





- 1 **Ethical Imagination & moral dilemmas**
When managers must choose between « right » & « right »
- 2 **Global awareness & regulatory Innovation**
when a multitude of actors interact to enforce CSR
- 3 **Inner transformation & adaptive leadership**
when leadership is required to adress conflicts in people's values
- 4 **Practical illustration through personal experience**
The get-out-of-the-way strategy

Laurent Ledoux 1

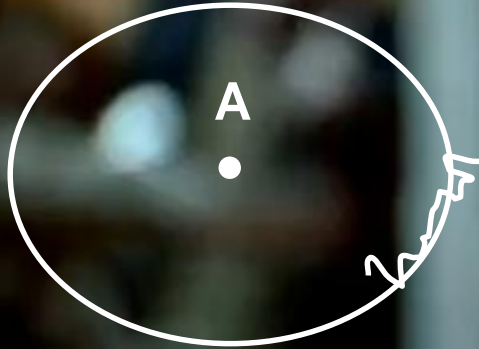
vimeo [Join](#) [Log In](#) [Create](#) [Watch](#) [Upload](#)



 **Lead India - The Tree**
from **Kelsey Hayes** 3 months ago NOT YET RATED <http://vimeo.com/59400135>



Dare to go beyond
your scope of authority



Conversation

Dialogue
Meaning

*“Renew the key missing
conversation”*

Strom



Care

Generosity
Brilliance

"Modulate the stress"

Heifetz

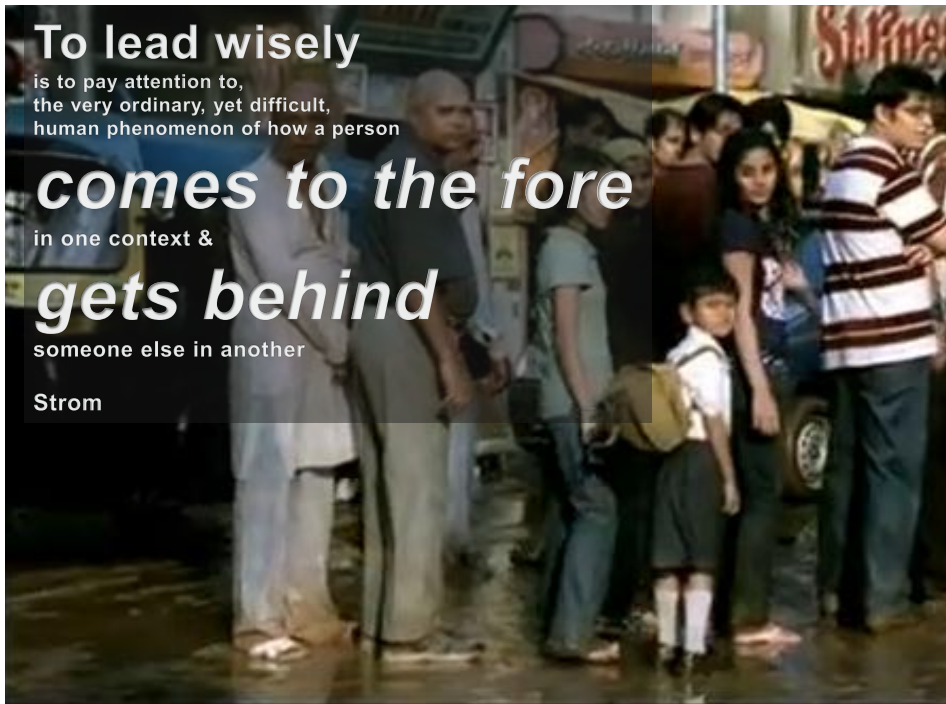


Humility

Simplicity
Frugality
Obedience

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

Lao Tzu



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



Inner calm

Interiority

Solitude

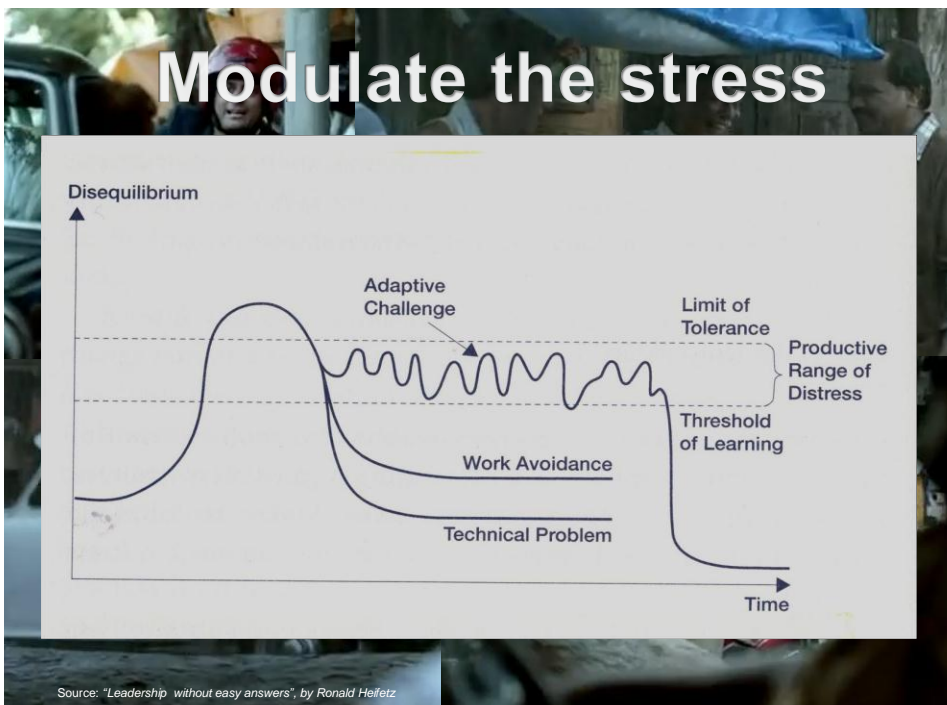
Work upon oneself

*"We only suffer
from ignoring
what is not lacking:
inner peace"*

Castermane



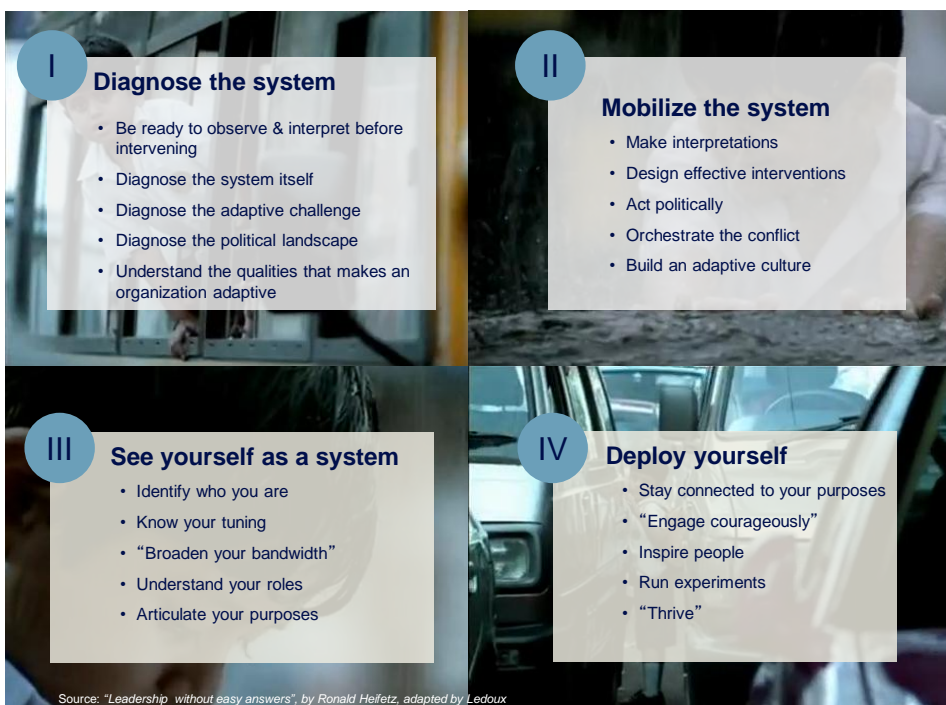




Leader's Social function	Challenge	
	Technical	Adaptive
Direction	Authority provides problem definition and solution	Authority defines adaptive challenge, provides diagnosis & questions about problem definitions & solutions
Protection	Authority protects from external threat	Authority discloses external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





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

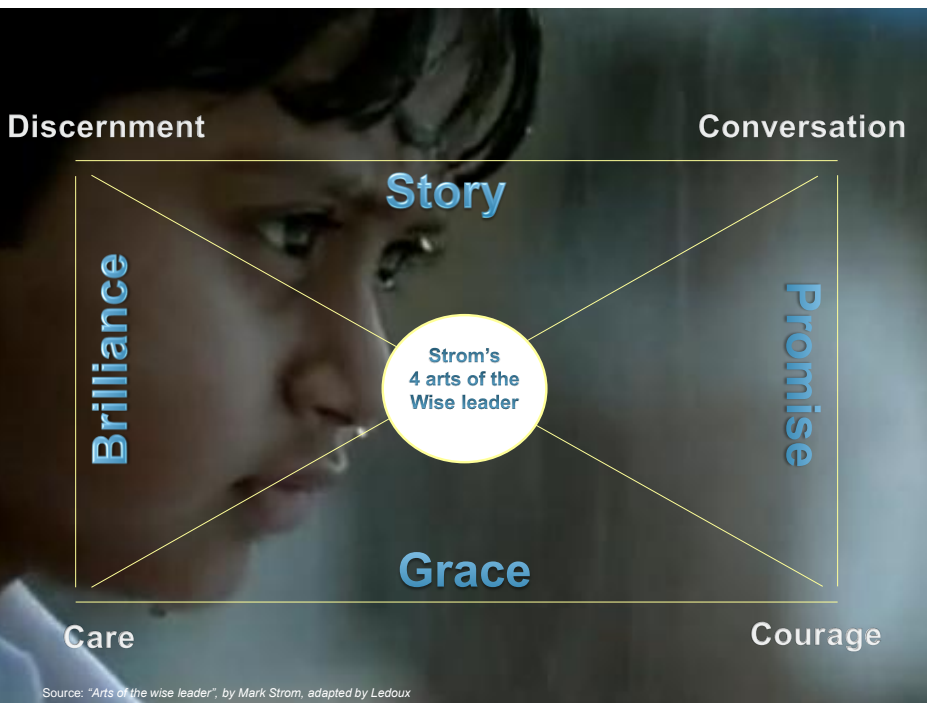
Leadership

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



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

Asking grounded questions

What's our model of leadership?

What does it mean for each of us to be wise here?

What's our strategy?

What new story do we want?

What's our culture?

What are the founding stories that made us who we are?

What culture do we need?

Of whom are we proud?

What are our values?

What fuels our pride? What kills it?

Source: www.markstrom.co

Asking grounded questions

How do we cascade our engagement program?

Where do we see craft and community among our people?"

How do we become a 'learning organization'?

What are our proudest stories of doing something differently?

What's our innovation strategy?

How can we draw out and honour the brilliance of our people?

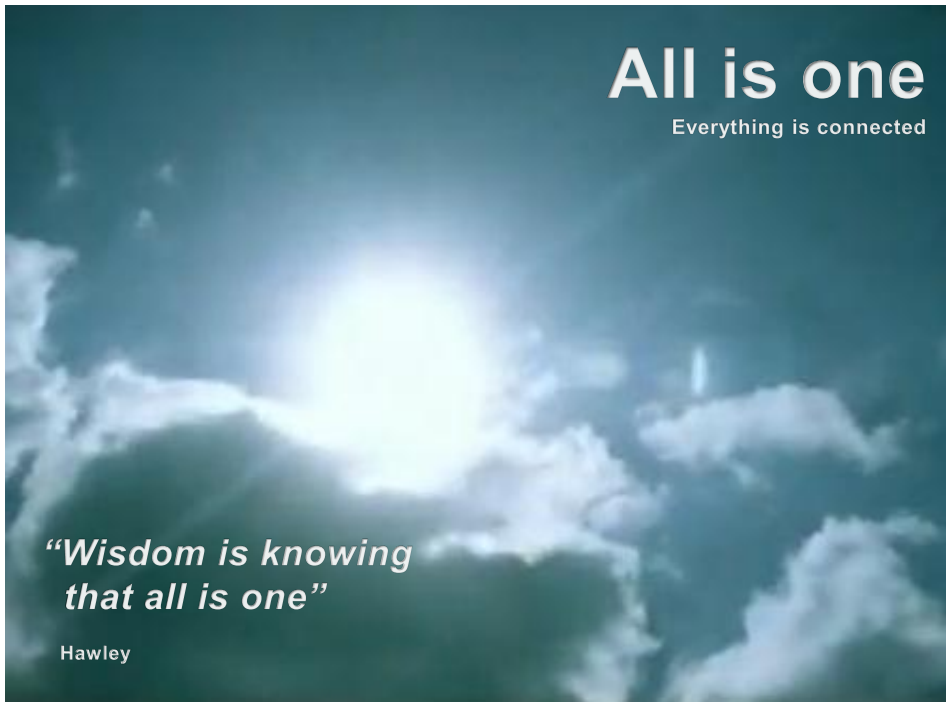
What were the key points in our discussion?

What idea did we just avoid, sideline, or dismiss because we are too afraid to ask or say or hear it?

What's our action list?

What one change could we create that would make a huge difference?

Source: www.markstrom.co



“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