

Wise leadership: Leadership without easy answers ?

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ATEB – 19/09/13

LEADING WITH WISDOM
ARE YOU SURE IT MAKES SENSE?



PHILOSOPHIE &
MANAGEMENT

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Lead India - The Tree

from **Kelsey Hayes** 3 months ago NOT YET RATED

<http://vimeo.com/59400135>


Discernment

Objectivity
Deep intuition
Less driven by Ego

“Get on the balcony”

Heifetz

Courage

A man with dark hair, wearing a white short-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 indistinct, with some light reflecting off the man's face and shirt. The overall mood is somber and reflective.

Responsibility
Commitment
Promise

*“Dare to speak into darkness
on behalf of others”*

Strom

Conversation

Dialogue
Meaning

*“Renew the key missing
conversation”*

Strom

Care

Generosity
Brilliance

“Modulate the stress”

Heifetz

A young child with dark, curly 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

Wisdom: capacity to read life patterns

Naming

to lead wisely is to pay attention to, & to become skilled in, the ways *language shapes meaning* and life

Influence

to lead wisely is to pay attention to, & to become skilled in, the dynamics of *holding commitment* to both people and to goals, particularly when meaning & even relationships begin to *break down*

Conversation

To lead wisely is to pay attention to, & become skilled in, the ways people create *new understanding* in the subtle to & fro of conversation

Leadership

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 and gets *behind* someone else in another

Speaking into darkness

to lead wisely is to pay attention to, & to face with integrity, the *uncertainty & fear* that inevitably accompany *responsibility & choice*

Discernment

Conversation

Story

Brilliance

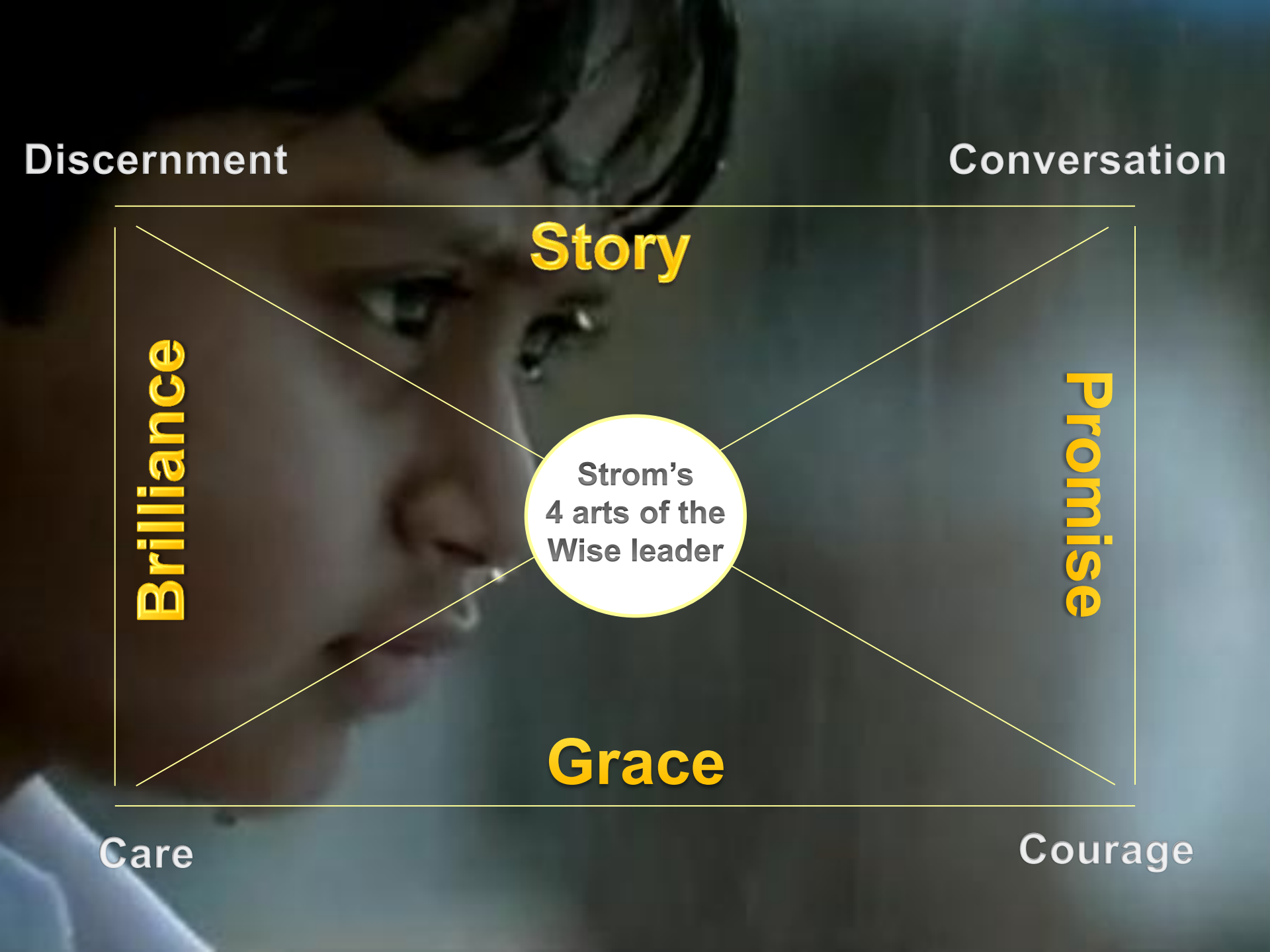
Promise

Strom's
4 arts of the
Wise leader

Grace

Care

Courage



A young boy with dark hair, wearing a white shirt and a large tan backpack, is walking away from the camera on a street. In the background, a large, thick, dark tree trunk lies horizontally across the road, partially blocking it. Behind the tree, a white car is visible. The scene is set in an urban environment with buildings and other vehicles in the background. The overall tone is somewhat somber and suggests a scene of aftermath or a challenging environment.

Leadership

*“Mobilizing the group
for the adaptive work”*

Heifetz



**Technical
challenge**



**Adaptive
challenge**

Problem definition

Solution and implementation

Primary locus of resp. for the work

Kind of work

Clear

Clear

Physician

Technical

Clear

Requires learning

Physician & patient

Technical & adaptive

Requires learning

Requires learning

Patient > physician

Adaptive

Adaptive work



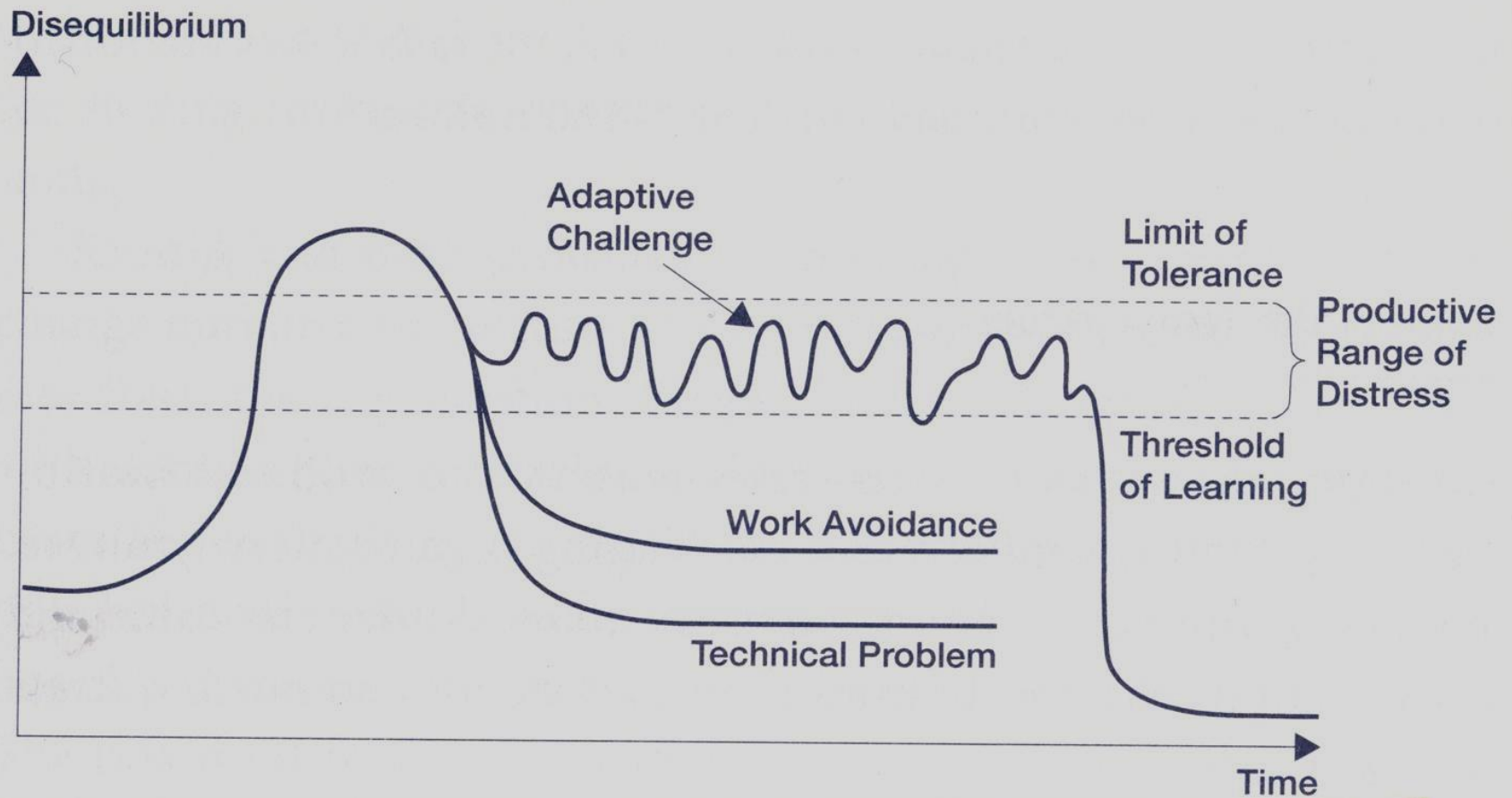
“To diminish the gap between the values people stand for and the reality they face”

Heifetz

A group of people, including children, are gathered around a table, working together. One person is using a tool to work on a piece of material. The scene is dimly lit, suggesting an indoor setting. The text "Adaptive work enables action" is overlaid on the image in white, bold, sans-serif font.

**Adaptive work
enables action**

Modulate the stress



Leader's Social function	Challenge	
	Technical	Adaptive
Direction	Authority provides problem definition and solution	Authority defines adaptive challenge, provides diagnosis & questions about problem definitions & solutions
Protection	Authority protects from external threat	Authority discloses external threat
Role Orientation	Authority orients	Authority disorients current roles, and resists pressure to orient people in new roles too quickly
Controlling conflict	Authority restores order	Authority exposes conflict, or lets it emerge
Norm maintenance	Authority maintains norms	Authority challenges norms, or allows them to be challenged

**Identify the adaptive
challenge**
(Unbundle the issues)

**Protect leadership
voices w/out
authority**
(Cover who raises questions
authorities can't raise)

**Give the work
back to people**
(Put pressure on
people with the
problem)

**5
strategic
principles of
Leadership**

**Keep the distress level
tolerable**
(Control the pressure cooker)

Focus on ripening issues
(Counteract work avoidance
mechanisms)

Adaptive leader's activities

1

Diagnose the system

2

Mobilize the system

3

See yourself as a system

4

Deploy yourself

**I**

Diagnose the system

- Be ready to observe & interpret before intervening
- Diagnose the system itself
- Diagnose the adaptive challenge
- Diagnose the political landscape
- Understand the qualities that makes an organization adaptive

**II**

Mobilize the system

- Make interpretations
- Design effective interventions
- Act politically
- Orchestrate the conflict
- Build an adaptive culture

**III**

See yourself as a system

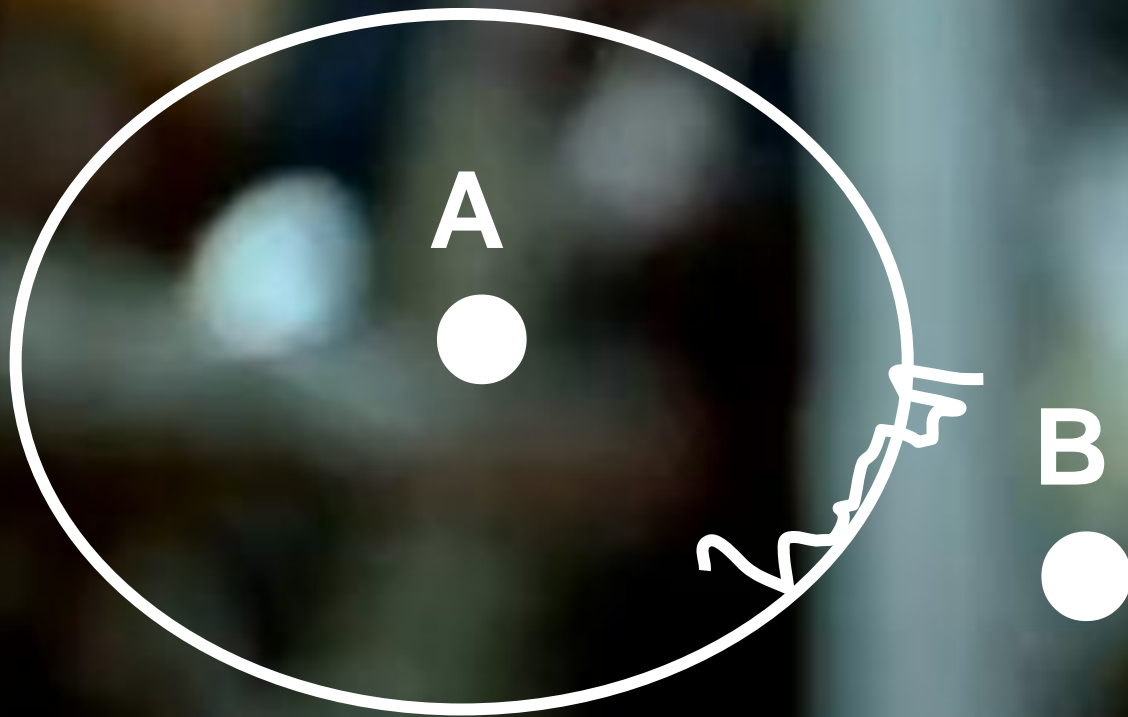
- Identify who you are
- Know your tuning
- “Broaden your bandwidth”
- Understand your roles
- Articulate your purposes


**IV**

Deploy yourself

- Stay connected to your purposes
- “Engage courageously”
- Inspire people
- Run experiments
- “Thrive”

Dare to go beyond your scope of authority



A photograph of a busy street scene in India, likely a market or a public square. In the foreground, a man in a light-colored suit and a woman in a light-colored sari are walking. In the background, a young boy in a school uniform with a backpack is walking, and a woman in a dark sari is walking. A man in a striped shirt is also visible. The street is paved and there are some signs in the background, including one that says "Star King". The text is overlaid on the left side of the image.

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



Patrick Viveret

**Nos comptes nous racontent des contes:
il faut que nous changions les contes que nous nous racontons**

From shareholder value to Shared value

*Optimize the value
for the society at large
under the constraint of
an adequate profit
for shareholders*

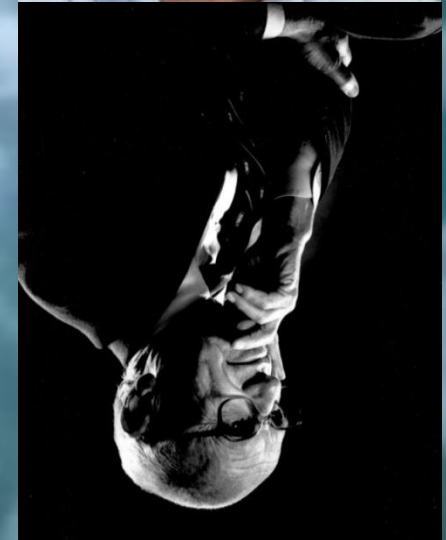


*Maximize the value
(without limits)
for shareholders
under the constraint of
the respect of the law*

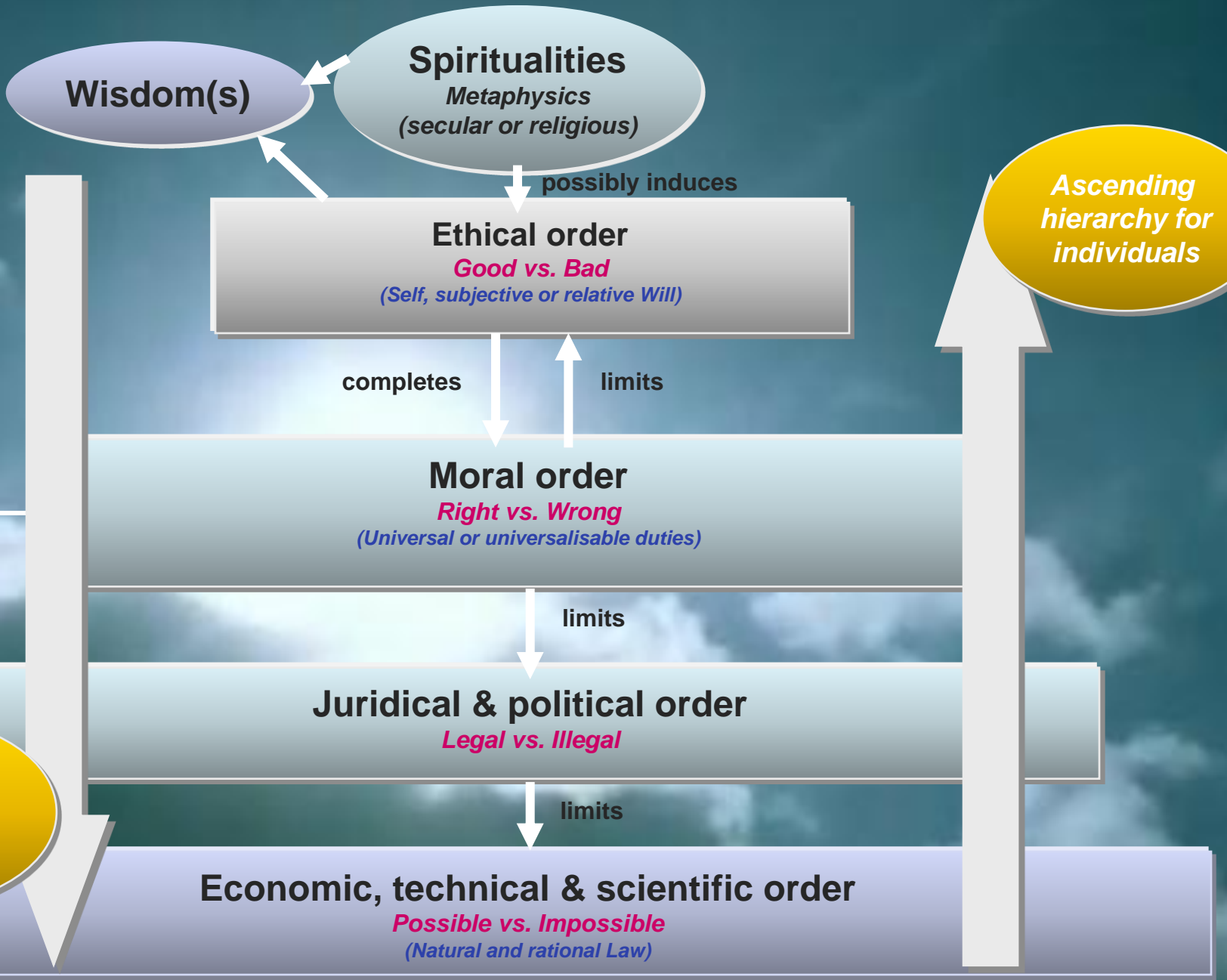
Faber
VP Danone



Friedman
Chicago School



* Synthesis based on the texts from André Comte-Sponville, Marcel Conche & François Jourde



All is one

Everything is connected

*“Wisdom is knowing
that all is one”*

Hawley



Wise leadership...

*...mobilizes the group
to become conscious
that all is one ?*

“It” shoots

A man in traditional Japanese attire, including a dark brown kimono and a light grey hakama, is captured in the middle of a bow-drawing motion. He is holding a long, curved wooden bow (yumi) with both hands, and an arrow is positioned horizontally across his chest. The background is a blurred natural setting with trees and foliage.

*“Be one with
the bow, the
arrow, the
target &
everything,
everyone else”*

Anzawa

*“My capacity
as a leader
comes from my
choice to allow
life to unfold
through me”*

Senge

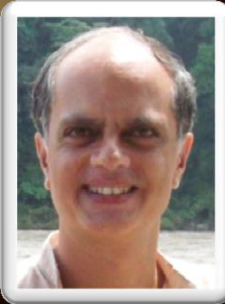
Thanks for your attention
Questions?



Speakers who inspired this presentation



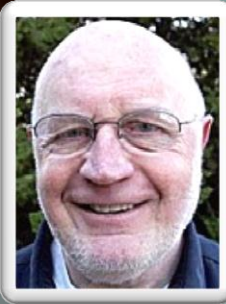
Strom



Tahora



Henry



Castermane



Molinier



Fleury



Toniutti



Midal



Thompson