

### 7.2.1 Introduction

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- Why don't people exercise leadership more often than they do?

- ex. Rudy Giuliani

  - > At September 10, 2001, he was in the pits

    - low popularity

    - just divorced (on TV)

  - > On September 11, 2001, and the aftermath, he did what people want leaders to do.

    - He was present for the people (at the scene)

    - He felt their pain

    - He calmed the people there

  - > He provided direction — as expected of people in authority

△ But this is NOT leadership

- It is a different kind of work

- By November, he accumulated a lot of political capital — "could have been elected Pope."

- What he did:

  - 1) extend term limit as mayor of New York

  - 2) squashed an investigation to New York's lack of preparedness to 9/11

  - 3) he wrote a book called Leadership

- What he (Rudy) said was what people wanted to hear

  - People doing their own things, while the authorities go after the bad guys

So why don't people exercise leadership more?

- Because it is risky

One of the most pernicious ways that people are rewarded in organizational life for never exercising leadership is by calling them leaders

- > A way of keeping people where we want them

So why don't people exercise leadership more?

So why don't people exercise leadership more?

- Because people understand that it is risky and dangerous work
- Because people who do exercise leadership (tell people what they **need** to do rather than **want** to do) get themselves in trouble

Why do we conflate leadership & authority?

- So we don't get people pushing on those boundaries, upsetting us, making us feel uncomfortable

What kinds of problems require an exercise of leadership?

Leadership does not come from position.

- It can be exercised from any position

Leadership is an activity, a behaviour

- It involves someone taking over, stepping out there and taking risks

- Problems that require adaptation

- Technical work lives in people's heads. Adaptive work lives in people's hearts

Leadership is difficult because it is about the distribution of loss

- Asking people to adapt means telling people to give up parts of who they are  
such as how plants, animals lose parts of their DNA when adapting

- We are living in a period of rapid change, tremendous uncertainty, requiring decisions based on inadequate information

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### 7.2.2 Personal Reflection

- Adaptive leadership starts by engaging in an iterative process of three steps:

- 1) Observing events and patterns around you
  - 2) Interpreting what you are observing (hypothesizing)
  - 3) Designing interventions based on observations and interpretations to address identified adaptive challenge
- Personal Reflection

- Key elements of personal reflection:

- reflection — a type of thinking associated with deep thought
  - aimed at achieving better understanding from which meaningful action emerges
  - contains a mixture of elements:

- aimed at achieving better understanding from which meaningful action emerges
- Contains a mixture of elements:
  - 1) Making sense of experience
    - analyze experience, actively trying to find meaning in it
  - 2) Repetition
    - involves going over something to get a broad view and check nothing is missed
  - 3) Deeper Honesty
    - "striving after truth"
    - acknowledge things we find difficult to admit normally
  - 4) 'Weighing Up'
    - involves being even-handed or balanced in judgment
    - means taking everything into account, not just the most obvious
  - 5) Clarity
  - 6) Understanding
    - includes gaining valuable insights that can't just be 'taught'
  - 7) Making judgments
    - draws conclusions in order to move on, change or develop an approach, strategy, activity

### 7.2.3 Fundamental Attributes of Leadership

- Leadership starts by building three foundational attributes:
  - 1) Integrity
    - "honouring your word"
    - develops trust
  - 2) Authenticity
    - acting in a way that is consistent with who you hold yourself out to be for others & yourself
  - 3) Committing to something bigger than oneself

If you are not committed to the self-discipline aspect of integrity, then "unworkability" is created in your life. And "unworkability" likely results in a lack of leadership.

The "business leadership language" uses words and phrases like "**unworkability**", "**honouring one's word**" - these are not what engineers think of regarding integrity. We think of **trust and honesty**. But taking a slightly different perspective (i.e. that of business) allows us to examine integrity more thoroughly.

Here is how Professor Jensen (and others) describe the components of "honouring one's word":

1. **Do what you said:** Whatever you have said you will do or will not do, and in the case of do, doing it on time.
2. **Do what you know:** Whatever you know to do, or not to do, and in the case of do, doing it as you know it is meant to be done and doing it on time, unless you have explicitly said to the contrary.
3. **Do what is expected:** Whatever you are expected to do or not do (even when not explicitly expressed), and in the case of do, doing it on time, unless you have explicitly said to the contrary.
4. **What you say is so:** Whenever you have given your word to others as to the existence of something or the state of the world, your word includes being willing to be held accountable that the others would find your evidence for what you have asserted.
5. **Do what you say you stand for:** What you say you stand for, whether expressed in the form of a declaration made to one or more people, or even to yourself, as well as what you hold yourself out to others as standing for (formally declared or not), is a part of your word.
6. **The social moral standards, the group ethical standards, and the governmental legal standards of both right and wrong and good and bad behaviour** - of society, groups, and governmental state in which one enjoys the benefits of membership - are also part of one's word unless:
  - one has explicitly and publicly expressed the intention to not keep one or more of these standards, and
  - one is willing to bear the cost for refusing to conform to these standards.

Notice that honouring one's word is different from keeping one's word. Sometime we cannot keep our word. Erhard et al. suggest that **honouring one's word means:**

- Keeping your word (and on time). And, whenever you will not be keeping your word:
  - Just as soon as you become aware that you will not be keeping your word (including not keeping your word on time) saying to everyone impacted
    - that you will not be keeping your word, and
    - that you will keep that word in the future, and by when, or that you won't be keeping that word at all, and
    - what you will do to deal with the impact on others of the failure to keep your word (or to keep it on time).

#### Business Example of Honouring One's Word

Some of you may have heard of a sad incident in 1982 when cyanide-laced Tylenol capsules resulted in the deaths of a number of citizens in the United States. The bottles containing the Tylenol capsules had been tampered with.

The executives of Johnson and Johnson could not keep their word that Tylenol capsules were safe (as stated on the containers). But they were able to honour their word (when they could not keep their word) by immediately recalling all Tylenol bottles and replacing the product with Tylenol contained in "safety-sealed" bottles.

Of course, the notion of personal integrity as something to value and strive toward is not new! In the words of William Shakespeare's Hamlet (Act I, Scene III):

*"This above all: to thine own self be true,  
And it must follow, as the night the day,  
Thou canst not be false to any man."*

To sum up:

- People resist change because change often involves losing something important. An adaptive leader, i.e. someone who is committed to something bigger than him or herself, needs to help people adjust to this loss.
- Those who have studied leadership tell us that groups of people are willing to be influenced by trustworthy individuals who are acting, not in self-interest, but toward achieving something that is bigger than themselves.
- Successful leaders have integrity, keep their word, and are leading, not out of self-interest, but in order to achieve something that is important to the group they want to lead.