

Leadership Academy

for Leadership, Innovation & Recovery

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1. Editorial

Following the recent news that the UK is officially 'out of the recession,' it seems like a timely opportunity to reflect on the activities of the Leadership Academy over the last six months.

Since June 2009, one hundred unemployed or 'at risk' managers and executives based in the South East have received 10 hours of 1:1 coaching at no cost. The coaching has proved a huge success with many participants since being successful in finding a job, attributing this largely to the Coaching Programme.

Two Enterprise & Employment Clubs (EECs) have been run which have provided 60 unemployed managers and executives the opportunity to form supportive networks, develop their skills and address current challenges in a creative and open manner. The EEC's have been a resounding success, with many members highlighting jobs to each other, forming 'consultancy co-operatives,' and setting up property investment syndicates.

A series of one-day workshops tackling a range of topics including CV writing, setting up your own business, confidence and resilience and interview techniques are confirmed for 2010. (If you would like more information about these workshops, please contact the Project Officer for the Leadership Academy, Bethany James at b.d.james@surrey.ac.uk or 01483 683495.)

Four Action Learning Sets have successfully been formed, providing the opportunity for 35 business leaders and managers to explore current challenges in a supportive and facilitated environment. There is funding available to support a further nine Action Learning Sets for individuals at managerial level or above within an organisation.

The Leadership Academy is also providing support to SME owners and directors based within the South East. Three events have taken place which have addressed business issues specific to the recession and the fourth event, hosted by the Royal Holloway, London is confirmed for the 16th April with the title "Generating the Upturn: Rethink, Redesign, Rebuild or Revert?"

Professor David Gray
Director of the Leadership Academy

2. Save the Date!

Our next event, on the 16th April 2010, will focus on "Generating the upturn: Rethink, Redesign, Rebuild or Revert?" To register your interest and to gain more information about the event, please contact Bethany James (the project officer for the Leadership Academy) on 01483 683495 or b.d.james@surrey.ac.uk.

Save the Date!
16th April
Royal Holloway, London

3. Developing Effective Leaders to Increase Profits in a Tough Business Environment

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The link between leadership development and higher long-term profitability is demonstrated by the work of Efron and Gandossy. (See - *Leading The Way: Three Truths from the Top Companies for Leaders*, Wiley)

Fifteen years experience of coaching in multi-national companies and government departments has highlighted the importance of two fundamentals of leadership development - modelling and feedback.

Learn From The Best To Be The Best

Neuro-Linguistic Programming (NLP) teaches the value of modelling the behaviour of individuals who achieve outstanding results. These behaviours can then be replicated in others. So, for the past eleven years we have been noting the activity patterns of managers and business leaders who are achieving above average results.

At the same time we have carried out extensive research into the leadership behaviour patterns that other coaches, trainers and researchers have identified.

From this modelling and research we identified ten fundamentals that subsequently evolved into the Leadership Development Pentastar.

The concept of the Leadership Pentastar is to provide a visual aid for coach and coachee to ensure that the coaching process produces an effective, well-rounded leader. It also acts as a continuous reminder to the coachee of what needs to be worked on in order to develop their leadership capabilities.

In particular circumstances, where an organisation has identified a specific desired leadership behaviour, for instance greater emphasis on customer care in a service industry, or creativity in an advertising agency, the Pentastar can be slightly adapted to include extra elements.

But, does it work?

Measurable Improvement

As young managers it is impressed upon us that every change implemented should produce a measurable improvement. The challenge was to find a way of measuring improvements created by leadership coaching.

Goldsmith and Morgan reviewed the leadership development programmes in eight major corporations who wanted to improve the effectiveness of their leaders. In all the survey covered the results achieved by 11,480 managers. The managers surveyed worked in a variety of different industries and countries.

The methods being used to develop leaders ranged from offsite training to onsite coaching, short and long duration, internal coaches and external coaches, classroom training and on-the-job inter-action. Results were measured by assessment from pre-selected co-workers and stakeholders.



As young managers, it is impressed upon us that every change implemented should produce a measurable improvement.

The review demonstrated that ongoing interaction and follow-up with colleagues and co-workers is crucial to the achievement of long-term improvement. "In companies that measured the degree of follow up, leaders who had frequent or periodic/consistent interaction with co-workers were reliably seen as having improved their effectiveness far more than leaders who had little or no interaction with co-workers."

In other words improvement is a process that needs to take place over a period of time, and change must be visible to colleagues. This suggests that co-workers will only trust/believe that change has taken place when they can see that a behaviour change is not a flash in the pan result of some training programme or leadership event.

The review also identified little or no difference between coaching that took place over the phone when compared with face-to-face coaching.

Inspired by these results we developed our own 360° feedback methodology. This is designed to give a measure of how each leader compares themselves to the employer's own profile of desired leadership behaviours. It also measures how colleagues and co-workers compare the leader to the employer profile.

Unlike most other 360° assessments we make sure that the leader knows who is giving feedback and how they rate the leader against the employer's stipulated criteria. This is to enable the on-going interaction and feedback between leader and co-worker that Goldsmith and Morgan identified as being so important to long-term development.

Achieving Results

We start with 360° feedback, then the leader and coach set goals for the development programme. These are often related to improvement of relationships with key workers.

A coaching strategy is then developed for behavioural improvement designed to increase strengths and overcome identified weaknesses. This strategy evolves from suggestions made by colleagues, the coach and the leader themselves.

Part of each coaching session is used to discuss issues arising from the changes being implemented, feedback emanating from co-workers and any challenges that confront the leader. The coach's role is to help the leader work out strategies for managing the issues and to provide techniques that will make it possible to change ingrained behaviours.

The frequency of coaching sessions is determined by the needs of each individual leader. Sometimes changing behaviours can be a real challenge for a leader and this can create a requirement for more frequent sessions. In such situations having a coach with good behaviour change training, like NLP, can be of great value. Other leaders are comfortable to get on with making changes and only require irregular coaching and reminders. In both cases the key to success is regular feedback.

Much of this process is similar to the Management by Walking Around technique developed by Dave Packard, the feedback from which helped to improve so many of the production systems at Hewlett Packard and many of the other companies he advised.

Sometimes changing behaviours can be a real challenge for a leader.



Lessons Learned

It has been very encouraging to notice the keen interest that co-workers take in developing their own leader. They seem to like to be asked to play a part and rise to the challenge by being helpful.

Relationships between leaders and their teams improve very noticeably when team members are consulted and made to feel that their opinion makes a difference.

The feedback process seems to make co-workers feel valued as much as any individual training or personal development work. In a difficult business climate such as we are currently experiencing this is a very beneficial side effect from asking for feedback.

The keys to success are:

1. Develop a clear profile of the desired leadership behaviours of your managers.
2. Start with each manager receiving feedback to develop a current profile.
3. Set goals for the development of desired leadership behaviours in conjunction with colleagues and coach.
4. Consult colleagues and coach on strategies for making improvements.
5. Continuous informal feedback with one structured feedback survey three to fifteen months after start of the coaching.

Why not e-mail me: David@DavidFerrers.com or give me a call on 0800 195 1989 to discuss how you can develop effective leaders in your organisation?

4. Developing Response-ability

David Klaasen, Inspired Working

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Eyes wide open seeing nothing

Hurling down a very steep slope with speed making the icy wind bite into my face, every nerve in my body alert with adrenalin pumping through my veins, my eyes wide open . . . yet I could see nothing!

All I could do was feel my way using my legs as shock absorbers and maintain a keen focus on my centre of gravity by leaning forward on my skis which felt totally un-natural. Our rapid downhill descent from the clear sunny peaks of the Meribel valley into dense snow-filled clouds was a bit of a shock. Everything went blank, there were no contours or indications of what lay on the surface just in front of us. I had no choice but to use the surge of adrenalin to stay alert, and be prepared for any sudden bumps, steep drops or sheets of ice. Within seconds my body made a number of instinctive and coordinated adjustments to shift the angle of my skis so I could start traversing the slope and rapidly slow down while maintaining control.

It took a lot of effort to stay focused and calm despite how I was feeling. Within milliseconds I had to remove all the fears and images of previous falls that flashed across my mind. It's funny how the mind will seek out previous failures, setbacks and upsets when a perceived danger arises.

Now that I have a few years of practice behind me it was ok, but I could feel my heart racing as I thought about what may have happened only two years ago when I had a lot less skill and self-awareness on the slopes. I could have had a nasty fall or worse, collided with someone. Every year for the last 5 years of learning how to ski I have seen someone being attended to on the slopes by medics or being taken away on a stretcher!

It has been encouraging to notice the keen interest that co-workers take in developing their own leader.



Awareness is the key

As I reflect on that incident I am reminded that the secret to success in challenging situations lies in staying totally focused on the 'here and now'. It's about being totally present to what is going on and seeing things for what they are, not what you imagine them to be. This means being aware of how you are feeling and how those feelings are affecting your thinking.

I was recently speaking with Shelle Rose Charvet the author of the best seller 'Words that Change Minds' and she said, "People cannot be rational and emotional at the same time". I was intrigued by this because it makes total sense. If we are being triggered by an issue that on some level has us believe that our financial security, status, job, business or relationship is at stake we can mistake the surge of emotions and feelings as the truth when in fact they are just a reaction, rapidly compiled from a bunch of perceptions that often have little to do with the facts before us. It is now common knowledge that stress can significantly alter our perceptions.

Emotions and needs

The way around it is to slow down by taking a few deep breaths; being careful to avoid collisions and to get a better perspective of the facts. Our emotions are a useful indicator that a particular need is either being met – when we feel good, or that it is not being met – when we feel bad. By identifying the underlying need we can take a far more rational and creative approach to finding new ways of having the need met.

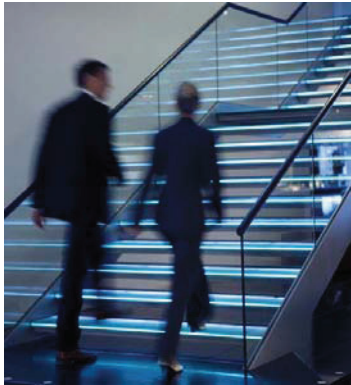
For example recently one of my clients (let's call him Tim) was getting upset that his business partner was getting bogged down in operational issues. He started accusing his fellow Director (let's call him Rob) of 'not pulling his weight' which made Rob very defensive because he was working as hard as ever. When Tim explored his real need it was not about the amount of work being done, it was about not having a business partner who he could bounce ideas off and who could provide trusted and honest feedback.

Once Tim was able to express that he needed Rob as a Business Partner to challenge him and provide valuable alternative views about how to address some of the critical issues the business was facing, they were both able to work towards a creative solution to getting Rob out of the operational issues, so he could focus on the strategic stuff that best utilised his expertise.

Response-ability

It is also said by the wise that "Our suffering is not in the facts but in our perception of the facts". It takes courage to accept this and to recognise that most of what we are upset or angry about is based on what we are making it mean, rather than the fault of others *doing something to us*. When we can accept that we are responsible for our perceptions and how we interpret what is going on around us, including the behaviour of others, it becomes easier to do a reality check. To step back and ask "what is really going on here? Am I part of the problem or part of the solution?"

Most management books ignore the importance of self-awareness; the ability to recognise one's own levels of skill, competence and confidence. As many of you know I'm a great fan of Dr. Stephen Covey because he is not shy about emphasising the significance of 'Principled Leadership' which is all about understanding yourself, how you relate to yourself and therefore how you relate to others. In his classic book 'The Seven Habits of Highly Effective People' the very first Habit is about the "endowment of self-knowledge and self-awareness; the ability to choose your response (response-ability)".



The secret to success in challenging situations lies in staying totally focused on the 'here and now.'

Exercising vigilance

The ability to recognise the truth of our emotions and how they affect our thinking and therefore our behaviour, is a valuable skill that needs constant vigilance. It is all too easy to blame others, the situation in which we find ourselves or to attack ourselves with self-doubt and undermine our ability to succeed.

If we rely purely on our emotions for guidance it can be like racing down a mountain in dense cloud with our eyes wide open but seeing nothing. All we perceive is our own intense narrow view shrouded in the fog of fears and frustrations.

The more self-aware we are, the more we become the creative force in our life and we can choose our response to any situation, and with any person. A wonderful by-product of self-awareness is extraordinary relationships with others.

A key way to expand self-awareness is through classic relaxation techniques that have been used for centuries. Like any skill it takes a bit of practice – it's not about the destination; it's about enjoying the journey in exquisite detail.

As always I'm very interested in your thoughts and application of the ideas and concepts discussed in these Articles.

Why not drop me a line at David.Klaasen@InspiredWorking.com or give me a call on 07970 134964 for a no-obligation call to explore how you can develop more response-ability, avoid misunderstandings and achieve even more of what you really want.

5. Creative Gorilla # 97 – False Peaks

John Brooker – Yes! And... is a creative facilitation company working internationally with leaders in medium to large organisations who must tackle an important challenge or issue creatively.

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Sometimes even successful endeavours can hit a bump, just when success seems certain. Creative leaders can deal with this...

False Peaks...

"How my achievements mock me!" **William Shakespeare, Troilus and Cressida**

*The more self aware we are
the more we become the
creative force in our life.*



Definitely not Warwickshire!

How might you motivate a team that thinks it has succeeded, only to hit an obstacle? Read on...

Two weekends ago I cycled a 100km around Warwickshire (or Shakespeare County as the PR people like to describe it!) for charity. It was a bitterly cold day, my gears kept slipping on hills and I lost the route four times, ending up cycling on my own for most of the day.

About three hours in to the ride, tired and a bit miserable, I was riding up a hill. I kept going, seeing the top get ever closer until at last I breasted the hill... and found it was what I call a false peak, an optical illusion; there was yet more of the hill to climb.

After some choice words I chewed an energy bar, drank water, focused on two metres of road to make the hill seem flatter and inched my way up to the top.

I was reminded of this scenario last week, when facilitating a group to revise their strategy.

I had worked with most of them two years before, to set their strategy and whilst they had not achieved everything, they had done well with minimal resources.

In particular, they had recently received confirmation of substantial funding to recruit more people, which greatly boosted morale ... until they realised that they would not actually receive the funding and the new people for some months. At that point, their energy started to falter. They had hit a false peak.

So

You have probably experienced examples of false peaks in your own work. Projects that hit obstacles just before the end; large contracts that seem to be clinched but are delayed by a change of client personnel; big events postponed a week before the scheduled date...

When this happens, how can the creative leader keep people motivated and striving?

Here are a few tips, the equivalent of my metaphorical energy bar, water and tunnel vision. I appreciate some may not apply in all situations and it is not exhaustive:

- Have the team list all the achievements to date – particularly if you have newer people who are not aware of them.
- Recognise and celebrate those achievements (it doesn't have to be a big celebration, do something different, e.g. take them to a non work related exhibition or have them do something novel and energising)
- If the team are negative, ask them what they need to get through this period of time – and ensure something happens to meet at least some of those needs
- Have the team list all the positive factors that are going to help you achieve the end goal e.g. the skills you have, support you have from other parts of the organisation, reminders of when the team overcame such issues before
- Ask "What's gone well?" in team meetings, instead of "What issues do we have?"
- Find examples of teams that have been in similar situations and emulate what they did to get through them
- Be present, walk round and talk to people, provide encouragement
- Be pragmatic, if there are insufficient resources, cut back on tasks or stretch the lead times
- Give people time off if there is a lull in the urgent workload (ignore the non urgent tasks)

With these actions you are striving to alter the team's state, by changing their mental focus or their physiology.

Ask "What's gone well?" in team meetings, rather than "What issues do we have?"



Action

Consider what else might you do to keep a team encouraged and motivated when you hit a false peak?

To Close

Literally whilst writing this article I received a note from one of the team I worked with, telling me that he “really enjoyed the workshop...they have gained quite some momentum from it and important points are now high on everybody’s agenda, which would have been very difficult to achieve in a distributed setting.”

So, “Hold a workshop” is another point to add to the list. As a facilitator, perhaps that should have been first on my list!

6. Stone Age Leadership

Greg Laws, Owner, Openmind Training Limited, UK.

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Is it possible for a culture that has no leadership to teach us anything about leadership? Not unless we shift the entire paradigm of global economics, something that might just become necessary if we are to achieve economic, social and ecological sustainability.

In 1651 a Wiltshire philosopher, Thomas Hobbes, described the livelihoods of primitive people as “nasty, brutish and short”. In spite of the fact that the claim is rather breathtakingly wrong, educated people to this day still hold onto this belief. Marshall Sahlins turned the idea thoroughly on its head in 1972 in his revolutionary paper “The original affluent society”. He pointed out that hunter gatherer tribes worked on average 3½ hours a day and that stone age living was by some margin the most effortless economic system ever devised by our species. Even more disconcerting is that “work”, as in hunting and gathering, was their most enjoyable activity. They have no concept of the backbreaking effort of ploughing a field or the monotony of an office job. Perhaps there is something they can teach us after all?

Hunter gatherers have an egalitarian culture, they share everything, and they have to. As nomadic people they rely on nature to provide. In some cases nature produces sustenance on a regular, seasonal basis. For example, mongongo nuts in the Kalahari will be present at predictable times of the year. For other things like hunting supply is less reliable. As so they share as you never know who will get lucky. But the sharing goes well beyond this utilitarian function. These nomadic bands rely on cooperation, indeed it this very cooperation that launched the human race onto the trajectory that makes us the most powerful species on the planet today.

Chris Knight wrote a thesis in 1995 titled “Blood relations : menstruation and the origins of culture” in which he suggests how this might have occurred. Our nearest relatives, the apes, have a social organisation of an alpha male and a harem of females. Bachelor males hang out together in a sorry state, hoping that each individually will become tough enough the challenge the alpha male for the girls. I can think of parallels in modern society!



Our nearest relatives, the apes, have a social organisation of an alpha male and a harem of females.

The change was remarkably simple. If the group of bachelors pair bonded with a group of females in monogamous relationships, they could *collectively* challenge the alpha male and became essentially invincible. The great leap forward was born and within no time this super successful species migrated out of Africa and devastated the rest of the world. Neanderthals in Europe went extinct within thousands of years, over 80% species extinction in Australia, similarly in the America's, the list goes on. Cooperation is the key factor that we owe our very existence to.

Egalitarian people build extraordinarily robust communities, it what they do best. Yet these communities are without hierarchies. It is an essential prerequisite to a thoroughly egalitarian culture that no one individual is any more powerful than any other. They have an innate suspicion of anyone who attempts to rise above others. Even if, clearly, an individual is a leader in the group in some particular field, he or she will vigorously deny this, shifting attention to someone else. The system permeates their approach to possessions. If you give a Kalahari San hunter a fancy knife he will not own it for long. When someone in the clan comments on how special it is, he will give it to them to avoid the attention. Of course egalitarian people suffer the same deadly sins as the rest of us. Giving is performed on the unstated assumption that at some point, and it doesn't matter when, a gift will be returned. What is more, sharing is not carried out on a random, altruistic basis but rather according to rigorous kinship rules evolved in the mists of time.

This absence of hierarchies creates havoc with charity programmes among these communities. There is simply no concept of power and leadership and even running a meeting with a chairperson is counter intuitive and a real uphill battle. No-one wants the job and there is something fundamental missing in their psyche to do the job anyway. Reaching a decision is organised chaos. If those trying to reach the decision cannot reach agreement then more people are added. If there is still no decision, then still more people are added, an infinitum! They assure us the system works very well. There is also no competition, not even a concept of it. They consider our games to be war because in war there are winners and losers, not in games. They delight in games but none of them are competitive.

Hunter gatherer economics are in sharp contrast to modern capitalism. In the hunter gatherer world there is no fear that nature will not provide. All stocks are consumed on the spot, if they last a day or two it is simply because they are surplus. If stocks in nature run low the people migrate, usually on predictable annual routes within a defined home territory. They (literally) hold a supernatural belief that nature will provide as their very concept of God is tied up in nature. God is nature and they share a relationship with him ("him" in the case of the San people) not much different from the close bonds they have with each other. Their very existence is tied up in their land and destroying it to extract natural resources is no different to what burning a church would be to a Christian. Possessions are a liability for a nomad because you have to carry them around. So, they live off the land with ease and want very little. Their economics can be described simply as *limited wants, unlimited means*. Contrast this to capitalism where the market offers me unlimited stuff that I want, but I can only have a tiny portion within the means of my income. *Unlimited wants, limited means*.

Hunter gatherers do not cope well with modernity. Indeed their culture has been in conflict with all other cultures since the advent of agriculture over 10,000 years ago. The highest suicide rates in society all occur with modern hunter gatherer communities.

It is an essential prerequisite to a thoroughly egalitarian culture that no one individual is any more powerful than any other.



Alcoholism is rife and communities once described as “the harmless people” are beset by violence and crime. Yet this livelihood strategy has sustained us through millions of years of evolution. It created the foundation for the development of our intellect, every neuron of which evolved in the Stone Age. Above all, we face seemingly insurmountable global challenges for every kind of sustainability and it is sustainability that these cultures are all about.

We have been running a project with the San (Bushmen) of the Kalahari in Botswana for number of years. We are modelling their lifestyles using a methodology known as neuro linguistic programming in an effort to extract excellence for living in a modern world. The preliminary results are fascinating. There are key lessons we can learn in building stronger communities, especially involving elders and children. There is a delightful possibility to step out of time for a while, if we get it right, eliminating stress in the absence of a concern for the future. Story telling, raising children, spirituality and the experience of death are other projects we are exploring. Above all simply the experience for westerners of engaging these amazing people is very literally life changing. So can such cultural adaptations inform the leadership of modern corporations? Given the current catastrophic global decline in egalitarian cultures, answering that question is at the very least on the critical list.



San Hunter Board Meeting

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7. Get REAL! Radical, Ethical, Authentic Leadership

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Bringing it all into focus.

There has been an unprecedented change in the demands of leadership over the last 10 – 15 years. This has been created by social and technological change, by globalisation and by the growing concern for the future of our planet. If we look back further over the last 50 years the world has witnessed unprecedented economic growth in many areas with some notable exceptions such as Africa. This has largely been achieved by leaders whose priority has been personal reward (usually money), personal power for control and personal prestige (including fame and celebrity status). We are now at a turning point in this new 21st century at the end of the “noughties” and it’s time to grab the nettle.

*This livelihood strategy
has sustained us through
millions of years of evolution.*

The big question is what kind of leadership mindset will be required to handle the global challenges of 2020 – think how different 2010 is from 2000 and how things are now changing ever faster!

I believe we need leaders who put first the true stakeholders of their organisations (customers, employees, suppliers, the community, the planet .. and yes, even the shareholders). They must be transpersonal and think beyond the ego and be **Radical, Ethical and Authentic Leaders**. Do this in the mind set of a transpersonal leader and the rewards will come.

Developing into a transpersonal leader requires intense development over a considerable period of time. It will be hard work but most leaders have already shown they are determined, hard working and committed in what they do, so if they decide they want to change they can do it!

“Strangely, the main obstacle to this change will be the emotion of fear, the main inhibitor of action; fear of what we might have to let go of, fear of who we might become, fear of judgment and criticism. Fear will prevent us from setting any intent that is likely to take us out of our comfort zone” Altazar Rossiter (2006).

What is required to develop this REAL Transpersonal leadership?

Transpersonal leadership can only be developed by those who are committed to change and improvement. This can be a challenging starting point for those leaders who believe that they are as good as they need to be and are not aware of the potential benefits of further developing leadership capability. Others may understandably be fearful of exposing their unknown weaknesses.

To become a REAL Transpersonal Leader, requires development through the following steps:

Intermediate – Robust Emotionally Aware Leaders:

1. Increasing self-awareness and developing emotionally intelligent competencies
2. Developing a range of leadership styles and using them in the right context
3. Learning to create the right climate to enable the right culture

Advanced – Radical Ethically Authentic Leaders

4. Developing ethical authenticity
5. Developing personal conscience and self determination to full consciousness
6. Developing an enhanced level of judgement

Details of the first three (intermediate) steps above are discussed in detail in “The 7 Essences of Leadership”, an article published in the November 2009 of the Leadership Academy Newsletter

Having developed a high level of Emotional Intelligence, the ability to use the different leadership styles in different contexts and an understanding of their role in creating the culture of an organisation, the leader is read to embark on the advanced leg of the journey – to Radical Ethical Authenticity.

What kind of leadership mindset will be required to handle the global challenges of 2020?



Developing ethical authenticity

Authenticity alone is not enough. Bad people can be authentic! Ethical authenticity is about possessing the highest integrity, and being committed to building enduring organisations. Such leaders have a sense of purpose and are true to their core values (this is tough in any organisation). They have the courage to build their companies to meet the need of all their stakeholders and recognise their service to society. Ethical authenticity is about purpose, values, relationships, self discipline and heart, and how all these are needed to be a great leader.

Developing personal conscience and self determination to full consciousness

Transpersonal Leaders need to develop two other competencies; Personal Conscience and Self Determination. The peak of personal conscience requires a clear personal understanding of the meaning of life and one's beliefs. Such leaders have a clear set of morals and ethical behaviour, principles and core values from which they do not stray. Their self determination is underpinned by an understanding of their motivation, purpose and aspirations. They have an intense will and courage that is fired by a high level of energy. They know how to use their power for the force of good and they have great resilience to the setbacks of life. And perhaps most of all they never stop their own personal development.

Developing an enhanced level of judgement

The final element to becoming a REAL Transpersonal Leader is judgement. To make good judgements a leader needs to be unshackled from any biased predispositions and be aware of the effect of subconscious emotional hijacking. Most leaders focus too much on rational, logical analysis or on "gut feel". Good judgement requires an understanding of intuition, insight and instinct, what they are and how they relate to each other. Only then can they be used effectively (for more, read Surrey University's Professor Eugene Sadler-Smith's excellent book, *Inside Intuition*). And finally, excellent judgement requires an understanding of an appropriate ethical philosophy based on integrity, social conscience and the rule or law.

"Divine Wisdom is knowing everything. Human Wisdom is knowing your limitations."

Socrates 470 – 399BC

8. Comments/Suggestions

The MOLIE is distributed to a network of over 600 leadership practitioners, public sector professionals, academics and business leaders. If you would like to submit an article for the next edition, please send it to Bethany James at b.d.james@surrey.ac.uk. Articles should not exceed 1200 words and address the theme of leadership and/or innovation in some way.



*Authenticity alone is not enough.
Bad people can be authentic!*
