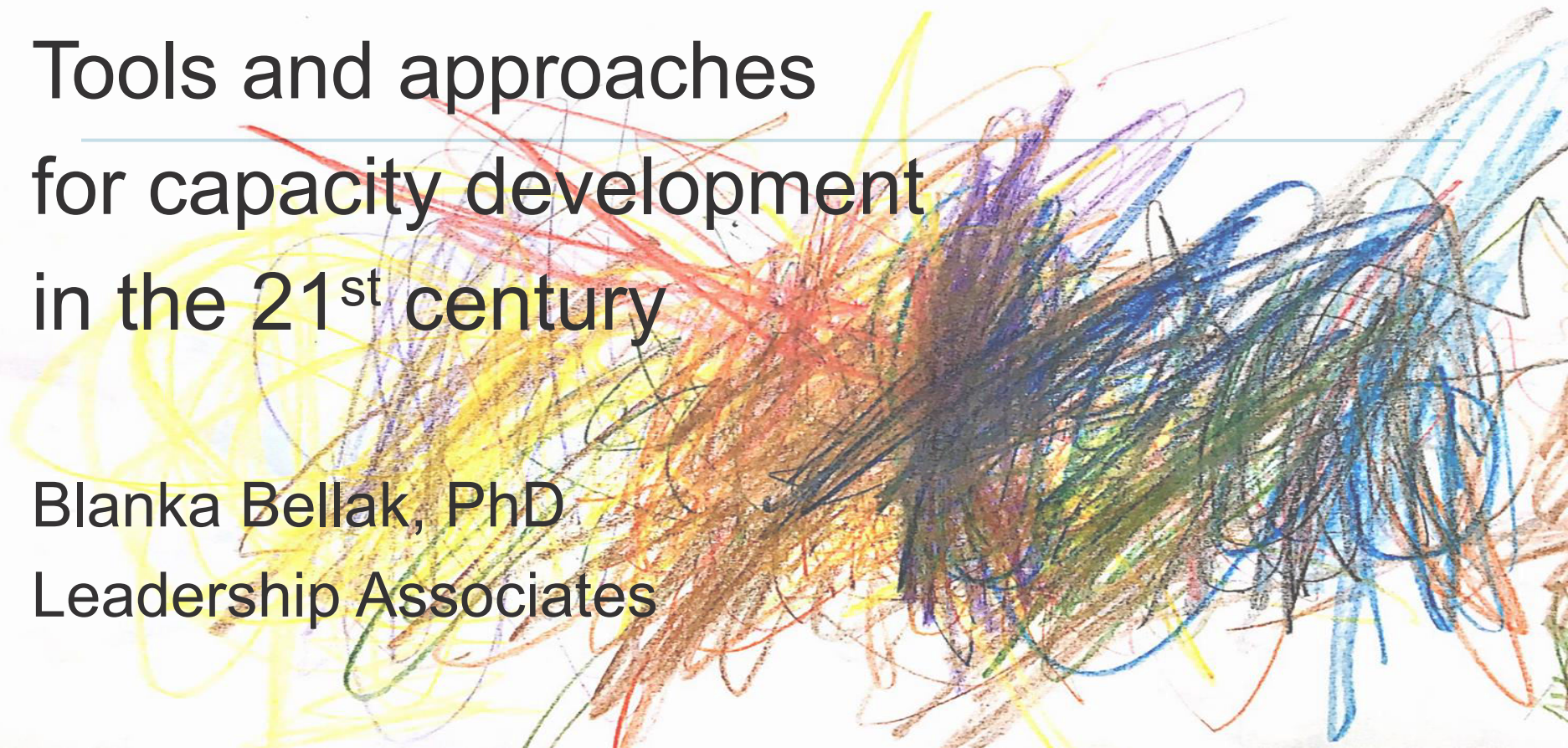# LEADERSHIP TRANSFORMATION

Tools and approaches

for capacity development

in the 21st century

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Leadership Associates

Structure

❖ Capacity development

❖ Complex adaptive systems

❖ Capacity development as a change

❖ The inner and the outer game

❖ Technical vs. transformational

❖ Tools for leadership development

❖ Resources and summary

UNISPACE+50 thematic priority: Capacity development for the 21st century

- Define new innovative and effective approaches to overall capacity-building and development needs as a fundamental pillar of global space governance.
- Strengthen comprehensive capacity-building and outreach activities of the Office for Outer Space Affairs.
- Enhance existing partnerships and forge new ones to strengthen and deliver targeted capacity-building and technical advisory activities.
- Promote efforts to encourage science, technology, engineering and mathematics education, especially for women in developing countries.
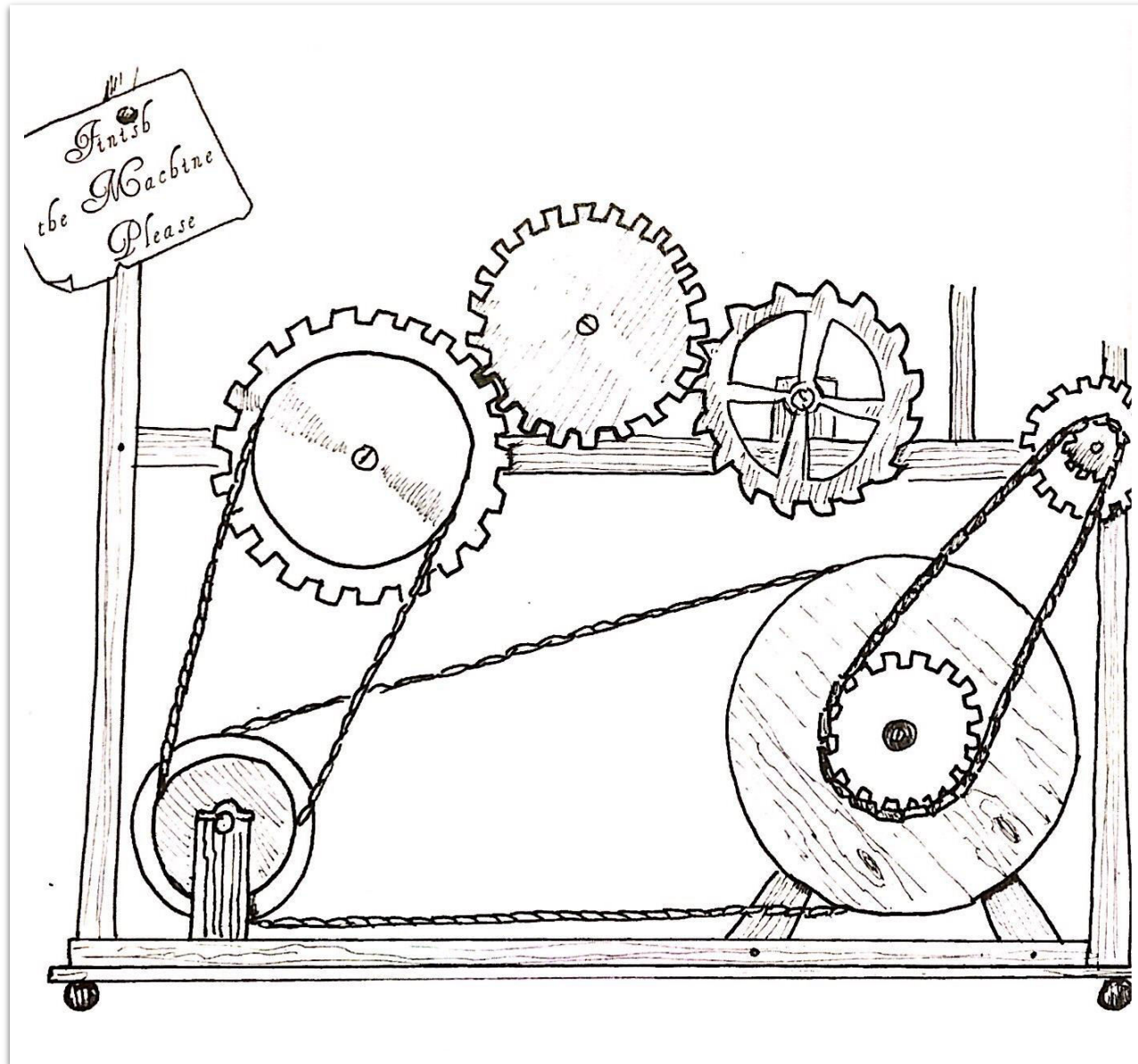
Capacity Development

- Capacity building vs. capacity development

  External vs. partnership

- No broadly accepted definition of capacity development, with a variety of definitions along the lines of:

  Capacity-development is the process through which individuals, groups and organisations, and societies deploy, adapt, strengthen, and maintain the capabilities to define, plan and achieve their own development objectives.
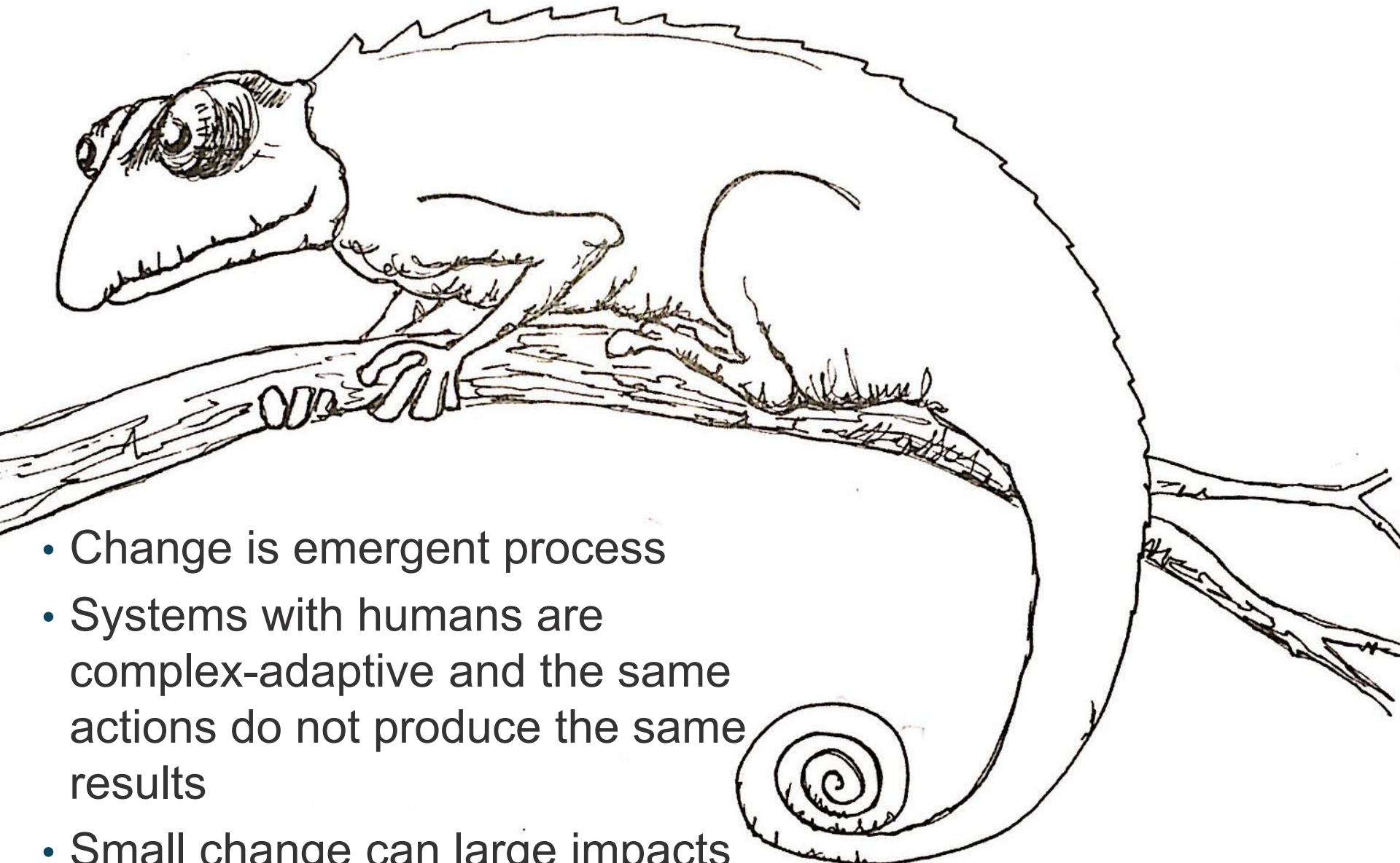
Complex-adaptive systems

- We live in human complex-adaptive systems
- A complex system comprises many interacting agents, we all exist in many identities in our personal and work lives
- Components and interactions are changing and can never be quite pinned down
- Cause and effect cannot be separated because they are intimately intertwined

Complicated systems

For example a machinery -

If you walk up to piece of machinery with a box of tools in your hand, nothing changes

Capacity development as change process

- Change is emergent process
- Systems with humans are complex-adaptive and the same actions do not produce the same results
- Small change can large impacts

Change

Leadership is per se a personal (individual) matter, not embedded per se in an organization or an institutional body.

Therefore capacity development for organizations needs to focus on individuals and transform first individuals before further changes can take place in organizations.
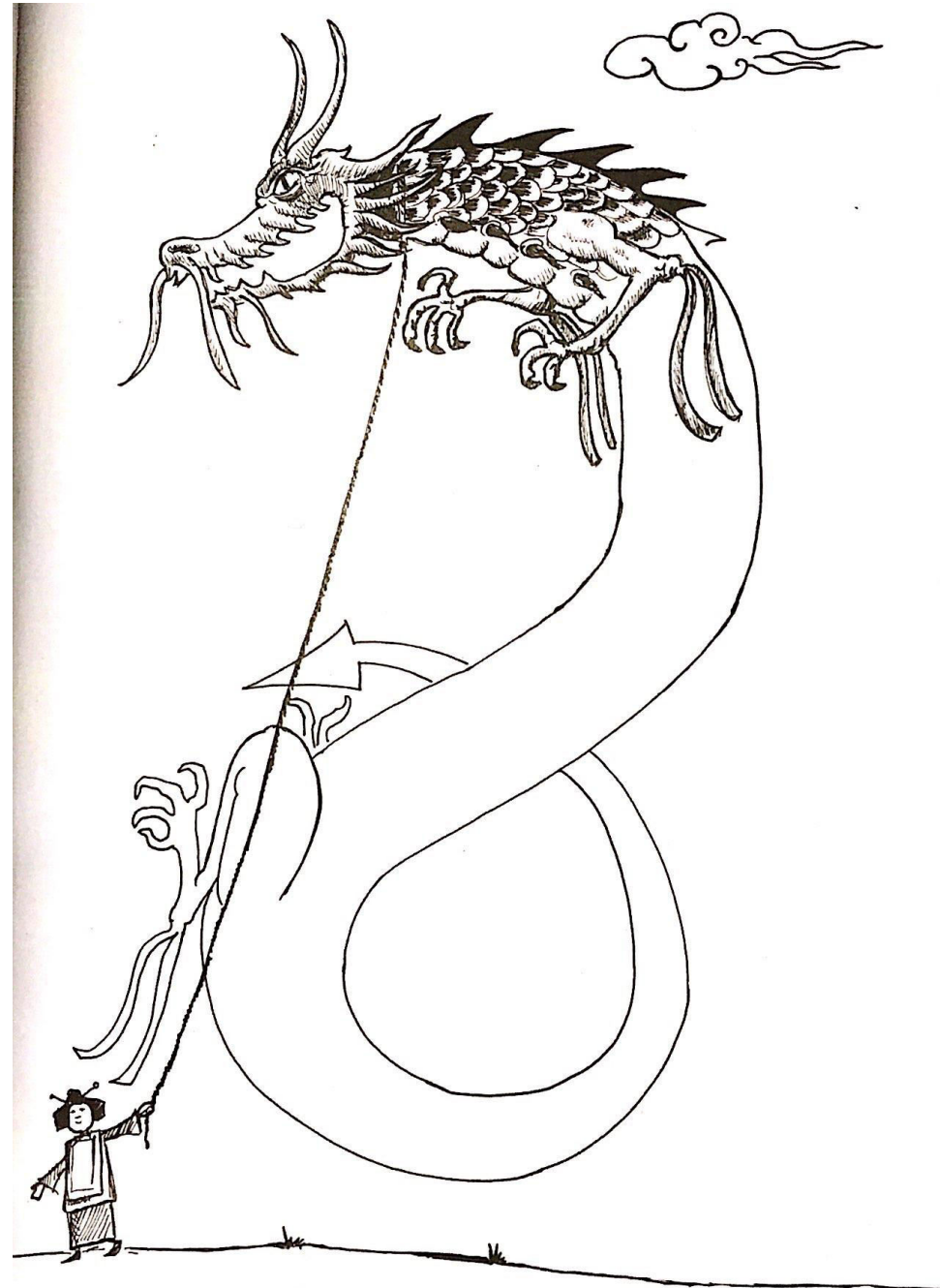
Are we ready to navigate complexity

Navigating through the complexity and ambiguities that characterize today's world requires an adaptive mindset and solid leadership and decision-making skills.

As managers and leaders get promoted from a specific, often technical background into more complex roles, they face new levels of complexity in decision making.

Inner and outer game

- The outer game of leadership consists of using all of our knowledge and experience, as well as our technical, managerial, and leadership competence, to accomplish results.
- This outer game is obviously where most leaders spend most of their time.

- Inner game - this is the leader's interior operating system – what drivers the leaders, how they define themselves, what do they believe (our meaning making system), self-awareness, emotional intelligence

The inner game runs the outer game

- What we hold in our consciousness tends to manifest
  - The outer world shapes itself to the inner world.
  - Consciousness creates reality.
  - Everything emerging has its source first in thought.

- The better the outer game and the more mature the inner game, the more effective we are.
- Mastery is a well-honed outer game arising on a very mature inner game.

Leadership Development

- The dominant approach to leadership development targets a competency-based outer game.

    - We measure competencies, provide feedback, and create action plans.

- This approach is helpful, yet it seldom produces breakthroughs since it ignores the inner game.

- Moreover, we often get stuck at the level of the inner game.

Leadership Development

- Most efforts to develop mastery in leadership focus on the outer game of competence with little focus on the inner game of consciousness.
- Most leadership programmes in the UN and public agencies, if offered at all, focus on concrete skills or behaviors
  - how to do what we are already doing better, more consistently and with higher reliability.
  - assessment tools such as MBTI, Hogan, FIRO-B are used to provide further insights into individual leaders' personality traits, characters and behaviors and what they think.
- Until we take a more balanced approach—one that evolves both the inner and outer game (consciousness and competence) simultaneously—we will falter in developing leaders at the accelerated pace required.

Where breakthroughs happen

- A breakthrough in the inner game (such as developmental insight, re-evaluation of the meaning-making system)

- can result in sudden shifts in the effectiveness of the outer game, which, in turn, can result in big performance gains and sense of fulfilment, handling complexity and ambiguity with greater ease and mastery

- We incur huge opportunity costs when we ignore the inner game or treat it as irrelevant.

Transformational leadership – how to

- Coaching methods to support leaders in uncovering drivers of reactive behaviors.

- Once identified, leaders' learn to integrate their understanding of and their relationship to deep-rooted limitations and sabotaging reactive behaviors.

- From this shifted mindset, a new foundation, they can gain solid leadership competencies to deal better with volatile, uncertain, complex and ambiguous world.
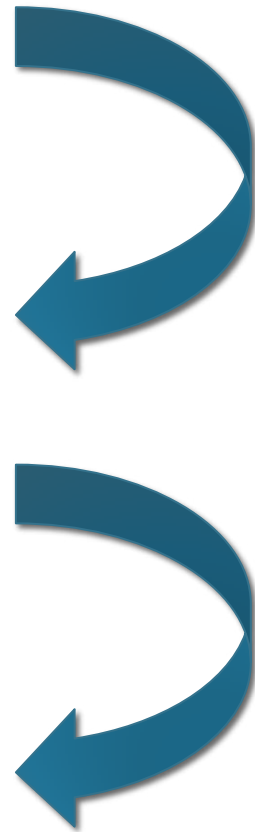
Tools for transformational leadership development

- Some leadership development tools and approaches focus on how leaders think, i.e. what is the cognitive structure of their mental models, how do the leaders make meaning of the world around them.

- The learning outcomes of such leadership development programmes are most importantly increased awareness of leaders' about their own hidden and protected behavioural patterns and thinking (meaning-making) (Arbinger, 2010; Kegan & Lahey, 2009; Johnson, 1992).

- In this sense, these programmes are transformational, as they transform the foundations of our meaning-making.

Tools and approaches

- There is a set of tools and approaches that can be applied to support a leader in her transition range from (1) transformational approaches that aim at deconstructing limiting beliefs and assumptions, across a set of (2) tools developing complex adaptive skills to (3) tools on advanced technical skills built on new foundations.

  - Immunity to Change
  - Lectical Decision Making Assessment
  - The Leadership Circle
  - Dealing with self-deception and conflict – Arbinger Institute

Immunity to Change

- Our reactive patterns are for most of us unconscious and often sabotaging our best intentions (Kegan & Lahey, 2009). Resistance to change does not have to be grounded in an opposition or in inertia

- The inconsistencies between the stated goals and the actions reflect neither hypocrisy nor unspoken reluctance to change but the paralyzing effect of competing commitments

- It can be that even as people hold a sincere commitment of change, they are unwittingly applying productive energy toward a hidden competing commitment

- Competing commitments can cause people to behave in ways that seems inexplicable and irremediable.

Lectical Decision Making Assessment

- It is evident that the complexity gap often occurs as leaders get promoted from a specific, often technical background into a more complex role. Their very high expertise in one area proves they are capable of complicated thinking. However, they are often not trained in or capable of complex thinking. LDMA is helping leaders to develop robust skills in exactly this area.

- The precise assessment of the current stage of a person's reasoning allows also for defining the growth edges and thus where the leader will benefit most from developmental support.

Lectical Decision Making Assessment

- The LDMA accurately assesses decision-making skills along six dimensions:
  - cognitive complexity,
  - perspective taking, seeking, and coordination,
  - collaborative capacity,
  - contextual thinking,
  - decision-making process, and
  - coherence.
- The online assessment leads to a 30-page report
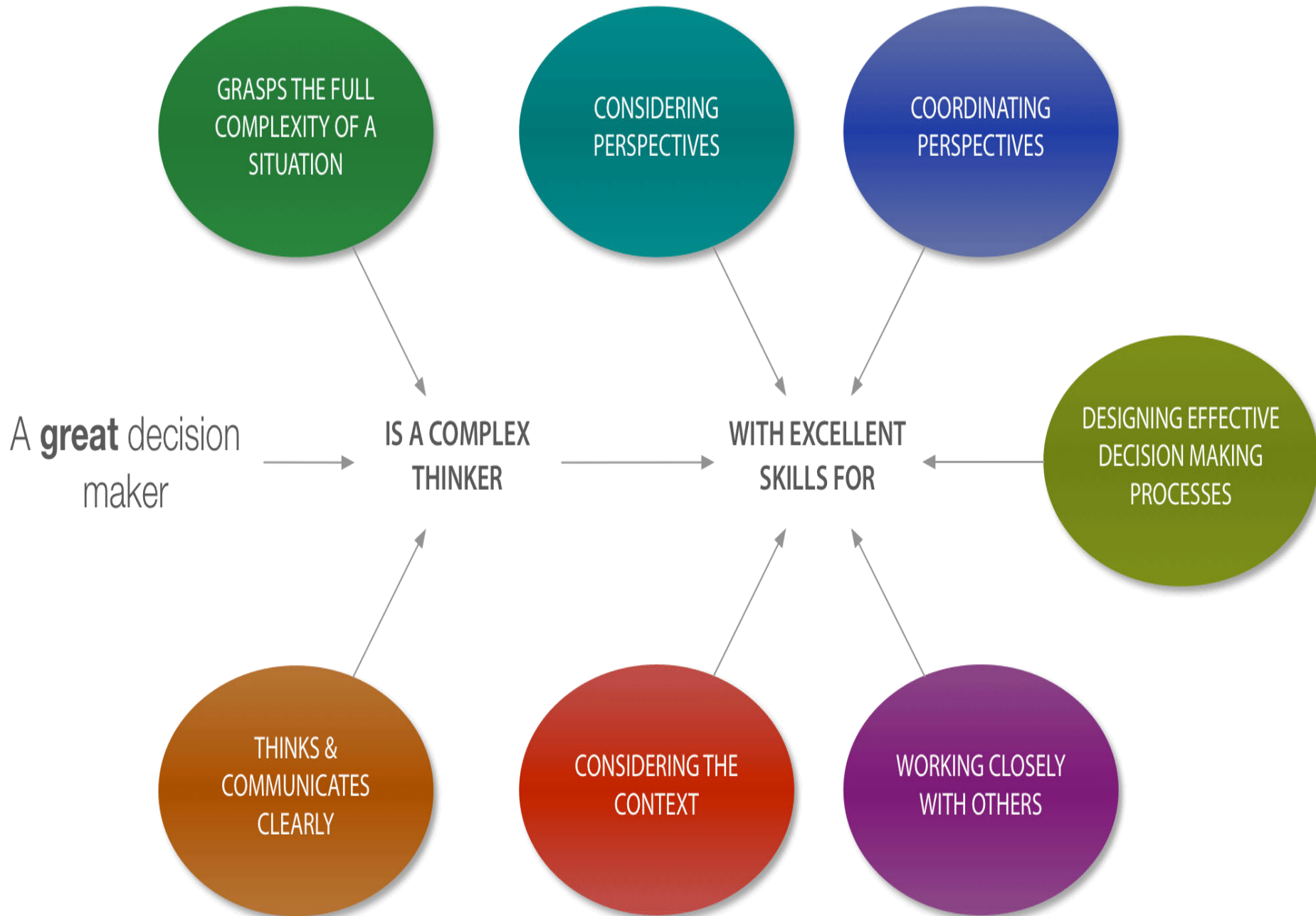
The Leadership Circle

- A comprehensive framework for using feedback to generate self-awareness that can strengthen creative competencies that drive leadership effectiveness.

- It goes further than most 360° tools.

- It analyses the deeper patterns underneath every day behavior in the workplace and makes the distinction between creative leadership competencies and reactive tendencies that hold leaders back.

- This enables leaders to identify their pathway for sustainable, effective change.

Creative competencies achieve results, bring out the best in others, lead with vision, enhance your own development, act with integrity and courage, and improve organizational systems

Reactive tendencies are leadership styles emphasizing caution over creating results, self-protection over productive engagement, and aggression over building alignment.
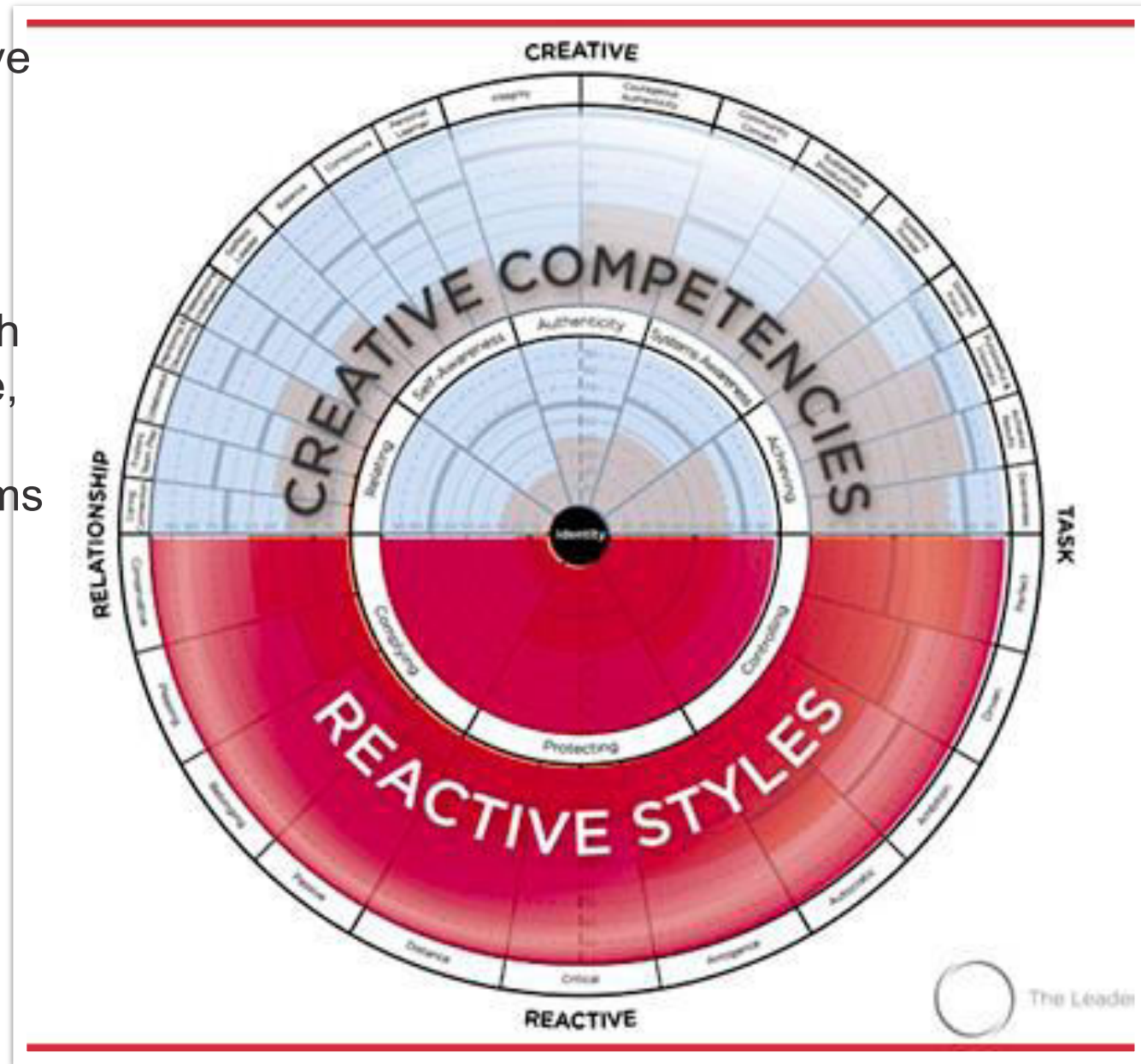
The Leadership Circle

Creative Competencies

- Relating
- Self-awareness
- Authenticity
- Systems Awareness
- Achieving

Reactive Tendencies

- Complying (conservative, pleasing, passive)
- Protecting (arrogance, critical, distance)
- Controlling (perfect, driven, ambition, autocratic)

Other useful concepts

- Vulnerability and Authenticity
  - By Brene Brown

- Transaction logics (Seven transformations of leadership)
  - By David Rooke and William Torbert

- Polarities management
  - By Barry Johson

Where to look for more

- European Centre for Leadership Practice (eclp.eu) - Jonathan Reams
- EZC Partners (ezc.partners) - Anne Caspari and Johann Entz
- Cognitive Edge (cognitive-edge.com) - Dave Snowden
- The Leadership Circle (leadershipcircle.com)
- APP Associates (appassociates.net) - Bonnitta Roy
- Arbinger Institute (arbinger.com)
- Lectica (lecticalive.org)
- Will Allen (blog)

So, that's the new mouse trap.

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Summary
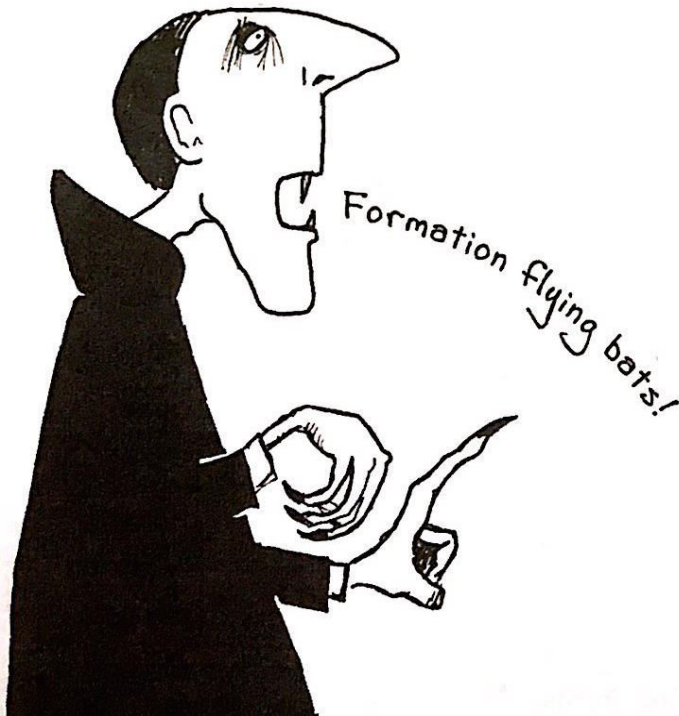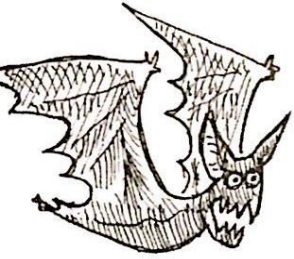
- Navigating through the complexity and ambiguities that characterize today's world requires an adaptive mindset and solid leadership and decision-making skills.

- Professional development is not possible without personal development

- Focus on the inner game that runs the system, this is where breakthroughs happen these can result in sudden shifts in the effectiveness of the outer game, which, in turn, can result in big performance gains.

Formation flying bats!

Breakthroughs happen in the inner space

Professional development is not possible without personal development

Very clever, now fill the page …
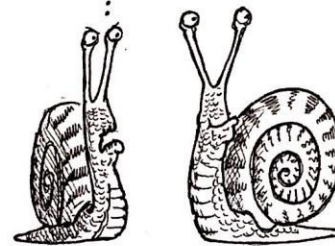
Thank you

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