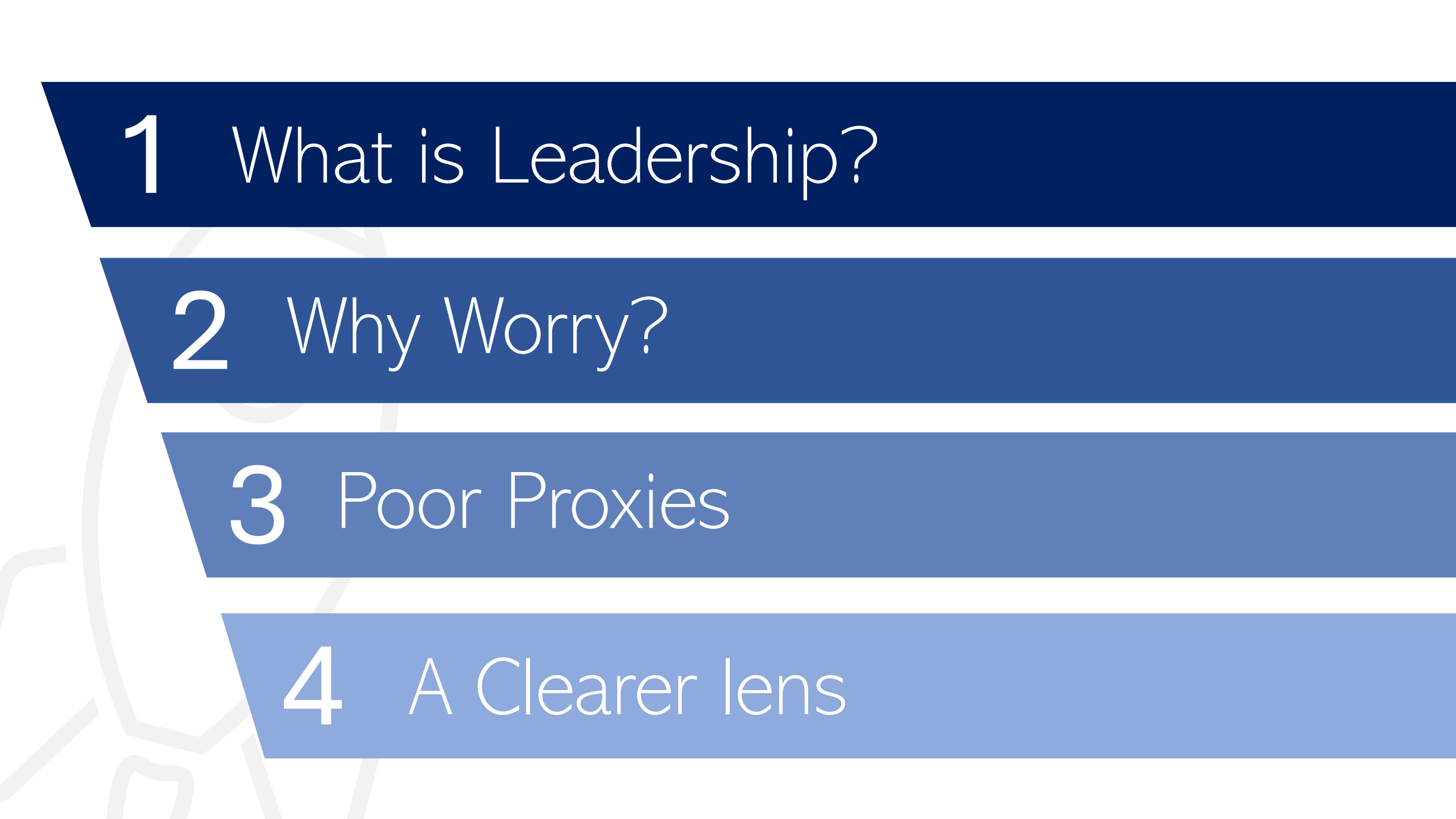


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1 What is Leadership?

2 Why Worry?

3 Poor Proxies

4 A Clearer lens

1

What is Leadership?



The path to codification has been long, twisty and is still under construction



We crave cognitive closure and so the world is awash with frameworks



What we say leadership is, often clashes with what staff value

Leadership Theories

TRAIT

Leaders are **born** with and judged on certain characteristics like confidence, intelligence, or charisma

BEHAVIOURAL

Leadership is about what leaders **do**. Task-oriented (getting things done) and people-oriented (supporting others)

SITUATIONAL & CONTINGENCY

Leadership effectiveness depends on the context and leaders must **adapt** their style to fit the needs

SPECIFIC

Transformational leadership - Inspiring and motivating others
Instructional leadership - Guiding and supporting the learning process
Distributed leadership - Building capacity by sharing responsibilities

Leadership Frameworks

‘a structured approach that defines the core values, competencies, and behaviours expected of leaders within an organisation’





I really admire the way....

- ☒ They write a contingency plan
- ☒ They manage change
- ☒ They listen
- ☒ They back me up
- ☒ They keep commitments
- ☒ They model well-being

2

Why Worry?



Our Mental Models drive our behaviour which then dictates our impact



You can't develop excellence until you decide what it is



Its unwise and unfair to hold people accountable to hidden expectations

Mental Models

Impact

Behaviour

Mental Model

Experience

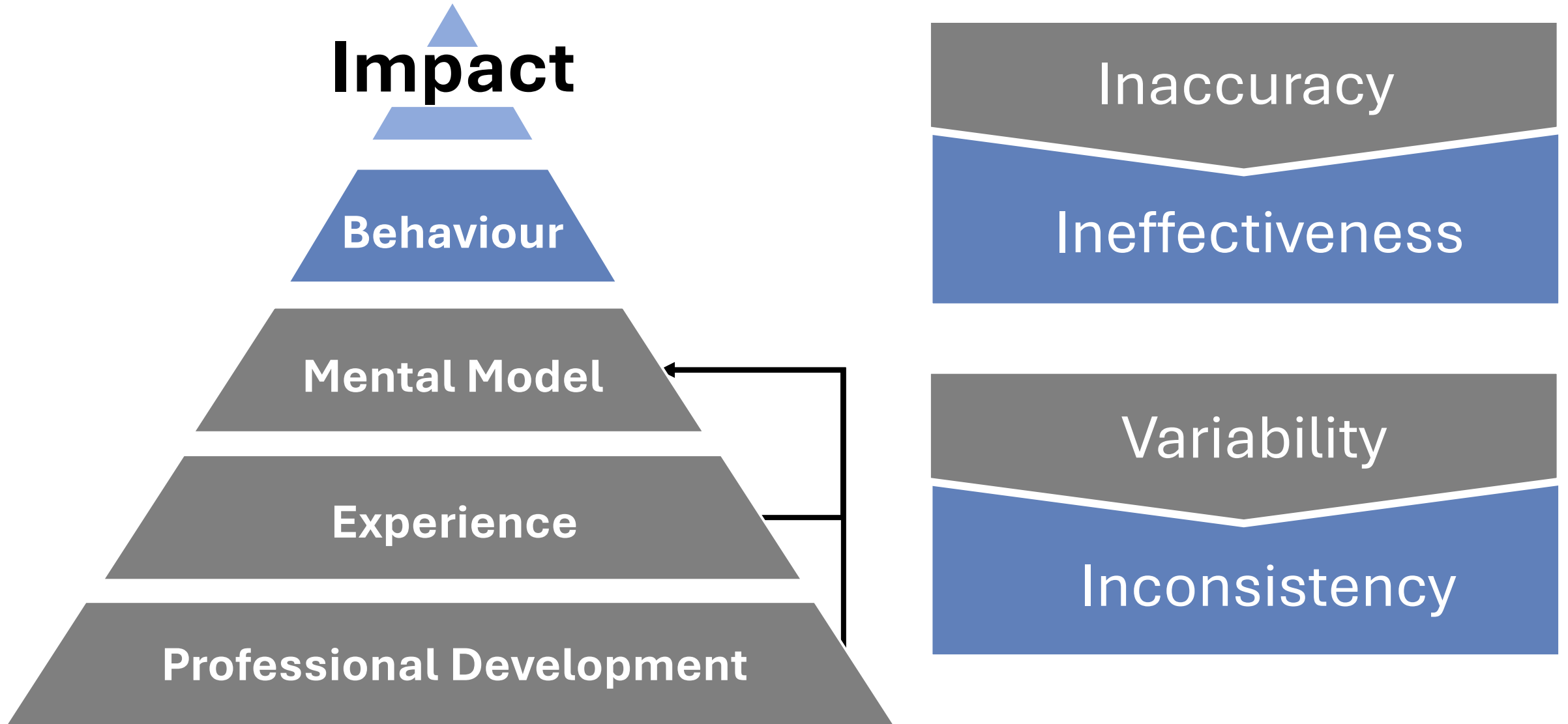
Professional Development

Inaccuracy

Ineffectiveness

Variability

Inconsistency



Leadership Development

➤ Curriculum Topics

➤ Sequencing

➤ Assessment



Performance Management



Expectations



Goal Setting



Challenge & Support

Poor Proxies



There is an important difference between correlation and causation



We often judge the quality of our leaders inaccurately



Reinforcement of these 'poor proxies' echo in CPD and PM processes

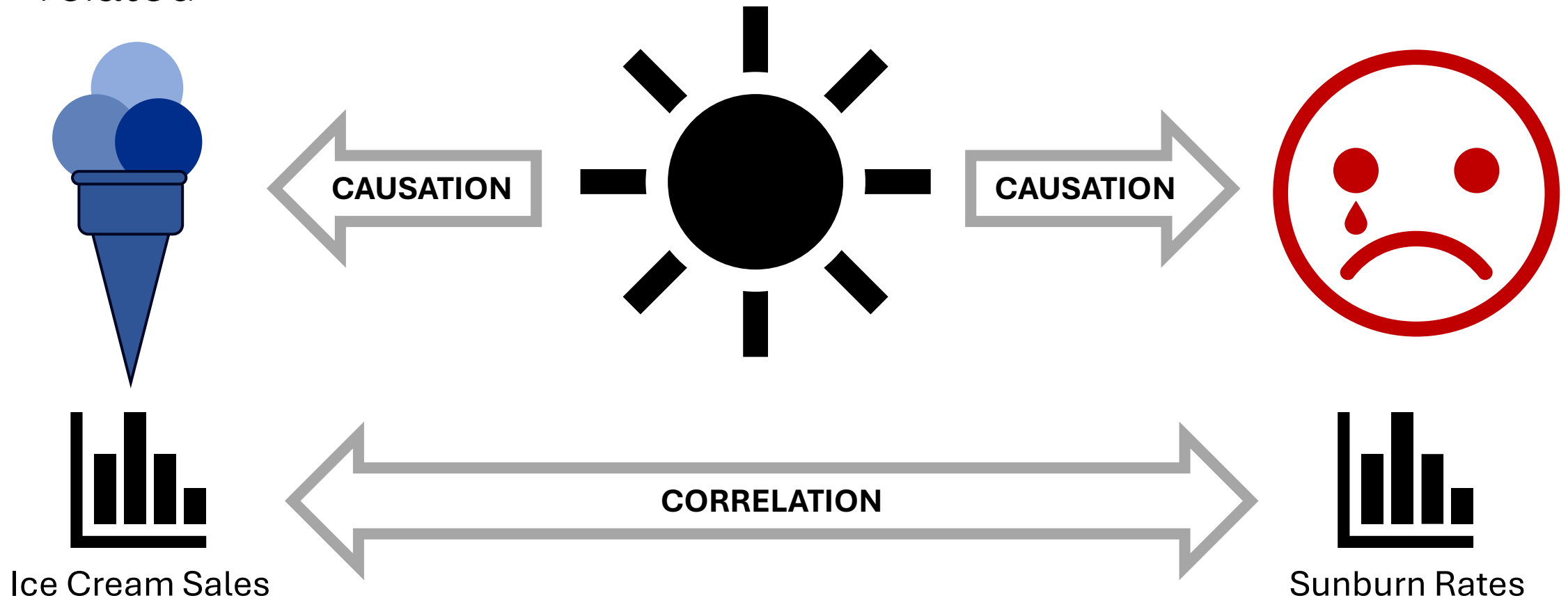
Correlation

Vs

Causation?

Things happen at the same time or seem to be related

One thing directly causes the other to happen



Poor Proxies for Leadership



VISIBILITY

Leaders are **visible**: they are always around and are the face of projects, activities and communications.



KNOWLEDGE

Leaders are **knowledgeable**: they have high levels of qualification and stored information.



BUSYNESS

Leaders are **busy**: their diaries are full and their pace of work is high.



CONFIDENCE

Leaders are **confident**: they communicate and act with assurance.



INNOVATION

Leaders are **visionary**: they have their own clear view of the future, lots of ideas and change things often.



APPEARANCE

Leaders are **smartly dressed**: their appearance portrays confidence, competence and organisation.

Poor Proxies for Leadership

-  **VISIBILITY** Presence doesn't guarantee impact
-  **KNOWLEDGE** Knowing better doesn't guarantee doing better
-  **BUSYNESS** Activity is not the same as productivity
-  **CONFIDENCE** Being sure is not the same as being right
-  **INNOVATION** New is not always better
-  **APPEARANCE** The package doesn't define the product

4

A Clearer lens



We need to move past our impressions and focus on impact



Leadership could be judged by the way it makes people **feel**



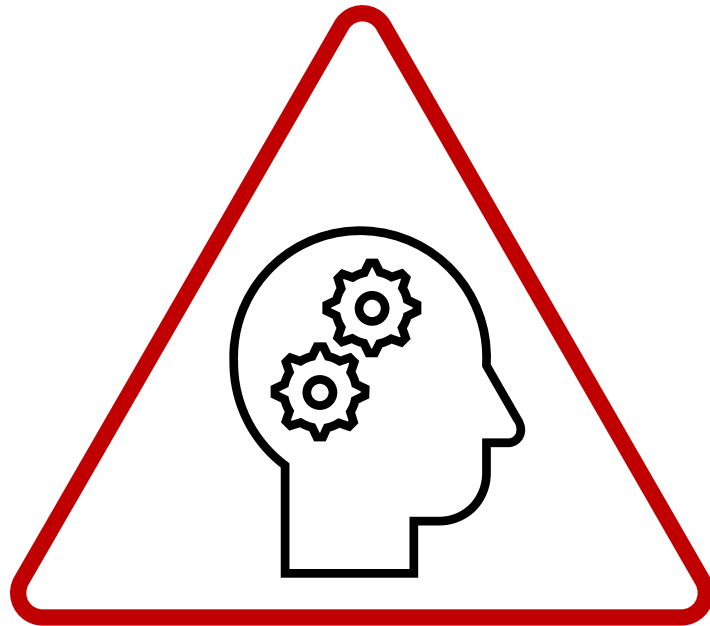
Leadership could also be judged by what it enables others to **do**

Impression

vs

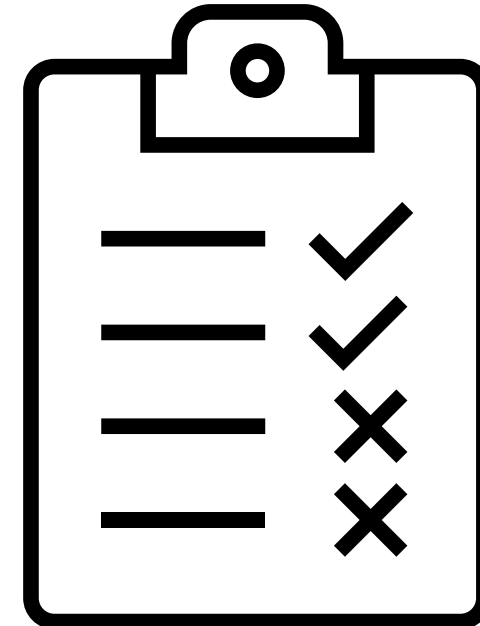
Impact

Our Impressions are **subjective** and significantly affected by internal & external factors



Expertise
Beliefs & Biases
Situation

A leader's impact is much more **objective**, measurable and reliable



People
Outcomes
Culture

Emotional Impact

Great Leaders Make People Feel...



Psychologically Safe

Staff feel free to speak their mind without fear.



Trusted

Staff feel a sense of autonomy and responsibility.



Valued

Staff feel their contributions and efforts are recognised.



Motivated

Staff feel inspired to work towards a shared purpose.



Empowered

Staff feel able to solve problems themselves.



Challenged

Staff feel professionally and positively stretched beyond their comfort zone.



Behavioural Impact

Great Leaders Enable People to...



Maintain Wellness

Staff can recognise symptoms, prioritise themselves and gain support



Develop Personally & Professionally

Staff can voice their needs and access support



Solve Problems

Staff can find solutions independently and collaboratively.



Navigate Change

Staff can emotionally and behaviorally manage changes



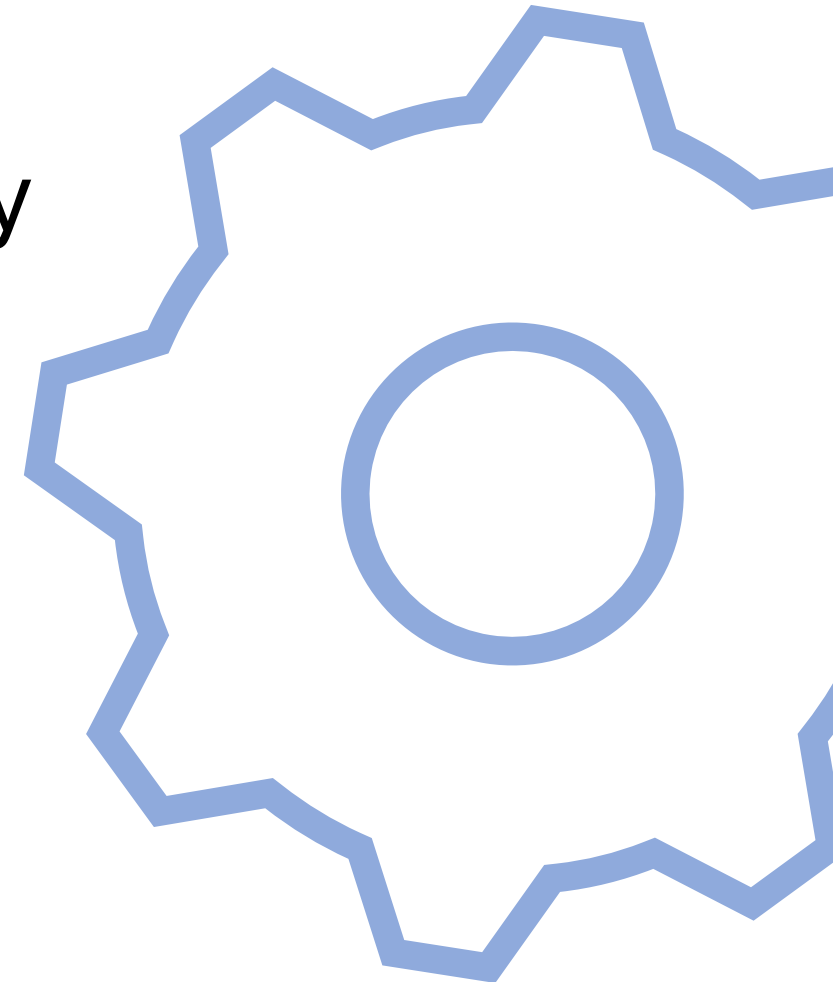
Innovate

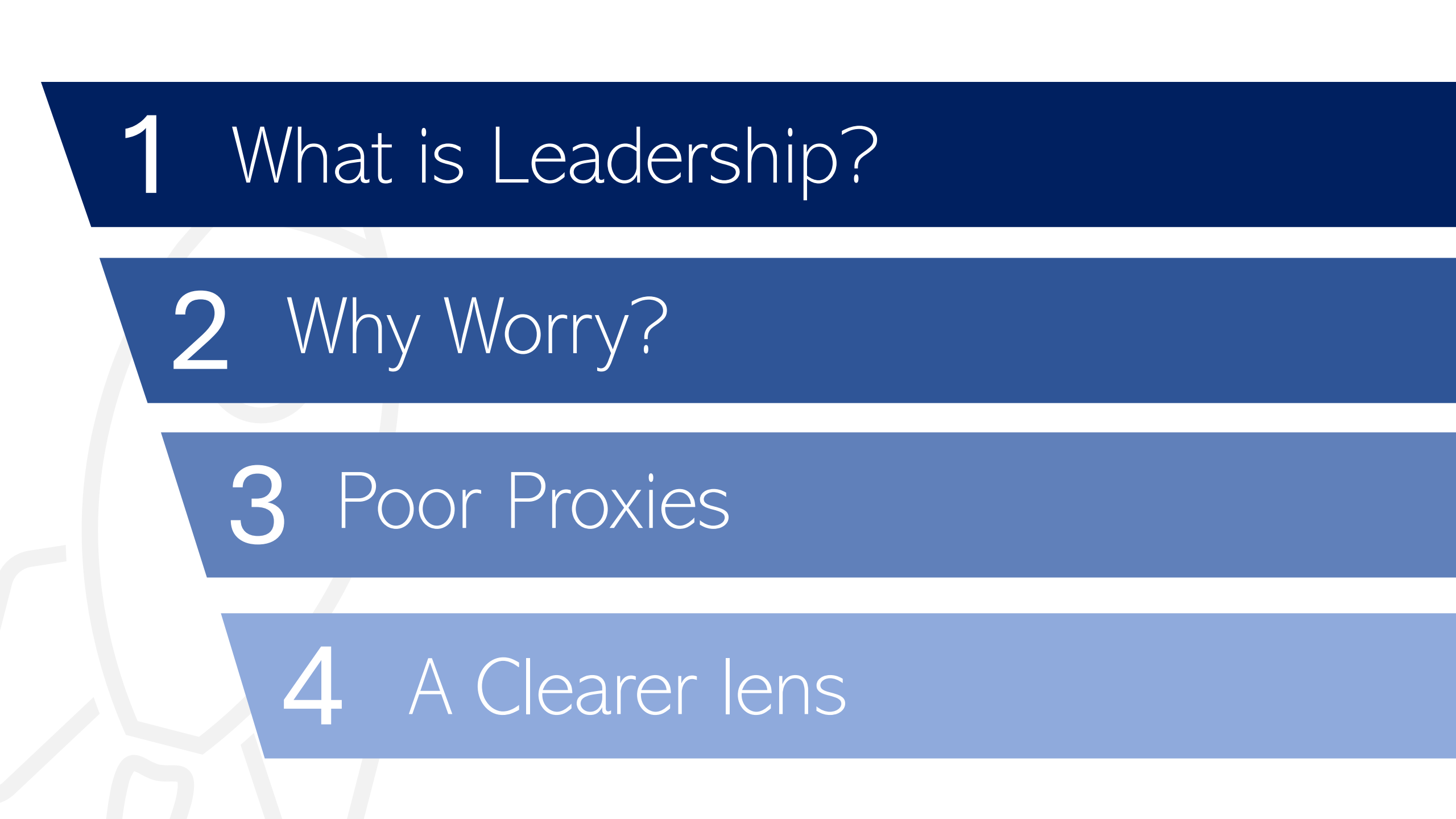
Staff can generate and implement creative new ideas.



Achieve Greatness

Staff can produce outcomes beyond what they believed possible





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What we say leadership is, and what we included in our training courses often clashes with what staff value.



Our Mental Models about leadership drive our behaviour which then dictates our impact.



There is an important difference between correlation and causation, and we often judge the quality of our leaders inaccurately.



We need to move past our subjective impressions of leaders and focus more on their objective impact.



Leadership could be judged by the way it makes people feel and by what it enables them to do.

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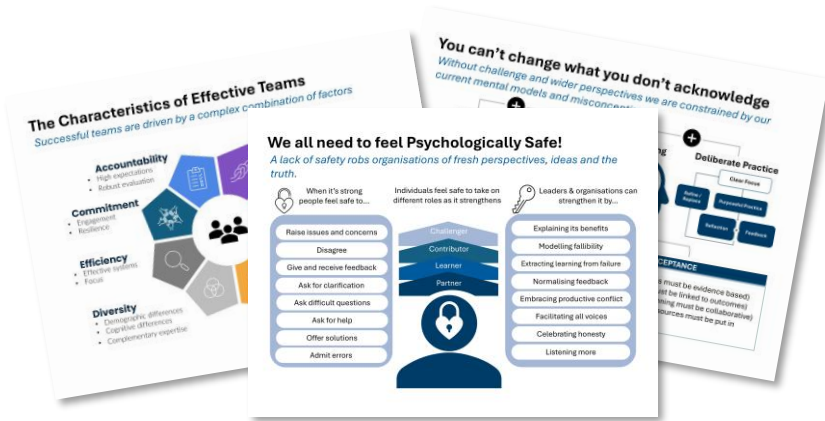
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-  Live Workshop
-  Live Keynote



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CHRIS BAKER

CONFIDENT LEADERS BY DESIGN

An Essential Guide to Confidence Creation

 **CONFIDENT LEADERS**
by design

WELCOME to The Chapter Zone

Click the images below to explore each chapter in more detail

[Buy the Book](#)

Introduction – Personal & Purposeful
This book emerged from a personal awakening and evolved through systematic reflection and reaction.



Frustration

I feel personal frustration about the huge amount of unreal potential that I had as a child and an unawareness of how to make it better.



Hope

My greatest hope for you is that you open your mind, lean into the challenging concepts and use the book's confidence code to start your proactive confidence growth a lot sooner than I did.



Structure

The book's thirteen chapters was a purposeful decision and an explicit dismissal of the need for luck when you are creating confidence by design not chance.



Challenge

The intellectual level and vocabulary is also deliberate and mirrors the role that challenges just above our current ability can have on our confidence creation.

[Click to Explore](#)

Chapter 3 – Back Seat Driver
Self-efficacy is a silent and significant conductor of our lives

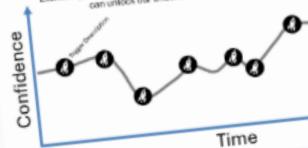
We are regularly engaged in internal judgements of our capabilities which lead to a perceived level of self-efficacy or 'task-specific confidence'. These perceptions then contribute significantly to our thoughts, feelings, behaviour and performance.



[Click to Explore](#)

Chapter 1 – You Can't Cheat the Harvest
We reap what we sow and shouldn't be surprised by lots of the outcomes we experience.

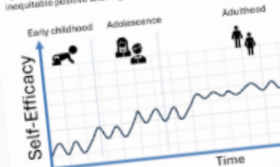
Our levels of confidence are often not where we want or need them! Examining our own confidence journey and the events that have shaped it can unlock our understanding of how to change it.



[Click to Explore](#)

Chapter 4 – Self-efficacy Over Time
Confidence levels are not created overnight

Our levels of self-efficacy begin to develop at a frighteningly early age and by events that are typical of different stages of our lives and also unique, inimitable positive and negative experiences.



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Chapter 2 – Studying the Self
We are complex things and controlled by a messy interconnected web of personal perceptions



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