

**Think about a leader you have followed.
What caused you to follow him/her?**

- **What did he/she do?**
- **How did he/she behave?**
- **How was he/she?**

Living Leadership

**A practical guide for
ordinary heroes**

Living leadership

Leading happens *between* people

- **Leadership is not the property of the leader**
- **.....or the followers**
- **It is the product of their interactions**
- **In a particular context**

What we found

Ordinary acts of everyday leading

- **Speaking your truth**
- **Tackling the “elephant in the room”**



What we found

Ordinary acts of everyday leading

- **Speaking your truth**
- **Tackling the “elephant in the room”**
- **Connecting up people and organisations**
- **Confronting non performers**

- **Managing and leading as a continuum...**

What we found

The intense pressures on leaders

- **Sky high expectations**
- **Complex and changing environments**
- **Competent individuals who became like schoolmasters**
- **Anxiety**



What we found

The importance of managing upwards

- **Most of the time, leaders did not feel they had a clear enough direction from above**
- **When they did get direction, they often didn't like it**
- **Effective leaders negotiated and re-negotiated expectations with those above them**



What we found

The power of context

- **What is effective leading – it depends!**
- **You have to be in the middle – and on the balcony – to know what is needed**
- **Everyone in the study sought to lead a transformation but ended up somewhere different**
- **The art of the possible**

What we found

Leading in the moment..

- **What is effective leading – it depends!**
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What we found

Effective leaders using themselves with skill

- **It's not about being perfect**
- **What makes people interesting are their imperfections**
- **You need all your faculties to work out what's needed**
- **Healthy selfishness**

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A different view of leading

- **FROM leader as transforming hero**
- **TO adaptive leader, holding the space**
- **Coping with uncertainty, contradictions, mess**
- **And enlarging the possibilities for his/her people and organisation**

What you can do as a leader

- **Get real**
- **Get connected**
- **Get help**



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In your groups, each person to consider:

- **How do I usually seek to lead others?**
- **What do I take away from the 'Living Leadership' presentation?**
- **What do I want to focus on more now in my leading?**