

Effective Leadership in Uncertain Times

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for

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Leadership in uncertainty

Evidence based principles, practices & impact



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- Creative, uncertain, & evolving context for life for 7bn group living biocultural individuals – up from 1.6bn in 1900
- What leadership is
- How leadership works
- Core functions of leadership
- What leadership is for

Picture of naked mole rat

Group living naked mole rats – sand puppies; 3-4 inches long

Enterprise in the 21st century

“Imagine you are milling about in a large casino with the top figures in high tech – with the Jack Ma’s, Meg Whitman’s & Mark Zuckerberg’s of their industries. Over at one table, a game is starting called Multimedia. Over at another is a game called Web Services. In the corner is Electronic Banking. There are many such tables. You sit at one.*

**Originally Bill Gates, Lou Gertsner, & Andy Grove (respectively: Microsoft, IBM, and Intel)*

Source: W Brian Arthur, 1998, Harvard Business Review

Enterprise in the 21st century

“How much to play?” you ask.

“Three billion,” the croupier replies.

“Who’ll be playing?” you ask.

“We won’t know until they show up,” he replies.

“What are the rules?”

“Those will emerge as the game unfolds,” says the croupier.

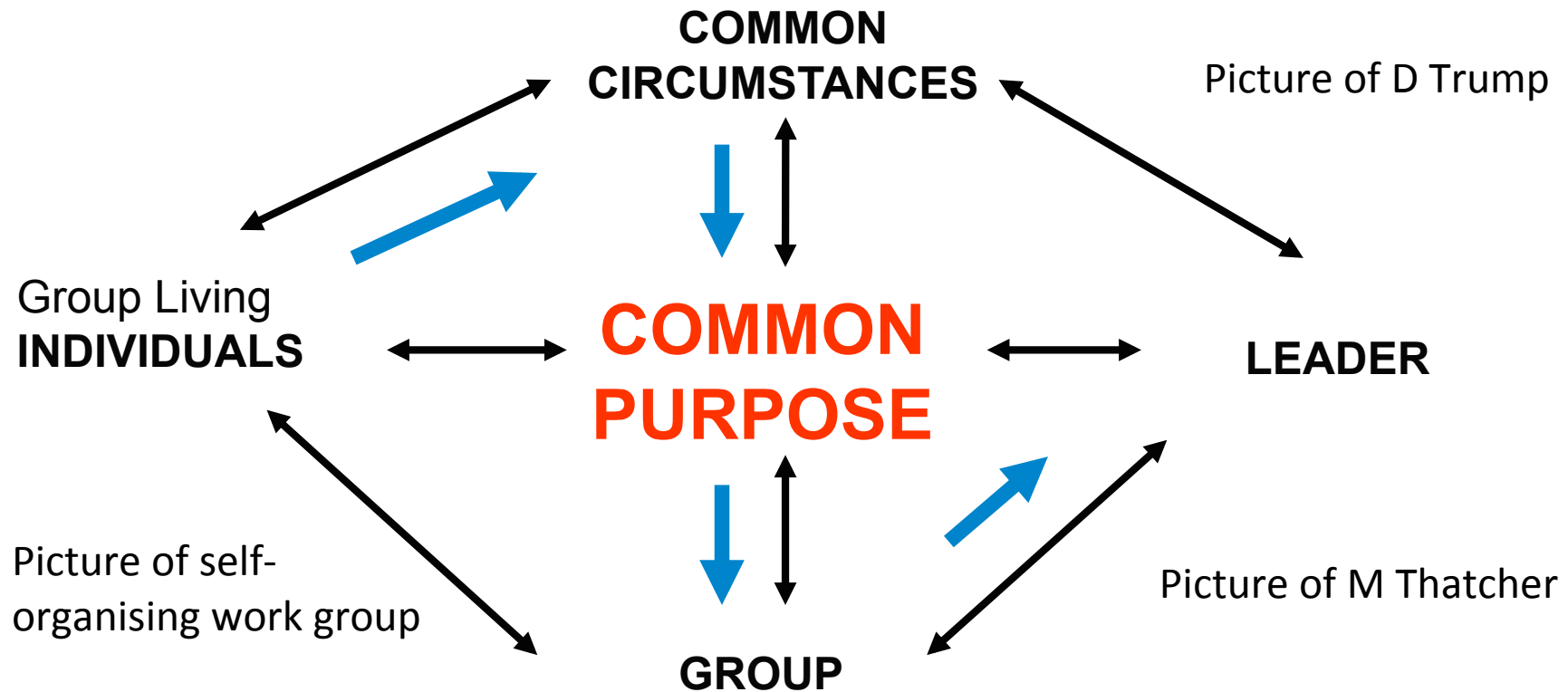
“What are my odds of winning?” you wonder.

“We can’t say,” responds the house. “Do you still want to play?”

Welcome to the new normal

Turbulent, Uncertain, Complex, Ambiguous, full of Risks, full of Opportunities: **Let’s play TUCARO!**

Origin & core elements of leadership



Leadership is the exercise of **reciprocal influence & decision making** which **motivates** people to engage in **action for a common purpose & mutual benefits** in evolving circumstances

Source: Beech, 2007; rev. 2016;
developed from **Gibb, 1954**

Leadership: influence others for a common goal and mutual benefits

LEADERSHIP PRACTICES	LEADERSHIP FUNCTIONS	SOCIAL GROUP OUTCOMES
<p>SET GOALS</p> <ul style="list-style-type: none">• Motivation• Sensemaking <p>WORK TOGETHER</p> <ul style="list-style-type: none">• Collaboration• Decision Making <p>STAY TOGETHER</p> <ul style="list-style-type: none">• Group Identity• Enterprise Culture <p>KEEP GOING</p> <ul style="list-style-type: none">• Effectiveness• Renewal <p>Source: Beech, 2010; 2013.</p>		

Evidence Based Leadership Practices

How leadership works with individual authority & in self organising teams

Set Goals

1.Motivation

Energising reasons for action

2.Sense Making

Everyone understands the situation & what's expected

Work Together

3.Collaboration

Task, relationship, change & political activities & dynamics

4.Decision Making

Everyone is involved in decisions which affect them

Stay Together

5.Group Identity

Commitment to the group

6.Enterprise Culture & Rules

Common beliefs, values, & rules

Keep Going

7.Effectiveness

The job gets done

8.Renewal

Continuous innovation, learning & improvement

Leadership Practices – Selected References

SET GOALS

Motivation

- Self Determination Theory, Deci & Ryan, 1985

Sense Making

- Goal Setting Theory, Locke & Latham, 1990

WORK TOGETHER

Collaboration

- Beech, 2008; Ekvall & Arvonen, 1991; Ferris et al, 2005; Yukl et al, 2002

Decision Making

- Beech, 2008; Stacey, 1993; Thompson & Tuden, 1959; Vroom & Jago, 1988

STAY TOGETHER

Group Identity

- Haslam et al, 2011

Enterprise Culture & Rules

- Cameron & Quinn, 2011; Schwartz, 2011; Searle, 2010

KEEP GOING

Effectiveness

- Triple bottom line, Elkington, 1994; Tetra bottom line, Beech, 2013

Renewal

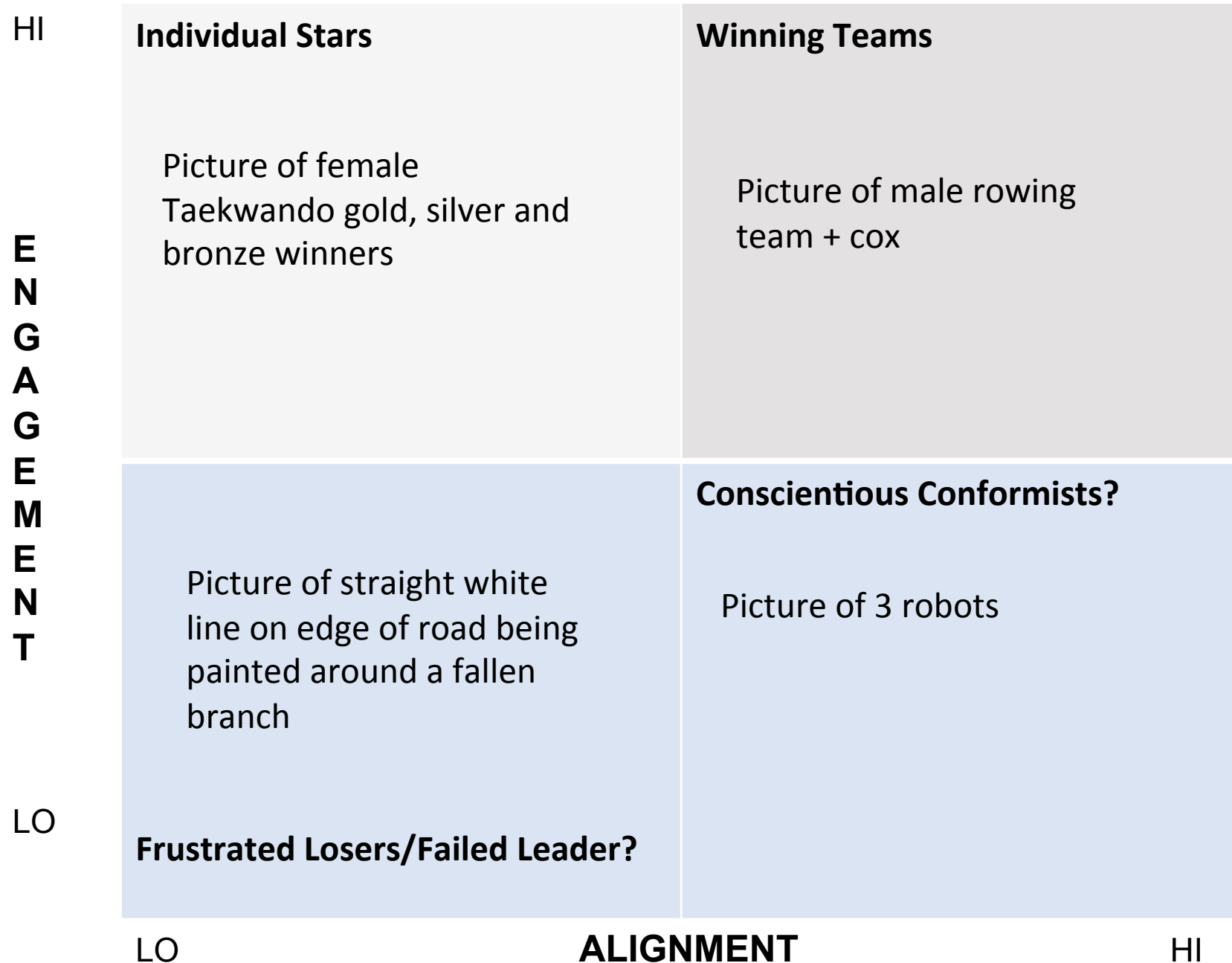
- Deming, 1982; Schon, 1987; Stacey, 1993

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Leaders ensure production of ...

Source: adapted from
MacLeod & Brady, 2012



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Part One

- Uncertain context for life for group living individuals
- What leadership is: **reciprocal influence & decision making for a common purpose & mutual benefits**
- How leadership works: **set goals, work together, stay together, keep going**
- Core functions of leadership: **direction, engagement, alignment, renewal**
- What leadership is for: **profit, people, planet, progress**

Short Summary of Evidence Based Leadership

- **Common Aims & Identity: Action towards a common goal**
 - Clear objectives & values & commitment to them
- **Structure Tasks & Expectations**
 - Everyone is clear about their roles & accountabilities; careful planning
- **Show Consideration – for diverse talents & contributions**
 - There is consideration, support, mutual respect, & safety in the team
- **Initiate Change: new things are tried**
 - Adapt to change; initiate innovation & change
- **Attend to Conflict – learn from difference & debate**
 - Accept conflict as natural (signals people care); focus on finding common ground; exercise political skill
- **Decision Making**
 - Everyone is involved in decisions about the work of the team & how it is done
- **Performance: THE JOB GETS DONE!**
- **Reflection, Learning, & Renewal**
 - Review regularly what is going well & what could be improved

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Part Two

The evolutionary foundations of leadership:

- Leadership and its societal outcomes are a response to human needs to survive and flourish: **profit, people, planet, progress**
- Leadership practices – top down and hierarchical or in self organising groups - enable survival and flourishing
- Implications for differentiating elements of strategy and domains of leadership with respect to:
 - Societal decision making and governance
 - Corporate decision making and governance

Foundations of evolving collective action – from cells to societal communities: a heuristic framework

	EVOLUTION BY NATURAL SELECTION - DARWIN BIOCULTURAL HUMAN SPECIES CONTEXT & OUTCOMES	
	<p><u>Struggle &</u> COMPETITION <i>For Profit</i></p>	<p><u>Variability &</u> CHANGE <i>For Progress</i></p>
<p>Source: Beech, 2010, 2018 – an application of Darwin, 1859</p>	<p><u>Inherited Variation &</u> CONTINUITY <i>For Planet</i> & human species <i>survival</i></p>	<p><u>Reproduction &</u> COOPERATION <i>For People</i></p>

Constant **competitive & cooperative interactions** produce **evolving variation & change & evolving continuity & stability**. This evolutionary process continuously changes the conditions for survival & flourishing from cells to societal communities.

Foundations of evolving collective action – from cells to societal communities: a heuristic framework

EVOLVING COLLECTIVE ACTION	Tight & Focused Coordination and Decision Making	AND	Loose & Distributed Decision Making
<p style="text-align: center;">Independent ProSelf Motives <i>Separate from others</i></p>	<p style="text-align: center;"><u>Struggle & COMPETITION</u> <i>For Profit</i></p>		<p style="text-align: center;"><u>Variability & CHANGE</u> <i>For Progress</i></p>
<p style="text-align: center;">Interdependent ProSocial Motives <i>Connected to others</i></p> <p>Source: Beech, 2010; 2018; Darwin, 1859</p>	<p style="text-align: center;"><u>Inherited Variation & CONTINUITY</u> <i>For Planet</i></p>		<p style="text-align: center;"><u>Reproduction & COOPERATION</u> <i>For People</i></p>

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<p style="text-align: center;">Independent ProSelf Motives <i>Separate from others</i></p>	<p style="text-align: center;">COMPETITION <i>For Profit</i></p> <ul style="list-style-type: none"> • <i>Mastery motives</i> • <i>Political activities</i> • <i>Directive decisions</i> 		<p style="text-align: center;">CHANGE <i>For Progress</i></p> <ul style="list-style-type: none"> • <i>Autonomy motives</i> • <i>Change activities</i> • <i>Emergent decisions</i>
<p style="text-align: center;">Interdependent ProSocial Motives <i>Connected to others</i></p> <p>Source: Beech, 2010; 2018</p>	<p style="text-align: center;">CONTINUITY <i>For Planet</i></p> <ul style="list-style-type: none"> • <i>Belonging motives</i> • <i>Task activities</i> • <i>Technical decisions</i> 		<p style="text-align: center;">COOPERATION <i>For People</i></p> <ul style="list-style-type: none"> • <i>Caring motives</i> • <i>Relationship activities</i> • <i>Participative decisions</i>

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Institutional & Societal Leadership

Identity & Assumptions, Governance, Purpose

Leadership matters for human identity & flourishing – is there one best and most legitimate way to positive outcomes?

- **The Silicon Valley Model** (USA; UK; Global?)
 - Competitive & personal status emphasis in a market oriented information society
- **The Singapore Model** (Singapore; China)
 - Harmony & group obligations emphasis in a market oriented information society
- **Finnish Model** (Continental Europe)
 - Citizenship & care for others emphasis in a market oriented information society
- + **African Model** (sub-Saharan nations)
- + **Islamic Model** (Global?)
- +++

Adapted from Castells & Himanen, 2002, The Information Society & the Welfare State.

Foundations of evolving collective action – from cells to societal communities: a heuristic framework

EVOLVING COLLECTIVE ACTION	Tight & Focused Coordination and Decision Making	AND	Loose & Distributed Decision Making
<p style="text-align: center;">Independent ProSelf Motives <i>Separate from others</i></p>	<p>COMPETITION <i>For Profit & Self Interest</i></p>		<p>CHANGE <i>For Progress & Liberty</i></p>
<p style="text-align: center;">Interdependent ProSocial Motives <i>Connected to others</i></p> <p>Source: Beech, 2010; 2018</p>	<p>CONTINUITY <i>For Planet & Social Order</i></p>		<p>COOPERATION <i>For People & Concern for Others</i></p>

Constant **competitive & cooperative interactions** produce **evolving variation & change & evolving continuity & stability**. This evolutionary process continuously changes the conditions for survival & flourishing from cells to societal communities.

Domains of Managerial Leadership



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Strategic Leadership of the Enterprise

- **Institutional Leadership - Legitimacy**
 - Identity and legitimacy
 - Evolving governance
- **Executive Leadership - Purpose**
 - Executive purpose
 - Competitive enterprise

Operational Leadership in the Enterprise

- **Operational Leadership - Coordination**
 - Socio-technical system coordination
 - Coordinate action
- **Frontline Leadership - Delivery**
 - Production and distribution of goods and services
 - Operational outcomes

Source: Beech, 2012; informed by Parsons, 1958.

Elements of Strategy – informed by Clausewitz*

Identity & Assumptions

Characteristic features, principles, & practices of individuals & their social configurations

Governance

Political determination of principles, aims & objectives

Strategic Purpose

Aims, values, & objectives

Strategy

Plan of action to achieve aims

Operations

Systems & structures to enable plan & realise aims

Action

Doing things to achieve aims

Outcomes

Intended & unintended consequences of action

Critical Reflection

Evaluation & learning about all elements of strategy

Renewal

Continuous innovation, learning, improvement & change

Elements of Strategy & Domains of Leadership

	INSTITUTIONAL LEGITIMACY	EXECUTIVE PURPOSE	OPERATIONAL COORDINATION	FRONTLINE DELIVERY
IDENTITY & ASSUMPTIONS	Everyone contributes; often there is an enduring founding community and/ or founder(s) influence e.g., corporate identity and culture			
GOVERNANCE	CORE			
STRATEGIC PURPOSE	CORE	CORE		
STRATEGY		CORE	CORE	
OPERATIONS			CORE	CORE
ACTION				CORE
OUTCOMES	Each person associated with the enterprise has a degree of accountability			
CRITICAL REFLECTION	Everyone contributes			
RENEWAL	Everyone contributes		Source: Beech, 2013; rev. 2016	



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Action Agenda – What will you do tomorrow to:

- Exercise reciprocal influence & decision making for a common purpose & mutual benefits?
- Set goals, work together, stay together, keep going?
- Ensure direction, engagement, alignment, renewal?
- Balance evolving requirements for profit, people, planet, and progress?
- Work on your COULD DO BETTER leadership practices?



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Thank you



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