

Center for
Creative
Leadership
NORTH AMERICA EUROPE ASIA
www.ccl.org



GOLD

Global Organization Leadership Development

Strategy Talent Culture

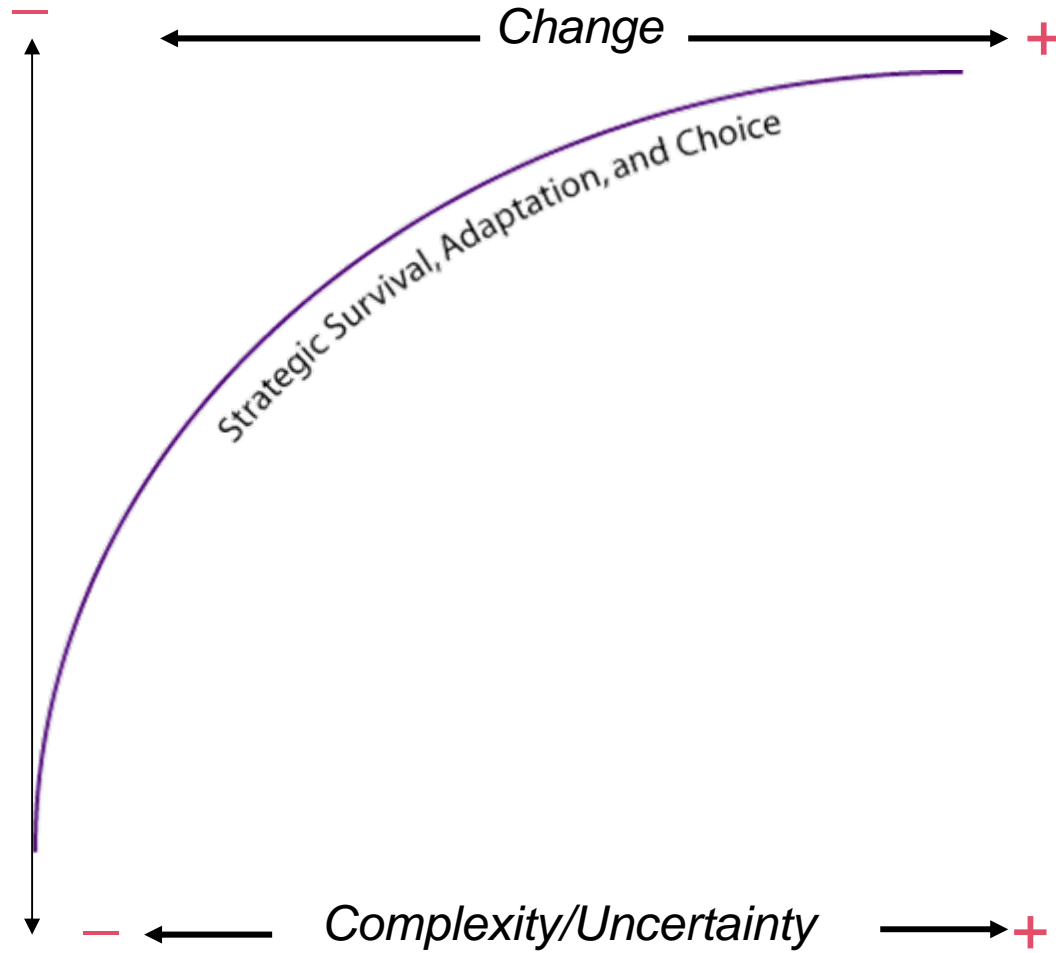
Development of interdependent leadership cultures to address complex challenges in the new world order

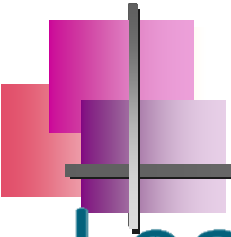


The Theory of Change Leadership: Discerning Readiness for Extent of Change

Leadership Styles

- Visionary
- Servant
- Collaborator
- Strategist
- Facilitator
- Manager
- Paternalist
- Authoritarian





Leadership Metaphor Explorer



Leadership Metaphor Explorer

- Explore silently the cards on the table in front of you
- Thinking back to the complex organizational challenge you shared earlier, find a card that represents your answer to the question: “How does **my organization currently approach leadership** in relation to this problem?” Now repeat this process but ask the question, “What is **my current leadership approach** to this problem” Finally, repeat the process for a third time with the question, “What would be the **optimal future leadership** to navigate my complex challenge?”



Leadership Metaphor Dialogue

At your table, share your ***current leadership*** card. Share why you chose this card and how you ***feel*** about the meaning of the card in relation to your complex challenge.

Note common themes and be prepared to share with the whole group



Leadership Metaphor Dialogue

- Then share your personal leadership approach to your complex challenge and how this is working and what changes you might want to pursue to further your impact on your complex challenge



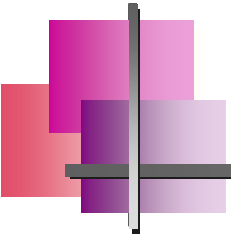
Leadership Metaphor Explorer

Then share the card you selected that reflects your view of ***optimal future leadership***

How will moving from current to future help you solve your complex challenge?

How would you describe the gap? What will **you** need to do to help close the gap?

What changes will be necessary for your organization to execute a more collective leadership approach to your complex challenge?

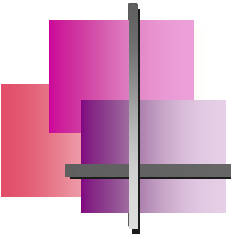


Current

Desired

What does “leadership” look like in terms of...

1. How “high performance teamwork” is defined?
2. How success is defined and measured?
3. How people are valued and acknowledged?
4. How power is exercised and shared?



Transformative

Interdependent

Dependent



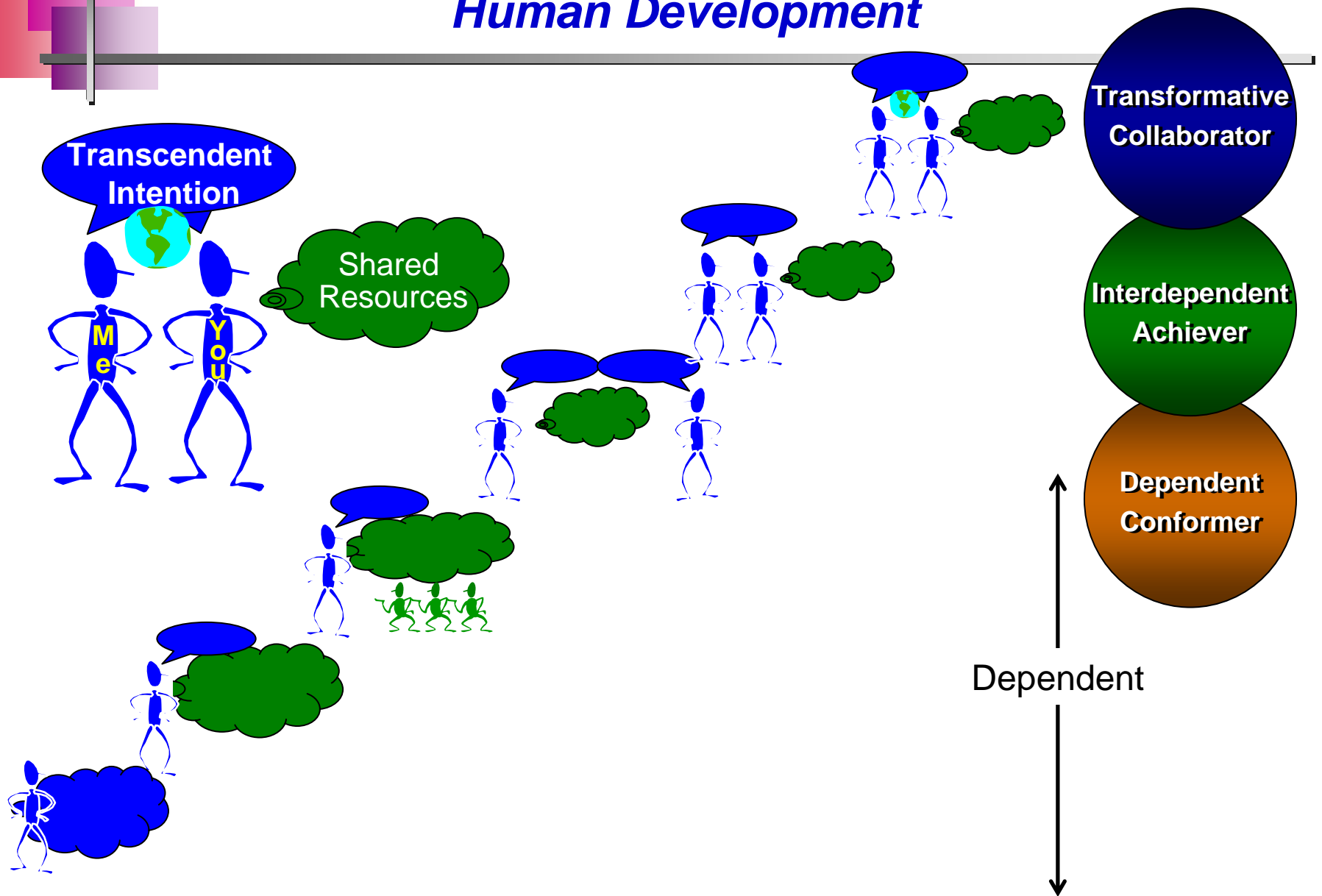
**Transcend
and include**



GOLD – A Learning Cycle

- WHY?
- WHAT?
- HOW?
- WHAT IF?

Human Development





Example Challenge

**Desired
Culture**

**Current
Culture**

**Transformative
Collaborator**

**Interdependent
Achiever**

**Dependent
Conformer**

**Leadership
Strategy**



Three Stages of Culture

- **Interdependent Leadership Cultures** are broadly characterized by the assumption that leadership is a collective activity that requires mutual inquiry and learning
- **Independent Leadership Cultures** are broadly characterized by the assumption that leadership emerges as needed from a variety of individuals based on knowledge and expertise
- **Dependent Leadership Cultures** are broadly characterized by the assumption that only people in positions of authority are responsible for leadership

Indicators:

- Mindset: Super-Learning together
- Awareness focused on: larger organization
- Knowledge: treated shared resource – *right to know*
- Success seen as: Organization's
- Staffing: for collaborative learning
- Thinking: Dialogic "Both... And"
- Fear: Marginalizing the Strategic Good, Regression

Indicators:

- Mindset: Success in changing world
- Awareness focused on: entrepreneurial analysis
- Knowledge: treated as Power – *competitive edge*
- Success: seen as Ours
- Staffing: for market performance
- Thinking: Cause and Effect
- Fear: Domination, Derailment and Loss of Power

Indicators:

- Mindset: Command & Control
- Awareness focused on: Tasks and risk avoidance
- Knowledge: treated as Secret – *need to know*
- Success; seen as Mine
- Staffing: for technical mastery
- Thinking: Task "Either...Or"
- Fear: Exclusion, Disorder, Insecurity



Transformer	Generates social transformation
Collaborator	Generates org. and personal change
Innovator	Operates unconventionally
Achiever	Meets strategic goals
Expert	Wins by logic and expertise
Conformer	Avoids conflict
Opportunist	Wins anyway possible

Transformative Collaborator

- Transformer / Re-inventor
- Strategist / Collaborator

Gen... information
 Lead... nge

Re-Define meaning of "success"

Interdependent Achiever

- Innovator / Maverick
- Performer / Achiever

Res... tutions
 Emp...

Succeed using own Rules

Dependent Conformer

- Expert / Specialist
- Conformer / Diplomat
- Controller / Opportunist

Win... ise
 Av...
 Win...

Succeed within imposed Rules



The Journey

- Discovery – Inside-Out and Outside-In
 - Intentionality
 - Control Source
 - Time Sense
- Navigation – What, How, Who
 - Roles and Identity
 - Risk and Vulnerability



The Journey

- Engagement -Taking It to the Middle
 - Direction
 - Alignment
 - Commitment
- Impact & Evaluation
 - Innovation
 - Structure Systems Processes
 - Leadership Culture



Change and Transformation: Challenges and Opportunities

- Most organizations are challenged by increasing complexity in an environment of uncertainty, ambiguity, unpredictability
- Between 65 and 75 % of organization change initiatives fail
- Opportunity is present to position yourself and your organization for the future
- During difficult times you have the chance to change your leadership culture in a positive way
- Now may be the time for you to craft a leadership strategy for adapting to a new world order
- The new world is **interdependent!** ***What is your strategy for interdependence?***



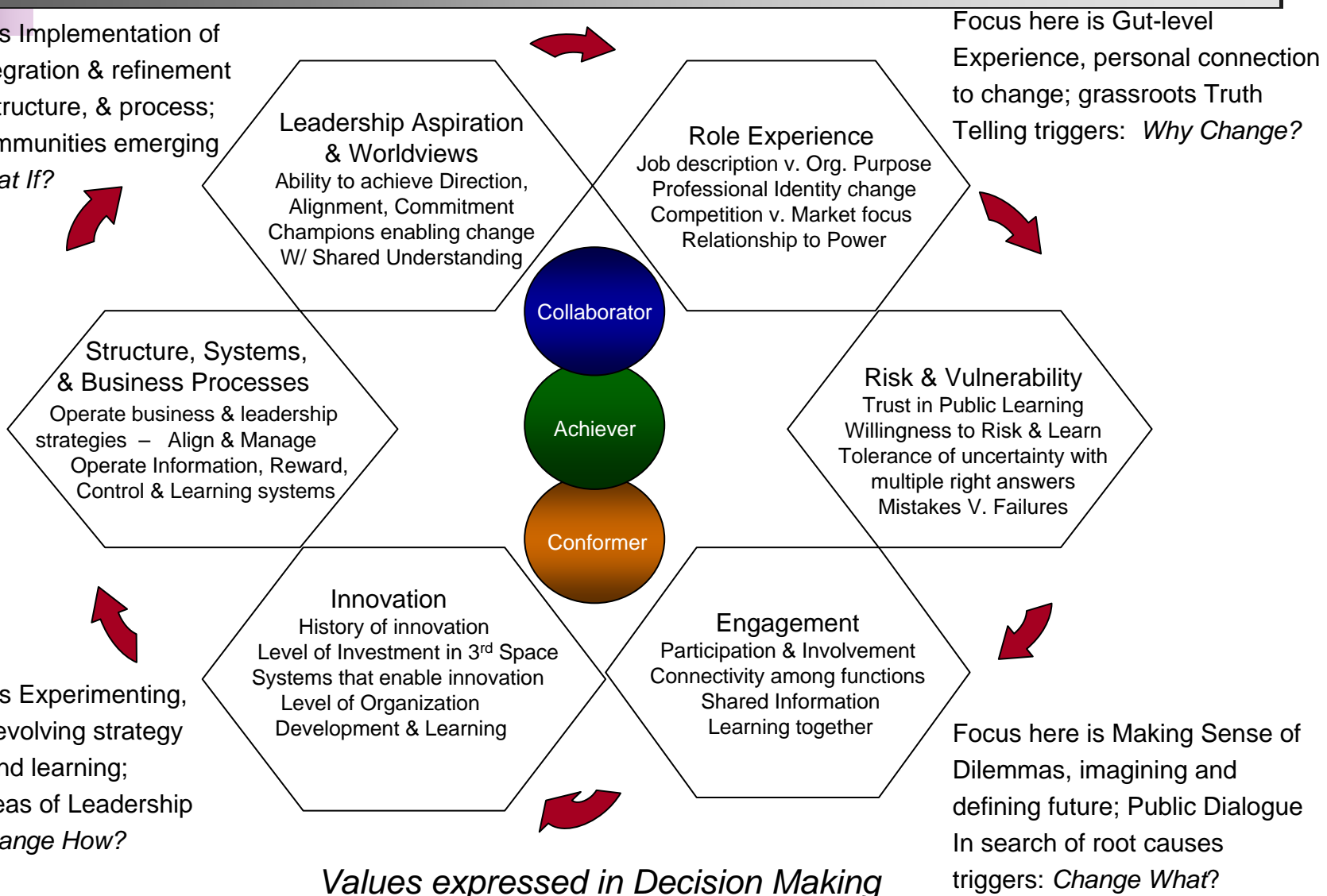
Major Shifts – Organizational Leadership Practice

- From the **Individual** to the **Organization** – The focus and **target of intervention** has changed; Leadership development exists to grow ***Organizational Capability***
- From Leaders & Followers to Collective Leadership Outcomes – Direction, Alignment and Commitment within the Leadership Culture; Growing Leadership Beliefs and Practices
- Integrating **Leadership Development & Organizational Development** – Assisting clients to create conditions for feasible, sustainable, united collective leadership toward interdependent collaborative culture

Change Leadership for Organization Culture Transformation

Culture Development Cycle

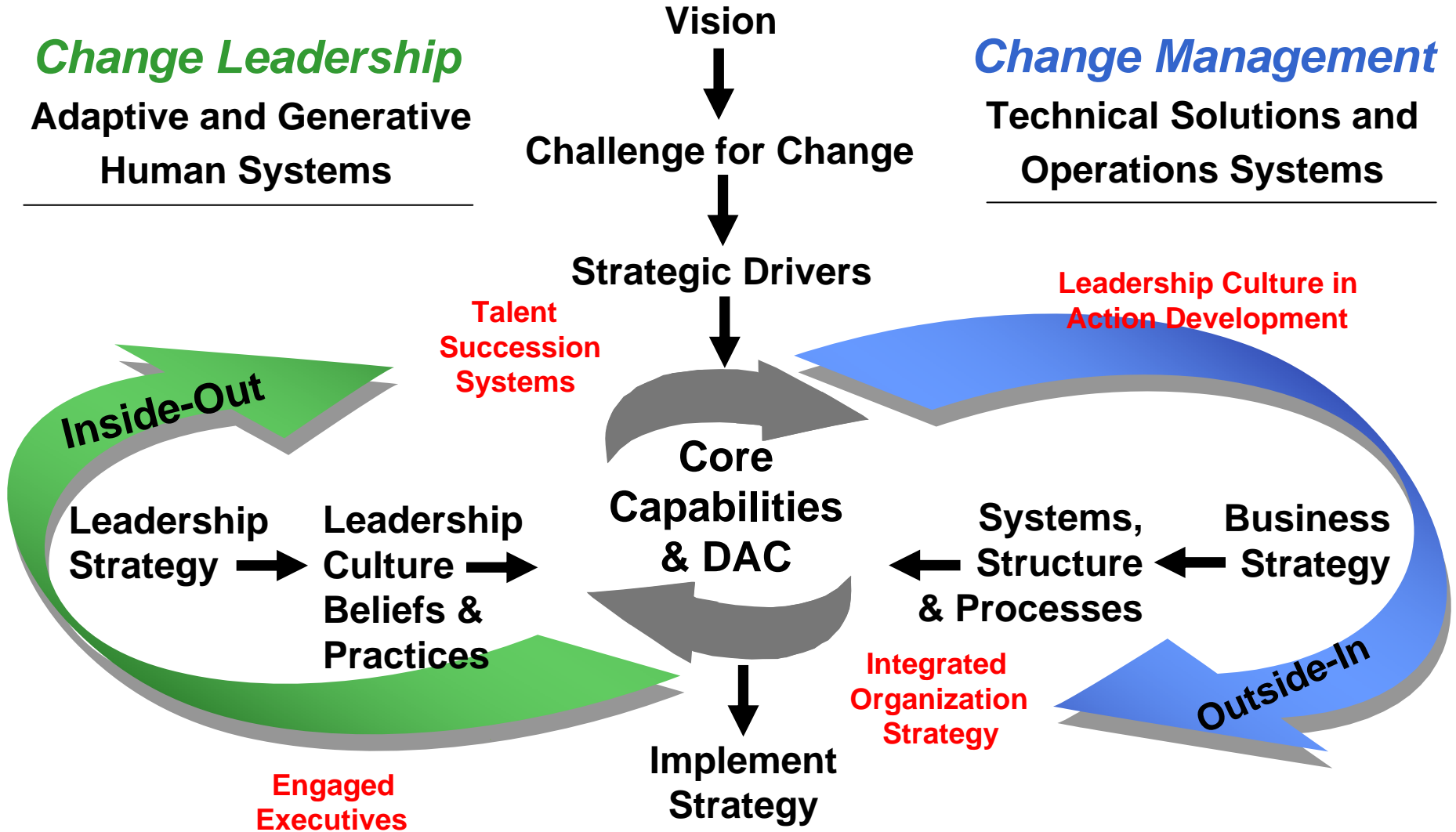
Focus here is Implementation of Change, integration & refinement of system, structure, & process; Learning communities emerging
triggers: *What If?*



Change Leadership & Organization Transformation

Change Leadership
Adaptive and Generative
Human Systems

Change Management
Technical Solutions and
Operations Systems



A Question of Balance