

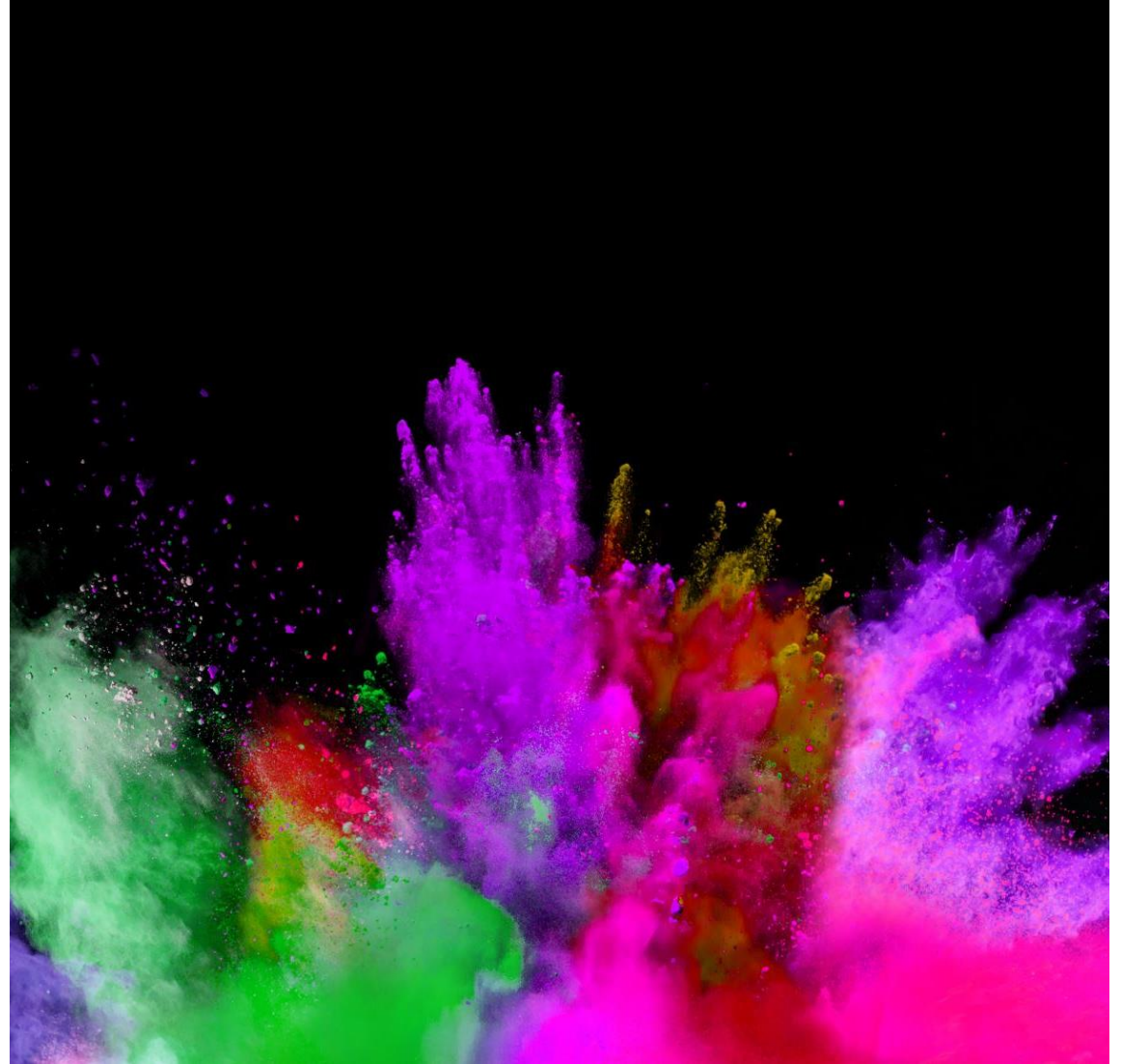
## Reinventing Leadership - simple habits for complex times

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- Understanding Complexity
- Thinking differently – radical agility
- Engaging differently – radical interdependence
- Acting differently – radical creativity



Leader  
Development  $\geq$  Complexity



## COMPLEX

- Cause and effect can only be seen in hindsight
- Experiment, learn and use those learnings to move forward
- Emergent practice

## COMPLICATED

- Expertise is needed to see cause and effect
- Analyse, apply expertise and solve

Unpredictable

DISORDER

Predictable

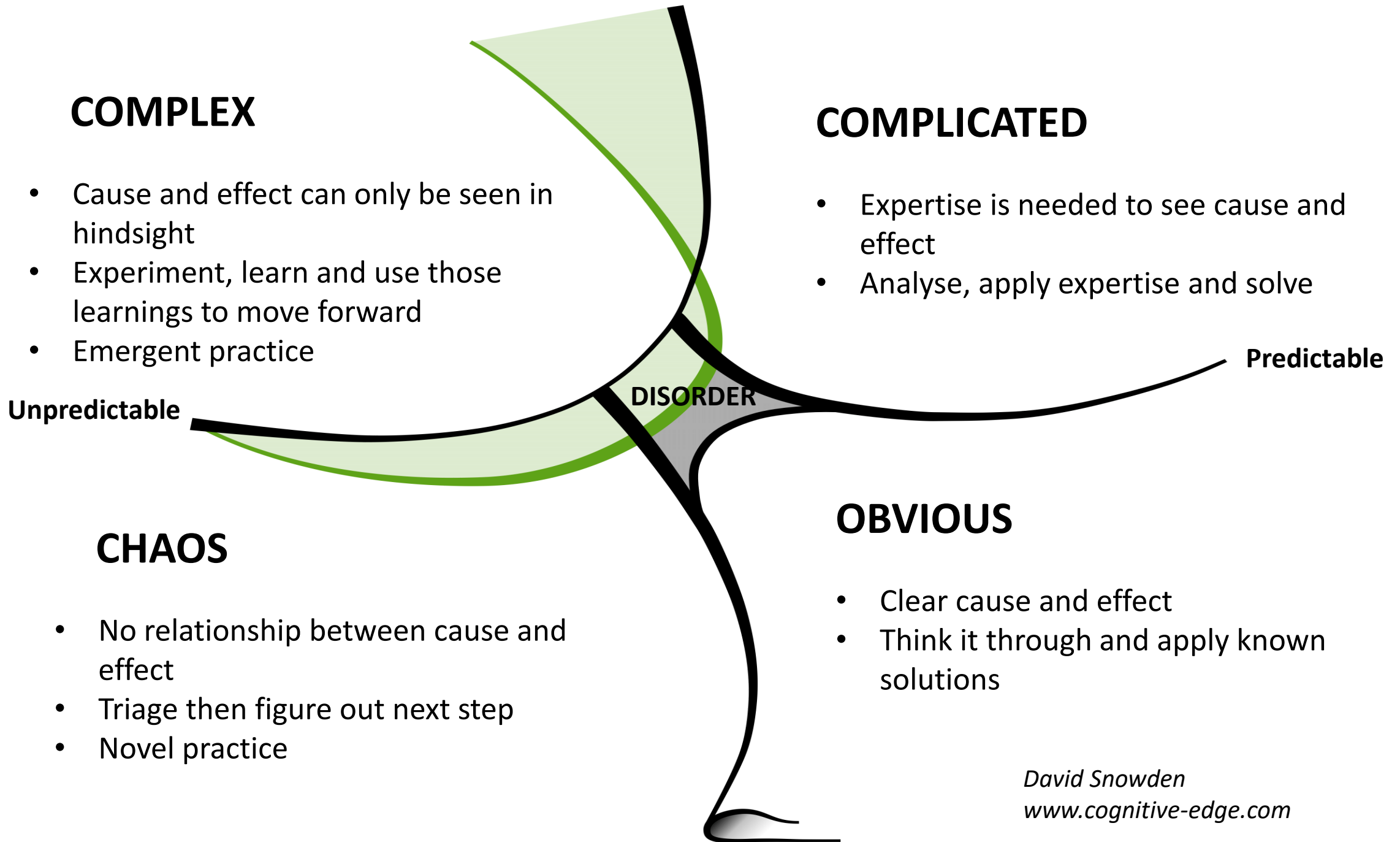
## CHAOS

- No relationship between cause and effect
- Triage then figure out next step
- Novel practice

## OBVIOUS

- Clear cause and effect
- Think it through and apply known solutions

*David Snowden*  
[www.cognitive-edge.com](http://www.cognitive-edge.com)



# In the midst of the significant disruption created by that Covid 19

- Poll #1

Has 2020

- Pretty much got the better of you and you have had to concede
- Been a roller coaster you didn't buy a ticket for but have managed to hold on through the ups and downs
- Challenged you but you have been proud of how you have been able to hold your own and rise to the challenge
- Challenged you but you are feeling the benefits of having to do things differently
- Been the best ride of your leadership life so far

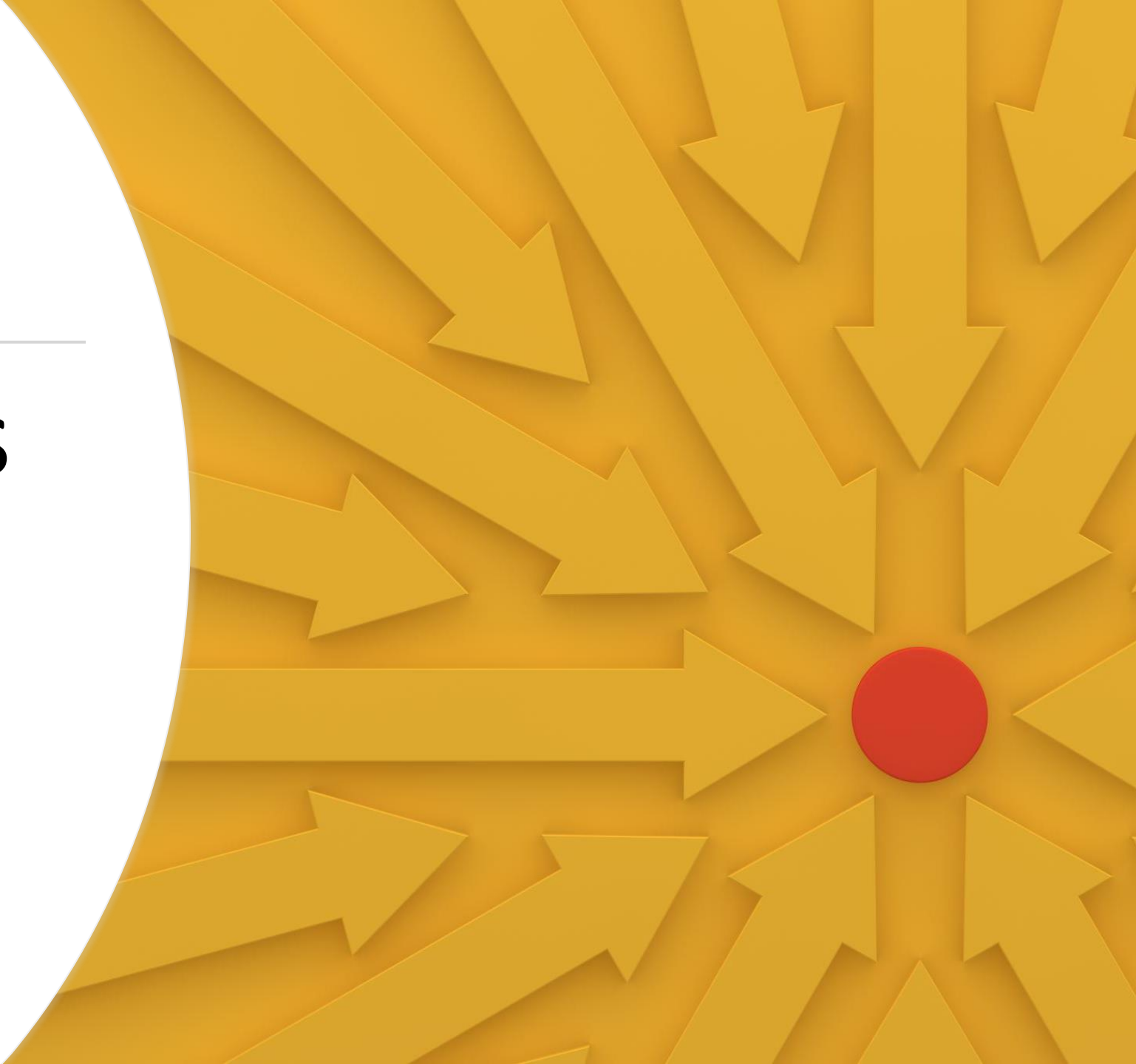
An aerial photograph of a turbulent ocean with white-capped waves. The water is a deep, dark blue, and the white foam of the waves is prominent. The image is used as a background for text.

**Thought of the day**

***“Smooth seas don’t make  
skilful sailors.”***

**- African proverb**





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Leadership is  
stepping up  
and owning  
results.

*Everyone Leads* Paul Schmitz

## Poll#2

When recently have you been overwhelmed by circumstances, where you felt very uncertain and there seemed to be no right answer at all?

Did you

1. Freak out, panic and become very ineffectual
2. Get angry, resentful and blame others or your circumstances
3. Get miserable, withdraw in to yourself and feel like you have failed
4. Try to make it manageable by approaching it bit by bit
5. Reach out to others for their input and assistance
6. Speak kindly to yourself, remind yourself that this is new and take a moment to regroup and catch your breath

# Think differently

- radical agility

- A learning mindset
- Get creative – ‘safe to fail’ experiments
- Zoom in - be alert and focus on the now
- But also zoom out – look around you & rise above
- Be prepared – do your analysis
- Avoid downward spirals
- Listen to learn
- Ask different questions







High Mission Impact  
Low Profitability



High Mission Impact  
High Profitability

Impact ↑

Profitability →

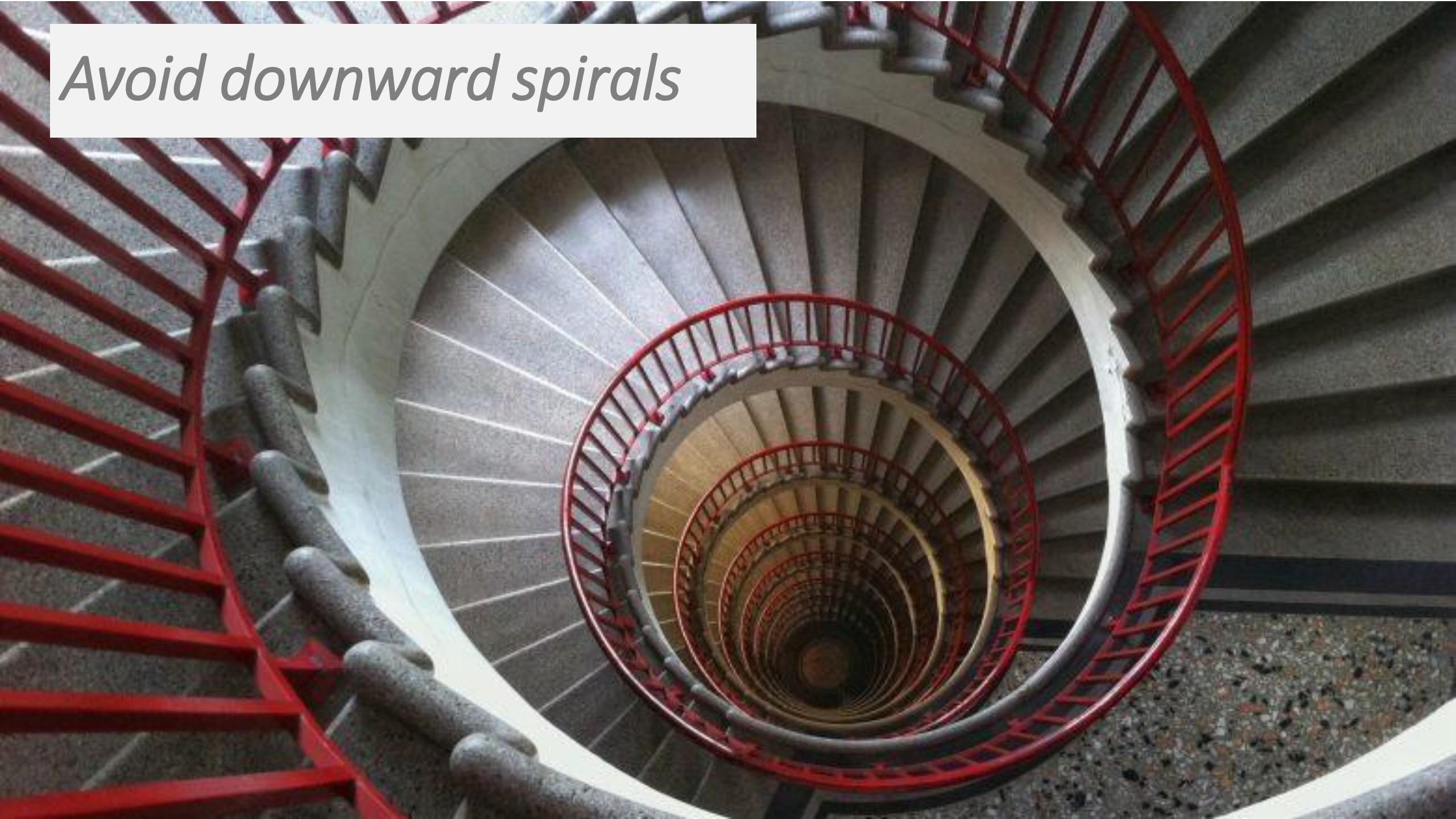


Low Mission Impact  
Low Profitability



Low Mission Impact  
High Profitability

*Avoid downward spirals*

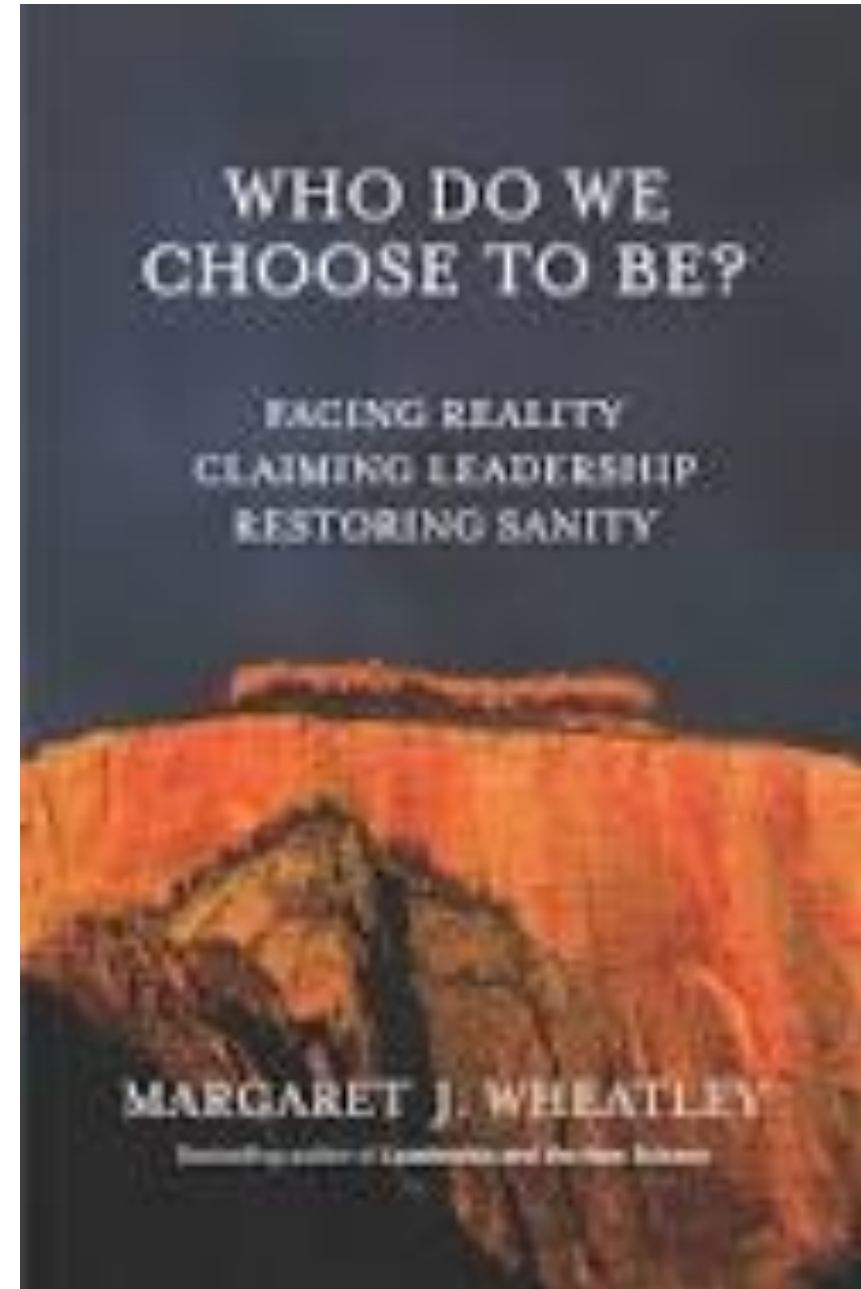




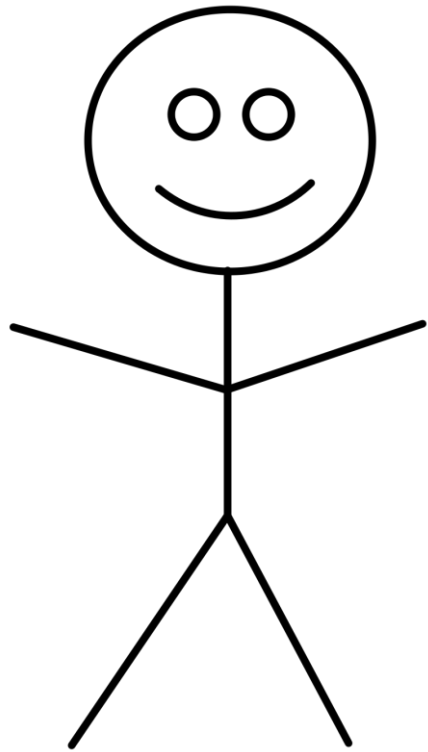
Engage differently  
- radical interdependence

**‘We have to  
stop thinking  
we can go it  
alone’**

Margaret Wheatley



What is known individually



What is known collectively







## 8 elements that contribute to engagement

1. I am really enthusiastic about the mission of my organisation
2. **At work, I clearly understand what's expected of me**
3. I have the chance to use my strengths every day
4. **My team mates have my back**
5. In my team I am surrounded by people who share my values
6. I know I will be recognised for doing good work
7. I have great confidence in my organisation's future
8. In my work I am always challenged to grow

# Act differently – radical creativity

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- Keep it SIMPLE
- Back to principles
- Don't miss the obvious
- Know what's important and hold on to it
- Questions not answers
- Listen to learn
- Get creative – like a kid with a crayon
- Leverage positivity





## Ask better questions and listen to learn

How do we need to think differently about this?

What do we need to hold on to or preserve at this time?

What is the situation calling for at this time?

What do we need to do differently?

In the short term? The long term?

What possibilities does this open up?

What strengths do we have that will serve us right now?

What's most important here?

How do we gain insight and learning along the way?

What are my leadership questions here?

What are we missing?

What are people talking about? Thinking?



# Radical self care

- You can't get to courage without going through vulnerability
- Bravery is elevated through connection
- Switch off – find ways to take some time off
- Say NO to anything that drains you
- What do you need to do to bring vitality in to your body?
- Track what you love and go there
- Craft some accountability questions for yourself

“Have I done my best to be healthy/happy/kind today?”





**Put on your OWN  
oxygen mask first**



# HOPE

Use the power of intention

Smell the possibility

Create islands of certainty  
amidst the sea of change

Focus on what's working

Provide reassurance – **we** will  
get through this

No time to play small



Whatever you can or  
dream you can,  
Begin it!  
Boldness has **genius,**  
**power, and magic in it.**

*Goethe*

