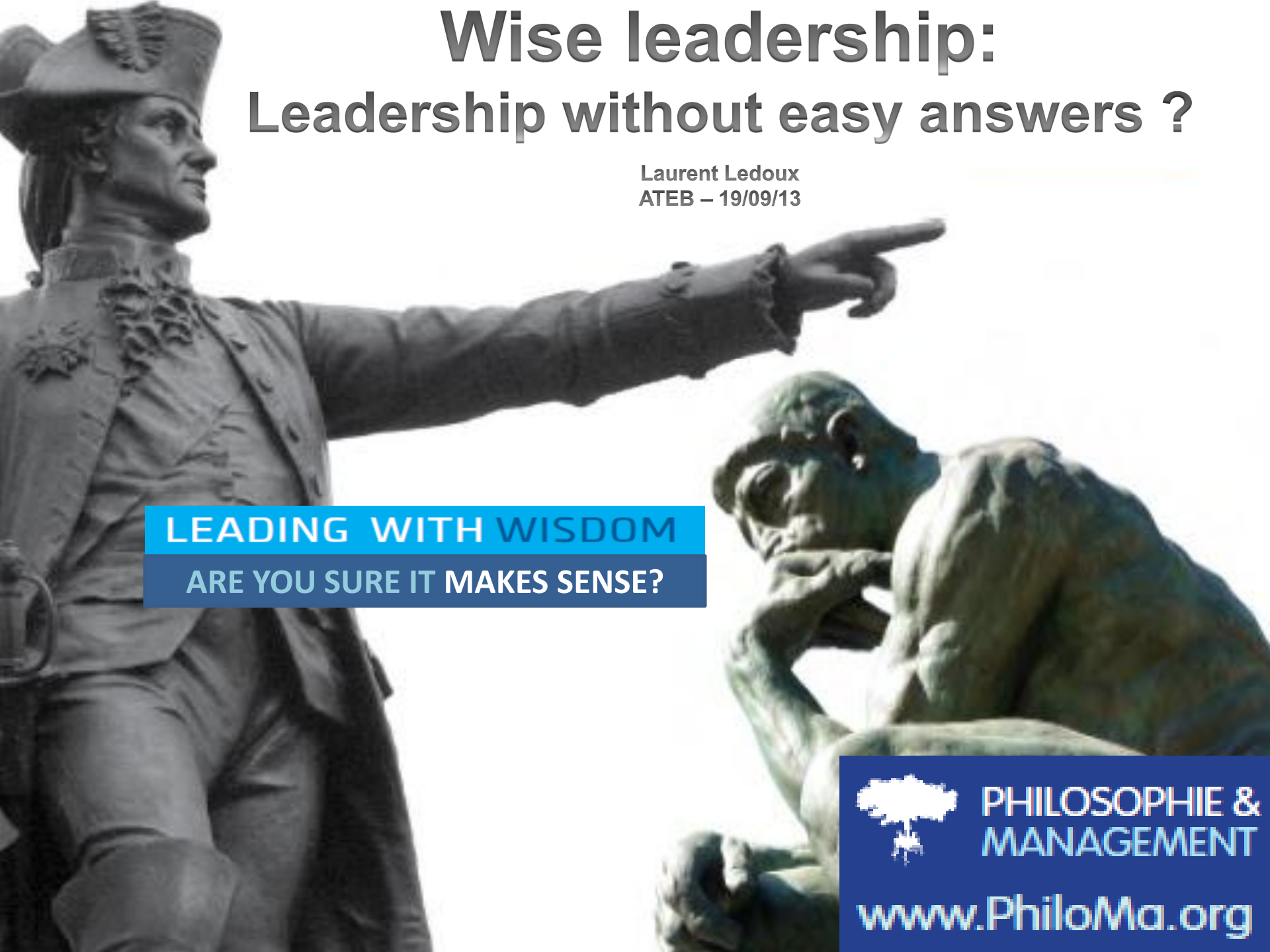
Wise leadership:
Leadership without easy answers ?

Laurent Ledoux
ATEB – 19/09/13



LEADING WITH WISDOM

ARE YOU SURE IT MAKES SENSE?

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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
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

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

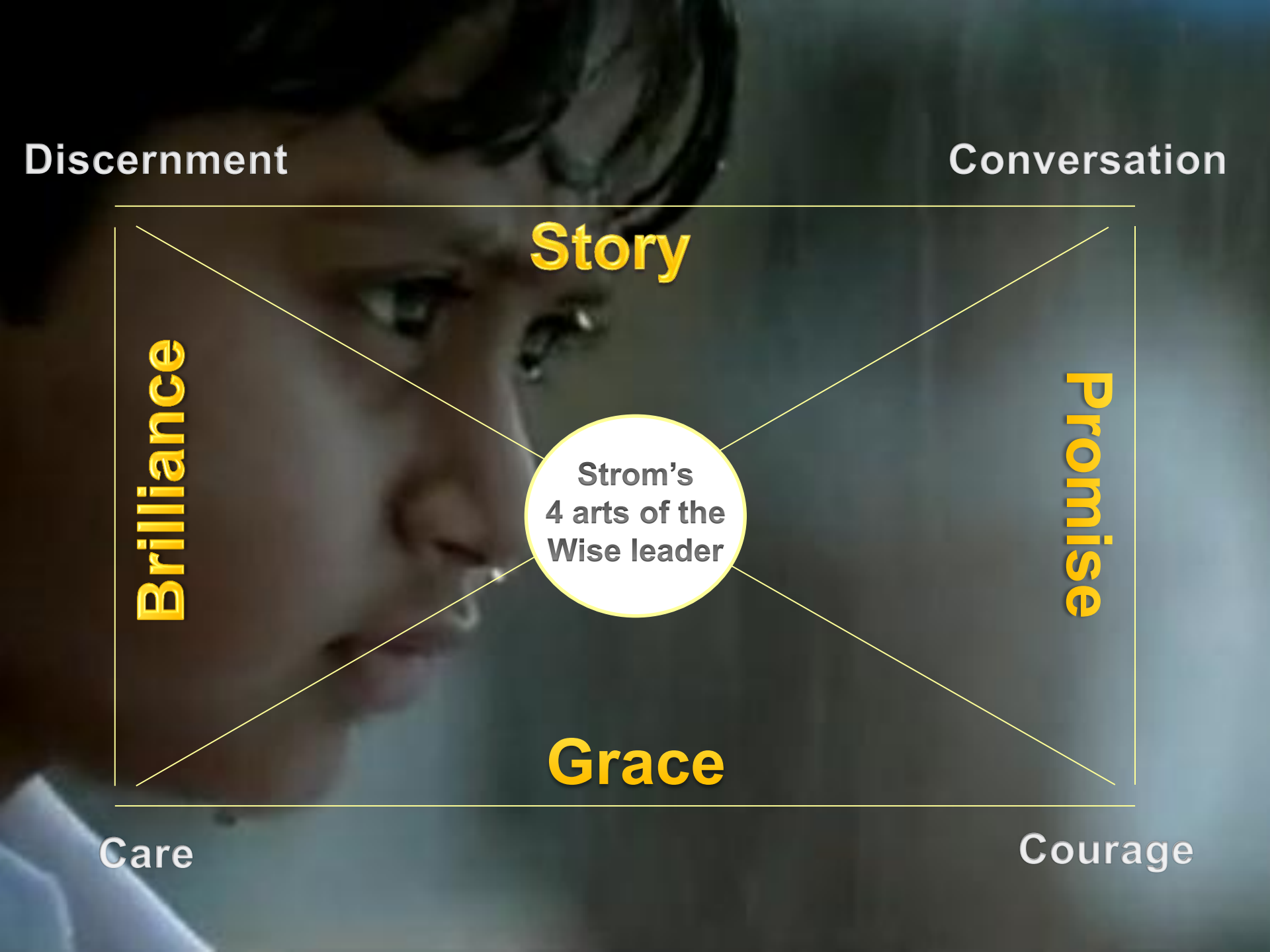
Leadership

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***

Source: *"Arts of the wise leader", by Mark Strom, adapted by Ledoux*


Discernment
Conversation
Story
Brilliance
Promise
Strom's
4 arts of the
Wise leader
Grace
Care
Courage

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

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

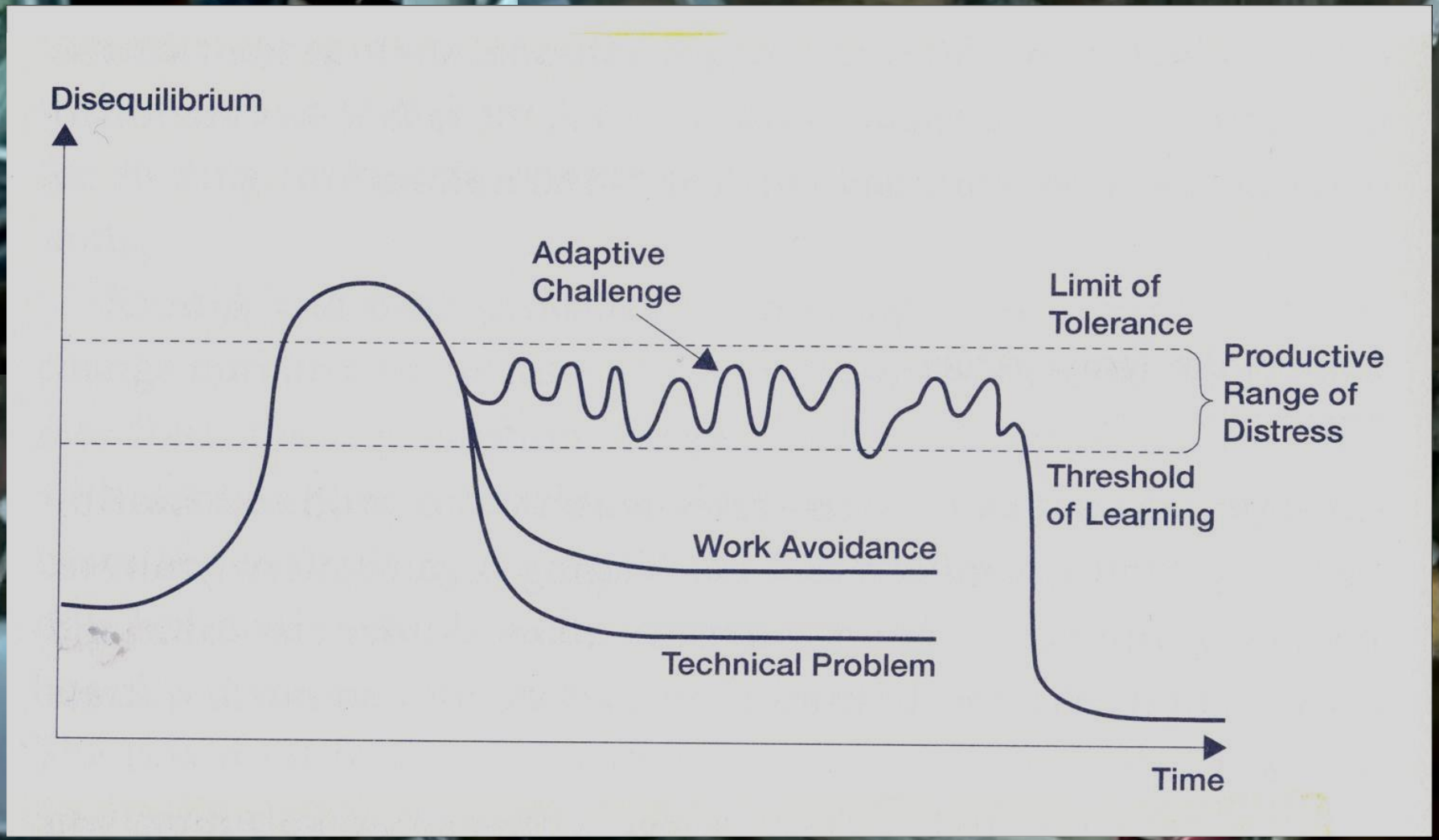
Adaptive work

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

Heifetz

Adaptive work
enables action

Modulate the stress



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

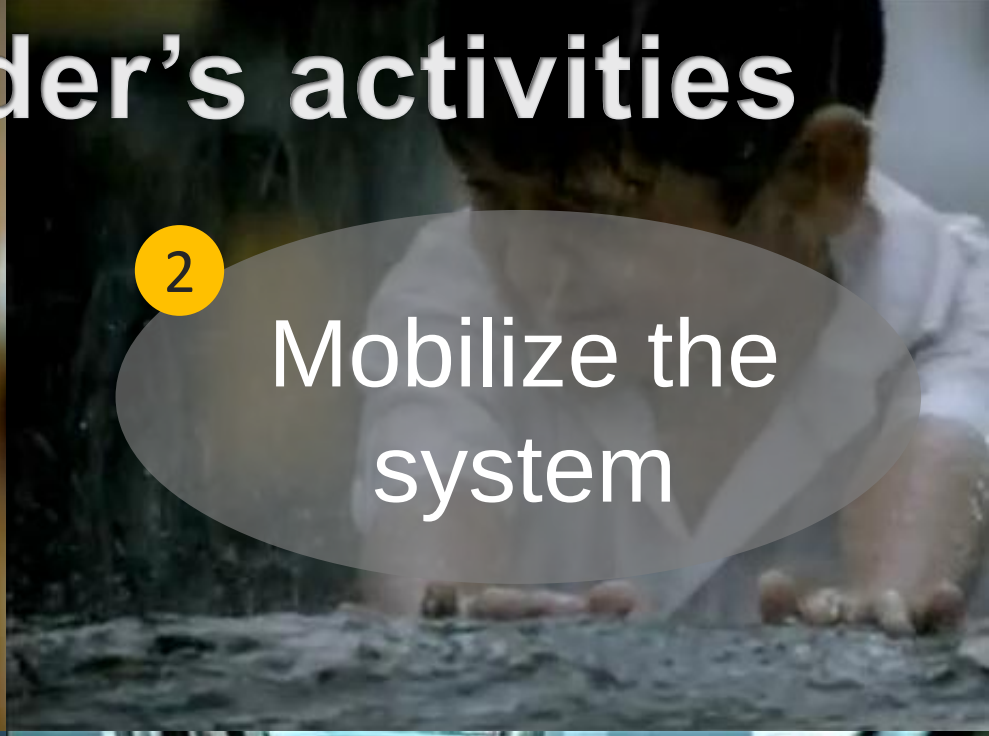
Leader's Social function	Challenge	
	Technical	Adaptive
Direction	Authority provides problem definition and solution	Authority defines adaptive challenge, provides diagnosis & questions about problem definitions & solutions
Protection	Authority protects from external threat	Authority discloses external 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

Source: *"The practice of adaptive leadership", by Alexander Grashow, Ronald Heifetz & Marty Linsky*

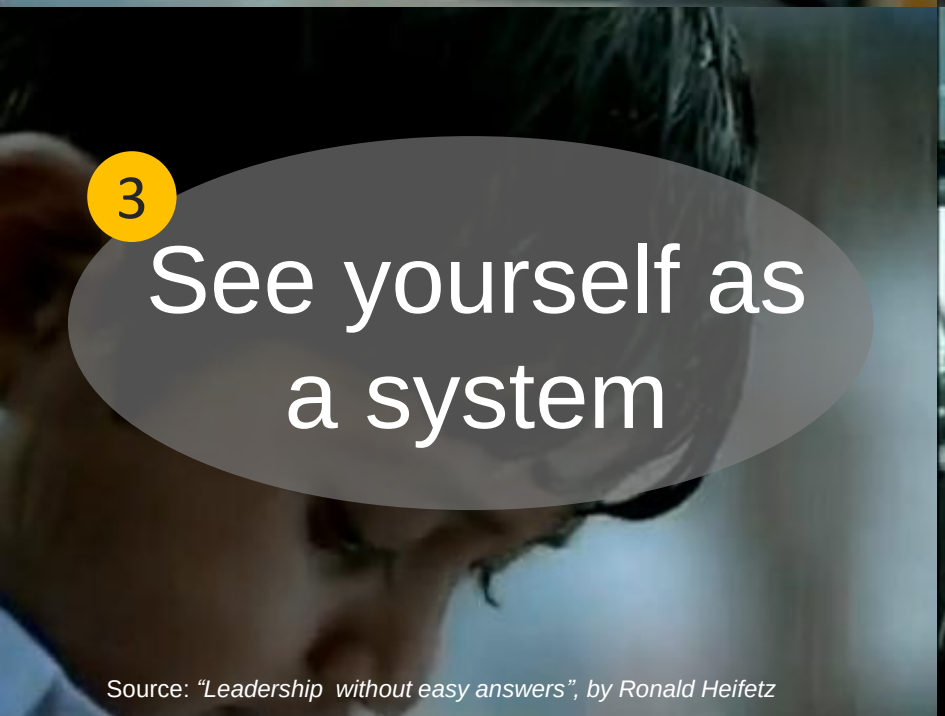
Source: *"Leadership without easy answers", by Ronald Heifetz, adapted by Ledoux*

Adaptive leader's activities

1. Diagnose the system



2. Mobilize the system



3. See yourself as a system

4. Deploy yourself

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

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

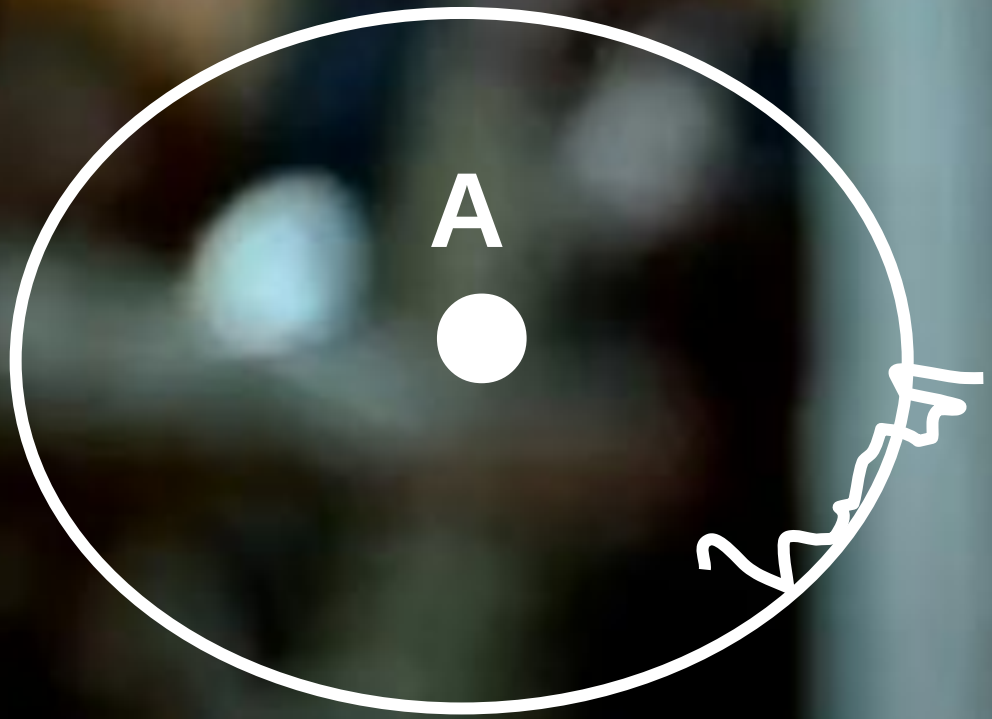
IV

Deploy yourself

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

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

Dare to go beyond your scope of authority



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

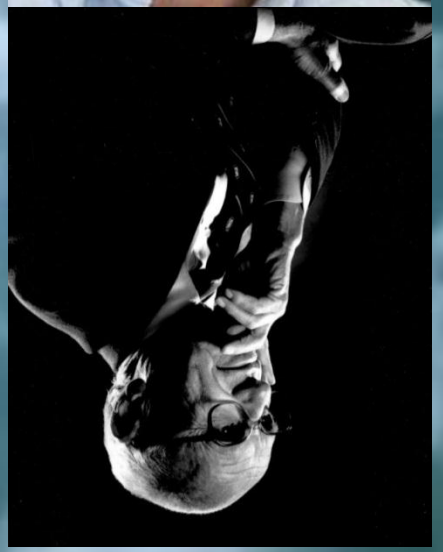
From shareholder value to Shared value

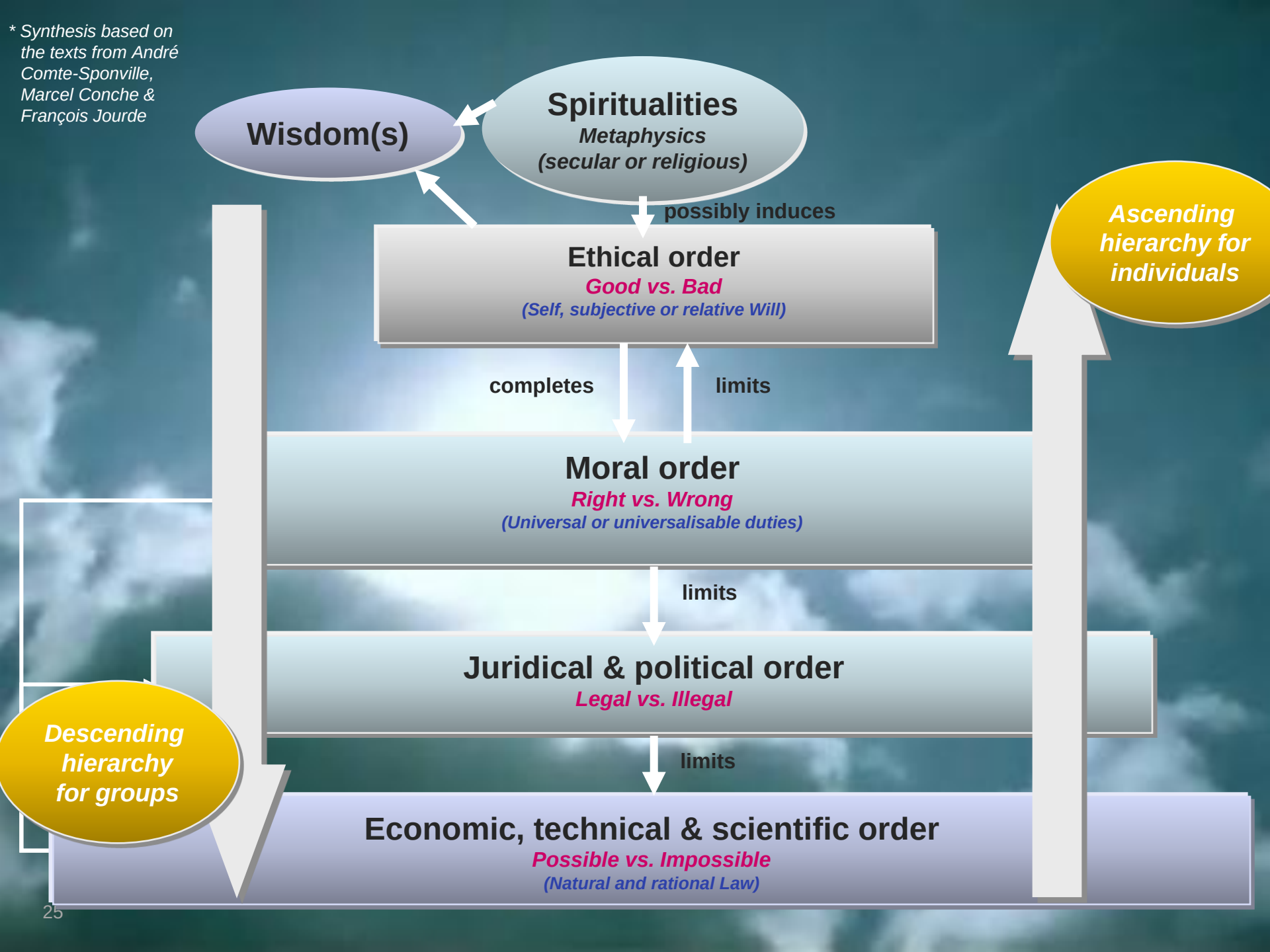
Optimize the value for the society at large under the constraint of an adequate profit for shareholders

Faber
VP Danone

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

Friedman
Chicago School




* Synthesis based on the texts from André Comte-Sponville, Marcel Conche & François Jourde
Wisdom(s)
Spiritualities
Metaphysics
(secular or religious)
possibly induces
Ethical order
Good vs. Bad
(Self, subjective or relative Will)
completes
limits
Moral order
Right vs. Wrong
(Universal or universalisable duties)
limits
Juridical & political order
Legal vs. Illegal
limits
Economic, technical & scientific order
Possible vs. Impossible
(Natural and rational Law)
Ascending hierarchy for individuals
Descending hierarchy for groups

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

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

Anzawa

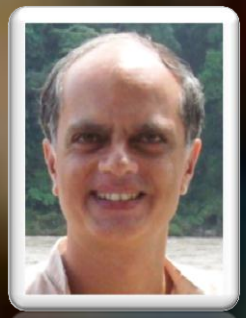
“My capacity as a leader comes from my choice to allow life to unfold through me”

Senge

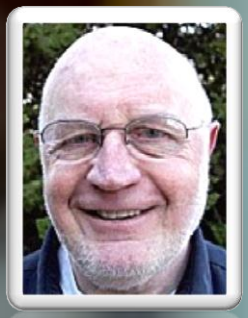
Thanks for your attention
Questions?

Speakers who inspired this presentation

Strom


Tahora

Henry


Castermane

Molinier

Fleury

Toniutti

Midal

Thompson