

# Leadership: Up the Garden Path or Over the Horizon?

RLUK Conference  
24<sup>th</sup> October 2008

Alastair Work



# Leadership

*“Leadership has been the subject  
of an extraordinary amount  
of dogmatically stated rubbish”*

Chester Barnard, 1938

# Leadership

- No more heroes
- Distributed leadership
- Situational leadership
- Moments of leadership

# Leadership

Up the garden path?

- Devious? Pre-meditated?  
Calculating?
- Always suspect clumsiness over  
conspiracy.

# Leadership

Who leads?

- Tackling the military stereotype

# Leadership

What is leadership?

- What occurs when the plan runs out
- Being followed through the fog
- Heading together over the horizon
- Relating to people and the situation

# The moment of leadership

- Leaders emerge, who:
  - Embody the values of the team
  - Acknowledge uncertainty
  - Legitimise failure
  - License risk
  - Suppress antibodies
  - Co-create change

# The moment of leadership

frame of  
reference

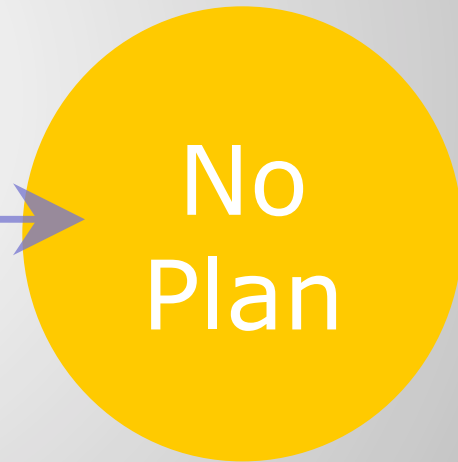
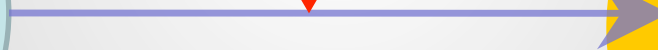
temperament

learned behaviour

empathy

values

“instinct”



unconscious

After: Pamella Murray-Hopkin: “En vivo leadership.”



# Leadership Qualities

So what do good leaders need?

- Self-awareness
- Emotional intelligence
- Sensitivity to their environment
- Creativity
- Empathy

# Leadership Qualities

*How do you*

~~Can you develop leaders?~~

- Let them lead
- Help them to reflect
- Help them to work on their instincts
- Let them lead

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