

# LEAD with love, not fear

Leaders have to overcome the love taboo.

Research shows that people who work in a culture where they feel free to express affection, tenderness, care and compassion for one another were more satisfied with their jobs, committed to the organisation, and accountable for their performance. Leading with love means knowing and caring about what inspires and empowers people.

But what does love actually mean? There is much more to love than just the slushy puppy love we hear about in films and advertisements. Love is about connection, vulnerability and compassion and goes further than just your immediate family.

The Greeks refer to seven types of love. The most commonly talked about is Eros: romantic love. Sometimes the media will portray Storge: unconditional, familial love as someone standing by their partner during a frightening, difficult situation. And then we see another form of love, when a leader stands on the international stage, calling for support and remaining firmly rooted in their country, this is called Agape: selfless, universal love in action. A truly authentic leader is one that is comfortable inhabiting all types of love.

According to Greek philosophy, here are the seven types of love:

Eros - Romantic, Passionate Love (Of the Body);  
Philia - Affectionate, Friendly Love;  
Storge - Unconditional, Familial Love;  
Agape - Selfless, Universal Love;  
Ludus - Playful, Flirtatious Love;  
Pragma - Committed, Long-Lasting Love; and  
Philautia - Self Love.

Which types of love are you comfortable with and when and where do you allow them to show up?

For me, love is about interpersonal relationships, it doesn't matter whether it is at work, at home, with strangers or out with friends. I believe that if we can be as comfortable as Volodymyr is about embracing all the types of love that exist, then we step more into our full potential and our authentic self. And obviously we need to use our discretion about which type of love is

appropriate in each of the environments we find ourselves.

It is universally agreed that the opposite to love is fear. And again, this is seen very clearly in the attitude of the Ukrainians in the current war. I experience the Ukrainians responding from a place of love: for their family, for their country, for themselves rather than a place of fear. Of course, they are scared but they are reacting from a place of love rather than fear. Let me explain more.

Fear is an unpleasant emotion caused by the threat of danger, pain or harm. Fear causes physiological changes that may produce behavioural reactions such as mounting an aggressive response or fleeing the threat, which in extreme cases of fear (horror and terror) can be a freeze response or paralysis.

As Kübler-Ross and Kessler say, 'If we're in fear, we are not in a place of love. When we're in a place of love, we cannot be in a place of fear'. As opposites, love and fear cannot be felt at the same time.

I believe that there are only two ways to approach life - from a place of love or fear. John Lennon once said that when we're afraid, we pull back from life and that 'when we are in love, we are open to all that life has to offer with passion, excitement and acceptance'. Living from a place of love is about being vulnerable, trusting, being grateful and being open. It's about seeing the best in people and trusting that no one sets out to do a bad job. In contrast, many organisations are run from a place of fear, with rules, consequences, sticks but not many carrots, hierarchies, command and control, and, 'Do as I say, not as I do.'

The word love can be threatening to some leaders, but I'm finding that there's less resistance to the L-word than, say, five years ago. As humans, we all want to be loved - so why not at work as well? Authentic Leadership is a love-based approach to managing people and an antidote to the traditional fear-based approach.

Paul Hargreaves, CEO, Cotswold Fayre and

FROM THE UK



BY EUDORA PASCALL

Coach, facilitator to business leaders and author

Flourish says, "Putting love and heart into business results in stronger and more profitable companies - our business is one of the proofs of the pudding."

Our experience at Heart in Business in working with leaders has been that, when a leader opens their heart to all the types of love that exist and responds and interacts from love, then a business flourishes and their employees are happier and therefore more productive and in flow. If a leader responds and interacts from a place of fear then a business contracts and their employees are in a constant state of fight, flight or freeze and customers pick up on this. ■

**EUDORA PASCALL** is co-author, with Andrew Thornton, of *Putting the Heart Back into Business: How to place people, planet and purpose at the core of what you do*.

