

## ThingGlobal White Paper

# Authentic Transformational Leadership



## Introduction

This TQG White Paper sets out our thinking on what constitutes the characteristics and behaviours of authentic transformational leadership, or ATL for short. It informs and provides the basis for the design and content of the leadership development programmes that we have created under our brand [ATL©](#), which are summarised at the end of this paper. Its purpose is to enable our customers and others to understand our approach and its relationship to the wider work of ThingGlobal on the development of people.

## Why Authentic Transformational Leadership?

### The ThingGlobal Foci

ATL is one of the four key foci of the work of ThingGlobal. ATL is an expression of our cause-to help unlock the talent that resides in people, in each and every one of us-through our teaching, our curriculum, our projects and our consultancy work. Authentic and transformational leadership is key to the development of successful businesses, effective governments, cohesive communities and a civilised society as a whole. The other foci are:

- ◆ Recognition that people, and how they behave, are the “true brand” of how organizations and businesses are perceived by their customers and unless

they are invested in effectively, the brand will be valueless;

- ◆ The impact of the digital agenda, particularly in the use of information technologies, and the way it is changing the way we work, the organization of business and the nature of work;
- ◆ The pressing need for clarity of vision and purpose in the strategies of organizations responsible for the development of people through publicly funded initiatives *and* in the development of businesses;

## Our Interest

Much has been written on leadership over a very long period of time. Numerous theories of leadership exist and many studies exist on leadership style and required competences. Leadership is more topical and debated than ever before. Leadership in business, in government and throughout society is now the subject for comment in the press and the broadcast media.

There is no shortage of stimulating material, thought and debate. Business leaders and politicians have been variously regarded as heroes and villains, depending on their actions and what we know of what they do and how they behave.

Many books, reports and pamphlets on leadership are now published in a single year and this may well rise with an outpouring of analysis of why the recent corporate accounting scandals in the US occurred and their implications for business and the behaviour of business leaders.

There are many theories and schools of thought on leadership, perhaps not as many as on management, but they are growing. These range from those who argue that leaders are born, not made, to those who argue that the characteristics and behaviours of effective leadership can be identified, fostered, taught and developed, the end of the spectrum that we are in.

In between there are theories of spiritual leadership, athletic leadership and, most recently, we have seen the emergence, at the behavioural end of the spectrum, of the work of Daniel Goleman on emotional intelligence and primal leadership. There are also now a

number of publications on what has been termed as e-leadership for the digital electronic age in which we now work.

## Our Approach



So, why add to this rich vein of thought, theory and philosophy with our thoughts on authentic transformational leadership? And what do we mean by those words “authentic” and “transformational”? We are motivated to do so for several reasons.

We believe that there is a lack of authentic and truly transformational leaders in our world and that we deserve better from our leaders. “Authentic” in that they truly know themselves and what they stand for, knowing who they are, what their beliefs are and behaving in ways that exemplify those beliefs. Authentic also in the sense that they are at one with the vision, values and actions of the organisations that they lead.

“Transformational” in that they truly transform things, with the presumption being for the better, permanently, and for many people, including employees, customers, stakeholders, shareholders, and the communities that they operate in, in terms of their environmental, economic and social impact. And “leading”, in the sense that those whom they serve support them in being taken on a journey to which they are committed through close and personal association with the vision and values of the leader or leadership which are in synch with those of the organisation itself.

We believe in the concept of leadership groups for businesses and those organisations in society where the challenges of leadership need to be shared in order for them to achieve their vision, goal and objectives. In both the private and the public sectors new business projects and government initiatives are being pursued through alliances and partnerships where no one party at the table is the dominant leader or in a position to dictate.

Such arrangements require all of the partners to “give in order to get” what they individually want to achieve through collective action. This can be seen in the private sector consortia that now bid for government contracts and the partnerships of public, private and community organisations that now deal with major social, housing, education, training, urban renewal and regeneration initiatives.

Given our understanding of what constitutes ATL and our observation that it is in short supply, we believe that we can assist in its development and practice in the markets we have chosen to operate in where we have some knowledge and experience, namely in the field of people development, more specifically through business development, workforce development, lifelong learning and economic development.

We have taken our experience and our concept of ATL and developed a small range of ATL services for the organisations in these markets that deal with the development of people, both the people who are their customers and their own people. For example, we have a programme called “[Leading Authentically](http://www.thingglobal.com/businesses.shtml#LeadingAuthenticly)”<sup>\*\*</sup> for leaders and leadership groups in businesses and a programme called “[Leading Regeneration](http://www.thingglobal.com/organisations.shtml#LeadingRegeneration)”<sup>\*\*</sup> for those organisations involved in partnerships charged with leading the regeneration of rural communities, towns and cities. The full menu of programmes can be accessed at <http://www.thingglobal.com>

<sup>\*</sup>[http://www.thingglobal.com/businesses.shtml#Leading Authentically](http://www.thingglobal.com/businesses.shtml#LeadingAuthenticly)

<sup>\*\*</sup>[http://www.thingglobal.com/organisations.shtml#Leading Regeneration](http://www.thingglobal.com/organisations.shtml#LeadingRegeneration)

## Our Purpose



Our purpose in creating this White Paper is to set out the rationale for our approach in helping businesses and organisations develop and invest in their leadership talent and access the leadership knowledge and skills that exist in many of their employees at many levels within them. ATL is as applicable

to the person at the top as it is to those who may succeed as leaders or who may lead at lower levels. It is also applicable to public sector government organisations and to the partnerships that they fund and take part in.

## What Is Authentic Transformational Leadership?

ATL is a set of beliefs, characteristics and behaviours that can be identified, learned and practiced for positive benefit, for the leader [at all levels not just at the "top"] and those whom they serve, their organisation, their employees, stakeholders, the communities that they work in, and the wider world on which they impact. By themselves they are not leadership styles, like those recently developed by Daniel Goleman and his colleagues in their book "Primal Leadership" [1] nor are they just competencies in specific tasks-things that leaders can be trained to do well. They are much more to do with the *way* leaders do what they do, the *beliefs* that drive what they do and *how* they do what they believe in, the observable *behaviours* that can be seen. Our contribution to thinking on the the "art and science" of leadership is to enable those who are asked to lead to better understand that they need to really know who they are, that who they are drives what they believe and that what they believe drives not only what they do but how they do it, in other words their *behaviour*. Knowing how behaviour transmits key messages about self-knowledge, belief, intent and purpose is one of the key characteristics of authentic leaders and also of authentic individuals.

Our cause is the development of people, of individuals, and the development of ways of unlocking and developing their talent. We believe that ATL is central to achieving this in business, public and community organisations. In the UK it's often referred to as investing in people although what we do, believe and espouse, goes way beyond the practices embodied in the UK's Investors In People Standard.

### Application of Our Knowledge

The point of our undertaking the research to develop our concept of ATL was to codify and transmit this knowledge in an easily accessible way to enable others to understand and apply it to their personal development as existing or potential leaders and the development of the people in their

organisations as potential leaders. In other words we believe in developing knowledge for wider application. Specifically in our case this is the development of our Authentic Transformational Leadership Curriculum and our consultancy services for organisations to better understand how to apply it to the development of their operations and the development of their people.

We have decided to particularly focus on the transfer of our knowledge to SME's and the organisations that support them, particularly those that specialise in people development in the fields of education, lifelong learning, workforce development, business and economic development. Why? Because we believe that the contribution that small firms make to the economy and our society is significant and insufficiently recognised and valued. Also, because many of their owners and managers have more potential than many of them realise.

### The Lone Leader

As anybody who has been or is a leader will tell you it can be very lonely being one and all but a few would admit that they need help with effectively fulfilling their responsibilities.



Many might also admit that whilst they have benefited from significant help in developing their skills as managers they had little or no investment in developing their ability to lead beyond their own experience and some management training. Many arrive at the point of taking on full leadership of their company or organisation and find themselves leading as they have always managed and consequently face difficulties with their leadership responsibilities. The more perceptive start asking who they truly are, what they believe in and what they want to do or be. They question their authenticity and beliefs in the context of what it is to be a leader in their business or organisation and their "fit" with its vision, purpose, values and

the way that it does its business, treats its people, suppliers and customers. Some will find that there is a gap between themselves and the business and the courageous will face up to the challenge of can I change the organisation or do I have to change and no longer be myself. The courageous leave if the organisation will not change and take their talent elsewhere.

So, ATL is about taking leadership seriously. It is about understanding what it is to be authentic in your leadership style and your beliefs about who you are. It is about behaving in alignment with those beliefs in order to have a transformational effect, the assumption being for the better, for the individual, those being led, their organisation and those people around them.

This way of looking at leadership is not new. What is less understood is the need to bringing together an understanding of the characteristics and the behaviours that authentic leaders exhibit-the way they think and act and the kinds of belief systems they have. For example, the relevance of the concept of servant leadership supported by those around them as opposed to the concept of the leader as the lone hero out in front of their followers. We believe that authentic leaders transform their organisation by serving it through creating not followers but leaders; creating leaders throughout the organisation, leaders for today and for the future. These will be the people who will act as "the cultural architects" for the leader and the leadership team in "infecting" the body of the organisation with the bacillus of the desired way of being and the behaviour that the leadership exemplifies and wants to be the cultural norm. This way of leading regards the behaviour of people as the true brand of the company.

### The Concept of Leadership Groups

We are concerned not just about leadership as practised by individuals but also about the need for leadership to be demonstrated by leadership teams, project groups, partnerships and communities where the goal or objective requires groups of people to jointly lead, in concert, sharing responsibilities. Leaders who invest in their co-leaders, who regard their fellow board directors, partners and colleagues on their senior management teams as leadership allies and resources, are more likely to achieve their vision, goals and objectives.

The leadership of commercial alliances in the private sector, strategic partnerships in the public sector, and partnerships between the sectors, increasingly requires a new way of thinking about how the allies and partners will jointly achieve their shared goals and objectives. When such partnerships are created it is all to common for the leadership to assume that because their commercial or policy objectives are common and in synch, that the way their initiative is led will be OK, if they have even bothered to think about it in terms of leadership. We have experience of leading such partnerships where every member was a CEO with their own leadership style, many of whom thought that their way was best because it was their natural and comfortable style and behaviour. Unless work is undertaken by the partners to develop a group leadership style that will deliver their common objectives, misunderstandings, disagreements and confusion will arise and sap participant's energy, energy that would otherwise be invested in progressing towards their desired future reality.



### ATL and the Different Styles of Leadership

We believe that the characteristics and behaviours of authentic transformational leadership, described in this White Paper, can be used by leaders with different leadership styles, and leaders who vary their style to meet their circumstances. John van Maurik, in his book "Writers on Leadership"[2], identifies three theories on leadership, namely, behavioural, contingency and transformational, and within them a number of descriptions of different styles of leadership, such as leaders as catalysts of change and leaders as strategic visionaries within the transformational category. This is the body of knowledge that has most informed our development of the characteristics and behaviours of authentic transformational leadership.

One of the major developments in leadership theory and practice of recent years has been the recognition that leaders can and need to

adopt different styles of leadership and leadership behaviours to cope with the changes that their businesses or organisations are facing. Daniel Goleman and his colleagues have written extensively on this in their articles for the Harvard Business Review[3] and have brought their thinking together in their recent book "Primal Leadership"[4]. This identifies six leadership styles, Coercive, Authoritative, Affiliative, Democratic, Pacesetter and Coaching.

Goleman et al have also constructed a concept of Emotional Intelligence Domains and a number of Associated Competencies. The personal competencies are Self-Awareness and Self-Management, and the social competencies are Social Awareness and Relationship Management. These are described in more detail below in the section dealing with the Emotionally Intelligent ATL characteristic. The central thesis of their argument is that leaders can learn to develop and use these styles and their competencies, as their needs change and as they face different and changing circumstances.

Others have written on the need for leaders to change their style as they progress along the pathways of their "leadership journeys", in or between companies. A good example of this thinking is set out in the "Leadership Journey"[5] of Leonard Schlaefter, the Chairman and CEO of WellPoint Health Networks in California. He demonstrates that, as the company changed, to survive, grow and diversify, he went through his own transformation as CEO. The top-down *autocratic style* he had to adopt to save the business from collapse when he was appointed gave way to a more *participative style* that focussed on motivating others to take responsibility for developing the company, which then changed to what he calls a *reformer style* in which his role is to represent the company's interests on a broader stage.

He argues that his experience demonstrates that the defining characteristics of leadership change according to the needs and vagaries of the individual, the organisation, the industry and the world at large. In his view leadership is not a state but a journey. By comparison with Goleman he believes that there are not always sharp dividing lines between one style of leadership and another, arguing that an autocratic leader sometimes has to be participative and a reformer sometimes has to be autocratic. He accurately reflects that it is not always easy to put on a different leadership cap or alter the way you assess a business situation and

that under pressure most people fall back on the style of leadership that worked in the last crisis they faced. Goleman agrees that in such situations leaders can easily fall back on their style of management, which is often wholly inappropriate to the business of leading. Essentially both of these authors have recognised that today's demands on business leaders are such that they need a repertoire of leadership skills, styles and competencies in order to deal with the complexity that they face. We argue that the most effective of leaders, those who are truly authentic and transformational, excel at using and combining those styles that most reflect who they are, what they want to do and how they operate, in other words, their characteristics and their behaviours.

Schlaefter's experience amply demonstrates that one leadership style alone is no longer fit for purpose in today's rapidly changing world in which many forces are at work that leaders have to identify and cope with.

#### The Changing Environment For Leaders

There are many inter-connected forces at work that leaders need to be aware of, to understand and respond to in order to lead effectively. We believe that two in particular are of current, major, relevance. The first is what we term the "Digital Agenda" and the second is the "democratisation" of the workplace.



Much has been written about the "new economy", the "digital economy" and "electronic government". It is clear that the impact of digital electronic communications technologies is changing the environment that organisations operate in, in the private, public, community and not-for-profit sectors. The increasingly digitally connected world creates both greater connectivity and increased information over-load, greater complexity and a far richer stream of communications, paradoxes that leaders need to be aware of and master to a greater degree than staying on top of the in-tray in the past. It has created more borderless marketplaces for businesses to operate in and more customers to access, particularly

through innovations such as one-to-one marketing and permission marketing by email. For the public sector it offers greater reach to connect to tax payers, improved ways of informing them about services and new and more effective ways of delivering them.

However, on the downside for businesses, threats to market dominance and market protection are even greater and increasing through the reach that on-line marketing and sales now provides. The scale of information on the range and type of opportunity that now exist for businesses through the internet is so great that it is difficult for any leader to get their head around it. Our forthcoming White Paper on "The Digital Agenda" addresses these issues in more depth. It specifically focuses on how these digital communication technologies are changing the organisation of business and the nature of work itself. The key point to take from the combination of these factors is that not only is the world of business being changed by them, so too is the society in which we live and the way that people are now behaving in it.

Technological innovation is occurring not just in business and in communications but also in other areas of our lives such as health care, sport, entertainment, travel, the arts, etc. People are learning new skills, new knowledge, new behaviours and bringing all of these in to the workplace where they expect their employers to be on top of the implications of these technologies and deploying them to improve their working lives and enable them to more effectively deploy their talents. This leads to consideration of the democratisation of the workplace.

By democratisation of the workplace we mean the combination of factors that are:

- ◆ Creating a new balance in the relationship between leaders, managers and employees as a result of the increased competition to retain and attract talent;
- ◆ Increasing expectations by employees that they will be invested in to retain, upgrade and expand their skills and knowledge;
- ◆ Empowering employees to play a greater role in contact with their customers; shareholders and society more widely, that is enabled by ICT;
- ◆ Leading to the growing recognition that people are the true "brand" of an organisation and how their customers perceive it [a subject which is dealt with

in our forthcoming White Paper "Your People Your Brand"];

- ◆ Increasing the expectation of life-long learning that is being fostered in schools, colleges and many more businesses;
- ◆ The effects of labour law, new rights at work and concerns over work-life balance;
- ◆ Determining the campaigning activities of the trades unions to strengthen the rights and health and safety of all in the workplace;
- ◆ Opening up what companies do to a deeper public gaze and exposing them to both praise and criticism in media that they cannot control;
- ◆ Enabling the workforce to "touch" customers and stakeholders much more extensively and in ways that bypass central and bureaucratic control over communications;

The problem that many organisations face is that they do not have leaders who have recognised the nature of the fundamental changes that are taking place as a result of these forces and the introduction and use of these technologies, the rate at which they are changing the organisation of the workplace and the nature of work itself, and the ways in which they are changing the need for new skills and new ways of working by leaders, managers and employees alike.

As a result leaders now have to face a number of inter-connected challenges that require them to be very authentic in their beliefs and behaviours and transformational in their actions. These are principally:

- ◆ Managing and retaining a workforce that increasingly values and demands investment in themselves;
- ◆ A growing culture of life-long learning in the workplace and in the home which is increasing the value of the worker;
- ◆ The growing war for talent in the labour market at a time when it is reducing in size;
- ◆ The growth of employees as knowledge workers and the increasing competition for their services;
- ◆ The speed at which transactions are now occurring;
- ◆ The levels of data and information now available for analysis and the information

overload that can occur if it is not sensibly managed;

- ◆ The growing connectivity and complexity of communications between an organisation's employees, its customers and suppliers, which means that old ways of attempting to control or limit such contact are no longer relevant or applicable;

What does this mean for leadership? It means that leaders need to:

- ◆ Have vision and direction to be able to see and manoeuvre through this fog of complexity and uncertainty;
- ◆ Inspire and guide others with them;
- ◆ Combine radical innovation with consistently improving commercial performance;
- ◆ Develop their ability to look forward and discern the nature and rate of change that will affect their organisation;
- ◆ Have a vision for the future of the organisation that they truly believe in;
- ◆ Be able to communicate this to their employees and gain their support for it and buy-in on the journey to their desired future reality;
- ◆ Attract and retain staff with the skills and ability to use and apply the new technologies;
- ◆ Open up opportunities for continuous learning within organisations to fully develop the talents of the employees they require;
- ◆ Strengthen staff, customer, shareholder, and stakeholder relationships and communications;
- ◆ Be very clear on who they are, what they believe in and behave with according honesty and transparency;
- ◆ Be authentic and transformational.

Ron Heifetz and Marty Linsky in their *Survival Guide for Leaders* [6] argue that, to survive the turbulence of continuous change, leaders have to find ways of steadying and stabilizing themselves. They suggest that leaders need to establish a safe harbour where, each day, they can reflect on the previous day's

journey, repair the psychological damage that has been incurred, renew their stores of emotional resources and re-calibrate their moral compass. This behaviour is that of an authentic transformational leader and is one of their key characteristics. They also argue that leaders need a confidant, someone they can talk to about what's on their mind and in their heart, without the fear of being judged or betrayed, to separate out what the really important issues are that they need to deal with, another of the ATL characteristics.

## The Characteristics and Behaviour of Authentic Transformational Leadership



From our personal experience in the private, public and community sectors over the past thirty years, and our own beliefs and behaviours that are authentically held, we have built up an understanding of the characteristics of leaders who are truly authentic and capable of effecting positive and lasting transformation. There are many of these and we would be surprised if you did not recognise many, if not a majority, of them. We are not arguing that to be an effective authentic transformational leader that you need to possess all of them. We are arguing from our observations and experience that the most effective authentic transformational leaders do possess many of these characteristics and are seen to behave in ways that reinforce their beliefs about what they do as leaders and how they live as individuals.

This White Paper identifies what we regard as the most important of these characteristics and discusses each in turn so that the reader might more fully understand them, relate to them and practice them if they consider them to be what they believe in.

They are:

- ◆ **Emotionally intelligent**-in touch with and in command of their emotions;
- ◆ **Self-knowing**-knowing who they are, what they believe in and what they want to do;
- ◆ **Resonant**-being able to be in tune with peers, co-workers, stakeholders and surroundings;
- ◆ **High touch relators**-able to make their presence positively and powerfully felt throughout the organisation and in external relationships;
- ◆ **Powerful motivators**-able to recruit employees, shareholders and stakeholders to their cause;
- ◆ **Effective communicators**-able to talk to employees, customers, stakeholders and shareholders;
- ◆ **Visionary and transformational thinker**-able to paint a clear picture of the desired future state of their organisation and the transformational journey they will all go on to get there;
- ◆ **Change leaders**-being seen to lead the process by which the organisation moves towards its desired future state;
- ◆ **Culture creators and culture champions**-setting the tone for values and how things get done through their own behaviours, especially how they treat people;
- ◆ **Musical Conductors**-able to get their employees to be "on song" and in harmony in all that they do;
- ◆ **Temperature Conductors**-able to control the heat of necessary conflicts and able to cool passions to create constructive change;
- ◆ **Reputation enhancers**-through their values and behaviours creating the organisation's reputation with employees, customers, stakeholders and shareholders;
- ◆ **Brand enhancers**-creating the behaviour that employees will emulate in all the ways that they touch customers and stakeholders;
- ◆ **Learning champions**-tolerating failure, learning from it and promoting continuous learning as the organisation's way of operating;
- ◆ **Stewards**-of the organisation's resources, particularly of its people and their knowledge, to ensure that they are invested and used creatively and wisely;
- ◆ **Servants**-of the organisation and its people, ensuring that it gets the leadership it requires and deserves;

## The Emotionally Intelligent Leader

Daniel Goleman has written extensively on emotional intelligence and its application to leadership. This is largely brought together in his latest book, "Primal Leadership", but an earlier article for the Harvard Business Review, "Leadership That Gets Results"[7], is also worth reading to understand the evolution of his thinking. We believe that what we term the "Emotionally Intelligent Leader" characteristic is one of the key characteristics of the authentic transformational leader.



In fact, as Goleman and his colleagues propose, there are a number of what they term as "Emotionally Intelligent Domains" and their "Associated Competencies", the practice of which can be seen in the behaviours of authentic transformational leaders. Goleman's proposals have been developed in the context of their typology of six leadership styles, referred to above. They argue that leaders can develop and use a number of these styles as circumstances require and that the competencies they require can be taught and learned, to enable leaders to switch in and out of the different styles at will. They categorise these competencies under two headings:

- ◆ **Personal Competencies**-the capabilities that determine how we manage ourselves;
- ◆ **Social Competencies** –the capabilities which determine how we manage relationships;

A number of these reflect our own thinking on the characteristics and behaviours of authentic transformational leaders and are the competencies that we can see being used and practised by such people.

### *Personal Competences*

Under Self-Awareness they include:

- ◆ Emotional Self-Awareness-the ability to read one's own emotions and recognising their impact on oneself and others;
- ◆ Accurate self-assessment-knowing one's strengths, weaknesses and limits;

Under Self-Management they include:

- ◆ Emotional self Control-keeping disruptive emotions under control;
- ◆ Transparency-displaying honesty and integrity;
- ◆ Achievement-the drive to improve performance to meet personal standards of excellence;
- ◆ Initiative-a readiness to act and seize opportunities;

### *Social Competences*

Under Social Awareness they include:

- ◆ Empathy-the ability to sense others emotions and to understand their perspective even if you disagree with it;
- ◆ Organizational Awareness-the ability to read" currents, decision networks and politics throughout an organisation;
- ◆ Service-recognising and meeting the needs of those whom you serve, employees, Boards, customers, stakeholders and the wider community;

### *Relationship Competences*

Under Relationship Management they include:

- ◆ Inspirational Leadership-guiding and motivating people with a compelling and realistic vision;
- ◆ Influence-the ability to deploy and use a range of techniques and tactics to persuade;
- ◆ Developing others-developing others abilities through feedback and guidance through appraisals, coaching or mentoring;
- ◆ Change catalyst-the ability to initiate, manage and lead change and in a new direction;
- ◆ Building bonds-the ability to cultivate and maintain a web of relationships;

### *Observable emotionally intelligent behaviours include:*

- ◆ Taking time for reflection;
- ◆ Rarely, needlessly, upsetting people;
- ◆ Retaining temper and being cool under stress;
- ◆ Admitting mistakes and openly learning from them;
- ◆ Refusing to take a course of action which does not fit with personal beliefs and values;
- ◆ Spotting opportunities and taking action to realise them;
- ◆ Identifying problems and being seen to deal with them in a level-headed, appropriate and measured way;
- ◆ Explicitly voicing an awareness of others emotions and seeking clarification on their perceptions

Whilst arguing that these competencies can be developed through training and

Goleman recognises that developing or improving an emotional intelligence competence takes months rather than days. The reason is that the emotional centres of our brains are involved in addition to the neocortex, which is the thinking part of the brain that learns technical skills and purely cognitive abilities. The neocortex gains knowledge very quickly but the emotional brain does not. Goleman's research shows that to master a new behaviour, the emotional centres need repetition and practice. From this he argues that improving your emotional intelligence is akin to changing your habits. The brain circuits that carry leadership habits have to unlearn the existing and old ones and replace them with new ones. The more often that a new behaviour is repeated and practised the stronger the underlying brain circuits become and, as his research indicates, at some point the new neural pathway that has been developed becomes your brain's default option or desired, natural, behaviour.

So, we would argue that to commence the process of being an emotionally intelligent leader you really do have to know yourself, what you believe in, what you value and stand for, and how you behave in accordance with those beliefs.

## The Self-Knowing Leader

Authentic transformational leaders know who they really are:

- ◆ They are their own person not someone else's creation or a clone of a popular leadership style or hero;
- ◆ They are not intimidated by the choices they face in this increasingly complex world;
- ◆ They have found ways to avoid being overwhelmed by the choices available;
- ◆ They are comfortable with asking themselves where they are going and what are they doing with their lives;
- ◆ They ask themselves what do I want and when do I want it? How will I know when I get it?

They recognise, as noted by Richard Leider [8] that there are three basic hungers that human beings need to feed throughout their life:

- ◆ To connect deeply with the creative spirit of life;
- ◆ To know and express their gifts and talents;
- ◆ To know that their life matters;

In their *Survival Guide For Leaders* Ron Heifetz and Marty Linsky [9] note that sometimes our hungers disrupt our capacity to act wisely or purposefully. They argue that two of the most common and dangerous hungers are the desire for control and the desire for importance. They believe the need for control to be a source of vulnerability and that leaders, in their desire for order, can mistake the means for the end. They note that a desire for control can make leaders vulnerable to others, particularly those who wish to avoid dealing with the issues the leader is pursuing. They recognise what most of us know to be self-evident, that most people have a need to feel self-important and to be affirmed by others. However, they warn that a grandiose sense of self-importance often leads to self-deception and can encourage people around you to become dependent upon you.

Self-knowing leaders also recognise, as Leider notes, four factors in making their decisions:

- ◆ How to live their lives from the inside out;
- ◆ What their truly personal gifts are;
- ◆ The song that they want to sing;
- ◆ What moves and motivates them;

### *Authentic transformational Leaders know:*

- ◆ Their strengths and weaknesses;
- ◆ Their talents and gifts;
- ◆ Their passion or purpose;
- ◆ How to put their talents to work in areas where they have a passion;
- ◆ The work environment that best suits their style and they strive to find it or to create it;
- ◆ Why they work for organisations that reflect their values.
- ◆ They behave in accordance with those values;
- ◆ They have a clear vision of what they want to do in life, especially the rest of it;
- ◆ That they excel and shine when they use their talents on something that they believe in passionately and where the organisation or business supports their efforts;
- ◆ The value of creating working environments for their people where their talents are valued and where they too are given the opportunity to excel and follow their passions;

As Leider says, if the environment is toxic people will take their talents elsewhere. Authentic and transformational people do not invest their talents just to make money. As important to them is being valued, being recognised, being of assistance, being part of a team, a winning culture, being given the opportunity to express their talents, and to make a meaningful contribution to the world around them. They know that their energy and commitment derives from constant learning, growing, stretching, exploring and finding the song that they want to sing and the music inside them. As Leider notes, they would relate to Oliver Wendell Holmes who said, "Most of us go to our graves with our music still inside us."

In his book "The Power of Purpose" [10] Leider notes that such people understand what really gives them fulfilment. He calls this the power of purpose: doing something that contributes to life, adding value to life beyond yourself. Purpose is always outside yourself, beyond your ego or your financial self-interest. Fulfilment comes from realizing your talents-adding value and living by your values.

Fulfilment comes from integrity, from being who you are and expressing who you are as fully as possible. It doesn't have to do with your job description or the specifics of your work. It has to do with how you bring yourself to your work, regardless of what that work is. This to us is as good a description of an authentic person, an authentic leader, as any we know.

Fulfilment also comes from intentionally developing who you are and want to be. Goleman-et-al have shown that you can learn the competencies of the leadership styles that resonate as the real you and we argue that their effective behaviours can be identified and practiced. To do so, to become a self-knowing leader, requires you to embark on a possibly never-ending journey of discovery, a quest for yourself, which involves:

- ◆ Deciding who you really want to be;
- ◆ Thinking through who you really are and honestly appraising your strengths and weaknesses;
- ◆ Developing a self-learning agenda for yourself to build on and practice your strengths and addressing your weaknesses and turning them into strengths;
- ◆ Developing, experimenting and practising new behaviours;
- ◆ Creating and investing in supportive and trusting relationships to enable your development to be realised.

Being who you really want to be and knowing who you are, you will resonate with others so much more effectively, by which we mean you will be seen and heard as being real, being you, knowing what you stand for.

***Observable leadership behaviours include;***

- ◆ Stating clearly who they are to others and being consistent in the descriptions;
- ◆ Regularly and openly clarifying their beliefs and values;
- ◆ Making public their self-development agenda and how they are progressing;
- ◆ Being heard to sing their song and encouraging others to join in;
- ◆ Eschewing requests for false praise;
- ◆ Avoid self-importance;

**Resonant leaders**

Loren Gray has recently observed in "Becoming A Resonant Leader" [11] that, in the wake of the corporate scandals in the USA, employees need their leaders to function as emotional shock absorbers, require more disclosure about their employers activities and want to better understand who their leaders really are. In other words, they want them to be resonant, people that they can trust and relate to. Employees increasingly expect their leaders to act with integrity and to be what Gray terms "emotionally available", able to relate to them and to understand their concerns whilst at the same time as they may be fighting for the survival of their company in a turbulent economy. Employees also realise that leaders are becoming increasingly more vulnerable due to increased institutional fragility caused by the rapid changes that can take place in the global economy and the shocks that they can deliver to companies.

Goleman [12] argues that the ways in which leaders handle shocks and surprises can be a major determinant of a company's survival. The way they do so can resonate throughout the organisation and beyond. Being able to control their emotions-as an emotionally intelligent leader-helps them to send the right messages to their people and to external stakeholders.

As we have pointed out above, a leader's ability to tap into and know their workers feelings, often not formally expressed, and to articulate how she or he is responding to major events in ways that instil confidence and inspire association with the action being taken, are key behaviours that enable leaders to resonate with their people. Being on top of knowing who you are and being good at being yourself through constant practice, enables leaders to be heard and the music in what they say to be understood.

***Observable leadership behaviours include:***

- ◆ Act as emotional shock-absorbers for employees concerns;
- ◆ Openly explain how they handle major disruptions to the organisation and what the consequences will be;
- ◆ Retention of emotion and calmness in the face of adversity;
- ◆ Willingness to engage in conversation and dialogue to address concerns and explain their thinking;

## The High-Touch Leader

Authentic transformational leaders are able to “touch” people throughout their organisation and beyond in terms of being in-touch with them. This is in the sense of communicating with them in ways that are very personal and meaningful, and in the sense of the leader being in touch with people’s feelings and emotions in a sensitive and understanding fashion that demonstrates the insight and understanding of the leader.

### *Observable leadership behaviours include:*

- ◆ Regular communication with all employees;
- ◆ Informal and irregular communication with employees;
- ◆ Opening up their email channels to direct communication with employees;
- ◆ Removing barriers to communication with them;
- ◆ Being an ambassador for the organisation, especially when it is under heat;
- ◆ Openly feeding-back into the organisation what is found out;

consistent in what they say and how they say it. They need to provide their people with well argued reasons to share the journey and demonstrate that they are personally important to the leader.

Motivation through communication is something that authentic leaders do permanently, not just at the occasional meeting to rally the employees or to introduce a new initiative. Motivation comes through in all of the leaders conversations and communications, both internally with employees and externally with stakeholders and the wider community.

### *Observable leadership behaviours include:*

- ◆ Believable in what they say;
- ◆ Uplifting in what they say;
- ◆ Presence of real feel-good factors in their messages;
- ◆ Reflected in face-to-face conversations;
- ◆ Communicates consistently through a variety of complementary media;
- ◆ Willingness to debate and be questioned;
- ◆ Willingness to think again;

## The Motivator and Communicator



Transformational leaders know that they need to give their people very good reasons to come with them on their journey to their desired future state. They know that their people need to be motivated to do so and that their motivation is driven by their beliefs and what they care about. They need to want to be part of the organisation’s future. They want a meaningful role and they want to contribute to deciding on where to go and how to get there. To really motivate people the authentic leader knows they have to be

## The Transformational Visionary and Innovator



Dominic Fielden [of Emergent Dynamics] argues in the pages of Authentic Business [ <http://www.authenticbusiness.co.uk> ] that leaders and organisations need to move from transactional behaviour to transformational thinking, being and acting. Transformational thinking and being is required to achieve things that are not commonly perceived as possible from people’s current reality, and to move from it to their desired future reality. Transformational leaders are not inhibited in their thinking by the bounds of their current

reality. They are able to imagine and articulate their desired future reality and then look at what's getting in the way of their moving towards it in order to identify the action required to remove the barriers. They are very clear about what the purpose of the desired transformation is, their goal, or objective. This enables them to be equally clear about the nature, direction and duration of the journey they wish to embark upon and can plot the milestones along the way that will indicate progress.

These leaders are very clear on the purpose of transformation, clear on the goal or objective and why it's set. They use this clarity of perception to carefully plan the journey that they intend to undertake, create building blocks, infrastructure and a map for their journey, to make it easier for their people to buy-into the desire for the future reality and be willing to travel on the journey towards it with them.

The building blocks can include visioning meetings, facilitation workshops, enrolling key staff in creating transformation groups from all levels in the organisation to explore the meaning of the transformational challenge and what will be needed on the journey. These staff can become the change agents and the "cultural architects" that leaders empower to drive towards the desired future throughout the organisation rather than in a traditional top-down and top-led fashion.

Transformational visionaries also seem to have retained or rediscovered a degree of the innocence of children in the way that they lead their organisations and move towards their desired future. They are open to new people and new ideas and relish communication, dialogue and debate as that is how they learn and share their thinking. They are able to look at their business through child-like eyes, to look for ideas and inspiration in places they would not typically be considered with all the knowledge that comes with age and experience and the turbulence of business life in a fast changing world. This gives them the ability to:

- ◆ Innovate;
- ◆ Go against the flow of received wisdom, tried and tested ideas;
- ◆ Discard old ways of doing things that no longer work;
- ◆ Imagine new alternative futures;
- ◆ Map an achievable route to the desired future;

They also have the ability to transform current realities into desired future realities by creating:

- ◆ New ways of seeing and doing things,
- ◆ New and more effective ways of organising things,
- ◆ New products and services that both meet people's needs and needs that they did not previously know that they had;
- ◆ New directions in places that others have not yet seen;
- ◆ Resources where things have looked barren or non-existent;
- ◆ New ways of looking at the work of others and applying how they get through barriers in their own work;



Transformational leaders are regularly, some constantly, on the look out for new ways of enabling their people to improve current products or services and create new ones. They know that innovation can occur *anywhere* within their organisation and at all levels; that it is not strictly limited to the R&D department or the product designers or the technologists, but do recognise the powerful role that such people and departments can play, especially when they are "wired" to the rest of the organisation and actively inter-connected to what others do.

Innovative leaders develop and use effective behaviours that enable them to construct an achievable vision of the innovative organisation they wish to become and enjoin their people in its creation.

These leaders understand the benefits of clear, direct and ongoing communication of their intent to the success of their programme of activity and the various ways in which effective communications can reinforce the key messages and processes employed. They understand the importance of the leader and their top team's modelling the behaviours that will stimulate the desired attitudes towards innovation and the behaviours that

will produce a desired contribution to innovation activity within their company.

They similarly understand the importance of the behaviour of all of their people in transmitting to customers and suppliers the brand image of the company as an innovator, creating new products and processes, as an innovative place to work and as an innovative organisation.

They understand the benefits of what Tom Peters has described as “Skunk-works” [13] and the potential problems that it can create for leaders, managers and workers if there is not full understanding of what is involved. Skunk-works are created by leaders to allow individuals and groups within companies to work on their ideas for innovative developments when they are not part of a formal programme of innovation. They are designed to allow as many people as possible to come up with innovation ideas worthy of further more in-depth testing and experimentation.

This has also been termed working in the “White Space” by Mark Maletz and Nitin Nohria [14]. This they describe as the large but mostly unoccupied territory in every company where rules are vague, authority is fuzzy, budgets are non-existent, and strategy is unclear-and where, as a consequence, entrepreneurial activity that helps reinvent and renew an organisation takes place.

They note the variety of “reward” strategies that are needed to stimulate effective innovation activity, a few of which are monetary, many of which are more concerned with being given the opportunity to develop a potentially winning idea through to completion, production, and sales.

They note that there are many ways in which innovative behaviour and thinking can be stifled and blocked in an organisation, often without it realising that is happening, most often because of the prevailing culture of “the way we do things round here”. These include:

- ◆ Blocking thought-the unspoken rules about what it is permissible to say, do and think;
- ◆ Communications-the similarly unspoken rules about who is allowed to say what and to who;
- ◆ Current work practices-who has power over the resources required for experimentation;
- ◆ Lack of foresight-the “thought” blockers who do not permit people to imagine

alternatives to the future the company has set for itself;

- ◆ Lack of reward & recognition-the dearth of incentives to encourage people to experiment;

These leaders effectively align their top team and then their people with the vision and strategy they have initially devised. They creatively engage their top team in the process of sharing in the development of their vision and strategy and its implementation. They are aware of the range of knowledge that is to be found within their organisation that is valuable for the innovation process. They develop ways of capturing the knowledge their people have and rating its importance for application to create future innovation. They understand the basic principles of effective knowledge management and how they can be successfully applied to stimulate innovation.

They know how to combine the deployment of technology and skilled individuals to create innovative ideas, search out intelligence, and store information which be turned into value adding knowledge resource.

These leaders are aware of the range of factors which can be major disruptors of business activity, in particular, the change brought about by the unexpected activity of competitors or the introduction of wholly unexpected products or processes. They work to minimise the disruption of these surprises by developing “listening posts” and “observatories” to provide them with intelligence on the activities of their competitors and trends in customer behaviour in their markets. They know that as leaders they need to ride point on this work as much as their market researchers or R&D teams. They and their staff know what they are on the look out for and enable their “recticular activating mechanism”, the part of their brain that they have alerted to look-out for key factors or events, to function more effectively to find what they are looking for.



Transformational leaders know that it is necessary, in creating and sustaining effective cultures of innovation within business, to ensure that they are able to survive and withstand unexpected and disruptive change in the circumstances of the business and the environment in which it operates. No one can predict the future with total accuracy and transformational leaders put in place processes for looking over the territory and markets in which they operate in to enable them to identify the probability of the most likely *and* unlikely events. They also know that change, whether predicted or unexpected, is one of the greatest stimuli for innovation and that their business needs to be in a position to positively benefit from it.

Transformational leaders are aware that the generation of new ideas is crucial for effective innovation to take place. They are active in leading this activity and personally lead activities designed to get *all* employees actively thinking up new ideas for the business to consider. They know that the creative application of many of the new information communications and process technologies now available can be a powerful stimulant and support for innovation activity.

Similarly, they are aware of the value of engaging their customers and their supply chain in their innovation activities. There is much evidence that innovation can be stimulated by working in alliance with other companies in the supply chain, with centres of research and development, with higher education institutions and with other companies in the sector.

## The Change Leader



Business as usual is now constant change. This does not mean that all businesses must constantly be in flux but it does mean that they need to be aware of change and what it means for them, their employees, their customers, their market, their suppliers and their competitors. It's often said that people do not like change when what is actually meant is that people do not like unexpected and rapid change. When change is rapid, as it is increasingly becoming, the job of an authentic and transformational leader is to enable their employees to cope with it by adapting and inspiring them with their vision of a better future, one that will transform their future from being unknown to being more certain.

Malcolm Higgs and Deborah Rowland [15] that almost no corporations are free from the challenge of developing and implementing successful strategies for managing change and note that research suggests that very few are really successful at doing so. A number of major change trends can be identified that *all* leaders now need to be aware of and address. These include:

- ◆ Employees being increasingly motivated by changing values and expectations, such as changes in their work-life balance, and no longer responding to the same incentives;
- ◆ Individuals looking for new incentives, such as the opportunity to work on things they are passionate about and care deeply about, in preference to purely financial rewards;

### **Observable leadership behaviours include:**

- ◆ Forward thinking-to chose their desired future reality and characterising it in terms of how it will innovate in what it does;
- ◆ Envisioning-framing a clear and achievable mission for their company as an innovative organisation and for a programme of innovation activity.
- ◆ Setting clear and unambiguous objectives to reach the desired future;
- ◆ Aligning their people with the desired future and the journey to it through consultation with them and validating what they say through feedback;
- ◆ Investing in their people to create the knowledge and skills required to create the desired future;
- ◆ Aligning the way the organisation works with the vision by personally living and demonstrating the desired behaviours that are required to undertake the journey;
- ◆ Communicating serious intent to act

- ◆ Individuals accepting a scale of change in their personal lives that would have been unthinkable ten years ago such as role reversal in marriage, earlier and later parenting, regular job changes, changes of career, etc;
- ◆ Individuals increasing concerns for the ethics of their company and their strong desire to work for business that do the right things;
- ◆ The increasing need for business to meet tougher environmental standards but also to demonstrate their awareness of their impact on their surroundings and to be good corporate citizens;
- ◆ The information explosion and the increased connectivity of individuals;
- ◆ The global interdependence of the industrialised nations;
- ◆ The increased international competition for local markets around the world;
- ◆ The increasing competition being created by the de-regulation of the old state utilities;

.....to name but a few.

In addressing this scale of change John Kotter, in a presentation at the "Best Practices in Change Management" Conference, London, in June 2000, identified the key tasks for leaders in coping with and guiding planned change and the management of it as:

- ◆ Establishing a greater sense of urgency-in order to deal with the nature of the change or to achieve a desired change;
- ◆ Creating guiding coalitions-groups of people with the power to lead the process of change or adapting to external forces of change;
- ◆ Developing a vision and strategy-to guide the change that is desired and the journey towards the desired future;
- ◆ Communicating the vision of the desired change-using every available vehicle to constantly communicate the vision and strategy and modelling the desired behaviour for all to see;
- ◆ Making connections- articulating the links between the new behaviours and successes;
- ◆ Empowering others to act-in order to remove blockages, to change systems or structures that undermine the vision and

- to encourage risk-taking to move towards the desired future;
- ◆ Creating Short-term wins-actively planning for visible performance improvements to demonstrate progress, creating wins to build confidence that progress is being made, and visibly recognising and rewarding people who make those wins possible;
- ◆ Consolidating the gains achieved-deliberately creating even more change by reinvigorating the process with new projects, themes, and appointing new change agents;
- ◆ Establishing a continuous sense of urgency to drive improved customer service and improved productivity secure leadership development and succession;

These are the behaviours of authentic and transformational leaders, people who believe in the need for change, in the desirability of the change being planned and who know that it cannot be achieved without the active support and involvement of their people.

Transformational leaders help their employees to cope with the *uncertainty* that can be created by having to cope with unforeseen or too rapid change. They do so by establishing greater degrees of certainty about the situation through getting on top of the change and working through it to create a desired and more certain future state.

People's anxiety over change is often expressed in terms of concerns over what the future will bring. Typical worries are will my job be secure, will I have opportunities for personal development, where will I be working, will the company survive these changes, etc, etc. Authentic leaders are attuned [and resonant] to such concerns and take them seriously. Research indicates that authentic transformational leaders can ease their way for their people to work through change and create a more manageable future. Key actions include:

- ◆ Tapping into positive emotions;
- ◆ Managing one on one;
- ◆ Avoiding force;
- ◆ Alignment of self with others;

Jon Katzenbach in "Peak Performance: Aligning The hearts and Minds of Your Employees" [17] notes that the leaders of high performing companies create strong emotional bonds with their employees through which they transmit positive emotions about the challenges being faced and the destination being worked towards. We term this resonance.

The leader's task is to connect the desired or unexpected change with objectives that the employees can relate to and care about and to tap into their passions and desires for success. The leader needs to find and press what Katzenbach calls the "hot buttons", the things they care about passionately and feel strongly about.

Authentic leaders involve their people in the process of addressing and managing change. They find ways to talk directly to all of their key people and to get in front of all of their people, on as regular a basis as the scale of change requires. They know that their people need to be given a stake in working through the change and in working towards the desired future.

Authentic leaders resist the temptation to force change upon their business and their employees. Chris Turner argues in "All Hat and No Cattle: Shaking Up The System & Making A Difference At Work"[18], that force rarely works, as even if people act as they are supposed to, they will lack enthusiasm and belief in what's being planned.

**Observable leadership behaviours include:**

- ◆ Openly sharing their understanding of the changes taking place, their implications and the need for urgent action if it is required;
- ◆ Sharing their personal vision and strategy for dealing with external change and their own vision of the changes that the organisation needs to make, being willing to debate their views and enjoining others to contribute towards plans and actions;
- ◆ Demonstrating a "helicopter perspective" about the company and the changes affecting it in its operating environment;
- ◆ Openly communicating their vision of the desired change in ways that reach all employees and relevant stakeholders by using all relevant communication channels;
- ◆ Clearly articulating their goals and defining them in ways that illustrate how they will be achieved;
- ◆ Through presentations and individual conversations actively focusing individuals attention on the desired future;
- ◆ Through conversation deliberately showing people what they have to gain from the process of change, identifying aspects of it that reflect their passions ;

- ◆ Openly being seen to align themselves with their people throughout the change process, getting close to them to understand what it means for them "down in the pits" and on the shop floor, tuning in to their concerns;
- ◆ Openly empowering others to act on their behalf to remove blockages, to change systems or structures;
- ◆ Openly being seen to align themselves with their people throughout the change process, getting close to them to understand what it means for them "down in the pits" and on the shop floor, tuning in to their hopes and fears and keeping in regular and open communication with them;
- ◆ Actively seek and create short-term wins to demonstrate progress and to build confidence that progress is being made;
- ◆ Visibly recognising and rewarding people who make those wins possible;
- ◆ Constantly reinvigorating the change process by championing new projects and appointing new change agents to act on their behalf;
- ◆ Openly communicating their sense of urgency about the need to change through concrete and meaningful examples such as improved customer service and improved productivity;
- ◆ Celebrating and promoting wins and success;
- ◆ Finding and investing in future leaders to support them and to succeed them in driving forward the process of change in the future;
- ◆ Championing constant learning to cope with the process of change and to become involved with the process of creating the desired future;

### The Learning Leader

Truly authentic leaders know that they need to learn constantly in order to recognise the processes of change that are affecting their organisation and to implement the changes they desire in an ever changing world. In "Re-inventing The Corporation"[19] Naisbitt and Aburdeen make three key points about learning that authentic and transformational leaders who are learning champions implicitly know to be true and explicitly demonstrate:

- ◆ In a world that is constantly changing, there is no one subject or set of subjects that will serve you for the foreseeable future, let alone for the rest of your life;
- ◆ The most important skill to acquire now is *learning how to learn*;
- ◆ If you know how to learn, you can adapt and change no matter what technological, social or economic permutations occur;

On the same theme, in "The New Agenda"[20], Francis Kinsman argues that the most serious impact of a world full of constant change will fall upon those who have given up learning, people for whom adopting different attitudes to their personal development is a difficult or traumatic process. As Darwin argued in "The Survival of the Species" it is not the strong that will survive but those most adaptable to change. Authentic and transformational leaders have open minds. They know that the real magic of learning, of discovery, lies not in seeking new landscapes but in constantly having new eyes to really see what is before us.

Transformational leaders know the truth of what Kinsman says when he argues that our view of the present and the future is conditioned by our past, by our experiences, our education and our attitudes to the past. Thus, they recognise that;

- ◆ We create what we see;
- ◆ We see what we want to see or what we expect to see;
- ◆ We tend to hold on to what we know and like;

In a similar vein Henry Ford is reputed to have said "If you believe you can you will and if you believe you cannot you won't".

Thus, the authentic role of the transformational leader is to:

- ◆ Enable their people to open up their minds to new possibilities-to see with new eyes;
- ◆ To empower them, through learning opportunities, to break-out of their limiting mind-sets;

Learning champions recognise that by enabling their people to change the inner attitudes of their minds they can change their outward attitudes to learning and other aspects of their lives.

Transformational leaders who are learning champions see their businesses, their organisations, as places that must continuously learn in order to survive and develop. They are champions of learning organisations.

Micheal J Marquard in "Building The Learning Organization" [21] and Peter Senge in "The Fifth Discipline" [22], both have identified the characteristics of learning organisations. Those most associated with organisations led by learning champions include:

- ◆ Continuous learning by employees regarded as a business priority not a fringe benefit;
- ◆ Employees are encouraged by managers to manage their own learning and development;
- ◆ Teams are encouraged to enter into free dialogues to find out what they know and what they need to learn;
- ◆ Teams and individuals are supported to "shift" their minds to enable them to do things they never thought possible, what Senge terms "metanoia";
- ◆ Internal learning resource programmes provide for development of skills in:
  - ◆ Learning how to learn;
  - ◆ Active listening and effective feedback;
  - ◆ Working and learning in groups;
  - ◆ Creative thinking;
- ◆ Teams throughout the organisation are encouraged to learn from each other;
- ◆ Senior management demonstrates its commitment through its own open-learning programmes;
- ◆ Managers continuously identify and introduce new ways of sharing learning throughout the organisation;
- ◆ Managers cooperate on the basis of shared goals and learning from each other as opposed to traditional separation of functions;

**Observable leadership behaviours include:**

- ◆ Active and open participation in the company's internal learning programmes;
- ◆ Publishing personal learning programme and learning logs;
- ◆ Championing the creation of learning programmes;
- ◆ Rewarding learning as part of performance appraisals;
- ◆ Rewarding the distribution and sharing of learning by employees;
- ◆ Participation in team exchanges of knowledge;
- ◆ Encouraging experimentation and reflection to capture learning lessons;
- ◆ Personal participating in demonstration projects;



## The Culture Champion

In parallel with really knowing who they are authentic transformational leaders know what they need to do to create a culture in their business or their organisation that reflects their beliefs about how *it should be*-its values, how it values its people and its customers, about how it invests in its people, about how they deliver added value to their customers, about how they behave towards customers, towards stakeholders and towards each other. Authentic transformational leaders know that they are the embodiment of their organisational culture, that the way they behave, what they do and how they do it, what they say and how they say it, is how the business or organisation is seen by customers, stakeholders and its employees. Many of the observable behaviours identified above contribute to how a culture is created and perceived. Five areas of organisational behaviour are crucial to the creation of culture. They are:

- ◆ How customers are communicated with and communications within the organisation;
- ◆ How customers are treated;
- ◆ How products and services are delivered to them;
- ◆ The ways in which employees believe in their brand values and align their beliefs and behaviours to them;
- ◆ The ways in which the organisation invests in its people to deliver the brand values;

Transformational leaders, like all employees, know that without customers businesses do not prosper. They know that its not just about providing a product or service at a price they are willing to pay for a good standard and quality that is demonstrably better than their competition. They know that its increasingly about whether their brand and what it stands for is trusted and valued by the customer and

perceived to provide real benefits that are above and beyond a single financial transaction.

The cultural characteristics of customer and delivery-focussed organisations led by customer and delivery champions include:

- ◆ A thorough understanding of who the customers are, what their needs and wants are;
- ◆ Identification of common factors among customers to attract a wider market;
- ◆ Development of new product and service developments based on the identified needs of key customers;
- ◆ All employees understanding the importance of on-going commitment to get things right for the customer first time;
- ◆ Sales and service staff ensure that target customers understand the value-adding benefits of products and services;
- ◆ Benchmark performance in meeting customer needs against their competitors to identify and apply best practice;
- ◆ Ensure that employees are trained and motivated to deliver exemplary customer services and support;
- ◆ The creation of a sustained professional image and internal practices which customers will see;
- ◆ The creation of a learning culture to ensure that any failure to meet the customer promise is not repeated;
- ◆ A focus on continuous improvement and innovation to ensure that current and emerging customer needs are met in ways that delight them;

### *Observable leadership behaviours include;*

- ◆ Personally delivering the promise to the customer;
- ◆ Consistent focus on the core of the business and on the development of the skills and knowledge required to deliver it to the key customers;
- ◆ Making and sustaining links with key customers;
- ◆ Active involvement in the sales and marketing processes of the organisation;
- ◆ Taking responsibility for failures to deliver the customer promise and regularly handling responses to put things right;

## The Musical Conductor

Authentic leaders are seen and heard to be “on song”, a term used by John Freeman in the pages of *Authentic Business*. What this means is that they have learned the music of their enterprise. They are in tune with how it sounds and how their employees perform. They know how to blend the voices of their people to create harmonious messages that will delight and entertain their customers. They know how to make music together.

Now, as Freeman argues, even if you are not comfortable with or find difficulty of seeing the relevance of these musical analogies, you will surely appreciate the sound that a good choir, in harmony and hitting the right notes on a recognisable melody can produce. To do so they need a conductor who understands the song, its musical structure, the resources of the differing voices available and the notes they are capable of hitting, when to employ the soloists and when to deploy the full choir. Surely, the analogies with a workforce in tune with its purpose and leadership are obvious?

We all know the old phrase about the benefits of singing from the same hymn sheet and there is a lot of good common sense in that old saw. But, as Freeman notes, the hymn needs to be the right one and the notes which make it up need to have a rationale structure.

Authentic leaders, as Freeman suggests, go beyond the notes and find the spirit that lives in the spaces. They search out the nuances and subtleties that emerge when people work in harmony. They know that the first note that must be struck is the creation of common purpose. They also know that capturing the interest of their players in the generation and validation of a collective vision helps to create harmony. And when people are in harmony they are prepared to be guided and conducted. Authentic leaders also give priority to their own personal development in order to conduct effectively.

Authentic transformational leaders are also skilled at adapting their organisations to changing conditions, to the songs they hear on the wind, and through training their intuition to pick up on the music in their environment. They can feel out problems and opportunities if they are in the flow of their music.

## The Leader As Reputation Enhancer & Manager

Authentic leaders know that the reputation of their organisation is one of its most vital assets and that how they behave has a major impact on that reputation and their own reputation. They know that they will be seen as the embodiment of the corporate reputation and that they cannot stand apart from it. They know that the values their beliefs and resulting behaviours personify, create that reputation just as much as the quality, reliability and price of their products and services. They know that how they behave will be copied and emulated throughout the organisation.

Angus Mathew has argued in the pages of *Authentic Business* that leaders need to regard the reputation of their organisation as valuable as their financial assets. They know that in an economy where many have a stake in how their business performs that reputation is one of the key determinants of shareholder value. They are aware that in the increasingly sophisticated and fast communications environment we now operate in that reputation management is an ever-present challenge. Bad news about a company or its slowness to respond to problems of an environmental or social nature can damage reputations dramatically within hours. In the fast moving world of the Internet reputation recovery is as likely to be in the hands of consumers as in yours. The larger the operations of an organisation, and the greater the diversity of those operations, then the bigger the challenge of reputation management will be.

Authentic leaders know that they cannot control this from their position and that they need to establish a culture whose norms are such that environmental and socially divisive actions will not be taken by its employees and that when problems or disasters occur they are handled sensitively by their people in line with their values.

Authentic leaders know that the behaviour of their people is their “true” brand no matter how attractive their logo, catch phrases and packaging might look like. Deepening brand interactions and rising expectations of brands require leaders to take a closer look at how they manage the intangibles of trust and reputation.

Mathew notes that for consumers to buy their products or services a company’s brand values must create a feeling of trust in the product or service. The heightened service and quality expectations of customers in today’s marketplace raises the bar on the

level of trust they want to place in a brand and is changing the form that their trust will take. For anything more than a single or random purchase the values of a brand must create an emotional commitment to it if consumers are going to put their trust in it.

Most business leaders know that in our increasingly digital world the new communications technologies have significantly empowered customers who can now network with each other, reach many other brands that they would never previously have known of and be able to compare the brand promises of each as part of their decision making process on which one to put their trust in. Authentic leaders know that the way their people interact through ICT and beyond it with their customers can either reinforce and add value to the promise of the brand or destroy it. Authentic leaders know that the growth of relationship marketing and one-to-one marketing all increase the premium on trust and reputation. If many more customers are going to give producers permission to interact with them directly, regularly and on their chosen agenda, then the organisation cannot afford to abuse the trust that is implicit in such a relationship.

Authentic leaders who care about their customers and how their people empower them to purchase their products and services are increasingly creating what are called “customer-centric” brands and “passion-brands”, both of which require high levels of trust to create and to sustain their reputations.

Authentic leaders know they have to keep under review all the interactions of their people with customers, stakeholders, opinion formers, government and the media across all that they do, both through formal trading activities and the many informal activities that organisations can become involved in. At the same time these leaders understand that they can no longer “control” all of the “touch-points” through which their people communicate with and interact with their customers.

While most business leaders know that corporate identity, marketing, communications, governance, social values, product development, customer service, culture, accumulated knowledge and past events all contribute to brand, reputation and trust, authentic and transformational leaders know that transparency and wholehearted engagement is key to customers perception of their operations and their trust in their brand. Authentic leaders transform their

organisations relationships with their customers by constant engagement and purposeful dialogue. This can take many forms but good practices include dialogue on quality and product fulfilment, encouraging customers to take part in identifying product innovations and ideas for new products, and, more mundanely, admitting mistakes when they are made and putting them right as speedily as possible at no cost to the customer.

Authentic leaders know that irrespective of how a brand is positioned, it is the experience of customers with their people brand, and their subsequent advocacy about them to others, that creates a powerful brand identity of trust and reputation. Organisations whose employees demonstrate empathy, belief, association with their brand and its values and exemplary and customer-centric service, will win in the market-place and enhance their reputation. Organisations with authentic values, beliefs and behaviours that “touch” all their employees, which are seen by customers to be consistently validating the trust they place in them through all their “touch points” with their customers, will prosper.

#### *Observable Leadership behaviours include;*

- ◆ Behaviours in line with the brand values;
- ◆ Demonstrates to employees how to treat each other and customers;
- ◆ Actively listens to what employees, customers, stakeholders and the media have to say about the organisation;
- ◆ Involves customers and stakeholders in determining brand values;
- ◆ Creatively uses ICT, the web and the internet to reach customers on a one-to-one basis and gain their permission to converse with them;
- ◆ Personally deals with customers complaints about loss of trust in their brands and is demonstrably seen to repair the damage;
- ◆ Empower their employees to “touch” their customers, stakeholders and the media to increase the reach of the organisation;
- ◆ Reaches out beyond the company into the community to participate and support in order to maintain and grow reputation;

## The Servant and Steward

Stewards are leaders who know that they have been entrusted with valuable resources, most obviously the people who work in their organisations, which require nurturing if they are to grow and investment if they are to develop. They recognise that they are responsible for the climate and conditions in which their people operate.

Servant leaders know that the purpose of the leader is to serve the organisation they work for. Not for them the belief that the organisation exists to serve the leader. In serving they know that their constituency consists of their employees, their shareholders, their suppliers, their customers, their stakeholders and those who live in the communities in which they operate.

Peter Block in his book on "Stewardship" [23] describes it as "holding something in trust for another". He defines stewardship "as the choice to preside over the orderly distribution of power". This means, he explains, giving people at the bottom and at the boundaries of organisations choice over how to serve a customer, a citizen or a community. It is the willingness of a leaders to be accountable for the well-being of the whole organisation by "operating in service rather than in control" for people in the organisation and the community that it operates in. It is the search for experiencing authentic partnership, service and empowerment;

Block summarises authentic service as:

- ◆ Enabling people to act on their own choices;
- ◆ A primary commitment to a wider community;
- ◆ Enabling all employees to participate in defining the purpose of the organisation and deciding on what kind of culture it will have;
- ◆ Allowing for a balanced and equitable distribution of rewards, with every level of the organisation sharing in its wealth and expanding its resources;

Block argues that without these elements being present no genuine service can be performed.

In many organisations you will be able to find one or two of these elements but it is rare to find them all. Where many are in evidence

there is usually an authentic leader determined to transform their organisation through their and others service to it and the community in which it operates. This resonates with the behaviours of responsible leaders referred to elsewhere in this paper.

Block accurately observes that many companies experiment with service and swing between extending participation and extending control depending on their economic circumstances.

He argues for the replacement of leadership with stewardship, for the replacement of patriarchy with partnership, for the replacement of dependency with empowerment, for choosing service over self-interest, for moving from a concentration of power, purpose and privilege in one person, the one we call the leader, to the concept of stewardship in which leaders are "...deeply accountable for the outcomes of an institution, without acting to define purpose for others, control others or take care of others."

Authentic leaders who believe in service reject the traditional processes of defining purpose creating vision at the top and alone, which is told to those below, and replaces it with a culture in which leaders empower people at all levels with the responsibility for contributing to defining vision and values, and to contribute to the definition of purpose through dialogue with the others in the organisation.

In advocating service and partnership Block does not argue for abdication of responsibility by leaders and believes that there is nothing inconsistent about practicing stewardship, partnership and being the boss. Authentic steward leaders are willing to exercise power without using reward and punishment and directive authority to get things done.

### *Observable leadership behaviours include:*

- ◆ Use of the language of service;
- ◆ Distribution of ownership and responsibility for the future development of the organisation;
- ◆ Dismantling of controls at the top;
- ◆ Open encouragement of people, customers, supplier and stakeholders in the formulation of vision and strategy and its implementation;
- ◆ Choice of adventurous pathways over safe ones;

## ThingGlobal Authentic Transformational Leadership Programmes

Based on the research we have conducted in to the behaviours and characteristics of authentic transformational leaders we have developed five programmes to assist leaders and leadership groups to increase their personal and collective effectiveness. These are summarised below. Detailed specifications for each are available from our web site at <http://www.thingglobal.com>

### Our Approach



Our approach to the delivery of our services is based on our simple but effective concept of E<sup>5</sup>. This is composed of the following elements:

- ◆ Exposition;
- ◆ Enquiry;
- ◆ Exploration;
- ◆ Evolution;
- ◆ Evention;

**Exposition:** We expose customers to the knowledge, skills, and approaches that we consider to be best practice, through which we can assist you to develop their people and their business, much of which they may already possess without knowing it. This

usually takes the form of an event, presentation or a workshop.

**Enquiry:** We examine, audit and assess how organizations work, communicate and develop their people. We identify the barriers to progress and effective performance and action to overcome them. This may take the form of a specific problem a customer wants to tackle or an evaluation of an initiative they wish to undertake.

**Exploration:** Through rigorous analysis we assist customers to develop their thinking, their approaches and their strategies for the development of their people, focusing on creative, practical and effective proposals.

**Evolution:** We design and deliver development and coaching programmes for boards, senior management teams, partnership groups and their employees to enable them to enact and deliver their strategies. We enable our customers to create solution-based approaches to meet their needs and to successfully manage the processes of change.

**Evention:** We run groundbreaking events for customers to debate, explore and enact the initiatives they wish to take to develop their people and those of their customers, building buy-in and consensus from employees, stakeholders and customers. Both directly and through the internet, we connect you to best practice and to like minded people.

### Leading Authentically©



Authentic leadership that truly transforms organisations and the world that they work in for the better-for employees, for customers and for shareholder value-is all too often a rare commodity. Authentic leaders really do share the vision, purpose, values and beliefs of their organisation. Transformational leaders are intent on transforming their world for the better, permanently. Authentic leaders do not create followers-they help create the leaders of the future and cultures where

everyone has some degree of responsibility for leadership. Organisations that are led by authentic, truly transformational leaders at all levels are more likely to achieve their desired future and their business objectives, create a business with a motivating “cause”, which will retain and attract employees, establish very supportive relationships with their stakeholders, be highly regarded in the communities within which they work, and be seen as responsible organisations.

This is a programme for the Boards and senior management teams of organisations who have realized that they need to develop authentic and transformational leadership within their leadership group, and for future leaders throughout their organizations, in order to realize their desired future state. The programme can be run for groups of individual leaders or in-house for leadership teams.

Leaders now have to face a number of interconnected challenges that require them to be very authentic in their beliefs and behaviours and transformational in their actions. These are principally:

- ◆ Managing and retaining a workforce that increasingly values and demands investment in themselves;
- ◆ A growing culture of life-long learning in the workplace and in the home which is increasing the value of the worker;
- ◆ The growing war for talent in the labour market at a time when it is reducing in size;
- ◆ The growth of employees as knowledge workers and the increasing competition for their services;
- ◆ The speed at which transactions are now occurring;
- ◆ The levels of data and information now available for analysis and the information overload that can occur if it is not sensibly managed;
- ◆ The growing connectivity and complexity of communications between an organisation’s employees and its customers and suppliers, which means that old ways of attempting to control or limit such contact are no longer relevant or applicable;

What does this mean for leaders? It means that they need to:

- ◆ Have vision and direction to be able to see and manoeuvre through this fog of complexity and uncertainty;
- ◆ Inspire and guide others with them;
- ◆ Combine radical innovation with commercial performance;
- ◆ Develop their ability to look forward, define their “desired future reality” and discern the nature and rate of change that will affect their organisation;
- ◆ Have a vision for the future of the organisation that they truly believe in;
- ◆ Be able to communicate this to their employees and gain their support for it and buy-in on the journey to their desired future reality;
- ◆ Attract and retain staff with the skills and ability to use and apply the new technologies;
- ◆ Open up opportunities for continuous learning within organisations to fully develop the talents of the employees they require;
- ◆ Strengthen staff, customer, share-holder and stakeholder relationships and communications;
- ◆ Be ethical and honest in their communications and understand the power of their behaviour in communicating their ethical beliefs;
- ◆ Be very clear on who they are, what they believe in and behave with according honesty and transparency;
- ◆ Be authentic and transformational.

### Leading Responsibly©



Authentic transformational leadership that truly transforms organisations and the world that they work in for the better, for employees, for customers and surrounding communities, as well as for shareholder value, is what we term *responsible leadership*. Such leaders know that they have a responsibility for the impact that their organisation's operations have on the environment of their community and on its social and economic climate. Leading Responsibly© is our name for what others have termed corporate social responsibility.

Our Leading Responsibly© programme is primarily aimed at leaders in businesses of all sizes, not just major corporations. We have a particular interest in assisting the leaders of small and medium sized enterprises to understand that they need to have a care about their environmental, economic and social impact and that individually, and together, they can make a decisive impact in areas of need by playing a part in regeneration and renewal initiatives, whilst still remaining viable and profitable businesses.

Organisations that are led by responsible, aware, leaders are more likely to achieve their desired future and their business objectives, will create a business with a motivating "cause" that reflects a wider purpose than simply profit alone, will avoid damaging their environment and make a greater contribution to their locality than simply providing employment. These businesses will retain and attract employees, establish very supportive relationships with their stakeholders, be highly regarded in the communities within which they work, and be seen as responsible organisations.

The key issues in leading responsibly are:

- ◆ The concept of "responsible business" which includes being aware of your impact, in terms of the decisions you take and the way that you operate, on the environment in which you work, on the community in which you work and live, on the economy of which you are a part, and on your employees, their families and dependants;
- ◆ The benefits of having at the heart of your business ethos the core values of:
  - Compassion;
  - Honesty;
  - Fairness;
  - Responsibility.

- ◆ The financial, reputation and human benefits to the business from becoming involved in social, economic and environmental responsibility initiatives, including:
  - The development of the skills and knowledge of your workforce;
  - The retention of employees who relate to your "cause" and your sense of responsibility;
  - The attraction of new employees who wish to be part of your cause as well as to earn a fair living;
  - Increased innovation by employees as a result of widened experience and knowledge;
  - Enhancement to the reputation and standing of the business in the community;
  - Increased support from customers who are proud to buy from you;
  - Support from local stakeholders such as local government, community and voluntary sector groups, local residents associations;
  - The identification of new markets for products and services;

- ◆ The growing need to be aware of the changes taking place in the world that can affect how business is viewed by others in your community, including:
  - The implications for the management of business from the now global issues of ecology and the environment; health and well-being; diversity and human rights; community preservation and renewal;
  - The growing demand for work/life balance from employees;
  - Trends towards direct action by those concerned over environmental and animal rights;
  - The potential for loss of reputation through negative publicity;
  - The potential for internet-based boycotts of your products or services if you offend people;
  - Increased expectation from government and regulators about the way businesses should behave in a responsible fashion in all that they do;
  - Increased demands for environmental and economic protection legislation by people who may feel threatened by business activities;
  - The growth of "fair trade" initiatives, networks and purchasing groups to remove or avoid unwarranted exploitation;

- ◆ The concept of “sustainability” and how you can make your business more sustainable not just in economic terms but also in terms of minimising the creation of waste, recycling of materials and lowering its impact on the environment in which it operates;

### Leading Innovation©



Innovation is central to business success. Yet when the word is used in a business context it is often thought of as only applying to hi-tech activities, most often in the computing and engineering sectors. Innovation can happen in any business and in any sector. Without innovation business will lose its competitive edge, its market share and will affect productivity and profitability. Innovation is therefore key to business success and is one of the major responsibilities of every business leader. Our approach is based on research into current and successful techniques of introducing, managing and sustaining innovation in the workplace. The approach is people-led rather than technology-led and is relevant to all types of companies, not just those in high-tech manufacturing. Businesses that are led by people who take seriously their responsibility for championing innovation, creating the culture and climate in which it can flourish, will attract and retain talent, enhance and develop their product or service range, their reputation in their market, and improve profitability and market share.

Leading Innovation© is particularly focussed on owners and managers of SME's who wish to create a more innovative climate or culture within their business and for those responsible for innovation in product or

service development. It is also of relevance to business support and development organizations who are concerned about the nature of innovation within their areas. They may wish to fund the provision of this programme for the SME's in their region to boost the scale of innovation activity, which we can tailor to meet specific needs. The programme is designed to enable participants to:

- ◆ Significantly improve their understanding of their leadership talents and beliefs in the context of the key characteristics of authentic, transformational leaders, their business's goals and their desire to improve its innovation capability;
- ◆ Equip the participants with the knowledge and processes they can use to create an effective culture of innovation within their companies;
- ◆ Enable participants to put their learning into practice by planning and practising the action they now know they need to take to create or organise their company for effective and self-sustaining innovation;
- ◆ Enable participants to evaluate the investments they will make in innovation activity within their business;

### Leading Development©



The creation of leadership skills for business support and people development organisations is often given insufficient weight in the public sector and often forgotten in the creation of development boards where groups of individuals from different sectors have to jointly exercise the responsibilities of leadership.

The TQG Leading Development© programme is aimed at leaders in business support and development organisations, particularly those

focussed on the development of people. These include chief executives, their Boards, senior management teams and the employees they wish to develop as their future leaders. For example, we include central government agencies such as the USA's Small Business Administration, the UK's Small Business Service and its Learning and Skills Council, regional development agencies, Business Links, State, County, Lander or Département and city-based development companies, initiatives of local authorities at all levels, inward investment companies, regional technology transfer companies, colleges of further and higher education, and development partnerships involving many of these types of organisation.

Many of these organisations are created by government initiatives and often bring together the public, private and community sectors. To be effective they need to create distinct cultural identities related to their given or chosen objectives. Their leaders, boards and full-time directors, often need to be able to draw together people from differing backgrounds, beliefs, knowledge and experiences, and create a unity of purpose. This can be achieved through the development of Leadership Teams where it is the team as a whole that is leading the development process, albeit under the overall guidance of one individual.

The key challenges they face in leading the process of development, whether it be the creation of a regional development strategy, the design of a business support programme, or a learning skills strategy for national vocational skills in the workplace, in order to identify where the characteristics and behaviours of authentic transformational leadership can improve their way of working, commonly include the need to:

- ◆ Be extensively consultative about their proposals, investments and services;
- ◆ Communicate effectively and ethically about their operations;
- ◆ Be inclusive in their consultation processes;
- ◆ Balance regional with national views and local with regional viewpoints;
- ◆ Provide value for money and retain the support of communities and the private sector on their expenditure plans;
- ◆ Balance the needs of deprived communities with those where growth can be nurtured;
- ◆ Balance promoting innovation in industry whilst retaining cultural and environmental heritage;

- ◆ Improve transportation infrastructure with environmental protection;
- ◆ Balance the interests and development abilities of learners with the specific skill needs of employers;
- ◆ Balance the supply of vocational qualifications against more academic ones;
- ◆ Balance the needs of small firms with those of large employers;
- ◆ Promote corporate social and environmental responsibility in the private sector and promote involvement of it with community renewal and regeneration initiatives;

### Leading Regeneration©



The need for effective leadership skills in the organisations and partnerships being created to manage and implement community regeneration and renewal initiatives is now recognised as a core development requirement if they are to succeed in meeting their objectives and achieve lasting transformational change of real benefit for the communities that they represent or work in.

The leaders of these partnerships, as individuals and as leadership groups, can benefit from developing their skills as authentic transformational leaders. Our approach is designed to enable such leadership groups to negotiate the complexity of holding together representatives from different sectors, avoiding dominance by any one sector or partner, creating a unity of vision and delivery capability, by developing their own shared style of leadership based on the principles and practices of authentic transformational leadership.

The programme is aimed at the leaders of regeneration and renewal organisations. These include initiatives run by partnerships drawn from the public, private and community/not-for-profit sectors. These include people on partnership bodies or steering groups, their senior director,

managers and employees. Many of these organisations are created by governments and often bring together the public, private and community sectors to develop and manage initiatives that they could not run without each other. To be effective they need to be led with coherent and unified leadership, be able to create a clear cultural identity and create confidence that they will transform things for the better on a lasting basis.

Their leaders-boards composed of representatives from different sectors-draw together people from differing backgrounds, beliefs, knowledge and experiences, and require a unity of purpose. This can be achieved through the development of Group Leadership Teams, where it is the team as a whole that is leading the development process, commonly under the overall guidance of one individual who has the confidence of the group.

Organisations that are led by authentic, truly transformational leaders or by leadership teams with such characteristics, are more likely to achieve their desired future and their objectives, create an initiative with a motivating "cause", which will retain and attract employees, establish very supportive relationships with their stakeholders, be highly regarded in the communities within which they work or whom they represent, and be seen as responsible organisations. Effective leadership is just as important for community and publicly-funded initiatives as it is for businesses operating in the commercial sectors, perhaps more so due to the lack of a historic tradition of leadership development within them.

Examples of the kind of partnership initiative we are thinking of are the social inclusion and local regeneration and community renewal partnerships being promoted by the United Kingdom government through its Neighbourhood Renewal Unit. For example, the New Deal for Communities (NDC) is a key programme in the Government's strategy to tackle multiple deprivation in the most deprived neighbourhoods in the country, giving some of our poorest communities the resources to tackle their problems in an intensive and coordinated way. The aim is to bridge the gap between these neighbourhoods and the rest of England. The mix of problems in each area are relatively unique and partnerships must tackle five key issues of poor job prospects; high levels of crime; educational under-achievement; poor health; and problems with housing and the physical environment. The government wants

to see these partnerships delivering outcomes that will bring real benefit to people living in these most deprived neighbourhoods. Keys to effective change are:

- ◆ Improved local services;
- ◆ Increasing community capacity (ie, enabling people to do more for themselves);
- ◆ An evidence-based approach to delivering change (ie, getting proof of what works in practice).

The Key characteristics of the NDC are:

- ◆ Community involvement and ownership.
- ◆ Joined-up thinking and solutions. Action based on evidence about 'what works' and what doesn't;
- ◆ Long-term commitment to deliver real change with communities at the heart of this, in partnership with key public sector agencies;

The key regeneration challenges facing such partnerships are to:

- ◆ Ensure creative and effective management of limited funds;
- ◆ Use those funds to lever funds from other bodies and the wider community;
- ◆ Ensure regeneration and renewal funds are not siphoned off by statutory agencies for their projects which may not be a high priority for local residents;
- ◆ Endow such neighbourhoods with lasting assets of value;
- ◆ Ensure that competent and effective staff are hired and maximise the number of local residents among them;
- ◆ Work with local residents to define real, sustainable, neighbourhoods that local people will relate to, and to encourage local public sector agencies to work to those boundaries;
- ◆ Involve a wide range of interests in addition to local residents, including key public, voluntary and business interests;
- ◆ Obtain "early wins" to demonstrate the "power" of the regeneration partnership to effect permanent beneficial change;
- ◆ Create effective methods of communication within and beyond the partnership;
- ◆ Avoid burn out among community activists and to create the leadership of the future by building the capacity of others to become involved;

For such partnerships to be effective, the group of people who constitute the partnership-what we term the Partners Leadership Group-need to address the following challenges if they are to be effective:

- ◆ Understanding the ethos, values, history, culture and practices of each other;
- ◆ Finding common cause, purpose and vision;
- ◆ Defining the partnership's "way" of doing things-its culture;
- ◆ Creating consultation and decision making structures that are democratic and which involve the local community;
- ◆ Effectively involving the staff of the partners to ensure their buy-in and willingness to work through new cultures;
- ◆ Actively listening to customers to identify needs and gaps in provision;
- ◆ Creating an effective and shared strategy and plans for delivery of services [Which we can assist with through our "Clear Sight Strategy For Communities"\* programme];  
\*[http://www.thinqglobal.com/organisations.shtml#Clear Sight Strategy](http://www.thinqglobal.com/organisations.shtml#Clear%20Sight%20Strategy)
- ◆ Ensuring that whoever leads does so in the partnership's "way" of working, with the full backing of all involved;

### Leading Partner-Shifts©



Throughout the world the public and private sectors are increasingly turning to new forms of organisation for the delivery of services and initiatives. Very often these are partnerships between the public and private sectors and often also involve community groups from the not-for-profit sector. Some are for profit but many are not. Many are now

acting as contractors for the delivery of public services. Some are substantial and ground-breaking, such as the Local Strategic Partnerships being led by public authorities in the United Kingdom. Some are composed of private sector partners, such as those funded under the UK government's Private Finance Initiative. In many, if not all of them, individual partners are having to *shift* their thinking on the need to operate in new ways in concert with others and recognise that "they have to give to get" things done. The need for effective partnership leadership skills, that draw partners together to jointly lead in new and innovative ways, is now being recognised as a core development requirement if they are to succeed in delivering their services and contracts for the benefit of their customers and the communities that they represent or work in.

The Leading Partner-Shifts© programme is aimed at the leaders of these new partnerships, the representatives of their constituent parts. These include people on partnership bodies or steering groups, their senior executive directors, managers and employees. To be effective they need to be led with coherent and unified leadership where no one partner dominates, be able to create a clear and distinctive purpose and identity, and create confidence that they will deliver the service or project that they were created for. Their leaders, partnership boards composed of representatives from different sectors, frequently draw together people from differing backgrounds, beliefs, knowledge, skills and experiences, and, to be effective, they have to develop a distinctive unity of purpose and an agreed way of operating that can be quite different from the tradition of their constituent partner organisations. This can be achieved through the development of Partner Leadership Teams, where it is the partners as a whole that are leading the development process as opposed to any one dominant organisation.

A good example of the kind of partnership initiative that we aim to assist are the Local Strategic Partnerships being promoted by the UK government and initially being led by local authorities. They are a good example of why a new approach to developing the leadership skills of a partnership group is required. They have a major role to play in our civic society.

Their key responsibilities are:

- ◆ To prepare a community strategy for their area, identify and deliver the most important things which need to be done,

keep track of progress, and keep it up-to-date;

- ◆ To develop and deliver a local neighbourhood renewal strategy to secure more jobs, better education, improved health, reduced crime, and better housing, narrowing the gap between deprived neighbourhoods and the rest and contributing to the national targets to tackle deprivation;
- ◆ To bring together local plans, partnerships and initiatives to provide a forum through which mainstream service providers (local authorities, the police, health services, central government agencies, and bodies outside the public sector) work effectively together to meet local needs and priorities;
- ◆ To work with local authorities that are developing a local public service agreement (PSA) to help devise and then meet suitable targets.

For such partnerships to be effective, the group of people who constitute the partnership-what we term the Partners Leadership Group-need to address the following challenges if they are to be effective:

- ◆ Understanding the ethos, values, history, culture and practices of each other;
- ◆ Finding common cause, purpose and vision;
- ◆ Defining the partnership's "way" of doing things-its culture;
- ◆ Creating consultation and decision making structures that are democratic and which involve the local community;
- ◆ Effectively involving the community through voluntary and community groups;
- ◆ Effectively involving the staff of the partners to ensure their buy-in and willingness to work through new cultures;
- ◆ Actively listening to customers to identify needs and gaps in provision;
- ◆ Creating an effective and shared strategy and plans for delivery of services;
- ◆ Ensuring that whoever leads does so in the partnership's "way" of working, with the full backing of all involved;

## Acknowledgements

We acknowledge the contribution to our thinking of the articles that have been published by Neil Crofts on his Authentic business web site, <http://www.authenticbusiness.co.uk>, and the work of Adrian Gilpin, Chairman of the Institute of Human Development, which has helped focus our attention on the concept of transformational beliefs and behaviours. For more detail on his approach see "Unstoppable People", Century business Books, 1998, and visit his web site at <http://www.ihd.co.uk>

## References

- [1] "Primal Leadership", Daniel Goleman et-al, Harvard Business School Press, 2002.
- [2] "Writers On Leadership", John van Maurik, Penguin Business, 2001.
- [3] "Leadership That Gets Results", Daniel Goleman, Harvard Business Review, March-April, 2000
- [4] Goleman, Op cit, "Primal Leadership"
- [5] "The Leadership Journey", Leonard Schlafler, Harvard Business Review, October, 2002.
- [6] "A Survival Guide For leaders", Ron Heifetz and Marty Linsky, Harvard Business Review, June, 2000.
- [7] Goleman, Op cit, "Primal Leadership".
- [8] "Are You Deciding On Purpose", Richard Leider, Fast Company, Issue 13, February, 1998.
- [9] "Heifetz and Linsky, Op cit.
- [10] "The Power of Purpose", Richard Leider, Berrett Koehler, 1977.
- [11] "Becoming A Resonant Leader", Harvard Management Update, July, 2002.
- [12] Goleman, Op cit., "Primal Leadership".

[13] "In Search of Excellence-Lessons From America's Best Run Companies", Tom Peters and Robert H Waterman, Harper Row, 1986.

[14] "White Space", Mark Maletz and Nithin Nohira, Harvard Business Review, February, 2001.

[15] "Building Change Leadership Capability-The Quest For Change Competence", Journal of Change Management, Vol 1,2, 116-130, 2000.

[16] "Leading In The New Economy", John Kotter, presentation to the "Change Management Conference", London, June, 2001.

[17] "Peak Performance: Aligning The Hearts and Minds of Your Employees", Harvard Business School Press, 2000.

[18] "All Hat And No Cattle: Shaking Up The System And Making A Difference At Work", Chris Turner, Perseus Books, 2000.

[19] "Reinventing the Corporation: Transforming Your Job And Your Company For The New Information Society", John Naisbitt and Patricia Aburdene, 1985.

[20] "The New Agenda", Francis Kinsman, 1999.

[21] "Building The Learning Organisation", Micheal Marquard, McGraw Hill, 1996.

[22] "The Fifth Discipline", Peter Senge, Century Business Books, 1997.

[23] "Stewardship", Peter Block, Berrett Koelher, 1996.

### Copying

You may copy any part of this White Paper and may quote from it providing that you acknowledge it as the source of the quote.

### Comment and Debate

You may wish to comment on the content of this White Paper and can do so in our chat room at <http://www.thingglobal.com>