

Knowledge Exchange

Leadership

**Growth
Fundamentals**

Leadership

A Leaders Guide

In A Nutshell

- 1. The hero is no more.**
- 2. Leadership Development.**
- 3. It is NOT about you. It IS about us (We-ness), together in a relationship, co-operation.**
- 4. From skillset(s) To shaping possibilities, developing social capital and encouraging leadership to emerge.**
- 5. Liminal Leadership for (unknown) challenges.**

Your Thoughts

Leadership

What is Leadership?

Why do you have this view?

An 'Essentially Contested Concept'

There are many different definitions of Leadership – 36 000+

The role of a Leader is important. BUT

A *leader* is ***NOT necessarily doing Leadership.***

Leadership is frequently ***poorly understood***, and [possibly most importantly] ***poorly executed.***

Relational and Art

Leadership is about answering 'How'.

*Leadership is **Relational**, an 'ART'.*

It involves people, working in a relationship.

***NOT** just a*

Single individual leader.

The hero is No more.

Management is: Science

Leadership is: Art

Leadership in *NOT* Management.

Leaders master context; Managers surrender to it.

Managers are more scientific, rational, controlling, about stability and relate to structure and bureaucracy. [tough mindedness, hard-worker, problem solver, analytical (hard ar.e), functionalist. sees the horizon.

So, What is wrong with that?, I hear you ask.

The world has moved on.

	Management	Leadership
Direction	Planning and budgeting Keeping eye on bottom line	Creating vision and strategy Keeping eye on horizon
Alignment	Organizing and staffing Directing and controlling Creating boundaries	Creating shared culture and values Helping others grow Reducing boundaries
Relationships	Focusing on objects – producing/selling goods and services Based on position power Acting as boss	Focusing on people – inspiring and motivating followers Based on personal power Acting as coach, facilitator, servant
Personal Qualities	Emotional distance Expert mind Talking Conformity Insight into organization	Emotional connections (Heart) Open mind (Mindfulness) Listening (Communication) Nonconformity (Courage) Insight into self (Character)
Outcomes	Maintains stability; creates culture of efficiency	Creates change and a culture of integrity

About Leadership

Having a Title – CEO etc..
[Position] does ***NOT***
automatically mean
Leadership.

A leader is ***NOT*** necessarily doing Leader-ship.

Elements of Leadership: **Leadership is about: Mindset, Future, Purpose, Context, Value creation, Relational Ontology, Practice, Creativity, Change, Influence, Sharing [we -v- me], Followers and Development.**

The Context ***HAS*** changed.

Both leadership and management are needed in any organisation.

Your Thoughts

Leadership

Is there really a difference between Management and Leadership?

Why?

Reflection:

- 1. Moving from Training activities concerned with developing a discrete set of *SKILLS* (communication, team-building, influence techniques etc..)**

TO:

- 2. Developing participants underlying assumptions [MINDSET] and how to SHAPE possibilities for the future.***
- 3. Leadership [leaders] needs to respond to complexities of contemporary circumstances seen as requiring a particular adeptness with *Volatility, Uncertainty, Complexity, Ambiguity, (VUCA) and Relational*.**

Reflection: Your Thoughts?

About Development NOT Training

Distinction between *leader* development which focuses on [individual] human capital and *leadership development* which focuses on social capital [We] within an organization. Example: [Lead at your best.pdf](#)

Leader development seeks to enhance the leadership capacity of an individual [leader] by enhancing **individual self-awareness, self-regulation, and self-motivation.**

***Leadership development*, promotes an organizational *culture in which leadership processes and emergence are fostered and supported and in which leadership can emerge* from surprising places in unusual circumstances.**

***Leadership development* is significantly more contextual than **leader development** seeking to develop interpersonal capacity, social awareness, and social skills.**

About Development NOT Training

Context

- Systemic Interdependence Orientation
- VUCA
- Market Forces and Trends

Context - capacity to enable leadership to look outside of themselves, to be aware of the needs of others, and to find ways to problem solve to meet those needs.

Human Capital

- Self Leadership
 - Insight in the human factor
 - Values, ethics, social responsibility
 - Passion
- Critical Knowledge and Skills
 - Decision-making models
 - Financial skills
 - Leadership vs management
 - Legal environment

Human Capital - leaders needed to have critical knowledge and insight into technical areas related to their leadership role and Self-Leadership: VAABEs and EI.

Social Capital

- Collaboration
 - Cross-organizational communication
 - Diversity eloquence
 - Team leadership
 - Conflict resolution
- Influence and Impact
 - Connecting with followers
 - Maximizing workforce participation
 - Customer orientation
 - Sustainable business relationships

Social Capital - "non-economic" asset based on the interpersonal social relationships of an organization. Includes the insights and tacit understanding of an organization that enables people to work together and cooperate for mutual benefit. VAABEs and EI.

Structural Capital

- Leading the future
 - Change agility
 - Driving Innovation
 - Operationalizing vision and strategy
 - Strategize considering global trends
 - Technological savvy

Structural capital - everything in an organization that supports employees (human capital) in their work. Structural capital stays with the organization when the human capital leaves.
Three types of structural capital: Process, Innovation, and Organizational Capital.

About Development NOT Training

Leadership development is characterized by unsettling and questioning established patterns, testing assumptions and thought processes, developing leadership practices [LAP] attuned to a complex, indeterminate, and relational world.

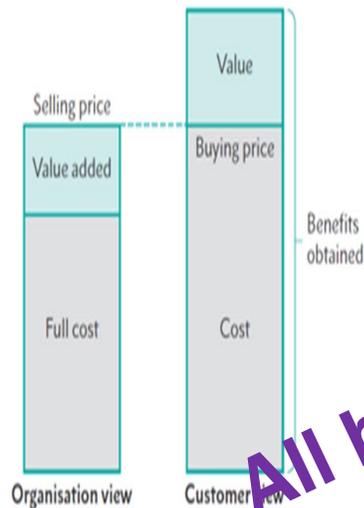
“We must move from seeing leadership development as an event to an ongoing process without an actual end”.

The *Practice* of leadership **MUST** shift. It is no longer concerned with managing change according to a known process - *but with actually disrupting existing patterns to enable emergent futures.*

About Value Creation

As a general rule, the creation of *financial value* is central to firms' decision making, **subject to different legal, social and environmental responsibilities** pursuant of fair prices sustainable development and other objectives.

Value for the customer is the difference between what is paid or incurred in costs and what is received in benefits from the performance of the product or service obtained from the organisation.



Source: Hubbard, G, Pocknee, G & Taylor, G 1996, *Practical Australian strategy*, Prentice Hall, Australia, p. 10. © 1996 Pearson Australia. Reproduced with permission.

All businesses must be constructed to offer 'value'.

Great businesses constantly Create New Value.

About Value Creation

Business value expands concept of value of the firm beyond economic value (also known as economic profit, economic value added, and shareholder value) to include other forms of value such as employee value, customer value, supplier value, channel partner value, alliance partner value, managerial value, and societal value. Many of these forms of value are not directly measured in monetary terms.

Business value often embraces *Intangible Assets* not necessarily attributable to any stakeholder group.

Examples - Intellectual Capital and Business Model.

Reflection: What Value Does your business create?

**Great
businesses
constantly
Create
New Value.**

Five Value Axioms:

1. A firm is a *socially constructed, complex and adaptive system*;
2. To survive, a firm *must be successful in creating value*;
3. The goal of strategic thinking is to be prepared for *decision making*;
4. The *probability of success* can be increased through better knowledge;
and
5. *Beliefs* cannot be accepted as knowledge unless they are logically true
and justified.

Reflection: How does your organisation match up to the Value Axioms?

About Future and Purpose

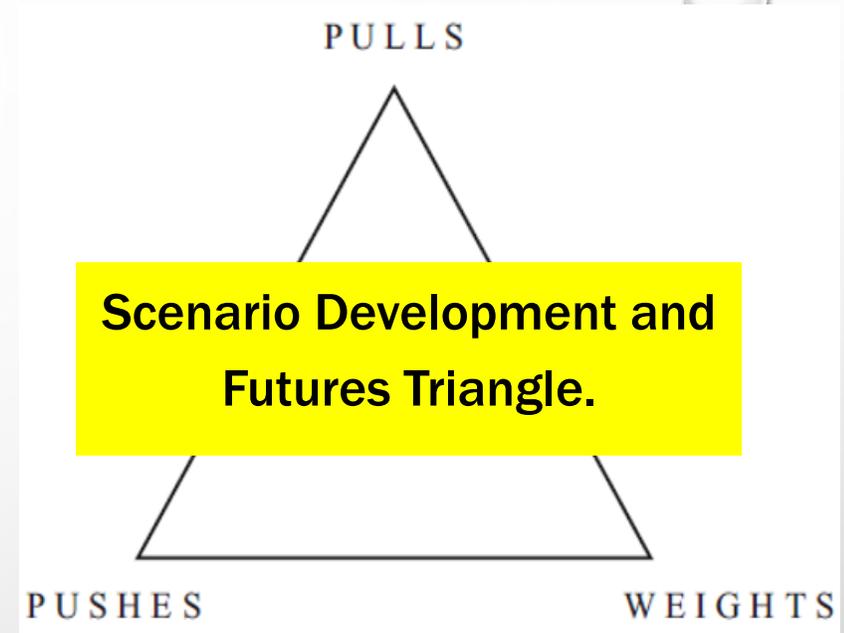
FORESIGHT:

1. **CREATING ALTERNATIVE FUTURES - LEAST DESIRED TO MOST DESIRED.**
2. **THINKING ABOUT DIFFERENT FUTURES, SHAPING AND CREATING THE FUTURES.**
3. **ALTERNATIVE FUTURES - MAKE THE PREFERRED FUTURE MORE LIKELY.**
4. **'SENSE' THE DESIRED FUTURE.**

The imperative is clear:

Organisations must reimagine how they Do... !!! and must make the Leadership, technological and operational investments necessary to secure the ***Desired Future.***

It's not about spending more money; ***it's about Leadership.***



➤ [BSR Report Doing Business in 2030.pdf](#)

About Future and Purpose

Leadership as **PURPOSE** seeks to understand the 'end', 'purpose' or 'goal' of leadership suggesting - 'leadership is oriented to enabling the achievement of something significant'.

WITHOUT A UNIFYING SENSE AS TO THE OUTCOMES OF WHERE LEADERSHIP IS DIRECTED, LEADERSHIP IS WITHOUT PURPOSE.

To practice leadership, is to lead toward a Purpose:

1. What the organisation is trying to achieve?
2. What is its purpose?
3. Where is it trying to head in the medium to long term?

Reflection: What is your organisations Purpose?

VISION IS OUT
PURPOSE IS IN.

A purpose statement provides the reason or reasons the organisation exists.

It is about why the organisation exists.

The essence of Context: circumstances that form the setting for an event, statement, or idea, and in terms of which it can be fully understood.

Exploring a bit further:

Context is not just **a given situation; but is actively created.**

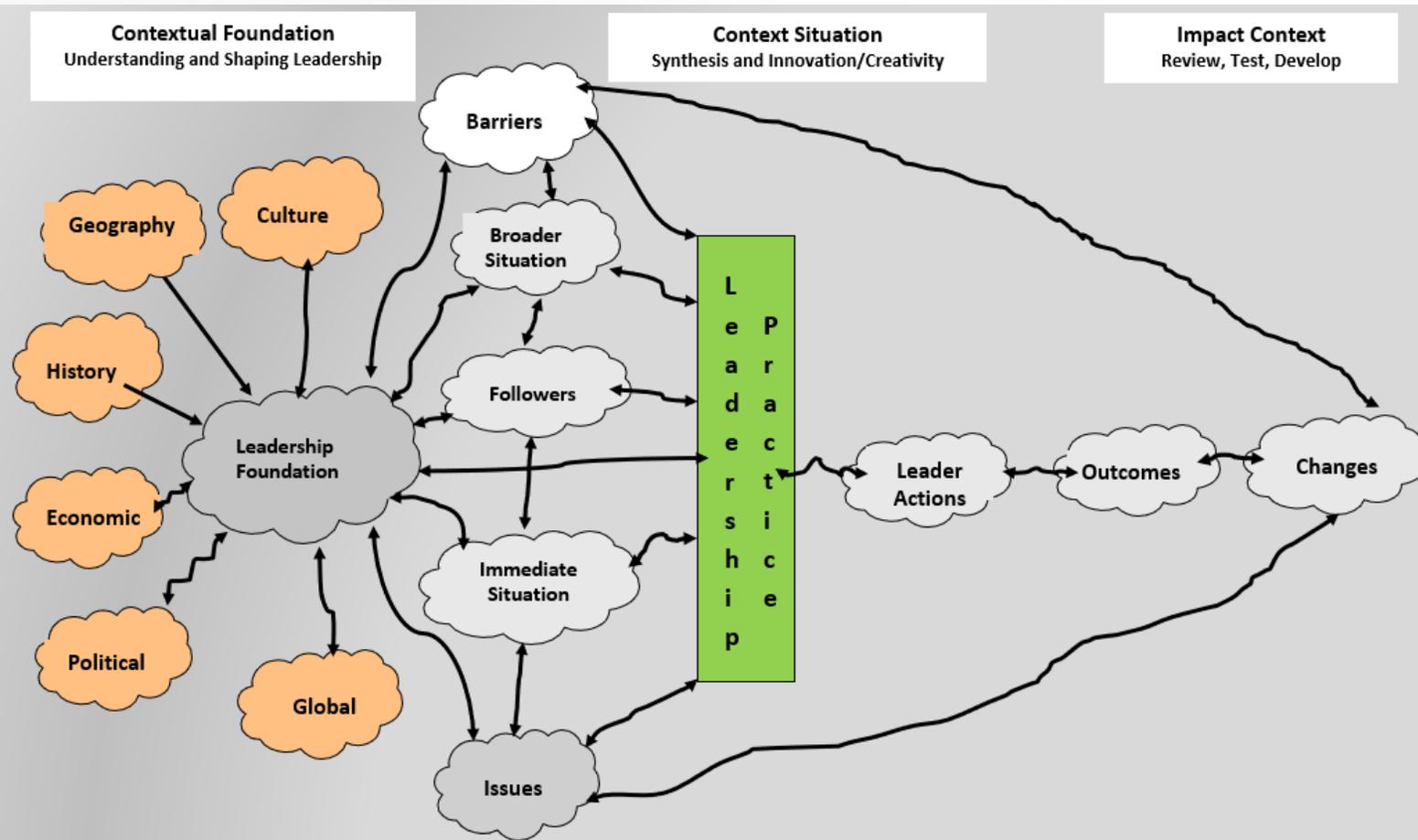
Leadership **involves the social construction of the context** that both legitimates a particular form of action and. . . limits the alternatives available such that those involved begin to act differently.

Reflection : What do you think? Support with examples and experience.

Or to put it another way, consider **not what *is* the situation, BUT *how it is situated*.**

The relationship between leadership and context is **recursive**:

leadership is *produced by*, but *also produces* the context to which it refers.



Source: Prideaux 2018

Leadership should be understood as '*Fluid*' and '*Emergent*' **NOT** as a fixed phenomenon.

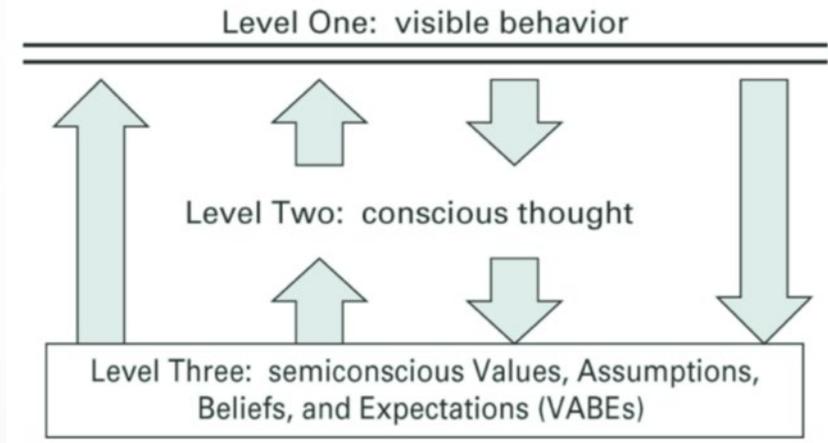
Reflection: Why emergent' NOT fixed?

Leadership emerges and unfolds through day-to-day experience.

The current context: AI, Climate Change, Robotics, Space, IoT, Pandemics, Disruption means Leadership **MUST** constantly change.
It CANNOT remain static.

To find leadership look to the *Practice* within which it is occurring.

About Influence



Level of Intended Influence	Influence Technique	Usual Impact
<u>Level One: Visible behavior</u>	Orders, commands, threats, intimidation, incentives, bonuses	L1: Short-term compliance, possible sabotage, passive aggression L2: Obligatory agreement L3: Anger, resentment
Level Two: Conscious thought	Arguments, rationale, data, citations, references, evidence, manipulation	L1: Short-term compliance L2: Begrudged agreement L3: Anger, resentment, resistance
Level Three: VABEs	Visioning, purpose definition, honesty, openness, emotional story telling, anecdotes, tender emotions	L1: Commitment

Follower has **etymological** roots in Old High German – ‘to assist, help, succor or minister to’ - to be a follower was an honour and gained prestige.

Today, follower has assumed a more negative connotation. Followers are of lesser standing and importance than leaders.

*This makes no sense as **leadership and followership are a dialectic [two opposing ideas can be true at the same time]**– there can be no leaders without followers and no followers without leaders.*

*Each depends on the other for existence and meaning. **They can never be independent.***

Followers in relation to hierarchy, - 'subordinates who have less power, authority, and influence than do their superiors. Therefore they usually, but not invariably, fall into line'.

So...,

Subordinates – are formally defined in employment relations, While:

Followers - are interested in, and willing, to be influenced by a leader in terms of values, beliefs, meanings, cognitions and other elements going beyond a manager–subordinate relation and its formal framing.

About Followers

In a pure manager–subordinate relationship, people *may comply on a behavioural level* - subordinates often accept a manager’s formal authority and rights but do not need to become devoted followers.

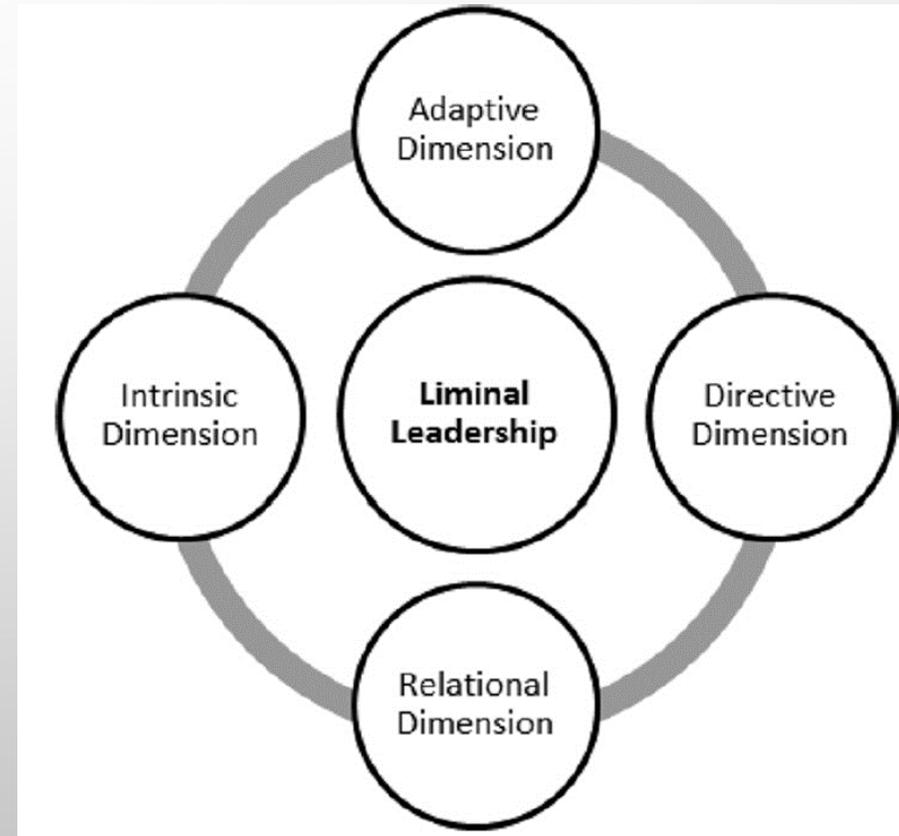
Leadership includes an element of *voluntary compliance*, ‘followers’ can, to a high degree, choose their response to leadership attempts; within a formal manager–subordinate relationship.

People can exit or minimize leadership–followership relations, within their employment.

Liminality: Liminal describes a state of betwixtness or betweenness. It could be described as a paradoxical state, an ambiguous condition.

A result of Covid-19 is an example a this.

Liminal Leadership



Liminal leadership – Characteristics and Approaches:

- 1. Adaptive leadership** is used by the liminal leader to *adapt* to the followers, groups, context and situation.
- 2. Directive leadership** begins with the liminal leader *casting* a purpose and vision of organizational goals for followers. Use of stories and symbols, information sharing, and sense-making allow the leader to aid the followers' understanding of the contexts, task and goals compromising their work situation. The liminal leader must effectively engage in participatory leadership activities establishing a “generalized other” standard of behavior and communication for their followers and groups
- 3. Relational leadership** builds *relationships* and *trust* between the leader and followers. Liminal Leadership is influence-based thus the building of personal relationships is foundational.
- 4. Intrinsic.** Focus on *internal processes* that empowers the leader to lead in a state of liminality. Comfortable with ambiguity and intrinsically motivated. They actively engage in self reflexivity and self-regulation and are acutely self-aware.

Leadership is *a process of co-construction* involving the Future, Leaders, Followers, Context and is therefore *Contested* and *Fluid*.

Beware - Failure Awaits!!!

And that is
just the start
of the brave
New World of
Leadership!!!

Leadership: Mindset, Future, Purpose,
Context, Value creation, Relational Ontology,
Practice, Creativity, Change, Influence,
Sharing [we -v- me], Followers and
Development.

***Both leadership and management are
needed in any organisation.***

Leadership - A Closer Look

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By taking a 'closer look' something quite different may be revealed'

Close up, today's Leadership, is different to old conceptions of Leadership. Tomorrow's will NOT be the same as today's. Beyond tomorrow it is unknown.

Are you prepared for the future of Leadership?



**Growth
Fundamentals**



Leadership

Thank You

Questions



Your Thoughts

Leadership

