



Leadership for a thriving organization

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What is the group's challenge?





**Technical
challenge**



**Adaptive
challenge**

Adaptive work

A white life preserver with two red curved stripes is floating in blue water. The life preserver is the central focus of the image, and the water around it is slightly rippled. The overall scene is bright and clear.

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

A young boy with dark hair, wearing a white short-sleeved school uniform shirt with a circular emblem on the left chest, is leaning out of a window of a train. He has a serious expression and is looking towards the camera. The background is blurred, showing the interior of the train and other windows.

Discernment

Objectivity
Deep intuition
Less driven by Ego

“Get on the balcony”

Heifetz

Courage

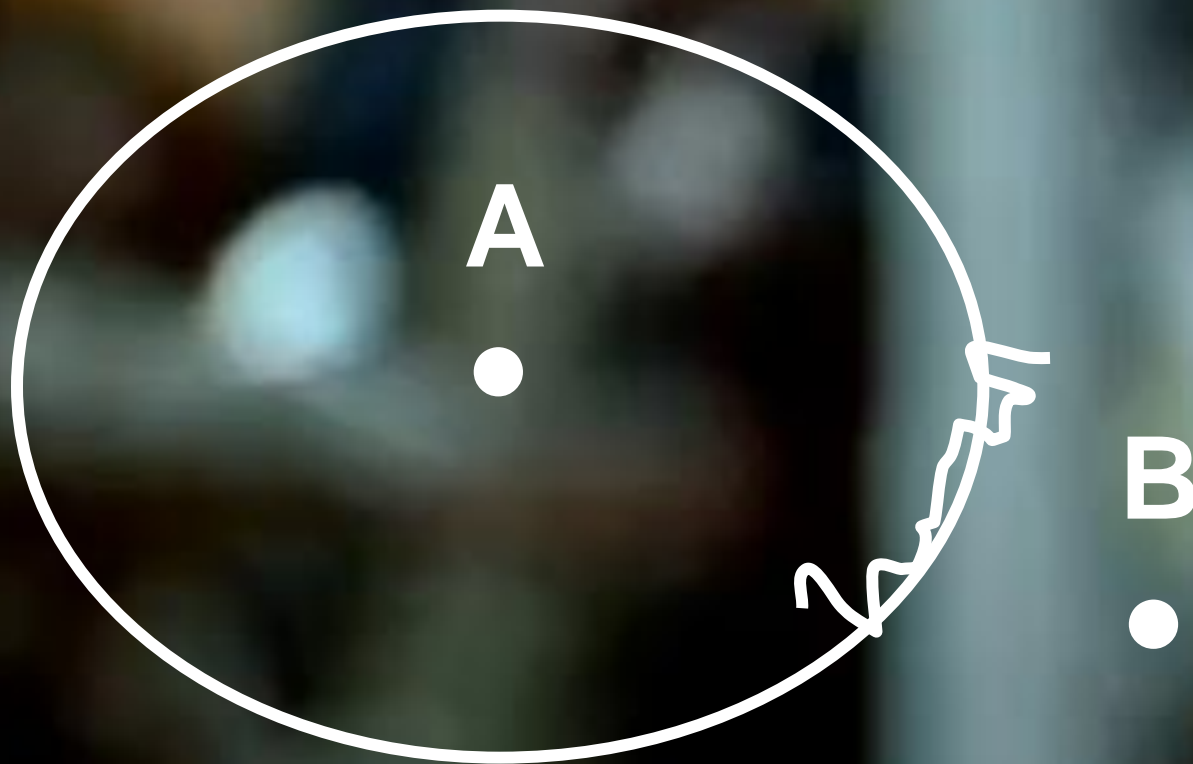
A man with dark hair, wearing a white long-sleeved shirt, is shown from the chest up. He is looking down at his hands, which are resting on a dark, textured surface. The background is dark and blurry, suggesting an indoor setting with some light sources. The overall mood is contemplative and serious.

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 weakest



A young child with dark hair, wearing a white short-sleeved shirt and dark pants, is clapping their hands. They are smiling and looking towards the camera. The background is a blurred crowd of people, suggesting a public event or performance.

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

A photograph of a group of people in a public space, possibly a market or a street. In the foreground, a young boy in a white school uniform with a dark sash and a backpack stands looking towards the camera. To his right, a woman in a dark blue shirt and a man in a striped shirt are visible. In the background, other people are standing, and a sign with the word "Sitting" is partially visible. The overall scene is somewhat blurred, suggesting a candid moment in a busy environment.

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

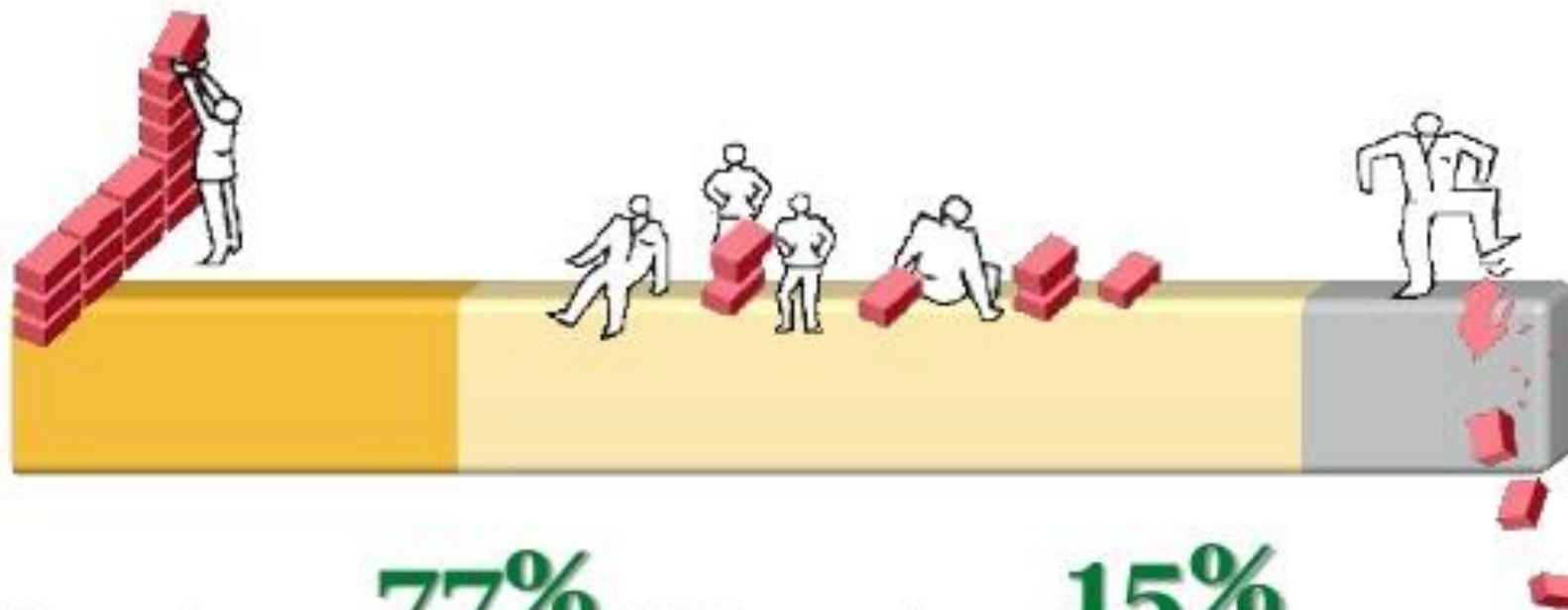
4

Deploy yourself



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.*

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***

Will Schutz

The Human Element (1994)

Well-being at work & teamwork requires to address individuals' fears of being...

1 Insignificant ➔ Inclusion

2 Not liked ➔ Openness

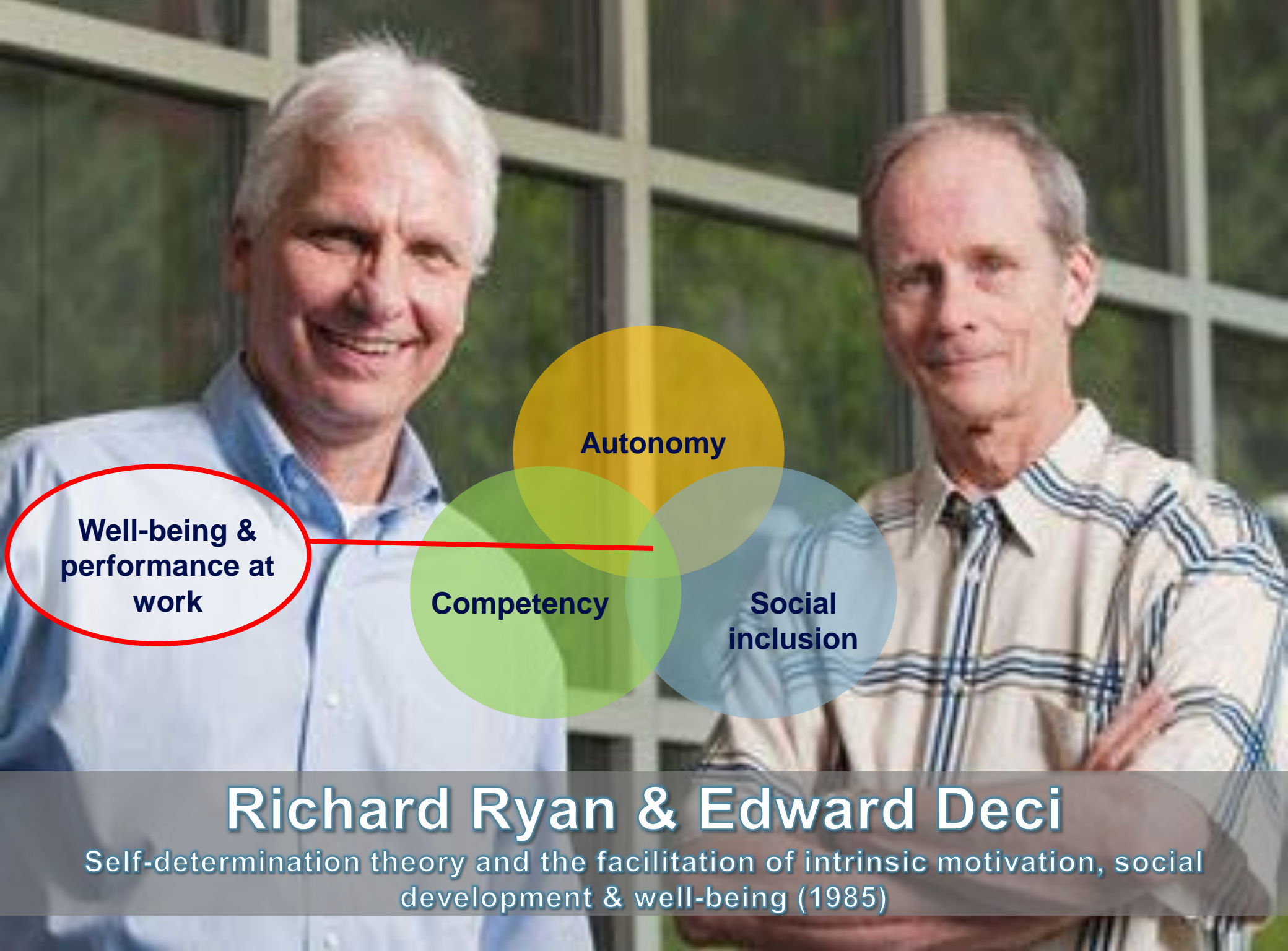
3 Incompetent ➔ Control



Douglas Mc Gregor

The Human Side of Enterprise (1957)

Theories X & Y



Autonomy

Competency

**Social
inclusion**

**Well-being &
performance at
work**

Richard Ryan & Edward Deci

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

**FREEDOM,
INC.**



The Remarkable, No-Cost Way
to Lead Your Business to Higher
Productivity, Profits, and Growth

Brian M. Carney and Isaac Getz

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 Committee

from 1 to 4 women out of 8 members

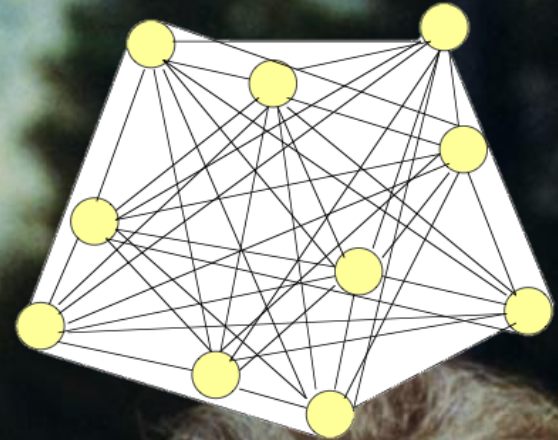


Yang
Full
Expansion
Shown
Active
Fire

The GORE logo features the word "GORE" in a bold, black, sans-serif font. To the right of the text is a red chevron shape pointing to the right, which is partially enclosed by a white rectangular border.

**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

5x

Authentically
Dedicated

8x

Deeply
Accountable

4x

Deeply
Responsible

The **HOW**
Report

Personal Growth & Evolutionary purpose



1

Exploration

2

Craftmanship

3

Collaboration





Personal
Growth

The sweet spot



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 personally



BU maximum
size (with P&L):
150 pers.

Robin Dunbar
Evolutionary psychologist

Personal Growth & Evolutionary purpose

1

Exploration

2

Craftmanship

3

Collaboration

Everybody is **able** to take initiatives

The **HOW**
Report

8x
Long-term
Orientation

6x
Resilience

8x
Good
Decision-making

Self-direction

A young child with blonde hair, wearing a blue and white plaid jacket and light-colored pants, is walking towards the camera on a grassy path. In the background, an adult is crouching on the grass, and there are some fallen leaves scattered around.

1

Trust as adults

2

Responsibility

3

Support & Let-go



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

A woman with dark hair, wearing a purple long-sleeved top, is sitting at a desk. She is smiling and talking on a mobile phone held to her ear with her right hand. Her left hand is on the keyboard of a silver laptop. On the desk next to the laptop is a green mug. In the background, there is a window with a view of a building, a potted plant on a side table, and a desk lamp.

Work where you want

**Up to 3 days
teleworking**

Satellite offices

Work where you want
Cloud computing

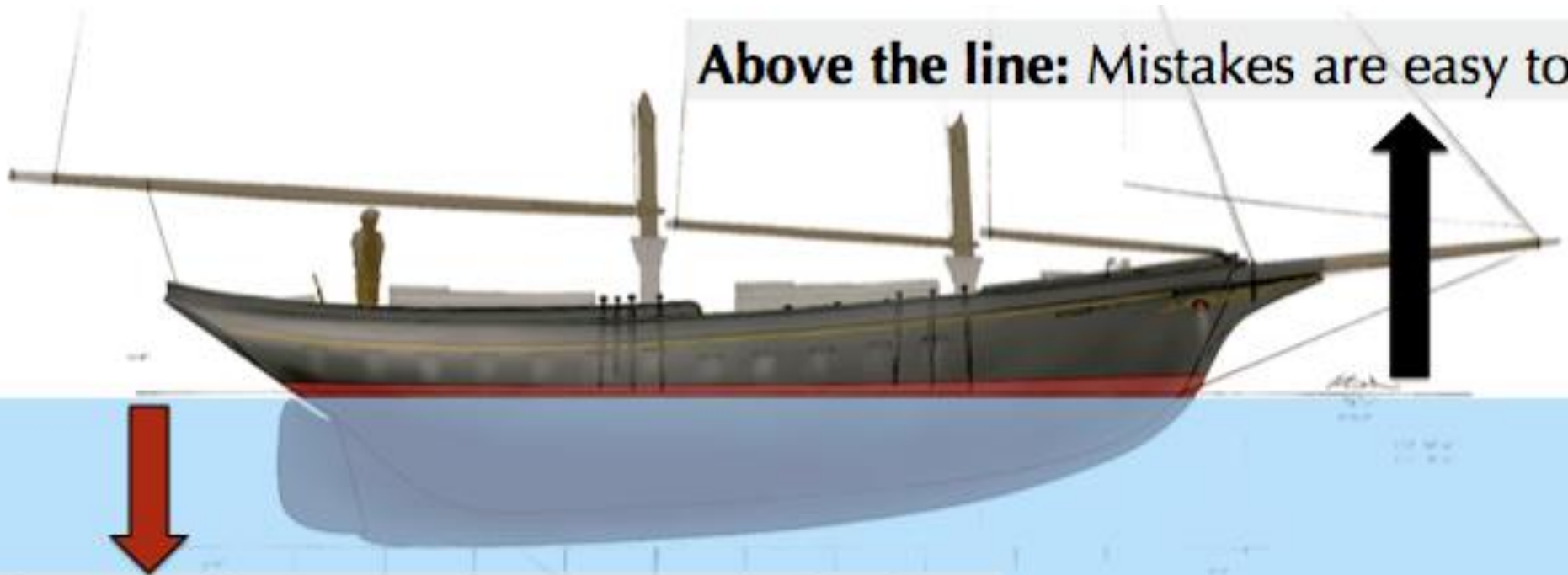




Responsibility

Floating line & advice process

Above the line: Mistakes are easy to fix



Below the line: Mistakes can sink the ship



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)

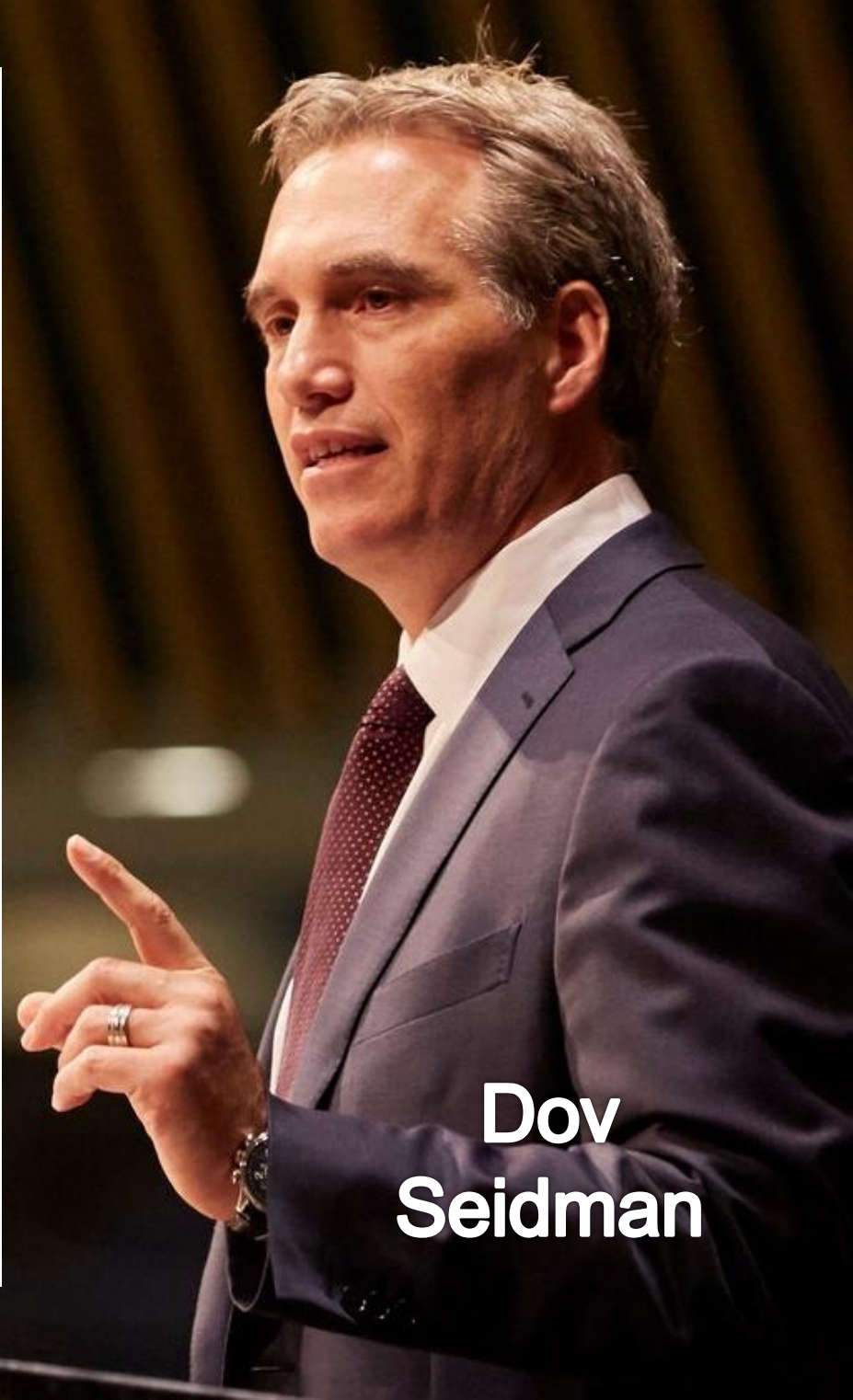
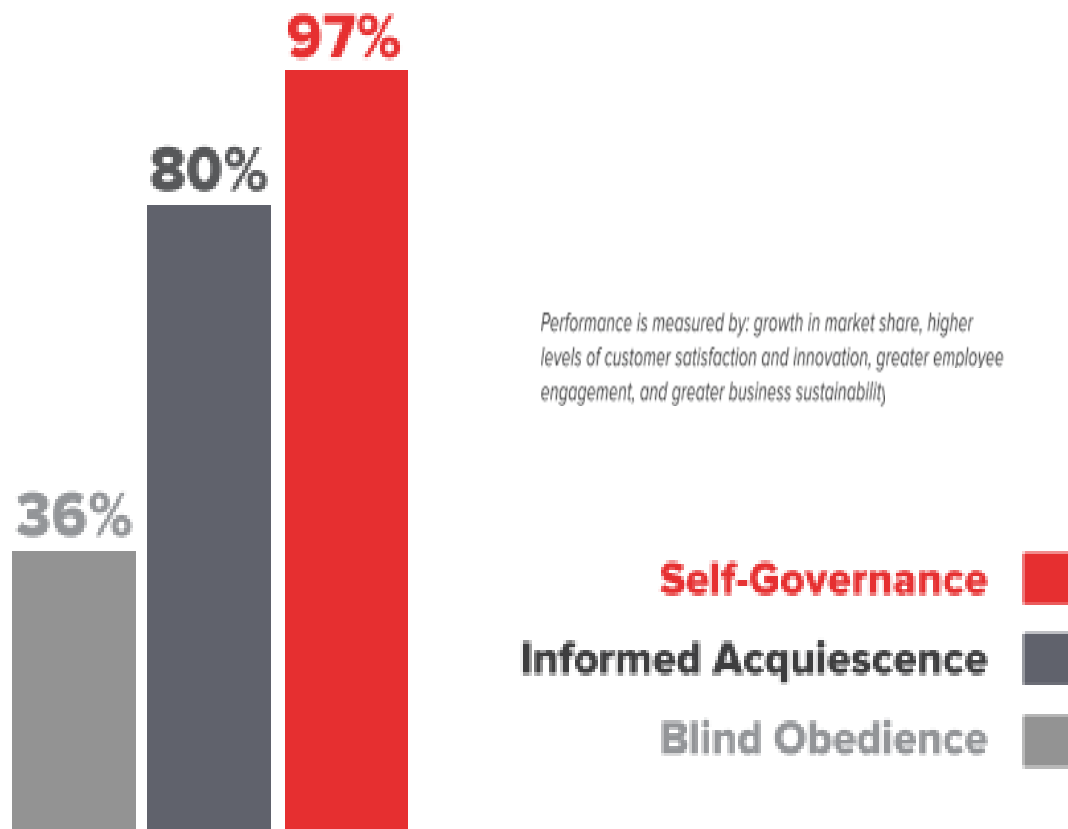




- **Founded in 2006**
- **Sales: Euro 362 million (2016)**
- **Annual double-digit growth (+16% in 2016)**
- **Employees: 10,000**

Self-Governing Organizations Outperform

Percentage of organizations delivering high performance, by archetype



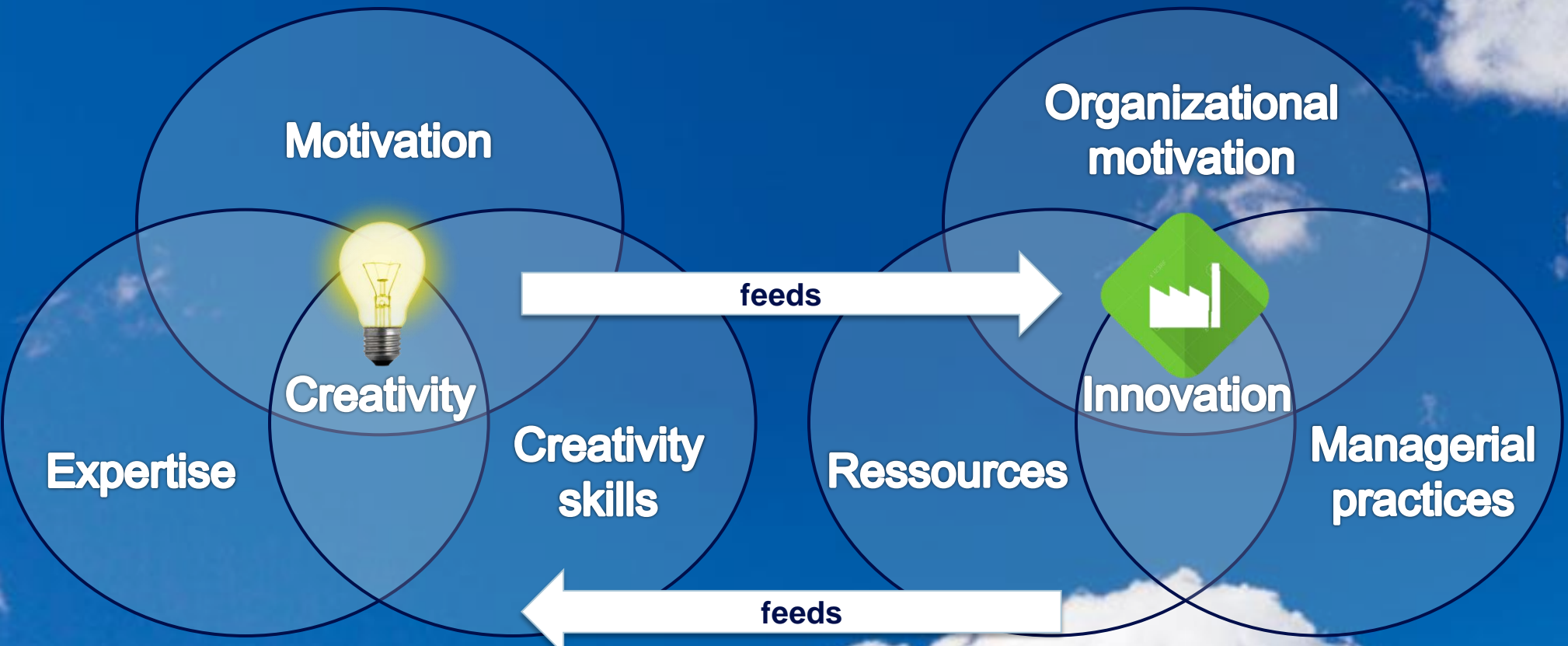
**Dov
Seidman**



Gary Hamel









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:
Mindfulness training
of **50** volunteers*

Serve rather than command