



AN AGILE LEADERSHIP MODEL FOR LEADING AGILE TEAMS

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The great enemy of the truth is very often not the lie -- deliberate, contrived and dishonest, but the myth, persistent, persuasive, and unrealistic. Belief in myths allows the comfort of opinion without the discomfort of thought.

John F. Kennedy



The End of Leadership

Failures of leadership are found everywhere. . . . 77 percent of Americans “agree” or “strongly agree” that the United States has a leadership crisis. . . . 7 percent of employees trust their employers, their leaders and managers; similarly, subordinates do not generally consider their superiors to be either honest or competent. . . . one might sensibly be struck by the persistence of bad leadership in American business.

Barbara Kellerman (2012)



Edward Deming

*The job of management is not supervision, but leadership.
...The aim of leadership should be to improve the
performance of man and machine, to improve quality, to
increase output, and to simultaneously bring pride of
workmanship to people.*

Deming, 1986



Christopher Hedges

We now live in a nation where doctors destroy health, lawyers destroy justice, universities destroy knowledge, governments destroy freedom, the press destroys information, religion destroys morals and our banks destroy the economy.



LinkedIn member

Leader has followers.

To be a leader, designation, position are not prerequisites .

Manager follows-up.

Manager do not have existence without designation & position.



Dee Hock

A true leader cannot be bound to lead. A true follower cannot be bound to follow. . . . It is not making better people of others that leadership is about. In today's world effective leadership is chaordic. It's about making a better person of oneself. Income, power, and position have nothing to do with that. In fact, they often interfere with it.



Dee Hock

Most organizations are based on compelled behavior—on tyranny, for that is what compelled behavior is, no matter how benign it may appear or how carefully disguised and exercised. Future organizations will embody community based on shared purpose.



Pervasive Leadership

- Sets a context that favors collaboration.
- Using the Pervasive Leadership model we take care that other people's highest priority needs are being served.
- Test: Do those led grow as persons? Do they, *while being influenced by the leader*, become healthier, wiser, freer, more autonomous, more likely themselves to become pervasive leaders?



True Collaboration

- Is co-creation of a shared work product.
- Results in a better quality product because decisions are reached in an egalitarian manner using the best the entire team has to offer.
- A process that utilizes the best in skills and resources that all parties bring to a project.
- Fostered by a dialogic mindset.
- Supported by a set of facilitative interpersonal skills.



Collaborative processes can . . .

- Improve the working relationships between all team members participating on a project.
- Increase understanding among varying specialties represented on a cross-functional team.
- Lead to better informed, more creative, balanced, and enduring decisions.
- Provide more resources and creativity.
- Create a better product.



Kilmann on Collaboration

... a "collaborative environment," ... would only be present ... if there are high levels of TRUST among ALL members in the group and people clearly know the difference between very important topics for everyone (versus topics that are important to some but not to others, or topics that are only moderately important or not important at all). All the members would also have to be skilled in communication and listening skills and the culture AND the reward system would have to actively encourage people to take the time to delve into topics (so people would really share their innermost needs and concerns) for a collaborative environment to be real. In other words, make sure that the "environment" really does foster the possibility of using the collaborating mode (when relevant) ...

Kilmann, forum communication, September 2011



Servant Leadership's Contribution

- The servant-leader is servant first.
- Then conscious choice brings on to aspire to lead.
- The servant leader takes care that other people's highest priority needs are being served.
- Test: Do those served grow as persons? Do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants (first)?



Stewardship Principles in Pervasive Leadership

- Maximize the choice for those closest to the work.
- Reintegrate the managing and the doing of the work.
- Let measurements and controls serve the core workers.
- Yield on consistency across groups, and support local solutions.
- Service is everything.



Stewardship Principles in Pervasive Leadership

- De-glorify management as a job title and demystify the staff functions.
- End secrecy.
- Demand a promise.
- Redistribute wealth.



Pervasive Leadership

- Derives principles from Personal Leadership: The enduring power of character.
- “Character is an adventure of sorts, a quest for unity of self, and consciousness—more like a prize or goal that is sought.” -- Fluker
- Related to integrity:
 - *discerning* what is right and wrong
 - *acting* on what you have discerned, even at personal cost; and
 - *saying openly* that you are acting on your understanding of right and wrong



Pervasive Leaders

- Define boundaries, not solutions.
 - Where's the garage door?
- Don't define behavior but teach better decision making.



Pervasive Leadership

- Is informed by:
 - Positive psychology
 - Existential philosophy
 - “New Science”—quantum physics and biology



Positive Psychology

- Explores the healthy states such as happiness, strength of character and optimism.
- Notices engagement and meaning, not just pleasure, are critical to the happy life.
- Interested in interventions that make the happy and healthy happier.



Existentialism

- The reasoned search for meaning in a meaningless universe.
- Philosophical thinking begins with the human subject—not merely the thinking subject, but the acting, feeling, living human individual.
- “The existential attitude” is a sense of disorientation and confusion in the face of an apparently meaningless or absurd world.



New Science

- Comprised of discoveries in quantum physics and biology.
- Field theory.
- Relationships are more important than the nodes.
- Human intention impacts current reality.
- Matter is actually energy.
- Field level interconnectedness results in a co-relevant impact of all our actions. (We are mutually co-arising.)

Practices in Pervasive Leadership



Presencing

Sensing

“Observe,
observe,
observe”
--become
one
with the
world

Presencing

“Retreat and
reflect”
--allow inner
knowing to
emerge

Realizing

“Act swiftly,
with a
natural
flow”

Otto Scharmer, *Theory U*

A New Whole

*Pervasive
Leadership*



Questions?

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