

# THE MACRIS GROUP

UPDATE NEWSLETTER VOLUME NO. XV– SEPTEMBER 2016

www.themacrisgroup.com

## From Dean's Desk:



### Prologue

Leadership learning is and continues to be a challenge. The latest Atlantic magazine contains an article titled: *The Charisma Effect – How to bend people to your will*. While the title sounds a bit subversive, the article approaches the topic from a leadership perspective. The first paragraph states: “In tough times people want more than intelligence, integrity or the ability to build really tall walls. They want someone to make a compelling pitch and inspire a sense of urgency – someone with charisma.” This issue of UPDATE, while a bit tongue and cheek, explores one’s inner self and the land they live in. Years ago we would start our workshops with a short saying: “If you take things personally, all opportunity to see the data is lost – you become deaf, dumb and blind to everything except for your constructed reality.” We all have a constructed reality – leadership involves knowing, controlling and managing one’s constructed reality in world of other people’s realities.

## Leadership Lessons and your Landia

A. C. Macris

Larry Reiter

### Introduction

We’re going to depart a bit from our traditional approach to things and throw out a concept founded on a beach on the east coast of Africa in Kenya. It’s a long story and these folks had time to think about “stuff.” They came up with an idea they coined as Landia. What is a Landia, and what is your Landia? In this tumultuous campaign season, we thought we might take a lighter look at the world around us, but still in the context of leadership, teambuilding and people working with people. So here goes, hope you enjoy.

All of us have had times when we are in our own world. A world that is only ours, where we daydream about lots of things that may or may not relate to the real world we live in. That is part of your Landia. The other part of Landia exists based on the factors listed below. It is a more visible part of you, some of which you may not even be aware is visible. A Landia is you – your land, your borders, your topography, your shape, and everything in it and around it. You own it, it is you. Your Landia is your constructed reality of who you think you are or who you want to be or who you think you should be. You are your Landia. Everyone has their own Landia; “the land that is theirs.”

When we first heard about the idea, we were intrigued because in our leadership programs we focus quite a bit on understanding oneself in a rather programmatic manner; assess-

ments, personal interviewing and coaching, etc. The Landia concept seemed to need some dissecting, so in the interest of doing something a bit out of the norm, Larry and I thought we might try to zoom in on the concept of Landia.

### What makes Your Landia?

Several things can make up your Landia. The below items are a sample of the wide range of factors that make up ones Landia. Think about the list below, and how these factors shape your Landia.

Your MBTI (Myers-Briggs) type – The MBTI is a gauge of your personality type. It’s a good start in learning about your Landia. There are other instruments (DISC, etc.) that can also provide insights into who you are. We also learn how to effectively interact with other “types”.

Your self-perception – this is a huge part of your Landia, because you own this. It is who you think you should be, how people should perceive you, how you want to be perceived. You are your self-perception. For you, self-perception can become your reality. (We’ll leave it at this for now. We could probably do a whole article on this factor.)

Your upbringing – this too is another major contributor to the formation of your Landia. The influences impacting people at young ages stick and sometimes things play

# THE MACRIS GROUP

out as one might hope they would, and other times they don't, but be assured, what happens during your formative years impacts your Landia.

Your values – along with upbringing, values are established throughout life, but begin at a young age. Your system of values, what they are and how you define and live them contribute to your Landia. Your values are influenced by your family, your life experiences – both good and bad, where you live and work, your friends and a whole host of other factors.

Your beliefs – building on values, you form beliefs. How you measure or compare your values to beliefs can cause internal strife or reinforcement. This in turn contributes to your Landia.

Your desires – much talk is given to setting goals. There are short term, medium term and long term goals. Your Landia is many times based on long term goals. Your desires, those stretch goals that you construct in your mind, and believe in them, in your constructed reality. These can be a driving force in the formation of your Landia.

Your dreams – these are even more difficult to achieve. Dreams and aspirations impact your Landia in many ways. The world of fantasy, dreams rule, and in your Landia, dreams can become reality.

Your view of the world – all of the above begin to paint a picture of the world as you see it in your Landia.

Your work – while work may appear to have a rather direct influence on your Landia, it does but only for the time you are in that situation. If your job changes in 5 years there is a good chance your Landia will become reshaped.

Your colleagues – colleagues flow with jobs and work, some stay for a while longer than the job, but colleagues have a similar effect on one's Landia as work does because of the culture of the environment.

Your skills – skills are a special case in the formulation of your Landia. We all think we are skilled at certain things and not so skilled at others. When we really believe we are skilled at something we tackle it with more enthusiasm. When those skills are real and applied appropriately, a person's Landia becomes better defined. When the skills are perceived skills and one's Landia has convinced the person that those are well honed skills or unattainable skills, then the efficacy of one's Landia is suspect. Closely examining one's Landia can reveal the truth.

Your attributes – while similar to skills, the application of one's attributes contributes to the success at convincing oneself and others of one's Landia. When skills and attributes converge in a cohesive manner one's Landia takes shape in constructive ways. When these two diverge the Landia becomes less defined from the outside looking in and the constructed reality of the person becomes more distorted as does the Landia.

Your experience – experience is applied using skills and attributes, so when skills and attributes converge and experience is overlaid, the Landia takes on even more shape, and when they diverge as discussed above the distortion becomes greater.

## Knowing one's Landia

Is it difficult to know your Landia – sometimes – actually most times, you are unaware that you have a Landia, let alone know of your Landia. How often have others asked you where you have been when you “check out” of a conversation or meeting? Or have you had someone ask you a question out of the blue that doesn't appear to be part of the conversation but it's based on what that person knows or perceives about you. It's who you are, and without knowing who you are, you really can't know your Landia. Introspection and external honest assessment can shed insights, but depending on how strong the influencers above are acting, one can revert to their preferred Landia.

Can others know your Landia and can they get to know it? It may be difficult for others to know your Landia in any extensive way unless you openly share it with them; short of you sharing your Landia others may only suspect they know how and what you are thinking and why you think that way. People tend to know when your Landia is solid or when its perceived reality is suspect. If people begin believing that your Landia is suspect they will challenge it, mostly indirectly, in the areas above.

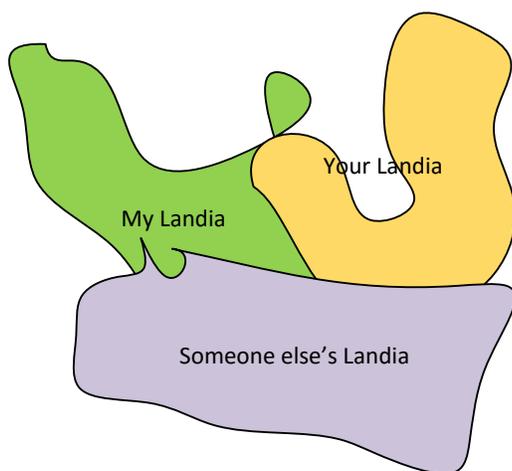
What happens when someone comes into your Landia and threatens your Landia? This depends on the integrity of your Landia, and your understanding of your Landia. If you know your Landia, its strengths and its limitations, and follow the rules, you are better suited to defend your Landia or even allow people more access to it. If you have become so much of a victim of your constructed reality, your Landia is vulnerable, and you will tend to not let people in, try to defend it or if very vulnerable escape the situation. Their perceptions become their reality then honesty and trust are in jeopardy. Do you protect your Landia? If you believe in your Landia, you protect it, like a reputation.

## Others Landia

What about other people's Landia? Everyone has a Landia. Consciously or unconsciously people tend to look at other people's Landias. They are trying to understand the other people by trying to look behind the surface of what the others are just saying or doing. The difficulty is knowing the difference between what is real and what is some form of a constructed reality based on the factors above. It has been said that "you have one chance at making a first impression" which is quite true. Knowing one's Landia and assessing another person's Landia can help bridge gaps, break ice and build rapport. Recognize that everyone has their own Landia.

## Overlapping or colliding Landias

What happens when Landias overlap or collide? A lot of talk has been devoted to interpersonal relationships, team building etc. We discuss ways to build teams based on personality profiles, as well as other assessments. These are valid tools and methods. But, they are only one part of the effort. Landias include motivations, positioning, perceptions, as well as very real competitive issues. When Landias overlap the potential for great things to happen exists. This does not infer that everything goes smoothly, but it does mean that people with overlapping Landias can work through issues, achieve defined goals as a group, and build on that success. When Landias collide, not so good things can happen. Suspicion, lack of trust and a host of other non-constructive interpersonal things can happen. The interesting point here is, it is not a binary situation. There are stages in between.



## Commentary

The situation is never one of all bad or all good. All knowing or all fake. The challenge is to know how to deal with the strengths as well as the weaknesses. If one's constructed reality is harmless, but makes a person feel better about themselves, so what – let it go, and when this person has a

strength that can contribute and has value, understand the weakness, reinforce the strength and move forward. There may be situations where it is beneficial to let the person know that you understand their Landia and if necessary call them out in a constructive manner. That tends to bridge the gap of trust and honesty.

Human interaction is never entirely smooth. The Landia is a somewhat humorous attempt to show that there is so much more to how and why people think and act the way they do. We all have a complex set of internal factors that motivate us and cause us to act the way we do. People we deal with regularly try to get a better understanding of us, beyond what they see on the surface. That understanding helps them deal with us more effectively. My Landia has developed from so many factors in my life and drives how I act and what I say to a large extent. My Landia also provides me a place to go to, to escape all the pressures of life.

## Landia Rules

Along with the Landia concept, this same group came up with a set of rules. These rules we imagine were part of how to begin living the concept of Landia. Again, keep the perspective.

- #1 Think before speaking
- #2 Revert to rule 1, but think harder
- #3 'No' is not an answer
- #4 Don't throw anyone under the bus
- #5 Drive your own problems
- #6 [Open – for your own rule]
- #7 Coffee at 10 and 2
- #8 Don't be a hater
- #9 If you outwork the other guy you will win
- #10 You will be dirty, sweaty and wet; embrace it
- #11 Humanize yourself
- #12 [Figured you'll need one more rule sometime]
- #13 Believe in your own Landia

## Takeaway

Perhaps the most important take away here is to realize you have your own Landia as does everyone else. Understanding that and being aware and tolerant will help in preventing Landias from colliding and to allow you to better deal with those who frequent your life. Cheers!

### The Macris Group

PO Box 535, Mystic, CT 06355  
860.572.0043

[www.themacrisgroup.com](http://www.themacrisgroup.com), [acmpc@acmacris.com](mailto:acmpc@acmacris.com)