



Program Summary

AUTHENTIC LEADERSHIP: COURAGE IN ACTION

Based on a Presentation by Management Forum Series Speaker

Robert W. Terry, Ph.D.

September 23, 1998

Overview

Robert Terry wants people in his audience to build their own individual philosophies of leadership and clarify what choices are available for different organizational settings. Terry offers a model, entitled Zone Leadership, to help put those choices into action.

To start, three definitions of leadership were offered and critiqued:

“Leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes,” is Joseph Rost’s definition. He is trying to distinguish it from command and control. His emphasis is on influence (ethical or unethical). Also, a person does not have to be in a position of leadership to exercise leadership. Rost’s definition does not require actual changes be accomplished, only that change was intended. In fact, in Rost’s definition, no leader can be committed to status quo. Finally, Rost’s definition requires alignment (“mutual purposes”) for leadership to exist.

“Leadership is a dynamic relationship based on mutual influence and common purpose between leaders and collaborators in which both are moved to higher levels of motivation and moral development as they effect real, intended change,” is the definition offered by Kevin and Jackie Frieberg, following their study of Southwest Airlines. The Frieberg definition amplifies on Rost’s definition in that it allows for leaders to be influenced by “collaborators” (or constituents). Also, the Friebergs insist that leadership results in higher levels of motivation and moral

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Robert W. Terry, Ph.D., is an internationally recognized leadership educator. He recently completed a 10-year tenure as senior fellow and director of the Reflective Leadership Center at the Humphrey Institute of Public Affairs of the University of Minnesota. He is the recipient of the Gordon L Starr Award for outstanding work with University of Minnesota students and the Ethical Leader of the Year Award from the University YMCA in Minnesota. Dr. Terry is the author of *Authentic Leadership: Courage in Action* (Jossey Bass), 1997. He holds a doctorate and master's degree from the University of Chicago, a Bachelor of Divinity degree from Colgate Rochester Divinity School and a Bachelor of Science from Cornell University.

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Overview

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development (i.e., must be ethical).

“Leadership is deliberately causing people-driven actions, in a planned fashion, for the purpose of accomplishing the leader's agenda,” is how Philip Crosby defined leadership in 1996. This is okay for the leaders, but leaves little to attract the followers in the organization.

In addition, Terry offered 10 other definitions of leadership:

“Leadership is a relation between leader and led in which the leader influences more than she/he is influenced. Because of the leader, those who are led feel differently than they otherwise would.” –Garth and Mills, 1953.

“Leadership is the art of influencing a body of people by persuasion or example to follow a line of action. It must never be confused with drivership, which is the art of compelling a body of people by intimidation or force to follow a line of action.” –Copeland, 1935.

“Leadership is the activity of influencing people to cooperate toward some goal which they come to find desirable.” –Tead, 1929.

“Leadership is about making sense together of the unknown.” –David Weick.

“Leadership is leaders inducing followers to act for certain goals that represent the values and the motivations, the wants and needs and expectations of both leaders and followers.” –James McGregor Burns, 1978.

“Leadership is the inspiration and mobilization of others to undertake collective action in pursuit of the common good.” –Barbara Crosby, Reflective Leadership Center at the Humphrey Institute.

“Leadership is committed to vision, reality, ethics and courage.” –Peter Koestenbaum.

“Leadership is the process of maximizing the capability of people to fulfill purpose through the development of character.” –Begley and Jacobs, 1997.

“Leadership is about making meaning in a community of practice.” –Droth and Palus, Center for Creative Leadership.

“Leadership is confronting problems whose solution requires everyone in the work group or community or nations to grow and develop.” –Ron Heifetz.

In your organization, when someone says, “We need more leadership around here,” which definition do they mean? The definitions are all over the place.

The important thing is to establish a leadership framework based on each person's own definition of leadership.

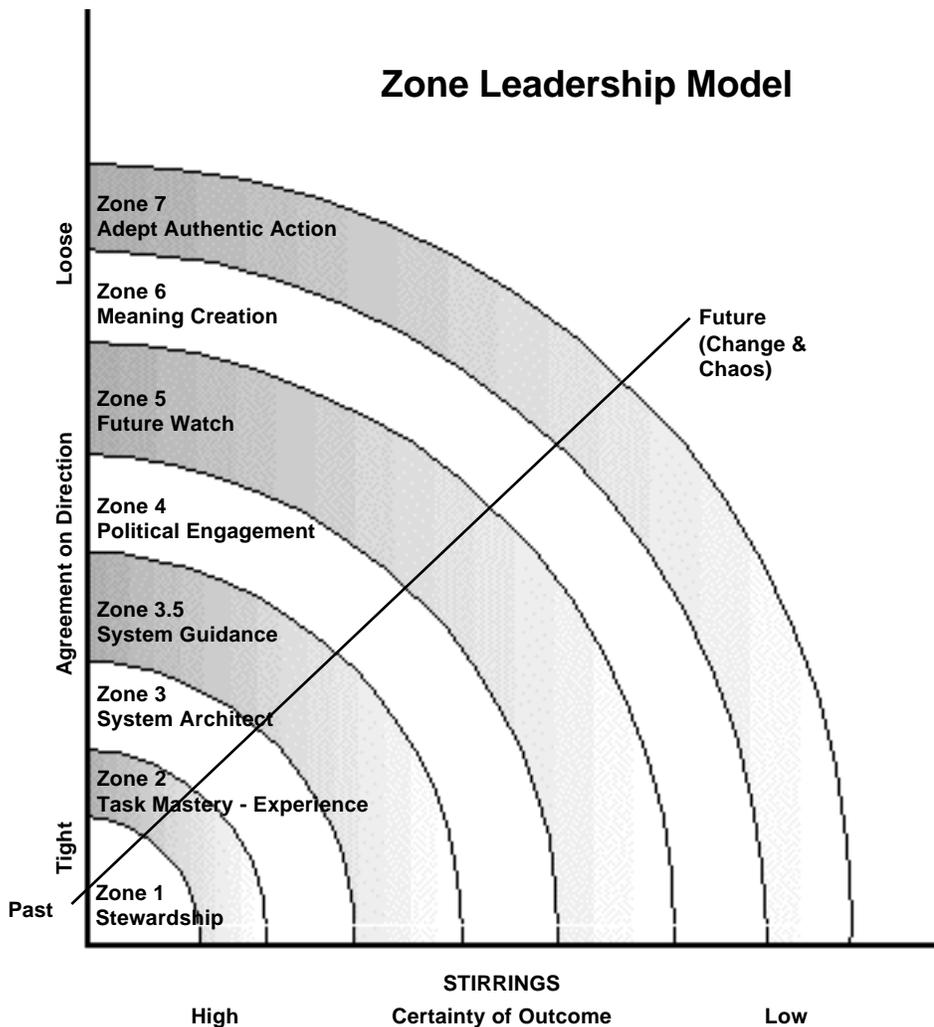
Karyn Ruth White

One of the several new looks that Executive Forum has developed for the 1998-1999 Management Forum Series is the addition of Karyn Ruth White who will introduce this season's speakers. She believes, “We soar highest when we take ourselves lightly,” and is dedicated to teaching and motivating through humor. Prior to starting her business, Laugh and Learn, she toured nationally as a professional comedienne, with appearances on HBO, Showtime, and The Comedy Channel. Her clients include New Century Energies, Regis University, Ball Aerospace, Nextel Communications, University of Colorado, US West and Microsoft.

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Explanation of Zone Leadership Model

As a work in progress, the Zone Leadership Model is subject to revision, according to Terry. Be that as it may, the model is a two-dimensional one, with a vertical axis and a horizontal axis, with a time line.

The vertical axis is a continuum of *Agreement on Direction* ranging from *tight* to *loose*.

The horizontal axis is a continuum of *Certainty of Outcome* ranging from *high* to *low*.

The time line that affects the two continuums runs, of course, from *past* to *future*.

When both *Agreement on Direction* and *Certainty of Outcome* are at their respective extremes (loose and low), chaos is the result. Such a state is characterized by randomness and unpredictability; it's a scary place to be. The closer we get to that point, the more it requires change

and creativity.

Conversely, when both axes are at their least extremes (tight and high), stability is apparent, along with little change. This is a state of high predictability.

The model has seven and one-half zones (Zone 3 has a 3.5), each with five determinants:

- Authenticity criteria
- Leadership is?
- Metaphor and basic notes
- Stirrings: both negative and positive (negative stirrings cause people to stay in the current zone; positive stirrings trigger people to go to the next zone)
- Methods and skills

Zone 1

Stewardship - History

Authenticity criteria: Correspondence.

Leadership is: Preserving the best of the past; owning the rest. It is important to tie the values to the business, separating the core values from the shared values.

Metaphor and basic notes: Life is a gift (both wanted and unwanted). Task: Preserve the best; own the rest. Personal and organization history. What are the nonnegotiable values, the fundamentals? Memory, ownership is the glue; identify the sea anchor. Stability forms what change emerges.

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Perserve the best; own up to the rest.

”

Stirrings: negative – stuck in the past; denial; positive – desire to do something.

Methods and skills: Story telling about the organization. Reviewing past accomplishments and setbacks. Reviewing organization history as changes occur. New-employee orientation.

Zone 1 is comforting for the short term, but it does not allow the organization to go forward. You cannot have change without stability.

Zone 2

Task Mastery - Expertise

Authenticity criteria: Consistency.

Leadership is: Sharing and building expert, technical knowledge.

Metaphor and basic notes: Life is a machine. Task: people are whizzes at their professions. Fix-it mentality. Cause and effect is reliable. Creates stability, hope and comfort. World is knowable through science. If you go to the doctor for a broken arm, you want it fixed. Example: line judge. What if experts disagree?

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Organizations have to be filled with people with skill mastery to get the work done.

”

Stirrings: negative – arrogance (in individuals), narrow focus (silos in organizations); positive – get in touch with more people

Methods and skills: Mastering disciplines and skills. Obtaining credentials. Analysis. Logical reasoning. Scientific sampling.

Zone 2 reward systems in organizations reward the silos.

Zone 3

System Architect

Authenticity criteria: Coherence.

Leadership is: Positional leadership and executive control.

Metaphor and basic notes: Life is body. Task: design a whole system and make it effective. Manage the system. Create bureaucracies, ordered delivery. Diversity is regularized through rules and operating procedures. Move from causality to statistical answers. All perform positional roles well.

Stirrings: negative – rigid, inflexible; positive – desire to know where system is going.

Methods and skills: Assessment and diagnosis of situation. Surveys. Organization design. Agreement on standards, operating procedures and definitions.

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We want machines to be efficient; we want the body to be effective.

”

Zone 3.5

System Guidance

Authenticity criteria: Convergence.

Leadership is: Providing core mission, values, and vision.

Metaphor and basic notes: Life is a body, a living system. Task: loosen structure, which means to also tightening something, so leader directs (tightens) system through core mission, vision, and values. Doesn't know how to engage or listen to workers. Enter Dilbert: laser beam to inauthenticity.

“
Leadership shifts from design to guidance. Control from the top gets harder, power has shifted.
”

Stirrings: negative – workers left out; positive – workers seeking voice.

Methods and skills: Strategic planning. Creation of mission, values, vision. Problem solving processes. Interpersonal communication. Communication plan. Cross-functional work. Quality circles. Customer focus.

Zone 4

Political Engagement

Authenticity criteria: Co-determination.

Leadership is: Shared power and decision making.

Metaphor and basic notes: Life is conflict between ups and down. Downs know a lot and that needs to be revealed. Staff participates. Truth is in the workers; reveal it. Speak up! Top still maintains veto. Mission is engagement.

Stirrings: negative – fear of being surprised by something; positive – curious about future.

Methods and skills: Team building. Conflict management. Setting boundaries, parameters, guidelines. Shared decision-making. A good exercise for Zone 4 is

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Without an “Exit Card,” you can be manipulated and jerked around. The reason you have an “Exit Card” is so you can stay as a free, committed partner in the relationship.
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the “Exit Card,” or the courage card. The Exit Card reads: “If I were not in my current position, I could be doing _____.” If you say, “I have no choice,” you are dead meat. Secondly, the “Exit Card” states: “Under the following three conditions, I will use my card.” These are each person’s core values. Without an “Exit Card,” you can be manipulated and jerked around. The reason you have an “Exit Card” is so you can stay as a free, committed partner in the relationship.

Zone 4 is where you need to figure out how to get a lot of people to have a voice. An excellent way to achieve this is to have a large-scale intervention. This process gathers a thousand or more people in a room at the same time and provides a structure to allow the group to think about where the organization is going and what is important.

If you have a top executive team that is really interested in listening and being critiqued and building authentic relationships, and you are willing to follow up after these events, large-scale intervention is a great approach.

The formula behind large-scale intervention is:

$D \times V \times F > R$.

D is Dissatisfaction with the current situation.

V is Viable Vision.

F is First steps.

R is Resistance to change.

This approach does not focus on the resistance to change, instead it focuses on the *why* of the resistance.

Zone 5

Future Watch

Authenticity criteria: Conveyance.

Leadership is: Anticipating the future. You have to be out there knowing where the competition is going, you have to know where the customer is going in order to be able to anticipate. If you don't know where the customer is going, how are you going to position your organization?

Metaphor and basic notes: Life is a journey. Scanning the environment and sharing with staff. Power of metaphor, symbol and creativity. Vision stops here. World is unknown, so look for patterns. Keep radar screen up to anticipate. Shell Oil creates two world scenarios every other year.

Stirrings: negative – anxiety because too far out there; positive – awareness that unknowable can happen.

Methods and skills: Scenario thinking. SWOT (Strengths, Weakness, Opportunities, Threats) scans. Strengths and Weaknesses typically are internal to the organization, while Opportunities and Threats typically are external to the organization. Future search, open space. Anticipatory story. Mental model clarification. Paradigm shifts. Think outside the box. Create more than two options. Ask, "Where are we vulnerable?" Group learning, large scale.

Skills needed are not technical-rational skills. Rather necessary skills for future watch are metaphorical skills and pattern-recognition skills.

Some of the greatest scanners are the workers, they know a lot. They see a lot of things we do not see because we are more removed from the work.

It is not enough to have vision without SWOT scanning.

“

Some of the greatest scanners are the workers, they know a lot. They see a lot of things we do not see because we are more removed from the work.

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“

Anxiety is different from fear. Fear has a target. Anxiety has no target, you just know something bad can happen, something that's not on anybody's radar screen.

”

Zone 6

Meaning Creation

Authenticity criteria: Centeredness and Co-creation.

Leadership is: Discerning Meaning. People have to make up solutions because there are no models, no procedures to refer to.

Metaphor and basic notes: Life is art. World is unknowable. We are making it up as we go – no map! All we have is each other. Examples, Red Cross in crisis situation; Somalia or Grand Forks.

Stirrings: negative – angst, what is meaning; positive – deep quest for meaning.

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Leadership requires courage because you are trying to do things you think are right, with no guaranteed results.

”

Methods and skills: Improvisational theatre – Wild Play (thinking outside the box) and Profound Engagement (where you have no idea about the consequences). Metaphorical thinking. Befriending the stranger (the unknown that we fear). Importance of relationships over structure. Humor. Dialogue. Continuous listening.

Zone 6 Leadership requires courage because you are trying to do things you think are right, with no guaranteed results, you don't know for sure what is going to happen.

Zone 7

Adept Authentic Action

Authenticity criteria: Congruent and comprehensive to focus our action and be as expansive as we can because we now understand all the zones.

Leadership is: Asking what is going on and deciding what to do. Part of wisdom is being able to figure out what zone your organization is struggling with, and then helping it along.

Metaphor and basic notes: Life is all these ways. Wisdom is knowing where and when to go back. Paradox. Tension with the structure. Think comprehensively; act congruently. Live in the middle – between self and world – authenticity.

Stirrings: negative – self-righteousness; positive – desire for committed service.

Methods and skills: Examining paradoxes and po-

larities. Asking, “What is really going on? What do we do to respond?” (Need all platforms for leadership. Some are not ethically better than others.)

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Choosing a leadership framework

We tend to develop leadership capacities based on our own definitions of leadership. From looking at the Zone Leadership Model, we can see that the zone the organization is in determines how the capacity is reflected.

The eight continuums of leadership capacities show that where a person or organization is on the respective continuums is dependent upon which zone that person or organization is in.

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The next time somebody comes to you and says, “I want to work on your leadership.” What are you going to say? Consider this reply, “Fine, I want an hour and a half of your time tomorrow, to discuss what leadership means.” Because you are responsible for what leadership means.

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Leadership is born	Leadership is made
10 Zone 1	0 Zones 2, 3, 3.5, 4 10

Leadership is individual	Leadership is relational/team
10 Zones 1, 2	0 Zones 3, 3.5, 4, 5, 6 10

Leadership is positional	Leadership is everywhere
10 Zones 1, 2, 3, 3.5	0 Zones 4, 5, 6 10

Leadership is getting results	Leadership is a process of engagement/intent
10 Zones 1, 2, 3, 3.5, 4	0 Zones 4, 5, 6 10

Leadership is coersive and noncoercive	Leadership is only noncoercive
10 Zones 1, 2, 3	0 Zones 3.5, 4, 5, 6 10

Leadership is vision	Leadership is framing
10 Zones 1, 2, 3, 3.5, 4, 5	0 Zones 5, 6 10

Leadership is ethical and unethical	Leadership is only ethical
10 Zones 1, 2, 3	0 Zones 3.5, 4, 5, 6 10

Leadership is secular	Leadership is spiritual
10 Zones 1, 2, 3, 3.5, 4, 5, 6	0 Zone 6 10

Zone 7 is not reflected in this analysis because Zone 7 (Adept Authentic Action) embraces all capacities.

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You don't want everybody working in the same zone, you would never get anything done. Ensure your organization is positioned for all the zones. That's part of having a leadership map, being positioned for all the zones.
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Application Points

Leadership is not an absolute, there is no set definition. The following approach will help you utilize many of Robert Terry's points.

As leaders in Zone 1 – Stewardship, identify what is worth preserving in your organization in terms of values and principals?

What zones are not represented in your organization?

In which zones are the leadership in your organization? Is that the appropriate zone for your group?

What zones are you yourself in? Is that appropriate for leading your organization?

What will be necessary for your organization to advance to the next higher zone? Would such a move be appropriate?

What specific actions can you take to help the organization move to the next zone?

Why will resistance to change occur in your organization? (Remember: $D \times V \times F > R$.)

What zones of leadership are represented by the people in your organization?

How can you encourage and reward your people for bringing their unique perspectives to the table, perspectives that make up a healthy mix of leadership zones?

Based on your understanding of the Zone Leadership Model, what is your definition of leadership?

Thoughtfully answering these questions will help you understand the leadership needs of your organization and devising strategies that can help your people move into the future.

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The difference between leadership and management is that, whatever zone you happen to be in, leadership is anything in front of you and management is anything behind you.

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