Leadership for a thriving organization

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What is the group's challenge?

Technical challenge
Adaptive challenge

Adaptive work
To change our vision of the world

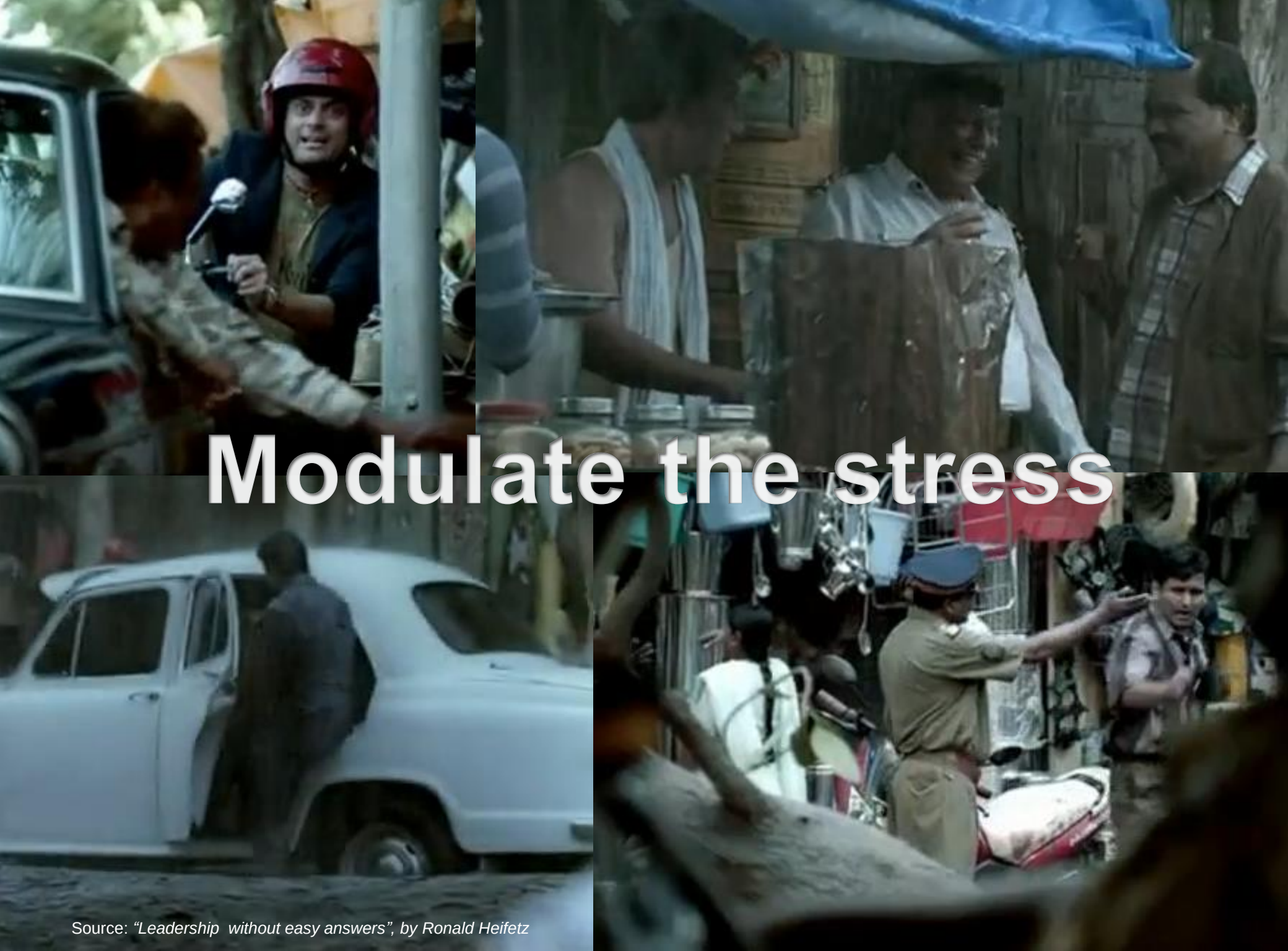
Adaptive work
enables action

Leadership?

What made her engage?
What will make you engage?

Will you decide to stay in
your comfort zone?

Or will you get “out” &
mobilize others?



Modulate the stress

Source: *"Leadership without easy answers", by Ronald Heifetz*

Discernment

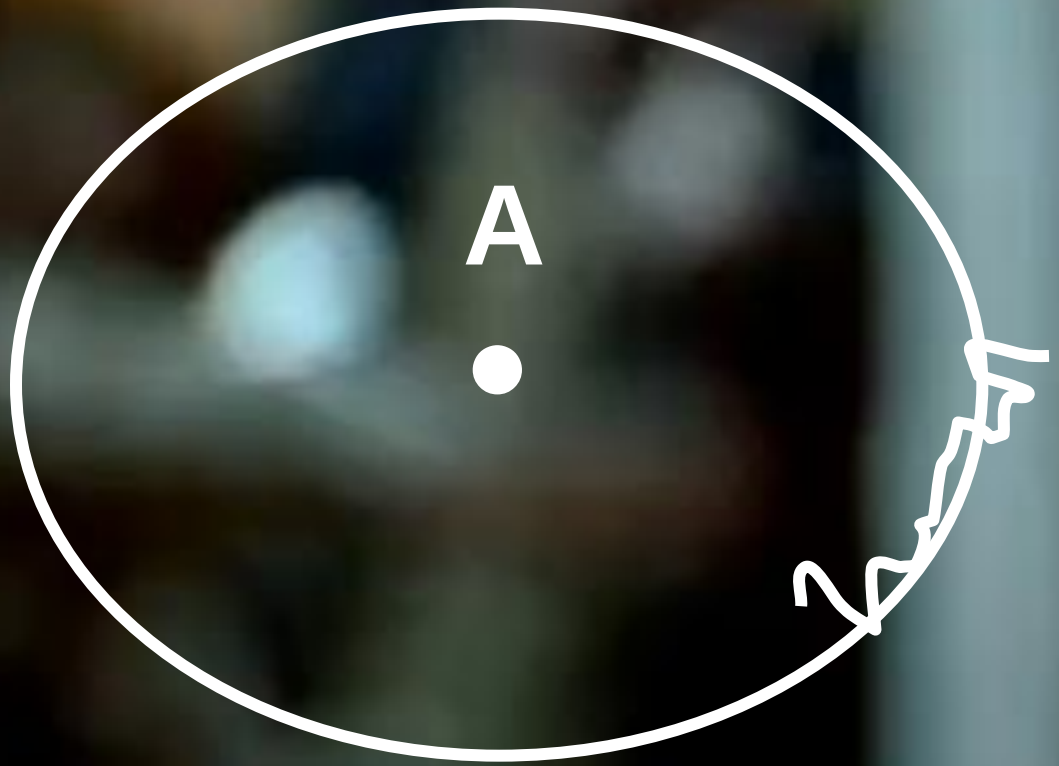
Objectivity
Deep intuition
Less driven by Ego

“Get on the balcony”

Heifetz

Courage
Responsibility
Commitment
Promise
“Dare to speak into darkness
on behalf of others”
Strom

Dare to go beyond your scope of authority



Conversation & Care

Generosity
Brilliance
Dialogue
Meaning

"Renew the key missing conversation"

Strom

Protection of the
weakests

Humility

Simplicity
Frugality
Obedience

"The best leader is the one whose existence the group barely knows"

Lao Tzu

Inner calm

Interiority
Solitude
Work upon oneself

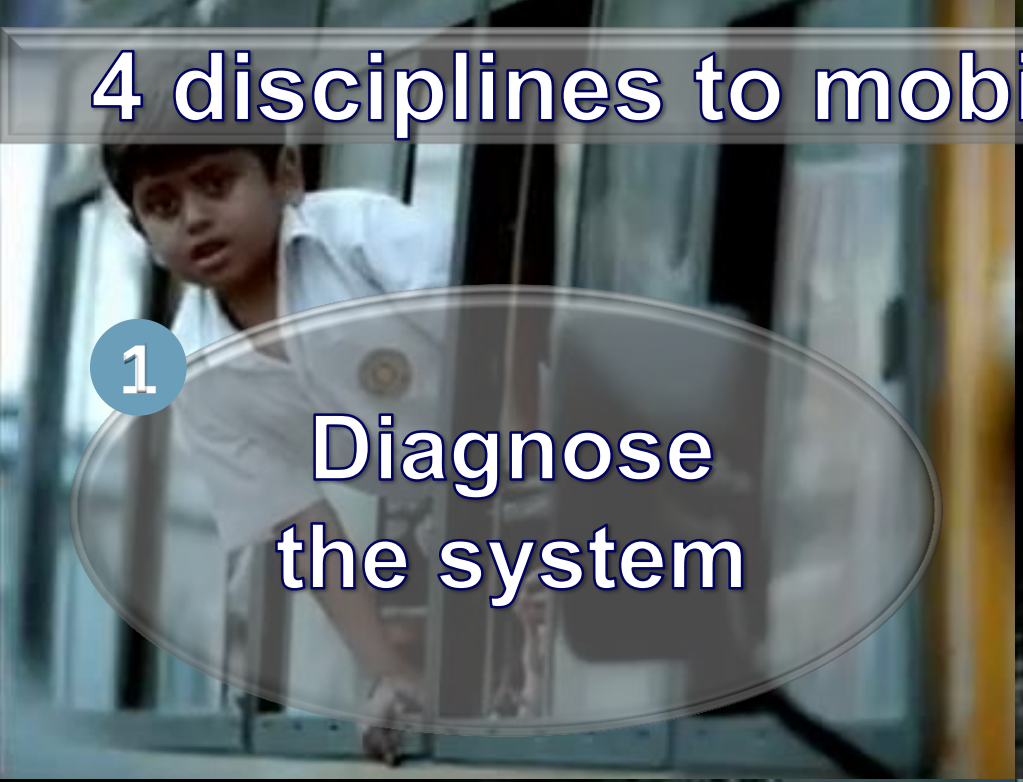
“We only suffer from ignoring what is not lacking: inner peace”

Castermane

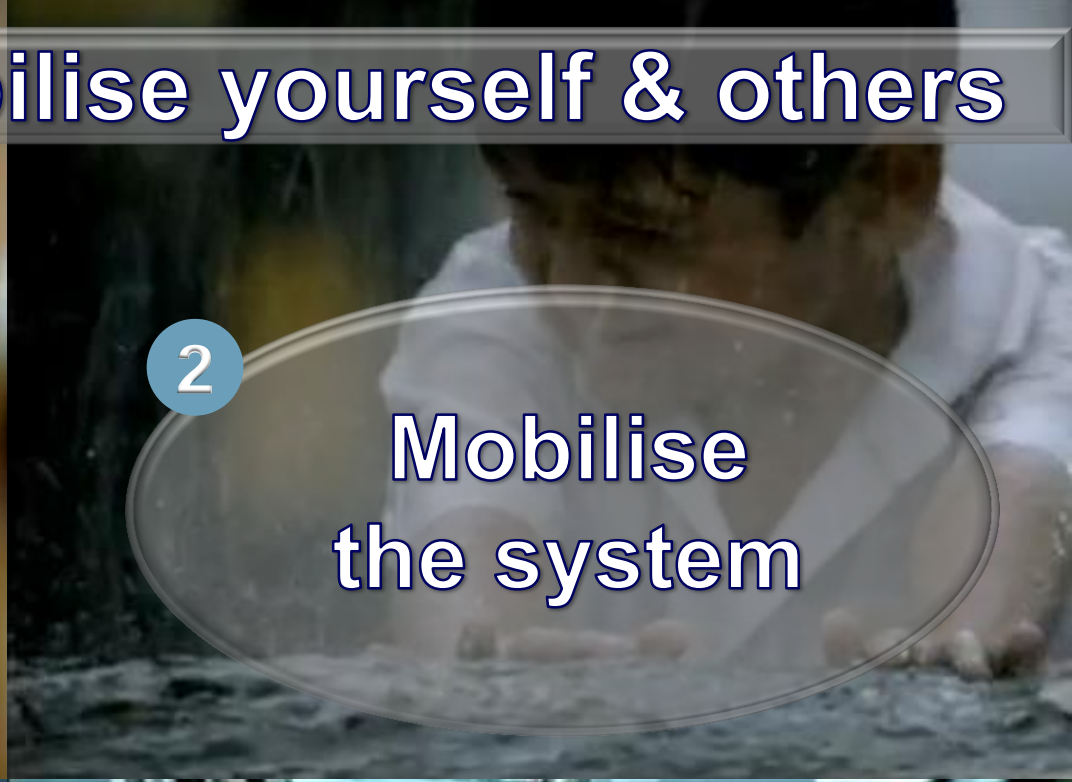
To lead wisely
is to pay attention to,
the very ordinary, yet difficult,
human phenomenon of how a person
comes to the fore
in one context &
gets behind
someone else in another
Strom

Disciplines

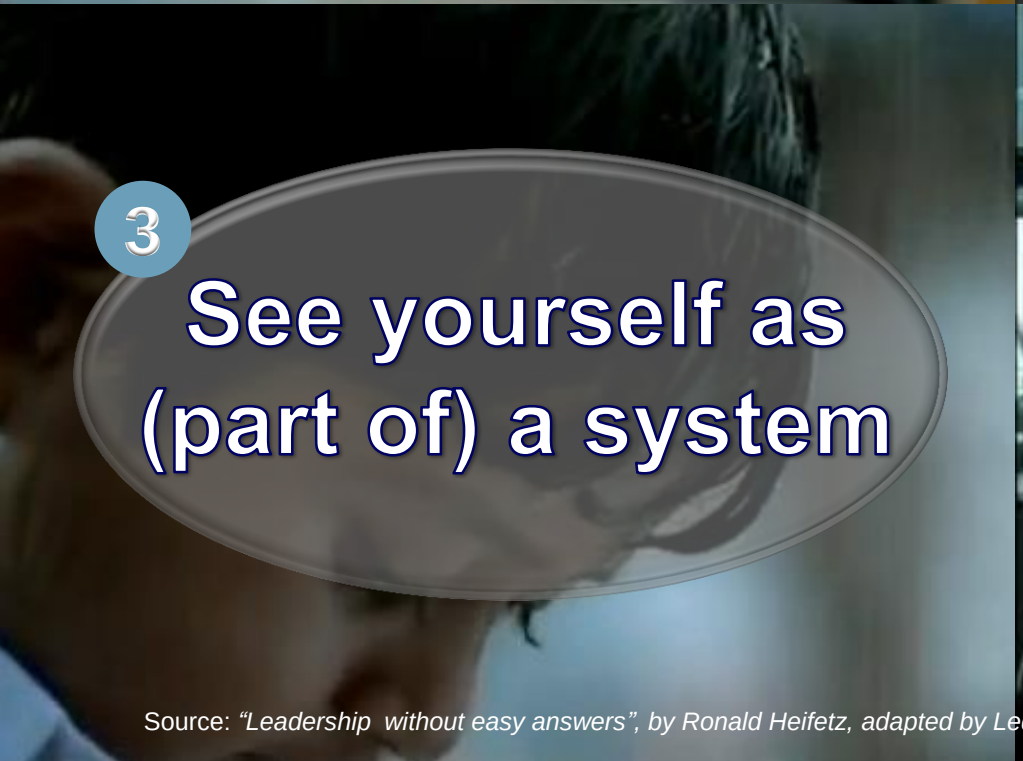
4 disciplines to mobilise yourself & others



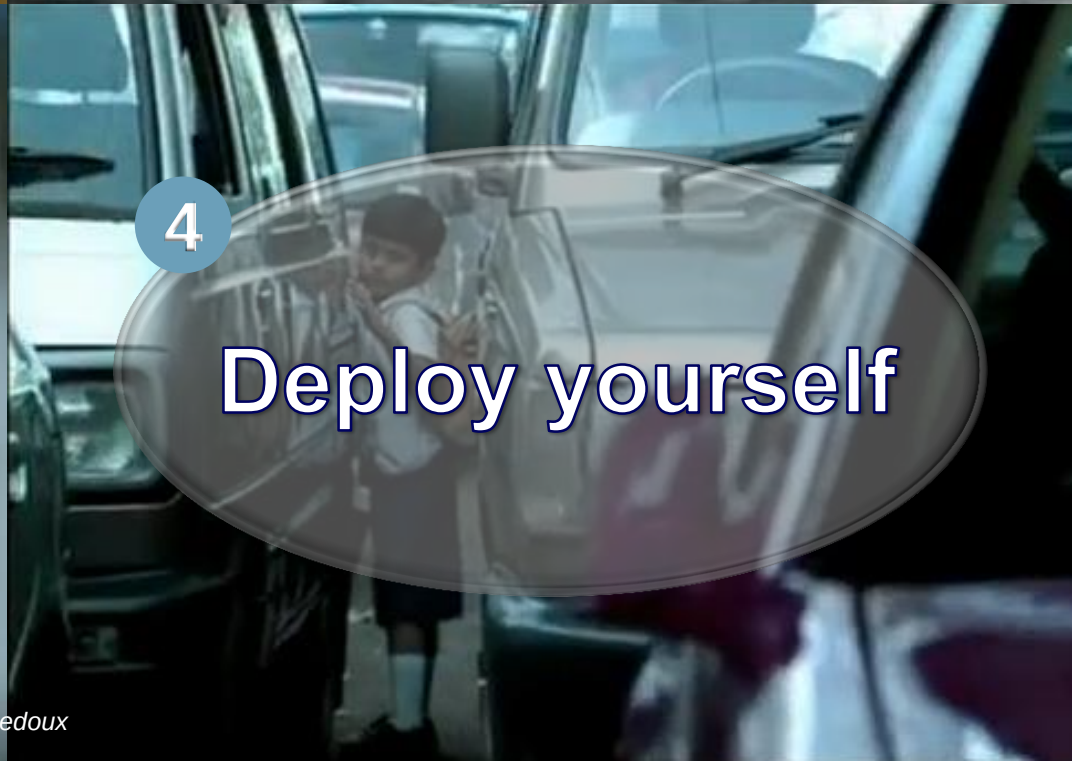
1 Diagnose the system



2 Mobilise the system



3 See yourself as (part of) a system

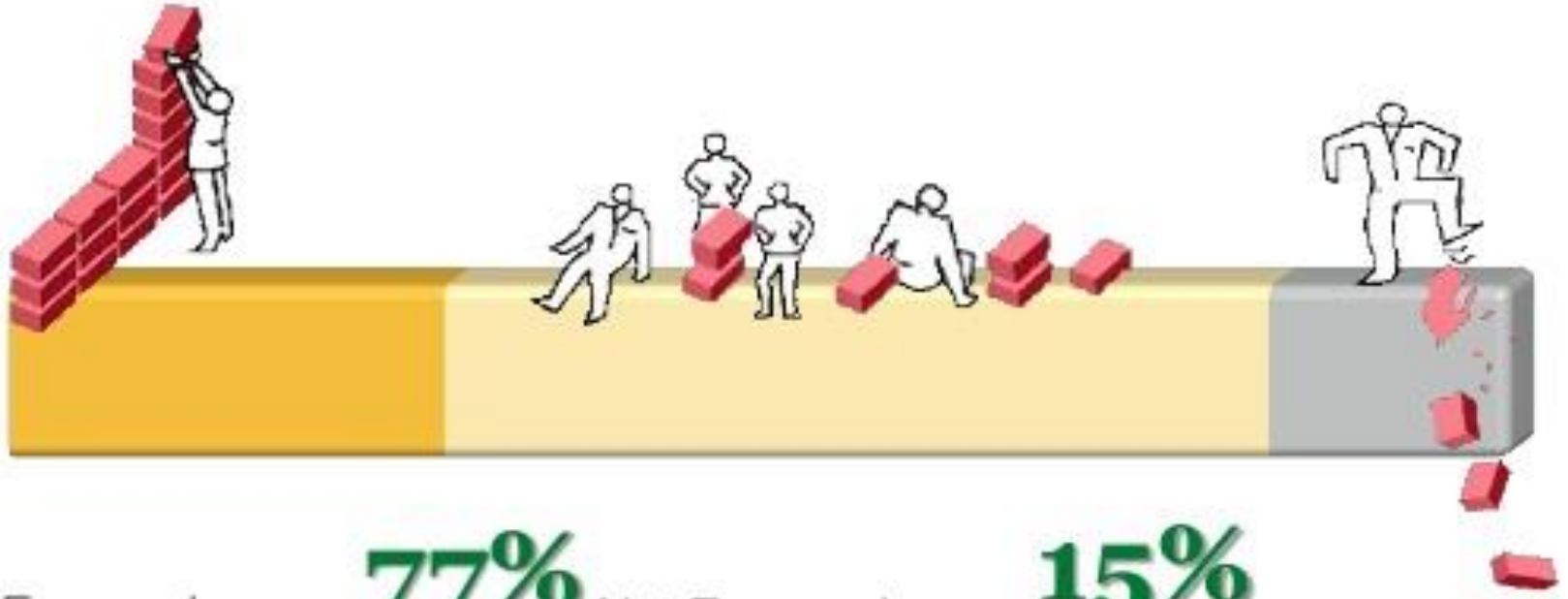


4 Deploy yourself

Source: *"Leadership without easy answers", by Ronald Heifetz, adapted by Ledoux*

What makes you want to mobilise yourself and others, and to have the capacity and liberty to do so

EMPLOYEE ENGAGEMENT – TAPPING INTO HUMAN MOTIVATION



8% Engaged

*These employees are loyal and **psychologically committed** to the organisation. They are more productive and more likely to stay with their company for at least a year.*

77% Not Engaged

*These employees may be productive, but they are **not psychologically connected** to their company. They are more likely to miss workdays and more likely to leave.*

15% Actively Disengaged

*These employees are physically present but **psychologically absent**. They are unhappy with their work situation and insist on sharing this unhappiness with their colleagues.*

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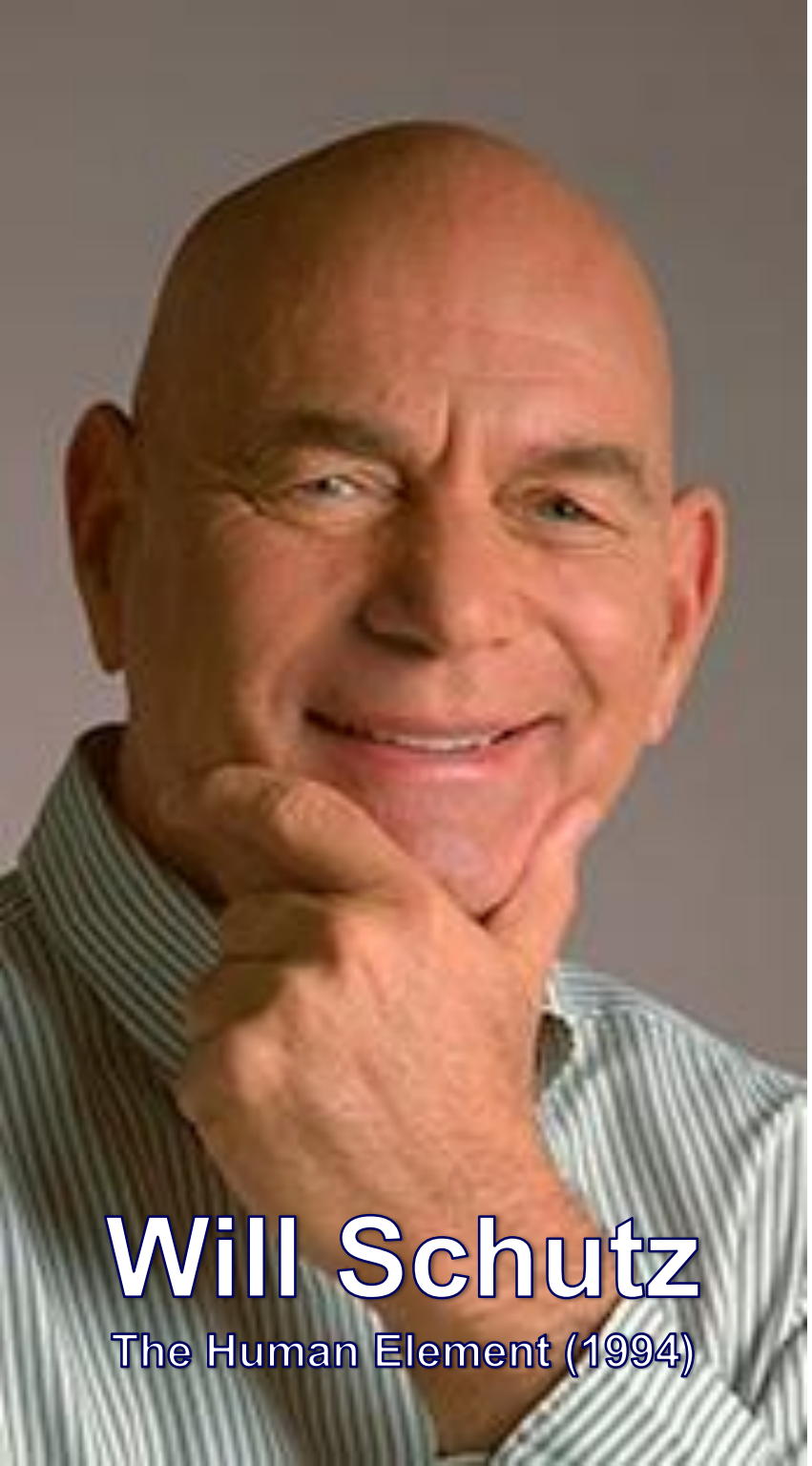
How Engaged are Employees?

According to Gallup's 2014 State of the Global Workplace
Only 13% of employees are engaged in their work.

If your company were a 10-person bicycle, statistically speaking:

- 1 employee is peddling with all their heart
- 6 are just along for the ride, pretending to pedal
- 3 are slamming on the brakes



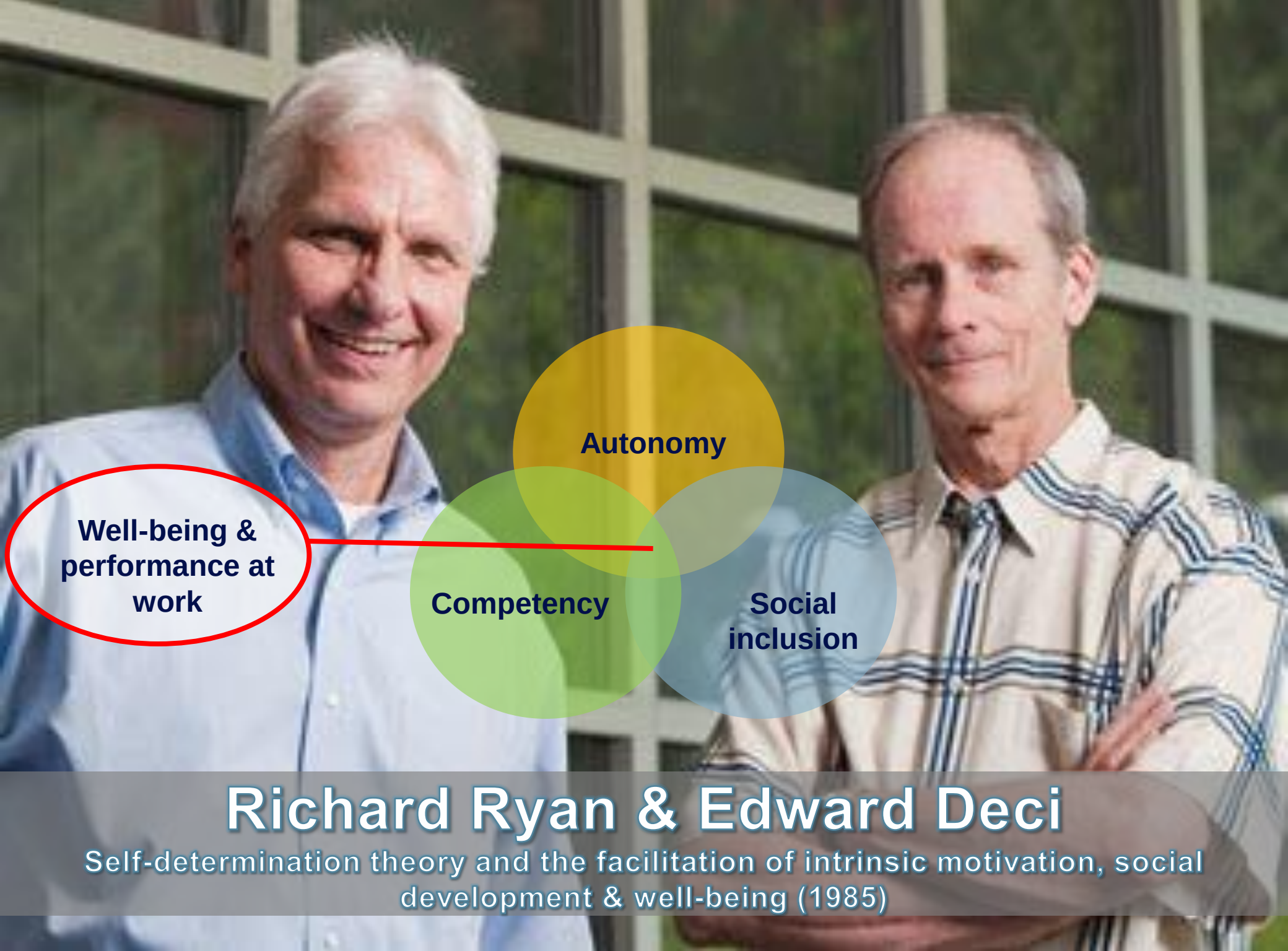
Self-concept is the key to solving organizational problems

*If we want to improve **team** performance, we must work on **individuals***

Well-being at work & teamwork requires to adress individuals' fears of being…

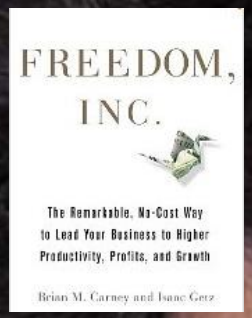
1. Insignificant → Inclusion
2. Not liked → Openness
3. Incompetent → Control

Theories
X & Y



Richard Ryan & Edward Deci

Self-determination theory and the facilitation of intrinsic motivation, social development & well-being (1985)



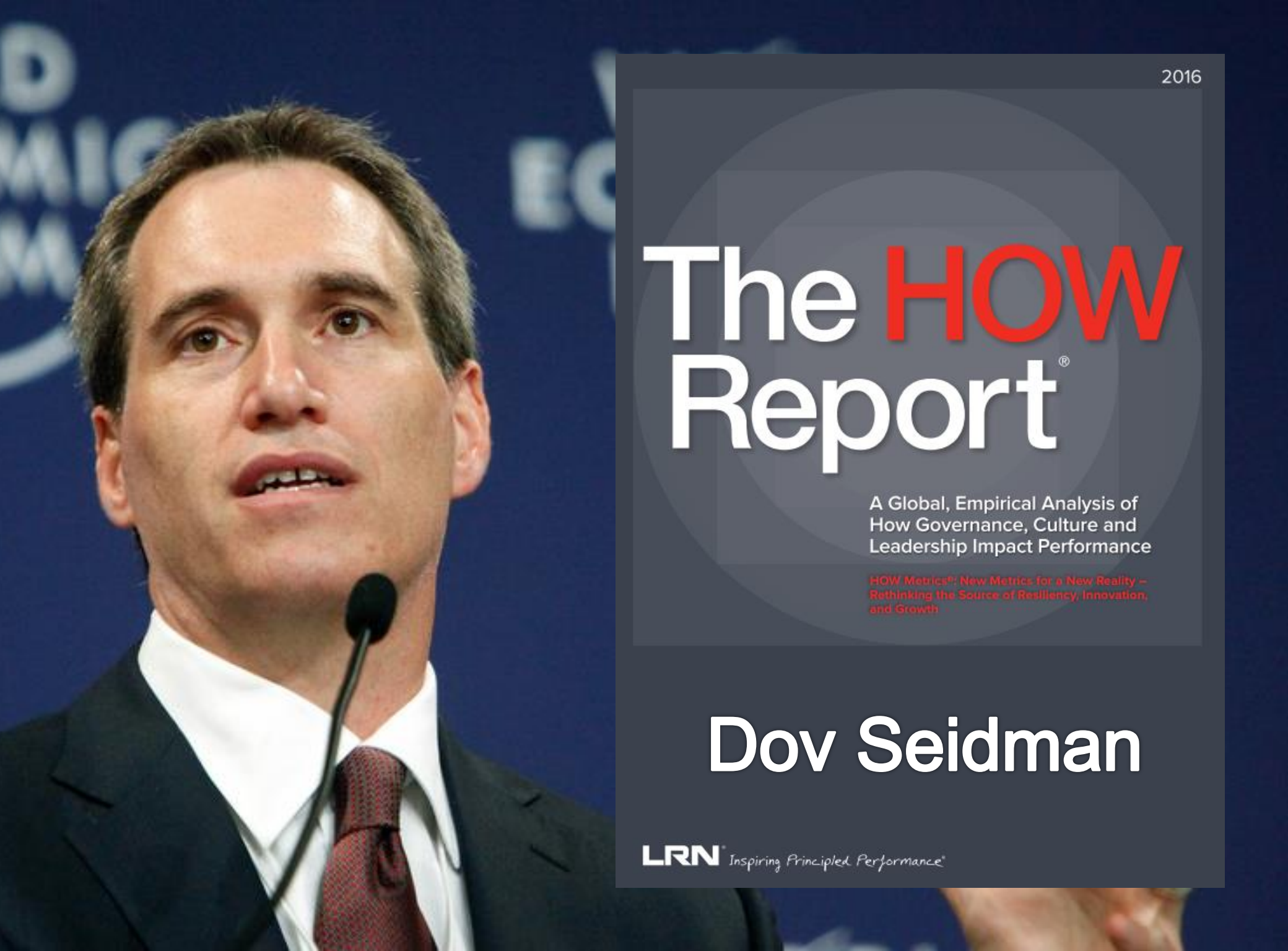
Getz

Laloux

Inclusion → Respect & Wholeness

Openness → Personal Growth & Evol. Purpose

Control → Self-direction


2016
The HOW Report®
A Global, Empirical Analysis of How Governance, Culture and Leadership Impact Performance
HOW Metrics®: New Metrics for a New Reality – Rethinking the Source of Resiliency, Innovation, and Growth
Dov Seidman
LRN Inspiring Principled Performance®

Respect &
Wholeness
1 Whyway
2 Humility
3 Fairness

Objectives & strategic plan defined with all the staff

Open ExCo

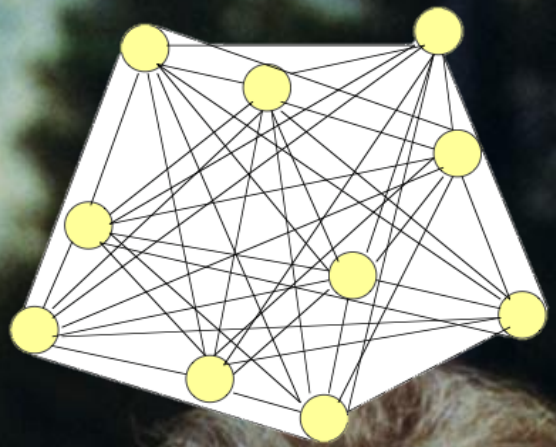
Flex desks for all

Yin
Hollow
Receptivity
Hidden
Passive
Water
Executive Comittee
from 1 to 4 women out of 8 members
Yang
Full
Expansion
Shown
Active
Fire

GORE

Respect &
Wholeness

The Lattice structure



- No given assignments
- No ranks and titles
- All associates

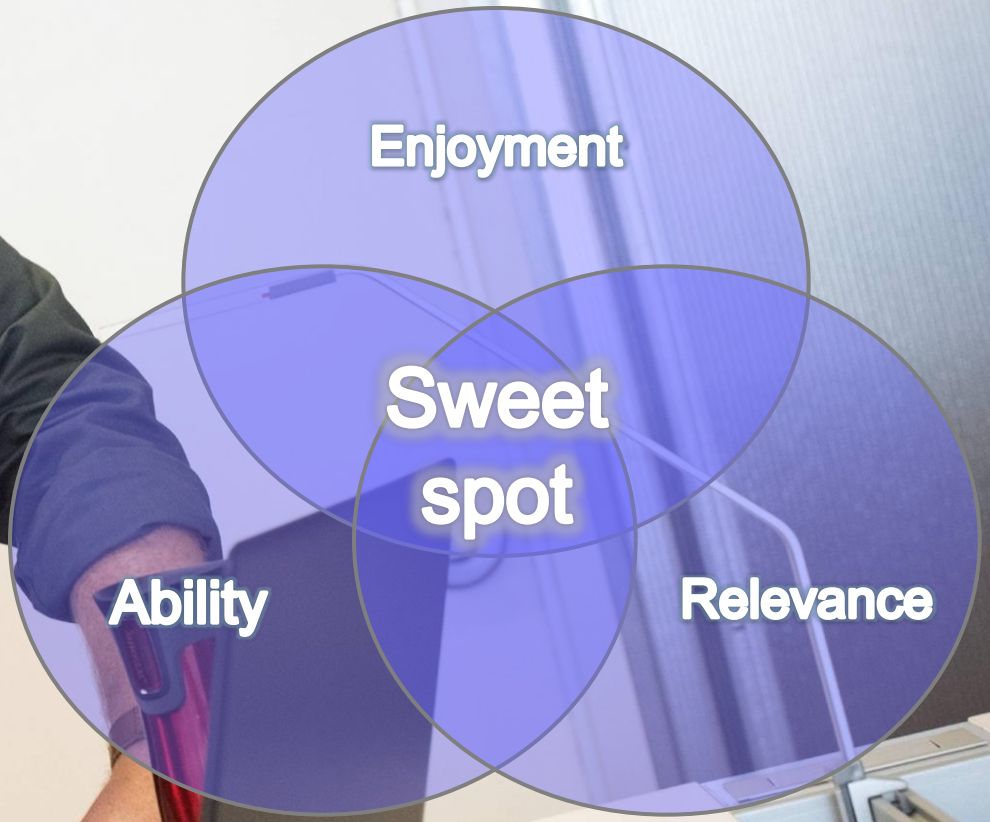
Respect &
Wholeness
1 Whyway
2 Humility
3 Fairness
Everybody wants to take initiatives
The HOW Report
5x
Authentically
Dedicated
8x
Deeply
Accountable
4x
Deeply
Responsible

Personal Growth & Evolutionary purpose

1. Exploration
2. Craftmanship
3. Collaboration

The sweet spot

Personal Growth



Programme de formations des cadres

D.R.I.V.E.

Développement

- Gestion des talents
- Connaissance de soi
- Intelligence émotionnelle/Méditation
- Gestion du temps
- Coaching
- …

Echange

- Teambuilding
- 2-way Feedback
- Communication
- Contribution à l'équipe
- …

Responsabilité

- Objectifs d'équipe
- Cycles d'évaluation
- Délégation
- Vision stratégique
- …

Valeur externe

- Disponibilité
- Gestion des conflits
- …

Innovation

- Blue Ocean
- Amélioration continue des processus

BUURTZORG
Craftsmanship

150 : maximum number
of people we can know
and care for personnally
GORE
BU maximum
size (with P&L):
150 pers.
Robin Dunbar
Evolutionnary psychologist

Personal Growth & Evolutionary purpose
1 Exploration
2 Craftmanship
3 Collaboration
Everybody is able to take initiatives
8x Long-term Orientation
6x Resilience
8x Good Decision-making
The HOW Report

Self-direction
1 Trust as adults
2 Responsibility
3 Support & Let-go

Work when you want
Suppressing the obligation to clock-in & out

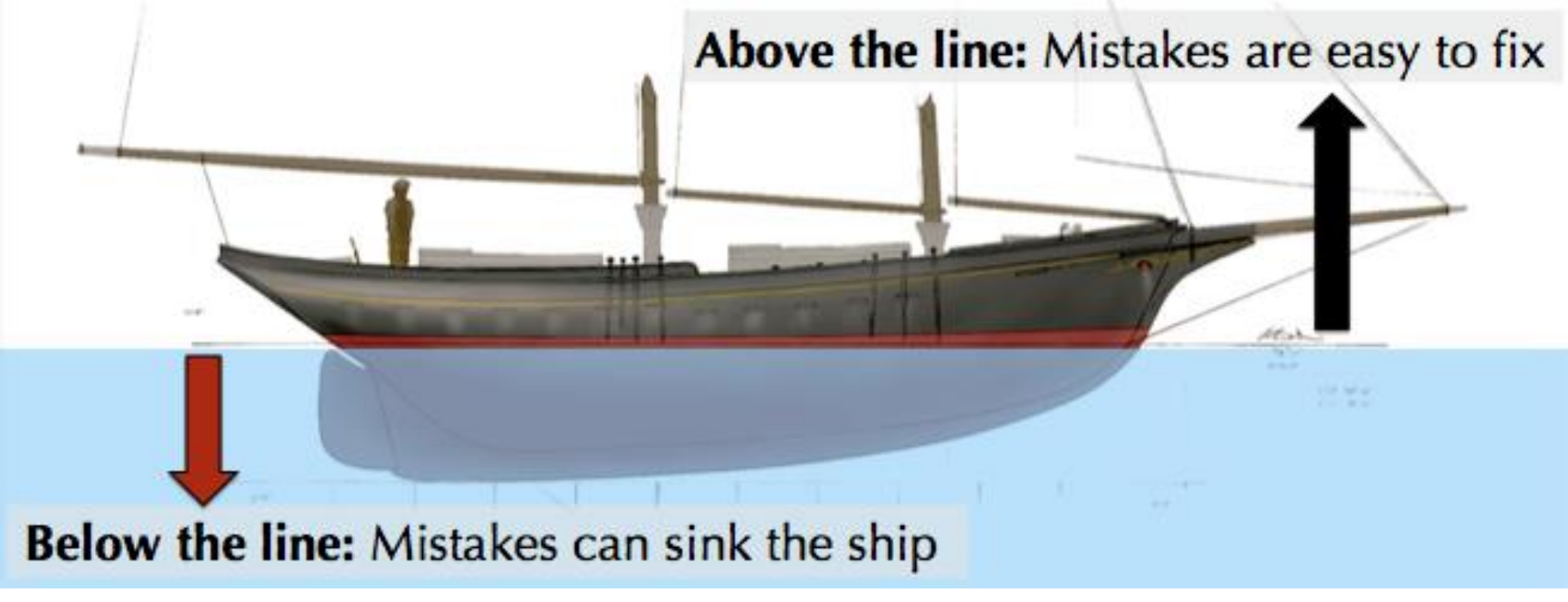
Work where you want
Up to 3 days teleworking
Satellite offices

Work where you want
Cloud computing

GORE

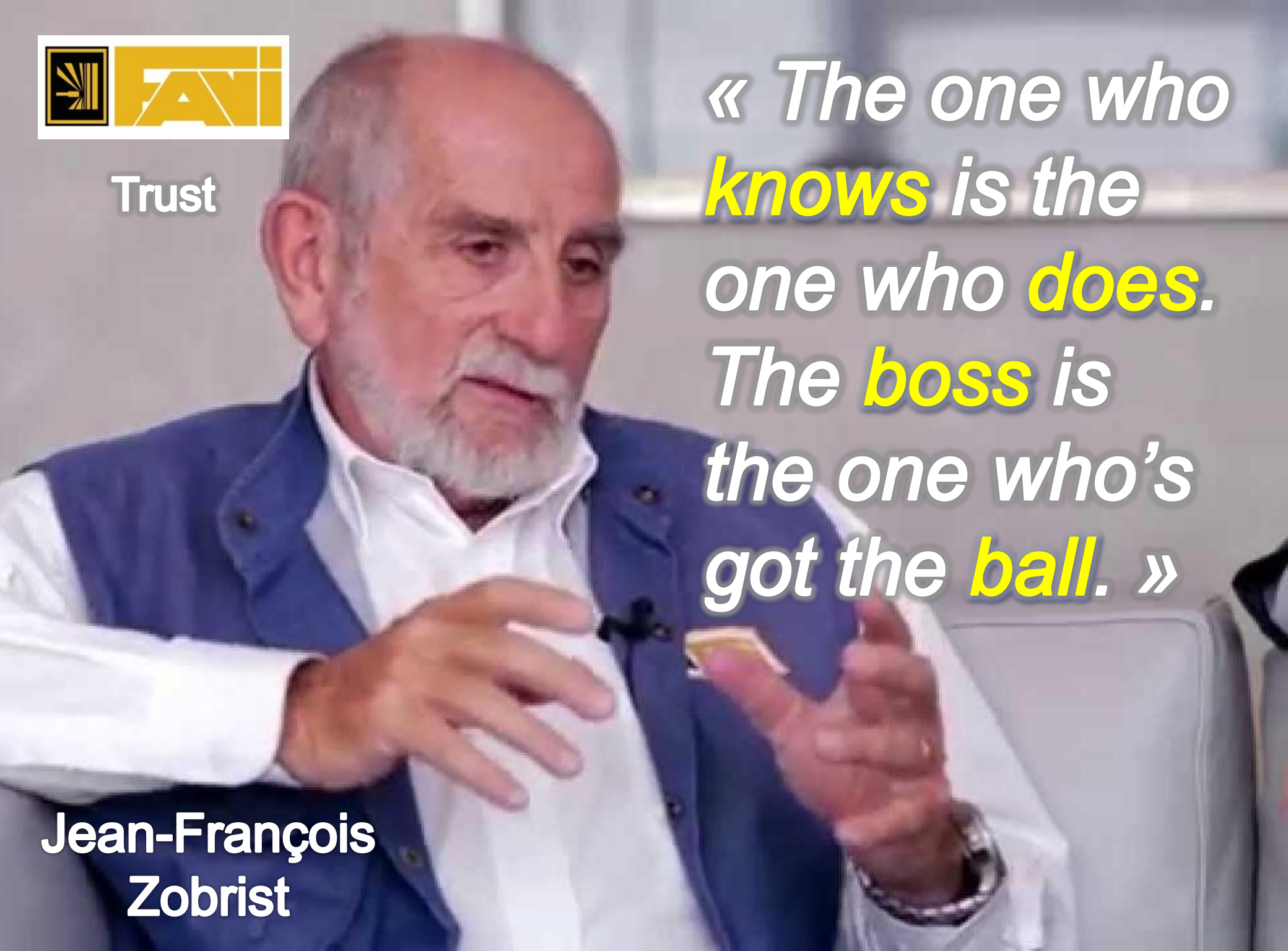
Responsibility

Floating line & advice process



Comité des petits cailloux

Management has 1 week to accept or propose an alternative solution to « small problems » (petits cailloux) for which staff proposes a solution. If the management does not answer within one week, the staff's proposal is automatically accepted.


Trust
« The one who knows is the one who does. The boss is the one who's got the ball. »
Jean-François Zobrist

Self-direction
1 Trust as adults
2 Responsibility
3 Support & Let-go
Everybody has the liberty to take initiatives
The HOW Report
32x Risk-taking
11x Innovation
6x Performance

Results

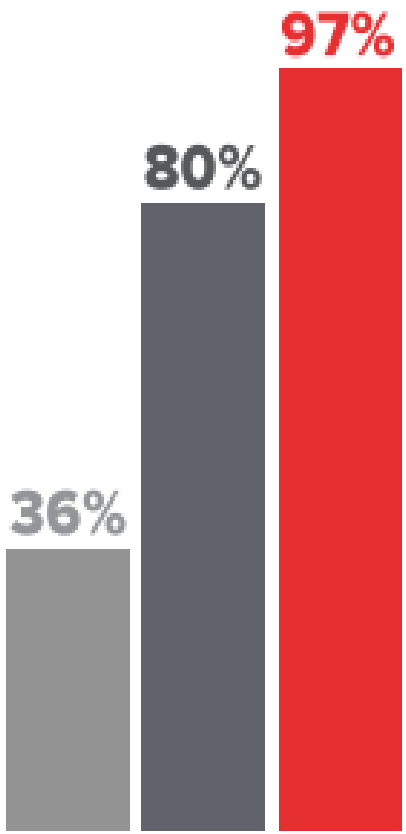
- **Quality increase** in services
- **Speed increase** in dealing with files
- Fall in **absenteism** & LT sick leave
- Yearly savings of **4.1 mio** (facility)

Federale Overheidsdienst
Mobiliteit en Vervoer

- Founded in 2006
- Sales: Euro 362 million (2016)
- Annual double-digit growth (+16% in 2016)
- Employees: 10,000

Self-Governing Organizations Outperform

Percentage of organizations delivering high performance, by archetype



Performance is measured by: growth in market share, higher levels of customer satisfaction and innovation, greater employee engagement, and greater business sustainability

Self-Governance

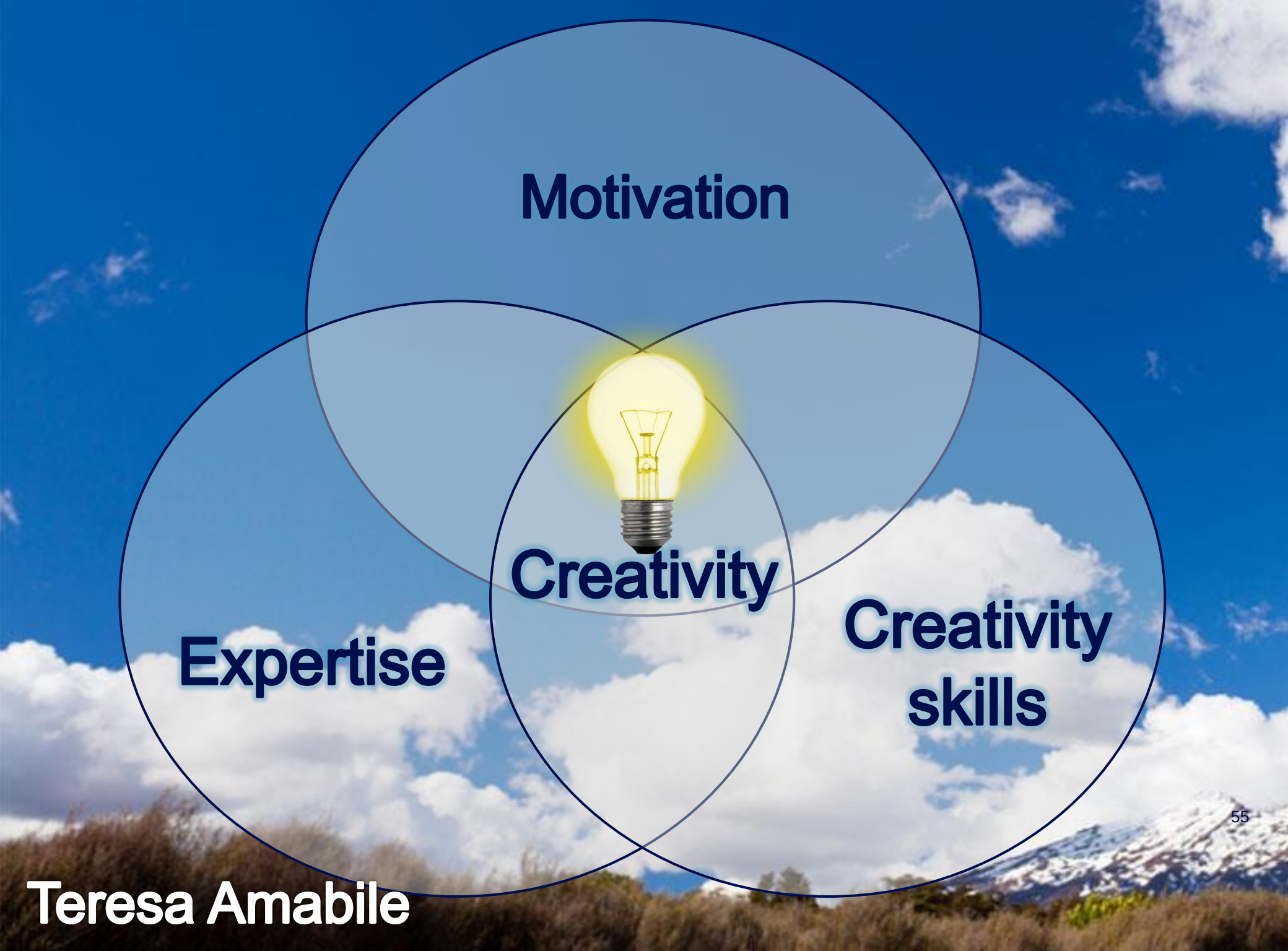
Informed Acquiescence

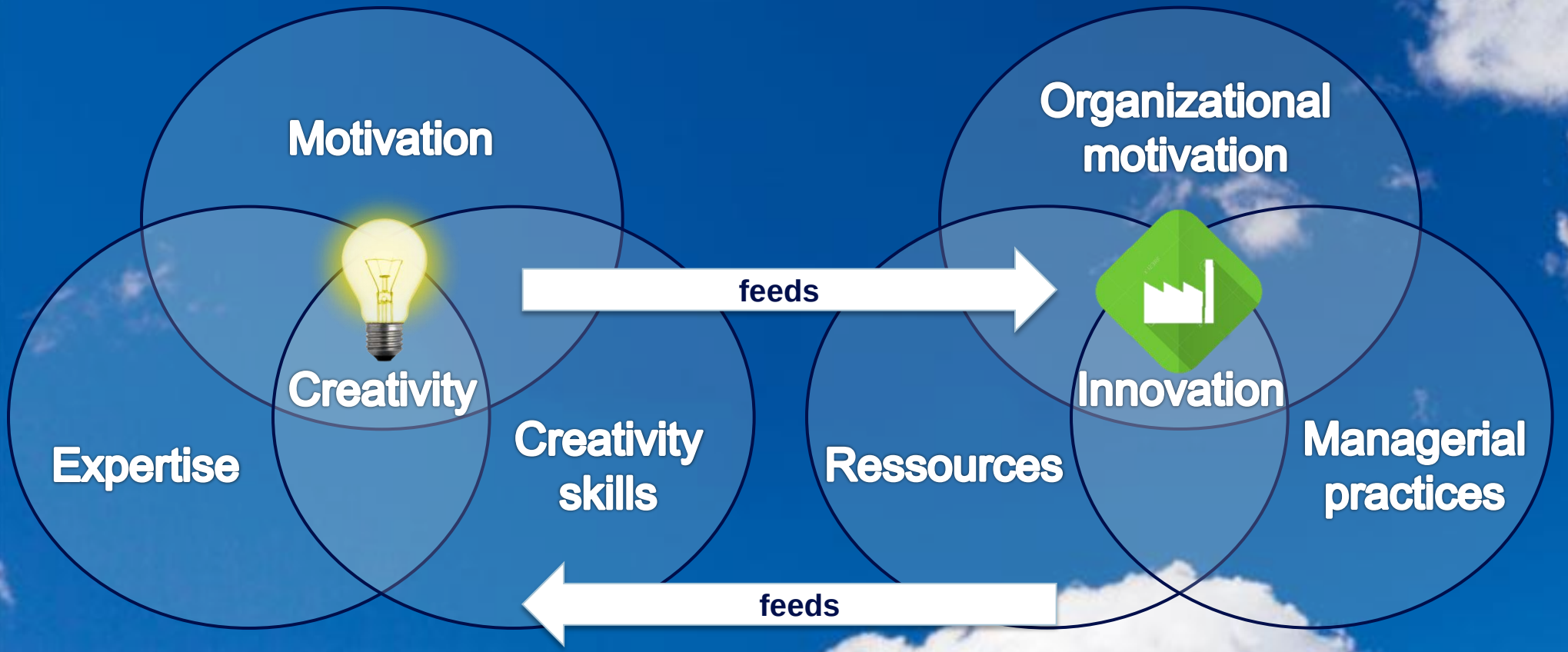
Blind Obedience

Dov Seidman

Organisational innovation

- Strategic innovation
- Product / Service innovation
- Operational innovation


Motivation
Expertise
Creativity
Creativity skills
Teresa Amabile



Teresa Amabile

change ?
1 Authentic posture change of top managers
2 Acts to fill in the Trust bucket
3 Coherency at all levels
4 Pilots with opt-outs

Inner
transformation
Ministry of Transport:
Mindfullness training
of 50 volunteers
Serve rather than command