

Leadership In/For Action



AUTHENTIC LEADERSHIP IN ACTION

**Jennifer Charlesworth, PhD
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Topics



- What Is Going On Out There?
- Governance as Leadership
- Assumptions and Beliefs
- What is Authenticity?
- Three Dimensions for Leadership Development
- Great Leadership is Personal
- Great Leadership is Practice
- Great Leadership is Participatory

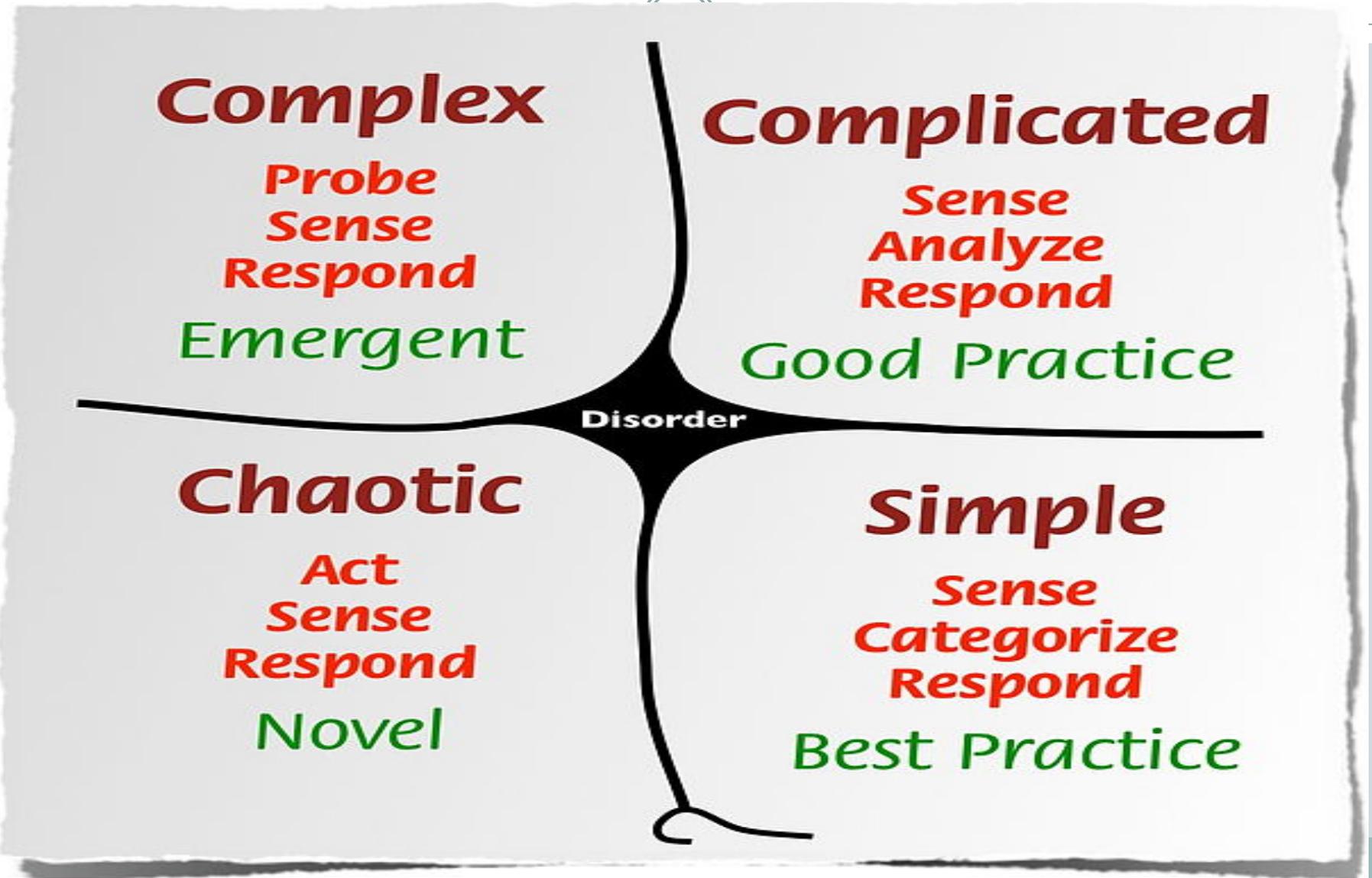
Transitional Period



... the modern age has ended. Today many things indicate we are going through a transitional period, when it seems that something is on the way out and something else is painfully being born. It is as if something were crumbling, decaying and exhausting itself – while something else, still indistinct were rising from the table

Vaclev Havel, 1994

Cynefin Framework (Cognitive Edge)



The Need to Embrace Complexity



For every complex problem there is a simple solution that does not work.

H.L. Mencken

We Need Great Organizations!



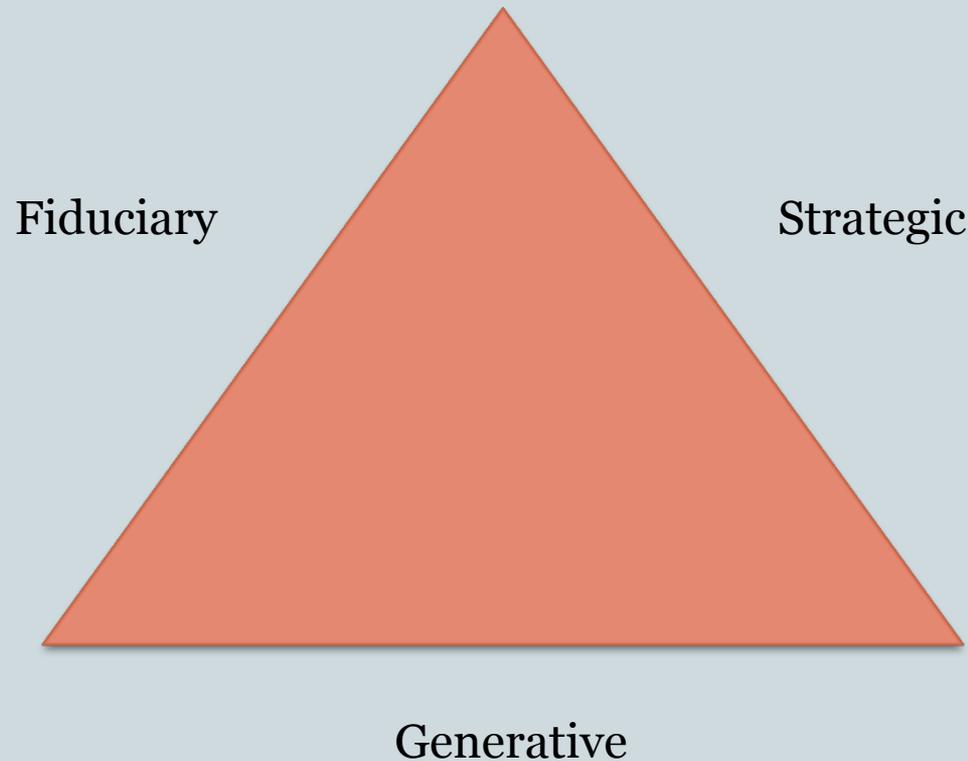
- To Deliver Superior Performance: Results and efficiency in delivering on social mission
- To Make a Distinctive Impact: Unique contribution to community; if it were to disappear there would a hole that could not easily be filled
- To Achieve Lasting Endurance: Beyond any single leader, idea, time in history; when setbacks great organizations bounce back stronger than before

Jim Collins

Dimensions of Board Responsibilities



Governance as Leadership (from Chait, Ryan & Taylor)



Landscape of Board Governance



- Fiduciary responsibilities: focus is on control mechanisms (financial, legal, stewardship, supervision of senior staff, labour relations)
- Strategic responsibilities: focus is on direction setting and performance (policies, problem solving, strategic planning)
- Effective Boards typically have the fiduciary and strategic responsibilities covered
- Most Boards are less skilled at and engaged in the generative work: fresh look, sense making, looking for patterns and opportunities

Generative Board Work and Leadership



Generative thinking invites Boards to take a fresh look at opportunities and challenges from a broader perspective. Using knowledge and data plus Board insight, generative leadership provides long term impact and meaning to the non-profit organization by creating a fresh understanding of complex and ambiguous situations...[this is] the fun part of board governance bringing a deeper meaning and value to Board service. Board members are great resources. They have the passions for the mission combined with objectivity and distance...[to envision and support] major turning points.

Adapted from Chait, Ryan and Taylor, Centrepoint, 2009

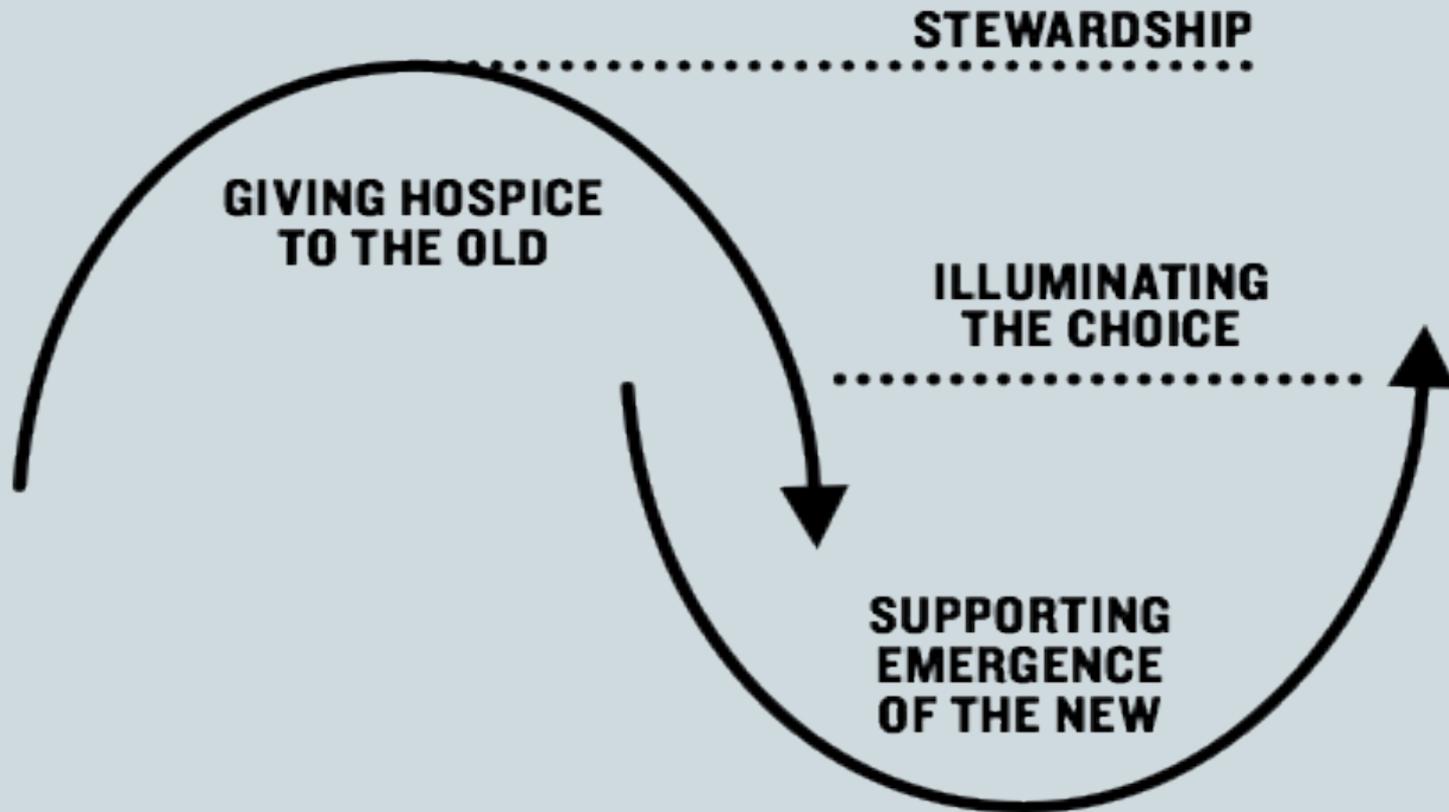
Passion and Alignment



All social movements are founded by, guided by, motivated and seen through by the passion of individuals.

Margaret Mead

Frameworks for Understanding



Conceptualizations of Leadership for These Times

Leader as...

- Hospice Worker and Doula
- Composter and Farmer
- Pioneer and Innovator
- Illuminator and Storyteller
- Adopter and Adapter
- Amplifier

- Investor
- Host
- Animator
- Facilitator
- Community builder
- Networker
- Weaver
- Constructive Critic

All roles welcome...

Turning to One Another



Be brave enough to start a conversation that matters.

Talk to people you know.

Talk to people you don't know.

Talk to people you never talk to.

Be intrigued by the differences you hear.

Expect to be surprised.

Treasure curiosity more than certainty.

Invite in everybody who cares to work on what's possible.

Acknowledge that everyone is an expert in something.

Know that creative solutions come from new connections...

Margaret Wheatley, Turning to One Another

Leadership Beliefs and Assumptions



- Many are the ways
- Leadership is not a trait; it is in all of us if we so choose
- Potential for leader in every chair
- Leadership in the everyday

- Making choice to bring our gifts, talents, experiences, passions, skills and knowledge in an intentional way

Consider...



Ours is not the task of fixing the entire world all at once, but of stretching out to mend the part of the world within our reach. Any small calm thing one soul can do to help another soul to assist some portion of this poor suffering world will help immensely

Clarissa Pinkola Estes

Appreciative Interviews



- Tell a story about a high point as a leader – authentic, alive, engaged, successful
- What might we discover about authentic leadership through these stories?
- What might we discover about ourselves?

Leadership Qualities

*Qualities we discovered
about our finest selves as
leaders:*

- Bravery/courage
- Passion
- Commitment
- Vision
- Humility
- Responsibility
- Resolve/persistence
- Presence
- Generosity
- Curiosity
- Communicators
- Learning along the way

Three Dimensions



Great Leadership is...

- Personal
- Practice-based
- Participatory

Leadership is Personal-You Are the Work!



Great Leaders are first and foremost Great Human Beings in touch with their inner selves; their humanity. From here they are truly able to create Great Organizations that in turn create Great Results.”

Tex Gunning

Why this matters



There is a vitality, a life force, a quickening that is translated through you into action, and because there is only one of you in all time, this expression is unique. And if you block it, it will never exist through any other medium and it will be lost

Martha Graham

You Are the Work!



- Strengths, gifts and talents
- Personal passion
- Alignment
- Limiting beliefs
- Personal practices

Leadership is Practice



- What holds me back?
- What do I need to cultivate in my own leadership practice? (Baby steps encouraged!)
- How might I do this?
- What here can I take away?

Leadership is Participatory



- Who am I connected with?
- What opportunities do I have to engage, inform, influence? How could we do this?
- Who might I/we connect with? What relationships do I need to build or repair?
- In what ways can I/we engage and learn from others?
- Who is in my 'circle of eagles' and what might I ask of them?
- What is more possible when I/we expand our thinking/circles then what is possible if we stay the course?

Action Required



Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.

Margaret Mead

Taking Off



*The future is no more uncertain than the
present*

Walt Whitman

*This is not the time to live in fear of who we
are or how powerful we are.*

Tim Merry

Contact



Thank you for participating!

Your feedback and ideas are welcome.

If you are interested in being on an e-mailing list for leadership resources and communiques, please contact Jennifer Charlesworth, Options Consulting at jencharlesworth@me.com

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