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CREATING AND SUSTAINING A CULTURE OF LEADERSHIP

INTERNATIONAL CONFERENCE ON THINKING
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LEADERSHIP CHALLENGE 1

LEAD INSTEAD OF MANAGE
LEADERSHIP CHALLENGE 2

KNOW YOURSELF, KNOW YOUR STAFF.
KNOW YOURSELF

BE WHO YOU SAY YOU ARE, EVERY DAY

● Your organization will reflect YOU.

● Mental models are values, beliefs and assumptions. Some are functional and some are dysfunctional.

● Everyone needs feedback to see their mental models clearly.
KNOW YOUR STAFF

 Leaders sustain personal visions within people.

 Leaders create a culture of rich, regular feedback so people can better understand their values, beliefs and assumptions.
LEADERSHIP CHALLENGE 3

KNOW HOW TO GET PEOPLE ALIGNED
VISION FOCUS

VISION

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Creative Tension

Focus on what we want to create

Focus on how we feel and on getting rid of bad feelings

(Robert Fritz)

Structural Tension

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Reactive Tension

CURRENT REALITY
LEADERSHIP CHALLENGE 4

HOLD YOUR NERVE THROUGH STORMS
FORMING

AGREEING TO DO SOMETHING TOGETHER.

- Intellectual collaboration
- Uncertainty
- Negotiation
- Skilled consensus
- Excitement
- Creating a shared vision
STORMING

THE STRUGGLE TO BREAK FREE FROM CURRENT REALITY.

- Challenge to mindsets
- Potential confrontations
- Surfacing of egos and factions
- Use/abuse of power and politics
- Collective awareness
- Action learning
NORMING

NEW SYSTEMIC STRUCTURES & MENTAL MODELS ARE EMBEDDED.

- Fundamental systemic change
- New mental models emerge
- Performance norms established
- Alignment
- Team learning
- Confidence that the vision is achievable
PERFORMING

THE ENJOYMENT OF DOING YOUR WORK.

• Continuous cycles of learning and improvement
• Synergy
• Fine tuning
• Dramatic increase in skill acquisition
• Collective sense of achievement
• “This is the way we do things around here”
LEADERSHIP CHALLENGE 5

SURFACE THE CURRENT REALITY
FACE THE TRUTH

Surface the current reality, the kind of deep and potentially threatening or embarrassing information that can motivate learning and produce real change.
LEADERSHIP CHALLENGE 6

ONE MIND, ONE VOICE
ONE MIND, ONE VOICE

- Be frank, honest. Argue. Debate. But, when you open the doors you must be of one mind, one voice or your cynics will drive a truck through you.
- Letting go of ego, the leader’s most difficult task!
- Agree on the issues where you will speak as one mind, one voice.
“When leadership are unhappy with other leadership members, do not relay this to staff - it undermines and makes staff jumpy and unsure. Feedback needs to begin at that level - be received and worked through, so it does not have a chance to unravel the rest of us.”
SIX LEADERSHIP CHALLENGES

- Lead instead of manage.
- Know yourself, know your staff.
- Know how to get people aligned.
- Hold your nerve through storms.
- Surface the current reality.
- One mind, one voice.