


Rising to Leadership



If you have some power,
Then your job is to
Empower someone else.

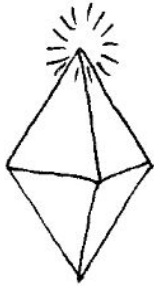
— Toni Morrison



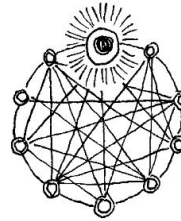
Humane Leadership & The Purposes of Work

3 purposes review

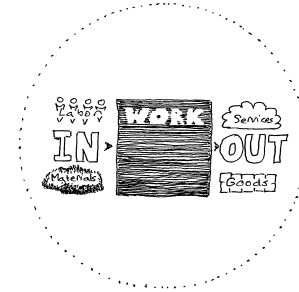
E.F. Schumacher, a British economist who studied Gandhi's thinking, proposed that work has three purposes in his book, *Small is Beautiful*:



Develop our capabilities so we can perform better and contribute more.

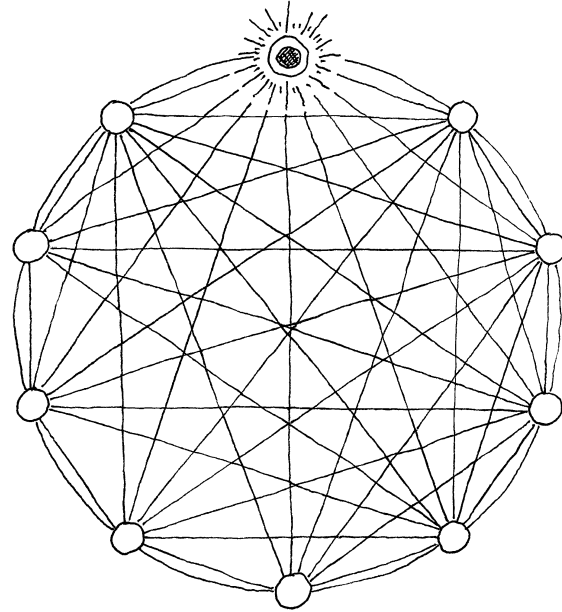


Transcend ourselves through collaboration with others.



Create goods and services.

How does a leader emerge from a group?



Traditional Foundations of Authority

- **Coercive** - ability to punish
- **Reward** - provides benefits - not just money
- **Legitimate** - assigned or role-based
- **Referent** - worthy of obedience
- **Informational** - holds important information
- **Expert** - possesses valuable knowledge & skills

Ideally, leaders lead from a mix of these as the situation allows

Leadership and Consent

The right to lead is distinct from the assigned role and is earned in the process of daily interactions. How can leaders earn the consent to legitimately influence their team?

- Be curious about what's relevant to the individuals on the team
- Be clear about performance and behavior expectations for the team
- Be cautious and courageous at once by making a few promises that can absolutely be kept
- Be conscious that every day is a fresh opportunity to earn more influence with the team.

Hierarchy & Organizational Politics

- Exist in all human relationships
 - Conversation
 - Dancing
 - Games
 - Work
- Ideally are
 - Based on merit
 - Situationally fluid

Hierarchy & Organizational Politics

- Who and what values do you serve?
 - Peers - Belonging
 - Processes - Compliance
 - Boss - Effectiveness, allegiance
 - Organization - Compliance, reliability
 - Stakeholders - Efficiency
 - Truth and Goodness - Integrity, morality

Earning Influence - A Local Story

- Young, capable person new to the organization
- Doors of opportunity opening
- People above who no longer want their roles
- How to earn influence with the staff, leadership, and board?

Earning Influence - IE(RUV)

Earned Influence = Relevant * Unique * Visible

or, written as a function, $P(R,U,V)$

N.b. **Relevance** is discovered:

via the tools we have learned so far, dependency trees, Gantt charts, MECE and combinatorial thinking, root cause analysis, and, of course, experiments in improving performance.

Using the Earning Influence Wisdom Jig

- Print the [Earning Influence Wisdom Jig](#)
- What purpose would you serve with more influence?
- What could you do to discover and act on what's most relevant?
- What unique contributions could you make to those relevant projects or tasks?
- How could you make the relevant, unique contributions you have made as visible as appropriate to those you would like to influence?



Humane leadership

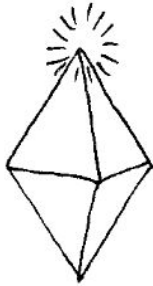
is based on

Consent

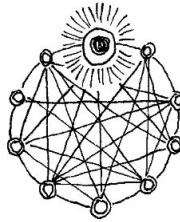


Consent is Based on Your Self Leadership

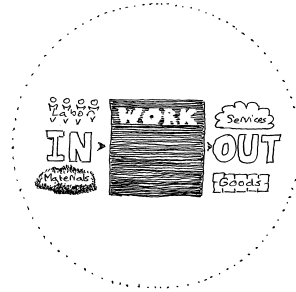
Your demonstrated ability to



Develop your capabilities to perform better and contribute more.



Transcend yourself through collaboration with others.



Create goods and services, especially by delivering relevant projects.

