Leadership Resources for Managing Change

Daniel J. Pesut PhD RN CNS BC FAAN
Professor and Associate Dean for Graduate Programs
Indiana University School of Nursing
dpesut@iupui.edu

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?

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.
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

“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.”


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
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


Competing Values

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

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

http://www.competingvalues.com/
http://www.competingvalues.com/bookahrefindex.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
- Internally Closed I stay in my comfort zone denying external signals for change
- Externally Directed I define myself by how I think I am seen and how well I obtain external resources
- Comfort-Centered I tend to engage in problem solving activities and live in a reactive state

Leadership State

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

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

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

<table>
<thead>
<tr>
<th>Orientation</th>
<th>DREAMER</th>
<th>REALIST</th>
<th>CRITIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representation</td>
<td>Vision</td>
<td>Action</td>
<td>Logic</td>
</tr>
<tr>
<td>Prognosis</td>
<td>Forward</td>
<td>External</td>
<td>Long/Short term</td>
</tr>
<tr>
<td>Approach</td>
<td>Long Term</td>
<td>Short Term</td>
<td>Future</td>
</tr>
<tr>
<td>Time Frame</td>
<td>Future</td>
<td>Present</td>
<td>Past/Future</td>
</tr>
<tr>
<td>Time Orientation</td>
<td>External-Self</td>
<td>Internal-Environment</td>
<td>External-Others</td>
</tr>
<tr>
<td>Reference</td>
<td>Present</td>
<td>External-Environment</td>
<td>Future</td>
</tr>
</tbody>
</table>


Logical Levels Model of Leadership

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


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

Alignment of Levels

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

Levels, Support and Style

<table>
<thead>
<tr>
<th>Environment</th>
<th>Guide Care Taker</th>
<th>Management by Exception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavior</td>
<td>Coach</td>
<td>Contingent Reward</td>
</tr>
<tr>
<td>Capabilities</td>
<td>Teacher</td>
<td>Intellectual Stimulation</td>
</tr>
<tr>
<td>Values and Beliefs</td>
<td>Mentor</td>
<td>Inspiration</td>
</tr>
<tr>
<td>Identity</td>
<td>Sponsor</td>
<td>Individualized Consideration</td>
</tr>
<tr>
<td>Spiritual</td>
<td>Awakener</td>
<td>Charismatic Visionary</td>
</tr>
</tbody>
</table>

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


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.”

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?