



## Inspiring Innovation

Dilemmas of Leading Change

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### The Leadership Challenge

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Leaders are not paid to make  
the inevitable happen.

They are paid to make happen  
what otherwise wouldn't happen.

## A history of leadership thought

- Scientific era: “Who makes it to the top?”
  - Assumption: leadership is a hierarchical concept
- Behavioural era: “Identify the leaders and develop them.”
  - Assumption: Leadership is about the leader and the person
- Mindful Era: Every situation and moment is different
  - Assumption: No toolbox. Be in the moment.



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## A choice?



Change begins with you?



Change begins with me?



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## Four Balancing Acts

1. Expressing differences (...but conforming enough)
2. Expressing vulnerabilities yet containing
3. Balancing social distance
4. Inspiring or engaging others

*Based on Goffee and Jones 2005*



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## 1. Finding and Expressing Differences... .....and conforming enough

- Expressing Differences
  - Surprise, unpredictability.
  - Helps people to get “unstuck”
  - **Must be genuine, integrated**
  - Differences need to be different in each context
- Conforming enough
  - Understanding the culture around you, and what people expect
  - Reflecting enough of who you are
  - Becoming the authentic chameleon



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## 2. Making yourself vulnerable, while being the container

- What is vulnerability?
  - The time between the first move and reciprocation
  - Acceptance of our own imperfections; The acceptance of others is based on acceptance of self.... hence the courage for the first move
  - [http://www.ted.com/talks/lang/eng/brene\\_brown\\_on\\_vulnerability.html](http://www.ted.com/talks/lang/eng/brene_brown_on_vulnerability.html)
- Why express it?
  - Putting "it" on the table creates relief.
  - Frees people up. The unspoken keeps people locked up. (They think you don't know that they know)
  - Creates the opportunity for reciprocation
- BUT...
  - There are acceptable versus unacceptable flaws ...
    - "totally disorganised"; "no vision"; "can't make decisions"; "is a megalomaniac"
  - Too much vulnerability can deauthorise you
  - People want emotions to be "contained" (but that does not mean suppressed or repressed)
- How?
  - Conveyed genuinely, in the right moment, to the right extent
  - Much more than just an apology.....



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## ....being the container



Expecting resentment and anger towards your authority

Expecting fear and panic when there is uncertainty

Expecting conflict when there is ambiguity

...absorbing other people's defences

Bottom Line: Acknowledge your own feelings to yourself.....  
.....and express them **selectively**



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### 3. Balancing Social Distance

- All human relationships have a social distance, which cannot be measured objectively, *but which can be felt.*
- Followers would always like to be closer to leaders they admire
- But leaders need to balance closeness with distance:
  - High support - High Challenge
- **“Tough empathy”**



#### Empathy

- Being able see the world through followers eyes
- Seeing beyond “representations” or “frames”
- Really caring – he/she understands us
- Getting close without being a hostage
- Not about being friends, nor being “sucked in”



#### Tough

- Establishes and reinforces authority
- Enforces boundaries even-handedly
- Is direct and honest with opinions and judgements



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### 4. Engaging or Inspiring

	<b>Talk</b> The things you say	<b>Action:</b> The Things you do
<b>Inspiring</b>	<ul style="list-style-type: none"> <li>Campaigns,</li> <li>Roadshows,</li> <li>Cascades</li> <li>Bullet points</li> <li>Rational Persuasion</li> </ul> <p><i>...and the way you say it</i></p>	<ul style="list-style-type: none"> <li>Symbolic Acts</li> <li>Walking the talk</li> <li>Confidence, authority</li> <li>Vulnerability</li> </ul>
<b>Engaging</b>	<ul style="list-style-type: none"> <li>Conversations</li> <li>Metaphors</li> <li>Storytelling</li> <li>Narratives</li> </ul>	<ul style="list-style-type: none"> <li>Surprise, confusion</li> <li>Letting people be seen</li> <li>Letting go</li> <li>Containing</li> <li>Shadow sensing</li> </ul>

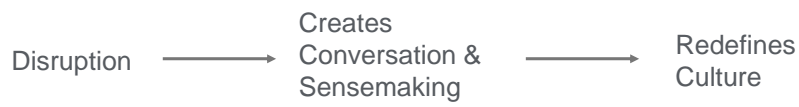


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## Actions: Taking people by surprise

The power of taking people by surprise...



How often do you surprise your people?



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## Actions: Shadow Sensing

Becoming more aware of the things that you are communicating

.....unconsciously



Who you talk to...and who you don't talk to

What you do first....and what you do last



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## Beware the Collective Unconscious

What **you** pay attention to...

...affects what others do

.....unconsciously



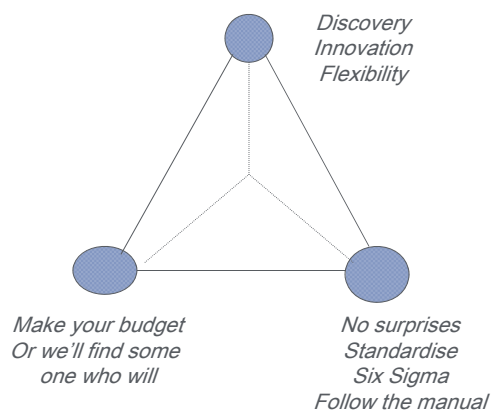
*When you are overloaded, your mind will revert to unconscious routines and "scripts", revealing what your mind **really** pays attention to.*



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## Ambiguity in Organisations: The confusion we must embrace

.....the sweet **and** the sour



## Inspirational Leadership?



1941 -



1981-1987

**Who is Donald Burr?**

**WARNING:** The Image of Leadership is not Leadership



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## Know what you stand for

Question: Think of leader you admire, what does he or she stand for?

1990: Hard working, charismatic

2005: Integrity, consistency



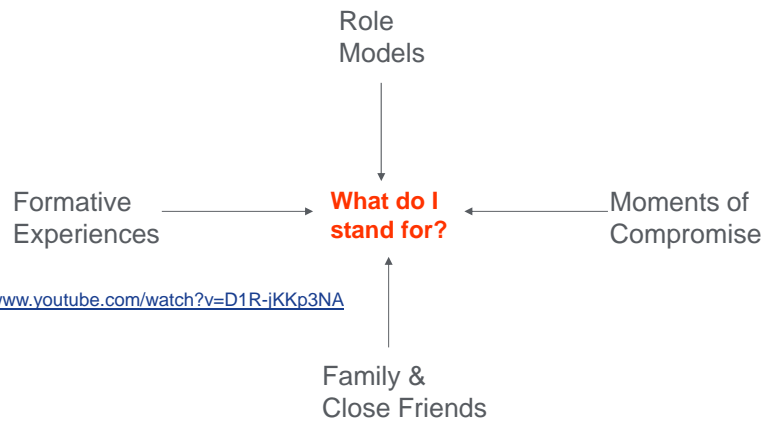
How do we know?

- **Strong beliefs:** has a personal philosophy or model of leadership
- **Judgements :** spontaneous and consistent
- **Avoids Self Deception:** "Walking the talk" does not necessarily mean you believe... it's easy to fool yourself, its not so easy to fool others

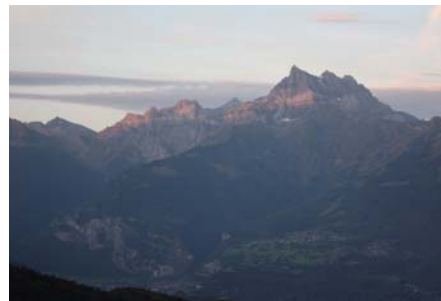
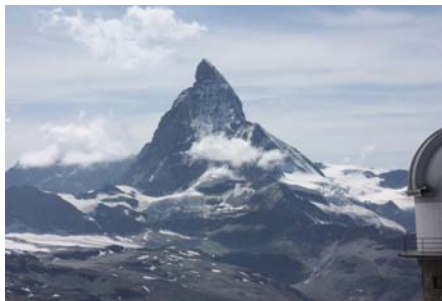


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## What makes you the person you are today?



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What sort of rock are you?



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## Why is Authenticity Difficult to Find?

- Performance pressures
- Divided loyalties
- Lack of spontaneity
- Fear of being or acting alone

**Our greatest illusion...** ...is to believe that we are what **we think ourselves to be.**"

H. F. Amiel (1889)



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**Be Yourself**

**More**

**With Skill**



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## Balancing Authenticity and Skill

Authenticity "Self"	High	Maverick, Naïve	Effective Leader
	Low	Unaware, Clumsy	Phoney, Fake
		Low	High
		Skill	



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