

Leadership Resources for Managing Change

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Knowledge Work Questions

- What concepts, ideas, tools, techniques or resources are most useful?
- How can the information be used?
- Why is the information important?
- Why care about the information?



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Outcomes

- Discuss the leadership skill-set that supports effective change, creativity, innovation and organizational transformation.
- Identify tools and resources that support the development of leadership and the management of organizational change.



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Why Leaders Fail

- Imposters
 - Lack self-awareness and self-esteem
- Rationalizers
 - Deviate from their values
- Glory Seekers
 - Motivated by seeking world's acclaim
- Loners
 - Fail to build personal support structures
- Shooting Stars
 - Lack grounding of an integrated life

George, Bill & Sims, Peter (2007). *True North*, John Wiley & Sons, NY



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“The purpose of leaders is to mobilize others to serve a purpose. And if you are here to serve a purpose, the purpose comes first.”

Kouzes, James & Posner, Barry (2006). *A Leader's Legacy*. Jossey-Bass, San Francisco, CA



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Authentic Leaders

- Pursue purpose with passion
- Practice solid values
- Lead with heart
- Establish enduring relationship
- Demonstrate self-discipline

George, Bill & Sims, Peter (2007). *True North*, John Wiley & Sons, NY

<http://truenorthleaders.com/exercises.htm>



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Transformational Leader

- Envision productive community
- Look within
- Embrace hypocritical self
- Transcend fear
- Embody a vision of the common good
- Disturb the system
- Surrender to emergent process
- Entice through moral power

Quinn, Robert (2000) *Change the world: How ordinary people can accomplish extraordinary results*. San Francisco: Jossey Bass.



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Competing Values

Creativity as Core of Core Competencies
Relationship Development
Leadership Strategies for Change

http://www.valuebasedmanagement.net/methods_quinn_competing_values_framework.html



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Competing Values Framework

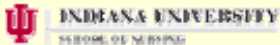
<http://www.competingvalues.com/>

<http://www.competingvalues.com/bookshelf/index.asp>

Creativity Profiles

- Create (Chaos)
- Compete (Sweatshop)
- Control (Bureaucracy)
- Collaborate (Party)

<http://www.competingvalues.com/>



Strategies for Change

<http://www.bus.umich.edu/Positive/>



Leadership Consciousness

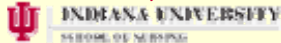
- First
- Second
- Third
- We
- Self-authoring
- Self-transforming
- Systems



Normal State

- Self-Focused – Ego Driven, my interests ahead of collective interests or relationships
- Externally Directed I define myself by how I think I am seen and how well I obtain external resources
- Internally Closed I stay in my comfort zone denying external signals for change
- Comfort-Centered I tend to engage in problem solving activities and live in a reactive state

Quinn, Robert. (2004) *Building the bridge as you walk on it*
San Francisco: Jossey Bass.



Leadership State

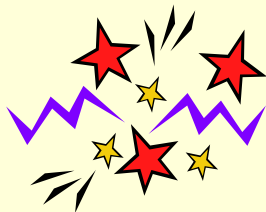
- Other Focused – I am transcending my ego and putting the common good first; enriching connectivity in networks
- Internally Directed I examine my hypocrisy and close gaps between values and behavior
- Externally- Open I move outside my comfort zone, experiment and reach higher levels of discovery, competence and vision
- Purpose- Centered I clarify what result I want to achieve; commit, engage and hold a standard as I pursue meaning.

Quinn, Robert (2004) *Building the bridge as you walk on it*
San Francisco: Jossey Bass.



Creative

- What do I want to create for myself and the people I care about?
- How did I create this situation?



Strengths Based Assessments

www.gallup.com

The 34 strengths of strengthsfinder

www.strengthsfinder.com



Alpha Leadership

Anticipate
Align
Act

<http://www.alphaleaders.com/>



Creative Consciousness

- Dreamer
- Realist
- Critic



Dilts, R., Epstein, T. & Dilts R. (1991). *Tools for dreamers: Strategies for creativity and innovation*. Capitola, California: Meta Publications.



Principles of Creativity

- Outcome Orientation
- Feedback
- Flexibility
- Logical Integrated Levels



Dreamer :

- The process of establishing new goals and outcomes.
- What
- Toward
- Vision
- Long Term
- Future
- Internal Reference



Realist

- The process of implementing or accomplishing new goals and outcomes.
- How
- Action
- Toward
- Short term
- Present
- External Environment



Critic

- The process of establishing evidence procedures and evaluating progress toward goals or outcomes.
- Why
- Logic
- Away
- Long/Short term
- Past/Future
- External/Others



VALUE PATTERNS RELATED TO DREAMERS, REALISTS AND CRITICS

	DREAMER	REALIST	CRITIC
Orientation	What	How	Why
Representation	Vision	Action	Logic
Preference	Toward	Toward	Away
Approach	Long Term	Short Term	Long/Short Term
Time Frame	Future	Present	Past/Future
Time Orientation	Internal-Self	External-Environment	External-Others
Reference			

Dilts, R., Epstein, T., Dilts, R.W. (1991). Tools for dreamers: Strategies for creativity and the structure of innovation. Meta Publications: Cupertino, California.



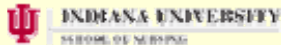
Logical Levels Model of Leadership

Dilts, Robert. (2003) From Coach to Awakener. Meta Publications, Capitola, California
<http://nlpu.com/Coach2Awakener.htm>

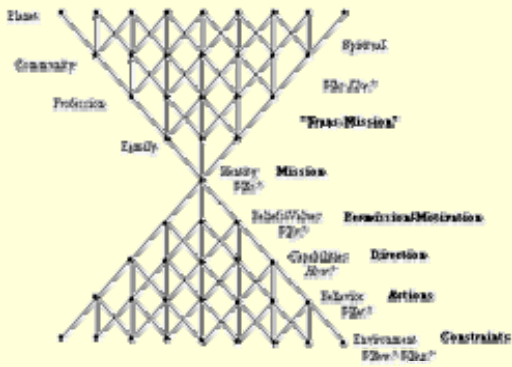


Alignment

Personal and professional satisfaction is realized when there is congruence and alignment of behaviors, capabilities, beliefs, values, identities, and personal missions in environments one finds oneself.



Logical Levels



Dilts, Robert. (2003) From Coach to Awakener. Meta Publications, Capitola, California :<http://npu.com/Coach2Awakener.htm>

Logical Levels and Leadership

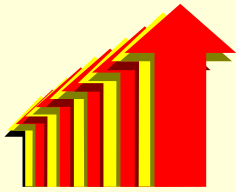
- Meta
 - Vision, Spirit, Mission, Identity
- Macro
 - Path Finding , Culture Building
 - Belief, Value, Role Identity
- Micro
 - Efficiency, Task, Relationship
 - Environment, Behavior, Capability


Dilts, R. (1996) *The new leadership paradigm*. Capitola, CA: Meta Publications.
<http://www.npu.com/Articles/article8.htm>




Alignment of Levels

- Environments
- Behaviors
- Capabilities
- Beliefs/values
- Identity
- Mission
- Vision
- Spirit

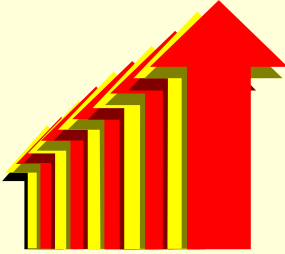




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Alignment of Levels

- Spirit
- Vision
- Mission
- Identity
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- Capabilities
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- Environments




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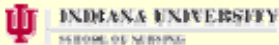
Levels, Support and Style

Environment	Guide Care Taker	Management by Exception
Behavior	Coach	Contingent Reward
Capabilities	Teacher	Intellectual Stimulation
Values and Beliefs	Mentor	Inspiration
Identity	Sponsor	Individualized Consideration
Spiritual	Awakener	Charismatic Visionary

Dilts, Robert. (2003) From Coach to Awakener. Meta Publications, Capitola, California <http://nlpu.com/Coach2Awakener.htm>

Leveraging Levels

- Is there an issue in which you feel stuck?
- At what level is the issue “embedded”?
- What logical level would “leverage” the issue?
- How would you language such a conversational shift?



The “Spirit Work” of Leadership

1. *Evoke spirit* with vision
2. *Grow spirit* with collective storytelling
3. *Sustain spirit* with structure
4. *Comfort spirit* when things fall apart
5. *Revive spirit* when the grief work is over

Owen, Harrison.(2000) *The power of spirit: How organizations transform*. Berrett- Koehler: San Francisco, CA.



Balance Theory of Wisdom

“Wisdom is the application of intelligence, creativity and knowledge to the common good by balancing intrapersonal (one’s own), interpersonal (other’s) and extra personal (institutional or other larger) interests over the long and short terms, through the mediation of values, so as to adapt to, shape, and select environments.”

Sternberg, Robert, (2004) Words to the wise about wisdom, *Human Development* 47:286-289



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