

Reflections on leadership

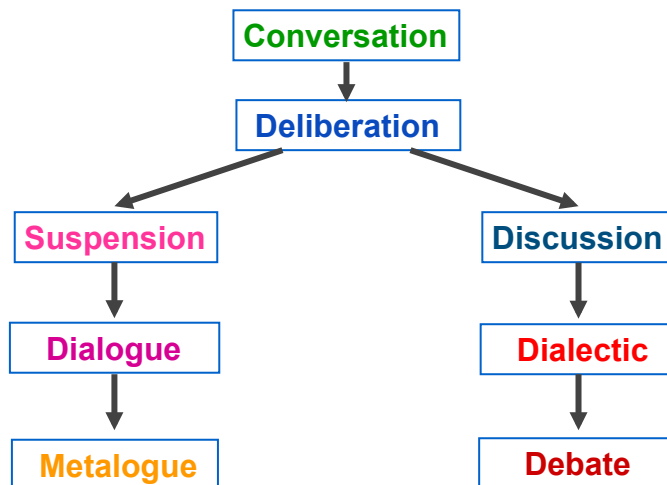


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Ways of walking together



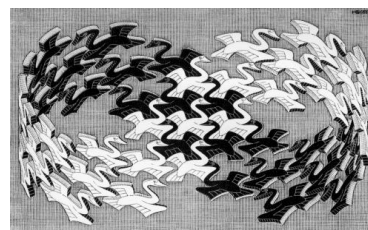
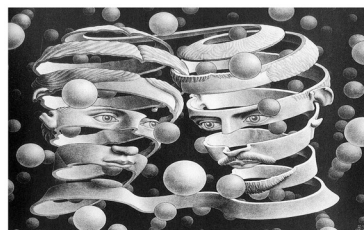
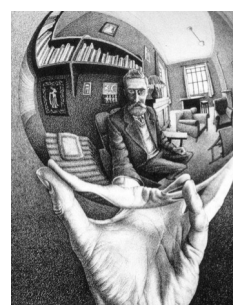
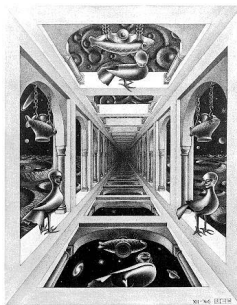
What makes a leader?

Traits <ul style="list-style-type: none"> - Energetic - Clever - Creative - Tactful - Persuasive - Decisive 	Behavior <ul style="list-style-type: none"> - Setting goals - Action planning - Problem solving - Clarifying roles - Informing - Monitoring 	Results <ul style="list-style-type: none"> - Realizing results - Effective - Successful - Performing - Impressive - Status
Interaction <ul style="list-style-type: none"> - Supporting - Active listening - Showing empathy - Mentoring - Recognizing - Rewarding 	Inspiration <ul style="list-style-type: none"> - Appealing vision - Act optimistic - Express confidence - Offer opportunities - Celebrate success - Personal example 	Awareness <ul style="list-style-type: none"> - Self awareness - Social awareness - Political - Environmental - Cultural - Transformational

What makes this person irritating?

- Insensitive
- Inpatient
- Inflexible
- Selective
- Impulsive
- Impressive
- Narrow minded
- Manipulative
- Domineering
- Defensive
- Tyrannical
- Aggressive
- Egomaniac
- Selfish

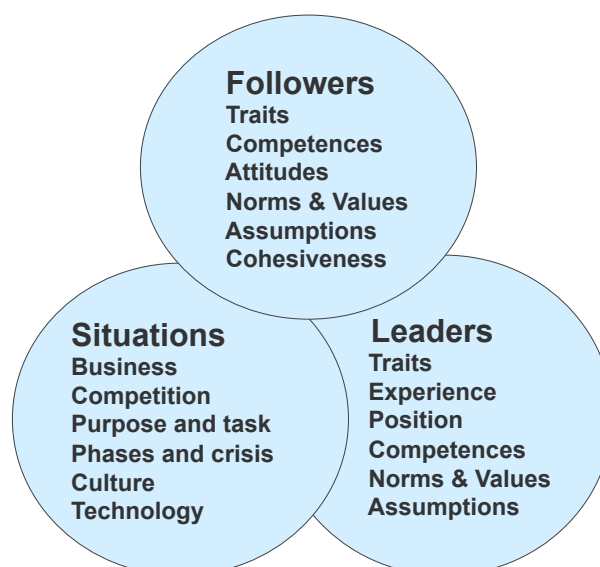
Five mind sets



Following the path

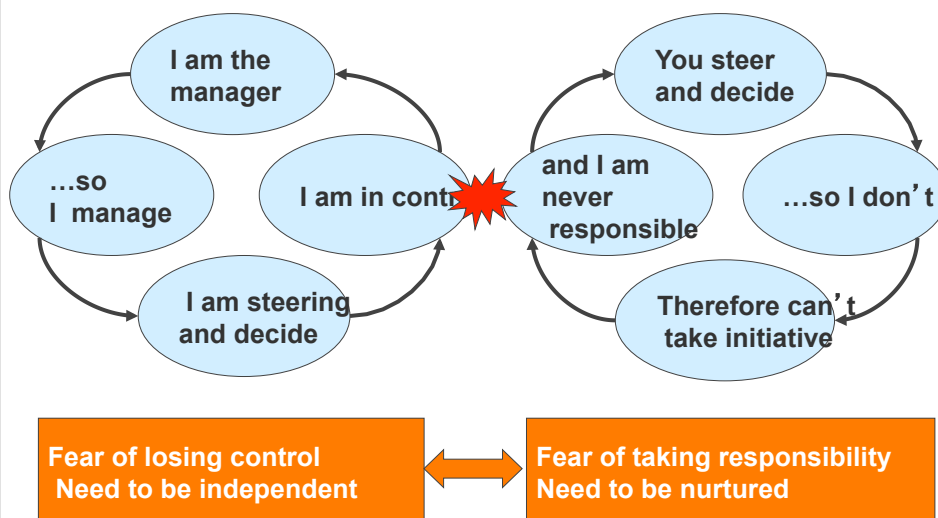


Leaders, followers and situations





Subject and object



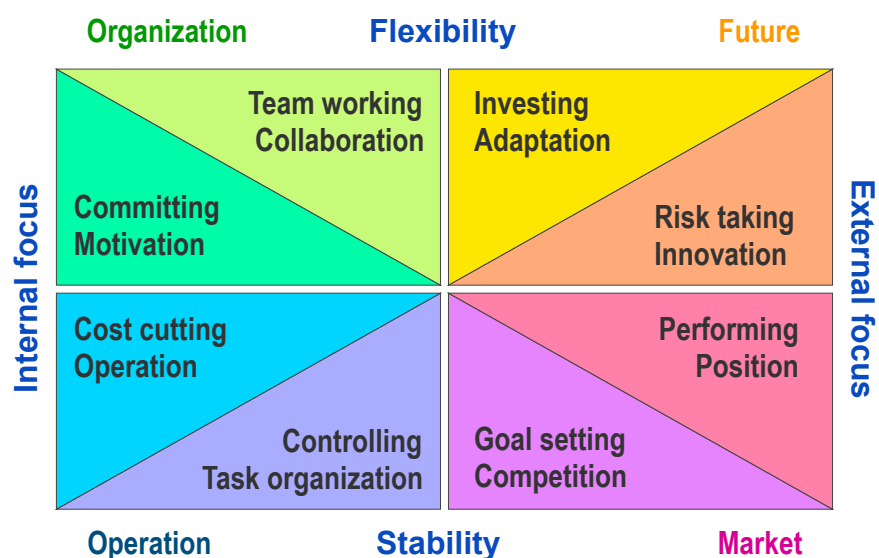


- Manus = hand
- Manèger = manage horses
- Manager = directing and guiding



- Lead = path, road, direction
- Leaden = wandering, hiking
- Leader = showing the way

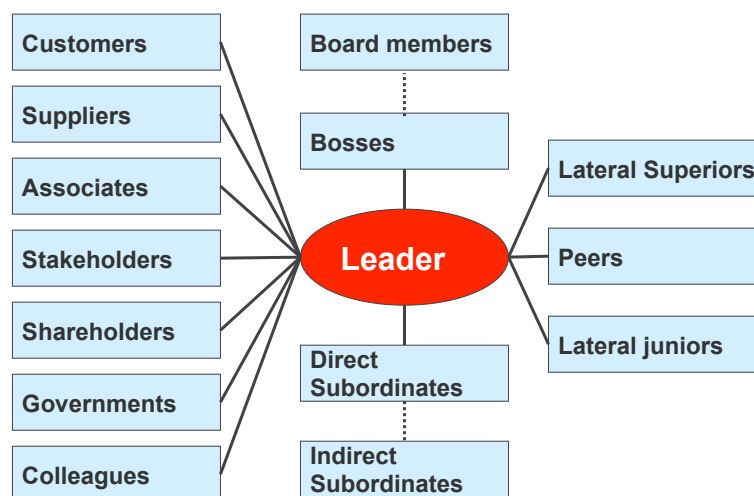
Paradoxes in leadership



Perspectives on leadership: Roles

- **Executive leader**
 - Organizational environment
 - Continual innovation and knowledge generation
 - Strategic communication and contextualization
 - Passion for value driven change
- **Line leader**
 - Execution is strategy in value producing activities
 - Focus on work organization and collaboration
 - Practical impact of new ideas
 - Passion for creating better results
- **Network leader**
 - Communities of practice
 - Moving about the larger organization – crossing borders
 - Broad networks and alliances
 - Transforming ideas and stories

Perspectives on leadership: Relations



Perspectives on leadership: Behavior

- **Task oriented behavior**
 - Planning, organizing, utilizing resources, monitoring
 - Stability, efficiency, productivity, quality of products
- **Relation oriented behavior**
 - Supporting, recognizing, developing, coaching, teambuilding
 - Cooperation, efficacy, satisfaction, quality of teamwork
- **Change oriented behavior**
 - Sensing, sensemaking, visioning, encouraging, networking
 - Sustainability, effectiveness, vital coalition, quality of change

Three leaders in automotive





Lee Iacocca and Philip Caldwell

inspiring
futures

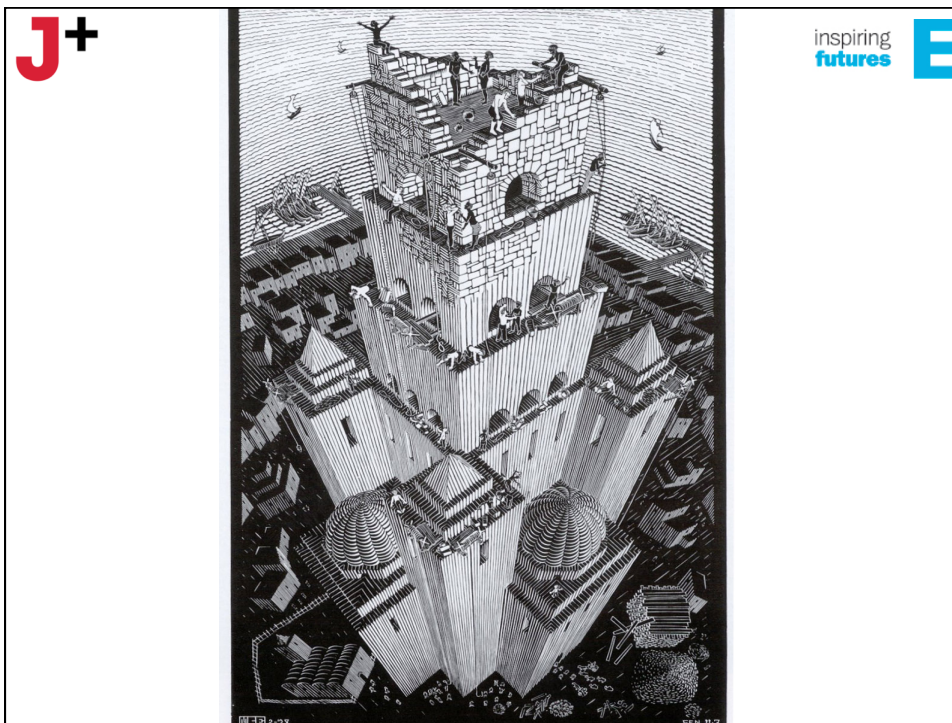


Leadership perspectives

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Entrepreneur	Autocratic	Transactional	Charismatic	Participative	Transforming
Initiating Communicative Engaging Appealing Cultivating Inspiring Demanding	Goal setting Commanding Intimidating Accounting Realizing Punishing Positioning	Goal setting Informing Managing Performing Stabilizing Rewarding Controlling	Impressing Speaking Building Achieving Modeling Monitoring Expecting	Guiding Listening Evaluating Consulting Delegating Developing Encouraging	Sensing Sense-making Vitalizing Envisioning Supporting Appreciating Empowering
					

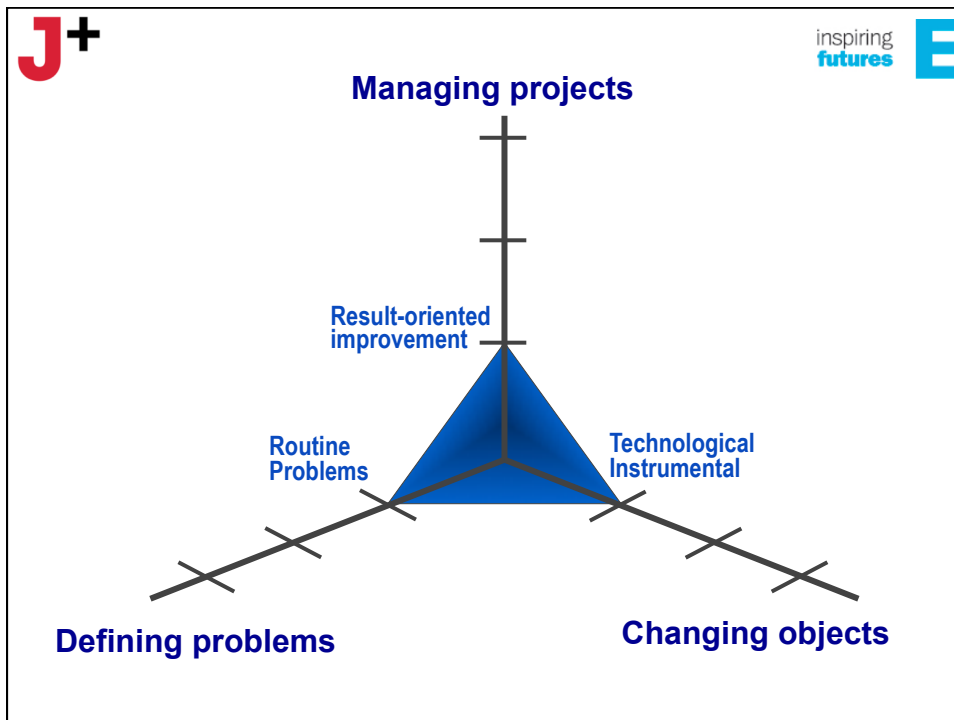


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Positional organizing

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- Rationality
- Divisions of tasks
- Hierarchy
- Demand and control
- Procedures and systems
- Task and role culture
- Closed system



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Organizational leadership

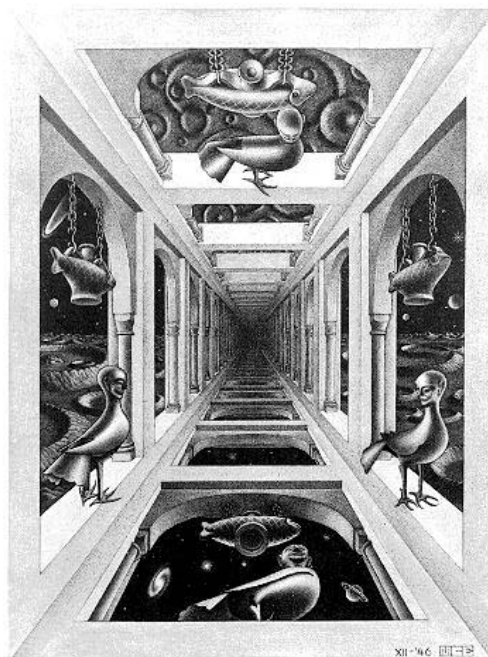
Process wherein an individual influences

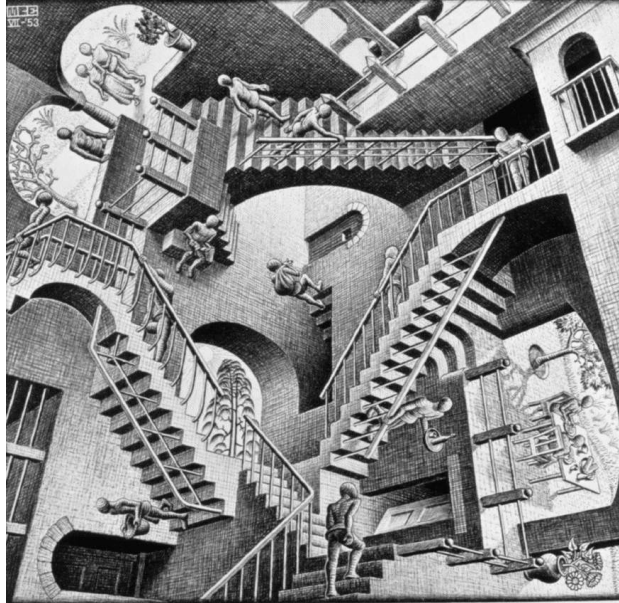
- interpretation of events outside and inside the organization
- inputs and resources of the organization
- choice of a vision and strategies of a group or organization
- organization of work activities and cooperative relationships
- motivation of others and development of skills and confidence
- sharing of information and use of resources and technology
- cooperation of people and agencies outside the organization

.... to achieve desired outcomes

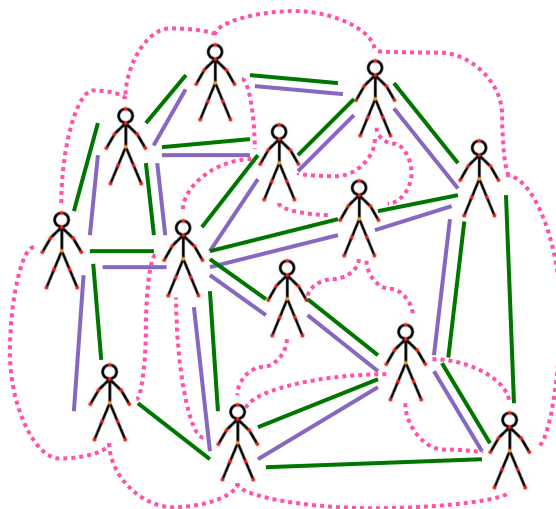
Successful organizational leadership

- Asking: What needs to be done?
- Asking: What is right for the enterprise?
- Developing action plans
- Taking responsibility for decisions
- Taking responsibility for communicating
- Focusing on opportunities rather than problems
- Running productive meetings
- Thinking and talking in 'we' rather than 'I'.

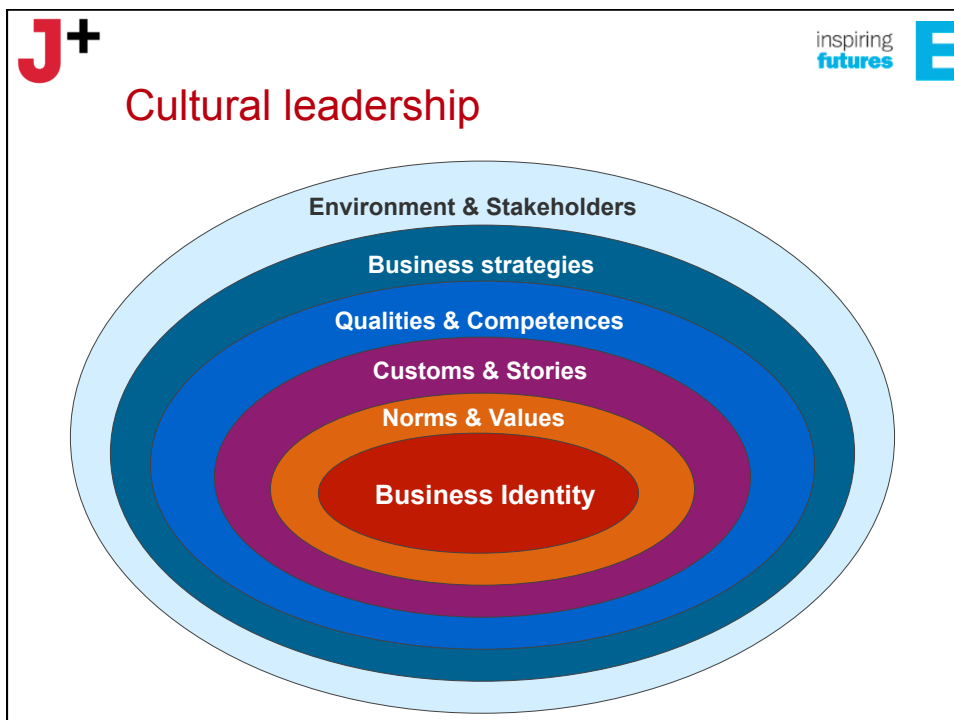
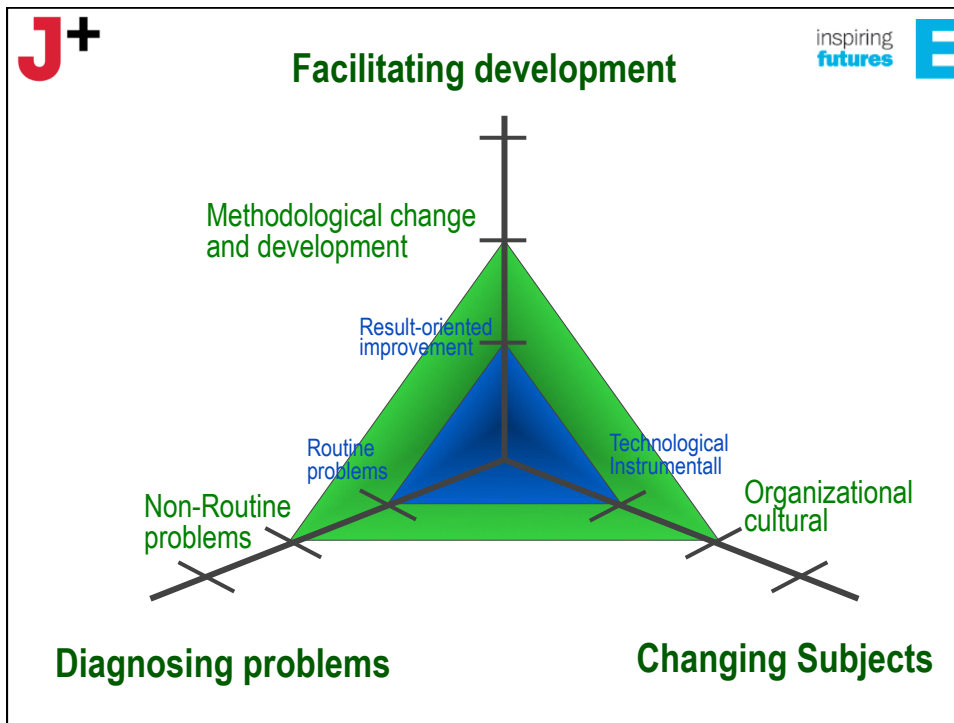




Transactional organizing



- Value added activities
- Interweaving activities
- Relationships
- Trust and collaboration
- Creation of meanings
- Innovative culture
- Open system





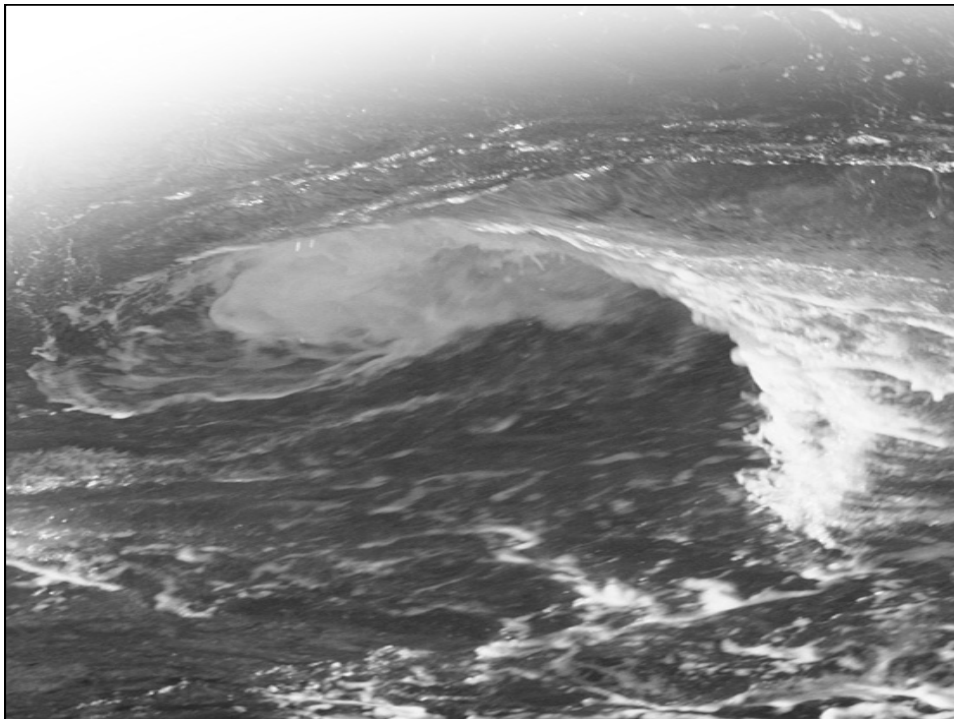
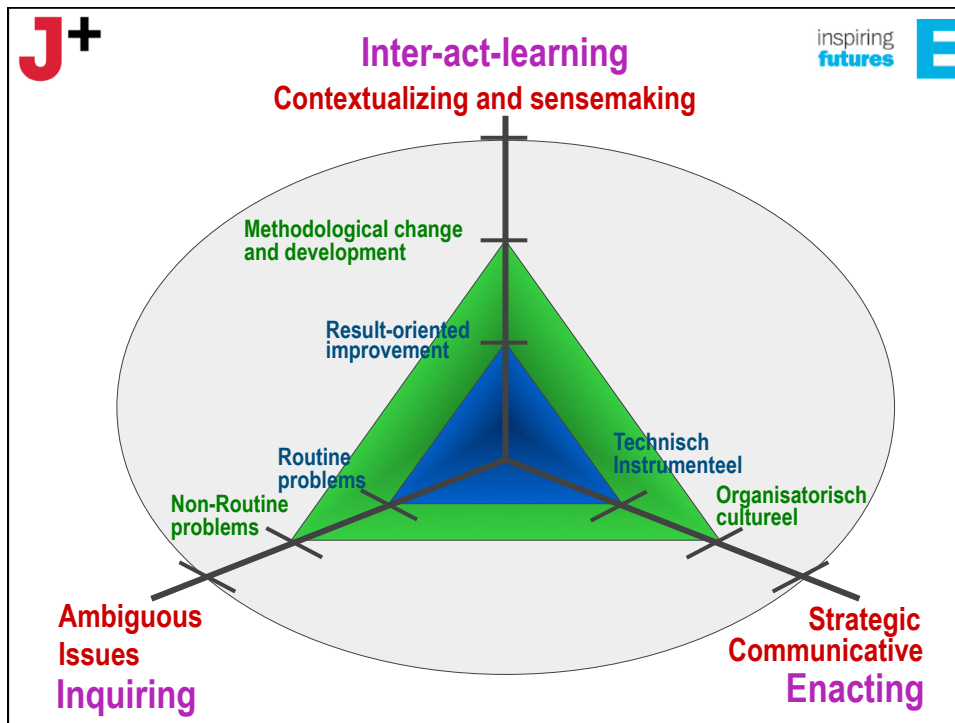
Successful cultural leadership

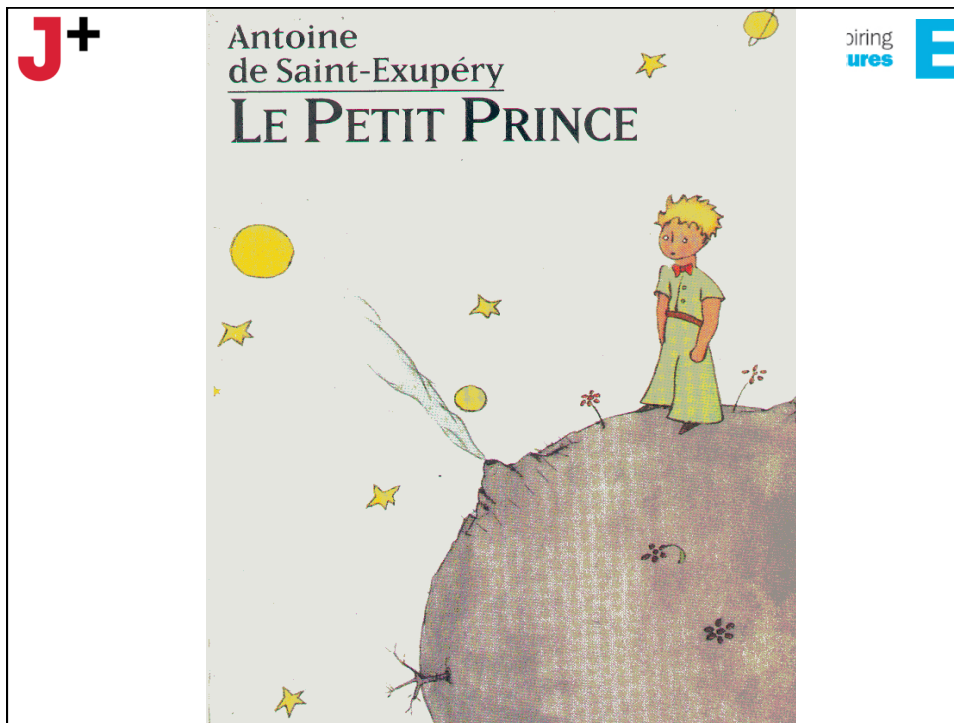
- Sensing what is going on in and outside the company
- Focusing on service to clients and customers
- Recognizing own moods, emotions and drivers
- Controlling and redirecting disruptive impulses
- Pursuing goals with inspiration, commitment and energy
- Understanding the emotional makeup of others
- Managing relationships and building networks
- Appreciating cross cultural values and norms
- Leading change and transformation
- Building common ground and support



However.....

- Is culture a thing that can be managed
- Is culture within the organization
- Is culture a process over time
- Is culture the domain of management
- Is culture a contested terrain
- Is culture without conflict and tensions
- Is there one truth or are there conflicting subcultures
- Is culture a dominant meaning organized and lived
- What and who need to be destroyed for a new culture

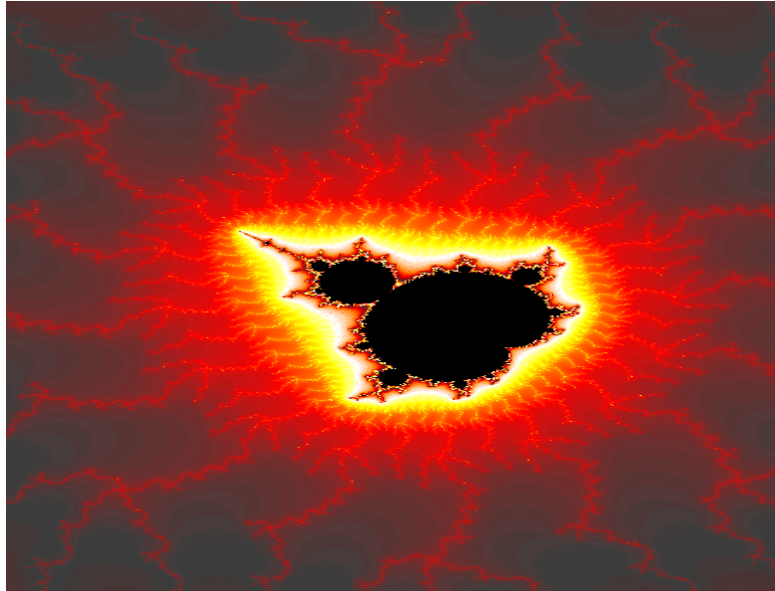




J+ **Inquiring**

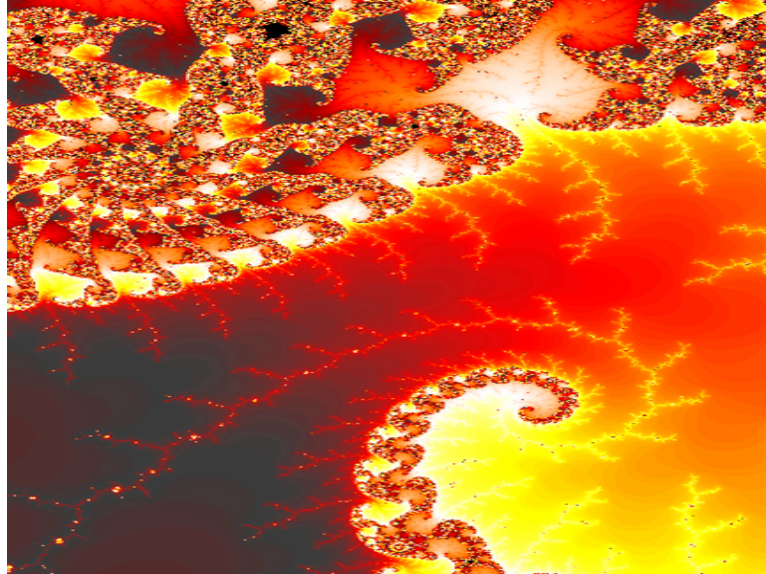
inspiring futures **E**

- Inquiring with an open mind
- Identifying ambiguous issues and tensions
- Not solving problems or defining solutions
- Postpone own opinion and views
- Opening up possibilities
- Stimulate multiple voices
- Keep space for multiplicity



Engaging

- Exploring new experiences in zones of discomfort
- Discovery: The best of what is
- Dreaming: What might be
- Designing: What should be
- Delivery: What can be
- Learning form other places and cultures



Visioning

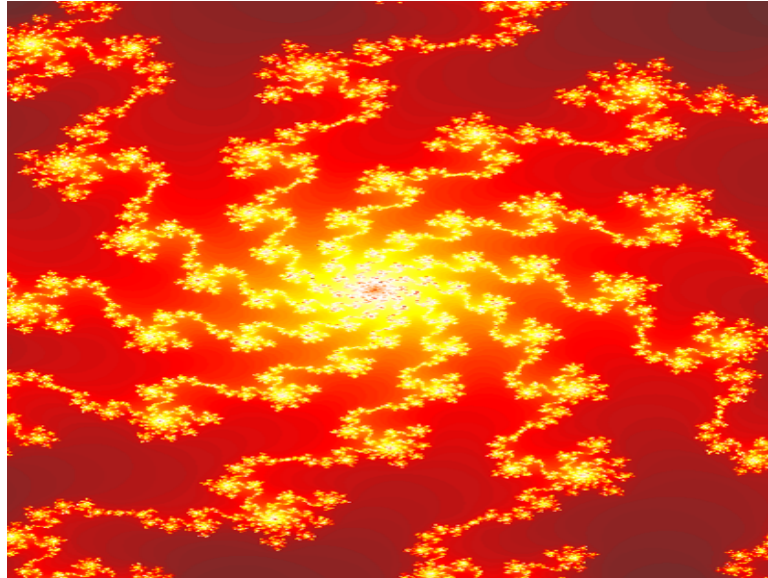
- Connecting inside and outside worlds of meaning
- Making sense of organizational life and patterns
- Visioning desirable futures
- Expressing confidence
- Story telling and metaphoring
- Sketching and working scenario's
- Sharing of experiences



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Designing

- Developing networks for change and learning
- Bringing people together to design a change approach
- Forming task forces to guide the transformation
- Confidence in the vision and the ambition for change
- Sensitive to the aspirations and the anxiety of people
- Monitoring and communicating the progress of change
- Celebrate progress in change and early successes



Renewing

- Stimulate interactions in ongoing processes
- Include everyone who is involved in some issue
- Recognize and support differences
- Experiment with new approaches
- Utilize conflicts for creativity and renewal
- Recognize and clarify mutual relationships
- Make symbolic changes that affect work



Learning

- Encourage reflection by individuals and teams
- Facilitate self organizing and learning
- Inquiring processes and interactions with clients
- Stimulate experiences in local contexts
- Exchange experiences, insights and knowledge
- Create time and space for interactions
- Dialogue to enlarge possible futures



Challenges for leaders

1. Time

- We don't have time for this...
- Enough flexibility to play with uncertainties and challenges

2. Support

- We have no help or enough support....
- Building guidance and support for innovative groups

3. Relevance

- Not again, this change is not relevant!
- Exploring how changes are related to business values

4. Walking the talk

- They are not walking the talk!
- Clarity and consistency in espoused values and behavior

5. Anxiety

- This change is dangerous, anxious and fearful....
- Openness, trust and exposure



Challenges for leaders

6. Assessment of success

- This is not going to work here....
- Connecting the traditional ways of working with new ways

7. Commitment

- True believers and not invented here syndrome
- Inspiring and consulting the neutral majority of people

8. Governance

- Who is in charge of this?
- Create commitment in stead of dependency

9. Diffusion

- We keep reinventing the wheel....
- Knowledge transfer across organizational boundaries

10. Purpose

- Where are we going?
- Revitalizing and rethinking identity, meaning and engagement



Surprises for new leaders

1. You can't run your department or the company

- Too many meetings and tactical discussions
- You feel you lost control over your time

2. Giving orders is very costly

- Too many people consult you before they act
- People start using your name to endorse things

3. It is hard to know what is really going on

- You keep hearing things that surprises you
- You hear concerns indirect and not directly

4. You are always sending a message

- Stories circulate about you going beyond reality
- People seem to anticipate your likes and dislikes



Surprises for new leaders

5. You are not the boss

- Roles of management are not clear for you
- Meetings limited to reports of results and decisions

6. Pleasing your boss is not the issue

- Laughing with others on jokes of your boss
- Reporting positive results more than misjudgments

7. Pleasing stakeholders is not the goal

- Board members judge action by effect on stock price
- Short term investments are more important than long term

8. You are still only human

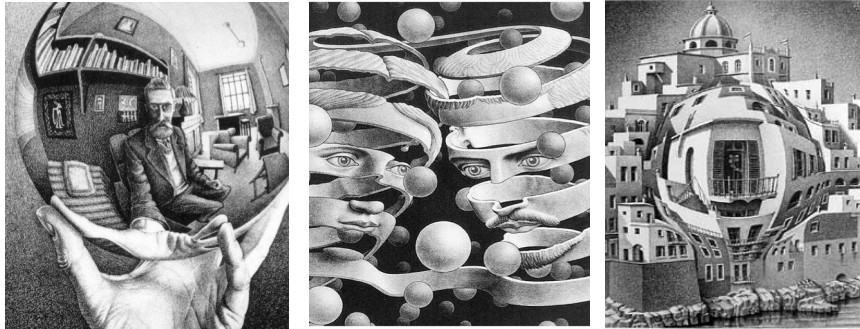
- You talk more about yourself than about the company
- You have few activities not connected to the company



Meaningful leadership

- Awareness of self – others – context
- Visualizing the future
- Developing business idea
- Building vital coalitions
- Realizing collaborative power
- Taking initiative and invite others
- Story telling and sense making
- Sharing experiences and successes
- Reflective and learning

Managing authenticity



Managing authenticity

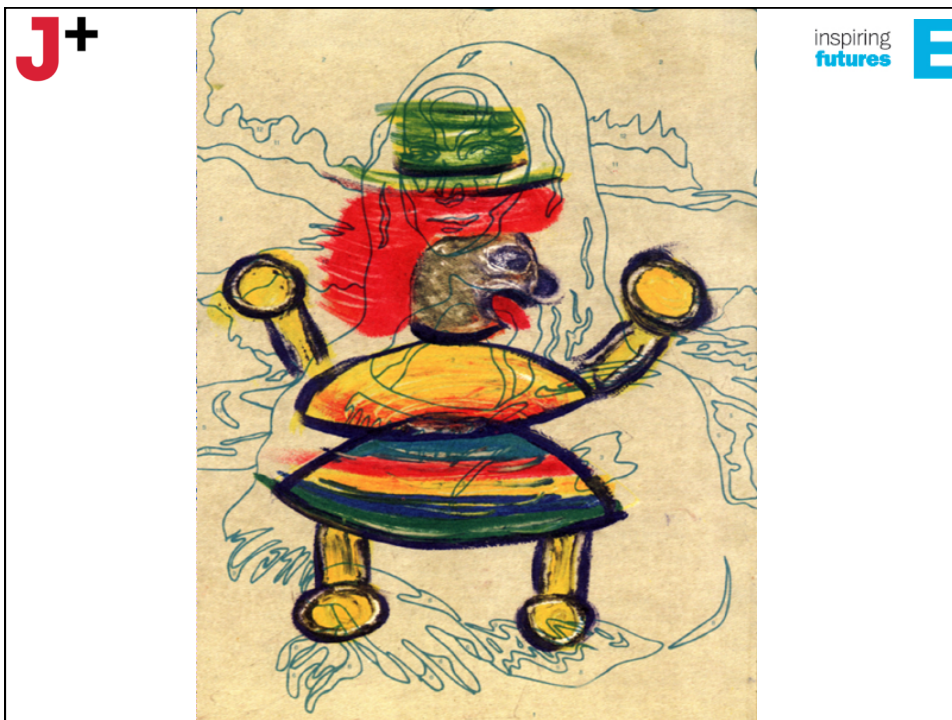
- **Get to know yourself and your origins**
 - Exploring autobiography (people, places, events)
 - Returning to your roots (what gives energy)
 - Avoiding comfort zones (out of routines - new adventures)
 - Getting honest feedback (colleagues, friends, family)
- **Getting to know others**
 - Building a rich picture (backgrounds, histories, families)
 - Removing personal barriers (approachability, vulnerability)
 - Empathizing passionately (care deeply, being there)
 - Uniqueness about others (positive feedback and validation)
- **Connect to organizational context**
 - Getting the distance right (connect and separate)
 - Sharpen social antennae (social cues of failure and success)
 - Honoring cultural values (cultural senses of beings)
 - Developing resilience (understanding own values)

Personal leadership

Fascinations Excitements since childhood Issues appealing to me Things I want to understand	Identity The professional roles I play Where I come from and who I am Who I really want to be
Inspirations Energizing environments Generating enthusiasm Opening up new perspectives	Meaning My purpose in life Contributions to be proud of My legacy for others
Distinctive qualities What I am really good at The proudest moment of my life Why people appreciate me	Engagement People and groups I identify with Significant relationships Professional and personal ties

Useful questions and perspectives


- Think back through your career and locate a moment that was a high point when you felt most effective and engaged. Describe what you value most about yourself and what made the situation possible.
- Think back through your career and consider a person who was really a leader for you. What makes this person really a leader?
- What keeps you busy right here and now and what do you feel about that?
- What do you feel mentally, emotionally and physically?
- What have I done today to behave as a more effective leader?
- When....., I felt....., because.....
- Purpose is not a goal, aim or an objective, but a meaningful contribution to a community and a sense of a lead
- Leadership is contributing to the ability of a community to shape their own future and to realize meaningful and sustainable change



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Jaap Boonstra

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It is my personal and professional purpose to share knowledge and experiences in leadership and organizational change to make other people successful as leaders and change managers.

Multiple roles:

- Professor organizational dynamics and organizational change
- Independent consultant for businesses and societal organizations
- Non executive board member
- Researcher and scientific author

Divers backgrounds:

- Organizational and social psychology
- Information technology
- Organization studies and political science

