

The Change Leaders, Paris 2018 Conference New Leadership



Friday March 23rd

Narrative Leadership in the Digital world – Ekaterina Matskevich

Communication and stories have changed throughout the centuries. The fairytales that we tell our children are about 5000 years old and they're alike all over the world, such as The Fisherman and the Fish and The Beauty and the Beast. Fairytales create children's first understanding of basic values, they prepare them for the unfairness of the world and bring them faith. And the humour in fairytales builds their confidence.

Biblical stories and the visualization of "heroes" in icons are used to teach us about secondary values, building on the primary values from the fairytales.

Stories work on the creative side of the brain, as opposed to the analytical side. Therefore, they are very powerful.

Aspirational stories are intended to arise ideas in the minds of the audience. Back in 1095, Pope Urban II gave a speech that sparked the crusades and 400 years of war. Kuzma Minin's speech in the Autumn of 1611 set off the formation of the Russian rebel. And Steve Jobs used stories to inspire people for Apple.

A good story can make all the difference. Santorine, for example, claims that it used to be Atlantis and thus attracts large numbers of visitors. Malta, on the other hand, having the same kind of attractions but not using a fairytale to promote its attractions, attract fewer tourists.

Interestingly, museums are now using the power of story telling. They know that (young) people like "WOW" places – places that have a story that can be imprinted on a photo and posted on Snapchat. Therefore, the museum of Vienna has made a Selfie Point with a reproduction of Klimt's painting Kiss, so people don't make selfies of the original and others can quietly enjoy it.

For young people the artificial, digital world equals the real world. They consider vloggers to be people they know personally, because they share their personal lives. Based on television shows, young people see that you can "make it" quickly. The question is how to align that with the real (corporate) world of long term commitment and hard work.

With the new industrial revolution in which linear production is being automated and robotized, CEOs will manage a number of programmes, instead of a large group of employees. That means they have to create narratives to share their purpose, that tell what they're there for, so people can have life-impacting experiences and make contributions.

Organizational Leadership for the New Industrial Revolution – Rachel Amato and Fionnuala Herderwynne

Rachel and Fionnuala are running a living research project to:

- build a body of knowledge;
- develop methodologies and practices for effective and sustainable inner, outer and organizational leadership;
- build a learning community and in doing so living these new forms of organization.

Christian Kromme published a book on a hopeful future scenario: Humanification, Go Digital, Stay Human (free download). He compares parallels between nature and technology: Others have a less hopeful future scenario, in which robotics take over repeatable, manual jobs and in which there will be a growing group of “useless” people.

Questions for the future are:

- How can we act to ensure that the digital revolution is a force for good? What is the place for human values and ethics?
- How do inner leadership practices such as embodiment, aikido, mindfulness, coherence, etc. contribute to resourcing our ‘inner state of being’ as leaders in a fourth industrial revolution world?
- How can leaders, wherever they are in organizations, instil a sense of purpose and foster true collaboration in teams and networks?
- Is it one size fits all? To what extent can agile principles and self-management apply to mature, asset-heavy organizations?
- What are the consequences of the new modes of organization for people management and leadership development?

Important is the development of inner leadership, outer leadership and systemic leadership.

Leadership Agility: Developing Your Repertoire of Leadership Styles – Ron Meyer

Ron Meyer is Professor of Strategic Leadership at TIAS School for Business and Society in the Netherlands and Managing Director of the Center for Strategy and Leadership. Together with a senior partner Leadership, Transformation and Governance at Deloitte, he recently published a book on Leadership Agility. This book maps out ten sets of opposite leadership styles and gives the possibility of understanding the strengths and weaknesses of both sides and identifying your own current preference.

Ron shared with us some of these leadership concepts, in which he explained that every leadership style has a shadow side, when it's being abused or when it's inappropriate for the circumstances. The original idea of situational leadership focussed on four different situations, but now with the increased level of diversity this is too narrow a concept and therefore Ron has defined different leadership paradoxes.

Agile leadership relates to the capability to be:

- Flexible: built-in capacity for multiple types of behaviour;
- Adaptable: ability to quickly learn new behaviours and add them to your repertoire;
- Responsive: ability to read the situation and respond to it in a timely manner.

Experiments and Experiences of Leadership at Generations For Peace – Mark Clark and Rick Torseth

Mark and Rick's interactively shared the leadership case of Generation for Peace, considering four "dimensions":

- external/social/global: what leadership means in GFP's mission - our effort to support leadership of social change to reduce violence and transform conflict in diverse contexts / adaptive leadership in complex social systems. What has GFP tried? What is GFP struggling with?
- organizational: challenges of leadership at different stages of the organizational evolution and growth. What have they tried? What are they struggling with?
- personal: "behind the veil" what does leadership feel like amidst challenges. What has Mark tried? What is he struggling with?
- coaching: the unique additional perspective Rick has, having worked with Mark and the Senior Management Team, and also done a short leadership workshop with all staff.

The last part was a consulting session, in which Mark allowed us to reflect on some of his personal challenges, which was of great value both for him and for the tCL community.

Sunday March 25th

Knowledge sharing and community building for tCL.

Dialogue of Discovery: Agility for Organizational Change – Cécile Demailly and Dennis Vergne

Cécile recently joined the starting french branch of AGILEmaker, a pan-european consultancy specialized in organizational transformation, strong of more than 90 senior consultants. AGILEmaker's motto is to « re-enchante performance » in organisations. Dennis has founded Basis, a consultancy working with UK public services, and has been using Agile since 2001 for service design (beyond IT!), as an approach to tacky messy problems.

Cécile and Dennis shared insights on how their consultancies use Agility for organisational transformation and help individual, teams and systems to « be » Agile, beyond just « do » Agile.

Additional needs within the Change Leaders – Eamon Mulligan

How can tCL improve, as a community? What (additional) value do people in the room expect from a community of CCC alumni? How can these expectations be met?