

Leadership in a complex world



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Let's just go back a little....

We all used to travel to work at the same place

- Set times, clocked or punched in, often worked 9 - 5, 5 days per week

Sat together in teams

Functional organisation - hierarchical, same skillset

Manager was the boss

- Led the team, highest/senior grade
- Most experienced/oldest 'done the business'
- Could do all the jobs of everyone in the team

Careers were like being on an escalator - wait your turn

Attrition tended to be low

- Change of job often meant moving
- Pace of change was slow

Shared resources

- Banks of terminals, single printer, kettle, tuck shop

Meetings were all face to face

Camaraderie, social activities, lifetime friendships made

Manager's role to **control** a team to achieve a specified set of objective(s)



How has this changed?

We operate in a world that is becoming more complex

- People - work life balance, jobs for life, home/hybrid working, expect change
- Virtual global team's, suppliers - languages and cultures
- Complex Projects - multiple stakeholders, global markets, new players
- Matrix Style Organisation - unique multiple experiences
- Strategies change, butterfly effect (chaos theory)

The speed or rate of change has overtaken our ability to keep track of it:

- Technology
- Legislation
- Standards, procedures and ways of working

Communication is faster and more dangerous

- No longer face to face, transactional, non-personal
- E-mail, sharing of thoughts, documents and information - touch of a button
- Response is expected instantly
- Its 24 hours
- Social media is extremely powerful

We operate in a global marketplace with 'Coopetition' on many fronts

- Lines are blurred, what can we say, to whom and when
- IP, 'signed on projects', shareholder value, global reputational risk



Management and Leadership

Management - co-ordination and administration of short-term tasks to meet specific goals

Leadership – inspiring the team towards achievement of goals and by social interaction and influence

Management

- Task focused
- Transactional
- Doing things right
- Executing a plan
- Focusing only on present
- Command People
- Tell – explain once
- Challenge & Discipline
- Equilibrium

Leadership

- People-focused
- Transformational
- Doing the right thing
- Creating a shared vision
- Focusing on present & future
- Influencing people
- Inspiring
- Mentor & coach
- Change



Are Leaders born or made?

Great leaders and how do you recognise one

- Nelson Mandela - leadership began with a vision and inspired others to follow
- Queen Elizabeth 2 - humble, fair, impartial, and respected
- 21ST century has already created a few leaders – let's let history decide

Recognising a leader:

- They make you feel excited about the project, appreciated and respected
- Available, calm the water, listen and actively work with you through issues
- Make you want to go the extra mile because we are all 'in this together'
- When you succeed, we all succeed
- Recognise personal or teams success, not their own

Born or Made

- Leadership doesn't happen overnight, it takes time
- Evolution - improved through coaching and mentoring
- There will be setbacks or 'bumps in the road'
- Experiential - emulate positive traits, recognise negative ones & steer clear
- Adapting - adapt to the environment don't expect it to change to adapt to you

Leaders aren't born, they evolve, adapt, develop through experience, build alliances and achieve success through working with others



Can you be a leader and not in charge?

Leadership has nothing to do with position , title, office or team size

If you are at the top - senior executive

- ToRs, DOA, responsibilities, an EA, Empire, Ego
- Not a given that you are a leader

Why not?

- Company Performance & personal objectives - based on management activities
- Targets and goals, short term plans for early or quarterly returns
- Yes or no criteria “Did you do it on time”, what did you save, % increase
- Capability is viewed through the lens of meeting targets and managing, not leadership
- Inevitably promoting the people who are good at management - Managers

People at any position can be leaders and bring about change

- Gain followers - inspire and motivate people
- Understand teams' beliefs, values and gain their commitment
- Provide leadership across the full spectrum of a task or hierarchy
- Bring about change

Leaders are needed at all levels



Remember Leadership?

NOT

- Putting yourself on a pedestal and looking down
- Status - how big your team compared to others
- Grade or size of office
- Having the answer to every question
- Speaking nonstop through every meeting
- Senior names or quotes you can drop in sentence
- About your next move or promotion
- Being in charge
- Successfully delivering current project at all costs
- Repeatedly saying 'works for me' 'or my team'
- Discipline - when things go wrong

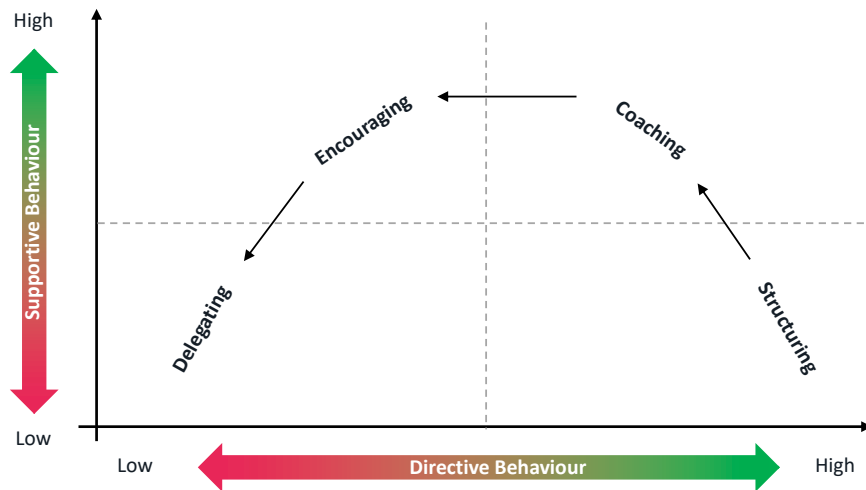
IS

- A privilege
- Saying I don't know let's find out together
- Shielding your team
- Small things that mean a lot
- Giving praise and encouragement
- Actively listening & having empathy
- Not taking yourself too seriously / humour is good
- Building alliances
- Inspiring your team to become the best that they can be
- Having intellectual humility
- Its saying let me help you and let's go again together
- Supporting and coaching

Leadership is not being in charge, it is taking care of those in your charge. (Simon Sinek)

Leadership context

Situational Leadership Model



Projects are finite

- Unique, temporary endeavors to bring about change
- Fixed time, budgets, uncertainty, success factors
- Framework - Set of rules
- Beginning, middle and an end
- Goal with defined outcomes/benefits

Leadership is infinite

- Ongoing, perpetual endeavor
- Evolving - new experiences, relationships, ideas created
- No rules, adapt and transform
- Ever changing and uncertain environment
- Goal – improve, create unity and belonging

Couple of Tips on leadership

- Don't panic its contagious
- Empathy
- Steady nerve
- Deep breaths when impostor syndrome washes over you
- Luck helps

Leadership Techniques - The incomplete Leader model



Leaders are flawless

- Intellectual capacity to understand everything

- Imaginative powers to create a vision & strategy

- Operational know-how to translate strategy into plans

- Interpersonal skills to foster commitment and drive outcomes

- Never get Impostor Syndrome or seen as incompetent

21st century – Complex world

Time to end the myth

LEADERS DON'T KNOW & DON'T HAVE TO KNOW EVERYTHING!!

The Incomplete Leader:

- Accepts they don't know everything

- Accepts their strengths and weaknesses

- Know when to let go

- Stop command and control

- Create a model of distributed leadership

- Empower those who have the knowledge and expertise to deliver the desired outcome

- Lead by creation of a shared vision, developing new ideas and commitment with their teams

Leadership Techniques - The incomplete Leader model

Sensemaking – Understanding the context of the project

- Make sense of the project, organization, locations, stakeholders, outcomes, strategy, environment and governance
- Where do you fit in

Relating – Meet and understand stakeholder values

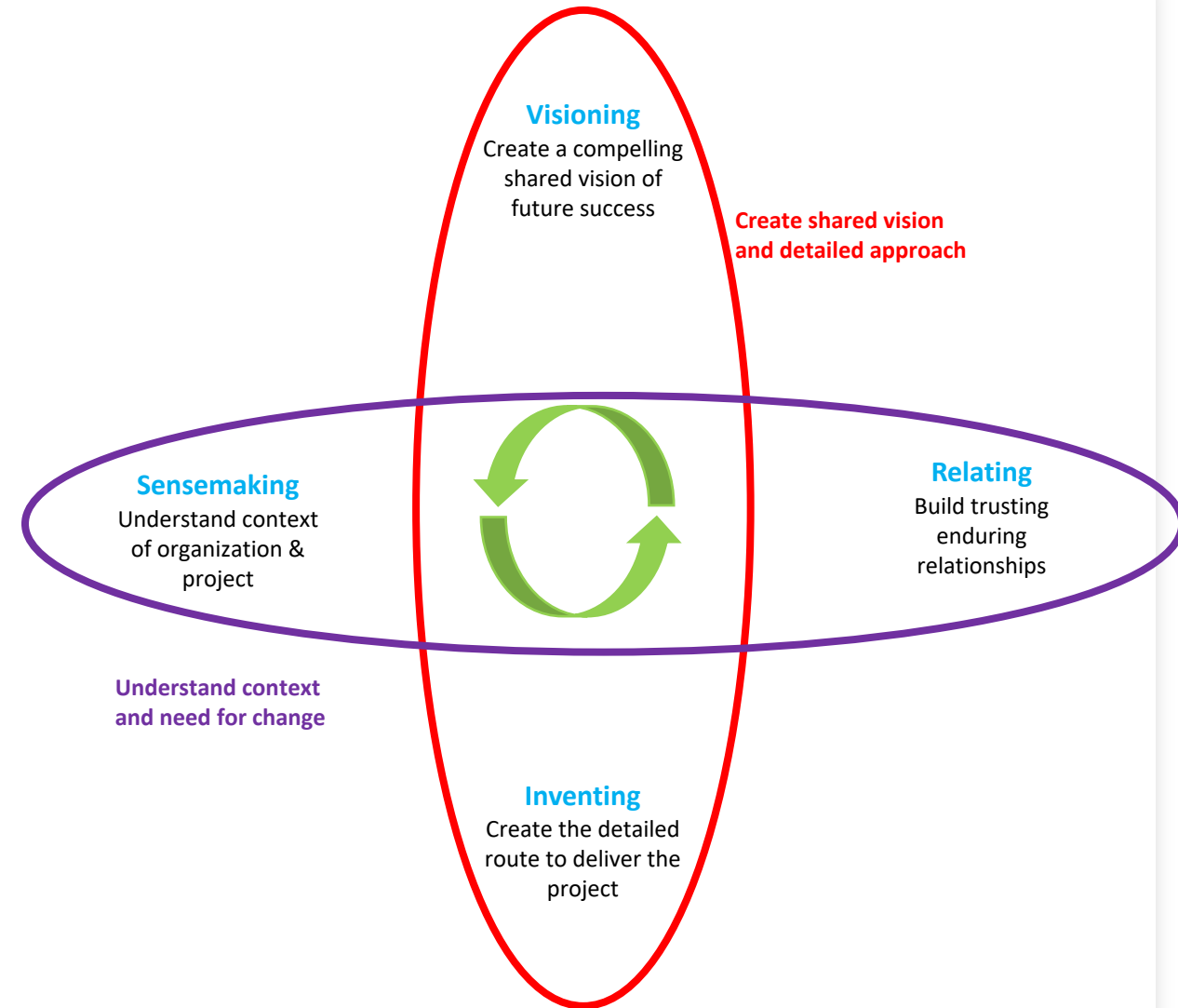
- Inquiring - listen to the individuals, their values, hopes & fears
- Advocating - explain 'what you are about' & be open to their ideas
- Connecting - create a trusted network of stakeholders

Visioning – create a shared vision of success

- Create clear vision/narrative of the future
- Create a sense of meaning 'Why we are doing this'
- Enthuse the stakeholders and make it shared

Inventing – Develop the detailed way to deliver the vision

- Define how the outcomes will be delivered
- Innovation, to better deliver outcomes
- Agree and share with stakeholders





Any Questions?



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Organisation of your project

Leadership Techniques

The Incomplete Leader model

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